

A Systematic Review on Factors Affecting Lean Marketing Readiness in the Retail Sector in Sri Lanka

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Abstract

This paper is focused on the overview of the organizational factors affecting Lean marketing readiness in the retail sector in Sri Lanka. Retail businesses are one of the fast-growing sectors in Sri Lanka. However, retailers have to compete with each other for the small consumer base inside the country. Those retailers should be able to attract their consumers and communicate with them using marketing. This study is conducted as a systematic literature review by reviewing 34 papers using the PRISMA framework. This study has identified several main organizational factors affecting lean marketing readiness: Management and leadership; Lean tools, techniques, and knowledge about Lean concepts; availability of organizational resources; organizational culture and business processes; employees' involvement and skills; communication management. This systematic review is the first attempt to overview the organizational readiness for Lean marketing readiness in the retail businesses area.

Keywords

Lean Management, Lean adoption, Lean readiness, Marketing, Retail

1. Introduction

After the second world war, Japanese companies have to reduce the gap between them and European businesses. So, most Japanese companies moved into the concept called Continuous Improvements (CI) and Just-In-Time (JIT). However, the lean concept was highlighted with the success of the Toyota Production System (TPS) in 1950. Eiji Toyoda and Taiichi Ohno initiated to development of the lean concept. The lean concept was spotlighted with the success of the TPS in the 1950s. (Womack et al. 1992) Intel, John Deere, and Nike are the few other companies using the lean concept for their organizational processes (Lombardi 2021). These companies applied their lean philosophy not only directing their manufacturing process also other departments as well. Numerous applications of lean philosophy were introduced like lean manufacturing, lean product development, lean accounting, lean development. It involves never-ending efforts to eliminate or reduce wastes in design, manufacturing, distribution, and customer service processes (Payaro and Papa, 2016). The lean concept is mainly focusing on eliminating waste and using resources optimally. With the development of the business world, subsections of lean were born. The lean concept was expanded over other processes like lean finance, lean IT, etc.

When considering the Lean practices in Sri Lanka, mostly that concept is related to the Manufacturing, Supply Chain, and Logistic areas. The most prominent companies in the apparel industry and a few others have adopted lean principles into their operations and developed their own operating systems. For example, Atlas Axillia Co. (Private) Limited and MAS Operating System (MOS) in MAS Holdings Pvt Limited. These companies mainly focused on their direct manufacturing operations. Even though the Lean concept is familiar, the Lean marketing concept is not very popular in Sri Lanka.

Retail refers to the activity of selling goods or services directly to consumers or end-users (WWW1). Retail businesses are one of the fast-growing sectors in Sri Lanka (WWW2). Even though that sector is fast-growing, they have to compete for a small consumer base. Those retailers should be able to attract their consumers and communicate with them. According to the Sri Lanka Retailer's Association, there are subcategories of retailers in Sri Lanka like FMCG (Supermarket, Food, and Beverages), Clothing, Fashion and Jewellery (Apparel, Fashion stores, jewellery, and accessories), Shelter and Housing (housing, real Estate, Apartments), Household and Consumer Durables (Household Appliances and Electronics, Furniture, etc.), Footwear and Accessories (Footwear, Leather Handbag, and

Accessories), E-commerce (Telecommunication, Media and Online Retailers), Mobility (Automobiles and Airlines), Healthcare and Wellness (Healthcare, Pharmacies, Gym, Opticians, etc.), Entertainment, Restaurants and QSR (Cinema, Theatres, Bookstores, Restaurants).

During the past year, Sri Lankan corporate sector faced so many unexpected issues, including the COVID-19 pandemic. With the development of technology, culture, requirements, consumers' interest areas are rapidly changing. Businesses have to adapt to those changes to survive. Retail businesses also should be able to adapt to those changes and satisfy their consumers. In that case, marketing is the best way to address their consumers. Companies should be able to identify the value-adding parts and develop marketing plans. However, it is very challenging to change the plans with unexpected challenges and rebuild their marketing activities according to the available resources. Adopting lean practices in marketing activities will help organizations to improve the effectiveness of their marketing activities while reducing wastages of their marketing plans. (Elias and Harrison 2015) explained the impact of the lean concept on the sales growth of an organization. According to Elias and Harrison (2015), with the lean effect cost of sales will reduce, and average sales growth will increase.

When considering the adoption of lean practices for marketing activities first, those retail businesses should be able to adapt their organizational culture according to the relevant requirements. In that case, identifying the factors which affect lean marketing readiness would be helpful for responsible persons. This study is focusing about identifying readiness factors.

2. Literature Review

2.1. Lean Management and Lean Marketing

According to (Chaplin and O'Rourke 2017) Lean concept is implemented to promote a culture of continuous improvement throughout the organization. This concept is not only for identifying several functions. When developing a lean program, that should engage the whole organization.

When it comes to marketing, lean thinking is mainly focused on identifying what the target customer desires, eliminating all activity within the production process which does not add value to the process (MUDA), aligning the remaining steps, and then matching all activity to deliver at speed required by the customer (Chaplin and O'Rourke 2014) Lean concept has identified seven wastes in a process. Those are Overproduction, Inventory, Waiting, Motion, Transportation, Defect and rework and Over Processing (Spehler 2015). Moreover, Dewell (2007) defines two areas in lean concepts; the first area is "eliminate waste and non-value-adding activities," and the second area is "have respect for people." The author further explains the second area saying that "Respect means you hold people accountable to the system, following it and improving it (the notion of 'kaizen' or continuous improvement). Lean leadership is about enabling and empowering people and also helping people to grow professionally and personally, allowing them to take pride in their work" (Dewell 2007). Payaro and Papa (2016) say that lean is not a level that should reach after a particular time; that is a direction for an organization. As mentioned earlier, the lean concept is mostly used in manufacturing, supply chain, and logistics areas compared to other areas. However, the Lean concept is expanded into other areas as well. Payaro and Papa (2016) also mentioned those areas: lean manufacturing, lean product development, lean accounting, and lean development.

When moving on to the marketing area, basically in the marketing process, marketers should identify how customers are likely to respond to the whole sustainability debate and reflect this position to the organization (Chaplin and O'Rourke 2017). According to Elias and Harrison (2015), there are upcoming trends in the marketing sector. Sales management, business development, advertising, market research and planning, product development, direct marketing, communication, etc. And author continued the discussion by mentioning that in marketing, there are different sectors with their approaches and methods—for example, FMCG, consumer durables, B2B. However, considering the coverage of lean tools in the marketing field is still rare (Piercy 2008).

Payaro and Papa (2016) mainly focused on the waste management area of the marketing sector. In this paper, principles of lean thinking have been compared with the marketing mix. Payaro and Papa (2016) aligned price, place, promotion, planning and product to the principles of lean thinking. There are significant parallels between marketing and lean thinking, including the fact that in both situations, the client is at the center of the strategy, and activities must be arranged to offer value to consumers. Price should be aligned with value identification of the product or service, the place where the product or service is placed should be identified by mapping the value stream. When conducting

promotions, the flow should be developed properly. Pull should be established in the planning process. Product perfection should be sought when developing the product.

Jenkins and Gregory (2003) also proposed a different classification of waste in marketing by adopting seven wastes of the lean concept. 1. Activity (Over Production), 2. People (Over Capacity), 3. Processes (Over Compilation), 4. Waiting (Poor Communication), 5. Excessive Communication Costs, 6. Trial and Error, 7. Excessive Lead Costs. When marketing operations are planned without a defined strategy, the results are often disappointing (Activity). In comparison to how many are required, there are far too many individuals participating in a planned approach (People). All non-value-added operations occur during the communication, customer acquisition, customer processing, and before- and after-sales customer interactions processes (Processes). The incapacity to make timely judgments is referred to as this. The fact that some components of the marketing process are outsourced frequently has an impact on communication (Waiting). Communication expenses are prohibitively high. Some marketing tactics are created after a period of trial and error (Trial and error). Reduced expenditures can assist improve the level of service provided to current customers (Excessive lead costs).

Overproduction and quality function deployment are characterized by Payaro and Papa (2016) as information, materials, or functions that exceed what is required. Inventory waste is characterized as no or erroneous demand forecasting, excess unsold items, or stockouts, and Just In Time, Demand Planning are provided as tools. Waiting waste was defined as service providers or distribution times beyond what the consumer expects, and value stream mapping was recommended as a management method. The complicated methods in delivering value to consumers were identified as a waste of over-processing. Customers perceive a far lesser value than the organization provides. The controlling tool is characterized as Makigami process mapping. Logistics systems - from raw materials management through manufacturing, distribution, and sale - are poorly linked and inefficient in transportation. Controlling tools included Collaborative Planning Forecasting Replenishment, Milk Run, Vendor Managed Inventory and Consignment Stock. Low usability products or services are characterized as waste in motion, and methods such as design for usability, design for manufacturing, and assembly are discussed. Defects in products or service delivery that result in substantial non-quality expenses. Controlling tools included Failure Mode Effect Analysis, Fishbone Analysis, and the 5Ws.

Another author suggested four steps to optimize the marketing process using the lean concept. Those concepts are 1. Cutting Waste 2. Stretching Limited Resources 3. Better Measuring ROI 4. Unlocking the Power of Growth Hacking. Elias and Harrison (2015) illustrate the basic sales marketing process model (Figure 1) and suggest five lean sales and marketing principles (Figure 2).

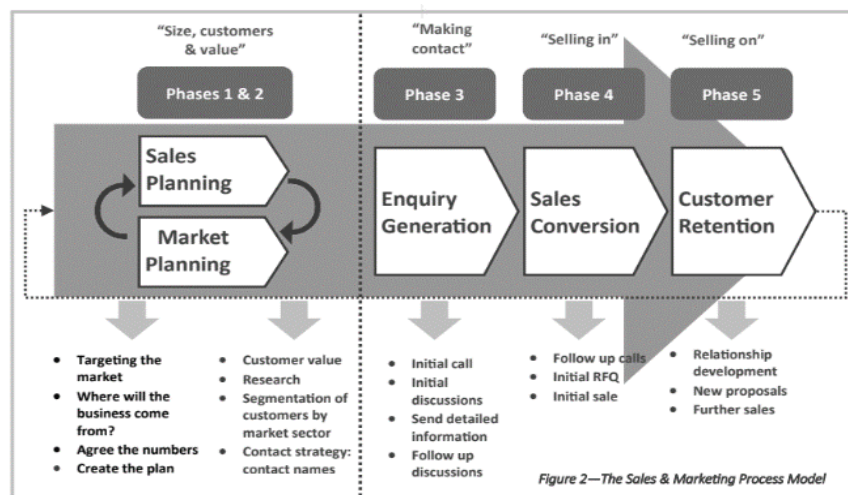


Figure 1: The Basic Sales and Marketing Process Model

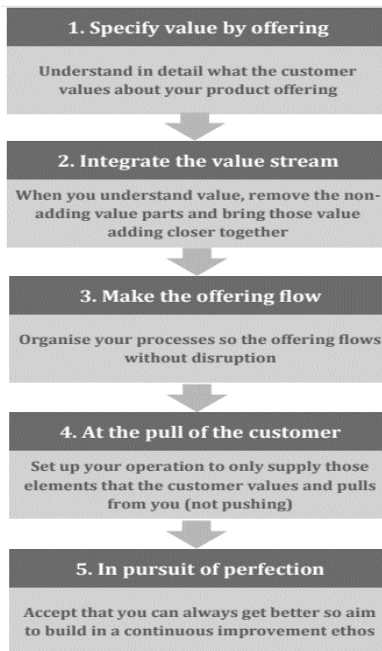


Figure 2: Five lean sales and marketing principles.

2.2. Lean Readiness Factors

When comparing the Lean Concept Adoption Readiness with Lean Marketing Adoption, many papers covered the Lean Concept Adoption Readiness in other areas when compared to Lean Marketing. Therefore, the systematic literature review was conducted by considering the Lean adoption readiness in other non-marketing areas.

(Taherimashhadi and Ribas 2018) is mainly focused on developing a model to align organizational culture to lean culture. The proposed model acts as a guide to organizations to determine cultural misalignments between the corporate culture and the Lean culture before its implementation and gives some managerial recommendations to correct them. That model explains the dimensions, level of effect, and indicators. Authority distribution, the sense of belonging to the organization, the courage to accept changes, performance orientation, time perspective orientation, lively spirit orientation were identified as dimensions.

Alnajem et al. (2019)'s purpose is to develop a framework to assess the lean readiness within emergency departments (EDs) and identify the critical quality practices deemed essential for lean system (LS) implementation. Under each crucial factor, there were subfactors as well. Top management and leadership, processes, human resources, supplier relations, and continuous improvements were identified as crucial factors for emergency departments. Patient relations were also considered as a crucial factor since this paper is focused on emergency departments.

(Malik and Abdallah 2020) considered the link between lean practices and organizational attitude from the view of an organizational standpoint. According to the study's findings, organizational factors' mutual social contacts lead to an enabling lean organizational attitude, which has a significant impact on lean practices such as employee involvement, internal technical practices, and supplier and customer management. By identifying firm size as a moderating variable, this study also identified boundary requirements for these connections.

(Alqassimi et al. 2020) did study intending to create a readiness index that assesses an organization's readiness to achieve the success elements associated with applying the Lean Six Sigma model. Management involvement and commitment; understanding tools and methods for Six Sigma; linking Lean Six Sigma to business strategy; linking Lean Six Sigma to the customer; project management skills; project selection and tracking; cultural change; organizational infrastructure; linking Lean Six Sigma to suppliers; training; linking Lean Six Sigma to human resources; communication; education; teamwork team design; information technology; Lean Six Sigma consultants; manufacturing strategy; process category and leadership considered as critical success factors.

(Jeyaraman and Teo 2010) researched to determine the essential success criteria for implementing lean Six Sigma and their effects on firm performance in global electronic manufacturing service industries. Mentioned critical success factors were management engagement and commitment; reward and recognition system; competency of master Black belt/black belt; company financial capability; frequent communication and assessment on lean Six Sigma results; project prioritization, selection, reviews, and tracking; project success stories, best practices sharing and benchmarking; effective lean Six Sigma training program; established lean Six Sigma dashboard.

(Stone 2012) focused on the lean transformation and organizational performance factors that influence a firm's leanness. External environment (*government policy, competition, customers*); mission and strategy; leadership; culture; individual and organizational performance; structure; management practices; Systems; workgroup climate; task requirements and individual skills/abilities; motivation; individual needs and values; these factors were described during the study.

(Abu Bakar et al. 2015) focused on the current review on critical success for lean six sigma deployment. The goal of this article is to evaluate and compile a thorough list of the most recent important success factors for Lean Six Sigma deployment and implementation. Management commitment and leadership; linking LSS to business strategy; linking LSS to the customer; Lean six sigma competency; project selection and prioritization; training and education; reward and recognition system; organizational infrastructure and project management were the focused groups of critical factors.

(Kundu and Manohar 2012) studied critical success factors in IT support services for Lean practices implementation. The study's critical success factors were identified as management leadership, management support, top management commitment, organizational culture, communication, training and skill-building, financial competence, and measurement framework. (Kobus et al. 2015) also researched the Lean management of IT organizations. Leadership involvement; change the culture and work ethics; employee involvement; training and education; clear vision / long term focus; performance management; existing skills; holistic approach; organizational changes/standardization; customer focus; communication; financial resources; implementation facilitation factors were considered as success factor groups.

(Zhang et al. 2012) focused on the most crucial success factors for implementing lean six sigma in national and global companies doing business in Pakistan. Manufacturing, service, government-owned, and privately-owned big scale enterprises are all included in this study. The study also seeks to determine whether there is any new crucial success element for Lean Six Sigma deployment in Pakistan's turbulent business climate. Management engagement and commitment; reward and recognition system; organizational belief and culture; frequent communication and assessment on LSS/SS project results; project prioritization, selection, reviews, and tracking; effective Lean Six Sigma training; project success stories and best practices sharing; company financial capability; established Lean Six Sigma dashboard; competency of Master Black Belts and the black belt was the identified critical success factors.

(Inuwa and Rahim 2020) studied the role of organizational culture in lean implementation. The study was focused on reading flexibility change in manufacturing small businesses in Nigeria and also on factors and organizational readiness. Leadership and management commitment, employee involvement; process management; planning and control; supplier relations; customer relations, and organizational culture were considered to assess the readiness.

In European food processing SMEs, (Dora et al. 2013) completed a study on operational performance and essential success criteria of lean manufacturing. The use of lean manufacturing, its impact on operational performance, and crucial success criteria in food processing SMEs were examined in this study. To get a better understanding of lean manufacturing in the context of other similar quality initiatives, the analysis of existing literature was supplemented by a survey of food processing companies in three European nations. Leadership and management, organizational culture; the skill of the workforce and in-house expertise; financial capabilities were identified as critical success factors in this study.

(Antony et al. 2012) studied the critical success factors for Lean six sigma management. A mixed technique approach was used, with 200 managers completing a structured survey and two members of the management team participating in semi-structured interviews. The relevance of strengthening learning capabilities in the middle management team and empowering them is highlighted by the findings of this study. Middle management should be given a more

significant role in performance improvement and strategy formulation. Identified CSFs of the study were senior management commitment, support, and enthusiasm; linking LSS to business strategy; linking LSS to the customer; understanding the tools and techniques; project selection and prioritization; and training and education.

(Lande et al. 2016) did research to identify and list essential success criteria of the Lean Six Sigma framework that affect and influence small and medium-sized businesses' quality, operational, and financial performance. Identified critical success factors were training (*employee involvement*); management involvement and commitment; customer satisfaction; leadership; project prioritization and selection; cultural change; understanding LSS methodology; strategic quality planning; process management; product design; linking LSS to customers; linking LSS to business strategy; employee satisfaction, employee reward; inventory control; communication of information; linking LSS to employees; linking LSS to suppliers; employee relation/empowerment; quality measurement system/ quality data; benchmarking; the role of the quality department, understanding and employing the most critical CSFs that influence the Lean six sigma framework can help industries accelerate adoption.

(Elmelegy 2019) focused on assessing Kuwaiti manufacturing industries' lean preparedness. A survey of 50 Kuwaiti small and medium-sized manufacturing enterprises provided the data for this study. The model was evaluated in terms of process, planning, and control, customer relations, supplier relations, human resource management, and top management and leadership. Kuwaiti manufacturing businesses were studied by (Al-Najem et al. 2013), (Al-Najem 2014) to see how lean-ready they were. The objective of this research was to create a framework for assessing lean readiness and lean systems in Kuwait's small and medium-sized manufacturing companies. Process planning and control, customer relations; supplier relations; human resources; top management, and leadership were identified as critical practices.

In this study Vaishnavi and Suresh (2021)'s purpose is to determine the readiness criteria through research of relevant literature, that is crucial to the use and success of lean operating concepts in healthcare companies through research of relevant literature, determine the readiness criteria that are crucial to the use and success of lean operating concepts in healthcare companies. The identified success factors are real leadership team support for lean, aligning lean with the healthcare setting's strategic agenda, understanding what value and customer groups exist in healthcare, taking an end-to-end process view to identify and eliminate waste, personnel training, and involvement in lean principles and methods, measurement and reward systems aligned with lean objectives, and matching demand and capacity levels to improve flow.

(Noori 2015) considered lean implementation in hospitals and the critical success factors. (Noori 2015) used structural equation modelling to study the effects of crucial success elements on lean success (SEM). The findings investigate and show evidence for strong correlations between those elements and lean success, proving the hypothesis. Strategic orientation, organization culture, management practices; implementation process; implementation lean were considered critical success factors. In order to assess Lean readiness in South African healthcare organizations, (Nwobodo-Anyadiegwu et al. 2020) suggested a framework. Organizational culture; Process activities and facilities; Operations planning & control; Patient/customer relations; Top management commitment; human resource; supplier relations; the benefits of lean; Lean principles and practices and Lean tools and techniques were considered as readiness factors.

(Bawab 2019) was chosen to study the impact of lean six sigma critical success factors on organizational performance. The study was conducted as a mixed-methods study of hospitals in the United Arab Emirates. Strategic - top management commitment; management of cultural change; understanding lean six sigma methodology; communication of information; availability of resources (*financial, time*); tactical - linking lean six sigma to employees; incentive program; training and education; usage of problem-solving and statistical thinking and tools; operational - established lean six sigma dashboard; linking lean six sigma to suppliers; project prioritization selection, management, and tracking; linking lean six sigma to customers; aligning lean six sigma projects to business objectives were identified as updated clustering of critical success factors. Aligning LSS projects to business objectives and Organisational infrastructure from the strategic category was eliminated. And allocated to operational and tactical categories accordingly.

(Awang et al. 2021) conducted an exploratory study to find a readiness index for Malaysian Hospitals. This model was developed using structural equation modelling. Leadership, engagement; teamwork; communication; enterprise alignment; process alignment, customer alignment, organization culture, and training constructs were considered in

this study. Among those constructs, training was the strongest association. In Malaysia, (Kader Ali et al. 2016) researched the critical success aspects of Lean Six Sigma approaches on business performance. The impact of essential success elements of LSS practices on business performance was investigated in this study, which was mediated by operational performance. Management commitment, the financial capability of the organization; training; resources allocation; maturity of deployment; understanding of LSS tools and application, awareness of the importance of LSS were identified as critical success factors.

(Antony 2014) spoke on the criteria that determine whether or not a company is ready to embark on a Lean Six Sigma journey in higher education. According to the study, if any sector is ready to embark on a Lean Six Sigma journey; employees are genuinely motivated to achieve the new initiative's new vision, mission, and goals; employees demonstrate a "can-do" attitude and are less defensive before the continuous improvement journey is effectively launched; When it is suitable, an organization is willing to take a risk. When leaders of organizations can communicate to employees about the need for change and the difficulties that lie ahead for everyone in the organization, they create a good atmosphere for change. Leaders give adequate resources and acknowledge employees' accomplishments, both little and large; Facts and statistics, not gut instinct, or intuition, are used to make management decisions. As part of their continuous improvement strategy, leaders are making LSS a major priority. Accountabilities are clearly defined and communicated, and essential business procedures are well documented. LSS's objectives are measurable, relevant, and consistent with business objectives. All employees in the organization understand and use relevant process performance metrics; senior executives in the organization understand critical business processes and the performance metrics associated with them; the organization has a culture of collecting relevant data that drives process performance; The best and brightest individuals in the company will be/are assigned to strategic initiatives that produce measurable and quantifiable bottom-line benefits, and LSS deployment champions will be designated to monitor project progress and ensure that the projects are aligned with the company's strategic goals.

When considering the Sri Lankan context (Pushpasiri and Pushpakumara 2019) investigated the link between Lean Management and organizational success. The participants in this study were Camso Loadstar (Pvt) Ltd production workers in Sri Lanka. Train the workforce; Use lean tools and methods; continues improvement process; employee behaviour and management adoption were identified as success factors.

(Zargun and Al-Ashaab 2014) studied the critical success factors for Lean manufacturing. However, the approach of this is different from other studies. An international comparison of developing and developed countries was undertaken by the Authors. Several factors, including organizational infrastructure, trade agreements, political and economic environments, ability, and willingness to change organizational structure and culture, and top management support and commitment, were discovered to influence adopting lean manufacturing in developing countries. (Paro and Gerolamo, 2017) conducted a study on organizational culture for lean programs. The goal of this research was to learn more about an ideal lean culture in the Brazilian environment. This study is based on the Competing Values Framework and is based on a survey of 51 professionals in charge of Lean implementation in firms in various industry categories in Brazil. Top management and efficient leadership; management involvement and commitment; planning and control management and continuous improvements; process management; clear vision and plans and goal settings; human resource management factors were mentioned in this study.

Factors Affecting Lean Implementation in Indonesia's Fast-Moving Consumer Goods Industry was investigated by (Tanudiharjo et al. 2021). The study investigates the crucial success aspects of lean implementation in the Indonesian FMCG business because the implementation cannot take place effectively unless the implementing company appropriately manages the critical factors that influence lean implementation. Organizational culture, personal capabilities, communication, and leadership were considered as success factors in the study.

(Alkhoraif and McLaughlin 2018) focused on the organizational aspects of Saudi Arabian manufacturing SMEs are implementing lean. This paper's objective is separated into four stages. To begin, identify the factors that drive Lean Implementation. Second, group the features into themes. Third, participants' present perceptions of the themes are compared to the themes. Finally, a culture stance that manufacturing SMEs should strive for achieve the most effective Lean implementation was defined. Communication & interaction in the organization; organization's strategy and vision; organization's infrastructure of the workshop; quality risk management; human recourse; change management and behaviour patterns; sustain continuous improvement are the developed themes of this study by using interview data.

(Mathiyazhagan and Kumar 2020) Modelled common critical success factors in Indian industries for lean six sigma adoption. Manufacturing, service, and healthcare are mainly focused industries in this study. Top management initiatives towards lean six sigma, structured review approach of lean six sigma to manage quality improvement activities, mentoring by a master black belt (MBB) in an improvement project, organizational roles and responsibilities linkage with lean six sigma, training of people for continuous improvement approach, leadership for lean six sigma, team capabilities (*black belt, green belt*), application of lean six sigma methodology to increase profits, rewards and recognition system to motivate people, linking lean six sigma with organizational strategy, management support for long-term lean six sigma improvement, linking lean six sigma with TS, the strategic decision in project selection, financial capabilities for lean six sigma implementation factors are identified as effective vital success elements for implementing lean six sigma in Indian industries.

Gastelum-Acosta et al. (2021) studied assessing the adoption of critical success factors for lean six sigma implementation. Gastelum-Acosta et al. (2021) conducted this study intending to construct and validate an instrument that allows businesses to assess their progress in implementing the critical factors that enable lean six sigma to achieve the desired results. Participation and commitment of top management, training, and education, training and education, cultural change, linking with human resources, leadership management, communication, teamwork, linking with suppliers are the factors evaluated in this study.

The critical success factors in business performance management were examined by (Ariyachandra and Frolick 2008). Even this is not a Lean model, and there were similar factors with lean models and critical success factors. This research gives a framework for business process management and explores the key success elements that will influence the success of a business performance management endeavour. Champion; management resistance; management support; sufficient resources; team skills; user support; effective communication; clear link to business strategy; state of existing data management infrastructure; evolutionary development methodology factors were identified as critical success factors.

Identified readiness factors can be divided into two categories according to the external environment and external environment. Since this study is mainly focused on internal factors, factors that are related to organizational level are selected. Most of the time, these factors are categorized under main domains (Table 1): Management and Leadership; Lean tools, techniques, and knowledge about lean concepts; availability of organizational resources; organizational culture and business processes; employees' involvement and skills; communication management were identified as the prominent domains.

Table 1: Identified Factors and Referred Studies

Papers	Factors					
	Management and Leadership	Lean tools, techniques, and knowledge about lean	Availability of organizational resources	Organizational culture and business processes	Employees' involvement and skills	Communication management
(Abu Bakar et al. 2015)						
(Alkhoraif and McLaughlin 2018)						
(Al-Najem et al. 2013)						
(Al-Najem 2014)						
(Alqassimi et al. 2020)						
(Antony et al. 2012)						
(Antony 2014)						
(Ariyachandra and Frolick 2008)						
(Awang et al. 2021)						
(Bawab 2019)						
(Dora et al. 2013)						
(Elmelegy 2019)						

(Gastelum-Acosta et al. 2021)						
(Inuwa and Rahim 2020)						
(Jeyaraman and Teo 2010)						
(Kobus et al. 2015)						
(Kundu and Manohar 2012)						
(Lande et al. 2016)						
(Malik and Abdallah 2020)						
(Mathiyazhagan and Kumar 2020)						
(Noori 2015)						
(Nwobodo-Anyadiegwu et al. 2020)						
(Paro and Gerolamo 2017)						
(Pushpasiri and Pushpakumara 2019)						
(Stone 2012)						
(Taherimashhadi and Ribas 2018)						
(Tanudiharjo et al. 2021)						
(Vaishnavi and Suresh 2021)						
(Zargun and Al-Ashaab 2014)						
(Zhang et al. 2012)						

3. Methods

A systematic literature review was conducted to identify organizational factors which affect lean readiness in the retail marketing area. The study was conducted by the Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) method (Figure 3) by using the 1431 studies.

3.1. Inclusion and Exclusion Criteria

The studies were identified using an advanced search of Google Scholar. The papers in the database are consist of Research Gate, Scopus, Emerald Insights, Science Direct, Springer, JSTOR, Taylor & Francis databases. Lean Management, Lean adoption, Lean readiness, Marketing, Retail were used as keywords. When identifying studies related to factors, identification papers not from 2011 to 2021 are eliminated. Studies that are not written in English that are not completed or cannot access the full papers and that are not relevant to the research objectives are also eliminated.

3.2. Data Collection

The initial state of the database consists of 1431 studies. Three hundred thirty-six duplicated papers were removed, and 367 papers were removed because they were published before 2011. 900 records were screened in the initial screening stage, and 504 papers were removed as those studies were not written in English. 396 reports were sought for retrieval, and 286 were not retrieved. 110 were assessed for eligibility, and 90 papers were excluded after the final screening. Three new studies were included in the review, and four studies were included in the previous version of the review. Finally, 34 studies were considered for systematic literature review.

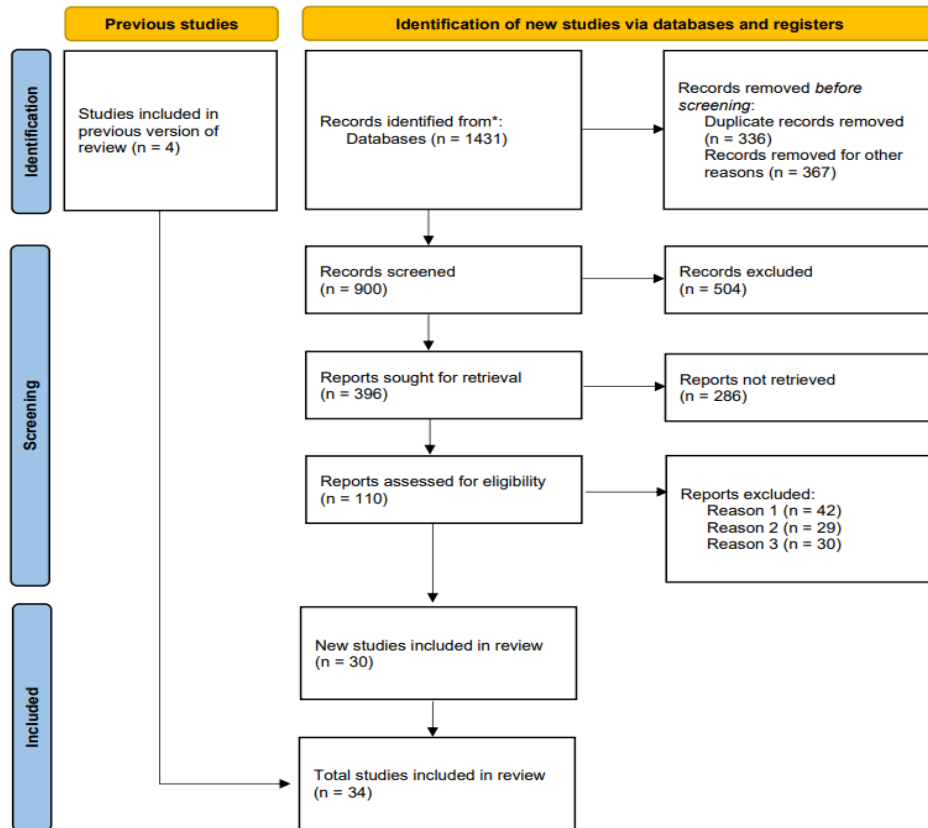


Figure 3: PRISMA Framework of the Study

4. Discussion

This study was focused on the organizational factors affecting lean marketing readiness in the retail sector in Sri Lanka. Factors were identified by referring to 30 studies. Thirty-five subfactors were identified and categorized under management and leadership; Lean tools, techniques, and knowledge about Lean concepts; availability of organizational resources; organizational culture and business processes; employees' involvement and skills; communication management main constructs. Even though every factor is important to organizational readiness, the most concerning factor is management and leadership, and the least concerning factor is the availability of organizational resources.

5. Conclusion

This paper review literature is regarding the adaption of the lean approach in marketing and organizational readiness in retail businesses. Since there are few papers regarding the lean approach in marketing, studies regarding lean readiness in other areas are also considered when identifying organizational factors. Few papers were found from the Sri Lankan context and other studies from different regents of the world. There are two types of factors as internal factors to the business and external factors which affect the readiness. This study is mainly focusing on the internal factors (organizational factors). Prisma framework was used to identify and sort the papers. According to the identified factors, management and leadership affect organizational readiness when considering the other factors.

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