

INDUSTRY X.0 FIEMG SEMANA DA INDÚSTRIA A INDÚSTRIA MINEIRA NA **QUARTA REVOLUÇÃO INDUSTRIAL**

Strategy | Consulting | Digital | Technology | Operations

ACCENTURE E INDUSTRY X.0



ACCENTURE NO BRASIL

Escritórios São Paulo, Rio de Janeiro, Brasília, Belo Horizonte, Porto Alegre, Recife, São José dos Campos, Campina Grande e Vitória.



- IT Solutions Delivery Centers em Barueri/SP, Rio de Janeiro e Nova Lima/MG.
- Innovation Center em Recife.
- Centros de Inovação e Excelência em Agribusiness e Automotive, em São Paulo, e em Energy, Communications e Analytics, no Rio de Janeiro.
- Shared Services Delivery Center em Curitiba (Paraná).

No Brasil nós servimos: Source: Melhores & Maiores 2018, Exame

Das 50 maiores organizações Maiores bancos



Nossas aquisições:

Gapso

Um fornecedor avançado de serviços e soluções de analytics, especializado na solução de desafios complexos de cadeia de suprimentos e logística.

Accenture Interactive

Uma agência digital, fortalecendo marketing digital, ofertas de comércio eletrônico e propaganda.

Concrete Solutions

Um líder em aplicações web móveis na nuvem.

Industry X.0

Líder em Automação e Soluções Industriais de TI, abrangendo as indústrias de Mineração, Metais, Petróleo e Gás e Utilities.

Everest Group PEAK Matrix™ Digital Services – PEAK Matrix Assessment and Market Trends 2017: "Redefining Customer Experience with Digital"



Everest Group

Everest Group PEAK Matrix™ for digital services 2017



Note: Assessment for Capgemini, Deloitte Digital, EPAM, Infosys, and PwC Digital excludes service provider inputs on this particular study, and is based on Everest Group's estimates which leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage of these service providers, public disclosures, and interaction with buyers

Source: Everest Group (2017)



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INDUSTRY 4.0 – INTRODUCTION - VIDEO



DIGITAL FRAMEWORK - LEVEL1



THE THREE MAIN OPPORTUNITIES

Delivering Hyper-Personalized Experience

Across different stages of product lifecycle

Extracting higher and operational efficiency

With connected and intelligent products



Creating a new Business

with connected and intelligent products

EXAMPLE: DISNEY MAGIC BAND





CHASE O







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FAST CHANGE IS NOT A RECENT INVENTION

Easter morning 1900: 5th Ave, New York City. Spot the automobile.



Source: US National Archives.

Easter morning 1913: 5th Ave, New York City. Spot the horse.



Source: George Grantham Bain Collection.

INDUSTRY X.0 IMPACT IN MAIN INDUSTRIES

ACCENTURE CONTRIBUTED WITH THE WEF PRODUCING THE REPORTS ON THE ECONOMIC IMPACT OF THE INDUSTRY 4.0 IN THE MOST DIVERSE INDUSTRIAL SEGMENTS



DIGITAL HAS A POTENTIAL TO TRANSFORM METALS AND MINING COMPANIES ACROSS ALL DIMENSIONS OF THE BUSINESS

MANUFACTURING OPERATIONS

- IT-OT Integration or Convergence
- Remote Operating Center
-)
 Digital Safety & Security
- Artificial Intelligence for operational control
- Robotics
- Wearables
- Potline Performance Optimization
- Predictive Process Performance

MARKETING & SALES

- Digital Customer Experience & E-commerce
- Pipeline Analytics
- Real time Pricing Optimization
- Product Definition
- Transforming Commodity Trading

WAREHOUSING & LOGISTICS

- Supply Chain Control Tower
- Automated Warehousing Operations
- GPS Logistics Tracking
- Augmented reality for warehouse mgmt.



CORPORATE



PLATFORM & DATA



- Centralized, Standardized robust infrastructure
- Multi-layer platform

INDUSTRY X.0 IMPACTS IN MINING

Autonomous Operations:

Autonomous drilling

- Autonomous trucks
- Autonomous Stackers
- Autonomous Reclaimers
- Autonomous Car Dumpers
- Autonomous Train Loading

Digital Twins + IA

- Predictive Maintenance
- Predictive Operations
- Advanced Process Control
- Regulatory Control Optimization

Digital Worker

- Safety Improvement
- Field Services Optimization

Production Planning & Scheduling:

- Holistic Production Chain Planning
- Holistic blending Optimization
- Mine Fleet Optimization
- Demurrage Reduction

Remote Operating Centers/ Integrated Operating Centers:

- Rio Tinto
- BHP
- Codelco
- Roy Hill
- FMG
- VALE



Source: Dassault Sistemes



INDUSTRY 4.0 ONLY 13% OF COMPANIES ARE NOW IN THIS JOURNEY AND HAVE A DEFINED D G TAL ROADMAP



Growth in South America has stagnated over the past four years...

6,00

(8.00)





INDUSTRY, VALUE ADDED [ANNUAL % GROWTH]

🗖 ARG 🗖 BRA 🗖 CHL 🗖 COL

Source: World Bank

... and their industrial has followed suit - contracting

Depressed commodity prices aren't helping either...



Source: IMF, UNCTAD

... Lower prices of key commodities such as metals, fuel, and industrial inputs have hurt export earnings of South America.

South American executives consider the following digital technologies as critical to drive innovation with connected and intelligent products to realize the following key opportunities in parallel



Source: Accenture Industry X.0 South America Survey, 2018

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IS THE DIGITAL TRANSFORMATION REAL OR IS IT JUST A HYPE ? WHERE IS THE DISRUPTION ?

Automotive Industry is one of the most advanced in the adoption of robotics, AGVs, Autonomous warehouses, but...

Infotainment

My car has a panel built-in GPS, but I need to go to the car dealer if I want to update my maps...

What ????



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Electric cars

German government: 1 million electric cars by 2020 BY GEIR MOULSON •ASSOCIATED PRESS WRITER Germany is getting 12,000 new electric car charging stations by converting distribution boxes Fred Lambert - Mar. 5th 2018 7:40 am ET @FredericLambert

Shared Mobility

"Rent don't own" Salim Ismail – Singularity university

Flying Vehicles

Uber quer testar táxis voadores em 2020 e fecha parceria com Embraer



ELECTRIC CAR



Lithium Giga Factory in Nevada 35GWh

Chinese Battery Boom

Elon Musk gets all the attention, but China is building factories that will swamp the market



Chinese expanding Battery production capacity

Norway and Netherlands are clear frontrunners in EV uptake, with France, Germany and UK sales material and growing significantly



TECHNOLOGIES & USE CASES



DIGITAL TURN AROUND OPTIMIZATION

The Accenture Digital Turnaround as a Service solution incorporates contractor and asset **tracking technology**, **mobility applications**, **tablets** and **cloud analytics** to drive industry transformations.

Example Case Study Turn Around Challenges Used tags to perform asset tracking, productivity monitoring, travel time Safety risk heightened due to 1000's being on site reduction, and other activities Accelerated Implementation time frame and operational in **70 days** Schedule and Budget overruns on average 15-30%* Wi-Fi already installed., extended mesh wireless network w/ 35 access points Contractor time on tools averages less than 50%* ~2000 contractors on site per day High degree from participation from 40 vendors 5-15 % discrepancies in contractor billings Tagged rented equipment and vehicles for location and usage tracking Service Platform **VALUE PROPOSITION:** (Near Real Time Visual Analytics) **Back end**

Enhance Safety Increased Productivity (5-15%) Reduced billing discrepancies (3-5%) Potential for shorter outage cycles



DIGITAL TURN AROUND SOLUTION (DEMONSTRATION AVAILABLE)

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Search

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ub Area

MGMT

Shift Typ

BC Inspectors Inc I Scaffolding Ltd.

tructive Testing Co

General Contractor Co.

&W Industrie

oilermake

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oilermaker Welde

Date Q = 10 Oct in Scope Q = Yes

Digita Worker

Headcount and Compliance:

- View different count values (plan, DFR, swipe, tag)
- · Compare values by attributes (vendor, role, etc.)
- Highlight compliance discrepancy / action approach

• Zone Management:

- View overall workface percentage by day
- Compare workface percentage by vendor
- Show analysis for % time in workface zones (Frequency, average, time groupings, shift, etc.)

Mass Movement:

- Evaluate overall movement between shifts and breaks
- · Filter to different groups (Plants, vendors, roles) to understand potential issue areas of focus
- Fatigue and Incident Management:
 - Highlight fatigue risk (consecutive days, long days)
 - Review / evaluate incident trends

Progress Management:

- · Visualize integration of budget, earned, timesheet, and scan
- · Evaluate by vendor, Workorder, or WO Groups

Cost Management / Look Back analysis:

· Data driven analysis capability including data integration / data integrity, evaluation levels, data drive planning parameter improvement, vendor evaluation



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DIGITAL TURNAROUND VIDEO



SAFETY REINFORCEMENT: IMPERATIVE DESIGN

Cameras with data analytics are installed to reinforce worker safety:

- Worker without PPR: vest, hard hats, etc.
- Unmanned critical zone
- Electronic fence invasion
- Other abnormal situations



"Walking the talk" with Digital





DRONES - APPLICATIONS







• Inspeção de Redes Elétricas

• Inspeção em Mina

Inspeção em Oleodutos / Minerodutos





Inspeção de Correias Transportadoras

• Mapeamento de Pilhas

VIDEO DRONES



PREDICTIVE OPERATIONS ANALYTICS



WHERE IS THE BIG REVOLUTION ?

Interpretable

Relevant Irrelevant

Jninterpretable

- Before Best option were First Principles Models
 - It requires process/equipment specialist
 - Slow to develop
 - Model has difficulty to capture asset behavior



Engineers - SME

- Math tools
- First Principles
- Rule based expert system to include heuristics



Data Scientist

- Deep Learning
- Decision Trees
- Pattern Matching
- Neuro Fuzzy
- PCA/PLS



• Data Driven Solutions

- Today
- IT driven solutionsFaster to develop

Answer:

- When ?
- Why ?
- What to do ?

CASE: PREDICTIVE OPERATIONS ANALYTICS

Business Problem: identify possible causes for low feed rate of MangCo's Manganese Concentrator Plant.



PRODUCTION DIGITAL TWINS

Our models are able to forecast the value of a variable in the future based on current plant data



PREDICTIVE MAINTENANCE



Data driven approach combining the skills of Data Scientist and Process Engineer.





Algorithms
logistic_regression_l1
logistic_regression_l2
random_forest_classifier
decision_tree_classifier
gaussian_naive_bayes

Results

- Problem detection 2 weeks before equipment trip.
- Moves maintenance paradigm from reactive to predictive.
- Prevent Downtime
- Reduce Maintenance Cost

Equipment

Failures Modes Prioritization

SCORE Zinc Pilot Implementation

Advanced Analytics

BUSINESS CHALLENGE

Some harmful events in the electrolysis processes are very difficult to be identified promptly. Those events, like short circuit, poor contacts and low electrolyte flux have huge impact in production efficiency and also in energy and maintenance costs. The challenge was to provide accurate and efficient detection of those events, enabling prompt action by the plant operators. Other important challenge was to provide process visibility, allowing better understanding of electrolytic cells behavior and dynamics. This ultimately allowed a fine tuning of the operational procedures.



13:55:12 13:58:05 14:00:58 14:03:50 14:06:43 14:09:36 14:12:29 14:15:22

BENEFITS

- The deployed solution achieved an increase of current efficiency of 1,5% and a reduction of energy consumption of 3,8%.
- The accuracy of the algorithms pointing out the process problems was over 96%. The main features of the solution were:
 - Cell voltage and line current real time monitoring
 - Identification of the main harmful events: short circuits, poor contacts, low zinc concentration and

low electrolyte flow

- Uninterrupted real time operation
- Real-time trend analysis
- Generation of alarms and events
 - Data acquisition and storage for
- historical graphs and reports
- Powerful historical trend monitoring

PROJECT HIGHLIGHTS

- Accenture designed an unique and efficient set of algorithms in order to detect short circuits, poor contacts, low zinc concentration, low electrolyte flow and low zinc concentration.
- The algorithms work based on just line current and pot cells voltage measurements, using advanced machine learning and pattern recognition techniques.
- The supervision system, called "Score Zinc" provided a friendly user interface, powerful historical trend monitoring, graphs and reports, allowing process engineers to have a better control of process parameters and also have the ability to analyze the process in realtime in order to take timely and proper decisions.
- Whenever a process event occurs, alarms are generated, guiding the operators to correct the problem.
- A pilot system was successfully deployed in 40 pot cells.

LOCATION

• Large Zinc Producer in Brazil







CONDITION BASED MONITORING & INTELLIGENT DIAGNOSTICS – SCORE ZN

Score Zinc

SCORE Zinc[™] monitors Zn electrolysis pot line in real time and detects typical process failures automatically using a collection of statistical and first principles model algorithms

It is able to detect:

- Anode Cathode short circuits
- Anode Cathode bad contact with feeding bars
- High impedance in the feeding bars
- Electrolyte contamination
- Temperature disturbances

The final result is:

- Increase in the current efficiency
- Increase in energy efficiency
- Reduction in maintenance costs



ADVANCED PROCESS CONTROL



- i. Deals with frequent perturbations that deviates process from steady state
- iii. Addresses "big" delays between variable measurements and its utilization
- iv. Infers in relation to variables that are difficult to measure
- v. Adjusts for soft degradation arising from damage to sensors exposed to harsh conditions

EXAMPLE OF AI IN MINING INDUSTRY

Problem Statement

- Crushing circuit was detected as the plant production bottleneck. The client was experiencing high variability in the crushing circuit due to:
 - High variability on the ROM feed rate and ore type
 - Frequent unplanned downtime events
 - · Lack of sensors reliability

How Accenture helped



Accenture implemented an optimization solution focused on throughput increase considering current process variability to avoid safety interlocks activation

Artificial Intelligence solution deployment

Remote implementation of an **innovative Artificial Intelligence** solution based on Fuzzy technology which automatically generates the control rules thereby bringing the **implementation time to less than a month**.

Fine-tuning in process operational parameters

Accenture also proposed **changes in process operational point** to address detected problems on the feeders which were critical to achieve the variability reduction expected.

Equipment maintenance advice and diligence Maintenance actions were executed along with the client to increase equipment reliability.

Results: 6% increase in throughput









Awaiting Trucks / Feed

IIOT + AUTONOMOUS SYSTEMS



THE JOURNEY TO AUTONOMOUS AN INEXORABLE WAY



INDUSTRIAL INTERNET OF THINGS



Annual earnings: US\$ 50 M/y Increase the average load per railcar Better axles distribution load Faster loading time Improved safety conditions



REMOTE OPERATIONS



INTEGRATED OPERATING CENTER - DECISION MAKING - EHS MONITORING CENTER CONTROL TOWER



A Remote Operations Centre (ROC) is a collaborative environment organized to gather all necessary resources for decision making targeting operational improvements.



The value of a ROC lies in broadening the scope beyond the operating room and into strategic and tactical management. The ROC also includes data analytics and decision making. ROC is adopted to all types of industries.

DECISION MAKING – REMOTE OPERATING CENTER



2008 ROC Conceptual Design and PMO for Iron Ore Mining Company in Brazil



2017 Roc Blueprint for Sugar & Ethanol Company in Brazil



2014 - ROC Business Case for Codelco



2009 RMC implementation for Utility G&T in South Africa



2017 RMC Blueprint for ONG responsible for mitigation of Environmental Accidents in Brazil



2009 ROC for Oil and Gas company in Brazil



2009 RMC Implementation of Energy Metering Control Center for Utility D in Brazil



2017 ROC Blueprint for Operation & Maintenance of renewable generation plants in Brazil/



2012 Blueprint of Asset Management Center for Utility D in Brazil



2009 Roc Blueprint for Mining Company in Canada



2010 Blueprint and implementation of logistic center for Oil and Gas Company in Brazil

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2014 ROC Blueprint for Oil & Gas Upstream company in Brazil

ROC FOR SAFETY EXAMPLE

AN OPERATOR BREAKING BIG ROCKS IN THE CRUSHER ENTRANCE CAN BE HIT BY AN EJECTING ROCK. IF THE OPERATOR IS PLACED IN THE **INTEGRATED OPERATION CENTER** AND EXECUTES ITS WORK **REMOTELY**, THIS WILL NEVER HAPPEN. THE RISK IS 100% ELIMINATED





CONNECTED MINE





CONNECTED MINE



THE CONNECTED MINE – IOT FROM MINE TO MARKET

Value Chain Value Chain U U L L Design	Plan Drill &	Blast Load & Haul	کر ک	rush Process	Transport Market
Exploration and Feasibility Value optimisation Increased accuracy Deeper exploration Water & Energy	Connected Mine Cloud-based platform th (heavy equipment, h/w, and displays it in a table Heavy Equipment Drills Shovels Trucks Dozers Loaders 	hat aggregates data from A and s/w solutions), runs a t-based dashboard Hardware Solutions Fatigue Monitor Weather Monitor Slope Monitor Pit Cameras Piezometers Network 	arious types of data sources nalytics, distributes alerts, <u>Software</u> Solutions Fleet Mgmt Geology & Mine Planning Data Historian EDW Telemetry SharePoint	Connected Plant Production Intelligence Services Renewables Monitoring Services Intelligent Operations Centres (IOC) Asset Reliability Services	Connected Vehicle Safety and security Downtime reduction Preventative maintenance Remote monitoring Malfunction alerts Automated parts ordering Tracking and geo-fencing Driver behaviour monitoring and coaching
Connected Inc	dustrial Worker	Turnaround	Maintenance as a Service	Digital	Supply Network

(pit to port)

THE CONNECTED MINE – UNLOCKING VALUE FROM PIT TO PORT



Connected Mine

Platform that optimizes mining operations by aggregating pit-to-port data from equipment, hardware, and software systems, running complex analytics, delivering key alerts & notifications, and displaying everything in user-friendly dashboards --- all in near real-time!





Related Accenture Solutions (optional)















Connected Mine

SH03 Brittney Reiner EQUIPMENT / SHOVELS / ACTIVE-DELAYED



MATERIAL



3	OPERATOR Brittney Reiner		
MENT	SHOVELS	PAYLOAD	

TPRH

704

AVG PAY

43

Crew 0

*
OPERATORS





ALERTS

..... ANALYTICS



SH03			
REASON Short shovel mov	re:	LOCATION B5750SR1	Spot Time (mins)
OPERATOR Brittney Reiner >		TIME IN STATE 02:02:41	Idle Time (mins)
SHOVELS	PAYLOAD		

UNDER

1%

LOADED

BELOW

TARGET

11.5%

ON

TARGET

6.9%

ABOVE

TARGET

5.5%

OVER.

1.4%

LOADED

LOADS

131

TOOTH	METRICS	SYSTEM	HEALTH

Last page update Up to date

0

0.25

1.21 2.27

INVAUD

PAY

18%



e	766 5
	16

1335

Bruce Garcia

Operations Supervisor

Ping
Points / Hour



PREDICTIVE MAINTEN	ANCE ALARMS	
ALARM NAME	ALARM CONFIDENCE TTF	URGENCY
	No Available Record	









Connected Mine

SEAN JENKINS TR47 OPERATOR / TRUCKS



MATERIAL



OPERATORS



ALERTS

...... ANALYTICS



1,931 7 FATIGUE PREDICTION SCORE (TIME TO EVEN TTE < 2hrs TTE 2-4 hrs TTE 4-4	(T) B hrs
FATIGUE PREDICTION SCORE (TIME TO EVEN	m.
1,931 7	
TONS HAULED CREW	W.
OFERATOR NAME ASSI Sean Jenkins TR4	GNED

GENERAL



LIST OF ALARMS

REASON TR47's tons per hour is 50% below target	TIME 10:20:08 AM
TR47's status is now Inactive (Unavailable)	10:17:52 AM
TR47: fatigue - other eye-closure (drowsiness)	10:13:45 AM
TR47: Sean Jenkins - Fatigue Detected : Critical (84%)	09:19:22 AM
TR47's equivalent flat haul is 34% below target	06:19:01 AM
TR47: Sean Jenkins - Fatigue Detected : Critical (83%)	05:19:22 AM

Last page update Up to date

0

Bruce Garcia

Operations Supervisor



LIST OF DELAYS

-

REASON Road block	TIME IN STATE 00:52:22	TIME 10:16:46 AM
Delay at shovel	01:55:42	10:04:15 AM
Delay at dump	02:08:31	09:28:13 AM
Safety inspection	00:16:34	09:08:12 AM
Fueling	00:29:48	06:42:00 AM



CONNECTED MINE - VIDEO



QUESTIONS ?



Constantino Seixas Filho, MSc Industry X.0 Capability Lead

Accenture Alta Vila - Rua Senador Milton Campos, 115 - Vila da Serra Nova Lima/ MG Brazil

Phone: +55 31 9779-2140 constantino.seixas@accenture.com