



The Challenges of Lean Implementation: A Multiple Case Study in Malaysian Aerospace Companies

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ABSTRACT

The purpose of this study was to determine the challenges in implementing lean manufacturing among Malaysian aerospace companies. Literature indicated that various companies failed to achieve full lean benefits. This study adopted qualitative multiple case study as its research design. Three main steps in the case study protocol were followed. The data were collected through semi-structured interviews of sixteen respondents from four different companies in the aerospace industry. Thematic analysis was conducted for every case study together with the cross-case analysis. The results of this study revealed that the companies faced resistance from the employees. In addition, other constraints found that suppressed lean production included lack of commitment from the top management and the influence of negative local culture in the homegrown companies. The output of the study served as the foundation for the companies to strengthen their effort in enhancing the employees acceptance and commitment to lean manufacturing and production.

Keywords: Lean manufacturing, lean adoption, aerospace industry, case study, Malaysia