



SCORE Colombia

A case study from
Flores del Este

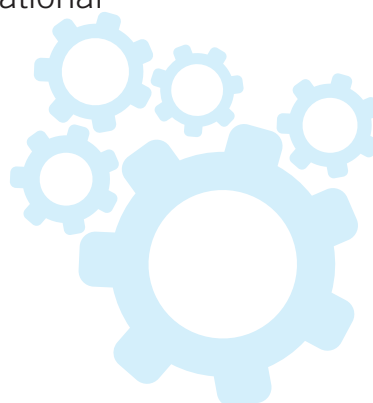
5S, WORKER PARTICIPATION AND EFFECTIVE TEAMWORK IS A RECIPE FOR SUCCESS

COMPANY PROFILE

SME:	Flores del Este – C.I. Global Exchange
Location:	Antioquia, Colombia
Staff:	144 employees (72% female)
Established:	1999
Product:	Hydrangeas flowers
Destination:	Regional and international

“When we implemented SCORE Training, the company flourished. Good practices have been strengthened along with the sense of belonging of the workers”.

Andres Arango, General Manager



How did they do it?

Flores del Este is a family run company, founded in 1999 and currently a leader in the production of hydrangea flowers. The company is a member of the Colombian Flower Exporter's Association, Asocolflores and is certified by Rainforest Alliance.

An Enterprise Improvement Team (EIT) was formed to create improvements using available resources and avoiding high financial costs. The EIT consisted of women (40%), workers (60%) and managers (40%) who jointly devised an Enterprise Improvement Plan (EIP). The EIT met once a month during the implementation of SCORE Training Module 1 to follow-up on commitments and results of the EIP.

The EIP defined 4 specific tools to improve working conditions and productivity: 5s in 90% of the enterprise, internal communication tools and worker participation and recognition strategies (employee suggestions system, rewarding best employee ideas).

Increased worker participation led to four new innovations during the productive process.

Firstly, a new structure was built with recycled materials to secure the upright position of the freshly cut hydrangeas. This new innovation improved the flower quality and facilitated transportation.

Secondly, small tubes were placed inside the buckets in which the hydrangeas are transported in from the field to the post-harvest area by a motorized vehicle. This innovation reduces friction between the flowers and makes transportation easier as it prevents the flowers falling.

Thirdly, workers in the fields attached the water hoses to their waists, freeing their hands, increasing worker balance and decreasing the risk of becoming tangled with the hose. In addition, wooden structures were placed along the corridors and walkways to improve grip and stability. This made watering the flowers easier, reduced the number of worker falls, and decreased the hose replacement rate.

Lastly, workers suggested ways of redesigning the drainage system used which resulted in decreasing the humidity in the area and improving working conditions.

The key results in data

Thanks to SCORE Training, during the first 2 months of implementation, **work place accidents reduced by 56%. In particular, worker falls due to slippery surfaces were reduced by 100%.**

The increase in worker participation and improvements in worker-management communication led to the creation of 4 innovations in the production process that reduced the processing time from 3 hours to 45 minutes.

Greater recognition and participation of women was assured as 40% of the EIT were women and played a key role in monitoring and implementing the improvements. Flores del Este completed 100% of the improvements outlined in the EIP.

A culture change that supports growth

SCORE Training improved relations between management and workers. Now management prioritizes workers' opinions which has led to an increase in the sense of belonging among employees and happiness rates at work, in turn leading to a decrease in staff turnover.

Worker participation and improved communication led to innovative ideas and nurtured a culture of continuous improvement which in turn improved productivity and working conditions, especially in occupational safety and health.



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