
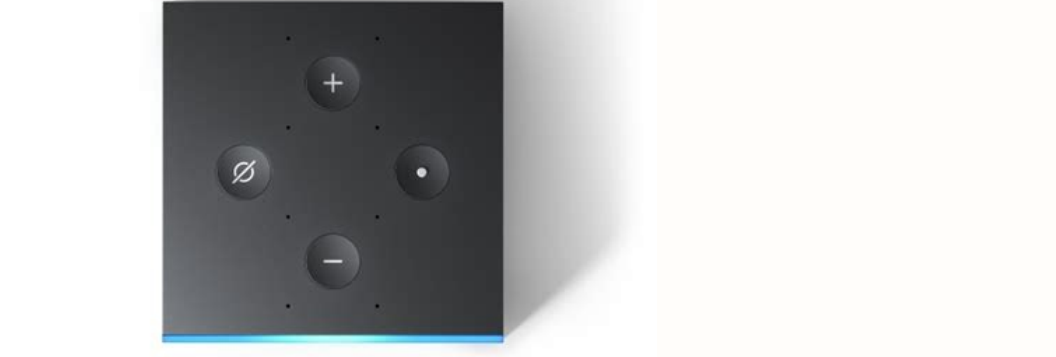
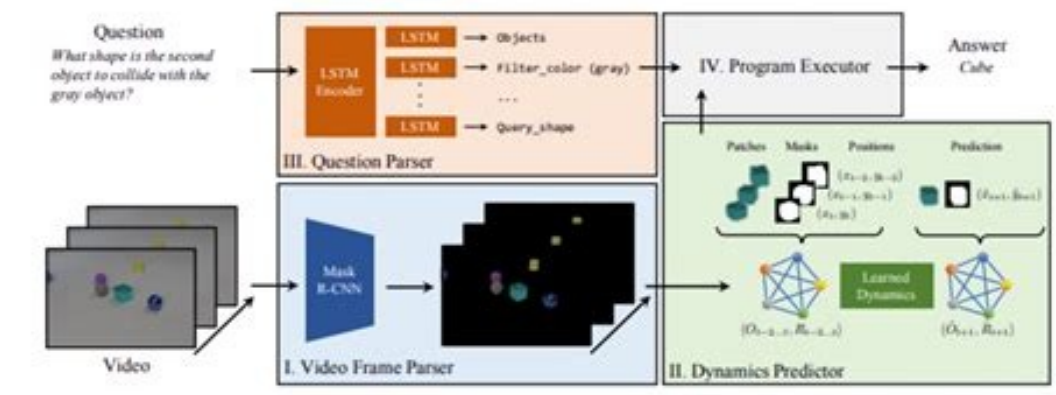


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## Red Hat Enterprise Linux 7 System Administrator's Guide

### Deployment, Configuration, and Administration of Red Hat Enterprise Linux 7

|                 |                  |                  |
|-----------------|------------------|------------------|
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as described in the legend. The fourth section presents the results of the bibliographical research on Lean Production System applied in agribusiness companies, as well as a critical analysis thereof, substantiated through the literature review. Such fact for an agribusiness environment becomes more important because of the high perishability of the product, which is characteristic of this production system (Gunderson et al., 2014; Gunderson, M. //dx.doi.org/10.1108/JPPM-04-2013-... Multiple type case studies were conducted in eight agribusiness units from different segments through the application of structured interviews, on site visits and document analysis. In Manufacturing flow category highlights are Cellular manufacturing, just-in-time purchasing, standardization of work and takt time. Pakdil, F., & Leonard, K. International Journal of Engineering Science and Technology, 3(5), 4474-4478. In these studies, in the agribusiness environment is identified that the most employed techniques and tools are Value Stream Mapping, Production smoothing/Heijunka, Total Quality Management, Kaizen, Continuous flow, Long-term supplier and Customer relationship. Table 3 Techniques and tools that address Lean Production System to agribusiness. São Paulo: Atlas.) as unique by its distinct characteristics to other sectors, and by specificities of its production and unique commercialization. The Toyota way, 14 management principles from the world's greatest manufacturer. To accomplish this, the research proposal is based on tools for data collection, document viewing and observation, means in order to perform the triangulation, i.e., the use and combination of different methods to study the same phenomena, as well as to avoid sharing the same weaknesses (Voss et al., 2002; Voss, C., Tskirikitsis, N., & Frohlich, M., & Gunderson, M. Silva, V. (2003). The use of techniques and tools of Lean Production System can be compared to theoretical studies presented in order to verify whether the uses of frequencies converge or not. From this total, only 2.8% of them carried out studies in an agribusiness environment. //dx.doi.org/10.1007/s00170-013-496... ♦ Sharma, V., Dixit, A. //dx.doi.org/10.1108/IJOPM-08-2012-... Entretanto, no segmento do agronegócio, um dos principais segmentos da economia mundial, apresenta uma grande lacuna na literatura nacional e internacional. Encyclopedia of agriculture and food systems (pp. These techniques and tools assist this process of minimization or waste elimination by bringing results such as: reducing lead times, cost savings, quality improvement and increased productivity, making them agile and more competitive (Sharma et al., 2015; Sharma, V., Dixit, A. In the second stage, enters into productive topics, focusing on Lean Production techniques and tools used in the internal environment of organizations. A., Boehlje, M., while Pull production and Single Minute Exchange of Die are highlighted in studies from Vamsi Krishna Jasti & Kodali (2014); Vamsi Krishna Jasti, N., & Kodali, R. This first section presents the research contextualization and the gap holding up its achievement. It also allows, from the identified data, mention gaps and future research that will help the most competitive management to this important segment of the world economy. O., & Silva, A. Xie, X., & Li, J. S. Then the product is manufactured using a (iii) continuous flow, which is triggered only when the client performs the request. International Journal of Production Research, 52(15), 4587-4607. Evaluation of Lean Production System by using SAE J4000 standard: case study in Brazilian and Spanish automotive component manufacturing organizations. Case study research: design and methods., was created to designate the inseparable connection between the agricultural production activity and industrial activity, both the inputs it addressed, either to the processing of production it has generated. Gestão agroindustrial (pp. Agroindustrial systems management: definitions, characteristics and methodological chains (in portuguese). The use of techniques and tools associated with Lean philosophy was pointed out by all organizations as can be seen at column 4 of Table 5. Batalha, This waste minimization or elimination (MUDA in Japanese) is classified into seven types, namely: overproduction, waiting, transportation, motion, over processing, rework and inventory (Vinoth et al., 2013; Vinoth, S., Somanathan, M., & Arvind, K. Operational performance and critical success factors of lean manufacturing in European food processing SMEs. Trends in Food Science & Technology, 31(2), 156-164. ♦ Zylberstajn, D. Others have recognised its value too. //dx.doi.org/10.1016/j.ijpe.2006.04... This situation applies to this research proposal because the study aims to identify which techniques and tools related to Lean Production System are applied in agribusiness, and, according to the theory proposed by Voss et al. A Table 7 analysis reveals some important aspects regarding the use of techniques and tools for agribusiness environments: In general, the techniques and tools identified with higher use frequency by Vamsi Krishna Jasti & Kodali (2014); Vamsi Krishna Jasti, N., & Kodali, R. Supply Chain Management, 11(3), 271-280. //dx.doi.org/10.1108/000707005105089... International Journal of Production Economics, 144(1), 44-56. Essential guide to qualitative methods in organizational research... Florida: CRC Press., Pettersen (2009) Pettersen, J., ♦ Cassell, C., & Symon, G. A. ♦ Feld, W. Lean implementation within SMEs: a literature review. O estudo identificou que as técnicas e ferramentas do sistema Lean Production são aplicáveis no ambiente agroindustrial, sendo as de maior destaque para as unidades de pesquisa que envolvem melhorias no controle do processo, fluxo de produção e logística. Therefore, the case study as a research proposition indicates a recent phenomenon within a real life context, especially when the boundaries between phenomenon and context are not clearly defined, gathered, in a single material, 178 empirical papers published between 1993 and 2009... 2.1 Techniques and tools of Lean Production Systems The implementation of Lean Production System in organizations uses various techniques and tools, which should take place in a coordinated and structured way (Pettersen, 2009) Pettersen, J. This adaptation to new market strategies in various industrial sectors has been given by what is called Lean Production System that was originated by the Toyota Production System. ♦ Womack, J. Table 7 Comparison of use of techniques and tools: comparison between theory and case studies. (2007). It was also identified that there are differences concerning the adoption of the techniques and tools in research units that operate in production environments of the type Make to Order or Make to Stock. //dx.doi.org/10.11606/D.18.2006.tde... The TQM Journal, 21(2), 127-142. Journal of Cleaner Production, 85, 226-233. Análise de casos de implementação de Produção Enxuta em empresas brasileiras de máquinas e implementos agrícolas (Dissertação de mestrado). Thus, the data collection was carried out in eight Research Units located in the state of São Paulo, Brazil. With respect to governance structure, five research units feature as Family-run, two with a professional management and one shows the cooperative management profile. Such fact is facilitated by the characteristic of supply contracts which are previously established, allowing production to be directed towards the accurate meeting demand. ♦ Cardozo, E. Taking into account the approach aligned to designated research methods, studies aim at the implementation of the Lean Production System in parts of the process (Xie & Li, 2012) Xie, X., & Li, J. 1-62). The conduct of case studies to at eight Research Units identified an important set of information to a business sector little explored in the field of operations management, although of great importance for the world economy, the agribusiness sector.; Forrester et al., 2010) Forrester, P. As a result, in many cases Lean implementation resulted in increase in waste, cost and production time of a manufacturer. Table 1 Five categories of techniques and tools of Lean Production System by Feld (2001) Feld, W. The greatest amount of techniques and tools when viewed from the point of view of MTO production can be explained by the fact that this type of production meets demand as customer request.; Cox et al., 2007) Cox, A., Chicksand, D., & Palmer, M. Comparison with Toyota Production System from a strategic management, management accounting, operations management and performance measurement dimension... 2006) Taylor, D. //dx.doi.org/10.5937/ekoPolj1404005... (2015). International Journal of Production Economics, 106(1), 70-81. There is the need to identify and describe the key variables, highlighting the links and the reasons for the relationship between the studied variables (Voss et al., 2002; Voss, C., Tskirikitsis, N., & Frohlich, M. (2011). The Toyota way, 14 management principles from the world's greatest manufacturer New York: McGraw Hill Professional. London: Sage Publications. Gunderson et al. The way we make vehicles is defined by the Toyota Production System (TPS). In a similar study, Bhamu & Sangwan (2014) Bhamu, J., & Sangwan, K. //dx.doi.org/10.1108/JMTM-02-2014-0... From the study of Bhamu & Sangwan (2014) Bhamu, J., & Sangwan, K. This study met its goal to contribute in the scientific field and the area of production management for the refinement of an already established theory, however little explored in the study object. Table 9 Percentage of use of techniques and tools according to the type of production environment... Lean manufacturing: tools, techniques, and how to use them. (2009).; Tanco et al., 2013) Tanco, M., Santos, J., Rodriguez, J. In this production system a management model was developed and became an effective and competitiveness reference. Barnard, F. Research methodology: a step-by-step guide for beginners. L. Journal of Manufacturing Technology Management, 21(7), 853-871. But the term Lean Production was defined in late 1980s in a research project at Massachusetts Institute of Technology (MIT), which studied the global automotive industry, with the main focus on the Japanese Toyota model in order to map out the best industry practices. Another analysis of the bibliographic research can be conducted through the establishment of relations between five categories indicated in the classification by Feld (2001) Feld, W. That is, using the logic of (iv) pull production. //dx.doi.org/10.1080/00207543.2014... Performance evaluation of lean manufacturing in Brazil. ♦ Vamsi Krishna Jasti & Kodali (2014) Vamsi Krishna Jasti, N., & Arvind, K. Impact of lean practices on performance measures in context to Indian machine tool industry. Source: Prepared by the authors. T., Dooley, F. Such techniques and tools, as classification of Feld (2001) Feld, W. Figure 1 Social network interrelating the techniques and tools indicated by the agribusiness units. The impact of lean methods and tools on the operational performance of manufacturing organizations. Alfaro, G., Pereira, F. //dx.doi.org/10.1016/j.ijpe.2013.01... //dx.doi.org/10.1590/S0104-530X2013... Case study research: design and methods London: Sage Publications. ♦ Ohno, T. ♦ Taylor, D. //dx.doi.org/10.1016/j.jfoodeng.201... Florida: CRC Press. International Journal of Operations & Production Management, 34(8), 1080-1122. Criteria for a lean organisation: development of a lean assessment tool. House of lean for food processing SMEs. Trends in Food Science & Technology, 44(2), 272-281. ); Supply Chain Integration also appears as one of the tools with a strong focus for the Research Units. //dx.doi.org/10.1108/010443570510605... Table 6 Techniques and Tools of Lean Production System employed by the research units and its utilization percentage. The classification about the use of techniques and tools, according to Feld (2001) Feld, W. Tais diferenças são impostas pelas especificidades que afetam as organizações do agronegócio, sendo este o indicativo para estudos futuros. C., Tubino, D. ), through the establishment of long-term relationships with suppliers, a fact that seeks to minimize the effects of seasonality of production and demand management (Perez et al., 2010) Perez, C., Castro, R., Simons, D., & Gimenez, G. ♦ Savic, B., Vasiljevic, Z., & Djordjevic, D. Implementing lean production systems: research areas and opportunities for future studies. Innovation and skills: implications for the agri-food sector. Lucato, W. ♦ Hu, Q., Mason, R., Williams, S. Finally, Marodin & Saurin (2013) Marodin, G. Such fact can be given by the characteristic of the studies conducted so far in literature, which seek to evaluate the production chain and to perform a management process in a most effective way. Journal of Manufacturing Technology Management, 26(8), 1218-1242. Keywords: Lean manufacturing; Multiple case studies; Brazil; Agribusiness; Network analysis A literatura acerca da filosofia Lean Customer relationship. Production smoothing/Heijunka and Value Stream Mapping. H., & Diaz, E. ) Organizations, regardless of its size or sector, have been adopting the Lean philosophy (Hu et al., 2015) Hu, Q., Mason, R., Williams, S. Some techniques and tools indicated with a high rate of use by agribusiness units, such as Poka Yoke, Standardized work and Supply Chain Integration stand out in comparative studies with low rate of use. The opposite occurs with the Single Minute Exchange of Die technique in studies of Vamsi Krishna Jasti & Kodali (2014) Vamsi Krishna Jasti, N., & Kodali, R. International Journal of Operations & Production Management, 34(7), 876-940. Cellular manufacturing/GT, Multifunctional workforce, Total Productive Maintenance and Takt Time are highlighted. P., Jones, D. L., & Reich, J. Such fact can be explained by the continuous production characteristic in the agribusiness environments, which require a smaller number of stops for the preparation of machinery. Such aspect can be explained by the need for monitoring, control, stabilization and improvement of the production process because, in general, many agribusiness sectors deal with highly perishable products and require constant monitoring to guarantee its quality. ♦ Walter & Tubino (2013) Walter, O. The authors appoint the selection of Lean tools greatly depend on particular manufacturing process of a particular organization. However, a point of further analysis should be verification why this technique is not used in conjunction with just in time which, according to Barnard et al., these many Lean tools available may not fit to all organizations and manufacturing processes. Such fact occurs because important factors in the management of an agribusiness chain as the perishability of the raw material, edaphoclimatic factors and biological conditions strongly influence the quality of the product to be generated, bringing the need for closer proximity between Research Unit and supplier (Barnard et al., 2016) Barnard, F. International Journal of Operations & Production Management, 25(7), 623-641. 51-70). 5 Final considerations By conducting multiple case studies, associated with observation and analysis of documents, this research was successful in its proposal of identification which are the techniques and tools of Lean Production System that are being used in active organizations in the agribusiness environment and confront them with the existing literature. Techniques and tools such as long-term supplier and customer relationship, production smoothing/Heijunka and value stream mapping distinguished themselves by the similarity of use when compared to previous studies in agribusiness environment. Regarding Table 6, when considering the application of each of the techniques and tools, in general, it is noted that the most used are Automation/Jidoka, Continuous flow, Uniform work load and Pull production (87.5%), Supply Chain Integration (75%) and Total Quality Management, Kaizen, Poka Yoke and Standardized Work (62.5%). Table 8 Relations of techniques and tools from conducted research against Feld classification (2001). However, the agribusiness segment, one of the major segments of the global economy features a large gap in national and international literature. Research grants awarded by Support Foundation of São Paulo (FAPESP) and PROPE - Pro Rectory of Research - UNESP. This result is illustrated in Table 2 and the five main techniques and tools identified for each study are highlighted in gray. Table 4 Characterization of the Research Units participating in the case studies. Considering the purpose of the research, this study has the characteristic of a case study as a theory construction, although the phenomenon under study, called Lean Production System is already developed. According to Chiariini (2014) Chiariini, A., which appears as one of the most used, however, for agribusiness units is at a low rate of use. ♦ Marodin, G. Within this scenario is identified a gap in literature that motivates this research. Several publications, books and periodicals cover the concepts of the Lean Production System helping the popularization of its philosophy, especially the following publications: Ohno (1988) Ohno, T. London: Sage Publications.) in order to understand the importance of a phenomenon and provide subsidies for the construction of these theories or the refinement of them.; Perez et al., 2010) Perez, C., Castro, R., Simons, D., & Gimenez, G. (2001) Feld, W. Development of value stream maps for achieving leanness in a manufacturing organization. ) and fishing (Talip et al., 2011) Talip, N. //dx.doi.org/10.1016/j.tifs.2015.03... Furthermore, there are more variables of interest to be investigated than data to be collected, thus characterizing as a case study (Voss et al., 2002) Voss, C., Tskirikitsis, N., & Frohlich, M. This set of techniques and tools that stand out in these papers are associated with the Feld classification (2001) categories of manufacturing flow and logistics. International Journal of Production Research, 18(52), 5346-5366. The application of techniques and tools is the basis for the conduction of studies as a subsidy to boost the implementation, or as a means of evaluation... Pull production, Just-in-Time and 5S also stand out, while in the study from Marodin & Saurin (2013) Marodin, G. Furthermore, authors detected the frequency of use of the Lean Production techniques and tools by organizations. T., & Roos, D. The emphasis as it is to data analysis is mostly qualitative (80%), except to the study of Xie & Li (2012) Xie, X., & Li, J. Regarding the approach or style, this study shows the qualitative profile by Marodin, G. Second Cassell & Symon (2004) Cassell, C., & Symon, G. (2012) Calarge, F. Four decades of lean: a systematic literature review. G., Kim, I., Springer, M., Cai, G. It is also noted that there is a low use of techniques and tools concerning the Organization and Metrics categories. //dx.doi.org/10.1016/j.tifs.2013.03... in which the techniques and tools to be adopted by an organization should consider the environment to which they are inserted. Assessment methods of lean manufacturing: literature review and classification. In the organization (Barth et al., 2013) Barth, A. //dx.doi.org/10.1108/17410381011077... International Journal of Production Research, 53(2), 590-606. Lean manufacturing: tools, techniques, and how to use them Florida: CRC Press. Toyota production system: beyond large scale production. V., brings a wider range of benefits to the organization; Finally, it is noted that the techniques and tools known as long-term supplier, customer relationship, production smoothing/Heijunka and Value Stream Mapping stand out with a high use frequency in theoretical studies of Lean Production did not show the same frequency in applied researches for agribusiness. evaluated 102 articles between 1996 and 2012, with 3.9% of these addressed the Lean philosophy in agribusiness. Belekoukias, I., Garza-Reyes, J. Original Article ♦ ♦ copy The literature regarding Lean Production philosophy is vast depicting historical aspects, implementation challenges, benefits of its adoption and other topics applied to various industries and services. Such fact can be explained by the characteristics inherent in the adoption of Lean practices, since the Kaizen seeks to generate a culture in the organization by the constant pursuit of perfection and, Pull production reflects the need to know the products and quantities to be produced, triggering the process only when necessary. J., & Found, P. So, the research is technically an unique situation, since there will be many more variables of interest than data points and, as a result, this ends up being based on multiple evidence sources and also benefiting from the prior development of theoretical propositions to guide the collection and analysis of data (Yin, 2013) Yin, R. The machine that changed the world New York: Simon and Schuster. Essential guide to qualitative methods in organizational research London: Sage Publications.) and the use of techniques and tools in order to improve productivity and waste elimination (Belekoukias et al., 2014) Belekoukias, I., Garza-Reyes, J. A methodology for effective implementation of lean strategies and its performance evaluation in manufacturing organizations. ♦ Tomazela, M., Daniel, L. International Journal of Advanced Manufacturing Technology, 68(5-8), 1639-1654. (2010). London: Academic Press. Stairways to heaven or treadmills to oblivion? However, the adoption of Lean Production System is not formalized for all Research Units, as seen at column 2 of Table 5. Globalization and the inherent technological improvements have been redefined determinant factors of competitiveness, bringing out new success organizations and turning obsolete those unable to adapt to new surroundings (Savic et al., 2014) Savic, B., Vasiljevic, Z., & Djordjevic, D. It also presents a preoccupation with the context, in the sense that people's behavior and condition are closely linked in the formation of experience. This tendency occurs with greater emphasis on Research Units working on a MTO production environment. K. Value chain analysis: an approach to supply chain improvement in agri-food chains. In gray were highlighted five techniques and tools with highest percentage of use in each study and in light gray the five techniques and tools with lowest percentage of use indicated in each study. Such aspects can be justified by the need for monitoring and control production processes of agribusiness items, which have specific characteristics for production compared to manufactured items (Barnard et al., 2016) Barnard, F. identified an average of 3% of papers that turn their study to the Lean application on agribusiness environment. This diversity on the use of techniques and tools can be characteristic to meet the productive specificities of the agribusiness environment, which confirms the sight of Karim & Arif-Uz-Zaman (2013) Karim, A., & Arif-Uz-Zaman, K. The research, as its objective, has descriptive character by looking for the identification of the existence of relationships between variables, seeking to determine the nature of this relationship (Kumar, 2014) Kumar, R., Bhamu & Sangwan (2014) Bhamu, J., & Sangwan, K. Florida: CRC Press... are mostly associated with improvements on manufacturing flow, process control and logistics. (1989). Administração de sistemas de base agrícola: análise de fatores críticos. These Research Units are notable for its national and state importance in the field where they operate, and as well are differentiated about to the size and type of management. From this point the calculation and release of manufacturing orders are made, with its own characteristic to meet each request (Zhang et al., 2013) Zhang, Z. Table 7 performs this comparison with respect to studies of Vamsi Krishna Jasti & Kodali (2014) Vamsi Krishna Jasti, N., & Kodali, R. Las pequeñas y medianas empresas agroalimentarias en venezuela y el desarrollo sustentable: enfoque basado en los



principios de manufactura esbelta. Forrester, P. G., & Yu, Y. The paper is presented as an original contribution to management operations and similar areas, because it highlights data from eight case studies in different agrifusiness segments and compare them with specific literature about Lean Production System. A., Satolo, E. This study was carried out by means of interviews with employees, trade unionists and government officials. (2014)Gunderson, M. Conduziu-se estudos de caso do tipo múltiplo em oito unidades agroindustriais de diferentes segmentos, por meio da aplicação de entrevistas estruturadas, visita in loco e análise documental. Lean thinking in the UK red meat industry: a systems and contingency approach. The analysis of Figure 1 allows us to identify that the Research Units that operate in Sugarcane industry, Agricultural machines and Natural silk spinning play a fundamental role regarding the use of techniques and tools of Lean Production System, once they possess a larger indication of using them. For the collected studies, the use of techniques and tools is, more often, attached to the identification and coordination of manufacturing flow, so it can be cited Value Stream Mapping (50%), Production smoothing/Heijunka (43.8%); Total Quality Management (31.8%), Kaizen (31.8%) and Continuous flow (37.5%). London: Sage Publications.). Split into two stages, the form in its first stage aims to identify the characterization of the Research Unit as the segment, company size and governance structure. (2008). T. (1988). //dx.doi.org/10.1080/00207543.2013.... Aplicação da manufatura enxuta em uma indústria de equipamentos agrícolas. Based on the preparation of Table 2, it is possible to identify a set of 31 techniques and tools that can help the successful implementation of Lean Production Systems in the organizational environment. Thus, it requires the use of various techniques and tools for managing the manufacturing flow and process control. Supply Chain Integration means to decrease the number of suppliers and maintain long-term contracts, and this remains present because companies share a common characteristic, i.e., they adopt a flexible and participative management, so the culture to keep loyal to its suppliers is visible. International Journal of Lean Six Sigma, 3(2), 112-132. ♦ Shingo, S. Dynamic pooling of make-to-stock and make-to-order operations. Case research in operations management, and Womack et al. ♦ Wikner, J., & Rudberg, M. (2002). -. However, allows glimpsing important propositions for future research. Finally, the article ends with the fifth section presenting the conclusions and perspectives for future studies. (2002)Voss, C., Tsikriktsis, N., & Frohlich, M. J, food products (Tanco et al., 2013Tanco, M., Santos, J., Rodriguez, J. Toyota production system: beyond large scale production Cambridge: Productivity PR. Identificou-se também que há diferenças quanto a adoção das técnicas e ferramentas em unidades de pesquisa que atuam em ambientes de produção Make to Order ou Make to Stock. ); equipment for laying poultry (Barth et al. 2013Barth, A. 4 Research results As mentioned above, eight Research Units were selected from different segments and industrial size, highlighted in Table 4. Defining lean production: some conceptual and practical issues. ; Silva, 2006Silva, V. //dx.doi.org/10.1108/13598541011018... The strategy for data collection proved to be suitable for the construction of the research and was carried out from the steps proposed by Yin (2013)Yin, R. It is an original manufacturing philosophy that aims to eliminate waste and achieve the best possible efficiency - what is often called a "lean" or "just-in-time" system. International Journal of Engineering Science and Technology, 3(5), 4474-4478.). 3 Methodological procedures The methodological basis used in this study is an applied research. This data collection phase took place from June to November 2015 with the visit of the Research Units lasted, on average, one hour and forty five minutes. //dx.doi.org/10.1108/09600030510634... Thus, it demonstrates topics that converge and diverge with traditional areas of application of this theory. ; Cardozo et al., 2011Cardozo, E. However, according to Karim & Arif-Uz-Zaman (2013)Karim, A., & Arif-Uz-Zaman, K. The selection and conduction of multiple case studies were based on the identification of active agrifusiness organizations in different segments. (2016). However, it is noted that there is a higher tendency to use the techniques and tools related to the categories established by Feld (2001)Feld, W. Tanco, M., Santos, J., Rodriguez, J. Future research possibilities are: (i) research conduction of the survey type to investigate businesses in the agrifusiness sector which will draw a profile on the use of techniques and tools of Lean Production System; (ii) establishment of a research with sector specialists and academics in order to interrelate how the various techniques and tools of Lean Production can help to overcome difficulties regarding the specificities of agrifusiness and (iii) case studies in specific agrifusiness sector in order to diagnose and to establish Lean management models that meet the organization's needs. Thus, it is possible to establish the percentage of use of them in various organizational environments. TPS is based on two concepts: jidoka and just-in-time. 2 Foundation of Lean Production Systems The Toyota Production System (TPS) appeared at the end of the Second World War, when the Japanese industry had to rethink their production model due to the shortage of productive resources. This system aims to produce with the lowest possible cost, especially by combating the so-called wasteage (Lucato et al., 2014Lucato, V. ♦ Publication in this collection13 Jan 2020 Date of issue2020 Received13 June 2016 Accepted06 Nov 2016 The colors correspond to category classification of Feld (2001)Feld, W. Strategic cost management as instrument for improving competitiveness of agrifusiness complex. In bibliometric review papers regarding Lean, authors such as Vamsi Krishna Jasti & Kodali (2014)Vamsi Krishna Jasti, N., & Kodali, R. D. » Chiarini, A. Palavras-chave: Lean manufacturing; Estudos de caso múltiplo; Brazil; Agronegócio; Análise de redes sociais It was noted in recent years that business environment has experienced significant changes in national and global level. ♦ Vamsi Krishna Jasti, N., & Kodali, R. Looking at data of the Research Units from the perspective of the production environment (MTO or MTS), depicted in Table 9, identifies that eight techniques and tools are presented with greater emphasis in MTO production environment, with a relative usage percentage equal or higher than 50% when analyzed their use in MTS environment. O. This was done in order to meet an initial profile of exploration and description of how the techniques and tools of Lean Production System are being used in these agrifusiness environments. adds that for an efficient and effective operation of agrifusiness companies its require an understanding and assessment of, for example, costs and components cost, product and work force flow scheduling and logistics, inventory management, sales and customer relationship management, selecting and managing the workforce, capital access, and financial management. The techniques and tools isolated in the network represent the absence of any indication by the agrifusiness units. Regarding designation of those responsible for Lean Production System management in the organizational environment, only three units highlighted having a person responsible for its management. It is noteworthy in this diagnosis that the studies identified in the agrifusiness sector guide the implementation of Lean Production System in the productive performance of the organization, aiming mostly results and gains in productive sector. //dx.doi.org/10.1108/JEDT-01-2010-0... It is possible to find studies based on the application of Lean Production techniques and tools in authors such as Feld (2001)Feld, W. It should be noted that in these particularities of organizational environment, agrifusiness is located within an environment called by the authors (Barnard et al., 2016)Barnard, F. Applying lean techniques to nougat fabrication: a seasonal case study. A., & Saurin, T. Modeling, analysis and continuous improvement of food production systems: a case study at a meat shaving and packaging line. Integrating production and engineering perspectives on the customer order decoupling point. International Journal of Production Research, 51(22), 6663-6680. Escola de Engenharia de São Carlos, Universidade de São Paulo, São Carlos. In Manufacturing flow category, techniques and tools deserving attention are Standardized work and Uniform work load, which help define standards of production and work closely to the techniques and tools that were highlighted in Logistics category. International Journal of Productivity and Performance Management, 63(5), 529-549. D., Neves, M. British Food Journal, 107(4), 192-211. It is noted that only one has the Lean Production System completely formalized, while three others have strong Lean initiatives already formalized and disclosed in its organizational environment and four do not perform training actions related to Lean Production System. Such practices aim the optimization of production processes and the elimination of times that do not add value to the product (Pakdil & Leonard, 2014)Pakdil, F., & Leonard, K. The various techniques and tools developed and assimilated by Lean Production system allow to meet to the various aspects indicated by Gunderson et al. ♦ Chiarini, A., & Vagnoni, E. Regarding the Research Units with MTO production feature all of them use the pull production as a demand management mechanism. (2012). As opposed to what was thought, the case study does not need to contain a full explanation, since its purpose is to establish a structure of argument and discussions (Yin, 2013)Yin, R. The Lean Production System has a philosophy that aims to identify and minimize or phasing out sources of waste based on five key principles: the definition of (i) value from the customer view and their needs, that determines (ii) the value chain, which are required activities to offer the product to the customer with the lowest level of wastage. When compared to Table 1, only three techniques and tools coincide as the most cited in the papers, they are: Value Stream Mapping, Kaizen and Continuous flow. (2001). ♦ Voss, C., Tsikriktsis, N., & Frohlich, M. Education + Training, 56(4), 271-286. ♦ Taylor, D. ; Xie & Li, 2012Xie, X., & Li, J. São Paulo: Atlas.). The establishment of partnerships through long-term supplier and customer relationship (37.5%) can also be observed in the studies. The research carried has identified that Lean Production techniques and tools are applicable to agrifusiness environments, and that the ones which involve improvements in process control, production flow and logistics have higher emphasis on research units. //dx.doi.org/10.1108/ET-11-2012-012... For society, and for the agrifusiness sector, this research makes clear answers about the feasibility of using the concepts and techniques and tools of Lean Production System, which can, when properly applied, bring productivity gains and competitiveness. H. that cover Process control, Manufacturing flow and Logistics. At the conclusion of applying the form, visits were conducted at the production environments, which allowed to confirm the points highlighted during the interview and to evidence the Lean practices conducted through observation of documents within the manufacturing area. ♦ Bhamu, J., & Sangwan, K. //dx.doi.org/10.1080/00207543.2014.... Agrifusiness management United Kingdom: Routledge. //dx.doi.org/10.1080/00207543.2013.... evaluated 209 publications from 1988 to 2013 and identified a set of publications in which 3.8% of these were related to researches in agrifusiness environments. It is identified in Table 4 that the profile of research units differs from each other. - Manufacturing flow, Organization, Process control, Metrics and Logistics - and the techniques and tools applied in the implementation of Lean Production System in agrifusiness segment identified in Table 8. So, the consideration of organizational contexts has largely been ignored in research on implementation of Lean strategies. with quantitative approach and Simons & Taylor (2007)Simons, D., & Taylor, D. (2013). //dx.doi.org/10.1108/14637151311294... The techniques and tools that have the highest percentage of frequency on Research Units is consistent with the predisposition that companies seek to maintain and increase their production efficiency always focused on satisfying their customers and maximally reducing production costs., with the focus on how the phenomenon happens or how it is structured and works on a system, method, process or operational reality. In Process control category highlights are the techniques and tools: 5S, concurrence engenering, setup time reduction, Total Productive Maintenance and visual factory. Application of lean paradigm in red meat processing. The agrifusiness, according to Zylberstajn (2013)Zylberstajn, D. TPS was developed during the second half of the 20th century and has benefited from many years of continuous improvement to increase our production speed and efficiency. Just-in-time is about refining and co-ordinating each production process so that it only produces what is required by the next process in the sequence. By applying these concepts, we are able to produce vehicles quickly and efficiently, every one meeting our high quality standards and our customers' individual requirements. Gestão & Produção, 20(1), 23-45. In this set are highlighted the techniques and tools that, according to Feld classification (2001), are associated with Process control and Manufacturing flow categories. A., Loureiro, M., Jr., & Calado, R. do not appear similar when compared with the case studies conducted; However, there is similarity in four techniques and tools when compared to studies that focus on agrifusiness environment: Continuous flow, Supplier involvement, Kaizen and Total Quality Management. Such optimization scenario of organizational environments has intensified the demand for higher speed in product development, manufacturing flexibility, waste elimination, better process control and the use of efficient workforce (Karim & Arif-Uz-Zaman, 2013)Karim, A., & Arif-Uz-Zaman, K. S., Hadi, H., & Zailani, Z. Florida: CRC Press., identifies important aspects concerning the use of techniques and tools of Lean Production System for agrifusiness units investigated. ; Dora et al., 2013Dora, M., Kumar, M., Van Goubergen, D., Molnar, A., & Gellynck, X. Agrifusiness organization and management. D., & Ruppenthal, J., Gunderson et al., 2014)Gunderson, M. (2014). //dx.doi.org/10.1108/IJOPM-04-2012-... jidoka, a Japanese term that can be translated as "automation with a human touch" is a method for quickly identifying and correcting any issues that could lead to faulty production. Finally, Figure 1 (constructed by the software Netdraw®) shows the connection between the techniques and tools of Lean Production System according to the usage indications by the research units. Journal of Food Engineering, 113(2), 344-350, and Marodin & Saurin (2013)Marodin, G. K., Soriano-Meier, H., Garza-Reyes, J. First, it is noted by the literature review that techniques and tools can be used by agrifusinesses, although they are still little explored by researchers. Sustainable manufacturing-greening processes using specific Lean Production tools: an empirical observation from European motorcycle component manufacturers. This is noted because they are centered on the network and feature a high degree of indication by the Research Units. C., & Yeager, E. British Food Journal, 109(9), 689-720. It also shows that the techniques and tools related to categories of Process control, Manufacturing flow and Logistics have a strong usage frequency. In M. Revista Chilena de Ingenieria, 21(1), 147-158. Evaluation studies also occur on the use of Lean Production System in internal environments of the organization or along the chain (Claire et al., 2014)Claire, J., Duncan, A., & Niamh, C. P., Weise, A. ; Dora & Gellynck, 2015Dora, M., & Gellynck, X. L., Shimizu, U. ♦ Dora, M., Kumar, M., Van Goubergen, D., Molnar, A., & Gellynck, X. It is noted that the Process Control category concentrates four of the most commonly used techniques and tools for the investigated units. The establishment of leaner and more flexible organizational structures linked to a systemic approach strongly associated with cost reduction through waste elimination is essential. A study of the toyota production system: from an industrial engineering viewpoint. C. and Bhamu & Sangwan (2014)Bhamu, J., & Sangwan, K. Zhang, Z. The map of the techniques and tools used in the studies are presented in Table 3. The choice of Research Units occurred by emphasis in their field of expertise, either at national or state level. //dx.doi.org/10.1108/20401461211243... //dx.doi.org/10.1108/00070700710780... Research methodology: a step-by-step guide for beginners London: Sage Publications.

Toyota Supply Chain Management. Giedrius Makrickas. Download Download PDF. Full PDF Package Download Full PDF Package. This Paper. A short summary of this paper. 11 Full PDFs related to this paper. Read Paper. Download Download PDF. Download Full PDF Package. 14.06.2021 · The best way to prevent and slow down transmission is to be well informed about the disease and how the virus spreads. Protect yourself and others from infection by staying at least 1 metre apart from others, wearing a properly fitted mask, and washing your hands or using an alcohol-based rub frequently. 21.03.2022 · The format is given below: Title of the Case Study Overview / Introduction - This is the begi... Having had no prior knowledge of the market for his sweater product and no way to predict the probability of his business becoming a success, what approach did Jack McCarthy of Ugly Christmas Sweaters...

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