

What is Lean management?

Improve working conditions by removing **wastes** and improving work methods.




CASE STUDY

- Partnership: Aidan, Lisa & Thomas
- Cappagh, Co. Waterford
- Stephen – Full time employee
- 207 crossbred cows on 82 ha
- 16 unit herringbone parlour (13 rows)
- ACR, manual drafting



Milking Process

- Remove waste using Lean principles
 - » Identify waste, 5S, Standardisation

MEASUREMENT	Day 1	Day 2
First cluster on	07.08am	07.08am
Last cluster off	08.38am	08.33am
No. of times exited parlour pit	14	6 
Milking duration	1h 30min	1h 25min
Average row time	6min26 sec	6min04 sec
Start time	06.40am	06.32am
Finish time	09.40am	09.10am
Total time (h)	3h	2h 38min

20mins saved

Take home messages

- Lean saves time & effort (8 fewer times exited parlour & 20 mins/ milking)
- Perception v reality – some tasks not as long as perceived
- Lean provided structure & allowed to critically evaluate processes