An Interactive Design Study of

Shoe Making

Need Assessment Survey Report
MSME DESIGN CLINIC SCHEME 2012
JAN BAZAR LEATHER ARTISANS CLUSTER INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED

Documentation & Photography by Ajay Boga
Introduction

- Acknowledgments
- Preface
- Need Assessment Survey
- Timelines
I would like to express my gratitude and appreciation to all those who gave me the possibility to complete this report. I wish thank the following people whose guidance has made it possible to complete the NAS Survey and Report.

I sincerely thank the Design Clinic MSME and National Institute of Design for their contribution to the scheme to bring out the collective efforts and problems about the clusters. A special thanks to my project coordinator, Mr. Shashank Mehta, whose help, stimulating suggestions and encouragement, helped me to coordinate my project especially in writing this report.

I would also like to acknowledge with much appreciation the crucial role of the Jan Bazar Association and artisans, who co-operated and shared valuable information, experiences and necessary material.

A special thanks goes to Mr. Sudev Mondal and Ashok Mondal, Design Clinic MSME, Kolkata who guided me through the process and keeping a track of the necessary documentation about the cluster.

I would like to thank Mr. Munilal Prasad, who consistently provided me valuable insights and history of Jan Bazar and have been a helping hand throughout the field study.
Shoe making industry has been established about 200 years ago in Kolkata during British Rule in India. A group of landless farm laborers migrated from parts of Bihar to erstwhile Calcutta in West Bengal. Belonging to different religious groups, scheduled caste community, they were extremely poor, socially and economically marginalized. They brought with them two precious things – their traditional craftsmanship in shoemaking and a common dream to succeed and establish themselves, both individually and as a group.

They found shelter in the locally known Janbazar area in Central Kolkata, where they set up their workplaces and it is here where they continue making excellent shoes, sometimes under persistent marginalization, deprivation and usurious circumstances.

Leather shoes were very prominent and would require a skilled labour to realize the product. So much effort was needed to produce a pair of leather shoes and it certainly was time taking process. With Post modernism there is a shift in new materials and processes and rise in individual shoe companies such as Bata, Khadims etc., These industries ensured a process for manufacturing and quality maintenance.
The Need Assessment Survey Report cover brief study of the present set up and processes, outcome and the overall manufacturing dynamics that work in the cluster. Study also gone in understanding where technology stand as on today and what best that can be suggested to the units for them to switch over to new products, technique, machines that bring them cost reduction, improved product and market.

Live examples has been discusses along with the unit owners and there seems a openness in them to adopt new things for major change in the working process.
Need Assessment Survey

Objective
The objective of need assessment survey is to generate detailed cluster information to understand the core issues related to

- Raw Material at different stages of manufacturing
- Infrastructure setup and work station
- Skill and techniques
- Product design
- Tools and technology in use
- Capability of manufacturing unit
- Present Market status
- Customer expectation and behavior
- Current Competition
- Packaging, logistic and storage
- Exhibition, display and merchandising

Methodology

- Questionnaire survey of manufacturing and sales units.
- Discussion with unit owner and artisans.
- Process observation.
- Visit to handicraft outlets and market.
- Find traces from earlier technique and usage of tools and material.
- Self observation and analysis.

Expected Deliverables
This extensive design research is intended to provide qualitative and detail data of every cluster to generate insights about this craft which would help to address the existing problems and future opportunity area for design intervention or scopes which can be further workout and can be taken up during the design clinic workshop and areas taken up as design projects within and outside the cluster scenario.

Duration

Need Assessment Survey was of five days and further it was followed by Design Clinic Workshops

Participant

The design survey was conducted by Industrial Designer from Hyderabad, Mr. Ajay Boga in association with NID and MSME.
Timelines

Schedule of Activities

1 WEEK

Visit to Cluster for Need Assessment

2 WEEKS

Report Writing

3 WEEKS

Validation Workshop

5 WEEKS

Final Report Submission
Cluster Level
Macro Study

- About Kolkata
- Geographical Location of Jan Bazar
- History of Jan Bazar
- Unit Details
- Existing Product Range
- Materials
- Tools
- Machinery
About Kolkata

Kolkata or Calcutta is the capital of the Indian state of West Bengal. Located on the east bank of the Hooghly river, it is the principal commercial, cultural, and educational centre of East India, while the Port of Kolkata is India’s oldest operating port as well as its sole major riverine port. As of 2011, the city had 4.5 million residents; the urban agglomeration, which comprises the city and its suburbs, was home to approximately 14.1 million, making it the third-most populous metropolitan area in India.

Climate

Kolkata has a Tropical wet-and-dry climate. The annual mean temperature is 26.8 °C (80 °F); monthly mean temperatures range from 19 °C to 30 °C (67 °F to 86 °F). Summers are hot and humid with temperatures in the low 30’s and during dry spells the maximum temperatures often exceed 40 °C (104 °F) during May and June. Winter tends to last for only about two and a half months, with seasonal lows dipping to 12 °C – 14 °C (54 °F – 57 °F) between December and January.

Demographics

Bengali, the official state language, is the dominant language in Kolkata. English is also used, particularly by the white-collar workforce. Hindi and Urdu are spoken by a sizable minority.

Economy

Kolkata is the main commercial and financial hub of East and North-East India and home to the Calcutta Stock Exchange. It is a major commercial and military port, and is the only city in eastern India to have an international airport. Kolkata is home to many industrial units operated by large public- and private-sector corporations; major sectors include steel, heavy engineering, mining, minerals, cement, pharmaceuticals, food processing, agriculture, electronics, textiles, and jute.

Culture

Kolkata is known for its literary, artistic, and revolutionary heritage; as the former capital of India, it was the birthplace of modern Indian literary and artistic thought.

Durga Puja, held in September–October, is Kolkata's most important festival; it is an occasion for glamorous celebrations. The Bengali New Year, known as Poila Boishak, as well as the harvest festival of Poush Parbon are among the city's other festivals; also celebrated are Jagaddhatri Puja, Diwali, Saraswati Puja, Eid, Holi, Christmas, and Rath Yatra.
Janbazar is a neighborhood in central Kolkata, earlier known as Calcutta, in the Indian state of West Bengal. The two century-old house of Rani Rashmoni, the central attraction in Janbazar, is still used by descendants in the family.

Janbazar is broadly spread across Ward Nos. 52 and 46 of Kolkata Municipal Corporation. The road from Chowringhee to Circular Road, about a mile long, was called Jan Bazar Road till the end of the 19th century. It was then renamed Corporation Street and was further renamed Surendranath Banerjee Road. Janbazar is served by New Market Police Station of Kolkata Police. The police station is located in Janbazar.
History of Jan Bazar Cluster

At present, more than 1500 artisans/shoemakers are based in the cluster engaged in the traditional craft of shoe-making. They are originally from different districts of Bihar, Jharkhand, and West Bengal. Most of them are also seasonal agricultural workers, leaving for their villages to work as farmhands. The cluster produces both pure leather and synthetic leather shoes that are manually made by the artisans using machines for cutting, sewing, and stitching.

At an average 3000 to 3500 pairs of shoes are produced every day in this cluster. During festival seasons the cluster expands production to more than 4000 pairs every day. Main markets of these shoes are the sub-urban middle class and the rural markets of West Bengal, Bihar, and Jharkhand. Costs of the shoes of the cluster range from INR 135 (USD 3) to INR 260 (USD 5.8). With a profit margin of 10 per cent on cost the turnover of the cluster amounts to INR 80,00,000 (USD 180,000) that is optimistically at 60 per cent production capacity of the cluster.

<table>
<thead>
<tr>
<th>Name of the Cluster</th>
<th>Jan Bazar Foot Wear</th>
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<tbody>
<tr>
<td>Location</td>
<td>Jan Bazar</td>
</tr>
<tr>
<td>District</td>
<td>Kolkata</td>
</tr>
<tr>
<td>State</td>
<td>West Bengal</td>
</tr>
<tr>
<td>Sector</td>
<td>Leather and Fur Products</td>
</tr>
<tr>
<td>No. of Units</td>
<td>120</td>
</tr>
<tr>
<td>Turnover</td>
<td>Rs. 160 Million</td>
</tr>
<tr>
<td>No. of Workers</td>
<td>1200</td>
</tr>
<tr>
<td>Products</td>
<td>Footwear</td>
</tr>
</tbody>
</table>
# Unit Details

Name of the Cluster  
**JAN BAZAR LEATHER ARTISANS CLUSTER INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED**

Chairman: Shri Munilal Prasad  
Vice Chairman: Shri Ashok Das  
Secretary: Shri Sharma Ram  

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of Owner</th>
<th>No. of Artisan</th>
<th>Contact</th>
<th>Work Experience</th>
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<tbody>
<tr>
<td>1</td>
<td>Rajendra Ram</td>
<td>5-6</td>
<td>988639895</td>
<td>20 years</td>
</tr>
<tr>
<td>2</td>
<td>Prem Chand Ram</td>
<td>4-5</td>
<td>9903642495</td>
<td>22 years</td>
</tr>
<tr>
<td>3</td>
<td>Brijlal Ram</td>
<td>5-6</td>
<td>7890218363</td>
<td>20 years</td>
</tr>
<tr>
<td>4</td>
<td>Upendra Das</td>
<td>5-6</td>
<td>7890436355</td>
<td>21 years</td>
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<tr>
<td>5</td>
<td>Amirdhan Das</td>
<td>3-4</td>
<td>9831293358</td>
<td>22 years</td>
</tr>
<tr>
<td>6</td>
<td>Nandlal Ram</td>
<td>4-5</td>
<td>9163621055</td>
<td>18 years</td>
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<tr>
<td>7</td>
<td>Raj kishore Ram</td>
<td>5-6</td>
<td>9038826890</td>
<td>30 years</td>
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<tr>
<td>8</td>
<td>Surendra Ram</td>
<td>5-6</td>
<td>9874384490</td>
<td>30 years</td>
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<tr>
<td>9</td>
<td>Sunil Ram</td>
<td>3-4</td>
<td>-</td>
<td>8-10 years</td>
</tr>
</tbody>
</table>

Chairman Contact: 9748413210  
13/1/A, Umadas Lane, Kolkata 700 016  
Registration No. 01 M & SSEWB of 2010-2011
Existing Product Range

Main types of shoes are Jackson shoes, Derby shoes, Dr. Sam shoes, Sonata shoes, Moccasin shoes, and Jalsa shoes. They are unbranded and are popular in the market by word of mouth and of the Janbazar identity.
Raw Materials

- Neilco (Leather)
- Canvas
- Spirit Leather
- Eva
- Synthetic (R100)
- Rubber Solution
- Noki
- Leather Board
- PP Cover
- Thread
- Nylon Thread
- Plastic Outer soul
- Adhesive
- Polish
### Raw Materials & Costing

Based on 12 pairs

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<tr>
<th></th>
<th>Description</th>
<th>Cost</th>
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<tr>
<td>1</td>
<td>Synthetic (Local Name - R100)</td>
<td>150 Rs/meter</td>
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<tr>
<td>2</td>
<td>Canvas</td>
<td>50 Rs/kg</td>
</tr>
<tr>
<td>3</td>
<td>Neilco (Leather)</td>
<td>100 Rs/meter</td>
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<tr>
<td>4</td>
<td>Spirit Leather</td>
<td>40-50 Rs/kg</td>
</tr>
<tr>
<td>5</td>
<td>Thread</td>
<td>20 Rs</td>
</tr>
<tr>
<td>6</td>
<td>Nylon Thread</td>
<td>64 Rs</td>
</tr>
<tr>
<td>7</td>
<td>Rubber Solution</td>
<td>240 Rs</td>
</tr>
<tr>
<td>8</td>
<td>Eva</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Adhesive</td>
<td>120 Rs/litre</td>
</tr>
<tr>
<td>10</td>
<td>Leather Board (20” x 30”) (1.5mm-2mm gauge)</td>
<td>70 Rs/board</td>
</tr>
<tr>
<td>11</td>
<td>Stifner</td>
<td>24 Rs/board</td>
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<tr>
<td>12</td>
<td>Plastic Outer Soul (local) 80 Rs (brand)</td>
<td>42 / 80 Rs</td>
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<tr>
<td>13</td>
<td>Polish</td>
<td>70/100 Rs pair 650ml</td>
</tr>
<tr>
<td>14</td>
<td>PP Cover</td>
<td>120 Rs/kg</td>
</tr>
<tr>
<td>15</td>
<td>PU Solution</td>
<td>140 Rs/litre</td>
</tr>
</tbody>
</table>
Tools

Hand Tools

Scissors
Lasting Pincer
Chisel
Shoe Hammer
Lacing Thread Cutter
Chisel
Chisel
Chisel
Machinery

- Sewing Machine
- Leather Shaping
- Soul Heating Machine
- Heat Pressing Machine
Shoe Making Process & Techniques

Common Problems & Recommendations
Step 1

Making Outline drawing on a cardboard/paper (pathrang)

Issues

+ Odd working hours
+ Bad working posture while cutting the cardboard
+ No proper surface for cutting (uses pavement in this case)
+ Raw material is thrown at a nearby gutter causing blockage
+ Uses basic tools and calculates based on approximations
+ Works under street lights due to poor lighting conditions

Recommendations

+ Plain surface will help achieve better results.
+ A platform has to be provided to a comfortable height for cutting the sheets
+ Waste material to be thrown in special bins to avoid unnecessary scatter
+ Provide proper molds and tools cutting and making accurate drawings
+ Proper lighting conditions have to be provided for better visibility while working
Step 2

Tracing the outline shape onto the leather/synthetic

Issues

+ Poor Lighting Conditions
+ Bad working posture while cutting the cardboard
+ No proper surface for cutting (uneven surface)
+ Raw material is thrown at a nearby gutter causing blockage
+ Uses basic tools and calculates based on approximations

Recommendations

+ Proper lighting conditions have to be provided for better visibility while working
+ Plain surface will help achieve better results.
+ A platform has to be provided to a comfortable height for cutting the sheets
+ Waste material to be thrown in special bins to avoid unnecessary scatter
+ Provide proper molds and tools cutting and making accurate drawings
Step 3

Cutting the leather/synthetic based on pathrang shapes

Issues

+ Outdated tools used for cutting
+ Raw material is thrown at a nearby gutter causing blockage
+ No proper method to calculate the no. of outlines
+ Worker uses raw hand to hold the material causing skin problems and unhygienic conditions
+ Poor Lighting Conditions

Recommendations

+ Plain surface will help achieve better results.
+ A proper system for analyzing the no. of moulds as it will help saving material and time
+ A worker has to wear gloves while working and has to clean at regular intervals
+ Proper lighting conditions have to be provided for better visibility while working
Step 4

Cutting the leather/synthetic based on pathrang shapes

Issues
+ Poor Lighting Conditions
+ Uses small Stone slabs for cutting and pasting
+ Has limited tools around and keeps searching for them
+ Bad working posture causes back related problems

Recommendations
+ Proper lighting conditions have to be provided for better visibility while working
+ Plain surface will help achieve better results.
+ A platform has to be provided at a comfortable height for working
+ Need for a tool holder to keep the tools handy while working
**Step 5**

**Cutting Eva to the outline and pasting by rubber solution**

**Issues**
- No back rest to lean / rest for a while
- Raw material is scattered everywhere
- Borrows tools from the neighbors in need
- Stressful working posture followed by long working hours
- No separate storage for finished parts
- Poor Lighting Conditions

**Recommendations**
- Proper lighting conditions have to be provided for better visibility while working
- A proper work platform has to provided for comfortable working posture
- Storage racks will help segregate the parts and saves space
- Tool kit has to provided with sufficient tools for individual units
Step 6

Beating Edges by Hand

Issues
+ No protection for hands from sharp tools
+ Raw material is scattered everywhere
+ Stressful working posture followed by long working hours
+ No separate storage for finished parts
+ Poor Lighting Conditions makes it difficult to do a precise job

Recommendations
+ A proper work platform has to be provided for comfortable working posture
+ Hand gloves should be worn while working with sharp objects
+ Storage racks will help segregate the parts and saves space
+ Tool kit has to be provided with sufficient tools for individual units
+ Proper lighting conditions have to be provided for better visibility while working
Step 7

Beating Edges by Machine

**Issues**

+ No protection for hands from sharp tools
+ Poor maintenance of the machine
+ Stressful working posture followed by long working hours
+ Dumps all the material on the machine stand

**Recommendations**

+ Proper lighting conditions have to be provided for better visibility while working
+ Hand gloves should be worn while working with sharp objects
+ Machines have to be maintained and checked regularly
+ Storage racks will help segregate the parts and saves space
Step 8

Adding Insole and stitching

Issues
+ Stitching machines are not updated and poorly maintained
+ Manual work causes more stress on feet
+ Poor visibility makes it stressful to work during night due to insufficient lighting conditions
+ Uses bare feet to while stitching causing stress and problems in those areas
+ Stores tools in small pockets on the work surface of machine

Recommendations
+ Introduce electronic machines for precise jobs and also avoid extra stress
+ Provide sufficient lighting thus reduces stress on eyes
+ Use protection to feet while working
+ Design a tool kit to organize the required tools near the work table
Step 9

Adding Noki/ counter to the parts

Recommendations

+ Use standard tools while adding parts to avoid unnecessary stress
Step 10

Adding Leather Board on to the bottom of mould

Issues
+ Uses feet to hold the shoe while performing the task
+ Stressful working postures will lead to serious health issues
+ Sits bare foot and uses no protection for hand
+ While hitting there may be minor injuries to the feet or hands

Recommendations
+ Standardize the tools and supporting equipment
+ Design a working platform to avoid old methods and make them aware of the health issues
+ Use of hand gloves should be made mandatory to avoid direct contact with material as well keeps away from sharp objects
Step 11

Mount it on a Wooden Shoe Mould for shape

Issues
+ Uses feet to hold the shoe while performing the task
+ Stressful working postures will lead to serious health issues
+ Sits bare foot and uses no protection for hand
+ Doesn’t take safety methods while working with sharp objects

Recommendations
+ Standardize the tools and supporting equipment
+ Design a working platform to avoid old methods and make them aware of the health issues
+ Use of hand gloves should be made mandatory to avoid direct contact with material as well keeps away from sharp objects
Recommendations
+ Standardize the tools and supporting equipment
+ Design a working platform to avoid old methods and make them aware of the health issues
+ Use of hand gloves should be made mandatory to avoid direct contact with material as well keeps away from sharp objects
+ A dust bin to be provided near the work space to avoid accumulation of dust and waste

Issues
+ Uses feet to hold the shoe while hammering nails, requires so much effort to perform the task
+ Stressful working postures will lead to serious health issues
+ Sits bare foot and uses no protection for hand
+ Doesn’t take safety methods while working with sharp objects
+ Waste remains on the floor causing discomfort to the feet

Step 12
Nailing / Gluing it to the mould

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JAN BAZAR LEATHER ARTISANS INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED, KOLKATA, WEST BENGAL, INDIA
Step 13

Removing from mould and Adding sole

Issues

+ Sits bare near to the soul heating machine causing discomfort and heat and doesn’t use any face masks as it might release toxic gas and has a strong smell

+ Practices old methods of heating soul, not adopted to new machines

+ Puts extra effort to paste the soul and bad sitting posture might lead to serious health issues

+ Craftsmen performs the task with bare hands which can be dangerous due to extreme heat released by the burner

+ The machine is located at the entrance which blocks the craftsmen approach area

Recommendations

+ Installing new machines will avoid stressful working and also make them aware of the safe practices

+ A proper uniform has to be specified during the task.

+ It should be mandatory to use face masks and use specific tools required for the operation

+ Need to design platform to sit comfortable and allow ease of performing the task

+ The machine needs to be relocated in a safe place where there is little human movement
Step 14

Polishing

Recommendations

+ Provide proper uniform and protection tools to avoid unhygienic practices
+ A worktable needs to designed for efficient working and storing the finished goods
+ Provide the specified tools for polishing and update them regularly

Issues

+ Lack of space to arrange or keep the products
+ The polish might spill and spoil the flooring
+ Does not use hand gloves or any protection for hands, the chemical doesn’t wear off easily and has a strong smell
+ No protection for the clothes as it may spill over
+ Does not use specified tools of polishing, goes for alternate/cheap materials. e.g., a tooth brush is used to polish a shoe
Issues
+ PU Covers are low in quality and can easily be torn
+ They are stored in large plastic bags
+ Finished products are hung from the ceiling using rods which hold on to the inner sole
+ No storage system to pack the finished goods
+ Dust accumulates on the products as they are not covered/always exposed.

Recommendations
+ Introduce affordable and innovative packaging materials
+ Need to design a proper storage system with ease of use
+ To be stored inside a box neatly once the product is finished.
Unit level Micro Study

- Tools
- Machinery
- Storage
- Packaging & Transportation
- Infrastructure
- Ergonomics
- Display & Merchandising
- Design & Market Analysis
Tools

Issues
+ Tools are outdated and haven’t been updated for a long time
+ Borrows tools from neighbors but doesn’t spend on buying new tools
+ Craftsmen finds new techniques and spaces to store tools due to lack of a proper tool handling system

Recommendations
+ A tool handling system needs to be designed to organize all the tools
+ Introduce new tools to make work efficient and faster
+ Needs regular maintenance and replace old tools with new ones
Machinery

Issues

+ The machines are poorly maintained, esp. sewing machines are in a very bad condition.

+ There are limited heat pressing and soul heating machines, hence the craftsmen are following the old standards consuming more time and labour.

+ The community lacks new machines which can make work easier and faster.

+ Craftsmen lacks technical knowledge and doesn’t insist on using new machines.

Recommendations

+ All the machines needs to be updated with new ones.

+ A technical expertise is required to guide them on using the new machines.

+ Existing machines need to be checked regularly for repairs and maintained properly.

+ Bring in new technologies and make craftsmen aware of the new systems which will help their work more precise, easier and faster.
Storage

Issues

+ Poor maintenance of the existing storage systems
+ Insufficient storage space results in hanging things on wall with nails hammered all over. Also there is little space to keep them on floor
+ Work tools can be found at every nook and corner and results in losing them

Recommendations

+ Provide special storage and signage systems to efficiently manage the material.
+ A special toolkit needs to be designed to organize and also helps in keeping an efficient work pace
Packaging

Issues
+ Material is purchased based on the order and transports it on a rickshaw back to the cluster
+ The purchased materials are stored in huge plastic bags or placed on an attic
+ There is no proper segregation system or signage to identify the raw material.
+ Only few suppliers provide with boxes and the rest are plastic wrapped and dumped in a plastic bag where the craftsmen supplies them to a local supplier
+ Poor maintenance and handling issues

Recommendations
+ Provide special storage and signage systems to efficiently manage the material.
+ Once finished, the product has to be packed inside a box safely with a numbering system.
+ Need to design an affordable and hygienic packaging solutions
+ The local supplier has to provide proper packaging material and has to ensure proper supply of products till the market
Transportation

Issues

+ Craftsmen packs the finished products in a round bamboo basket and carries the load on his head till the transport.
+ No segregation in packing products.
+ Craftsmen has to deliver the goods himself to the vendor which becomes tedious and stressful during long working hours.
+ Carrying heavy weight may lead to serious back problems

Recommendations

+A trolley can be specially designed to carry the products considering the ergonomic issues
+ Product should be placed inside boxes and stacked to avoid friction
+ A special vehicle could be provided to take all the materials to carry from workshop to the market
Infrastructure

Issues

+ Craftsmen live in congested spaces (approx. unit size: 10’ x 10’) where they work, cook and sleep in the same space

+ Entrance platform is used for cooking (single cooking stove), washing utensils and also for drying leather

+ They manage work with 2 tube lights/ a 100 watt bulb and 2 pedestal fans. Also rents power to neighbors (Fan & Light at 150 rupees each)

+ Flooring is poorly maintained and has uneven surfaces all over.

+ Insufficient storage space results in hanging things on wall with nails hammered all over. Also there is little space to keep them on floor

Recommendations

+ Provide separate places for work and accommodating daily activities.

+ It is recommended to provide alternate housing options for the craftsmen

+ A craft development center will help demarcating the work and home based activities.
Ergonomics

Issues
+ Uneven flooring surfaces
+ Craftsmen sits in odd positions while working due to space constraints and carelessness.
+ They will face serious back related problems
+ Long working hours demand continuous attention
+ Doesn’t have proper support systems to rest in intervals

Recommendations
+ A proper workstation needs to be designed for comfortable working
+ A strict time table defining the number of work hours with occasional breaks helps in managing the work efficiently
+ Make the craftsmen aware of the health related problems.
+ Provide resting areas with proper seating arrangements
+ Demarcate the work spaces and introduce efficient work tools to avoid stressful working postures
Display & Merchandizing

Issues

+ There is no particular space defined for displaying the models.

+ Most of them are stored inside a box or seen hung on one of the walls in irregular patterns and not pleasing or attractive.

+ They are least bothered about the product display since there is no need not attract the customers who rarely visit the place.

+ Also they aren’t capable of selling the product themselves due to lack of marketing skills and financial support

+ Poor lighting conditions

Recommendations

+ A proper display system has be designed to accommodate all the models in an attractive way

+ They should avoid nails which can be dangerous to the craftsmen working in such small space

+ Provide information on the type of model and signage which helps in communicating the product

+ The space has to be devoid of the working conditions and placed at a proper height for ease of use

+ It should be placed in a well lit area or if necessary provide an extra lighting for better visibility
Design

Issues

New designs are copied from magazines, but they occasionally buy them.

The craftsmen can easily replicate any shoe design just by the looks, but lacks the in-depth understanding of the product and the final product will be low in quality.

Most of the designs are provided by the vendor/party as per the demand and market trends. The craftsmen simply have to replicate the same design as per the requirement.

Its very rare one finds time to think about new designs. Although they have the ability to produce new models they lack financial strength and are not capable of marketing the product.

Recommendations

Although, there is an immense potential and strong craft skills which can be improved both in terms of design and marketing skills. There should be more workshops and training sessions to help them in keeping in pace with the current trends.
Market Analysis

Current Scenario & Competition

Craftsmen depend mainly upon the vendors/exporters for marketing the products.

The only source of selling products is through the vendors and they are not linked to the market directly.

The craftsmen have little/no control about the product price that will be finally sold in the market.

There is no proper management in terms of costing and sale of products.

They face huge competition from the local as well as International brands.

Products mainly lack quality and are not sold through proper marketing strategies.

On delivery of goods the craftsmen gets 80% of the charges, but the rest are paid in installments.

Customers belong to the lower/middle class who look for affordable prices and compromise in quality.

Since the market is big, there needs to be improved quality and better marketing models to reach many people.
Unit Case Studies

- Unit Details
- Common Problems
<table>
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<tr>
<th><strong>Unit Owner</strong></th>
<th><strong>Brijlal Ram</strong></th>
</tr>
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<tbody>
<tr>
<td><strong>Village</strong></td>
<td><strong>Alampur, Bihar</strong></td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
<td><strong>20 yrs</strong></td>
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<tr>
<td><strong>Education</strong></td>
<td><strong>Metric pass</strong></td>
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<tr>
<td><strong>Work Hours</strong></td>
<td>**12hrs (7am - 12pm</td>
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<td><strong>No. of Craftsmen</strong></td>
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<tr>
<td><strong>Production in a Day</strong></td>
<td><strong>50 pairs (done by 6 craftsmen)</strong></td>
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<tr>
<td></td>
<td><strong>24 pairs (done by 3 craftsmen)</strong></td>
</tr>
<tr>
<td><strong>No. of pairs by 1 craftsmen</strong></td>
<td><strong>12 pairs in a day</strong></td>
</tr>
<tr>
<td><strong>Off-Season</strong></td>
<td><strong>March - June (rainy season)</strong></td>
</tr>
<tr>
<td><strong>Craftsmen wages</strong></td>
<td><strong>5000 - 6000 / month (based on the type of)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>50 pairs per day (each day 200/-)</strong></td>
</tr>
</tbody>
</table>
Objects hung randomly without any demarcation

No uniform / no weather resistance

Uneven wall surface

Uneven floor surface

No proper base to keep the shoe intact

Bad sitting posture

No proper segregation of tools

Difficulty in handling the tools
Jan Bazar Unit -1

- Clothes hung on shelves / random arrangements
- Irregular wall openings
- Poor display arrangement / can collect dust
- Open shelves / Uneven surfaces
- Poor product lighting
Jan Bazar Unit -1

Uneven ceiling / no maintenance
Shoes & clothes hung from the ceiling / no proper storage or segregation model
raw material storage / poor lighting
raw material hung on walls
Jan Bazar Unit -1

- Poor lighting
- Shoe display on wall / poor lighting
- No proper furniture to support the electronic devices
- Broken brick walls / not plastered
- No place for storage
- Utensils along the wall side
- Poor lighting / difficulty in work

Cluster Case Study
Jan Bazar Unit -1

Cluster Case Study

- Bad sitting posture
- Uses fingers to paste
- No equipment to hold the shoe
- Poor maintenance of leather mat
- Storage of raw materials like adhesives / poor practice methods
## Jan Bazar Unit -2

### Cluster Case Study

<table>
<thead>
<tr>
<th><strong>Unit Owner</strong></th>
<th>Rajendra Ram</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Village</strong></td>
<td>magerao, Alampur, Bihar</td>
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<tr>
<td><strong>Work Experience</strong></td>
<td>22 yrs</td>
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<td><strong>Education</strong></td>
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<tr>
<td><strong>No. of Craftsmen</strong></td>
<td>4 - 5 ( Age Group 25 - 30 yrs )</td>
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<tr>
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</table>
Jan Bazar Unit -2

Cluster Case Study

Need Assessment Survey | Design Clinic, MSME 2012
JAN BAZAR LEATHER ARTISANS INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED, KOLKATA, WEST BENGAL, INDIA

Cluttered / unplanned storage
No proper storage for clothes
Poor lighting
No proper segregation of materials
Poor maintenance of existing shelves
Cluttered / unplanned storage

Ajay Boga | Industrial Designer
Jan Bazar Unit -2

Cluster Case Study

- Difficulty in climbing the stairs
- Low height storage & poor lighting conditions
- Weak support systems
Jan Bazar Unit -2

products covered in plastic covers hung on to nails harmful and unsafe practice

nails fixed onto the bamboo structure.

uncovered shelves can easily collect dust poor shelf maintenance
Jan Bazar Unit -2

Cluster Case Study

- Work tools spread around
- Random arrangement
- Uneven flooring surface / cluttered floor materials
- No gloves / dedicated work tools
### Jan Bazar Unit -3

<table>
<thead>
<tr>
<th><strong>Unit Owner</strong></th>
<th>Upender Das</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Village</strong></td>
<td>badhara, Alampur, Bihar</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
<td>20 yrs</td>
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<td><strong>Education</strong></td>
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</tbody>
</table>
Jan Bazar Unit -3

Cluster Case Study

- Weak ceiling structure / water leakage
- No dedicated space for ladder / weak structures
- Uneven wall surface
- Poorly maintained storage
- Poor lighting under the overhead storage
Jan Bazar Unit -3

- Difficulty in handling the tools
- No proper segregation of materials
- Objects hung randomly without any demarcation
- No uniform / no weather resistance
- Uneven wall surface
- Uneven floor surface
- Bad sitting posture

Cluster Case Study

JAN BAZAR LEATHER ARTISANS INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED, KOLKATA, WEST BENGAL, INDIA

Ajay Boga | Industrial Designer
Jan Bazar Unit -3

- No back support.
- Chances for back pain due to prolonged work hours
- No uniform / no weather resistance
- Material dump. No segregation
- Small work surface
- Poor lighting
Jan Bazar Unit -3

Uneven floor surfaces.

Hard Leather

Vinyl Surface

Woven plastic bag
### Jan Bazar Unit -4

<table>
<thead>
<tr>
<th>Unit Owner</th>
<th>Amirdhan Das</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village</td>
<td>Batauli, Alampur, Bihar</td>
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<tr>
<td>Work Experience</td>
<td>21 yrs</td>
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<td>Education</td>
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<td>No. of Craftsmen</td>
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</tbody>
</table>
Jan Bazar Unit -4

Cluster Case Study

Bad sitting posture
kept in open, dust gets accumulated easily
poor lighting
poor stacking methods

JAN BAZAR LEATHER ARTISANS INDUSTRIAL CO-OPERATIVE SOCIETY LIMITED, KOLKATA, WEST BENGAL, INDIA

Ajay Boga | Industrial Designer
Jan Bazar Unit -4

Cluster Case Study

- scribbles on the work surface
- poor practice methods
- materials stacked on the work platform, reduces the work area
craftsmen working during a power cut makes the process difficult and affects the product quality

no cover from rains / heavy winds
tooth brush used as an alternate to polishing brush
practices without hand gloves/cover
chances of spillage

poor practice
**Jan Bazar Unit -5**

<table>
<thead>
<tr>
<th><strong>Unit Owner</strong></th>
<th>Premchand Ram</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Village</strong></td>
<td>Jiginar, Bihar</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
<td>20 yrs</td>
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<td><strong>Education</strong></td>
<td>10+2</td>
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<td></td>
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</tbody>
</table>
Jan Bazar Unit -5

- No uniform / no weather resistance
- Poorly maintained machines
- Tools fixed on the work surface. Harmful, poor practice

Sits outside the shop without any cover

Cluster Case Study
Jan Bazar Unit -5

poor maintenance of the shelter

unused flex banners are used like canopy

poor lighting inside the unit

cluttered with clothes and wires
Jan Bazar Unit -5

tools stacked on the door ledge
no separate tool holder
poor practice methods
working with bare foot
will lead to serious foot related problems
creates clutter and uneasy working conditions
material spread around the work place
### Jan Bazar Unit -6

<table>
<thead>
<tr>
<th>Unit Owner</th>
<th>Nandlal Ram</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village</td>
<td>Changai, Bihar</td>
</tr>
<tr>
<td>Work Experience</td>
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<td>No. of Craftsmen</td>
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<td></td>
<td>50 pairs per day ( each day 200/-)</td>
</tr>
</tbody>
</table>
Jan Bazar Unit -6

- Poor maintenance of machines
- No uniform / no weather resistance
Jan Bazar Unit -6

Storage of all kinds at one place

Difficulty in finding the objects, more congested and low light conditions
Jan Bazar Unit -6

- Kitchen utilities merged with work spaces
- Shoe display corner
- Lack of furniture to showcase the finished products
Jan Bazar Unit -6

- No proper storage for equipment
- Very little space to work
- Uses cardboard to cover the walls
- Shoes place on the equipment. /Lack of storage space
### Need Assessment Survey

**Jan Bazar Unit -7**

**Cluster Case Study**

<table>
<thead>
<tr>
<th><strong>Unit Owner</strong></th>
<th>Raj Kishore Ram</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Village</strong></td>
<td>Jigina, Bihar</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
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<td><strong>Education</strong></td>
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<td><strong>Work Hours</strong></td>
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<tr>
<td><strong>No. of Craftsmen</strong></td>
<td>5 - 6 (Age Group 25 - 30 yrs)</td>
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</tr>
<tr>
<td><strong>Off-Season</strong></td>
<td>March - June (rainy season)</td>
</tr>
<tr>
<td><strong>Craftsmen wages</strong></td>
<td>5000 - 6000 / month (based on the type of work)</td>
</tr>
<tr>
<td></td>
<td>50 pairs per day (each day 200/-)</td>
</tr>
</tbody>
</table>
Jan Bazar Unit -7

Cluster Case Study

- clothes hung unevenly / scattered all over the place
- No storage spaces
- poor lighting conditions
- uneven floor surfaces
Jan Bazar Unit -7

unorganized living spaces
no segregation between living and utility areas
lack of proper furniture / storage systems
poor flooring conditions
Jan Bazar Unit -7

- Working long hours will lead to back problems
- Improper seating conditions
- Poor Lighting during work
- Works under extreme temperature / lack of basic necessities
- Scattered tools
- No storage system for tools
- Difficult to sit for longer time
- Uneven floor surfaces

Cluster Case Study
No proper packaging method

All the finished products are piled unevenly

Poor maintenance

Rough surfaces and dull finishes decreases natural light
### Jan Bazar Unit -8

#### Cluster Case Study

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit Owner</strong></td>
<td>Surendra Ram</td>
</tr>
<tr>
<td><strong>Village</strong></td>
<td>Sonbursa, Bihar</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
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<tr>
<td><strong>Education</strong></td>
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<td><strong>Work Hours</strong></td>
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<td><strong>No. of Craftsmen</strong></td>
<td>5 - 6 (Age Group 25 - 30 yrs)</td>
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<tr>
<td><strong>Production in a Day</strong></td>
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<tr>
<td></td>
<td>15 pairs (done by 2 craftsmen)</td>
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<td><strong>No. of pairs by 1 craftsmen</strong></td>
<td>7 pairs in a day</td>
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<td>April - July (rainy season)</td>
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<td><strong>Craftsmen wages</strong></td>
<td>5000 - 6000 / month (based on the type of)</td>
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<td></td>
<td>35 pairs per day (each day 200/-)</td>
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</table>
Jan Bazar Unit -8

Cluster Case Study

Insufficient workspace

lack of ventilation affects the to work methods
lack of standard practice methods and work process

poor lighting conditions

uneven floor surfaces
Jan Bazar Unit -8

Bad sitting postures straining the body and affecting the product quality

No proper workstation and working under poor lighting conditions

Uneven floor surfaces and non-standard materials used to cover the floor
Storage of finished products without proper covering and less storage space

No segregated storage systems
Non standard methods of storage
Jan Bazar Unit -8

Cluster Case Study

Uneven floor surfaces making it difficult leading to health issues and work inefficiency.

Uncovered storage spaces and lack of maintenance.

Lack of workstation and non standard work methods leading to long term health issues affecting the product quality.

Insufficient lighting and poor ventilation.

Clothes hung in the workspace making it more cluttered and poor ventilation.
### Jan Bazar Unit -9

<table>
<thead>
<tr>
<th><strong>Unit Owner</strong></th>
<th>Sunil Ram</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Village</strong></td>
<td>Mathila, Bihar</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
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<td><strong>Education</strong></td>
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<td><strong>Work Hours</strong></td>
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<td>3 - 4 ( Age Group 25 - 30 yrs )</td>
</tr>
<tr>
<td><strong>Production in a Day</strong></td>
<td>30 pairs ( done by 3 craftsmen )</td>
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<td><strong>No. of pairs by 1 craftsmen</strong></td>
<td>10-12 pairs in a day</td>
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<td><strong>Off-Season</strong></td>
<td>March - June ( rainy season )</td>
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<tr>
<td><strong>Craftsmen wages</strong></td>
<td>3000 - 4000 / month (based on the type of)</td>
</tr>
<tr>
<td></td>
<td>30 pairs per day ( each day 200/-)</td>
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</tbody>
</table>
Jan Bazar Unit -9

Cluster Case Study

- Insufficient storage space
- Poor lighting conditions
- Piled up parts without any coverage
- Too many objects scattered all over the place with poor maintenance or cleaning leads to unhygienic conditions and will ultimately affect the work flow
- No upgraded machinery
- Poor maintenance of existing machines
- Clothes hung unevenly / scattered all over the place
Non efficient and risk posing methods

No proper planning in placement of objects

Uneven wall surface making it less efficient to be able to define a new function
A small wooden ledge is being used to store & display the final products.

Poor maintenance of shading devices.
Jan Bazar Unit -9

Cluster Case Study

- Insufficient place to work/ less workspace
- No proper space to store the shoe parts
- Poor lighting condition
Scope of Intervention

- Short Term Interventions
- Long Term Interventions
- Exiting Market Model
- Suggested Market Model
- SWOT Analysis
Short Term Interventions

**ERGONOMICS**

There has to be a suggestive model about proper sitting postures and suggest material which enhance both the productivity in work as well helps in reducing severe health impacts in the mere future.

**DESIGN**

For withstand the competitive market and innovative business models, workshops and awareness programs have to be held to get updated with the new technologies, designs and production models. They will prove important in terms of quality service as well helps in building a sustainable craft model.

**TOOLS & MACHINERY**

Along with the workplace there is an urgent need to create a system for storing tools as well to invest on new machines to make the work faster and efficient.

**WORKSHOP TRAINING**

The craftsmen will be benefited from short term training courses by teaching new techniques and current process as well as encourage them to come up with new solutions. This way they can be prepared to face the competition from the big companies and can prove a reliable source to meet the consumer needs.

**OUTSOURCING**

A marketing model should be adopted to outsource the products to both local and international markets. Current model allows them to supply the products to a local vendor who buys it for a price and sells it in a local market. This way the craftsmen will earn very little however the profits will be high when the products are exported it to the foreign markets.
Long Term Interventions

**CRAFT DEVELOPMENT CENTRE**

It will be beneficial in setting up a development centre where all the craftsmen can collectively work to a greater good of the community. This way there is a chance to eliminate the common issues faced by the craftsmen and develop an efficient work system. Moreover it can benefit new craftsmen and becomes a source of income.

**TECHNOLOGICAL ADVANCEMENT**

At present the shoe making craft is entirely based on hand skills and few machines. As a result there is a rise in production and quality issues. The Government should encourage the community by setting up new machinery and upgrade with technologies which will benefit both the market as well helps in an efficient work model.

**BUSINESS MODEL**

An efficient business model has to be setup to run the system efficiently as well distribute the products to as many markets. This will increase the exposure for the craft and will attract new consumers. The system has to be monitored and should be able to adopt to new trends.
Existing Market Model
Suggested Market Model

- Craftsman
  - Clients
  - Outlets
  - Customers
- Direct Sale
- State Emporium
- NGO
  - Buyers
  - Fairs
  - Exporters
  - Customers
SWOT Analysis

**STRENGTHS**

1. Skilled labor
2. Ease of using hand tools
3. Willing to experiment and gain exposure on new materials and techniques
4. Can easily replicate designs
5. Strong community bonding.

**WEAKNESS**

1. Financial issues like low income
2. Space- poor lightening and ventilation, uneven flooring and poor infrastructure facilities, no defined workplace and irregular storage system. Kitchen inclusive of workplace.
3. Seating-
4. Tools- no proper tool storage
5. Late hour work timings, feels tired at the end of the day.
7. Slow work process. Since the work is done manually with the help of hand tools.
8. Poor packaging materials.

**OPPORTUNITIES**

1. Held workshops on regular basis.
2. Introduce new business models which help sustaining the future of shoe making.
3. Add new product categories with same technique.
4. To setup a place with updated infrastructure where all the craftsmen co-exist and work efficiently.
5. The infrastructure should include new machineries and tools.
6. A store to display all the products

**THREATS**

1. Competition from new brands in terms of design
2. Lack of financial funds.
3. Reduced production due to lack of skilled labor in future.
4. Health hazards due to poor practice and continuous work load
5. They are having major impact on health and body maintenance
Design Remedies & Opportunities

- Branding & Communication
- New Product Development
- Furniture & Workspace Design
- Packaging & Display Design
- Workshops
Opportunity for Visual Identity & Branding

A marketing model with strong cluster identity will help them to adopt and attract both local and international markets. This way the craftsmen can focus more on the in-house designs and promote their own products. This practice will help in building a sustainable work model and better livelihood for the craftsmen.

Primary goal of every business is reaching out to customers and there is no better way to achieve this than marketing through branding. It has become necessary to brand your business today because

1. To convey that you are reputable and recognized
2. To be remembered for long
3. To build an image and sell your business
4. To stand out in competitive market
Two new designs have been conceptualized to understand the practicality as well as exploring new trends in footwear design. The main idea is focussed on minimizing the material (leather) and find a balance between aesthetics and scalability. The execution was done by the local craftsmen and requires only minimum expertise level.
New Product Development

The design has been conceptualized keeping the current trends of footwear models. It is entirely produced out of two leather strips and a leather soul with buckles to adjust the foot size. The design can be customized to various color and material options. The design proved to be effective for long term usage and durability.
Scope for existing product redesign, new product development

There is a huge potential of developing a new range of products using the same process and techniques. Few designs have been conceptualized to help promote the brand with new products that are suitable for ongoing trends. It will help both the craftsmen and the for a sustainable business model.

Suggested New Product Categories for the current trends
**New Product Development**

*Scope for existing product redesign, new product development*

Few more products have been designed to add to help craftsmen start a new line of footwear under Jan Bazar brand.

The new designs help boost the brand image helping create a new mark in the existing market.

*Suggested New Product Categories for the current trends*
New Product Development

Scope for existing product redesign, new product development

Few more products such as key chains, notebooks etc., have been developed further extending the footwear category.

The idea is to develop city based accessories and memorabilia which will create a new market for tourism creating both design and brand awareness.
Tools & Workstation

**Design opportunity on Workstation Design**

There are no changes in the workstation design and craftsmen have been practicing age old methods. Few Craftsmen sit on bare ground and make themselves accustomed to the work process. Unhygienic workplace and low light conditions strain their health and affect the workflow. The need of the hour is to make slight changes in work lighting levels and basic seating comforts.

**Suggestions**

You want to work always comfortably. Set your workspace so tools within hand reach and do as little stooping or bending over as you can.
Scope for New Furniture Development (Workstations)

There are no changes in the workstation design and craftsmen have been practicing age old methods. Few Craftsmen sit on bare ground and make themselves accustomed to the work process. Unhygienic workplace and low light conditions strain their health and affect the workflow. The need of the hour is to make slight changes in work lighting levels and basic seating comforts.
**Scope for New Furniture Development (Workstations)**

The main issue that is been prevailing at every cluster is the seating positions. The ground surfaces have unequal levels and non standard work surfaces thus making it even more uncomfortable to work. Inadequate ventilation, lighting and cramped work spaces are the common issues at every cluster. There are no proper storage methods and the workspace acts as a common place for both work and daily activities like cooking, sleeping etc.
Design opportunity on Interior Layout Design

The existing layout study gave rise to issues related to workspace management and insufficient work space. The ratio of workers to the space is a major problem which leads to non designated areas of work and cluttered workspace. The workspace is used for common activities hence the problem of limited storage space for goods. A suggested layout has been proposed to increase the work efficiency and reduce clutter of the objects by providing designated work areas and proper tool management.
Workspace Design

A standardized layout has to be formulated for efficient workspace management. Studying the existing space gave rise to many opportunities in furniture design ranging from storage, seating, worktable and display shelves for the finished products.

A concept has been proposed to refine the existing layout keeping the focus on ergonomic issues.
Design opportunity on Display & Layout Design

The finished products are stored on a shelf without proper covering and there are no standard display methods to showcase the final products. Craftsmen showcases his product only when a buyer asks for it and there is lack of proper product presentation. There is a possibility of a segregated or common exhibition area for all the clusters which can also be part of the main administrative office and client meeting room.
Packaging Design

Design opportunity on New Packaging Designs

The final products are packed in a polyurethane cover and goes into a cardboard box that is non standard and low in quality. The process of packing and unpacking are labour intensive and there are no designated areas of storage. There is a huge scope of designing primary and secondary package which also enhance the brand visibility and product quality.
Design Clinic Workshop

- Discussion & Insights
- Conclusion
Date: September 11, 2012
Venue: Community Hall, Janbazar, Kolkata

10.00 AM  ▪ Inauguration Welcome
10.30 AM  ▪ Guest Note
11.00 AM  ▪ Presentation on cluster issues focused on Marketing and Workspace
12.00 AM  ▪ Visual presentation based on the Case study
           ▪ Lunch
2.00 PM   ▪ Craftsmen views
3.00 PM   ▪ Interactive Session
3.30 PM   ▪ Concluding Session
**Day 1 | Recap**

**The Guest Members**

Sri Avijit Bondhyopadhyay, Manager (Credit)
Sri P.K. Mitra, General Manager, District Industries Centre, Kolkata
Mr. Sudev Mondal, Design Clinic, MSME, Kolkata
Mr. Ashok Mondal, Design Clinic, MSME, Kolkata
Mr. Suman Biswas, Director, Spacetale furniture Pvt.Ltd, Kolkata

**Designer**: Mr. Ajay Boga

**Participants**: One from each unit have attended the workshop

The workshop was attended by one representative from each unit and enthusiasts. Sri Prasad, President of Janbazar society, introduced to all the Guest members to everyone. A brief session involved craftsmen sharing their work experience, background and aspirations. After the session the design expert Mr. Ajay Boga have discussed about the need of the survey and discussed about the unit case studies and problem areas. The highlighted issues were discussed in detail along with a visual presentation focused mainly on the existing workspace and captured the shoe making process step by step.

A brief discussion was held by Mr. Sudev Mondal and Mr. Suman Biswas, which focused on waste management and shared some potential areas that needs to be considered at unit level as well as cluster level.

The topics discussed include management of workspaces, maintenance, ergonomic issues, spacial problems and work hours. Based on the discussed issues an interactive session was held which included craftsmen and unit entrepreneurs have raised few concerns and queries with the speakers as well as higher officials about the benefits of the scheme and future directions of the craft.
## Day 2 | Schedule

**Date:** September 12, 2012  
**Venue:** Community Hall, Janbazar, Kolkata

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>10.00 AM</td>
<td>Inauguration Welcome</td>
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<tr>
<td>10.30 AM</td>
<td>Guest Note</td>
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<tr>
<td>11.00 AM</td>
<td>Presentation on Design and Trends by Prof. Shantanu Jena</td>
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<td></td>
<td>Lunch</td>
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<tr>
<td>2.00 PM</td>
<td>Sri Avijit Bondhyopadhyay on Scheme benefits and process</td>
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<tr>
<td>3.30 PM</td>
<td>Interactive Session</td>
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<tr>
<td>4.00 PM</td>
<td>Concluding Session</td>
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</tbody>
</table>
Day 2 | Recap

**The Guest Members**

Sri Shantanu Jena, Design Professor, Shantiniketan, Kolkata  
Sri Avijit Bondhyopadhyay, Manager (credit)  
Sri P.K. Das, Assistant Director (G&C), MSME-DI, Kolkata - Ministry of MSME, Govt. of India  
Sri S.K. Basu, Director MSME-DI, Kolkata - Ministry of MSME, Govt. of India

**Designer** : Mr. Ajay Boga  

**Participants** : One from each unit have attended the workshop

The workshop opened with Prof. Shatanu Jena talking about design and its importance in the present day scenario. He gave an overall view of Indian market and quoted few examples of best design practices. The talk mainly emphasized the role of Indian handicrafts and need to divide the work based upon their skill sets. It captured the need for trends and forecasting based upon the changing seasons, culture and lifestyles. The session concluded with showing examples of shoe designs and explained the need to evolve and improve the existing scenario with focus on consumer requirements with the help of design and strategies.

A questionnaire session involved the craftsmen posing questions about predicting future range, where Jena explained them to be conscious about current advancements and look at the existing models of consumer markets.

The discussion was followed by a talk by Avijith Bondhyopadhyay about issuing bank loans and procedures. A detailed explanation includes the registration process and the need for interventions and future growth. A short visit of MSME director S.K. Basu and Asst. Director Devashish Gosh was followed after the tea break. They explained about the efforts being put to develop the Janbazar cluster and informed about a proposal to build a Common Facility Workshop.
Day 3 | Schedule

Date: September 13, 2012
Venue: Community Hall, Janbazar, Kolkata

10.00 AM  ■  Inauguration Welcome
10.30 AM  ■  Guest Note
11.00 AM  ■  Discussion on Local marketing and Brand Value
12.00 AM  ■  Video presentation about Work process
           ■  Lunch
2.00 PM   ■  Craftsmen views
3.00 PM   ■  Interactive Session
3.30 PM   ■  Concluding Session
Day 3 | Recap

Date: September 13, 2012
Venue: Community Hall, Janbazar, Kolkata

The Guest Members

Mr. Sudev Mondal, Design Clinic, MSME, Kolkata

Designer : Mr. Ajay Boga
Participants : One from each unit have attended the workshop

The last day of workshop was attended by few more artisans and clearly showed their enthusiasm to learn and understand the need of design awareness and marketing skills. The session was opened with a discussion on the local shoe craft methods and the importance of context and values which defines the product style and category. Many examples were discussed about creating a successful products and intervention methods applied by various companies across the globe.

The talk emphasized the brand values that needs to be imparted in product and highlighted the need to look into the history of Janbazar. It also captured the need to create a brand value and the benefits in the current context and need to push the product through marketing strategies. Few companies were discussed which created successful brands and their marketing models and highlighted the possibilities of online marketing in the current context. It was followed by sharing video and explanation at each level on how to improvise the process as well as the need to follow working standards.

The session concluded by craftsmen sharing their experiences about the work process and problems at unit level. The benefits were clearly discussed which included saving costs on material and transport along with a systematic work schedule which will help both the units as well the community as a whole.
Main Points Highlighted in the Workshop

Presentation on overall understanding, insights & Opportunities
Understanding role of design & benefits of design
Suggestions of remedial steps/ solutions

The below mentioned fields require urgent attention and have been affecting the overall development of Jan bazar Shoe Cluster. These include:

• Process and Techniques
• Machines and Tools
• Material Handling & Storage
• Logistic, Packaging and Transportation
• Product Development & Packaging
• Workspace and Infrastructure
• Market, Merchandising and Display
Design Clinic Workshop
Design Clinic Workshop

Ajay Boga | Industrial Designer

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Thank You