

12th National Conclave on 5S

12th & 13th June 2026

Souvenir



Theme : "5S beyond housekeeping:
A culture of Discipline for sustainable growth to world class practices"

Venue:
School of Management Sciences
Varanasi

Organised by QCFI-HQ
Hosted by QCFI Varanasi Chapter
in association with
School of Management Sciences, Varanasi

Quality Circle Forum of India

Varanasi Chapter



**Chairman and GC Members of
Varanasi Chapter
Welcome all delegates & Officials for
12th National Conclave on 5S**



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A culture of Discipline for sustainable growth to world class practices"

VENUE :
School of Management Sciences, Varanasi

Editorial Board

Shri. D. K. Srivastava

Shri. V.K.B. Das

Shri. R. Srinivasan

Shri. Vijay Krishna & A M Chakraborty

Shri. Y. Manoj Reddy

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Editorial Board



Shri. D. K. SRIVASTAVA



Shri. V K B DAS



Shri. VIJAY KRISHNA



Shri. R. SRINIVASAN



Shri. A.M. CHAKRABORTY



Y. MANOJ KUMAR REDDY

WITH GRATITUDE

Dear Practioners / Readers,

Greetings !

At the outset, the Editorial board thanks the QC Fraternity and all those associated with 5S Conclave for their excellent cooperation and involvement to make this grand event happen in the holy town-varanasi.

Thanks to Goodwill messages from the dignitaries which encourage the organisers and participants in their endeavor.

The souvenir lists out the events of 5S Conclave besides the various committees associated for the conduct of the convention. It also contains down the memory lane of the past Conclaves

The editorial board specially appreciates and acknowledges the contribution made by the authors for their articles on the journey of excellence in 5S & Quality Concepts & Mind Transformation, and the Authentic Sprit of 5S and various articles emphasising the correct usage and meaning of Seri, Seiton, Seiso, Seiketsu & Shitsuke. This is what QCFI ED always stressess to all the participants for correct usage of 5S terminology.

Readers will find colorful Ads from the chapters who responded to our request, highlighting their achievements and extending their best wishes for the success of 5S Conclave

Last but not the least the editorial board is grateful to the associates for their support. Thanks to M/s Dhanalakshmi Graphics for bringing out this 12th edition of colorful Souvenir.

12-06-2026

ABOUT THE THEME

5S Beyond Housekeeping: Cultivating a Culture of Discipline for Sustainable Growth and World-Class Practices

The 5S methodology is often misunderstood as merely a housekeeping activity. However, as articulated by Takashi Osada, 5S is in fact a structured and scientific management system designed to organize workplaces in a safe, efficient, and effective manner. It empowers individuals to perform their tasks with greater productivity, purpose, and satisfaction. Significantly, the principles of 5S extend beyond the workplace and are equally applicable to our homes and personal lives.

At a deeper level, 5S promotes mental clarity, balance, and harmony. Its practice encourages a positive mindset, free from negativity or ill feelings toward colleagues. Each of the five elements of 5S carries profound significance. For instance, Seiri is not limited to removing unnecessary materials; it involves a thoughtful reflection on daily activities, identifying non-value-added tasks, and eliminating them to focus on what truly adds value.

Since 5S requires the participation of everyone, it naturally fosters a culture of involvement, ownership, and teamwork. This collective engagement helps discipline evolve into a way of life rather than an externally imposed requirement. Such discipline forms the foundation of organizational excellence.

Ultimately, 5S transforms ordinary organizations into world-class institutions by developing quality-oriented people who consistently contribute to sustainable growth. It is far more than a housekeeping tool, it is a philosophy of discipline, clarity, and continuous improvement that elevates both individuals and organizations toward enduring excellence.

TENTATIVE PROGRAM SCHEDULE

12th June, 2026

| | |
|---------------------------|--------------------------------------|
| 8:30 to 9:30 hrs | - Registration and tea |
| 9:30 to 13:00 hrs | - Presentations in Parallel Sessions |
| 13:00 to 14:00 hrs | - Lunch Break |
| 14:00 to 15:30 hrs | - Presentations in Parallel Sessions |
| 15:30 to 15:45 hrs | - Tea Break |
| 15:45 to 18:00 hrs | - 5S Conclave Award Function |

ABOUT THE VENUE

School of Management Sciences, Varanasi (An Autonomous College, NAAC Accredited with “A” Grade), Approved by AICTE, Ministry of Education, Govt. of India, Affiliated to AKTU, Lucknow & MGKVP, Varanasi, was established in 1995 with a mission to provide world-class education rooted in Indian values. Over the past three decades, it has emerged as a premier institution for higher learning in management, computer science, commerce, and mass communication, recognized widely for its academic excellence and industry alignment.

The journey began in 1995 with the AICTE-approved Post Graduate Diploma in Management (PGDM), offering specializations in Marketing, Human Resource, and Finance. Later, the institution introduced PGDM in International Business (2006) and Retail Management (2007), both approved by AICTE, to cater to emerging industry needs.

In 1997, SMS launched the MCA program, affiliated with AKTU Lucknow since 2001, to meet the growing demand for skilled IT professionals. In 2013, the MBA program was introduced with specializations in Marketing, HRM, Finance, and Business Analytics, making it a comprehensive offering aligned with modern corporate needs.



12th NATIONAL CONCLAVE ON 5 S

ADVISORY COMMITTEE

- | | | |
|----|------------------------|------------------------------|
| 1. | Mr. Avinash Mishra | - President, QCFI |
| 2. | Mr. S J Kalokhe | - President Emeritus, QCFI |
| 3. | Dr. A.K. Mittal | - Chief Advisor |
| 4. | Mr. D K Srivastava | - Executive Director, QCFI |
| 5. | Dr. Pradeep Srivastava | - Vice President, QCFI |
| 6. | Mr. B Srinivas | - Hon. Treasurer, QCFI |
| 7. | Dr. Ashok Rai | - Chairman, Varanasi Chapter |

CO-ORDINATION COMMITTEE

- | | | |
|----|--------------------------|-------------------------------|
| 1. | Mr. Chittalkar Chethan | - Director, QCFI |
| 2. | Mr. V K B Das | - COO (Trg & Dev.) - QCFI |
| 3. | Mr. Sunil Shrivastava | - COO (TQM Division) - QCFI |
| 4. | Mr. Vijay Krishna | - Varanasi Chapter |
| 5. | Mrs Aruna Singh | - Varanasi Chapter |
| 6. | Mr. B. Srinivas | - Director & Hon. Treasurer |
| 7. | Mr. A.M. Chakraborty | - Secretary, Varanasi Chapter |
| 8. | Mr. R. Srinivasan | - Sr. Faculty - QCFI |
| 9. | Mr. Y. Manoj Kumar Reddy | - GM - IT Services |

WORKING COMMITTEE

- | | | |
|-----|-------------------------|-------------------------|
| 1. | Mr. P.S. Ravi Kumar | - QCFI, HQ |
| 2. | Mr. K.S.V.S Madhava Rao | - QCFI, HQ |
| 3. | Mr. K. Sunder | - QCFI, HQ |
| 4. | Mr. A. Satyanarayana | - QCFI, HQ |
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| 6. | Mrs S. Sailaja | - QCFI, HQ |
| 7. | Mrs G. Prasanna | - QCFI, HQ |
| 7. | Mr. Kishan Naik | - QCFI, HQ |
| 8. | Mr. Ravi Srivastava | - QCFI, HQ |
| 9. | Mr, Shailendra Kumar | - QCFI, Lucknow Chapter |
| 10. | Mr. C. V. Ramana | - QCFI, HQ |
| 11. | Mr. Venkataravi | - QCFI, HQ |
| 12. | Mr. G. Hanumantha Rao | - QCFI, HQ |
| 13. | Mr. Sharath | - QCFI, HQ |
| 14. | Mrs. Anasuya | - QCFF, HQ |



Message

Masato Onodera
Managing Director
JUSE, Japan

On behalf of the Union of Japanese Scientists and Engineers (JUSE), we would like to extend our heartfelt congratulations to the Quality Circle Forum of India (QCFI) on the successful organization of the "12th National Conclave on 5S."

We are also pleased to know that around 600 participants from across India will gather in Varanasi to share their 5S practices, improvement activities, and valuable experiences.

National Conclaves have always been an important platform for learning, sharing, and inspiring each other through practical activities. This year's theme, "5S beyond housekeeping: A culture of discipline for sustainable growth to World Class Practices," truly represents the essence of 5S in today's world.

5S is not only about workplace organization and cleanliness. It is a foundation for developing people, building organizational culture, improving safety and productivity, and promoting continuous improvement.

In Japan as well, many organizations have continuously practiced 5S as part of their daily culture. The most important point is not temporary activities, but continuity and daily practice. Through small and consistent actions, 5S becomes a habit and eventually becomes part of the organizational culture.

We are also very happy to see that 5S certification activities in collaboration with JUSE are steadily expanding in India in recent years.

Furthermore, we hope that the spirit of 5S will continue to spread not only in industry, but also in education, healthcare, local communities, and everyday life.

We sincerely believe that this Conclave will provide further inspiration and motivation for organizations already practicing 5S, while also becoming a new first step for companies and institutions planning to introduce 5S in the future.

Congratulations once again on this remarkable occasion. We express our sincere respect to everyone from QCFI, the Varanasi Chapter, and all related members for their dedicated efforts in organizing this event.

We wish the Conclave great success and all participants continued growth and excellence.

Warm regards,



आशीष जैन (आई आर एस एस)
मण्डल रेल प्रबंधक
Ashish Jain (IRSS)
Divisional Railway Manager



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Date 29.05.2026

Message

5S System Office, that is Re-organise, Neatness, Cleanliness, Standardize and Discipline, results in providing a cleaner, and highly organized workplace.

The Divisional Account Office of Varanasi division in association with Quality Circle Forum of India (QCFI) implemented this system thereby enabling modernization, re-organization & digitization of record keeping of documents, including 25,000 PPOs, 840 PF ledgers & 733 vouchers.

With systematic organization and digitized location of records such as Voucher Bills, Contractor/Party records, PPO files & PF Ledgers of pensioners & employees, the retrieval time was reduced from 2-3 days to just "60 seconds". This initiative significantly enhanced operational efficiency and productivity and led to timely settlement of bills, reduction in litigation, prevention of penalties & compensations, etc. The reduction in retrieval time of records also led to the optimum utilization of man power which resulted in effective time saving & deployment of staff for other productive work.

The exemplary 5S implementation earned the Account Office, NER, BSB Division, the "13th Varanasi & Lucknow Chapter Convention Gold Award" and the "QCFI (Govt/Public Sector) Leadership award 2025", given by the "QCFI". The Accounts Office, N.E.R, BSB Division was the only Railway office to participate, among various organizations from private sector & PSUs and this award showcased excellence in a government sector.

I am happy that QCFI is organising 12th National conclave on 5S which is getting more and more popular including Home 5S. I wish the conclave all success.

Thanking You.

Divisional Railway Manager
N.E. Railway, Varanasi



Message

Anil Sardana

Managing Director – APL & AESL
Chief Business Officer – NMDPL
Group Services Head – Business Excellence
Adani Group

It is a matter of great pride and privilege to share this message for the souvenir being published on the momentous occasion of the 12th National Conclave on 5S, organized by the Quality Circle Forum of India (QCFI).

The theme chosen for this year's conclave "5S beyond housekeeping: A culture of Discipline for sustainable growth to world-class practices" - resonates deeply with our core philosophy. For organizations striving for excellence, it is imperative to look beyond the surface. True transformation begins when we stop viewing 5S merely as a tool for cleanliness and start embracing it as a fundamental organizational discipline. It is this discipline that serves as the catalyst, transforming routine operations into world-class practices and paving the way for robust, sustainable growth.

At the Adani Group, we have institutionalized this very culture of discipline through the Adani Workplace Management System (AWMS)—our proprietary standard rooted in the time tested Japanese 5S framework. We firmly believe that a well managed workplace is the foundation of operational excellence, safety, and employee wellbeing.

I am delighted to share that our steadfast commitment to these principles has seen AWMS being successfully adopted by over 300 entities across 15 of our diverse business units. This widespread implementation has gone far beyond aesthetic improvements; it has empowered our grassroots teams and yielded immense direct and indirect benefits, fostering an environment of efficiency, optimization, and continuous improvement across our global operations.

The vital role of QCFI in propagating this mindset and elevating quality concepts across Indian industries is unparalleled. I wish to take this opportunity to extend my profound appreciation and gratitude to Mr. Avinash Mishra, Honorable President of QCFI, Mr. D. K. Srivastava, Executive Director of QCFI, and all the esteemed dignitaries and organizers whose visionary leadership continues to guide this national movement.

May this 12th National Conclave spark new ideas, foster collaborative cross-learning, and inspire organizations nationwide to build sustainable, world-class workplaces. I wish the conclave and the publication of this souvenir a resounding success.

Warm Regards,

Anil Sardana



Message

Bhaskar Sarkar

Chief Business Officer – Cooling Solutions &
Joint Group Services Head
- Business Excellence
-Adani Group

Dear All,

It gives me immense pleasure to share this message on the momentous occasion of the 12th National Conclave on 5S. I extend my heartiest congratulations to the Quality Circle Forum of India (QCFI) for bringing together industry leaders, practitioners, and enthusiasts to celebrate and advance the transformative power of workplace management.

The theme of this year's conclave, "5S beyond housekeeping: A culture of Discipline for sustainable growth to world class practices," deeply resonates with our core philosophy at the Adani Group. Too often, 5S is perceived merely as a tool for cleanliness and organization. However, its true essence goes much deeper; it is about instilling a profound culture of discipline, streamlining processes, and establishing a resilient foundation for sustainable, world-class operational excellence.

At Adani, we have internalized this philosophy through the Adani Workplace Management System (AWMS), which is our foundational pillar to achieve Business Excellence and serves as our corporate standard for the Japanese 5S workplace management system. I am incredibly proud to share that over 300 entities across 15 of our diverse business units have successfully implemented AWMS. This journey has been deeply rewarding, yielding a multitude of direct and indirect benefits that continue to enhance our productivity, safety, and overall business agility.

We firmly believe that the true success of any excellence initiative lies in its sustenance. To ensure that the AWMS culture does not just survive but actively thrives and evolves, we have focused heavily on capability building. Today, as a part of our rigorous sustenance practices, we have developed a strong internal ecosystem comprising over 400 AWMS Champions and 1,200 trained Assessors. These dedicated professionals act as the torchbearers of our continuous improvement journey, ensuring that the discipline of 5S remains woven into the fabric of our daily operations.

I would like to take this opportunity to express my profound gratitude to Mr. Avinash Mishra, President of QCFI, and Mr. D K Srivastava, Executive Director of QCFI, along with all the other esteemed dignitaries. Your visionary leadership and relentless dedication to promoting the quality movement across the nation continue to inspire organizations like ours to push the boundaries of excellence.

I wish the 12th National Conclave on 5S a grand success. I am confident that the souvenir and the insightful deliberations at the conclave will spark new ideas and drive the industry further along the path of world-class practices.

Warm Regards,

Bhaskar Sarkar

Chief Business Officer – Cooling Solutions &
Joint Group Services Head - Business Excellence-Adani Group



Message

Avinash Mishra
National President
Quality Circle Forum of India

It gives me immense pleasure to know that QCFI, in association with the Varanasi Chapter and the Institute of Management, is organizing the 12th 5S Conclave on 12th and 13th June 2026.

The 5S philosophy is not merely a workplace management tool; it is a culture that promotes discipline, efficiency, safety, productivity, and continuous improvement. The sustained practice of 5S creates an environment of excellence and lays a strong foundation for quality and organizational growth.

I am delighted to learn that around 150 teams from various organizations will participate in this conclave and present their valuable case studies. Such platforms provide an excellent opportunity for sharing knowledge, learning best practices, and inspiring organizations towards operational excellence.

I congratulate QCFI and all the organizers for their dedicated efforts in promoting the 5S movement and fostering a culture of continuous improvement across industries and institutions.

I convey my best wishes to all the participants, delegates, and organizers for the grand success of the conclave. I am confident that this event will motivate all stakeholders to further strengthen the practice and sustenance of 5S in their respective organizations.



Message

Satish Kalokhe
President (Emeritus)
Quality Circle Forum of India

Dear Champions of 5S,

I am happy to welcome all of you in this 5S Conclave which is organized by QCFI at Varanasi- the world's oldest city.

Great organizations aren't built in boardrooms. They're built on shop floors, in storerooms, at workstations - one reorganizes constantly the workplace, one standardized process, one sustained habit at a time.

Seiri. Seiton. Seiso. Seiketsu. Shitsuke.

These are not just five Japanese words. They are five promises we make to ourselves every single day.

A promise to eliminate what holds us back.

A promise to put everything, and everyone, in a place to succeed.

A promise to take pride in what we build.

A promise to make excellence our standard, not our exception.

And a promise to keep going, especially when no one is watching.

Look around this Conclave. You are the proof that small steps create giant leaps. That a clean machine runs faster. That an organized mind thinks clearer. That discipline is freedom.

The world celebrates breakthroughs. But breakthroughs are born from the basics. From the courage to sort out complacency. From the discipline to sustain when the initial excitement fades.

So take this message back to your teams: 5S is not housekeeping. It is leadership in action. It is respect for your work, your colleagues, and your customers. It is the daily decision to be 1% better.

The factories, offices, and hospitals you transform will transform lives. The habits you instill today will become the culture that outlasts us all.

Keep Reorganizing, Keep placing every required item in its place, Keep Cleaning, Keep Standardizing and Keep following the discipline for sustenance of 5S

Because excellence isn't a destination. It's what happens when 5S becomes who we are.



Message

Dr. Ashok Mittal
Chief Advisor - QCFI
Quality Circle Forum of India

Welcome to the holy city of Varanasi which has sustained itself for the last few thousand years. Sustainability is the key both for successful 5S implementation and for organisational growth commensurate with environmental and ecological balance. 5 S is successful in the organisations where it becomes part of the organizational culture and individuals mindset. In such organisations it does not require rewards, certificates and competition. It becomes part of life, a necessary practice which every one in organisation practices.

I wish a very successful interaction among the delegates in this conclave to learn practices for sustainable growth of organisations and the role which 5 S plays.

I also congratulate QCFI and the Varanasi chapter for organising this conclave.

5S Happiness is a state of mind

Taste of Business success is 5S

5S practise is a good begining and never ending

Kindness and courtesy can make an average person superior; indifference and lack of concern can make a superior person average.



From Editor's Desk

Greetings to you all!

I am happy to extend our invite for 12th National Conclave 5S being organized by QCFI in association with Varanasi chapter and School of Management Sciences at Varanasi at 12th & 13th June 2026.



I have to congratulate all of you for showing good response in implementing 5S in your organization and spreading the message of "Swatch Bharat Abhiyan" across India. QCFI is indeed pleased to know the progress of 5S in Various sectors and is becoming a popular and much sought practical program which brings immense benefits in our workplace. QCFI has already initiated a programme Mission 1 lakh home 5S for employees and spouses in factories to inculcate the good practices at home to maintain clean and neat and spread the message of cleanliness in the neighbour hood. Many homes have felt happiness in the upkeep and are also certified as 5S Homes and they take pride in the display of Home 5S boards in front of their houses.

Varanasi conclave is set to attract 120-150 teams for showcasing improvement projects in 5S and Home 5S. As you may appreciate QCFI is giving lot of emphasis and encouragement for home 5S by giving free participation of 'Best Home 5S' at NCQC for display through photographs. You may all be happy to know that QCFI bagged the world record of highest number of units certified for 5S.

In my experience, as lead auditor to various organisations I have come across many people including workers with such creative thoughts converting waste into wealth with two number of models. It is indeed seeing is believing. This ownership mindset and creative thinking make 5S as the best catalyst for the human mind to do their best.

Number of manufacturing as well as service sectors opt for 5S QCFI JUSE certification as it is the first stepping stone for achieving WCM status in a step-by-step process.

I have also announced that "articles on 5S" adjudged as best will be recognized with a memento at the conclave besides being printed in our 5S souvenir

QCFI wishes that 5S should become a big revolution in our India so that our way of life should lead to a disciplined work life paving the way for Industrial advancement in a competitive environment,

Wishing all the participants for a good learning and sharing of experience with happy time at the conclave.

Best Wishes

DK Srivastava

About Quality Circle Forum of India (QCFI)

QCFI was formed in March 1982 by like-minded people from Industry, Indian Statistical Institute & Local State Government and Registered as a Non-profit body Under Societies Act 1350F of A.P. in December 1982 at Hyderabad.

QCFI's Headquarters is in Hyderabad.

In India, the Quality Circle movement was pioneered by the prestigious Public Sector Industry, Bharat Heavy Electricals Limited in January 1981 at its Ramachandrapuram Plant, Hyderabad, and JK Jute Mills, Kanpur in the private sector.

QCFI has 32 Chapters, 2 Sub-Chapters & 1 Center spread all over the country.

An Executive Board with elected Directors from the members manages the affairs of QCFI. President elected by the Executive Board is the Head and Board also elects two Vice-Presidents and one Honorary Treasurer. Regular administration is with the Executive Director and he carries out the activities as per the Forum's policy and decisions taken by the Board from time to time.

| | |
|--------------------|-----------------------|
| President | - Sri. Avinash Mishra |
| President Emeritus | - Sri. S J Kalokhe |
| Advisor | - Prof. A K Mittal |
| Executive Director | - Sri D K Srivastava |
| Treasurer | - Sri B Srinivas |

Each Chapter has a governing council that functions in line with QCFI policies and procedures. A Chairman, Vice-Chairman, Secretary and Treasurer are elected among its GC members.

QCFI is engaged not only in spearheading Quality Circles in the Member Organisations but also in Quality Team Concepts like 5-S, Kaizen, Simplified TPM, SMED, Lean Manufacturing, Six Sigma, Lean QC and Lean Safety Circle etc., all under the umbrella of Total Quality Management (TQM). QCFI extends service to education, health, the rural sector, etc., for propagating Quality Concepts. QCFI conducts certification audits for 5S and WCM.

QCFI brings out various publications on Quality Concepts from time to time for dissemination of knowledge to its practitioners. Also bi-monthly Journal 'Quality Circle India' is published and circulated to member institutions. This is also sent as E-Magazine. Similarly, chapters also send their Newsletter and E-Magazine to the members.

QCFI Membership Status

| | | |
|----|-------------------------|-------|
| 1. | Institutional Members | 2580 |
| 2. | Life individual Members | 10259 |

QCFI has a dedicated group of senior experts to advise, and a younger group of people to execute the plans.

QCFI is spreading its wings to Non-Member Organisations by giving free awareness program so that they can appreciate the usefulness of the concepts in their units. Thrust is now given for propagation, training & skill development thru' Quality Concepts with MSME Industries in India. WCM program is initiated in Parle Group of Industries and Karakuri Kaizen with the

association of Coimbatore Chapter and PSG College of Technology. Faculty and JURY development program are conducted online through video recorded modules on various Quality Concepts.

The Chapters are governed by the elected chairman, Vice chairman, secretary and elected members of the governing council members.

Chapter Conventions on Quality Concepts are conducted annually by the Chapters.

National Conventions by HQs - Annual Feature - 39 National Conventions were organised so far.

QCFI represents India in 14 Nation International Committee organizing International conventions annually by rotation.

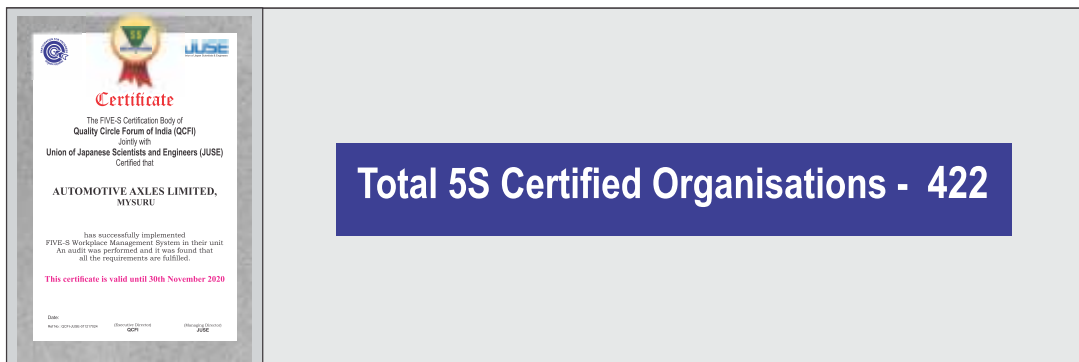
4 ICQCCs were also hosted by QCFI India. The last one was conducted at HICC- Hitech City, Hyderabad in Nov. 2021.

QCFI also conducts annual National Conclaves on various topics. 11 National Conclave on 5S were conducted at different locations last one being at Madurai

QCFI has recently embarked upon the following thrust areas for TQM promotion across the country

- Developed a central pool of subject matters, imparts to cater to pan India, TQM solutions for WCM, TPM, HR, SAFETY, and EHS for all sectors.
- Launched a few fast-track holistic business solutions to reduce project cycle time by 1-3 months
 - i) Agile Business Performance improvement designs of
 - a. Agile Yellow Belt
 - b. Agile Green Belt
 - c. Agile Black Belt
 - ii) Agile RCM (Reliability Centred Maintenance) Solutions
 - iii) Agile Behavior Safety, Stress Management Interventions
 - iv) Cross-functional, Cross-level Dynamic small group (DSG) for faster better cheaper solutions

Any other tailor made QC concepts for client organisation as per their requirement.



Two World records received in NCQC 2024 for highest no of participants in Quality Concepts Convention and highest no of faculty days in the training programs in a year



Ms Alice Raynaud, Records Manager - World Records Union presenting Two World Records to QCFI President and ED

December 9th 2025 is another red letter day for QCFI as we have achieved two more world record for Largest number of life members in a Quality focused non-profit organization 10,243 members.

Highest number of units certified under the workplace management system '5-S' by a single forum 405 units.

In a zoom meeting organised by QCFI to the Directors and Chapter officials. Ms Alice Raynaud congratulated QCFI for achieving yet another milestone in the Quality Journey for Excellence. President and ED thanked Ms Alice Raynaud for going through the validation of records considering for the elite awards



Plant 5S Journey towards QCFI–JUSE Excellence

From Skepticism to Flag-bearer: Ashok Leyland Hosur 1 Plant



Mr. Selvam.V

Lead Operation Strategy &
Business Excellence – Hosur Cluster
Ashok Leyland Limited

THE REALITY CHECK – WHEN FAMILIARITY BREEDS SKEPTICISM

In the automotive manufacturing world, '5S is a familiar companion'. In Ashok Leyland plants, it had been introduced decades ago, revisited periodically, and—if we are candid—often relegated to 'event-driven housekeeping'. When the idea of revitalizing 5S surfaced again, the response was polite, measured, and layered with unspoken doubt: "We have been here before."

The FY24 baseline assessment made the situation unmistakably clear. 5S practices were 'on-and-off', workplace organization lacked consistency, space utilization was sub-optimal, and safety and compliance risks hid behind functional disorder. The challenge was not ignorance of 5S, but the absence of 'sustained discipline and ownership'.

THE TURNING POINT – REFRAMING 5S AS A BUSINESS FOUNDATION

What truly changed the trajectory was a conscious strategy to reposition 5S—not as a cleaning drive, but as a 'foundational management system'. The engagement with QCFI and adoption of the 'Structured Workplace Management (WPM)' framework along with the earnest guidance & handholding of 5S Guru, Mr. V K B Das provided the missing structure, governance, and cadence.

This framework brought clarity where ambiguity once existed: 'clear standards, visible abnormalities, defined ownership, and regular leadership reviews'. More importantly, it aligned 'all employees across functions and hierarchies' to a common purpose—'making the workplace speak the truth every day'.

FROM AWARENESS TO ACTION – BUILDING THE HABIT, ZONE BY ZONE

The journey began with awareness, but progress came through disciplined execution. Implementation unfolded 'zone by zone', covering shopfloors, warehouses, and support functions.

Standards were defined, challenged, refined, and

sometimes rewritten—often accompanied by light-hearted conversations on why the 'red-tag area seemed to grow faster than expected'.

Leadership presence at 'Gemba became routine', not ritualistic. QCFI assessments served as mirrors rather than scorecards, enabling continuous course correction. Gradually, '5S stopped being an activity and became a habit'.

MEASURABLE PROGRESS – WHEN NUMBERS REFLECT MATURITY

Progress was demanding, but unmistakable. Management audit scores climbed steadily—from the early '30s to consistently beyond 65'—reflecting genuine maturity rather than cosmetic readiness. Within '9–10 months', sustainable 5S practices were implemented across

5S Journey Travelogue by Srikanth N [Operation Strategy & Business Excellence]'all areas of the plant', including the Spare Parts Warehouse—making Hosur-1 the 'first Ashok Leyland plant' to achieve complete coverage in such a short timeline.

EXPANDING THE HORIZON – PEOPLE, PARTNERS, AND PURPOSE

The transformation extended beyond manufacturing areas. 'Support functions, including Finance', underwent visible change, while employees embraced "5S at Home", reinforcing that this was a mindset shift, not merely a workplace program.

Vendor partners actively participated, contributing '70+ improvements' that positively impacted QCDSM metrics—strengthening the belief that 'excellence multiplies when ecosystems align'. Created awareness & guided for implementation of 5S practices 2 Govt schools as a mark of giving back to the society.

RESULTS THAT SPOKE – SPACE, SAFETY, AND SUSTENANCE

The outcomes spoke clearly: '1190 sq. meters of space reclaimed', clutter-free and safer work environments, standardized practices across zones, and '₹44 lakhs of revenue generation' through effective scrap disposal & space utilization. More powerful than numbers, was the cultural shift—'ownership replaced enforcement, and routine replaced reminders'.

THE DEFINING MOMENT – QC FI–JUSE CERTIFICATION & BEYOND

Challenging the 'QC FI–JUSE 5S Certification' was both a milestone and a test of conviction. The assessment evaluated depth, consistency, and leadership involvement—not prepared displays. Achieving the certification with a score of '80+' made Hosur-1 the 'first automotive plant in India' to earn this recognition.

The real reassurance came six months later during the 'surveillance audit', where practices held firm without special preparation—confirming that 'WPM had become embedded into daily management'.

FROM ACHIEVEMENT TO BENCHMARK – LEADING YOKOTEN

Hosur-1 evolved into a 'model plant' within Ashok Leyland. The 'structured WPM system, common standards, and deployment frameworks' developed here are now being replicated across other plants—accelerating their journeys while avoiding early pitfalls (sometimes with a knowing smile).

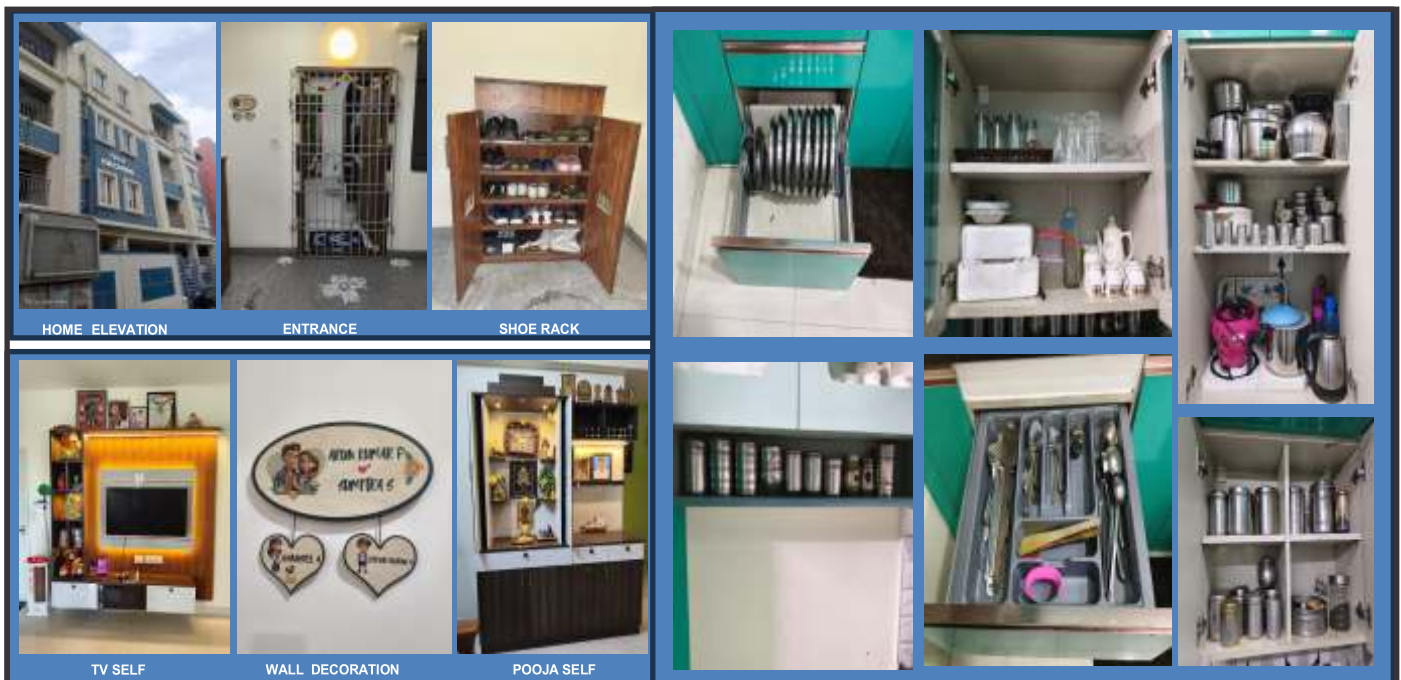
If there is one lesson this journey has taught us, it is this:

5S does not fail because it is simple—it fails when it is treated lightly.

By respecting its discipline, investing in leadership ownership, and trusting a structured framework like QC FI's Workplace Management system, we transformed not just our shop floors, but our mindset. Today, when someone asks whether 5S is "still relevant," we smile.

Not because the journey was easy—but because this time, it stayed.

A glimpse of Home 5S from industry employees



Quality Concepts and Mind Transformation

Mrs. Vaishali Bhagwat, Associate Faculty, QCFI, Head Quarter



Quality is no longer a luxury or a parameter which differentiates premium organizations and other organizations. It is a fundamental requirement for survival and success in today's competitive environment. Whether in manufacturing, services, healthcare, education, or technology, or even society, the application of quality concepts ensures consistency, efficiency, process optimization, continuous improvement, standardization, defect prevention, waste management and customer satisfaction. Understanding and implementing these concepts, is crucial for long-term growth and sustainability. Quality concepts are essential as they provide organizations with a structured framework to deliver reliable products, build customer trust, and achieve sustainable success. Quality concepts transform workplaces into systems of excellence that benefit employees, stakeholders, and society as a whole.

Quality concepts refer to the principles, methodologies, and practices that guide organizations in delivering products or services that meet or exceed customer expectations. The well-known and popular quality concepts include 5S, Quality Circle, Kaizen, DK'S Model of Simplified TPM, SMED, Poka-Yoke, Lean Management, Lean Quality Circle, TPM, WCM, TQM, Six Sigma, Lean Management, ISO and various other concepts.

Generally, we always focus on the material benefits of implementation of quality concepts and we are least concerned about their impact on the minds of the people. The mind which is there behind our all thoughts and prompts us for performing activities. The quality of mind and thoughts decide the quality of our performance.

5S is the very basic concept which lays the strong foundation to build quality culture in any organization with 'Total Employee Involvement'. The 4th 'S' (Seiketsu) in 5S is the most important as it prompts the brains of the employees, to do Kaizen or Innovation for the issues being raised in the first 3S. This being a universal concept, many people implement 5S in their homes also, helping in maintaining the work life balance easily. Understanding the psychological effects, helps to

explain why 5S remains a powerful tool at the foundation of other quality concepts not only in industries but beyond the workplaces the philosophy of 5S also extends its benefits to offices, educational institutes, societies and even homes.

The implementation of 5S as well as other quality concepts give mental clarity, encourages decisiveness, nurtures focus, builds confidence and sense of control, sense of ownership, fosters discipline, strengthens problem-solving abilities, motivation, create pride for self and organization, builds trust, develops resilience and growth mindset for long term, encourages responsibility and self-esteem. The concept of 'Lean' basically is a 'systematic approach for identifying and eliminating waste and add value to the product and services for which the customer will be ready to pay.'

Dimensions of Mind Transformation through implementation of quality concepts as a whole -

1. Clarity and focus with organized environment

One of the most immediate psychological benefits of 5S is the reduction of cognitive overload. When a workspace is cluttered, the brain has to constantly process unnecessary visual information. This increases mental fatigue and reduces the ability to focus. By implementing 5S, individuals eliminate distractions and create a structured environment. This clarity allows the brain to function more efficiently. Studies in cognitive psychology suggest that organized environments enhance attention span and improve decision-making speed. People feel mentally lighter.

2 Ownership and Accountability

Mind transformation also involves taking responsibility for outcomes. Instead of blaming systems, departments, or individuals, quality-focused thinking encourages ownership at every level. People begin to see themselves as contributors to the overall quality of the product or service, leading to greater accountability and pride for their work. The discipline extends beyond the workplace. People who practice 5S often become more organized in their personal lives as well. They

develop a mindset of orderliness, sense of responsibility, and continuous improvement.

3. Journey from inspection to preventions

The traditional way of working primarily was focusing on inspection and quality was associated with inspection - finding defects after they occurred. Modern quality concepts encourage a mental shift toward prevention rather than correction. This requires people to think proactively, anticipate problems, and design processes that minimize errors from the start. It's a move from reactive thinking to strategic thinking, which is the need of the hour.

4 Data-driven decision making based on objectivity

Another key shift is moving from intuition-based decisions to data-driven thinking. Quality concepts emphasize measurement, analysis, and evidence. This transformation helps organizations make more accurate, objective, and reliable decisions, reducing uncertainty, bias and subjectivity.

5. Empowerment and confidence

A well-maintained workspace signals predictability, which reduces anxiety, builds confidence and enhances sense of control. Humans have a natural desire for control over their environment. Disorganization often leads to feelings of helplessness and frustration. 5S and other quality concepts restores that sense of control. When individuals see their contribution improving quality, they gain confidence. The mind shifts from helplessness to resourcefulness.

6. Resilience and Adaptability

Continuous improvement nurtures adaptability. The mind learns to embrace change rather than fear it and resisting it. The implementation of quality concepts gives emotional stability to people improving their overall performance at personal as well as organizational level.

7. Neurological implications

Structured processes, while implementing quality concepts, reduce uncertainty and errors and increase predictability. It lowers activation of the amygdala (fear/stress centre) and decreases cortisol release. This ultimately calms nervous system and improves emotional regulation. The emphasize on discipline and continuous

improvement stimulates the prefrontal cortex, responsible for planning, decision-making, and focus. The employees experience sharper concentration and better problem-solving capacity. Participation in Quality Circles, Lean initiatives or other quality concepts provides recognition and achievement, which activates the dopaminergic reward system, increasing motivation and job satisfaction. The work of W. Edwards Deming highlighted the importance of removing fear from the workplace. Fear inhibits learning and creativity, while trust and support encourage growth. Neuroscience shows that the synchronized brain activities done during cooperative tasks i.e. while implementing quality concepts, strengthen empathy, trust and social cohesion as well as help in formation of healthy and progressive culture.

8. Boost in Team Morale and Collaboration

When teams work together to improve their environment, it fosters a sense of unity and shared purpose. Employees feel valued, because their input contributes to visible improvements. This aligns with organizational behaviour principles that emphasize participation and engagement as well as fosters smoother collaboration and better interpersonal relationships.

9. Impact on self esteem and identity

Producing high-quality work enhances self-esteem. When individuals see the results of their efforts and receive positive feedback, they develop a sense of competence. Quality concepts reinforce this, by setting clear standards and recognizing achievement. Employees begin to identify themselves as skilled and capable. This sense of identity is powerful - it shapes behaviour and attitudes. Conversely, working in environments with poor quality can damage self-esteem. Frequent errors and lack of standards create frustration and self-doubt. Thus, quality is closely tied to how individuals perceive themselves.

10. Customer psychology and perception

Quality is not only about internal processes - it also affects how external customers think and feel. High-quality products and services build trust and loyalty. Customers associate quality with reliability and value. This emotional connection influences purchasing decisions and brand perception. On the

other hand, poor quality can lead to dissatisfaction and negative emotions. A single bad experience can damage trust and reputation. Understanding customer psychology is essential for delivering quality. Organizations must consider not only functional performance but also emotional impact.

11. Ethical and moral dimensions

Quality is closely linked to ethics. Delivering poor-quality products or services can harm customers and damage trust. From a psychological standpoint, working in an ethical environment enhances integrity and satisfaction. Individuals feel proud of their work and confident in their organization. Quality concepts emphasize responsibility and accountability. This aligns with moral values and strengthens organizational culture.

12. The mind transformation effect in brief

While implementing quality concepts people get habituated to work with discipline, it reduces their mental clutter, foster team cohesiveness, encourages humility and openness, gives safer and secure environment. It reinforces the correct habits in people. It prompts the minds of people to work with systematic approach.

The Challenges in Mind Transformation

While the benefits are significant, the transformation process is not always easy. Resistance to change is a common challenge. People may feel uncomfortable adopting new habits or letting go of old ways of thinking. Fear of failure or lack of understanding can hinder progress. To overcome these challenges, organizations must provide support, training, and encouragement. Leadership plays a crucial role in creating a positive environment for change. Transformation requires patience and persistence. It is a gradual process that unfolds over time.

While quality concepts bring benefits, they also pose challenges:

- Rigidity: Excessive standardization may stifle creativity.
- Pressure: High expectations can cause stress and burnout.
- Perfectionism: Pursuit of flawless quality may lead to anxiety.
- Resistance: Change initiatives may trigger fear and insecurity.

- Cultural misalignment: Clashes of local values and organizational culture.
- Fear of accountability: Can trigger fear of blame, lowering morale.

The Role of Leaders in Mind Transformation

The leadership style of any organization plays very critical role in shaping the transformative mindset. Leaders must model quality-focused behaviour, encourage open communication, and create a conducive environment where improvement is supported. Without leadership commitment, quality concepts remain theoretical rather than practical. Leaders have to articulate a clear purpose and direction. This reduces ambiguity, helping employees focus their mental energy on meaningful goals rather than uncertainty. By embodying quality concepts like consistency, fairness, and accountability, leaders have to set behavioural standards. Psychologically, this inspires trust and encourages disciplined thinking among teams. Leaders have to encourage open dialogue and mistake-tolerant environments to reduce fear and anxiety. This allows the brain to shift from defensive survival patterns to creative, collaborative modes. If the leaders emphasize shared responsibility and collective success, psychologically, this transforms the mindset from "I" to "We," fostering empathy and cohesion. Balancing discipline with flexibility is essential for psychological well-being by overcoming challenges.

Conclusion

Quality is more than a technical standard or a business objective - it is a philosophy that shapes how people think, behave, and interact with their environment. Across industries and cultures, the pursuit of quality has driven innovation, efficiency, and customer satisfaction. Yet, beneath these tangible outcomes, lies a powerful psychological dimension. Quality concepts go beyond processes and standards - they require a deep transformation in mindset. When individuals adopt a quality-oriented way of thinking, organizations become more efficient, innovative, and customer-focused. From a psychological standpoint, they reshape how individuals think, behave, and relate to their work and colleagues. Ultimately, sustainable success is not achieved by tools alone, but by the people who believe in and practice the principles of quality every day. Therefore, we can definitely claim that the implementation of quality concepts is a transformative philosophy for the society as a whole.

Transformation of 70-year-old plant to a 10-year young plant A journey of excellence in Workplace Management at Ashok Leyland (Chennai Plants)

Sivakumar T B.,

Senior Vertical Lead – Operation Strategy & Business Excellence,
Ashok Leyland Limited



When we speak about Ashok Leyland's Chennai footprint, we are not merely referring to three manufacturing locations – we are speaking about three pillars of Indian industrial heritage. At the heart of this ecosystem stands Ennore, our mother plant, a legendary organization with 77 years of legacy, where the foundations of Ashok Leyland were laid and where excellence continues to be nurtured every day. Alongside it stands AL Foundry ENU (ALFD ENU), a proud unit with over 70 years of contribution, and AL Foundry SPU (ALFD SPU), the youngest among the three with a strong 15-year track record of resilience and capability. Together, these plants form one of the largest and most diverse workforces in the organisation – around 9,000 employees.

What makes this collective extraordinary is its diversity. Our people come from varied educational backgrounds – some who completed their SSC, and others who have been serving this organisation with unmatched loyalty for 35 to 40 years. With an average workforce age of around 43, we hold a depth of experience rarely seen elsewhere. But with such diversity – across age, skill, background, and generations – comes a natural challenge: aligning thousands of individuals, from executives to associates to temporary workmen, towards a common goal and shared cultural behaviour. This is the unique reality of our Chennai plants. And this is precisely why the journey we embarked on – with 5S as our foundation – wasn't just a project. It became a transformation story.

So, as the Senior Vertical Lead - OS&BE of Chennai plants, I began this journey by forming a dedicated special team to spearhead the 5S transformation along with me – a team that shared the same conviction and belief that our plants were ready for a cultural shift. We knew that aligning a workforce

of this scale required more than instructions – it required involvement, participation, ownership, and visible impact. And with that shared purpose, we launched a series of high-energy initiatives that would set the tone for our transformation.

One of the most defining milestones was the Re-Organize Mela. What began as a simple clean-up activity quickly evolved into a plantwide movement that united teams. The results were remarkable – 772 tons of scrap cleared, unlocking space, improving flow, and generating ₹60 lakhs in savings. Soon after, we re-energised the shop floor with SPOT & SPARK. In just 48 hours, our teams identified and closed 500 OFIs. This was far more than operational improvement, it proved that when people are empowered, problem-solving becomes instinctive, not instructed.

But even as these special initiatives created momentum and excitement, I knew that excitement alone cannot build a culture — systems do. So, we strengthened the backbone of our transformation by anchoring it firmly on proven QCFL and JUSE standards. We established strong governance structures, created zone-subzone ownership, and institutionalised weekly self-audits, weekly council meetings, and monthly management audits across Ennore & ALFD SPU. We introduced Dojo-based on-the-Job training at Nalanda, Ennore, built 19 internal trainers, rolled out micro-checklists for every area, and standardised assessments through a bilingual master self-audit sheet. We strengthened workplace organisation through 13 Red-Tag Areas in Ennore, 8 in SPU, and a central Seiri Museum at both units, supported by a structured Red-Tag Register. Documentation was institutionalised through 5S registers for audits, council MoMs, and closure tracking. And to ensure credibility, guide our teams and bring in external benchmarking, we engaged QCFL's Mr. VKB Das for

consultant visits and Pre-assessments. These systems ensured that our journey didn't rely on motivation – it relied on discipline and consistency.

These outcomes were not just numbers—they became stories, stories that travelled across Ennore, ENU, and SPU, stories that inspired teams, strengthened bonds, and reshaped our cultural fabric. They reinforced a powerful truth: 5S is not housekeeping; it is a catalyst for efficiency, safety, pride, and confidence – because it forms the very foundation on which lean manufacturing stands. And as these systems and initiatives gathered momentum, something deeper started to shift – People began taking ownership; Zones began building identity; Teams began celebrating discipline and improvement. Our three plants – Ennore, ENU, and SPU – stopped functioning as separate units and began to move as one unified system, driven by a shared goal, bound by a

common standard, and inspired by one belief: “that improvement begins with us”.

And today, when I look back at this journey, I can say with absolute pride that what we achieved were not activities – they were transformations. Through rigorous, disciplined, and collective effort, we made a 77-year-old plant feel 10 years younger, revitalised with new energy, new systems, and a new way of thinking. The mindset of our people shifted from “this is how it has always been” to “this is how we can make it better.” And the results speak for themselves – our SKD volumes doubled, productivity improved drastically, and improvement became a daily behaviour, not an occasional event.

This is the power of 5S – when it is driven by people, strengthened by systems, and sustained by leadership.

5S@Home



STANDARD PRACTICES

1. Switch off the light and fan when not in use
2. Park the two wheelers in the required place
3. Hang the keys in the key holder
4. Use hangers for bags and dresses
5. Clean the gates weekly
6. Kitchen cleaning and floor mopping need to be done Weekly
7. RO tank and overall tank need to be cleaned monthly

5S Beyond Housekeeping: A Culture of Discipline for Sustainable Growth to World-Class Practices

B.Srinivas, Director, Hon-Treasurer - QCFI
Sr. Auditor 5S



For many organizations, 5S is often misunderstood as a basic housekeeping or cleanliness initiative—an exercise focused on neat floors, labeled shelves, and organized workstations. While these visible elements are important, they represent only the surface of what 5S truly stands for. When practiced correctly, 5S is not a cosmetic program but a powerful cultural foundation that builds discipline, accountability, and continuous improvement. It is this deeper cultural dimension of 5S that enables organizations to achieve sustainable growth and progress toward world-class practices.

The five pillars—Seiri, Seiton, Seiso, Seiketsu, and Shitsuke—form a structured approach to eliminating waste and improving efficiency. However, their real value lies in shaping how people think, behave, and make decisions every day. “Seiri” teaches teams to distinguish between what is necessary and what is waste, encouraging clarity and focus. “Seiton” reinforces logical thinking and flow, ensuring that everything has a defined place and purpose. “Seiso” promotes ownership, as employees take responsibility for maintaining their work environment and identifying abnormalities early.

The fourth and fifth S—Seiketsu and Shitsuke—are where 5S moves decisively beyond housekeeping. Standardization transforms good practices into the normal way of working, reducing variation and dependence on individuals. It creates stability, which is essential for quality, safety, and productivity. Shitsuke, often the most challenging step, demands discipline. It requires consistent leadership commitment, regular audits, training, and reinforcement of expected behaviors. Without discipline, 5S quickly fades into a one-time cleanup campaign; with discipline, it becomes a living system.

A disciplined 5S culture develops habits that support operational excellence. Employees become more attentive to detail, quicker to identify

problems, and more confident in suggesting improvements. Visual order makes deviations immediately visible, enabling faster corrective action and preventing small issues from growing into major failures. Over time, this discipline reduces rework, downtime, accidents, and frustration, while improving morale and engagement.

Sustainable growth depends on stable, repeatable processes. Organizations that grow without discipline often struggle with inconsistency, firefighting, and quality issues. 5S provides the stability needed to scale operations effectively. By embedding order and standards into daily work, companies create a solid platform on which advanced improvement methodologies—such as Lean, Six Sigma, Total Productive Maintenance, and digital transformation—can successfully operate. In this sense, 5S is not an end goal but a prerequisite for world-class performance.

Leadership plays a critical role in elevating 5S beyond housekeeping. Leaders must model the behaviors they expect, treat 5S as a strategic priority, and integrate it into performance reviews and daily management routines. When leaders regularly visit the workplace, ask questions, and reinforce standards, 5S becomes part of the organizational DNA rather than a delegated task. Equally important is employee involvement; 5S should be done with people, not to them. Ownership and pride grow when teams design and improve their own work areas.

World-class organizations are often distinguished not by sophisticated tools, but by their unwavering discipline in executing basics every day. 5S cultivates this discipline. It creates an environment where problems are visible, standards are respected, and improvement is continuous. By moving beyond housekeeping and embracing 5S as a cultural system, organizations lay the groundwork for sustainable growth, operational excellence, and a lasting competitive advantage.

Beyond Words: Reclaiming the Authentic Spirit of 5S

Preserving the Spirit of 5S: The Importance of Authentic Japanese Translations

Satyawan Nayak,

Training & Development In-charge, QCFI, Bhubaneswar Chapter



In the pursuit of operational excellence, the 5S methodology is often the first bridge organizations cross. However, as the Quality Circle Forum of India (QCFI) observes, the bridge is frequently built on a shaky linguistic foundation.

While the Westernized "5S" (Sort, Set in Order, Shine, Standardize, Sustain) has gained global popularity for its easy alliteration, it often functions as a diluted version of the original Japanese philosophy. To truly transform a workplace, we must return to the authoritative translations established by Japanese expert **Takashi Osada** in his seminal work, *The 5S's: Five Keys to a Total Quality Environment*.

The 5S methodology is one of Japan's most enduring contributions to global quality and productivity management. Developed through decades of industrial practice and codified by Japanese quality expert **Takashi Osada**

this philosophy has transformed workplaces worldwide. However, as 5S spread across cultures, its deeper essence was often lost in translation.

The **Quality Circle Forum of India (QCFI)** emphasizes the need to uphold the original Japanese-to-English translations—not the convenient but diluted Western versions—so that organizations can realize the full potential of 5S in both spirit and practice.

The Semantic Shift: Osada's Definitions vs. Modern Adaptations

The difference between a "convenient" translation and an "authentic" one is the difference between a temporary cleanup and a cultural revolution. The following analysis details, why the QCFI views the Osada standards as a critical priority for organizational success.

| Term | Authentic Translation (Osada/QCFI) | Common Western Adaptation | The Critical Difference |
|----------|------------------------------------|---------------------------|---|
| SEIRI | Organization / Re-Organize | Sort | "Sort" implies a one-time activity. Organization is a strategic function of separating the necessary from the unnecessary and dealing with the latter. |
| SEITON | Neatness | Set in Order | "Set in Order" is a task; Neatness is a state of being where every tool has a home based on frequency of use and ergonomics. |
| SEISO | Cleanliness | Shine | "Shine" sounds aesthetic. Cleanliness is a functional inspection process where cleaning allows one to spot abnormalities (leaks, cracks, etc.). |
| SEIKETSU | Standardization | Standardize | While similar, the authentic view emphasizes maintaining the first 3S as a social and visual norm. |
| SHITSUKE | Discipline | Sustain | "Sustain" is passive. Discipline (Shitsuke) is the active formation of character and habit. |

1 WHY "SORT" IS NOT "ORGANIZATION" (SEIRI)

The term "Sort" is often used interchangeably with Seiri, yet this translation can be misleading. In a general context, sorting is a broad activity that categorizes items by colour, shape, or quality for various objectives. In the specific framework of 5S, however, Seiri refers to the systematic process of stratification management: distinguishing between necessary and unnecessary items and removing the latter to optimize the workplace for productivity.

In many factories, "Sort" results in a "Red Tag" event that happens once a year. In Osada's philosophy, Seiri (Organization) is a continuous management pillar. It is the art of "Re-organizing" the workspace to ensure that only what is vital for current production remains.

Practical Example: -1 At a precision tool manufacturing firm, the maintenance team re-organized tool storage not only by frequency of use but also by function, safety risk, and maintenance interval. This systematic reorganization reduced tool change time by 30% — a true application of Seiri.

In contrast, a "sort" activity might simply involve removing excess tools, missing the essence of restructuring for organizational clarity.

Practical Example: -2 A maintenance team "sorts" by throwing away broken tools. However, a team practicing Organization re-evaluates their inventory levels, removing even good tools if they aren't needed for the current month's workflow, thereby reclaiming expensive floor space.

"SEITON" IS OFTEN MISTRANSLATED AS "SET IN ORDER"

While "Set in Order" is frequently used to maintain the "S" alliteration for Seiton, it lacks the necessary functional depth. "Ordering" can be done by aesthetics or arbitrary metrics like height or department. True Seiton requires functional storage based on the frequency of use. Items must be organized according to their physical characteristics—such as weight and shape—with clear identification to ensure accessibility.

Seiton is often mistranslated as "Set in Order." Yet, its essence lies in creating and maintaining a state

of neatness—where every item, file, or tool has a logical, easy-to-locate place.

Practical Example: -1 In a hospital's emergency ward, nurses introduced color-coded drawers for different emergency kits. The result was not merely order but an enduring neatness culture that allowed instant access in critical situations.

Neatness cultivates visual management, pride, and calm—qualities deeper than mechanical order. Practical Example: -2 Consider a laptop keyboard: the keys are not merely "in order," they are functionally positioned to maximize typing speed and ergonomic efficiency.

FROM "SHINE" TO "CLEANLINESS" (SEISO)

Labelling Seiso simply as "Shine" is a common oversimplification. This translation fails to capture the integrated nature of the process. Seiso is not merely a cleaning task; it is an inspection-based activity where Seiri and Seiton are applied simultaneously.

Consequently, the third pillar serves as a synthesis of the first two, ensuring that the workplace is not only clean but also continuously audited for organization and functional readiness.

The term "Shine" focuses on the visual result, making things look pretty for a guest tour. Osada's Cleanliness (Seiso) focuses on the process. In Japanese manufacturing, cleaning is synonymous with inspection.

While "Shine" might evoke polishing or aesthetic cleaning, Seiso implies cleanliness as an act of inspection and respect. It creates ownership of equipment and environment.

Practical Example: In an automobile assembly unit, operators personally cleaned their machines daily—not to make them "shine," but to detect oil leaks, wear marks, or abnormalities early. This routine reduced machine downtime significantly.

The Seiso Philosophy:

- Cleaning a machine is the best way to find a loose bolt.
- Mopping a floor is the best way to find a slow oil leak.

• If you "Shine" to look good, you miss the defect. If you practice "Cleanliness," you prevent the breakdown.

SEIKETSU – STANDARDIZATION

Seiketsu builds on the first three S's, encouraging the creation of visual and procedural standards that maintain organization, neatness, and cleanliness.

Practical Example: An electronics firm developed a unified colour-label system for cables across departments. This standardization removed confusion during assembly and maintenance, dramatically lowering rework rates. Unlike "standardize" as a step in a checklist, Seiketsu fosters visual harmony and shared understanding—key elements of a quality culture.

THE CORE OF THE CONFLICT: "SUSTAIN" VS. "DISCIPLINE" (SHITSUKE)

Perhaps the most significant dilution occurs at the fifth step. Sustain suggests an effort to keep things from sliding backward—it is a defensive posture.

Shitsuke (Discipline), however, is an offensive posture. It refers to "teaching a person to have the soul of a professional." It is about cultural habit formation where the worker follows the rules not because they are being watched, but because they have the self-discipline to respect their environment.

The final and most profound S, Shitsuke, embodies self-discipline and cultural habit formation. It is the transition from forced compliance to voluntary practice—a hallmark of Japanese quality culture.

Practical Example: A textile plant integrated 5S "self-checks" into daily routines, with each team voluntarily auditing its area. Over time, adherence became a habit, not a rule. That is Shitsuke—discipline as inner conditioning, not external enforcement.

By replacing Shitsuke with "Sustain," organizations risk reducing this principle to mere maintenance rather than personal discipline and moral ownership.

Why Authenticity Matters for QCFI Members

The true translations—Organization, Neatness, Cleanliness, Standardization, Discipline—reflect a worldview where workplace management is not merely procedural but philosophical and behavioural. Adopting the Osada translations is not an exercise in pedantry; it is a commitment to Total Quality. When we use the correct terms, we:

1. Preserve the Philosophy: We move from "cleaning up" to "managing the environment."
2. Ensure Depth: We prevent 5S from being dismissed as a "housekeeping" chore.
3. Drive Character Building: By focusing on Discipline, we develop employees who take pride in their work-centre, leading to higher morale and lower defect rates.

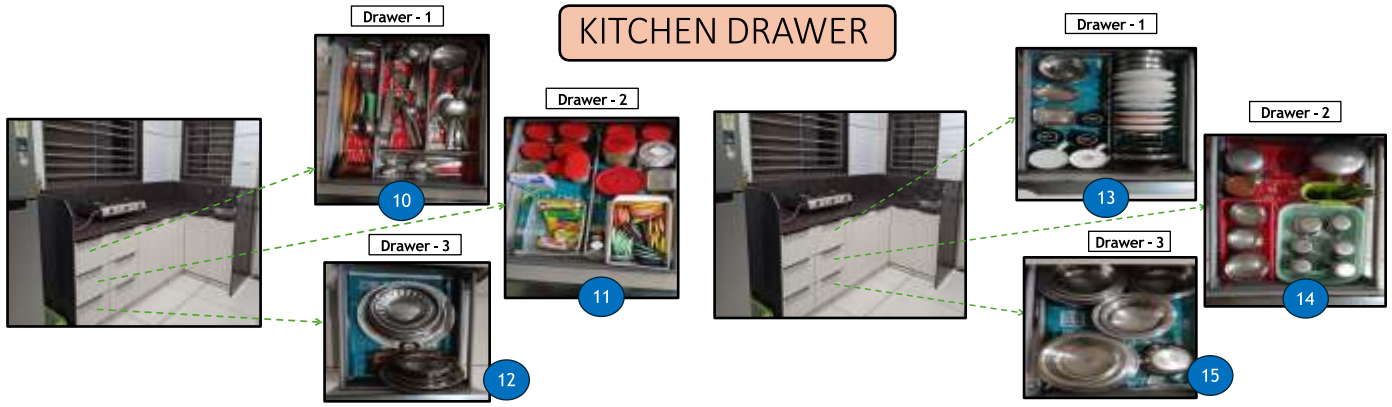
Conclusion:-

As practitioners under the QCFI banner, our language must reflect our intent. By discarding the convenient "Sort and Shine" for the profound "Organization and Cleanliness," we align ourselves with the true spirit of Japanese quality management. Let us commit to the Osada standards to ensure that our 5S journeys result in lasting, disciplined transformation rather than mere surface-level tidiness.

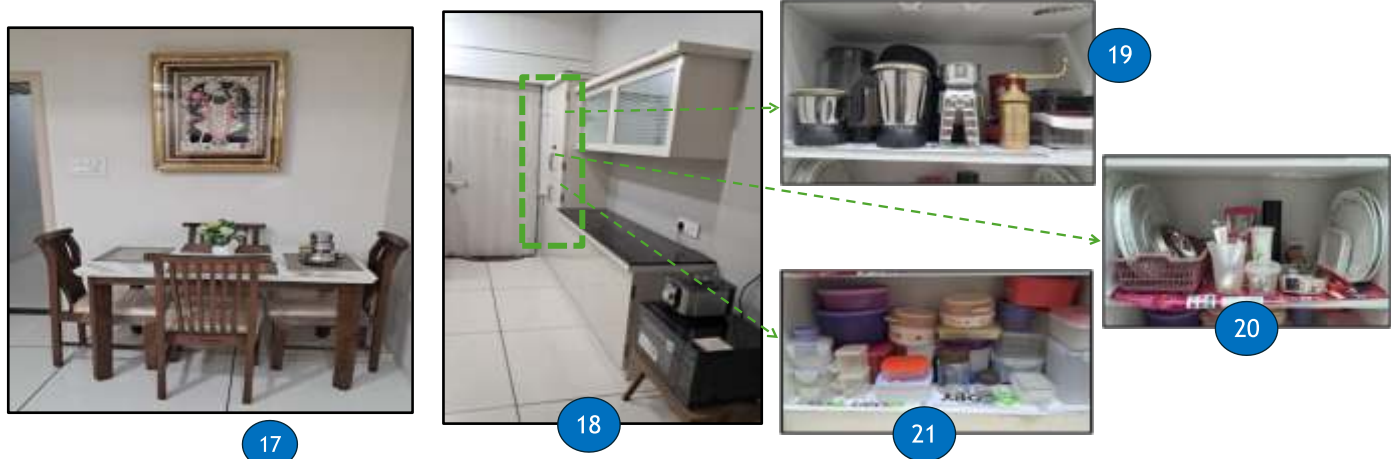
Adopting the authentic Japanese translations of 5S, as guided by Takashi Osada and endorsed by QCFI, is not an academic exercise—it is a commitment to preserving the spirit of continuous improvement, discipline, and respect that defines world-class quality.

Glimpses of Home 5S (contd.)

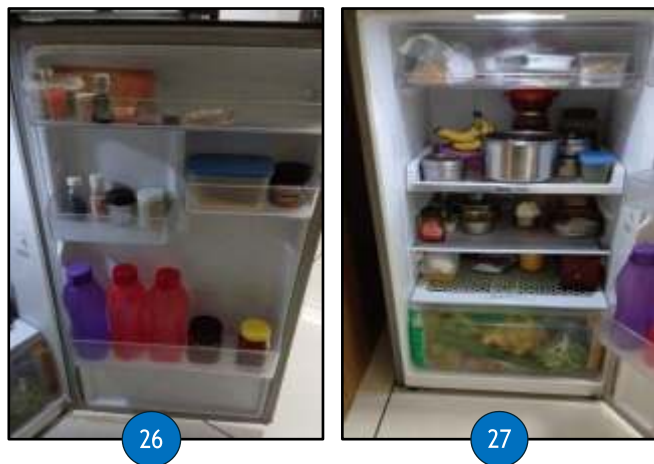
KITCHEN DRAWER



SERVING KITCHEN AREA



KITCHEN - REFRIGERATOR



STOREROOM



TV UNIT DRAWER



41



42

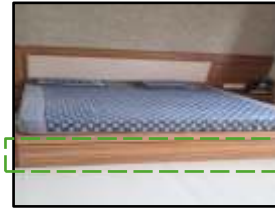
DRAWER - 1



43

DRAWER - 2

BEDROOM



44



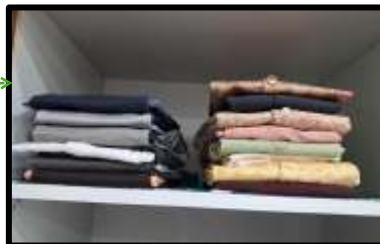
SLIDER

45

CUPBOARD



46



47

ETHNIC WEAR



ROUTINE WEAR

48

CASUAL WEAR



49

BOOKS/SPIRITUAL BOOKS

50

SHOE RACK AND METER BOARD



57

METER BOARD



58

SANDALS

SLIPPERS

FORMAL SHOES

CASUAL (DAILY WEAR)

Standard practices at Home

1. Switch of Light, Fan, cooler, A.C when leaving the room.
2. Switch OFF regulator of gas cylinder when not in use.
3. Do not leave Kitchen when using gas for cooking.
4. Keep Medicines & Chemicals out of reach of children.
5. Keep sharp objects out of reach of children.
6. Use Buckets in bath room and toilet for avoiding unnecessary wastage of water.
7. Keep the bath room & toilet floor dry after use.
8. Do not drop/draw oil, soap, cream, lotion and shampoo on the bath room/toilet floor.
9. Use dust bin for handling waste.

Photographs 5S HOME / Red Tag systems.



5S HOME STANDARDS

- DAILY CHECK LIST
- WEEKLY CHECK LIST
- MONTHLY CHECK LIST
- SEASONAL CHECK LIST
- HALF YEARLY CHECK LIST
- ANNUAL CHECK LIST



QUALITY CIRCLE FORUM OF INDIA



DK. Srivastava
Executive Director
Quality Circle Forum of India

Through

DK's Model for simplified TPM

(An Integrated Approach for Performance Excellence.)

MISSION ONE LAKH MSMEs

This model consists of different Quality Concepts viz 5-S, Kaizen, QC, LQC, LSC, QIT, Problem- Solving Tools and Techniques, Problem-solving steps- 12 steps method, DMAIC method, Autonomous Maintenance, Preventive Maintenance, Tag System, Manager model, one point lesson, Online, and offline Process Control, Cp/Cpk, Lean Manufacturing, Poka-Yoke, SMED, GTT study, etc. in simplified way.

We have tried to develop it suiting to our Indian culture keeping in mind the literacy level of the employees especially in MSME and labour-intensive industries like Textile, Mines, etc. This we are experimenting and developing since 1996 and implemented in many MSMEs. Based on the outcome, we are adding the input to make the model more useful to the units. In this continuously model, we have tried to put the total concepts in a very simple way and easy to implement by the unit. Our objective is to train their core group of employees who in turn can get it implemented in their respective units. In case of any help, our faculty will be available for online help and to clarify doubts. Our faculty will decide which quality concepts to be used depending on the type of the organization. This is a task-oriented program with well-defined measurable objectives.

Why MSMEs units

1. There are about 634 Lakhs MSMEs units in India. Out of them, they are in three categories. Micro, Small, and Medium which contribute 29% of GDP. Quality, Productivity will certainly affect the reduction of the cost of the product. Quality and the cost will affect the user.
2. The role of MSME units is very vital. But they are not getting help from the better well-trained faculty. The reason is obvious. One day charge for well-trained faculty including To and fro and hospitality may cost the unit about Rs 20,000+ per day and the implementation of the concepts mentioned above requires about 7 to 15 faculty days means the total cost will be about Rs. 1.5 to 3 Lakhs+. Some of the medium- level units

may go for this but after some time they found that their trained people have left them and again they have to call the faculty to train them. Employee turnover, poor literacy, unstable technical staff, fear of expensive implementation of different Quality concepts, due to which MSMEs are not able to perform as they can do.

3. Turnover of the employees are high. Training the new employees also a problem.
4. Most of them feel that all such concepts are for the large organization not for them.

We, from QCFI, have decided to go for "Mission One Lakh" MSMEs in the next 10 years.

We will be providing them the training, develop their trainers and help them to implement different Quality concepts suiting to their industry, (online), with very subsidized charges to initiators and followers. This will help them to improve their performance substantially in the area of Quality, Cost, Delivery, Safety and Productivity.

- Program is useful not only for Micro, Small and Medium units, but also for labour intensive industries for the Performance Excellence.
- For Medium and Large scale units to develop their vendors with very nominal charges.

QCFI embarks on new trainers programme on QC Concepts. Forget not to look into the details.

Registry of Trainers

QCFI has conducted number of trainers programme since last 5 years, but did not insist on qualifying test. However last year a unique trainer programme was developed on all QC Concepts as "Jury Development Programme" which had a resounding success.

Several trainers have successfully completed and qualified. QCFI also utilized some of their services as Jury in ICQCC-21 as well as in NCQC-21, which the participants have enjoyed the role.

In its quest for developing more trainers, both as Internal Resource Person for the organisations and faculty for In-house programmes on Quality Concepts, QCFI wish to go for training virtual for more faculty development. This will also help organisations to utilize their services as Faculty and Jury for Internal competitions. Their services can be extended to QCFI for CCQC & NCQC.

With this objective QCFI has ambitious planning for training faculty thru' Online.

QCFI do hope that the organisations and QC faculty would avail this opportunity and fine tune their knowledge towards greater services.

A brief is given below.

Benefits of the Program to MSME unit: -

- 1) Permanent membership of QCFI
- 2) Reading Material
- 3) Online Training through Video Modules
- 4) Clarification of doubts
- 5) Handholding for Tasks
- 6) Evaluation and Assessment of the progress
- 7) Quality, Cost, Delivery, Safety and Morale improvement
- 8) Payback of the investment within a year if concepts implemented as per QCFI guidance.
- 9) Becomes a "Learning Organization"
- 10) Embarked on a journey of "Continuous Improvement" towards World Class Performance.

For Further Details please log on to www.msme.qcfi.in



Quality Circle Forum of India is embarking on a very popular mission of "5-S Home Certification" by QCFI to propagate Workplace management(5-S).

We appreciate homemakers participating in large numbers in this program which will give momentum to the Swachh Bharat Mission and will improve and sustain the housekeeping with fewer efforts, less money, less time, etc.

Who can participate: Competition open for

1. Individual Members of QCFI. They can also nominate a maximum of 5 close relatives and friends' houses for "5-S Home Certification" by QCFI.
2. Institutional Members of QCFI can nominate their employees' homes for "5-S certification" by QCFI.

Participation fee: Free Registration and Certification.

Top 5 Winners winners will be invited to participate in the 5-S Conclave. One delegate per family will be allowed free to present the case study. In the same way, 5 top scorers will be invited to participate in the forthcoming NCQC. One delegate will be allowed free to present the case study.

Jury: Senior QCFI faculty will evaluate and certify homes that score more than 70% marks. "5S-Home Certification by QCFI" soft copy of the certificate will be mailed and valid for 1 year and can be renewed if continuous improvements are made through activities of 5S in Home throughout the year. One Nameplate will also be sent through soft copy mentioning "5-S Certified Home by QCFI" along with the name of the lady of the home and Name of one gets as suggested by the homeowner.

How: Instructions are given in the attached PPT. For

complete detailed instructions click on the links below:
 (Hindi) 1 Lakh Home 5S Certification competition by QCFI - Guidelines in Hindi
 (English) 1 Lakh Home 5S Certification competition by QCFI - Guidelines in English

Instructions:

Take the photographs of each area starting from the gate to cover the total area of your home.

Take care that all the Cupboards, Wardrobes, Shelves, drawers etc. are to be open when you are taking their photographs.

Photographs can also be submitted on WhatsApp 62819 77039 or through mail along with the names of family members.

5S Home project/Photos can be made into PPT/PDF and submitted online for competition on <http://home5S.qcfi.in>

Successful homes who will get 70% and more will get 5-S certificate within one month after receiving the photographs and other details.

Top scorers may be invited for 5-S Conclave and National Convention for their presentation.

Home 5S Certification Criteria:

5S HOME COMPETITION REQUIREMENT

| | Home Size | Min. Photos Reqd |
|---|----------------------|------------------|
| 1 | Single Room House | 15 |
| 2 | One Bed Room | 20 |
| 3 | Two Bed Room | 25 |
| 4 | Three Bed room | 30 |
| 5 | Above Three Bed room | 40 |

5S Home Competition Criteria

| S. No | Criteria | Marks |
|-------|---|-------|
| 1 | Red Tag Area (Storage of unnecessary Items) | 10 |
| 2 | Creative Ideas / Best out of Waste / any other Special activity | 20 |
| 3 | 5 Standard Practices | 20 |
| 4 | Photographs of the areas showing 5S Status | 50 |
| | Total Marks | 100 |

Please note*Copy of images from google or any other online media to be avoided.

We request all the chapters to promote the competition using your websites, social media, journals and through emails. Hashtag #Home5SCertificaiton #QCFIHome5S #1LakhHome5S #Home5SCertificationbyQCFI #SwachhHome



With best compliments from
Quality Circle Forum of India
Coimbatore Chapter

Coimbatore Chapter wish

12th National Conclave on 5S

at Varanasi
a grand success



BEST CHAPTER AWARDS



2017



2018



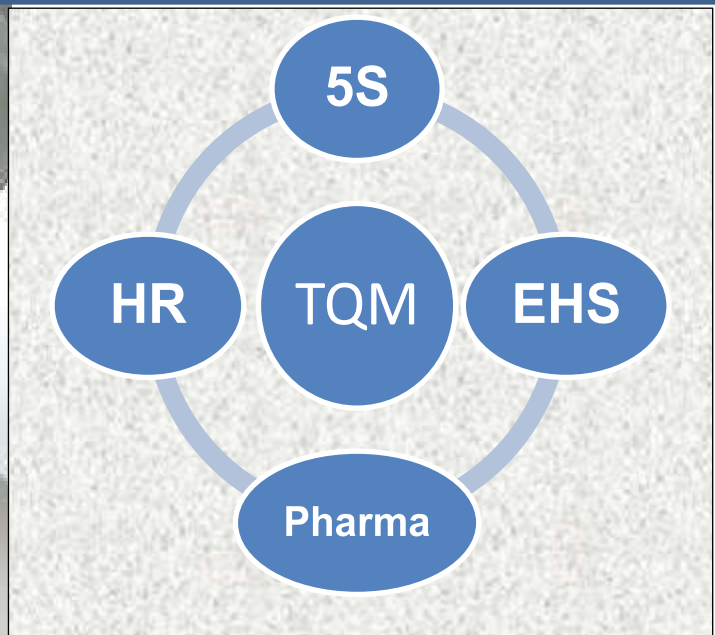
2019



2020

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Mobile : 98422 53472, 94434 51586,
99444 53020
Email : qcfcbe@yahoo.com
Web : www.qcfi.in

**Nurturing growth
of organizations
with the potential
of employees through Quality Concepts**



Best wishes for

12th National Conclave on 5S

a grand success
from

**QUALITY CIRCLE FORUM OF INDIA,
Ankleshwar Chapter**

Opp. State Bank of India (Main Branch), Chauta Naka,
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Quality Circle Forum of India

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E-mail: qcfipc@gmail.com

**Chairman and GC Members of
Pune Chapter wish**

12th National Conclave on 5S
at Varanasi
a grand success





Quality Circle Forum of India Thane Chapter

wishes a grand success for,

12th National Conclave on 5S

Thane chapter is engaged in various training such as 5S, Training & hand-holding for 5S-JUSE certification, Quality Circle, Kaizen and almost all TQM related concepts.

Our speciality is, we give customized training on, "Change in mind-set with positive attitude", Industrial Discipline & effective Employee Engagement.

Thane chapter is well equipped with experienced faculties having vast industrial exposure.

with best compliments from
Thane Chapter Chairperson & Director Ms. Vinaya (Leena) Pai
& Governing Council Members





QUALITY CIRCLE FORUM OF INDIA

Nagpur Chapter

Successfully organized CCQC-25

Publish e-news letter SANKALP, dedicated to Quality Concepts

QCFI - RCOEM, Center of Human Excellence at RCOEM, Nagpur

Organized various training Programme.

We Welcome All Delegates Participant / Organisations



2nd Safety Symposium-2026

Theme

Excellence in Safety Culture at Workplaces: Building a Stronger Atmanirbhar Bharat



CONVENTION ON ENERGY CONSERVATION

Theme

Energy Conservation: Practices for a Better Tomorrow & converting Waste to Watts.



Theme

Leading with Quality for Sustainable Growth and Self - Reliance

TEAM QCFI NAGPUR CHAPTER

| | | | | |
|--|--|--|---|---|
| <p>A K Jain Chairman Emeritus, QCFI NC Advisor - Solar Group, Ex. Director, QCFI Board</p> | <p>Vivek Shrouy Chairman, QCFI NC General Manager Evonith Value Steel Limited, Wardha</p> | <p>Rajesh Jain Vice Chairman, QCFI NC Plant Head - JSW Steel Coated</p> | <p>Dushyant Pathak Vice Chairman, QCFI NC Sr. VP - Operation Siyaram Silk Mills Ltd., Mumbai</p> | <p>Dr. Rajiv Khaire Vice Chairman, QCFI NC Associate Professor & Incharge Industry Institute Interaction Ramdeobaba University, Nagpur</p> |
| <p>Vivek Joshi Secretary, QCFI NC Sr. Management Trainer Ex. JSW Steel, Business Excellence</p> | <p>Surendra Nishanrao Jt. Secretary, QCFI NC Ex. Executive Engineer - MSPGCL Chandrapur</p> | <p>L. V. Udan Jt. Secretary, QCFI NC Ex. Executive Engineer - MSPGCL Koradi</p> | <p>Praveen Singh Jt. Secretary, QCFI NC DGM, Process Improvement & Tech. Services, KEC International Ltd.</p> | <p>Adit Chaturvedi Treasurer, QCFI NC AGM - Manufacturing Ashok Leyland Ltd, Bhandara</p> |
| <p>Abhay Girhare Member, QCFI NC DGM, Head Business Excellence & QA JSW Steel Coated Products Ltd, Nagpur</p> | <p>Devendra Patodi Member, QCFI NC SVP- Integrated Operations KEC International Ltd</p> | <p>Ajai Nigam Advisor, QCFI NC Ex. CCE (PESO)</p> | <p>Deo Sharma Advisor, QCFI NC Ex. CGM Western Coalfield Ltd, Nagpur Principal Tech Advisor, Maha Mineral Mining & Beneficiation Pvt.Ltd</p> | <p>Manohar Hedao Advisor, QCFI NC Ex. Chief General Manager (Mahagenco) MSEB</p> |
| <p>Binu P. K. Member, QCFI NC Vice President - Operation Plant Head - CEAT Ltd, Nagpur</p> | <p>Kumar Kislay Member, QCFI NC Plant Head, Elkem South Asia Pvt. Ltd., Nagpur</p> | <p>Sanjay Kulkarni Member, QCFI NC Consultant / Trainer Ex-Plant Head Mahindra & Mahinda Ltd.</p> | <p>Jagdeep Hari Nigam Member, QCFI NC DGM - JSW Steel Coated, Kalmeshwar</p> | <p>Abhay Sabnis Member, QCFI NC Ex. Mahindra & Mahindra, Nagpur</p> |
| <p>N. K. Sinha Member, QCFI NC GM (Operation) Mahindra Logistics Ltd, Nagpur</p> | <p>Bharat Kalambe Member, QCFI NC Deputy Executive Engr. 3 x 660MW Super Thermal Koradi Power Plant, Koradi</p> | <p>Gopal Vyas Member, QCFI NC Asst. Manager (Recombng) Raymonds Ltd, Chindwara</p> | <p>Vaibhav Gadgil Member, QCFI NC Head - Academy, CEAT Limited, Nagpur</p> | |

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QCFI – Academic Institutions Alliance for
“Building Quality Minds today for a Better Tomorrow”



Together, we are nurturing a culture of Quality, Innovation, Excellence, and Continuous Improvement among students, educators and future professionals.

Through our collaborative efforts, we are empowering young minds with:

Quality Concepts & Practices
Lean Thinking & Problem Solving Skills
Leadership & Teamwork Competencies
Industry- Aligned curriculum and Projects

“Quality Education Today, Excellence in Society Tomorrow”

| | | |
|---------------------------------------|-----------------------------------|--------------------------------------|
| Dr. T. Kalaiselvan Chairman | Mr. S. Suresh Secretary | Dr. G. Saravanan Treasurer |
|---------------------------------------|-----------------------------------|--------------------------------------|



Quality Circle Forum of India

Mumbai Chapter

With Best Complements from

**Chairman
& Governing Council Members of
QCFI, Mumbai**



*Consecutively fifth time winner of
Best Chapter Awards*

Quality Circle Forum of India-Mumbai Chapter

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Phone: 022-6666 9708/cell: 9320382412



WELCOME
to
**51st International Convention
on Quality Control Circles**

UNIVERSITY OF
ASIA PACIFIC

Theme: QCC for Sustainable Development

18-20
NOVEMBER, 2026 | VENUE
Pan Pacific Sonargaon Hotel, Dhaka
University of Asia Pacific (UAP)

<https://www.icqcc2026.bstqm.org.bd>

Organized by
**Bangladesh Society for
Total Quality Management**

In Association with
UAP
University of Asia Pacific
"Committed to Excellence"



**40th National Convention
on Quality Concepts**
NCQC - 2026

Theme : **Leading With Quality For
Sustainable Growth and Self Reliance**
at
**Siksha 'O' Anusandhan Deemed University,
Kalinga Nagar, Bhubhaneswar**
December 2026




**Off Shore Convention
on Quality Concepts**
2026
at
Vietnam
10 - 14 January, 2027



5S PHYSICAL EXECUTION SYSTEMS

Visual tools. Zone systems. Implementation kits.
 Built for the Indian shopfloor.

BeXsolutionz LLP

Execution Partner for 5S Workplace Implementation



WE HELP MAKE 5S VISIBLE ON THE FLOOR.

5S works best when the workplace itself shows people what to do.

BeXsolutionz supports organisations by building the physical execution layer of 5S - the floor markings, labels, boards, racks, holders, shadow boards, red tag areas, cleaning stations, and visual displays that make standards easier to see, follow, and maintain in daily work.

We work alongside 5S programmes by building the physical systems that make standards visible, usable, and lasting on the floor.



Make standards visible



Easy to follow



Owned by the team



Detect abnormality early



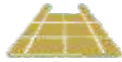
Drive daily discipline



Sustain results

WHAT WE BUILD FOR 5S EXECUTION

1



ZONE BOUNDARY & FLOOR MARKING

Make every zone visible.

- Floor markings
- Aisles
- Equipment footprints
- Trolley bays
- Emergency access markings

2

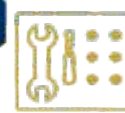


LOCATION & IDENTIFICATION

Give every item and place a clear identity.

- Rack labels
- Bin labels
- Shelf labels
- Equipment ID
- Area signs
- Material status tags

3



TOOL & MATERIAL CONTROL

Make return, storage, and replenishment obvious.

- Shadow boards
- Kitting trays
- Min-max bins
- Tool holders
- Trolley parking
- Material flow systems

4



RED TAG & SORTING SYSTEMS

Control unwanted, abnormal, and under-review items.

- Red tag areas
- Hold zones
- Red tag cards
- Review logs
- Quarantine labels

5



CLEANING & INSPECTION SUPPORT

Turn cleaning into visible daily discipline.

- Cleaning stations
- Tool holders
- Cleaning schedules
- Inspection check cards
- Waste-bin identification

6



SOP, VISUAL DISPLAY & FOLLOW-UP BOARDS

Make ownership, status, and actions visible.

- SQDCP boards
- Zone owner boards
- Audit trend displays
- Action trackers
- SOP holders
- Campaign & recognition displays

THE 5S CONNECTION



1S Seiri

Red tag areas, hold zones, decision logs



2S Seiton

FloorMark labels, shadow boards, min-max systems



3S Seiso

Cleaning stations, schedules, inspection points



4S Seiketsu

Colour coding, SOP holders, visual standards



5S Shitsuke

Zone owner boards, SQDCP, audit scores, action trackers

500+

ZONE EXECUTION INTERVENTIONS ACROSS INDIA

Execution support provided to organisations including
 • Biocon • Syngene • Molex • Ennovi and others



Our Role

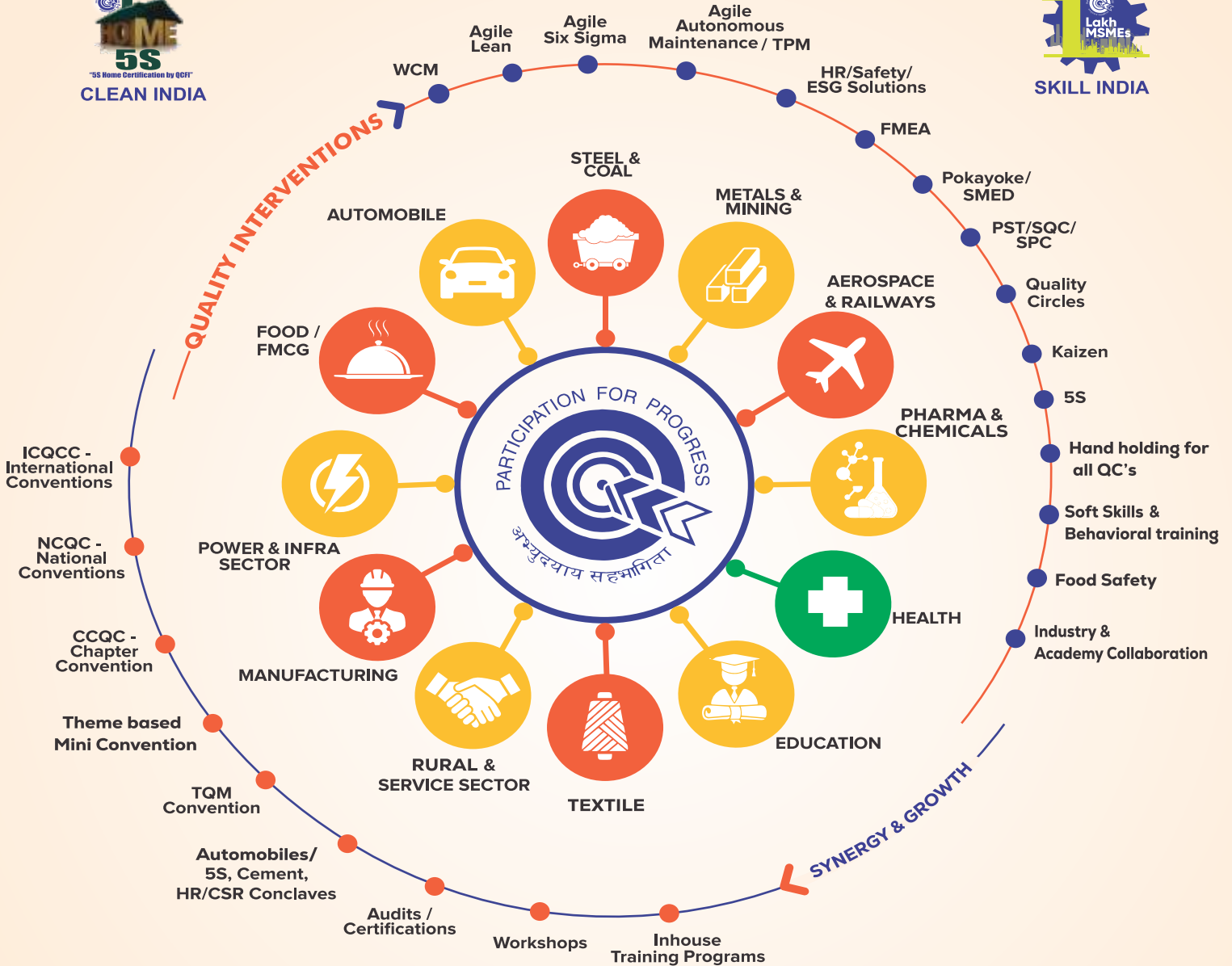
We design, manufacture, and install the physical systems that make 5S visible on the shopfloor.

Not just products. Physical execution systems.



Quality Circle Forum of India

Driving India Towards Full Potential



Over and above we have expert Sr. Faculties on the following
 Lean Consulting, Lean Manufacturing, Integrated Safety Circles VSM,
 FSSAI (Training and Audit for Hotel and Restaurant, Biscuits, Confectionary, Snacks Cakes),
 HACCP - Principles (Hazard/CCP/OPRP Selections)
 FOOD Mfg. FOSTAC training for Supervisor, ISO QMS, ISO-22000, ISO-45001,
 Entire gamut of Softskills and Behavioral training.

34
Chapters / Sub Chapters

10000+
Individual / Institutional Members

600+
Faculty

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TQM AWARD - SAMPOORN

by Centre of Excellence, QCFI

Quality Governance
Key to transformation



Scan to register



<https://tr.ee/gmm8vl>

Quality is an English word. India has rich heritage of this concept in conveying sense of Win - Win for all through word SENGOL - (Tamil word 'Semmai' - Righteousness. Sanskrit word - 'Sanku' - Shakha - Auspiciousness.)

CENTRE OF EXCELLENCE, QCFI

601, 6th Floor, Navketan Chambers, 62, SD Road, Secunderabad - 500003,
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Registration Link and Award System Details at : www.qcfi.in

Last date of registration for 2026-27 Award Cycle - 10th June 2026

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