

Case study: 5S implementation for a leading footwear manufacturer

5S is a workplace organisation tool used to eliminate waste and improve flow. Although it seems simple, challenge lies in bringing in a lot of change in thinking and behaviour of the people – to become organization’s culture and sustain it.

Total Organization Engagement:

5S implementation is effective when it is understood and driven by people at all levels. Hence a team compromising of top to ground level people is created for effective implementation. One such structure is explained below.

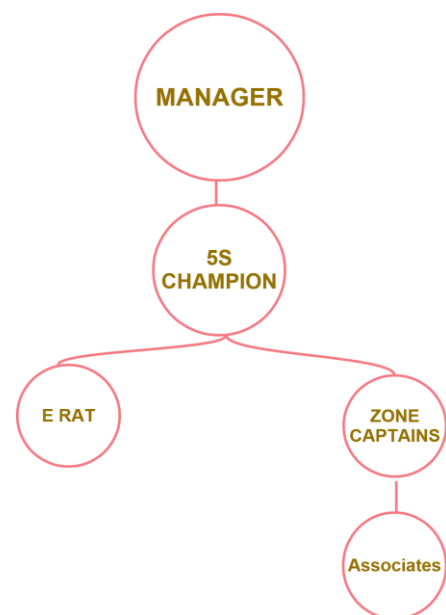
ROLES AND RESPONSIBILITIES:

MANAGEMENT:

- Strong management commitment and involvement needed.
- Should have a vision to achieve excellence.

E RAT (Empowered Rapid Action Team):

- Management drives 5S through this team (5 to 10 members).
- ERAT team connects top mgmt. and the shop floor associates.
- Assess and prioritize the requirements of the shop floor and bring it to the management attention.
- Will do regular periodic 5S audit of zones and best performing zone will be awarded.



CHAMPION:

- The champion should be among the associates and selected by them.
- To create awareness on 5S among associates and coordinate with the E RAT team for implementation and sustenance.

ZONE CAPTAINS:

- Factory to be divided into zones with its own captains.
- 5S awareness provided to zone captains by the champion or E RAT members.
- Captains will educate other associates in the shop floor.
- Captains are responsible for 5S sustenance in the shop floor. They will collect 5S requirements from shop floor and hand over it to E RAT for further processing.

ASSOCIATES:

- Real 5S drivers who acts as pillars for 5S implementation and sustenance in the shop floor.
- The real challenge is to make them understand the importance of 5S – done through champion and E RAT members.

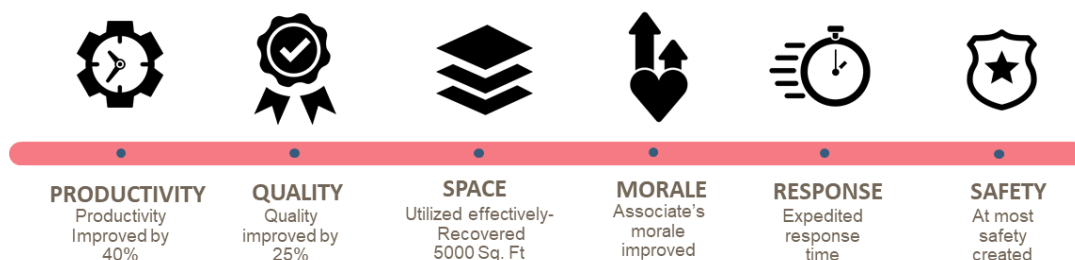
E RAT members along with champion will make a Gemba walk on a weekly basis for abnormality identification in the shop floor and sustenance of the existing 5S practices.

Success story of 5S Implementation in a footwear manufacturing company

The above approach and hierarchy had been successfully used in implementation of 5S in one of the leading footwear manufacturing company in India. Key steps include

- Champion, E RAT members and zone captains were identified through voting by the associates
- To empower, the management gave certificates for E RAT members and caps for zone captains for identity and recognition.
- The plant was divided into 18 zones with captains.
- The champions along with the E RAT members and the zone captains visited all the zones and identified the abnormalities
- All abnormalities were red tagged and moved to red tag area nearer to the zone and it was moved to permanent red tag area once reviewed by E RAT.
- Necessary things for 5S execution were purchased, and a pilot area was identified for implementing 2S at shop floor.
- E RAT members along with captains implemented 2S in the pilot area along with the team. At the end, team got hands on experience and realized the importance of working as a team and importance of house keeping
- Standard colour tapes for floor marking
 - Yellow tape - Manual entry or crossing restricted
 - Yellow tape with zebra line - Manual entry or crossing is accepted
 - Red tape – Electrical panel areas and crossed only by authorised person
 - White tape – Storing materials
- Shadow boards and dust bins were provided in required areas
- Cleaning of machines and floor areas carried out on a daily basis
- 5S and Safety awareness stickers were displayed across the plant
- Before and after improvement photos were taken from the fixed point and displayed in the shop floor
- Sustenance was ensured through regular audits by captains and E RAT members. Based on the audit report, best zone was awarded on a monthly basis

Benefits Of 5S Implementation



Conclusion

Changing the culture of the organisation although tedious, is achievable, “sustenance” is what most organisation fail to conquer. Sustenance can only be achieved when every member of the organisation is aware, and all are working towards common goal. The proposed methodology has proven to be a simply yet effective way to not only implement and sustain the progress.

