



Ms Pham Thi Phuong sands a piece of furniture in an improving environment at Lam Viet

SCORE Viet Nam

A case study from
Lam Viet

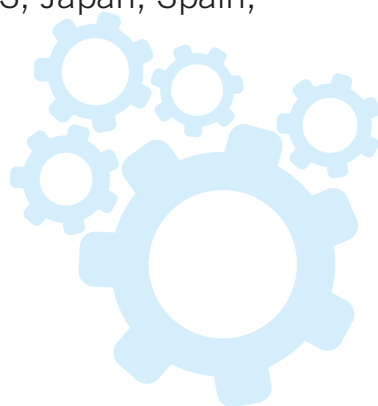
**A CLEANER, MORE ORGANISED WORKSHOP
IS A WIN-WIN FOR MANAGERS AND STAFF**

COMPANY PROFILE

SME:	Lam Viet
Location:	Binh Duong, Vietnam
Staff:	1,100 (46 % women)
Established:	2002
Product:	Furniture
Destination:	Scandinavia, UK, US, Japan, Spain, France

“Thanks to SCORE Training, our management board has realized that the close connection between the employer and worker is crucial, as it guarantees the success of the business.”

Nguyen Thanh Lam,
Lam Viet’s Vice Director



How did they do it?

In 2012, furniture company, Lam Viet, joined a growing number of SMEs undertaking SCORE Training on workplace cooperation, quality control and human resource management. When implementing the learning, they chose to place a strong focus on improving the organisation and accessibility of materials and tools for employees, plus their heavy reliance on overtime.

With the support of SCORE trainers during site consultations, the Enterprise Improvement Team (EIT), were quick to go to work using problem analysis tools introduced in the training to identify areas where action

was needed. The need to improve the physical working environment was one of these issues. The EIT led all staff in an initiative to clean work areas, reorganize and, importantly, put in place systems to ensure that new standards were supported and maintained over the long term. This was done by removing all unnecessary items from the work space, organising all production areas and putting in place a better dust collecting system at each machine resulting in a significant reduction of wood dust in the workshop.

It now takes workshop employee, Phuong just a few seconds to find her personal equipment in the morning compared to 5 minutes in the past. In addition to improving the outlook of employees, the simple organisational changes introduced have contributed to efficiency gains for the company: a win-win result. ***“Our working space is now much clearer with more lighting and air ventilation. Occupational accidents have been considerably reduced simply because everything is now well organized,”*** said Phuong.

The EIT also tackled the company's heavy reliance on overtime, which was a burden for employees and a cost for the company. Due to a reduction in defects and line balancing, overtime gradually reduced. For Ms Phuong this now means that she only works overtime one day per week. The rest of the week she finishes at 4pm, giving her and her husband more time together and to take care of their three children.



It was always a bit discouraging when I arrived at work in the morning - searching for personal tools in a big messy container, looking at piles of materials everywhere in the workshop, tripping over stuff left scattered on the floor, and breathing dusty air. It made us feel so tired from the start”

Ms Phuong, workshop employee, Lam Viet

The key results in data

All of these initiatives have translated into concrete results that Lam Viet and its staff are proud to share with others. Since the training, **productivity has gone up by 40 per cent, production costs have been cut by 10 per cent, and staff overtime has decreased by 40 per cent.**

Importantly, workers at Lam Viet have also benefited from tangible improvements in the work environment, with dust **and noise both reduced by 80 per cent.**

A culture change that supports growth

SCORE Training encourages worker-driven initiatives based upon problem analysis, as an inclusive way to search for solutions and then joint action. The EIT, which brings together personnel from across the factory, line workers and managerial staff, women and men, is the engine for this process. In Lam Viet, this mechanism for change received strong support, with those who attended SCORE Training taking the time to pass along their new skills to colleagues on at least a weekly basis. As a result, Lam Viet created a new business innovation culture that has facilitated its growth from 400 employees in 2012 to a large enterprise employing 1,100 workers in 2016.

For more information on the SCORE Programme or SCORE Training contact:

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