

BAB 6

KESIMPULAN DAN SARAN

6.1. Kesimpulan

Berdasarkan hasil penelitian yang telah dilakukan, maka kesimpulan yang didapatkan adalah sebagai berikut:

- a. Nilai rata-rata hasil audit sebelum implementasi 6S adalah 1,8, dengan rincian pilar *set in order* dengan nilai 1,25, pilar *standardize* dengan nilai 1,34, pilar *sustain* dengan nilai 1,5, pilar *sort* dengan nilai 1,75, pilar *shine* dengan nilai 2, dan pilar *safety* dengan nilai 3. Berdasarkan audit ini maka dilakukan perbaikan 6S di semua pilar kecuali *safety*.
- b. Berdasarkan hasil pengamatan dan audit, Bloem *Bakery* belum menerapkan konsep 6S dengan baik. Seluruh pilar yang ada memiliki nilai di bawah batas penerimaan kecuali pilar *safety*.
- c. Nilai rata-rata hasil audit setelah implementasi 6S adalah 3,1, dengan rincian pilar *set in order* dengan nilai 3, pilar *standardize* dengan nilai 3, pilar *sustain* dengan nilai 3, pilar *sort* dengan nilai 3,1, pilar *shine* dengan nilai 3,25, dan pilar *safety* dengan nilai 3. Berdasarkan audit ini maka dapat disimpulkan bahwa penerapan 6S di Bloem *Bakery* sudah baik.
- d. Rata-rata waktu proses pembuatan roti gulung abon turun dari 14150,77 detik menjadi 13637,27 detik (turun 3,63%).

6.2. Saran

Peneliti memberikan saran agar Bloem *Bakery* untuk melakukan audit secara rutin untuk menjaga budaya kerja 6S yang telah diterapkan. Tujuannya adalah untuk dapat langsung memperbaiki apabila ditemukan adanya kegiatan yang berada di bawah batas penerimaan. Peneliti juga memberi saran penelitian selanjutnya untuk dilakukan penelitian mengenai strategi pemasaran dan sistem persediaan di Bloem *Bakery*.

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Lampiran 1

6S AUDIT CHECKLIST

SEBELUM IMPLEMENTASI

6S AUDIT CHECKLIST

AREA:	PRODUKSI ROTI GULUNG ABON	DATE:	2-3 FEB 2018
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	SORT	SET IN ORDER	SHINE	STANDARDIZE	SUSTAIN	SAFETY	TOTAL
Total Score	7	5	12	4	3	18	49
# of Questions	4	4	6	3	2	6	25
Average Score	1,8	1,3	2,0	1,3	1,5	3	1,8

SCORING GUIDELINES

0	1	2	3	3,5 (4)	4.5 (5)
ZERO EFFORT	SLIGHT EFFORT	MODERATE EFFORT	MINIMUM ACCEPTABLE LEVEL	ABOVE AVERAGE RESULTS (3 AUDITS)	OUTSTANDING RESULTS (6 AUDITS)

Lampiran 1. Lanjutan

SORT ACTIVITY DESCRIPTIONS		SCORE
1)	Only the required spare parts, materials, WIP, etc. are present at the workstation. Items not required to make the current product are removed from the workplace.	3
2)	Only the required tools are present at the workstation. Items not required to make the current product are removed from the workplace.	0
3)	Only the required paperwork is present at the workstation. Out-dated or otherwise unnecessary posters, memos, announcements, reports, etc. are removed from the workplace.	N/A
4)	Only the required equipment is present at the workstation. All obsolete, broken or unnecessary equipment, shelves, lockers, workbenches, etc. not required to make the current product is removed from the workplace.	1
5)	Only the required furniture is present at the workstation. All broken or unnecessary chairs, shelves, lockers, workbenches, etc. not required to make the current product is removed from the workplace.	3
SET IN ORDER ACTIVITY DESCRIPTIONS		SCORE
6)	Locations for containers, boxes, bins, WIP, materials, etc. is clearly defined by painted lines and properly labeled (part number, quantity, etc.).	1
7)	Tools have a designated storage location that is within reach of the operator. The location is properly labeled and tools can easily be identified if absent.	1
8)	Paperwork is properly labeled and has a clearly defined and labeled location that is visible to the operators and away from work surfaces.	N/A
9)	Equipment is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location. Critical maintenance points are clearly marked.	0
10)	Furniture is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location.	3
SHINE ACTIVITY DESCRIPTIONS		SCORE
11)	Containers, boxes, bins, etc. are clean and not cracked, torn, or otherwise damaged. They are neatly stacked.	2
12)	Tools are kept clean and in good working order. Where possible, tools are stored in a manner to keep them clean and free from risk of damage.	1
13)	Paperwork is not torn, kept clean and protected from dirt.	N/A
14)	Work surfaces (machines, workbenches, dies, and other equipment including electrical boxes) are clean and painted.	3
15)	Floors are free from dirt, debris, oil, parts, hardware, empty boxes, packaging material, etc. Drains (if required) are properly located and unclogged.	1
16)	Walls, partitions, railings, etc. are painted and kept clean.	3
17)	There is a schedule showing times, frequency and responsibilities to clean areas of the workplace such as windows, corners, walls, doors, top of cabinets, etc.	N/A
18)	All cleaning equipment is neatly stored and is readily available when needed.	2

Lampiran 1. Lanjutan

STANDARDIZE ACTIVITY DESCRIPTIONS		SCORE
19)	<u>Tools, equipment, paperwork, furniture, etc.</u> are stored neatly in designated areas and are returned immediately after each use.	0
20)	<u>Documents</u> are labeled clearly as to contents and responsibility for control and revision. The date and revision number are clearly visible.	N/A
21)	Equipment <u>maintenance records</u> are visible and clearly state when maintenance last occurred and when next maintenance is scheduled.	N/A
22)	<u>Product waste</u> (e.g. shavings, containers, liquids, wrappers, etc.) is consistently and often cleaned up and removed from the workplace.	1
23)	<u>Preventive measures</u> have been implemented to ensure the workplace meets 6S guidelines (e.g. systems that do not allow waste to accumulate such as containers to collect product debris from machines).	3
24)	The <u>results of the previous audit</u> are posted and clearly visible to the entire team.	N/A
25)	<u>Areas for improvement</u> identified during the previous audit have been completed.	N/A
SUSTAIN ACTIVITY DESCRIPTIONS		SCORE
26)	A member of <u>Management</u> has participated in a 6S activity such as an audit or other activity within the past 3 audit periods.	N/A
27)	<u>Recognition</u> is given to teams who get involved in 6S activities.	N/A
28)	<u>Time and resources</u> are allocated to 6S activities (e.g. designated daily/weekly clean-up time, 6S team leader, etc.)	2
29)	All operators, team leaders, supervisors, etc. are assigned <u>6S activities</u> to be completed at least once/week.	1
30)	The team took the <u>initiative</u> to make improvements to the workplace that were <i>not</i> identified during the last 6S audit.	N/A
SAFETY ACTIVITY DESCRIPTIONS		SCORE
31)	Work areas requiring <u>personal protective equipment</u> are clearly labeled.	N/A
32)	All <u>personal protective equipment</u> is maintained in sanitary and reliable condition and is properly stored in an easily accessible and labeled location when not in use.	N/A
33)	<u>Fire hoses, fire extinguishers</u> and other emergency equipment are prominently displayed and are unobstructed.	N/A
34)	<u>Equipment safety</u> concerns are clearly identified. Safety guards are painted, in good working condition and provide adequate protection.	N/A
35)	<u>Stop switches and breakers</u> are highly visible and located for easy access in case of emergency.	3
36)	<u>Tripping dangers</u> such as electrical cables, etc. are removed from standing/walking areas.	3
37)	Working conditions are <u>ergonomically friendly</u> . Tools are stored at appropriate heights, lift assist devices are provided where necessary, etc.	3
38)	The <u>work environment</u> satisfies the requirements of the work being performed. Lighting (brightness and color), air quality, temperature, etc.	3
39)	The <u>workplace layout</u> accommodates easy exit in case of emergency.	3
40)	<u>Walkways</u> and vehicle paths are clearly identified and unobstructed. Exits are clearly labeled and unobstructed.	3

Lampiran 1. Lanjutan

6S Scoring Guidelines

SCORE	CATEGORY	DESCRIPTION
0	Zero Effort	There has been no 6S activity in this work area related to this criteria.
1	Slight Effort	Any 6S effort is probably the work of 1-2 people. There is no organized effort and plenty of opportunity for improvement.
2	Moderate Effort	Some attempts have been made to implement 6S, but efforts are temporary and/or superficial.
3	Minimum Acceptable Level	The entire team is working on improving their 6S implementation. Previous improvements are becoming standardized.
3,5	Above Average Results	The level of 6S in the work area is excellent. Although there is still room for improvement, the workplace is becoming world-class.
4	Sustained Above Average Results (3 audits)	After 3 consecutive scores of 3.5, a score of 4 may be awarded.
4,5	Outstanding Results	The level of 6S in the work area is world-class, a showcase for the industry. 6S is fully institutionalized in the workplace.
5	Sustained Outstanding Results (6 audits)	After 6 consecutive scores of 4.5, a score of 5 may be awarded.

AREAS FOR IMPROVEMENT	ACTIVITY
SET IN ORDER	6,7,9
STANDARDIZE	19,22
SUSTAIN	28,29
SORT	2,4
SHINE	11,12,15,18
SAFETY	

Lampiran 2

6S AUDIT CHECKLIST

SETELAH IMPLEMENTASI

6S AUDIT CHECKLIST

AREA:	PRODUKSI ROTI GULUNG ABON	DATE:	2-3 FEB 2018
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	SORT	SET IN ORDER	SHINE	STANDARDIZE	SUSTAIN	SAFETY	TOTAL
Total Score	12	12	22	21	12,5	18	97,5
# of Questions	4	4	6	7	4	6	31
Average Score	3,0	3,0	3,7	3,0	3,1	3	3,1

SCORING GUIDELINES

0	1	2	3	3,5 (4)	4.5 (5)
ZERO EFFORT	SLIGHT EFFORT	MODERATE EFFORT	MINIMUM ACCEPTABLE LEVEL	ABOVE AVERAGE RESULTS (3 AUDITS)	OUTSTANDING RESULTS (6 AUDITS)

Lampiran 2. Lanjutan

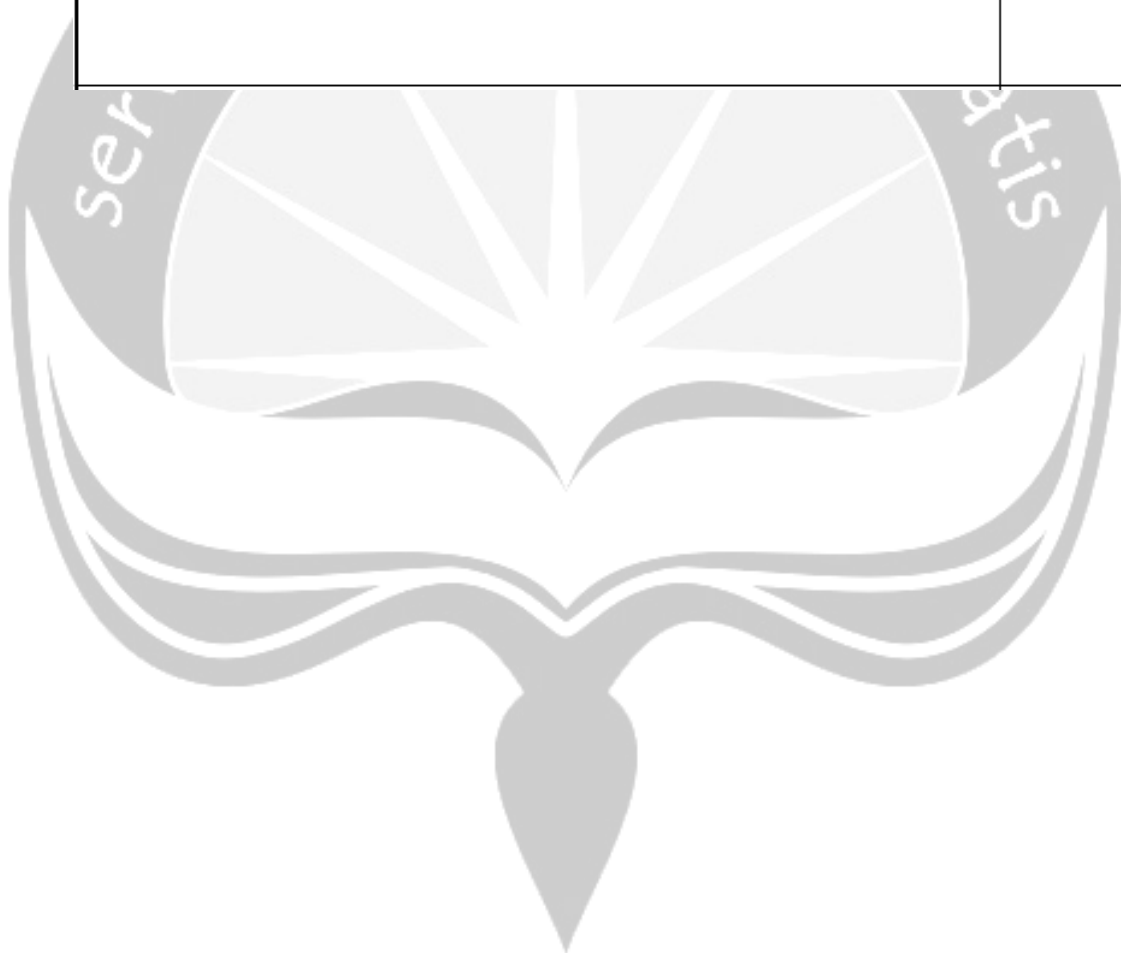
SORT ACTIVITY DESCRIPTIONS		SCORE
1)	Only the required spare parts, materials, WIP, etc. are present at the workstation. Items not required to make the current product are removed from the workplace.	3
2)	Only the required tools are present at the workstation. Items not required to make the current product are removed from the workplace.	3
3)	Only the required paperwork is present at the workstation. Out-dated or otherwise unnecessary posters, memos, announcements, reports, etc. are removed from the workplace.	N/A
4)	Only the required equipment is present at the workstation. All obsolete, broken or unnecessary equipment, shelves, lockers, workbenches, etc. not required to make the current product is removed from the workplace.	3
5)	Only the required furniture is present at the workstation. All broken or unnecessary chairs, shelves, lockers, workbenches, etc. not required to make the current product is removed from the workplace.	3
SET IN ORDER ACTIVITY DESCRIPTIONS		SCORE
6)	Locations for containers, boxes, bins, WIP, materials, etc. is clearly defined by painted lines and properly labeled (part number, quantity, etc.).	3
7)	Tools have a designated storage location that is within reach of the operator. The location is properly labeled and tools can easily be identified if absent.	3
8)	Paperwork is properly labeled and has a clearly defined and labeled location that is visible to the operators and away from work surfaces.	N/A
9)	Equipment is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location. Critical maintenance points are clearly marked.	3
10)	Furniture is clearly identified (numbered, named, color coded, etc.) and placed in a properly identified location.	3
SHINE ACTIVITY DESCRIPTIONS		SCORE
11)	Containers, boxes, bins, etc. are clean and not cracked, torn, or otherwise damaged. They are neatly stacked.	3,5
12)	Tools are kept clean and in good working order. Where possible, tools are stored in a manner to keep them clean and free from risk of damage.	3,5
13)	Paperwork is not torn, kept clean and protected from dirt.	N/A
14)	Work surfaces (machines, workbenches, dies, and other equipment including electrical boxes) are clean and painted.	3
15)	Floors are free from dirt, debris, oil, parts, hardware, empty boxes, packaging material, etc. Drains (if required) are properly located and unclogged.	3,5
16)	Walls, partitions, railings, etc. are painted and kept clean.	3
17)	There is a schedule showing times, frequency and responsibilities to clean areas of the workplace such as windows, corners, walls, doors, top of cabinets, etc.	3
18)	All cleaning equipment is neatly stored and is readily available when needed.	3,5

Lampiran 2. Lanjutan

STANDARDIZE ACTIVITY DESCRIPTIONS		SCORE
19) Tools, equipment, paperwork, furniture, etc. are stored neatly in designated areas and are returned immediately after each use.		3
20) Documents are labeled clearly as to contents and responsibility for control and revision. The date and revision number are clearly visible.		3
21) Equipment maintenance records are visible and clearly state when maintenance last occurred and when next maintenance is scheduled.		3
22) Product waste (e.g. shavings, containers, liquids, wrappers, etc.) is consistently and often cleaned up and removed from the workplace.		3
23) Preventive measures have been implemented to ensure the workplace meets 6S guidelines (e.g. systems that do not allow waste to accumulate such as containers to collect product debris from machines).		3
24) The results of the previous audit are posted and clearly visible to the entire team.		3
25) Areas for improvement identified during the previous audit have been completed.		3
SUSTAIN ACTIVITY DESCRIPTIONS		SCORE
26) A member of Management has participated in a 6S activity such as an audit or other activity within the past 3 audit periods.		3
27) Recognition is given to teams who get involved in 6S activities.		N/A
28) Time and resources are allocated to 6S activities (e.g. designated daily/weekly clean-up time, 6S team leader, etc.)		3,5
29) All operators, team leaders, supervisors, etc. are assigned 6S activities to be completed at least once/week.		3
30) The team took the initiative to make improvements to the workplace that were not identified during the last 6S audit.		3
SAFETY ACTIVITY DESCRIPTIONS		SCORE
31) Work areas requiring personal protective equipment are clearly labeled.		N/A
32) All personal protective equipment is maintained in sanitary and reliable condition and is properly stored in an easily accessible and labeled location when not in use.		N/A
33) Fire hoses, fire extinguishers and other emergency equipment are prominently displayed and are unobstructed.		N/A
34) Equipment safety concerns are clearly identified. Safety guards are painted, in good working condition and provide adequate protection.		N/A
35) Stop switches and breakers are highly visible and located for easy access in case of emergency.		3
36) Tripping dangers such as electrical cables, etc. are removed from standing/walking areas.		3
37) Working conditions are ergonomically friendly . Tools are stored at appropriate heights, lift assist devices are provided where necessary, etc.		3
38) The work environment satisfies the requirements of the work being performed. Lighting (brightness and color), air quality, temperature, etc.		3
39) The workplace layout accommodates easy exit in case of emergency.		3
40) Walkways and vehicle paths are clearly identified and unobstructed. Exits are clearly labeled and unobstructed.		3

Lampiran 2. Lanjutan

AREAS FOR IMPROVEMENT	ACTIVITY



Lampiran 3

Peta Proses Operasi Roti Gulung Abon

PETA PROSES OPERASI ROTI GULUNG ABON

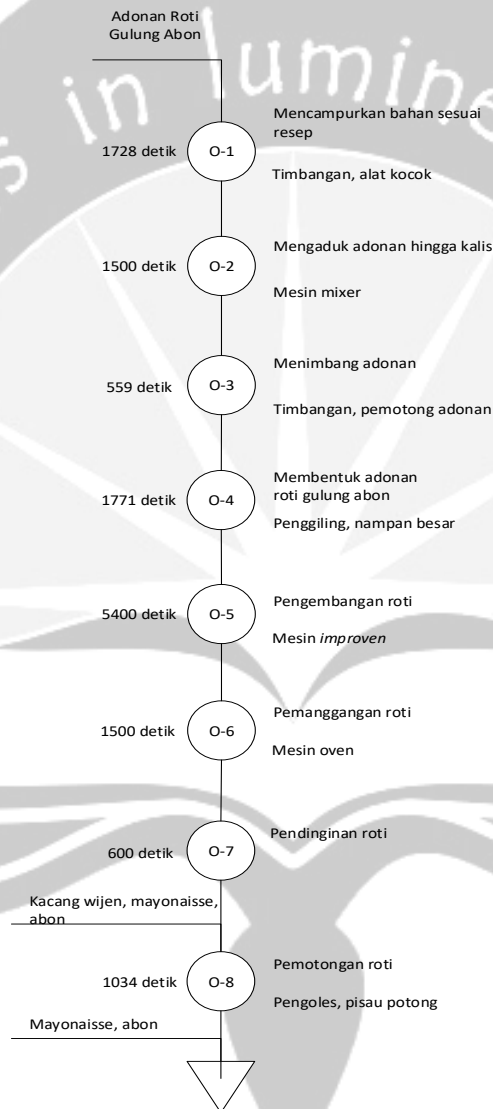
Nama Produk : Roti Gulung Abon
 Nomor Peta : 1
 Nomor Gambar : 1
 Dipetakan Oleh : Surya Wijaya
 Tanggal Dipetakan : 6 Juni 2018





Usulan



Sekarang



RINGKASAN		
	JUMLAH	WAKTU (Detik)
 Operasi	8	14092
 Penyimpanan	1	
Total	9	14092

Lampiran 3. Lanjutan

PETA PROSES OPERASI ROTI GULUNG ABON

Nama Produk : Roti Gulung Abon

Nomor Peta : 1

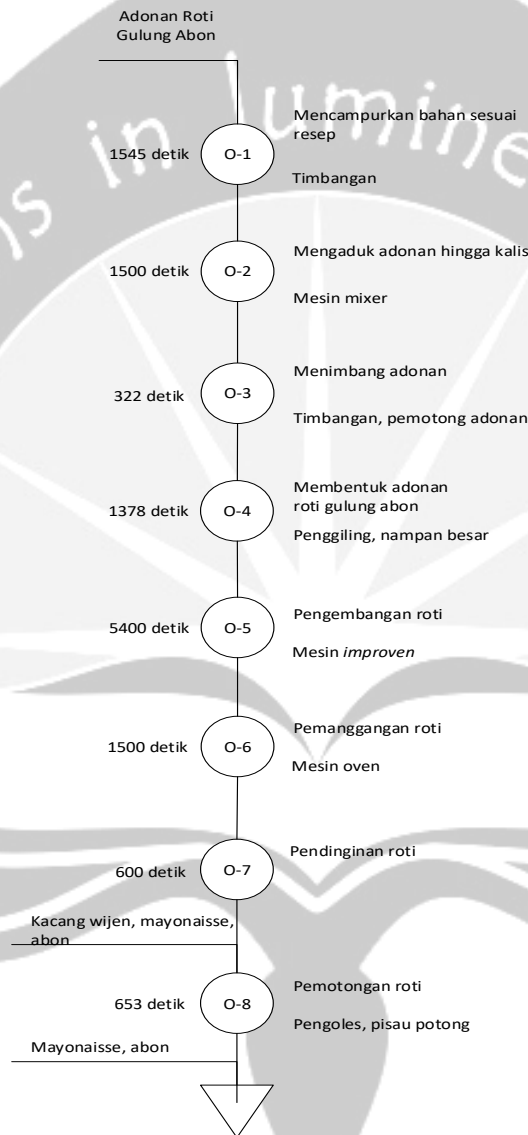
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

Dipetakan Oleh : Surya Wijaya

Tanggal Dipetakan : 6 Juni 2018

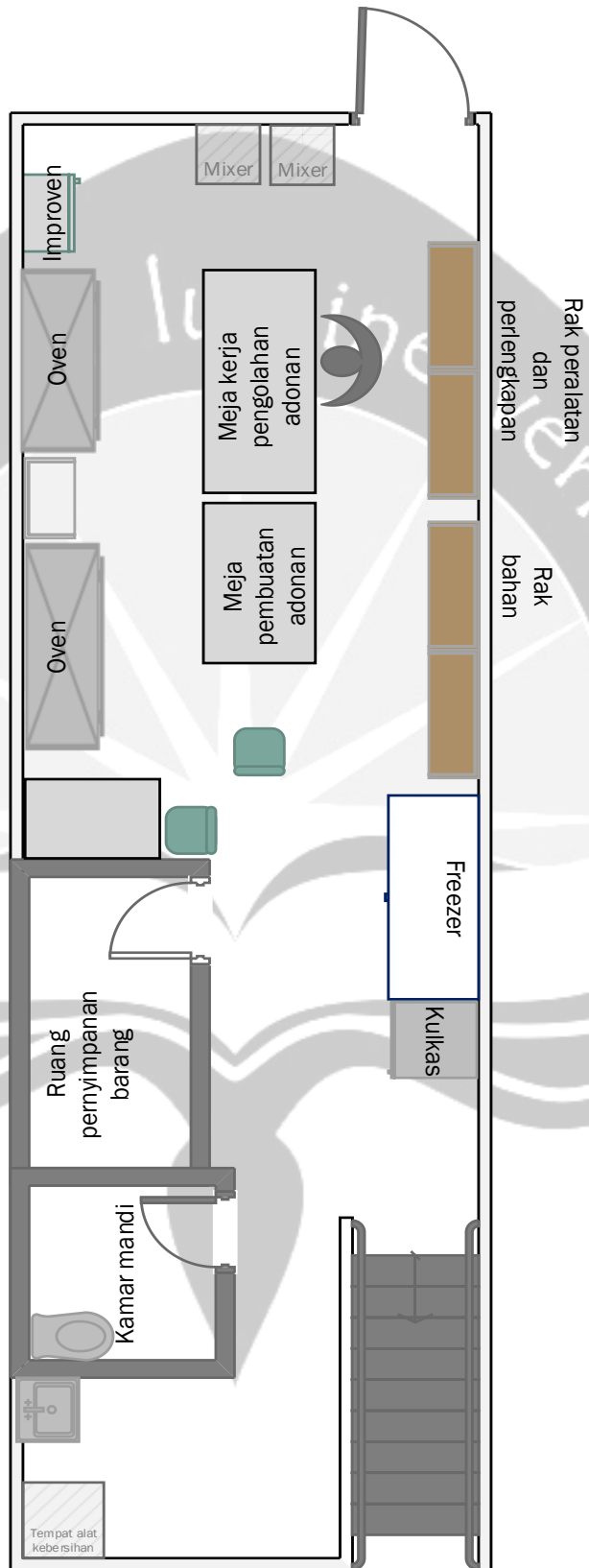
☒ Usulan

☐ Sekarang



RINGKASAN		
	JUMLAH	WAKTU (Detik)
 Operasi	8	13587
 Penyimpanan	1	
Total	9	13587

Lampiran 4
Layout Bloem Bakery



Lampiran 5
REKAPITULASI KUESIONER SURVEY KEPUASAN PELANGGAN
TERHADAP ROTI GULUNG ABON DI BLOEM BAKERY

1. Seberapa sering Anda membeli roti di Bloem Bakery?

Jawaban:

Konsumen 1: minimal satu minggu sekali

Konsumen 2: setiap kali ada event pasti memesan (minimal 2 minggu sekali)

Konsumen 3: 2 kali dalam seminggu

Konsumen 4: 2-3 kali seminggu

Konsumen 5: 2 minggu sekali (setiap ada rapat)

Konsumen 6: seminggu sekali

Konsumen 7: setiap 1 bulan sekali

Konsumen 8: 1 kali seminggu untuk *snack* kantor.

2. Roti jenis apa yang paling sering Anda beli di Bloem Bakery?

Jawaban:

Konsumen 1: roti gulung abon dan tiwoel keju

Konsumen 2: roti gulung abon

Konsumen 3: roti gulung abon dan roti manis keju

Konsumen 4: tiwoel keju dan roti gulung abon

Konsumen 5: roti gulung abon

Konsumen 6: donat dan roti gulung abon

Konsumen 7: roti gulung abon

Konsumen 8: roti gulung abon dan pisang keju

3. Apakah Anda pernah membeli roti gulung abon di Bloem Bakery?

Jawaban:

Konsumen 1: pernah

Konsumen 2: pernah

Konsumen 3: pernah

Konsumen 4: pernah

Konsumen 5: pernah

Konsumen 6: pernah

Konsumen 7: pernah

Konsumen 8: pernah

4. Apakah Anda puas dengan roti gulung abon tersebut? Jika tidak, mohon berikan alasan.

Jawaban:

Konsumen 1: puas

Konsumen 2: puas

Konsumen 3: puas

Konsumen 4: puas

Konsumen 5: puas

Konsumen 6: puas

Konsumen 7: puas

Konsumen 8: puas

5. Apakah menurut Anda roti gulung abon di Bloem *Bakery* termasuk higienis?

Jawaban:

Konsumen 1: higienis

Konsumen 2: higienis

Konsumen 3: higienis

Konsumen 4: higienis

Konsumen 5: higienis

Konsumen 6: higienis

Konsumen 7: higienis

Konsumen 8: higienis

6. Menurut Anda, apakah keistimewaan roti gulung abon di Bloem *Bakery*?

Jawaban:

Konsumen 1: rasanya enak dan rotinya tebal

Konsumen 2: rasanya enak dan empuk

Konsumen 3: abonnya banyak

Konsumen 4: abonnya banyak dan mengenyangkan

Konsumen 5: rasanya enak dan wangi

Konsumen 6: rotinya empuk

Konsumen 7: roti tebal dan abonnya banyak

Konsumen 8: rasanya enak

