

# The Application of 6S Management in A Company——Taking A Company as an Example

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**Abstract:** With the arrival of the Fourth Five-Year Plan and the transition from rapid economic development to importance, 6S management has emerged in the management of production enterprises. 6S management is not only conducive to maintaining the environmental sanitation of the workshop and the orderly placement, but also conducive to ensuring the orderly progress of production. This article takes A factory as a case study to roughly study the application of 6S management in A company.

**Keywords:** 6S, business management, A company, Case study

## 1. Introduction

On-site management is the root of 6S management theory and the core content of Japanese lean thinking. How should the enterprise scientifically determine the production workshop operations and clearly divide the planning functions. At the same time, a series of noun concepts such as standard work and standard working hours were also put forward. This constitutes the embryonic form of modern management theory. In 1955, Japanese companies proposed a new product quality and safety management system for product quality issues. The core idea is: The quality and safety of products depends on the company's organization and rectification. In the mid-to-late 20th century, companies found that it was difficult to adapt to the competitive demands of the international market by relying solely on the two measures of reorganization and rectification. Therefore, on the basis of 2S, the three items of cleaning, cleaning, and literacy continue to be proposed. This is the 5s management theory.

In 2000, following the promulgation of the "Safety Production Law", Haier introduced the concept of "safety" on the basis of the 5s theory. This is the 6s management theory. Jin Weiping pointed out that there are more uncertainties in the initial development of my country's manufacturing enterprises. It is more difficult to directly adopt the 5s theory to manage enterprise production. Enterprises should formulate a scientific 6s management system based on the actual situation of their own development and the strategic goals of future development. Xie Jun, Huang Yuanyuan and other scholars pointed out that companies should always adhere to the basic principles of people-oriented and continuous improvement in the process of implementing the 6s management philosophy. Based on the 5s management theory, Zou Jinhong and Zhang Xuming put forward the requirements of "six permanent management". This helps companies create a good production management environment, thereby effectively improving the production efficiency and quality level of products. It has laid a solid practical basis for the promotion and application of 6s theory in domestic enterprises.

2021 is the opening year of the "14th Five-Year Plan". A company focuses on the main annual goals and tasks, focusing on epidemic prevention and control on the one hand, and production and operation on the other. Overcome difficulties and promote development, steadily advance various tasks, and constantly promote innovation-driven and independent development. While improving the integration of technological innovation and the market, we will make every effort to promote the high-quality development of A company.

## 2. Analysis on the Current Situation and Problems of A Company Workshop Management

### 2.1 Current status of A Factory Workshop

After long-term development, there are currently three main workshops in A factory .They are power workshop, silk workshop, and A company. The workshop is mainly responsible for the company's production work. At the same time, it also properly stores the semi-finished and finished

products produced, and conducts daily maintenance of the basic equipment used in the production of the workshop. The company continues to increase investment in the intelligent transformation of workshops. As the degree of mechanization and automation continues to improve, it also further expands the adaptability to the production of different batches and multiple varieties. Company A currently has three models: Focke350, GDX1, and GDX2.

## ***2.2 Analysis of the Problems of A Factory***

A factory is a typical manufacturing enterprise. Therefore, the production workshop management is the most important and the most critical. The main problems of A company are as follows. First, due to long-term use and wear of the equipment, the paint will fall off, which will affect the appearance of the equipment. Second, the workshop needs to maintain good exhaust air to ensure smooth air. Third, the toolbox is easy to leave stains, and the drinking cups, small tools, etc. placed on the cabinet are marked. Fourth, the drawer-type toolbox items are placed in a mess, which requires reasonable block settings and better division to meet the visual requirements. Fifth, there are discarded objects and unused debris in the corners of the workshop that have not been cleaned in time. Sixth, the cleaning supplies of the workshop and the supplies of the employees were not placed neatly in the area after being used up.

## **3. The Overall Solution for Cigarette Workshop Management**

### ***3.1 Promotional Activities***

In order to further improve the level of production management, create a neat, comfortable, clean and orderly, safe and efficient working environment, and enhance the company's overall image and competitiveness, it is very necessary to implement 6S management activities. 6s is the core content of modern enterprise management. 6s promotion mainly refers to the promotion and promotion of its content to employees. Strengthen and improve employees' awareness of 6s, and let employees implement and implement the 6s concept into specific work through promotion activities. In this way, the company's unique corporate culture is formed and the company's operating efficiency is improved.

### ***3.2 Implementation of Finishing***

The goal of finishing is to free up about 20% of the available space to improve production efficiency. Each promotion and implementation team is required to formulate a classification method for the division of the workshop area, distinguish the attributes of the items according to the criteria, and also classify the items on-site according to the length and nature of use. After sorting out the items in the workshop, according to the quality of the items, frequency of use and other standards, the items are uniformly characterized and processed, and the disposal methods of the waste items are clearly explained.

### ***3.3 Implementation of Rectification***

The main goal of the rectification is to arrange the items in an orderly manner on the production site, clearly label all kinds of items, and make the items easy to access. It is required to formulate and implement on-site item indication standards, workshop identification plates and floor marking standards, and implement a visual management system. After counting the items in the production workshop, sort out the remaining essentials. Keep the whole workshop clean and tidy, and build a good working environment for employees.

### ***3.4 Implementation of Cleaning***

The goal of cleaning is to make the production site clean, tidy, and clean the dead corners. It is required to establish a cleaning area, clarify the person in charge, develop a visualization plan and implement it. Make sure to perform routine sweeping, clean up dirt, and eliminate pollution sources such as air conditioners and water pipe leaks. While doing a good job in removing dirt in the workplace, preventing pollution from occurring, keeping the work area clean and bright, so as to stabilize product quality and achieve zero failure and zero loss. Good cleaning work can further extend the service life of the machine and ensure the safety of the machine during the production process. In the specific cleaning process, the employees of the workshop should conduct detailed inspections of the machines

for which they are responsible. Such as whether there are missing parts, wear and other issues. Problems that cannot be solved by themselves need to be reported in time, and professionals are responsible.

### ***3.5 Promotion of Cleanliness***

For cleanliness. (1) The most direct way is to clarify specific responsibilities, and implement cleaning tasks to individuals, so that responsibilities are clearly defined, and the awareness of cleaning responsibility of company employees is improved. (2) Secondly, a scientific cleaning management system shall be formulated, and the content, requirements, and time of cleaning management shall be specified in detail, so that the implementation of cleaning work can be based on reason and evidence. (3) Establish a cleaning supervision and audit management team to inspect the sorting, rectification and cleaning work of each production workshop from time to time, and point out and correct mistakes in the work in time. The purpose is to increase the staff's emphasis on cleaning. (4) Finally, establish a fair and just evaluation system, and give spiritual and material rewards to outstanding employees. At the same time, corresponding punishments will be given to employees who are lax in work.

### ***3.6 Implementation of Literacy***

Employees are the core of an enterprise's production and development. Improving the quality and ability of employees is an important way to enhance the competitiveness of an enterprise. As the main body of 6s implementation, employees need to actively learn the essence of 6s. By carrying out 6s promotion activities, we will strengthen the work ability of employees, standardize their work behavior, and guide employees to strengthen their sense of identity and belonging to the company. Cultivation of literacy: (1) Staff dress code. Employees are the representative and image of the company, and their mental outlook is very important to the company. (2) Comply with employee work rules. The establishment of a scientific personnel management system can improve the production efficiency of the enterprise and create higher economic benefits for the enterprise. (3) Staff code of conduct. Unite and love, love work, and cultivate a sense of ownership. (4) Establish a performance appraisal system with target management as the main body.

### ***3.7 Safe Implementation***

Safety is the prerequisite and foundation for realizing the company's sustainable development. Maintaining the personal safety of employees requires the company's attention. Establish a sound employee protection system, do a good job in safety supervision, and strengthen safety education and training. The implementation of company safety includes production safety, mechanical equipment safety, personal safety and environmental sanitation safety. Permeate safety awareness into every aspect of work, reduce the frequency of dangerous accidents, and improve company safety management. Combined with 6s production management, A company workshop should establish the following guidelines: (1) Early warning principle. Establish a scientific early warning mechanism to effectively prevent possible dangerous accidents. Such as fire early warning mechanism, resistance insurance equipment, fire prevention and discharge measures. (2) The principle of noise reduction. In the workshop production, there is a lot of noise, dust, etc. The company needs to provide employees with a variety of safety protection products to protect their personal safety to the greatest extent. (3) The principle of warning. Set up eye-catching warning signs in dangerous places. The company must strengthen safety management standards, formulate detailed safety manuals, standardize high-risk operation procedures, set up safe passages, increase safety training, and create a high-safety working environment for employees, so that employees can work with peace of mind.

### ***3.8 Establish a Cycle Program for Safe Production***

The basic procedure of workshop production cost management—PDCA cycle, PDCA cycle, also known as Deming circle, was first proposed by Dr. Shewhart, an American quality management expert, and was adopted, promoted and popularized by Dr. Deming. It is a scientific procedure that quality management should follow, and it is also a basic procedure of cost management for manufacturing enterprises.

The process of workshop management activities is in accordance with the PDCA cycle, which runs again and again. As shown below.



Figure 1: PDCA cycle diagram

The characteristics of the PDCA cycle and the four stages in the cycle: The most important feature in the operation of the PDCA cycle is that the cycles are interlocked and forward. When used in workshop production management, it is necessary to coordinate the relationship among the three links of planning control, engineering control and correction control, so as to achieve the expected effect of production management control.

The P (plan) stage is the planning stage: P stage is a stage in which problems are analyzed and plans are made, and the cycle begins at this stage. For the management and control of A company workshop production, design target plans and quality target expectations. Before production in the workshop, the production goals should be determined, so that all employees understand the production expectations and make preparations for pre-control.

D (do) stage is the plan implementation stage: this stage is the formation process of workshop production. In this process, the staff work in accordance with the plan formulated in the P phase, and ensure work safety and personal safety.

The C (check) stage is the inspection stage: evaluate the results, confirm whether it is implemented according to the planned progress, and whether the predetermined effect has been achieved. The actual progress is compared with the plan. Once a gap is found, the reasons are analyzed, the work plan is adjusted, and implementation supervision and control are carried out to avoid large gaps.

The A (action) stage is the processing stage: the inspection results are processed in time. When the workshop production operation is over, prepare the work report in time (1) When the inspection result is satisfied; summarize the ideal result and successful experience, make it a fixed standard, and provide a basis for future work. (2) When the result is not ideal; analyze the cause of the problem, take targeted measures, summarize and analyze the unsuccessful experience, and return to the Plan step to set new improvement goals. Through the comparative analysis of the difference between the planned cost and the actual cost, measures are formulated to resolve the difference, and the plan is constantly revised, laying the foundation for the management and control of future workshop production costs.

#### 4. Conclusion

6s management activities are the foundation of various management work on the enterprise site, an important means to improve the efficiency of on-site work, reduce operating costs, and ensure quality. It is an indispensable tool for enterprises to respond to market competition. The introduction of the 6s management model and the continuous implementation of the 6s management will improve the overall management level of Chinese enterprises, increase the competitiveness of their products, enhance the competitiveness of the A company industry, and also help enhance the competitiveness of A factory

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