

***Sejahtera Ulu al-albab* with 5S at Senyum Printing Enterprise**

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**Abstract**

Senyum Printing Enterprise, led by Encik Asri, exemplifies the transformative power of the 5S methodology in lean management. Over two decades, Senyum evolved from traditional offset printing to a digital-focused approach, adapting to changing technologies and consumer demands. Encik Asri's leadership embraced the 5S principles (Sort, Set in order, Shine, Standardize, Sustain), fostering an environment of efficiency, quality, and continuous improvement. This case study explores how Senyum balanced traditional and digital printing methods, adopted eco-friendly practices, faced online competition, and diversified its services. Encik Asri's approach not only ensured business resilience during economic fluctuations but also instilled a culture of '*sejahtera ulu al-albab*'—a state of well-being and wisdom, reflecting a holistic approach to business and personal growth.

Keywords: 5S Methodology, Digital Transformation, Sustainable Printing.

Encik Asri, owner of Senyum Printing Services, remembers that a friend from college told him to apply "*Sejahtera Ulu al-albab*" in his company. He told his college friend Affendi, who also ran a small business selling frozen food, how he felt.

"Affendi, do you remember Yahya?"

"Indeed, he has become an important figure in Islamic finance. He runs his own business and does community work. What do you know about him?"

"I still think about what he said when he told me to run my business with "*Sejahtera Ulu al-albab*."

"*Sejahtera Ulu al-albab*"?

"Have you explored it with Yahya?"

"Yes, he said that "*Sejahtera*" in Malay means "peace and wealth" and "*Ulu al-albab*" in Arabic means smart and wise people."

"Now I get it. Yahya wanted you and your company to aim for more than just success. He wanted you and your company to aim for wisdom and understanding as well."

"Oh, yes! The key is to make these ideas part of the way my company works. Choosing carefully means not only getting the most money possible, but also helping our community grow intellectually and emotionally."

Encik Asri often thinks about what the words really mean, even though they are common, and people use them every day. He really connects with the term "*Sejahtera Ulu al-albab*." This beautiful mix of Malay and Arabic has a deep message. Malay, which is the original language of Malaysia, says "*Sejahtera*" which means peace, wealth, and health. It seemed to Encik Asri like it was more than just a word. When people meet each other, they say "*Salam Sejahtera*" disseminate peace and goodwill.

Next, is "*Ulu al-albab*," an important Arabic phrase that his friend taught him and that he loved. It comes from the lessons in the Quran. Intellectuals and people with deep understanding are people who seek knowledge and have deep insight, especially into things that affect the mind and spirit.

When two thoughts are put together, "*Sejahtera Ulu al-albab*" means something different. It's not just a desire for money; it's an understanding of how important knowledge and understanding are to real happiness and health. This statement can serve as a guide in the business, which involves getting thoughts and information out there through printed materials. It is a lesson that getting rich isn't the only way to live a good life; people also need to improve their thinking and be smart.

As a result of the strong cultural ties between Malay and Arabic traditions, this phrase has a significant value. For the good of everyone, it tells us to make the worlds of religion and education places that value information and wisdom. Encik Asri's heartfelt goal to support these ideas and make sure that all printed materials send

messages of peace, acceptance, and success. "*Sejahtera Ulu al-albab*" is all about wanting to be smart, know a lot, and be successful in every way.

In the heart of *Sejahtera Ulu al-albab*, a transformation unfolds at Senyum Printing Enterprise, guided by the visionary Encik Asri. His journey through the 5S methodology of lean management is not just a tale of business reformation, but a narrative of personal and community evolution.

Senyum Printing Enterprise, a seasoned player in the printing industry with a history spanning two decades, presents a fascinating case study of adaptation and resilience in a rapidly evolving sector. In its early years, Senyum Printing relied heavily on offset printing, the gold standard for high-quality prints. However, the digital revolution transformed the landscape.

The introduction of digital printing technologies marked a pivotal moment for Senyum. They embraced these changes, investing in new machinery and training. This shift enabled them to offer faster turnaround times, cost-effective solutions for smaller print runs, and personalized printing options, keeping them in step with the market's pulse.

The rise of digital media reshaped customer expectations and demands. Senyum noticed a growing preference for digital formats, driven by convenience and environmental concerns. Despite this shift, the company recognized the enduring demand for traditional printed materials such as brochures and business cards. Striking a balance, Senyum continued to offer high-quality printed materials while adapting to digital trends, ensuring it catered a diverse client base.

The demand for personalized and customized printing services surged with the advent of digital printing. Senyum adapted to meet these demands, offering unique designs and on-demand printing. Its ability to handle a wide range of custom orders set them apart in a competitive market. As environmental sustainability became a significant concern among consumers, Senyum took proactive steps. It incorporated eco-friendly practices like using recycled paper and soy-based inks, reducing its ecological footprint. This not only aligned with their corporate responsibility goals but also attracted environmentally conscious customers.

The emergence of online printing services posed a new challenge. To compete with the convenience and pricing offered by these platforms, Senyum focused on delivering superior quality, personalized customer service, and unique product offerings, differentiating themselves from online competitors. Understanding the importance of digital marketing and social media presence, Senyum evolved its marketing strategies. It developed a robust online presence and explored online ordering options, recognizing the need to adapt to the changing landscape of customer engagement and retention.

To remain relevant and create additional revenue streams, Senyum diversified its services beyond traditional printing. It expanded into graphic design, mailing services, and even digital marketing solutions, catering to a broader range of customer needs and staying ahead of industry trends. Navigating through economic ups and downs, Senyum faced challenges as businesses often cut back on marketing and printing

expenses during economic downturns. It adjusted its strategies, focusing on cost-effective solutions and diversifying its client base to maintain profitability in tough times.

Through these adaptive strategies and a keen understanding of industry dynamics, Senyum Printing Enterprise not only survived but thrived in a landscape marked by constant change, securing its place as a respected and innovative leader in the printing industry. In a lively gathering of friends, relatives, and printing business enthusiasts, Encik Asri, the visionary behind Senyum Printing Enterprise, shared insights into his business's journey and the implementation of 5S practices, along with the concept of '*sejahtera ulu al-albab*'—a state of well-being and wisdom.

Encik Asri acknowledged technological advancements: "When we started, offset printing was our backbone. But with the digital revolution, we had to adapt. We invested in new technologies, not just to stay current, but to offer something more to our clients. Faster turnaround times, cost-efficiency, especially for small jobs, and personalized printing options. It was a leap of faith, but absolutely necessary."

Encik Asri added: "In fact, offset printing was more than a method; it was our identity. However, the digital revolution wasn't just a wave; it was a tsunami of change. We had to ride it. Investing in new digital technologies was not merely about keeping up. It was about offering enhanced services—faster, more efficient, and tailored to the modern client's needs. It was a leap into the unknown, but stagnation wasn't an option."

He added about customer preferences: "But with everything going digital, wasn't it risky to continue with traditional printing methods?" Encik Asri nodded, "Indeed, the digital shift changed many preferences. Yet, we noticed that high-quality printed materials still had a demand. It was all about balance—embracing digital trends while continuing to offer traditional services. This flexibility is crucial in our line of work."

He continued: "The digital era posed a significant question: Should we abandon traditional printing? The answer wasn't straightforward. Despite the digital inclination, there was a clear demand for high-quality printed materials. Our response was to strike a balance. We embraced digital trends, but without discarding our roots in traditional printing. This adaptability has been crucial in catering to a diverse clientele."

Pertaining to customization and personalization, Encik Asri said: "With the rise of digital printing, we focused on personalization. Our clients wanted unique designs, short-run prints. It's about understanding and responding to specific needs. This approach set us apart in the market." Encik Asri added: "The digital age brought a new customer expectation: customization. It's no longer about bulk and uniformity. Our clients seek unique designs, limited runs, and prints that tell a story. We adapted by focusing heavily on personalization, which has become a cornerstone of our business model. This shift has not only set us apart but also forged deeper connections with our clients."

At the same time Encik Asri emphasised eco-friendly practices: "It was a significant shift. We started using recycled paper, soy-based inks. It wasn't just about reducing

our ecological footprint; it resonated with our responsibility towards society and attracted customers who valued sustainability." He explained: "Adopting eco-friendly practices was more than a business decision; it was a moral imperative. Using recycled paper and soy-based inks was a start. We aimed to reduce our ecological impact and align our operations with a broader societal responsibility. This approach resonated well with our environmentally conscious clientele, further enhancing our brand's reputation."

In facing online competition, Encik Asri said: "That's where superior quality, personalized service, and unique offerings come in. Online platforms offer convenience, but we provide something more personal, something more tangible." He added: "Digital platforms have reshaped the competitive landscape. They offer convenience and aggressive pricing. However, we focused on what they couldn't—superior quality, personalized service, and unique product offerings. We provide experiences, not just services."

Encik Asri emphasised the evolving marketing approach: "Extremely crucial. We developed an online presence, embraced digital marketing, and social media. It was about staying relevant and connected with our clients." He said: "Adapting our marketing strategy was vital. We had to be where our clients were—online. Developing a strong online presence, leveraging digital marketing, and engaging through social media became pivotal. It's about building relationships, not just transactions."

Also on diversifying services: "Yes, it was. We expanded into graphic design, mailing services, even digital marketing solutions. It's about offering a comprehensive package to our clients." He explained: "Expanding our services to include graphic design, mailing solutions, and digital marketing was a strategic move. It allowed us to offer a comprehensive package, addressing the evolving needs of our clients."

In terms of handling the economic fluctuations, Encik Asri said: "By being agile. We focused on cost-effective solutions and diversified our client base. It's all about adapting to the market's needs while staying true to our core values." He stressed this: "The key to navigating economic fluctuations has been agility. Focusing on cost-effective solutions and diversifying our client base helped us stay resilient. It's a delicate balance of adapting to market needs while staying true to our core values."

Throughout the conversation, Encik Asri emphasized the importance of the 5S methodology—Sort, Set in order, Shine, Standardize, and Sustain—in creating an efficient, productive work environment. He linked these practices to '*sejahtera ulu al-albab*', highlighting how achieving a state of wisdom and well-being was integral to navigating the challenges and changes in the industry.

His insights offered a unique perspective, blending traditional business acumen with a holistic approach to personal and professional growth. "Implementing the 5S methodology was transformative. It streamlined our operations, creating an efficient, productive work environment. But more importantly, it aligned with the concept of '*sejahtera ulu al-albab*'—achieving a state of wisdom and well-being. This holistic approach has been pivotal in navigating the industry's challenges and changes."

### **Lean quality management through 5S methodology**

At Senyum Printing, the journey began with Seiri, the art of sorting. Picture a designated area marked by red, known as the 'red tag area', a temporary home for items awaiting removal. The goal was simple yet profound: reduce clutter, enhance safety, and increase operational efficiency. Every item was scrutinized, with only the essential retained. This transformative step cleared not just the physical space but also the mental clutter, fostering a more focused and efficient work environment.

Next came Seiton, setting everything in its rightful place. It's akin to an orchestra where every instrument has its specific position for optimal performance. The layout of Senyum Printing was reimagined, tools and equipment rearranged for ease of access and logical workflow. This reordering was not just about efficiency; it was about creating a rhythm in the workplace, where every movement was smooth, and every tool was just an arm's length away.

The third phase, Seiso, brought a ritualistic approach to cleanliness. It was not just about keeping the workplace tidy; it was a daily commitment to excellence. Every corner of the enterprise gleamed, reflecting the pride of the workers. This phase went beyond mere cleaning; it was a thorough inspection of the workplace and equipment, ensuring everything functioned flawlessly, thereby preventing errors, and enhancing safety.

With Seiketsu, Senyum Printing standardized its processes. It was about creating a blueprint for maintaining the achieved order and cleanliness. Visual guides, schedules, and checklists became part of the daily routine, ingraining the practices of Seiri, Seiton, and Seiso into the company's DNA. This standardization was the foundation upon which continuous improvement could be built.

Finally, Shitsuke, the phase of self-discipline, cemented the 5S methodology into the culture of Senyum Printing. It was no longer about following rules; it had become a part of who they were. Regular audits, continuous training, and encouraging worker input for improvements made the 5S approach a living, breathing aspect of their workday.

### **The awakening of seiri at a local entrepreneur meetup**

Encik Asri stood among his entrepreneurial peers, his eyes sparkling with the fire of innovation. He was sharing his team's journey through the principles of Seiri, the sorting phase of the Japanese 5S methodology, a technique aimed at workplace organization and efficiency. "When we embraced Seiri, it wasn't merely about decluttering," he shared, his voice resonating with a blend of passion and wisdom. "It was a profound journey to redefine our priorities, to understand what truly matters in our workflow."

A fellow entrepreneur, intrigued by Asri's enthusiasm, leaned in. "How did your team react to this change? It sounds like a significant shift in mindset," she asked, her curiosity piqued.

Shukri, one of Asri's team members, who had accompanied him, chimed in. "Change breeds resistance," he admitted, his tone reflective. "Initially, there was skepticism. Many wondered if it was worth the effort. But as we progressed, as the team

witnessed the tangible benefits - the saved time, the safer, more efficient work environment - their doubts turned to endorsement. They wholeheartedly embraced the change."

Another entrepreneur, a young man with an analytical gaze, raised a question. "Did you face any particular challenges during the implementation? How did you overcome them?" he inquired.

Asri nodded, acknowledging the valid concern. "Absolutely, challenges were part of the journey. The biggest one was altering long-standing habits. It's not easy to change behaviors that have been ingrained over years. We overcame this by starting small, focusing on one area at a time, and celebrating small victories. This approach helped in building momentum and enthusiasm for the larger goal."

Shukri added, "Encik Asri also ensured constant communication. He held regular meetings to discuss progress, address concerns, and gather feedback. This open dialogue fostered a sense of ownership among us. We felt involved and valued in the process."

A woman from the group, who had been listening intently, shared her perspective. "What you've achieved is remarkable. It's not just about organizing a physical space, but also about cultivating a mindset of continuous improvement."

Asri smiled, grateful for the acknowledgment. "Indeed, it's a transformative journey. Beyond the immediate benefits, what we've really gained is a culture of efficiency and a mindset geared towards constant improvement. This journey with Seiri is just the beginning."

The conversation sparked ideas and inspired thoughts among the entrepreneurs. As the discussion continued, it was evident that Encik Asri and his team's experience had not only transformed their own workspace but also ignited a flame of inspiration among his peers.

### **Harmony of seiton at a family gathering**

At a bustling family gathering, the air was filled with the aroma of traditional dishes and the sound of lively conversations. Encik Asri, the owner of Senyum Enterprise, was surrounded by his relatives, each curious about the recent transformations at his printing business.

A cousin, who had always taken an interest in Asri's entrepreneurial endeavors, quizzed him about the significant changes he'd heard about. "I've been hearing about some big shake-ups at Senyum. What's going on there?"

With a serene smile that seemed to reflect an inner peace, Encik Asri responded, "Ah, you're referring to our adoption of Seiton, the second phase of the 5S methodology. It's the art of setting everything in order, but for us, it transcended mere efficiency." His aunt, intrigued, leaned in. "How so? What does that mean for your business?"

"It's more than just a business practice," Asri explained. "It brought a harmonious rhythm to our workspace. Imagine every tool, every individual, finding their perfect

place and purpose. It's like a well-orchestrated symphony where each element complements the other, creating a seamless flow."

His nephew, a college student studying business, was fascinated. "But how did you implement such a concept in a practical, everyday setting?" Encik Asri nodded, acknowledging the valid question. "It wasn't easy at first. We started by identifying and categorizing every item in our workspace. Then, we designated specific places for them, optimizing the layout for efficiency. But the most crucial part was involving every team member in the process, making sure they understood the value of Seiton and embraced it as part of our culture."

Syukur, Encik Asri's business partner and a distant relative, who had joined the gathering, added, "Encik Asri's leadership was pivotal. He led by example, showing us the importance of order and discipline, not just in our physical space but in our thoughts and actions too."

A younger cousin, who aspired to start her own business, asked, "Has this change affected your personal life in any way?" Encik Asri's eyes twinkled with a mixture of pride and humility. "Indeed, it has. One of the principles of Seiton, i.e., the discipline and order, has seeped into my personal life as well. There's a newfound balance and clarity that I experience daily. It's like I'm not just organizing my workspace, but also aligning my life's goals and priorities."

The family listened, captivated by the evident harmony that Seiton brought not just to Senyum Printing, but to Encik Asri's life. His journey resonated with many at the table, inspiring thoughts of order and harmony in their own lives and workspaces. As the conversation continued, it was clear that Encik Asri's experience with Seiton had sparked a flame of curiosity and inspiration within his family, blending the realms of business efficiency with personal well-being.

### **The ritual of seiso during a client meeting**

Encik Asri was seated opposite Encik Abdul Rahman, a client who had been with Senyum Printing Services for a very long time, in the office of the company. The customer, who was really pleased by the spotless atmosphere of the printing shop, was unable to refrain from commenting on it.

As Encik Abdul Rahman surveyed the perfectly maintained space, he made the following remark: "Encik Asri, each time I come to visit, I am amazed by how absolutely spotless your facility is."

When Encik Asri overheard the compliment, he smiled and acknowledged it. "I am grateful to you, Encik Abdul Rahman. At Senyum Printing, we adhere to the Seiso phase in a very stringent manner because it is an essential component of our method of conducting business. There is more to it than just a superficial level of cleanliness, it is about maintaining cleanliness."

The impressed Encik Abdul Rahman leaned forward in his chair. "Could you explain on that, Encik Asri?"



As Encik Asri began, "Of course," he said. "It is the Seiso phase that we begin our day with each morning. To do this, we will be cleaning our entire equipment in a meticulous manner. On the other hand, cleaning is only one aspect of the process; there is also a comprehensive inspection. During the process of cleaning our digital printers, for instance, our crew makes sure to carefully examine them for any indications of wear and tear or ink spilling. Because of this, we can identify any possible problems before they become urgent."

In response, Encik Abdul Rahman remarked, "That seems to be quite comprehensive."

"It is," Encik Asri concurred with the statement. "Consider, for example, the space where we store our paper. Making sure that it is spotless always is essential to the quality of our prints. Damage to the paper stock might be caused by dust or moisture. Consequently, throughout the Seiso phase of our operation, we not only clean, but we also keep a close eye on the current humidity and temperature levels."

Undoubtedly impressed, Encik Abdul Rahman nodded his head. "And how does this affect your operations?"

The explanation provided by Encik Asri was as follows: "This routine cleaning helps us maintain a highly efficient workflow." While we are in the process of organising our ink supplies during Seiso, for example, we also examine the levels of our inventory. Especially during huge print runs, it guarantees that we will never be without the colours that are necessary. Furthermore, it instills a feeling of discipline and attention to detail in our staff, which is reflected in the quality of the printing services that we provide.

"To be honest, Encik Asri, I must state that your dedication to the Seiso phase is quite extraordinary. Clearly pleased by the exacting standards that were an essential component of Senyum's corporate philosophy," responded Encik Abdul Rahman. In addition, he remarked, "It is not surprising that the quality of your work is consistently of the highest possible standard."

As a result of the appreciation of their efforts, Encik Asri smiled, expressing his satisfaction. "I am grateful to you, Encik Abdul Rahman. Our company, Senyum Printing, is committed to achieving excellence in every facet of our work. This commitment includes the Seiso phase, which is simply one component of it."

### **Blueprint of seiketsu at a supplier conference**

At the annual supplier meeting, which was a lively event that brought together vendors from across the region, Encik Asri was present with a group of suppliers. Among them was Mr. Lee, a paper supplier who had been with Senyum Printing Services for a very long time. He couldn't help but note the metamorphosis that had taken place.

While Mr. Lee was sipping his coffee, he made a statement to the effect of "Encik Asri, your company's operations have become exceedingly systematic in recent times." "It's quite impressive how efficient your ordering and delivery processes have become."

Having a knowing smile on his face, Encik Asri shook his head in accord. Oh, that's all because of Seiketsu, which is our dedication to become more standardised in our procedures. In addition to being a routine, it serves as a beacon of direction for us.

Encik Asri became the focus of attention of a few additional vendors who had overheard the talk and were curious about the strategy that was being taken.

The next thing that Encik Asri said was, "Seiketsu is about creating workflows that are both predictable and efficient. As an illustration, we have standardised the system that we use to process orders. At this point, each and every order, regardless of its size, is subjected to the same stringent checks, which helps to maintain consistency and minimise errors."

In the intervening moment, Mr. Lee said, "That must have necessitated some significant adjustments to your operations."

"Yes, indeed," Encik Asri acknowledged. "I believe," He explained: "Consider, for example, the printing schedule that we have. Once upon a time, we conducted our business on a first-come, first-served basis; nevertheless, this approach resulted in inefficiency and delays. The implementation of a fixed scheduling system has been accomplished with Seiketsu. We ensure that we fulfil deadlines without sacrificing quality by planning and carrying out jobs in accordance with the level of urgency and complexity to which they are assigned."

Cik Siti continued, "I've noticed that your orders are now more consistent in terms of quantity and frequency." Cik Siti, another vendor who provided inks, was the one who made the observation. We were able to better plan our output with its assistance.

The explanation that Encik Asri provided was, "That is another aspect of Seiketsu." Encik Asri explained: "We examine the trends of our usage and then adjust our ordering procedure to reflect the findings of that analysis. It contributes to the maintenance of ideal inventory levels and results in a reduction in waste."

The words that he spoke struck a chord with the sellers, many of them were beginning to recognise the advantages of this methodical approach in their dealings with Senyum Printing.

Encik Asri concluded that the implementation of Seiketsu had not only caused a transformation in our internal operations, but it had also improved our collaborations with each and every one of you, our esteemed partners. To create a peaceful and efficient environment that is to everyone's benefit, this can be accomplished.

What Encik Asri had to say about the significant influence that Seiketsu had on the room reverberated throughout space. In recognition of the ripple effect that such activities have on the wider industrial network, the suppliers shared looks of understanding and admiration with one another.

### **Culture of shitsuke at an industry networking event**

Encik Asri, who runs Senyum Printing Services, became acquainted with others his age while attending a lively industry networking event. The event was attended by prominent figures and pioneers in the printing industry. During a chat, a friend named Mrs. Tan, who was the proprietor of a competitive printing company, posed an issue that had been on the minds of many people.

"Encik Asri, it must be difficult for you to keep up with the high standards that you strive to achieve at Senyum Printing. What steps may be taken to ensure sustained viability over the long term? Clearly displaying her interest, she inquired.

"Our success in maintaining these standards lies in Shitsuke, which is the discipline to maintain," Encik Asri responded with a demeanour that was composed and full of self-assurance. It is the foundation upon which our activities are built.

A few of the other members of the group, including Mrs. Tan, bowed their heads in eagerness to learn more about this strategy.

Encik Asri continued by saying, "Shitsuke is not just a practice; it is about deeply embedding these principles into the culture of our company." He explained: "As an illustration, we carry out routine audits of each one of our procedures. The purpose of this is not just to ensure compliance, but also to locate areas that could use some improvement."

Mr. Kumar, a young entrepreneur who was a part of the group, inquired, "How do you manage to keep your staff aligned with these high standards?"

In response, Encik Asri said, "That is a very interesting question." He explained: "Training that is ongoing is essential. Our employees receive frequent training and workshops thanks to the investments we make in them. Enhancing one's skills is only one aspect of the process; equally important is cultivating a mindset that places a premium on quality, efficiency, and consistency."

Mrs. Tan continued by saying, "So it's a continuous cycle of improvement and learning," while nodding her head in complete comprehension.

"Exactly," Encik Asri concurred with the statement. "Aside from that, it goes beyond only training. Providing input on our procedures is something that we urge our team to do. The adoption of this all-encompassing strategy guarantees that every single person is committed to upholding our rigorous standards. We believe that Shitsuke is about taking collective responsibility and taking pride in the work that we do."

The colleagues that were surrounding him listened attentively, recognising the extent of the shift that Shitsuke had facilitated at Senyum Printing thanks to his efforts. The explanation provided by Encik Asri shed light on the significance of adopting a method that is not only disciplined but also inclusive and constantly changing in order to keep corporate standards at a high level.

"Shitsuke is more than a discipline; it's a way of life at Senyum Printing," Encik Asri said on the conclusion. It motivates us to not only keep our standards at the same level

but also to raise them on a consistent basis, ensuring that we remain at the forefront of the industry.

His words struck a chord with the gathering, creating an indelible impression of the precise and environmentally conscious approach that had become synonymous with Senyum Printing Services.

Encik Asri, through these varied interactions, personified the essence of the 5S methodology. Each conversation, whether with friends, relatives, customers, or industry peers, mirrored a facet of the 5S phases, showcasing the profound impact of this journey. Senyum Printing Enterprise, under Encik Asri's stewardship, became more than a business; it evolved into a beacon of continuous improvement and operational excellence, a testament to the transformative power of lean quality management.

Senyum Printing Enterprise became more than just a printing business; it became a symbol of efficiency, quality, and continuous improvement. The 5S methodology was not just implemented; it was embraced, creating a workplace that was not only productive but also a joy to work in. This is the essence of lean quality management – a journey that transforms workplaces and the people within them.

### **Discussion Questions**

1. How did the implementation of the 5S methodology contribute to Senyum Printing's ability to adapt to the digital revolution in the printing industry?
2. What strategies did Senyum Printing employ to balance traditional printing methods with the rising demand for digital formats and customization?
3. In what ways did Senyum Printing's commitment to environmental sustainability influence its business practices and customer base?

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