



## COMPANY PROFILE

SME Name  
**Puspadi Bali**

Location  
**Kesiman Kertalangu Village,  
Denpasar – Bali**

Established  
**1999**

Products  
**Artificial legs and arms for  
disabled people**

Target Market  
**Domestic**

## SUSTAINING EFFICIENCY FOR BETTER VALUE

During the 90s, a Balinese man named I Nengah Latra was concerned about the fact that disabled people from Eastern Indonesia has to travel far away to Java Island just to get an artificial leg or arm. Even at that time, it cost a lot to travel, let alone ordering a customized product as expensive as that. Latra noticed that there are a lot of people in Bali who had an accident and lost their leg or arms. Moreover, there were also a significant amount of people who suffered from disease or genetic malfunctions. These people were desperately needed help, yet many of them could not afford the travel cost to Java or to order an artificial leg.

Upon witnessing such heart-breaking condition, Latra decided to build a foundation that gives access to disabled people to obtain artificial leg and arm for free. He even hires disabled people as workers, because he believes that they can better understand the difficulties experienced by their clients, so they can produce a better customized products that meet their client's needs.

The Puspadi Bali Foundation was then established in 1999. Today, it employs 60% of its workers are disabled people. In order to maintain their product quality and comfort, these employees received trainings from experts and college graduates of the Jakarta School of Prosthetics and Orthotics (JSPO). Puspadi Bali is also using the best material – imported from abroad – as well as the latest technology to manufacturing their products. In 2016, Puspadi Bali has helped more than 4000 disabled people from Bali and Eastern Indonesia in general.

However, managing such foundation to serve thousands of people is not an easy task. “We have some problems in the production side,” said Puspadi’s Finance & Account Manager, Ida Ayu Wiadnyani Manuaba. Other than production inefficiency, the work coordination did not run well due to insufficient information delivery. Inefficient of production process, time inconsistency of production and insufficient information delivery have resulted in many of their products



To improve the bonding quality between employees and management, PUSPADI Bali routinely held employee gathering.

## WHAT THEY SAY

“The SCORE training has transformed Puspadi in a better way. Our communication between the management and employees has been improved for the better and we become more open to each other.”

**I Ketut Gede Nesa Jatiana**  
Coordinator PeO Workshop



### Fitting and Walking Practice

As these artificial legs are customised, customers need to do fitting and walking practice to make sure the artificial legs are comfortable to use.

## WHAT THEY SAY

“After joining the SCORE training, we now have a lot of activities related to gender equality. We have started an equal responsibility for men and women at the foundation.”

**Ida Ayu Wiadnyani Manuaba**  
Finance & Account Manager



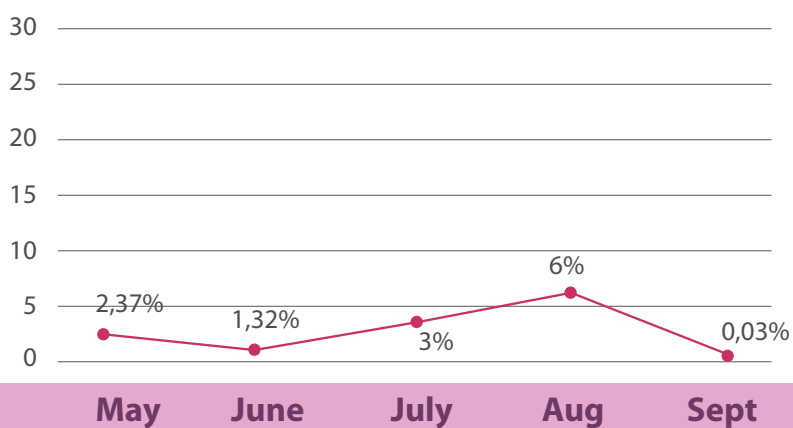
“The SCORE Training taught me how to be more organized at work, more tolerant towards our differences, and it change me to be a better person in general.”

**I Ketut Alit Ariana**  
Field Staff

“The SCORE training is a course aiming to improve company’s productivity and performance. It is the most complete and applicable course among similar courses. Taking the SCORE training is definitely a must for SMEs, as it could help them to better their business.”

**Jeff**  
BEDO Program Manager & SCORE Trainer

## Absence Rate (%)



being rejected. Not only that, even the workers were divided into few social groups, with each group refused to work together as one team.

After meeting with BEDO Program Manager, Jeff, discussing the situation at Puspadi at that time. He then recommended the SCORE Training to the foundation, with hope that it will improve the working condition in Puspadi Bali. The management finally agreed to join the training with The Employers’ Association of Indonesia (APINDO). They started their official training on May 2016.

The training started with commitment signing from all management and workers. Together, they activate an information board, made a suggestion box, conducted fire hazard management training, built an evacuation trail, discussed ways to save

energy usage, made a better log book, added more trash bins, formed a group in a social media to communicate to each other, and organizing a better preparation stage before production. They even organized several family gathering events.

Upon following the training, the communication between Puspadi’s management and their workers has improved significantly. This resulted in both management and workers agreed to work together as a team. They became more solid and able to solve problems related to inefficiency of time, raw materials, as well as energy usage. “There are three significant changes in Puspadi since joining the SCORE training,” explained Manuaba. “The first is the manpower efficiency in production, the second is energy usage efficiency, and the third is a better working attendance of our workers.”

### Production Process.

At Puspadi Bali employees are treated equally. In production process male and female employees are doing the same task.



The improved working condition brings a positive result. Their relationship with clients has improved, and it helps to ease the tension at work, as clients become more relaxed and comfortable in dealing with the workers.

### Improvement after SCORE Training

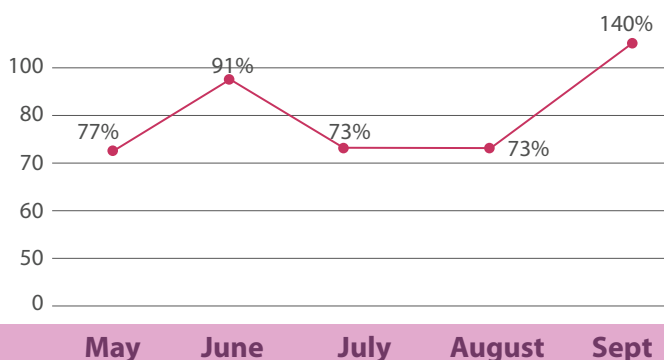
The most significant changed after SCORE interference is the energy usage per production. At the initiation of the program in May 2016, Puspadi used at least 155kwh per production unit and the number goes down at 72,5kwh per production unit at the end of the program in September 2016. This has shown a progress towards cost production saving and efficiency goals at Puspadi. The saving of energy usage

is also in line with Ankle Foot Orthosis (AFO) product. “After four months, there is a trend of declining energy usage,” Manuaba reported. “On June, we spend IDR 182,148 per unit AFO. The amount was reduced to Rp102,370 per unit AFO in September, so we managed to save energy as much as IDR 79,778. I believe this trend will continue and we can reach optimum efficiency for our production as well as our energy usage in the near future.”

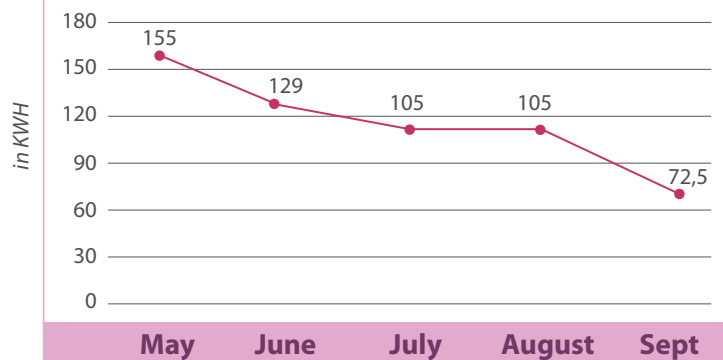
At the end of September 2016 Puspadi has done 140% of total efficiency within company from only 77% in Mei 2016. This number indicates that the SCORE Training implemented at Puspadi has contributed improvement to its business, productivity, and efficiency as well employment relation.

Now employees at Puspadi can take benefit from SCORE training. Most of them feel that they have been improved personally and professionally throughout the training. As to keep the momentum going on and to appreciate their contribution to Puspadi, management annually held family gathering where all the employees and family are off from work and having fun somewhere. This is done with the spirit to motivate and create a better working environment for better result.

Efficiency Rate Per Month & Per Unit (%)



Energy Usage per Unit





Artificial legs made by PUSPADI Bali. These legs have helped many disable people accross indonesia to enjoy walking like normal people.

### BEFORE



### AFTER



SCORE Training has improved employees' team work at Puspadi Bali to be more solid and efficient in a better environment. As the cause, now they benefit the lower internal reject rate.

### BEFORE



### AFTER



Inside of Pusapadi worker's drawer is currently arranged more neatly, thanks to SCORE program. This can facilitate workers when they want to use the equipments at work.



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.



Menara Thamrin Level 22 ILO, Jakarta - Indonesia

Phone: +62 21 3913112, Fax : + 62 21 3100766 +62 21 39838959

E-mail: [scoreindonesia@gmail.com](mailto:scoreindonesia@gmail.com), website: [scoreindonesia.net](http://scoreindonesia.net), Facebook: SCORE. Indonesia, Twitter : @SCORE\_Indonesia