



**Hungarian University of Agricultural and Life Sciences**

**Szent István Campus**

**Supply Chain Management Programme**

**TITLE OF THE DISSERTATION**

*Implementing Lean Manufacturing tools in a semi preserved fish production unit to optimize production and eliminate all forms of waste.*

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Supply Chain Management

**Institute/Department:**

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**2023**

## THESIS SUMMARY

The company UNIMER, like many other agri-food companies, continuously works to implement a continuous improvement system to achieve efficiency in daily life, which is where this thesis project fits. The company's goals include meeting and exceeding the customer's expectations in terms of quantity and delivery time as well as to increase productivity.

Lean manufacturing aims to increase productivity and match customer expectations by decreasing non-value-added activities and eliminating waste. This serves as the project's goal. An exploratory investigation was carried out in attempt to achieve this. It includes measuring productivity and OEE (Overall Equipment Effectiveness) in order to assess the performance level, as well as describing the processes using the VSM.

The primary concerns affecting productivity have then been highlighted through data analysis, including challenges with work ergonomics, incorrect series modifications, and high co-product rates. The next stage is to offer suitable remedies to those problems. These remedies include the following:

SMED (Single-minute exchange of die) implementation is being done to shorten the time between serial updates. Methods for resolving issues (PDCA). the implementation of a "5S" programme to organize the workplace and enhance working conditions. besides the Kanban system. The Kaizen principle has room for development still.

As a recommendation, UNIMER company must ensure the automation of the entire process by investing in new equipment to improve productivity. The implementation of these approaches mentioned above constitutes a higher support permanent management and an essential prerequisite for the implementation of other concepts which require a rigid infrastructure, such as the just-in-time production system and the TPM (total productive maintenance). As a condition for the sustainability of the proposed improvement levers, it is necessary to maintain performance monitoring, and ensure the deployment of 5S on a daily basis, in addition, it is necessary to train operators on continuous improvement and standard operating procedures.

On a personal level, Thesis allowed us in addition to discover the managerial and strategic

dimension of the engineering profession. It is an experience that allowed us to integrate into the professional world, to learn a lot on the relational level within a well-structured society and above all to collaborate with people with different skills and cultural levels. These acquired skills during the thesis will be an essential tool for integrating the business world as a SC manager.