

OUTSOURCING, MANAGEMENT FLEXIBLE IN MANUFACTURING FASHION CLOTHING – MFC

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Abstract: *The paper reports the results of research and study on flexibility and agility through outsourcing management in manufacturing Fashion Clothing - MVM, a segment of the textile industry that involves a large number of players. It is an analytical framework of the Competitive Strategies and priorities outlined by several authors.*

Soon after the "prêt à porter" (ready to wear) in the middle of the twentieth century, companies specialized in meeting the demand for clothing according to fashion trends in Paris. Fashion brands in the early twentieth century were vertical companies who performed all activities of the clothing production chain. From the year 1980, pass through service companies, to outsource one or more stages of their production processes.

The positive response to the return on this investment will come only if accompanied by appropriate strategic plans to produce, through a proper relationship with national and international suppliers and therefore Management Outsourcing as a way to make the company more flexible and competitive.

The paper also presents a case study of a fashion company that owns several mid-sized franchises distributed in the main capitals of Brazil. Her sewing is distributed in a large number of small and micro enterprises that provide services according to their specialty sewing.

Keywords: Outsourcing, Fashion, Manufacturing, Clothing, Textile, Strategy

Subtheme: Organisational performance and competitiveness

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Introduction

This paper aims to report the dynamics of the textile production chain with focus on flexibility and agility of MVM and its main characteristics of competitive business strategies.

The gear drives a continuous fashion and changing. Their movements can be considered spiral, since there is always a return of shapes, colors and textures from time to time, but with a renewed appearance and application of modern technologies in materials and production processes. With the global media time has been reduced, making the product life cycle of fashion apparel increasingly short (Mendes 2010).

The limits of creation and production of fashion garments are quite small, moving a chain that has the participation of several national and international actors to focus on meeting the demand of a buying public eager for innovations in their garments (Mendes 2006).

With the global media, consumers acquire information from fashion trends with spaces from time ever shorter, forcing companies to shorten the time between the development, production and distribution for launches of new products at retail. The brands need more creativity and innovation in developing new products and agility and flexibility in the manufacture of its products to remain competitive.

1.1 Methodology

In this study, the methodology and theoretical sources of research have demonstrated that no single theory to provide a set of actions in order to enable data collection and information from an industry segment and company that participates in an empirical setting understudied and documented. Table 1 gives a number of methods to be used for the research. The choice of method lies in the need to seek insights on a particular subject, describing behaviors or sort facts and variables.

Description	Specifications
Character study	Exploratory or descriptive
Método de abordagem mais amplo	Hypothetical-deductive
Approach	Qualitative
Research methods	- case study - Action research

Table 1 - Summary table of the methodological options - Source: Table prepared by authors

The observations are made in situ and semi-structured interviews. The goal is to expand theories of the researcher and not to enumerate frequencies, describe and explore situations in which questions "how" and "why" are the basis of research in order to engender features and links theoretical importance. Action Research for the purpose of this work is of great importance when considering the experience of the authors in the field of fashion and its working relationship with the company involved in the research.

2. Importance of the Textile Sector

Textile Industry 2.1 World

The world production of textiles, including wires, filaments, plain fabric, knitted fabric, manufactured home and online articles, reached a total of 68 million tonnes, calculated on the total consumption of fibers and filaments of 2008, and , this volume is 40.2 million tons of garments (IEMI 2010).

Currently, 48% of world production of textiles and clothing are made by China and Hong Kong. The United States still stand as the second largest producer of textiles to 7.3% and India as the second largest producer of clothing with 6.1% of world production. Among the five largest producers of textiles and clothing are six countries producing more than 63% of world production, as shown in the table below.

Countries Textiles

(Thousand tons.) Countries Apparel

(Thousand tons)

1. China / Hong Kong 32.297 1. China / Hong Kong 19.155

2. USA 4.992 2. India 2.465

3. India 4.809 3. Pakistan 1.486

4. Pakistan 4.145 4. Mexico 1.162

Subtotal 48.072 25.428 Subtotal

Others Others 19.948 14.766

Total 68.020 40.194 Total

Table 2 - World Textile and apparel production - 2008 - Source: IEMI (2010)

According to the WTO - World Trade Organization (ABIT, 2010), the volume of world exports of textiles, fibers, yarns and fabrics in 2008, reached the sum of \$ 250,198 million, and clothing, USD 361,888, resulting in a totalUSD 612,086, with more than 53% of this volume is among the top 5 largest exporters, distributed among six countries, as shown in the table below.

Total Apparel Textiles

Countries	Countries	USD million	USD million	USD million	Countries	Part. %
1. China	65.256	1. 1 China	119.978	. China	185.234	30.3%
2. Germany	19.287	2. Hong Kong	27.908	2. Italy	40.334	6.6%
3. Italy	16.817	3. Italy	23.517	3. Hong Kong	40.164	6.6%
4. USA	12.496	4. Germany	18.045	4. Germany	6.1%	37.331
5. Hong Kong	12.256	5. Turkey	13.591	5. Turkey	22.990	3.8%
Subtotal	Subtotal	126.112	203.039	326.053	53.3%	Subtotal
Others	Others	124.086	158.849	286.033	46.7%	Others
Total	Total	250.198	361.888	612.086	Total	100.0%

Table 3 - Main exporting Countries - 2008 - Source: IEMI (2010)

The United States tops the ranking of the countries largest importers of manufactured textiles and clothing with a total of \$ 106 billion. This represents 17% of world trade in the sector held in 2008. Around 95% of the consumption of clothing for the U.S. population is produced abroad.

It was observed that 53.3% of total world imports of textiles and clothing are concentrated in only seven countries in the ranking of participants in international trade, as shown in the table below.

Total Apparel Textiles

Countries	Countries	USD million	USD million	USD million	Countries	Part. %
1. USA	23.128	1. USA	82.464	1. USA	105.592	17.3%

2. Germany	16.683	2. Germany	32.402	2. Germany	8.0%	49.086
3. China	16.228	3. Japan	25.866	3. Japan	32.812	5.4%
4. Hong Kong	12.313	4. United Kingdom	22.301	4. France	31.198	5.1%
5. Italy	11.181	5. France	22.172	5. Hong Kong	30.859	5.0%
79.533	Subtotal	Subtotal	Subtotal	185.205	249.547	40.8%
Others	Others	170.665	176.683	362.539	59.2%	Others
Total	Total	250.198	361.888	612.086	Total	100.0%

Table 4 - Countries importing Main - 2008 - Source: IEMI (2010)

2.2 Textile Sector in Brazil

Brazil is a major producer and consumer. Although it is the fifth largest producer of textiles and clothing, in terms of foreign trade, its share is still very small, since it occupies the 28th place among the importing countries and 38 th position in the ranking of exporting countries (IEMI, 2010).

The Brazilian textile sector is labor intensive and has large number of small and micro businesses, mainly in cooking. The following tables present data on the textile sector in the Brazilian economy.

Textiles Made ups

4,692 units 25,666 units

1300 thousand 351 thousand jobs Jobs

2.182 thousand tons / year 1,850 thousand tons / year

USD 21.2 billion production value USD 44.5 billion production value

Table 5 - Total Segments - 2009 - Source: IEMI (2010)

Production value in 2009 (USD billion) Number of people employed in 2009 (thousand employees)

47.4 1,639.9 Total textile chain

Transformation industry 826.4 9,585.7

Share 5.7% 17.1%

Table 6 - Production value and number people employed - 2009 - Source: IEMI (2010)

Tables 5 and 6 show the importance of the clothing segment in relation to the figures in each item of analysis (number of companies, manpower, production in tonnes and USD).

3. Theoretical

For this work, among the literature of different authors stand out that more closely match the characteristics of MVM.

3.1 Corporate strategy

The business strategy or competitive strategy consists in defining its mission and individual goals, focusing on how the company intends to compete in their markets, without losing sight of the analysis of your competitors. The strategy should be developed in each area of the business, establishing parameters of relationship with their customers, markets, competitors and the company which is part (Slack, 2002) (Porter 1998, 2004), (Zaccarelli, 2000) (Counter, 1960) and (Horta, 1987).

According to Porter (1998, 2004), Leadership Focus refers to a particular group of consumers, a segment of the product line, or a geographic market. Leadership Differentiation requires the offering of certain products or services with unique features in the market. The differential can be located in the brand image, design, technology, or services in peculiarities in order, as the network of suppliers, for example. Total Cost Leadership refers to the ability of the organization to achieve maximum performance in relation to its competitors.

Competitive Priorities is a set of consistent goals and attitudes that the company must take to compete in the marketplace. They are: Quality, Flexibility, Performance and Cost of Delivery (Horta, 1987).

In this regard, Counter (1996) distinguished fields of competition and weapons competition. Field of competition refers to attributes of interest to the buyer, such as quality and price. Already a weapon of competition is the means by which the company achieves competitive advantages in productivity, quality, process and technology domain.

Garvin (2002) classifies quality as a competitive priority highlighting eight dimensions: performance, features, reliability, durability, compliance, technical, aesthetic and product image or perceived quality.

Russomanno (1995) defines the Planning and Production Control, PCP, as a set of functions necessary to coordinate the production process in order to obtain products in certain quantities and deadlines.

Godinho (2004), in turn, believes that "Production Planning decisions is related in terms of: i) what to produce and deliver buy ii) and buy produce and deliver iii) when to produce, purchase and deliver and iv) Who and / or where and / or how to produce. [...] I Production Control can be defined as the activity responsible for regulating management (planning, coordinating, directing and controlling), [...] the flow of materials in a production system through information and decisions for execution. "

3.1.1 Outsourcing

Araujo (2001) defines the term as a synonym for outsourcing Outsourcing, characterized by the practice of "passing the buck" by performing a specific task or set of activities, becoming a permanent process. This allows the company to establish focus on their core business (core business).

Outsourcing, therefore, consists of a practice where one or more part of the suite of products and services included in a supply chain are performed by outside contractors. It is a way to establish a collaborative relationship and interdependence between the companies. (TUTIA, 2007)

Outsourcing means, essentially, the choice of a partnership and complicity with one or more suppliers in the supply chain typically a strategic decision, comprehensive and difficult to reverse. (Pires, 1995).

The process of outsourcing in d fashion apparel companies, was consolidated in the 1980s for several reasons:

- a) Focus efforts on brand awareness, distribution and other logistics activities which has to be of fundamental importance;
- b) Transfer to other company activities, which is less efficient;

- c) Reduce costs and simplify process control;
- d) Become a client of another company, opening the possibility of demanding quality and speed of execution of activities (Tutia 2007).

3.1.2 Networks of companies

Casarotto (1998), it is unlikely that a small company can dominate, alone, all stages of a production chain. By forming networks of cooperation, it is clear that small and medium enterprises, generally more flexible and agile in their processes than large companies can become equally competitive aggregating the advantages that have large, such as technology, logistics and so on.

According to Ribault et al (1995), the main advantages are:

- a) Each of the companies within a network can further specialize. It is the level of the whole network that makes the permanence of all the expertise of the activities.
- b) Enterprises of a network can thus become a reflection of the economic activity of this network. This is one way to implement the model of the value chain.
- c) Firms are chosen by affinity. Can be a profoundly original network in relation to competitors, giving themselves a high degree of exclusivity.

3.1.3 Supply Chain Management

To Francischini & Gurgel (2002), Supply Chain Management (SCM) deals with the integration of processes that form a particular business, from the original suppliers to end-user, providing products, services and information that add value to the customer. The authors state that the supply chain is a network of organizations involved in different processes and activities with the aim of producing value in the form of products and services in the hands of the consumer.

According to Leon (1998), business networks are initially formed with the objective of reducing uncertainties and risks, organizing economic activities from the coordination and cooperation between companies. In the formation of networks between companies it is possible to configure these as flexible networks of small and medium enterprises, as clusters of companies (groups) or as networks of cooperation, usually as virtual organizations, or as so-

called "supply chain management "or managing the supply chain.

4. Textile

The textile industry moves yet, an extensive chain of suppliers and customers among themselves and manufactures products in order to meet the demands of the fashion apparel market.

It covers a heterogeneous network of industries with different structures on the size and number of companies, labor-labor, capital and technological complexity.

These are companies that moved through the cycle of fashion, seeking a greater market launch of innovative products and technology with production times getting shorter.

Figure 1 shows the relationship between producers and consumers of raw materials in detail

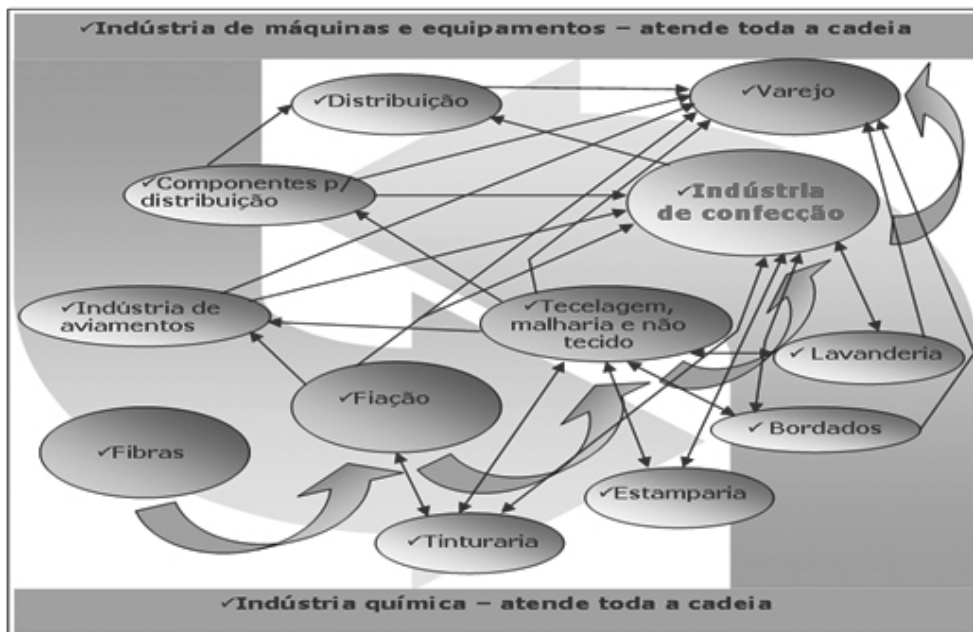


Figure 1 - Textile Chain and its network of business - Source: Mendes (2006)

The main axis consists of companies producing:

- a) Fibers: here to participate in agriculture, agribusiness, petrochemicals, chemicals;
- b) Wiring: production of yarns and threads;

- c) Weaving, knitting and nonwoven: production of raw materials for manufactured;
- d) Preparation: the final product of the manufacturing industry in the textile chain;
- e) Retail: trade, service and distribution network to the end consumer.

In the surroundings of this chain are companies such as customers and suppliers, meet the market demand for textiles, clothing and general fashion clothing. These companies are:

- a) Construction Materials: processing industry for processing of inputs and outputs of the chain;
- b) Industrial Laundries: processing industry for processing of inputs and outputs;
- c) Embroidery, "corridos", when applied to tissues or "localized", when applied to parts in certain tissues or isolated areas;
- d) Die: Race and located in the same way that the embroidery;
- e) Trimmings: are products intended for beautification, closing parts of the structure, responsible for meeting the legislation with the mandatory application of labels and normalized by global laws;
- f) Components for distribution, production and fitting equipment to retail hangers and packaging materials.
- g) Distribution services include distribution logistics.

Given all the links in the chain are also the industries of machinery and chemicals.

5. Fashion Clothing Manufacturing - manufacturing segment.

Fashion evolves and modifies aspects of the product and consumer desires. On the topic, Lipovetsky (1989) states that "streams of 'little nothings' and small differences that make all the fashion that immediately disqualify or classify people who adopt them or keeps them away, they become immediately obsolete what the above. "

One of the main features of the fashion product is its visual rapid obsolescence and the limited life cycle. For the public the track "innovative" and "opinion makers", the requirement as to the immediate renewal is, in that each product is being disseminated to the general mass of consumers with exposure in store windows and magazines.

The life cycle of the product is also intended to meet the expectations of different consumer audiences: those who seek to highlight the boldest of fashion and style, the "classical" discrete products that seek to detail and the mass audience that consumes products known as "fad" or That is, costumes that arouse attention to what "being fashionable".

According to Mendes (2006), shortly after the "pret a porter" (ready to wear) in the middle of the twentieth century, specializing in the garment follow the trends of Parisian fashion. Small designers developed their creations, and hired professionals to streamline and increase production. From the year 1980, it grew and began the process of leveling process outsourcing with the less elaborate and sophisticated.

Cross-Moreira (2003) argues that "... fragmentation of the stages of the production process allows at the same time, the geographic dispersion and mobility of productive activities. It also allows the division of labor and profits in an uneven manner. The existence of production stages intensive hand labor and low cost of the job step in the sewing (which remains basically consists of an operator and a sewing machine) favor the generation of employment and, therefore, many governments see these industries as national strategies for industrial development. "

The activities of a company of fashion apparel today consist of researching the trends and local market demand, its consumer market, national and international trends in fashion, available raw materials and their future national or international partners (suppliers and service providers) in order to meet the demands of the globalized market in which customers look for products with high diversity in shape and volume and differentiation of patterns and colors of the products.

It is felt that these companies have a period of high demand caused by releases of collections, at which time a mix of products (pants, shirts, jackets, skirts, etc..) Should be in stores to make a "will look" required by consumer market for fashion apparel. Each product mix that is manufactured by different service companies, according to their specialties.



Figure 2 below shows a collection of fashion apparel products ode.

Figure 2 - Collection of fashion. Source: IFM 2005

"The production process of the clothing industry is characterized by heterogeneous, both in relation to various technological and managerial levels within the same segment as within enterprises" (Cunha, 2002).

5.1 Segment production of clothing.

According to Mendes (2006) clothing products can be distributed beyond the segment usage characteristics by type of raw materials (fabrics and trims) and consequently pro machinery and production process.

underwear - underwear with inputs from different types of fabrics using different types of fibers and filaments, mostly knitted underpants, panties, bras (Figure 3).

sleepwear - nightwear products, with inputs from different tissues using various types of fibers and filaments in woven fabrics and knitted or crocheted sweaters, pajamas, baby doll, peignoir, dressing gown, in different models (Figure 4).

beachwear - beach wear, products with inputs from different tissues using various types of fibers and filaments, especially in knitted: swimsuit, swimwear, bikini, in different models (Figure 5).



Figure 3 - Figure 4 underwear - sleepwear Figure 5 - beachwear

Source: advertising material

sportswear - sportswear. Its products are intended for sports and sports range from popular to the Olympic high performance. This specialty has manufacturing differentiated according to the needs of each sport. Usually their products are manufactured using raw materials of mesh: shorts, shirts, sweaters, tights and products specific to certain sports that require special clothing (Figure 26).

casualwear - leisure clothing. This specialty reaches the wider area of the clothing industry and its products are totally influenced by fashion trends, as already outlined in Chapter 1. This is the specialty subject matter of the proposed work. Their products: short and long pants, shirts, blouses, shirts, skirts, dresses, dungarees, overalls and a universe of creations every day are released. These plays are all kinds of woven fabrics or knitted fabrics and trims in all combinations of fibers and filaments and different technologies (Figure 27).

babywear - baby clothes using inputs from different tissues and different types of fibers and filaments, more specifically, the knitted fabrics. Its products are simple set and a blouse or skirt or pants, overalls whole sleeves and long pants or shorts, breeches (pants), little T-shirt in different models (Figure 28).



Figure 6 - sportswear Figure 7 - Figure 8 casualwear - babywear

Source: advertising material

socialwear - social clothes are used on formal occasions with the use mainly of woven fabrics. Its products are suits, jackets, dress shirts, suits, women suits, blazers, dresses and skirts, or just straight in different models (Figure 9).

galadress - clothing attire. These products are intended for situations that require accuracy in dress, with inputs from different types of fabrics with different fibers and filaments, mostly noble and sophisticated, especially in woven fabrics. Its products are: wedding dresses, gowns, tuxedos, coats, coats in different models (Figure 10).

winterwear - winter clothing, whose products are made of woven fabrics with different types of fibers. In Brazil, this expertise gives the costume just a heavy appearance, with the use of lighter fabrics in relation to countries with severe winter coats of different lengths, jackets, coats, manteau among others (Figure 11).



Figure 9 - socialwear Figure 10 - Figure 11 galadress - winterwear

Source: publicity material

workwear - work clothing with products intended for specific activities, according to function: domestic services, police, fire, keepers of cars, services related to the treatment of bees, horses or other animals, etc..The products are: coats, aprons, trousers, shirts and jackets special overalls, etc.. And numerous inputs that are applied vary with the intended use: plastic, fabric, mesh, rubber and other materials developed especiallyfor the clothing in question (Figure 12);

securitywear - safety clothing. They are products with fibers, filaments and fabrics produced with special technology and have the function to protect the body from harsh environments and activities, unhealthy and dangerous. They are: overalls, pants, shirt, jacket, apron, gloves, caps (Figure 13).



Figure 12 - Figure 13 workwear - securitywear

Source: advertising material

This classification, according to materials or processes characteristic is necessarily related to the demand created by the natural need of species of clothing.

According to Mendes (2006), the productive sector of the MVM can be classified by type of raw material, plain fabric or mesh. Each uses specialized machinery and production process differently.

Thus, we find the market a large number of workshops and types of materials specially formulated according to the level of sophistication and design of the product and its modeling.

Table 7, the factions and their productive capacities by the type of machinery which has, presents a classification of sewing shops that specialize in Woven and knitted fabrics with different degrees of sophistication by defined tissues and basic products and machinery needed, according to each specialty.

Woven (p) and MESH (m) m / m m m p p p p p	
Companies providing service seams A B C D E F G H	
Serger machine	X X X X X X
Machine coverstitch sewing machines	X X X X X
Machine Interlock	X X X X X X X X
Zig Zag Machine	X X
Machine Elastiqueira	X X X X
Fixed-point machine (straight seam)	X X X X X
Poor edge of invisible X Bar	
Machine make and open pocket	X
Machine Junction sleeve jacket	X
MáquinaAlça bikini	X
Machine Fechadeira	X
Machine Travete	X
Machine to make X pass	
Making machine cos x	
X filigree-making machine	
Machine junction gallon	X
Machine Casear	X X X
Machine to put the	X X X
Modeling development of low	X X
Modeling development of medium	X X X X X
Modeling development of high-	X
Cloth low-sophistication	X X X
Fabric medium sophistication	X X X X
Tissue highly sophisticated	X

High volume X X X X X X

Average volume X

Low volume X

Table 7 - Factions and their productive capacity - Source: Tutia (2007)

From Table 5, relating to classifications of sewing shops and their specialties outsourced production in knitted fabric or plane, we find:

- a) = Type A Company specializing in plain fabric or knitted fabric, products with an average sophistication - casualwear
- b) Type B = Company specialized in knitted fabric product of average sophistication - underwear, beachwear,
- c) Type C = Company specialized in knitted fabric product of low sophistication - underwear, beachwear, sportswear
- d) type D = Company specialized in knitted clothing or non-Olympic sports, high performance, school uniforms, a product of low-sophisticated sportswear
- e) type E = Company specializes in plain fabric, a product with highly sophisticated casualwear, galadress, socialwear
- f) Company F-type = plan specializing in tailoring and shirting fabric, with an average product sophistication - socialwear casualwear,
- g) Type G = Company specializes in denim products with an average sophistication - jeanswear
- h) = Type H Company specialized in Woven uniforms, workwear products with low sophistication,

6 Case Study

LITS The company, for 20 years in the fashion market, as a strategy has corporatativa focus and diversification as a priority and a competitive market that meet demand innovative, unique and almost considered fashion, why has, by collection, 350 new product items fashion apparel, manufactured in small lots (by model) and highly diverse in aesthetic modeling, and large number of different tissue types, with varied color palette and unique prints.

The LITS, in partnership with suppliers fabrics, prints and trims, constantly develops new products. The sewing work is performed by outside companies that have machinery for woven fabrics, which have other machinery for the manufacture of knitted fabrics, in addition to companies specializing in products of high elaboration.

Managing Outsourcing is held by two officials who distribute the lots cut tissue between the companies previously registered as service providers keep pace with production and sewing pieces of clothing, with periodic visits to the production environment.

7 Conclusão

The company uses LITS Outsourcing as a strategy, enabling the increase of its productive capacity. According to Slack is "the highest level of value-added activity in a given period of time the process can be carried out under normal operating conditions." The ability of a company is determined by how it responds and the way she adjusts to demand;

We emphasize the importance of Production Planning and Control in organizing a fashion apparel company. A collection of fashion shows, usually a high volume of diverse and differentiated products, building this way, a network of service providers, which features a Outsourcing management.

The manufacturing segment of the fashion apparel textile chain is inserted into one of the most dynamic of the Brazilian economy. It consists of a large number of companies, among which predominate small. The survival of this type of deal is possible by structural features such as product diversification, flexibility and agility in produção required for this type of industry that must develop, launch and produce small batches in a large number of models in each collection (spring / summer and autumn / winter). Thus, companies with greater flexibility in setting and administrative simplicity are the most favored.

With the management strategy of the companies outsourcing the production stage of the product allowed companies to become more flexible, agile and fast.

Possibility of developing new products not limited to a single production process.

Increase in the amount of new products and their diverse shapes, volumes and materials used

Decreasing the production time of a collection by improving the delivery time.

The management outsourcing company in the best possible fashion Strategic Plans for the Clothing Manufacturing Fashion - MVM appropriate plans: production, quality management in the production of products and services, supply chain management. Development of a

proper relationship with suppliers of materials and services (national and international), therefore, Outsourcing Management, a fashion company becomes more flexible.

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