

Aragonsubcontracting is created with the aim of becoming the landmark of textile manufacture subcontracting for companies committed to quality garments and short production series.

This initiative, which has the backing and support of the regional administration and private organisations of the sector, provides fashion companies with the production capacity and time of a wide network of workshops offering quality and reliability as their main characteristic. In Aragonsubcontracting, the fashion industry will find a partner to subcontract production with maximum guarantee of quality and reliability. Some of the leading European labels have already experienced the benefits of manufacturing in a region where textile manufacturing, quality and service are all the same thing.



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editorial

Aragonsubcontracting was created in the Region of Aragón as a result of efforts made by the regional administration, private bodies and apparel workshops, for the purpose of textile apparel subcontracting.

Its activities are directed at those companies who manufacture quality garments and short production series. Aragonsubcontracting offers these companies the capacity and production time of an extensive network of workshops which are all based on service, quality and reliability.

This initiative was started up with the participation and backing of the Government of Aragón and the Aragón Federation of Textile and Apparel Industries (FITCA), enabling apparel companies to subcontract their production with maximum guarantee of quality and reliability. Some of the major European labels already know the benefits of manufacturing in a region where textiles, quality and service are all the same thing.

Apparel workshops offering their production time have been audited and selected by external consultants. These consultants spent one year intensely assessing these workshops in order to certify and optimise the capacity and quality of the manufacturing processes offered.

Aragón is a symbol of quality and reliability in the apparel industry. This is why the Production Distribution Centre of Aragonsubcontracting is the optimum and safest option to subcontract the textile manufacture of your company.

A portrait of Javier Navarro, a man with dark hair and glasses, wearing a suit and tie. The background is a plain, light-colored wall.

interview

Javier Navarro

Director General for Industry of the Aragón Government

“In Aragon subcontracting, we see a way to feasibility for the most competitive workshops”.

The involvement and backing of the Aragón Government in the Aragon subcontracting project is proof of its commitment to quality textile manufacturing in the region. What goals do you hope to reach with this initiative?

The Aragón Government endeavours to promote all initiatives that lead to improving productive structures of companies or which include elements that can place Aragón industry at the head of different production sectors with the aim of making companies adapt to market globalisation and consequently consolidating their competitive strength.

In this context, the Aragon subcontracting project puts all these expectations into practice as it consolidates the sector of auxiliary apparel companies taking advantage of the upsurge of new information and communication

technologies, by establishing new contracting systems and channels consistent and in accordance with the globalised environment in which current production activities are developed.

Governments have to deal with a multitude of issues affecting their community. What level of priority have you assigned to this project? What are the reasons for carrying it out?

The textile and apparel industry has traditionally been one of the productive sectors of greatest interest with regard to backing from the Aragón Government, with direct grants to companies conducting investment projects and also other types of action that have materialised with the Collaboration Agreements with the Federation of Textile and Apparel Industries.



“The fact that Aragón has met with the approval of leading companies as their production centre consolidates and reaffirms our position”.

This project has therefore been appraised with the same care and interest given to all actions taken in the sector in recent years. In this project, we see a way to feasibility for the most competitive and active workshops.

How do you view the future of the Aragón apparel industry in coming years, and what lines of action should be taken to achieve optimum development?

The future of all sectors must unavoidably go through an adaptation phase of companies and their production structure to the prevailing needs determined by the market.

We are immersed in a market globalisation process that leads us to transform the concept of a traditional manufacturing company into one focused on providing related services, such as marketing, design, etc....

This means that action must be channelled to implementing these new business management concepts and systems in companies so that we can adapt to new situations at our own competitive level and which we have maintained until now.

Leading national and international companies making top-quality garments have been successfully manufacturing in Aragón for some years. Does Aragón hope to become the landmark for Quality apparel manufacture?

There is the obvious issue, which as you say, is that there are leading national and

international companies that have chosen Aragón as their production centre.

Evidently companies make their strategic decisions based on a series of variables that are very carefully analysed and used to determine their location. In this sense, we are proud that Aragón has met with the approval of these companies as this consolidates and reaffirms our position.

Therefore it is not too presumptuous for us to have high hopes in this sense. In fact, I believe we should all be working towards this goal.

How do you regard the fact that the main Spanish textile-apparel industry has decided to invest in Aragón through its logistic centre?

Because of its advantageous geostrategic position, Aragón has made a major commitment to logistics as one of the propellers behind the economy of the Region.

This has led to the establishment of various logistic platforms (PLAZA, PLATEA, etc...) in which companies have shown great interest, to the point of attracting, as you have mentioned, such prominent companies as Inditex.

This is closely related to what we mentioned earlier regarding the diversification of business activities, giving logistics the importance and significance it should have in today's economic situation.



technical analysis

by Jaime Guerrero, Director of Escuela Guerrero



Initial technical analysis is used to certify the state of workshops to perform subcontracting work. The best guarantee of providing quality service and channelling production towards the most suitable customer is to have an in-depth knowledge of capacity. This is why the analysis is used to find out the current position of the workshops.

These good results have not come as a surprise, as current customers of these workshops are prestigious international fashion companies, meaning that they are very demanding with regard to quality of the product, the production processes, service and delivery.

All aspects related to the workshops have been

analysed enabling us to provide an in-depth, demanding and developed overview right up to the smallest details: a 360° view, and all from an objective point of view allowing us to draw valid conclusions to direct the project. Quality is the main conclusion of the analysis. According to the results, all the assessed workshops exceed the required objective criteria to be able to offer quality in manufacturing garments. The vast majority of them are of a maximum excellence standard.

The evaluation of variability or flexibility of a workshop to adapt its output capacity to the changing needs of customers is at a similar level. An unmistakable sign of their ability to react and service quality, which also qualifies

workshops as being very competitive for short production series.

Another significant aspect regards machinery. The requirements of regular customers have encouraged workshops to continuously up-date and modernise their machinery. This aspect has also achieved very high appraisals.

Efficient methodology

The methodology used in the survey has been based on three very solid concepts enabling us to precisely determine the true position of workshops.

Firstly, to have independent, suitably qualified consultants



with sufficient experience and professional solvency. The consultancy team was formed by qualified engineers with international experience in apparel manufacture, from the point of view of both a manufacturing company and external assessment.

Secondly, to base the analysis on unitary objective criteria in order to make a symmetric evaluation of all the workshops analysed. These criteria have involved aspects related to the product, logistics and premises, staff, machinery, management and organisation, finance, production and quality.

Lastly, with integral fieldwork. Making personal and detailed visits to workshops, assessing their capacity with respect to the aforementioned criteria during the production process and analysing finished goods. This has enabled us to provide the true capacity and characteristics of Aragon subcontracting production.

Variety in the type of garments

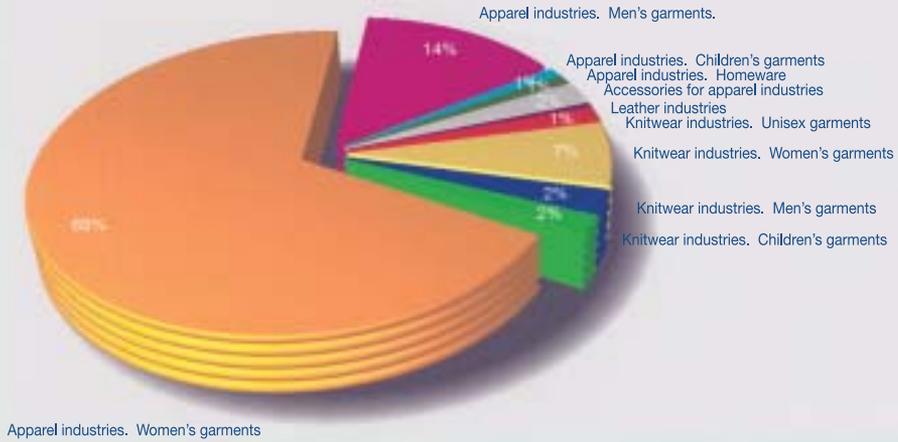
The co-ordination of workshops with different specialities make it possible to offer work time for a wide range of garments. To carry out the analysis, the production capacities were divided into three grades of specialisation, which are given below:

- 1) **Main garments:** garments that the workshop manufactures on an ongoing basis for its customers.
- 2) **Secondary garments:** Regular garments, but with less frequency as there are less orders from customers.
- 3) **Less frequent garments:** These are garments made by the workshop occasionally and are not part of the regular orders made by customers.

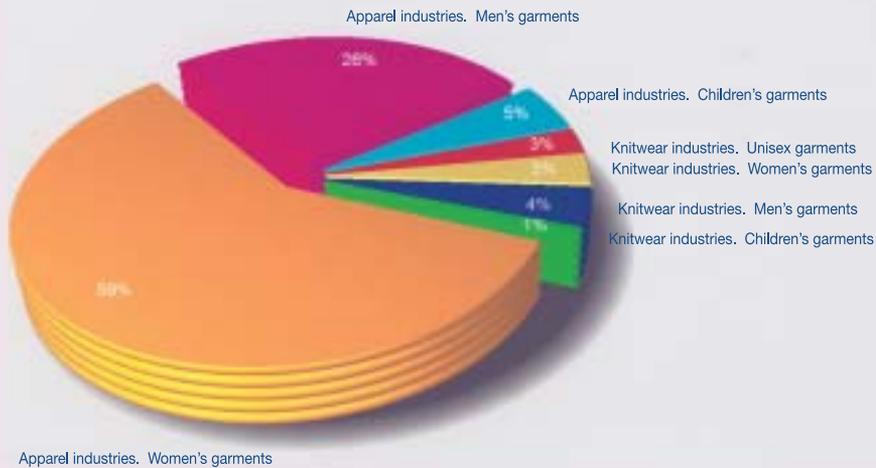


For subcontracting orders, the distribution centre will take into account this segmentation of workshops as another variable when arranging the production of a garment, meaning that the customer always finds the best option for the order concerned.

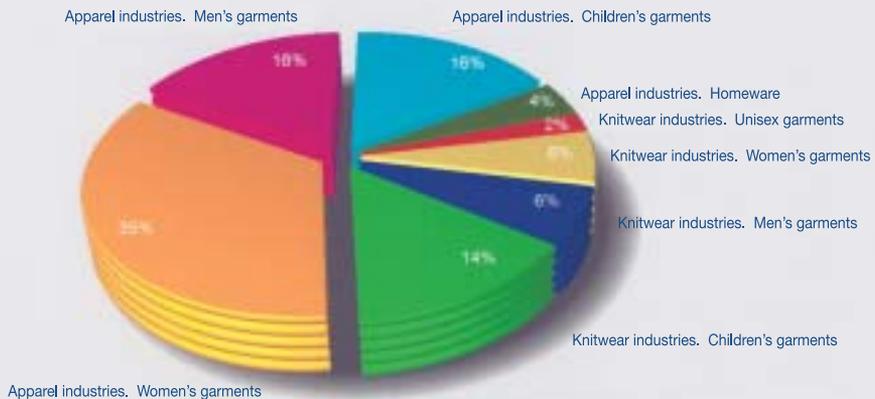
PRODUCTION OFFERED / MAIN GARMENTS



PRODUCTION OFFERED – SECONDARY GARMENTS



PRODUCTION OFFERED – LESS FREQUENT GARMENTS





Aragón,

a region linked to textiles

Quality apparel manufacture and service have earned an outstanding place in Aragón as result of the network of textile workshops, which have for many years worked with prestigious firms. Aragon subcontracting was conceived within this industrial line of action. It is a project aimed at consolidating this region as a subcontracting centre of quality textile goods.

Aragón has always been linked to the apparel industry. It is near the main Spanish textile market and this has meant that it has played an active role for many decades as a production centre, particularly subcontracted production for major national and international firms. Today many leading labels manufacture garments in Aragón with greater added value owing to their design, fabric and finishes. Garments that require special treatment, a field in which Aragón has always proved to be very competitive.

This privileged position has also meant that it is becoming an important logistics centre. This has been accompanied by public initiatives to establish a strong logistics industry that sees Aragón as an interesting centre owing to its geographic location and communications. The fact that the main textile industry in Spain and one of the most important in the world, has established its logistics centre in Zaragoza, is unmistakable proof that Aragón continues to be a region that is closely linked to the textile industry.

Aragon subcontracting is a platform directed at companies manufacturing quality garments, that want to give their collections the quality stamp of design, fabrics and well-made garments. Companies that are committed to quality.

Through the Production Distribution Centre, Aragon subcontracting will offer companies wishing to subcontract their production, a directory of working times of workshops integrated in the project. This distribution centre will be responsible for supervising processes and qualities of



the subcontracting, keeping customers permanently up-dated. Apart from offering a quality product, it is also a management centre enabling companies to focus their efforts and time on activities that form the main part of their business. Aragonsubcontracting therefore wishes to be a partner of companies in the sector for the management, control and performance of subcontracted production.

Aragonsubcontracting primarily offers product quality for companies wishing to give added value to their collections. Subcontracting is a particularly delicate process for companies seeking quality in design, fabrics, manufacturing and finishes, but continuing to be economically competitive. This project has therefore been structured to provide maximum certified quality standards before, during and after the manufacturing process. Participation and follow-up throughout the production stage by qualified technicians from Aragonsubcontracting, together with internal controls of workshops, mean that full guarantees can be offered to achieve the excellence required by customers. Quality both in the garment and in the processes.

Aragonsubcontracting is also a symbol for speed and service. The distribution centre will be responsible for co-ordinating the activities of workshops, ensuring that all lead times are met and that goods reach the customers in the estimated time and method.

This project has also been backed by public and private institutions. It is the result of the initiative set out by the Aragón Federation of Textile and Apparel Industries (FITCA) and the Association of Workshops of the region. But it also has the backing of the regional administration as the project comes under “production sectors of preferential interest with regard to the level of support by the Government of Aragón” according to Javier Navarro, director general for industry of the regional government. In short, it is an initiative that has aroused the interest of the industry, representatives of the sector and public representatives as it is a solvent project and a decisive commitment to position the region as a landmark of quality apparel manufacture.

A close-up portrait of Carmen Lardies, a woman with dark, wavy hair, smiling warmly at the camera. She is wearing large, dark, teardrop-shaped earrings. The background is a soft, out-of-focus light brown.

Carmen Lardies

President of the Association of Workshops

“Aragonsubcontracting offers its customers *quality, reliability and speed*”

Apparel manufacture in Aragón is a strategic sector, which is widely established in the region and closely linked to quality. This is proved by the fact that many companies manufacturing medium-high and high quality garments relocate their production to this region. According to Carmen Lardies, president of the Aragón Association of Workshops, “this trust has enabled us to work with top-level firms which have become traditional customers of some workshops of this industrial network”.

With the creation of Aragonsubcontracting, Ms. Lardies states “we have formed an entity with a major production capacity of quality, offering all types of product. We are not, however, a co-operative, we are an innovative

entity with an efficient and well-structured management system which will allow us to make a great leap forward in our activities as a sector”.

This project is certainly a leap forward as it offers the same quality service but as a group, making it possible to reach much wider markets.

“Aragonsubcontracting is a significant step towards the internationalisation of apparel manufacture in Aragón as a quality brand. Within the quality-service-price formula, Aragón continues to be a very competitive market for neighbouring European countries, and therefore we still have the advantage of proximity and the guarantee of our background associated with the good manufacture of our garments”, says Ms. Lardies.

Added value is one of the fundamental points of this action. Competition of the apparel industry, particularly from Asian countries, deteriorated the situation of companies offering its customers simple products at affordable prices. The Aragón apparel industry has not suffered these problems owing to its initial commitment to quality and service. This action was conceived based on this.

“What we offer our customers can be summarised very simply in quality, reliability and speed. We are going to offer production capacity under the conditions that we know our potential customers are seeking, because we already know them and work with them. We do not want to compete in other segments, because our main feature is



quality. It is precisely for this reason that our current customers, who match this outline, have chosen us”, added Carmen Lardies.

This business approach enables them to work with leading international companies. Aragonsubcontracting will also be able to co-ordinate the production efforts of all the workshops, and to compete as a group to reach new goals. “With technical supervision and marketing actions and essentially through the combination of all our production capacity, this quality, reliable and fast service may extend to the production of a larger number of garments”, states the president of the Association of Workshops.

This decisive commitment to quality means channelling all efforts to the customer “who wishes to produce medium-high and high quality garments placing great emphasis on design, as our main competitive advantage is quality in the garments we manufacture, and at a very competitive price for this type of garment. Also, this

is the type of customer with whom we have been working for years, who we know well. We have almost become a full partner in his production chain”, remarks Carmen Lardies.

Institutional backing
Since its initial proposal, the Government of Aragón has backed this initiative and given it top priority in its policies of action. “At institutional level, we have received full backing from the Government of Aragón. The fact that the administration has become involved through several departments in the development of this initiative, which originated and is managed from the private sector, is a significant indication of guarantee”, points out Ms. Lardies.

Institutions of the sector in Aragón have managed the initial phases of the project, which are continued in the international projection and marketing action performed by Aragonsubcontracting, and also in the technical up-dating of the participating workshops. “Training our professionals is essential –comments Carmen Lardies-. Our workshops have



taken on their new teamwork role, and therefore our professionals must also grow as a team. Training and professional up-dating are determining factors, particularly bearing in mind our type of garments. Professional up-dating programmes are therefore planned at each level of the company: operators, middle management and management”.

These actions have resulted in Aragonsubcontracting becoming a dynamic project with sufficient guarantee of quality for the fashion industry to find an efficient and solid partner.

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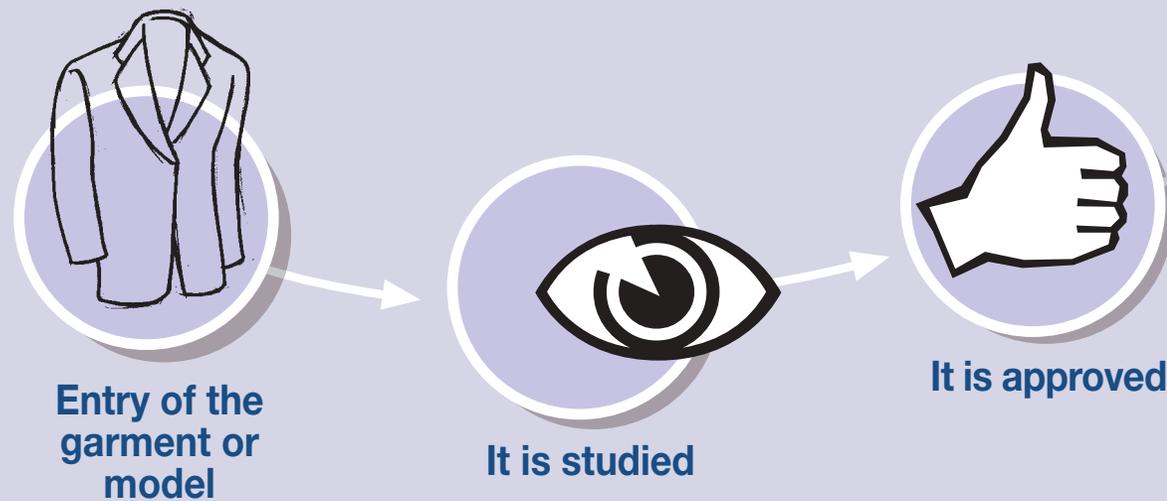
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PRODUCTION TIMES BY ACTIVITY	
Activity	Production capacity (minutes)
Pattern designing	9.236.475
Cutting	20.606.526
Sewing	50.516.206
Ironing	47.046.833
Finishing	34.158.825
Total	161.564.865

PERCENTAGE OF WORKSHOPS PERFORMING EACH ACTIVITY	
Activity	%
Design-pattern making	16,0
Cutting	37,3
Sewing	88,0
Ironing	77,3
Finishing	58,7
Total	38,7

PERCENTAGE OF WORKSHOPS PER GEOGRAPHIC AREA	
Localización	% Workshops
Bajo Aragón	2,9
Caspe	58,8
Alto Aragón	4,4
Zaragoza	33,8



It is cut



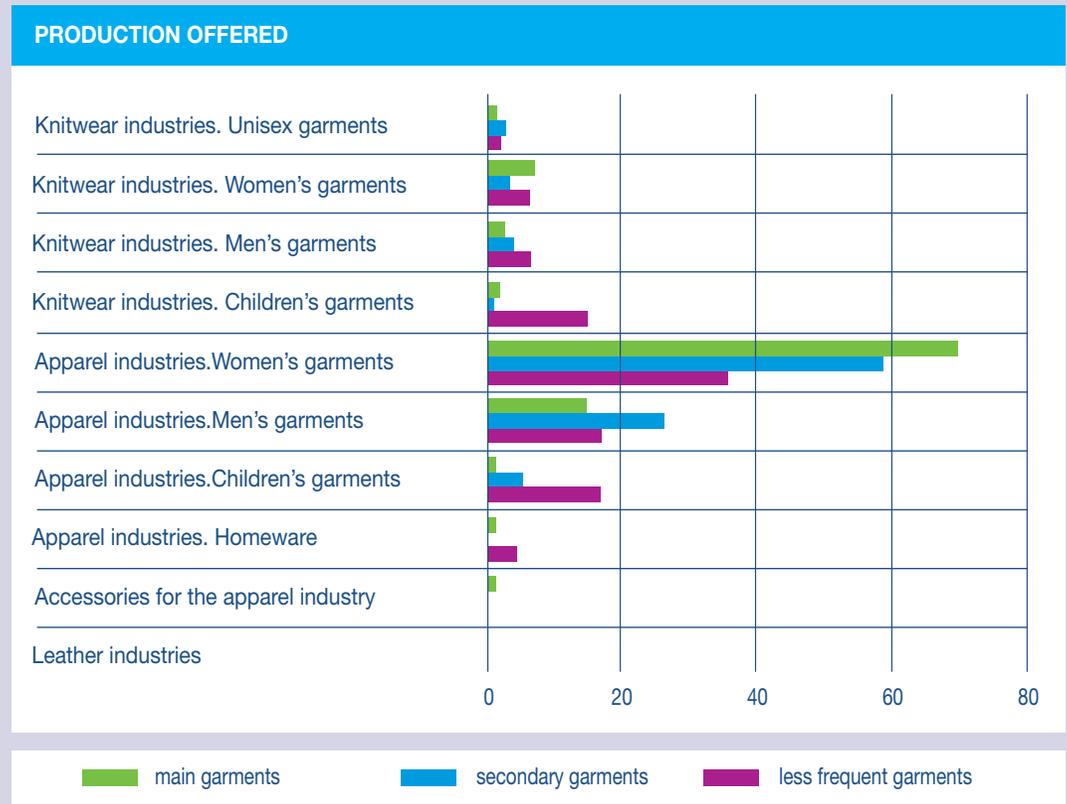
It is ironed



It is sent to the customer



It is manufactured



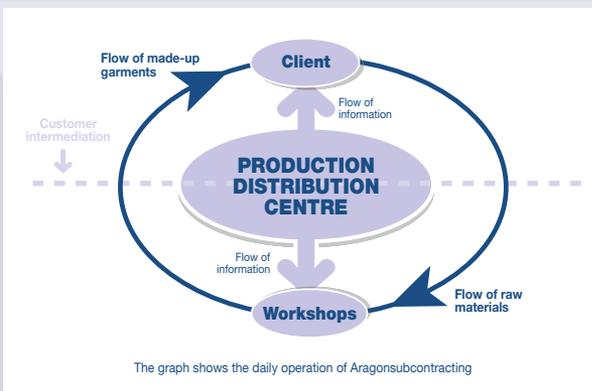
PRODUCTION MINUTES IN TYPES AND PRODUCT MANUFACTURING PRIORITY			
Type of garment	Main	Secondary	Less frequent
Knitwear industries. Unisex garments	0	0	4.430.052
Knitwear industries. Women's garments	2.235.733	446.504	2.296.305
Knitwear industries. Men's garments	947.030	446.504	2.296.305
Knitwear industries. Children's garments	704.252	0	902.120
Apparel industries. Women's garments	48.724.808	36.457.708	10.778.807
Apparel industries. Men's garments	25.928.546	22.259.112	9.694.911
Apparel industries. Children's garments	257.748	3.513.776	5.682.988
Apparel industries. Homeware	1.871.063	0	947.030
Accessories for the apparel industry	655.447	0	0
Leather industries	2.296.305	0	0
Total	83.620.972	63.123.604	37.028.518

aragonsubcontracting an efficient partner

To achieve its objectives, Aragonsubcontracting will manage the register of worktimes of apparel workshops participating in the project. All these participants have been audited to guarantee that they meet the quality requirements and standards.

Aragonsubcontracting entrusts the day-to-day management to the Production Distribution Centre. It will have a close relation with customers and will supervise the production status of garments on an ongoing basis, ensuring that all procedures are in accordance with the high standards of quality required for the product and all the production processes. To perform this task, the Production Distribution Centre will have a technical department with qualified staff.

Similarly, the Production Distribution Centre will be responsible for analysing and assessing with the customer, the production characteristics, quality and specifications, so that the most suitable workshops are selected depending on the type of garment and other specifications of the order.



Wide range of production

The workshops participating in the project will contribute their production times. All of them have passed with excellent marks the quality levels required to form part of the project. In order to provide greater safety to customers, Aragonsubcontracting has also divided the workshops into segments according to the type of garment in which they are more specialised. This means that production is always assigned to the “expert workshop” in the garment the customers subcontracts. In spite of the fact that one of the requirements for workshops to manufacture any order is that it must have experience in that garment, this requirement is intended to reinforce even further the production quality control systems conducted by Aragonsubcontracting. The graphs on the right page show the production of the workshops provided bearing in mind the aforementioned criteria.

Firstly, those products which the workshops individually manufacture in a regular fashion for their customers, and in which they have consequently acquired great skill.

Secondly, those garments in which the workshop is also specialised, but which do not form part of its “ongoing production”.

Lastly, the types of garment that the workshop manufacturers but not on such a regular basis as the two previous groups.