



## COMPANY PROFILE

SME Name  
**CV Maika Mandiri Sejahtera**

Location  
**Cimahi, West Java**

Established  
**2006**

Products  
**Handmade bags and purses**

Target Market  
**Domestic**

## IMPROVING BUSINESS THROUGH NEW COMMUNICATION APPROACH

For CV Maika Mandiri Sejahtera, quality product is their trademark. They take quality control of their products very seriously. This has been the key success for the two owners of the company – Edwin Maidhanie and Ika Yustika Pandunesia – in running their business. From a small home-based business in Cimahi – West Java, with only three employees at the start, they grew into a company with 60 employees in a span of 10 years. Their main market is the middle lower segment. Aside from that, they also have products for teenagers and the middle up segment.

than 20 competitors (despite Maika being the pioneer in the industry).

When the Municipal Government of Cimahi and the University of Parahyangan (in a collaboration with SCORE Training) invited Maika to join the SCORE training presentation, both Maidhanie and Pandunesia saw this as an opportunity to gain an insight on how to improve their business. During the presentation, they were inspired by other entrepreneurs in that event. “My interest was piqued, I was curious to see how the training can improve my company’s performance, so I decided to join the SCORE Training,” Maidhanie admitted.

According to Maika management, some obstacles faced by the company before the SCORE Training, including the communication problem with employees, lack of safety regulations, lack of standards for the operational procedure (SOP) and the production process, as well as the disorganized workplace. Externally, they also suffered losses from a high amount of rejected products from their subcontractors, as well as lower demand from the distributors due to their designs being imitated by more

During the SCORE Training, the company formed an EIT team to create an improvement action plan, started from the 5S program and followed by communication enhancement plan as well as the Health and Work Safety (OSH) improvement plan. Employees welcomed this new approach, as they are now able to voice their opinion to the management. During the new product launching, for instance, the management was eager



“The SCORE Training opens my mind to the hidden creative ideas of my employees. This has significantly improve my company’s performance and help us to be a better organization.”

**Edwin Maidhanie**  
*Maika Owner*



## Cutting Process

Some employees are cutting raw material as the first phase of production.

## WHAT THEY SAY

“After the SCORE Training, we managed to enhance our production system in a more effective and efficient way. Additionally, before the SCORE Training, our employees were hesitant to voice their opinion. After the training, they become more open and proactive, which helps smoothen our communication process and increase our performance as well as productivity.”

**Heri Rachmat**  
*Production Manager*

“SCORE Training helps me understand better efficiency at work. It also creates a better working environment”

**Tri Palupi**  
*Staff*

“The SCORE Training changed our workers’ habit. Their work pattern becomes more organized and neat.”

**Ari Suryana**  
*Purchasing Manager*

to listen to their insights and even implemented them in the production process. This has boosted the confidence of both the management and the employees when they put the new product in the market, as they both believe that the product is of high quality.

The benefits of SCORE training do not stop there. Maika had issue with their defective products, consisting of rejected and half-finished products which SCORE trainers coined as the “comatose products”. Considered as a waste, these products was piled up, stored, and forgotten in the corner. No one in the company – before the SCORE training – would have thought that these products could actually have values and even bring profits to the company.

Fortunately, that was an old story. During the SCORE Training, they came up with the idea to sell these products in order to save more space and create a better working condition. Yet what they did not expect that their modified comatose products were sold out and even generated a significant income for the company. Today, Maika is able to gain more than Rp300 million just from selling their comatose products. “From selling these products alone, we were able to cover our production cost,” said Maika’s owner Edwin Maidhanie.

Furthermore, the SCORE Training assisted Maika to break the communication barrier. Today, they learn to be more open minded and

more communicative with each other, which resulted in a convenient working environment where everyone’s opinion matters. The improved communication not only increase their work performance, it also helps to reduce their reject rate and improve their efficiency rate.

The process, however, was not easy. “Our employees were being difficult at first, some of them were resistant,” remembered Maidhanie. The resistance was a big issue at that time. Some employees resigned during the SCORE Training, which drove the company to look for new employees. “Right now, the rest of the employees as well as the new ones, is accepting changes in the company with a more positive attitude,” said Maidhanie, relieved.

The SCORE Training taught them about the Lean Manufacturing. In which inspired them to start making a video for each production stage in the company. The videos gave them insights to figure out a better and more efficient way in running the process. Additionally, they also made an SOP video for the new employees. Through the video, new employees can get a holistic view about the whole production process in the company, so that they know what to do and what the company expects from them at work. These videos have helped them to cut the production time up to 20 percent, making it more efficient while increasing productivity at the same time.



## Tailoring Process

Tailoring process is one of the most crucial process in the production.



## Decreasing Rework Rate

Thanks to the new SOP, their production process has been running more effectively. This was evident when the company added a preparation stage, where they prepare all the necessary raw materials according to the needs of each tailor. "This way, our tailors can focus on making the products, without being disturbed by the material preparations," said Maidhanie. With the new SOP being implemented, each tailor has their own target and material prepared before they start working. Previously, each employee can only make ten products per day, but now they manage to make 25 products per day.

In the QC Division, they provided each personnel with additional table and product information poster to speed up the decision making. As the result, they are able to accelerate the QC process, from 200-300 items per day to 300-500 items per day. "This is a very significant improvement, because previously we often have a longer QC process," said

Maika's Production Manager Heri Rachmat.

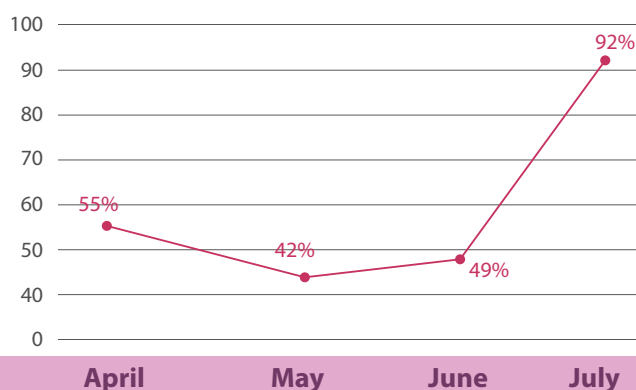
The result of QC process also reflects to the rework rate of the products from April to June 2016. In June 2016 Maika has reached its best at 6,37% than the percentage in April 2016 by 19,47%. This is the result from commitment and employees to strive for better goals. Decreasing of Rework rate means increasing to their production.

According to Rachmat, they have successfully increased their production, with each division currently has their own clear job description. "Even the working environment is getting more exciting, as we all eager to learn new things each day and work together as a team," said he. "Our employees have grown to enjoy working in the company. They become more responsible in doing their day-to-day task, and they have a strong sense of belonging towards the company."

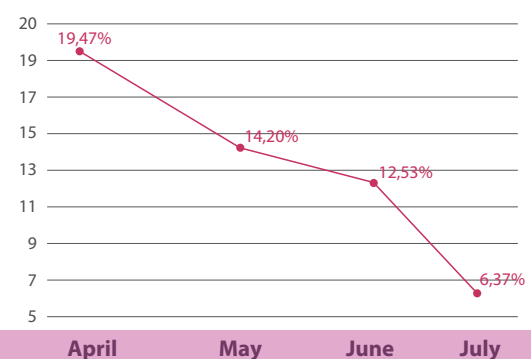
Besides reject rate production number that goes down in 2016, Maika is also successful in keeping the employees attendance record on its track. From 45% in April the number steadily down to 8 % in July. This indicates that employees now have a strong commitment to love their work and strive to excel for the best. One of the employees, Tri Palupi, said that she has a new commitment to work at Maika after SCORE is being implemented. "SCORE Training helps me understand better efficiency at work. It also creates a better working environment" said Tri Palupi

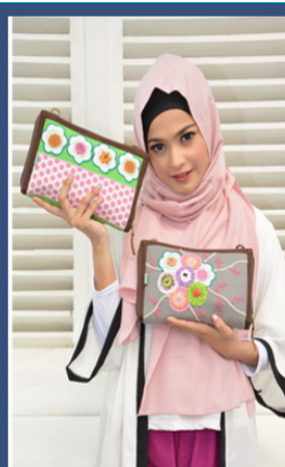
In terms of gender equality, the company today has recruited 10 new female employees from only 5 employees in previous year before the SCORE training. Such addition is welcomed, as it encourages the women to be more open and proactive at work. Maika has also accommodated them with new toilets for female.

### Attendance Rate (%)



### Rework Rate (%)





Products  
of Maika

Apart from business goals, SCORE Training also helps Management in improving and retaining their employment relation. To keep their employees motivated, management

does various activities that directly can benefit employees such as doing sports like football and volley ball after work, potluck or lunch together. To make the good bonding among employees,

Management held annually a family gathering where all employees have a chance to get to know each other and having fun with family.

## BEFORE



## AFTER



Storage areas look untidy before SCORE program was implemented. Now, all products are displayed orderly and storage areas become tidier with additional first aid box inside.

## BEFORE



## AFTER



The SCORE program is a training program initiated by ILO and funded by Swiss Secretariat for Economics Affairs (SECO) & Norwegian Agency for Development (NORAD). This program was developed and implemented by Ministry of Manpower Indonesia, Indonesian Employers Association (APINDO), The Confederation of Trade Unions and ILO.



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