



## 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 in to daily routines and behaviours.

### The problem

Historically, the CCE site in Antwerp had a manual system to gather performance loss data 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 time frame over which the manual data was captured and analysed. A 24-hr 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 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.

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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

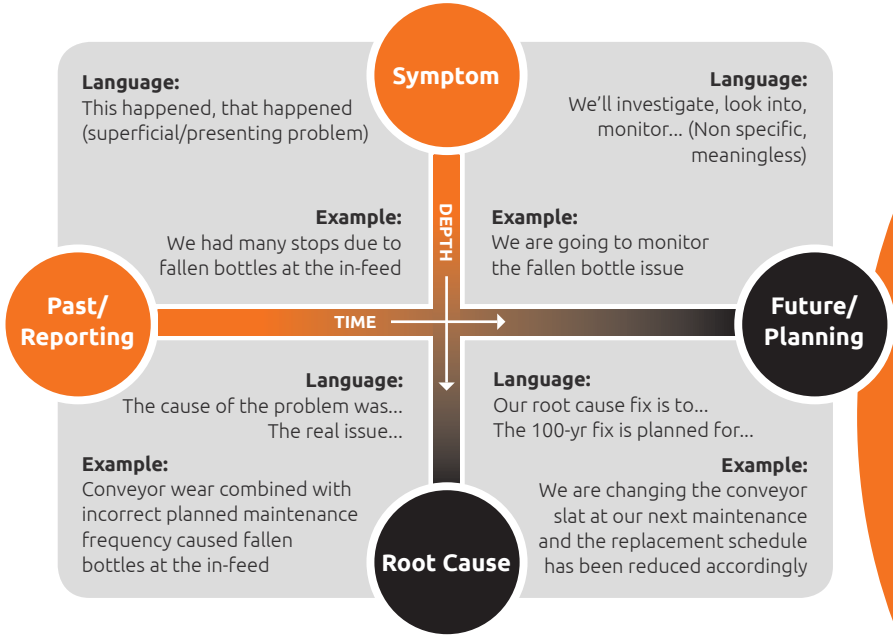


To capitalise on this significantly improved information, all management routines were reviewed, reorganised and tailored to suit the new real-time information environment: forward-looking, proactive and focused on driving corrective actions that impact current performance.

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 re-focus the meeting from **HISTORICAL** and **SYMPTOMATIC** (orange) to **FUTURE** and **ROOT CAUSE** (black) using deliberate questioning techniques.

(See illustration below)



## Questions to change focus

### 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?'

### Project progress was tracked throughout by:

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

## The 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 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.



## Hear how we can help your business...

Call us NOW on **01564 793174**



Improve OEE, efficiency and productivity now. – call us on **01564 793174**

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