

Suppliers Pilot Training Report

Turkey, Istanbul, 25-26 April 2013

Istanbul, 27 April 2013

Subject: Report for the second Pilot Training - “The RESPECT Project: Training for SUPPLIERS”

Table of Content

I. Introduction	2
II. Administrative activities	2
III. Risks identified	3
IV. Problems identified	4
V. Proposed solutions	4
VI. Major achievements	4
VII. Comments about Training	5
VIII. General remarks	9
IX. Appendices	10

I. Introduction

RESPECT is a 2-year project that started in late 2011, and is co-financed by the European Union Leonardo da Vinci program. Project partners are the Balkan Institute for Labour and Social Policy, New Age, Gabrovo, Fair Labor Association, Switzerland, ESCM Business School, France, CSR Turkey, Limelight Consulting, France, MAC-Team, Belgium, Gibor Alfa, Turkey.

RESPECT is focused on increasing the role of Suppliers and their empowerment through capacity building

The project aims to develop innovative methodologies and tools to help key stakeholders create change in the way purchasing practices are made in supply chains. RESPECT puts special emphasis on the increasing role of suppliers and empowers them through capacity building.

Training objectives:

The training described here is a pilot training for suppliers in Bulgaria and Turkey (garment factories). Consequently, the pilot training objectives were:

- to provide professionals from suppliers' factories with appropriate tools for improving their position in the Supplier-Buyer relationship;
- to test and improve the training content.

II. Administrative activities

16 training packages in Turkish language were prepared (translation, reproduction, binding). We separated the presentations from the other documents. We believed that it would be helpful to take notes directly next to the slides. The remaining documents were in the following order:

1. Toolkit Guide
2. Confidentiality Statement
3. Handbook for participants
4. Roleplay Handout
5. Prioritization Matrix
6. Training Evaluation Form

+ presentations

Kadir Has University in Istanbul was selected as a venue for conducting the training according to the following criteria of selection:

- suitable location/easy access for all the participants, as most of the Suppliers are from Istanbul and the Cibali Campus is in the centre of Istanbul

- CSR Turkey's office is located there, so all materials are easy accessible if there is any emergency – also lower room rents than other locations
- satisfactory facilities for training – materials like projector, boards, markers etc. were accessible, enough room for 15 participants with the opportunity to separate groups for class-work,

The training was conducted according to the previously agreed training plan (Appendix A).

The training was attended by observers from the project partner FLA. The participation rate and the level of the trainees were satisfying. We recognized that 8-10 participants are an ideal number for such a training and that dividing into 2 groups makes all the processes much simpler. Appendix B includes lists of all the participants and the observers.

All the trainees were highly motivated to participate in the training. On day 1, two representatives of Gibor Alfa were absent. There were no absences from the workshop in Day 2 except the representative of Aster Tekstil. The first day was attended by 6 factories and the second day by 5 factories. The absences during Day 1 and Day 2 were due to the busy schedules of the participants. These absences were not because of lack of interest, motivation or understanding but because of lack of time. The participants were very receptive and liked the training, but it is difficult for them to attend two days.

Our two trainers lead the training while the whole project team handled the preparation of the teaching packages, organizing the logistical support of the workshops (reproduction, catering, copying during the workshops, preparation of badges, etc.)

At the end of the workshop the participant assessed the issues related to the organization of the training and the training content. The results from the evaluation are presented in Appendix C.

III. Risks identified

One of the risks which the project management identified was the risk of non-attendance. This risk was not realized.

Another risk was the delay of training materials. The training materials are extensive and we had a really short time to modify the training for Turkey and to do the Turkish Translation. Even after using an external translator, we had to correct all documents again, this was very labor intensive. Luckily, we finished all this just in time.

IV. Problems identified

One problem identified during the implementation was the length of the training. Most of the participants shared, like the Bulgarian participants, that two days is too long a period for them to be absent from work.

Another problem was the difficult Root Cause Analysis and the link to purchasing practices which are in the supplier's sphere of control. Finding these Causes is very difficult and always leads also to external Causes. Maybe there should be more example chains for the participants about internal problems.

V. Proposed solutions

Even after rethinking the training and reducing the content, it is still a 2 day long training which a total of 13 hours, breaks inclusive. We think it would be possible to reduce training content so much, that it would fit in one day; but then we would have to turn the whole training upside down (discussed this with our FLA partners from Turkey).

Finding internal root causes is one of the key elements, so identifying them and proposing solutions is very important. Therefore, we have to lead the participants more, even have to rethink the strategy and maybe there should be more example chains, solutions and other materials for the participants about internal problems.

VI. Major achievements

- The pilot training brought together employees from different departments and factories, observers from the project partners' organisations(FLA and CSR Turkey).
- The participants experienced new interactive training methods, e.g. brainstorming and role plays. This aided their active participation.
- We recognized that the suppliers had really the need to talk about their problems with buyers. So this was a platform for them to do so.
- The participants were presented various CSR/Purchasing practices issues and how the suppliers can contribute to the improvement of these issues.
- The training included also presentation of various skills and tools for self-diagnosis and problem solving, some of which were new to the participants.
- Part of the training included upgrading of the communication and negotiation skills in order to improve the communications with the buyers, other stakeholders and the consumers.

VII. Comments about Training

The focus is on education issues and implications. This report is not designed to cover all aspects of the workshops for future activities and implementation

Day 1

Introduction

We started about 15minutes late, but during the morning we caught this delay up.

Self-introductions

The participants introduced themselves and everyone shared his or her expectations. The expectations seemed a little bit vague.

Context

New Slides were added, for example FLA's Principles of Fair Labor & Responsible Sourcing. As CSR Turkey, we talked about CSR more detailed than in Bulgaria and shared our experiences with suppliers. The participants were very active and seemed interested.

Brainstorming exercise

The exercise involved sharing experiences of how commercial pressures can make it hard to comply with codes of conduct. All participants shared very actively and lively their personal experiences and gave a lot of examples (overtime, short lead times).

Respect project

Went according to plan.

Tool 1: Root cause analysis

Presentation went according to plan.

The group exercise with the Root Chain went better than the fishbone, but still seemed difficult for the participants. The problem reviewed by both groups was Overtime, as identified during the brainstorming session. Difficulties were experienced both in terms of methods (identifying the large factors and causes) and in terms of substance – even internal causes sometimes relate to external issues. Even though we had competent and active groups, they seemed overwhelmed by this task.

Brainstorming about solutions

The two groups brainstormed about solution for the problem of Overtime

Solutions of the three groups are listed below:

1. Group 1

- Help your customer in finding an alternative supplier
- Understand your Customer
- Strategic planning and analyzing
- Creating a department which only deals with Customer/Brand issues
- Identify Policies and procedures

2. Group 2

- Right task for the right employee
- Strategic planning and priority setting
- enough provision of facilities for employees

Voting by dots

Understand your customer and right task for the right employee were seen as the best solutions (both 28 points)

Action plan and skills mapping

Presentation went according plan.

Every company representative presented his or her plan. The plans were very interesting and thoughtful.

Examples of action plan:

What: Work and time analysis

Who: planning department

Deadline: operation proposal

Skills needed: performance Measurement

What: staff selection

Who: production and planning department

Deadline: Production based on the recommendation of the operation

Skills needed: Making the right decision and impartial critical

We had no significant time changes, everything went well and we finished at 16:30.

Day 2

Communications theory

Went according to plan.

Orta Anadolu case study

We presented the Orta Anadolu Case study, the participants seemed very interested and liked it to have a specific example how to use communication as a tool.

Perceptions exercise

We showed a picture on which workers in a factory make tai chi, we asked them what they think they are doing there. A lot of different answers were given.

Everybody agreed that a thing can be perceived differently depending on personal experience, attitude, etc.

Body language

We gave a short introduction to body language, but skipped the exercise.

Story of Stuff

The Story of Stuff is a short animated documentary about the life-cycle of material goods. The documentary is critical of excessive consumerism and promotes sustainability.

Before, we told the participants about this documentary and they wanted to see it, as we were good in time, we watched and discussed it.

Pitch

Some theory was presented according to the plan. Two participants were chosen to be buyer and supplier and the supplier was very active in trying to persuade the buyer to work with him. He had only one minute to convince the buyer. We played this pitch for three times. It was very interesting and the participants liked it.

“Negotiations” role play

The role play took place after the lunch break. The participants were divided into groups of three – supplier, buyer and observer. Each of them was presented the role and each of the groups of suppliers, buyers and observers had time to discuss their strategy. The observers knew the roles of both the buyer and supplier. The participants achieved different levels of success, depending on their personal experience. During the plenary discussion after the exercise, the participants shared their observations of both their opponents and themselves. The observers reported in very adequate and detailed manner.

All the participants liked the role play. It was good to see 3 different role plays, because the following group was always a bit more confident than the group before. Our last group was a good example for a successful negotiation.

Individual action plan

We skipped this exercise; it seemed not necessary for us.

Workshop evaluation

See Appendix “C”

The Training ended here, but our Secretary General, Ali Ercan Özgür; told the participants about another project of CSR Turkey; a Disaster Toolkit for SME's.

VIII. General remarks

Overall the training achieved its aims, the participants were all satisfied. The timing was better than in Bulgaria; everything finished just in time. But there are still some improvements we have to make. A lot of participants shared the wish to have more technical and specific guidelines on HOW they should handle a problem/ situation or HOW they should interact with their Buyer.

The RCA and Finding Solutions as key elements of the training, should be better structured and we should take into account, that somebody professional should teach this parts of the training.

IX. Appendices

- A. Training plan
- B. List of Participants
- C. Result of training evaluation

Appendix A: Training plan

	Timeline	Content
Day 1		
1	9:30 - 9:40	Welcome and introduction of the Team
2	9:40 - 10:00	Self introductions
3	10:00 - 10:30	Context
4	10:30 - 11:00	Compare experiences about purchasing practices and Codes of Conduct
	11:00 - 11:15	Break
5	11:15 - 11:35	Presentation of the RESPECT Project
6	11:35 - 13:30	Tool 1: Root Cause Analysis
	13:30 - 14:30	Lunch
7	14:30 - 14:50	Tool 2: Problem solving
11	14:50 - 15:30	Tool 3: Action planning & skills mapping
	15:30 - 15:45	Break
12	15:45 - 16:15	Tool 3: Action planning & skills mapping
13	16:15 - 16:30	Wrap-up of the day and next day planning
	16:30	End

Day 2		
1	9:30 - 9:40	Summary of Day 1 and Objectives of Day 2
3	9:40 - 9:45	How can communications solve problems
4	9:45 - 9:50	Communications within and outside your company is essential
5	9:50 - 10:20	The Orta Blu Case study
6	10:20 - 10:35	Perception Exercise
7	10:35 - 10:40	Personal communication & Body language

	10:40 - 10:55	Break
9	10:55 - 11:05	The 6 key questions to ask yourself before communicating with buyer
10	11:05 - 11:10	Pitch Exercise
11	11:10 - 12:10	oral reporting to buyers
	12:10 - 13:10	Lunch
12	13:10 - 14:20	Negotiations – Role play
13	14:20 - 14:50	Individual action planning
14	14:50- 15:05g	Wrap-up and evaluation of the training
	15:05- 15:20	Break
	15:20	End

Appendix b: list of participants

Participant Name and Surname	Institution	Participation
Esra Ölmez	Gibor Alfa Çorap ve Tekstil A.Ş.	Friday
Şerafettin Karakoç	Gibor Alfa Çorap ve Tekstil A.Ş.	Both days
Kemal Ortaylı	Gibor Alfa Çorap ve Tekstil A.Ş.	Friday
Sami Deseban	Gibor Alfa Çorap ve Tekstil A.Ş.	Both days
Tuğba Dinçbal	Baltaş İç ve Dış Tic.A.Ş	Both days
Müjdat İbiş	Atateks Tekstil San.ve Tic.A.Ş	Both days
Doğuş Piriç	Gapsan İplik A.Ş	Both days

İrfan Balaban	Aster Tekstil	Both days
Erhan Duman	Aster Tekstil	Both days
Vedat Çabuk	Arık Bey Tekstil	Thursday
Müge Tuna	FAIR LABOR ASSOCIATION	Both days
Işıl Vural	FAIR LABOR ASSOCIATION	Friday
Serpil Büyükalınçizme	CSR Turkey	Both days
Feride Doğan	CSR Turkey	Both days
Elif Sarı	CSR Turkey	Both days
Ali Ercan Özgür	CSR Turkey	Friday

APPENDIX C: RESULTS OF TRAINING EVALUATION

Topic	Poor	Fair	Good	Very Good	Excellent
Training content in line with objectives/expectations			2	6	1
The course had achieved its aims and I met the learning outcomes		1	1	6	1
Training methods and materials				4	5
Trainers' ability (communication, listening skills, mastery of the subject)			2	1	6
Applicability and transferability to the job/business			1	5	3
Organisation of the workshop				3	6
Training room			2	3	4
Accommodation				4	5

Some examples of the open-end questions:

What were your **objectives** in attending the training?

- Updated knowledge about the textile industry
- personal development in the field of purchasing practices
- Understanding the relationship between supplier-buyer
- Knowing more about CSR
- Developing a better strategy for responsible purchasing

What did you **enjoy most** about the training?

- Group Exercises
- Role plays
- Interactive work
- Theory
- Brain Storm Exercises

What did you **enjoy the least** about the training?

- Long hours
- RCA: Its difficult to find external problems

I wish we had spent **more time** discussing....

- technical guidelines for Purchasing
- More examples in the field of purchasing

Additional topics should be included such as...

- More educational videos could be added
- More guidelines

