

Proposition of a Hierarchical Model for Lean Implementation in Organizations

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Abstract:

The process of implementing the lean philosophy, across its different phases, involves a set of practices and factors that contribute to its operationalization. A literature review revealed a lack of studies addressing implementation models that explore the integration between phases, practices, and factors that influence implementation success. This study aims to propose a hierarchical model for lean implementation that encompasses the phases, practices, and factors affecting its implementation.

The methodology adopted was a Systematic Literature Review (SLR), considering articles published between 2017 and 2025 in the Scopus, Emerald, PubMed, and Web of Science databases, using the search term "lean implementation model." After applying the PRISMA method, 83 articles were analyzed.

As a result, this study sought to identify the phases of lean implementation, the practices used during the implementation process, and the factors that influence it.

Keywords:

Lean, model, implementation, phases, practices, factors.