

CASE STUDY SNAPSHOT:

LINE EFFICIENCY

MANAGEMENT ROUTINES

SHORT INTERVAL CONTROL

LineView
SOLUTIONS

CASE STUDY

COCA-COLA GERMANY TRANSFORMS VIA EFFICIENCY IMPROVEMENT JOURNEY.

Coca-Cola
EUROPEAN PARTNERS

COCA-COLA GERMANY TRANSFORMS VIA EFFICIENCY IMPROVEMENT JOURNEY.



CHALLENGE:

The rising pressure to produce products cheaper and shorten lead-times in order to stay competitive, persuaded Coca-Cola Erfrischungsgetränke AG (CCEP Germany) to seek expert help in becoming more efficient.

Coca-Cola desired a single system to collect and analyse data across a line, a factory, and a region to compare and share the same metrics, and to implement the same meeting routines to drive KPIs and actions that address the True Causal Loss of individual production lines.

After selecting LineView™ as their single system for performance management, Coca-Cola Germany also partnered with OptimumFX's Manufacturing Excellence Consultants.

Coca-Cola Germany recognized that LineView™ users must be trained not only on how to operate the system to collect meaningful data; more importantly, Coca-Cola's employees must be coached on how to interpret this data in a standard set of meeting routines, and how to drive KPIs with SMART actions to improve line performance.



*Coca-Cola Erfrischungsgetränke AG (CCEP Germany) has a sales volume of 3.9 billion litres, 80 different products, and more than 9,000 employees across 18 companies. (www.cceag.de data of 2015)
In 2015, Coca-Cola Enterprises, Coca-Cola Iberian Partners and Coca-Cola Erfrischungsgetränke AG formed Coca-Cola European Partners (CCEP).*

SOLUTION:

After facilitating a pilot project in Liederbach in summer 2015, Coca-Cola Germany decided to install LineView™ across 9 of their most significant production sites, totalling more than 24 lines over a period of roughly 2 years. Each line went through the following 4 stages to install and utilise the LineView™ system, and consequently go through an intensive coaching process from one of our OptimumFX Consultants in order to improve efficiencies:

STAGE 1: Installation of the LineView™ system

- A dedicated LineView engineer installed and commissioned the system within 3-4 weeks.

STAGE 2: LineView™ user training

- User-training sessions for all staff levels were conducted from machine operator to senior management.
- Each training session was delivered on the live system and supported with user manuals.

STAGE 3: Data analysis and interpretation training

- A theoretical session explained the principles of Lean, the 6 Loss Analysis, and OptimumFX's methodology of our IFA Formula.
- An "Effective Meetings" workshop was held to understand the importance of tactical and strategic reviews, the definition of a TOR/agenda, and the generation of actions.

STAGE 4: Implementation of SIC and Management Routines

- Implementation of the following meeting routines:
 - Short Interval Control every 3-4 hours for the Shift Leaders/Maintenance.
 - Daily Performance Review Meeting.
 - Weekly Strategic Performance Review Meeting.
- Each meeting had its own TOR/agenda defined in a workshop with the site team.
- Regular audits including feedback took place during each of the site visits.

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In order to guarantee results and ensure these are sustainable, OptimumFX provided each site with its "Governance Tool". This provided a comprehensive visualisation of progression towards agreed goals.



“ LineView™ helps the user to focus on the real losses of the production line without any great expenditure of time or effort. The OptimumFX Consulting team coached us in reading and utilising this information correctly, thus continuously increasing our line performance. An excellent combination! ”

Theresa Hübner
Production Expert,
Coca-Cola



RESULTS:

Each site now has a standard set of tactical and strategic Meeting Routines with clear TOR.

Increased ownership and accountability, as data reviews and analysis now conducted on all staff levels.

One performance management system across Germany to compare results and share best practices.



Sustainable efficiency improvements of 7% to 9% per line since the implementation of LineView™.

BEFORE & AFTER, Line 'A' | +7.2% SLE

Total Units: 60,845,942

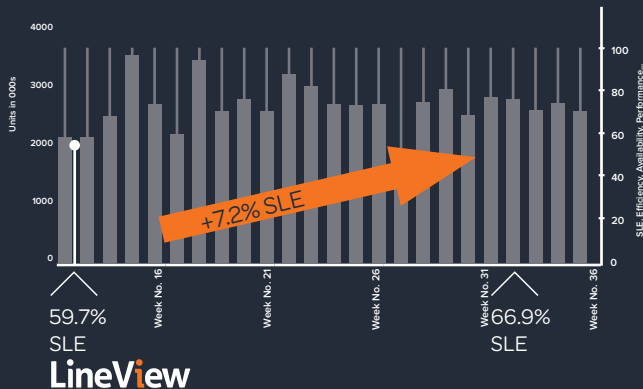
SLE: 65.1%

Efficiency: 70.6%

Availability: 92.2%

Performance: 70.8%

Quality: 99.6%



BEFORE & AFTER, Line 'B' | +9% SLE

Total Units: 19,972,463

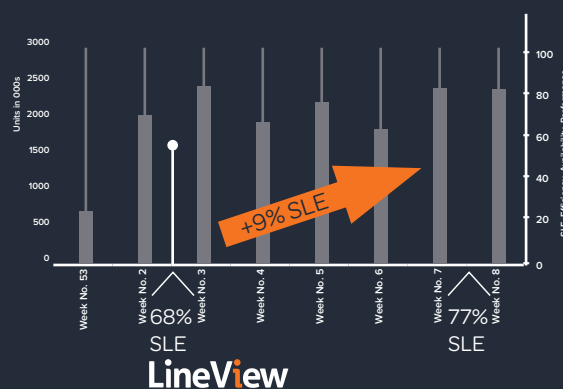
Average SLE: 65.1%

Average Availability: 96.7%

Average

Performance: 67.5%

Average Quality: 99.7%



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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