

## Implementation of Lean Production in Business Enterprises: A Literature-Based Content Analysis of Implementation Procedures

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**Abstract :** The objective of this paper is to investigate different implementation approaches for the implementation of Lean production in companies. Furthermore, a structured overview of those different approaches is to be made. Therefore, the present work is intended to answer the following research question: What differences and similarities exist between the various systematic approaches and phase models for the implementation of Lean Production? To present various approaches for the implementation of Lean Production discussed in the literature, a qualitative content analysis was conducted. Within the framework of a qualitative survey, a selection of texts dealing with lean production and its introduction was examined. The analysis presents different implementation approaches from the literature, covering the descriptive aspect of the study. The study also provides insights into similarities and differences among the implementation approaches, which are drawn from the analysis of latent text contents and author interpretations. In this study, the focus is on identifying differences and similarities among systemic approaches for implementing Lean Production. The research question takes into account the main object of consideration, objectives pursued, starting point, procedure, and endpoint of the implementation approach. The study defines the concept of Lean Production and presents various approaches described in literature that companies can use to implement Lean Production successfully. The study distinguishes between five systemic implementation approaches and seven phase models to help companies choose the most suitable approach for their implementation project. The findings of this study can contribute to enhancing transparency regarding the existing approaches for implementing Lean Production. This can enable companies to compare and contrast the available implementation approaches and choose the most suitable one for their specific project.

**Keywords :** implementation, lean production, phase models, systematic approaches

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