



LEAN in a sow herd

Works manager Peter Greibe, Thorupgaard
Pig adviser Inga Riber, LandboNord



Agenda



- Background for LEAN proces
- Short presentation of farm
- Tools
 - Including challenges in the proces
- Role of the pig adviser
- Better results
- Gains
- The future
- Go home messages



Background for LEAN-proces

- Owner and works manager always worked
 - Participated always in the practical work
 - Controlling
 - Peter worked 55-60 hours pr. week
- Available 24-7
- Never completely disconnected mentally





Background for LEAN-proces

- Always guilty conscience
 - Task list before bedtime
 - Affected the family in a negative way
- Frustrations and conflicts
 - Owner – works manager
 - Works manager - employees
- Excessive turnover of employees



Under pressure

- You don't think clearly
- Survival mechanisms
- Pure survival
- One day at a time
- "We were about to fall over the edge"
- Peter close to quit his job





Something had to happen!

- Esben and Peter have previously tried different new things
 - Intro plan new employees
 - Work plans
 - Involvement of employees
 - Delegation of tasks
- Never succeeded, not enough time
- And often new employees





Something had to happen!

- The problem discussed at a meeting
- This time it had to be different!
- Follow up and enough help to get started!



Thorupgaard

- Owner Esben Dollerup
- Works manager Peter Greibe
- Employees from Ukraine and Denmark
- Eight employees including Peter
- Own production of young females



Thorupgaard

- 1,200 sows and app. 46,000 weaners
- Sows in 2 locations
- Selling newly weaned pigs at 7 kg
- Selling weaners at 30 kg
- Young females + some slaughter pigs





Thorupgaard

Results 1 st half year 2022	Sows <u>without</u> weaners	Sows <u>with</u> weaners
Weaned piglets pr. sow pr. year	38.1	40.1
Pct. dead until weaning	8.7	9.1
Farrowing rate	90.0	90.0
Pct. dead after weaning	-	6.4



DB-Tjek: Check of contribution margin pr. sow

- Winner of list with sows without weaners
- 1st half years
 - 2018
 - 2019
 - 2020
 - 2021
 - 2022





Systems provide an overview!

- Meetings 2-3 times a year
- Various tools discussed
- Only few new tools every time
- LEAN and general good management
- Simple schemes
- Peace of mind gives peace in the stomach



Planning of the year

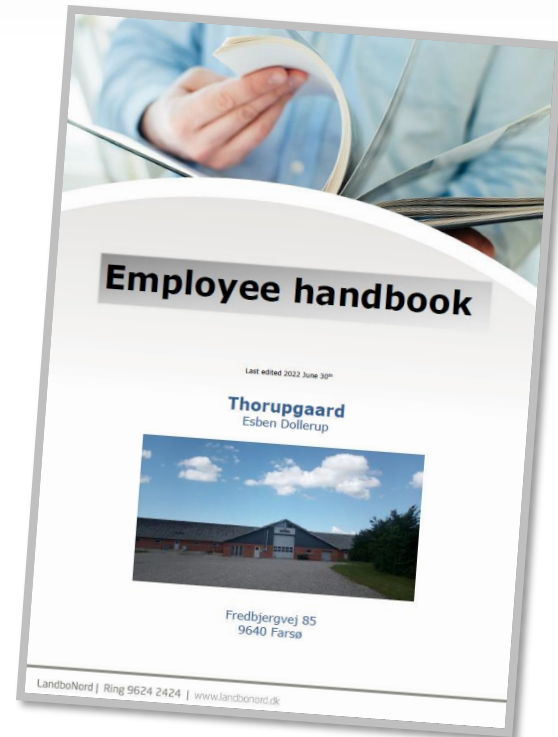
- Simple plan with 12 months
- Simple to make
- Individual meetings with employees, workplace assessment, holiday planning etc.

Year	Quarter	Month	Task
2022	Q1	January	Meetings with all employees
		February	
		Marts	Update workplace assessment Update employee handbook



Employee handbook

- First impression of farm for new employees
- Basic information about breaks, planning of holidays, smoking policy, cell phones etc.
- A folder
- Short and precise
- Danish and English





Annual meetings with employees

- Was finally resumed/prioritized
- Before Peter, Esben, Lea, employee
- Now Peter and employee
- Preparation before the meeting
 - Schema 1-2 weeks before meeting



The job	Notes
Are you happy about your work?	
Do you feel you have enough knowledge to do your job well?	
Do the job provide you with enough challenges?	
How will you rate the quality of your work?	
How is your collaboration with Peter and your other colleagues?	



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Annual meetings with employees

- Employee writes the summary
- Agreed conclusions
 - Plan for students
- Date for activity and follow up is agreed
- Development of employee and Peter





Summary/agreements

Summary	Notes
Specifik agreements:	



TV-screen in employee room

- Weekly meetings
- Presentation of results
- Webinars
- Information from veterinary/advisor etc.





TV-screen in employee room

- Goals for key numbers presented at an annual meeting
- Key numbers not visible in employee room
 - But discussed every quarter
 - No stress wanted

The key numbers
are discussed with
each employee





Meeting for leaders

- Every second week before employee meeting
- Ensures communication at this level
- Fixed agenda
- Preparation
- Summary at the meeting
- Date of next meeting
- 30 minutes





Meeting for leaders, agenda

- Fixed agenda, adapted as needed
- Most important is structure and follow up

LandboNord Dagsorden til ugemøde hos Esben Døllerup	
Ugemøde, dato:	
Aktuelt om produktionen og medarbejdere	
Opfølgning på tidligere aftaler	
Status på Projekt Smågrisekoncept	
Prisudviklinger, kontrakter m.v.	
Ugens opgaver	
Hvilke opgaver kan vi hver især afgive? Plan for oplæring i disse opgaver?	
Hvem har kurser-ferie-fri? Afspadsring? Hvem overtager deres opgaver?	
Lyserunde	
Eventuelt	

Meeting Esben and Peter

Date: _____

News about production and employees

Follow up on previous agreements

Price developments, contracts etc.

Tasks of the week

Which tasks can vi delegate?
Plan for training in these tasks

Who has courses, vacation, time off?
Who takes over their tasks?

Other things

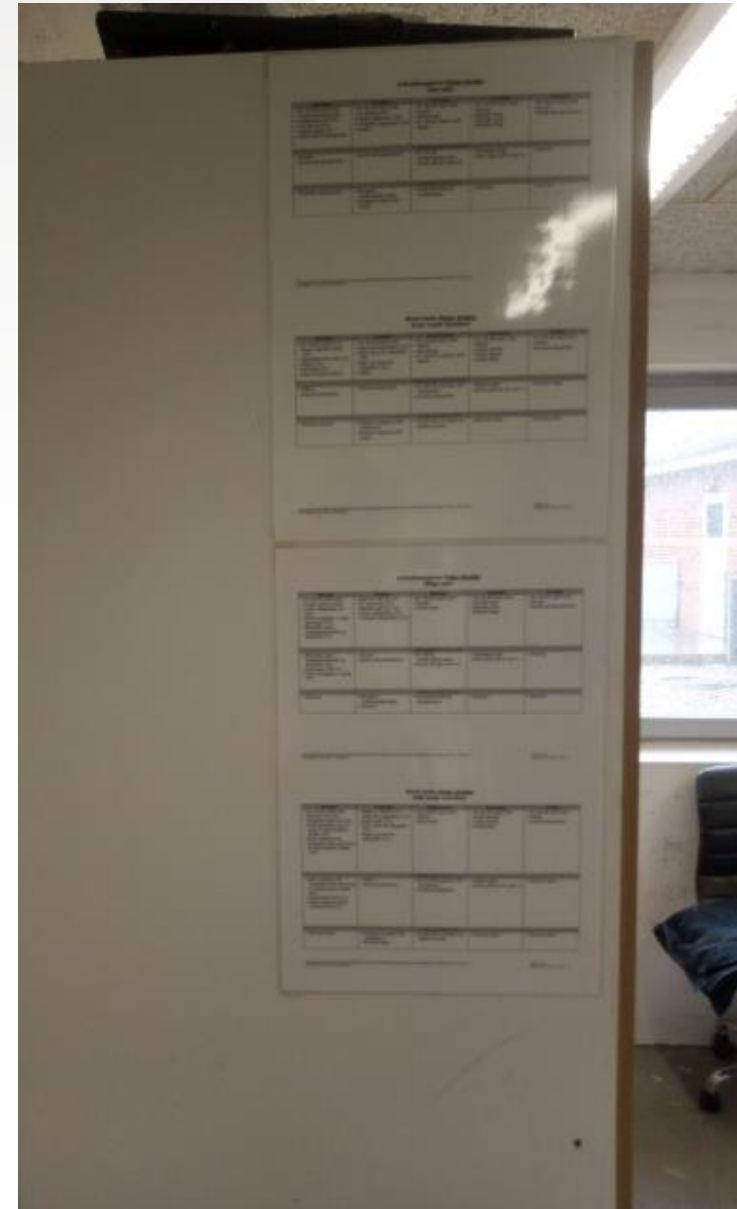


Working plans

- Everyone writes down own tasks
- Every weekday + weekend tasks
- Typed into computer and read critically
- Laminated copies hung up
- Students have plans in the stables
 - More effective for everybody
- Used for new employees as well as when holiday and in case of illness



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Employee meeting Every Wednesday

- Change of meeting format
 - More involvement of employees
- Agenda
 - General information
 - Week planner on white board
 - Next week's activities:
 - Veterinarian, sale of pigs, meetings, ..
 - Improvement efforts
 - Peter decides the topic



Before the meeting

- Example: Reduce piglet mortality
 - Peter presents the topic/problem
 - Supplemented by calculations for economy
 - Each employee has to come up with an idea for improvement, this is written on the board
 - Peter ensures that everyone contributes
 - Sometimes with a little help



At the meeting

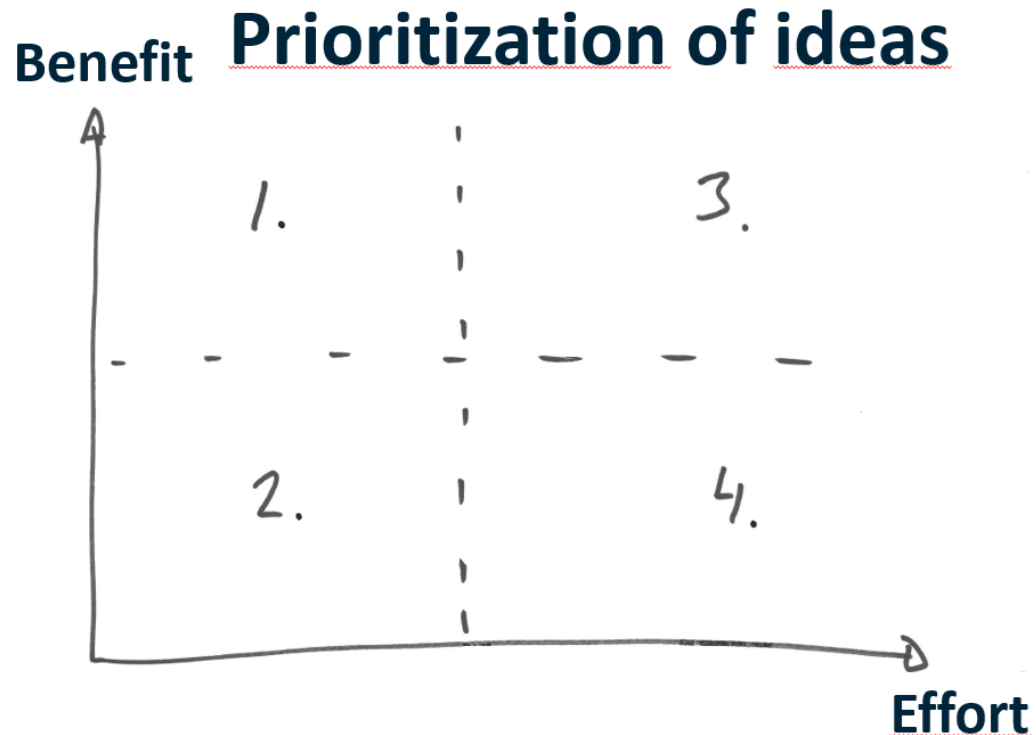
- Each employee presents the idea with arguments
- The idea is discussed in the room
- Ideas from 9 people
 - 1st meeting 5 persons
 - 2nd meeting 4 persons+ prioritization





At the meeting

- The employees prioritize the ideas based on effort and expected benefit
- Best ideas are selected



Piglet mortality

forbedringsindsats. Pallegrise dødelighed.

	forslag	Igangsæt	opfølgning
1) Ivanna	god so til grise	Papir	Hver uge
2) Irina	paper	Pum 3 gange	den
3) Denic	pump 3 Times.	God mor	Waste
4) Simone	fokus på små grise.	fokus på de små	mailed
5) Jonas	træmel i hulene		Peter.
6) Sisse	Varmelampe.		
7) Nicolay	Hurtigere i Sygesti		
8) Esben	Hurtig opsamling.		
9) Peter.	Plade ind 2 gange mellem.		

Results

Piglet mortality



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Døde pattegrise	Lagt	/ Andet
Mandag/ Uge 10+11	142	1 142
Tirsdag 75270		1 2+3
Onsdag		1 1
Torsdag		1 142
Fredag	1	1 3+1
Lørdag	4	1 3+2
Søndag	1	1 1+1
Mandag	4	1 142+1
Tirsdag	2+2+1	1 2 små + 2 + 1
Onsdag	2+5+6	1 5 små + 3 små
Torsdag	8+3	1 4 små + 2 + 3 + 4
Fredag	3+1+1	1 5 små + 2 + 2
Lørdag	2	1 1+2
Søndag	3	1 1
I alt Døde Grise = 52 / 61 = 113		
Uge 10+11 11,9%		

Døde pattegrise	Lagt	/ Andet
Mandag/ Uge 12+13	2+1	1 4+3
Tirsdag 75270	1	1 2 små + 1
Onsdag	2	1 2 små
Torsdag		1 3 små
Fredag		1 1+2
Lørdag		1 2
Søndag		1 1+1
Mandag	2	1 5 led
Tirsdag	4+2	1 2 små + 3 små + 2
Onsdag	3+2+2	1 3 små + 3 små + 2
Torsdag	2+1	1 3 små + 1 små + 1
Fredag	1+1	1 4 små + 2 + 1
Lørdag	1+1	1 2 små + 3 små
Søndag	3	1 1 små
I alt Døde Grise = 26 / 62 = 88		
12,7%		

Døde pattegrise	Lagt	/ Andet
Mandag/ Uge 14+15	0	1 2 små
Tirsdag 75270	1	1 1 små
Onsdag	0	1 0
Torsdag	0	1 1+1
Fredag	3	1 2
Lørdag	0	1 1
Søndag	0	1 0
Mandag	0	1 1 små + 1 små
Tirsdag	2	1 2 små + 1
Onsdag	2+2+1	1 1 små + 1 + 2 små
Torsdag	2	1 9
Fredag	4	1 7 små + 1 + 1
Lørdag	0	1 1 små + 2 små + 1
Søndag	1	1 4 små
I alt Døde Grise = 18 / 43 = 61		
9%		

Not everything ran smoothly right away

- How do we get ideas?
- Clear definition of topic
 - Sick sows: Legs, hooves, stomachs
- Is the topic clear?
- What is meant by the ideas?
 - Praise/curiosity from Peter



Topics

- Piglet mortality
 - Lower mortality
- Tidy up
 - Higher job satisfaction and effectivity
- Sick sows
 - Lower mortality
- Mortality among weaners
 - Challenge to wean without extra zink in feed





The role of the adviser

- Ask about the problems
- Ideas for new tools
- Prioritization of tools
- Academic support for Peter
 - Participation in first meetings with improvement efforts
 - Giving up control is not easy



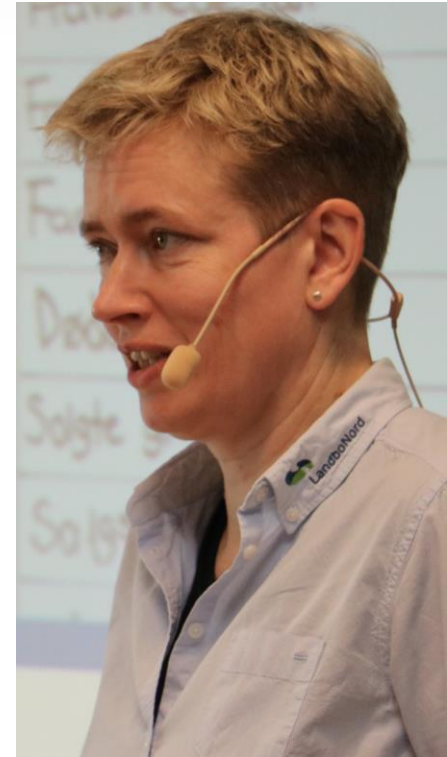
The role of the advisor

- Office work
 - Make drafts and adjust documents
 - Translate documents into English



The role of the advisor

- Regular follow up!
 - Phone calls every 1-2 weeks
 - What did we agree on last time?
 - "How is it going with..?"
 - "What did the employees say..?"





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Earned gains from LEAN tools

- Esben and Peter has more peace of mind
 - Working less hours
 - Now feeling you are good enough at your job
- No bad conscience when driving home
- Time for something other than just work





Earned gains

- Peter still participates in the stables
 - Tasks are less physical
- Peter is better at delegating and prioritizing his own tasks
- Better overview
- Better leader





Earned gains

- Employees contribute more
- Peter is still in full control, but now in a different and more positive way
- Better time for feed back to each individual employee
- Employees stay
- Higher job satisfaction for everyone



The future

- We are well on our way!
- But we will never finish
- We are constantly getting smarter
- We work with people!
- Continue status meetings 2-3 times a year
- Regular communication with Inga





Take home messages

- We have made significant progress
- Individual solutions for each farm
 - "What do you need?"
- Put the tasks in simple systems
 - For example schemes
 - Can be reused





Take home messages

- Get help, also for paperwork
- New routines take time
- Follow up, both external and internal
- Get started – before it is too late!



THANK YOU

