

LEAN IMPLEMENTATION IN A FORGING MSME IN INDIA A CASE STUDY

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ABSTRACT

Purpose

The forging industry in India, largely comprising MSMEs, is highly unorganized, leading to substantial wastes in the processes. These units are now in direct competition with similar units across the world. In order for these units to have a sustainable competitive advantage, these units need to leverage the potential of their employees, establish a continuous improvement culture, improve their processes and leverage on their knowledge to make their operations highly efficient and eliminate their wastes. Lean methodology has the power to address all these issues.

Design & Methodology

The case study methodology has been adopted in this paper to explain in detail the step wise process of lean implementation in a forging MSME.

Findings

Lean implementation in MSME has resulted in vast improvements in labor productivity, throughput, customer delivery, quality and changeover time, which are detailed in the paper.

Implications

This paper provides a step wise process of lean implementation in a MSME in forging industry, right from diagnostic stage to project implementation. Entrepreneurs in MSME sector who find LEAN intimidating could get motivated with this case study and embark on adopting lean techniques to make their operations world class.

Limitations

The findings of this paper are based on case study of lean implementation in a forging MSME. Similar implementation, in other industries could result in a different set of findings, based on the environment and culture existing in those units.

Originality / Value

This case study bridges the gap between knowledge of lean and skills of implementing lean, especially in a forging industry. It can guide lean practitioners in similar implementation.

Keywords: Lean, MSME, Deskillling, 5S, SOP, Visual management, MSME