

ABSTRACT

In a nutshell the research is a case study on Holcim (Lanka) Ltd and analyzes the possibility of application of lean supply chain tools and techniques. Holcim (Lanka) Ltd is a cement manufacturing company and plays a vital role in Sri Lanka's GDP. The aim of this research is to study the Holcim (Lanka) Ltd current lean practices and investigate the possibility of adapting more lean tools and techniques. The objectives of the research are investigate lean supply chain tools and techniques which are applicable in manufacturing industries in the world and successfulness of each tools and techniques, also identify the lean tools currently in use in Holcim (Lanka) Ltd and investigate the possibilities of adapting more lean tools and techniques in Holcim (Lanka) Ltd. This research was done within Sri Lanka and it is further narrow down to the cement industry. There are many tools and techniques available to implement lean supply chain. But according to the literature surveys among the similar manufacturing companies there are some lean tools and techniques which are commonly used to implement lean concept into supply chain were selected to analyze.

The extensive literature survey carried out within the famous Japanese companies like Toyota and other companies like MAS intimates, Motorola. According to the literature survey there are eight tools identified and which are more applicable in Holcim (Lanka) Ltd. Those are six sigma, Kaizen, visual management, Overall Equipment Efficiency, Total Quality Management, Total Cost Ownership, JIT/Kanban and 5S. Then according to these tools a semi structured interview is conducted with the Head of Procurement in Holcim (Lanka) Ltd in order to analyze the current lean supply chain practices and possibility of adapting more tools and techniques.

According to the collected data during the training period in Holcim (Lanka) Ltd and from the interview the data are analyzed. Finally to fill the gap between world top class lean companies and Holcim (Lanka) Ltd the recommendations are provided. Currently they have practicing TQM, OEE, visual management, TCO and JIT/Kanban. But recommendations are emphasized on 6 sigma 5S, Kaizen and JIT/Kanban in their storage area for their more efficient work as outcome of the research.

