


European Fashion Retail Supply Chain Visibility Training Resource - SCVis

Project aims

- Development of a novel eLearning tool and training materials for vocational training (VET) in the fashion industry.
- Addressed to employees - members of international supply chains across the European fashion sector
- Focus on knowledge/skills related to supply chain visibility
- The SCVis digital e-learning tool allows a wide field of learners to evaluate and enhance their knowledge levels, following an interactive and modular testing process.



Background and Rationale

- Supply chain visibility:
 - Sharing accurate information among all companies involved in a supply chain in a timely and meaningful way
 - Understanding and responding fast to the changing consumers' needs: competitiveness, enhancing design/positioning/marketing, productivity, cost.
 - Specialized knowledge and culture required on behalf of professionals/employees involved in several different posts in the fashion industry
 - Different requirements for a wide range of job roles – depending on company organisation and country culture
- 
- **SCVis** : enhance and test employees' competency in terms of fashion supply chain visibility.
 - Develop a Digital Tool accessible at different levels in the organisation, within different job roles and experience, covering matching subject areas

The SCVis project

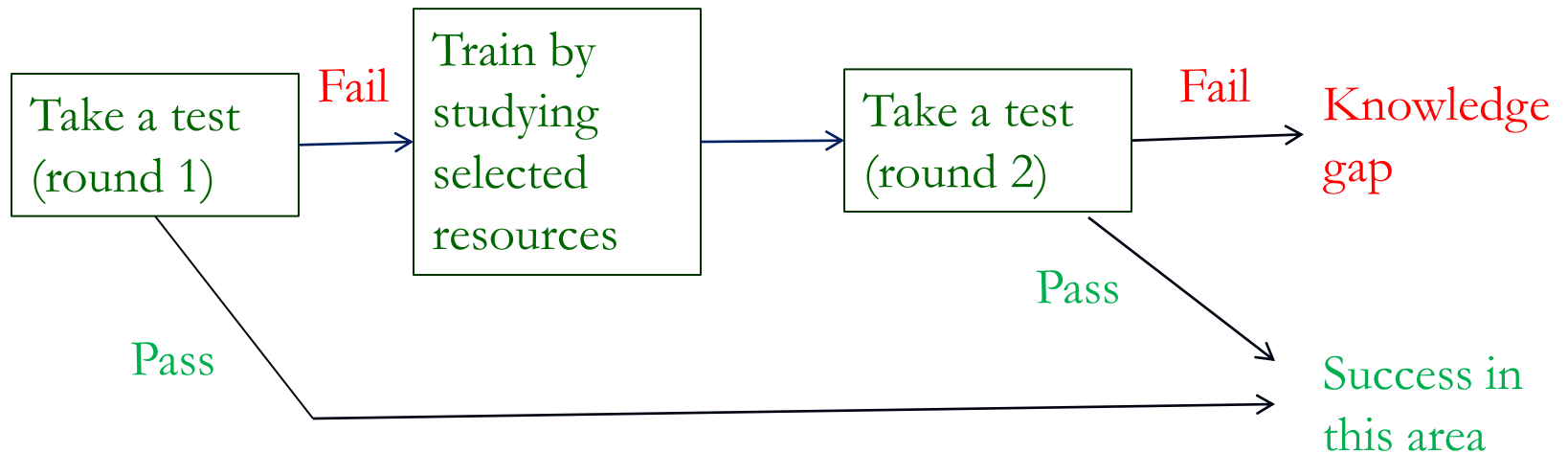
- Funded by Erasmus+ Key Action 2 (250K€)
- 11/2017- 10/2019
- Partners
 - The University of Gloucestershire, UK (Coordinator)
 - MIP Politecnico di Milano Graduate School of Business, IT
 - École Supérieure de Sciences Commerciales d'Angers, France
 - Dublin Institute of Technology DIT, Ireland
 - International Hellenic University, Department of Organisation Management, Marketing and Tourism (former Alexander Technological Educational Institute of Thessaloniki -ATEI), Greece
- 4 partners contributing as experts in Fashion industry management/marketing
- IHU is responsible for the **content information structure and the development of the Digital Tool**

Specific goal

- Rather than offering training, develop a tool for **detecting knowledge gaps**
- Addressed to current or potential employees/professionals in the fashion industry (Trainees)
- The trainee participates in interactive eLearning sessions where
 - the sessions contain evaluation questionnaires and training resources
 - they are adapted to his/her job role
 - they are modular i.e. consist of several components, each one targeting a specific knowledge area
 - they are based on interactive learning paths i.e. depending on the results of one step, the trainee is diverted to the appropriate alternative next step
 - the performance of the trainee is used to identify knowledge gaps
- The SCVis tool reports the knowledge areas that the trainee sufficiently possesses and his **knowledge gaps that are essential for his job role.**

The logic

- Pass through a series of tests, each one evaluating a specific knowledge area



Content creation

- Study of literature and synthesis in a wide range of fields related to SCV (from raw material supplier, through to fully assembled garment, the information flows within the supply channels, and the movement activities to point of sale)
 - Supplier and Customer Actors Integration
 - Information Technology Integration
 - Material Integration
 - Internal Actors Integration

Extraction of
roles, activities and
knowledge
requirements



Collection of
training resources
(e.g. articles, book
chapters, videos)



Synthesis of tests

Information structure

16 Job Roles



Activities
(Strategic, Tactical,
Operational)



60 Knowledge areas

Role1	MANAGING DIRECTOR					
Strategic	ACTIVITIES	KNOWLEDGE:	1	2	3	4
MDS1.1	Define the Overall Strategy		K8.Strategy formulation process	K46.General Management Skills	K1.Performance Evaluation	
MDS1.2	Define the Targets (Operational, Marketing, Financial, etc..)		K3.Budgeting	K2.KPis		
MDS1.3	Assign Responsibilities to Different Directors		K52.How to maintain relationship with other functions	K33.Reporting (Written & Verbal)	K36.Interpersonal Skills	K34.Communication Skills
MDS1.4	Communicate to the External Actors		K31.How to maintain relationship (with customer)	K9.How to maintain relationship (with supplier)	K9.How to maintain relationship (with supplier)	
MDS1.5	Inspire the Whole Company		K5.Service	K6.Sustainability	K7.Ethical	K34.Communication Skills
MDS1.6	Report to the Ownership		K33.Reporting (Written & Verbal)	K32.Administration processes		
Tactical						
MDT1.1	Evaluate Company Performances		K2.KPis	K1.Performance Evaluation	K19.Understanding the procedures of escalation	
MDT1.2	Evaluate Director Performances		K2.KPis	K1.Performance Evaluation	K19.Understanding the procedures of escalation	
Operational						
MDO1.1	Control Performances		K2.KPis	K18.Understanding the source of information	K19.Understanding the procedures of escalation	

Roles and Knowledge areas

FINAL JOB ROLE LIST		ID	Name (EN)	Author	Brief Description
Role		K1	Performance Evaluation	ESSCA	This activity is performed at every level, with different aims. Performances are evaluated, technically, by means of a Performance Measurement System, i.e. a dashboard containing a number of KPIs. KPI, or Key Performance Indicators, are measurable values indicating how well a company is performing taking a specific perspective. Thanks to KPI it possible to evaluate the goodness of a strategy or a merchandise display choice, defining which corrective actions are necessary. KPI can be controlled at store level to define the performance of the different areas of the store floor, or to evaluate and assign bonuses to the sales staff, or could be used to evaluate the performance of a buyer in the previous season and assign a budget for the upcoming one. At higher levels, KPIs can be used to evaluate the weaknesses of the processes and procedures used by the company, identifying where actions are necessary.
1	MANAGING DIRECTOR	K2	KPIs	DIT	This activity is high management related one. Generally, the definition of the KPI, their formula and the objective of such a measurement, along with the definition of the target values, are tasks which require an overall perspective and a long-term orientation, resulting in a strategic level. Defining KPI is a much more complicated activity in comparison with their evaluation and control, since a profound knowledge of how the emotional, operational and performance factors can be linked with a calculable, numerical value. Experience and strategic-oriented mindset are required, in addition to communication and soft skills while communicating the target values to the different actors in charge of accomplishing them.
2	BUYING DIRECTOR LEVEL				
3	OPERATIONS /SCM /LOGISTICS DIRECTOR				
4	RETAIL /COMMERCIAL DIRECTOR				
5	REGIONAL /STORE /DEPARTMENTAL MANAGER				
6	CATEGORY MANAGER				
7	PRODUCTION /OPERATIONS MANAGER				
8	BUYER				
9	MERCHANDISER				
10	VISUAL MERCHANDISER				
11	S&OP PLANNER				
12	DESIGNER /TECHNOLOGIST				
13	JUNIOR BUYER /PROCUREMENT				
14	SALES ASSOCIATE				
15	FREIGHT FORWARDING /DELIVERIES				
16	INVENTORY MANAGEMENT				
		K3	Budgeting	DIT	This activity refers to the accomplishment of the budgeting process, which is a complex activity that requires skills and competencies. The accuracy of this process has a great impact on the company performances, and this reason, it often associated with high management positions. Budgeting has been mentioned several times also during the interviews as a responsibility of different roles. It is important to underline how dealing with fashion, forecasting sales and assign resources to the different point of sales in fundamental to maximise results.
		K4	Quality	UOG	This activity can result in different shadows, encompassing different processes and tasks. A store manager taking care of the quality management might be in charge of overseeing the deliveries, ensuring that all the products delivered will respect the customers' expectations, or verifying that the service level is aligned with the company standards. An operations manager responsible for this activity might oversee the quality control and level of the supplier, ensuring that are able to satisfy the firm standards
					Performances (measurements) of companies and supply chains are traditionally organized in the three areas Quality, Service and Efficiency. Most customers will evaluate their suppliers according to the three areas. This

Tests

■ One test Module for each Knowledge area

- Questionnaire Round 1
- Training resources
- Questionnaire Round 2

5. Regional/store/departmental Manager › K1. Performance evaluation

▼ Round 1

The key performance indicators (KPI)

- Are not quantified data
- Measure the effectiveness of decision variables in achieving goals
- Are apparent to all involved of the process being measured
- Doesn't assess the achievement of the defined objectives

The objectives of an indicator should be SMART

- Safe, Measurable, Agile, Reactive, Time based
- Specific, Measurable, Attainable, Relevant, Time based
- Specific, Mature, Agile, relevant, Time based
- Simple, Measurable, Acceptable, Reversible, Time based

The choice of the performance measurement models does not depend on the Supply Chain maturity level

- True
- False

Among the dimensions mentioned which are considered as performance' dimensions? (3 Correct Answers)

- Responsiveness
- Efficiency
- Reliability
- Maturity

The performance indicators used to evaluate the financial performance are (2 Correct Answers)

- Reliability
- Economic Value Added
- Return On Equity

Requirements

- Web-based
- Multilingual (English, French, Italian, Greek)
- The purpose is the identification of knowledge gaps: special logic
 - Multiple questionnaire rounds for the same goal
 - Need for interactive sequencing and navigation based on user's performance
 - Special type of result: report on knowledge gaps
- Complex information model
 - Instead of courses, subjects, chapters, etc, we have job roles, activities, knowledge gaps.
- Functional requirements were defined using UML

Existing solutions and standards

- Review of existing Learning Management Systems (LMS) and Learning Content Management Systems (LCMS)

- Moodle, eClass, Uduu, Opigno

- Review of standards in eLearning systems

The SCORM 2004 format covers the possibility to

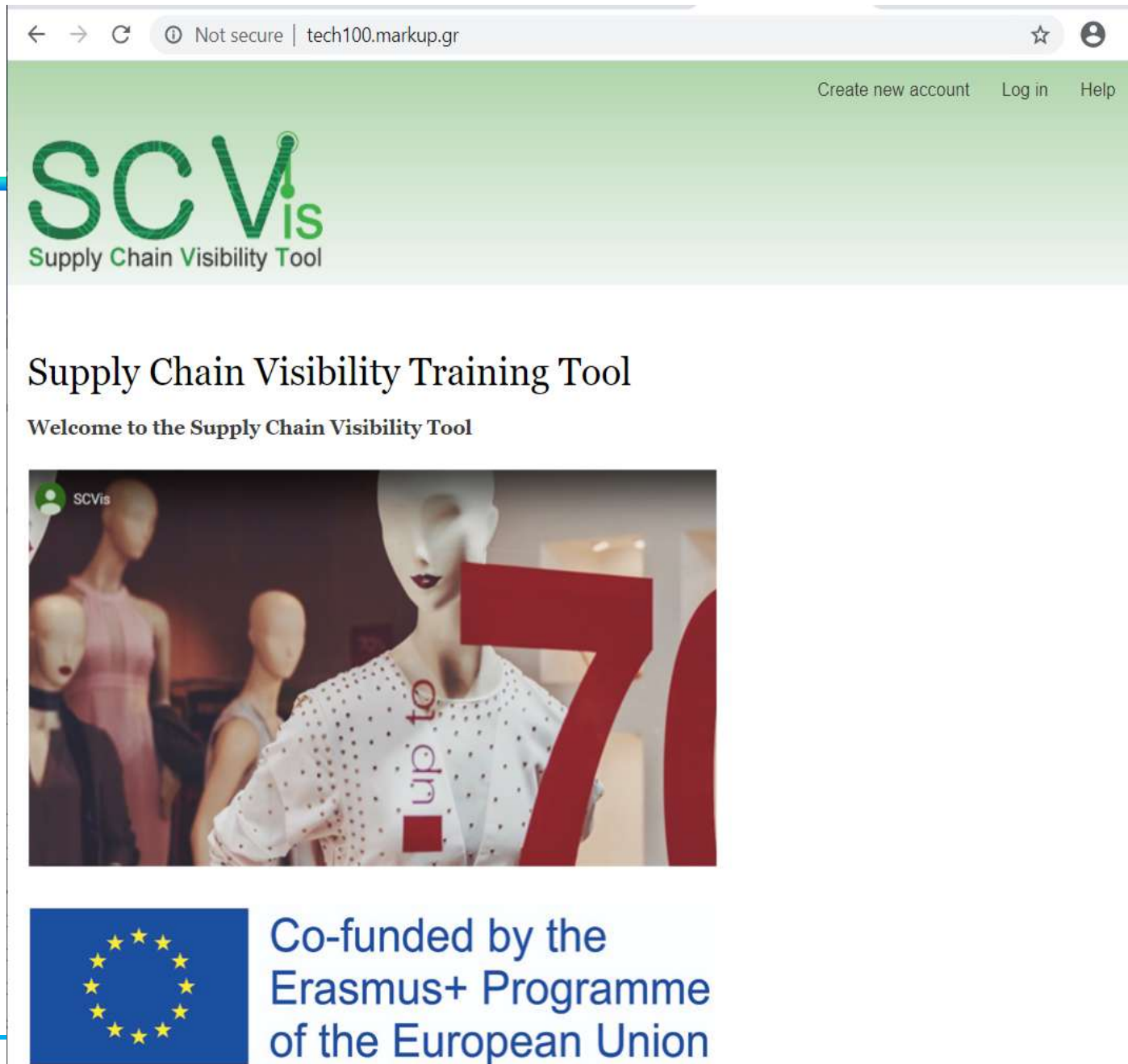
- structure and package courses, lessons, Sharable Content Objects – SCOs (e.g. a presentation, a questionnaire, etc.), Assets (e.g. images, videos, etc.)
- define metadata (standardized descriptions about e.g. related field, language, author, title, etc.)
- define sequencing, using rules and basic logic to control how the course runs, considering the trainee's progress and/or choice, test results, parameters, etc

- Selected solution

- develop the required functionality as a dedicated application, based on Drupal 8.7.3 (a high-level LMS development environment)

Welcome screen for Trainees

New users can self-register and freely try the tool



The screenshot shows a web browser window with the address bar displaying "tech100.markup.gr". The page features a green header with the SCVis logo and the text "Supply Chain Visibility Tool". Navigation links for "Create new account", "Log in", and "Help" are visible in the top right. The main content area is titled "Supply Chain Visibility Training Tool" and includes a sub-header "Welcome to the Supply Chain Visibility Tool". Below this is a video player showing a fashion store with mannequins and a large red number "7". At the bottom, there is a blue box with the European Union flag and the text "Co-funded by the Erasmus+ Programme of the European Union".

Not secure | tech100.markup.gr

Create new account Log in Help

SCVis

Supply Chain Visibility Tool

Supply Chain Visibility Training Tool

Welcome to the Supply Chain Visibility Tool

SCVis

up to 7

Co-funded by the Erasmus+ Programme of the European Union

Start by selecting your role

See role descriptions before you decide

Role selection

Role Selection

Role	Description	Status	Action
01. Managing director	<p>Show/Hide</p> <p>Managing Director is the head of the retail organisation. He has an executive role and sits in the company board (if present).</p> <p>Leads the company by setting the long term strategic direction and supporting planning and implementation of said strategy.</p>	Not evaluated	Select
02. Buying director	<p>Show/Hide</p> <p>Involved in the analysis of retail market, competitors ; responsible for developing strategic sourcing and buying across all product areas.</p>	Not evaluated	Select
03. Operations/SCM/Logistics Director	<p>Show/Hide</p> <p>The Supply Chain / Operation Director is tasked with the strategic implementation of the company supply chain consistent with the corporate strategic plan- setting long-term goals and targets. Additionally the Director has ultimate responsibility for achieving current targets regarding transportation, distribution, inventory management and demand management. The Director also liaises with Procurement in evaluating the operational performance of supply chain partners against current agreed levels. Finally the Director leads the Operations / Supply Chain team in delegating tasks and motivating and developing the team members.</p>	Not evaluated	Select
04. Retail/Commercial Director	<p>Show/Hide</p>	Not evaluated	Select
05.		Not	

16. Inventory Management

🔔 K01. Performance evaluation > [knowledge gap has been detected](#)

🔗 K12. Stages of interaction with the supplier (phases) > [continue](#)

🔗 K13. Assessing importance of information sharing with supplier; It evaluation > please complete your pending knowledge tests before starting this one

K18. Understanding the source of information > [success](#)

🔗 K25. Inventory Management > please complete your pending knowledge tests before starting this one

🔗 K29. Product Costing > please complete your pending knowledge tests before starting this one

🔗 K38. Analytical Skills and Problem Solving > please complete your pending knowledge tests before starting this one

🔗 K40. Distribution and Storage Management > please complete your pending knowledge tests before starting this one

🔗 K41. Using IT systems > please complete your pending knowledge tests before starting this one

🔗 K48. Supply Chain Management > please complete your pending knowledge tests before starting this one

🔗 K52 How to Maintain Relationships with Other Functions > please complete your pending knowledge tests before starting this one

See a list of the Knowledge tests you need to complete and their status:

- If completed -> you see result (Success or knowledge gap). Click to see the knowledge area description and check your answers
- If Interrupted -> click to “continue”
- If not visited -> click to start (however, if you already started one test, “start” is not available until you finish the pending one)

Knowledge testing is based on multiple choice questionnaires

← → ↻ Not secure | tech100.markup.gr/webform/module_k31?source_entity_type=node... ☆ G

✓ If you would like to continue at a later time [please click here to return to your role's main page](#)→

2. Buying director level > K31. How to maintain relationship (with customer)

▼ Round 1

1.1 What are THREE important features of a customer relationship?

- Not addresses customer's concerns and complaints
- Understanding the customer's needs
- Responding to changing customer requirements
- Constantly engaging with customers through social media, in store and online

1.2 What is ONE important feature of sustaining relationships with a customer?

- Not keeping up with changing customer trends and requirements
- Constantly matching the customer's requirements with new product and services
- Launching new collections that exclude current customer profiles
- Slow response times to customer interactions with fashion brands

1.3 Which THREE of the following are part of the marketing communication plan aimed at maintaining a relationship with the customer?

⚠ You have made at least one mistake at this first test. In order to be successfully evaluated in this knowledge area, you are now invited to study the [learning material](#) and then continue to retake a similar test.

✓ If you would like to continue at a later time [please click here to return to your role's main page](#)→


⚠ [Proceed to round 2](#)→

✓ If you would like to continue at a later time [please click here to return to your role's main page](#)→

If you fail the 1st questionnaire, you are asked to study some learning material and then proceed to a 2nd test.

04. Retail/Commercial Director › Ko1. Performance evaluation

Title	Description	link or filename *
Tracking Success: 7 Characteristics of Effective KPIs	Web article	https://www.repsly.com/b
Ten Characteristics of a Good KPI	Web article	http://www.gerke.com/do
Setting SMART Objectives from KPIs – Goal Setting Process	Youtube	https://www.youtube.com/



You get a Final report with descriptions of the knowledge you have and your knowledge gaps for the selected role

Role selection

1. Managing director

K1. Performance evaluation

⚠ Knowledge gap has been detected

This activity is performed at every level, with different aims. Performances are evaluated, technically, by means of a Performance Measurement System, i.e. a dashboard containing a number of KPIs. KPI, or Key Performance Indicators, are measurable values indicating how well a company is performing taking a specific perspective. Thanks to KPI it possible to evaluate the goodness of a strategy or a merchandise display choice, defining which corrective actions are necessary. KPI can be controlled at store level to define the performances of the different areas of the store floor, or to evaluate and assign bonuses to the sales staff, or could be used to evaluate the performance of a buyer in the previous season and assign a budget for the upcoming one. At higher levels, KPIs can be used to evaluate the weaknesses of the processes and procedures used by the company, identifying where actions are necessary.

K31. How to maintain relationship (with customer)

✓ Success

How are relationships with customers maintained and sustained over a period of time to the benefit of all concerned.

Full multilingual Back-end for content editing

The screenshot shows a web browser window with the URL `tech100.markup.gr/admin/structure/webform/m...`. The main content is a table with two columns: 'Title' and 'Operations'. The table lists various question elements, including 'Round 1' with sub-questions like '1.1 What is meant by the term, Service', '1.2 Question', '1.3 Question', '1.4 Question', '1.5 Question', '1.6 Question', and '2.4', as well as '[teaching_material]'. Each row has an 'Edit' button in the 'Operations' column. At the bottom, there are buttons for 'Save elements' and 'Reset'.

The template includes 6 empty questions for each round.

Click to edit educational resources

Click to edit module description

Click to save. Then click on the Modules tab on top, to go back to the Modules page

Question editing

Here type the question. It is proposed to leave the numbering

The screenshot shows the 'Edit 1.1 Question element' form. It has tabs for 'General', 'Conditions', 'Advanced', and 'Access'. Under 'Element settings', there is a 'Type' dropdown set to 'Checkboxes' and a 'Title' field containing '1.1 Question'. Below that is the 'Allowed number of values' dropdown set to 'Unlimited'. Under 'Element options', there is an 'Options' section with a 'Custom options' dropdown and a table for defining options.

Here type the 1st answer

Here type the 2st answer, and so on ...

Option value	Option text / description
1	Sample question Enter description
2	Sample question Enter description

Results

- The SCVis tool has been tested in pilot form in UK, France, Italy and Greece with more than 100 professionals and students
- 4 presentation events to fashion industry and 1 presentation in the 7th ICCMI. 3 articles in preparation.
- Future research
 - Add an educational analytics module in order to further explore the deficiencies in knowledge of professionals.
 - Expand content to emerging knowledge areas and skills, and supplement traditional questionnaires with more attractive testing media.
 - Reuse the approach and digital platform to other domains.
- Project website <https://uniofglos.blog/scvis/>
- Contact for more info: Dr George Stalidis, stalidgi@mkt.teithe.gr