About Client

The farm is situated on the Aberdare Mountain range, Kenya at altitude above sea level of 2,250 meters.

The farm selects varieties from the intermediate range, currently has several bi-colors in production, the anticipated expansion will give the client an opportunity to introduce a wide range of other flowers.

**Objectives**

To reduce Field Rejections
To reduce Pack House Rejections
To improve Yield
To reduce Customer Complaints
Workplace Organization
Stock Optimization

**Analysis**

Faber Infinite identified five significant opportunities and set targets for:

- Reduction in Field and Pack House Rejections
- Yield Improvement at field
- Reduction in customer related complaints
- Improvement in workplace and culture building in the organization
- Optimization of stock levels as per the consumption

**Approach**

- Projects were identified during the analysis exercise, and reward & recognition plan for improving and maintaining gemba (physical workplace) was announced
- 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 constraints and operational excellence tools
- Each team was assigned with clear roles and responsibilities to achieve the set targets.
Project Implementation

Field Rejection Reduction:
Conducted Cause and Effect Analysis for all the rejection reasons, found the exact root cause and took appropriate countermeasures to prevent rejection generation

Pack House Rejection Reduction:
Created standards to check quality, prepared one-point lessons and trained the employees and thus made the system error proof

Yield Improvement:
Conducted Design of Experiments to identify number of plants per bed. Developed and rolled out planting standards as per results achieved through Design of Experiments

Customer Complaint Resolution & Feedback Mechanism:
Designed & rolled out a structured system to capture feedback from each customer, which in turn triggered the customer complaint resolution. This improved the overall quality. Designed standard for resolution of customer complaint mechanism was established

Stock Optimization:
Optimized the stock levels for each item, via scientifically calculated - applicable inventory management models

Results Delivered

Field Rejection reduced by 68%
Pack House Rejection reduced by 71%
Productivity Improved by 33%
Customer Complaint reduced by 70%
Inventory carrying cost reduced by 53%

Sustenance

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

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