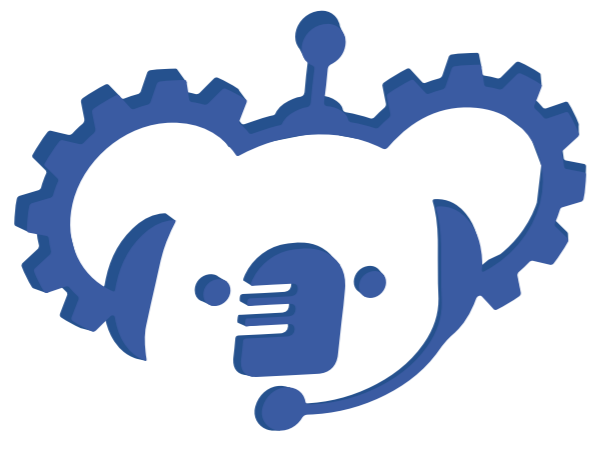


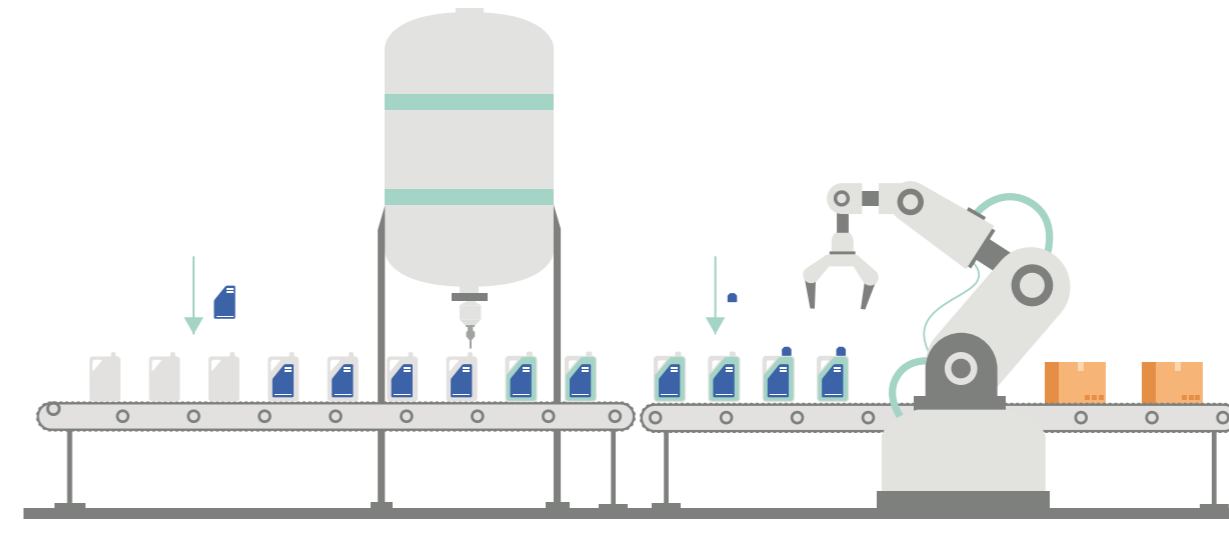
# Setting the stage for expertise and exploration

## Reframing COALA's Digital Intelligent Assistant (DIA) within the Diversey factory



### COALA's DIA

The COALA consortium is part of the European Union's Horizon 2020 Research and Innovation Programme that aims to develop a human-centred digital assistant which supports operators in production situations characterised by cognitive load, time pressure, and little or zero tolerance for quality issues. The DIA aims to support workers who need to use analytical tools, reduce the cost of lost knowledge, and support on-the-job training for new operators. However, the AI components of the DIA need learning data to produce relevant assistance.



### The challenge within the Diversey factory

Diversey is one of the consortium's partners and perceives COALA's DIA as a viable solution to their production lines. Their challenge revolves around the stoppages on their production lines. These issues can be caused by a variety of issues, which are hard to determine due to the complexity of the production lines and production processes. In order to identify these bottlenecks, Diversey used an internal tool to collect operator data which provided little to no quality insights. The lack of insights is mainly due to the lack of quality data entries of the operators. As the reasons for the low amount of quality entries is unknown, simply replacing one tool with another will not succeed. Especially, when the new tool utilises AI technology to generate insights. Without sufficient data, the DIA will also not be able to assist operators. Therefore, the underlying reasons for the lack of data entries are addressed by reframing the problem situation in order to explore new solution spaces.

### Operator themes



#### Trust

The theme of trust represents the absence of trust between management and operators to provide improvements.



#### Acknowledgement

Operators experience a lack of acknowledgement regarding their role and involvement in improvement initiatives.



#### Clarity

There is no clear contribution and communication of previous and current tools to operators' work.



#### Expertise

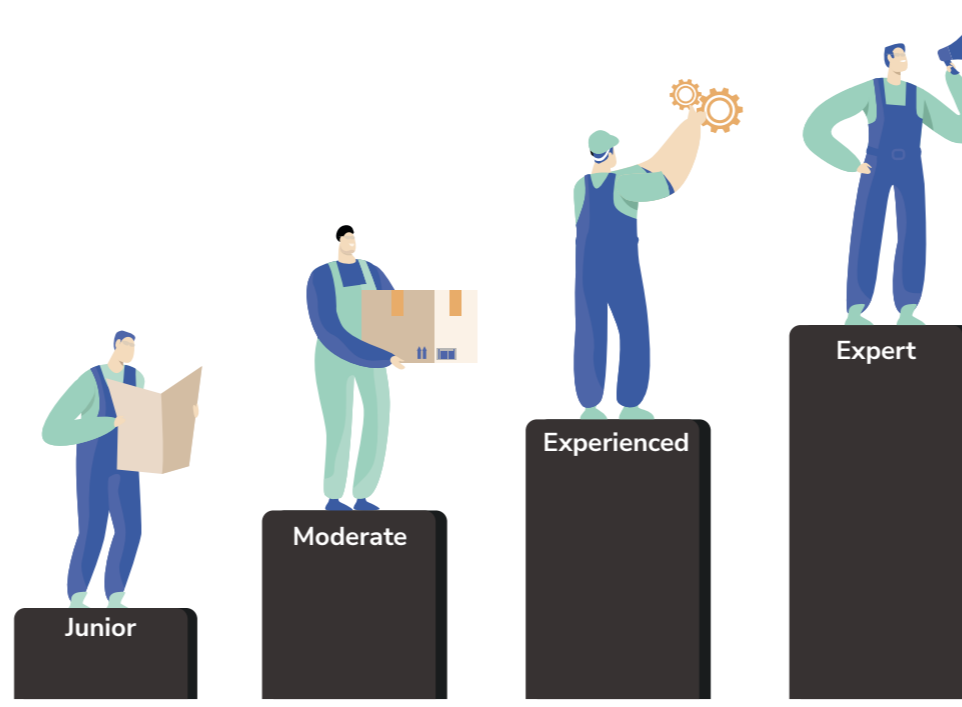
Operators act out of their own experience and expertise, resulting in variance among operators.

### Frame: the DIA as a stage for expertise and exploration



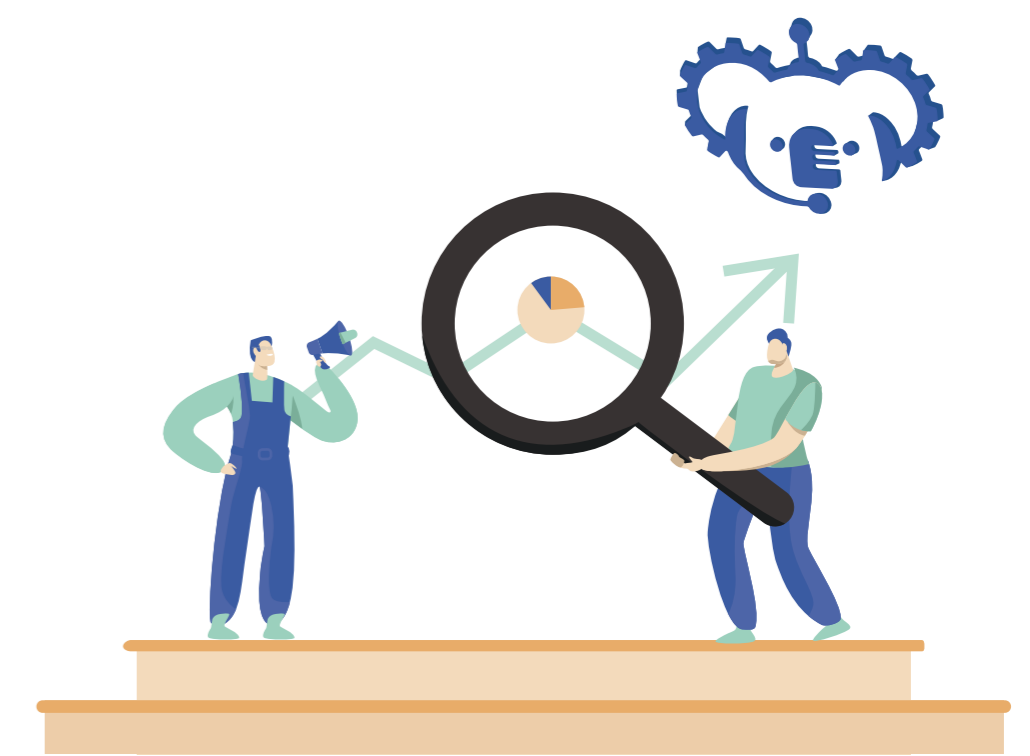
#### Showcase operator expertise

Restore operators' trust by showcasing their expertise and importance towards production line improvements.



#### Set the stage with operator roles

Diversey demonstrates its commitment to the new vision by providing structure and incentive through operator roles.



#### Exploration takes centre stage

Operators explore future improvements on the production lines by connecting the dots between DIA insights and the context

#### Horizon 1



Formulate a strategic vision & accompanying change initiatives

#### Horizon 2

Communicate the vision

Empower others to act on this vision

Plan and create short term wins for celebration

#### Horizon 3



Promote and reward advancing change and initiatives

Institutionalise strategic in Diversey's culti

Pim Verhoeven  
Setting the stage for expertise and exploration  
April 7th, 2022  
MSc. Strategic Product Design

**Committee** Dr. ir. Bourgeois, J.  
Ir. Mulder, S.S.

