



Footwear Factory Process Optimization Consulting Success Story China



The Need



The client was a major US retailer looking to transform its production chain. An initial assessment uncovered that the factory was not operating efficiently due to excessive inventory, high percentage of rework, ineffective utilization of manpower, and a lack of multi-skilled operators.

These issues prevented Impactiva's client from meeting their strategic operational goals. The client required improvements so that their products could be manufactured at a lower cost, Right from the start™ in less time, and with the appropriate manpower.

Additionally, Impactiva tackled issues regarding poor materials management and a lack of quality awareness.

Solution



- Implemented Impactiva's Manufacturing Excellence System in the factory's stitching and lasting lines
- Trained artisans to understand and apply LEAN techniques and concepts eliminating labor, time, and capital wastes
- Factory management, supervisors, and operators were taught how to operate the factory using data, metrics, and solving any obstacles they encountered via fast and accurate Root Cause Analysis and Corrective Action Plans
- Education, training, and coaching of factory personnel
- Coached shop floor supervisory team and top management on hourly production KPI tracking and abnormality management, which helped spot and react to problems earlier

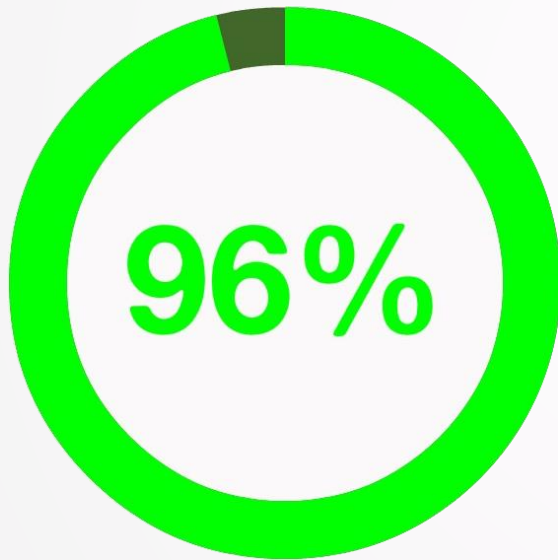
Benefit



- Improved in-line quality data collection and analysis system
- Coached Team Leaders to troubleshoot quality issues and developed Corrective Actions
- Rework Reduction resulting in a more productive work, and faster, lower cost production delivery
- Implementation of daily closing meeting to review performance and generate conclusions
- Reduced cycle time by eliminating non-value-added activities
- Enhanced visual control, waste elimination, downtime reduction and artisans' safety by implementing a Lean Material Management System
- Improved factory's Overall Equipment Efficiency (OEE) in the stitching and lasting departments

KPIs

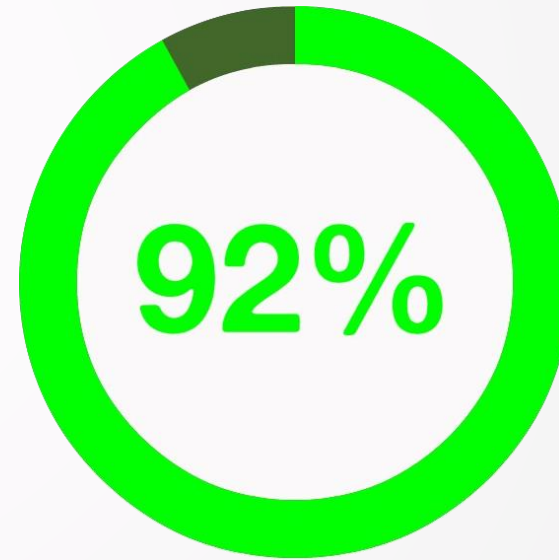
Right the First Time



Improvement



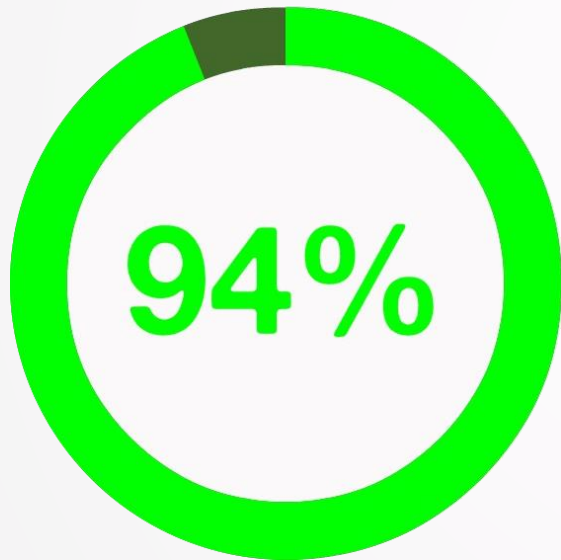
On Time Delivery



Improvement

KPIs

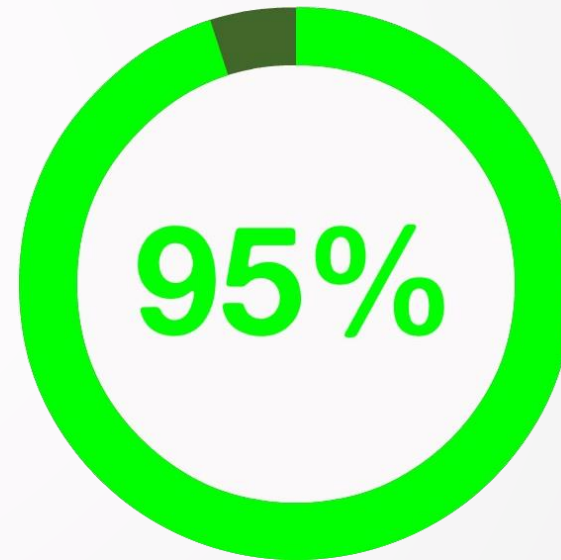
Line Availability



Improvement



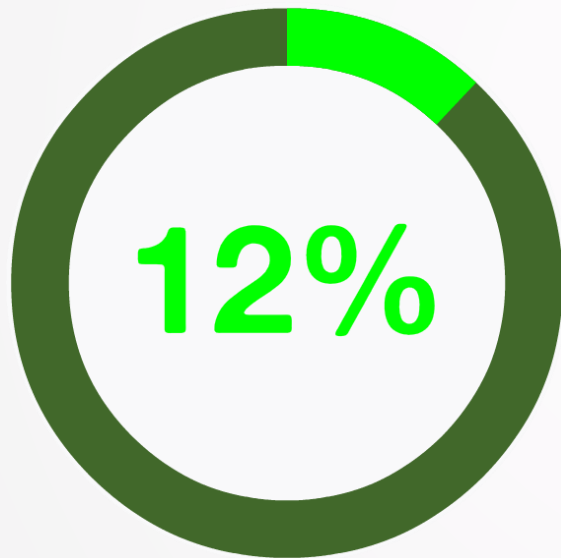
Line Efficiency



Improvement

KPIs

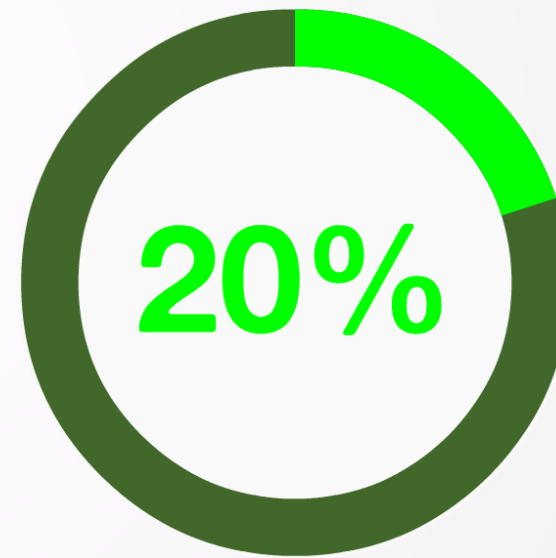
Stitching RFT (%)



Improvement



Lasting RFT (%)

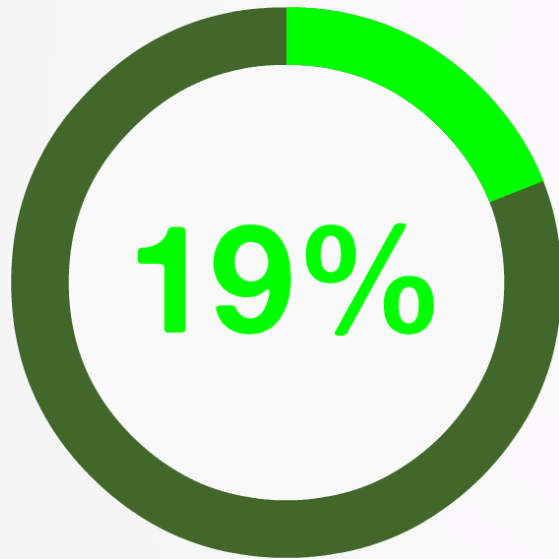


Improvement

KPIs

Stitching

PPH (Pairs / Person / Hour)

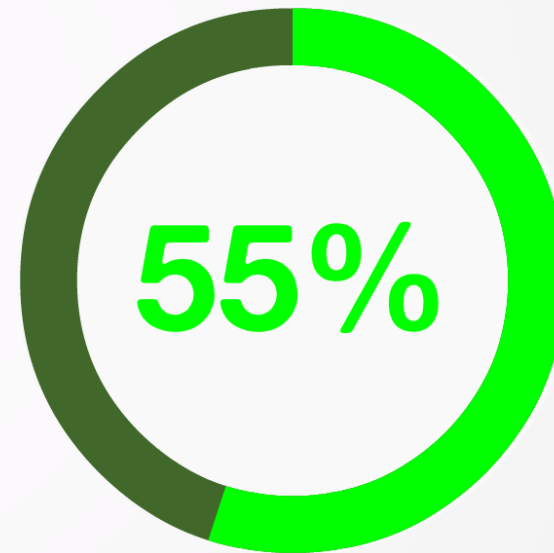


Improvement



Lasting

PPH (Pairs / Person / Hour)

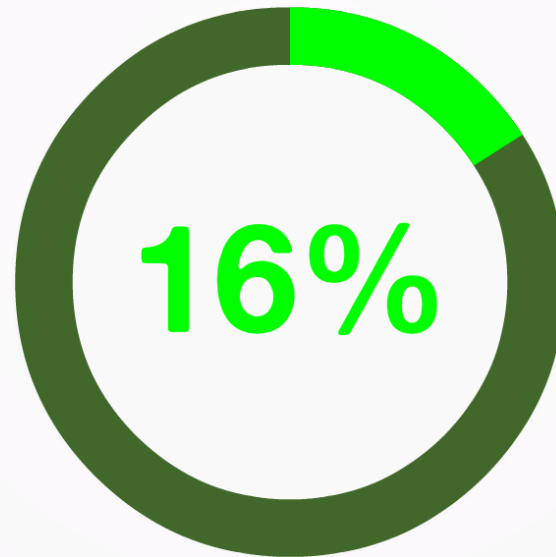


Improvement

KPIs

IMPACTIVA
REDEFINING QUALITY

Lasting Takt Time



Improvement

Quote



“After collaborating with IMPACTIVA, our team learned the experiences of factory management and I feel we can produce all the orders our clients will provide”

Factory Owner



Contact Us: sales@impactiva.com