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OCTOBER 2024

Accelerating Digital Transformation: Fermenting Innovation at Lesaffre

Francois Pineau, Factory 4.0 Group Leader

Remi Correia, PI Program Manager - Factory 4.0

AVEVA



LESAFFRE

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Accelerating Digital Transformation: Fermenting Innovation at Lesaffre

François PINEAU, Leader 4.0 Group

Remi CORREIA, Pi Project Manager

OCTOBER 15, 2024

3 billion euros turnover

180 Our solutions are distributed in more than 180 countries

90 international partnerships
700 R, D&I experts

63 applied science centers

9 sensory analysis labs

11,000 employees

96 nationalities

51 Baking Center™

80 production sites in more than 50 countries

88% share of turnover from products sold having been manufactured by a GFSI* certified site

WORKING TOGETHER
TO BETTER NOURISH AND PROTECT THE PLANET

* Global Food Safety Initiative



DEPLOY A PI SYSTEM ?

Challenge

- Impulse a highly standardized Pi system
- Deploy 30 plants in 4 years (starting from 2023)
- Adapt according a high autonomy culture

Solution

- High scalability
- High standard

Results

- Developed system to manage and analyze large sets of operational industrial data



PI SYSTEM: HOW IT ALL BEGAN AND WHY?

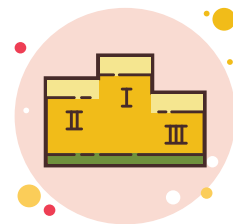
Industrial Digitalization : A strategic move for the Group to aligned with business ambitions

Engaging industrial digital transformation starts with the **Industrial Data Platform** as the backbone for any use cases

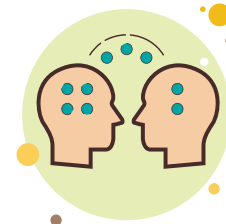
Global initiatives and governance

Local adjustments and adoption

Main objectives :



Increased competitiveness



Knowledge acceleration
(local, regional, global)

INDUSTRIAL CHALLENGES

Why is this a big challenge for Lesaffre ?



- **Subsidiarity:**

Strong decentralization and autonomy of local units, making centralized control difficult.



- **Local Oriented Model (no global standard):**

Lack of standardization across plants (e.g., same lab test has different names across factories).



Many different countries and cultures of change



- **Mergers & Acquisitions:**

Many plants were acquired, leading to significant variations in processes, systems, and culture across sites.



ALREADY DEPLOYED IN 6 SITES LOOKING AT 30+



SIMPLIFY TO ALIGN

Site A

Global

A3 PI SYSTEM - GROUP STANDARD DEFINITION AND ROLL OUT

Current Situation

- No PI System installation package
- No industrial data platform to collect data (batch/visual/deliver)
- Point as a database and manual entry
- No use case back bone
- No knowledge about PI System, very little exchange across factories

Target Situation

- PI System Standard Defined (PI model, web app, hardware)
- Standardization, Scalability for Global Factory
- Standardized data entry, and when need, directly to PI System Group solution for manual data entry (batch UI) or thanks to PI Vision (plant a workshop with Aveva)
- Process batch visibility, acceleration of use cases
- Special optimization
- User Forum exchange to facilitate Adoption
- Autonomy, scalability, cross sharing

Benefits

- Tag list minimum requirements (= FICD)
- Guidelines for Vibe (integrable by AF and Visualization)
- Standardization, Scalability for Global Factory
- PII: Program in use definition
- get rid of excel as database - robust, reliable, unique and real time
- Scaling, code not for practice
- 90% of use case developed
- 90% of factories with PI installed based on use case
- Autonomy on PI System, User Club of exchange

Creating current situation

Factory	Phase	2021	2022	2023	2024	2025
Site A	Phase 1	Start	Progress	Progress	Progress	Progress
Site B	Phase 1	Start	Progress	Progress	Progress	Progress
Site C	Phase 1	Start	Progress	Progress	Progress	Progress
Site D	Phase 1	Start	Progress	Progress	Progress	Progress

Standard V10 progress

Item	Target	Actual
Standard V10	2024-03-31	2024-03-31

Standard DMSIT progress

Item	Target	Actual
Standard DMSIT	2024-03-31	2024-03-31

Standard SMOIS progress

Item	Target	Actual
Standard SMOIS	2024-03-31	2024-03-31

Standard FCI for PI progress

Item	Target	Actual
Standard FCI for PI	2024-03-31	2024-03-31

Monitoring Actions

Item	Responsible	Start Date	End Date	Progress	Status
Standard V10	John Doe	2024-01-01	2024-03-31	100%	Done
Standard DMSIT	Jane Smith	2024-01-01	2024-03-31	100%	Done
Standard SMOIS	Mike Johnson	2024-01-01	2024-03-31	100%	Done
Standard FCI for PI	Sarah Lee	2024-01-01	2024-03-31	100%	Done

Problem Description

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Site B

A3 PI SYSTEM - Use Case 0: RetroFit to the Standard

Reason for the project

- Standardization of PI System
- Integration with other systems
- Reduction of manual data entry

Current Situation

- No PI System installation package
- No industrial data platform to collect data (batch/visual/deliver)
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Target Situation

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Site C

A3 PI SYSTEM - Use Case 0: Data Process Control

Reason for the project

- Standardization of PI System
- Integration with other systems
- Reduction of manual data entry

Current Situation

- No PI System installation package
- No industrial data platform to collect data (batch/visual/deliver)
- Point as a database and manual entry
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Target Situation

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Site D

A3 PI SYSTEM - Use Case 0: Data Process Control

Reason for the project

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A3 Project Mgt Approach

Weekly updates pushed by all to all

SUCCESS AND POSITIVE FEEDBACK

For operations

- Reduce time and effort collecting operational data
- Ensure integrity and availability of critical real-time data
- Give operations staff self-service access to data for faster insight – no programming required



For business



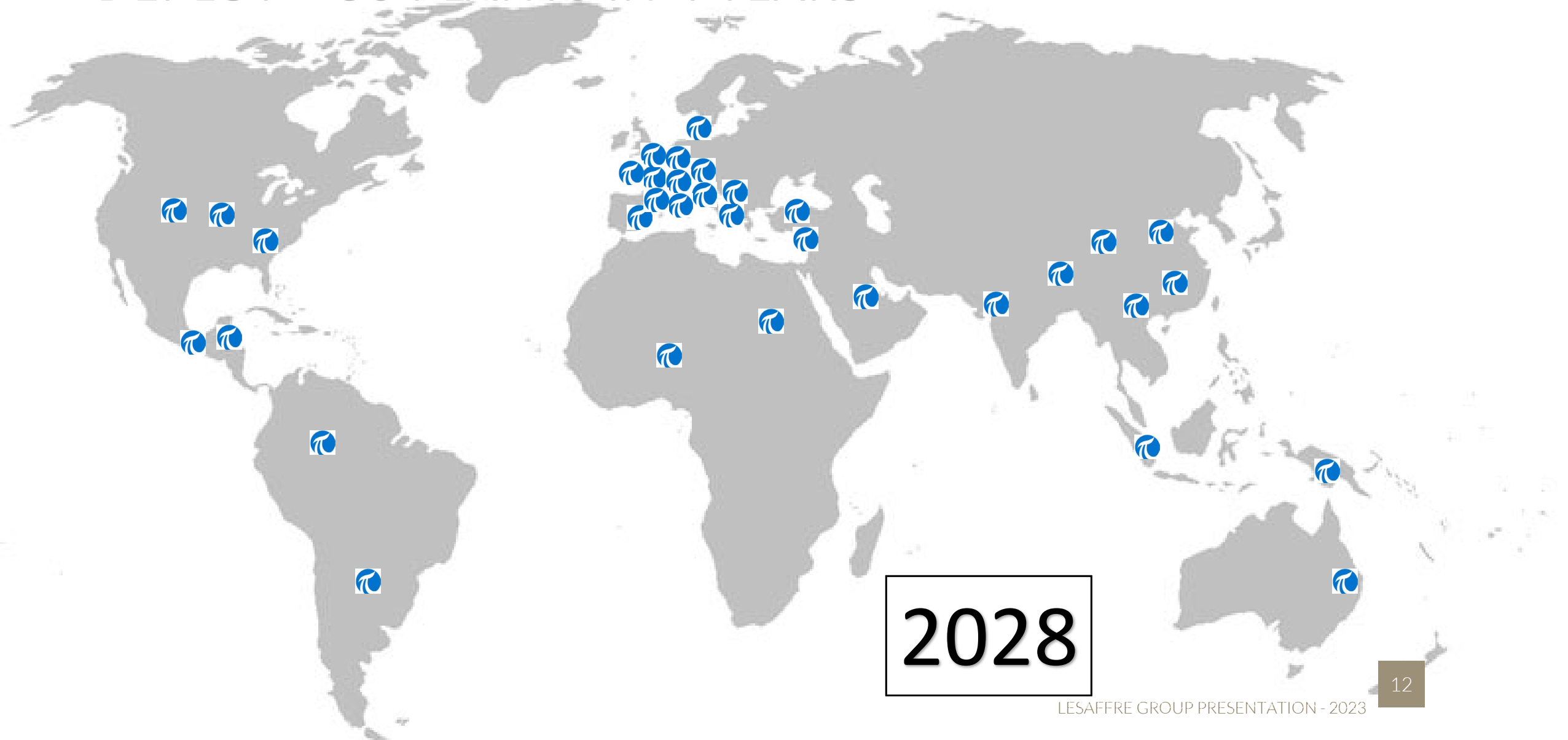
- Make years of data easily accessible for predictive analysis
- Drive business applications with curated, trustworthy data
- Give operations staff self-service access to data for faster insight – no programming required

KEY TAKE-AWAYS

- Empowering People For a shared success
- Leveraging Data to serve Sustainable growth
- The User Experience at the hearth of the program



DEPLOY > 30 PLANTS IN 4 YEARS



ONE VISION, ONE FUTURE

The Future is Now:

- Develop more use-cases through Pi
- Create complete process dashboards

Together at Lesaffre, we are building a future where innovation, sustainability, and empowerment help us **working together to better nourish and protect the planet.**

It's not just about processes and technology,
it's about people driving meaningful change.

Let's make it happen.



Questions?

Please wait for the microphone.
State your name and company.



Please remember to...

Navigate to this session in the mobile app to complete the survey.



Let's be data **P**ioneers !

Thank you!