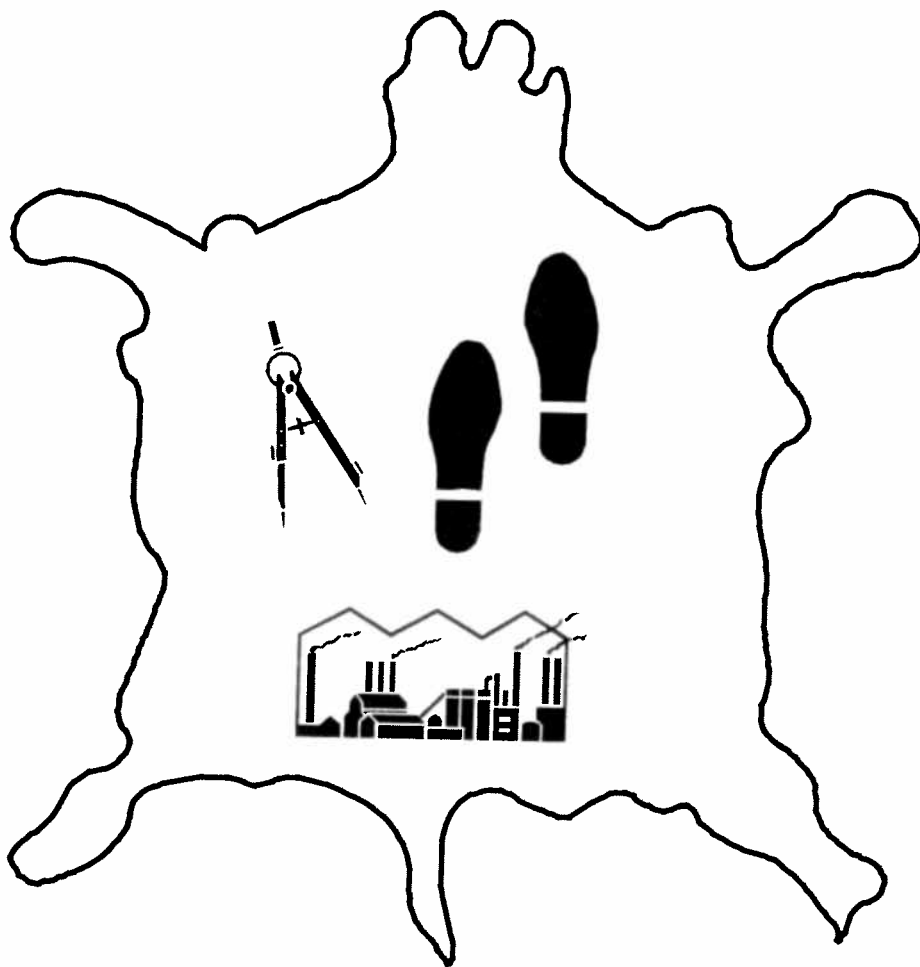


SHOE INDUSTRY DIPLOMA COURSE



COLLECTION BUILDING *



*This document has been produced without formal editing



This learning element was developed by the UNIDO Leather Unit's staff, its experts and the consultants of the Clothing and Footwear Institute (UK) for the project US/PHI/85/109 and is a part of a complete Footwear Industry Certificate/Diploma Course. The material is made available to other UNIDO projects and may be used by UNIDO experts as training aid and given, fully or partly, as hand-out for students and trainees.

The complete Certificate/Diploma Course includes the following learning elements:

Certificate course

- Feet and last
- Basic design
- Pattern cutting
- Upper clicking
- Closing
- Making
- Textiles and synthetic materials
- Elastomers and plastomers
- Purchasing and storing
- Quality determination and control
- Elements of physics
- General management
- Production management
- Industrial Law
- Industrial accountancy
- Electricity and applied mechanics
- Economics
- SI metric system of measurement
- Marketing
- Mathematics
- Elements of chemistry

Certificate/Diploma course

- Closing
- Collection building
- Advanced technology
- Work study
- The role of the production manager
- Production planning
- Material purchasing & control
- Quality control
- Material and related science
- Adhesives
- Pattern making and engineering
- Shoe costing
- Grading

TABLE OF CONTENTS

	<u>Page</u>
The Fashion Phenomenon	2
Fashion Themes	3
Marketing Strategy and Guidelines	5 - 11
New Heel Shapes and New Last Shapes	12
Materials and Colours for Range	13
Decisions	14 - 15
Product Design Order Form	16
Product Processing	17
First Development Meeting	18 - 19
Proposed Time Table for Style Development	20
Specification Form	21
Operation Forms	22 - 29
2nd Development Meeting	30 - 31
Pathfinder Programme	32
3rd Development Meeting	33 - 34
4th Development Meeting	35
Finalized Range	36

COLLECTION BUILDING

THE FASHION PHENOMENON

Before the creation of new designs, it is necessary to recognise the requirements of the potential customer. This is particularly true in a market where there is sufficient variation in design to enable the customer to make a choice. In such a situation, the manufacturer in an effort to maintain or improve his share of the market, will need to design and develop a fashion range of shoes that is more attractive to people than the shoes offered by a competitor.

Market research techniques are usually applied to ascertain the priorities of the average person regarding fashion appeal, comfort and fit, performance and the price that each individual is prepared to pay for each item of footwear needed.

It is this concept of fashion in its entirety, the constant and ever changing themes, the creation of ideas and images that are eagerly sought after, that make the fashion phenomenon so exciting.

FASHION THEMES

Fashion themes are generally obtained from the following sources.

- a) Sketches
- b) Drawings
- c) Pullovers
- d) Photographs

The ideas may have been obtained as a result of visit to Fashion Centres or Shoe Fairs. The fashion trends may also have been obtained from fashion magazines, component manufacturers or from modifications of previous styles.

Fashion writers and Leather and Textile Manufacturers will normally present the material and colour story.

Last and Heel Manufacturers will supply the new emerging fashion features in relation to lasts and heels and sole units.

2) Age Group

- a) Is the age group at which the range aims at,
the most advantageous regarding increased sales?
- b) Is it necessary to alter the age group profile?
- c) Will it affect the range appeal?

3) Advertising

- a) Is the current advertising policy capable of obtaining the necessary increase in sales?
- b) Is it necessary to concentrate more on television and radio and/or magazines and newspaper?
- c) Are the magazines and newspapers that have been chosen, the most suitable for the fashion range in terms of circulation and appeal?
- d) Is it possible to increase advertising in terms of shop window display?
- e) Is it possible to penetrate the market further in relation to the mail order catalogue process?

4) Price Bracket

- a) Will the current price brackets assist in obtaining the necessary sales increases?
- b) Should additional price brackets be included?
- c) Does the company compare favourably with competitors in relation to prices?
- d) Are sales spread evenly in each price bracket?
- e) Can the emphasis on increased sales be placed in any particular price bracket?

5) Heel Heights

- a) Are the sales spread evenly on each heel height?
- b) Can the concentration on increased sales be placed in a specific heel height bracket?

6) Fashion and Style Features

- a) Which particular styles are selling best within the range?
- b) What are the reasons for the success of the best selling styles?
- c) Is it due to the fashion features of the last?
- d) Is it due to certain fashion and style features?
- e) Is the last an excellent fit?
- f) Are the materials appealing in terms of type, texture and colour?
- f) Is it a combination of advertising, material selection, colour, last shape and fit, heel height and price?

7) Number of Styles in Range

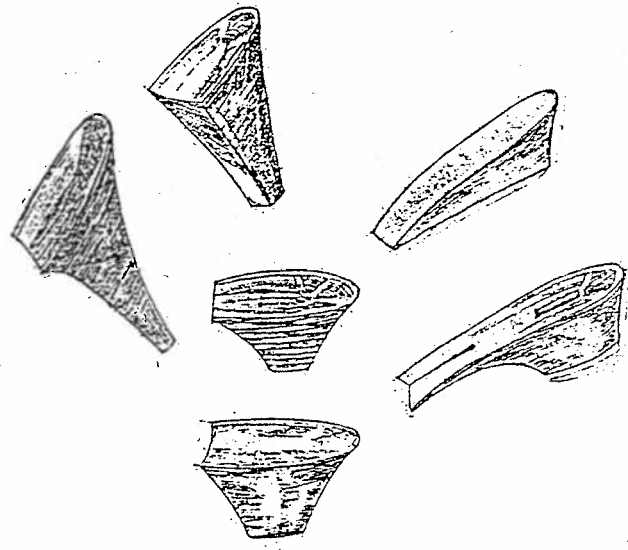
- a) Is the number of styles in the range adequate to cover all of the fashion requirements?

- b) In relation to retailing, is there a possibility of fewer sales because of a restriction in choice due to a small range of nine styles?

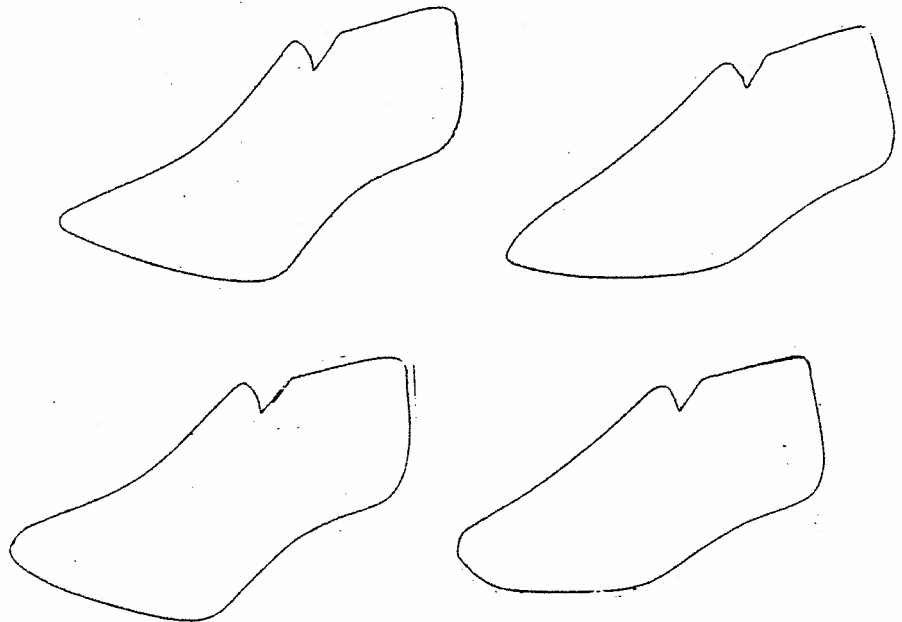
8) Discussion on Proposed Range

- a) New Materials
- b) New Last shape
- c) New heel shapes
- d) New sole shapes
- e) Colours
- f) Style themes

NEW HEEL SHAPES



NEW LAST SHAPES



MATERIALS AND COLOURS FOR RANGE

Soft kid skins

Black
Brown
Dark Brown
Blue

Patent Leathers

Black
Blue
Brown
Grey
Red

Snake Skin

Black
Tan
Beige
Red
Blue
Green

9) D e c i s i o n s

- a) Proposed sales forecast for new range
- b) Number of price brackets
- c) Number of styles in each price bracket
- d) Number of heel heights in each price bracket
- e) Purchase requirements in relation to materials, components and lasts and equipment for first product development meeting.

RANGE FINALIZATION DECISIONS

The range will cater for ladies fashion shoes in the price brackets between 200 P/s and 400 P/s. It is aimed at the age group between 35 years and 50 years. It is forecast that sales will increase from 25000 pairs to 30,000 pairs.

The range will consist of nine styles. Three styles will be included at each of the price brackets at 200 P/s, 300 P/s and 400 P/s. The range will feature three styles at each of the heel heights (low, medium and high heels).

There will be three product development meetings. At each of the meetings three styles will be selected.

All of the material and component and equipment requirements will need to be ordered at the specific date. Deliveries should arrive in time to produce the required samples for the first product development meeting.

PRODUCTION PROCESSING

Upon arrival of materials, lasts, soles, heels and components, the Product Development Department will begin the process of producing new styles for the first development meeting. Preliminary style specifications and instructions shall accompany each style. While the samples are being produced, the processes involved will be carefully examined by the Product Engineer, Supervisor, Quality Controller and the Work Study Engineer.

The Product Engineer will be responsible for ensuring that all of the component parts blend perfectly together. It will be necessary to observe the processes involved at all operations, and to advise accordingly.

Supervisor will also examine the processes involved at each operation. It is in the interests of the foreman in each department to ensure that there are no difficulties involved in assembling the shoe, and that the skills and equipment required are available.

The Quality Controller will carefully observe the quality involved and offer the appropriate suggestions.

The Work Study Engineer will examine the various operations standards in making the style and compare the work content with the work content that normally relates to the specific price bracket.

FIRST DEVELOPMENT MEETING

Nine styles will be presented using the various new materials, and new lasts and heel shapes.

A discussion will ensue regarding the acceptability of the styles in relation to the range requirements.

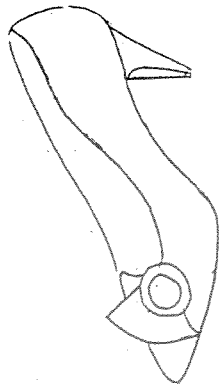
Fashion themes, colours, last shapes, heel shapes, materials, will be examined. The suitability of specific styles for certain price brackets will be noted.

A comparison between the styles in the previous range and the new range will be made. Although fashion themes will change, a certain amount of continuity will be required.

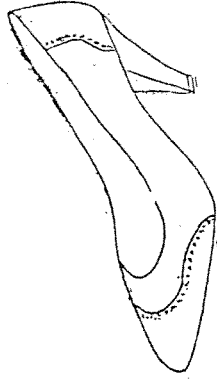
In the final analysis a selection will be made and three price brackets will be covered. If modifications are suggested, details will be noted. The revised styles will then be presented at the second development meeting with the specified cost.

1st Development Meeting

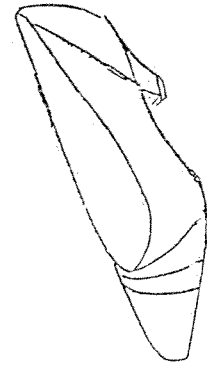
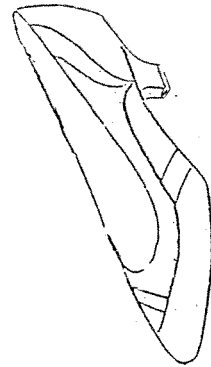
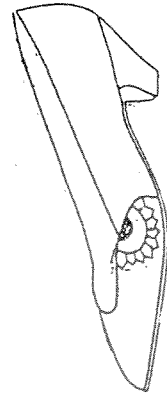
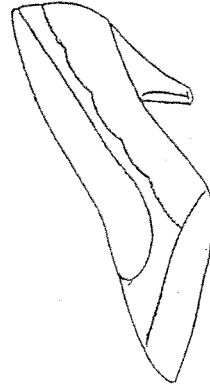
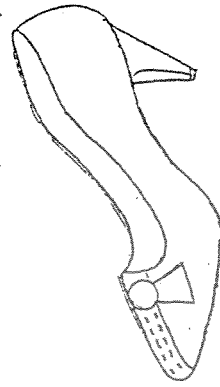
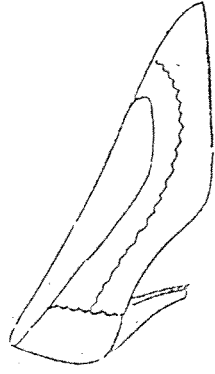
P200



P300



F400



High Heel

Medium Heel

Low Heel

PROPOSED TIME TABLE FOR STYLE DEVELOPMENT

DAY 1

- (a) Product Engineer proceeds to Production Unit accompanied by specifications, instructions, materials and patterns, work ticket and new sample shoe.
- (b) Value analysis meeting will be held. The Production Manager, Product Engineer, Supervisors, Work Study Officer, Accountant and Quality Controller will attend.

The Team examines, discusses and makes suggestions for each design. The aim is to produce shoes that are saleable and within the specified cost, and that, they are problem free in relation to manufacture.

- (c) Upper and lining materials are cut for one pair. Paper patterns are cut for material allowance. Work Study supply operation sequence sheets for all departments. The Development section supply report cards. Closing Room close uppers.

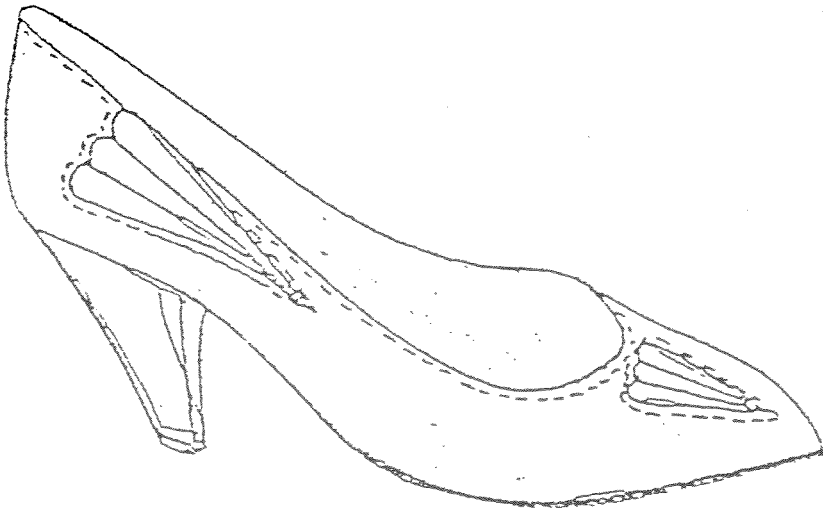
Work Study produce Cutting and Closing SM values.

- (d) Bottom components are prepared. Work Study produce components SM values.
- (e) Material allowances are produced.

DAY 2

- (a) Making Room/Shoe Room make shoes. Work Study produce values.
- (b) Accountant produces cost for shoe.
- (c) Shoes Fit tested.

				PRICE			DATE
SHOE NAME	DESIGN No.	LAST		MAKE	VP	VAMP	
	SIZE				QTR	QUARTER	
	PAIRS						
PRODUCTION SAMPLE					AP		
					TAB		
					BAR		
					COL		
					HC	HEEL COVER	
					in		
					COV		
					pf		
					COV		
					VL	VAMP LINING	
					QL	QUARTER LINING	
					SK	SOCK	
BD							
	SOLE						
IS / PF							
BK	BACKER						
SF	STIFF						



Ticket Number												
3	½	4	½	5	½	6	½	7	½	8	½	9
Shoe Name		Design No.	Last	Fit	Range							
Code'	Upper Specification											

Style Drawing

Closing Specification	Code	Description
Elastic		
Eyelet		
Tape		
Toe-puff		
Binding		
Folding		
Buckle		
Trim		
Bar Punch Instruction		
Thread		

Bottom Stock Specification	Code	Description
Sole		
Brugg.		
Sole Stp.		
Rand		
Edge/Stone/Colour		
Insole/Marker/Binding/Recess		
Moulding Instruction		
Stiffner		
Heel/Covered/Sprayed		
Top-piece		
Sock Stamp Punching		
Sock Backer		

Making Specification	Code	Description
Moulds		
Side-Heights		
Back-Heights		
Vamp-Depth		

Shoe Room Specification	Code	Description
Sock		
Lace		
Box		
Tissue		
Shoe Filler		
Swing Tags		
Shoe Finish		

CLICKING

STYLE : _____ DESIGN NUMBER: _____ RANGE : _____

OUTSIDES	NO. OF PIECES PER. PAIR.	CUTS/PAIR	ALLOWANCE	ACTUAL
Vamp				
Quarter				
Half Sock				
Apron				
Trim				
Foxing				
Tab				
Leather %				
Extra %				
Tying Box				
Push Through				
Two Leahters				
Extra Pieces				
Roll Skin				
Bonus				
TOTAL:				
Total No of SMS/Dozen				
LINING LABOUR				
Vamp Lining				
Bar Lining				
Counter Lining				
Quarter Lining				
Collar Lining				
B/Strap Lining				
Dupont				
Bucker				
Sock				
Sock Foam				
Insole Foam				
Felt Filler				
TOTAL :				
Total no. SMS/Dozen				

CUTTING

STYLE: _____ DESIGN NUMBER: _____ RANGE: _____

OPERATION	GRADE	ESTIMATE	ACTUAL
Match stamp			
Quantity check after match stamp			
Quality Check			
Prepare and ink			
Skiving			
Pen/Block mark			
Press Punch			
Splitting			
High Frequency Treatment			
Make trim			
Tape and latex strap			
Tape collar			
Fold strap to centre			
Cut strap to length			
Ink strap ends			
Pleating			
Stripping			
Rough Uppers			
Tape sandal vamps and Straps			
Combine vamp linings to outsides			
Lining stamp			
Combine Cntr./Stiffeners			
Check			
Transport			
Book Out			
Book Out Outwork.			
Book in and examine Outwork			

ESTIMATED COST.

GRADE:	SMS.		
TOTAL:			

ACTUAL COST.

GRADE:	SMS.		
TOTAL:			

Date: _____

Signed: _____

Signed: _____
(Foreman)

CLOSING

STYLE: _____ DESIGN NUMBER: _____ RANGE: _____

OPERATION :	GRADE	ESTIMATE	ACTUAL
Size			
Dupont Tape			
Attach Dupont			
Attach Underlay			
Attach Backers			
Attach Toe-puff			
Insert Stiffeners and Stick Lap			
Combine Linings by Machine			
Stick Linings by Hand			
Size for Close			
Seam Close Backs			
Seam Close Sides			
Seam Close Fronts			
Rub and Tape Backs			
Rub and Tape Fronts			
Rub and Tape Sides			
Hand Fold			
Machine Fold			
Form Fold			
Stick Aprons on Round			
Premould			
Mould Uppers			
Run on Binding			
Knock over Binding			
Channel Binding			
Size for Lapping			
Size for Top Stitching			
Quarter Mould			
STITCHING	GRADE	ESTIMATE	ACTUAL
Lap			
Stitch in Gusset			
Fancy Stitch Vamp			
Fancy Stitch Aprons			
Stitch Saddle to Upper			
Stitch Sole Moccasin Row			
Fancy Stitch Upper			
Stitch Strap to Saddle			
Cross Stitch Uppers			
Twin Row Top Lines			
Twin Row F/C. Straps			
Top-Stitching			
LININGS	GRADE	ESTIMATE	ACTUAL
Cross Stitch Counter and Stiffeners			
Cross Stitch Counter			
Stitch Counters to Quarter Linings			
Attach Lining to Apron			
Lap Collar Lining			
Stitch on Foam Lining			
Stick Counter			
Press Linings by M/C.			
M/C. Shear Linings			

OPERATION	GRADE	ESTIMATE	ACTUAL
FINISHING:			
Bar Punch			
Insert Gussets			
Make Trims			
Insert Buckles			
Buckle Up and Cut Threads			
Attach Facing Duponts			
Eyelet			
Lace			
Stick Lap Outsides			
Flame Ends			
Pass and Book-out			
Outwork			

ESTIMATED COST

Grade	Sms		
TOTAL			

SIGNED:

ACTUAL COST

Grade			
TOTAL			

SIGNED:

COMPONENTS

STYLE: _____

DESIGN NUMBER: _____

RANGE: _____

OPERATION :	GRADE	ESTIMATE	ACTUAL
Cut Insoles			
Cut Skeleton			
Bevel and Shank Mark			
Mark for Groove			
Groove Insoles			
Recess Insoles			
Mould Insoles			
Shank and Tie Up			
Cement Seats			
Latex Toe Pieces			
Insole Binding by Hand			
Insole Binding by M/C.			
Cement Insoles			
Knock over Insole Covers			
SOLES	GRADE	ESTIMATE	ACTUAL
Cut Soles			
Prefinish			
Spray Edges			
Bruggi and Cement			
Ink Sole Edges			
Clean and Brush Sole for Cement			
Spray Soles			
M/C. Stamp Soles			
Rough Sole Lasting Edge			
Brush and M.E.K. for Cement			
M.E.K. Soles			
Cement L/E. Edges			
HEELS	GRADE	ESTIMATE	ACTUAL
Paint Mix			
Fit up Heels			
Heel Spray			
Attach Top-piece			
Unit Make			
Pass Units			
RUNNERS AND UPPERS	GRADE	ESTIMATE	ACTUAL

ESTIMATED COST:

ACTUAL COST:

Grade	SMS		
TOTAL:			

SIGNED:

Grade	SMS		
TOTAL:			

SIGNED

MAKING

STYLE

DESIGN NUMBER:

RANGE:

VARIANT:

OPERATION	GRADE	ESTIMATE	ACTUAL
Fit Up Work in Assembly			
Cement lasting Edge			
Change lasts on Conveyor			
Latex Foreparts			
Attach Insoles			
502 Back Mould			
Forepart			
Consol Last			
Seat and Waist Last			
Waist Last, Staple and Plug Nail			
Heat Set			
Pound Bottoms			
Sand			
Attach Filler and Cement Bottoms			
Sole Lay			
Slip, Heel attach and Hammer			

ESTIMATED COST:

Grade			
TOTAL:			

SIGNED:

ACTUAL COST:

Grade	SMs		
TOTAL:			

SIGNED:

TREEING

STYLE:

DESIGN NUMBER:

RANGE:

OPERATION	GRADE	ESTIMATE	ACTUAL
Sock and Rub Down			
Clean Linings			
Fake and Flame			
Hand Dress			
Spray Dress			
Paint and Sole Clean			
Quarter Mould and Spray Dress Soles			
Clean and Shine Patent			
Trim, Lace up, Buckle up and Cut Gussets			
Attach Trims			

Estimated Cost:

Actual Cost:

Grade	SMS		
TOTAL:			

Grade	SMS		
FA			
FB			
FC			
MA			
MB			
MC			
GROUP			
TOTAL:			

Signed:

Signed:

2ND DEVELOPMENT MEETING

Nine styles will be presented. Three of the styles will have been selected at the 1st Development Meeting. Suggested modifications and changes that were necessary because of cost problems will have occurred.

The three selected styles from the previous meeting will once again be examined in detail.

A fit test will take place. If the tests are approved, the styles will go forward for pathfinder testing.

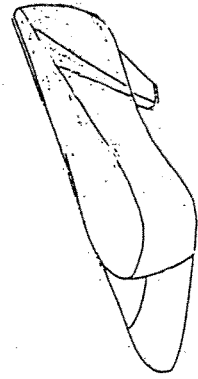
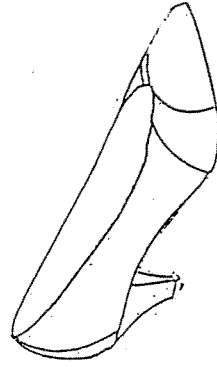
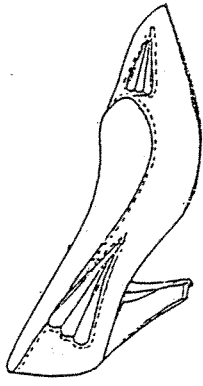
Material colours will be selected for each of the approved styles.

Materials, Lasts, Components and Equipment will be ordered for pathfinders and for sales samples.

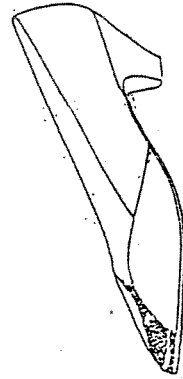
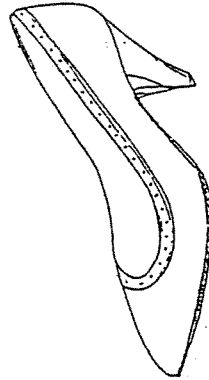
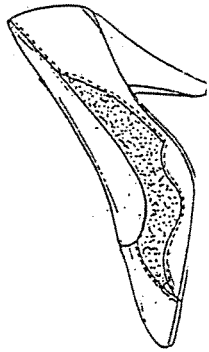
Three styles will be selected to cover three more price slots.

2nd Development Meeting

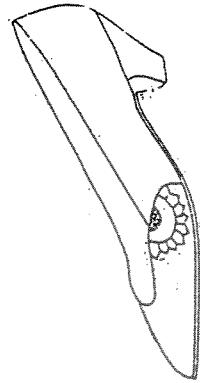
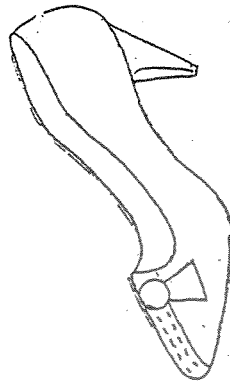
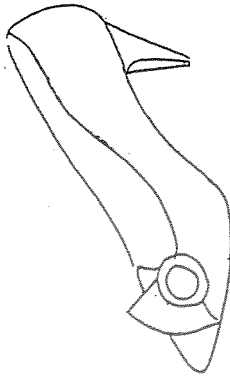
P400



P300



P200



High Heel

Medium Heel

Low Heel

PATHFINDER PROGRAMME

- (1) Pathfinder sizes for 1st style to be graded
(Size 5/7½/9)
- (2) Pathfinder sizes to be manufactured.
- (3) Fit test of various sizes.
- (4) Value analysis team discussion.
- (5) Approval of pathfinder sizes.
- (6) Lasts and extra equipment to be ordered.
- (7) Complete set of patterns to be graded.
- (8) Knives and dies to be ordered.
- (9) Final specification to be completed.
- (10) Final cost to be produced.

3RD DEVELOPMENT MEETING

Twelve styles will be presented.

- (a) Three of the styles are already approved.

- (c) Three styles selected at the 2nd development meeting will again be examined in detail. A fit test will take place. If the fit tests are approved, the styles will go forward for pathfinder testing.

Material colours will be selected for each of the approved styles from the second batch of selected styles.

Materials, Lasts, Components and Equipment will be ordered for pathfinders and for sales samples.

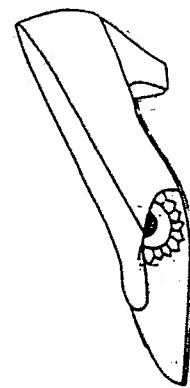
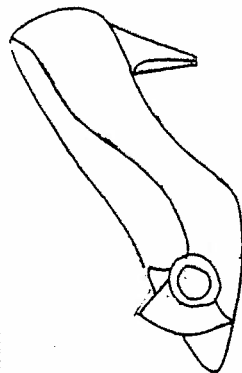
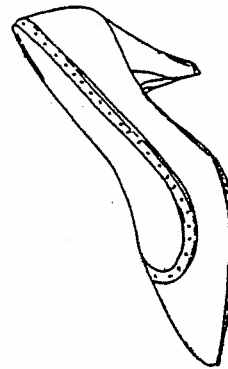
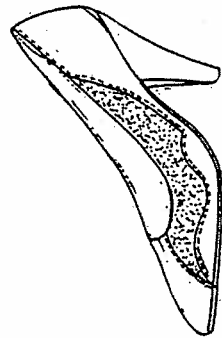
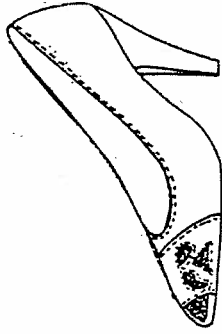
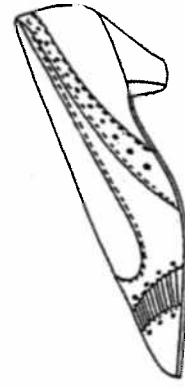
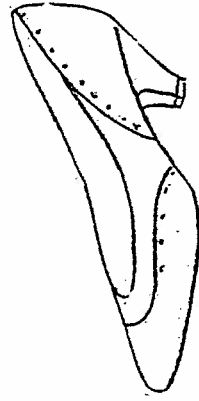
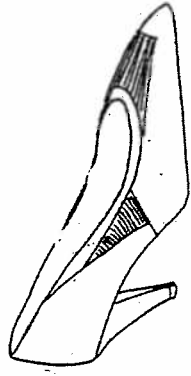
The final three styles will be selected to complete the range.

3rd Development Meeting

P400

P300

P200



High Heel

Med. Heel

Low Heel

4TH DEVELOPMENT MEETING

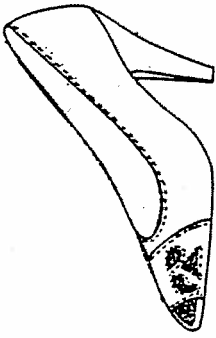
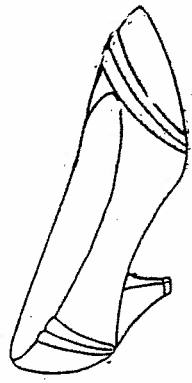

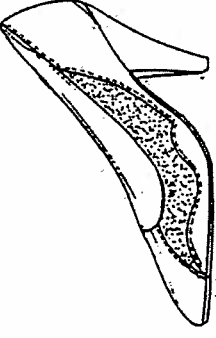
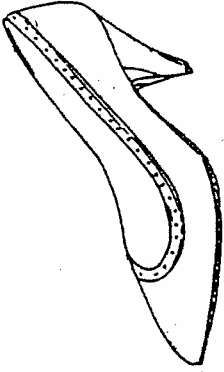

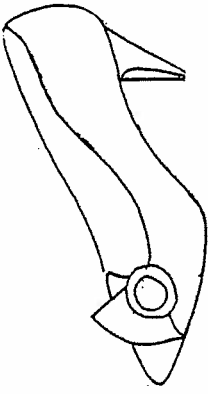

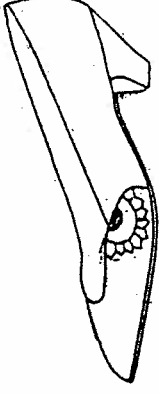
Nine styles will be presented. Six of the styles will already have been approved. Suggested modifications for the remaining three selected styles will have occurred. Those three styles will once again be examined in detail.

A fit test will take place. If the tests are approved, the styles will go forward for pathfinder testing.

Material colours will be selected for each of the approved styles.

Materials, Lasts, Components and Equipment will be ordered for pathfinders and for sales samples.

Finalized Range

P400			
P300			
P200			

High Heel

Medium Heel

Low Heel