



## SCORE Ghana

A case study from  
Multi-Pac

### DEVELOPING A SENSE OF COLLECTIVE RESPONSIBILITY AMONGST EMPLOYEES SPURS POSITIVE CHANGES IN THE WORKPLACE

#### COMPANY PROFILE

|                     |                                                             |
|---------------------|-------------------------------------------------------------|
| <b>SME:</b>         | Multi-Pac Ghana Ltd.                                        |
| <b>Location:</b>    | Tema, Ghana                                                 |
| <b>Staff:</b>       | 80 (30% women)                                              |
| <b>Established:</b> | 2009                                                        |
| <b>Product:</b>     | Juice, soft drinks & energy drinks                          |
| <b>Destination:</b> | National and International supermarket chains and suppliers |

**“The ideas for improvement were there but how to implement them was a challenge. With the introduction of 5S under SCORE Training I am happy they have taken my plan, developed it and are using it on the ground thus paving the way for the progress I wanted. We cannot be at 100% as we go step-by-step on the ladder but we can do better with time.”**

Hassan Jaber, Managing Director, Multi-Pac Ghana Ltd.



## How did they do it?

Multi-Pac Ghana remains in a continuing phase of rapid expansion and like most growing enterprises, has faced a myriad of challenges.

The work space lacked organization with spare parts and raw materials hard to locate amongst broken pallets, dust and cobwebs littering the warehouse. Workers felt excluded from decision-making processes, whilst management viewed workers as having a poor attitude at work. Unsurprisingly, these issues resulted in poor productivity with overtime hours required to meet customer demand.

After participating in SCORE Training Module 1, there was a renewed sense of collective responsibility which resulted in many positive changes to the work environment.

A 9 member (2 managers, 2 supervisors and 5 workers) Enterprise Improvement Team (EIT) was formed to work towards solving workplace problems. The team met regularly and identified a number of projects such as:

- Company-wide 5S implementation starting with raw material and finished goods warehouses;
- Regular cleaning and refurbishing of washrooms that had amassed stains and leaks over time and lacked curtains for privacy;
- Improving information sharing through notice-boards and daily production meetings;
- Enhancing employee participation through implementation of an employee suggestion scheme.

A notice board was placed near the production floor, displaying relevant company information along with regular updates on the progress of SCORE Training.

## The key results in data

Multi-Pac's managers had previously been kept busy 'firefighting' problems. By committing to SCORE Training methodologies, Multi-Pac were able to decrease accidents and absenteeism, and **reduce the defect rate by 38%**.

The introduction of 5S led to a tidier, more organized and clean workspace, with the **retrieval time for spare parts reduced to below 15 seconds**. Regular 5S audits continue to be carried out and scores are posted on the notice boards, generating friendly competition between teams.

## A culture change that supports growth

SCORE Training enabled the company to identify a major barrier to progress on all fronts: poor manager-worker communication. Management identified a number of problems, such as the poor state of the spare parts' store, which was full of dust and parts scattered all over, and the mechanical workshop congested and unsafe. However, other problems such as dirty and leaking washrooms, without cubicle curtains had gone unnoticed by managers, and were sapping employee morale.

The creation of a joint manager-worker EIT helped to resolve this.

The employee suggestion scheme was quick to receive contributions, and all suggestions were acknowledged and the best rewarded. The changes benefitted the entire company and workers now feel valued and freely contribute their improvement ideas. Management was pleased with the surge of motivation and increase into productivity.

5S has become a phenomenon and workers now shout "ABEN WO HA" meaning each and every worker should observe the 5S discipline "SHITSUKE" (SELF DISCIPLINE).

“The working environment is now cordial, all colleagues greet each other very well and workers are respected by the management” Ms Eunice Alogbey, Quality control supervisor and EIT secretary

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