About Client

Client is a leader in flower farms in East Africa. They export different types of flowers to several countries. Client has good presence worldwide.

The farm is engaged in different types of flower farming, some of the major products are Hypericum, Delphinium, Scabiosa and Gypsophila.
Analysis

Faber Infinite identified the following six significant opportunities:

- Productivity was low at packhouse
- There was no focused approach to solve the problems, hampering productivity
- Rejections were high
- Productivity of land was low
- Inventory was not properly managed
- Workplace was not managed properly resulting into many hidden wastes

Approach

Project Initiation

- The critical initial buy in of the top management towards changing paradigms was built by a top management conclave to align & flag off the transformation journey
- Training of key change agents was conducted to increase awareness about operational excellence
- A dedicated steering team was set up to improve the processes, initiate actions and monitor progress
- On the job client team orientation was conducted to understand the process constraints and operational excellence tools
Project Implementation

Six S improvement

Working on Six S improvement has helped in reducing search time for different materials, it has improved visual management & the space was generated for other productive work.

Single Piece Flow Implementation

The implementation of single piece flow has increased the productivity of the packhouse. It was implemented in three types of flowers & there was rise in productivity which was evident.

Structured Problem-Solving Techniques

Training was conducted on Structured Problem-Solving Techniques so that root causes could be found out of different problems & could be eliminated, & the process could be controlled.

Rejection Reduction

Rejection reduction was achieved using Structured Problem-Solving Techniques. This has increased the revenue.

Productivity Improvement of Land

Land productivity improvement was delivered, which fetched extra production of flowers & in turn extra income.

Inventory Management and Kanban implementation

Training was provided on Inventory Management & Kanban, followed by its implementation.

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Results Delivered

Total stems saved by reducing Rejections were ~705,500 – totaling to revenue of KSH ~9 Million

Extra stems grown by Productivity improvement project were ~319,000 – summing up to revenue of KSH ~5.3 Million

Total of KSH ~2 Million saved by Inventory Management

Single piece flow increased the productivity from 13% to 42% for different types of flowers

Six S score improved from 30% to 80%

Total savings of KSH ~1.5 Million delivered

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)