

## POVZETEK

**Raziskovalno vprašanje (RV):** Vitka proizvodnja je filozofija obvladovanja poslovnih procesov, s katero poskušamo odstraniti vse potrate in posledično povečati rentabilnost. Z anketnim vprašalnikom in metodo opazovanja smo preverili vplive uvedbe metod in načel vitke proizvodnje.

**Namen:** V diplomski nalogi smo prikazali, kako uvedba načel in metodologije vitke proizvodnje vpliva na sam proces proizvodnje, kje se kažejo največje spremembe in kako se le-te odražajo v kazalnikih uspešnosti. Namen naloge je preučitev obstoječih metod vitke proizvodnje in njihove uporabe v praksi ter prikaz logičnosti ukrepov, ki jih s pomočjo metod vitke proizvodnje uvedemo v določen proces.

**Metoda:** Vsa teoretična izhodišča smo preverili v podjetju Adria Mobil, d.o.o., ki je eno vodilnih v proizvodnji počitniških enot in pri svojem delovanju upošteva načela vitke proizvodnje. V praktičnem delu diplomske naloge smo podrobneje analizirali presek stanja po uvedbi metode 5S ter predstavili ključne pridobitve in spremembe v proizvodnem procesu. Na podlagi vprašalnika smo nato preverili, ali je proizvodnja v podjetju vitka oziroma ocenili stopnjo vitkosti, ki jo podjetje dosega. Opredelili smo tudi smernice za nadaljnji razvoj vitkosti z ostalimi metodami.

**Rezultati:** Pridobljeni rezultati praktičnega primera so zagotovo osnova za nadaljnje izboljšave v preučevanem podjetju. Ugotovili smo pozitivne rezultate v smislu določenih izboljšav delovnega okolja in zmanjšanja izgub v podjetju, ki ne prinašajo dodane vrednosti. Doseženi rezultati tako predstavljajo osnovo za doseg še boljšega dela v drugih procesih v preučevanem podjetju. Izredno pomembno je, da prepoznamo vse ključne aktivnosti, ki so pomembne pri ustvarjanju dodane vrednosti, vse ostale pa eliminiramo iz procesov z namenom povečanja učinkovitosti. Raziskovalna naloga predstavlja pomemben prispevek na področju implementacije orodij vitke proizvodnje v podjetje in pozitivnim stvarjem, ki jih prinašajo.

**Organizacija:** Pomembno je zavedati se, da vitka proizvodnja ni cilj, temveč le sredstvo za doseg cilja, večje rentabilnosti oziroma dobička. Tako se naša prizadevanja za vitkost v resnici nikoli ne končajo. Diplomaska naloga bo služila za oris in opis stanja proizvodnih procesov pred in po ter med uvajanjem vitke proizvodnje – vrhunske proizvodne prakse. V diplomski nalogi smo prikazali, kako uvedba načel in metode vitke proizvodnje vplivajo na sam proces proizvodnje in kje se kažejo največje spremembe ter izboljšave.

**Družba:** Vpliv projekta vitke proizvodnje je zagotovo viden pri zaposlenih, saj jim tako ponudimo model, po katerem lahko delajo dobro, hitro, varno, brez izgube časa, kar pa v današnjem svetu pomeni konkurenčno prednost in obstoj na trgu.

**Originalnost:** Raziskovalna naloga predstavlja pomemben prispevek na temo implementacije modela 5S v podjetje. Za oceno stanja smo sestavili anketni vprašalnik. Analiza vprašalnika pa nam je podala oceno stanja vitkosti in na podlagi te ocene smo določili smernice za nadaljnje korake v smeri vitkosti procesov.

**Omejitve/nadaljnje raziskovanje:** Raziskava kot študija primera je bila narejena v samo eni organizaciji. V smeri nadaljnjih raziskav bi bilo smiselno narediti kvantitativno analizo povečanja dobička, analizo povečanja zadovoljstva zaposlenih, ugotoviti zmanjšanje vpliva na okolje, itd.

**Ključne besede:** kakovost, procesi, vitka proizvodnja, orodja vitke proizvodnje, metoda 5S, just in time, TQM.

## ABSTRACT

### LEAN MANUFACTURING AND ADRIA MOBIL, D.O.O.

**Research question (RQ):** Lean manufacturing is a philosophy of managing business processes which are used to remove all the waste and consequently increase profitability. We used the questionnaire and the method of observation to examine the impact of the introduction of the methods and principles of lean manufacturing.

**Purpose:** In this thesis we have shown how the introduction of the principles and methodology of lean manufacturing affect the process of production, where the major changes occur and how they are reflected in the performance indicators. The purpose of this research is to analyse the existing lean manufacturing methods and their application in practice, as well as see the logic of the measures introduced in a given process by using lean manufacturing methods.

**Method:** All theoretical frameworks were tested in the company Adria Mobil, d.o.o., one of the leading manufacturers of holiday units, which operates on the principles of lean manufacturing. In the practical part of the thesis we have thoroughly analysed the cross-section of conditions after the introduction of 5S method and outlined key acquisitions and changes in the production process. On the basis of the questionnaire we then examined whether the manufacturing of the company is lean, and assessed the degree of leanness that the company achieves. Using other methods we have defined the guidelines for the further leanness development.

**Results:** The obtained results of practical examples are surely the basis for further improvements in the studied company. We have found positive results with respect to improvements in the working environment and the reduction of losses in the company, which do not bring any added value. The results therefore represent a foundation to achieve an even better work in other processes in the studied company. It is very important to recognize all the key activities that are important in creating added value, while all others are eliminated from the process in order to increase efficiency. The research project represents a significant contribution in the implementation of lean manufacturing tools in company and the positive things they bring.

**Organization:** It is important to realize that lean manufacturing is not a goal but a means to achieve a greater profitability or profit margin. Thus, our efforts in achieving leanness in fact never end. The thesis serves as an outline and description of the production processes before, after and during the introduction of lean manufacturing as a top manufacturing practice. The thesis shows how the introduction of the principles and methods of lean manufacturing impacts the process of manufacturing and where the major changes and improvements occur.

**Society:** The impact of lean manufacturing is surely visible among employees, allowing us to offer them a model by which they can work well, quickly, safely and without any loss of time, which in today's world brings a competitive advantage in the market place.

**Originality:** The research project is an important contribution on the implementation of the 5S model in the company. In order to assess the situation we have conducted a questionnaire. The analysis of this questionnaire enabled us to assess the situation of leanness, and on the basis of this assessment we determined the guidelines for further steps in the direction of lean processing.

**Restrictions/further research:** As a case study the research was conducted in only one organization. In further research it would be useful to make a quantitative analysis of the profit increase, an increased employee satisfaction analysis, identify a reduced impact on the environment, etc...

**Keywords:** quality, processes, lean manufacturing, lean manufacturing tools, 5S method, just-in-time, TQM.