

QUALITY & OPERATIONAL EXCELLENCE | COURSE BROCHURE

5S and Visual Management

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

5S and visual management create organised, safe and efficient workplaces where problems are visible immediately. This course covers sort, set in order, shine, standardise and sustain, visual controls, visual performance boards, audits and leadership routines for sustaining results in offices, warehouses and production areas.

Disorganised workplaces waste time and hide problems. This course gives you practical tools to implement and sustain 5S and visual management.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses workplace simulations, before-and-after case studies, audit exercises and implementation planning.

Course objectives

By the end of this course, participants will be able to:
• Explain the principles and benefits of 5S
• Apply each step of 5S in practice
• Design visual controls and standards
• Create visual performance boards
• Audit and sustain 5S
• Lead daily management routines

Target audience

This course is suitable for:
• Production and warehouse supervisors
• Continuous improvement practitioners
• Operations managers
• Office and administrative managers
• Team leaders



Course content

Target competencies

Participants will develop competencies in:

- 5S implementation
- Workplace organisation
- Visual controls
- Performance boards
- 5S auditing
- Daily management

Course outline

Day 1: 5S Foundations

09:00–09:54	Lean and 5S
09:54–10:48	Benefits
10:48–11:00	Common failures
11:00–11:30	**Coffee break**
11:30–12:12	Common failures (continued)
12:12–13:06	Workplace assessment
13:06–14:00	Exercise: Workplace audit

Day 2: Sort and Set in Order

09:00–09:54	Red-tagging
09:54–10:48	Storage principles
10:48–11:00	Labelling
11:00–11:30	**Coffee break**
11:30–12:12	Labelling (continued)
12:12–13:06	Layout
13:06–14:00	Simulation: Organising a workspace



Course content

Day 3: Shine and Standardise

09:00–09:54	Cleaning as inspection
09:54–10:48	Standards and checklists
10:48–11:00	Visual standards
11:00–11:30	**Coffee break**
11:30–12:12	Visual standards (continued)
12:12–13:06	Responsibilities
13:06–14:00	Workshop: Standards design

Day 4: Visual Management

09:00–09:54	Visual controls
09:54–10:48	Andon and signals
10:48–11:00	Performance boards
11:00–11:30	**Coffee break**
11:30–12:12	Performance boards (continued)
12:12–13:06	Office visual management
13:06–14:00	Exercise: Designing a board

Day 5: Sustain

09:00–09:54	5S audits
09:54–10:48	Leadership routines
10:48–11:00	Engagement
11:00–11:30	**Coffee break**
11:30–12:12	Engagement (continued)
12:12–13:06	Continuous improvement
13:06–14:00	Capstone: 5S implementation plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,820.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Vienna Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,940.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
London Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Dubai Confirmed dates	7 Dec 2026	11 Dec 2026	**€3,150.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,450.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Paris Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,860.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Istanbul Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,650.–**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Amsterdam Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,540.-**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Singapore Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,820.-**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
London Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,450.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**€3,150.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,450.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Frankfurt Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,650.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	10 May 2027	14 May 2027	**€1,450.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
Paris Confirmed dates	24 May 2027	28 May 2027	**€2,860.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Cape Town Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,890.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,650.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Amsterdam Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,540.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Singapore Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,820.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
London Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Rome Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,650.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Paris Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,860.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,650.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Barcelona Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,840.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,540.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**
Singapore Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,820.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Dubai Confirmed dates	6 Dec 2027	10 Dec 2027	**€3,150.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Frankfurt Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online