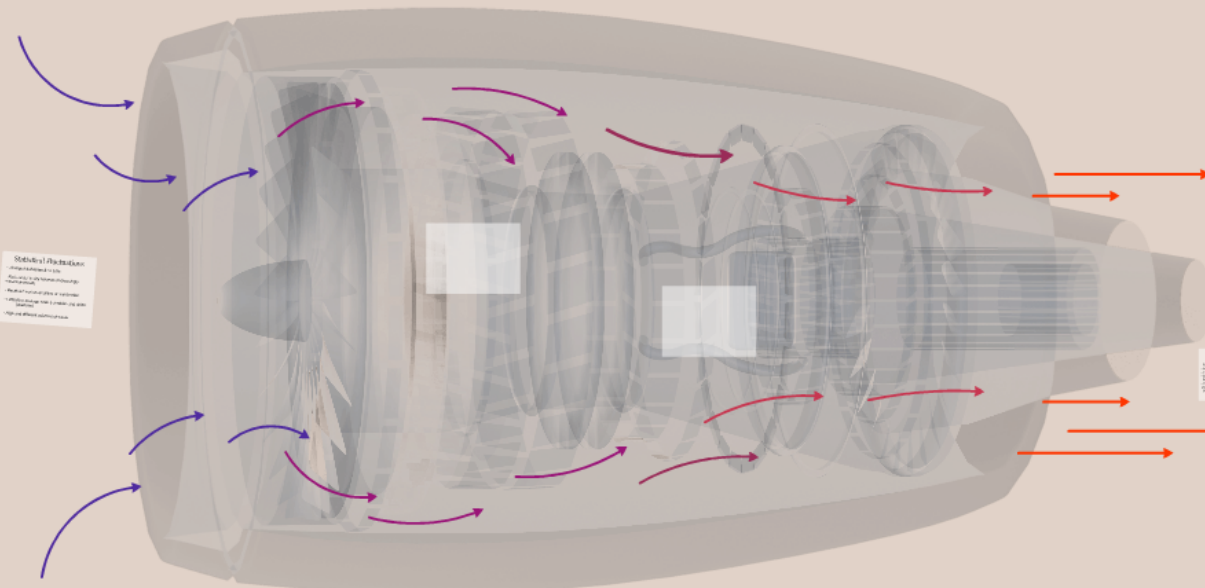


Company background

- National Cranberry Cooperative
- Owned by growers
- Operates all year round in Canada
- Analysis of the process of washing/drying (1, 2015)
- Located in the province of Ontario
- Fruit arrives from Fall to Spring - 2000 tons
- Exported to the United States



Conclusions

- Purchasing new machines (dryers & light meter system): enable RP1 to process faster → reduce labor cost & overtime premium
- Improving workforce schedule: decrease overtime costs
- Conversion of bins & trucks schedules: reduce truck waiting time
- Implementation of policy: improve absenteeism situation

National Cranberry Cooperative

Case study

Romain van Nieuwenhuyse

Gaetan Morval

Tessel Bonekamp

Thecasesolution.com

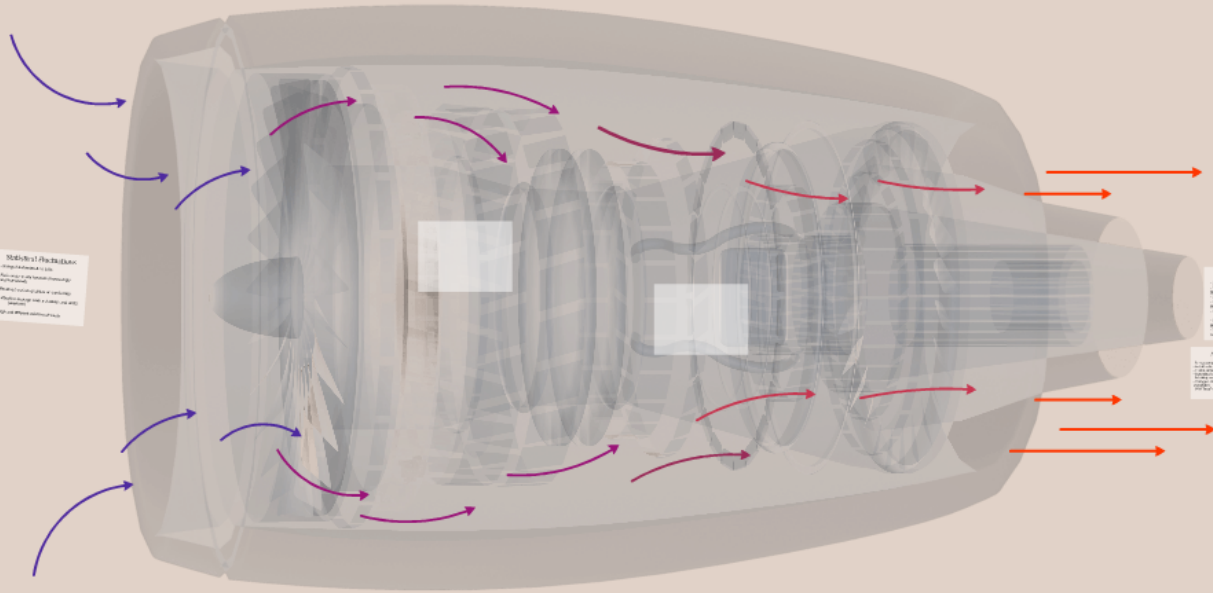
Company background

- National Cranberry Cooperative
- Chartered by statute
- Operates all over North America
- Analysis of the structure of working plans at RP1
- Works in 4th trimester
- Peak season: from 10/15 to 12/15
- Expanded labor: horizontal farmer: 70% of total



RP1: The Hub

RP1 is the central hub of the production process, where the cranberries are dried and packed. It is a critical point in the supply chain, and its efficiency is crucial for the overall production process.



Assumptions

- The dryer is operating at full capacity.
- The drying process is continuous.
- The cranberries are of uniform size and moisture content.
- The fans are operating at a constant speed.
- The air flow is uniform across all racks.
- The drying process is not affected by external factors like weather.

Problems

- High energy consumption.
- Long drying times.
- High labor costs.
- High maintenance costs.
- High risk of mold and spoilage.
- High risk of fire.

Recommendations

- Purchase new machines (dryers & light meter system): enable RP1 to process faster -> reduce labor cost & overtime premium
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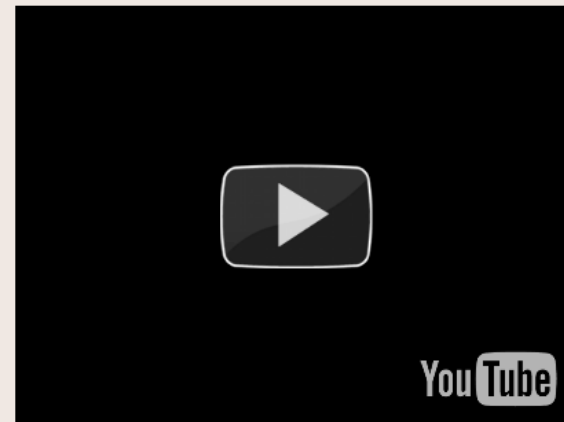
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Company background

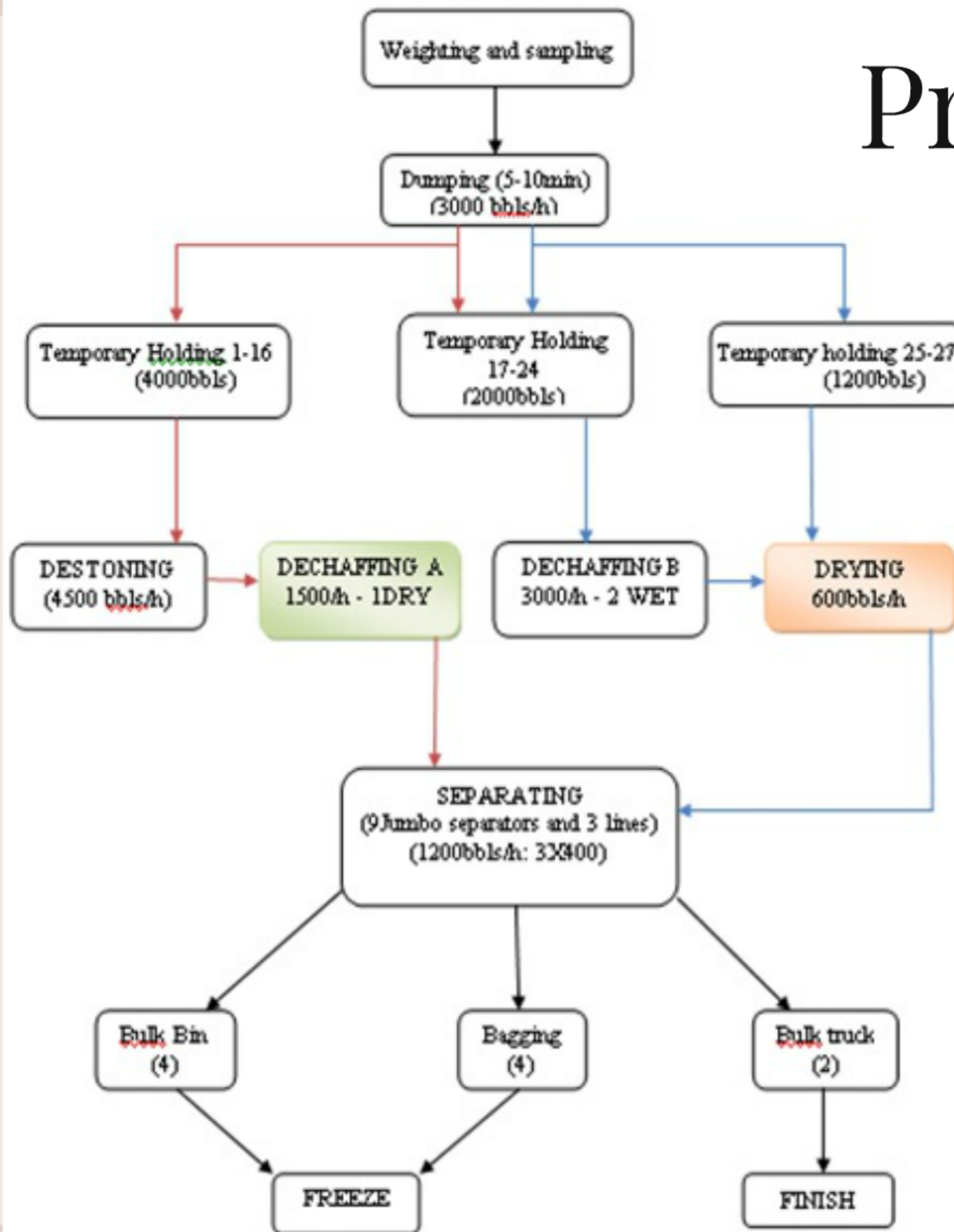
- National Cranberry Cooperative
- Owned by growers
- Operations all over North America
- Analysis of the process at receiving plant #1 (RP1)
- Water vs. dry harvesting
- Peak season fresh fruit: 1st Sept. - 15th Dec.
- Expected water-harvested berries: 70% of total





You **Tube**

Process flow



Dry process

Wet process

Bottleneck wet berries

Bottleneck dry berries

Statistical Fluctuations

- Timing of deliveries & nr. bbls
- Ratio water to dry harvests (increasingly water harvested)
- Received various qualities of cranberries
- Difficult to manage work schedules and shifts (overtime)
- High and different volumes of waste