

Aspire



如何保证生猪生产者发展战略的实施？

How to ensure the implementation of the development strategy for pig producers?



约瑟夫·F·康纳/Joseph F. Connor

The Belt and Road International Pig Industry Conference
“一带一路”国际生猪产业大会

苏州本愿农业技术服务有限公司

SUZHOU ASPIRE AGRITECH CONSULTING CO., LTD

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Agenda 提纲



- Implementation of programs 项目实施
- Empowerment 赋能
- Training 培训
- Team Production 团队生产

Production and Cost Mitigation

生产和降本

RARA 负责、担当、资源、权威



- Do your homework 做好课后作业
- Develop well thought-out strategies
制定思考成熟的战略
- Create pertinent cost estimates and budgets that include cost:benefit analyses
创建适宜的成本估算和预算表，其中包含成本收益分析
- Be proactive during the budgeting process to make sure that you get control of the budget
预算过程要积极主动，确保你能控制预算

Production and Cost Mitigation

生产和降本

RARA

- Responsibility 负责
- Accountability 担当
- Resources 资源
- Authority 权威



Production Costs Mitigation 降低生产成本



- Design implementation steps that make it easy for farm staff to execute
设计猪场员工容易执行的操作步骤
- Include some form of monitoring so you can be assured that people are doing what you want them to do
包含某种形式的监督，你就能确保员工做的事情是你想要他们做的
- If it cannot be measured, ask yourself if your approach can be effectively implemented
如果不能衡量出来，你要问自己：方法是否能得到有效实施

Production and Cost Mitigation

生产和降本



- Strategies fail because they do not include sufficient detail for successful on-farm implementation
- 由于策略细节不够，不能在猪场成功实施，因此失败
 - All too often implementation is oversimplified
通常，实施过于简单
 - We assume that farm staff know how to do something or that they will figure out the details themselves
我们猜想猪场员工知道如何去做，或者他们自己能理出细节

Production Problems 生产问题

RARA



- People will nearly always feel empowered if they
如果人们能有以下几点，他们总会觉得自己被赋能
 - Know that they will be held accountable
知道他们要有担当
 - Have the other components of RARA, including resources
 - 有RARA中的其他因素，包括资源
 - Feel that they have a viable approach for dealing with the issue at hand
感觉他们有可行方法，能解决手头问题
- People are often not successful because they do not know what to do
人们通常由于不知所措而不能成功

Organizational Structure 组织结构



- People do not like change and usually resist it
人们不喜欢改变，通常对抗改变
- Define cost optimization in the company and steps to correct
在企业中，定义成本最优化，并阐明如何更正的步骤
- Develop a new strategy or approach that includes methods to establish responsibility and accountability
开发以一种新策略或方法，包含让员工有责任和担当的方法

Organizational Structure 组织结构



- Two main styles of management 两种主要管理风格
 - Top-down 从上至下
 - Upper management directs specific activities of subordinates 上层管理层指挥下层执行明确任务
 - Buy-in is not an issue 买进不是问题
 - Obedience is critical 服从是关键
 - Participatory management 参与式管理
 - Consensus building 达成一致
 - People at multiple levels develop policy and plan its implementation 多个层级的人共同制定政策，计划如何实施
 - People at all levels are more likely to take ownership of the plan 多个层级的人更可能都拥有这个计划
 - Plans are more likely to get carried out 计划更容易执行
 - Takes more time 耗时更多

Organizational Structure 组织结构



- Establish information systems that allow production processes to be accurately and efficiently measured in a timely fashion
- 设立信息体系，能及时、准确、有效地衡量生产过程
- Create a production system, animal flow, and building design and stick with it
创建一个生产系统、动物流、圈舍设计，并依此执行
- Adopt the best management practices that you know
实施你知道的最好的管理规范
 - Be ruthless in your standardization of them across your farms
在不同猪场，要规范化，要铁面无私
- Establish your system high health so you do not have to fight diseases on top of everything else
猪场要健康水平高，因此你无需在处理其他时，还要应对疾病

Organizational Structure 组织结构



- Do not underestimate the importance of selling the need for change to the organization
组织需要改变，需要把这种需求推广开来，不要低估其重要性
 - Sell it up and down the line over and over again
在上下管理层反复推广
 - Anticipate who will view the change as positive and who will view it as negative
谁会积极应对变化，谁会消极应对，要有预期
 - Recruit a powerful ally to be cheerleader for the change
招聘一名强有力的盟友，积极迎合改变
 - Clearly define specific objectives, steps, and probable outcomes to minimize unfilled expectations which will undercut the change
请确定以目标、步骤、可能性结果，从而最大限度地减少未完成的期望，这些期望会削弱改变
 - Implement change throughout all levels of the organization
在组织所有层面进行改变

Organizational Structure 组织结构



- The breeding herd is the key to performance in subsequent phases 种猪场是后续阶段成绩好坏的关键
 - If performance is not satisfactory in finishing, get management practices and pig flows right in the nurseries and breeding herd
如果育肥阶段成绩不佳，要调整保育舍和种猪场的管理规范 and 猪流，把事情做对
 - Make sure that the health status of the sow farm is stable and weaned pig quality is sufficient
确保母猪场健康状况稳定，能断奶高质量的仔猪

Strategy Formation 制定策略



- Standard Operating Procedures (SOPs) 标准操作程序
 - Deal with key parts of your operational strategy 操作程序中找出关键来应对
 - For example, a "Replacement Gilt SOP" that deals with gilt infusions into herds and how gilts should be managed prior to and after delivery into the herd 例如，后备母猪SOP，需包含后备母猪入群，入群前后如何管理。
- Farm Strategy 猪场策略
 - Customize the approaches used across your system to the individual farms in the system 系统中使用的方法应用到个别猪场时，要结合实际情况订制

Strategies are often essential for objectives to be obtained with a minimum of false starts.

有些目标需要开始时就错误最少，对于这些目标来讲，必须制定策略。

Strategy Formation 制定策略



- Reaction time 反应时间
 - Quick reaction time is important when the cost of 反应快很重要, 当成本
 - Doing the wrong thing is low 做错事的成本低时
 - Not intervening is high 不介入的成本高时
 - Deliberation in actions is important when the cost of 行动谨慎很重要, 当成本
 - Doing the wrong thing is high 做错事的成本低时
 - Failing to intervene is low 介入失败的成本低时

Personnel Management 人事管理



- Give people the tools that they need to be successful
- 给人们提供他们成功所需的工具
 - Training involves giving people a blend of technical knowledge with background information
培训技术知识，并带有背景信息
 - Be practical 要实用
 - Customize training to fit the student's position in the organization
根据学员在组织中所处的位置来开展定制化培训

Training 培训



- Training needs to 培训需要
 - Specifically target the multiple levels of staff that work in production
特别针对多层次生产员工
 - Technicians, department heads and farm managers, service staff, and staff officers
技术员、部门主管、场长、服务人员，以及办公室主管
 - Be a blend of on-farm and classroom, applied/practical and basic knowledge, technical and managerial
包含现场和课堂培训，应用/实用和基础知识，技术和管理知识
 - Allow day-to-day activities to be completed without causing undue hardship
完成日常事务，且并不会过度痛苦
 - Be tied to performance merit review and career progression
与业绩审查和职业晋升挂钩
 - Be clearly tied to the day-to-day activities of the student
和学员日常活动明确挂钩

Team Production Success 团队生产的成功



- Define the processes (standard work/SOP) – the **WHAT** and the **HOW** of the system
定义过程（标准工作-SOP）—系统是什么、怎么样
- Determine what of those processes are important to inspect routinely (the critical few)
决定哪些过程重要，需要常规检查（关键少数）
- Have communication/training program around the critical few SOP – Tell the **WHO** about the **HOW**
就关键少数过程制定交流/培训计划—告诉特定人员怎样做
- Build standard list of how you will determine if the team is doing the right thing for each of the critical few (aka the audit standard)
对每个关键少数流程来讲，如何决定团队在做正确的事，就此设立标准清单（即稽核标准）
- Teach and get alignment between all of the people that are doing the audits on how to call balls and strikes
教授所有稽核人员如何评判好坏，并达成一致标准
- Audit the auditors to make sure they are calling balls and strikes correctly 考核稽核人员，确保他们评判正确

Team Production 团队生产

Activity 活动

- Script the day 计划一天活动
- Top 3 items 排名前三的
- Multiple consecutive days 多个连续的日子

Responsible Person 负责人

- Production or vet 生产还是兽医
- Manager 场长
- Team 团队

Team Production Visit Preparation Records

团队生产拜访准备记录

Record 记录

- Gilt vaccination chart 后备母猪免疫表
- Sow vaccination chart 经产母猪免疫表
- Sow treatment chart 母猪治疗记录
- Feedback chart 返饲记录
- BCS Chart 体况评分记录
- Rodent bait log 啮齿动物饵料日志
- Water treatment log 饮水治疗日志
- Fogger room log 喷雾间日志

Responsible Person 负责人

- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长

Team Production Visit Preparation Records

团队生产拜访准备记录

Work Schedule 工作计划

- Spreadsheet 电子表格
- Leave Prewean mortality 断奶前死亡率
- Leave 60 animals to RTU 超声波孕检60头
- Leave 60 animals to BCS 体况评分60头
- Leave sow mortality 母猪死亡率

Responsible 负责人

- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长

Team Production Visit Preparation Tools

团队生产拜访准备工具



Farm 猪场

- Watch 手表
- Camera 相机
- Kestrel 风速仪
- Infrared gun 红外枪
- Animal marker 记号笔
- Tablet 平板
- Flash light 手电筒
- SOPs SOPs

Responsible 负责人

- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Manager 场长
- Farm Computer 猪场电脑

Team Production 团队生产

Time	Activity	Observer	Observer 2
6:00 AM			
6:15 AM			
6:30 AM			
6:45 AM			
7:00 AM			
7:15 AM			
7:30 AM			
7:45 AM			
8:00 AM			
8:15 AM			
8:30 AM			
8:45 AM			
9:00 AM			
9:15 AM			
9:30 AM			
9:45 AM			
10:00 AM			
10:15 AM			
10:30 AM			
10:45 AM			
11:00 AM			
11:15 AM			
11:30 AM			
11:45 AM			
12:00 PM			

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Team Production 团队生产

Important Activities 重要活动

- Day One Care
- Piglet Processing
- Individual Sow Care
- Heat checking and breeding
- RTU
- BCS
- Gilt Selection
- Gilt HNS

Schedule 计划

出生第一天仔猪护理

仔猪处理

个体母猪护理

查情和配种

超声孕检

体况评分

后备母猪选择

后备母猪发情不配种

Team Production 团队生产

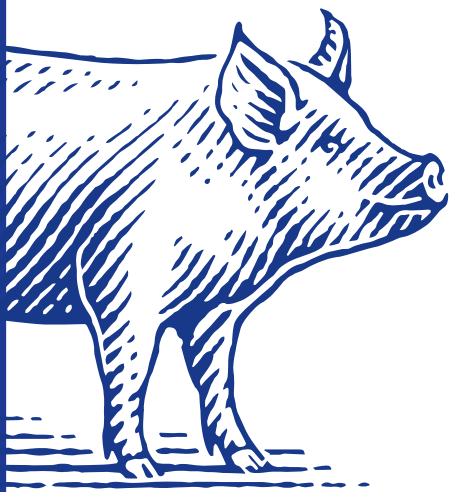
Time 时间	Activity 活动	Observer 观察员	Observer 2 第二个观察员
6:00	Feed drop and sow observation 观察下料和母猪		
6:15	Feed drop and sow observation 观察下料和母猪		
6:30	Feed drop and sow observation 观察下料和母猪		
6:45	Heat check gestation 妊娠舍查情		
7:00	Heat check gestation 妊娠舍查情		
7:15	Heat check gestation 妊娠舍查情		
7:30	Heat check gestation 妊娠舍查情		
7:45	AI 人工授精		
8:00	AI 人工授精		
8:15	AI 人工授精		
8:30	Day One Care and room setup 出生第一天仔猪护理, 产房设置		
8:45	Day One Care and room setup 出生第一天仔猪护理, 产房设置		
9:00	Day One Care and room setup 出生第一天仔猪护理, 产房设置		
9:15	Day One Care and room setup 出生第一天仔猪护理, 产房设置		
9:30	Day One Care and room setup 出生第一天仔猪护理, 产房设置		
9:45	Break 休息		
10:00	Piglet processing 仔猪处理		
10:15	Piglet processing 仔猪处理		
10:30	Piglet processing 仔猪处理		

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Keys To Success 成功的关键



- . Animal productivity 动物的生产力
- . Cost of production 生产成本
- . Health 健康
- . Facility Utilization 设备的利用
- . Balanced system 平衡的系统
 - . Measure 测量
 - . Establish an objective 设立一个目标
 - . Establish a metric 设置一个度量标准
 - . Keep it simple 要简单
 - . Predict 预测
 - . Manage 管理
 - . Inputs and output of metric 投入和产出



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感谢您的关注！
Thanks for your attention!