

The main platform of the ITO KOKI operation is R-ITO

- R · · · REFINE (making constant progress)
- I · · · INFORMATION (collect and give right information)
- T · · · TIDINESS (landscape the office and factories by 5S*)
- O · · · ORIGINATION (be innovative and original, in development)

*(5S is the name of a workplace organization methodology that uses a list of five [Japanese](#) words which are *seiri*, *seiton*, *seiso*, *seiketsu* and *shitsuke*.)

The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardization which builds a clear understanding among employees of how work should be done. It also instills ownership of the process in each employee.

There are 5 primary phases of 5S: sorting, straightening, systematic cleaning, standardizing, and sustaining. Additionally, there are three other phases sometimes included; safety, security, and satisfaction.

Sorting (*Seiri*) Organisation

Distinguish what is needed (e.g. parts, products, tools, equipment) and what is not needed so that things not needed are totally removed from the workplace

Straightening or setting in order (*Seiton*) Orderly arrangement

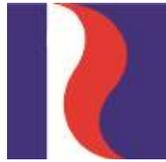
Designated items (e.g. parts, products, tools, equipment) are labeled and placed in corresponding designated places so that anyone can always have ready access to them.

Sweeping or shining or cleanliness / systematic cleaning (*Seiso*)

The work place is kept clean by cleaning on a consistent basis.. Spills, leaks, and other messes also then become a visual signal for equipment or process steps that need attention. A key point is that maintaining cleanliness should be part of the daily work – not an occasional activity initiated when things get too messy.

Standardizing (*Seiketsu*) Cleanness

Cleanness without any pollution is maintained by implementing organization, orderly arrangement, and cleaning on a consistent basis. Work practices should be consistent and standardized. All work stations for a particular job should be identical. All employees doing the same job should be able to work in any station with the same tools that are in



the same location in every station. Everyone should know exactly what his or her responsibilities are for adhering to the first 3 S's.

Sustaining discipline or self-discipline (*Shitsuke*)

Acquiring the habit to observe prescribed rules and procedures correctly. Maintain and review standards. Once the previous 4 S's have been established, they become the new way to operate. Maintain focus on this new way and do not allow a gradual decline back to the old ways. While thinking about the new way, also be thinking about yet better ways. When an issue arises such as a suggested improvement, a new way of working, a new tool or a new output requirement, review the first 4 S's and make changes as appropriate.

Safety

A sixth phase, "Safety", is sometimes added. There is debate over whether including this sixth "S" promotes safety by stating this value explicitly, or if a comprehensive safety program is undermined when it is relegated to a single item in an efficiency-focused business methodology. (Wikipedia)

Security

A seventh phase, "Security", can also be added. In order to leverage security as an investment rather than an expense, the seventh "S" identifies and addresses risks to key business categories including fixed assets (PP&E), material, human capital, brand equity, intellectual property, information technology, assets-in-transit and the extended supply chain. (Wikipedia)

Satisfaction

An eighth phase, "Satisfaction", can be included. Employee Satisfaction and engagement in continuous improvement activities ensures the improvements will be sustained and improved upon. The Eighth waste – Non Utilized Intellect, Talent, and Resources can be the most damaging waste of all. (Wikipedia)

Effects of 5S Activities

- 1) Reduced waste at work
- 2) Reduced wasted in quality
- 3) Ensuring safety
- 4) Ensuring the delivery date
- 5) Improvement of Morale
- 6) Effect company growth

Ito Koki employs QC Circle activity Groups