Caso – National Cranberry Cooperative

Lectura: Caso National Cranberry (HBS)

To prepare for the discussion do the following:

1. Draw a process flow diagram showing the major process steps, inventories and flows beginning with Receiving and finishing with the Separators. Indicate the capacity at each of the process steps in *barrels per hour*. You should assume:
   1. 16,000 barrels per day is the average of deliveries over the 20 days from 9/20-10/9.
   2. Each truck carries 75 barrels on average
   3. Trucks arrive uniformly over a 12-hour period
   4. 70% of trucks carry exclusively wet berries and 30% of them carry exclusively dry berries.
   5. During high-volume period, the destone/dechaff/dry operations starts at 7AM (rather than 11 AM as shown in Figure E).
2. Which operation (or operations) is the bottleneck?
3. How late does the plant need to be open (i.e., when does the plant shut down) during this peak season?
4. How bad is the truck delay at the loading dock during this peak season?
5. What are the basic options for improving the operation? Which options would you recommend and why? In justifying your recommendation, be sure to include a simple quantitative analysis (i.e., include an intelligent back of the envelope calculation).

In class, be prepared to discuss and defend your recommendations.