

## ABSTRACT

ABC Company is a shoemaking firm that produces made-to-order products and is faced with several production problems as well as delays in production lead times. Three causes of the problem of ABC Company were identified. The first is unnecessary movements of work in process, the second is uncontrollable production lead times, while the third is bottlenecks in some production activities.

To solve the production problem for the ABC Company, the focus is on the lean manufacturing concept. The improvement of the production process, reduction of the production cost, and controllable production lead times are expected by the ABC Company. Thus, the focus question is *"how could a lean manufacturing strategy be applied to solve the problems of the manufacturing process of the ABC Company?"*

Relevant data were collected via observations and interviews. The production process and process mapping were identified, while all detailed production activities were analyzed and categorized into three groups - value added, non-value added, and non-value added but necessary activities. The non-value added activities were removed from the production process and a new plant layout was proposed. Consequently, lower production cost and controllable production lead times were achieved. These results indicate that the lean manufacturing concept could effectively and efficiently solve the production problems of the ABC Company.