Flower Power

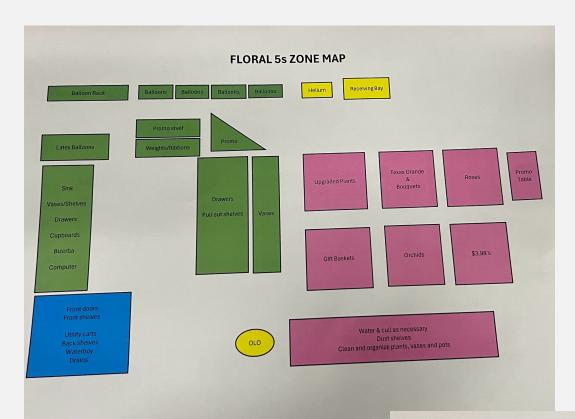
What is the goal of Continuous Improvement and 5s?

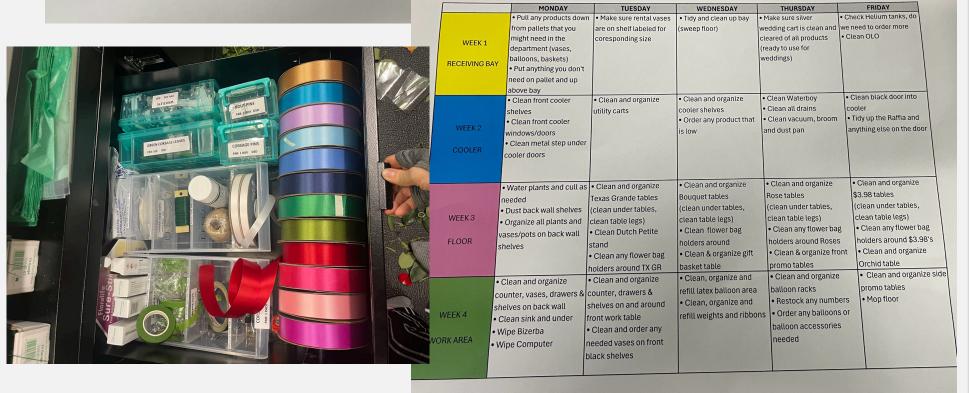
The goal of continuous improvement is to find ways to improve processes, products or services over time. Changes in business demand, trends, customer request may change overtime which is why it is vital that a company is regularly looking for ways to improve.

5s is a workplace organization method that originated in the 1970's at the Toyota Motor Company in Japan. 5s is a tool can that be used as part of a continuous improvement project. When translating 5s it stands for: Sort, Set in order, shine, standardize and sustain. The goal of 5s is to increase productivity and improve safety by reducing waste and making the work more consistent and organized.

5s-Implementation

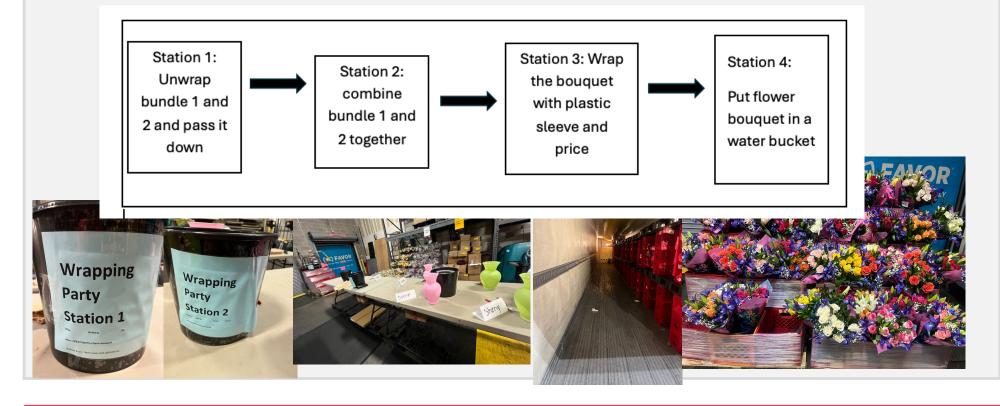
Through 5s implementation the floral department has been re-organized. The working stations were <u>Sorted</u> by task. The goal of sorting is to make them more efficient and reduce unnecessary steps. A calendar with daily tasks by zone with a map legend was created to <u>Standardized</u> and most importantly <u>Sustain</u> the process.





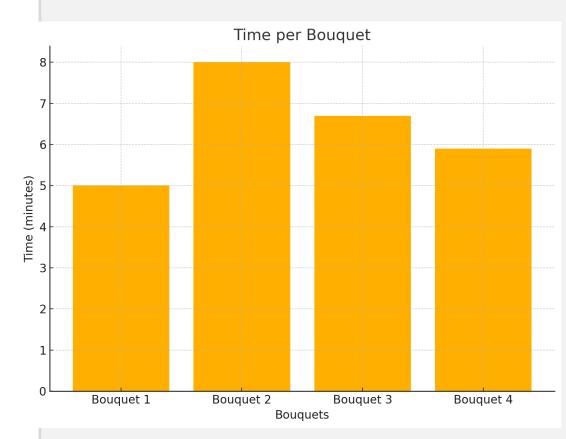
Creating an area for mass production

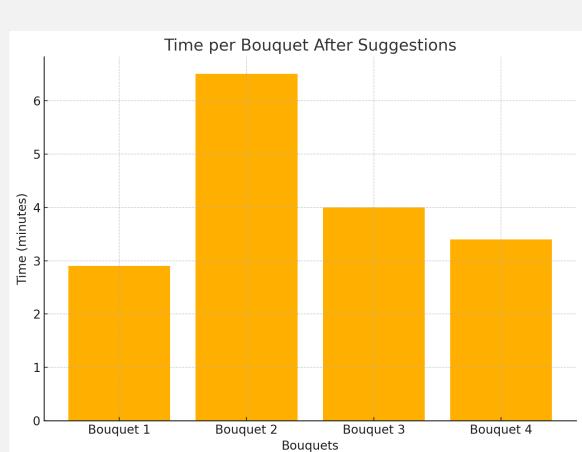
Valentine's day and Mother's day are two of the biggest floral demand "holidays" in America. Currently flower shops can grow up to 20 times in sales in one week for mother's day. This means we would need X20 the amount of floral trained employees, X20 the space, processes, equipment and so on. This is not an easy task, there are other challenges such as securing proper refrigeration and ensuring that product quality is up to customer standards. The life expectancy of a fresh flower can be up to 10 days once it is cut. If we were to include the days the flowers are imported and the days, we want them to last in a customer's home, we have a very short and quick turnaround time to produce them in the shop. A "wrap party" is a process created to mass produce floral bouquets efficiently.

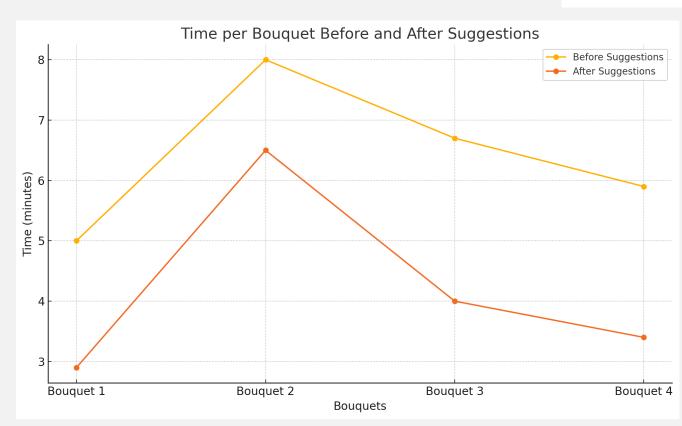


Continuous Improvement suggestions

Several suggestions for continuous improvement have been made so far and tested on different bouquet styles/complexities. The first suggestion is changing the way the stems are rubber banded together, I found that by trying to go over the stems 4-5 times, there was an opportunity to cut time there. The new step is "go through half the stems and spin once, and then half the stems again". The second observation made was that the plastic cover was being taped at the bottom. Just like the rubber band I found that by spinning over and over we were taking too many steps, along with this the tape is not very durable and gets soggy once put in water and lastly time is wasted trying to find the end of the tape and peeling it off with fingers. The suggestion is the following: Place plastic with a snug fit and staple plastic together, this suggestion is more cost effective and cuts time from the work. Lastly, the third suggestion was a simple change but the most effective. These bouquets are a combination of flowers, when producing one at a time this causes us to repeat the steps from the beginning each time. Now, the ask is that we prepare to make 4 at a time and then execute. This puts florist in a "production mode" and assembly line mindset.

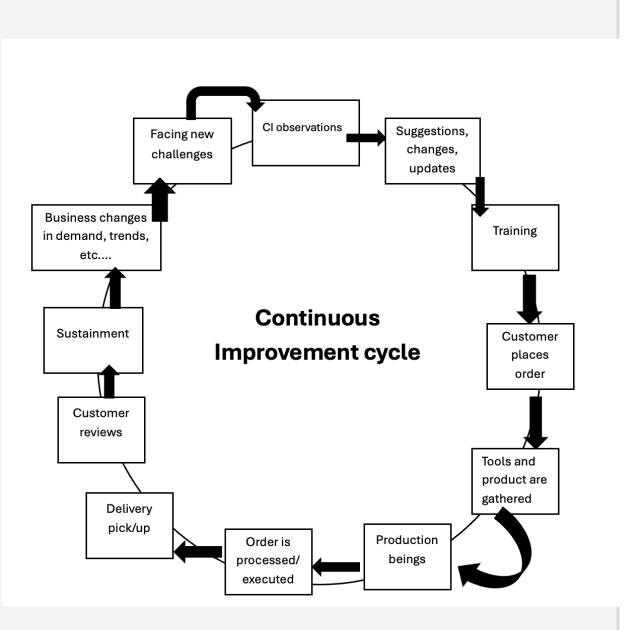






Floral Business

The floral everyday business demand fluctuates seasonally. During the winter there is a high demand because of the holidays and Valentine's day. During the spring, which is the busiest, florist have prom, graduation, mother's day, Easter, amongst other celebrations. Summer is considered a slow season. During fall demands begin to increase due to thanksgiving and excitement around "fall colors". Because the floral industry depends on constantly changing trends, it is important to continue to monitor and revisit our processes. By allowing florist to be more efficient on everyday business, we can allow them to focus on higher margin, more profitable business demands such as weddings and funerals.



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