



EIT meeting with a SCORE consultant, production workers and managers

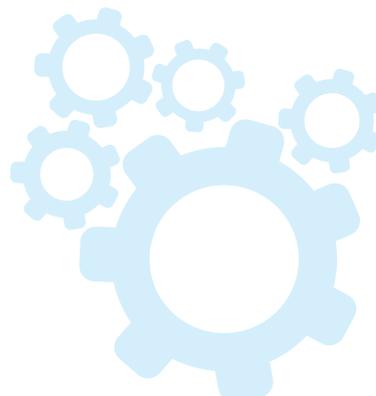
SCORE Viet Nam

A case study from
Nguyen Thanh Co.

WORKERS AND MANAGERS FIND TEAMWORK IS THE KEY TO SOLVE QUALITY ISSUES

COMPANY PROFILE

SME:	Nguyen Thanh Co., Ltd
Location:	Binh Duong Province
Staff:	500 (55% women)
Established:	2003
Product:	Indoor furniture
Destination:	Europe



“The improvements implemented during the SCORE Training remain very effective in our company. We were able to resolve many issues which we were previously told could not be solved by employees in the past. The approach of SCORE Training is practical and applicable for all employees with different educational backgrounds”

Mr. Nguyen Thanh Binh
Director

How did they do it?

Wooden furniture production company, Nguyen Thanh is an SME in Binh Duong Province. Before undertaking SCORE Training in April 2013, the company was experiencing lost time and budget due to a workflow management system incompatible with their needs. As a result, Nguyen Thanh decided to undertake 2 SCORE Training modules: Workplace Cooperation and Quality Management. Consequently, they are experiencing improved product quality and lower defect rates on the production line.

In the initial stages of SCORE Training, Nguyen Thanh established an Enterprise Improvement Team (EIT) to assist in identifying key issues for development. The EIT comprised of 5 managers and 9 production line workers, were quickly able to establish the key issue: product quality and set about analysing the cause.

The EIT discovered that quality checks were lacking at different stages of production, in particular at the sanding station. Other issues identified as urgent included:

- Unfinished products were transferred to the assembly station without sufficient quality checks, resulting in time lost in fixing defects;
- Lack of comprehensive instructions and monitoring caused a high defect rate e.g. due to use of inappropriate sanding paper;
- Lack of awareness from line workers on the importance of quality control before transferring the product to the next work station.

The EIT reviewed the sanding station and implemented several effective improvements:

- Vigorous quality checks at various points throughout production;
- Instructions for all work stations were revised and updated;
- Staff trainings on the new operating procedures and the importance of quality;
- A strengthened monitoring process involving more vigorous quality checks at crucial production points, and random checks implemented for 10% of unfinished products.



Workers sand furniture at the sanding station

The key results in data

With the combined efforts of both workers' and managers', the EIT was able to implement change and achieve a range of positive results. After the application of various tools adopted in the course of SCORE Training, product **quality improved by 27.5% and defect rates lowered**. The financial benefit resulting from an improved inspection protocol was **50,000 USD saving annually**.

A culture change that supports growth

Complementing the quantitative improvements, Nguyen Thanh now boast a more collaborative approach to solving production issues, which means a more satisfying place to work for workers and managers alike.

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

Mr Phung Duc Hoang
National Programme Coordinator SCORE Vietn Nam

duchoang@ilo.org
Tel: +848 3932 5284

