

Improving horse businesses by introducing the lean production process model – an exploratory study

Johanna Öwall & Anders Herlin

Dept. of Biosystems and Technology

European Federation of Animal Science
Warsaw, 2 September 2015

Agenda

Introduction

- Horse business sector and Lean production

Study

- Horse businesses, interviews, observations, exercise

Results and discussion

Conclusions

Low technology



Photo: S. Lagergren

High work input

Toilsome work



Photo: Relsbobloggen



Photo: E. Hardbrant

Safety



Photo: F. Lindgren

(Löfqvist, 2012; Fyrberg, 2012)

Focus on the horse – not on people

Lean production

Principles:

- Identify value
- Reduce waste

Method:

- Analysis of work procedures, business structure and management

Lean production

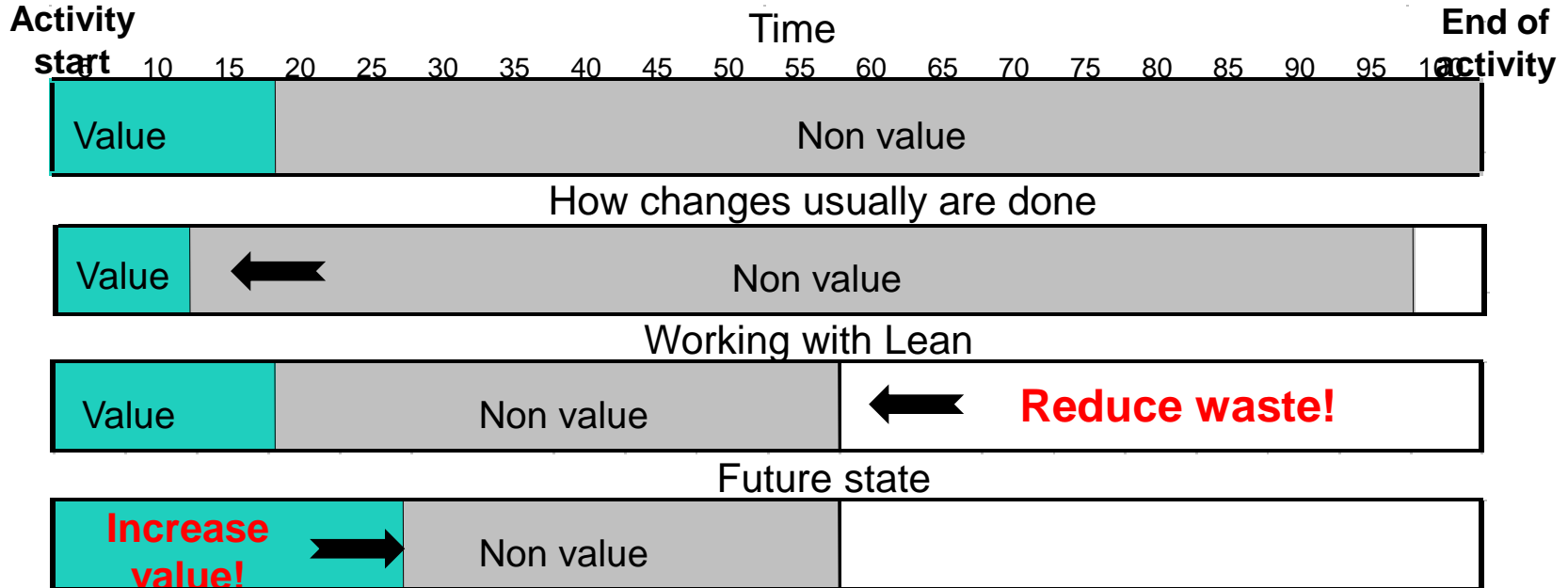
Experiences and results:

- More profitable
- Tasks less time & cost consuming
- Shortened transports & new solutions

Application for agriculture:

- Lean applied on farms in Sweden

Lean production



Study

Three riding schools

Three racehorse trainers (harness racing)

15 – 150 horses, mean 49 horses

2 – 22 staff, mean 9 staff

Approximately 7 horses per fulltime staff



Photo: E. Hardbrant



Photo: F. Lindgren

Interviews and exercise

Semi structured interviews

Observations

Value stream mapping exercise

Results

Different prerequisites

Business focus

Stable tasks performed manually

Workload

Logistics of feed and manure

Results – Major findings

Transport between tasks

Wellbeing of the horse

Performing tasks



Standardisation of routines

Results



Results



Discussion

Continuous improvement

Constant development – processes & routines

Evolving the business

Standardised routines

Benefits

Conclusion

Lean production is applicable to the horse business sector – if focus is given to develop the core of the businesses, the horses, instead of doing stable tasks