



SIMPLE IMPROVEMENT PROJECTS
FARWEST SHOW PANEL
THURSDAY, AUGUST 25, 2022
OREGON CONVENTION CENTER



About Al's Garden & Home

- Third-generation family business
- Began with a fruit stand in 1948
- Today consists of three growing facilities and four retail locations
- More than 200 employees
- We grow 80% of the plants we sell in stores



Most people don't think of Lean when they think of a retail business, but we have found many ways to apply the concepts.



5S and Visual Controls

SORT
SET IN ORDER
SHINE
STANDARDIZE
SUSTAIN



5S – Workplace Organization

- Our first initiative
- Implemented in all of our stores and the farm
- Helped get a lot of people involved and familiar with the concepts



Wilsonville – before and after

BEFORE

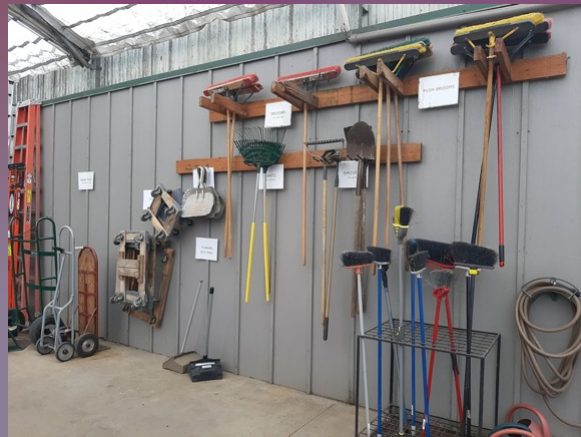


AFTER





Sherwood



The Farm's Tag Wall



Woodburn



Flow in the Receiving Area

SEEK OUT AND REDUCE THE SEVEN WASTES:

1. TRANSPORTATION
2. INVENTORY
3. MOTION
4. WAITING
5. OVERPROCESSING
6. OVERPRODUCING
7. DEFECTS

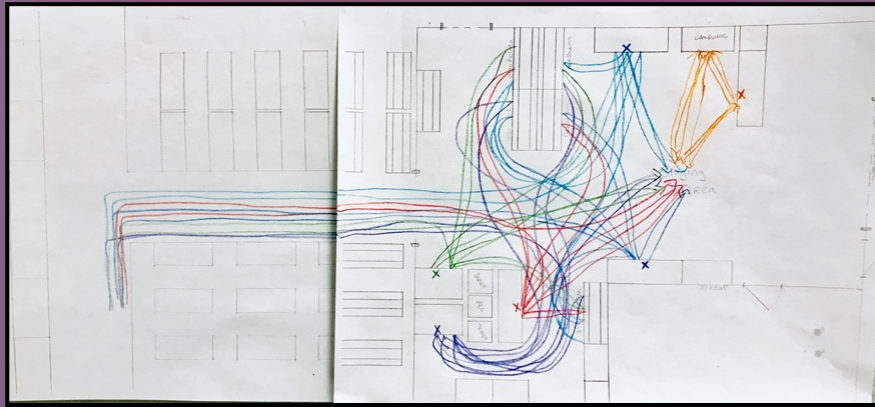


Objectives/Results Summary

	Pre-event	Objective	Post-event	% Improved
Product touches (number)	11	6	5	55%
People Travel – Bring order from dock (feet)	424	212	288	32%
People Travel - Process an Order (feet)	11250	9000	6000	46%
Individual item time (minutes)	3	1.5	1	66%
Quality (number of defects)	10	0	1	90%
Labor Cost per unit (\$)	0.4	0.3	0.26	35%
Lead time (days) - door to floor ready	6	2	0.92	84%
Productivity (NVA steps)	181	90	118	35%

Pre-Event Spaghetti Diagram

$6 \text{ (people)} \times 75 \text{ (feet)} \times 150 \text{ (\# of boxes)} = 11,250 \text{ feet per order}$



Post Event Spaghetti Diagram

$5 \text{ (people)} \times 40 \text{ (feet)} \times 150 \text{ (\# of boxes)} = 6,000 \text{ feet per order}$



Streamline the PO Process

MAKE IT UGLY—DON'T
HIDE YOUR WASTE!

ONE PIECE FLOW IN
THE OFFICE

ELIMINATE TRIBAL
KNOWLEDGE

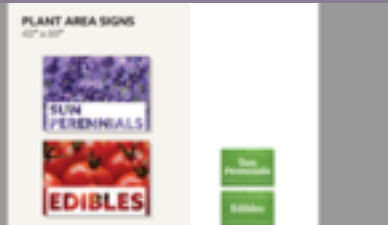


Signage Process Map

UNDERSTAND THE
CURRENT CONDITION
OF A PROCESS

IMPLEMENT
COUNTERMEASURES TO
WASTE

STANDARDIZE THE
WORK

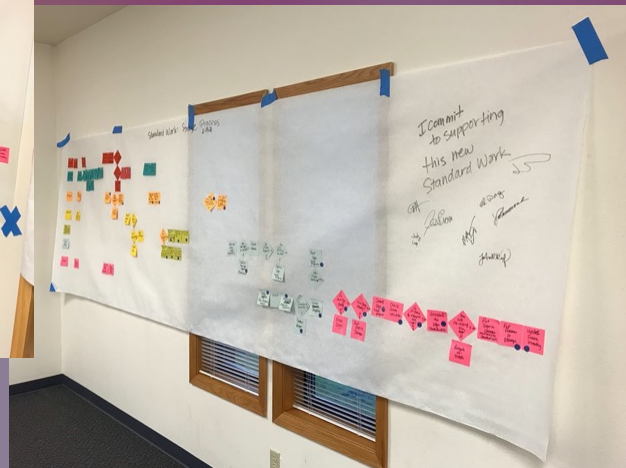
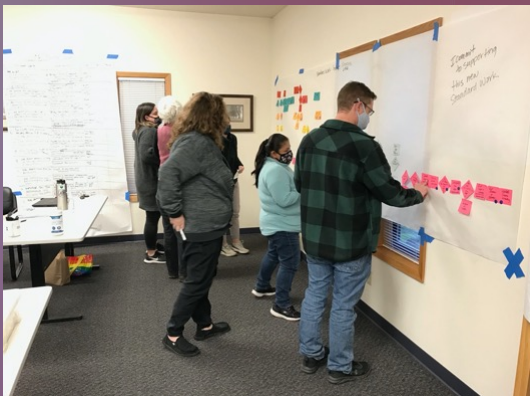




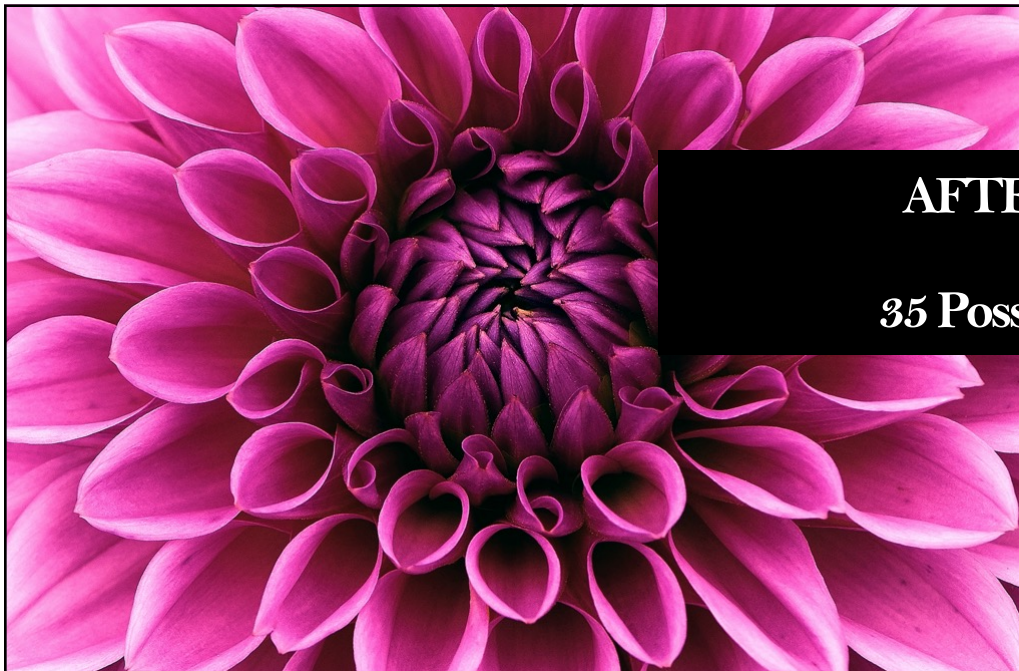
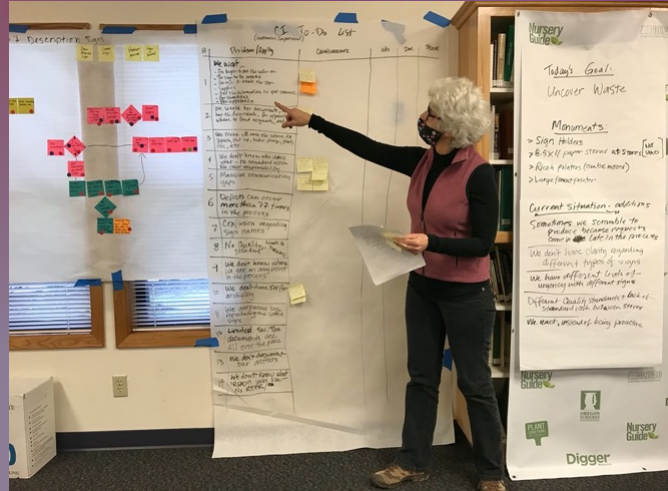
BEFORE: 137 Steps
.7% VAR
78 Possible Defects



New Standard Work



Continuous Improvement To-Do List



AFTER: 72 Steps
1.4% VAR
35 Possible Defects



