

REPORT OF THE FOCUS GROUP (INTERVIEWS) DEVELOPED BY

Pamésa Consultores

EURMODA project

12-09-2012 to 26-09-2012

PREVIOUS NOTE:

Pamésa Consultores project team, in order to facilitate the contact with the fashion organizations, decided not to do one Focus Group, but to organize individual interviews at each participant company.

THE ACTION PLANNING OF THE MEETINGS:

Outcomes:

The specific outcomes that should be reached with our interviews were the specific opinions, suggestions of the participants, in order to elaborate final versions of Competence Maps.

Time devoted:

- The meetings had a estimated duration of **20 hours** (4h x 5 meetings / interviews), which was the time expected for the development of the meetings.
There were three internal technicians involved in the interviews (Eduardo Pereira, Júlia Brito and Leonel Teixeira).

- **Previous, during and post-Organization:**
 - o Preliminary tasks involved the three technicians, between 03 and 10-09-2012, for definition of:
 - Target companies;
 - Means of contact;
 - Methodological approach;
 - Preparation of the support documentation for the participants of the Focus Group;
 - Documents translation;
 - Meetings schedule.
 - o Interviews were made on 12, 19, 20 and 26 September;
 - o Meeting post-interviews was made on 28-09-2012.

The recruitment plan of the participants:

Pamésa Consultores requested the participation of specific entities related with the Fashion Industry. The ways of contact used were:

1. Telephone callings;
2. Sending of information about the Project and the Focus Group by email;
3. Face contact.

Issues of the Focus Group:

The issues explained and discussed in the Focus Group were the following:

1. Presentation of the aims and objectives of the Eurmoda project;
2. Objectives of the meeting;
3. Presentation of processes for *Technical Fashion Designer* and *Quality Controller*;
4. Discussion of the processes;
5. Final evaluation of the Competence Model to define the key and priority competences of the professional profiles analysed.

Schedule of structured questions for the focus group:

The support information (questionnaires, Eurmoda Project power point presentation and the Maps of Competence) were translated and adapted by Pamésa technicians. In every individual meeting a dossier with all of these contents was delivered.

We were also assisted by an external specialist consultant – Pontes Bento (Eng.) – with several years of experience in the Textile Industry and a large range of knowledge about the operating mode inside the companies. He gave very important inputs for the competence maps and participated in the previous and post interviews meetings.

Actors involved and types:

ENTITY	POSITION /ROLE IN THE ENTITY
	<p>Modatex – Centro de Formação Profissional da Indústria Têxtil, Vestuário, Confeção e Lanifícios www.modatex.pt</p> <p>Luis Parada</p> <p>Project Fashion Coordinator</p>
	<p>Ropar- Fabrico de Calçado Ortopédico, S.A. www.arcopedico.com</p> <p>Virgílio Pereira</p> <p>Responsible for the Conception and Development Department and Quality Controller</p>
	<p>Valindo - Têxteis S. A. www.valindo.com</p> <p>Carla Gonçalves</p> <p>Responsible for the Design Department</p>
	<p>Escola de Moda do Porto www.emp.pt</p> <p>Miguel Flor</p> <p>Coordinator of the “Technical Fashion Design” training course</p>
	<p>Pontes Bento (Engº)</p> <p>Former Industrial Director of António de Almeida & Filhos Têxteis S.A. and Lameirinho Indústria Têxtil S.A; specialized consultant in the Textile Industry.</p>

DESCRIPTION OF COLLECTED DATA:

1. CONCLUSIONS:

QUESTION	ANSWERS ¹
<p>1. Innovations that could generate the adoption of the process based model.</p>	<p>1 - Adapting staff competencies to the organization (5);</p> <p>2 - Recruitment of new resources with competencies necessary to guarantee processes (3);</p> <p>4 - Rationalization of working practices (2);</p> <p>5 - Improving the ability to respond to needs of the client system (3);</p> <p>6 - Developing new business opportunities (1);</p> <p>7 - Maximization of costs/benefits ratio (4);</p> <p>8 - Developing new cooperation/partnership opportunities (1);</p> <p>9 - Improving the ability to interpret client needs (1);</p> <p>10 - Improving the ability to design intervention to satisfy needs identified (1);</p> <p>11 - Increasing customer relationship (2);</p> <p>13 - Adoption of check/monitoring system to assess the progress of the processes in order to enable improvement (2);</p> <p>14 - Collection and analysis of feedback related to the progress of processes in order to make well-timed corrections (4);</p>

¹ Between () please find the number of individuals that pointed this option.

QUESTION	ANSWERS ²
<p>2. Priority of the options chosen (in question 1) to raise the quality of training process.</p>	<p>1 - Adapting staff competencies to the organization (2); 4 - Rationalization of working practices (1); 11 - Increasing customer relationship (1); 14 - Collection and analysis of feedback related to the progress of processes in order to make well-timed corrections (1).</p>
<p>3. Aspects of importance that have not been sufficiently analyzed in the process/es presented.</p>	<ul style="list-style-type: none"> . Creative processes (planning and conceptualization); . Product Costs; . Training, study and critical analysis of the actions to develop towards new products / processes; . Need of strong human domain of the methods, processes and materials; . Focus on customer loyalty through his Service perception and its quality; . Focus on innovation using new and functional materials; . Involvement of the human element in the reduction of response times to client requests, in a sustainable manner.

² Between () please find the number of individuals that pointed this option

2. EVALUATION OF THE COMPETENCE MODEL:

QUESTION	ANSWERS ³
1. Factors of success in the Methodological Model	<ul style="list-style-type: none"> . Coordination of the different countries versions; . Processes detail; . Innovation aspects of the model.
2. Main critical factors of the Methodological Model	<ul style="list-style-type: none"> . Standardization of the professional profiles competences maps; . Complex to our small companies; . Its permanent update and adaptation to the business and enterprise realities.
3. Suggestions/integrations proposed to the Methodological model	<ul style="list-style-type: none"> . The fashion quality controller and fashion technical designer are different so they have to be worked in a different manner. Additionally, the Textile/Apparel and Footwear/Leather Industries, although complementary, have slightly different so it's necessary to define some processes and sub-processes.
4. Final evaluation of the validity of the methodological Model	<ul style="list-style-type: none"> . Very valid (4); . Quite valid (1).

GENERAL COMMENTS BY PAMÉSA CONSULTORES ABOUT THE FOCUS GROUP

As we've referred in the previous note at the beginning of this document, Pamésa decided not to promote one Focus Group, with all the intervenients together, but scheduled individual meetings at the participants companies. The main reason was that in September the fashion companies are overloaded and it was being very hard to book a meeting with everyone together.

Therefore, we selected and made individual meetings / interviews, with intervenients from the following sectors:

³ Between () please find the number of individuals that pointed this option

- Apparel;
- Footwear;
- Vocational training (Fashion area);
- Specialized consultants.

With this participants we tried to comprehend several areas of the fashion industry (apparel, footwear,...), as well as to oppose the vision of the training and the industry companies, aiming to obtain different points of view and realities.

Despite of not having followed the planned methodology, we think we've obtained valid information to the project.

SUGGESTIONS FOR THE IMPROVEMENT OF THE DRAFT COMPETENCE MAPS

From the process of interviews with the several participants in this phase, we suggest the following modifications to the draft competence maps of each professional profile:

TECHNICAL FASHION DESIGNER

All of the intervenients believe that, in general, the structured sub processes and activities are well defined and match the tasks that a Technical Fashion Designer is supposed to do.

FORMAT 3

Core Process - Definition and Development of clothing, footwear and leatherwork products.

Process Input – Add: *Creative specifications suitable to the target market of the company*

FORMAT 7

Activity 1.3.1 – Change to: *To organize the manufacturing process of prototypes observing the technical specifications and the quality standards compiled in the documentation of the technical design.*

Activity 1.4.4 – Change to: To incorporate the product information to the tools of the Marketing Department, and to define the dimension (units per size and color combination) of the sample collection.

FASHION QUALITY CONTROLLER

Process Input

Add: *Previous inspection reports*

FORMAT 7

Activity 2.1 – Change to: Inspect the textile lots and leather products in the domestic manufacture and/or outsourced, and suggest preventive measures and improvements to eliminate the systematic non-conformities.

FORMAT 8

Competence description – Change to: (...) *Manage claims and help the sales force in the information given to the clients;*

Add: *Support the client's auditors in the quality inspections, audits or evaluations to the company.*

ANNEXES:

- 1) LIST OF PARTICIPANTS
- 2) COPIES OF THE QUESTIONNAIRES
- 3) PICTURES OF THE FOCUS GROUP
- 4) SUPPORTING MATERIAL

Pamésa Consultores

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