

Real Time Analytics at Hershey





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Hershey Story – Do Well by Doing Good

Year	Event
1894	Milton S. Hershey establishes the Hershey company.
1905	The Hershey Chocolate factory begins operations and the Hershey Trust Company is established.
1909	Mr. Hershey and his wife Catherine establish a boarding school for orphan boys.
1918	Milton establishes the Hershey Trust Fund to benefit children in need.
1935	Milton establishes the M.S. Hershey Foundation to provide educational and cultural enrichment for Derry Township residents and visitors. (Penn State Medical Center, The Hershey Story, Hershey Gardens, Hershey Theatre, and Hershey Community Archives)
Today	Manages the \$12 billion trust to grow and maintain the Milton Hershey School which is a coed boarding school benefiting over

2,000 students from pre-K through High School.





The Hershey Company

- 18,000 employees
- 80 Brands
- 70 Countries
- \$7.4 billion revenues



Some Hershey Initiatives

- Cocoa Sustainably- <u>CocoaLink</u>, <u>Learn to Grow</u>, <u>CocaAction</u> are all part of meeting our 21st Century Cocoa Sustainability Goal of 100% certified and Sustainable supply by 2020. (2016 -Over 48,000 farmers and 60 % sustainable sourcing)
- **Nourishing Minds**: Improving the lives of children by developing and supporting manufacturing of daily nutritional supplement. *(Reaching over 50,000 kids in Ghana each day.)*
- **Rise Against Hunger** Annual event where over 700 employee volunteers pack meal packs to feed school children. (Over 1 M meals packed in 4 years 285, 120 meals in one afternoon)
- **Packaging Sustainability** Reduce 25 Million pounds of packaging by 2025. (3.5 M lb. reduction through new innovative retail ready cases and over 9 M LB. reduction since 2014.)
- **Simple Ingredients:** No artificial flavors, no preservatives no artificial sweeteners and natural colors. (*Milk Chocolate: Kisses, Nuggets, Bars and Simply 5-Syrup*)
- **Smart Labels:** Goes beyond the printed labels to provide scannable code for quick online access to detailed ingredient information and certifications. (70 % complete and 90% by 2018).





Supply Chain Challenges



Visibility

Results of an IBM survey of over 400 supply chain executives in over 25 countries and 29 industries.

"70% of the executives stated their <u>biggest challenge</u> was <u>visibility</u>. They don't have the appropriate level of insight into what is happening within their operations on the ground-level or on the production floor <u>in real time</u>, and this lack of insight hampers their ability to make the right decisions at the right time."

IBM - Driving operational excellence with predictive analytics



Definition: Providing controlled access and transparency to accurate, timely and complete plans, event and data – transactions, content and relevant supply chain information. (Gartner, 2016)



Real Time Enterprise

"The Real-Time Enterprise monitors, captures and analyzes root-cause and overt events that are critical to its success the instant those events occur to identify new opportunities, avoid mishaps and minimize delays in core business processes.

The Real-Time Enterprise will then exploit that information to progressively remove delays in the management and execution of its critical business processes."



Gartner

Achieving Operational Intelligence

Evolutionary Process

- Move from reactive to proactive environment.
- Move from slow control responses to fast responses.
- Move from post event investigations to prevention.
- Move from data display to operation insights to predictive analysis.



Operational Intelligence Transformation Stages



Assessment - Start with the End in Mind

- 1. What are the desired business outcomes?
- 2. What are the measured business objectives?
- 3. How do plant objectives align to meet business objectives?
- 4. What methodologies are deployed to achieve the objectives?
- 5. What key insights/actions are required to determine effectiveness of deployed methodologies.
- 6. What KPI's best measure the operational results?
- 7. What are the key inputs and outputs for each KPI?
- 8. How can the inputs be economically captured?
- 9. What technology investments will best facilitate the entire process?



Align Objectives and Methods



(Adapted from ARC Research)

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PI System – A Bridge Between IT and OT.

Level	F	unction		Functional Description	Solutions	Ownership)
Level 5	Busine Facility p managem pro	ess manag Ilanning (buy, s hent, asset man iduct manager	ement ell), cash agement, aent	5. Develop business, resource and cash management plan, financials. Product management, long-term data management, pay roll, human resources Time frame: years, quarters, months, weeks	Business Solutions	IT	
		1					With the PI System
Level 4	Business	planning a	logistics	4. Establishing the basic plant schedule - production, material use, delivery, and shipping. Determining			changes in process or business conditions can
	management, etc.		gement, etc. Time frame: months, weeks, days		мом		be:Sensed with the proper
		1			Manufacturing		context.
Level 3	evel 3 Manufacturing operations management		facturing operations management tring production, detailed and products. Maintaining records and optimizing the production process		Operations Management		 Parageed in the property perspective. Delivered through multiple
	production, s	cheduling, relia	bility assurance	Time frame: days, shifts, hours, minutes, seconds	Manufacturing		channels.
		1			Integration & Intelligence		 Responded to rapidly.
Level 2		•	•	2. Monitoring, supervisory control and automated	integration & intelligence		
	Batch	Continuous	Discrete	control of the production process Time frame: minutes, seconds, milliseconds, microseconds	Asset Integration & Intelligence	Joint	OSIsoft.
	control	control	control				
Level 1				 Sensing the production process, manipulating the production process 	Industrial Controls		
						OT	
Level 0				0. The actual production process			

ISA-95 with added business management

Overcoming Challenges with the PI System

 Legacy Controls Multiple Vendors, Models Multiple Logic Models Variable Process Types. IIOT 	 Minimize touch points. Layered Security HA Service Single Source for Asset Data Windows User Security 	 Configurable Scalable Flexible Expandable Proven 	 Streaming Data High Fidelity Event Capture Data Structure Meta Data Data Aggregation BI Capable 	 Open Standards Multiple Data Delivery Methods Integrated Client Tools Handle Streaming Data
Integration	Manage Risk	Unified Architecture	Analyze	Deliver
 PI Interfaces 400 + PI Connectors PI Developer Tech. PI Manual Logger 	 IT Monitoring High Availability User & Role Based Security Trust Tables Audit Trail Data Bridge 	 PI Data Archives PI Interface Servers PI HA 1,000,000 + points. PI AF 	 AF Data Analytics AF Element Templates AF Event Frames Analytics Fast Response Generate & Track Events Aggregate Reusable 	 Pi Vision (Coresight) PI Process Book PI DataLink(Excel) PI WebParts (SharePoint) PI Batch View PI OLEDB PI ODBC PI SDK

Hershey Operational Intelligence Solutions

Manufacturing Intelligence

Asset Intelligence



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IT/OT Collaboration is no longer optional



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Hershey Operational Intelligence Solution Architecture



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Network & Security

- Distributed Model
- Multi Level Security
- Multi Level User Authentications
- Multi Level Firewalls
- Trusts/White Listed Traffic
- Threat Detection & Monitoring
- Packet Level Sniffing



PI System – DMZ



Two Hershey Value Cases

MOM Integration

Provide a structured data delivery of real time machine data to SAP MII to support Hershey AIM Machine Performance Dashboards.

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Process Tracking, Visibility & Reporting

Provide real time visibility, analytics and reporting of chocolate paste production & transfer.



MOM Integration Challenge

Obstacles

- Variability in control data configuration and coding models.
- Wide span of both legacy control systems and newer technologies.
- Inconsistent data definitions and scaling that require data transformations.
- Required minimizing risk of over tasking legacy control systems.
- Need to open up connectivity while retaining security.
- Application layer requires a uniform data model to simplify integration of MOM platforms and SAP MII applications.



Defining Outcomes and KPI's

Business Performance	Product Margin & Cost										
Plant Performance	Cost Variance	Utilization	Efficiency	Schedule Conformance							
Line Performance	Yield %	OEE %	% Efficiency	% Downtime							
Machine Performance	In Count	Line Speed	Line Mode	DT Reasons							
Inputs	Out Count	Producing State	Reject Count	Net Weight							

Creating a Modular & Flexible Design

PIAF (Asset Framework)

- Provides flexible hierarchical object structures with *reusable* templates.
- Enables the *standardization* of applications and reporting.
- Supports *real-time*, relational and calculated data elements.
- Supports integrated *event* and *schedule* based *calculations* and rules.
- Easy to modify and expand as new requirements arise.
- Easy to create *notifications*.
- Supports open integration with a full SDK.
- Ability to create and track events with PI Event Frames

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Create Logical Data Structures

PI AF Element Structure

- Multiple PI AF hierarchies can be created to provide views of the same data from different users or use case perspectives.
- PI AF makes it easy to see how the underlaying data, analysis and events fit into the higher level structures.
- It provides an easy way for users to navigate the PI System to find data in the context of the user.
- PI SDK and AF SDK allow programmatic manipulation of PI and PI AF data and objects for custom developed solutions.
- PI DataLink, PI ProcessBook, Web Parts and PI Vision leverage PI AF in their native UI's.

Create Reusable Data Templates

PI AF Templates

- Allow the creation of reusable data models.
- Templates enforce standardization.
- Templates support Parent/Child relationships through Derived Templates or Reference Templates.
- Changes in templates are inherited by each object instance of an element.
- Templates simplify administration, maintenance and changes.
- Templates are recommended for all elements, notifications and event frames. Support a

AIM Cell Analysis PackML Template

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Define Required Data Elements

PI AF Elements

- Elements define the data objects for a specific asset or object.
- Attributes are defined for all required data.
- Attributes have data reference setting that can be relative to elements and/or data sources.

Moulding Cell Element

ilter									
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Create Required Data Analysis

PI AF Analysis

- Manage process logic
- Manage data quality
- Filter data
- Manage data logic/rules
- Aggregate data
- Perform calculations
- Look up values in AF Tables

Solution

- Create Producing State logic
- Assign Reason Codes
- Create trigger tag validation logic

Moulding Cell – Producing State Analysis

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MOM Applications

Operational Awareness

- Visibility
- Data with context
- Real Time Data to Insights
- Actionable

Paste Tracking Challenge

Opportunity

Wei Chong Lai the IS Global Supply Chain Manufacturing Analyst at our Malaysian Plant used the PI System to solve a common production tracking challenge.

Requirements

- Track & Report on paste transfers from conches to the tank farm.
- Track & Report on paste transfers from tank farm to production line feed tanks.

Provide Process Visibility

PI Vision

- The DSC system is connected to the PI Server through the PI Interface Server.
- The DSC system contained data on the current tank levels, valve position states and pump running states.
- This data was all that was required to work out the paste transfer logic that tracks the transfer periods and transferred weight.
- This DCS Screen was easily imported into PI Vision (Coresight) to provide real time visibility of the process states.

View Data Trends

PI Vision provides functionality to see real time and historical data trends by just clicking on the objects on the display.

Valve Status

Tank Level

Create Reusable Data Models

PI AF Element Templates and Elements

- Create tank and valve templates
- Create conch, tank farm and line paste tank elements.

AF Element Templates

AF Elements

Define Required Attributes

Conche Element Attributes

- Each Out Valve State
- Transfer Pump Status
- Conch Usage.

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Define Required Attributes

Valve Element Attributes

- Valve State
- Vale Position Status

Tank Element Attributes

- Levels
- Valve Position Status
- Agitator Status
- Temperature

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Define Event Templates

Conch to Tank Farm Transfers

• Event Frame Analysis were configured to read the receiving tank level when the tank inlet value is opened.

Event Frame Template

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H NotificationLvl										
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	😑 End trigg	er								
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Define Event Attributes

Conche Usage

- PI AF Event Frames were created to track each transfer event from the individual Conches.
- Each event creates an event name and collects the start and end times. Additional data are captured as attributes of the Event.

🖉 i 🧏 Name

🍊 DeltaUsage

📑 Sender

Define Required Analysis

• PI AF Element Analysis is used to create the logic for determining which Conche is transferring product when the transfer pump is "On".

ML01-23-XC511					
General Child Elements Attributes Ports Analyses Version					
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Name Expression		Value at Evaluatio	Value at Last Trigg	Output Attribut	te
<pre>If Yump Status = 0 in then ('Tanks\Paste\China Dark Conche Usage' + 110 Else If 'ChinaDarkOutValue' = "Open" Then '\Tanks\Paste\Dark Chip Conche Usage' + 210 Else If 'DarkChipOutValue' = "Open" and '\Tanks\Paste\DarketLiC2[Conche Usage' >0 Then '\Tanks\Paste\DarketLiC2[Conch If 'M40utValue' = "Open" and '\Tanks\Paste\V4 Conche Usage' >0 Then '\Tanks\Paste\V4 Conche Usage' >0 If 'M10utValue' = "Open" Then '\Tanks\Paste\V4 Lk Chip[Conche Usage' + 510 Else If 'W4WilkutValue' = "Open" Then '\Tanks\Paste\VH Milk Conche Usage' + 710 Else 10 Variable1 } </pre>	e Usage' + 310 sage' + 410 Els	e] e		Conche Usage	×
<pre>if 'ChinaDarkOutValve' = "Open" Then '\Tank:VPaste\China Dark[Conche Usage' + 100 Else If 'DarkChipOutValve' = "Open" Then '\Tank:VPaste\Dark Chip[Conche Usage' + 200 Else If 'IC2OutValve' = "Open" and '\Tank:VPaste\IC2[Conche Usage' > 0 Then '\Tank:VPaste\IC2[Conche Usage' > 0 Then '\Tank:VPaste\IC4[Conche Usage' > 0</pre>	he Usage' + 300 Usage' + 400 El:	E			
Variable2 'ChinaDarkOutValve'				Map	8

PI System Explorer

Searching and viewing Event Frames

• PI System Explorer is used to create, edit and view PI AF Elements, Event Frames, Tables and Notifications,.

File Search View Go Tools Help											
🔕 Database 🛗 Query Date 👻 🕓 🥥 🕼 🚱 Back 💿 💐 Check In 🤧 🗸	🥏 R	efresh	N	ew Event Frame 📃	New Attribute						
Event Frames			ConcheUsageChinaDark-China Dark-TK14019-2017-10-24 22:27:10								
Event Frame Searches		General Child Event Frames Referenced Elements Attributes									
		Image:									
Almond				🍼 DeltaUsage	6165.25 kg	10/24/2017 10:51:40.268 AM		Double	PI Point	. \Elements[.] Level_KG; TimeRangeMethod=Delta	
 Amond Amond ConcheUsageChinaDark-China Dark-TK14019-2017-10-24 20:37:39 ConcheUsageChinaDark-China Dark-TK14019-2017-10-23 16:04:33 ConcheUsageChinaDark-China Dark-TK14023-2017-10-23 16:04:33 ConcheUsageChinaDark-China Dark-TK14023-2017-10-23 20:41:24 ConcheUsageChinaDark-China Dark-TK14023-2017-10-23 22:05:44 ConcheUsageChinaDark-China Dark-TK14023-2017-10-23 22:05:44 ConcheUsageChinaDark-China Dark-TK14023-2017-10-25 09:40:28 ConcheUsageChinaDark-China Dark-TK14023-2017-10-26 19:85:50 ConcheUsageChinaDark-China Dark-TK14023-2017-10-26 19:85:50 ConcheUsageChinaDark-China Dark-TK14023-2017-10-26 19:23:30 ConcheUsageChinaDark-China Dark-TK14023-2017-10-24 03:17:16 				Sender	3	10/24/2017 10:47:28.74 AM		Int32	Formula	IA=Report\Conche\ML01-23-XC511 ChinaDarkOutValve;B=\Rep	
ConcheUsageChinaDark-China Dark-TK14024-2017-10-24 04:41:46 ConcheUsageChinaDark-China Dark-TK14024-2017-10-24 15:27:18											

Paste Usage Reporting

PI DataLink

- Excel with PI DataLink was used to create the paste and conche usage report.
- Events are returned based on the date range entered.
- Using Excel Pivot Table functionality the data was arranged and summarized by the sending and receiving tank ID's.

9 / 1 /201	7 -	9 /30	/2017	•F	t]	
Sum of DeltaUsage						
0-	IC2	White	VH Milk	China Dark	Milk Chip	Grand Total
2017	(329,916.70)	(173,286.76)	(7,048.71)	(118,212.79)	(2,449.42)	(630,914.37)
🗏 Sep	(329,916.70)	(173,286.76)	(7,048.71)	(118,212.79)	(2,449.42)	(630,914.37)
🗉 1-Sep		(6,893.25)				(6,893.25
🗏 2-Sep		(5,778.50)				(5,778.50
≡ TK14029		(921.38)				(921.38)
TK36084	_	(921.38)				(921.38
∃TK14031]	(4,857.13)				(4,857.13)
TK36084	•	(4,857.13)				(4,857.13
🗉 4-Sep	(12,504.92)	(3,154.67)				(15,659.58
🗉 5-Sep	(4,466.58)	(3,727.21)	(7,048.71)	(5,494.13)		(20,736.62
🗉 6-Sep		(7,003.21)		(12,387.37)		(19,390.58
🖲 7-Sep	(6,267.63)	(8,383.37)		(11,845.16)		(26,496.16
■8-Sep	(8,713.25)	(8,550.21)		(10,119.96)	3.79	(27,379.63
■ 9-Sep	(4,333.88)	(12,303.96)		(9,228.92)	(7.58)	(25,874.34
		(5,509.29)		(1,387.75)		(6,897.04
⊞11-Sep	(1,440.83)	(8,235.50)		(7,689.50)	(3.79)	(17,369.63
■12-Sep	(1,998.21)	(37,757.42)		(8,796.67)		(48,552.29
⊞13-Sep	(7,958.71)	(24,300.79)		(144.08)		(32,403.58
⊞14-Sep	(6,908.42)	(16,914.63)				(23,823.04
⊞15-Sep	(11,621.46)					(11,621.46
⊞16-Sep	(20,854.17)					(20,854.17
⊞17-Sep	(8,777.71)					(8,777.71
■18-Sep	(12,459.41)					(12,459.41
⊞19-Sep	(10,605.29)			(1,827.58)		(12,432.87
■ 20-Sep	(8,345.46)			(8,504.71)		(16,850.17
🗉 21-Sep	(13,938.16)			(25,794.71)		(39,732.87
■ 22-Sep	(38,845.62)	(527.04)		(773.50)		(40,146.16
	(49,014.87)	(633.21)				(49,648.08
	(4,428.67)					(4,428.67
	(20,975.51)					(20,975.51
■ 26-Sep	(15,174.25)	(428.46)				(15,602.71
	(20,069.29)	(6,639.21)		(3,825.79)		(30,534.29
🖲 28-Sep	(16,933.58)	(8,618.46)		(4,489.33)		(30,041.38
	(23,280.83)	(7,928.38)		(5,903.63)	(2,441.83)	(39,554.66
Grand Total	(329,916,70)	(173,286,76)	(7.048.71)	(118,212,79)	(2.449.42)	(630,914,37

OSIsoft. REGIONAL SEMINARS 2017

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