

## Abstract

In response to intense global business competition, companies have implemented “new” operational philosophies to enhance competitiveness. Such World Class Manufacturing (WCM) practices include Kaizen, Just in Time, Total Quality Management and Business Process Reengineering. This study investigates level of adoption of these World Class Manufacturing practices among quoted companies in Kenya; assesses the benefits and challenges that implementers face in the implementation process. The study finds 94% of firms applying the WCM practices with Total Quality Management (TQM) ranking highest across all sectors. Firms realized cost reduction, improved product quality and reduced lead time upon adopting the practices. However, company culture and staff attitude posed the most challenges in implementation process. The study further finds extensive adoption in the industrial and allied sector but lesser adoption of WCM practices in both Commercial and Service, and Finance and Investment sectors.