

The NZ Kiwifruit Industry & Lean

Dr David Tanner, GM – Innovation



Timeline of activity



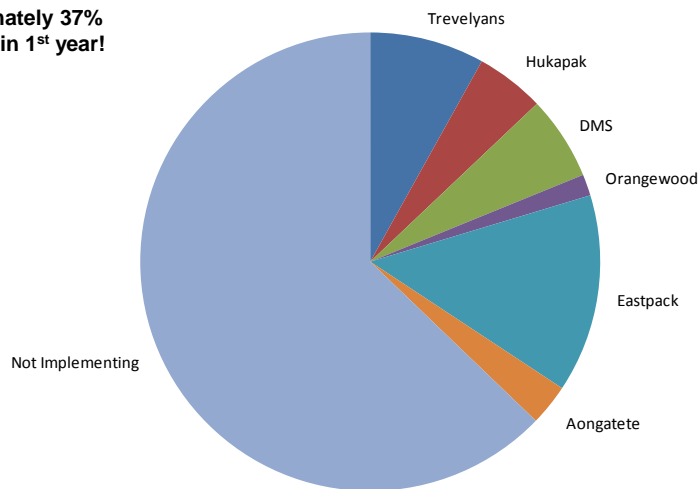
- Lean thinking was introduced in the NZ Kiwifruit industry in late 2007 (through ZESPRI and NZ Trade & Enterprise)
- Has been taken up 'heartily' by the postharvest sector (where raw product is transformed into packed product)
- Many businesses have implemented base principles and are now focussed on removal of inefficiency and continuous improvement
- Some have taken it back up the production chain and into the orchard
- ZESPRI has also embarked on a programme to understand how 'Lean' can improve it's business practices



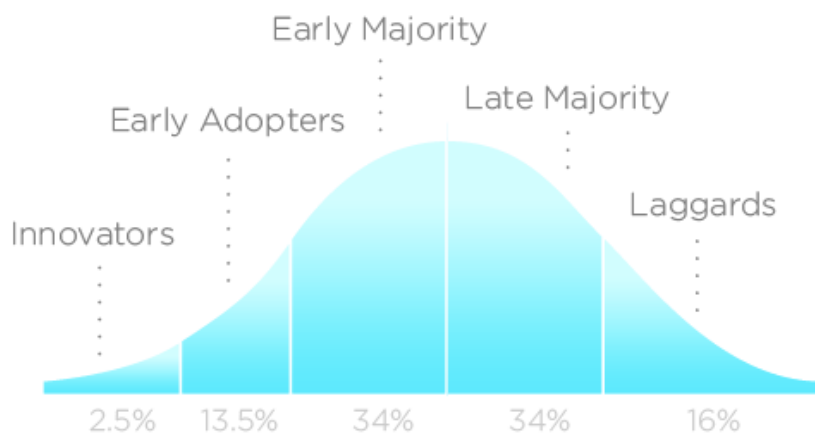
FY 2008/09 coverage of the industry



□ Approximately 37% coverage in 1st year!



Not for everyone...



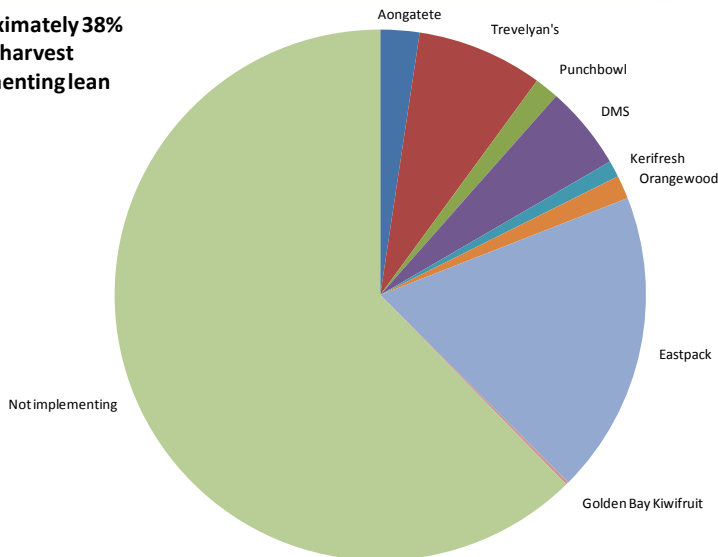
INNOVATION ADOPTION LIFECYCLE



FY 2011/12 coverage of the industry



➤ **Approximately 38% of post harvest implementing lean**



Acknowledged learnings



- *“Provides a framework for being world class, and expanding the business, whilst not compromising quality”*
- *“It has entrenched a culture of doing it once and doing it right first time”*
- *“It is important, in fact necessary, that management walk the talk, and spend time on the shop floor”*
- *“Getting a lean specialist in to assist is critical – they pick you up when you feel that you are getting nowhere”*



Acknowledged learnings



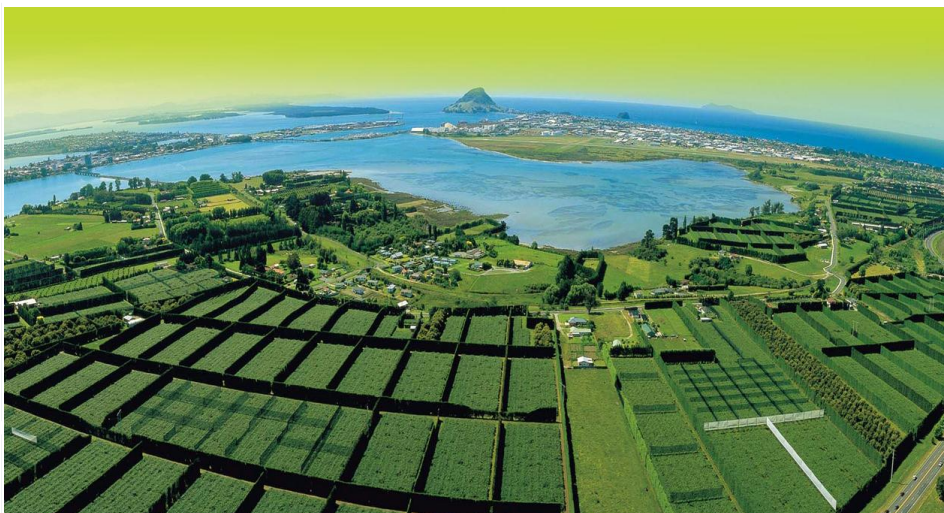
- *“Creating order in a turbulent environment has been critical to the successful implementation of lean”*
- *“Sharing key productivity and quality measures with staff has empowered them to maintain focus and continually improve”*



The Kiwi ‘spin’ on things...



Daily ‘haka’ team meetings allow staff to raise issues and better understand their work. *“This ensures that today can be as good as it can be!”*



Thank You