

LEAN JOURNEY SUCCESS FACTORS – A CASE STUDY OF LEAN TOOLS IMPLEMENTATION SEQUENCE IN A MANUFACTURING COMPANY

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Introduction

Purpose: The study aim is an in-depth investigation of a Lean tools implementation sequence in an organisation as an expression of a Lean journey within that organisation. The success factors of Lean tools implementation and the relationship between them are studied. A model of Lean tools implementation in an organisation is aimed to be developed.

Findings: The implementation of Lean Manufacturing approach, along with accompanying tools and methods, is aimed at efficiency and/or quality results of the processes within a company. Selected tools, to be successfully implemented, should support the elimination or reduction of losses related to current process flows.

Keywords: Lean Manufacturing, Lean tools, Lean implementation

Method

Comparative analysis of success factors in lean tools implementation identified in literature and the ones practiced by managers in FMCG organization.

Literature
review

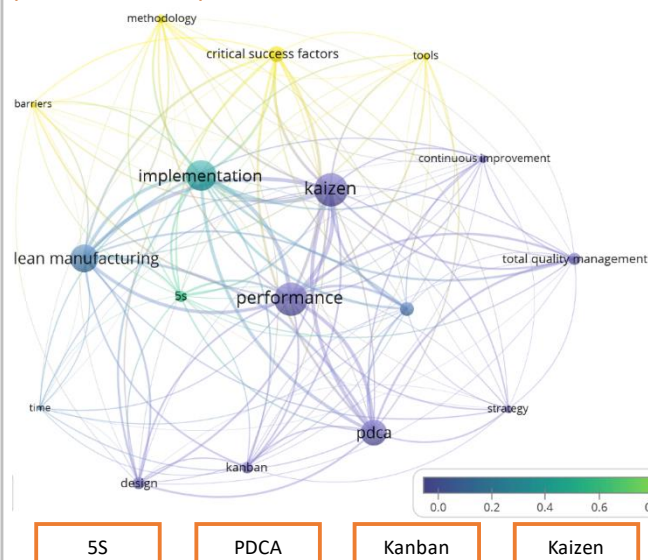
Case study

Comparison

A case study was conducted in a manufacturing company from the fast-moving consumer goods (FMCG) industry. The employed method allows exploitation of a variety of techniques in the investigation process: in-depth interviews, observations, documents and data analysis.

Results

Bibliometric network analysis – Lean methods identification (VosViewer software)



In this research, case study methodology has been chosen to examine the practical sequence of implementing methods in the company and verify why the company decided on this order. Also, another important issue is to check the correctness of implementing the methods, in accordance with the methodology and assumptions.

Conclusions

Lean success factors:

- 1 Commitment of top management
- 2 Appropriate communication model
- 3 Openness to employee comments

- Lean implementation success largely depends on appropriate preparation and adaptation of a tool to the needs of the organisation.
- Managers should evaluate the impact and capabilities of each Lean method and the difficulties of implementing them in the specific organisational context.
- Future research could use the built-in factor model and guiding questions to verify how the same research will perform in other production companies.