Six S (Five S + Safety) In Logistics Industry

Case Study
EAST AFRICA

About Client

Client is one of the longest established and most respected Transport businesses in Kenya offering cargo transport services with a fleet of nearly 120 articulated containerized trucks that operate from bases throughout the country.

For over seven decades, client has provided customers with unparalleled services in imports and exports containers, Bagged Cargo, Out of Gauge Cargo (Low Loader), Container Yards in Rongai, Nairobi and Mombasa with handling equipment and storage services.
Analysis

In discussion with the client and detailed analysis, following key improvement areas were agreed and finalized:

- Low Labor Productivity
- High Material/Tools search Time
- Improper Space Utilization
- Delay in work completion
- Higher Inventory Investments

Approach

- Gemba Walk of organization / workplace
- Sensitization on Six S concept & techniques to the teams
- Six S implementation across the organization
- Muda Hunt in whole organization to trace waste
- Analysis all the wastes (Muda, Mura and Muri) in the process and found ways to eliminate them
- Establishing continual improvement framework across organization
Six S (Five S + Safety) Implementation

**Gemba Walk**
Conducted a detailed gemba (physical workplace) walk to understand the ground situation.

**Sensitizing & Training team on Six S**
A thorough training was imparted to all the employees of the organization on Six S, its implementation and sustenance in the organization to sustain the results achieved from Six S.

**Six S Organization structure & Six S zones formation**
A complete organization structure was formed based on Six S strategy under which whole organization is divided into various zones and leader is appointed for each zone to monitor the Six S progress regularly.

**Six S Audit**
Conducted a detailed pre Six S Audit to assess the current scenario and practices to develop a further roadmap for implementing Six S.

**Elimination of NVA**
Studied all activities to trace non-value adding activities (NVA) like tool search time, material availability, use of improper tools in critical operations etc. through continual improvement tools.

**Six S (Five S + Safety) Steering committee Formation**
Set up a steering committee to define the responsibilities in order to sustain the Six S practices successfully in organization.

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Results Delivered

~ 140 man days saved

Saved man day cost around ~ KSH 79 / per man day

Saved space upto ~ 100 square meter ~ KSH 0.3 million

Reduced search time of tools and materials

Sustenance

Implemented results shall be sustained over a period of time using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)