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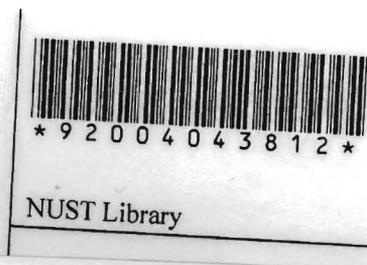
Graduate School of Business

**Improving manufacturing competitiveness through implementation of
World Class Manufacturing strategies: A study of Zimbabwean
manufacturing companies**

Davison Zimwara

N 011 5110R

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Abstract

The world has become a global village as far as the trade of goods and services are concerned. Zimbabwean manufacturing companies are facing competition from imports, which are selling at a cheaper price. It is critical for local companies to devise methods and techniques which ensure that they compete with international companies. This thesis investigates the World Class Manufacturing (WCM) techniques that are being adopted by Zimbabwean manufacturing companies, the performance measures which companies are using and challenges that companies are facing. A World Class Manufacturing framework was developed for Zimbabwean manufacturing companies to adopt. The methodology used a combination of a survey of fifty (50) manufacturing companies sampled from Zimbabwe manufacturing companies and a case study of Delta Beverages as a research strategy. Delta has been implementing world class manufacturing techniques for four years. To answer the research questions, quantitative research methods were used. The research results revealed that Zimbabwean companies are using obsolete equipment, have no Research and Development (R&D), there is a lack of appropriate IT skills among workers, most companies in Zimbabwe are not trading their goods at global level. At Delta Beverages, the case study company, workers felt they received inadequate training to perform their duties, experience job insecurity, and experience increased work load due to shortage of manpower during WCM implementation. The implementation of world class manufacturing at Delta Beverages is achieving results and management is in full support of the WCM implementation. The research added value to the body of knowledge through the development of a world class manufacturing implementation framework whose components are: 5S, equipment retooling, total productive maintenance, technical training, research and development, performance measurement, total quality management, just in time and global trading. It is hoped that by implementing the framework, most challenges facing the Zimbabwean manufacturing industry will be eliminated.