



# Footwear Factory Process Optimization Consulting Success Story UAE



# The Need



A shoe factory in the United Arab Emirates consisting of 100 operators wanted to improve their low productivity in the upper line as they were lacking training in upper formation.

The factory clearly needed to increase their output and at the same time reduce the rejection rate at pre-shipment QC.

Additionally, Impactiva focused on the uneven skill level among Team Members, artisan absenteeism, inefficient changeover, and high machine downtime.

# Solution



- Established a new upper stitching line with improved productivity
- Upper operation training to enhance worker skill
- Managing for Daily Improvement (MDI) training for the upper management, driving accountability and problem solving minute-by-minute, hour-by-hour, and day-by-day
- Developed factory's Standard Operating Procedures (SOPs), such as reduction of artisan's errors, machine maintenance, production line steps, and inspection procedures
- Implemented KPI tracking and material status boards to present the information visually
- Quick changeover learning module, which helped to increase flexibility and reduce lead times
- Improved final assembly line layout

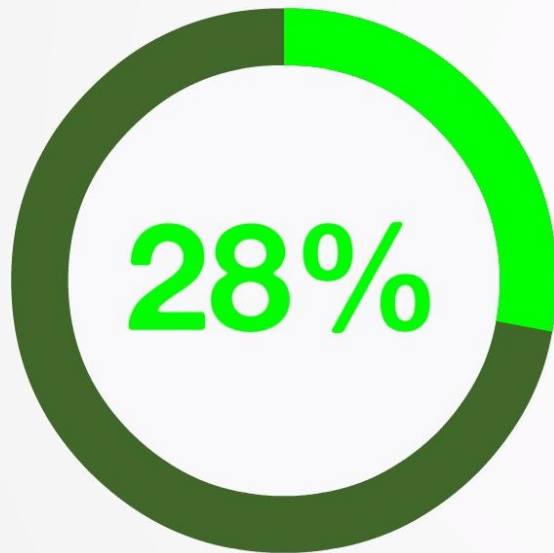
# Benefit



- Artisan's exposure to Manufacturing Excellence concepts and tools helped reduce costs and improve operations and processes, resulting in a more efficient workforce
- Improved overall productivity and quality of the products
- The changeover time was drastically reduced, resulting in value-added time for production and reduced work-in-process (WIP)
- Enhanced upper operator skills thanks to specific upper training
- Upper management and supervisors' understanding of Sustained Operations Procedures
- Implementation of skills matrix for Team Members' training

# KPIs

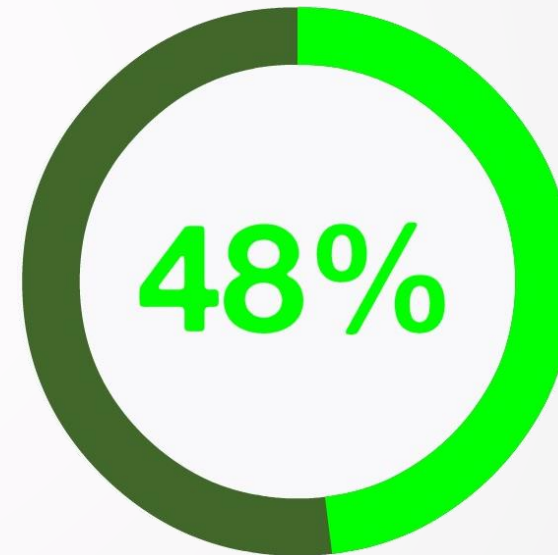
**Output**  
(Pairs / Operator / Day)



**Improvement**

IMPACTIVA  
REDEFINING QUALITY

**Productivity**  
(Pairs / Operator / Day)

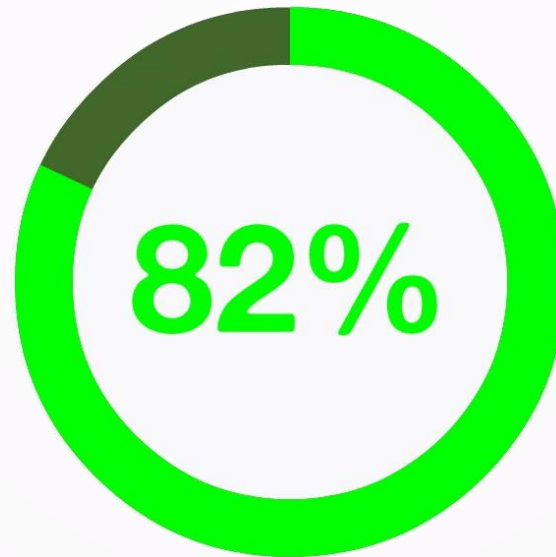


**Improvement**

**KPIs**

IMPACTIVA  
REDEFINING QUALITY

## Rejection Rate at Pre-Shipment QC



**Improvement**

# Quote



“There is a noticeable change in the Team Members’ skills as well as in their mindset”

Production Manager



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