



SCORE Egypt

A case study from

ADM
(Shabana Group)

SCORE TRAINING FOSTERS A MORE ENJOYABLE WORKING ENVIRONMENT AND INCREASES EFFICIENCY

COMPANY PROFILE

SME:	ADM (Shabana Group)
Location:	Obour, Qalyoubia, Egypt
Staff:	132 employees
Established:	2008
Product:	Decorative, paints, adhesive and measurement products

SCORE Modules Implemented:

Module One:

**“Workplace Cooperation-
A foundation for business
success”**

Module Two:

**“Quality – Managing
Continuous Improvement”**

Karim Galal, Quality Control Manager at ADM (Shabana Group) says that the factory, which manufactures painting tools and accessories, suffered immensely from the lack of effective communication between workers and management. Workers did not have common quality standards, and they were resistant to change.

After joining ILO's SCORE first and second modules on "Workplace Cooperation – A foundation to for business success" and "Quality – Managing Continuous Improvement" by the ILO as part of the SCORE Training, the gap between workers and



Before

After

management diminished, as they raised their awareness and were able to reach common ground where production quality is at the forefront of priorities.

The management started simple, yet extremely effective steps that boosted the workers' morale, such as providing water coolers, cleaning workers' restrooms regularly, adding fans at the cafeteria, and handing out emergency flashlights at night shifts.

Afterwards, they started to take bigger steps, such as forming a committee to receive suggestions and complaints, and scheduling regular meetings between management and workers' representatives.



A contributing factor for success was also that the company had previously benefited from the Training for Employment programme, another ILO toolkit that helped the company recruit qualified workers, and provided them with the necessary knowledge on their rights, duties, occupational safety and health, and career progression.

The training's impact was even reflected on the company's strategy as it started to adopt modern methods in strategizing and market research. For example, they created a survey to better understand their customers and their preferences in tool design, which focused on the company's effort on choosing which products to focus on, and which they should stop manufacturing.

"The training I received really impacted me. I have changed, my work is more visible now, and I am on the verge of being promoted from technician to supervisor."

Bilal Al Saeed,
Technical Worker

SCORE Training's impact was quite significant, workers now feel motivated and ready to work, ensuring the sustainability of the training and its continuous effect on the environment even after it has been concluded.



SCORE Egypt

A case study from

SHM Industries

Workers developed a new methods for safety of working on heights

HAZARD AND RISK REDUCTION LEADS TO ENHANCED PRODUCTIVITY AT SHM INDUSTRIES

COMPANY PROFILE

SME:	SHM Industries
Location:	Obour, Qalyoubia, Egypt
Staff:	184 employees
Established:	1997
Product:	Tanks and fuel tanks

SCORE Modules Implemented:

Module One:

**“Workplace Cooperation-
A foundation for business
success”**

Module Five:

**“Safety and Health at
Work: A platform for
productivity”**

Khaled Yousef, Head of Industrial and Environmental and Occupational Safety at SHM Industries says that workers have suffered from repeated injuries, as they are operating dangerous equipment used in manufacturing gas tanks. Yousef has been struggling to decrease the rate of injuries, until the situation improved tremendously after ILO's Training on SCORE's first module "Workplace Cooperation – A foundation for business success", and fifth module "Safety and Health at Work: A platform for productivity".

Yousef says that SCORE Training has improved the efficiency of safety strategies applied in the factory, and provided much needed stimulation for workers. Upon finishing the training, working spaces were reorganized to grant each worker



Enterprise Improvement Team meeting

additional space, and certain hazardous machines were surrounded by barriers. Tools and equipment were organized, which decreased the probability of making mistakes, and safety instructions sign boards were placed around the factory to provide guidance for handling chemicals, preserving personal safety, and dealing with fire hazards.

Khaled notes that a notable element that contributed to the overall success of the program was the factory's involvement in ILO's Training for Employment programme, which offered workshops for workers on occupational safety and health, workers' rights and duties, and communication skills, which has increased their receptiveness of new methods and encouraged them to apply modern approaches to their work practices, as they became aware of the positive effect this would have on their career.

"SCORE Training helped us improve our work on the level of safety, which has made our workers less likely to get injured, and subsequently solved many problems we used to have with customers.

After the Training, workers felt much safer, there are now much fewer injuries, and as a result, our productivity increased and our fulfilments are on time."

Khaled Yousef, Head of the Health, Environmental, and Occupational Safety Department



SCORE Egypt

A case study from

Nassar Plastic and Pipe Factory

First shift energy saving by making permanent lightening ceil holes covered with a transparent acrylic layer

5S, WORKER PARTICIPATION AND EFFECTIVE TEAMWORK IS A RECIPE FOR SUCCESS

COMPANY PROFILE

SME:	Nassar Plastic and Pipe Factory
Location:	Obour, Qalyoubia, Egypt
Staff:	86 employees
Established:	1982
Product:	PVC pipes, PPR fitting

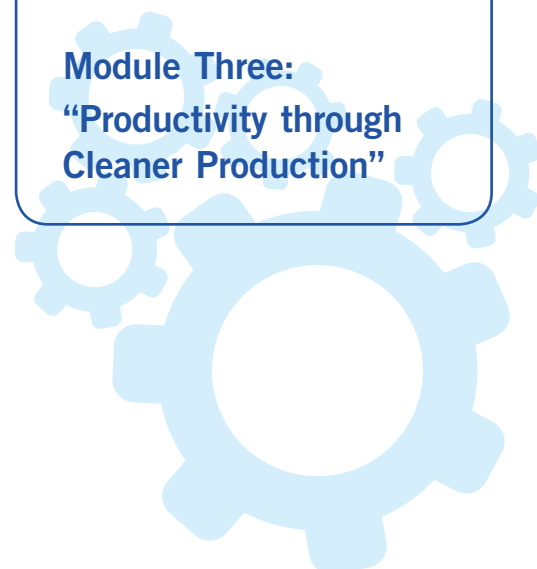
SCORE Modules Implemented:

Module One:

**“Workplace Cooperation-
A foundation for business
success”**

Module Three:

**“Productivity through
Cleaner Production”**



Despite the strong bonds among workers and employees in the factory, Sameh Yousef, Manager of Nassar Plastic and Pipe Factory, says they lacked motivation and the will to improve. However, everything became much better after the implementation of the ILO-SCORE programme's first module on "Workplace Cooperation – A foundation to business success", and third module on "Productivity through Cleaner Production".

The beginning only took a few simple, yet effective steps, such as cleaning the entrance to the factory, and maintenance work for workers' lockers. The morale was instantly improved. Moreover, the administration made a suggestions box available for workers, which received 5 constructive inputs in two months. It also scheduled a biweekly meeting with workers to discuss their suggestions, complaints, and grievances, to ensure fast and effective communication. A survey revealed that these changes increased workers' satisfaction to more than 90%.



Before

After

Application of 5S: Sort, Set in order, Shine, Standardize, Sustain to save time and effort

As for the cleaner production module Training, Sameh says that it helped the factory tremendously. The first application of the training was making use of the factory's location in a desert area and the absence of sunlight. Workers cleaned the roof and added roof windows, which increased dependence on daylight, and decreased usage of electricity. It helped the factory lower its electricity consumption by EGP1500 per month. "This might sound like a very little amount of money to care for, but it adds up to EGP 20,000 per year, which can be allocated to other activities that would benefit the workers" said Sameh.

The second application was following the 5S method for optimizing the warehouse and manufacturing spaces. According to Sameh, this has instantly increased productivity by 18%, due to the time saved in searching for tools and materials. Consequently, the factory saved EGP 80,000 within two months of applying their training.

The factory managed to sell the waste and scrap and was able to buy a Turning machine that saves EGP 7,000 per month

"I am very optimistic about the future of the company, as we continue to improve and fine-tune our process, inspired by the knowledge and insights of from the SCORE Training."

Sameh Yousef,
Manager



SCORE Egypt

A case study from

Al Safa for Metal Wiring Works

SCORE TRAINING LEADS TO A MORE PRODUCTIVE AND HAPPIER WORK PLACE

COMPANY PROFILE

SME:	Al Safa for Metal Wiring Works
Location:	Obour, Qalyoubia, Egypt
Staff:	30 employees
Established:	2007
Product:	Chillers shelves

SCORE Modules Implemented:

Module One:
“Workplace Cooperation-
A foundation for business
success”

Module Four:
“Workforce Management for
Cooperation and Business
Success”

Mohamed Al Sayed, CEO of Al Safa for Metal Wiring Works supervises all the production operations in the company, which include the production of display stands and refrigerator shelves. While his job involves many duties and responsibilities, the biggest challenge of all is the high labour turnover.



Before



After

“We were constantly facing problems –like most factories- that end up with workers either getting fired or leaving,” says Sayed, “we had some ideas to tackle this issue, but we were not sure how to practically implement them in real life in an effective manner.”

After implementing the ILO’s SCORE programme’s first module on “Workplace Cooperation – A foundation for business success”, and fourth module on “Workforce Management for Cooperation and Business Success”, things started changing for the better.

The first step taken by the factory was to implement a transparent and clear system for the workers’ performance evaluation, and linking it with a scheme of incentives and bonuses. “We’ve witnessed the impact ourselves, as the evaluation system ignited workers’ motivation to succeed, and at the same time created a healthy sense of competition among all workers,” says Al Sayed, “Absences dropped, Attendance on time became the norm. Workers were striving to become better at their jobs, and everyone was getting better monthly evaluation and were happy with the monetary rewards, as well as the management’s praise.”

“After SCORE Training, we were equipped with a scientific clear method to deal with problems, contain them, and solve them effectively.”

Mohamed Al Sayed,
CEO

The management also set up a system for receiving complaints and suggestions, then promoted one of the workers to become a supervisor, as a reward for submitting multiple insightful suggestions. From increasing the number of workers’ restrooms, to cleaning the factory’s entrance, and assigning a place for prayers, the management made several changes that had a great effect on working conditions and workers’ morale.

As a result, Al Sayed says labour retention increased to 85% after implementing the new management tools that he learnt during the training. Some workers who had left the factory came back. Production rates increased by 70% as workers were motivated to get better evaluations; this made them produce faster and thus increased productivity rates, and was reflected in higher sales.



SCORE Egypt

A case study from

Golden Fox Factory

SCORE TRAINING LEADS TO A MORE PRODUCTIVE AND HAPPIER WORK PLACE

COMPANY PROFILE

SME:	Golden Fox Factory
Location:	Quisna, Menoufia-Egypt
Staff:	55 employees
Established:	2015
Product:	Plastic Houseware and Cleaning products

SCORE Modules Implemented:

Module One:

**“Workplace Cooperation-
A foundation for business
success”**

Module Two:

**“Quality – Managing
Continuous Improvement”**



Ali Gouda, Golden Fox Factory Manager, which manufactures plastic products, such as chairs and home tools, focused mainly on two departments: production and sales. “We did not have quality control specialists”, he said, “Workers used to briefly check their final product before moving it to packaging without much attention, which led to numerous complaints from customers.”

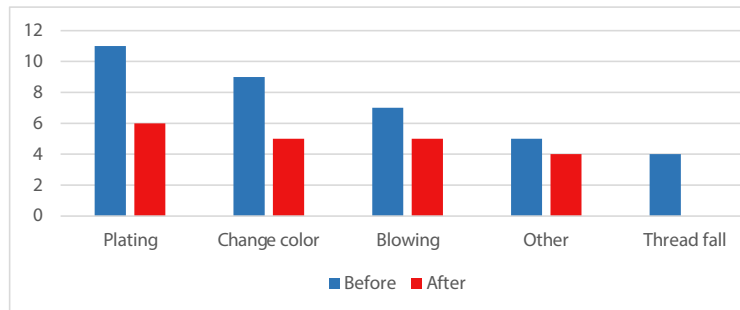
The sales department also received many complaints from clients, which had a negative impact on the department.

The change was swift upon receiving ILO’s SCORE Training, as workers were provided the first and second modules of SCORE, which are “Workplace Cooperation – A foundation to for business success” and “Quality – Managing Continuous Improvement”.

Ali says that SCORE Training affected the work spirit in the factory and changed workers satisfaction of the work environment by 95%, upon applying the methods detailed in the training, such as forming a committee for receiving suggestions and complaints, fostering better communication between workers and supervisors, clarifying evaluation metrics, and updating the announcements board regularly.

“After SCORE Training, we became much more focused on quality. We now have a full time quality engineer who supervises each shift, and workers themselves became much more capable of spotting and correcting defects without supervision,” Ali says, “Quality became an embedded culture.”

Ali realized that while defective products decreased 70%, and productivity increased 10%, there was still much room for improvement. “We are all determined to make these numbers better,” he says, especially after the management became convinced that without quality, there are no sales.



Reducing the percentage of defects in the injection section

Indicator	Before	After	Result
Plating	11	6	45%
Change Color	9	5	44%
Blowing	7	5	28%
Other	5	4	20%
Thread Fall	4	0	100%

“After SCORE Training, we applied the 5S tool and reorganized our warehouse, and applied a new system for rewarding employee of the month. This increased morale and created positive competition among workers.”

Ali Gouda, Factory Manager



Organization of factory floor for higher safety

SCORE Egypt

A case study from

Engineering Industrial Company

WITH THE INTRODUCTION OF 5S UNDER SCORE TRAINING, A SENSE OF COLLECTIVE RESPONSIBILITY AMONGST EMPLOYEES IS DEVELOPED AND CREATES POSITIVE CHANGES IN THE WORKPLACE

COMPANY PROFILE

SME:	Engineering Industrial Company
Location:	Sadat City, Menoufia, Egypt
Staff:	252 employees
Established:	1986
Product:	Automotive feeding and tricycles

SCORE Modules Implemented:

Module One:
“Workplace Cooperation-
A foundation for business
success”

Module Two:
“Quality – Managing
Continuous Improvement”

Mohamed Mahmoud, Factory Manager, studied quality control and built his career in the field. Despite his specialized academic background, passion for his profession and updated knowledge, he faced extreme difficulties applying the theories he learnt in real life in the Factory of the Engineering Industrial Company, which produces the spare parts for cars, like car doors and bumpers. SCORE Training was successful in bridging the gap between academics and practice.

Mohamed also praised the training's attention to technical details, and continuous support even after the training ended. His favorite feature of the training was bringing workers and managers in the same training to form the Enterprise Improvement Team (EIT), which had an instant impact on communication between the team, created harmony, and enhanced the company's performance. Now, workers from four of the company's departments have daily meetings with managers and supervisors, which is something unprecedented in the company's history.



Before

After

Application of the 5S: Sort, Set in order, Shine, Standardize, Sustain

Because of this, the company's overall performance improved dramatically. For example, the company had suffered from repeated defects in the manufactured car bumpers. Upon inspection, a team of workers and supervisors identified 7 technical flows, and applied their training to suggest and test solutions with help from SCORE trainers. As a result, defective products decreased by 20%, and the team is continuously applying a scientific methodology in problem-solving.

Another obstacle in the company was the repeated mistakes in the products' paint, which led to numerous customer complaints. The workers then implemented the steps they were trained on and observed carefully the production process to come up with the cause of the problem. They discovered that the problem is closely related to the chaos in the tools area. Once the workers labeled and organized their tools on shelves, mistakes dropped, and the time needed to find the right tool decreased from 5 minutes to 30 seconds. Workers became more attentive to the defect in the product, and much more likely to spot mistakes and find solutions, so they tried once, twice and three times, till they were able to reach a better painting process, free of any defects.

“Before SCORE Training, I was unable to convey what I know about modern working practices to the team, but now everyone is in tune with the same progressive vision”

Mohamed Mahmoud,
Factory Manager

This has directly saved a lot of costs for the factory from different aspects. After sorting and organizing the warehouses and recycling discarded materials, it saved around EGP 52,000. The working spaces increased from 450 meter squared to 537 meters, due to the newly freed spaces from scrap junk and disheveled tools. This all had an obvious impact on working efficiency and workers' morale.

Above all, Mahmoud says that the greatest impact of the SCORE Training for him was that it increased his trust in workers and his appreciation of their efforts. Workers now also volunteer to teach newcomers about their methods, which guarantees the sustainability of the effect of the training.