



## Company Profile

SME Name	: PT Sukasari Mitra Mandiri
Location	: Semarang, Jawa Tengah
Established Year:	1992
Products	: Soy Sauce & Syrup
Target Market	: Domestic

## THEY SAY

*"SCORE is a down-to-earth program. It's not bombastic, but instead very applicable. It enables us to understand that workplace improvement does not only mean capital investment, but sometimes order and organization are enough to create cleaner workplace with better airflow and room temperature. I call this a simple but brilliant idea,"*

Berta Gantya Priyantara  
Production Manager  
PT. Sukasari

## Kecap Sukasari, Central Java's Signature Soy Sauce

### THE BEGINNING OF KECAP SUKASARI

The story of kecap Sukasari began with the arrival of a young Chinese man named Hoo Hian Loang to Indonesia in 1930 to sell tofu. He knew the food was a favorite among Indonesians, but the unstable market drove him to create something else. Hoo decided to start a business of soy sauce or kecap with signature sweet flavor and called the product Kecap Piring Lombok.

The small venture grew up and large. Hoo later on passed the company's leadership to his son, Hadisiswanto (Hoo Giok Siang), who managed to bring Kecap Piring Lombok to the national level and expand the market to Kalimantan, Sumatera, Sulawesi, Bali and Madura.

In 1990, Kecap Piring Lombok formed a joint venture with a national-scale food producer. However, the partnership only lasted for a year and Hadisiswanto lost the brand of Piring Lombok. But it did not deter him to establish a new business under a new company called PT. Sukasari Mitra Mandiri, which does not only produce soy sauce, but also syrup, chili sauce and vinegar with the brand name of Sukasari.

Nevertheless, the incident in 1990 left a scar for Hadisiswanto, and led him and her wife Lenawati Pudjoastuti to maintain the marketing area of PT. Sukasari in Central Java. They also opted to go for middle and lower income bracket of society to differentiate their products with others in the market.

### ENTERPRISE IMPROVEMENT EFFORT

Since its conception in 1992, PT. Sukasari is committed to churn out halal, safe and quality products, and the company strives to improve itself to maintain the family business. They are concerned with productivity and efficiency increase and reducing product defect. Through accurate and directional improvement, the company believes their products will continue to be desired by most people in Central Java.

To reach the goal, PT. Sukasari has participated in many trainings, they even hired consultants to overcome vital issues. Despite the some of the results being under expectation, PT. Sukasari keeps on producing efforts to improve.

## DIVISION HEADS JOINING THE EIT MEETING ONCE A WEEK



### DISABILITY CANNOT STOP HIM



Berta Gantya Priyantara  
Production Manager  
PT. Sukasari

#### THEY SAY

*“The program is very systematic and integrated. The improvement within the company will be documented well, which is why BP2TK Central Java has adopted several parts of the training module.”*

Masduki  
SCORE Instructor  
BP2TK

#### THEY SAY

*“I’ve seen gradual changes, particularly related to communication and cooperation in the workplace. We rarely had meeting, leading to lack of rapport. Now, we meet at least once a week between division heads joining the EIT. This meeting is so important because we’d find out about the troubles and obstacles faced by other production units. Together we try to find solutions,”*

Suci Wahyuni Djohan  
Quality Control  
PT. Sukasari

In 2014, PT. Sukasari management met with Berta Gantya Priyantara, whose expertise deals with product improvement and development. He was soon recruited to be one of the company’s production manager. Berta is a person with disability. He lost one of his legs in 2007 due to a motorcycle accident that almost killed him.

“My leg was decaying because of internal bleeding. The doctor then decided to amputate it,” Berta said. He admitted to have been sinking into deep sadness for a while, before he realized that life must move on instead of going backward. He was optimistic that he could still become a productive member of society despite the physical limitation. Berta never regretted the unfortunate incident as he believed there is a reason behind it.

Three months after being released from hospital, a company asked him to become their culinary consultant. Berta was allowed to come once a week, and the rest of the consultancy can be done through phone calls.

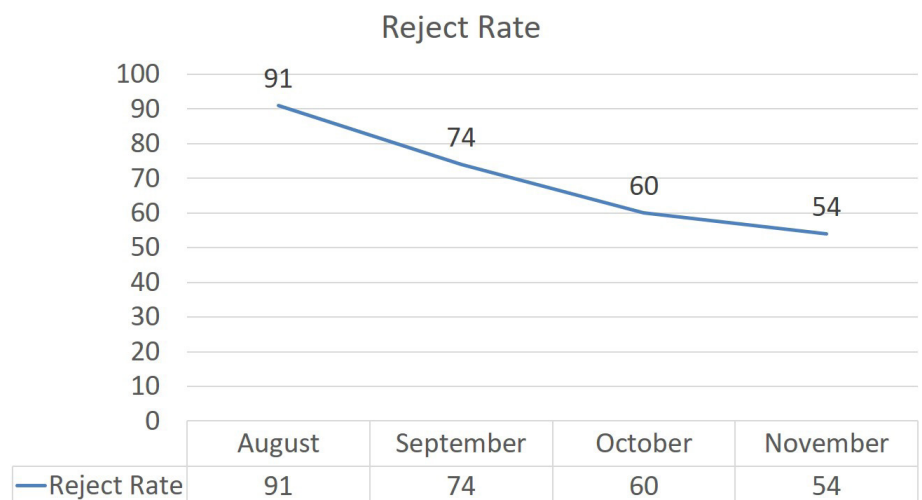
The collaboration with PT. Sukasari has been going on for a year now. He admitted that the company has yet to provide special accommodation for employees with disability.

“But I have never faced discrimination here. The company really treat me as professional and they truly appreciate my presence and my input,” he asserted.

One of the rewards for Berta was the company’s participation in the program on sustainable productivity increase by SCORE. “When I read the profile of SCORE program, I immediately spoke with the company’s management. I told them to not be pessimistic and give the opportunity for the ILO’s program to be implemented at PT. Sukasari. They finally approved,” Berta explained.

The management’s hesitation, according to Berta, was not baseless due to the experience in the past. However, Berta said the management was attracted to the fact that SCORE program includes mentoring and counseling, where the instructors come to the company to help and facilitate the improvement process. They provide feedbacks that can immediately be applied in the company.

For Berta and the company’s management, SCORE program provided a glimmer of hope for the progress of PT. Sukasari.



Reject rate gradually reduced after the implementation of SCORE program



## PT. SUKASARI MITRA MANDIRI NOW SEES EMPLOYEES AS MORE THAN MERE INSTRUMENT BUT INSTEAD AS THE

### SCORE : DOWN TO EARTH AND NO-NONSENSE

PT. Sukasari had the opportunity to participate in the SCORE training program, a partnership between ILO and Central Java Provincial Productivity Training Center (BP2TK) in 2014.

Upon the completion of the first module on cooperation in the workplace, Berta and several other employees immediately established a company improvement team (EIT). The small team identified the problems and concluded that they needed to hold several activities to improve cooperation and organization in several areas in the company.

"I didn't play a dominant role in the EIT. I let other employees to be more active, to engage in discussions and make important decisions related to cooperation in the workplace. I was just assisting and facilitating them," Berta said.

SCORE had only been implemented about six months, but several changes already occurred in the workplace, which was confirmed by Suci Wahyuni

Djohan from Quality Control division.

"I've seen gradual changes, particularly related to communication and cooperation in the workplace. We rarely had meeting, leading to lack of rapport," Suci said.

"Now, we meet at least once a week between division heads joining the EIT. This meeting is so important because we'd find out about the troubles and obstacles faced by other production units. Together we try to find solutions," she said.

Moreover, there is an announcement board to convey official information from the company, to avoid rumor and misunderstanding among employees. "If the information is based on hearsay, the accuracy cannot be accountable," Suci said.

She added that workplace cleanliness and order had been improving, such as the used of plastic containers to replace wooden ones to reduce incident of broken bottles and to create more

orderly and organized placements.

Meanwhile, Adi Ismawanto from personnel department stated, "The implementation of the first module, cooperation in the workplace, enables EIT team to identify the issues on work healthy and safety (K3) from early on. For example, the cables at the area of bottle cleaning were tangled, but now cable trays have been installed to prevent short circuit and fire and to make it easier to fix the electricity when needed."

Berta said that even though they only got through the first module, cooperation in the workplace has been improved. "We engage employees in solving the problems in the workplace, so they are more aware of the issues. Their involvement improves the work atmosphere and cooperation spirit. Employees are more eager to come to work because their voices are heard," he said.

PT. Sukasari, according to Berta, now sees employees as more than mere instrument but instead as the company's asset.

"Cooperation improvement requires good

The QC Laboratory is now decent and sufficient after the implementation of SCORE program. It was too small and insufficient before.



BEFORE



AFTER





## Products of Sukasari

PT. Sukasari Produces Soy Sauce and Syrup

intention from the management and the employees. The role of SCORE is important in this case to guide PT. Sukasari toward the change."

SCORE instructor, Masduki, from BP2K, reiterated that the key of success of a company to improve work condition is cooperation in the workplace. The management and the rest of the employees would create positive synergy that would lead to production

increase.

He added that SCORE is a beneficial productivity program to help small and medium scale companies. "The program is very systematic and integrated. The improvement within the company will be documented well, which is why BP2TK Central Java has adopted several parts of the training module.

"SCORE is a down to earth program. It's not bombastic, but instead very applicable. It enables us to understand that workplace improvement does not only mean capital investment, but sometimes order and organization are enough to create cleaner workplace with better airflow and room temperature. I call this a simple but brilliant idea," Berta said, smiling.

Wooden containers were used before the implementation of SCORE program, causing many broken bottles. After SCORE program, the containers are replaced with those of plastic material.



BEFORE



AFTER

Chaotic electrical wire installation in washing room, before implementation of SCORE program. Now proper wiring are installed.



BEFORE



AFTER



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