Lessons Learned from Multi-Site Transformation Programs

Panel Discussion

Campbells | Cargill | Colgate-Palmolive | CertainTeed

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What AVEVA has learned over the past 10 years

Unique

Common

…to site / line / asset

…across BU

…across enterprise

…across industry

3 Critical Workstreams

VALUE & CHANGE MANAGEMENT

SOFTWARE LIFECYCLE MANAGEMENT

PROJECT & EXECUTION MANAGEMENT

PROGRAM GOVERNANCE

Product Variety

…evolved via M&A / Divest.

…different EPCs / SIs at each site / phase

…different work processes by site

…different tech standards

Process & Asset Variety

Systems from different vendors

…different degrees of automation vs. manual

…different work cultures

…different skill levels

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Campbell today

WORKFORCE

14,100

employees across North America.

IN THE HOME

95%

of all American households have a Campbell brand in their home.

PROMOTING DIVERSITY

$1.5M

committed over three years to nonprofit organizations to raise awareness, advance education, and fight racism and discrimination.

COMMUNITY SUPPORT

$54M

in food and funds donated in fiscal 2021.

3

About Us

- 2 Divisions Campbells Meals & Beverage and Campbell's Snacks

Our Digital Manufacturing journey

- Locations: 20 + sites (4 Thermal, 16 Snacks, 1 spice plant, 2 paste plants) - 2 fully digital sites (Paris, TX and Bloomfield, CT)
- Focus/Scope - Operations, Quality, Performance Commercialization process integration, IT-OT device integration (ERP & PLM integration completed)
- Solutions: Aveva MES, Aveva Insight, Aveva System Platform
- Digital journey: 8… and counting

Director – Sr. Service Manager - Manufacturing Services

- ?

Goals / Challenges

- Deploy Aveva Insight Equipment Efficiency to remaining 15 Snacks facilities in 18 months
- Upgrade MES 2014 to MES 2020 and deploy Performance to PF sites
- Achieve Level 3 maturity – Connected Factory in 24 months
- Varying degrees of maturity. Snacks largely "offline"

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Cargill
Global Edible Oil Solutions (GEOS)

Helping the world thrive

About Us

- Who are our customers?
  - Manufacturers
  - Foodservice
  - Retailers
  - Consumers

Our Digital Manufacturing journey

- Located in 70 countries, 65+ Languages, 155K Employees, 150+ years of experience
  - 27 GEOS sites globally, Refinery and Packaging Technologies
- Scope / Focus: Scalable, Replicable, Global portfolio of use cases and standard digital solutions
- Solutions Deployed: ERP, MES, Historian, Visualization tools, Advanced Analytics and modeling, Efficiency Monitoring, Standard Data Architecture, Cloud
- 8 Years on journey

Role

Lauren Vahle, Smart Manufacturing Program Lead

Goals / Challenges

- Standard Processes
- Immediate vs. Long term wins
- Centralized/Scalable solutions vs. AdHoc
- Site buy in vs. Communicating up
- Be Critical about priorities and scope

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Colgate-Palmolive

About Us

- Colgate, Softsoap, Hill's, PCA Skin, Tom's of Maine
- Oral Care, Personal Care, Home Care, Pet Nutrition

Our Digital Manufacturing journey

- 27 Manufacturing sites, 16 countries, 5 continents
- Downtime, Quality, integration with SAP
- MES with System Platform
- Three years - but continuing…

Role

- Associate Director - Global Plant Systems

Goals / Challenges

- Replace a legacy manual system
- Connect to SAP for master data & production order information
- Maintaining standards through deployment
- Quickly deploy to 22 plants in 3 years

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CertainTeed US Gypsum (St. Gobain)

About Us

- Subsidiary of St. Gobain (as of 2020)
- Gypsum Products (Drywall)

Our Digital Manufacturing journey

- 9 sites / 11 lines producing unique SKUs
- Full MES, Real-time data-driven decision management
- MES, Work Tasks, System Platform, BI Gateway
- 6 Years on journey

Role

- Lead Gypsum US Division as Director of Advanced Manufacturing

Challenges That Led Us to Where We Are Today

- Data rich, information poor
- Lacked visibility to real-time operational status
- Reactive rather than proactive control
- Inconsistent follow-up and accountability
- Paper-based recipes and specs

Current Challenges

- Building a culture of Data Driven Decision Making
- Changing manufacturing roles and expectations
- Building Engagement from Plant Floor to Management

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Lessons learned

Join at
slido.com
#6563 332

Insights	Software Lifecycle	Project & Execution	Value & Change Mgmt.
Scope & focus / clear problem statement / stakeholders / goals & objectives • What does Operational Excellence look like? Which functions? What maturity level?			
Organizing for multisite deployment success • Program management structure / Center of Excellence / Plant-level resources, etc.			
Data harmonization and standardization • Balancing needs & priorities – Corporate vs. BU vs. Site			
Culture, people & engagement • Changing expectations & roles, adoption, working with IT			
• ?			
• ?			

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ABOUT AVEVA

AVEVA is a global leader in engineering and industrial software driving digital transformation across the entire asset and operational life cycle of capital-intensive industries.

The company's engineering, planning and operations, asset performance, and monitoring and control solutions deliver proven results to over 16,000 customers across the globe. Its customers are supported by the largest industrial software ecosystem, including 4,200 partners and 5,700 certified developers. AVEVA is headquartered in Cambridge, UK, with over 4,400 employees at 80 locations in over 40 countries.

aveva.com

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