



# Footwear Factory Process Optimization Consulting Success Story Romania

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# The Need



Impactiva was asked to execute a factory process optimization program for a footwear factory located in Romania.

The factory was established more than 20 years ago and today has 4 lasting lines and a total of nearly 500 employees.

The factory needed to improve the quality of the work produced while reducing the high costs they were incurring in their processes. They wanted to address the lack of consistency in their quality standards.

# Solution



- Implemented 100% inspection on all incoming leather, the factory had only been inspecting 10% of the incoming leather
- Established inspection process flow on leather and escalation process
- Trained cutters on leather texture and cutting layout diagram
- Improved lighting at leather inspection table so defects could be easily identified
- Trained factory on claims and compensation process
- Implemented Standard Work Instruction (SWI) as well as Operation Quality Performance audit for all cutters
- Trained supervisors on preparing Know Your Product report
- Implemented QC Gatekeeper stations
- Executed Check-Do-Check

# Benefit



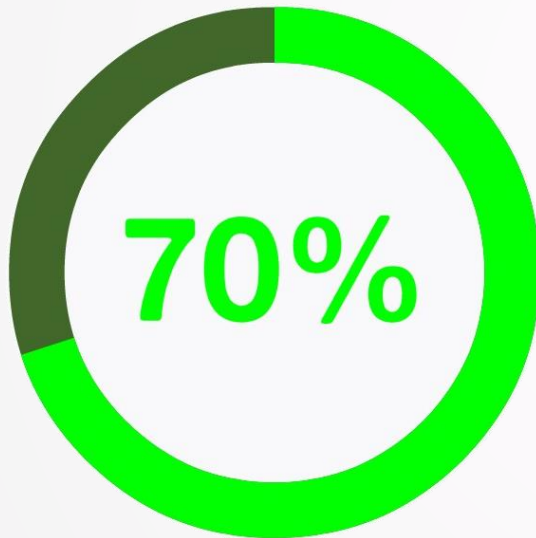
- The factory's overall productivity increased by over 20%
- The initiation of a Continuous Improvement team was game changing for the factory, as artisans were engaged, working in a more organized and efficient way
- There was substantial improvement in leather quality as well as subcontractor upper quality
- The factory as a whole embraced and understood LEAN concepts and methodology, such as waste elimination, lower production costs, increased labor productivity...
- Artisans loved teamwork building experiences and were eager to keep learning
- Leadership was compelled to reevaluate their business model

# KPIs

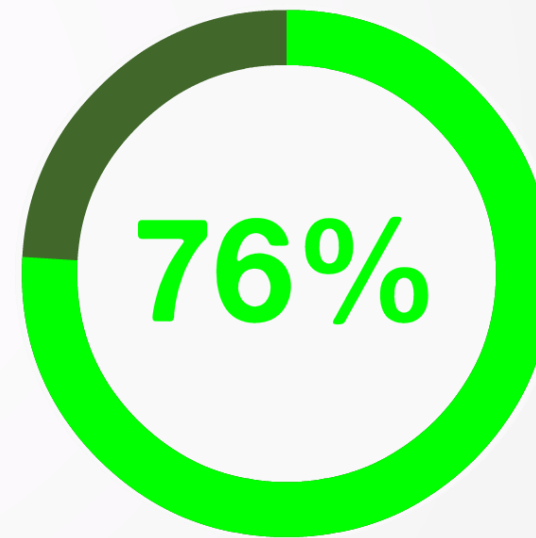


Cutting Stroke / Person / 8 Hours

Extra Leather Required for Orders  
- Cutting



Improvement



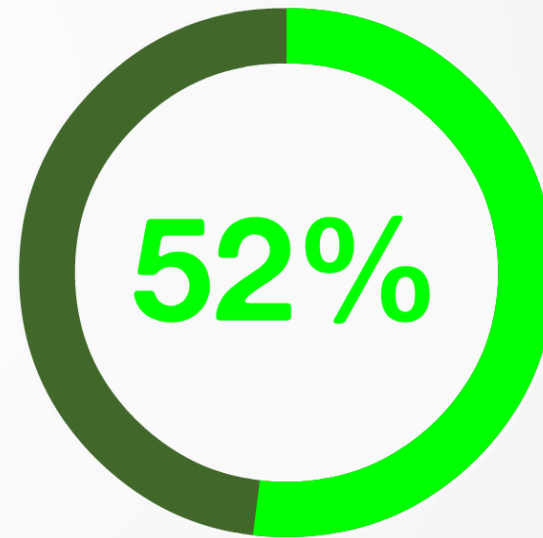
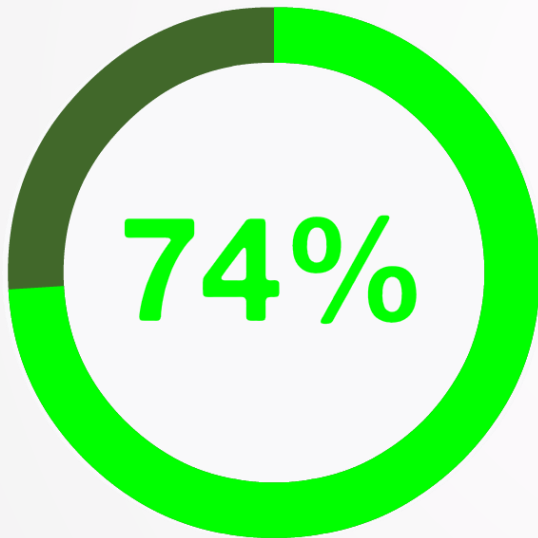
Improvement

# KPIs



## In-House Cutting Capacity

## Stitching Daily Output



Improvement

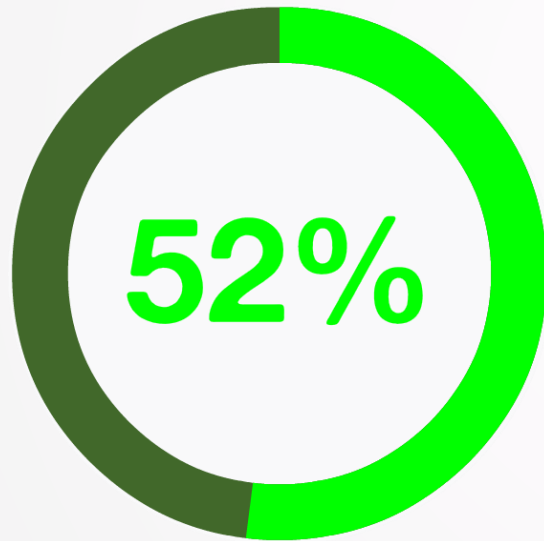
Improvement

# KPIs

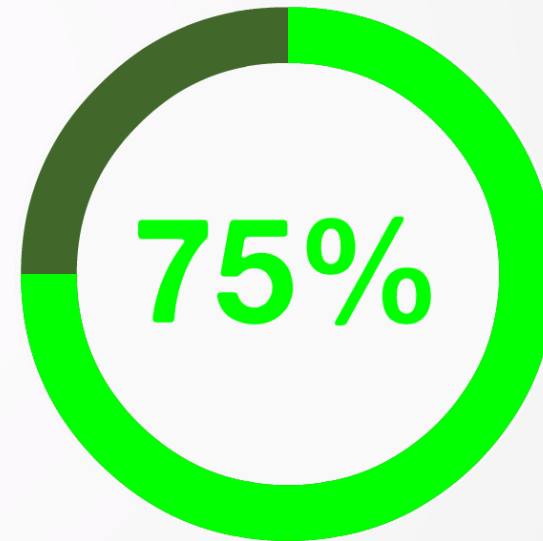


**In-House Stitching Capacity**

**In-House Stitching Rejection Rate**



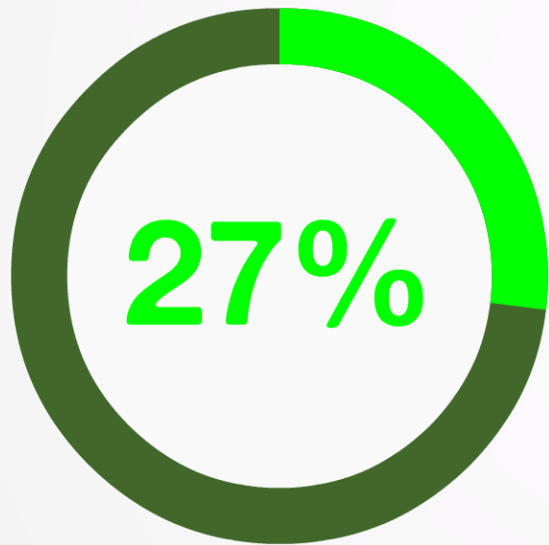
**Improvement**



**Improvement**

# KPIs

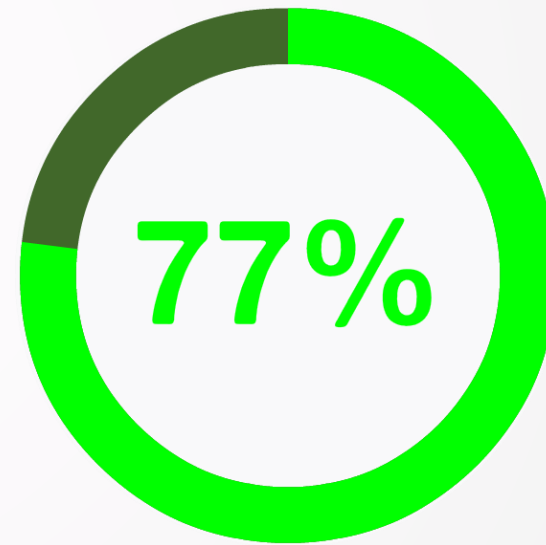
## Lasting Daily Output



Improvement



## Lasting Rejection Rate



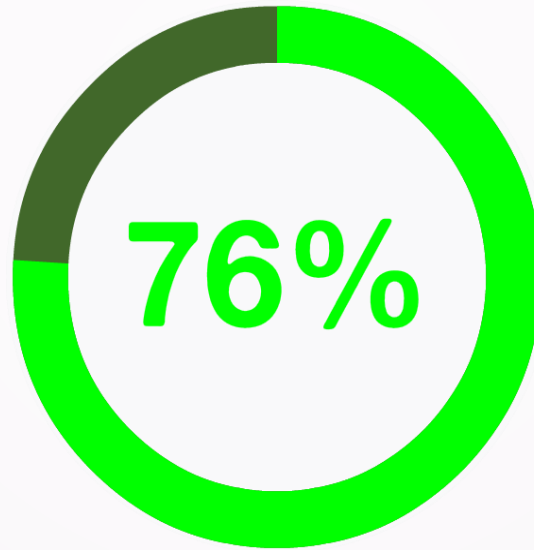
Improvement



**KPIs**

IMPACTIVA  
REDEFINING QUALITY

## % Reduction in Upper Leather Use



**Improvement**



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