

International Journal of Industrial Engineering and Management



Development of Lean Manufacturing Implementation Framework in Machinery and Equipment SMEs

C. Jia Yuik *, P. Puvanasvaran

Universiti Teknikal Malaysia Melaka, Faculty of Manufacturing Engineering, Melaka, Malaysia

References

- A. Pearce, D. Pons, and T. Neitzert, "Implementing lean–Outcomes from SME case studies," Oper. Res. Perspect., vol. 5, pp. 94-104, 2018, https://doi.org/10.1016/j.orp.2018.02.002.
- [2] P. Achanga, E. Shehab, R. Roy, and G. Nelder, "Critical success factors for lean implementation within SMEs," J. Manuf. Technol. Manag., vol. 17, no. 4, pp. 460–471, 2006, https://doi.org/10.1108/17410380610662889.
- [3] D. T. Matt and E. Rauch, "Implementation of lean production in small sized enterprises," Procedia CIRP, vol. 12, pp. 420-425, 2013, https://doi.org/10.1016/j.procir.2013.09.072.
- [4] J. Bhamu and K. S. Sangwan, "Lean manufacturing: Literature review and research issues," Int. J. Oper. Prod. Manag., vol. 34, no. 7, pp. 876–940, 2014, https://doi.org/10.1108/IJOPM-08-2012-0315.
- [5] I. Veža, N. Gjeldum, and L. Celent, "Lean Manufacturing Implementation Problems in Beverage Production Systems," Int. J. Ind. Eng. Manag., vol. 2, no. 1, pp. 21–26, 2011.
- [6] N. Nordin and H. M. Belal, "Change agent system in lean manufacturing implementation for business sustainability," Int. J. Supply Chain Manag., vol. 6, no. 3, pp. 271–278, 2017.
- [7] I. S. Mohammad and C. F. Oduoza, "Lean-excellence business management for manufacturing SMEs focusing on KRI," Int. J. Product. Perform. Manag., 2019, https://doi.org/10.1108/IJPPM-11-2018-0389.
- [8] S. Azuan, S. Ahmad, W. Khairuzzaman, and W. Ismail, "Lean manufacturing, culture, lean culture," J. Bus. Manag., vol. 1, no. 1, pp. 6-14, 2017.
- [9] SME Corp. Malaysia Secretariat. "Guideline for SME Definition." [Online]. Available:https://www.smecorp.gov.my/images/ pdf/2020/Guideline-SMEDefinition_updated.pdf [Accessed: 10-May-2020].
- [10] Department of Statistics Malaysia. "Press Release Small and Medium Enterprises (SMEs) Performance 2018." [Online]. Available: https://www.dosm.gov.my/v1/index.php?r=column/cthemeByCat&cat=159&bul_id=R0Vka2RpeVJ0cUlpR3Bqdjhud DZhdz09&menu_id=TE5CRUZCblh4ZTZMODZIbmk2aWRRQT09 [Accessed: 10-Dec-2019].
- [11] Malaysian Investment Development Authority. "Malaysia's Machinery & Equipment and Engineering Supporting Industries." [Online]. Available: https://www.mida.gov.my/home/administrator/system_files/modules/photo/uploads/20191024164247_M&E %202019%20edition.pdf [Accessed: 10-Dec-2019].
- [12] A. Belhadi, F. E. Touriki, and S. El Fezazi, "A framework for effective implementation of lean production in small and medium-sized enterprises," J. Ind. Eng. Manag., vol. 9, no. 3, pp. 786–810, 2016, https://doi.org/10.3926/jiem.1907.
- [13] M. Almanei, K. Salonitis, and Y. Xu, "Lean Implementation Frameworks: The Challenges for SMEs," Procedia CIRP, vol. 63, pp. 750–755, 2017, https://doi.org/10.1016/j.procir.2017.03.170.
- [14] R. Ulewicz and R. Kucęba, "Identification of problems of implementation of Lean concept in the SME sector," Eng. Manag. Prod. Serv., vol. 8, no. 1, pp. 19–25, 2016, https://doi.org/10.1515/emj-2016-0002.
- [15] N. D. Minh and N. T. Van Ha, "'Made in Vietnam' Lean Management Model for Sustainable Development of Vietnamese Enterprises," Procedia CIRP, vol. 40, pp. 602–607, 2016, https://doi.org/10.1016/j.procir.2016.01.141.
- [16] T. Ohno, Toyota Production System: Beyond Large-Scale Production. Portland, OR, USA: Productivity Press, 1988.
- [17] J. P. Womack, D. T. Jones, and D. Roos, The Machine that Changed the World. New York, NY, USA: Rawson Associates, 1990.
 [18] J. K. Liker, The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. New York, NY, USA: McGraw-Hill, 2004.
- [19] J. P. Womack and D. T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation. New York, NY, USA: Simon & Schuster, 2003.
- [20] N. A. A. Bakar, T. Z. Mat, F. M. Fahmi, and S. T. Urus, "Lean Management Practices and its Effect on Malaysian Local Government Performance," Manag. Account. J., vol. 12, no. 2, pp. 1–20, 2017.

- [21] Y. C. Wong and K. Y. Wong, "A Lean Manufacturing Framework for the Malaysian Electrical and Electronics Industry," Proc. 3rd Int. Conf. Inf. Financ. Eng., vol. 12, pp. 30–34, 2011.
- [22] S. M. Yusof and E. Aspinwall, "Total quality management implementation frameworks: Comparison and review," Total Qual. Manag., vol. 11, no. 3, pp. 281–294, 2000, https://doi.org/10.1080/0954412006801.
- [23] M. Dora, M. Kumar, and X. Gellynck, "Determinants and barriers to lean implementation in food-processing SMEs A multiple case analysis," Prod. Plan. Control, vol. 27, no. 1, pp. 1–23, 2016, https://doi.org/10.1080/09537287.2015.1050477.
- [24] S. M. Yusof and E. Aspinwall, "Conceptual framework for TQM implementation for SMEs," TQM Mag., vol. 12, no. 1, pp. 31-36, 2000, https://doi.org/10.1108/09544780010287131.
- [25] A. Belhadi, Y. B. M. Sha'ri, F. E. Touriki, and S. El Fezazi, "Lean production in SMEs: literature review and reflection on future challenges," J. Ind. Prod. Eng., vol. 35, no. 6, pp. 368–382, 2018, https://doi.org/10.1080/21681015.2018.1508081.
- [26] L. Goehnera, L. C. B. B. Mello, and R. A. M. Bandeira, "Lean Manufacturing Implementation for Multinational Companies With Production Subsidiary in Brazil: Development of a Roadmap," Int. J. Lean Think., vol. 7, no. 1, pp. 26–46, 2016.
- [27] S. Mostafa, J. Dumrak, and H. Soltan, "A framework for lean manufacturing implementation," Prod. Manuf. Res., vol. 1, no. 1, pp. 44–64, 2013, https://doi.org/10.1080/21693277.2013.862159.
- [28] M. Almanei, K. Salonitis, and C. Tsinopoulos, "A conceptual lean implementation framework based on change management theory," Procedia CIRP, vol. 72, pp. 1160–1165, 2018, https://doi.org/10.1016/j.procir.2018.03.141.
- [29] N. V. K. Jasti and R. Kodali, "Lean manufacturing frameworks: review and a proposed framework," Eur. J. Ind. Eng., vol. 10, no. 5, p. 547, 2016, https://doi.org/10.1504/ejie.2016.078799.
- [30] R. C. Mamat, B. Md Deros, M. N. Ab Rahman, M. K. Omar, and S. Abdullah, "Soft lean practices for successful lean production system implementation in malaysia automotive smes: A proposed framework," J. Teknol., vol. 77, no. 27, pp. 141–150, 2015, https://doi.org/10.11113/jt.v77.6910.
- [31] Z. H. Ainul Azyan, V. Pulakanam, and D. Pons, "Success factors and barriers to implementing lean in the printing industry: A case study and theoretical framework," J. Manuf. Technol. Manag., vol. 28, no. 4, pp. 458-484, 2017, https://doi.org/10.1108/JMTM-05-2016-0067.
- [32] H. Afonso and M. D. R. Cabrita, "Developing a lean supply chain performance framework in a SME: A perspective based on the balanced scorecard," Procedia Eng., vol. 131, pp. 270–279, 2015, https://doi.org/10.1108/JMTM-05-2016-0067.
- [33] J. Bhamu and K. S. Sangwan, "A framework for lean manufacturing implementation," Int. J. Serv. Oper. Manag., vol. 25, no. 3, pp. 313–333, 2016.
- [34] A. A. Osman, A. A. Othman, and M. K. I. A. Rahim, "Lean Manufacturing Adoption in Malaysia: A Systematic Literature review," Int. J. Supply Chain. Oper. Manag. Logist., vol. 1, no. 1, pp. 1–35, 2020.
- [35] G. Anand and R. Kodali, "Analysis of Lean Manufacturing Frameworks," J. Adv. Manuf. Syst., vol. 09, no. 01, pp. 1–30, 2010, https://doi.org/10.1142/s0219686710001776.
- [36] A. P. Puvanasvaran, M. H. M. A. Megat, S. H. Tang, M. R. Muhamad, and A. M. S. Hamouda, "A review of problem solving capabilities in lean process management," Am. J. Appl. Sci., vol. 5, no. 5, pp. 504–511, 2008.
- [37] S. Soares and L. Teixeira, "Lean information management in industrial context: An experience based on a practical case," Int. J. Ind. Eng. Manag., vol. 5, no. 2, pp. 107–114, 2014.
- [38] P. Puvanasvaran, H. Megat, T. S. Hong, and M. M. Razali, "The roles of communication process for an effective lean manufacturing implementation," J. Ind. Eng. Manag., vol. 2, no. 1, pp. 128-152, 2009, https://doi.org/10.3926/jiem.2009.v2n1. p128-152.
- [39] Z. Radnor, "Implementing Lean in Health Care: Making the link between the approach, readiness and sustainability," Int. J. Ind. Eng. Manag., vol. 2, no. 1, pp. 1–12, 2011.
- [40] A. M. N. Rose, B. M. Deros, and M. N. A. Rahman, "Development of framework for lean manufacturing implementation in SMEs," 11th Asia Pacific Ind. Eng. Manag. Syst. Conf. 14th Asia Pacific Reg. Meet. Int. Found. Prod. Res., vol. December, pp. 1–5, 2010.
- [41] I. Da Silva, A. R. Xambre, and R. B. Lopes, "A simulation game framework for teaching lean production," Int. J. Ind. Eng. Manag., vol. 4, no. 2, pp. 81–86, 2013.
- [42] L. Medbo and D. Carlsson, "Implementation of Lean in SME, experiences from a Swedish national program," Int. J. Ind. Eng. Manag., vol. 4, no. 4, pp. 221–227, 2013.
- [43] N. Štefanić, N. Tošanović, and M. Hegedić, "Kaizen workshop as an important element of continuous improvement process," Int. J. Ind. Eng. Manag., vol. 3, no. 2, pp. 93–98, 2012.
- [44] T. F. Chay, "A Bottom-up Lean Implementation Study at a Malaysian Automotive Parts Manufacturer," M.S. thesis, 2014. [online] Available at: School of Applied Sci., Cranfield Univ., Cranfield, Bedfordshire, UK, 2014. [Online]. Available: https://dspace.lib.cranfield.ac.uk/bitstream/handle/1826/8608/Chay_T_F_Thesis_2013.pdf?sequence=1&isAllowed=y