



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org



20121

**Leather Product and Shoe Manufacturing
Seminar Series - Africa**

**Expert's Reports
on Company Visits**

By: Mr. Walter Foran
New Technologies Consultant

Backstopping Officer: Charles Bodwell, *FACT/7DPA/T17AS*

Funding for this project was provided by the IDDA
UNIDO's Industrial Development Decade for Africa Programme



UNIDO

United Nations Industrial Development Organization

Introduction

The Seminar Series is the result of discussions which took place following a study, completed by UNIDO's Regional and Country Studies Branch, of manufacturing technologies in Africa, with an emphasis on the leather and textile sectors. A method was needed to make use of the information provided by this study, in a cost effective and far-reaching manner. The New Technologies Unit of UNIDO suggested a series of seminars on manufacturing practices combined with consultation visits to a select group of companies, as a means of reaching a large number of decision makers in a direct way. Discussions were then held between the New Technologies Unit and UNIDO's Leather Unit on carrying out a series of seminars, relying on close inter-divisional co-operation between the two groups. With financing provided by the Industrial Development Decade for Africa (IDDA) programme, the current Seminar Series is the result.

The New Technologies Unit, part of the Technology Development and Promotion Division, is the back-stopping unit for the Seminar Series. It undertakes various promotional activities, with a broader aim than that of technical co-operation. Technological advances in fields such as new materials, manufacturing, marine industrial technology, energy and environment technologies bear far-reaching implications for the business strategies of both developed and developing countries. The Unit's technology promotion encompasses a wide range of activities designed to provide access to and information on new technologies while assisting in the formation of effective business strategies. These include the promotion of international and regional centres, like the International Centre for Science, a Unit-backstopped project, and a variety of studies, networks and publications.

The Leather Unit, of the Organization's Industrial Operations Technology Division, is the group responsible for the project "Regional Africa Hides and Skins, Leather and Leather Products Improvement Scheme". It has played a central role in the planning, development and implementation of the Seminar Series for Leather Product and Shoe Manufacturing in Africa. The Leather Programme's National Experts are responsible for all implementation at the local level, while selection of the expert, locations and inputs on topics have come from the Unit's management. With technical assistance provided by the Leather Unit varying from \$6 - 8 million a year, the Leather Programme is one of the largest in UNIDO, with activities taking place across Africa. The five countries to be visited during the Seminar Series, Sudan, Ethiopia, Zambia, Zimbabwe and Kenya, are all participants in UNIDO's Leather Programme.

Table of Contents

Introduction — Footwear Industry at the International Level	1
SUDAN	2
Tomo Shoe Factory	2
Visit to small scale industries	4
Khartoum Training Centre	5
Sata Shoe Factory	6
ETHIOPIA	7
Anbessa Footwear Company	7
Manpo Company	9
Data Rapid Sole and Shoe Company	10
Eastern Shoe Company	12
ZAMBIA	13
Bata Footwear Company	13
Universal	13
Kamra Footwear Company	13
Bimzi Ltd	14
ZIMBABWE	15
G & D Shoes	15
Footwear and Rubber Industries Ltd	17
RK Footwear Manufacturers Ltd	18
Superior Shoe Company	19
KENYA	20
Bata Shoe Factory	20
Pachar Shoes	21
General Conclusions on Seminar Series	22

Introduction — Footwear Industry at the International Level

At the initial stages of each seminar, the following presentation was made regarding the international situation in relation to the footwear industry.

More than 50% of the world's footwear is manufactured in the Far East, and it could increase further to 80%. The United States and the United Kingdom are suffering the effects of a serious recession. In Europe, footwear production has almost ceased, in countries such as Belgium, Sweden, Ireland and Denmark. However, Italy and France, which are high cost countries, are still manufacturing footwear but on a more modest scale.

It is apparent that the Footwear Industry tends to move to the lower cost countries.

Some of the leading producers are as follows:

China	2500 million pairs
South Korea	600 million pairs
Taiwan	470 million pairs
Thailand	400 million pairs
Indonesia	190 million pairs

Indonesia manufacturers produce footwear under licence for companies such as Nike, Reebok, and New Balance. 86% of output is classified as sports footwear.

The footwear industry in Europe has suffered as a result of high labour costs. The process has also begun in South East Asia, and it is now assumed that the industry in Taiwan and South Korea has also been affected because of high labour costs.

(SOURCE: World Footwear Magazine)

It can be expected that this is a process that will continue, and will eventually affect more of the countries in this area. The continent of Africa should now be preparing for that eventually.

SUDAN

1USS = 128 Sudanese pounds (UN official exchange rate - 2/1993)

Tomo Shoe Factory

**P.O. Box 185 Seferian Building
Barlman Avenue
Khartoum, Sudan**

3 February 1993

Production Manager: K. Elsheikh Talha

The company, which is privately owned was established in 1974. Initially, there were few machines, and almost all of the operations were performed manually. The factory is located in a two story building.

In 1980, a number of machines were purchased for the closing and making operations. All of the machines are located on the bottom floor, and many of the hand operations are performed at the higher level.

The daily production amounts to 300 pairs. The number of people employed at the plant has increased to 160, and this figure includes the staff personnel.

Mainly military boots, with leather uppers and rubber or PVC soles are manufactured at the plant. A moxasin style with goatskin upper and PVC soling is also produced.

Operatives wages vary from 2800 Sudanese pounds to 2700 pounds per month. This sum consists of wages, transport allowances, cost of living and production incentives.

It is necessary to import adhesives and some grindery items. There is no restriction on foreign currency, but the financial situation is difficult and problems can occur.

The plastic last used for the military boots is a two piece last which divides at the forepart. This creates problems.

Production difficulties also occur because of the problems in obtaining machine parts. Three months may elapse between the purchasing and delivery dates. Machine parts for the seat lasting machine are not available, as the Italian machine company is no longer operating. Due to the lack of machine parts, it is often necessary to perform some of the operations manually. This situation can exist for long periods.

Difficulties also occur on occasions, in obtaining PVC soles from local suppliers.

In the closing section, sewing machinists were operating at a normal speed (100 performance) without the use of guides. Generally, however, the productivity is low. This is due to lack of training and inefficient production methods. Most operations need to be studied to reduce the handling methods, and to improve the operational processes and layouts.

The quality of the products can be improved. Although the military boot does not require the same fineness as the classic court shoe, improvements can be made.

The method used for cutting microcellular materials for the heel is wasteful, and approximately a 1/2" of material is lost on each cut. The plastic boards used on the clicking presses have large ridges, and are not level. The company has no means of planing the boards.

The edge distance at back seam closing and top stitching can be improved. The stitch length needs to be shortened. Creased toes and seats require extra work to eliminate the creases. The problems occur due to faulty machines in some instances.

Attention to quality details is required.

Conclusions

1. The training of supervisors is needed, to enable them to deal with the various production problems, the elimination of material losses, and to provide the company with the ability to plan in advance.
2. Changes are necessary in methods of work flow, handling techniques, and operational processes. Material losses occur because of inefficient cutting methods. Productivity needs to be increased. Assistance is necessary.
3. Assistance is needed in relation to machine maintenance and training. The introduction of a stock control system for machine parts is required.

Visit to small scale industries

3 February 1993

An association of shoe manufacturers exists for the small scale industries. It was stated that between 200 and 400 of such units are operating in Khartoum and surrounding areas. The small companies operate in private houses, in rented buildings, and at the market place.

The association purchases the materials, and the small companies obtain the materials from this source. In some instances, the materials are purchased by the company. The association is often responsible for the distribution of the finished products.

Two companies were visited. They are located in a large rented building, which has been partitioned off into a series of small workshops measuring 13 by 13 meters.

The grading of patterns occurs manually, and there are variations in the methods used.

The daily manufactured production total in the first company amounted to 125 pairs of men's shoes. There are 20 people employed, although this number can be reduced to 8, when a shortage of orders occur. Twenty five pairs are lasted manually by each group of three people. The group consists of an experienced man, with the assistance of two young men, who are usually related.

Cutting is performed manually, and a number of flat bed sewing machines were used for the sewing operations.

A bottom roughing machine and sole press were also available.

The second workshop visited, also manufactured men's shoes with rubber unit soles. On occasions, women's footwear is also produced. Twenty people are employed.

Machinery in this unit included an atom hydraulic press, a skiving machine, five sewing machines including two post types. Roughing and sole presses were also in use.

Hand stitched moccasins are manufactured in small amounts. The softer material had been imported from Egypt, and the quality was high.

Piece work payment systems applied in both units, and in some areas, wages in excess of 10,000 Sudanese pounds were being earned per month. However, this amount was available for each group of three, which as stated earlier, includes the senior operative and two trainees.

Conclusions

1. It would appear that the small scale industry is extremely active. It is now evident that it is competing in some instances with the medium sized industries.
2. The quality standards were acceptable, but extra work was required in the final stages to achieve the grade. Assistance is required in this area.

Khartoum Training Centre

4 February 1993

The Training Centre has now completed the first UNIDO Design and Pattern Cutting Course. The four week course included work on men's, ladies and children's styles. Sandals and moccasin type were also included. A variety of finished shoes were presented.

The Minister of Industry, Dr. Tag elsir Mustafa, presented the certificates to the students at a special ceremony organized for the occasion.

It is anticipated that a number of such courses will be organized in 1993.

There is a need for the Sudanese footwear industry to train operatives in all departments. The reasons for this situation are threefold:

1. Some operatives, as soon as they are capable of performing a number of operations, leave to find work abroad in Saudi Arabia and other countries, because of higher earnings in those countries.
2. Some operatives establish their own footwear business in Sudan.
3. There already exists a scarcity of trained labour within the footwear industry.
4. Operative training courses are required for the cutting, closing and lasting departments.

Management training courses are also required for supervisors, middle and senior management.

Sata Shoe Factory,
Haj Yousif Maigoma Street
Khartoum, Sudan
3 February 1993

Managing Director Mr. J.A. Yousif

The company was initially set up by Bata, but since 1986, has been under government ownership. However, it may be privatized in the future, and negotiations have been ongoing for some time in this area.

The production is comprised of army military boots, men's closed canvas shoes, thonged slippers and ladies plastic shoes. It was stated that between 2500 pairs and 3000 pairs are manufactured daily. Three production lines are in operation, and 80% of the production relates to military boots.

Operatives obtain a minimum of 3000 Sudanese pounds per month. They also receive free transport, medical facilities and a financial bonus. The rate of bonus depends upon the profitability of the company.

There are no problems in relation to upper materials, as the stock available is sufficient for the next three months.

It was stated that many of the machines are now in an obsolete condition, due to the difficulties involved in obtaining machine parts. Some of the machinery also needs to be replaced. Those problems have resulted in a reduction in productivity.

It was not possible to examine the manufacturing process in detail due to electricity supply problems.

Conclusions

Many of the operatives have been employed by the company for many years and are extremely skilled. It would serve as a strong base to begin with if privatization occurred.

ETHIOPIA

1USS = 5 Birr (UN official exchange rate - 2/1993)

Anbessa Footwear Company,

9 February 1993

Managing Director
Production Manager

Mr. G. Tefera
Mr. G. Kebede

The company is now producing an average of 8000 pairs per week. Originally, they were producing 10,000 pairs weekly and during that period, the major part of the manufactured output consisted of military and working boots. The total output was sold to army and government agencies.

The situation is now somewhat different. The company is selling on the open market and to government retailing outlets. There has been an increase in the number of designs being manufactured. Currently, it amounts to fourteen, consisting of men's, ladies' and children's shoes.

The stock situation is high. There are 80,000 pairs of completed shoes, which amounts to ten weeks manufacturing time. In the leather store, there is a stock of 224,000 sq.ft. which is equivalent to fourteen weeks supply. Some of the material has not been used recently. It is still necessary to order material for some of the current orders.

The workforce amounts to 408 operatives. The administration section employs 200, which makes a total of 608 employees.

The layout from clicking to boxing is extremely good, which enables the work to move freely from section to section.

A training programme is required for the cutting section. The manager discussed the current problems, and presented some details in relation to the leather material losses.

No. of pairs	Material Required sqft.	Material Used sqft.	Loss sqft.
1330	2458	2624	166
700	944	1302	358
1740	2707	3783	876
1260	1858	2716	858

In many instances, the quality of the material is poor, and stretches readily.

In the closing section, linings, panels, and vamps are applied with adhesive and attached prior to stitching. The average performance rate at closing is about 85 to 90.

A training programme is necessary in this area to train the stitchers to sew without prior attachment of the components, and to increase the speed with improved quality.

In the lasting and marking department, there are problems in relation to machine parts, and machines that are not functioning properly. It was also suggested that extra machines are required in specified areas. Details were given to Mr. Berg, of UNIDO's Leather Programme, on his last visit in November 1992.

It will be necessary to improve the quality of the shoes. There are quality problems at cutting, closing, lasting and particularly in the shoe room section.

It is suggested that assistance is required in relation to the introduction of a Quality Control programme.

Conclusions

1. Training assistance is required in all of the departments. Material savings, improved production methods are required.
2. A Quality Control programme needs to be introduced.
3. Mechanical problems frequently occur. Training assistance is required in the Engineering area.
4. The current output is inadequate in relation to the size of the labour force.

Manpo Company

9 February 1993

Production Manager Mr. W. Tirunch

The company is part of the Ambessa structure, although it is situated on a different location and operates independently.

There is a capacity for 1200 pairs of closed uppers weekly for men's ladies' and children's shoes. The materials are obtained from the Ambessa Leather store.

The company also manufactures 250 to 300 pairs of men's and children's shoes. Fourteen operatives are employed on this track.

It is intended that the export of closed uppers to the Middle East and other foreign outlets may occur eventually, and assistance may be required in this area.

The clicking department is highly mechanized, with 14 cutting presses. It was stated that material savings occur in this section.

In the closing section, 89 people are employed with 19 in the preparing section and 70 in the sewing section. There are 6 skiving machines and 70 sewing machines. There are no guides or knife attachments on any of the machines.

Panels, appliques, linings and vamps are combined prior to stitching. Training is required to enable the stitchers to sew the components without the prior combination. It is also necessary to improve quality and to increase productivity. This is necessary to ensure that they will be competitive in both quality and price in foreign markets.

Conclusions

1. Assistance is needed in terms of quality, method study and increased productivity performance.
2. It will be necessary to obtain a foreign partner and outlet to enable the company to expand.

Data Rapid Sole and Shoe Company

10 February 1993

Chairman **Mr. V.S. Avakian**
General Manager **Mr. T. Afework**

The company manufactures about 200 to 250 pairs of men's and ladies' shoes per week. The company is attempting to produce good quality shoes for the local and export markets. Unfortunately, due to problems, few shoes were being produced during the visit.

The outside materials include box calf, softie sides and goat skins for the moccasin types.

Three different shoe styles are manufactured weekly. Five different last shapes are used. The owner also designs the shoes and has one assistant. The daughter of the owner has now almost completed a three year course in design and shoe manufacturing in Italy. The CAD system has been included in the programme.

Currently, sixteen people are employed. In the clicking department, cutting is performed manually.

In the closing department, the following machines are available:

- 6 flat bed sewing machines
- 1 post bed sewing machine
- 1 cylinder arm sewing machine
- 2 twin needle sewing machines
- 2 skiving machines
- 17 Cross-stitching machine

An Adler moccasin machine (205-NAI) has been purchased, but to date, they have been unable to operate the machine.

There are two lasting machines in the making section:

1. Forepart lasting machine (Molina Bianchi)
2. Waist and seat testing (Cerin)

Both machines have mechanical problems, and shoes are also lasted manually. There are also problems associated with the two station sole press, and one pad is not functioning.

The owner has invited an Italian technician to join the company for a three months' period.

Orders for the following machines and equipment have also been placed and are due in two months' time:

1. Pattern cutting machine
2. Clicking press
3. Perforating machine
4. Folding machine
5. Insole attaching machine
6. Back forming machine
7. Levelling machine

8. Brushing machine
9. Sole press
10. Panel trimmer
11. Conveyor (14x6x14)

The company also operates a sole and insole manufacturing plant. Heels are also produced. The following machines are available:

1. Atom 888 press
2. Splitting machine
3. Bruggi rounding machine
4. Reducing machine
5. Sole cementing machine
6. Attach rands
7. Bruggi reducing machine
8. Inking machine
9. Trimming machine
10. Cupping
11. Sanding
12. Direct injection sole moulding machine

Conclusions

It is suggested that in the second phase of the project, technical assistance could be made available to this company.

Eastern Shoe Company

10 February 1993

Manager Mr. A. Ghenna

The company manufactures 750 pairs of men's and ladies' shoes per week. The price range varies from 50 to 75 Birr for men's PVC, 65 to 80 Birr for leather and 55 Birr for ladies. Thirty people are employed and one supervisor is responsible for the unit. The outlets for manufactured shoes include four wholesale establishments.

There are problems in terms of obtaining material for increased production. A large percentage of the leather production of the country is exported and there are difficulties in obtaining extra material for home consumption.

The company is also prepared to export shoes, and recently an order was obtained from the Yemen for 2000 pairs of men's and ladies' shoes. Sandals are also included in the order.

There are three handcutters and one press cutter employed. Material savings are generally good when using 1st and 2nd grades. Difficulties occur when cutting 3rd and 4th grades.

In the closing section, all of the materials are combined prior to stitching. Lining patterns are rather large, and material savings can occur, if the linings are reduced to 1/4" below the lasting edge. Productivity is generally about 75 to 80 performance.

In the lasting section, all of the shoes are handlasted. Six people are employed, and they perform the operations from insole attaching to last slipping.

The insoles are too large, and it is necessary to trim the insoles from toe to seat. Material savings can occur if the correct shapes are obtained. The quality will also improve as the hand trimming produces a rather ragged edge. Since the linings are flush with the lasting edge, it is necessary to apply adhesive to the lasting edge of the lining and the upper edge. Two applications will not be necessary if the lining is shorter.

A number of tacks are inserted on the upper during lasting. It is not necessary, and in effect damages the upper. The lasting allowance is excessive, and in some instances is over 1". This can be reduced to 1/2". Financial savings can occur as a result of material gains. It is also suggested that if all of the modifications occur, an increase in production totals should occur at lasting.

During the visit at the manager's request, the operatives had an opportunity to view the video recording of closing machinists operating at 130 performance. In the film, uppers and linings were not combined prior to stitching, and thread cutting techniques were also demonstrated.

Conclusion

1. During the 2nd phase of the project, it is suggested that technical assistance is made available to the company.

ZAMBIA

1US\$ = 398Kwacha (UN official exchange rate - 2/1993)

Extensive visits to the Zambian footwear companies by the consultant had occurred in May/June 1992. Consequently, it was not necessary to carry out indepth studies.

Bata Footwear Company

**Mukwa Road
Lusaka, Zambia**

17 February 1993

However, on 17 February, the consultant again visited the Bata Footwear company. The visit was arranged to enable the four Bata participants at the seminar, to discuss with the consultant the problems that they often encounter. Those problems were related to some of the topics discussed at the seminar.

Universal

It was not possible to visit the Universal company as this manufacturing unit is not currently operating.

Kamra Footwear Company

**Mukatasha Road Plot no. 7242
Lusaka, Zambia**

17 February 1993

Owner Mrs. Maine

Meeting with Mrs. Maine at Kamra Footwear. This was really a courtesy call, as the manufacturing unit is not in operation at the moment. Difficulties have arisen because of sole shortages. However, Mr. Mulenga (Manager) is currently in South Africa for the purpose of purchasing sole units and resin sheeting. It is anticipated that the company will begin manufacturing again when the sole units are available.

Bimzi Ltd

18 February 1993

Managing Director Mrs. Mwanamwambwa

Meeting with Mrs. Mwanamwambwa at Bimzi Ltd and this was also a courtesy call.

An increase has occurred in the production of footballs. The quality of the leather from Bata tannery has improved. However, a more waterproof material is still required.

Material prices are increasing rapidly due to inflationary processes. To offset this tendency, the company intends to evaluate the quality of hides in the rural areas in relation to the manufacturing of handbags and upholstery.

The company is suggesting that it may be possible to purchase hides from farmers and villagers in the areas where UNIDO has improved quality standards. The company would collect the hides. Discussions with the SICO tannery are taking place in relation to the tanning process. The company suggests that consequently, a reduction in leather prices can occur. The national expert will contact the Leather Unit in Vienna, as financial assistance is being sought.

It is anticipated that in the near future, the company will discuss with a Korean manufacturer the concept of manufacturing leather jackets and upholstery in Zambia, for the export market in Europe.

ZIMBABWE

1US\$ = 6.7Z\$ (UN official exchange rate - 2/1993)

G & D Shoes

24 February 1993

Managing Director Mr. Alan Feigenbaum

This company has made dramatic strides forward in the past decades, and full credit is due to the Owner and Managing Director, Mr. Alan Feigenbaum and his management team. Their energy, drive and total dedication have achieved remarkable results.

The company produces between 8500 and 8000 pairs per day. The production mix includes sports shoes, men's casuals, ladies casual and fashion shoes and a boot range.

Approximately 80 to 100 designs are produced per season. The number of people employed amounts to 965.

The manufacturing unit is divided into different production units, but during the rather short visit, it was possible to visit the ladies section only.

In this plant, 3500 pairs are produced daily, but part of the production total is partially manufactured, and this type is exported.

Almost all of the work is handcut in the clicking section. Although the cutters' tickets specify the amount of material required, the amount of material received by each cutter is not recorded. Although the amount of material used by the department is recorded, there is no recording of the amount used by each cutter. If those recordings were made, it would be possible to produce a weekly report, which would identify the material gains or losses produced by each cutter. A computerized programme can be prepared for this process, which can also highlight the different material gains or losses. Such a programme can also identify on which designs, the gains or losses are occurring. Consequently, the pattern interlocking properties of each design can be assessed.

The production planning system has been computerized. However, at this point in time, it is not effective. It was stated that it is often difficult to obtain the computerized print out of each daily input. In some instances, the work is being manufactured prior to the arrival of the daily computerized schedule. Consequently, it is difficult for the supervisor to plan in advance.

Daily "work in progress" reports should also be available, which detail the amount of arrears. It was acknowledged by the MD that difficulties exist in relation to the computer programme, and that the problem would be resolved shortly.

In the closing department, the amount of work in progress is excessive. There are too many boxes of work beside each operative. Unfortunately, this allows the operatives to decide the sequence in which the orders will be manufactured. It was evident from the ticket numbers that arrears were spread over ten days. There is need for a dramatic reduction in the amount of work in progress.

There is a second closing unit in operation within the ladies section, and steps have been taken to reduce the work in progress. The results are excellent, and the amount of work beside each operative is minimal. Consequently in this section, management are in complete control of the system and order in which work is manufactured.

There is need for the introduction of operative training programmes in some areas. Linings are combined to vamps prior to stitching. In one section of the closing department, twenty people were employed on this operation. It is suggested that a stitching training programme is introduced to enable the operation to be performed without the prior combination of linings.

There is need to concentrate on method study, as improvements can be obtained, in many areas.

Conclusions

1. This company has obtained remarkable results to date. Dramatic strides forward have been made over a long period. Production targets are constantly being achieved, and productivity is higher than one normally encounters in Africa.
2. However, although the visit was short, there was a distinct impression gained, that perhaps a period of consolidation is now required.
3. In-house training programmes for the staff need to be intensified in all areas of management including production control, material control, cost control, quality control and other management processes. It is extremely important that the programme also includes "On the Job" training.
4. A training programme for operatives in the sewing section is required, to eliminate the need for the combination of components prior to stitching.
5. An intensification of the method study programme is needed. There are many areas in which improvements can occur.
6. The problems, associated with the production control computerized programme need to be eliminated.
7. It is recommended that a computerized programme is introduced in relation to material usage, which will include material gains or losses for (1) cutters, (2) types of materials (3) designs.

Footwear and Rubber Industries Ltd

**CNR, Birmingham Road
23rd Avenue West, Belmont
Bulawayo, Zimbabwe**

25 February 1993

**Managing Director Mr. O. Roubicek
Factory Manager Mr. J. A. Rice**

The company manufactures approximately 600 pairs of shoes daily. Initially the total output amounted to 2000 pairs daily, but due to the extreme recessionary conditions that currently apply in Zimbabwe, the output has been reduced.

The inflation rate is 35/40, and bank interest rates are 30%. Import taxes are also high. 30% of the materials are imported which include adhesives, toe puffs and counters, shanks, rubber chemicals, buckles and trims.

Eighty designs are produced per season and they include many constructions. Stitch downs, in both suede splits and synthetic materials are produced for the mens, ladies and youths markets. The ranges also include moccasins, safety boots, trainer shoes, ladies fashion range, sandals and youths veldtshoen. It is difficult to operate with such a large mixture, but necessary under the current marketing conditions. There are fourteen different last shapes in use.

The company has five injection mould machines and currently there is spare capacity. They also produce rubber soles and resin soling material.

In the clicking department, there are 13 clicking presses available, and six of them are currently in use.

In the closing department, guides are not in use, but all of the stitchers have been trained to stitch without the prior combining of the components.

The lasting and making departments are conveyORIZED, and the work moves smoothly.

There is a problem at sole attaching, and the time dwell on one of the pads is 9 seconds only. It was stated that it would be immediately corrected.

A quality system was introduced, which has assisted in improving the quality standard. The clicking department quality examiner is now responsible to the closing foreman, and the closing examiner is responsible to the lasting foreman, and the final examiner is responsible to the soles department.

The quality standard is good, and the company ensures that the attention to detail is maintained.

The company stated that they will apply for assistance during the 2nd phase of UNIDO's leather and footwear project.

Conclusions

It is suggested that if second phase of the leather project occurs, that assistance is made available to this company.

RK Footwear Manufacturers Ltd.

25 February 1993

Managing Director Mr. Umesh Ratanje
Factory Manager Mr. Peru Moodley

The company was previously manufacturing 1500 pairs daily, but because of the current recession, the total daily production has now been reduced to 750 pairs. The ranges consist of ladies' fashions, casuals and mens.

Originally, there were 265 people employed, but it has now been reduced to 155 employees.

The materials used are corrected grain sides, suedes and synthetic materials. Eleven different last shapes are in use.

The material stock position is currently high, with a value of 2,000,000 Zimbabwe dollars.

The factory is clean, and the production processes are well organized.

However, there are areas in which financial savings can be made. Material losses and gains need to be recorded, and training is needed at cutting. The introduction of guides can increase productivity in the closing department. Training is required to ensure that the components can be stitched together without being previously combined. It is necessary to improve the quality standard. The stiffer material in use is rather soft and the back part of the shoe is not solid. Insole shapes vary. The quality of roughing can be improved, and sole bottoms are not flat. Top lines are not always well defined.

Shoes examined after boxing, displayed a number of faults. Shoes looked untidy and had a slightly worn appearance. Adhesive was visible on the shoes, the soles were marked, and the top lines looked untidy.

The manager, who is most enthusiastic, was very much involved during the visit.

Conclusions

It is suggested, in the event of a second phase of UNIDO's Leather Programme, that assistance is made available to this company, in relation to operative training and quality programmes. An "on the job" supervisory training programme should also be included.

Superior Shoe Company

25 February 1993

Managing Director: Mr. C Da Costa

The company has been affected by the current recession that prevails in Zimbabwe. However the company's foresight in developing the "closed upper" export business, has enabled them to remain extremely busy in the cutting and closing sections.

The USM Rink system is not operating at the moment due to mechanical problems at forepart lasting. Within the last four months, the system has ceased to function on four occasions because of machine problems. On each occasion, there were long delays between the machine problem occurring and correction by the USM engineers (South Africa). This situation is most unsatisfactory.

It is necessary for the company to ensure that this rather expensive "Rink System" is utilized to the full. Currently men's shoes only are lasted on this system. The process is capable of lasting 1000 pairs daily. Since men's shoes account for 400 pairs daily, it is suggested that some of the Ladies ranges are prepared for this process. Modifications to some of the upper patterns will be necessary. This process can be accelerated if the CAD System which is already available at Superior is used.

Conclusions

1. The recession in Zimbabwe has affected sales on the home market.
2. The company has had the foresight to develop an export business.
3. Mechanical difficulties on the USM Rink system have created production problems. Assistance is needed from USM (Europe) to eliminate those problems. It is necessary to train local engineers to enable them to cope with any mechanical problems that may arise in relation to the Rink System.
4. The preparation of other ranges for the USM Rink system should begin. The use of the CAD system must be encouraged and it is suggested that assistance from IIZ is sought.

KENYA

Bata Shoe Factory

P.O. Box 23
Limuru, Kenya

3 March 1993

Production Manager **Mr. N. Young**

It had been agreed with Mr. Young that all of the seminar participants could visit the Bata production plants. Mr. Young who had participated at the seminar, accompanied the group during the visit, and discussed production techniques and changes that were currently taking place within the plants.

The current production is comprised of canvas shoes, thong sandals, leather fashion (ladies and gents) and Sports Shoes.

In the Canvas section, many changes have occurred in recent months. The layout has been changed, and all of the production lines have been completely conveyORIZED. Many of the operations have been reexamined in an effort to simplify the processes. The productivity rate is high and compares favourably with western standards.

In the earlier fashion section, the organization is also extremely good. The quality standards are high, and efforts are constantly being applied to simplify each operation.

It is this constant striving towards simplification of design, operations and layouts that has enabled the management in the last twelve months to achieve such remarkable results.

Thanks is due to Mr. Young, who is obviously extremely busy but nevertheless spent so much time in ensuring that the visit was successful.

Pachar Shoes

P.O. Box 3672

Thika, Kenya

3 March 1993

Managing Director Mr. C. Ngethe

It had been agreed with the M.D. that all of the Seminar participants could visit the Pachar Shoe company.

Moccasin styles were being manufactured during the visit. Many of the changes suggested by the consultant on his previous visit, have now occurred. Modifications in the seat patterns have resulted in an improvement in quality, and productivity.

The shoes are clean and crisp. The quality standards have improved. The production amounts to 125 pairs daily.

The production layout has been modified, and the premises looked clean and tidy. Containers have been made available to stock shoes at specified locations during the manufacturing process. The amount of work in progress has been reduced considerably.

Thanks is due to M.D. who accompanies the participants during the visit, and spent so much time ensuring that the visit was successful.

General Conclusions on Seminar Series

1. The two day seminar held in each of the five countries enabled an assessment to be made of the management structure, the quality of personnel within that structure, and the possible potential for the future.
2. It was clearly evident that the use of video, overhead projector and flip charts contributed to the presentation, and encouraged discussion and involvement from the Seminar participants. It is suggested that this type of presentation can be further developed.
3. It is proposed that another series of such seminars are held in each of the countries visited, to ensure that all of the staff, involved in the footwear industry, have an opportunity to attend.
4. It is also recommended that those seminars are followed by an "on the job training" course. Each seminar participant has an opportunity with such a programme to implement on the factory floor, within his own department, the techniques and managerial aids that were demonstrated during the seminar. It is suggested that the course is held on a one to one basis between the consultant and the staff member. Since each staff member will be working under instructions, it is possible to cover a number of staff within the company during each visit.
5. If such a programme is introduced, it will be necessary to prepare course modules.
6. During the seminars, some of the problems that are affecting the footwear industry in Africa were discussed. The points raised were as follows:
 - a. High taxes on the importation of machinery, machine parts, chemical inputs, and footwear materials;
 - b. excessive government regulations and procedures;
 - c. the footwear industry is seriously under capitalized, and there is need for rehabilitation;
 - d. the training of managers, supervisors, and technologists is urgently required;
 - e. governments in many instances may be unaware of the possibilities and potential of an export business;
 - f. lack of enterprises which manufacture shoe chemicals, lasts, and specific footwear materials.
7. Footwear companies in some countries are already exporting in vast quantities. However governments need to be made aware of the possibilities of an increased export market. Changes and concessions are required on their part to encourage joint venture partners to set up in Africa.
8. UNIDO, through the Hides and Skins, Leather and Leather Products Improvement Scheme need to continue with the work that was begun in the first phase of the project. Besides the vast rehabilitation and consultancy programmes, they have been instrumental in setting up footwear associations where they had not previously existed. Future market expansion was encouraged through the participation of selected