



Step 2 Sustainability

Questionnaire on installed capacity to implement Sustainable Manufacturing in Footwear

Is your company prepared to implement a Sustainable Manufacturing Strategy?

This questionnaire pretends to support you to understand and decide on the interest of starting up a successful sustainable manufacturing* strategy in your company, to assess the pre-requisites and needs of training.

It will take you **15 min.**

* The manufacturing of goods using processes and systems having into account environmental, economic and social issues, meaning minimizing the negative environmental impacts, conserving energy and natural resources, that are safe and healthy for workers, communities, and consumers and are economically viable.

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GENERAL INFORMATION

1. **Company name** (*not mandatory*):
2. **Country**:
3. **Company web site** (*not mandatory*) :
4. **Contact person** (*not mandatory*) :
5. **Phone number** (*not mandatory*) :
6. **E-email** (*not mandatory*) :
7. **Does your company have a nominee with specific responsibilities for sustainability topics?**

1. YES
2. NO

Assessment grid will be available in
www.step2sustainability.eu

If yes, which department he/she works in:

8. **Function of contact person:**
 1. CEO
 2. Head of Production / Operations
 3. Head of Marketing
 4. Other, namely:
9. **Does the company comply or is it implementing any of the following standards?**
 1. ISO 9001
 2. ISO 14001
 3. ISO 26000
 4. Other, namely:
10. **Nº Employees**
 1. < 50 employees, _____% thereof in production
 2. 51 to 100 employees, _____% thereof in production
 3. 101 to 250 employees, _____% thereof in production
 4. > 250 employees, _____% thereof in production
11. **Number of pairs of footwear produced in last year**
 1. < 500 pairs / day
 2. 501 to 750 pairs / day
 3. 751 to 1000 pairs / day

4. 1000 to 1500pairs / day
5. > 1500 pairs / day

12. Which type of shoes does your company produce and to whom is target to? (multiple answers possible)

In terms of target-group:

1. Ladies' shoes
2. Men's shoes
3. Children's shoes

In terms of type of shoes:

1. **High fashion shoes**
2. Casual shoes
3. Sports shoes
4. Occupational and safety
5. Outdoor and hiking shoes
6. **Orthopaedics**
7. Other, namely:

13. The average selling price (factory price) per pair is €.

1. <10 €
2. Between 10-20 €
3. Between 20-30 €
4. Between 30-50 €
5. >50 €

14. By 2020, which of the global trends listed below could become a problem or a threat for your company? (multiple answer possible)

1. Globalisation
 2. Re-shoring (relocate production back to your country)
 3. Ageing of the European society
 4. Global population growth
 5. **Scarcity of raw materials / increasing price of raw materials**
 6. Constantly increasing customer demands (customization, green production, social and environmental standards...)
 7. Rapid market changes (e. g. caused by urbanisation – city dwellers are more exposed to fashion trends than rural populations)
 8. Shortage of skilled workers
 9. Others
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2. Has your company invested in innovative technologies / machines over the past five years?

- 1. YES
- 2. NO

If so, what technology/machines did your company invest in?

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Have you identified technology/machines which would benefit your company? Which?

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3. Which evolving trends have you identified in your relationship with your customers/retail? In which fields would you like to improve?

- 1. Individualisation / personalisation in terms of style
- 2. Fitting customization
- 3. On-line sales
- 4. Rapid collection changes
- 5. Healthy featuring
- 6. Social and environmental standards accomplishment
- 7. Use of "green materials"
- 8. Product diversity
- 9. Other, namely

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- 10. None of these

How will your company react to the identified trends?

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4. Does your company have a strategy in terms of the topics listed below? (multiple answers possible)

- 1. Recyclable shoe materials and shoes
- 2. Biodegradable shoe materials and shoes
- 3. Use-and-return concept to take back and recycle your products
- 4. Repair service

5. Labelling of origin of materials
6. Labelling of code of conduct
7. Labelling regarding compliance with environmental and social standards
8. Labelling of origin of products
9. Materials and products hazardous substances evaluation
10. Audits, if yes, which:

11. Other, namely:

5. Does your company suffer from the shortage of skilled workers?

1. YES
2. NO

If so, in which areas? (multiple answers possible)

1. Administration
2. Marketing
3. Design
4. Modelling
5. Logistics
6. Production - Cutting
7. Production - Stitching
8. Production - Lasting
9. Production - Finishing
10. Other, namely:

What are your company's countermeasures?

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Which measures of the shoe industry to counteract the shortage of skilled workers would you consider effective?

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6. Regarding the following aspects, please grade their influence and motivation of consumers to buy.

List of aspects		Low influence / motivation to buy	High influence / motivation to buy	Not applicable / Don't know
1.	Fair economic practices			
2.	Local production			
3.	Green production			
4.	Price			
5.	Healthy and wellness			
6.	High comfort			
7.	Brand			
8.	Fashion			
9.	Durability			
10.	Origin of the product			
11.	Other (namely:)			

7. Which of the following statements most accurately describes your company's strategy in terms of sustainability ("green & clean production")?

1. My company invests money in order to improve energy efficiency, to save resources and become more environmentally friendly and more sustainable. (aqui é retirar as questões relacionadas com esta subquestão)
2. We do not have a specific strategy but we would like to learn more about possible measures and the related expenses and / or savings
3. This is not a topic of interest for my company
4. Other, namely.....
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8. Is your company confronted with the market demands listed below (multiple answers possible)?

1. Individualisation / personalisation / customer-specific modification of the shoe in terms of style: colorway, logo, personalised embroidery etc.
2. Fitting customization (customer-specific materials, colours, but also fit / shape of the last / shoe bottom)
3. Optimised fit for certain target markets (please specify countries):.....
4. E-commerce B2B
5. E-commerce B2C
6. More and more rapid collection changes
7. Health / wellness
8. Social and environmental standards
9. Recyclable shoe / new materials («green materials»), specifically:
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10. Irregular, fast and unforeseeable changes in customer requirements
11. Product diversity / interface machine-operator / flexibility of staff to be able to produce different shoe types
12. Other, namely
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13. None of these

9. What kind of technical improvements would be useful for your company?

1. New quality control system
2. New Logistic solution
3. Process automation, specifically:
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4. Individual machine improvements in order to
 - i. become more flexible (shoe types/makes)
 - ii. become more energy efficient
 - iii. become more space-saving and lighter
 - iv. use materials in a more efficient way
 - v. become more sustainable in terms of
 - i. recycling
 - ii. chemical substances
 - iii. work conditions

iv. other, namely

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5. Methodologies and working methods in order to
- i. become more flexible (shoe types/makes)
 - ii. become more energy efficient
 - iii. use materials in a more efficient way
 - iv. become more sustainable in terms of
 - i. recycling
 - ii. chemical substances
 - iii. work conditions
 - iv. other, namely

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6. New technical materials and components such as adhesives, toe and heel counters, soles, inserts etc.

7. Other, namely:

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10. Which of the below listed key technologies (please see definitions in the glossary) have the potential to strengthen the competitiveness of your company? (multiple answers possible)

- 1. Advanced in-house and external logistic solutions **(AIELS)**
- 2. Hybrid manufacturing systems **(HMS)**
- 3. Highly responsive technologies for on-demand production **(HRTOP)**
- 4. Resource-conscious machines and processes **(RCMP)**
- 5. Online and real-time quality assurance **(RTQA)**
- 6. Internet of Things / Internet of Machines **(IoT/IoM)**
- 7. Standardisation (of software tools, technical solutions etc.)
- 8. CAD-CAM
- 9. Automatic cutting systems
- 10. Robotization of production operations
- 11. RFID for an accurate inventory control, systematic checks of orders and incoming goods
- 12. Other, namely

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13. None

GLOSSARY
<p>AIELS: Advanced in-house and external logistic solutions which are conceived to increase both flexibility and adaptability of the company structure and the manufacturing process to market demands to ensure consistent customer orientation; reduce transport times in and between production lines and between production and consumer; better management of product availability at the right place at the right time.</p>
<p>HMS: Hybrid manufacturing systems using technologies such as <i>Selective Laser Sintering – SLS</i>, <i>Fused Deposition Modeling – FDM</i> or <i>3D printing</i> (a digital model of a shoe component is transformed – layer by layer – into its physical implementation by solidifying powdery or melt-processable materials with different physical or chemical processes).</p>
<p>HRTOP: Highly responsive technologies for on-demand production aiming to shorten the response time of the entire value creation chain to new market demands. Preconditions:</p> <ul style="list-style-type: none"> a) development of software solutions for material and production monitoring and control, enabling a closer integration of the IT systems of retail, manufacturing and suppliers b) an internet-based order placement system, c) a highly flexible and adaptive production line, a new approach to product design as well as implementation of tools to enable mass customisation
<p>RCMP: Resource-conscious machines and processes; i.e. machines with a high degree of automation, equipped with self-learning software, featuring minimal consumption of energy and materials, as well as resource-conscious processes which are conceived in a resource-saving manner.</p>
<p>RTQA: Online and real-time quality assurance; this refers to the systematic activities implemented in a quality management system which ensures that the quality requirements for a product or service will be fulfilled. Online and real-time quality assurance implies that these activities are supported by an online quality data collecting system which can communicate in real time with the main system in order to analyse, compare, quantify and eventually to eliminate deviations from the predefined quality standards.</p>
<p>IoM: «Internet of Machines» is the application of the emerging paradigm of «Internet of Things» to the world of manufacturing. The concept «Internet of Things» is based on so-called «smart» objects, which – thanks to integrated information technology – have capabilities which go beyond their original destination, i.e. they are able to collect, process, and save data, and they can communicate and interact with their environment via internet.</p>

TRAINING NEEDS

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1. Has your company invested in staff training over the past five years?

- 1. YES
- 2. NO

a) If so, which department benefitted from staff trainings?

- 1. Marketing / sales
- 2. Quality
- 3. Health and safety affairs
- 4. Social & environmental affairs
- 5. Design/Product engineering
- 6. Financial/administrative staff
- 7. Management
- 8. Production
- 9. Logistics
- 10. Other, namely

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b) If not, have you identified an area/department of your company which should benefit from a training course?

- 1. YES
- 2. NO

c) If so, what department from above are you thinking of?

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2. In what area could your company benefit from training?

- 1. Product creation – fashion
- 2. Technical product design
- 3. Materials
- 4. Production planning
- 5. Production optimisation
- 6. Sustainability: social, environmental and economic balance
- 7. Energy efficiency
- 8. Quality management
- 9. Machine operations (multiple skilled workers)
- 10. Process design (e.g. training to shorten process time from warehouse to packaging)
- 11. Marketing / sales
- 12. Other, namely

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3. Regarding Sustainability, which of the topics listed below represent a lack of skills/competencies in your company?

1. Social Responsibility affairs
2. Labour requirements
3. Labour Health and Safety
4. Product liability (control of hazardous substances...)
5. Energy Rationalization
6. Biodegradability
7. Costumer Relationship
8. Supplier Relationship
9. Fair economic practices
10. Environment
11. Innovative materials
12. Design and process optimization
13. Other, namely

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4. Do you wish to add ideas or other needs that would help to increase the competitiveness of your company and facilitate the adoption of a sustainable manufacturing strategy?

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More information about the project www.step2sustainability.eu

– END –

Thank you very much for filling in this questionnaire, which will be treated entirely confidential.