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BEST 5S PRACTICES IN INDIAN ORGANIZATIONS

Mr. Raghavendran Mukundan
Director

AVL Narasimha Rao
Management Consultant
Total Quality Management Consultants
II-Floor, Aarthy Apartments, J-50, Anna Nagar East,
Chennai-600102, India
Ph: +91-44-26266146, Fax: +91-44-6266146
E-mail: teamcon@touchtelindia.net, r.mumundan@gmail.com
BEST 5S PRACTICES IN INDIAN ORGANIZATIONS

Presented by
R.MUKUNDAN&A.V.L.NARASIMHA RAO
Total Quality Management Consultants,
Chennai, INDIA
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Indian Industry-Scenario

1950-1990
Nationalization
Protection for Public Sector
Subsidy for ailing Govt. Sector

1990 onwards,
Globalization
Competition
Privatization
Impact of Liberalized Government Policies on Public/Private Sector Industries:

Many Sick and unviable units were closed
Competitiveness gave opportunity to improve P,Q,C,D&S
Many Indian Companies became World-Class
Birth of Indian MNCs
Sustained Growth and Profitability

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How to become World-Class?
Many Indian Companies Started taking Initiatives for Improving Productivity through:

IMPROVING QUALITY
CUTTING COST
REDUCING DELIVERY TIME
ENHANCING CUSTOMER SERVICE

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TQM/TPM INITIATIVES

Since 1991, many Indian companies started implementation of ISO.

In 1993, TQM and TPM techniques were adopted in selective industries to become World-Class!

1998 - The First TPM certified Indian Company!
1999 - The First DEMING company in India!

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Current Scenario

TPM
102 Companies got certified

DEMINGPRIZE
10 Companies have won

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Goal

- Customer satisfaction
- Profit & Profitability
- Business growth
- New product development
- Employee satisfaction

Lean Mfg.

TPM

TEI

TQM

MODELED ENVISAGED

TOTAL QUALITY MANAGEMENT

PROBLEM INVESTIGATION

TOTAL QUALITY CONTROL

TOTAL EMPLOYEE INVOLVEMENT

JUST IN TIME

PROCESS IMPROVEMENT

PERPETUAL IMPROVEMENT

PRODUCT INNOVATION

PEOPLE INVOLVEMENT

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Total Productive Maintenance

Aim

- Process stability
- Quality maintenance
- Reduce down time
- Reduce loss
- Employee owning the machine and work-place

Declaration by top management
Education and training
TPM organisation
TPM policy and targets
Master plan for implementation
TPM kick-off
System for improving efficiency
Initial control system
Hinshitsu Hozen
Administration (office TPM)
Safety and hygiene
Challenge TPM award

What is Common in TQM and TPM?

PEOPLE

PROCESS

PROFIT
SECRET OF SUCCESS

• ALIGNING PEOPLE and PROCESSES TO ACHIEVE PROFIT

5S IS ONE OF THE SUCCESSFUL TOOLS!

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2 Case studies on Linkage of 5S to achieve TPM/TQM

• Hindustan Lever (FMCG-UniLever Company)

• SRF (Synthetic Fibre)

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Case-Study-I

- Hindustan Lever, Pondicherry unit manufacturing Personal Products in FMCG SECTOR, one of the TPM certified units.

HLL TPM POLICY

MAXIMISE OVERALL EFFECTIVENESS AND RELIABILITY OF THE PLANT AND MACHINERY BY AIMING AT "ZERO ACCIDENT", "ZERO DEFECTS", "ZERO BREAKDOWN", AND ALSO BY "REDUCING LOSSES" THROUGH NURTURING TEAMWORK AND CONTINUOUS DEVELOPMENT OF ALL EMPLOYEES, FOLLOWING JIPM ROADMAP OF IMPLEMENTATION OF TOTAL PRODUCTIVE MAINTENANCE (TPM) IN THE COMPANY.
WHY 5S

**IMPROVING HUMAN RESOURCES**
- Educate and foster employees so that they can respond to the needs of TA
- OPERATOR - Ability to perform JH
- MAINTENANCE MAN - ability to perform best maintenance
- PRODUCTION ENGINEER - Ability to execute maintenance free equipment plan

**IMPROVING PLANT EQUIPMENT**
- Attain efficiency through revamping of the existing equipment
- LCC - considered design of new equipment and minimizing their run-up time.

**IMPROVEMENT THE CORPORATE CULTURE**

WHAT IS 5S?

**Basic Definition:** It is a Workplace improvement technique

**Our Understanding is:** It is a driver for organisational values!

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OUR FACTORY ENVIRONMENT
(GENERALLY)

© R.Mahadav & AVL Narasinga Rao

JUST ACROSS THE ROAD...

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We see this everyday....
TPM and 5S

5S - BUILDING THE RIGHT CULTURE

CLEANING

CHECKING

DISCOVERY OF ABNORMALITIES

TO RESTORE AND IMPROVE

POSITIVE EFFECTS

PRIDE

OWNERSHIP

DISCIPLINE

RESPONSIBILITY

HABIT

BEHAVIOUR

CULTURE

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Enterprise Culture through 5S

- Working together to identify what is wanted and what is unwanted
- Managers, Officers and workmen, doing circle activities and identifying counter measures together to achieve common goals.

- Workmen themselves put up on the activity board the targets and achievements.
- Reaching 3S levels and maintaining those in audit after audit.
- M/C Operator makes and rigorously implements the 5S activity to ensure improved OEE.

- Employees make One point lessons and teach colleagues.
- Unskilled workmen come up with Visual controls for m/c s, for improved efficiencies.
- Good work done by a colleague is replicated immediately.

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Human Values learned from 5S

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Case-Study-II

- Intimate Fashions is one of the largest manufactures of inner garments.
- The company is joint venture between SriLanka, Germany & USA.
- It is the best company for 5S
Intimate Fashions

- A 100% Export Oriented Unit manufacturing lingerie for Victoria’s Secret and Triumph India
- Commenced Export Production in May 1999
- Centrally Air-conditioned State of the Art manufacturing facility set in 12 acres of land, with a built up area of 160,000 sq

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5S VISION STATEMENT

To Have the Right Things in the Right Place
Making the Workplace Bright and Productive

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5S IN THE OFFICE

Initiatives at Intimate

SEIRI

Remove clutter, save space and convert unwanted things into cash

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5S IN THE OFFICE

Red Tag Area

To avoid a cluttered mind through a cluttered workplace

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5S IN THE OFFICE

Initiatives at Intimate

SEITON

A place for everything,
and everything in it’s place

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5S IN THE OFFICE

Initiatives at Intimate

SEISO

Cleaning With Meaning

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5S IN THE OFFICE
A Clean Workstation
A Clean and Pleasant Workplace
Leading to High Employee Morale

5S IN THE OFFICE
Initiatives at Intimate
SEIKETSU
Standardisation of Systems & Procedures
5S IN THE OFFICE

Initiatives at Intimate SHITSUKE

Training with Commitment,
Training for Commitment

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BENEFITS OF 5S

Files and Vouchers

- Easy retrievability of files and vouchers, even when the owner is not available
- Old vouchers, bills, advices and correspondence are bound, indexed and stored systematically
- Contents of old files bound and stored, thus releasing files for re-use.
- Systematic storage leads to substantial
### BENEFITS OF 5S

**Keys**
- All duplicate keys stored in the Key Board. Duplicate key of Key Board available with Security Office. Any draw can thus be opened, even if the owner is not available.

**Stationery Items**
- Stationery Items are indexed and stored in cupboards. Stocks are easily verifiable, re-

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### BENEFITS OF 5S

The most visible and direct impact that 5S has had in our lives is to bring in a sense of cleanliness, order and discipline in our work, our environment, and in ourselves.
RESULTS OF 5S

We believe that we have sown the seeds of 5S at Intimate Fashions….

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To have the Right Things in the Right Place,

Making the Workplace Bright and Productive

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Concluding Remarks

- Globally, all organizations are confronted with stiff competition both within and outside the country.
- In this Business Environment, only those companies in Public and Private Sector that have initiated TQM or TPM will survive and can maintain profitability.

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To be profitable

- There is need to look at the way we are organised.
- Shift from functional organisation to one that is structured along the Key and sub-Processes.
- There is a need to change what the organisation measures – the metrics!

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To be profitable

• To bring about the Cultural change: the way Managers act – their own style – has got to change.
• Senior Mangers actions should reflect the Customer and Process orientation
• Their actions must be aimed at the BIG Q
• And - it has to be consistent !!
In Simple terms …

• **What we need is TQM or TPM through a strong Foundation of 5S**