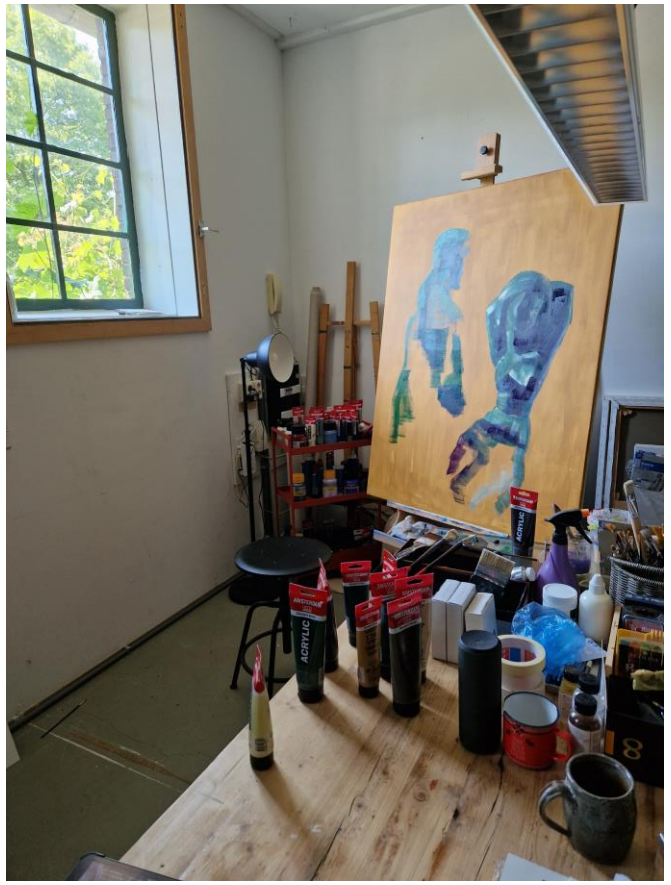
EMPOWERING CONNECTED WORKERS: USE CASES, METHODOLOGIES, AND DRIVING ADOPTION

ANNA MOSZCZYNSKA



ABOUT MYSELF

2009

2022
Digital Transformation

2023
Digital manufacturing

DANONE
ONE PLANET. ONE HEALTH

A GLOBAL PRESENCE

120+
countries where Danone products are available

~98,000
employees in over 57 countries

150+
production plants

Certified B Corporation

54% ESSENTIAL DAIRY AND PLANT-BASED

Fresh dairy | Plant-based | Premium dairy | Coffee creamer | Plant-based

30% SPECIALIZED NUTRITION

Baby formula | Specialized pediatrics | Baby food | Adult medical nutrition | Healthy aging

16% WATER

Plain Still | Flavored Still | Sparkling Plain | Sparkling Flavored | Functional

#1 WORLDWIDE
in fresh dairy products & plant-based products

#2 WORLDWIDE
in early life nutrition

#1 IN EUROPE
in adult nutrition

#2 WORLDWIDE
in packaged waters (by volume)

MANUFACTURING EXCELLENCE 4.0
DIGITALLY DRIVEN FUNCTIONAL EXCELLENCE

Dan-IWS

DMA
DIGITAL MANUFACTURING ACCELERATION

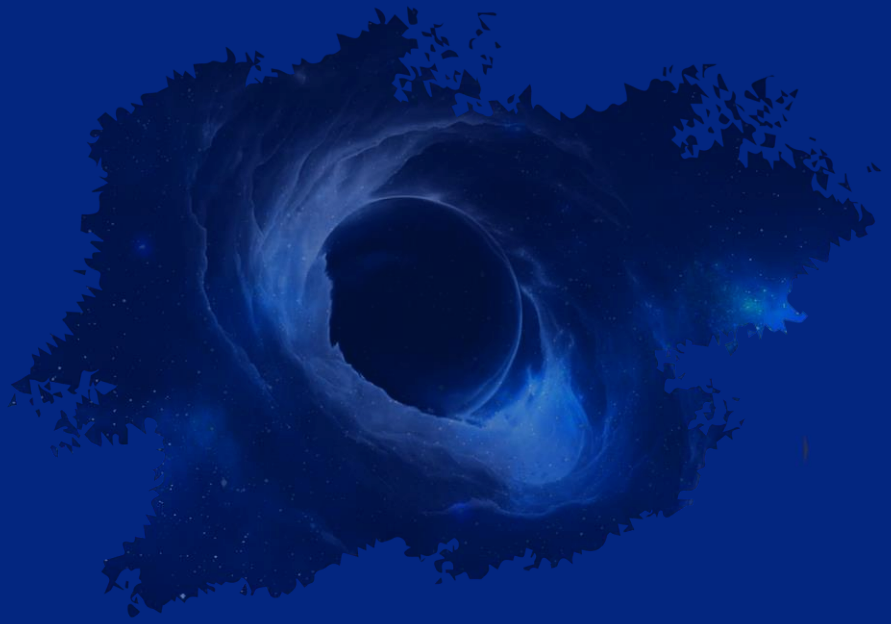
DMA

DIGITAL MANUFACTURING ACCELERATION

PEOPLE

TRANSFORMATION

TECH



BLACK HOLES

FINANCIAL

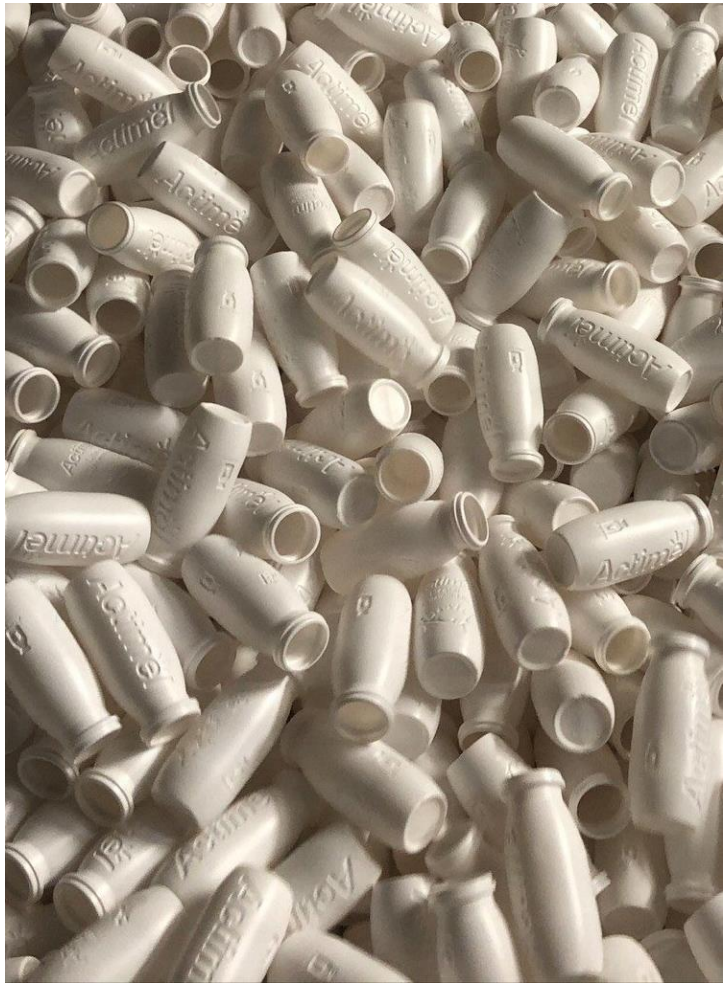
IMPACT

DANONE DRIVER TO TRANSFORM THE MANUFACTURING NETWORK

Certified B Corporation

> **PRODUCTIVITY 10-15%** CONVERSION COST WHILE INCREASING FLEXIBILITY

> **SUSTAINABILITY** (ENERGY, WATER, MATERIAL WASTE REDUCTION)

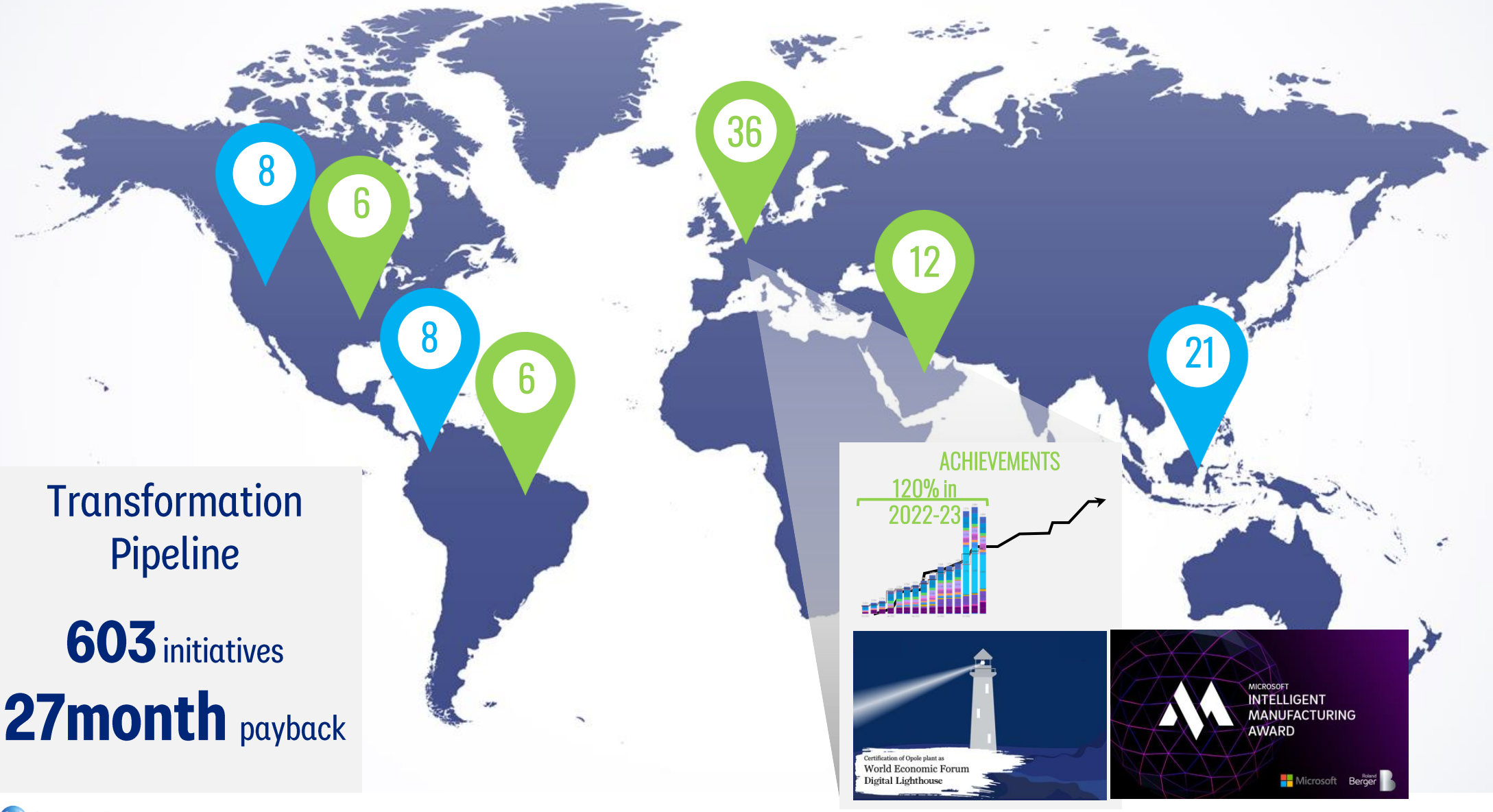


> **PEOPLE EMPOWERMENT AND CHANGE ANTICIPATION**

WHAT DMA DIGITAL MANUFACTURING ACCELERATION HAS REALIZED SO FAR?

Factories already into DMA journey

Planned factories



Transformation Pipeline

603 initiatives

27month payback

ACHIEVEMENTS

120% in 2022-23

HOW WE DID IT? A RECIPE COMPRISING 3 INGREDIENTS DEPLOYED TOGETHER

BLUE STREAM

> Identify use-cases to deliver value

> Catalogue Solutions, Innovations

> Impact tracking

RED STREAM

> Standardized future proof technical solutions

> Cyber security

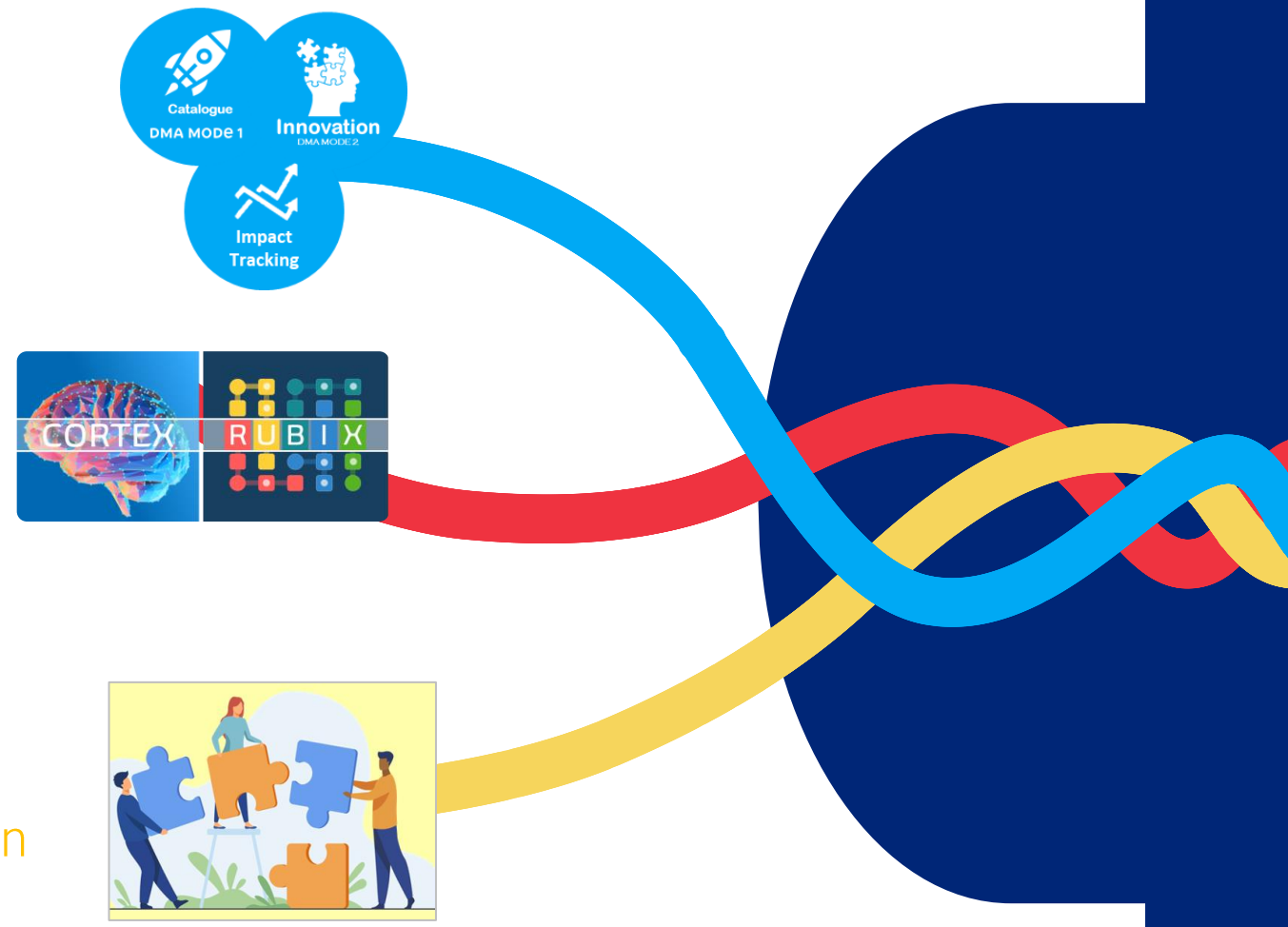
> Enable technical capabilities

YELLOW STREAM

> Upskilling

> Change management along transformation

> Minimize social impact



DMA | BLUE STREAM

Focus on scaling up through a factory-centric approach

Use case validation in each factory (4 months)

Sizing of the value of the opportunities through shopfloor observations

Use case definition and identification of digital solutions to enable operational improvements

>> Catalog & Digital Compass

Construction of the roadmap to transform the plant in 2 years

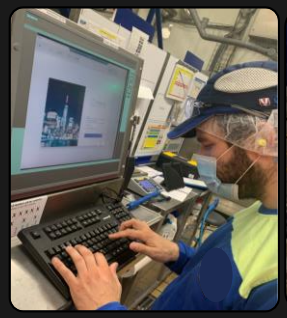
Implementation (2-3 years)

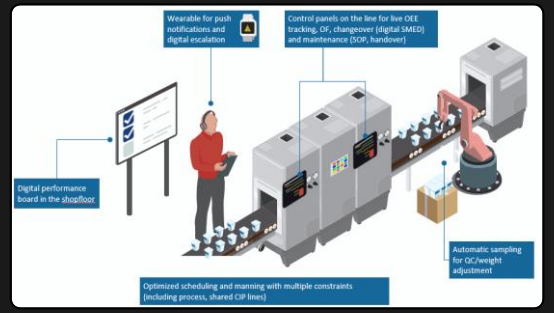
Launch implementation sprints

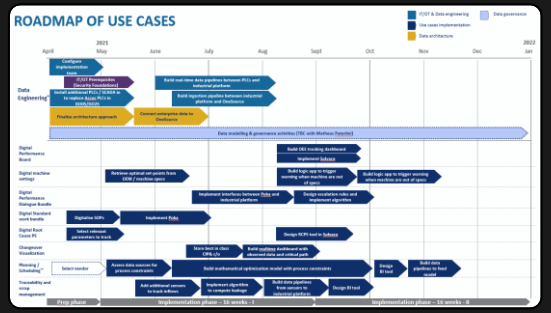
&

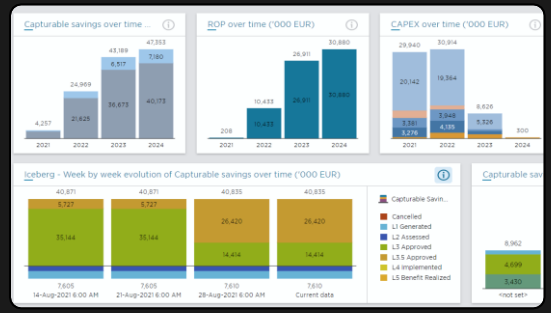
Impact tracking routine

Provide funding to the plant









HOW TO ENSURE THE RIGHT LEVEL OF ADOPTION

?

CENTERS OF EXCELLENCE

Engaging with the community of digital leaders and exchanging good practice

Industry 5.0 Academy

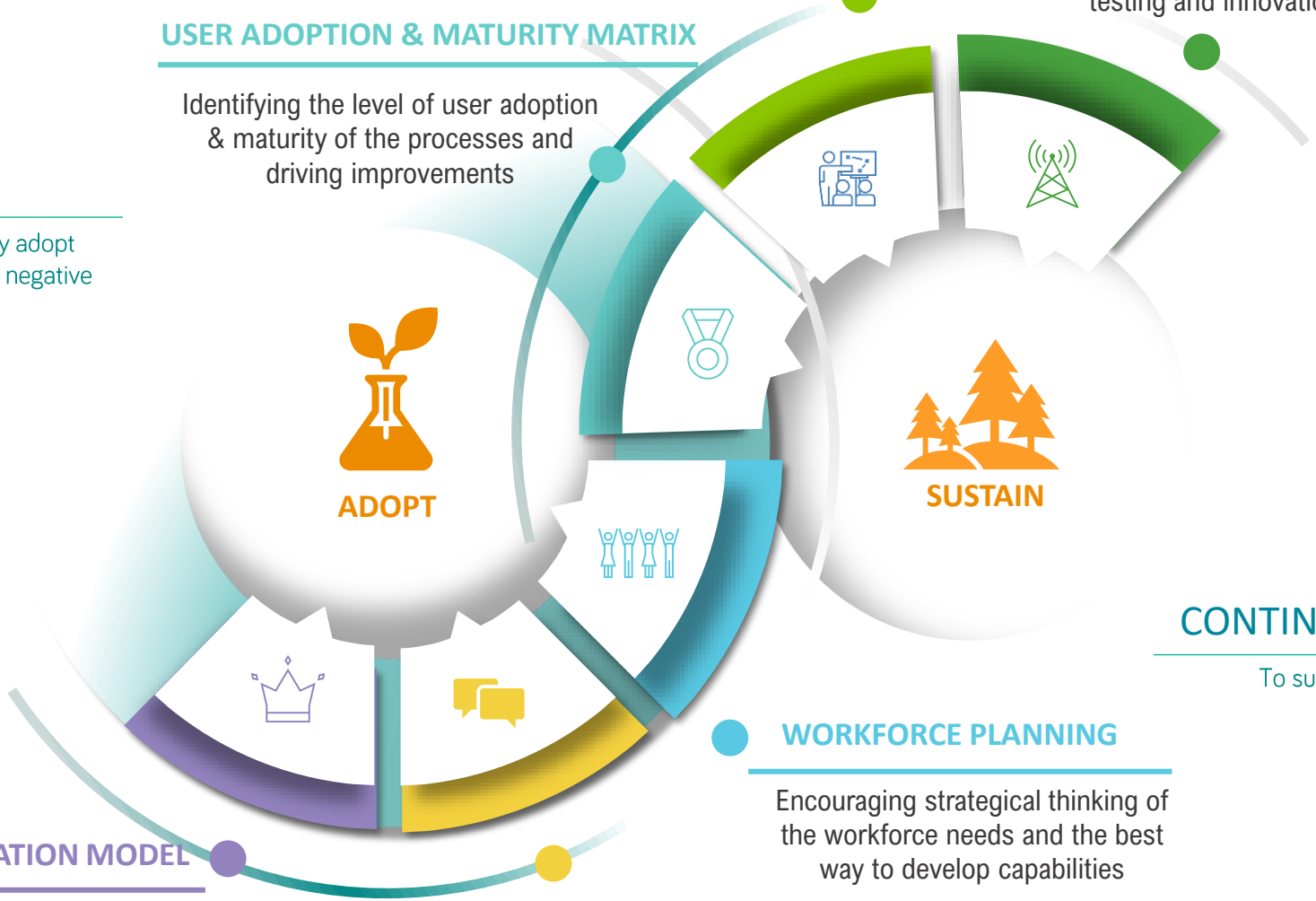
Ensuring the right level of skills and competencies by providing training, testing and innovation opportunities

USER ADOPTION & MATURITY MATRIX

Identifying the level of user adoption & maturity of the processes and driving improvements

CHANGE MANAGEMENT

To successfully and sustainably adopt changes, whilst minimizing the negative outcomes for the local teams



CONTINUOUS IMPROVEMENT

To sustain the implemented solutions and create opportunities to grow

WORKFORCE PLANNING

Encouraging strategical thinking of the workforce needs and the best way to develop capabilities

DANONE TRANSFORMATION MODEL

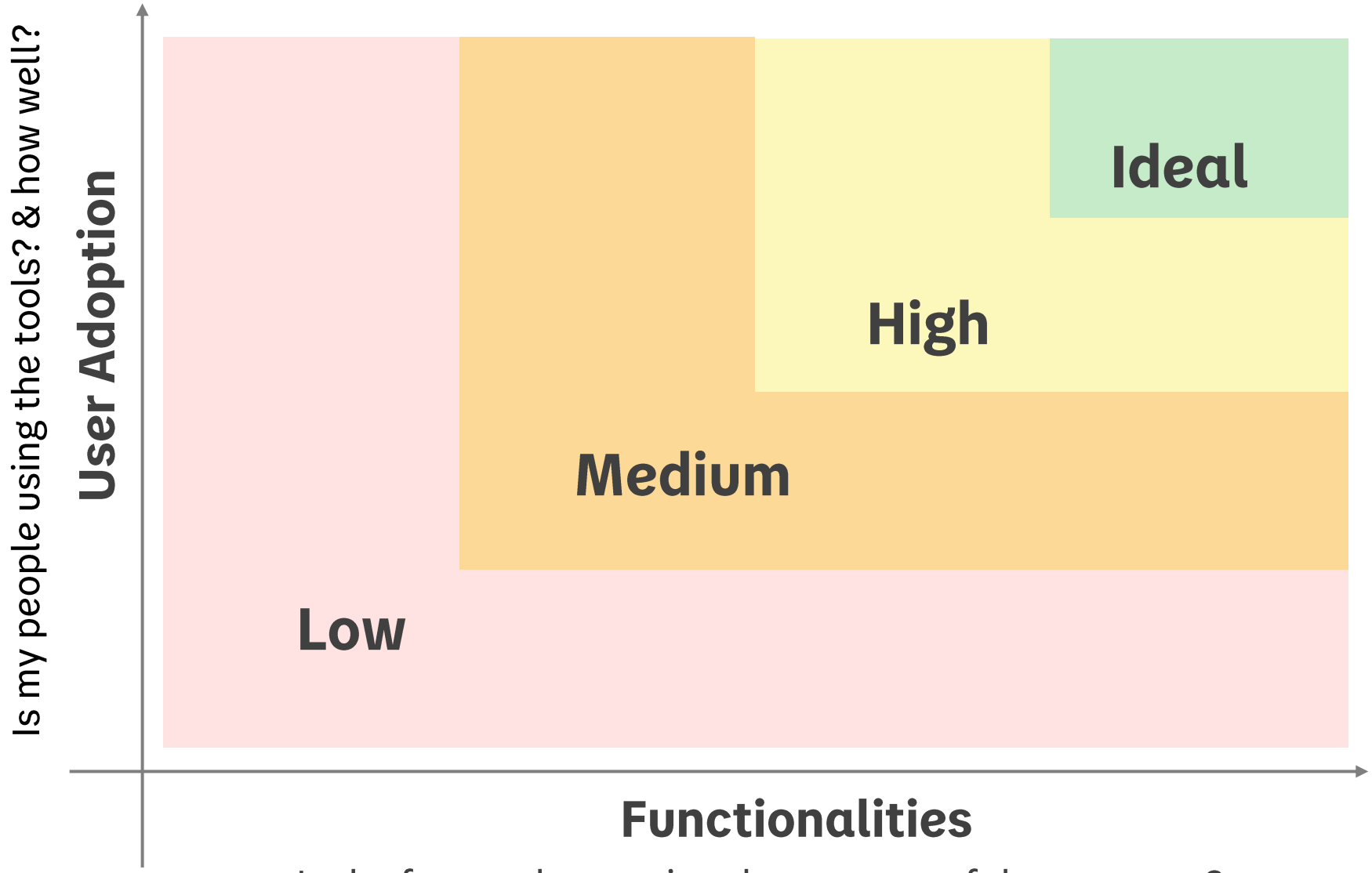
Following the standard processes & tools for Change Management

LOCAL INFLUENCERS

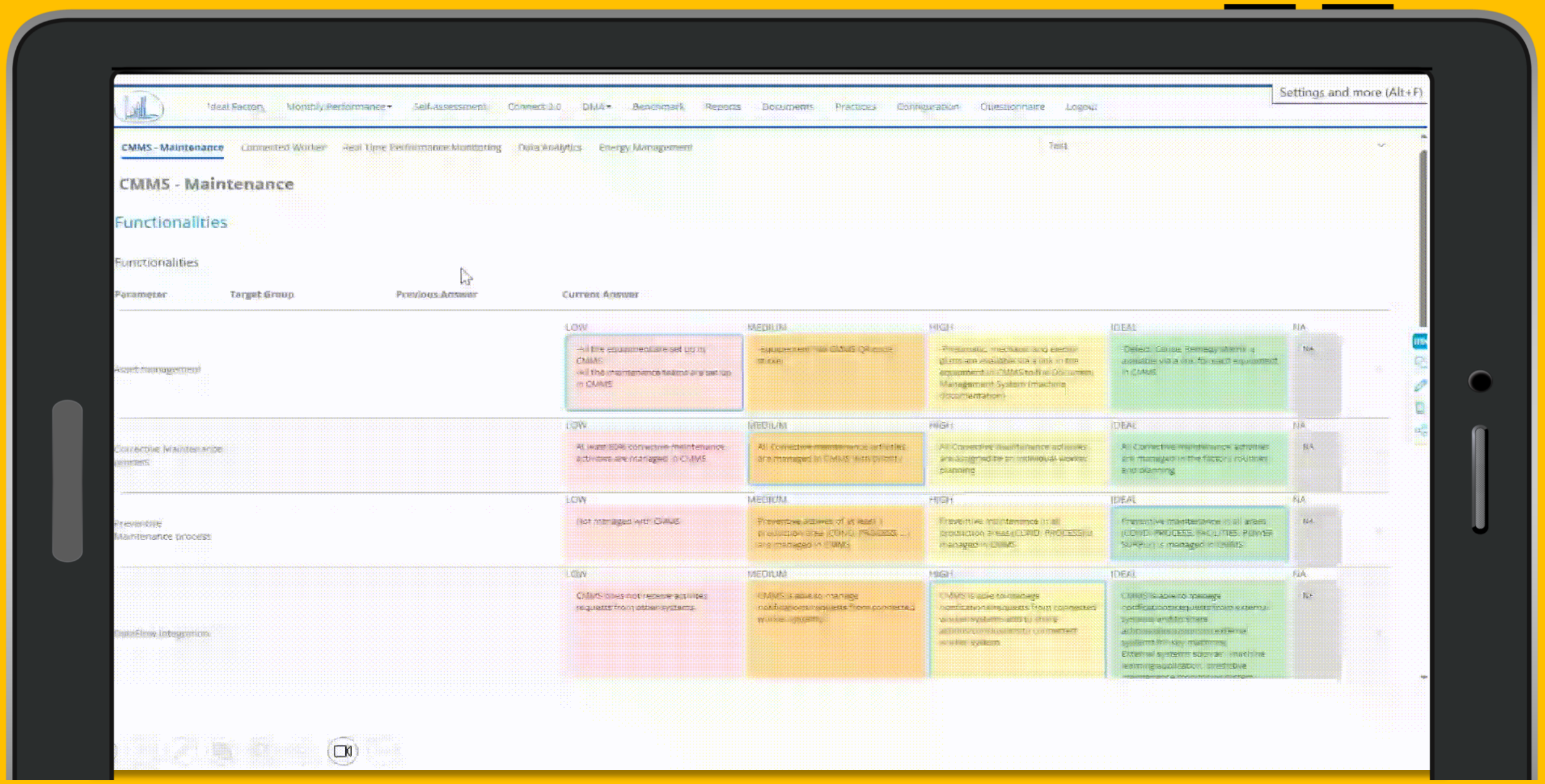
Conducting Social Network Analysis as a way to identify local change champions

DMA | YELLOW STREAM

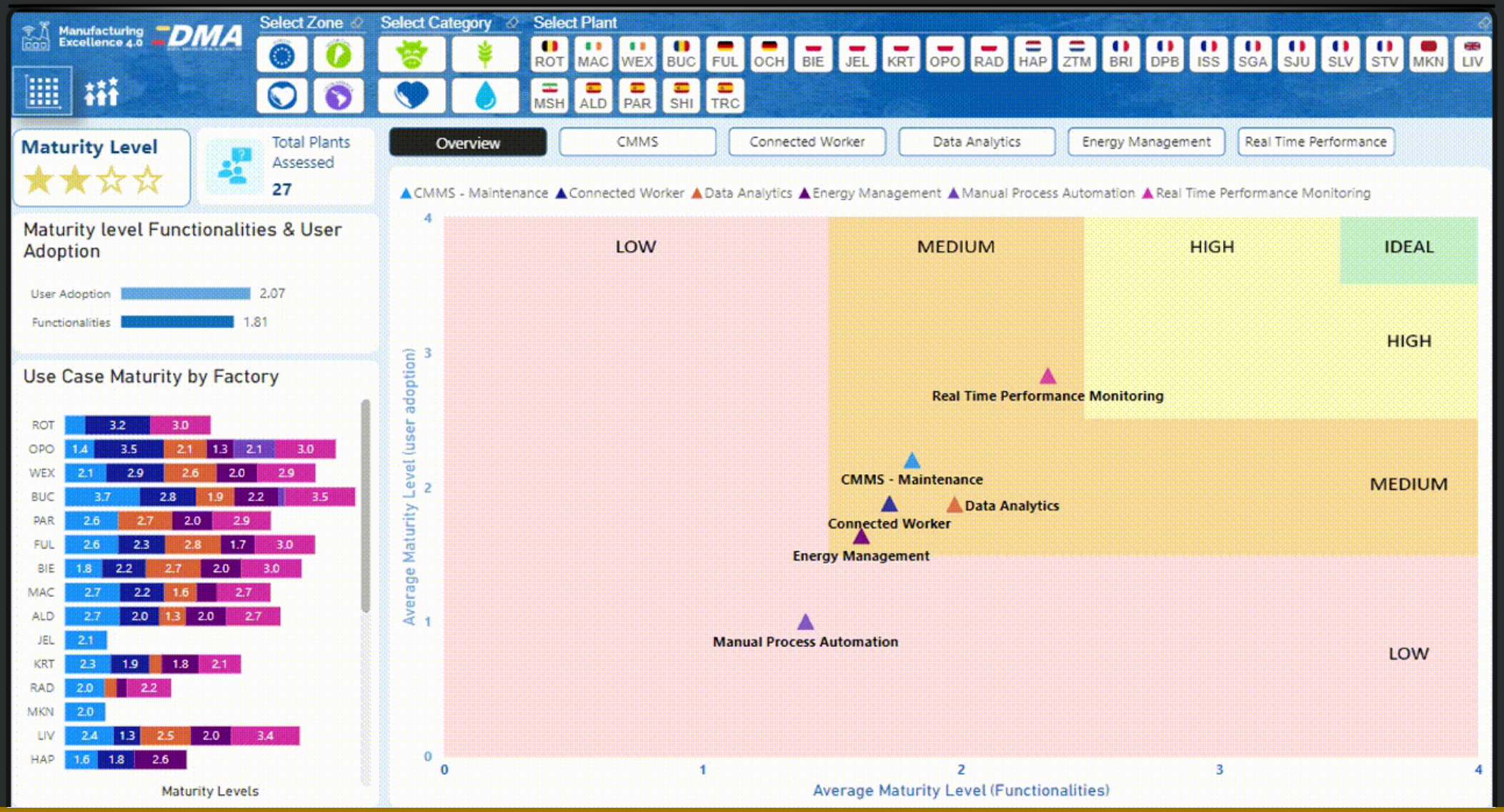
Digital maturity defined by two axis



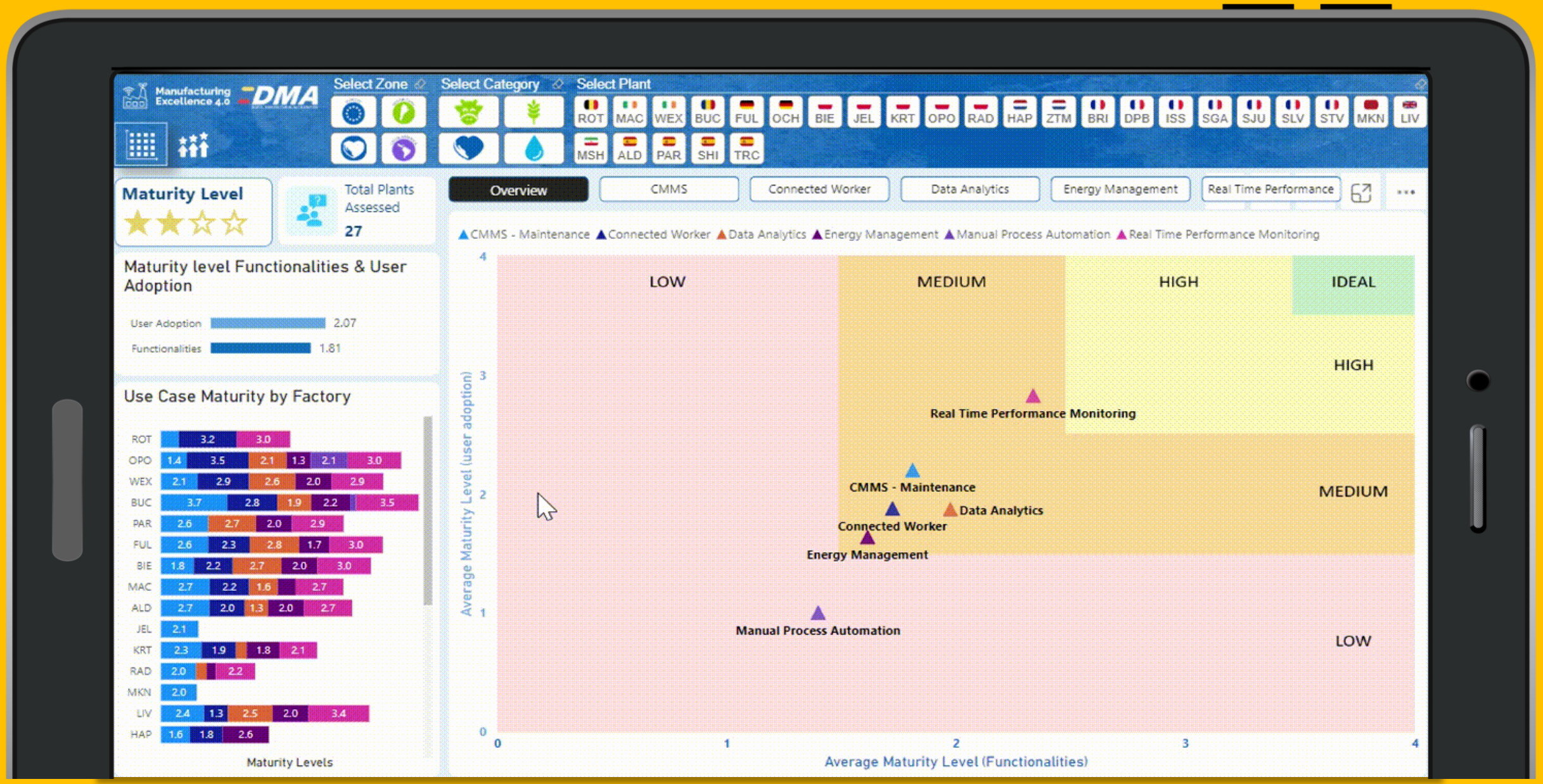
DIGITAL MATURITY TOOLKIT



DIGITAL MATURITY TOOLKIT



DIGITAL MATURITY TOOLKIT



MEGATRENDS SHAPING THE DYNAMICS OF OUR INDUSTRY

The world is in fast evolution, and key trends across 4 areas are shaping global consumer business

01
Supply chain resilience and margin improvements

02
Eco-efficiency as a must-have to stay in business

03
Labor shortage combined to need for speed and productivity

04
Polarization of demand and consumer centricity

1. European central bank, March 2024 Outlook;
2. United Nations Global Population Outlook;
3. American Chamber of Commerce, American Bureau of Labor

INDUSTRY 5.0 PRINCIPLES

Industry 5.0 emphasizes the collaboration between humans and advanced technologies, such as AI-powered robots and IoT devices[1]

Customization

- Offers hyper-customized products and services to meet individual customer needs.
- Uses advanced data analytics and flexible manufacturing processes to tailor products.

Resilience

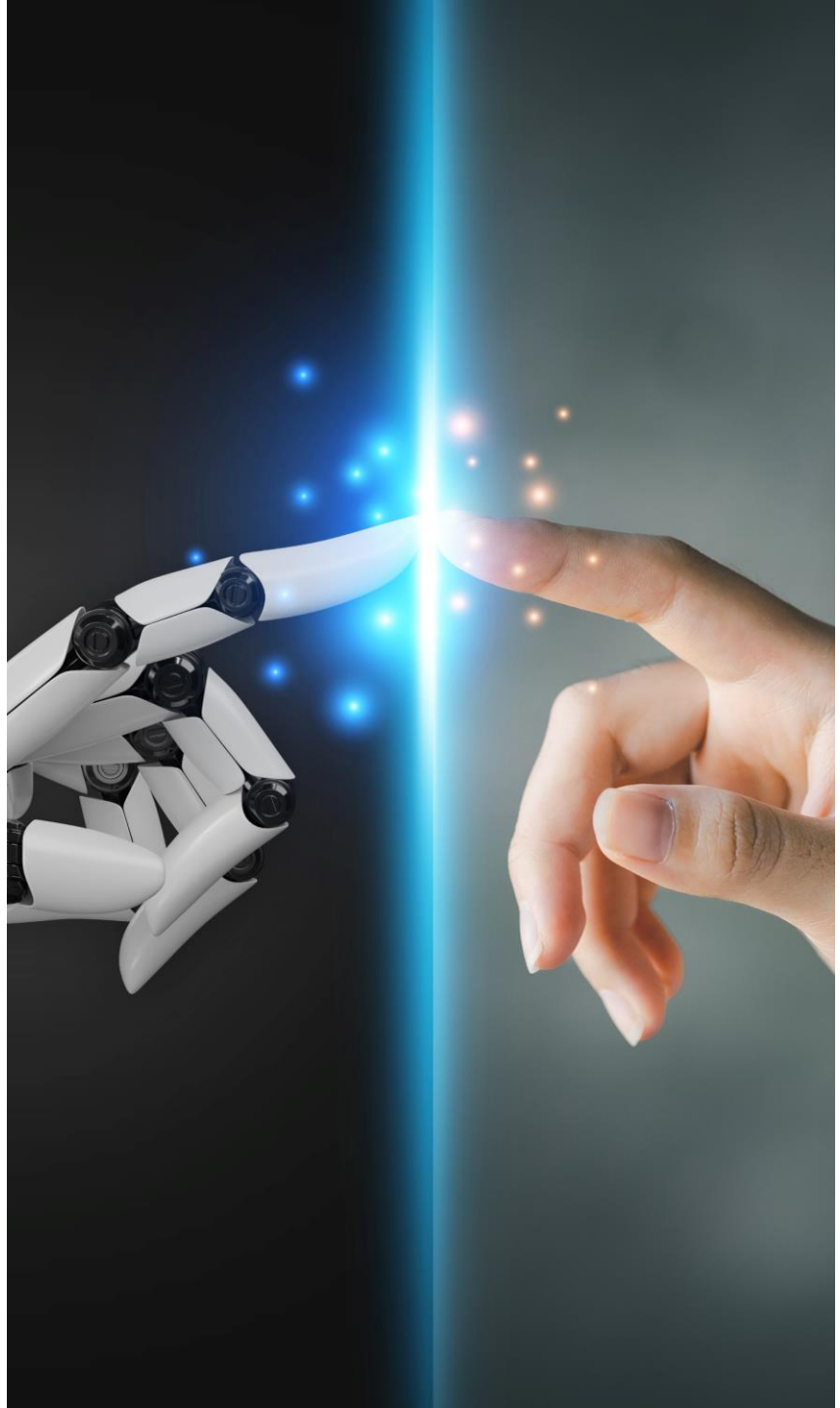
- Builds robust systems that can withstand external shocks, such as pandemics or supply chain disruptions.

Human-Centric

- Prioritizing the well-being and empowerment of workers.
- Enhances human skills with the help of advanced technologies like AI and robotics.

Sustainability

- Promotes environmentally friendly practices.
- Encourages circular production models to reduce waste and improve resource efficiency.

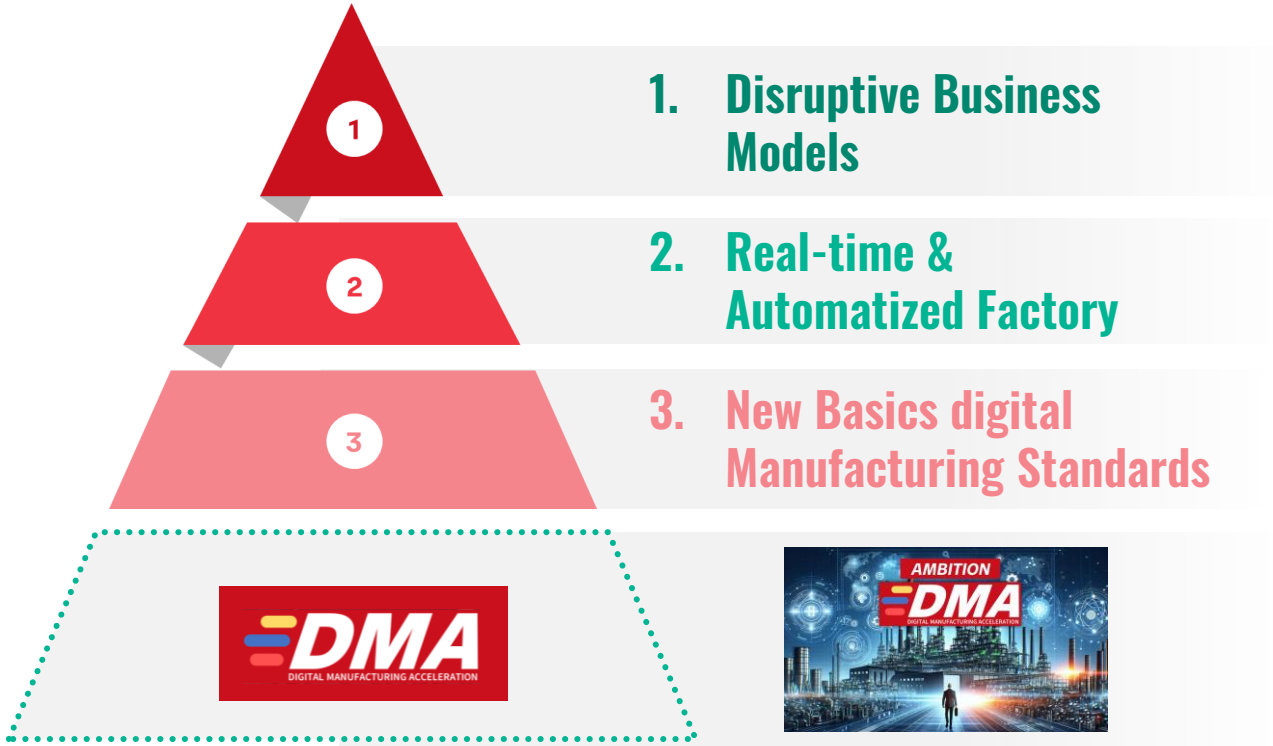


[1] European Commission 2021b. Industry 5.0. https://ec.europa.eu/info/publications/industry-50_en,

“Danone wants to step in the Industry 5.0 journey, moving from a 4.0 Follower position, to a 5.0 forefront leader position”

Vikram AGARWAL
COO Danone

AMBITION DIGITAL MANUFACTURING ACCELERATION



DIGITAL FACTORY OF THE FUTURE - STRATEGIC ROADMAP DIGITALIZATION

New technologies can enable both long-term durable growth and creation of disruptive business models

Disruptive business models

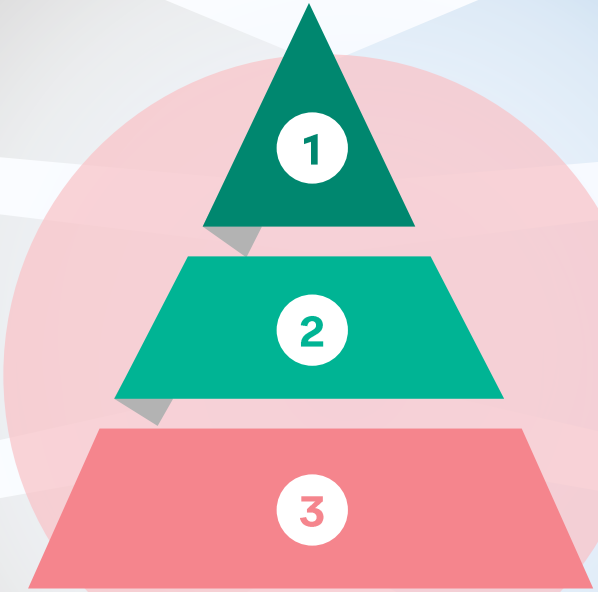
Create new ways of operating E2E supply chain & move beyond customer satisfaction

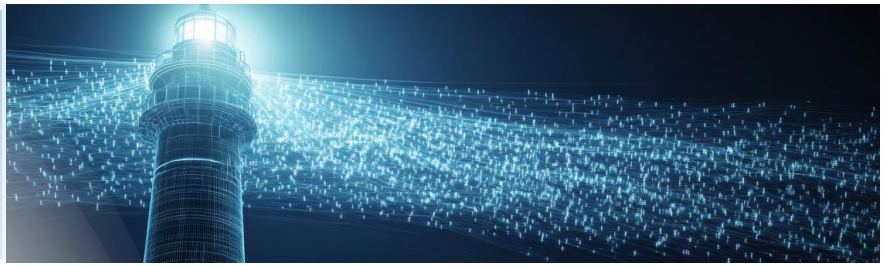
Real-Time & Automatized Factory

Focus on Digital products that raise productivity through automation

New basics digital manufacturing standards

Integrate established solutions to maintain competitiveness in manufacturing





INDUSTRY 5.0 ACADEMY

S. Boissier

DANONE
ONE PLANET. ONE HEALTH

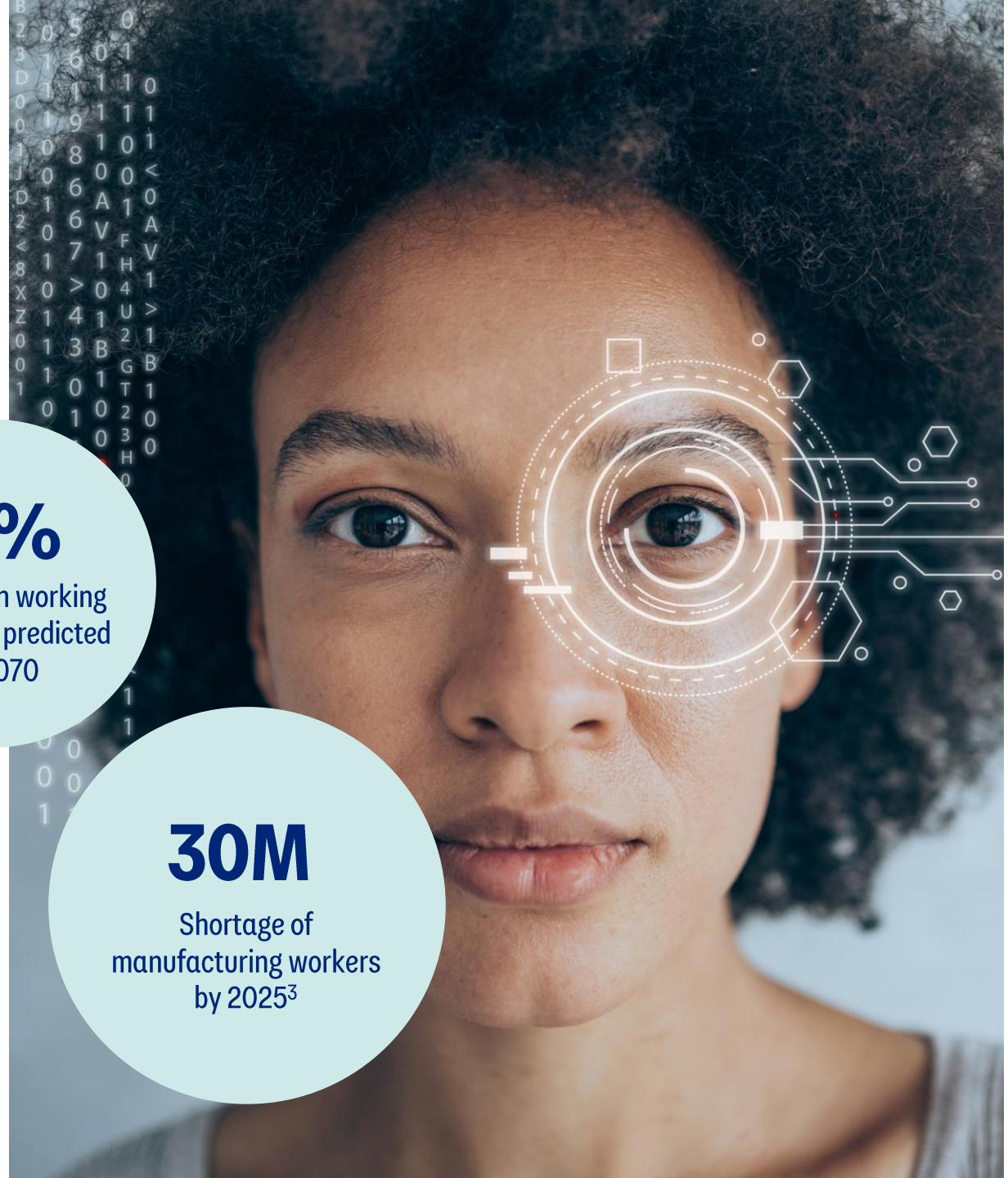
GLOBAL INDUSTRY 5.0 ACADEMY

THE INDUSTRY 5.0 ACADEMY PROJECT: WHY

03

Labor shortage combined to need for speed and productivity

Investments in upskilling and automation, to respond to aging/ shortage of workforce and improve employee value proposition and productivity



15%

Decrease in working population predicted by 2070

30M

Shortage of manufacturing workers by 2025[3]

THE INDUSTRY 5.0 ACADEMY PROJECT: WHAT

Purpose:

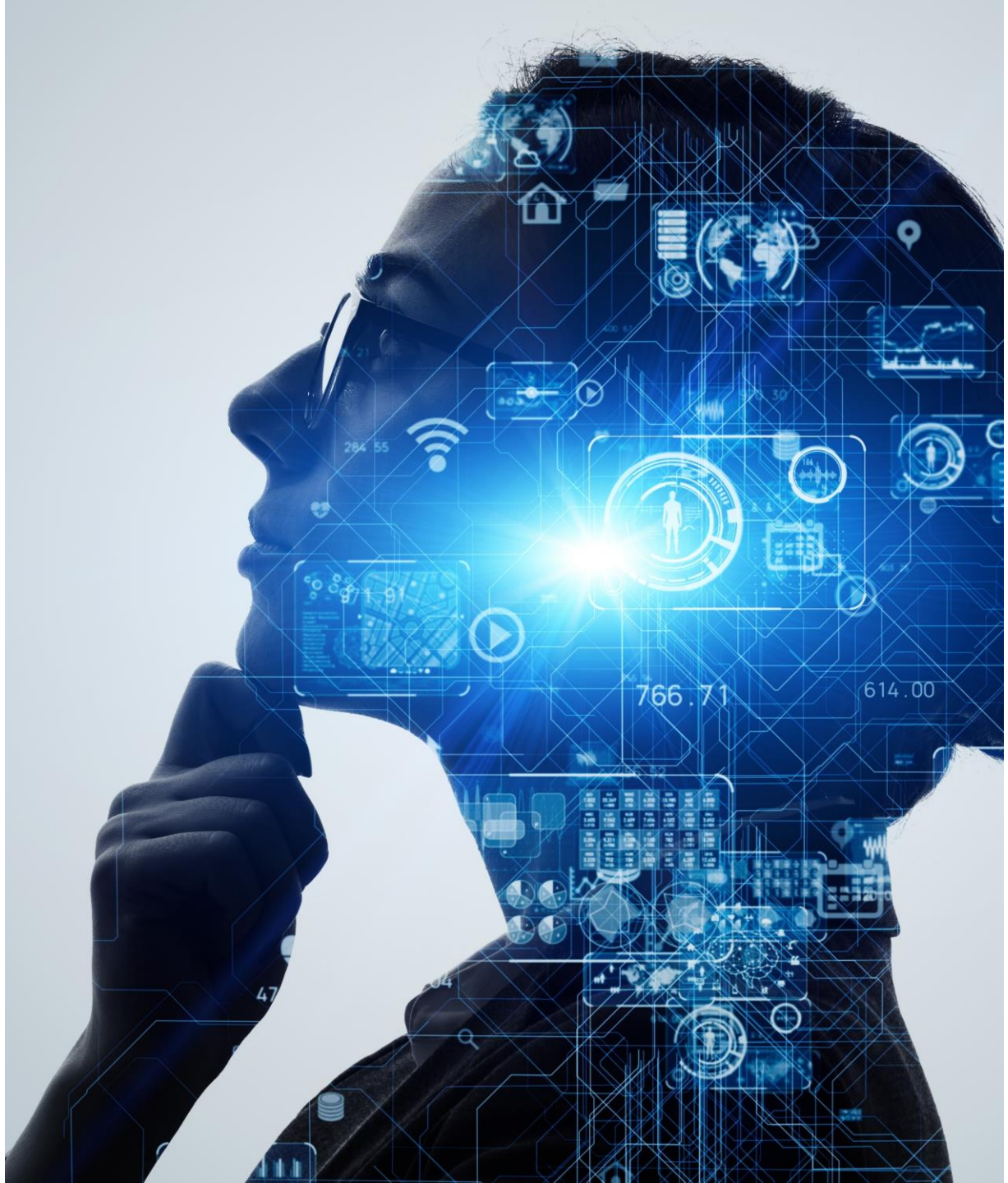
To equip proactively employees with the skills and knowledge needed for the future

Vision:

To create a sustainable structure and a culture of continuous learning, innovation, and adaptability

Focus on (5+3) competencies x 4 Levels:
Learner / Qualified / Experienced / Master

DIGITAL	1. Digital Literacy 2. Applications & Connected Shopfloor 3. Advanced automation 4. Data-driven Management & Analysis 5. Infrastructure & Security Management
FUNCTIONAL	6. Performance Management 7. Openness to Change 8. Business Knowledge



THE INDUSTRY 5.0 ACADEMY PROJECT: HOW

Launching the Industry 5.0 Academy project to coordinate initiatives (DMA Global, Hubs, Opole Industry 5.0 Center, Global L&D)

ACROSS 3 STREAMS:

- **Workforce** (Service Center)
- **Expertise** (Sensei Center)
- **Academy** (Training Center(s), Tech Lab, DanSkills)

THE INDUSTRY 5.0 ACADEMY PROJECT: EXPECTED OUTCOMES

Expertise Building

Upskilling

Talent Retention

Productivity Boost at scale

Expertise Building: Develop expertise in emerging technologies, data analytics, and digital tools

Upskilling: Enhance existing skills to meet the demands of the factory of the future

Talent Retention: Provide growth opportunities to retain top talent

Productivity Boost at scale: Enable employees to work efficiently using digital tools, and leverage the power of centers of expertise

LET'S STAY IN TOUCH...

LINKEDIN.COM/IN/ANNA-MARIA-MOSZCZYNSKA

Anna Moszczynska

Change Management | Digital Transformation | Future of work