AFS DETALCASTING CONGRESS April 23 - 25, 2024 Wiwaukee, Wi

Why INDUSTRY 4.0?

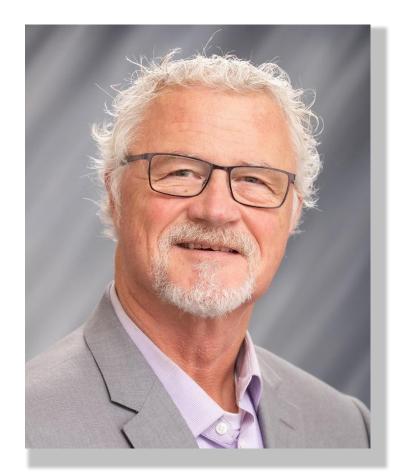
Connecting Inputs to Assessments to KPIs to Business Value

Todd Hutcheson, University of Northern Iowa

WELCOME



- Executive-in-Residence at UNI's Center for Business Growth & Innovation
- Business Strategy & Policy Instructor for UNI's Wilson College of Business
- Industry 4.0 Professional Certificate from MIT
- 32 years of leadership in the aerospace and defense industry's business/corporate environment
- 13 years of academic leadership and instruction at an undergraduate and graduate level
- Areas of experience include Industry 4.0, Continuous Improvement, Strategic Management, Project Management and Manufacturing/Supply Chain Operations



Todd Hutcheson

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Thought-starter questions ...



- ? What does "Industry 4.0", or "Foundry 4.0" mean to you?
- ? Do you find **assessments** to be worthwhile?
- **?** Why or why not?
- ? What constitutes "value" to your business?
- ? What constitutes "value" to your customers?



METALCASTING INDUSTRY Statistics

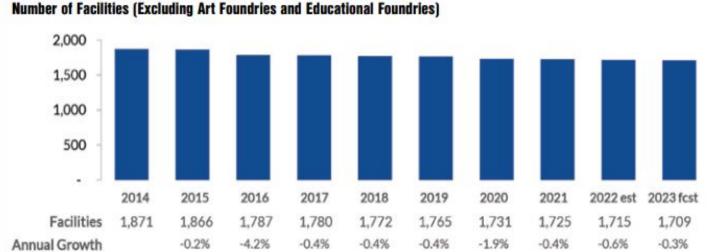
- US economic benefit from metalcasting in 2020⁽¹⁾
 - **Economic Impact** = \$110.5B (Direct = \$44.3B)
 - Jobs = 492.6K (Direct = 162.8K)
 - Wages = \$32.2B (Direct = \$11.6B)
 - **Tax revenue** = \$10.6B
- US Government equipment, product and service supply chains rely HEAVILY on the foundry & casting industry

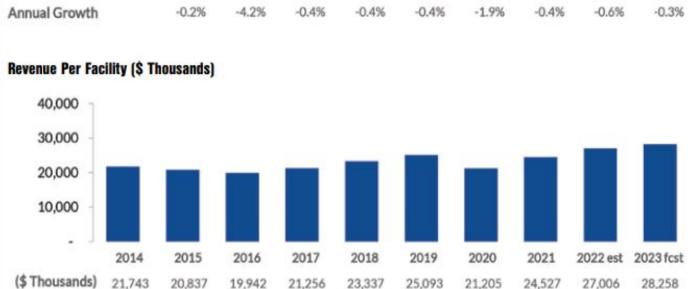
- From 2014 and 2023-est ⁽²⁾
 - 162 (9%) of existing US foundry facilities closed
 - Per facility revenue increased by \$6.5M (30%)



^{2. &}lt;u>https://www.foundry-planet.com/d/metalcasting-congress-2023-surpasses-200-exhibitors-more-than-20-first-timers/</u>

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9.8%

7.5%

-15.5%

15.7%

10.1%

Metalcasting Matters for

Total National Economic Benefit

Direct & Indirect

Economic Impact \$110.52B

Jobs

Wages \$32.16B

Tax Revenue

\$10.59B

Direct Economic Benefit

Industry Jobs

162,816

Wages

\$11.61B

Economic Impact

\$44.29B

492,565

AFS **United States of America**

Ships and Submarines

Wind Turbines

More than 1,759

nationwide.

workers.

Providing direct &

metalcasting facilities

indirect employment

Nearly 80% of U.S.

metalcasters are

small businesses

100 employees.

employing fewer than

for more than 460,000

Economy

Metalcasting Industry Vital to the U.S. Economy

A highly modern industry with ancient roots and today's cutting-edge technology, metalcasting is the backbone of the manufacturing economy. It is an industry with a total economic output of \$110.52 billion that provides almost 500,000 U.S. jobs, directly and indirectly. The industry is central to a growing economy, modern infrastructure, and national defense. Moreover, metalcasting provides excellent careers for those with the right skills.

Metalcasting Matters

U.S. made metal

- Stadium Seating castings are critical to: Ventilators
- Aircraft
- Appliances Automobiles,
- Motorcycles and Trucks
- Cookware Defense Technology
- Farm Equipment Needed
- to Harvest Food Golf Clubs
- Medical Devices
- Mining and **Construction Equipment**
- Pipes that Deliver Clean Water
- Power Plantsthat **Supply Electricity**
- Pulp and Paper Railroads and Mass
- Transit

4.6%

-4.2%

-4.3%

6.6%

Annual Growth

MANUFACTURING'S PERFECT STORM

Employee Supply Concerns Attraction **Reliability** Chain **Retention** Cost Labor Our **CURRENT SITUATION** requires a TOTALLY DIFFERENT **APPROACH...** Cost 6 **Expertise**

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Reference: AdobeStock_622455498, Available at: https://stock.adobe.com (Accessed: October 2023).





FOUNDRY 4.0

Technologies revolutionizing the metal casting industry!

SHAPING THE FUTURE OF AN INDUSTRY

FOUNDRY4.0@NCDMM.ORG

"This research is sponsored by the DLA-Troop Support, Philadelphia, PA and the Defense Logistics Agency Information Operations, J68, Research & Development, Ft. Belvoir, VA."

Reference: PEXELS Photo cy Kateryna Babaieva, pexels-kateryna-babaieva-2747017.jpg, https://pexels.com

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PROJECT MISSION

Create resiliency in the FOUNDRY & CASTING INDUSTRY through the implementation of Industry 4.0 technology

Reference: Pexels Download, Cody King https://www.pexels.com/photo/black-and-silver-dslr-lens-1208074, https://pexels.com/





FOUNDRY 4.0

Technologies revolutionizing the metal casting industry!

Projects in 30 states Foundry 4.0 Partnership Facts..

Outreach Facts

- Hosted 2 Steps-to-Success
 Workshop Events to 81 individuals in the USA
 Representing 25 businesses and employee groups, as
 well as 15 business support organizations.
- Have presented at 3
 regional and 3 national industry events.

Assessments Facts

- I4.0 Assessments completed with **10** companies
- Actively conducting assessment
 - engagements with **5** additional companies
- Building a significant industry response
 - database with **60+**

responses from **15** companies to date

Future Plans

• MORE! Additional workshops and regional/national presentations planned

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- 7 businesses have been in contact regarding the potential of starting an assessment
- A goal of 50+ assessments reaching 300+ individuals for response





TAKING FOUNDRIES TO THE **NEXT LEVEL**

FOUNDRY 4.0

Technologies revolutionizing the metal casting industry!

About the UNI Center for Business Growth & Innovation: <u>https://advanceiowa.com/sites/default/files/uni_cbgi_advance_iowa.pdf</u>

About the UNI Foundry 4.0 & Metal Casting Centers: <u>https://advanceiowa.com/sites/default/files/uni_foundry_4.0_metal_casting_centers.pdf</u>







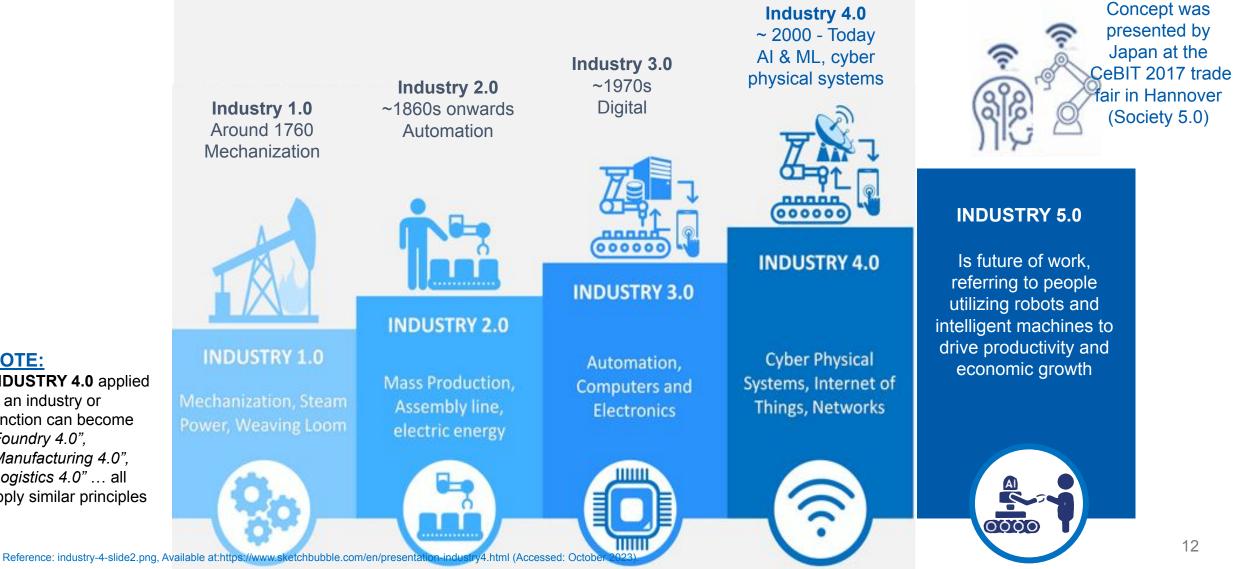




What is **INDUSTRY 4.0? & HOW DID WE GET HERE?**

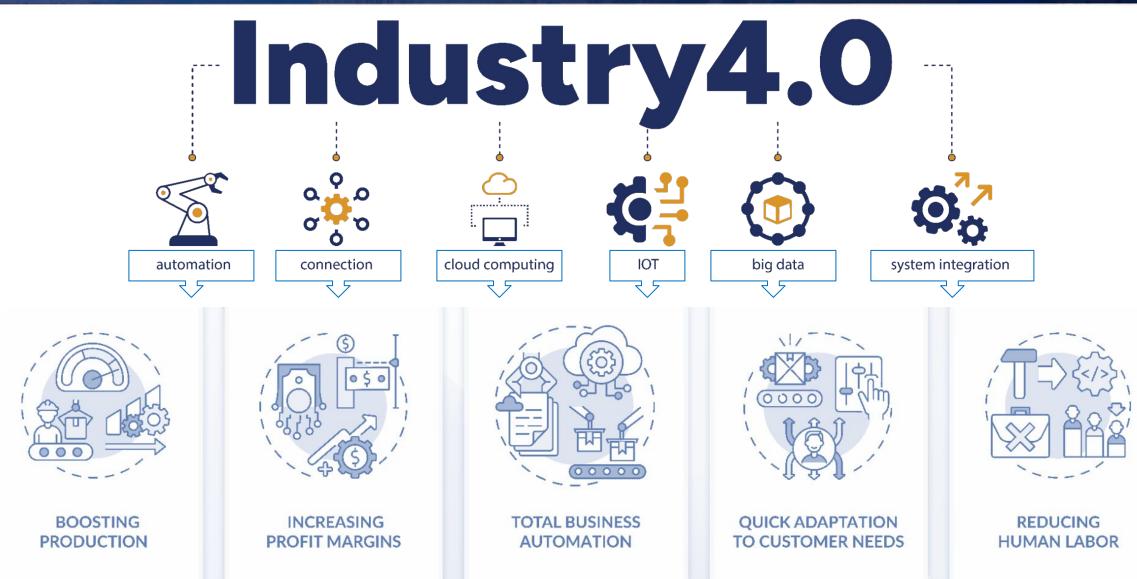
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Industry 5.0



to an industry or function can become "Foundry 4.0", "Manufacturing 4.0", "Logistics 4.0" ... all apply similar principles

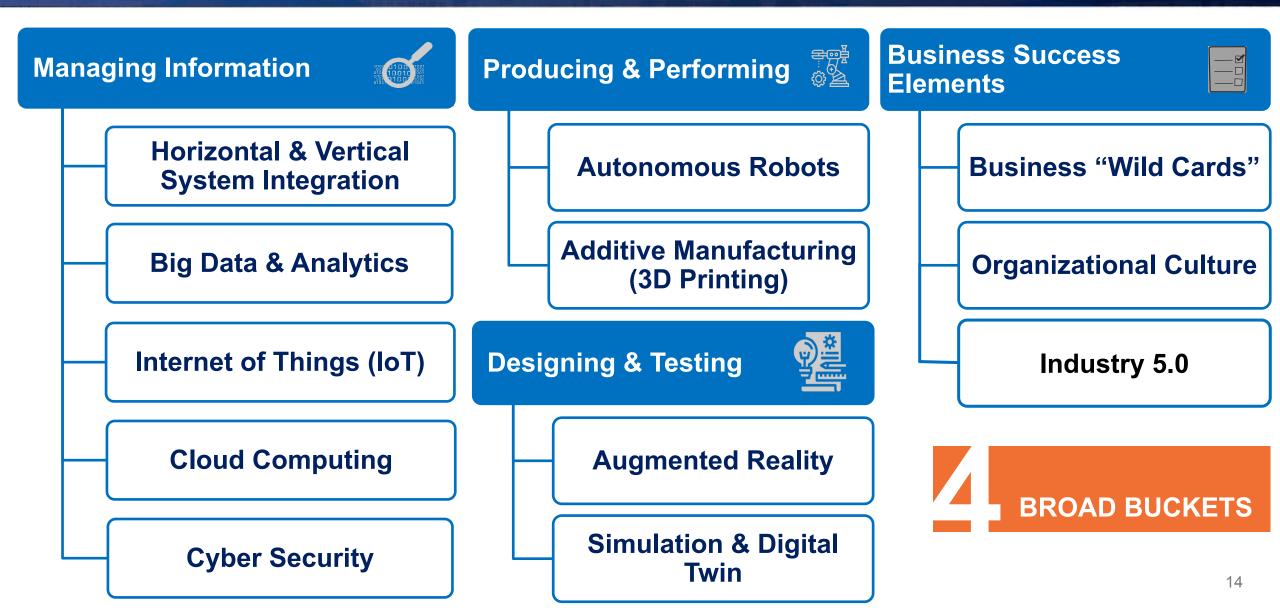




References: AdobeStock_646030045.png & AdobeStock_410448729 https://stock.adobe.com (Accessed: October 2023).

UNDERSTANDING INDUSTRY 4.0 Technologies

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KNOWLEDGE Quote

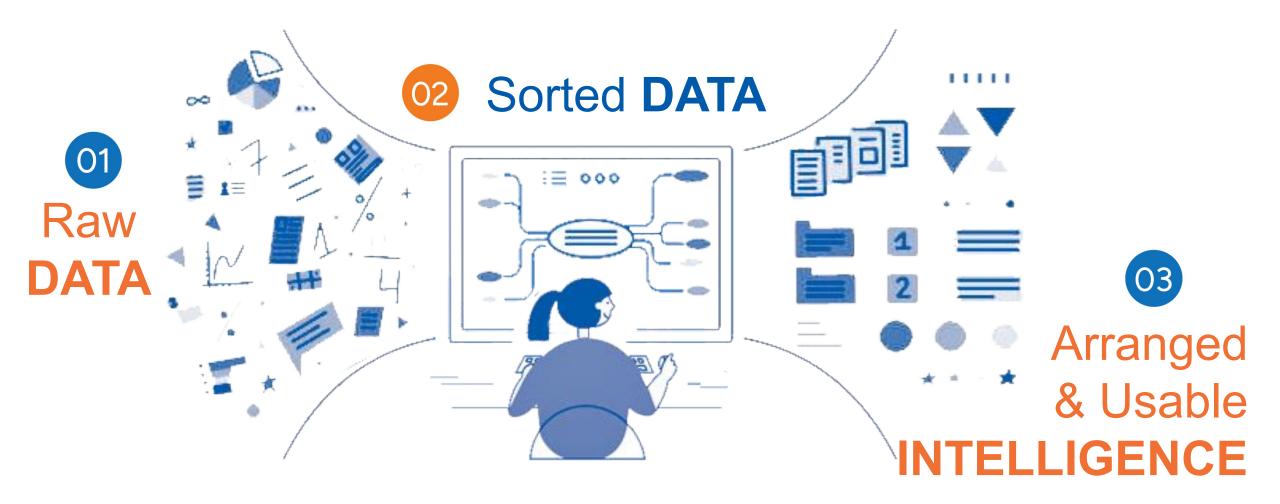


"Knowledge is only potential power. It becomes true power only when, and if, it is organized into definite plans of action, and directed to a definite end."

- Napoleon Hill, Think and Grow Rich

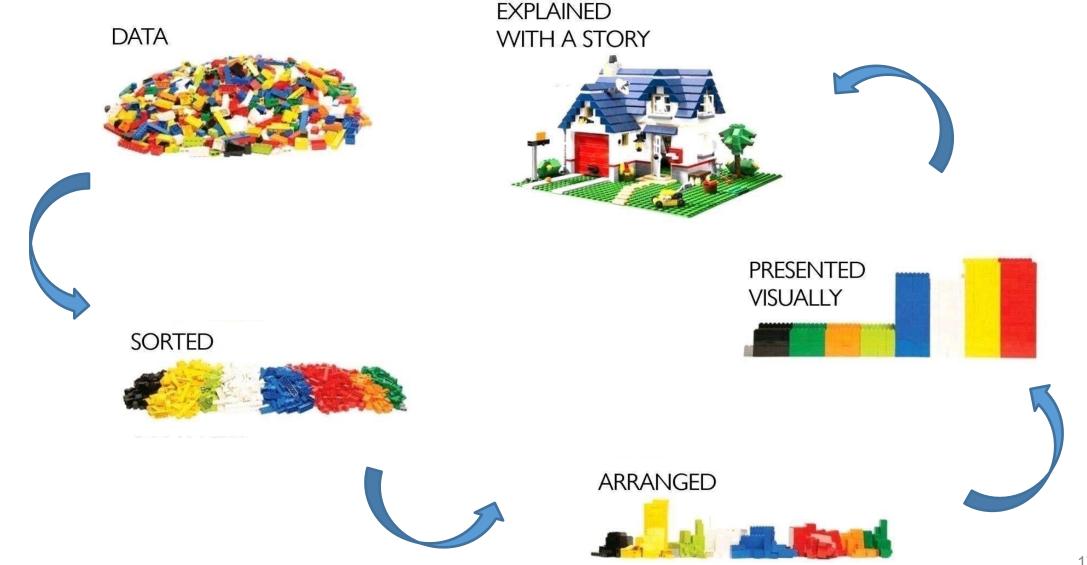
DATA & INDUSTRY 4.0 CONVERTING DATA INTO USEFUL INTELLIGENCE

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DATA & INDUSTRY 4.0 CONVERTING DATA INTO USEFUL INTELLIGENCE

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WHY IMPLEMENT INDUSTRY 4.0?

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- Real-time Data & Analytics
- Cost Reduction
 - Increased Efficiency & Productivity
 - Supply Chain Optimization
 - Improved Product Quality
 - Reduced Scrap Rates
 - Enhanced Quality Control
 - Predictive Maintenance

- Customization & Flexibility
 - Faster Time to Market
 - Enables Iterative Innovation
 - Competitive Advantage
- Enhanced Safety
- Workforce Alternatives
- Global Connectivity

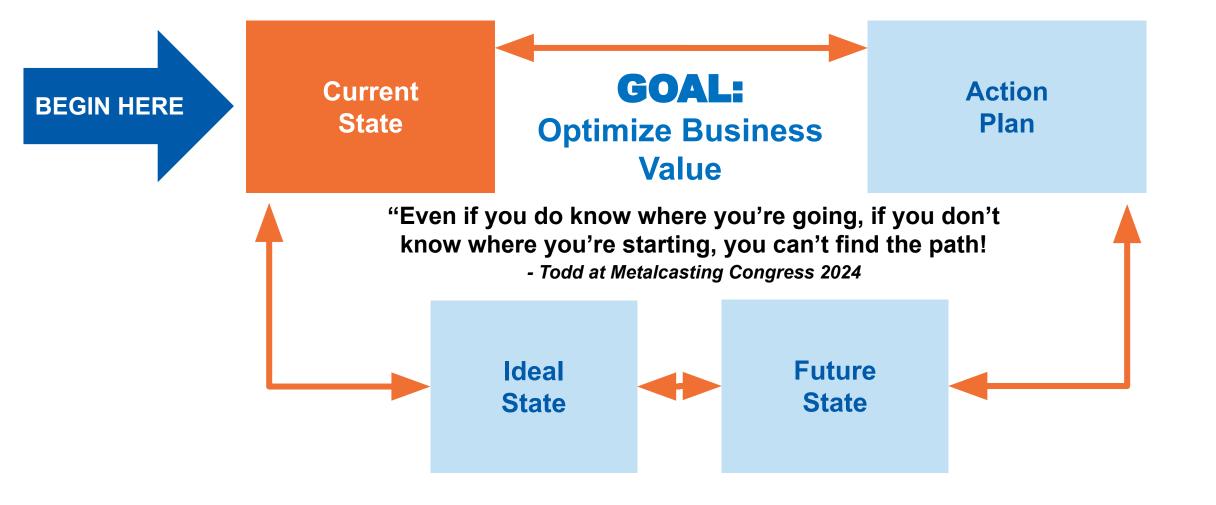
14.0 IMPROVEMENT METHODOLOGY

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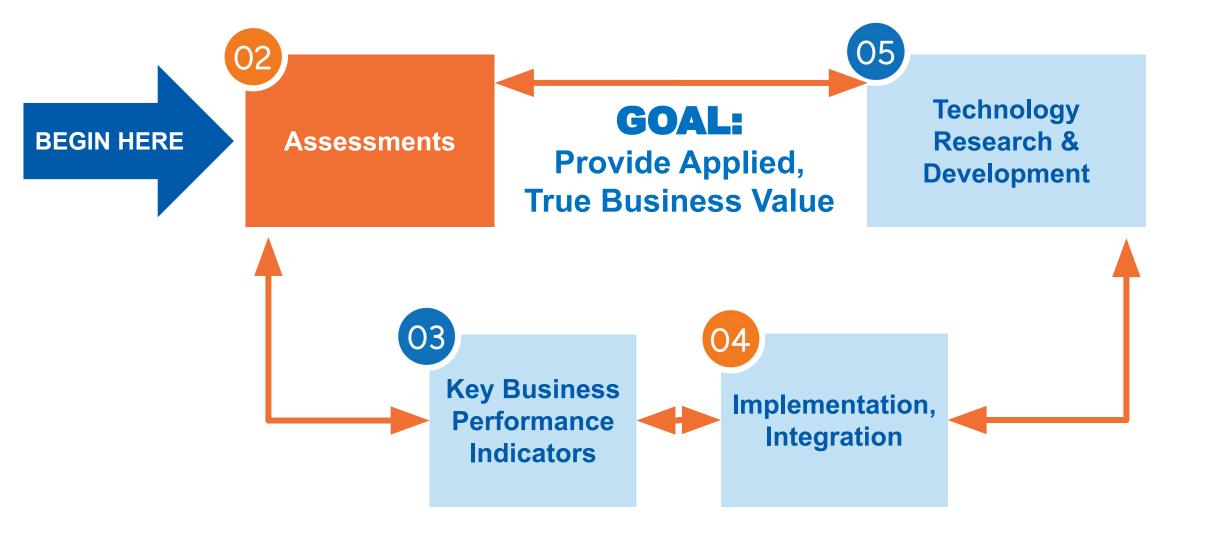
14.0 IMPROVEMENT METHODOLOGY

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14.0 IMPROVEMENT METHODOLOGY

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What Are Assessments?

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What an assessment **DOES** ...

- Provides a set of data points identifying potential opportunities
- Points towards a set of activities that can provide bottom line value
- Allows a company to evaluate and compare the relative value of these activities
- Sets up an opening for discussion from multiple functional areas that can enable connection and collaboration

What an assessment does **NOT** do ...

- Identify THE solution of HIGHEST value across ALL companies and situations
- Automatically connect businesses with technology providers and integrators to install solutions
- Give prescriptive direction

The VALUE in Assessment results from the Reflection & Discussion

ELEMENTS OF INDUSTRY 4.0

Improvement Implementation





- Current assessments can fall short in:
- 1. Ease of engagement/use
- 2. Collaborative involvement of multiple functions and their subject matter expertise/perspectives
- 3. Connection of assessment results to business value and feasibility

ELEMENTS OF INDUSTRY 4.0 Improvement Implementation

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DATA COLLECTION

ACTION PLAN & IMPLEMENTATION





ASSESSMENT



KEY PERFORMANCE INDICATORS

I4.0 Improvement Summary Report

- Company Profile
- Key Opportunities
- High Value
 Improvement
 Actions
 - Actions High Impact KPIs
- Questions
- Summary
- Data



INDUSTRY 4.0 ASSESSMENT

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Input: Data Collection

I4.0 Assessments are relatively common, but many suffer from a general lack of ease of use administering the assessment, from gathering inputs from either too few or incorrect participants, to an inability to provide segmented summary data from different groups within the business, to a disconnect of results to actual business value. Correcting these issues is paramount in achieving meaningful results from an assessment.

INPUT DATA COLLECTION

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The assessment engagement begins with a signed NDA and names, positions and email addresses for individuals desired to be assessment participants by a company

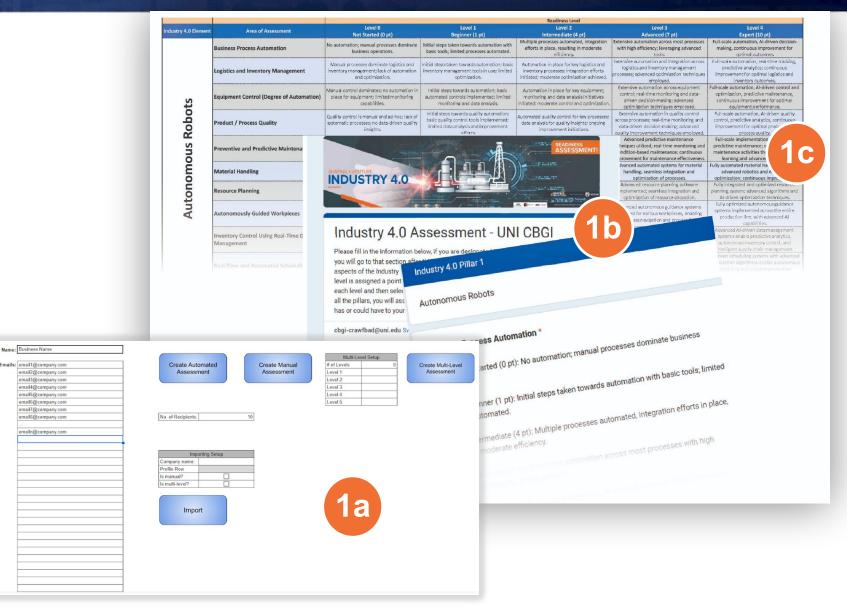


1a

Broad cross-section of survey data collected by I4.0 pillar, by pillar aspect, from subject matter expert at all levels and from all functions identified by the business being assessed



Survey data is consolidated by company-defined groupings, made available real-time for analysis and discussion





Automated Assessment

Once the correct level of assessment data has been collected from the most knowledgeable sources within a business, assessment scoring and the consolidation of scores can be processed real-time. Automated report sets can keep up with inputs provided, and the analyzed data can be split into meaningful groups for further discussion. Automating the assessment frees up time for these individuals to discuss implementation value.

AVERAGE SCORE BY PILLAR

2

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EXAMPLE

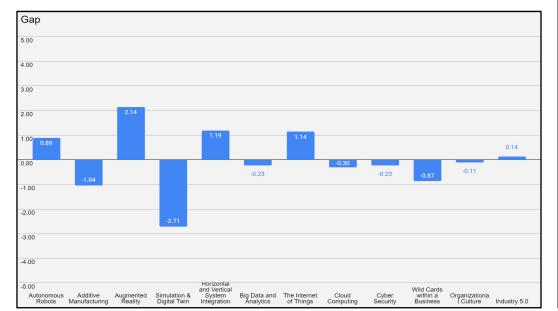
	Pillar	Average Score	Min Score	Max Score	Average Weight	Adjusted Weight	Min Weight	Max Weight	Gap
1	Autonomous Robots	2.40	2.40	2.40	1.00	0.63	1.00	1.00	-0.48
2	Additive Manufacturing	4.60	4.60	4.60	2.00	1.26	2.00	2.00	-0.76
3	Augmented Reality	0.00	0.00	0.00	1.00	0.63	1.00	1.00	1.92
4	Simulation & Digital Twin	4.00	4.00	4.00	1.00	0.63	1.00	1.00	-2.08
5	Horizontal and Vertical System Integration	2.80	2.80	2.80	2.00	1.26	2.00	2.00	1.04
6	Big Data and Analytics	3.63	3.63	3.63	2.00	1.26	2.00	2.00	0.21
7	The Internet of Things	3.33	3.33	3.33	2.00	1.26	2.00	2.00	0.50
8	Cloud Computing	4.00	4.00	4.00	1.00	0.63	1.00	1.00	-2.08
9	Cyber Security	5.00	5.00	5.00	2.00	1.26	2.00	2.00	-1.16
10	Wild Cards within a Business	2.20	2.20	2.20	1.00	0.63	1.00	1.00	-0.28
11	Organizational Culture	2.50	2.50	2.50	2.00	1.26	2.00	2.00	1.34
12	Industry 5.0	2.00	2.00	2.00	2.00	1.26	2.00	2.00	1.84
	Total Average:	3.04	3.04	3.04	1.58	1.00	1.58	1.58	

AUTOMATED ASSESSMENT

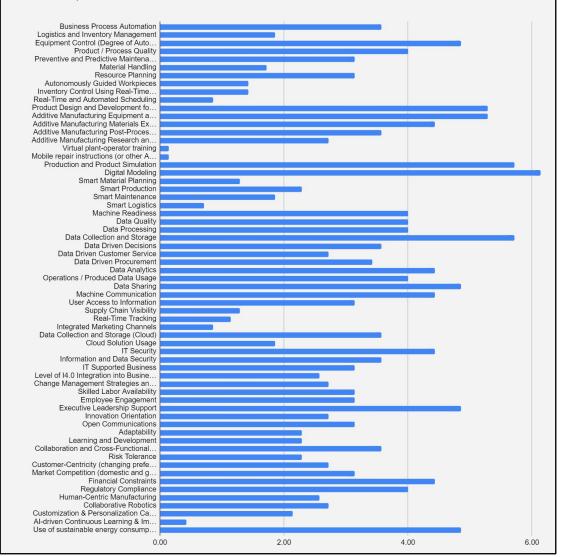
Assessment Summary

2





Pillar Aspect Scores Visualized



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Key Performance Indicators (KPIs)





KPI Assessment

Different technologies impact different areas in a business environment. Alignment matters. The connections between I4.0 technologies and the key performance indicators they impact has been proven. Although "your results may vary", by making good assumptions about the potential improvements possible through technology implementation, a predictive model can be created to focus implementation in the highest value areas. 30

ALIGNMENT Quote

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"If a plane is off from its intended flight path by just one degree, after 60 miles it-would will be a full mile of course. On a cross country flight, this seemingly small misalignment can place a traveler literally 50 miles or more away from the intended destination. Alignment matters."

449

Sean Rosensteel, The School of Intentional Living

INDUSTRY 4.0

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Key Performance Indicators (KPIs)

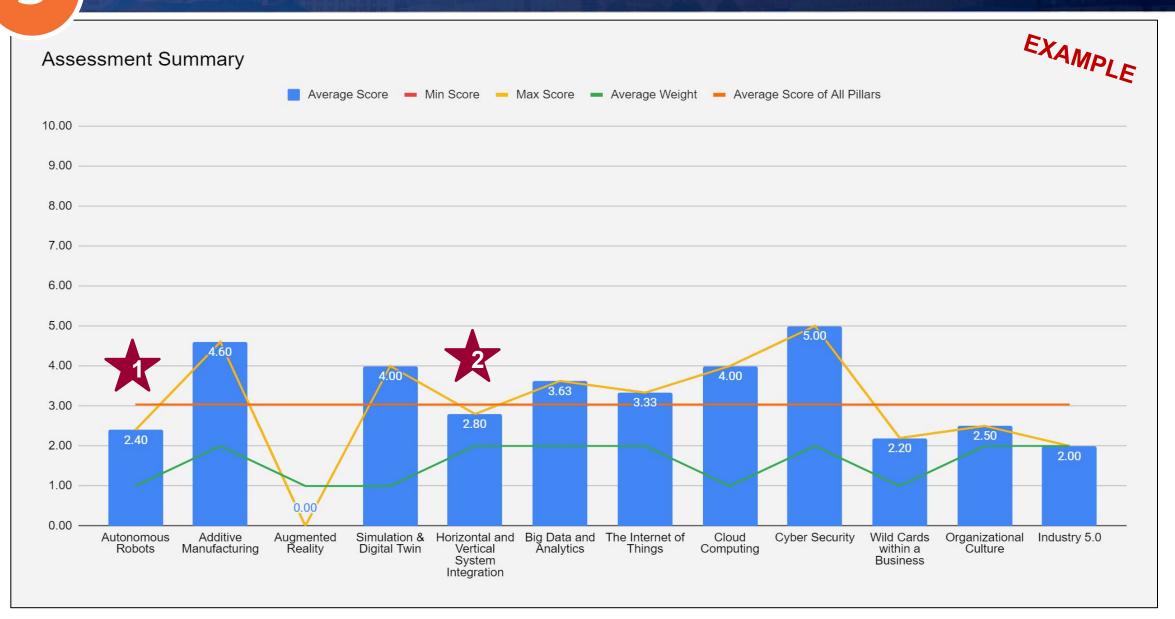
> Alignment Matters!

- Operating Efficiency
- Overall Equipment Effectiveness
- Product and Process Yield (Scrap or Rework \$\$s)
- Capacity and Capacity Utilization
- Inventory Levels (\$\$s, turns)
- Data Security
- Improved Customization
- Throughput Reduction
- Prototype Turnaround Time
- Improved Safety (reduced workers comp, etc.)
- •And more...

SCORE STATISTICS BY PILLAR

B

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Key Performance Indicators (KPIs)

3

Industry 4.0 Pillar												
Key Performance Indicator Impacted by Implementation	Autonomous Robots	Additive Manufacturing	Augmented Reality	Horizontal & Vertical System Integraiton	Simulation & Digital Twin	Big Data & Analytics	The Internet of Things	Cloud Computing	Cyber Security	Organizational Culture	Wild Cards within a Business	Industry 5.0
Operating Efficiency	x	x	x	x	х	х	x	х	x	x	x	x
Overall Equipment Effectiveness	x	x	x		x	х	x					x
Product and Process Yield (Scrap or Rework \$\$s)	x	x	x	x	x	x	x			x	x	
Capacity and Capacity Utilization	x	x			х	х	x					x
Inventory Levels (\$\$s, turns)	х	x		x	x	х	x				x	x
Data Security					x			ж	x	x	x	
Improved Customization	х	x	x		x	x	x					x
Throughput Reduction	х	x		x	x	x	x				x	x
Prototype Turnaround Time	х	x	x		x	х	x					x

EXAMPLE

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INDUSTRY 4.0

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Key Performance Indicators (KPIs)

Improvement Example 1:

Perspective: Technology Improvement

Identified Gap: Augmented Reality

- Potential KPI Impacts:
 - Product & Process Yield
 - Improved Customization
 - Prototype Turnaround Time
- •Basic Technology Feasibility (Payback)
 - \$150K implementation, rolled product yield improvement of 1% in a \$30M annual COGs foundry
 - Payback = .5 years

 Additional benefit from other KPI improvements reduces payback time





EXAMPLE

3 Key Performance Indicators (KPIs)

Α

	Industry 4.0 Pillar											
Key Performance Indicator Impacted by Implementation	Autonomous Robots	Additive Manufacturing	Augmented Reality	Horizontal & Vertical System Integraiton	Simulation & Digital Twin	Big Data & Analytics	The Internet of Things	Cloud Computing	Cyber Security	Organizational Culture	Wild Cards within a Business	Industry 5.0
Operating Efficiency	x	х	x	x	x	х	x	х	x	x	x	x
Overall Equipment Effectiveness	x	х	x		x	х	x					x
Product and Process Yield (Scrap or Rework \$\$s)	x	х	x	x	x	x	x			x	x	
Capacity and Capacity Utilization	x	x			x	х	x					x
Inventory Levels (\$\$s, turns)	x	х		x	x	х	x				х	x
Data Security					x			x	x	x	x	
Improved Customization	x	х	x		x	х	x					x
Throughput Reduction	x	х		x	х	х	x				x	x
Prototype Turnaround Time	x	х	x		x	х	x					x

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Key Performance Indicators (KPIs)

Improvement Example (A):

Perspective: KPI Opportunity Identification

• Identified Opportunity: Inventory Level Improvement EXAMPLE

- Potential I4.0 technology application:
 - Autonomous Robots
 - Simulation & Digital Twin
 - Big Data & Analytics/IoT
- Basic Technology Feasibility (ROI)
 - Data analytics IDs environmental factor changes to improve process yields, resulting in a WIP reduction of \$500K
 - Sensors, PLCs and data analysis software cost = \$100K
 - Carrying costs on \$500K = 25% or \$125K annually
 - ROI = \$125K/\$100K = 125%

 Additional benefit from other KPI improved by data analytic capability implementation improves ROI

Business Value Action Plan

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Business Value Action Plan

Connecting technology gaps to impacted key performance indicators, and creating a prioritized implementation feasibility study that predicts where business value can be seen, allows a business to create an action plan that is sequenced in value priority order. This plan will have predictable contents based on the technologies selected.

Business Value Action Plan

nomous Robots

Additive Manufacturing

Augmented Reality

Simulation & Digital Twin

System Integration

Cloud Computing

Wild Cards within a Business

Cyber Security

Industry 5.0

Horizontal and Vertical

Big Data and Analytics The Internet of Things 3.12 2.60 4.00 0.98 0.85

2.00

3.68 2.80 4.40 1.00 0.86 0.70

Organizational Culture 4.18 3.10 4.90

2.30 1.63 2.88

1.90 1.00 2.50

5.60 5.00 6.00

1.67 2.17

1.72 1.20 2.60 0.84

Total Average: 3.21 2.42 3.98 1.16 1.00 0.96 1.33

1.60 1.38

1.29 1.12

1.04 0.90

1.06 0.92

1.14

0.99

0.80

1.50 1.80

1.00 1.50

0.90 1.20

0.90 1.40

0.73 0.70

1.00

1.10

1.20

1.30

0.90

-0.40

2.14

1.58

0.99

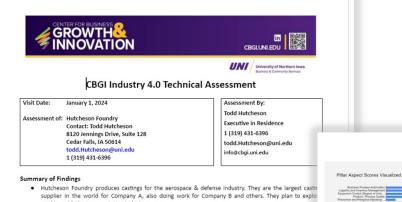
-2.66

-0.90

-1.01

0.61

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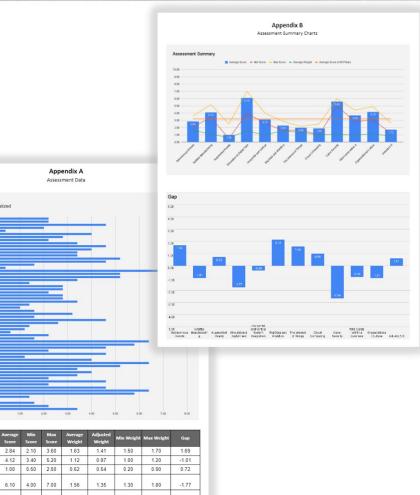


- working with the transportation industry soon.
 Hutcheson produces about 10,000 pieces per week on three shifts with a total of 245-250 employees. The produce 120 unique part numbers for Company A, and they would be classified as a high volume/low m manufacturine environment.
- The facility generally consists of older equipment and has a large need for integration, connection and valuimprovement mapping of its processes and equipment. It is a progressive, but "target rich" environment.
- The leadership team in Cedar Falls is very open to sharing information and discussing means i
 improvement. They are also open to change and view their own operation with an appropriately critical ey
 They are anxious to learn, and even more anxious to apply what they learn about 14.0 to improve the
 facility. Hutcheson has a leadership culture very anxious to learn and implement 14.0 principles in a co
 effective way that is valued by their customers.

Key Opportunities

Δ

- Big Data & Analytics
 - Increase automatic data collection via sensor applications and installation, utilizing cloud storage fi data access/integration. Hutcheson collects a lot of data, but it currently resides in loc non-integrated locations making it difficult to analyze in connected and collective fashion



I4.0 Improvement Summary Report

- Company Profile
- Key Opportunities
- High Value
 Improvement Actions
- High Impact KPIs
- Questions
- Summary
- Data



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Industry 4.0 Implementation

The FOUNDRY 4.0 Partnership works to provide American-based foundries with the competitive edge in technology that optimizes productivity, output, and product quality. These technological innovations create opportunities that help build a dynamic digital ecosystem. Several notable advantages are cost reduction, shortened deadlines, and excellence in quality and customer satisfaction.

What is INDUSTRY 5.0?



- Industry 5.0 (I5.0) focuses on the collaboration between humans and machines, emphasizing ... human touch, craftsmanship and creative
- **I5.0** is aimed at **supporting**, **not superseding**, humans
- Builds upon I4.0, which primarily focused on digitization, automation, the Internet of Things (IoT), and advanced analytics
- **I5.0** is about finding the optimal balance of **efficiency and productivity**
- **I5.0** provides **business value** in the areas of:
 - Customization & Flexibility
 - Environmental Sustainability
 - Enhanced Worker Satisfaction
 - Economic Growth
 - Resilience

INDUSTRY 5.0 balances and leverages the interaction between humans and technology

What does INDUSTRY 5.0 OFFER?

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SUMMARY: ELEMENTS OF INDUSTRY 4.0

IMPROVEMENT IMPLEMENTATION



14.0 ASSESSMENT SPECIAL OPPORTUNITY!

- 1. Initial contact made (email, phone, weblink, QR)
- 2. Discussion of engagement steps and objectives
- 3. Submission of NDA (2 page ... protects client)
- 4. Provide email address list of business participants **15** min
- 5. Link transmitted, survey completed
- 6. Draft summary report created, sent, reviewed
- 7. Final review with draft review comments completed **60** mins

Discussion regarding follow-on project selection and feasibility analysis assistance at the discretion of the assessment partner

5 min

15 min

15-30 min

15 /person

60 mins





44

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UNI's ASSESSMENT REPORTING TOOL

provides facilitated, efficient & insightful I4.0 assessments

Complimentary, confidential access...

Todd E. Hutcheson

Executive in Residence

8120 Jennings Dr., Suite 128, Cedar Falls, IA 50614

todd.hutcheson@uni.edu P (319) 273-6008 C (319) 431-6396 cbgi.uni.edu

Questions? Email us: cbgi@uni.edu or foundry4.0@ncdmm.org



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Scan the QR Code....

University of Northern Iowa Business & Community Services





14.0 ASSESSMENT

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But

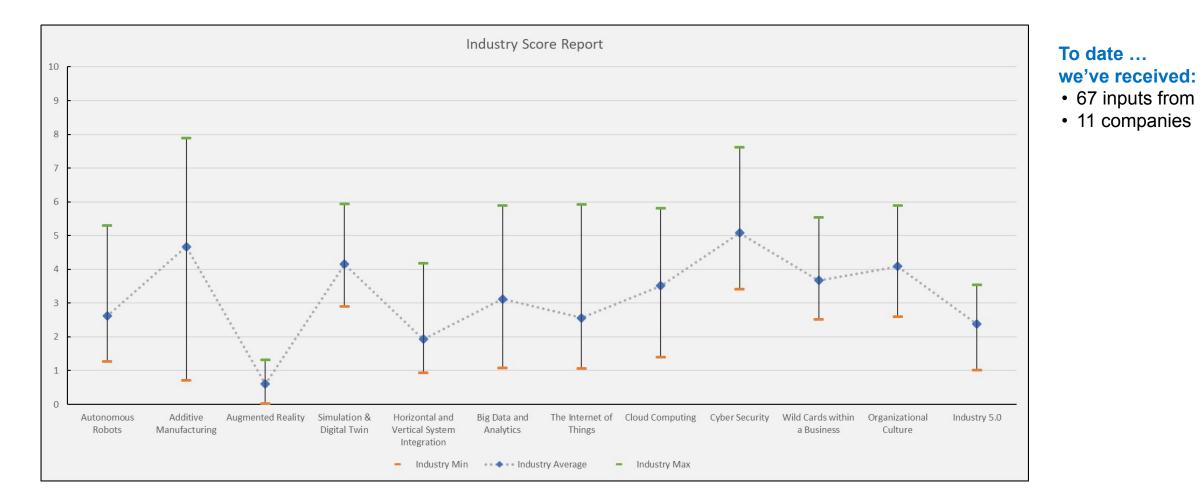


... there's MORE!

14.0 ASSESSMENT



We are building collective Metal Casting industry averages ...



14.0 ASSESSMENT

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Lowest scoring questions ...

- Mobile repair instructions using augmented reality
- Artificial Intelligence driven continuous learning & improvement systems
- Virtual plant-operator training
- Autonomously guided workpieces
- Smart logistics
- Smart maintenance
- Collaborative robotics
- Integrated marketing channels
- Supply chain visibility
- Use of sustainable energy consumption & support technologies

I4.0 ASSESSMENT

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Lowest scoring questions in the most "active" pillars ...

Autonomous Robots

- Inventory Control Using Real-Time Data Management
- Material Handling

Additive Manufacturing

- Additive Manufacturing Post-Processing and Finishing
- Additive Manufacturing Materials
 Expertise

The Internet of Things

- Supply Chain Visibility
- Real-Time Tracking

Simulation & Digital Twin

- Production and Product Simulation
- Digital Modeling

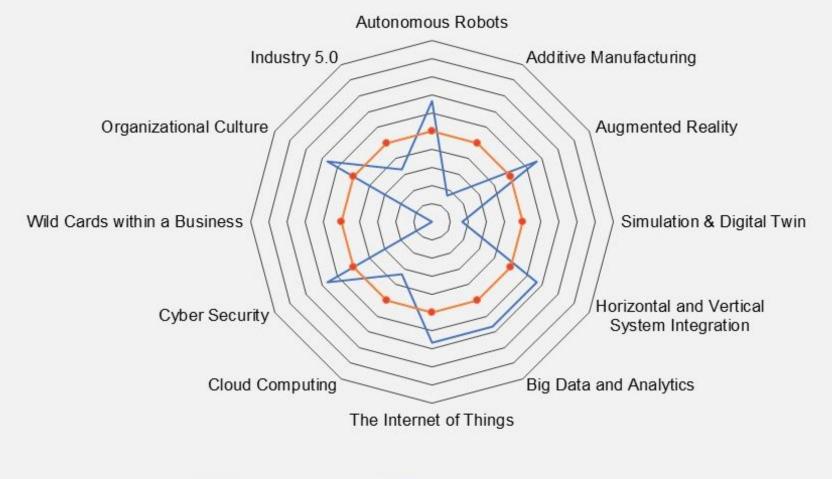
Big Data and Analytics

- Data Driven Customer Service
- Data Driven Procurement

We can also begin to provide Company comparisons to Industry Averages ...

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Percentile Rankings



Stay Tuned!

Your Percentile — Industry Average (50th Percentile)

EXECUTIVE SUMMARY



- Nearly all business sectors are experiencing a unique set of difficult business headwinds ... and they will not go away in the foreseeable future
- Industry 4.0 technology implementation can provide a large boost in combating these headwinds
- Industry 4.0 technology assessments will provide connection to business value to prioritize investments
- Industry 5.0 balances and leverages the interaction between humans and technology
- Add to Metal Casting industry knowledge! We would be excited to begin an Industry 4.0 technology assessment with your company TODAY!

OUR GOAL: Enable Application of Foundry 4.0 Concepts to Continue to Improve the Resiliency of the Foundry & Casting Industry

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- Review conference materials for potential additional conversations
- Utilize contacts made to continue collaborative networking discussions
- Contact UNI CBGI to more fully explore topics of interest
- Contact UNI CBGI to begin a F4.0 Assessment Partnership

OUR GOAL: Enable Application of Foundry 4.0 Concepts to Continue to Improve the Resiliency of the Foundry & Casting Industry

UNI's ASSESSMENT REPORTING TOOL

provides facilitated, efficient & insightful I4.0 assessments

Complimentary, confidential access...

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Questions? Email us: cbgi@uni.edu or foundry4.0@ncdmm.org







Scan the QR Code....



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Thank YOU

CONTACT US!

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NOTES:

This research is sponsored by the DLA-Troop Support, Philadelphia, PA and the Defense Logistics 1. Agency Information Operations, J68, Research & Development, Ft. Belvoir, VA.

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FOR MORE INFORMATION

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