



new balance factory tour



## New Balance Mission Statement:

Demonstrating responsible leadership, we build global brands that athletes are proud to wear, associates are proud to create and communities are proud to host.

# what

Through NBEE, NB employs the concept of continuous improvement to increase the effectiveness of each stage of manufacturing. A sample of some stages includes:

### VALUE STREAM:

- > Combines a group of processes in one centralized location to allow the least amount of waste possible
- > Reduces work in progress by 95 percent creating additional work areas
- > Reduced the occupied space in one NB facility by one floor
- > Organizes production in an overall U shape to keep production flowing

### CUTTING:

- > Shoes' uppers are composed of as many as 30 different parts, which need to be cut from material
- > A puzzle-like pattern is used to save material and gain efficiency
- > Associates can cut the needed parts for a full case every nine minutes
- > Each of these parts need to be cut from an array of materials

### ORISOL:

- > Computerized stitching machines that use cameras and lights
- > Capable of stitching multiple parts at one time in a series of passes



“

New Balance made our first pair of running shoes in 1938 in the United States; and through the next 80 years, we continued to proudly produce our products in the United States. Today, we manufacture approximately seven million pairs of athletic shoes each year, and our associates take pride in knowing they are part of a unique domestic manufacturing plan used only by New Balance.

”

-John Wilson, EVP manufacturing

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# NBEE

New Balance Executional Excellence (NBEE) is a lean manufacturing program modeled after Toyota's manufacturing concept. NBEE has become more responsive and necessary than ever. Living in a dynamic fast-paced world where the consumer is in charge, quick response is imperative. NBEE initiatives allowed NB associates to shorten production times by eliminating waste. The program empowers associates by making each an expert problem solver.

An example of the NBEE process is the manufacturing of the 993. It takes an average of 20-30 days to cut, assemble and produce product to ship in factories outside U.S. NB cut the time it took to produce the 993 to 8.5 days in 2004. Today, NB has reduced the time even more to only six hours. This allows NB to replenish inventory each day.

## WALL OF FAME:

- > The Wall of Fame tracks improvement ideas submitted by associates and encourages continued participation
- > NB uses an idea generation process to solve problems and reduce waste
- > Associates are driven to make changes by utilizing the NBEE principle of continuous improvement
- > They are charged to ask "why" to find the root cause of a problem



# why

New Balance was told time and time again that we could not make shoes in the U.S. and stay in business; but we proved the pessimists wrong. We made our first pair of running shoes in 1938, and today we hold the distinction as the only company that still manufactures athletic shoes in the U.S. As a company, we are proud to invest in American workers who provide some of the greatest working spirit, commitment to advancement and ingenuity known in the industrial world.

## WE ARE PROUD TO MANUFACTURE IN THE U.S. BECAUSE:

- > Our associates are experts in lean manufacturing and are among the best-of-the-best in the industry.
- > Associates produce 25 percent of our North American footwear, approximately seven million pairs of athletic shoes, each year.
- > A lean factory means we can better service our customers and consumers with our high-quality product.
- > Less inventory, better service, higher sales = great profitability

Date of Form: 12-13 Idea Originator: \_\_\_\_\_ Quantity of Waste Eliminated or Reduced: Defects

Idea Team Members: SARA LITTLE, CATHY OBER, EMILIA DASCAR, PAULIA WARD, MICHELLE HEART, DENIGER ROMULO, SHAWN FISH

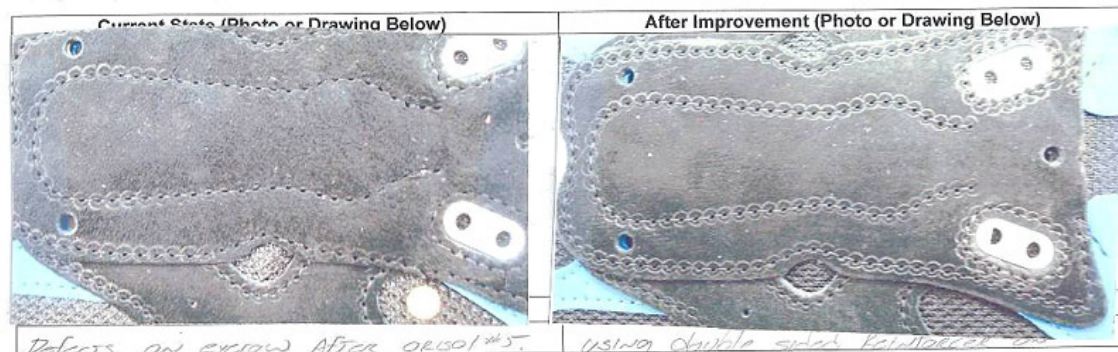
Work Flow Coordinator: BRIAN TARRANT Cost of Material: \$

Area to Be Improved: ORISOL 5th PASS 99388 Date Implemented: 2-2-09 WK# 7

Waste (Please Check All that Apply):

☐ Inventory ☐ Motion ☒ Defects ☐ Unused Creativity ☐ Overproduction ☐ Waiting ☐ Transportation ☐ Over processing

Recognition (Please Check): ☐ None ☐ Card ☐ Mtg. Announcement







# where

NB boasts five manufacturing facilities, and one wholly-owned distribution center, in the U.S., allowing NB to be closer to the market and resulting in shorter lead times for domestically-made shoes. These facilities include:

## **BOSTON MANUFACTURING**

- > Produces an average of 1,600 pairs of shoes per day
- > Utilizes an innovative reaction-injection molding process to make the midsole/outsole unit of the shoe

## **LAWRENCE MANUFACTURING**

- > Produces an average of 4,200 pairs per day
- > Collaborates with the in-house state-of-the-art sports research lab and design and development center

## **LAWRENCE DISTRIBUTION CENTER**

- > Picks, packs and ships up to 40,000 pairs per day
- > Stores up to three million pairs of shoes

## **NORWAY MANUFACTURING**

- > Produces 9,500 pairs per day
- > First facility to develop a hot-melt adhesive process

## **NORRIDGEWOCK MANUFACTURING**

- > Produces an average of 9,200 pairs of shoes per day
- > Home to production of the men's and women's 993, an NB heritage shoe

## **SKOWHEGAN MANUFACTURING**

- > Produces an average of 4,000 pairs of shoes per day
- > Home to production of the men's 993, an NB heritage shoe