

2024

猪场过程管理与成本控制

Process management and cost control in the swine industry

新疆泰昆集团 肖非

Fei Xiao, Xinjiang Tycoon Group Co., Ltd

C 目录 ontents

1 猪场成本控制的痛点

1.The Key issues of cost control in the swine industry

2 过程管理的关键点

2.Key points of process management

3 总结

3.Conclusion



Science-driven solutions®

一、猪场成本控制的痛点

The Key issues of cost control in the swine industry



年份 Year	能繁母猪存栏量（万头） Breeding sow stock
2021	4400
2022	4300
2023	4200
2024一季度末	3992
2024年8月末	4036

1、据农业农村部监测，8月份全国能繁母猪存栏量为4036万头，环比下降0.1%、同比下降4.8%，相当于3900万头正常保有量的103.5%；

1. According to the monitoring by Ministry of Agriculture of the People's Republic of China ,the nation's breeding sow inventory was 40.36 million in August, down 0.1% sequentially and 4.8% Compared to last year, equivalent to 103.5% of the normal retention level of 39 million.

2、2023年全国养猪规模化率达到68%，预计2024年将达到70%；

2.The scale rate of pig raising in China will reach 68% in 2023 and is expected to reach 70% in 2024.

年份 Year	能繁母猪存栏量（万头） Breeding sow stock
2021	4400
2022	4300
2023	4200
2024一季度末	3992
2024年8月末	4036

3、上市猪企的成本第一梯队处于13.5-14元/kg，第二梯队处于14-15元/kg;

3. The first tier of costs for listed pig producers is RMB 13.5-14/kg, and the second tier is RMB 14-15/kg.

4、现代化、规模化、数智化是生猪产业高质量发展的趋势，淘汰落后产能、增效降本成为核心工作。

4、 The modernisation, scale, digital intelligence were the trend of high-quality development of the pig industry, eliminating backward production capacity, efficiency and cost reduction has become the core work.

增效降本

- 通过新建及改扩建，对落后及老旧产能进行淘汰，提高产能利用率及养殖效率
Improve capacity utilisation and farming efficiency by building new industries and renovating industries while eliminating outdated and old industries
- 01 淘汰落后产能**
01 Eliminate outdated production capacity
- 连续化满负荷的均衡生产，提高圈舍产能利用率
Increased capacity utilisation through continuous, balanced production at full capacity.
- 02 满负荷连续生产**
02 Full load continuous production
- 基因组测序等技术的应用，提高优质基因的传递，淘汰低效母猪，更换优质种猪及基因
Selection of breeders with high-quality genes through genome sequencing technology improves the inheritance of high-quality genes and eliminates inefficient sows.
- 03 育种及种群更新**
03 Breeding and Population Update
- 生物安全管理及配套设施设备的升级，科学化和精细化的生产健康管理，提升猪群的健康度
The health of pig herds can be enhanced
- 04 猪群健康度提升**
04 Improvement of pig herd health
- 养殖环节的内控管理、人才培养、激励和创新机制升级，激发激活一线养殖工人
Upgraded internal management, talent development, incentives and innovation systems in the farming sector can motivate farming employees
- 05 管理升级**
05 Management Upgrade

不同批次断奶仔猪对比			A线	B线
Comparison of different batches of weaned piglets				
生产指标	分娩率	Delivery rate	90.1%	92.0%
	产房成活率	Survival rate of delivery room	93.6%	85.5%
	窝均断奶	Weaning per nest	12.2	10.8
生产成本	饲料成本	Feed cost	118	149
	药品疫苗	Drug vaccine	29	28
	种猪折旧	Depreciation of breeding pigs	33	41
	人工费用	Labor costs	50	48
	资产折旧	Asset depreciation	26	32
	其他费用	other expenses	21	13
	合计	total	277	311

注：数据来自新疆某猪场2024年3月实际数据，饲料价格按照新疆原料价格核算

Note: The data is from the actual data of a pig farm in Xinjiang in March 2024, and the feed prices are calculated based on the raw material prices in Xinjiang

猪场的选址、生物安全防控设计、生产模式规划、先进的设施设备
Location selection of piggery, design of biosecurity controls, planning of production patterns, and advanced facilities and equipment are important to piggery.

猪场设计合理 Rational design of piggery

种群性能突出

Excellent stock performance

先进的育种设备、饲养条件，优质的种源和基因。Advanced breeding equipment, reasonable breeding conditions, high quality seed sources and genetics

饲料营养技术先进 Advanced feed nutrition processing technology

先进的饲料营养设计和优秀的饲料加工工艺
Advanced feed nutrition design and excellent feed processing technology

高健康度猪群 Healthy pigs

引进双阴种猪和后备
Introduction of disease-free breeding and reserve pigs

管理上的缺失???

Management deficiencies

目标制定科学合理，但措施得不到有效执行
Scientifically sound designation of objectives, but inability to effectively implement measures



木桶效应

长板要突出 短板定上限

Cannikin's law



痛点1： 目标不明晰，生产指标、生产成本的目标不清晰；有目标但没有做到上下同欲；

Difficulty 1: Lack of clarity of objectives, production targets and production costs; there are objectives but they are not fully harmonised;

痛点2： 明确目标后没有制定相应的措施、匹配充足的资源和对风险的规避措施，实施过程中出现问题再去解决问题，“头疼医头脚疼医脚”；

Difficulty 2: Failure to formulate appropriate measures, match adequate resources and risk avoidance measures after defining the objectives, and then try to solve the problems when they arise during the implementation process.

痛点3： 制定措施和方案后缺乏配套的检查 and 评估，员工执行的好坏没有及时反馈，形成“劣币驱逐良币”的恶性循环（优秀文化在传承中递减），从而使团队文化得不到良性健康发展；

Difficulty 3: Lack of supporting inspection and evaluation after the formulation of measures and programmes, the lack of timely feedback on the implementation of good and bad staff, and the diminishing of the excellent culture in the inheritance, so that the team culture does not have a benign and healthy development;

痛点4： 奖罚不分明，激励过于平均化，员工的收入差异不明显。

Difficulty 4: Rewards and penalties are not sufficiently differentiated, incentives are too evenly distributed, and the difference in earnings between employees is not obvious.

小结 Conclusion :



1、 增效降本是一项系统性问题，需要在“种、舍、料、病、管”五项核心关键点上全面审计，对养殖过程中的制约点进行优化改进。

1.Increasing efficiency and reducing costs is a systematic issue that requires comprehensive supervision of the five core key points of ‘seed source, enclosure, feed, disease and management’, and improvement of unreasonable places in the breeding process.

2、 在实际养殖过程中，全面实现智能化还需要很长的路要走，现阶段的重点依然是养殖团队的打造和养殖体系的构建。

2.In the actual breeding process, the full realisation of intelligence still needs a long time, the focus at this stage is to build the breeding team and build the breeding system.

3、“软实力”的构建较硬件更加考验猪场管理者，管理上的问题往往是增效降本过程中最大的难点和短板。

3. The construction of ‘soft power’ is very important for pig farm managers, and management problems are often the biggest difficulties in increasing efficiency and reducing costs.

4、不断思考和尝试不同激励模式，解决一线员工“为谁养猪”的问题。

4. Think about and try different incentive models to solve the problem of ‘for whom to raise pigs’ for frontline staff.

二、过程管理的关键点 Key points of process management

效率↑
Efficiency

成本↓
Costs

效益↑
Benefits

多生：提供足够多的断奶仔猪

Multiple births: providing enough weaned piglets

少死：出栏更多健康合格的肥猪

Fewer deaths: more healthy and qualified fattening pigs

长得快：料肉比低，饲料转化率高，达到标准体重时间

短. Faster growth: lower feed-to-meat ratio, higher feed

conversion ratio, shorter time to reach standard weight

生产成本

Production costs

管理成本

Management costs

销售成本®

Cost of sales

财务成本

financial cost

管理（养得好）

Managerial

经营（卖得好）

Operation

• 企业铁三角+一个基础平台（“3+1”）的管理思想 Management Thoughts

系统思考、深度洞察、高效执行；让战略成为黑暗中的灯塔，引领企业发展前行
Systematic thinking, in-depth observation, and efficient execution.

《泰昆基本法》
是泰昆百年大业的基石
Corporate Culture



文化



战

略Stra

股权激励机制、管理体系建设、经营机制优化等，推动管理体系更加健全，经营工作更加高效有序。Equity incentive system, management system construction, optimisation of the operating system is to promote the management system more healthy, the operation of the guarantee.



机制和制度体系

组织和人才团队 Organisation and Team

组织和岗位是战略与流程实施的保证，人才和团队是事业的有力支撑，事业发展最终是靠人才团队来实现。
Organisations and positions are the guarantee for the implementation of strategies and processes, and talents and teams are the strong support for career development.

结合猪场管理中的痛点和公司的管理思想，如何在生猪养殖板块落地？How to implement it in pig farming by combining the difficulties in pig farm management and the company's management philosophy?

明确目标 Clear objectives

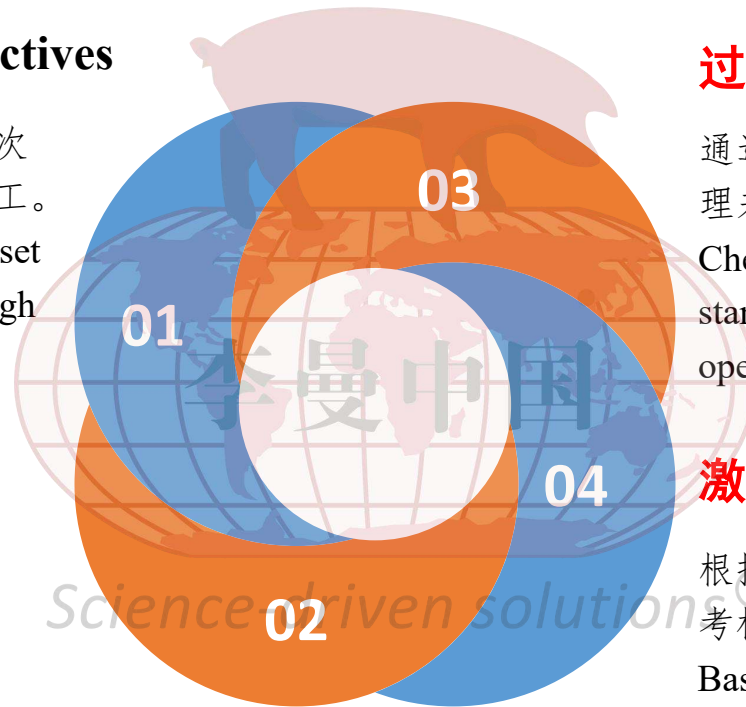
结合批次化生产的特点，制定明确的年度目标、批次目标、周目标，通过批次总结规划会传递到所有员工。Combined with the characteristics of batch production, set clear annual targets, batch targets, weekly targets, through the batch summary meeting passed to all employees

制定关键措施

Establishment of key measures

通过对目标的分解，生产复盘、总结、规划和风险防控来制定可操作、可量化、可评估的关键措施和资源保障。

By analysing the objectives, the production process is reviewed, summarised, and key measures and resource guarantees are developed that are actionable, quantifiable and evaluable.



过程管理 Process management

通过标准化管理、关键点操作过程管理和数据看板管理来检查、评估、纠偏。

Checking, evaluating and correcting deviations through standardise management, management of key points of operation and data management.

激励激活 Stimulus activation

根据检查评估的结果反馈至基层员工，设置过程管理考核，奖罚分明。

Based on the results of inspection and evaluation feedback to the grassroots staff, set up a process management assessment with clear rewards and penalties.

1、标准化管理 Standardised management

- 标准的制定 Designation of standards

指导思想	生产经营原则
1、生产优先：一切经营活动以安全生产为中心进行，当经营与生产发生冲突时，经营必须让步于生产。 2、以市场需求指导生产，以生产决定销售。 3、均衡排产：实现满负荷连续化生产，以计划为准，均衡生产、均衡销售、不赌行情	1、分群管理：断奶仔猪按体重进行分类，分群放养； 2、密度适中：仔猪按区域对应放养场，坚决做到不混养；在圈舍标准养殖量的基础上，按0.8密度放养，降低养殖密度； 3、控制体重：商品猪销售，按照规定的日龄和体重两个标准，达到120公斤即出栏销售，在190日龄必须清圈，坚决不允许出现130公斤以上大猪； 4、全进全出：仔猪放养与肥猪销售须全进全出，按批次清栏，不留残弱猪，集中清圈； 5、及时淘汰：后备母猪280日龄必须淘汰，经产母猪连续两胎窝均断奶数低于10头必须淘汰、6胎龄以上必须淘汰



猪产业标准化操作流程 (2023版)

泰昆猪产业标准生产流程 (2023版)



猪产业标准化操作流程 (2024版)

泰昆猪产业标准生产流程 (2024版)

三、培育舍与后备舍日常工作流程

项目	目标
后备猪发情率 (160-220日龄)	≥90%
后备猪死亡率 (120-220日龄)	≤1.5%
种公猪年更新率/死亡率	100%, <3%
基础群年更新率	种猪场不低于50%, 商品场不低于45%
基础母猪年死亡率	≤5%
配种分娩率	≥90%
母猪窝均总仔/活仔	≥14.5/13.5
母猪窝均断奶	≥12头
仔猪最低断奶重	≥4kg
保育60日龄成活率	≥98%
育肥成活率	≥97%
育肥120日龄前料肉比	≤2.7

猪产业标准化操作流程-Standard Operation Procedure

1

召开晨会: 当天工作计划安排, 当天工作重点, 时间节点, 负责人, 执行人, 监督人

2

巡视检查: 每天巡查舍内温度, 饮水, 猪群情况设备运行, 处理发现的紧急情况

3

卫生清理: 清理食槽卫生, 栏内及过道卫生, 病猪治疗与护理

4

后备猪诱查情: 喂猪半小时后开始诱情查情工作, 2次/天

5

周工作计划执行: 疫苗免疫, 后备猪情期管理

6

下班前的工作处理: 每天下班前, 物资整理, 垃圾清理, 数据记录与录入, 检查设备运行情况

猪产业标准化操作流程-Standard Operation Procedure

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：<https://d.book118.com/646042052140011100>