

“Using data to deliver OEE”

The Background:

Have you ever found yourself acting on data but not getting the results you know you should?

This is exactly the situation that a recent soft drinks manufacturer found itself in; performance was below budget, and the trend heading in the wrong direction.

When OptimumFX first came to the site it was to help the management team to identify some quick win opportunities to improve performance.

This soon developed into a personal partnership, working to deliver long-term results.

The OptimumFX approach:

At OptimumFX we believe in helping teams to develop the skills necessary to deliver long term change. We recognise that people are most effective when they value the end result and believe they can achieve it. When this occurs, they proactively seek the skills necessary to deliver change. We use our extensive FMCG experience coupled with our training in coaching and Neuro-Linguistic Programming (NLP) to create this long-lasting change.

The solution:

Stage 1: Identify loss and create powerful change objectives. Working initially with the senior team, we gave them an opportunity to understand their current performance better and then create powerful dynamic improvement objectives with their team.

Stage 2: Get tactical - get the lines run on fact rather than feel. The site had a LineView system identifying losses to OEE with signals directly taken from machine PLC's.

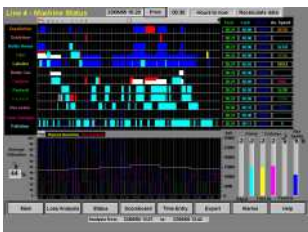
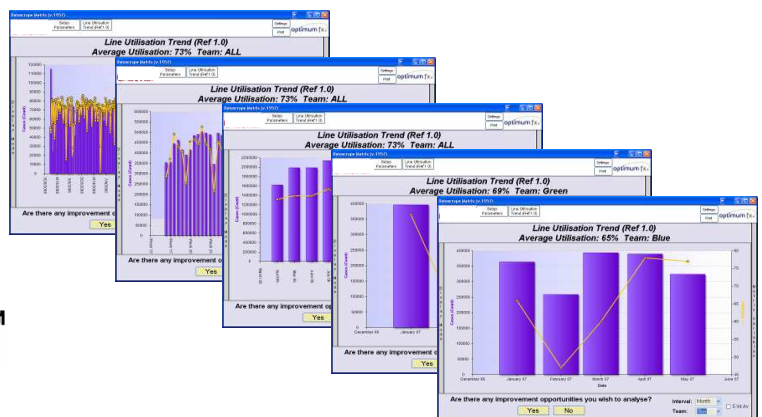
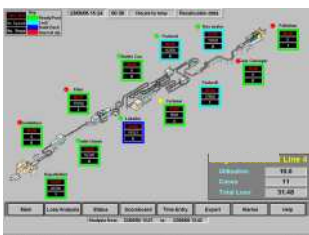
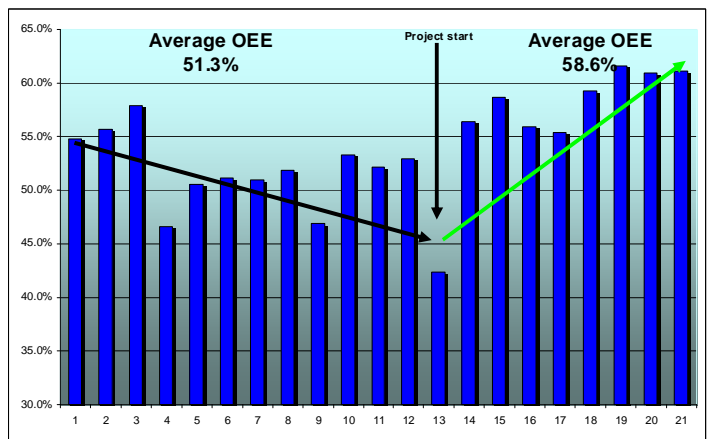
We coached the site champion to create an effective regular review process for the system, which he then coached to his factory teams. A review is only as good as the actions that come from it, so targets were created and the skills needed to meet these were trained.

Stage 3: Get strategic – use reporting tools to identify and respond to trends. With the site owning a regular tactical review process, we then focused on helping the senior team to review losses and create plans at a more strategic level. With the LineView reporting tool installed, we once again provided coaching support to create a process with some powerful objectives.

Stage 4: Performance coaching. In a true “Continuous Improvement” fashion most of our ongoing work is designed to provide additional incremental change.

The results:

The YTD OEE performance of the site was 51.3% at the start of the project with a strong declining trend. In the first 8 weeks of the project OEE rose to 58.6% with a strong positive trend.



LineView™