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Implementation of Lean methodology in a restaurant in the interior of the state of Rio de Janeiro

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A high level of competitiveness of the market has forced corporations to reinvent themselves in order to survive. From this perspective, the food industry is extremely competitive and requires continuous improvement processes to meet the standards of their consumers. Objectives: This article aims to identify failures in the production line and propose improvements in its process, using the Lean methodology in a restaurant located in the interior of the state of Rio de Janeiro. Through observations of the production process, meetings with managers and interviews with the employees, two Lean tools were applied, the 5S and the Heijunka, to identify the restaurant's problems and suggest improvements. With the implementation of 5S, it was possible to identify failures in the storage, the organization of physical space and equipment also in the garbage sorting. To solve these issues, changes were made, improvement of the classification of stored materials, layout modifications, equipment reorganization, purchase of selective trash cans and confection of explanatory posters to guide employees on how to organize and clean the work environment, aiming at the improvement of processes. Applying Heijunka, it was found that the menu was one of the restaurant's problems due to the large amount of available dishes, which turned the waiting time longer and a bigger inventory. The problem was solved by updating the menu to make it leaner. The use of Lean tools made possible the improvements in the establishment's processes, leveling the production, reducing the waiting time of the orders, solving the problem of stock variety, providing a reduction in waste and customer complaints in the restaurant.

Keyword: Lean Manufacturing; restaurant; 5S; Heijunka.