



International
Labour
Office
Geneva

SUPPORTING SMALL AND MEDIUM-SIZED ENTERPRISES TO GROW AND CREATE BETTER JOBS

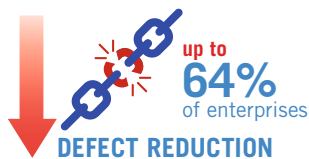


SUSTAINING COMPETITIVE AND RESPONSIBLE ENTERPRISES

Over **880** enterprises
trained in Phases I & II

More than **217,000**
employees have benefitted
from enterprise improvements

SCORE Training Results



Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

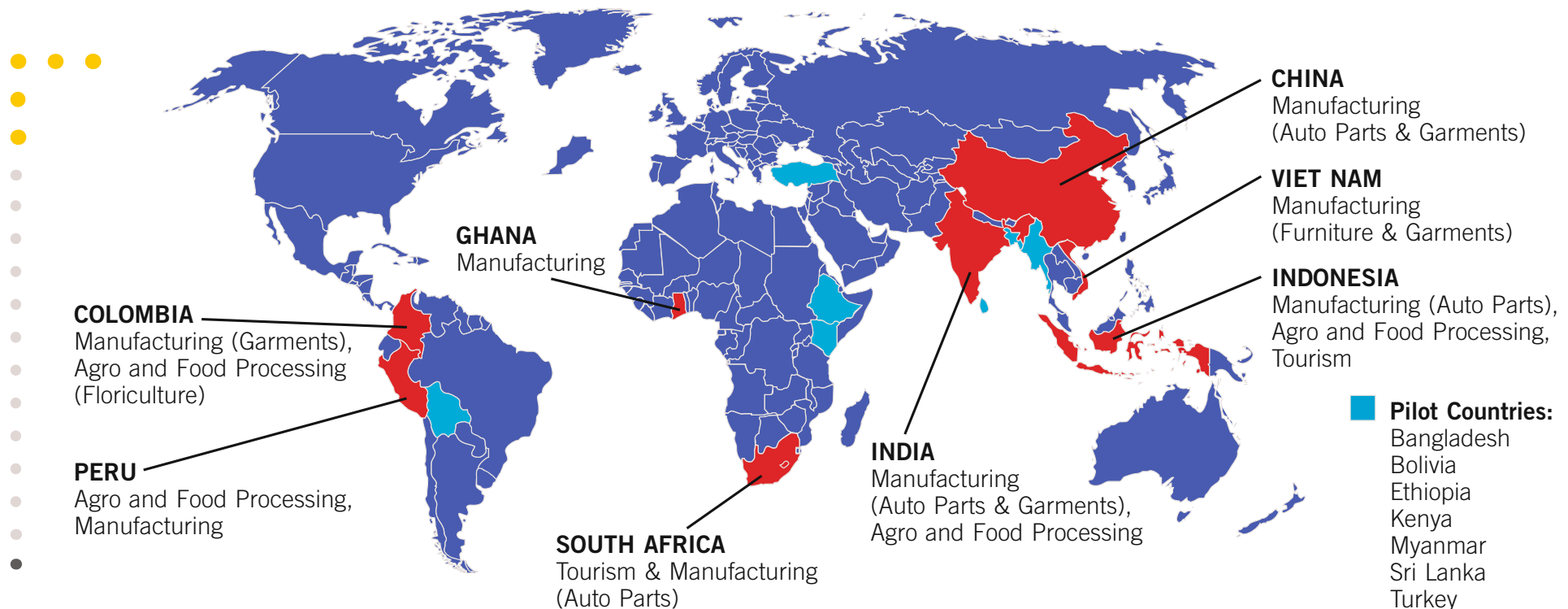
SCORE Training focuses on developing cooperative working relations resulting in shared benefits. The five SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. Each module includes a two-day classroom training for managers and workers, followed by on-site consultations with industry experts that help to put the training into action in the workplace.

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. The SCORE Programme is managed by a global team based in ILO Country Offices and Headquarters, supported by the Governments of Switzerland and Norway.

SCORE COUNTRIES AND SECTORS

The SCORE programme is funded by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development Cooperation. Under Phases I & II of the programme over 880 enterprises and over 217,000 staff were trained in programme countries.

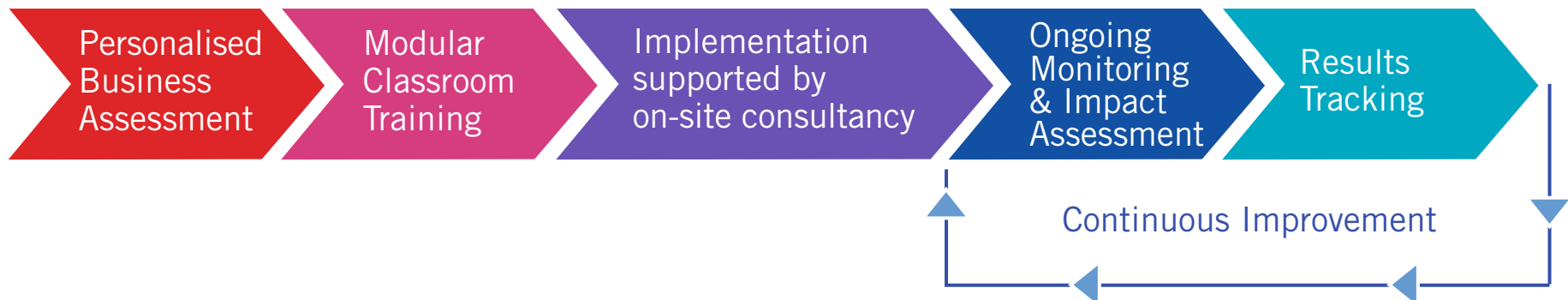
The programme is active in 8 core SCORE countries: China, Colombia, Ghana, India, Indonesia, Peru, South Africa, and Vietnam with activities in several pilot countries including: Bolivia, Turkey, Sri Lanka, Myanmar, Ethiopia, Bangladesh and Kenya. In Phase III, the programme will continue its work to ensure that national partners are ready to independently promote and deliver SCORE over the longer term.



THE SCORE TRAINING PROCESS

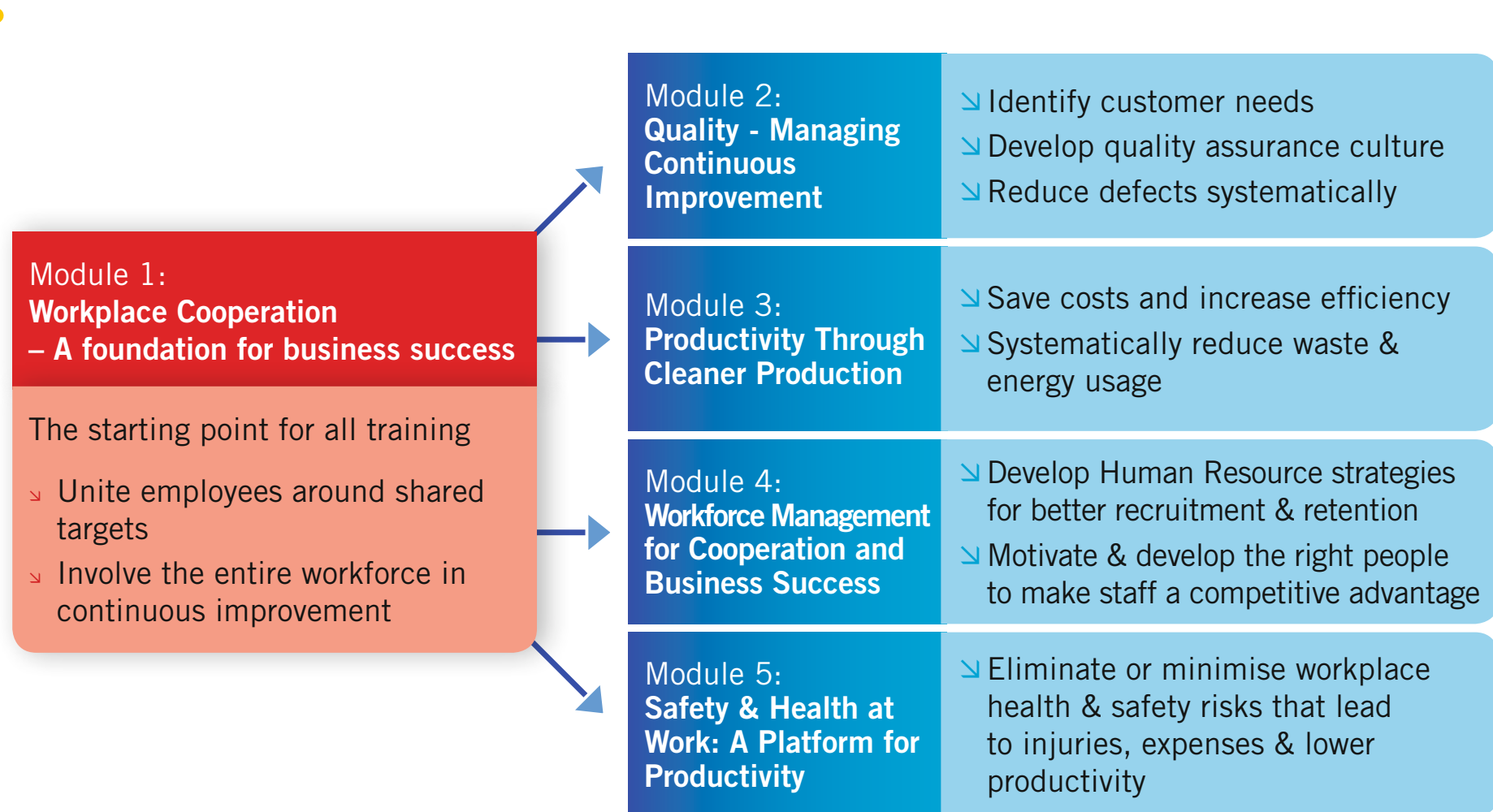


Training for each Module begins with a two-day workshop facilitated by an expert. Four to five enterprises are trained together in the workshop and each enterprise is represented by four participants: two managers and two workers. After the workshop experts visit the enterprises to offer advice and support as the training is put into practice.



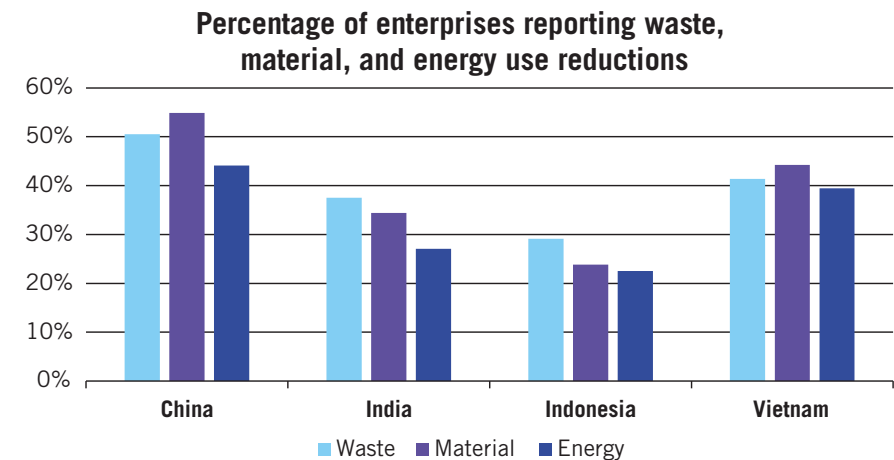
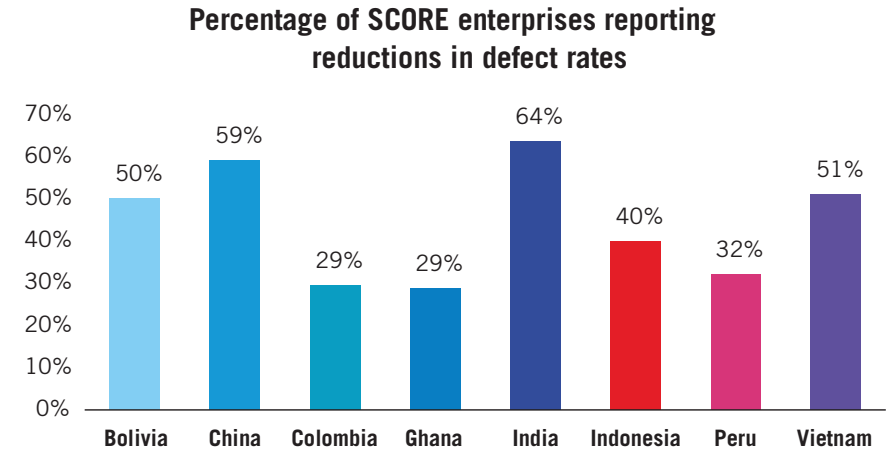
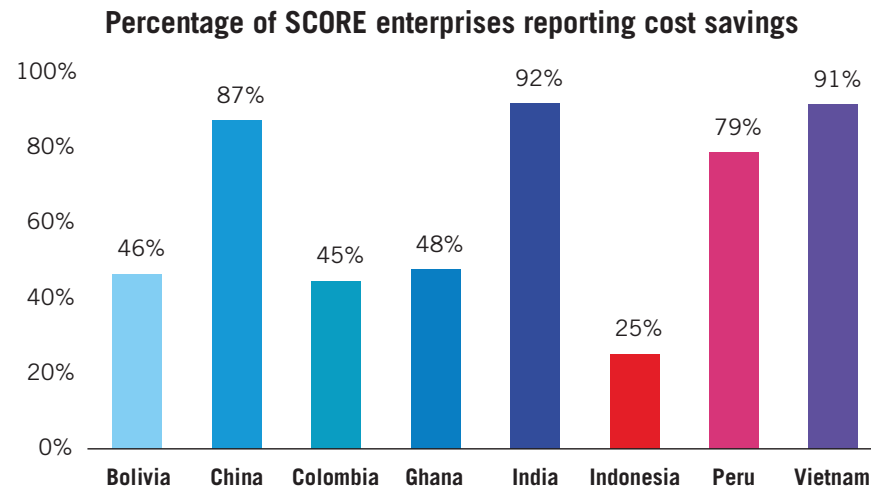
THE SCORE TRAINING MODULES

All enterprises start the SCORE Training with Module 1: Workplace Cooperation – A Foundation for Business Success. Further modules are then selected based upon priorities decided upon during the baseline assessment.



KEY SCORE TRAINING IMPACTS AT THE ENTERPRISE LEVEL

The SCORE programme has developed a Monitoring and Evaluation database, which makes it possible to track the impacts of the training on a range of performance indicators. The graphs presented here are extracted from SCORE's database (October 2016).



THE SCORE “WIN-WIN”

**FOR SME OWNERS AND
ENTERPRISE CLUSTERS**

- > Increased access to national and global markets as more able to meet buyer and labour law requirements
- > Healthier, more motivated employees and improved workplace relations
- > Lower waste and defects leading to lower costs and higher productivity
- > Opportunity to network and share new practices

SME WORKERS

- > The chance to improve safety and solve problems, creating a healthier and better place to work
- > A voice in the enterprise, and a chance to contribute to and benefit from growth

NATIONAL AND INTERNATIONAL BUYERS

- > More competitive suppliers with better compliance
- > Lower reputation risk from poor supplier practices

COMMUNITY BENEFITS THROUGH SUSTAINABLE GROWTH

In SCORE Training SMEs are supported to enhance worker-manager cooperation and create safer, more efficient and more productive workplaces. This in turn, raises competitiveness and increases the potential for the businesses to grow and bring more and better jobs to local communities.

The promotion of environmentally-friendly practices is integral to the training, as an important factor for sustainability, worker health and frequently, a source of cost savings. For example, participating firms are supported in efforts to reduce waste, recycle, safely handle pollutants and on many other steps towards a “greener” enterprise. Such improvements help ensure a healthier community, improve business access to export markets (through improved compliance), and help to make the final product more attractive to increasingly environmentally conscious end consumers.



Vietnam: Scrapwood from flooring & furniture manufacturing is used to create new products such as cutting boards.



CEO Maria Satiautri meets with an employee.



A SCORE CASE STUDY FROM INDONESIA

SCORE Training helped Maria Satiautri, Founder and CEO of PT. Spa Factory Bali, enhance the effectiveness of her organisation and lay the foundations for future success.

In 2002, Maria Satiautri had a dream of starting a career selling spa products. Thirteen years on she is the proud owner of PT. Spa Factory Bali. From humble beginnings operating from her home with just 1 employee, the company now occupies a prime 1,450 m² factory with 32 full time employees and is selling its products through a number of international and local hotels and resorts.

When the company joined the SCORE Training programme it was growing in the face of fierce competition, and Maria was conscious that aspects of general management were limiting the Spa Factory Bali from reaching its full potential. The company completed the first SCORE module early in 2015 and made impressive progress, particularly in two areas:

- 1. Workplace Organisation:** 5S was introduced in various work areas including the warehouse, production and office areas.
- 2. Communication and Workflow:** Improvements were introduced to aid workflow, particularly where more than one department was involved in a project.



①



②



③



④

- ① A regular meeting of the EIT Team with workers and managers.
- ② The growth of the company has led to new prime premises at Ungasan, Bali.
- ③ Staff member working in the product development laboratory.
- ④ On-site daycare is provided for employees.

“After the SCORE Training, I encouraged employees to take a more active part in discussions and in issue mapping. I knew this was essential as this training emphasises the central role of employees as the agents of change: thus, when a change is necessary, the initiative originates from the employees.”

**Maria Satiatri,
Founder & CEO**

In conjunction with improving communication and workspace organisation, an Enterprise Improvement Team (EIT) was formed and a suggestions system was introduced. Employees communicated issues and ideas through the suggestion boxes and were happy to work alongside managers to resolve issues and implement ideas, particularly in the warehouse. The EIT worked to ensure that the 5S activities were sustainable, and to build enthusiasm across all production lines and offices.

Maria found that before SCORE Training, she was losing her enthusiasm for her work because of the weight of routine problems. *“I didn’t have sufficient knowledge to run a factory, but I am now learning from SCORE,”* Maria says. One of the things she now realises is how important it is to train staff – including having them

join the SCORE Training. *“I see the SCORE Training as a remarkable training for all employees. They (the employees) often fail to do something ... because they do not know how to do it – for example, storing the products in the warehouse appropriately. This is the kind of knowledge that we have now acquired through SCORE.”*

PT. Spa Factory Bali has now completed all five SCORE Training modules. The company has reported a wide range of benefits, including a sustained reduction in absenteeism, the introduction of a health and safety committee, job descriptions for all staff members, a machinery maintenance system and important cost savings across the company. The EIT meets around 3 times per month and completed over 20 enterprise improvement projects coming from staff suggestions in 2015.

“Since the workplace now is clean and orderly, the workflow and communication work well, time goes by so fast! Suddenly it is time to go home. I feel at home here: this is like a second home for me.”

**Thoyibun Riki Mat Hora,
Assembling Supervisor**

• • • TOOLS FOR SUCCESS: • HOW SCORE PROMOTES CONTINUOUS IMPROVEMENT

The Enterprise Improvement Team

The first action that participants usually take following the two-day SCORE Training is to form an Enterprise Improvement Team (EIT). The EIT brings together workers and managers to identify issues to be addressed and create an Enterprise Improvement Plan. For some enterprises, the idea of workers and managers discussing issues together is innovative in itself. Even in firms where meetings take place, communication is often top-down, providing little or no opportunity for workers to share their concerns or their ideas for improvements.

The formation of the EIT may seem like a small step, but it is the key driver of a culture change, which promotes workplace cooperation, continuous improvement and innovation.

Sharing ideas: employee suggestion schemes

An employee suggestion scheme is a systematic way for workers to share their ideas for improving the workplace and business operations. As the people who carry out the processes all year around, machine operators, assembly workers, maintenance people and other shop floor workers know better than most where time is wasted or problems arise. They often have excellent ideas on how



Gathering employee suggestions

to avoid these, but feel unable to speak up. A suggestion scheme is one answer to this and can lead to new ideas being shared that improve efficiency and quality as well as giving workers an increased sense of engagement in the enterprise.

“This programme gives staff the power to manage their own working space, which keeps them motivated and gives them skills that they can apply in their private lives”

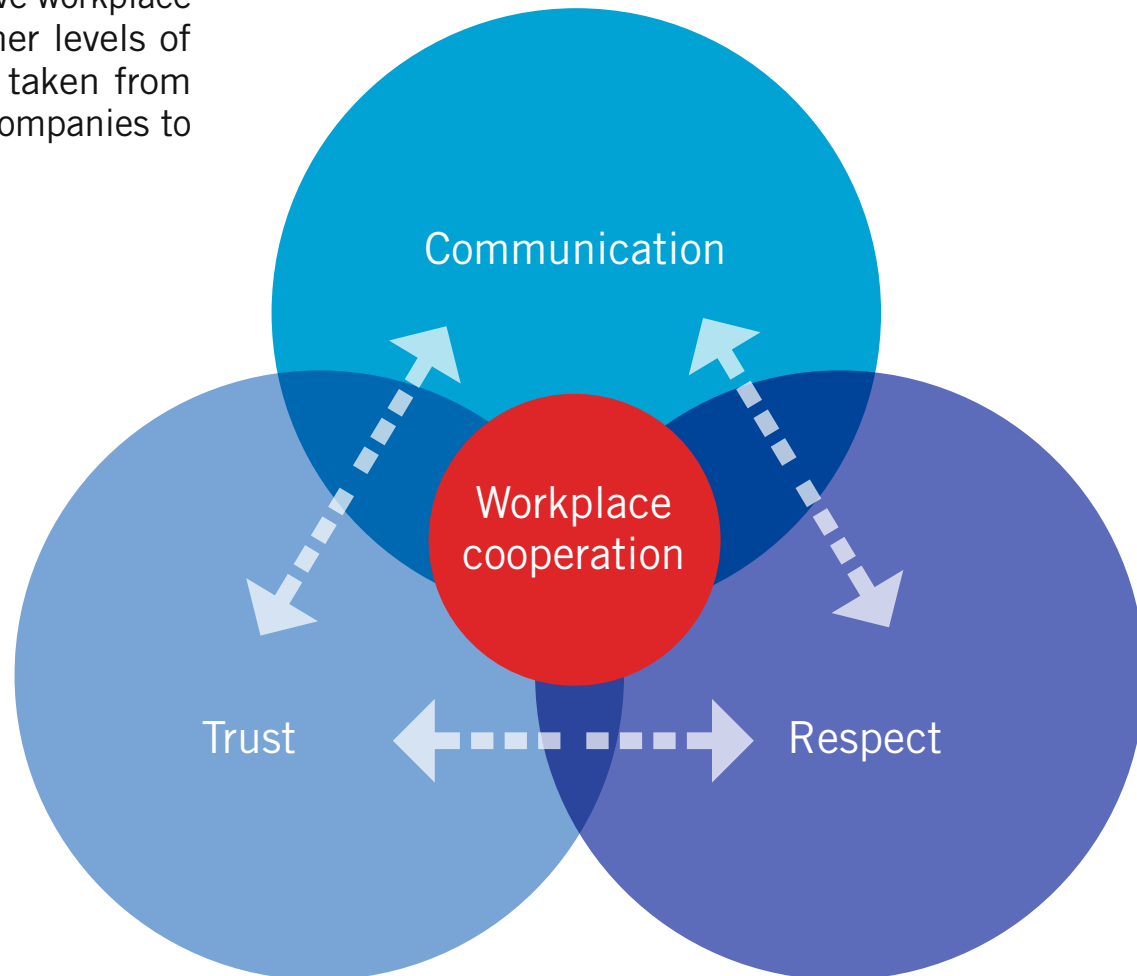
Ms. Mpho Mudau,
Hospitality Services Manager,
Letaba Rest Camp, South Africa

“We have been able to realize the strength of team work, I feel special to be a part of the improvement team”

Suraj Singh (Quality Dept),
Arvind Engineers, India

ESSENTIALS OF WORKPLACE COOPERATION

Workplace cooperation is based on trust, mutual respect and confidence built on good communication and information sharing. SCORE Training introduces various tools to managers and employees that improve workplace cooperation and help SMEs move to higher levels of quality and productivity. These tools are taken from worldwide best practices used by leading companies to achieve outstanding results.



MORE SCORE TOOLS

Measuring improvements

SCORE Training incorporates two types of measurement of change. The first is the gathering of pre- and post-implementation data. Yes-No indicators are used to record whether the company has important policies or practices in place e.g. a health and safety policy or regular workplace meetings. Other indicators track changes relating to productivity, physical conditions and matters relating to employees, e.g. defect rates, accident rates and employee turnover.

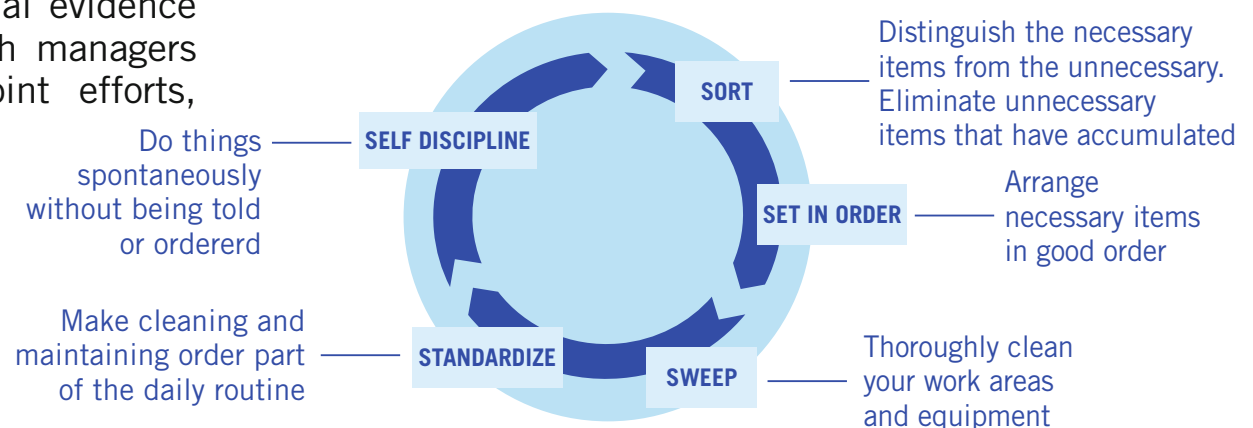
The second form of measurement promoted in SCORE Training – Visual Measurement – is inspired by the 5s approach to continuous improvement. Before and after photos are taken and displayed, so everyone can see the difference that can be made by mostly simple, low-cost actions. Both this visual evidence and the more classical data, show both managers and workers the benefits of their joint efforts, fuelling a continuous program of change.

The application of 5s

5s is an excellent way to build workplace cooperation because it relies on teamwork and joint problem solving. The name “5s” comes from the Japanese words used for five “housekeeping rules”, which all begin with the letter “se” (or “shi”).

In many enterprises, basic work organisation and untidiness create an important drag on productivity, increasing retrieval times and creating delivery delays, problems with raw material expiry, increased accidents and losses through breakage. 5s provides a simple system that enterprises can easily implement to avoid these types of issues.

THE KAIZEN 5S IMPROVEMENT CIRCLE





1. Total Produksi	—	17.97
2. Total Reject	—	IND = 2
3. Complete Delivery	> 80%	
4. On Target Delivery	> 50%	
5. Late Delifery	< 30%	
6. Sumber Daya Manusia	TOTAL	stat
	121	1
7. Total Jam Kerja	248.740	YTD:
8. Kasus First Aid (KFA)	1	YTD:
9. Lost Time Injury (LTI)	1	YTD:
10. Fatality (FTA)	0	YTD:

> Tracking data.



> Recognising staff achievements.



> **Before:** A disorganised and uncomfortable work station.



> **After:** The workstation is reorganised for greater comfort and efficiency.



WHAT PARTICIPANTS SAY ABOUT SCORE TRAINING

"Our working environment has been changed greatly. It's now clean, organised and well-labeled. I feel more satisfied and relaxed at work. I have lower defect rates, less complaints from customers and gain recognition from managers."

Wang Ling, Employee,
Dailan Kahui Electronic Co., China



"The working process is more efficient now. It previously took five days to produce 100 garment pieces, but now it only takes four days."

Muzayinah,
Quality Circle supervisor, Colombia

"The trainer gave us a push. They monitored us to make sure the various projects we initiated were being done and encouraged us to continue when we were slacking in a way."

Eva Gaizer, Quality Assurance Manager,
Dannex, Ghana

“We didn’t think there was room for improvement. It was only after we participated in SCORE Training that we realized a lot of things could be improved and that they were within our financial capability.”

Ratri Sapta, HRD director,
PT. Lestari Dini Tunggul, Indonesia

“These improvement activities were initiated and implemented by the employees, which for us, is the most important and meaningful achievement.”

Nguyen Cong Tran, Deputy Director,
Phu Tai Jsc., Vietnam

“With the SCORE Module 1 initiatives – simple yet highly effective – our teamwork has strengthened and worker’s job satisfaction and motivation has increased.”

Shrikant Vaidya,
Heavy Equipment Ltd., India

“My business has definitely benefitted. We’re doing things more efficiently. There’s greater staff involvement and better customer service. I was not really convinced that SCORE would have any value for my business. It took one day of training to change that view completely.”

Andrew Attwood, Owner,
Antbear Guest House, South Africa

87% Global average rate
of satisfaction with
SCORE Training



The programme

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SCORE Training is an integral part of ILO's Small Enterprises Unit, developed and implemented with the support of the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD).



SCORE Global Programme

Michael Elkin
Chief Technical Advisor
Small and Medium Enterprises (SME)
Enterprises Department
ILO Geneva
elkinm@ilo.org
Tel. +41 22 799 67 79



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