



International Technical Footwear Congress

February 03-05, 2016, Chennai, INDIA

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Bench Marking and Beyond – A Web Supported Business Excellence Model for Footwear Industry

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URs Productively- India





Agenda



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- Introduction and Need
- Bench Marking and Bench Marking Model
- Bench Marking in Footwear Industry
- Beyond Bench Marking
- Framework for Process Improvement Model
- The Web based Software
- Conclusion





Introduction and Need



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- Customer needs in Foot wear industry have transformed. The emphasis is now on :
- Moving From Mass Production to Custom Production to Mass Customization
- Manufacturing competitiveness in terms of Q-C-D is the key.





Introduction and Need



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- Supply Chain Efficiency that makes a big difference for customers
- Process orientation
- Transactional Process Redesign Vs Transformational Process Redesign



Introduction and Need



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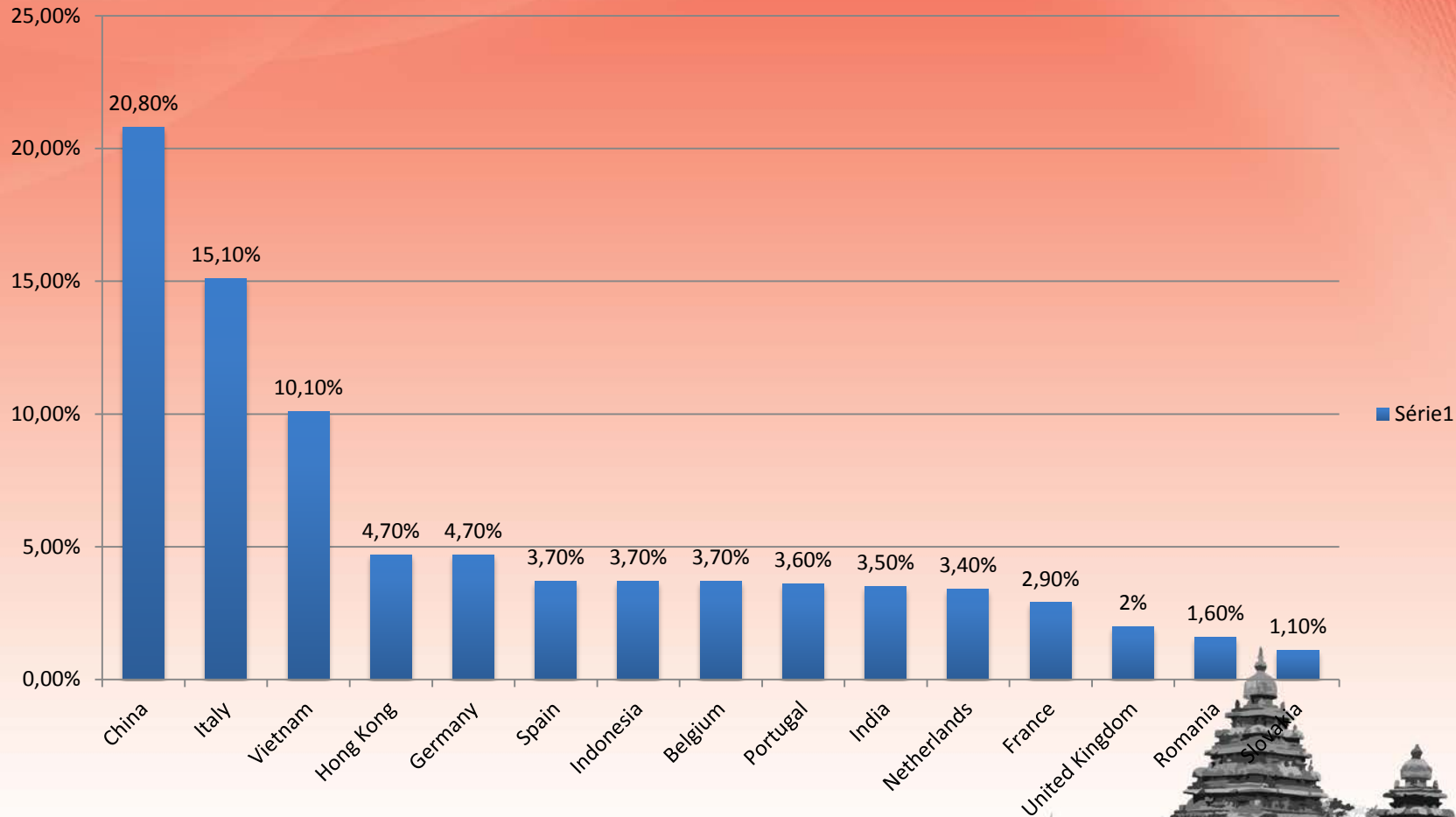
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Impact of Competitiveness -Global Leather Footwear Market Penetration -2014





Bench Marking and Bench Marking Model



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- Bench Marking is one of the powerful tools for improving productivity and competitiveness
- Bench marking fosters process orientation and facilitates establishing appropriate performance measures for each business process.





Bench Marking and Bench Marking Model



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- Bench marking assesses the capability and maturity of business processes and identifies which processes of the organization are strong and which processes need improvement.
- Bench marking helps in overall business excellence Assessment of the organization. (5 Levels)





Bench Marking Levels Of Business Excellence

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Sup

Level -1
No Process

Level-2
Repeatable
Process

Level -3
Measured
Process

Level-4
Managed
Process

Level-5
Bench Mark
able
Process



Bench Marking – BEAM Model



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- To enable the aforesaid Business Excellence Assessment the author has developed a process rating model – **BEAM- Business Excellence Assessment Model**
- BEAM – enables individual process Assessment , overall business Assessment and Bench Marking.





Bench Marking – BEAM Model



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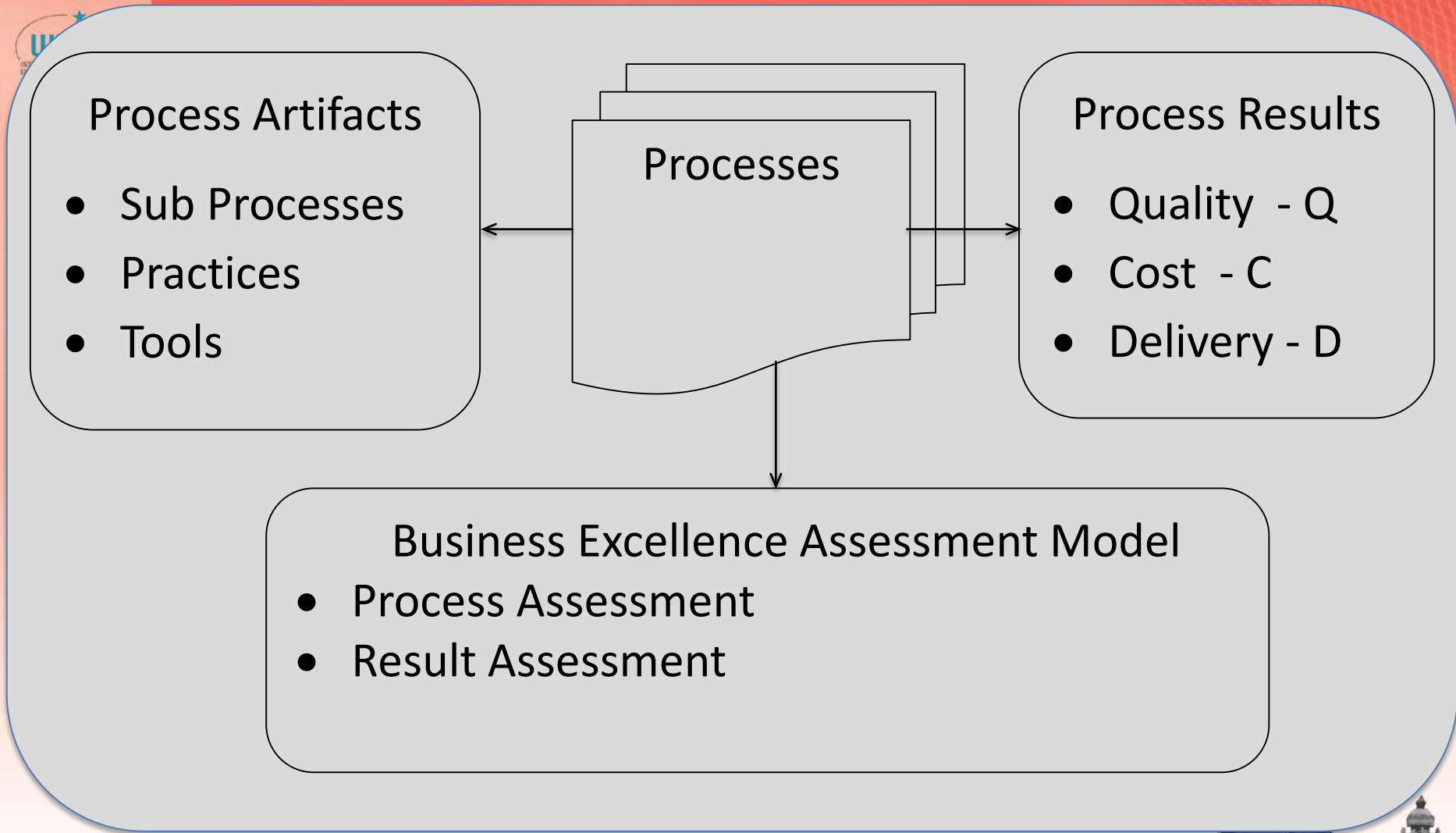
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- BEAM assesses Process Artifacts and Process results concurrently
- Process Artifacts are assessed in terms of Sub Processes , Practices and Tools
- Process Results are assessed in terms of performance measures covering Q-C-D
- The Process Assessment schema of the BEAM is as explained below :





Bench Marking – BEAM Model Process Assessment





BEAM Model – Illustration for a Process

Design and Development - DD

Process Artifacts

Sub Processes

- **Managing Customer requirements**
- **Design development planning**
- **Design Review**
- **Feasibility study standardization and value engineering**
- **verification**
- **validation**

Practices / Tools

- Understanding requirements
- Commitment to requirements
- Manage Customer requirement changes
- Identify design sub processes and control points
- Inter Departmental Reviews
- Standardization and VE reviews
- Inter Departmental Reviews
- Prototype Control

Process Results

Metrics

- **No of Design Samples / Man Day (C)**
- **On Time Delivery of Sample (D)**
- **Design sample lead time (D)**
- **Design Reworks (Q)**
- **Approval Rate (Q)**



BEAM – Scoring Scheme

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- Process Assessment (Artifacts) is done on a 5 point rating scale for each business process.
- Result Assessment is done on a 5 point rating scale for each business process
- Overall Business Assessment is also done on a 5 point rating scale as a composite of process assessment and result assessment.
- The guidelines for the scoring is as explained below:



BEAM – Scoring Scheme

Process / Results

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Process
Assessment



Result
Assessment

1
0

There is
no
practice

There is
no
Metric

2
1-2

This is
informally
practiced

Measured ,
No targets,
No positive
trend

3
3-5

This is
practiced
with the
tools
suggested

Targets set
, Positive
Trend

4
6-7

High level
of
compliance

Sound
CAPA

5
8-10

Process
Audit
/process
correction
for this
practice

Close to
Bench
Mark



BEAM – Scoring Scheme - Composite

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		1	2	3	4	5
Process		There is no practice	This is informally practiced	This is practiced with the tools suggested	High level of compliance	Process Audit /process correction for this practice
Results						
There is no Metric	1	1	1.5	2	2.5	3
Measured , No targets, No positive trend	2	1.5	2	2.5	3	3.5
Targets set , Positive Trend	3	2	2.5	3	3.5	4
Sound CAPA	4	2.5	3	3.5	4	4.5
Close to Bench Mark	5	3	3.5	4	4.5	5



Bench Marking Footwear Industry Experience



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- This BEAM model was configured as Bench Marking tool for footwear industry .
- 16 processes of footwear manufacturing were configured in the models frame work.
- About 45 footwear companies have participated in the bench marking assessment using this tool.
- The processes identified for the footwear industry and the summary feed back are discussed in the forthcoming sections.



Bench Marking - Footwear Industry Experience

Processes identified

Core Processes

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- **Design and development**
- **Product engineering/ process engineering**
- **Order processing/ planning**
- **Production –cutting**
 - **Production – upper closing**
 - **Production Full Shoes**
- **Procurement**
- **Out sourcing (job work)**
- **Quality assurance**
- **Management and leadership**

Support Processes

- **HR**
- **Stores – materials**
- **Stores – leather**
- **Maintenance**
- **Environmental responsibilities**
- **Societal responsibility**



Bench Marking - Footwear Industry Experience

The Big Picture



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L1

L2

10
%

L3

40
%

30
%

L4

20
%

L5

Many Participating companies gave feed back that bench marking tells them where they are but it should be followed by process improvement programs in a sustained way , and there should successive assessments .



Beyond Bench Marking – Frame Work For Process Improvement



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- The need now is to move up from bench marking to sustained process improvement leading to overall business improvement.
- For this purpose a Process Improvement model is envisaged where BEAM model is superimposed Process Improvement elements.
- Such a model should encompass:





Beyond Bench Marking – Frame Work For Process Improvement



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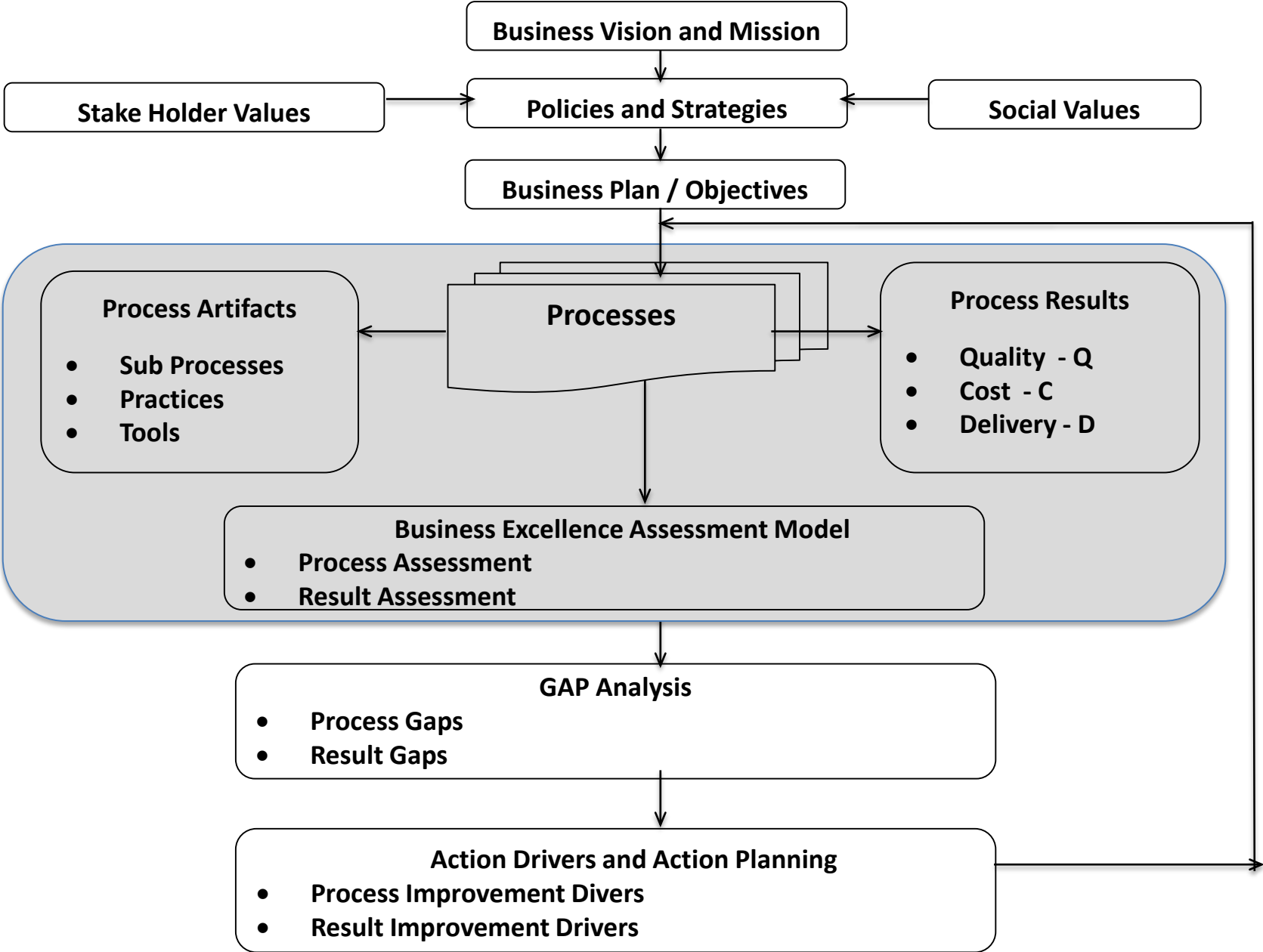
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- Business Vision and Mission
- Policies and Strategies
- Business Plan and Objectives
- Processes and Process Objectives
- BEAM Assessment
- Gap Analysis
- Action Drivers and Action Planning

Business Process Improvement Model





Frame Work For Process Improvement Action Drivers



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The action drivers – will be chosen on the basis of the assessment diagnosis as to whether the improvement is needed in Quality (Q) or Cost (C) or Delivery (D).
Some candidate techniques are given below as illustration.

Q – Quality	C – Cost	D- Delivery
FMEA	Cycle Time Reduction	Parallel Processing
QFD	NVA	Cell Production
7QC	Waste Reduction	TAKT Control
Poka -Yoke	VE	
	OEE	



Frame Work For Process Improvement Web Based Software – Snap Shot

Assessment

localhost:6241/BMT%20v-1.1/Assessmentupdate.aspx

BEAM-Business Excellence Assessment Model

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Master Company Process Model Assessment Process View Reports

ASSESSMENT PROCESS

Company *: AL01-Farstar Assessment No. *: 201501 Assessment Date : 26/12/2015 Process Sup. Process

Process *: DD-DESIGN AND DEVELOPMENT Approved : Yes Assessment By : mrc

Sno	Sub Process	Practice	Applicable Weight	Tool 1	Tool 2	Tool 3	Notes	Score	Justify Score	Business Impact
1	Managing Customer requ	Understanding requireme	Yes	0.00	Sample Order/ Request Fi			3XXXXXX		
2	Managing Customer requ	Commitment to requireme	Yes	0.00	Sample Order Acceptancé			4XXXXXX		
3	Managing Customer requ	Manage Customr requemt	Yes	0.00	Sample Tracking Sheet			3XXXXXX		
4	Design development plan	Idfy dsgn sub prces&ctrl p	Yes	0.00	Activity Plan record			2XXXXXX		
5	Design Review	Inter Departmental Review	Yes	0.00	Review Records			5XXXXXX		
6	Feasibility stdy stdization&	Standardization and VE re	Yes	0.00	Function Value Chart			7XXXXXX		
7	verification	Inter Departmental Review	Yes	0.00	Review Meetings/insptn re			2XXXXXX		
8	validation	Prototype Control	Yes	0.00	Prototype Records			6XXXXXX		

Delete All Process Save Export Close

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Frame Work For Process Improvement Web Based Software – Snap Shot

ProcessMview | localhost:6241/BMT%20v-1.1/ProcessMview.aspx

Apps | :INSIGHT: | Untitled Page | c# - Eval() in a Drop... | C# Programming Q... | sql - MSSQL Select s... | Guru Sarkar's Blog -... | Get value of DataKe... | RowDatabound eve... | Pass QueryString Pa...

BEAM-Business Excellence Assessment Model

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Master

Company

Process Model

Assessment

Process View

Reports

PROCESS VIEW

Sub. Process	Sno	Process	Score	Sno	Metrics Code	Metrics Name	Metrics Value	Score
	1	DESIGN AND DEVELOPMENT	32.00	1	DD03	Development samples -Lead time	15.00	5.00
	2	PRODUCT ENGINEERING	48.00	2	DD01	No of Design Samples / Man Day	4.00	5.00
	3	ORDER PROCESSING	47.00	3	DD02	On Time Delivery of Sample	3.00	5.00
	4	PRODUCTION CUTTING	58.00					
	5	PRODUCTION UPPER	0.00					
	6	PRODUCTION FULL SHOES	0.00					
	7	PROCUREMENT	0.00					
	8	STORES - LEATHERS	0.00					
	9	STORES - MATERIALS	0.00					

Practice	Sno	SubProcess Code	SubProcess Name	Score
	1	DD01	Managing Customer requirements	10.00
	2	DD02	Design development planning	2.00
	3	DD03	Design Review	5.00
	4	DD04	Feasibility stdy stdization&VE	7.00
	5	DD06	verification	2.00
	6	DD07	validation	6.00

Sno	Practice Code	Practice Name	Tool 1	Tool 2	Tool 3	Score
1	DD0101	Understanding requirements	Sample Order/ Request Format			3.00
2	DD0102	Commitment to requirements	Sample Order Acceptance			4.00
3	DD0103	Manage Customr	Sample			3.00

Close



Conclusion



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- Bench Marking should be followed by a sustained Process Improvement Program.
- Best way to enable this is - self assessment by the companies so that they can do it year on year.
- The self assessment by the companies may be supported by a web application.





Conclusion



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- This could be done on a cluster basis.
- The support can also include identifying the action drivers based on the gap analysis.
- The support can also include and action planning and review of Process Improvement Program.

