

CASE STUDY SNAPSHOT:

MANAGEMENT ROUTINES

ACTIONABLE DATA

TRUE CAUSAL LOSS

LineView
SOLUTIONS

CASE STUDY

COCA-COLA ENTERPRISES
DRIVES OPERATIONAL CHANGE
VIA INTEGRATED ROUTINES.

Coca-Cola
EUROPEAN PARTNERS

COCA-COLA ENTERPRISES DRIVES OPERATIONAL CHANGE VIA INTEGRATED ROUTINES.



CHALLENGE:

When Coca-Cola Enterprises (CCE, now part of CCEP) 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 dedicated team of operational practitioners were engaged to lead the process of embedding this in to daily routines and behaviours.

Historically, the CCE site in Antwerp had a manual system to gather performance loss data on their high-speed bottling lines. Manual collection made high accuracy scores tough, but it also made 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 time frame over which the manual data was captured and analysed. A 24-hour time frame meant that many of the actions identified were long after the event had occurred and were either significantly less effective or even irrelevant.

This 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.



A marketer, producer, and distributor of Coca-Cola products, Coca-Cola Enterprises (CCE) is the exclusive Coca-Cola bottler for Europe including Great Britain, Belgium, continental France, Luxembourg, Monaco, The Netherlands, Sweden and Norway. In 2015, Coca-Cola Enterprises, Coca-Cola Iberian Partners and Coca-Cola Erfrischungsgetränke AG formed Coca-Cola European Partners (CCEP).

SOLUTION:

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.

Actionable information & built-in management routines

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

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“LineView™ is the single most powerful manufacturing tool I’ve seen during my 15 years in operations management.”

Richard Davies
Vice-President Operations,
Coca-Cola Enterprises Ltd



The site team was coached on how to rapidly and effectively drill-down to the True Causal Loss, as well as how to run performance review meetings that minimised time and maximised effective decision-making.



SOLUTION:

The LineView team of operational practitioners helped re-focus the meeting from HISTORICAL and SYMPTOMATIC (orange) to FUTURE and ROOT CAUSE (black) using deliberate questioning techniques. (See illustration below)

Re-focusing the meetings

Deeper/More specific:

'Why, why, why...'

'What was the root cause?'

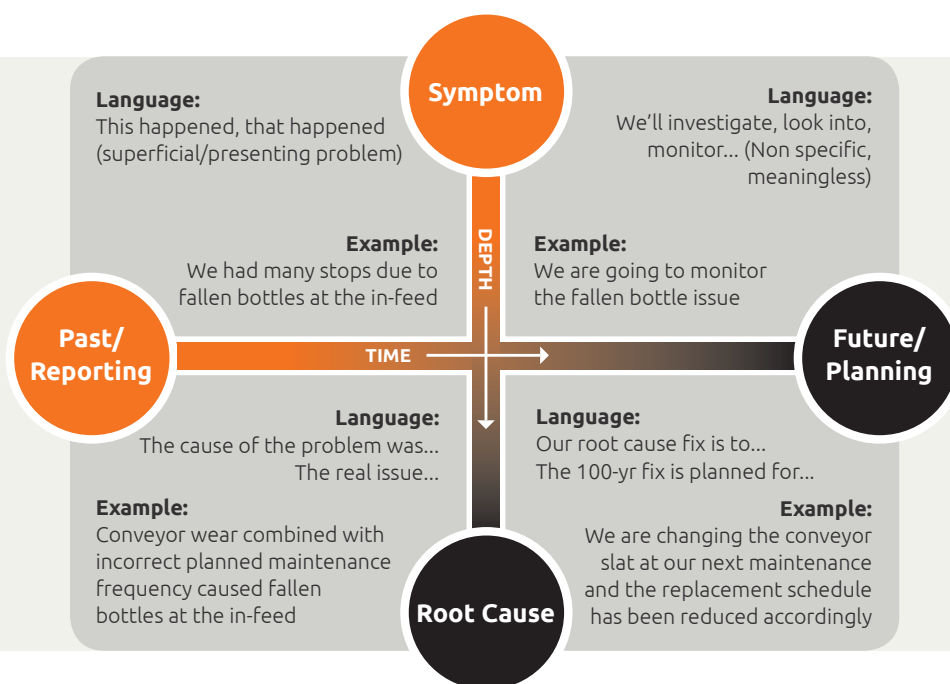
'What specifically caused the issue?'

Future/Planning:

'What is likely to cause the biggest problem today/this week unless we take action?'

'What is our proactive action that will prevent this from happening again?'

LineView's dedicated team of operational practitioners were engaged to lead the process of embedding this into daily routines and behaviours.



Project progress was tracked throughout by:

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

RESULTS:

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 the site.

- ✓ Overall site performance improved by 18% and achieved target for nine of the previous 11 weeks.
- ✓ A sustainable improvement of between 14% and 25% achieved on all five lines.



LineView Solutions' industry leading LineView line monitoring software system was jointly developed with OptimumFX, operational excellence practitioners, and Bytronic Automation – a leading manufacturing systems development and integration specialist. Together we offer a unique service proposition known as the i3 Group.

The combined service offering of the i3 Group delivers complete manufacturing improvement.

clarity
for packaging
operations

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