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
Toilsome work

Low technology

Safety

Focus on the horse – not on people

Photo: Relsbobloggen

Photo: S. Lagergren

Photo: E. Hardbrant

Photo: F. Lindgren

(Löfqvist, 2012; Fyrberg, 2012)
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

How changes usually are done

Working with Lean

Future state

(Modified from Melin, 2014)
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
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