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KANBAN IN INTERNATIONAL BUSINESS

The scientific research paper provides a review of the use of Kanban methodology for the purpose of increasing productivity and improving the operational activities of international companies, promoting international teamwork, reducing the duration of tasks, and maintaining open business procedures. It offers the author's interpretation of the use of Kanban in international business with a special emphasis on the ability to adapt to global market trends and understand regional business options. Special emphasis is made on the Kanban capabilities targeted at improving resource management, increasing process predictability, and accelerating rational decision-making. The article provides examples of successful implementation of Kanban by multinational corporations in production, logistics, IT, and customer service. Analysis of the advantages and possible difficulties in the implementation process have been described as part of the research. Proposals related to the gradual implementation of the Kanban system in multinational enterprises, taking into account the unique aspects of the global business community, are presented in the recommendations for ensuring the effective implementation of Kanban in international companies.

Keywords: Kanban, Agile and Lean strategies, Kaizen philosophy, Transparent Production System (TPS).

КОЛОМІЄЦЬ Дмитро, КОЛОМІЄЦЬ Євген

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KANBAN У МІЖНАРОДНОМУ БІЗНЕСІ

У науковій статті розглядається використання методології Kanban в цілях підвищення продуктивності та удосконалення операційної діяльності міжнародних компаній, сприяння міжнародній командній роботі, зменшення тривалості виконання завдань та підтримки відкритих бізнес-процедур. Пропонується дослідження автором використання Kanban у сфері міжнародного бізнесу з особливим акцентом на здатність адаптуватися до світових ринкових тенденцій та розуміння регіональних бізнес-варіантів. Особлива увага приділяється можливостям Kanban, націленим на покращення управління ресурсами, підвищення передбачуваності процесів та пришвидшення прийняття раціональних рішень. У статті наведено приклади успішного впровадження Kanban багатонаціональними корпораціями у виробництві, логістиці, IT та сфері обслуговування клієнтів. В рамках дослідження проведено аналіз переваг та можливих труднощів у застосуванні системи. Пропозиції щодо поступового впровадження Kanban на багатонаціональних підприємствах, враховуючи унікальні аспекти світової бізнес-спільноти, подано у представлених рекомендаціях для забезпечення ефективності системи Kanban у бізнес-процесах міжнародних компаній.

Ключові слова: Kanban, Agile та Lean стратегії, філософія Kaizen, система транспарентного виробництва (TPS).

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INTRODUCTION

Today, international corporations are trying to gain better efficiency in their processes and achieve flexibility in management. In many areas of international business, the Kanban system serves as a key tool for improving work performance. Using Kanban, the way a team works is shaped, tasks are clearly tracked, and productivity is increased. In the 1950s, Toyota in Japan first developed Kanban as a way to manage production. The idea was to improve production by reducing costs and improving quality. Over time, Kanban has evolved into an important project management tool used globally in areas such as IT, logistics, finance, and others. Today, this way of thinking is part of Agile and Lean strategies, both of which make teams more productive and help them adapt faster to market volatility [5]. Due to Kanban, companies in international business can be flexible to change, improve collaboration between departments, and clearly track task performance. When companies add Kanban boards, task cards, and work-in-progress limits, they can easily identify problems, immediately spot bottlenecks, and improve task sequencing.

In today's multinational competition, efficiency and quick decision-making are of paramount importance. Managers who use Kanban can achieve greater transparency in their work, which is an important indicator for companies that interact with people from an international system. The system helps organize communication between international groups without unnecessary complications associated with time zone differences or language barriers. Working with Kanban allows quick response to changes and adapt your approaches to effectively allocate resources

[1]. Kanban supports continuous improvement, following the philosophy of Kaizen. This method allows international companies to optimize their own work and improve the way they serve customers, which is important in terms of competitiveness. The practice of self-improvement and adopting non-standard solutions allows you to remain a leader in your industry or become one. As a result, Kanban is useful in international business because it allows for better project management, encourages better teamwork, and continues to improve processes [7]. Due to this, companies achieve more, grow in the market, and successfully compete internationally.

The purpose of this article is to study the Kanban system for ensuring successful workflow management in international business. The purpose is to identify the following tasks for consideration: 1) explain the main features and ideas of the Kanban system; 2) explore the relationship between Kanban and efficiency in multinational companies; 3) conduct an overview of best practices for using Kanban in manufacturing, logistics, IT, marketing processes, and the financial sector; 4) assess the benefits and challenges of implementing Kanban; 5) outline steps for more effective implementation of Kanban in international business. The article offers an analysis of Kanban processes that help companies better manage operations, organize collaboration between global teams, and be more productive around the world. The study is based on structural-functional and systemic methods, content analysis methodology for document research, literature review and theoretical sources, analysis of real-life Kanban use cases, advantages and possible difficulties in the implementation process, and recommendations for effective Kanban implementation in international companies are also proposed.

The Kanban System and its Potential in International Business

Kanban was invented by Toyota in the 1950s. It is based on resource management to minimize costs, minimize delays, and ensure continuity of work. «Kanban system is one of the tools under lean manufacturing system that can achieve minimum inventory at any time. Kanban system provides many advantages in managing operations and business in the organization. Using Kanban system is a strategic operational decision to be used in the production lines. It helps to improve the company's productivity and at the same time minimize waste in production. The Kanban system requires production only when the demand of products is available. Manufacturing companies especially in Japan have implemented Kanban system successfully as this system originates from this country» [1, p. 175]. Originally designed to track inventory and ensure the timely delivery of parts to aid in the manufacturing process, the system is now also applied to other business processes such as international workflows, logistics, and software projects. The fundamental concepts of Kanban include displaying the status of work using cards or an electronic board, which helps determine how to control activities. Tasks are easier to manage, and priorities can be set by limiting the number of tasks a team can work on at a given time. Kanban promotes transparency of information and the assessment of employee feedback by holding frequent meetings, status checks, and modifications to the way work is done, which creates more opportunities for transparency and improves collaboration. The Kaizen principle of continuous improvement states that a process should be gradually improved by identifying problems, finding solutions, and experimenting with new ways of doing things.

The concept of Kanban is to control the process of completing tasks to ensure fast and smooth movement. It is also necessary to clearly describe the procedure for completing tasks based on only one project process so that managers can maintain the level of efficiency of the entire process, setting goals and parties. Kanban offers the ability to adapt to changes in the business and increase the productivity of teams. Kanban ideas are also important in the process of doing business in other countries with different time zones, to organize activities where it is important to have speed, flexibility and avoid losses. Using Kanban leads to improved processes, reduced costs and improved products or services - challenges that are of paramount importance in today's complex global market. The key to increasing efficiency, better understanding and better organization of team processes lies in Kanban. The system can be used to improve your daily activities and quickly respond to changes occurring in the market. Kanban is important in logistics management, marketing organization, project management, finance, human resources management and software development in international companies «Lean software development is increasingly being adopted by software teams (Anderson et al., 2011). It is reported that David Anderson was the first to adopt Kanban in 2004 with a software development team at Microsoft, located at Hyderabad, India (Anderson, 2010; Ahmad et al. 2013). However, it was "Poppendieck and Poppendieck" (2003) who published the first book that adopted Lean principles from manufacturing and applied them to software development, which consists of seven principles» [2, p. 4].

Logistics and supply chain management are the components of the business processes of international companies. Kanban promotes learning in the supply chain and helps international businesses be consistent in choosing partners in the supply chain, including suppliers, manufacturers and distributors. As a result, it is possible to reduce the number of goods in stock, minimize storage costs, better coordinate deliveries, prevent shortages, as well as excess products produced. The company has an automatic replenishment system to eliminate production delays. Communication is established between countries and time zones between departments. Due to Kanban, marketing teams can better manage campaigns and quickly respond to new trends in the market. Delegation to other teams will ensure that each stage of the project is completed in a timely manner. This means that when processes are isolated, everything will not be repeated, and everything will be open. The flexibility of the Kanban system allows for rapid change. The system improves communication between people who have creativity, numerical skills and technical knowledge. Kanban helps international companies to be effective in projects, unite different teams and improve

communication. Companies benefit from using applications for working in pairs, so that each participant has equal responsibility, and also informs everyone about the stage of completion of each task, which helps to avoid delays in work. Due to the company's electronic logistics, the system can automatically identify and eliminate bottlenecks, as well as ensure competent cooperation between departments and efficient use of resources. In financial companies, Kanban helps in organizing audits of financial statements, controlling costs and the company's compliance with international requirements. The key tasks of the implementation program are to control the processing and accounting of financial transactions, optimize document verification methods and the entire verification system, ensure the convenience of verification and interpretation of all types of financial expenses, and manage risks through forecasting and analysis of cash flows.

Kanban helps human resources departments of international companies in carrying out work on hiring, adapting and developing their employees. Its benefits with recruitment, as the steps are clearly outlined, equip special programs to improve the adaptation of new employees to the company, improve performance management and measurements of employee performance, building a corporate culture through the clear use of communication. Kanban plays an important role in organizing software development work and promoting the use of DevOps. As a result, the pace of new product development accelerates, as all participants are constantly involved, and software improvement becomes easier. Coordination of the activities of developers, testers and business analysts becomes easier. The system includes automated product quality control programs and tests. Kanban, implemented by a company, can allow it to respond to changes in the global market and improve its daily operations. This reduces costs and also promotes effective communication between teams in different regions of the world. One of the key benefits associated with Kanban is rapid response to change. With Kanban, companies that are dependent on global changes, in demand, and policies in their business can operate more efficiently. As a result, manufacturing firms can quickly change production when orders change by using Kanban. In time-critical industries such as automotive and electronics, small delays can lead to huge losses. Using Kanban prevents companies from wasting resources and saves them money. In logistics, using Kanban helps organize and process deliveries to save on warehousing costs, reduce the likelihood of product shortages, and avoid paying for unused goods. Companies in international business use Kanban to better control their deliveries. With the help of diagrams, companies can notice problems in the supply chain more quickly, change delivery routes as needed, and more easily organize their inventory for different markets. With a Kanban system, teams can see how all tasks are being performed and organize more effective collaboration between departments. With the use of remote teams, the issue of organizing collaboration becomes even more important. It is worth noting that communication and coordination in international teams are usually complicated by different time zones, different languages, and diverse cultures. Due to Kanban, each team member knows what needs to be done, by when it needs to be done, and how the work is progressing.

Kanban in software development firms creates diverse teams with a consistent workflow and allows them to easily and quickly respond to changes in the facilities. Kanban allows managers to easily view tasks in real time, observe how their employees are working, and make the right decisions. Kanban will eliminate the waste of time or the need to work on the same task twice when planning international operations. The openness of the workflow allows companies to communicate more effectively with partners and customers, as well as collaborate with customer service firms, who can promptly fulfill requests, track the availability of tickets and ultimately resolve problems. Today, companies are implementing digital technologies to improve operational activities, and Kanban plays an important role. Electronic Kanban, combined with artificial intelligence, can be used to automate processes and improve the use of data analysis. Companies that implement Kanban and analytical solutions are able to forecast demand, evaluate the performance of their team, and conveniently respond to any market events. This puts them in a better position, especially in highly developed industries where fast decision-making is essential.

Kanban, together with international business, will increase productivity, effectively manage resources and improve team interaction. Rapid change, improved results and cost reduction are achieved with the help of data from companies. The growing popularity of Kanban is explained by its ease of use and adaptability to help enterprises achieve their strategic goals and maintain success in a competitive environment.

Examples of Using the Kanban System in the Activities of International Companies

Due to its flexibility, Kanban is being implemented in large organizations around the world to improve their processes. Below are some practical applications of global companies using Kanban to optimize their efficiency.

Toyota is a pioneer in the use of Kanban. It was Toyota that helped introduce Kanban, which was first tested for use in manufacturing in the 1950s. This approach became the basis of the Transparent Production System (TPS), which contributed significantly to the emergence of modern lean manufacturing. Kanban also allows Toyota to have JIT inventories; this maintains low levels of raw materials and semi-finished products in stock, low storage costs, and high efficiency in their production systems. When materials are moving too slowly or too quickly, the Kanban system signals to all stakeholders that processes need to be improved. Toyota is now looking to improve the system by modernizing its results with Kanban worldwide. This allows the company to reliably deliver its products, minimize errors in the production process, and respond quickly to fluctuations in demand.

Major tech companies also aliening their business with Kanban practices. Amazon applies Kanban to warehousing and logistics. Kanban is what Amazon practices in its logistics processes around the world to control

inventory and deliver products to customers as quickly as possible. One of the most important challenges that Amazon faces is maintaining the right level of inventory, as the company cannot afford to have too much or too little inventory in stock. The system is also able to forecast product needs, control product movements, and inform suppliers when to order products. Kanban is also used in Amazon's automated warehouses. As an example, consider the use of robotic picking and packing systems to pick and pack orders when they receive Kanban orders, due to which they efficiently sort, organize, and distribute inventory to ensure that all orders are fulfilled within a short period of time.

Kanban has successfully organized internal processes and innovations at Google. The Kanban framework is primarily used by Google's product development, research, and marketing teams. The company's teams are located in different countries, so Kanban helps them collaborate. Software development teams have team leaders who use Kanban boards to monitor their progress, plan, and track tasks. «Studies on Kanban using simulation techniques has been conducted to analyze the applicability and effectiveness of Kanban in software development (Anderson et al, 2011; Cocco et al., 2011; Concas et al. (2013). For example, Cocco et al., (2011) analyses the dynamic behavior of Kanban and Scrum adoption in comparison to a traditional software development process. The reported result was that Kanban helped control and manage workflow effectively while minimizing lead-time» [2, p. 5]. Google also uses Kanban to promote projects to the market, and its teams can quickly respond to market changes, experiment with their advertising approaches, and test the effectiveness of their campaigns.

Kanban is used in software development at Microsoft. Microsoft teams (Azure DevOps and Microsoft 365) use Kanban for software development. Kanban allows developers to track the development process, test and release software updates, demonstrate the importance of each task, and eliminate bottlenecks in the workflow, which will relieve the team of a large number of unfinished tasks and allow for an even distribution of the workload. «Luckily, Don made a convincing argument that I should switch from Drum-Buffer-Rope implementations to a kanban system for the highly esoteric reason that a kanban system makes a more graceful recovery from an outage in the bottleneck station than Drum-Buffer-Rope system does. Understanding this idiosyncrasy, however, is not important for you to be able to read and understand this book. Revisiting the final implemented solution at Microsoft, I realized that had we conceived of it as a kanban system from the beginning, the outcome would have been identical. It was interesting to me that two different approaches would result in the same outcome. So, if the resultant process was the same, I didn't feel compelled to think of it specifically as a Drum-Buffer-Rope implementation. I developed a preference for the term "kanban" over Drum-Buffer-Rope. Kanban is used in Lean manufacturing (or the Toyota Production System). This body of knowledge has much wider adoption and acceptance than the Theory of Constraints. Kanban, while Japanese, is less metaphorical than Drum-Buffer-Rope. Kanban was easier to say, easier to explain, and, as it turned out, easier to teach and implement, so it stuck» [3, p. 6].

Kanban helps the Azure cloud development team be agile and responsive to customer requests. The product update system ensures faster deployment and continuous improvement.

Kanban is an important aspect of supplier and manufacturing coordination at Apple. To help Apple manage its manufacturing and supply chain, where it has many partners around the world, the use of Kanban is critical. The fact that Apple manufactures products in different locations makes Kanban an essential tool to keep suppliers and assembly plants synchronized in this process. This is absolutely necessary when it comes to products like the iPhone or MacBook, where multiple processes occur during the creation of the product. Product quality control is also carried out using Kanban. In the event of a component defect introduced during production, the system automatically sends a request for a change in the process. Apple implemented Kanban for the benefit of iOS and MacOS developers, as they can quickly identify a new state, troubleshoot faults, and resolve issues that require further refinement.

Kanban is used in most areas of global business, such as manufacturing, logistics, software development, and marketing campaign management. It allows businesses to optimize operations, minimize costs, increase team efficiency, and respond quickly to changes. Kanban is one of the best methods for managing business and gaining a competitive advantage over other businesses around the world due to its ability to easily adapt.

Benefits of Kanban in International Business

Kanban is a workflow management tool commonly used by international companies. Project management is also applicable in the manufacturing and software development because it is flexible, open, and controllable. Kanban gives a leeway in the planning and workflow control. Kanban enables any company to adapt swiftly to the changes in the market. Teams are able to rearrange tasks swiftly by placing them on a Kanban board and can add or delete tasks and examine implementation strategies. To illustrate, in logistics, numerous global organizations apply Kanban to supply chain management: in case one partner notices the delay, the system provides the information on the necessity to switch to another supporter or to another route. «Womack and Jones (1996) indicate that the transition to Lean requires a significant investment of time, resources and expertise. In addition to this, a logistics manager (2010) highlighted the high complexity characterized the PSC; the planning and design of it needs to consider the political and legal constraints such as the guidelines from the National Organization for Medicines (www.eof.gr). There are some types of medicines that might only be used once a year - but they have to be kept (just in case). Finally, another challenge, that the organization would face, if the full kanban implementation was occurring, is the stakeholders' engagement. Frohlich and Westbrook (2001) and Ryals and Humphries (2010) report that the process of formulating and implementing innovative programs should link with the wider supply chain to increase the so-called arc of

integration to avoid suboptimization down the supply network. Despite these issues, the kanban framework developed for this pilot project became an opportunity for the organization to create structure and manage changes and improvement, hence being familiar with innovative programs. The pilot implementation of kanban was based on real data rather than theoretical prescriptions deriving from the literature. This was important for both the organization and researchers, because they had the chance to evaluate the impact of the kanban application upon the organization's performance» [6, p. 11]. Kanban enables an enterprise to enjoy transparency and control in performing tasks, that is, to have an overview of all that is occurring in its processes. One can easily trace the movement of tasks in every status of planned, in progress and completed and observe when a task has been completed. This is an effective way when companies have employees in various countries and when they have employees who have varying work schedules. With Kanban, every team member can see the most up-to-date information about the progress of the project. With the help of Kanban, companies become more efficient in their resources and make sure that all activities are shared out as evenly as possible among employees, which enhances productivity and helps to decrease the percentage of stress that each person feels.

This is a time and resource saving process. This is significant to manufacturing companies since less downtime translates to much higher profit and to IT companies since the pace of new product release is a big deal. Through the Kanban, costs and time taken to finish are minimized hence making sure that no extra costs are incurred to run inefficient processes. Consequently, IT companies apply Kanban to make new products available much faster by cutting back on the slack periods during testing. Due to the clarity of each stage in the task, which is provided through Kanban, the speed at which companies finish the task is increased since teams are aware of the tasks that they need to accomplish at each stage. Kanban helps in making the team stronger and enhances interaction among employees. By having a clear sharing of tasks and familiarity of the steps, teams can prevent overlapping of tasks and have coordinated cooperation. As international companies typically include multinational teams, Kanban assists in setting standardized processes and actions to tasks, which makes the process of teamwork far more comfortable. Kanban particularly fits best in companies that deal with fluctuating markets because it enables them to easily and promptly adapt to new conditions giving them a quick response to business environment changes. For example, Kanban helps marketing companies immediately make changes to campaigns in response to any changes in consumer demand. In Kanban, the tasks are allocated in a manner that the employees are set their own workload. This is useful in controlling the workload, stress is lowered and teams do their work more efficiently hence making the employees more productive because of a well-defined division of duties.

Possible Difficulties in Implementing Kanban in International Companies

International business that involves the use of Kanban is normally related to a number of challenges. Among them, there are resistance to change and reluctance to change established processes. Naturally, the new approaches can be doubted by the employees who have many years of experience with the cascade or hierarchical approaches. The flexibility of teams and their self-organization with Kanban is one of the issues that management fears to lose control over. Workers do not want to make any changes as they are not aware of how Kanban can assist. In case there is a rigid hierarchy followed by a company, the Kanban may vary dramatically with the existing rules of management. Due to differences in workplace practices, using the same Kanban process can be difficult for international organizations. For example, European values of flexibility contrast with Asian tendencies. In some countries, like Japan and Germany, regulation is appreciated, and the flexibility is also of great importance as in Kanban. As such, implementation of the need to adapt to the corporate culture may be challenging. The lack of the necessary digital tools and automation also makes it difficult to use Kanban. Without a platform to look at its processes a company will not achieve good results with Kanban management on paper or in Excel. It can be challenging to make Kanban compatible with the current ERP, CRM and other IT solutions.

When every international team has a way of gathering information, this may create a confusing atmosphere and redundancy. There can also be communication and coordination problems between the teams. «The Kanban Board also helped by reducing the need for synchronous communication by making readily available whatever information on the project that might be needed urgently. Respondents felt that without the Kanban board, there would be a lot of follow up and phone calls to determine what the item is about, when and who is working on it, and what the priority of that item is. The kind of information that might be relevant can relate to who put the issue on the backlog or the board and what is required for that item. Having a visible Kanban board and having team members regularly contributing to the information that was on the board therefore helped the lack of synchronous communication challenge» [8, p. 190]. It can be hard to work with remote teams in other countries when the local time zones are dissimilar. Experience in language can imply that one finds it hard to learn Kanban jargon and to cooperate with others. The absence of a unified method of talking and tracking the tasks may cause information loss and disorientation in the handling of the tasks. One of the largest issues of foreign companies is misconfiguration of the Kanban process and overloading of the team. Work in unlimited progress may result in teams having excessive work and this will minimize the gains of the system. Giving inappropriate jobs or spheres of control may result in anarchy and issues that dominate the procedures. The lack of an end point to tasks means that they can spend a long time in some of the columns. The use of the Kanban system will be compromised by lack of proper training and support of staff. Unless employees are trained on Kanban, they might not know how to use it. In case there is no one to discuss these simple

practices, teams can apply the method in a manner that does not suit them well. Without a regular review and update, it is likely that employees will eventually revert to their old ways.

Mechanisms of coping with the challenges are some sort of an algorithm. Kanban should be adopted in phases starting with individual departments, adjusting, and then to larger groups. Ways to involve the team are training, holding workshops, and presenting successful examples of using Kanban. The system can be tailored to fit the way the company operates, internal regulations and international considerations. Caution should be taken to make sure that the automation and selected digital tools will be compatible with the current company system. It is important to regularly review results and use feedback to improve Kanban processes.

Recommendations for the Effective Implementation of Kanban in International Companies

There are several issues to be taken into consideration before applying Kanban to an international company. Kanban can be adapted to a multicultural environment. This implies that the decision-making culture or communication between cross-country teams is different. It is very important to optimize the communication and interaction among teams. To begin with, cross-cultural training should be provided to all the employees on the principles of Kanban. The online Kanban tools can be trusted by all involved employees to provide uniformity of information and its reviewability. Team coordination is maintained with regular daily or weekly virtual meetings. There is a need to select a convenient time when online meetings will suit all regions so that employees can engage in this without having to strain to do so. A standardized Kanban board should be used in order that every team is able to learn the process no matter where it is located. Automation of the processes and integration of Kanban with other systems are useful in improving the business processes. Electronic systems of work with routine are programmed to spend as little time as possible on manual work and give better results. The combination of Kanban and ERP, CRM and project management systems is recommended to track the tasks and resources. Analysis tools are worth using to keep track of the performance of the team and to note where there are most issues. Practical Kanban changes general paradigm and enhances business interactions. «The seminar in Zürich with David J. Anderson had just begun. Everyone was there to learn how kanban works, and of course, we had loads of case studies up our sleeve-for practical experience. All of a sudden, the fire alarm rang. It wasn't a drill; somewhere in the building, there was a real fire. So, the whole group followed the escape route out and into the neighboring café. After a brief moment of panic due to the onslaught of a hoard of homeless seminar attendees, the baristas did the one logical thing. "Coffee?", one of the employees called out into the crowd, and a small group of coffee addicts formed from the disorganized rabble. Those wanting food were organized into a second queue, and whoever didn't want anything just sat down. Logical, simple, efficient, and pretty smart. Why did the baristas react so quickly and efficiently? Well, because they simply knew the bottleneck in their process - quite obviously the coffee machine. Using this knowledge, they were able to adapt their modus operandi as quick as a flash. Were it not the fire, we couldn't have hoped for a better introduction to the seminar» [5, p. 11].

Kanban system is designed in a flexible way based on the business specifics. The number of columns is ideal, like the Pending, In Progress, Check and Completed are determined in line with the business structure. There are restrictions on the number of incomplete tasks that cannot be finished to avoid overwhelming employees when doing other tasks. In case one of the staff is operating remotely, Kanban is modified to accommodate hybrid work, which is a combination of online and offline work. Change management and staff involvement are given special attention. It is necessary to train and prepare the team to use Kanban in international projects, test the method on a small project to see its results before developing a larger project, use the feedback from the teams to improve the process and make changes to Kanban as needed. Performance measurement and ongoing improvement entail constant measurement of key performance indicators (KPIs), such as time taken to accomplish tasks, team performance, and work quality. The Kaizen principle is applied to Kanban to enhance it gradually. Improvements and advancements achieved, difficulties faced and how to make the processes better are evaluated. The flexibility, reliance on digital tools, and reaction to the global environment are needed to effectively apply Kanban to international companies. Cultural needs considered, proper implementation of automation, clear communication, and regular review of effectiveness make the Kanban implementation have a great influence on the performance of international companies.

CONCLUSIONS

Kanban is not only becoming a valuable tool in the current competitive global business environment by being effective in task tracking, but also in other ways. It is a full-fledged, customizable and highly efficient platform that is meant to enhance teamwork, accelerate efforts and lead to sustained development in any form of organization. The benefits of Kanban are that it is simple, transparent, and responsive. Through visual management, minimizing the scenes and enhancing flow, Kanban assists global organizations to enhance efficiency, minimize lead times, and provide customers with additional value by enhancing accountability and collaboration. Kanban has been effective in logistics, finance, marketing, software development and project management. Kanban is not successful to everybody. The key to this situation is to remember about the unique features of the organization, including the size, cultural identity, industry needs, and the maturity of the processes management. Leaders need to adapt Kanban to their company's specifics, encourage employees by example and their own learning, and be open to new practices.

Kanban can be combined with other effective techniques to increase its practical abilities. Kanban can be applied to Scrum, Lean or traditional project management to enable a project team to take advantage of the most effective attributes of these frameworks. Consequently, companies end up being less complex, promoting novel ideas and are able to react swiftly to any development. Kanban is not merely meant to enhance flow. It assists organizations and strategies to remain in the tune with the day-to-day work activities. It enhances how the teams and departments conduct business, assists leaders in the selection of the appropriate direction to operate with data and allows an environment in which learning and improvement become a daily routine. Kanban has been revealed to make teams really become sustainable in the long-term and become more able to grow. Kanban offers businesses operating in foreign markets a highly structured system of coordination of work across time zones, cultures and markets. This enables organizations to adapt to market dynamics, regulatory changes and customer demands without affecting productivity or quality. Kanban is here and now. It helps to develop ahead and provide companies with all they must be transparent, quick, and swift to be successful now and make it last for a long time. Kanban is the secret to success in any international business industry at a time when the global markets require improved speed, openness and value in their products.

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