FROM 5S TO CONTINUAL IMPROVEMENT

Building a Culture of Operational Excellence

CASE STUDY	SECTOR	LOCATION
Business Advisory Client	Food Ingredients Manufacturing	Khopoli

Operational excellence is rarely achieved through a single initiative. It is built progressively—by creating discipline, developing ownership, engaging people, and converting everyday observations into meaningful opportunities for improvement. A recent Operational Excellence journey at a Food Ingredients Manufacturing Facility in Khopoli demonstrates how a structured 5S Initiative can evolve into a broader culture of Continual Improvement.

From 5S to a Larger Improvement Culture

The journey began with 5S implementation, with the objective of creating workplace discipline, ownership, and standardized practices across departments.

INFINITEE Business Advisory Services helped the company cascade a company-wide 5S campaign initiative that involved employee sensitization with the full involvement of senior leaders. The aim was to:

Sort (Seiri)	**Remove what is unnecessary**
Set in Order (Seiton)	**Arrange what is needed so it is easy to find and use**
Shine (Seiso)	**Clean the workplace and equipment**
Standardize (Seiketsu)	**Create consistent procedures to maintain the first three steps**
Sustain (Shitsuke)	**Build habits and discipline so the improvements continue**

Not only were a system of monthly audits instituted but **20+ 5S Champions** were identified to help create a foundation where improvement was not seen as the responsibility of a few individuals, but as something that could involve everyone.

5S → Continual Improvement → Operational Excellence

Instituting Improvement

In the next phase, the focus shifted towards systematically identifying and addressing improvement opportunities through Gemba, Kaizen, KPI management and visual management.

HODs, Champions and shop-floor employees were engaged in identifying opportunities within their areas. Ideas were not simply collected—they were prioritized based on Effort and Potential Benefit, reviewed through defined mechanisms and converted into improvement projects.

Capability building was an important part of this process, with more than **2,000 training manhours** invested across departments. The result was significant:

2,000+	300+	₹50+ lakh	20+
Improvement opportunities identified	Continual improvement projects initiated	Cost savings	5S Champions identified

Additional outcomes: Strengthened internal capability through trained Champions; **improved visualization and monitoring of operational performance.**

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From Traditional Kaizen to Operational Loss Management

An interesting evolution of the journey was the shift from Traditional Kaizen towards Operational Loss Management.

Instead of looking only at individual improvement ideas, teams began looking more systematically at where operational losses were occurring—including areas such as downtime, changeovers, energy losses, reprocessing, and other process-related losses.

A structured Loss Deployment Approach was introduced to Identify, Prioritize, and Work on high-impact focal points. This is where Operational Excellence starts becoming more than a collection of improvement projects.

"Someone should fix this."	**"Identifying the Problem, Understanding its Impact, Prioritising it and Improving it Together."**

THAT SHIFT TURNS OPERATIONAL EXCELLENCE FROM A PROJECT INTO A CULTURE

Of course, sustaining that culture requires continued leadership involvement, clear ownership, governance, capability building and alignment of improvement initiatives with business KPIs and KRAs. These elements become increasingly important as organisations move from implementation to long-term sustenance.

The Key Takeaway

Operational excellence is not about implementing more tools. It is about creating an organization that becomes better at improving itself.

5S	**can create Discipline**
Kaizen	**can create Ownership**
Gemba	**can create Visibility**
KPIs	**can create Focus**
Loss Deployment	**can create Business Impact**

A SUSTAINABLE CULTURE OF CONTINUAL IMPROVEMENT

ABOUT INFINITEE BUSINESS ADVISORY SERVICES

At INFINITEE Business Advisory Services (BAS), we partner with organizations to design and institutionalize practical Business Excellence, Operational Excellence, Sustainability, and Management System Solutions that strengthen operational performance, improve business resilience, and enhance global competitiveness. We specialize in transforming business challenges into sustainable business excellence.

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