

Reducing waste in the JLPN Rooted Cutting Process

Farwest Show Panel
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Oregon Convention Center

About JLPN

- ▶ We are a third-generation family-owned seedling grower in Salem, Oregon.
- ▶ Eight acres greenhouse production on 135 total acres.
- ▶ 50 employees
- ▶ Annual production volume averaging 6 million 1-year plants
- ▶ JLPN is a Lean-focused nursery. Our growing methods are constantly being improved to keep up with the needs and demands of the ever-changing market.



The Big Picture

- ▶ By implementing Lean principles in the last 10 years, JLPN has been able to produce 200% more material with 50% of the overall resources.
- ▶ This is how we've been able to maintain a growth trend in our business with an ever-shrinking labor pool and uncontrollable increase of material cost.
- ▶ Today I'm sharing just one of many Lean improvements the JLPN crew has made across the company.

Collection of Rooted Cutting Materials

Improving a process by reducing the Seven Wastes:

1. Transportation
2. Inventory
3. Motion
4. Overproduction
5. Overprocessing
6. Waiting



Collecting the “Correct” Material

- ▶ “YepCounts”
Rough-tracking the volume being collected to eliminate Overproduction
- ▶ Reduced overproduction of cutting sticks by 95%



Visual Controls to collect the correct material

- ▶ If it doesn't match, it's not the right size
- ▶ Eliminated 100% Defects and Over-processing
- ▶ Only moving the correct material means a 30% reduction in Transportation



Processing of Rooted Cutting Materials

- ▶ Right Sized the production line into small teams: Crew size went from 10 to 2 people (80% reduction)
- ▶ Balanced the production line: (37.5% increase in production per worker hour)



Processing of Rooted Cutting Materials

- ▶ Hormone Application: Made 20 steps into 1 (95% reduction in worker Motion)
- ▶ Precision-tracking cutting material: 1,000 per flat (Reduced Overproduction of rooted cuttings 100%)



Sticking the Cuttings

- ▶ Mechanical pre-punching of flats (Eliminated 100% Defects)
- ▶ Created visual controls for cutting placement



Sticking the Cuttings

- ▶ Flat counter (Eliminated Overproduction of inventory by 100%)



Sticking the Cuttings

- ▶ Right sized trailer volume flowing to greenhouses (Eliminated product Waiting 85%)



Thank you!



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