



## ■ Critical Issues

### ■ We don't want the “5S” movement simply to end up as an empty slogan.

Although the 5S (5 words in Japanese beginning with “S” meaning orderliness, tidiness, cleaning-up, cleanliness, discipline) are said to be the basis of management, the movement has simply been an empty slogan in our company.

### ■ Though we have conducted innovation and improvement activities, we could not obtain the results we hoped for.

We practically implemented innovation and improvement activities, but due to a lack of thoroughness in implementing 5S, our company could not achieve the expected results. In these situations, regardless of whether the division is directly or indirectly concerned, the level of orderliness and tidiness of the workplace is very low, and the disregard for irrationality, waste and inconsistency in the work (operations) is a major reason why the required results cannot be achieved

## ■ JMAC Concept

### ■ If the worksite is not kept orderly, it will result in:

- Dead space, danger, and stress
- Wasteful work (Moving things around, moving things out of the way, juggling space, etc.)
- Wasteful expenses
- Hard to keep the worksite tidy and clean
- Difficult to find equipment and machine problems if there is a lot of work-in-process.

### ■ If the worksite is not kept tidy, it will result in:

- Danger
- Additional troubles (Searching for tools and jigs when switching product types)
- Damage to equipment, tools and jigs
- Abnormal objects mixed in
- Difficult to notice if tools, jigs or consumables are missing
- Too many tools, jigs or consumables

### ■ If the worksite is not cleaned up and kept clean, it will result in:

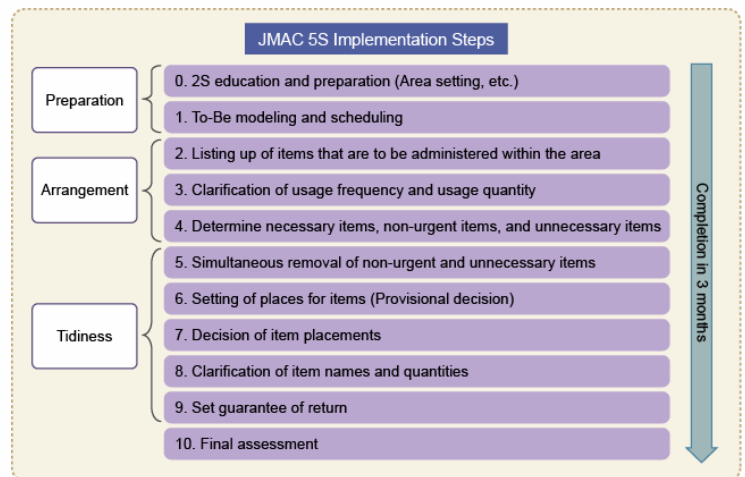
- Degraded product quality and accuracy
- Promotion of further degrading of equipment, tools and jigs (forced degradation)
- Hidden defects in equipment, tools and jigs (“Cleaning is a form of checking.”)
- Loss of customer trust
- Increased possibility of injuries



## JMAC Features

JMAC 5S aims to innovate the system in the workplace (ways of thinking and behavior) through implementing 5S based on the foundation of work, administration, and various innovation and improvement activities. JMAC 5S implementation has the following characteristics:

- Clear purpose and direction specializing in the 2S (orderliness and tidiness)
- Step-by-step method for certain implementation
- Provision of “manuals” and “assessment sheets”
- Clear purpose
- Clear procedures
- Assessment
- Mutual education in small groups
- Participation of top management and administrators
- Extensive experience and many consulting cases
- Regardless of type of industry or company size
- Regardless of whether divisions are directly or indirectly related
- Activation of small groups and building of managers’ leadership
- Company-wide implementation with top management commitment



## Results

1. Improvement in quality of finished products
  - Customer trust is increased
2. No forced degradation of equipment
  - Equipment life is extended
3. Easy to find equipment defects
  - Improvement actions are implemented, so that the quality and operation rates are improved
4. Higher evaluation by visitors
  - Customer trust is increased

