Business Excellence in Flower (rose) Farms

Case Study
East Africa

About Client

Client is a leader in rose farms in East Africa. They export different types of rose flowers to Japan, Holland and other European countries.

The farm is engaged in different types of rose farming, some of the major products are Athena roses, Brooklyn roses and Altavista roses.
Objectives

To reduce the field and packhouse rejections
To improve the productivity of land through Lean Layout Design
To improve Cold Chain Management
To improve the Six S of Rose Farms

Analysis

After detailed analysis exercise, following key improvement areas were identified and finalized:

- There were large variations in cold storage times for different roses
- There was no focused approach to solve the problems, hampering productivity
- Rejections were high
- Productivity of land was low
- Physical workplace was not managed properly resulting into many hidden wastes

Approach

- 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 (Five S plus Safety) improvement has helped in reducing search time for different materials, it has improved visual management and the space was generated for other productive work.

**Cold Chain Improvement**
The rose flowers need to be kept in the cold room for fixed period. FIFO (First In First Out) was implemented in the cold room to improve Cold Chain Management. Here the roses are kept for required period as per variety enhancing the quality of roses.

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

**Rejection Reduction**
Rejection reduction was achieved using Structured Problem-Solving Techniques, which further led to increased revenue.

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

**Daily Work Management (DWM)**
Training was provided on DWM and it was implemented to sustain the results achieved.

Visit Faber at www.faberinfinite.com for more information and a complete list of regional contacts or send us e-mail: consulting@faberinfinite.com

---

**Results Delivered**

Total stems saved from rejection reduction projects were ~237,000 – leading to increased revenue of KSH ~7.10 Million

Extra stems grown as outcome of Productivity improvement project were ~38,500 – totaling to additional revenue of KSH 1.1 Million

VAR (Value added ratio) increased upto 46% from 37%

Six S score improved from 30% to 80%

Total savings of KSH ~8.2 Million delivered

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