

SCORE IN THE GARMENT SECTOR

Sustaining Competitive and Responsible Enterprises



International
Labour
Office

Enhancing business performance by...

Eliminating
delays, defects
and waste

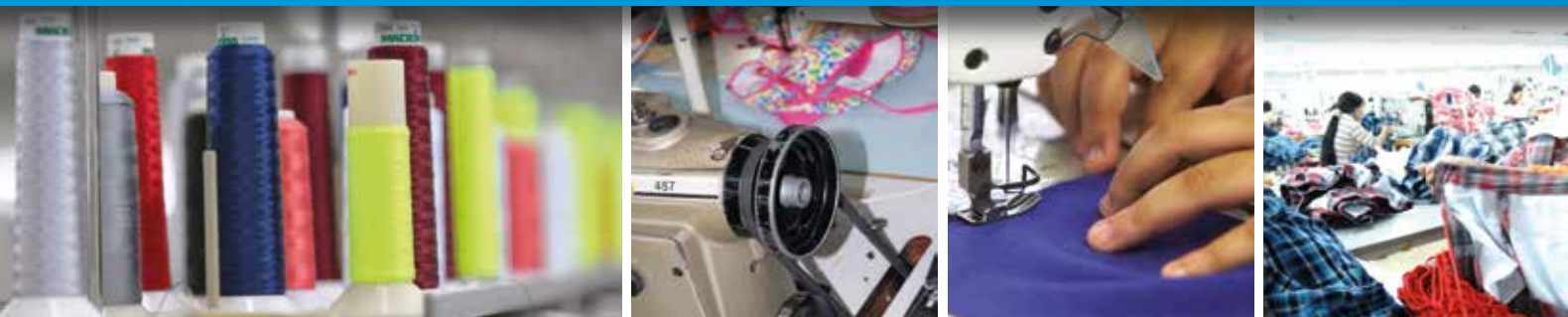
Building
workforce
engagement

Creating a
workplace
environment
that promotes
productivity

“*The ability to learn
faster than your
competitors may be
the only sustainable
competitive
advantage.*”

Alvin Toffler,
Management Expert





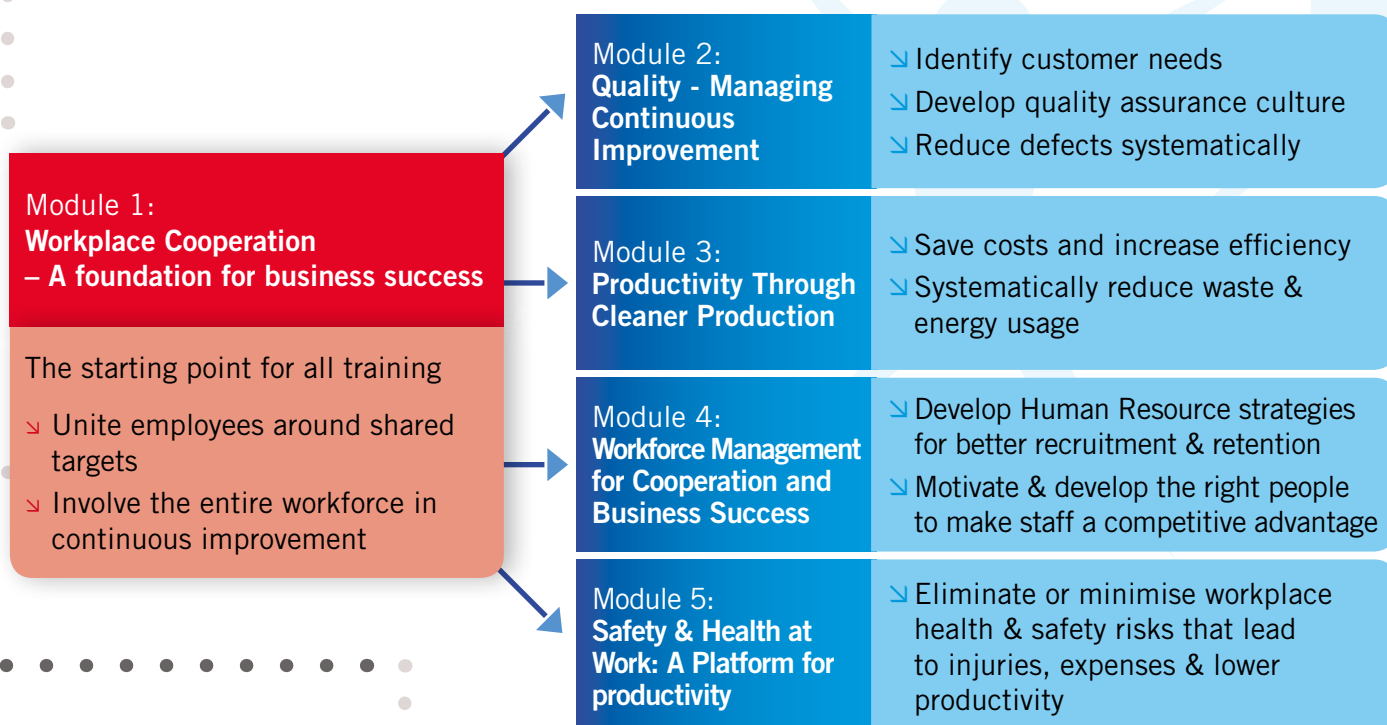
SCORE TRAINING

Whether a recent start-up, an established company struggling to maintain market share, or a dynamic firm with big ambitions, SCORE works to uncover solutions to workplace challenges, unlocking the potential of enterprises to thrive in today's global market place.

SCORE is a global enterprise training programme that teaches cutting-edge practices to increase product quality, production efficiency, and reduce the time from customer order to delivery. SCORE has been developed with global experts, specifically for small and medium sized enterprises (SMEs) employing between 50-250 workers.

Key SCORE Training features:

- ✓ Practical implementation process, combining classroom training with on-site consulting, tailored to meet specific company / industry needs
- ✓ Based on Lean manufacturing methods used by world-class corporations
- ✓ Involves workers in factory improvement efforts and turns the workforce into a competitive advantage
- ✓ Supports the enterprise to grow from a traditional manufacturer to a global supplier
- ✓ Provides value for money – cost of the training is recovered within the first few months of implementation



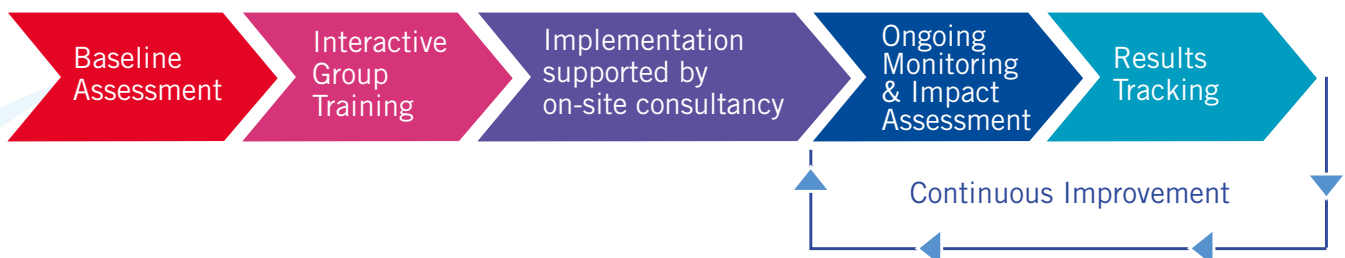


“After implementing what we learnt from the SCORE programme we made clear improvements: the re-design of the lighting, the addition of fans, and the repair of the washing area. They have all brought positive results - no more accidents, the productivity keeps rising and the incomes of the operators are rising too.”

Ratri Sapta – Plant Manager

PT Lestari Dini Tunggal - Producer of hospital and industrial garments
Jakarta, Indonesia

SCORE TRAINING PROCESS



IMPACTS OF SCORE

More than 500 enterprises across 9 countries have participated in SCORE Training and reported the following results:

- ✓ Productivity increases of up to 50%
- ✓ Cost savings of up to US\$15,000
- ✓ Average defect rate reduction of 10%
- ✓ Energy savings (KwH) of 2% per production unit
- ✓ Reduction in worker absenteeism up to 15%

Other reported benefits include:

- ✓ More efficient production planning, resulting in smoother work flow
- ✓ Lower unit labour costs & higher output
- ✓ Inventory reduction & reduced space usage
- ✓ Innovation in shop-floor practices
- ✓ Better worker multi-process & problem solving skills
- ✓ Improved teamwork and employee commitment
- ✓ Fewer workplace accidents

QUOTES FROM A SCORE TRAINED ENTERPRISE

“Efficiency has greatly improved. When we first started this process we were at 81% efficiency. Less than three months into implementation, we reached 92%. Now, the plant is working at 96%.”
“The only resources we provided were our enthusiasm and time. The financial resources needed were minimal.”
“From this process I have learnt that while one opinion may not change anything, collectively they begin to change the company vision. I can't expect to change my company without the support of my employees.”

Robinson Montoya

Production Manager and Founding Partner
Calza Kids, Colombia



Guillermina Munoz

Production Assistant
& EIT Member
Calza Kids, Colombia

“We have a mailbox, where workers can give their ideas of what they would like to see changed or carried out. We are all very happy because we see the change.”

SCORE SERVICES

There are five SCORE Modules and each Module includes:

- ✓ **½ day baseline assessment:** Enterprise visit by a trainer to discuss and assess production, quality, HR and OSH challenges.
- ✓ **2-day classroom workshop:** Interactive training workshop for two managers and two workers per enterprise to develop action plans. Up to five enterprises participate in the workshop together to provide a dynamic training environment of knowledge sharing and experience exchange.

- ✓ **3 factory visits:** post-classroom training consultancy visits by a trainer to help the enterprises implement their action plans.

The classroom training and all enterprise visits are conducted by SCORE Certified Trainers who have several years of business experience, including specialised knowledge of Lean manufacturing, kaizen, occupational safety and health, and cleaner production methods.

Training fees will vary according to location, please use contact details below for more information.

HOW TO REGISTER FOR SCORE TRAINING

To find out more about SCORE and when the next SCORE Training course is taking place, please contact:

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www.ilo.org/empent/Projects/score

“If you think training is expensive, try ignorance.”

Peter Drucker

Management Expert



International
Labour
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Federal Department of Economic Affairs,
Education and Research SAER
State Secretariat for Economic Affairs SECO



Norad

SCORE is a training programme developed by the International Labour Organization (ILO). The ILO is a United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programmes promoting sustainable enterprises and Decent Work for all. SCORE is supported by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development (NORAD).