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## Leveraging Operational Excellence through Digital Innovation

### Adopting 6S Program through Digital Implementation – A Case Study

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#### Executive Summary

At Berka Solutions, our core mission is to empower our clients with a culture of innovation and operational excellence. Sometimes combining both innovation and operational excellence can define, determine, and endure success. This case study documents the combination of digital innovation and operational excellence in addressing the challenges of the organisation, by identifying a creative solution and successfully implementing an operational excellence 6S program through a SaaS solution. This solution provides an in-depth analysis of housekeeping and safety performance, enhancing transparency, fostering accountability, and embedding a culture of operational excellence within the organisation.

#### Introduction

At Berka Solutions, we focus on listening to and understanding the pain points experienced by our customers and seeking out solutions to address these pain points. Having implemented both an operational excellence 6S program and numerous SaaS solutions, it became apparent there was a common challenge specifically in implementing operational excellence 6S programs as they were often paper based which results in a lack of transparency and accountability. Alternatively, SaaS programs provided significant transparency and it was in this realisation that Berka Solutions developed and combined an operational excellence program with a SaaS solution to create a digital operational excellence 6S program to meet the needs of just not only our clients but the industry as a whole.

As part of our consultancy program, we reviewed this challenge using the DMAIC methodology to Define, Measure, Analyse, Implement, and Control.

#### The 6S Audit Program

The Operational Excellence 6S program is a Lean Operational Excellence initiative aimed at addressing compliance with housekeeping, standard work practices, standardised behaviours, and setting safety expectations across client organisations. The 6S program focused on continuous improvement, through standardised audits, categorising it into six audit requirements: Sort, Set in Order, Shine, Standardised, Sustain, and Safety. The program is a well-established operational excellence program across multiple industries, and it is a proven employee-focused continuous improvement initiative to improve safety, housekeeping, and compliance within a work location.

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## SaaS Solutions

A SaaS Solution is a common tool, now utilising across multiple industries to facilitate the deployment of digital solutions to assist organisations without the burdens of upfront costs of software and platform design and development. SaaS Solutions are services based on recurring license or subscription costs every month. It leverages the benefits of digital platforms in being able to operate in real-time with a high level of transparency, therefore allowing for dashboard reporting and Key Performance Indicator (KPIs) monitoring.

### Defining the Problem Statement

The initial 6S Program implementation of the program for a client was done as a documented and paper-based solution that highlighted some significant challenges after initial training was completed. The absence of a dashboard and real-time reporting of audit results led to a lack of transparency, clarity, designated responsibilities, adherence to the audit regime, and corrective action implementation. The manually paper-based process led to inconsistencies often due to lack of audit evidence, lack of attention, gaps in audit schedule, and failure to follow and close out audit observations.

The defined problem statement was that a paper-based operational excellence 6S program failed to provide sufficient transparency and accountability for effective implementation.

### Measurement

Over eight weeks, we monitored and measured the number of audits completed (Plan v's Actual) and the closure of reported corrective actions from the manual process. The finding highlighted that only 40% of corrective actions were implemented and 24 audits had not been completed out of 56 scheduled audits.

### Analyse

Berka Solutions identified the root cause of incomplete audits and non-implementation of corrective actions as a lack of transparency in the visibility of both program and corrective actions resulting from the audits. With this in mind, we recognise the need for solutions that would improve transparency and offer a corrective action assignment solution to ensure compliance with the program. This led to a potential solution involving the utilization of a digital SaaS Platform to document and record the Audits, along with the associated corrective actions from each audit. Additionally, this platform enables the use of a dashboard to provide real-time transparency to the program.

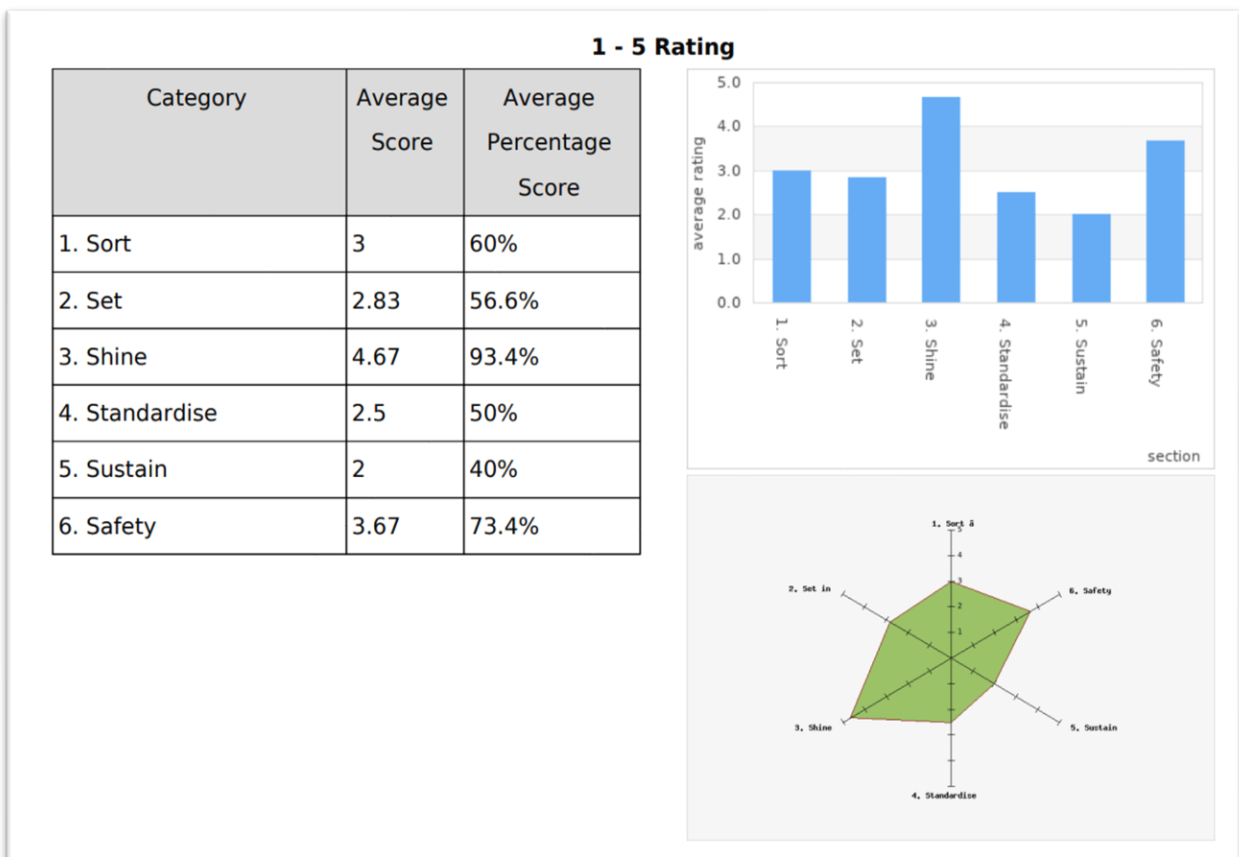
Berka Solutions had worked previously with the SaaS Solution provider and completed a workshop with them to develop the 6S Audit program on their platform. This development allowed the SaaS Solution organisation to develop a digital solution to empower the employees

with technology, facilitating program delivery, enhancing engagement, offering clarity, and accountability, and therefore ensuring transparency, compliance, and schedule adherence.

### Implementation:

The implementation process involved a shift from paper to digital, addressing key challenges such as the absence of a visual process, unclear responsibilities, and routine deficiencies. The introduction of a digital platform enabled employees to access technology, digital schedules, and timely notification reminders, thereby enhancing the efficiency of the 6S audit process.

The digital platform also facilitated and allowed for the creation and assigning of corrective actions detailing the audit observation and assigning appropriate resource to address the audit observation within a scheduled time frame.



### Control

As a SaaS solution is accessible to any user to any technology within the organisation the program audit schedule was developed within the technology solution, ensuring that all audits were scheduled and assigned to the appropriate resource. An additional weekly report was issued to leadership with a dashboard overview of the compliance Key Performance Indicators (KPIs). This

resulted in the 6 weeks of monitoring indicating that 78% of corrective actions were completed and 96% of digital audits were completed.

## Results

**The successful implementation yielded significant outcomes:**

- **Dashboard Capability Reporting:** Leadership gained clear and transparent evidence of the program's effectiveness.
- **Ease of Use:** Supervisors found it easier to conduct audits digitally.
- **Ongoing Digital Schedule:** Automated digital scheduling ensured audits were scheduled and issued to supervisors in an effortless seamless process.
- **Digital Solution for Corrective Actions:** The digital platform tracked all corrective actions to closure, enhancing asset care, maintenance, and safety.
- **Visual Process Planning:** The transition to a digital platform addressed the challenges associated with the paper-based system. Employees now have access to a visual planner, digital schedules, and timely notifications, ensuring engagement and adherence to the audit process.
- **Global Visibility and Results:** The digital transformation allowed the results to be showcased on a global scale. The dashboard presented the actions required along with photographs, providing a comprehensive view of the 6S program's impact.
- An Increase in audit compliance from 57% to 96% and in corrective actions from 40% to 78%.

## Conclusion:

In conclusion, Berka Solutions' innovative approach to combining a digital SaaS solution with a well-established Lean Operational Excellence 6S program, showcases a transformative leap from conventional paper-based systems to a digital solution. The client organisation succeeded in fostering a culture of sustainability, transparency, and operational excellence, exemplifying a model for future advancements. This case study highlights the importance of embracing digital solutions for process improvement, transparency, and sustained success.