

Abstract

This thesis focuses on the flexibilization of work under neoliberalism, with a particular emphasis on *lean production* strategies in small and medium-sized enterprises. The objective is to analyze how these firms are adapting to global demands for flexibility and to explore the implications for employees, particularly concerning the working conditions and demands placed upon them. The research method used was a case study of a small, family-owned printing company in the Czech Republic with 30 employees. The company applies flexible working processes, diversifies its supply chains, and collaborates with other small companies in the industry, thereby enhancing its ability to respond to fluctuations in demand and customer requirements. Flexibility is demonstrated through continuous training and learning, team organization with opportunities for autonomous work organization, employee participation and empowerment, and multitasking, all supported by shared values and a common work identity. The findings indicate that *lean production* principles are not fully implemented, primarily due to a lack of standardization and insufficient emphasis on continuous quality improvement. This flexible work process shifts responsibility onto workers, exploiting their skills and know-how, and compels them to continuously adapt in an environment characterized by information asymmetry.