

## Logical and historical stages of evolution of the lean production concept

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The stage is set for the logical and historical changes in the concept of lean production in the management of industrial enterprise on the orientation of the efficiency and productivity through a focus on value for the customer to focus on quality and stable development. Features and limitations are defined for each of the stages of the transformation of the concept of lean production.

Features are defined as positive for the stage «Focus on efficiency and productivity»: the introduction of standard production methods, the use of statistical quality control methods, labour distribution, and simplifying. Features are defined as positive for the stage «Focus on value to the customer»: staff training and development, initiative and individual responsibility in the decision of tasks, team work, increasing production, creating value

for the customer, quality assurance. Features are defined as positive for the stage of «Focus on quality and sustainable development»: Lean thinking and Lean culture, introduction of methods for continuous improvement beyond the production, strengthening the integration of methods of improving over all functions of business and in all sectors of the economy.

The results are set as positive by focusing on the study of the costs and losses, the involvement of staff and association of stakeholders' interests.

The development is justified for methodological approaches to the management of industrial enterprise in accordance with the changing priorities of the lean transformation of management and control with a focus on market and customer to value-based management.