Flow & Productivity Excellence In Pack House
(Flower Farm)

Case Study
East Africa

About Client

Based in East Africa, client is a leading farming flower company. The floriculture department was started with two wooden pioneer greenhouses.

Today they have 13 hectares of plastic greenhouses that are specially made for growing roses. They also grow other flowers such as two varieties of Eryngiums namely Blue Dream & Deep Blue Jackpot and several varieties of Delphiniums.
**Objectives**

Productivity improvement in pack house

Flow improvement in pack house

Improve visual management in pack house

---

**Analysis**

Faber Infinite conducted initial analysis, it reflected following:

- Absence of monitoring of productivity on hourly basis
- Ratio of sorter and grader was not balanced
- Variation due to lack of standards
- Roses were waiting in hot environment
- Logistic person travelled 14 meters every time to collect the packaging boxes from store

**Approach**

- Productivity data was collected for previous year
- Analyzed which varieties of roses were running frequently
- Analyzed current pack house mechanism and current deployment of manpower
- Conducted time study for pack house
- Balanced the ratio of sorter and graders
- Analyzed the flow of packed roses to cold storage
- Finalized the layout and manpower deployment after different trials
Project Implementation

1. Calculated the current rate of productivity per person per hour with current deployment
2. Conducted time study in pack house for all varieties of roses
3. Implemented the improved design scale in sorting table
4. Ensured optimum utilization of sorter and grader time
5. Conducted different trial in pack house with different combination of sorter and grader
6. Ensured that minimum time is required for moving of packed roses to cooling chamber
7. Considered transportation index of sorter while finalizing new layout
8. Implemented 2 continual improvement ideas for flow improvement of packaging boxes from store to pack house and packed roses to cooling chamber

Results Delivered

Productivity per person per hour increased by 25.4 %

Shortened the time for movement of packed roses to cooling chamber from 14 min to less than 1 min

Transportation index reduced from 11 Meter to 5 meter

Layout improved

Sustenance

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