

# Lessons from a Lean Consultant: Avoiding Lean Implementation Failures on the Shop Floor

## Critical Success Factors for Lean Manufacturing: A Systematic Literature Review An International Comparison between Developing and Developed Countries

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**Abstract. Purpose** – The purpose of this paper is to determine lean critical success factors for manufacturing organisations in developing countries.

**Research methodology** – This paper is based on an extensive literature review of factors that influence the lean adoption process in developed countries and mapping these factors with lean current issues in developing countries to draw up successful factors suitable for developing countries

**Findings** – The results of the literature review revealed several factors that influence the process of adopting lean manufacturing in developing countries, including the organisational infrastructure, trade agreements, political and economic environments, ability and willingness to change organisational structure and culture and, top management support and commitment.

**Limitations** – The recommended lean key factors are a conceptual-based model. An empirical based study is needed to provide practical evidence about the validity of that model

### Introduction

We are living in a very competitive world where manufacturing sector is considered as a good representation of the wealth of the society and the country. The manufacturing sector has been widely regarded essential for job creation and sustaining the economy, thus manufacturing organisations all over the world are seeking to continuously improve in order to enhance facilities and operations systems to become more productive and improve their performance and competitiveness. In this regard, many manufacturing initiatives have been introduced; one of the most successful and famous process improvement initiatives is *lean manufacturing* which is based on Toyota Production System (TPS). According to [1], lean manufacturing uses less of everything compared to mass production - half the human effort in the factory, half the manufacturing space, half the investment in tools and half the engineering hours to develop a new product in half the time with minimum waste.

Lean practices have been and continue to be largely adopted in the manufacturing sector within different industries in the western developed countries. In fact, there is considerable evidence that western companies have gained competitive advantages, achieved greater efficiencies, and have boosted productivity and improved results by being successful lean implementers [2]. In order to promote the use of lean manufacturing within the SMEs, the UK government has launched a productivity improvement initiative known as the MAS - *Manufacturing Advisory Service* [3]. In addition, an organisation called "*Productivity Europe*" has been helping western companies to adopt and implement lean practices for more than 23 years [4]. Another example of the popularity of lean

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