



SCORE Peru

A case study from
Amfa Vitrum

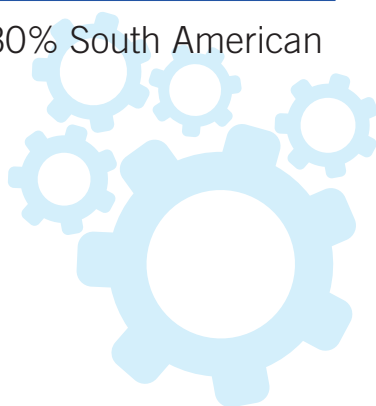
CREATING A SENSE OF BELONGING THAT DRIVES SUCCESS

COMPANY PROFILE

SME:	Amfa Vitrum S.A.
Location:	Lima, Peru
Staff:	129 (40% women)
Established:	1997
Product:	Hydrolytic glass containers (glass ampoules)
Destination:	70% National and 30% South American countries

“SCORE Training helps you at work and on a personal level. Now I can support my children with their homework and I maintain better order and discipline in my house. SCORE Training has taught me many things that I did not know before, I liked it a lot.”

Ms. Marylin Quevedo,
Worker



How did they do it?

Amfa Vitrum is a private enterprise located in the Peruvian capital, Lima, producing hydrolytic glass containers (glass ampoules) for the pharmaceutical industry. First participating in SCORE Training in 2017, the enterprise was quick to adopt SCORE values. Driven by the enthusiasm of workers' to adopt these values, the enterprise's owner was quick to recognize that SCORE Training had helped them communicate better and more often, promote the participation of workers in enterprise improvement plans and increase productivity.

From the outset, the Enterprise Improvement Team (EIT) had a higher number of workers than managers (as well as a commendable gender balance), with the commitment from management to aid their improvement vision. The involvement of workers' started with classroom training and coordination meetings, and led to decision powers over projects and activities defined within the structure of the EIT.

Management championed the role of workers' by promoting and facilitating the decisions taken. Some of the most effective initiatives included:

- 5S implementation in the packing area to reduce congestion and prevent dispatch delays;
- Design and implementation of a key performance indicators broadcasting system to encourage punctuality, with public recognition at the company level;
- Implementation of a suggestion scheme to empower workers' and encourage their participation in enterprise development;
- Establishment of regular 10-minute meetings between work shifts to ensure regular and efficient communication, as well as prevent production shortages.

The key to successful implementation was the high level of involvement from management, that in turn motivated workers to learn about the methodology and understand its application. The development of quality and safety policies in the workplace also allowed them to create a standardised process to ensure a better working environment, higher productivity and improved working conditions.

The key results in data

As a result of their combined efforts, employees' at Amfa Vitrum were able to **reduce energy consumption by 5.4%, free an additional 80m2 of working space for packing and reduce dispatch time by 15%**. A sense of belonging was felt by all, and emphasized by a commendable **57.7% reduction in absenteeism and delays throughout the implementation of new systems and the commitment to host an EIT meeting each month**.

A culture change that supports growth

Seeing the visible results, the improvement of the work climate and the commitment of the workers, Manager, Lucía Trujillo recognized the great importance of cooperation in the workplace. The participation of workers in SCORE Training enabled their involvement as part of a "unified" workplace in which they now experience a deep sense of belonging.

What was also remarkable about Amfa Vitrum is that workers not only practiced a culture of cooperation and effective communication at work, but many admitted to utilising SCORE Trainings' technical tools in their personal and home lives.



SCORE Training allows you to have a better looking, clean and tidy place to work. It has taught me to listen to other workers, to know why we are working. If the company goes upward, we will too. SCORE Training shows that we should all work together."
Mr. Usbaldo Anchante, Worker

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