



# Footwear Factory Process Optimization Consulting Success Story Myanmar

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# The Need



The Client approached Impactiva with the idea that Impactiva's services could help them with their strategic factories to make improvements.

The factory needed to improve productivity, employee engagement, and become more efficient with the existent headcount.

Additionally, the Client was looking to improve their management team, otherwise they would need to hire expert Chinese labor to run the factories, costing more money and communication / cultural conflicts as the factories had Taiwanese / Chinese management and Myanmar local workers.

# Solution



- Deployed 3 Lean specialists and technicians and taught weekly courses on Lean techniques
- Worked hand in hand on the line to develop the skills of each factory supervisor
- Coached in daily work & weekly project review meeting allowing them to be more efficient with daily work & to keep track of their objectives
- Implemented Check-Do-Check:
  - **C**hecking the quality of the work they receive; **D**oing their task exactly as per the SOP; **C**hecking their work before passing it on to the next station
- Established Corrective Action Plan through Root Cause Analysis & Fishbone Diagram
- Taught factory team the Standard Work for Leaders and the 5S methodology
- Quick Changeover implementation
- Educated supervisors on the standard Acceptable Quality Limit (AQL) Process

# Benefit

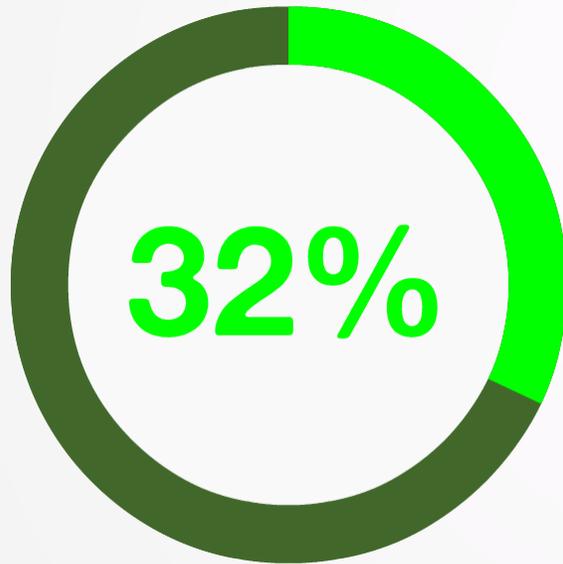


- Supervisors learned the basics of identifying process improvement opportunities and how to plan and get ready for the upcoming processes
- Local supervision positively engaged and really embraced changes, which helped to achieve the KPI improvement
- Hour by Hour Control was brought to all production lines, which kept all work under control
- The line supervisors completed the training with an in-depth understanding of line balancing, leveling the workload across all processes, and changeover
- Artisans learned how to take ownership of their actions and the quality of the products they produce. The line started working as a team to achieve their goals
- Factory Team Members understood the Continuous Improvement initiative: “do not expect to fix all the defects in one day, but if you fix two per day, it will be an ongoing process”

# KPIs

## Stitching

PPH (Pairs / Person / Hour)

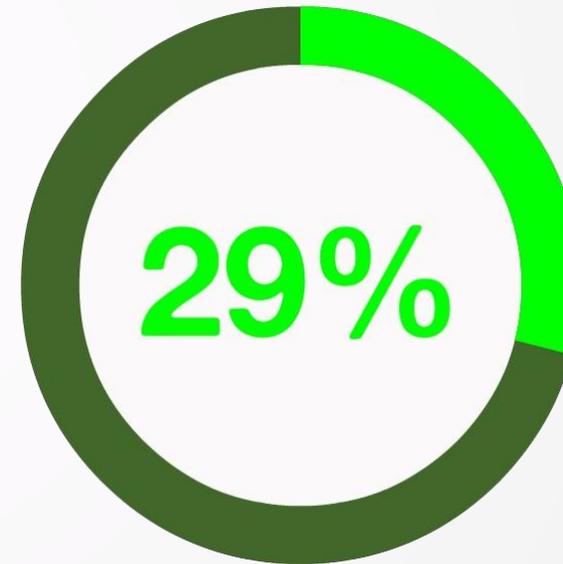


Improvement



## Lasting

PPH (Pairs / Person / Hour)



Improvement

# KPIs

Stitching RFT (%)



Improvement



Lasting RFT (%)



Improvement



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Contact Us: [sales@impactiva.com](mailto:sales@impactiva.com)