IMPLEMENTING LEAN MANUFACTURING IN FLEXTRONICS BRAZIL, SOROCABA USING CONSULTANTS

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ABSTRACT

Today, numerous companies have a major opportunity to reduce their costs and customer lead time and cycle time through the application of Lean Manufacturing processes. Its roots lie in the manufacturing industry and are strongly influenced by the production system principles originally developed by the lead automotive company called Toyota in Japan. These Lean Manufacturing technologies have been widely utilized and applied by numerous manufacturing companies worldwide. However, not many organizations talk about how the Lean Manufacturing process has a large and long lasting impact on their performance and profits.

This research paper focused on behaviours that organizations must exhibit to correctly implement and sustain lean manufacturing practices. The purpose of this case study was to determine how the consultants are implementing the Lean Manufacturing process based on the company, Flextronics which was located in Sorocaba Brazil.

This paper also focused on how the business consultants execute organizational change such as "Lean Manufacturing Implementation Process" in the real business world from a corporate training standpoint. Lean Manufacturing fundamentally seeks to remove non-value-added processes from production in order to improve efficiency.

Upon completion of this case study, the researcher will be able to define how the manufacturing industry can learn more about the Lean Manufacturing process and not be concerned with the size of a company.

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Table of Contents

CHAPTER 1

1.0 BACKGROUND

1.1 Project Background

When was the last time we purchased a mobile phone just for you and found exactly what you wanted? Because of the large number of options available that a consumer can make, most customers end up compromising. We buy the shape you do not prefer or pay for a premium functions that you may not need. This problem is not just for the mobile phone industry. Why do modern day factories manufacture an abundance of products that sit as excess inventory yet they still do not know what exactly the customer wants?

In the past, the rule of traditional business in the manufacturing industry was dictated by a high volume of products at low costs. Today, Lean Manufacturing has been a great interest for manufacturers in the whole world. It is because this principle affects companies of all sizes. Numerous companies are applying Lean technologies and seeing dramatic improvements in quality, production, customer service, and profitability. What is "Lean Manufacturing"?

Lean Manufacturing technology is not just a management style or a way of producing better products. It is a production philosophy. We can also understand as the way of mapping the overall production process from raw materials to finished products all the way to the customers. It is called "Lean" because this technology, or a process, helps manufacturers to produce more with less time, inventory, capitols and fewer resources.

In most production cycles, only a small amount of time is spent adding a value to a product, something that is meaningful in the eyes of customers. Most manufacturing efforts are spent on activities that do not add value to the product and are not required by the process or by the customers. This is non-value added activity. Often cases, when manufacturers would like to improve or increase production output, it is common practice to simply plan more of everything. It is very common to hire more employees, buy more equipment, or a

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