

# **SCORE Training Introduction**

## **Sustaining Competitive and Responsible Enterprises**



# What is SCORE Training?



How to improve:

- Working conditions (HR, OSH etc.)
- Quality and productivity
- Environmental footprint
- Competitive in national and global markets

... by improving cooperation between workers and managers



# Target group: SMEs

## Firms with 50-250 employees



- SMEs employ 95%+ of the world's working population
- SMEs = main source of employment in developing countries and also severely affected by the global economic crisis
- Often under the auditing radar of national and global buyers
- Capacity to upgrade and become 1st or 2nd tier suppliers

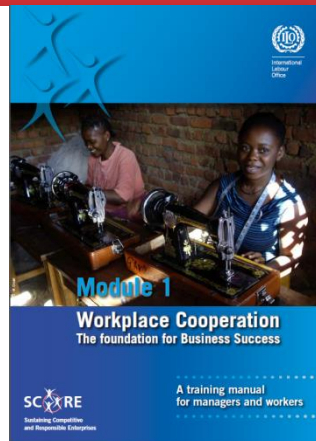




# A modular programme



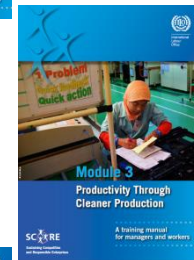
Module 1:  
**Workplace Cooperation**  
– A foundation for business success



Module 2:  
**Quality - Managing Continuous Improvement**



Module 3:  
**Productivity Through Cleaner Production**



Module 4:  
**Workforce Management for Cooperation and Business Success**

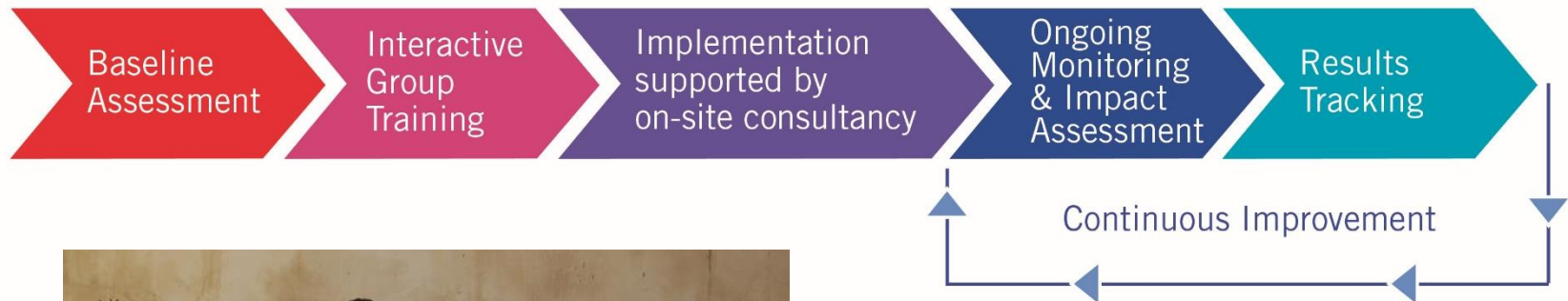


Module 5:  
**Safety & Health at Work: A Platform for productivity**





# Training Process



# More motivated people



- Improvement teams created in all firms
- Employees across the organisation get involved
- Upgraded worker facilities
- Suggestion schemes introduced
- Decreased staff turnover and absenteeism



# Higher productivity



*Before SCORE*



*After SCORE*

- Productivity improvement range from 15 to 50%
- Delivery improvement range from 70% to 90%

# Better quality products



- Key motivation for managers
- 100% of firms improve in this area
- Realisation that workers play a crucial role in product quality





# Higher time efficiency



*Before SCORE*



*After SCORE*



Schweizerische Eidgenossenschaft  
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Dipartimento federale della formazione e della ricerca DEFR  
Segreteria di Stato dell'economia SECO



# Safer working environments



*Before SCORE*



*After SCORE*

- Wide variety of OSH improvements
- Also linked to improvements in general cleanup, lighting and ventilation

# Who benefits?



## SMEs

- Increased productivity and quality, as well as healthier, more committed employees
- Improved access to market opportunities – local, national and global

## WORKERS

- Less “race to the bottom” and possibly opportunities for more productive and decent work in workplaces that are in compliance with national standards

## LOCAL CLUSTERS

- Improved capacity for SME upgrading among local associations and business development service providers
- Joint action between enterprises to address common problems

Indirect benefits to:



## TARGET SECTORS

- More competitive suppliers
- Decent employment opportunities safeguarded

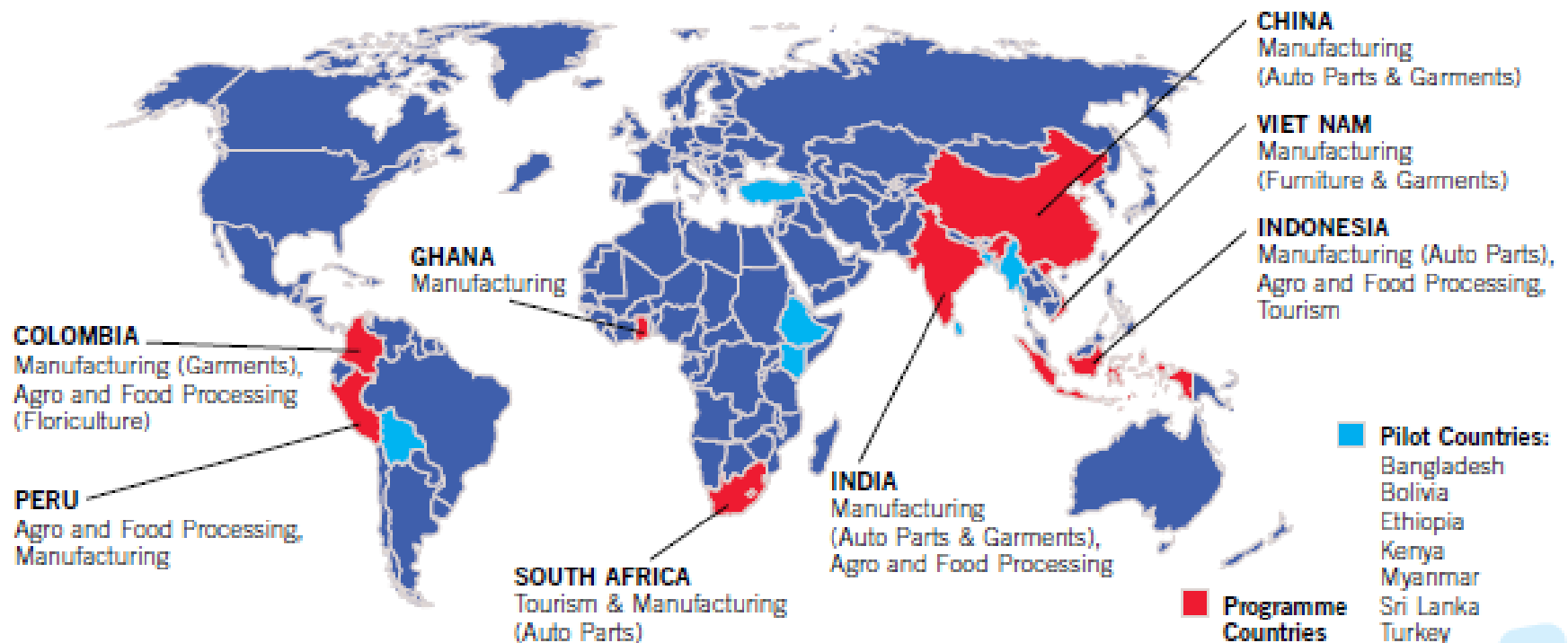




# Operating globally across industries



## Countries where SCORE Training has been implemented



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Norad



# SCORE Training Results



Over **1,000**  
**ENTERPRISES**  
trained across **15 countries**

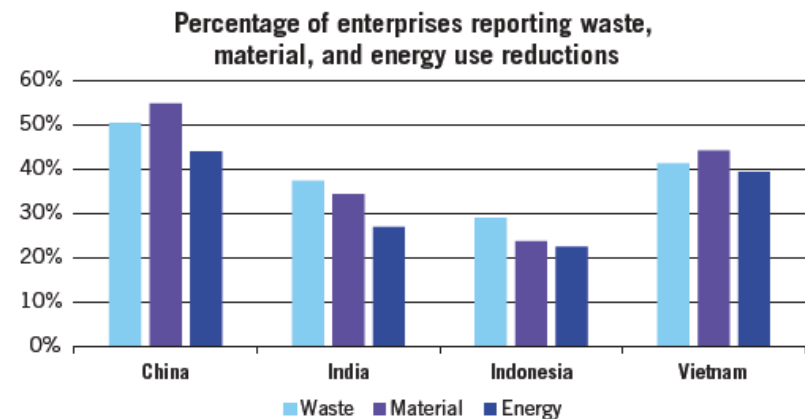
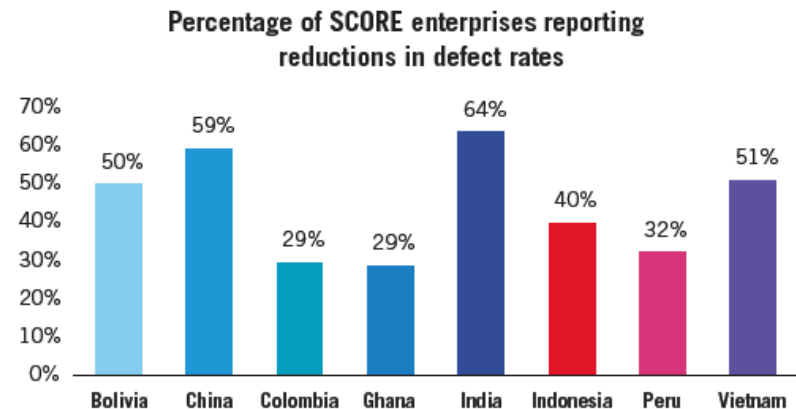
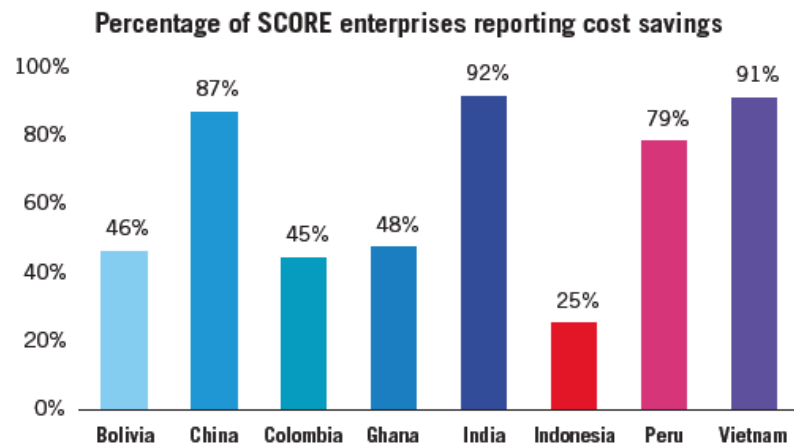
Skills built of  
over **8,000** **WORKERS AND MANAGERS**



# 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).



# SCORE Training Participation



8,750+ managers and workers

- 49% middle - upper management
- 51% workers
- 32% women



as @Dec 2016



# SCORE Training Participation



- 1120+ SMEs
- 266,890+ total workforce benefited from Improvements
- Global satisfaction rate:  
**88%**



as @Dec 2016

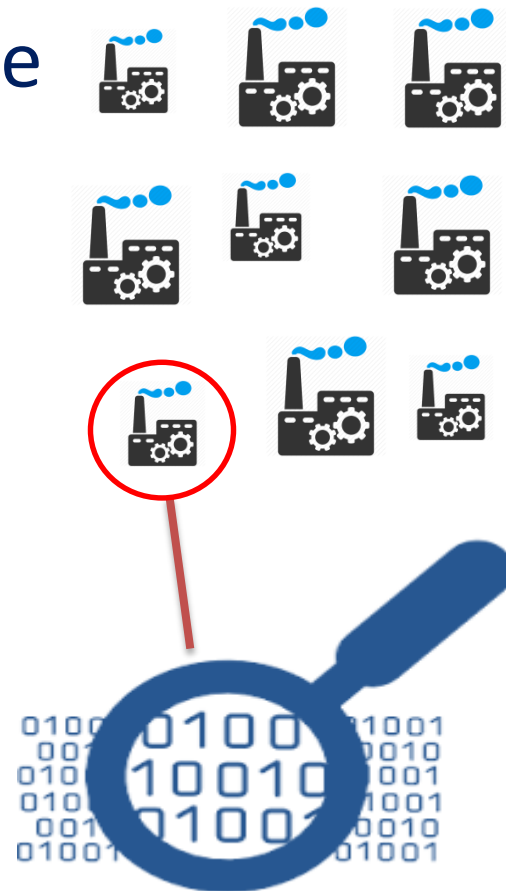




# Performance Measurement



- Learn to measure performance
- Allows firms to see impact of the Training in daily business
- Increased visibility of impact increases uptake of further SCORE Training modules



# Case Study: CV Kreatif Bali Trading (2016)



- Garment company (export)
- SCORE implementation result:
  - Better result for social compliance audit
  - Efficiency increased from 46% to 87%
  - Energy consumption is down by 27% due to the simple renovation resulting energy efficiency in the working area (pics below)

*Before SCORE*



*After SCORE*



# Case Study: CV Kreatif Bali Trading (2016)



- SCORE implementation result:
  - Reject rate decreased by 5%
  - Benefit from 5S activities: USD 60,150 gained from reselling the reject products that were abandoned before

## WAREHOUSE



*Before SCORE*



*After SCORE*



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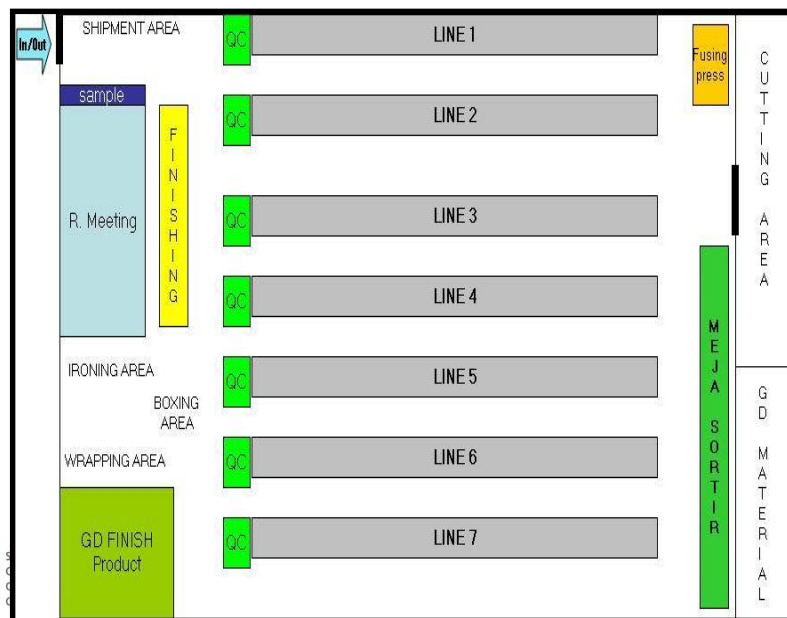
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# Case Study: Lestari Dini Tunggul (2012)

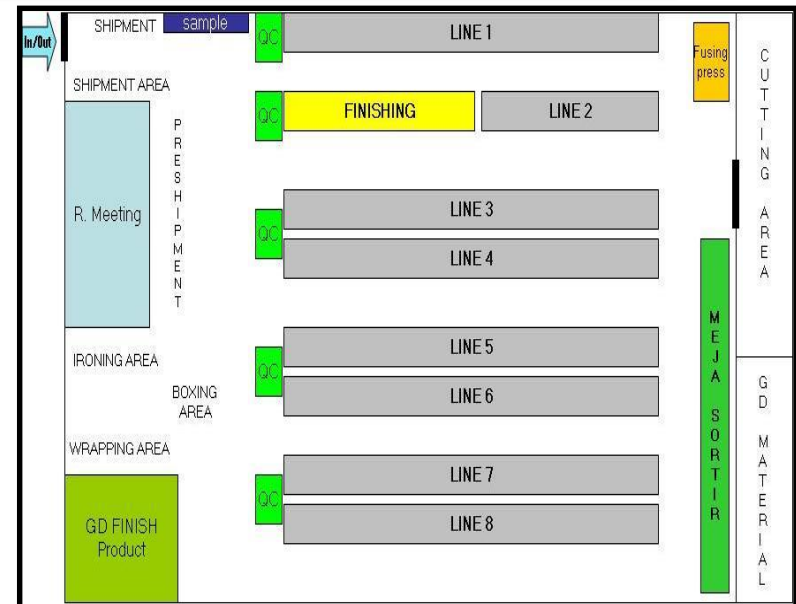


- Garment Company in Indonesia (export market)
- Improvement made: Re-layout work floor, 5S for storage and production floor
- Result: Productivity increase 80% , Sales target increase 60%

*Before SCORE*



*After SCORE*





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*Before SCORE*

*After SCORE*

## WAREHOUSE



For more information see: [www.ilo.org/SCORE](http://www.ilo.org/SCORE)  
Or contact: [SCOREglobal@ilo.org](mailto:SCOREglobal@ilo.org)

Thank you

