



Staff at J.P. Enterprises

SCORE India

A case study from
J.P. Enterprises

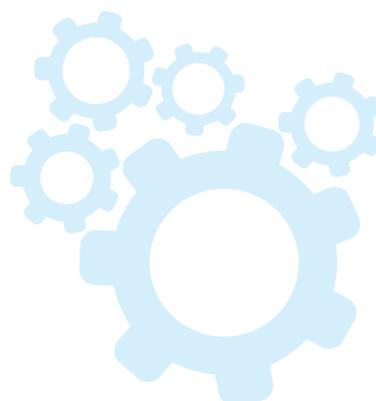
SCORE TRAINING MODULE 1 LEADS TO IMPROVED WORKER-EMPLOYER RELATIONSHIPS AND PRODUCTIVITY

COMPANY PROFILE

SME:	J.P. Enterprises
Location:	Nashik, Maharashtra State
Staff:	100 (17% women)
Established:	2004
Product:	Plastic moulding and auto electrical parts
Destination:	India

“There’s a visible change in the morale of the workers. Employees are now eager to contribute, absenteeism has fallen, and many take pride in finding solutions to challenging situations. I surely see a productivity jump too.”

Mr. Dharmesh Poria,
owner



How did they do it?

J.P. Enterprises, completed the first SCORE Training module in July 2017 and has since made impressive progress in developing stronger worker-employee relationships and productivity.

Before SCORE Training, communication issues existed between workers and their supervisors. Since Module 1 was implemented, there is a collective ownership among workers and employers, without the hierarchy between senior management and staff stifling cooperation. This has boosted productivity, innovation, well-being and team work.

Firstly an Enterprise Improvement Team (EIT) comprised of both top management and staff was formed. It was the first time both management and staff were coming together to learn about each other's challenges and find common solutions. Rather than a top-down approach, the focus was to make the decision-making process more participatory and transparent. A break from their old patterns of working, many employees found the process deeply-empowering. This EIT team now meets on a weekly basis with a 50-50 ratio of management and staff.

On the shop floor a ten-minute daily stock-taking meeting was implemented. Time management issues, lack of planning, absenteeism and coordination problems slowly started to disappear.

The key results in data

The on time delivery rate increased from 99.29% in June 17 to 99.52% in August 17. **The number of defective products reduced from 3000 in June 17 to 2800 in August 17.**

Due to 5S the enterprise was able to free up 24 sq meters of space on the shop floor. This led to savings of Rs9,850 per month on rent.

A culture change that supports growth

After SCORE Training a noticeable change occurred in the attitude and approach taken by the operators and staff towards their work, work place, team and in their overall participation level.

"An employee during a meeting, came up with a brilliant idea. He piloted a simple technique to improve a production cycle. What took our machine 90 seconds was reduced to 60 seconds. We recorded a productivity increased of nearly 20 per cent," said Preeti Sharma, HR Manager at JP.

Ketan Patil, a mixing operator, who had previously held the role of luggage porter, today feels that he's an invaluable member of the enterprise and takes enormous pride in his work. ***"My role is to issue raw materials and mix batches on the shop floor. My boss is very happy that I have initiated improvements. He feels confident and lets me take charge."***

Before SCORE Training, Mr. Darmesh Poria stated that workers used to complain that they didn't feel valued. Now he is in the process of trying to link salary incentives to high performing employees.

Kishore Karve, a Senior Trainer with SCORE Training says that often companies stress on meeting their delivery targets and workers are neglected. In the long run this can prove to cause negative impact. A short-sighted approach of only meeting targets can affect team dynamics, disrupt planning of work and hamper productivity and sustainability of an enterprise.

"There is an appetite among the small and medium enterprises to overhaul their systems and SCORE Training can play a decisive role in helping such enterprises grow".
Kishore Karve, Senior SCORE Trainer
for J.P. Enterprises

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