

Implementation of Lean Management in Non-Governmental Organizations: A Case Study on Wrocław Food Bank

Authors : Maciej Pieńkowski

Abstract : Lean Management is nowadays one of the most dominating management concepts within industrial and service environment, providing compelling business benefits to many companies. At the same time, its application in the non-governmental organizations has not been extensively researched yet. Filling this gap will address clear necessity of efficient management system in NGO environment and significantly improve operational performance of many organizations. The goal of the research is to verify effectiveness of Lean Management implementation in the non-governmental organizations, based on Wrocław Food Bank case study. The case study describes a Lean Management implementation project within analyzed organization. During the project, Wrocław Food Bank went through full 5-step Lean Thinking processes, which consist of value identification, value stream mapping, creation of flow, establishing pull and seeking perfection. The research contains a detailed summary of each of those steps and provides with information regarding results of their implementation. The major findings of the study indicate, that application of Lean Management in NGO environment is possible, however physical implementation of its guidelines can be strongly impeded by multiple constraints, which non-governmental organizations are facing. Due to challenges like limited resources, project based activities and lack of traditional supplier-customer relationship, many NGOs may fail in their efforts to implement Lean Management. Successful Lean application requires therefore strong leadership commitment, which would drive transformation to remove barriers and obstacles.

Keywords : lean management, non-governmental organizations, continuous improvement, lean thinking

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