

## **Lean manufacturing approach for reducing non value adding activities: a case study**

**S.P. Aryarathne\***

*Department of Operations Management, Faculty of Management, University of Peradeniya, Sri Lanka*

*\*samurdhiea1988@gmail.com*

Non Value Adding Activities are the activities which do not add to the market form or function of the product. The customers then are unwilling to bear the cost. Thus, it is needless to say the importance of eliminating them from business operations. By using the extreme case study research method, this study aims to illustrate the procedure that a manufacturing organization has adopted in identifying and minimizing the non-value adding activities while enhancing the value adding activities in the business operation through lean manufacturing concepts and techniques. The existing literature suggests that different types of lean manufacturing techniques and tools, such as Value Stream Mapping, 5S, Process Mapping, Kaizen, Total Productive Maintenance and Lean Trainings, are likely to enhance the value adding activities of a process, and change the existing culture towards a lean environment. Data was gathered through interviews and participatory observations. 12 semi structured interviews were conducted and 150 hours were spent in the case organization to collect evidence on site in the production facility. Data was analyzed in three steps, namely coding, identification of relationships and interpretation. The finding suggests that reduction of non-value adding activities is required to be carried out with an accurate purpose following four main procedures, namely Lean Principles; Lean six Sigma; Lean Tools; and Lean Training. Further, in doing so, employees in the organization should possess a 'lean mindset' and act in the 'lean way' in order to make this lean initiative successful. Finally, it is important that the organization applies a 'step by step' and 'top to bottom' procedures in making changes to the existing process and employees. By this way, value can be added on customer, employee and business perspectives.