

LineView - Actionable Information & Routines



When Coca-Cola Enterprises (CCE) chose to implement LineView across all European sites, they recognised not only the need to turn performance data into **actionable information**, but also to drive **effective routines** around the use of that information. LineView's own dedicated team of operational practitioners were engaged to lead the process of embedding this into daily routines and behaviours.

The problem

Historically, the CCE site in Antwerp had a manual system to gather performance loss on their high speed bottling lines. Manual collection makes high accuracy scores tough, but it also makes it impossible to monitor the real-time impact of machine stoppages on true productivity – CCE recognised the need for clarity around which actions would bring the most improvement.

Compounding the issue was the timeframe over which the manual data was captured and analysed. A 24hr timeframe meant that many of the actions identified were long after the event had occurred and were either significantly less effective or even irrelevant.

This in turn drove an approach to performance reviews that lacked focus on critical issues, was historically-biased and lacked the urgency and capability to drive tactical changes in the here & now.

How we helped

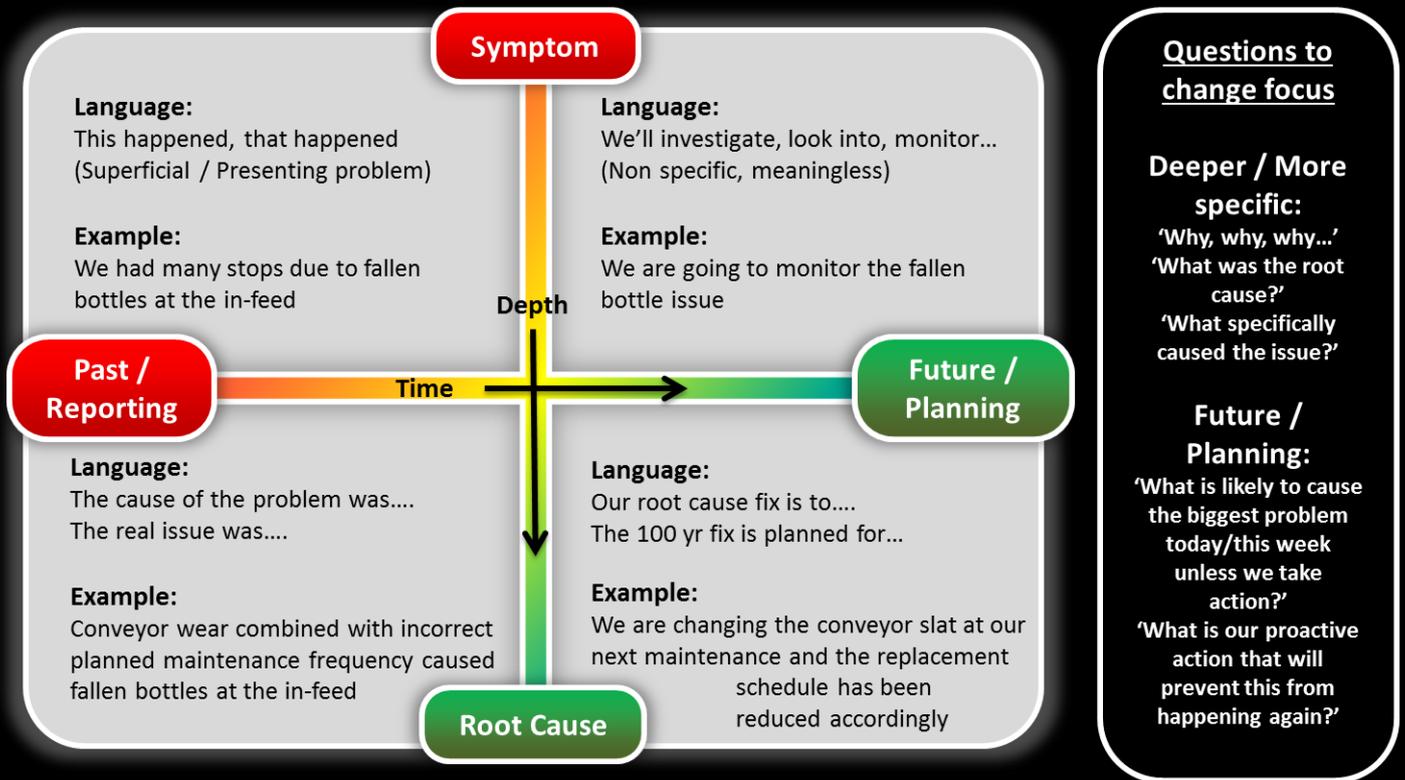
Once LineView was installed, the accuracy and availability of information and the potential for real improvement made a giant leap forward as performance reviews were now based on the genuine greatest causes of lost productivity.

To capitalise on this significantly improved information, all management routines were reviewed, reorganised and tailored to suit the new real-time information environment: forward-looking, proactive and focused on driving corrective actions that impact current performance.

The site team were coached in how to rapidly and effectively drill-down to the true causal loss, as well as how to run powerfully effective performance review meetings that minimised time and maximised effective decision-making.

We helped move the focus of the meeting from HISTORICAL and SYMPTOMATIC (red) to FUTURE and ROOT CAUSE (green) using deliberate questioning techniques. (See illustration below)

Many meetings have their focus in the past at a superficial level (top left) providing minimal value. Your team will add most value when they focus on the future and at a deep level (bottom right) often with root cause understanding (bottom left)



Project progress was tracked through-out by:

- Auditing & checking the system
- User capability testing
- User engagement
- Coaching
- Leadership behaviour



LineView is the single most powerful manufacturing tool I've seen during my 15 years in operations management.

Richard Davies, VP Operations, Coca-Cola Enterprises

The results

Coca-Cola Enterprises

The combination of live, accurate loss information and rapid, effective performance reviews enabled regular and effective tactical reviews (short interval control).

These reviews drive regular tactical improvements as well as ensuring data integrity, accuracy and vital information flow. This same process was applied to daily and weekly strategic reviews.

LineView is now the sole source of information driving line performance improvement at site.

- Overall site performance improved by **18%** and achieved target for 9 of the last 11 weeks.
- A sustainable improvement of between **14%** and **25%** achieved on all 5 lines