



Continuous Improvement @ Refresco

Gedrag (motivatie) meetbaar maken



Ontwikkelen MET mensen



NOVADES
AMBITION CREATES VALUE



1. Kennismaking met Refresco
2. De activatie van onze CI journey
3. Hoe kijk ik/ kijken wij naar Continuous Improvement
4. Waar te starten?
5. RCA / DMAIC @Refresco op basis van feiten en meetbaar maken van gedrag:
De samenwerking met onze partners!
6. Ons CI “ECO systeem” assessment

Refresco Worldwide and EU

OUR VISION

OUR DRINKS ON
EVERY TABLE

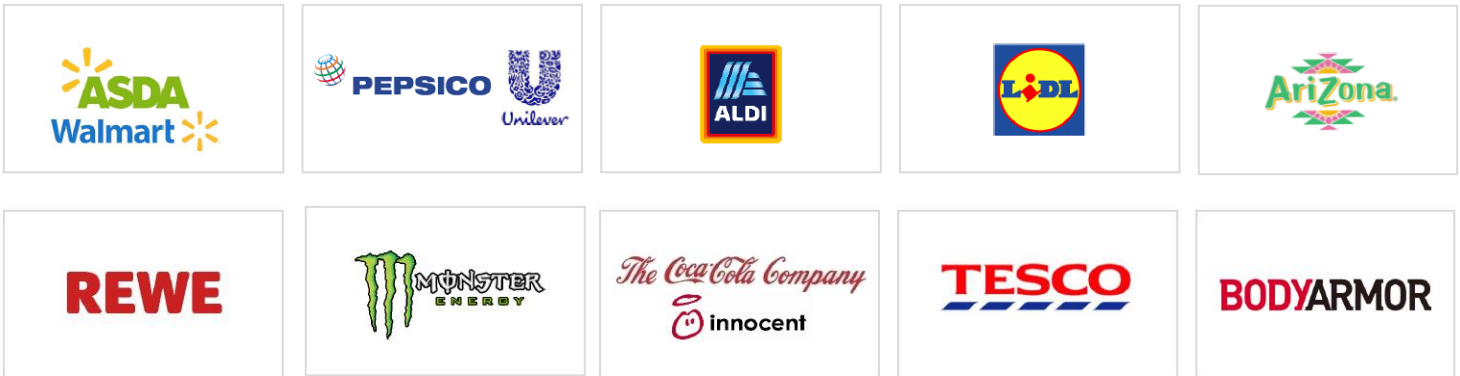
2025

LEADING BEVERAGE
SOLUTIONS PROVIDER

OUR STRATEGY

DRIVE PROFITABLE GROWTH
LEAD IN OPERATIONAL EXCELLENCE
ORGANIZE TO WIN

Over 10,000 colleagues and 60+ manufacturing sites



TOGETHER
WE ARE



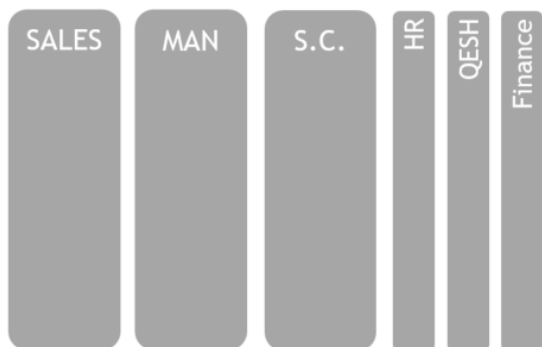
- Extreem bewegelijk en snelle ontwikkelingen volgen elkaar op
- Klanten met net zo'n snelle ontwikkeling
- Hoge verwachting naar onze mensen

Versus

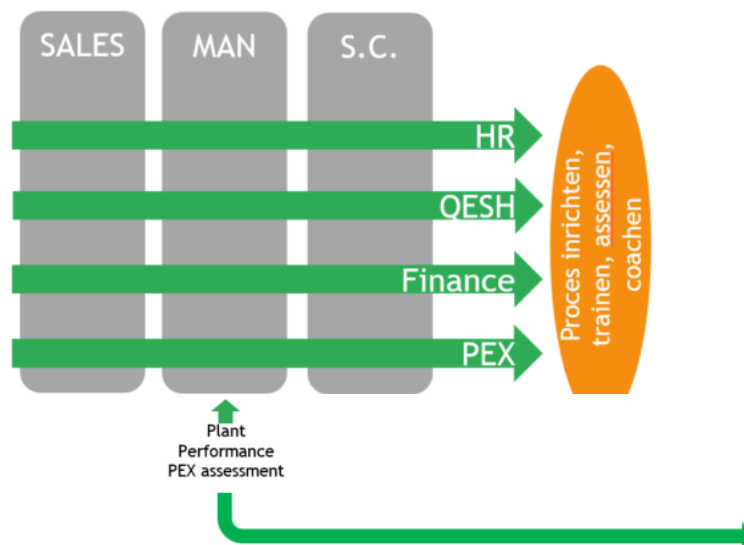
- Borgen van processen
- Intrinsieke motivatie weten aan te spreken

“CI is een mindset en cultuur waarin we samen, elke dag opnieuw, de voor onze belangrijke key processen weten te borgen, en zorgen dat we deze iedere dag een stukje beter maken“

Van silo's



Naar cross functioneel denken en samenwerken



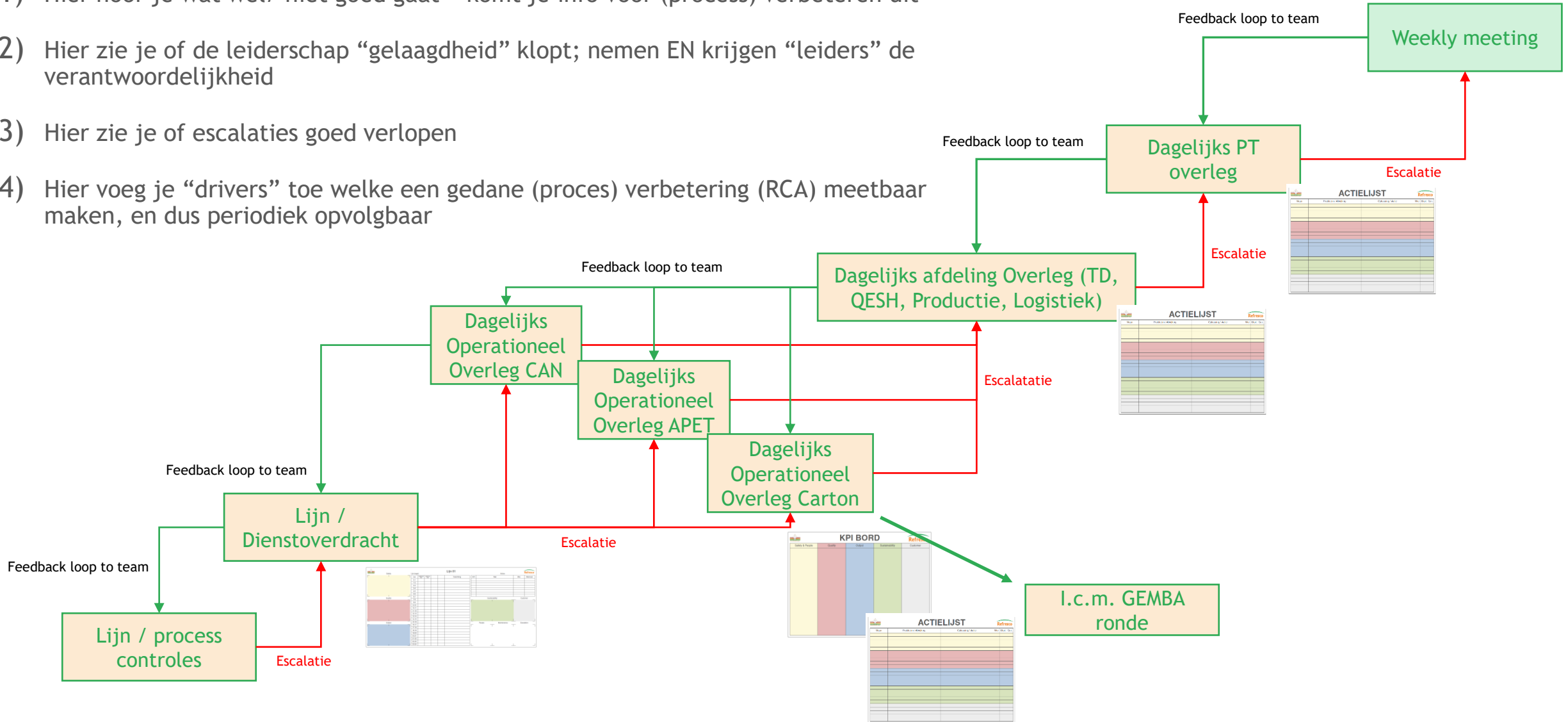
Omgezet in ons CI ECO-systeem waarin we samen besluiten HOE en WAT de route naar succes zal zijn, en hier dagelijks op sturen

Plant Scorecard Sittard						
Group	Indicator	Weight	Plant Target	LOE Standard	Result	Score
YTD juli						
Safety	# LTA's per 100 FTE	20%	1	0	0	6.00
	# Floorfalls (per 100 FTE)	10%	15	0	0	2.00
	# SDS's per 100 FTE	10%	50	50	200	2.00
	% SDS closed on time	10%	85%	90%	82%	1.00
	PSSE score on glijbaan	40%	85%	85%	90%	4.00
Quality	Customer Complaints rate (Excl. 1st)	20%	0.9%	0.9%	0.4%	6.00
	Internal audits on time (EQ per QP)	10%	90%	90%	90%	1.00
	Audit Impact: internal, customer / non-conformity actions on time	10%	90%	90%	90.0%	1.00
	FTB	10%	97.00%	96.00%	97.0%	1.50
Output	STR	25%	98.00%	98.70%	98.77%	5.00
	DEE Lin 3	1%	81.0%	88.0%	81.0%	2.67
	DEE Lin 4	1%	81.0%	88.0%	81.0%	2.67
	DEE Lin 5	1%	81.0%	88.0%	81.0%	2.67
	DEE Lin 6	1%	81.0%	88.0%	81.0%	2.67
	DEE Lin 7	1%	81.0%	88.0%	81.0%	2.67
	DEE Lin 8	1%	81.0%	88.0%	81.0%	2.67
	Planned vs Produced PSIA 95% (1-uk hoort)	20%	98.5%	98.5%	98%	4.00
Sustainability	NET Volume	60%	8.94%	2.0%	2.0%	12.00
	Energy Factor XXXL	20%	0.36%	0.36%	0.36%	4.00
	Water reuse (M3/tp)	20%	1.58	1.58	1.3	2.00
People	Scored Pass To Next score (Stichtings) (DEW)	30%	85%	85%	85.0%	4.66
	Scored GAP operational team	30%	90%	90%	90%	3.33
	Competence GAP leadership team (DEW)	30%	90%	90%	90%	3.33
	Nativity audit "People Behavior"	10%	75%	90%	75%	0.00
BPM's (IC & PEX)	Nativity audit "Shift Handover"	30%	75%	90%	75.0%	3.33
	Nativity audit "Daily review"	30%	75%	90%	80.0%	3.33
	Nativity audit "Weekly review"	30%	75%	90%	80.0%	3.33
	Nativity audit "Monthly review and Master plan development & execution" (DEW)	10%	75%	90%	80.0%	3.33
Shop Floor & key processes (ICC & PEX)	Productivity (cost per unit) (DEW) variable	20%	0.0207	0.0207	0.0207	1.00
	Quality cost per pallet (DEW)	20%	1.00	1	1	1.00
	GAP score	20%	75%	90%	80%	2.00
	GAP score	20%	60%	90%	60%	2.00

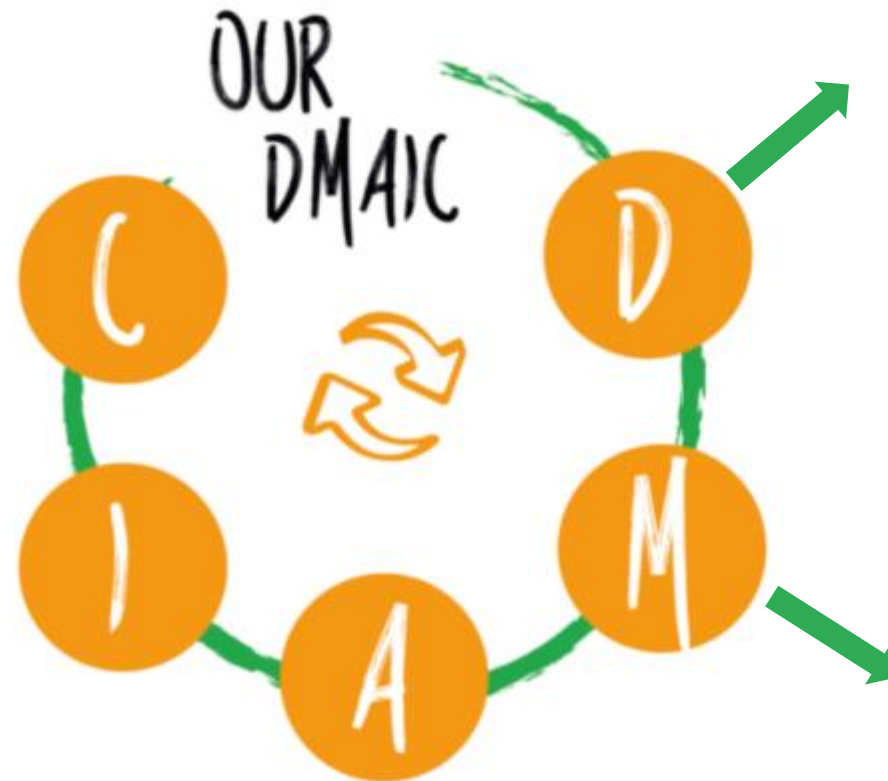
Waar te starten? Performance Management structuur!

1 backbone structuur om je proces effectiviteit te blijven opvolgen

- 1) Hier hoor je wat wel/ niet goed gaat > komt je info voor (proces) verbeteren uit
- 2) Hier zie je of de leiderschap “gelaagdheid” klopt; nemen EN krijgen “leiders” de verantwoordelijkheid
- 3) Hier zie je of escalaties goed verlopen
- 4) Hier voeg je “drivers” toe welke een gedane (proces) verbetering (RCA) meetbaar maken, en dus periodiek opvolgbaar



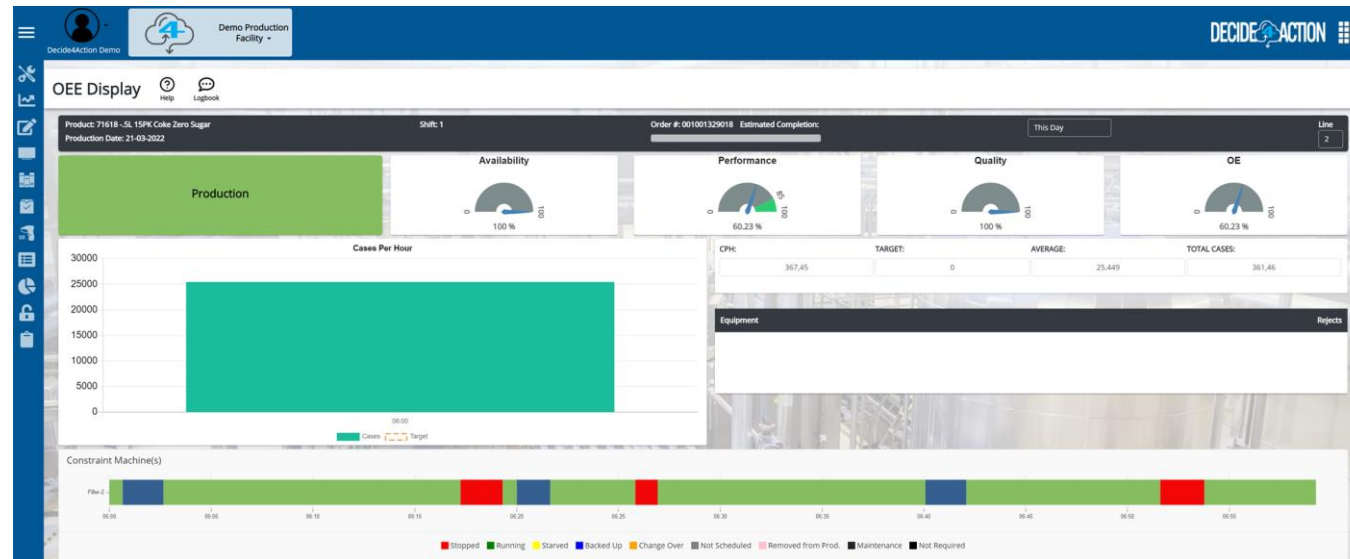
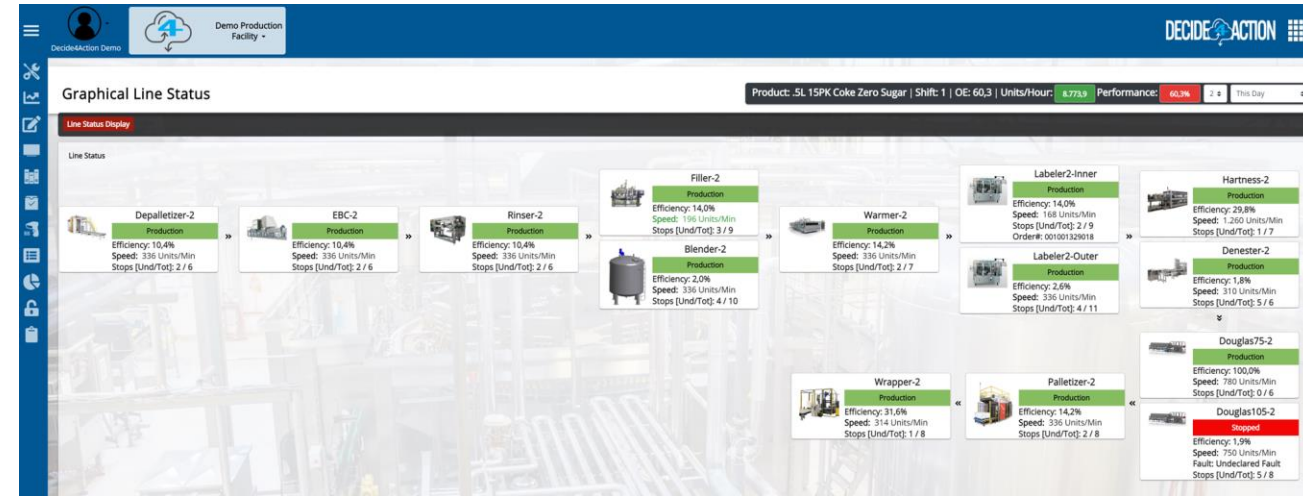
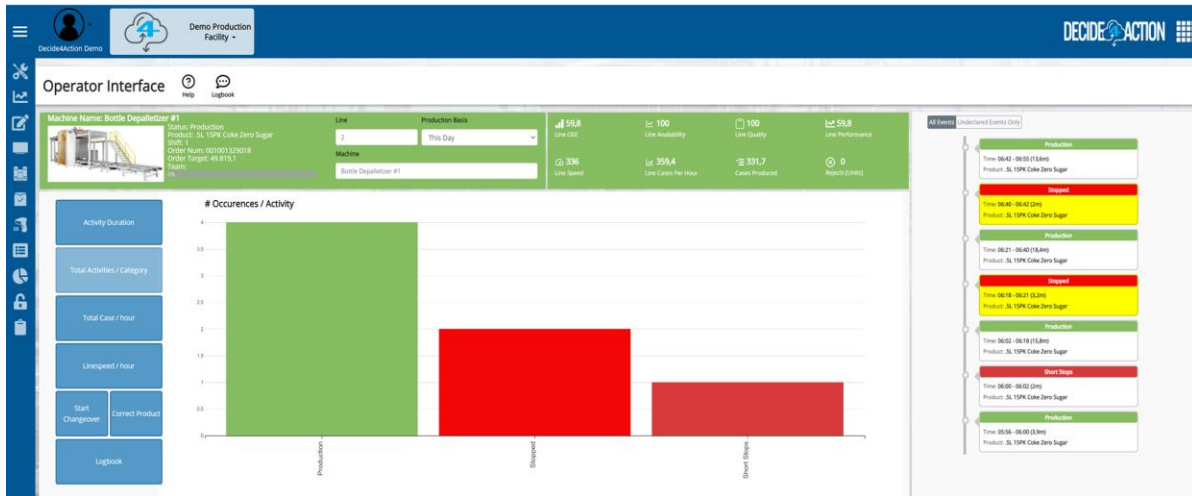
Standaarden	Aanwezig?	Recent uitgevoerd/ gevolgd?
Instructies, procedures, EPL's	Ja / Nee	Ja / Nee
Schoonmaakstandaard	Ja / Nee	Ja / Nee
Inspectiestandaard	Ja / Nee	Ja / Nee
Smeerstandaard	Ja / Nee	Ja / Nee
Onderhoudsplan	Ja / Nee	Ja / Nee

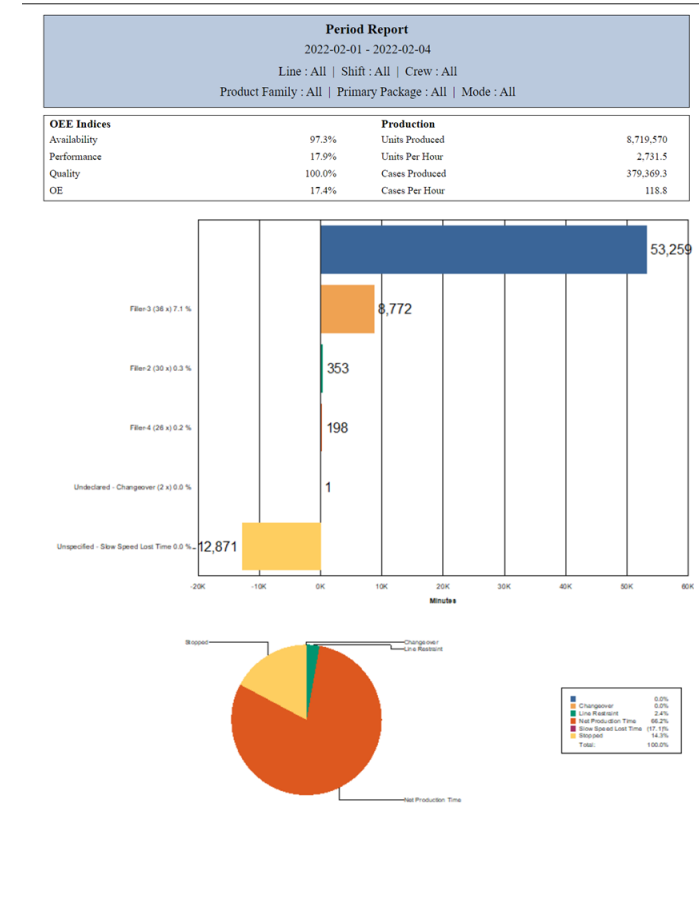
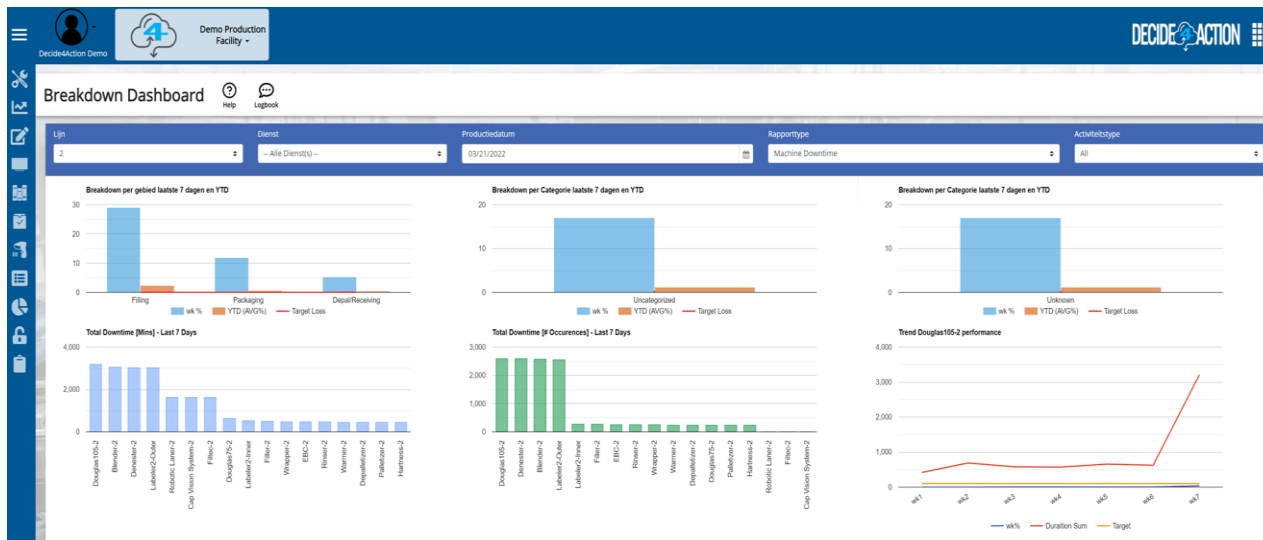
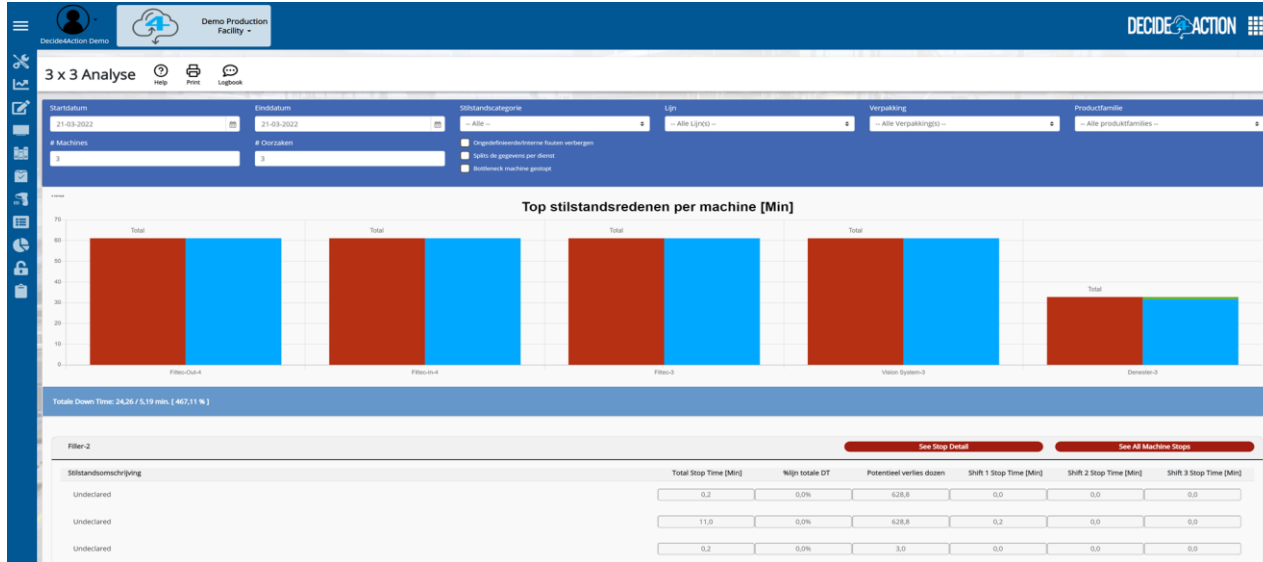


Iedere RCA begint met bekijken van GEDRAG



Refresco & FullFact: jagen op feiten!





'OEE TOOLKIT IS ONZE NAVIGATIE'



REFRESCO

Europa's grootste producent van **frisdranken en vruchtensappen**.



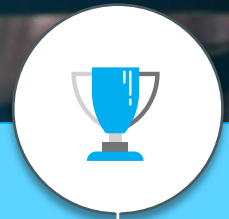
VRAAG

Hoe krijgen we specifieke **sturing informatie** dichter op de vloer zodat we sneller kunnen acteren?



Oplossing

Operators hebben continu en volledig inzicht in prestatie van de lijn en kunnen **direct** handelen



Resultaat

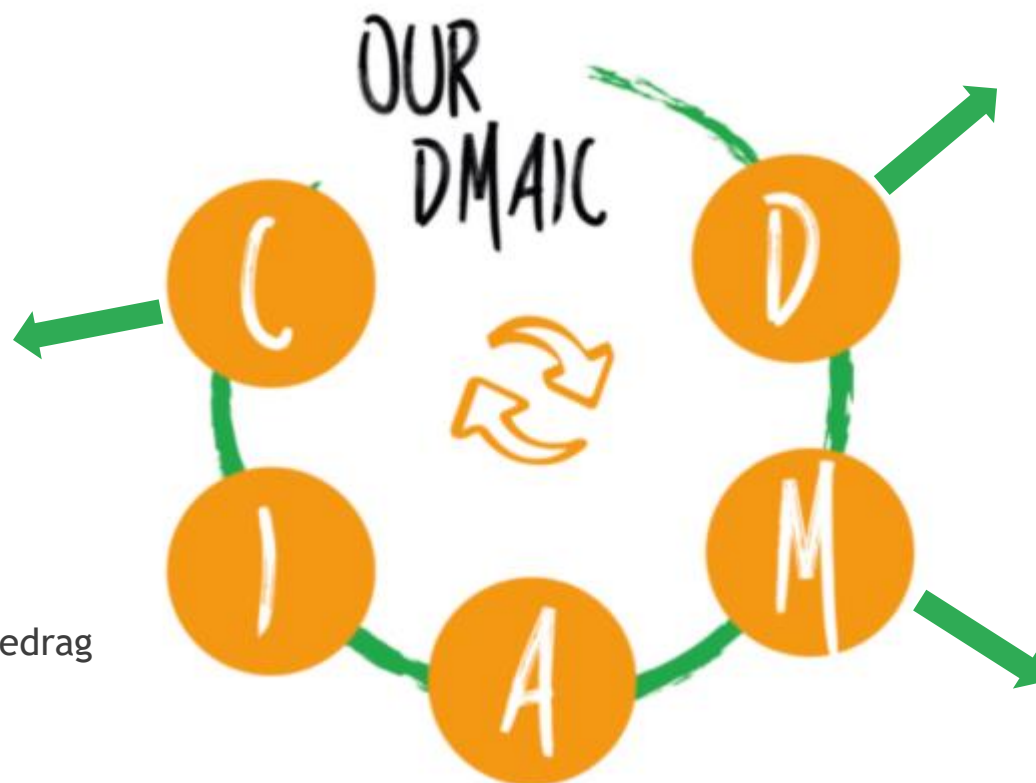
Continue **Productiviteitsverbetering** doordat gebruikers in de lead zijn

Standaarden	Aanwezig?	Recent uitgevoerd/ gevolgd?
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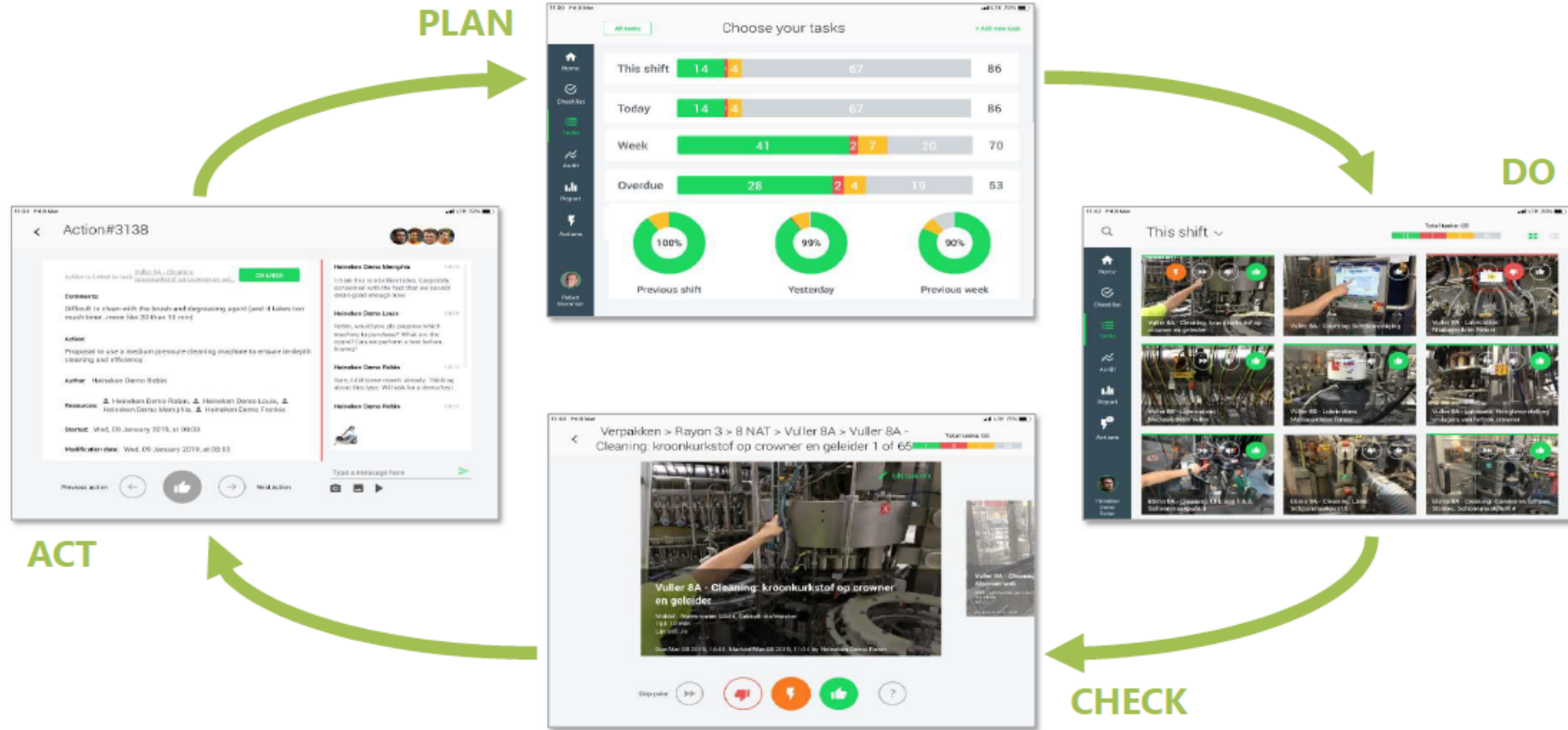
Iedere RCA begint met bekijken van GEDRAG



Refresco & EZ-Factory:
meetbaar maken en borgen van gedrag



Refresco & FullFact: jagen op feiten!



+ 250 standaarden geïmplementeerd EN gevolgd in 12 weken



Benelux | Maarheeze | Business Case EZ-GO

Lenard de Groot
25-01-2022

Why EZ-GO?

Internal and external world asks for more standardized work

Internal factors:

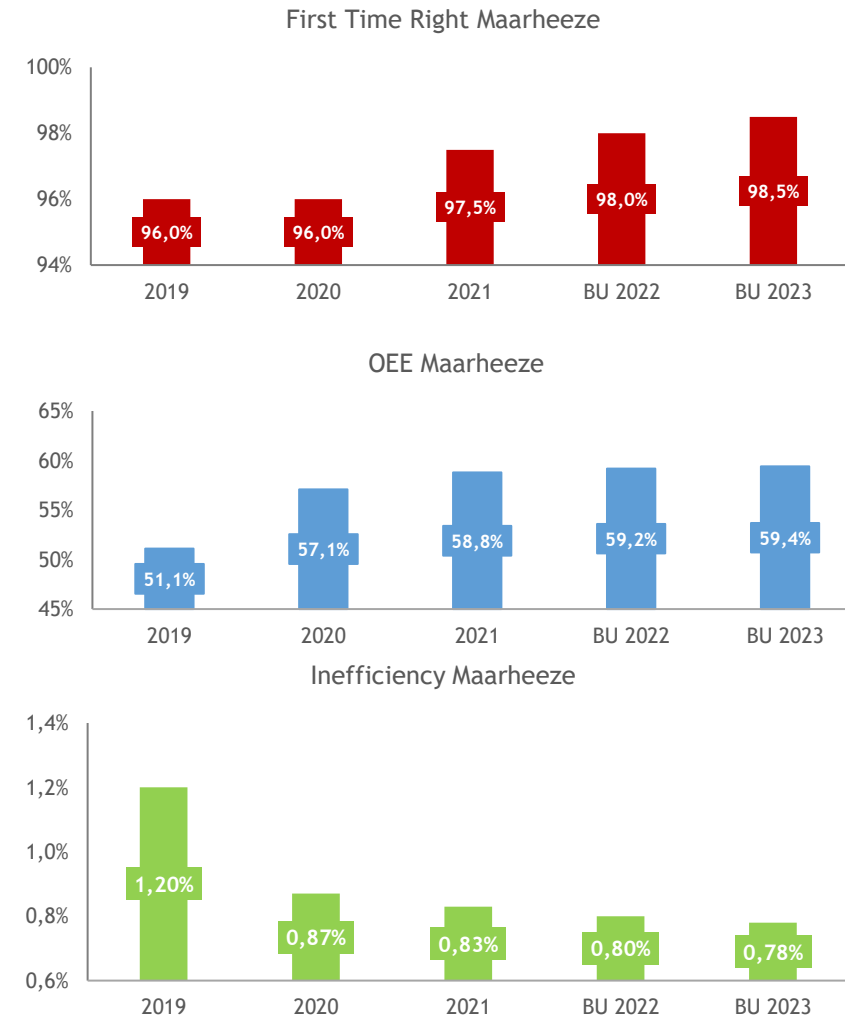
Standardized work is necessary to:

- Maintain and further increase high level of OEE and MME.
- Maintain and further increase First Time Right and decrease inefficiency (waste).

After big increase of OEE and decrease of waste in 2020 new systems were needed to enable the next smaller but more difficult improvements. This also applies on First Time Right after a big increase in 2021.

External factors:

- Shortage on good and qualified labour ensures short training periods as well as easy understandable instructions and standards.
- Shortage on supplier market (raw material, cans) requires more flexibility (e.g. more changeovers).
- Customer demands on quality and service are getting higher (partly by more CO-manufacturing).



Benefits EZ-GO

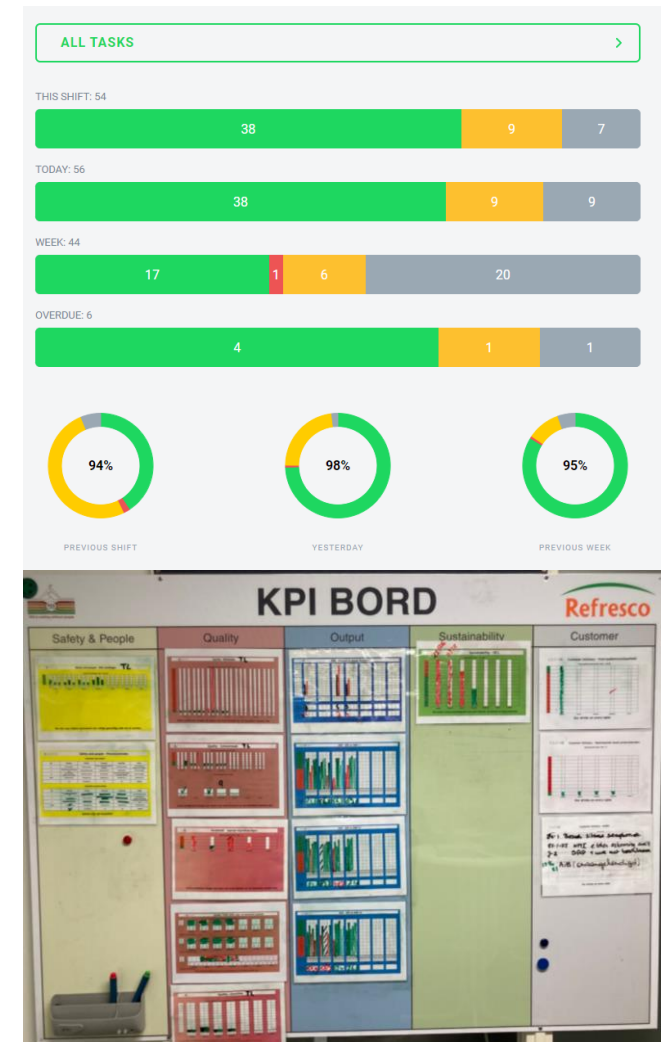
All BPMS pilars will benefit from EZ-GO

Safety / People	Quality	Output	Sustainability	Customer Intimacy
<ul style="list-style-type: none"> Efficient training of new people by easy accessible and understandable standards, tasks and checklists. Skillsmatrix to follow up training. LoToTo and safety instructions easy accessible. Enables communication between operators of different teams (GP's, deviations). 	<ul style="list-style-type: none"> Real time insight on task execution. Daily process controls (small audits) to ensure correct execution of tasks and instructions. Quality checklists and instructions for cleaning. 	<ul style="list-style-type: none"> Reduction of change over time due to standardized instructions and checklist (see example 2). Reduction of failures due to standardized instructions with fault tree including corrective actions (see example 1 and 3). Higher availability of lines due to correct execution of AM and PM tasks. 	<ul style="list-style-type: none"> No physical documents and scanning time. Fault trees with corrective actions if waste is above target. 	<ul style="list-style-type: none"> Real time data insight for analyses, e.g. complaints.

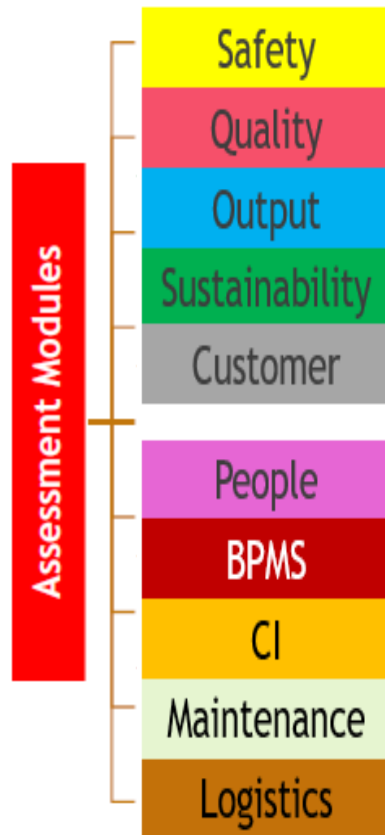
Good practices EZ-GO

Integrated and followed in BPMS structure

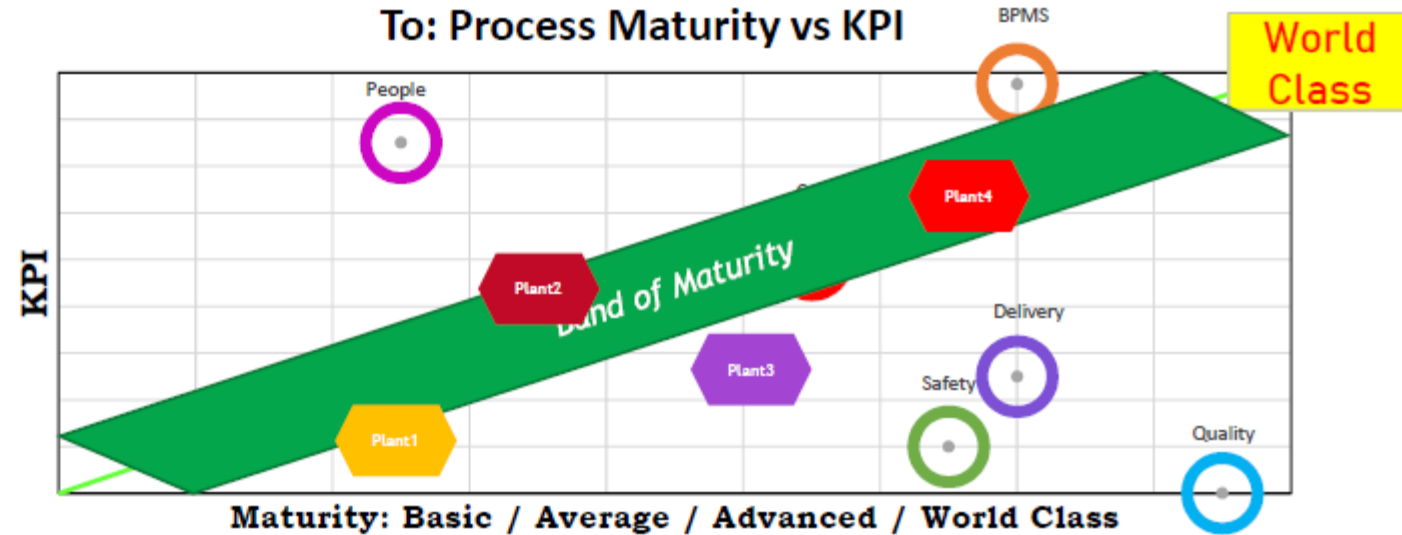
- Three examples of increased output per hour by EZ-GO € 331.000 on annual base.
- Make sure EZ-GO is integrated and followed in the BPMS structure:
 1. 100% completion of tasks and checklists.
 2. Correct execution of tasks and checklists by daily process controls.
 3. Followed deviations of operators to accomplish strong and fast learning and continuous improvement curve.
- Implementation:
 1. Start easy with cleaning tasks, checklist and shift handover including actions.
 2. Make sure training and follow up is ensured.
 3. Develop standards according to top 3 deviations safety, quality or output on weekly basis.
- Set up a standard format of instructions (1. goal, 2. safety, 3. necessities, 4. steps, 5. Fault tree).



From Assessment:



To: Process Maturity vs KPI



“CI voelt als dagelijks werk. Focus op processen waar wij dagelijks in en aan werken. Geen CI team die deze beheren, maar wij als leiders en collega’s onderling”

En nu, hoe verder....?