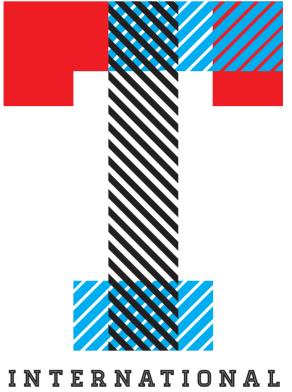




THE BILL, PLEASE
FRANCISCO BATISTA,
THE BUSINESSMAN WHO
BRINGS COMPANIES
BACK TO LIFE

P 8

NUMBER 7 JANUARY 2020



DIRECTOR: MANUEL SERRÃO

THAT IS THE QUESTION

HOW WILL THE

RECYCLING BUSINESS

EVOLVE



SUSTAINABILITY
ALBANO MORGADO WITH
NEW DYEING SECTOR
BY NEXT SUMMER

INVESTMENT
SIDÓNIOS INVESTS
8 MILLION ON VERTICAL
INTEGRATION

P 24

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TAILORING & SEWING

By: Manuel Serrão

Helena Malcata

53 years old

The Portuguese ambassador in Ethiopia has a law degree and a postgraduate in European Studies by the Portuguese Universidade Católica. In between 1992, when she started her diplomatic career, and the present day she has worked in places like the European Union and the UN. Now she is placed at Adis Abeba, where she is the Portuguese representative



What is your assessment of your experience as Portuguese Ambassador in this African region?

Very positive. I arrived in Ethiopia at a time of profound political and economic change. That has created big expectations in the International Community, which has been rushing here at an unprecedented pace. As the headquarters of the African Union, Addis Ababa is a mandatory crossing point for deepening the relationship with the Continent

You accompanied in person the pioneering presence of the From Portugal delegation in Ethiopia. What did you think of what you saw?

First of all, we would like to congratulate ASM and the Portuguese companies participating in this continental event, which opens opportunities for investors, partners and customers. The stand of the Portuguese delegation stood out for the quality, sustainable and avant-garde products that characterize the Portuguese Textile and clothing industry (TCI) in every corner of the world.

Do you think African markets visiting ASFW have

potential for Portuguese exporters?

These are fast-growing markets, although there is competition from the sector's other players. That's why the participation of the Portuguese companies is essential, because it allows us to show what differentiates our industry. In the case of Ethiopia, internationally renowned companies are increasingly present as a result of incentives to attract foreign investment.

The Portuguese TCI is betting big on sustainable products. Can they be an asset for us to penetrate these markets?

The focus on sustainable products is today inevitable for companies looking to make it big and lead in the future of their business. That is no different in African markets, where the industry's environmental impact is also on debate.

When one day you change embassy, which country would you most like to represent Portugal in?

I arrived in Ethiopia two years ago and there is plenty to do and find out. When the time comes to change, equally interesting challenges will arise. T



By: Manuel Serrão

THE TEACHERS WHO CAN SWIM

In this edition of T International, we chose as cover the first interview of Mario Jorge Machado as ATP president. As might be expected for somebody like me, who has had the pleasure of contacting with Adalberto's strong man for many years, the esteemed reader will find a set of excellent answers with many good ideas, and ambitious but well-defined goals. As you can see, the new ATP president uses a number of interesting and even funny images to illustrate some of his answers. The one I liked the most says that it's convenient if swimming teachers also know how to swim. Matching this image with the statement that his priority as ATP president is to help industry's companies to be more competitive, it is easy to imagine that this new mandate will focus more on practice than on theory.

By combining well-known industrialists and entrepreneurs with other elements from a younger generation, but also with the factory workers, I want to say that in ATP' s new governing bodies there is no shortage of swimming teachers who can swim. Nothing more appropriate for the promised stormy waters.



Property: ATP - Associação Têxtil e de Vestuário de Portugal NIF: 501070745 Editor: Paulo Vaz Director: Manuel Serrão Adress: Rua Fernando Mesquita, 2785, Ed. CITEVE 4760-034 Vila Nova de Famalição **Telephone number:** +351 252 303 030 **Email:** tdetextil@atp.pt **Subscription e Advertising:** Cláudia Azevedo Lopes Telephone number: +351 969 658 043 - mail: cl.tdetextil@gmail.com ERC Provisional Registration: 126725 Circulation: 1000 copies Print **Shop:** Grafedisport **Adress:** Estrada Consiglieri Pedroso, 90 - Casal Santa Leopoldina - 2730-053 Barcarena **Legal Deposit Number:** 451405/19 Editorial Status: Available in: http://tiornalinternational com/editorial-statute/











By: António Freitas de Sousa

Illustration: Cristina Sampaio

"For us, all of that is already assimilated.
By 2023 Riopele will be a 100% sustainable company"

JOSÉ ALEXANDRE OLIVEIRA RIOPELE

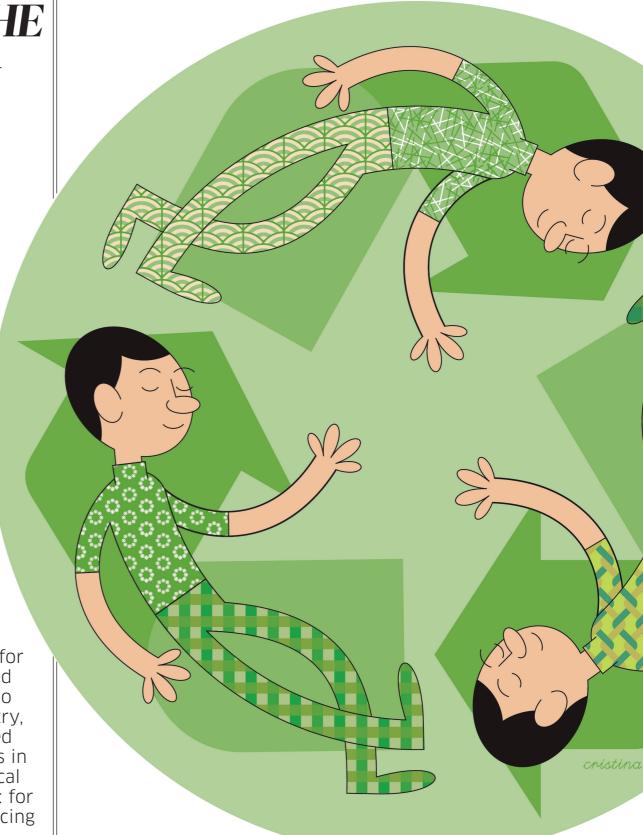


"The recycling business will no longer be associated with the rubbish business, but instead with the luxury business"

MARIA JOSÉ CARVALHO CITEVE

HOW WILL THE RECYCLING BUSINESS EVOLVE?

It is no longer an option:
the global pressure on
the industry, but also the
consumers' growing appetite for
sustainability, have propelled
recycling past the point of no
return. The Portuguese industry,
internationally acknowledged
for the sustainability it carries in
its DNA, has left the theoretical
debate behind a long time ago: for
our textiles and fashion, producing
is the same as recycling



"We have the duty to bet on recycling, and our businessmen are increasingly focused on walking that path"

MÁRIO JORGE MACHADO ΔΤΡ "It's important to rethink the product in its design stage, so it can be developed with recycling in mind"

MIGUEL RIBEIRO DA SILVA

"Transparency is total at Co.Lab. Each garment carries detailed information of the entire production chain"

RICARDO SILVA TINTEX



"Sustainability is a macro-trend whose evolving potential is undeniable"

DOLORES GOUVEIA VALERIUS 360



obligation that transcends the companies and economic organizations' gates to feature at the top of the agenda of political agents all over the planet. Somehow, the Portuguese textile and clothing industry (TCI) - which works in an uneven playing field between raw materials and waste accumulation knew how to, in due time, treat recycling as an identifying trait of its approach to the issue.

The response of the market was quickly felt: the products that assume environmental concerns, and therefore derive from recycling, circular economy and that use raw materials which, until today, would inevitably pile up the mountains of rubbish that accumulate in the outskirts of every major city in the planet, have a safe and, apparently, secure market.

The contribution of the academy, mainly the research centres - such as CITEVE and CeNTI - was invaluable: in a happy wedding (as it always is) between industry and research, recycling has become one of the most obvious traits of our TCI's DNA. Peer recognition is also guaranteed - which, amongst other evidences, is made clear by the multiple international awards that companies accrue in every trade fair of the field, where other competitors have to resign for second place.

Between the innovation from where it stemmed and the political emergency it created, recycling has already passed the point of no return, and is becoming increasingly the only economically viable option for the future, according to entrepreneurs

and associations.

"There is, on behalf of the industry and also of the consumers, the perception that we have the duty to bet on recycling. I would say it's an obligation for organizations", says Mário Jorge Machado, the new president of Portugal's Textile and Clothing Association (ATP), in order to highlight that "our businessmen are increasingly focused" on walking that path.

Notwithstanding the trace that links our TCI with innovation and recycling, which is, in a way, pioneer in terms of industrialized countries – where recycling was given as an inevitability –, Mário Jorge Machado considers that "the topic has become political, gladly, because if it weren't so" the market (i.e. the final consumer) would have needed more time to perceive the matter's urgency.

Maria José Carvalho, director of CITEVE, follows the same line of thought: "In the future, the recycling business will no longer be associated with a 'rubbish' business. In other words, the valuing of residue in the strict sense of the term will become associated with a 'luxury' business, with the valuing of resources, in the wider scope of recycling, which in the case of the textile and clothing sector will include the transformation of textile resources into textiles, but also of non-textile resources into textiles".

Recalling that "our TCI is internationally acknowledged for its excellence in terms of sustainability" – which is one of the lifelines of international business – Maria José Carvalho reminds us that "the sustainable or circular credentials" are the visible face of the responsibly sustainable production practices common to the Portu-

guese companies. And mentions the iTechStyle Green Circle – sustainable showcase as a symptomatic example of the industry's posture.

Riopele is one of the groups that calls recycling on a first--name basis. José Alexandre Oliveira, CEO of the group, describes exactly that: "for us, all of that is already assimilated", not only regarding the use of recycled materials, but also when it comes to a production that is more and more sustainable – from the solar power to a more efficient water use. José Alexandre Oliveira claims that, "by 2023, Riopele will be a 100% sustainable company" - and calls the attention to the fact that the group has been 'burning' a few stages: "we initially predicted that would only happen by 2025, but we have been able to leap through some stages quicker than we had expected".

Sasia is another example of an industrial unit with an age-old position when it comes to sustainability. "Sustainability has been mentioned for years by the textile industry. Meanwhile, in the last few years, an appetite for recycled products has surfaced. We are, deep down, witnessing the development of a market that everybody wants to get in on", refers Miguel Ribeiro da Silva, director.

"Recycling, upcycling and sustainable practices have a greater impact these days because the industry is committed to reducing its ecological footprint. However, it's important to mention that there are still technical barriers hindering what companies are intending to do. It's important to rethink the product in the design stage, so that it can be developed with recycling in mind", he states - to highlight that the sustainable processes lack a vertical strategy that can reach all stages of production.

"We, Sasia, have been around for 67 years doing our part, taking care of textile residue, so they wouldn't pile up the landfills, and collaborating with the sustainable practices of our partners. For this reason, besides the ISO9001 certification, we have recently implemented the GRS – Global Recycle Standard, highly requested for these projects", he adds.

Another point that must be mentioned is that sustainability also goes through inter-corporate cooperation, not only to split the investment risks, but mainly to save resources. In this particular field, Tintex has stood out: Co.Lab is a sort of platform transversal to several companies (Becri, Confetil and Pedrosa&Rodrigues) meant to collect items that combine high-quality with design, and the guarantee that the best environmental practices available were employed in its production.

"Total transparency is one of the most pronounced traits of Co.Lab's character. Each garment carries detailed information about the entire supply chain that produced it", explains Ricardo Silva, Tintex Head of Operations.

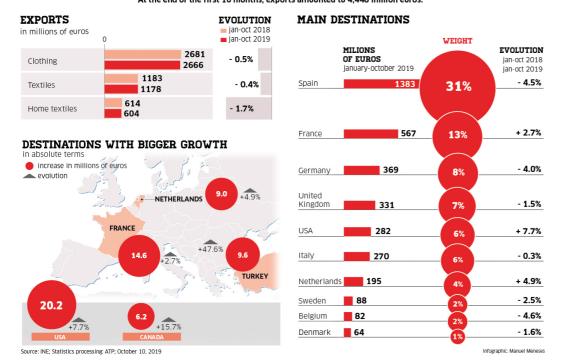
Project 360 by Valérius is one of the clearest examples of how recycling, framed in a context of sustainability throughout the entire production cycle, is the way to go. "Sustainability is a macro-trend that has been gaining steam, and whose evolving potential in terms of quality and quantity is undeniable", considers Dolores Gouveia, one of the project's directors.

A final word of caution: from 2025 onward, Inditex will only accept sustainable companies as their suppliers! T

EXPORTS RECOVER GROWTH TREND

After August dragged the year-on-year comparison down, the gains in September (1.1%) and October (1.6%) put textile exports on the road to recovery, with a year-on-year change that is now less than the one (-0.7%). Sales to non-EU countries grew further (4.5% in October), with the US leading (7.7%), while Spain remains the most receding destination (-4.5%).

At the end of the first 10 months, exports amounted to 4,448 million euros.



ALBANO MORGADO WITH NEW DYEING SECTOR BY NEXT SUMMER



 $Albano\ Morgado\ is\ also\ betting\ on\ Eco-life,\ a\ fabric\ line\ made\ from\ 100\%\ Portuguese\ virgin\ wool\ fibres\ with\ no\ chemicals$

The Albano Morgado's new dyeing section and laboratory, an overall investment of 1.5 million euro, should be ready by the end of 2020 first semester, according to Baltasar Lopes, CEO of the wool making company from Castanheira de Pêra.

The foundations are laid and everything is set so that by next summer a modern and green dyeing section is up and running, with automated processes and a different energy source for the boiler, which will be fed by natural gas instead of the usual naphtha, more harmful for the environment.

"We benefit from this, the clients too, since we reduce expenses by producing cheaply, and so does the environment", sums up Bal-

tasar Lopes, the company's administrator, highlighting yet another aspect of the company's green strategy.

Albano Morgado is betting on a fabric line entitled Eco-life, made from 100% Portuguese virgin wool fibres with no chemicals added in the making process. "We not only recycle all the waste from the spinning, weaving and finishing, but also the waste from some of our clients' manufacturers. We separate, shred and make new fibres", ensures Baltasar Lopes.

"Environmental concerns aren't new to us. Since this company was established, in 1927, we use our waste to make recycled wool fibres", added the Albano Morgado CEO. T

SMBM SPENDS 3,5 MILLION RELAUNCHING TEARFIL

Belém Machado (owner of SMBM) is preparing an investment of 3.5 million euros to relaunch Tearfil, the spinning company purchased in July from the fund that manages the Moretextile group. "Our strategy for Tearfil consists on directing the company towards big quantities and to the making of technical threads", explains Belém Machado, a doctor who in 2001, with 23 years of practise, took off her doctor's coat to manage Fifitex, her father's spinning mill, rechristened SMBM in the meantime (initials of Sérgio Machado, the father, and Belém Machado, the daughter).

3 million

euro is the value of the investment program that Fitecom predicts for 2019/2020, amount that could rise to four million, which will mainly be directed towards the finishing section

PROCHEF BETS ON DENIM AND ALSO IN SHOES

Denim, linen, and organic and recycled meshes are the materials that made up Prochef's astonishing new collection of kitchen and restaurant uniforms and shoes. "Besides having been designed with comfort in mind, the 15 new pieces are practically fashion items because of the materials from which they are made", states Orquídea Silva, Prochef's general manager.

45TH PORTUGAL FASHION CREATED A BIG BUZZ

It closed with a full house and the certainty that the fashion world has its spotlight turned to Portuguese creators and manufacturers. It was the 45th edition of Portugal Fashion, whose 31 fashion shows generated a big buzz and attracted 44 thousand visitors. overcoming not only all previous editions as well as the most optimistic expectations, and proving that fashion is increasingly stuck to Porto.

"Big fashion brands,
like H&M, Puma or Adidas,
are looking for new proposals
and new materials from
suppliers that are available
to solve their residue
problem"

Fernando Merino

ERT Innovation Director

JF ALMEIDA LOOKING FOR MARKETS OUTSIDE EUROPE

JF Almeida, the home textile company from Moreira de Cónegos, is betting on diversifying its exporting markets, as a response to the mellowing of the main European markets – which have been losing steam for the past few months. According to Juliana Almeida, one of the group's directors, the USA and Dubai – as a possible bridge to penetrate the Arabian Peninsula's powerful market – stand out as the most promising geographies with which JF Almeida is relying on in order to diminish the weight of the mature European markets on the company's turnover.







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FRANCISCO BATISTA

CBI CEO

Born and raised in Tábua as the middle child of five (three boys and two girls) children of the marriage between a stay-at-home mom and a bricklayer ("My father was a stone artist", he specifies). After finishing basic school, he went to work for Henrique Tavares' accounting firm, his first employer and mentor, to whom he manifests eternal gratitude. During the nine years he spent at Midoconta, in Midões, not only did he become an official accounting technician (TOC) and learned the secrets of the trade. he also sharpened his entrepreneurial spirit. In 1987, together with an optician, he started his own business with four stores, Tábua Optical Centre. Three years on, he began a beautiful friendship with textiles that lasts until today. Married to Nathalie (a Portuguese born in France) with whom he had two children: Anselmo, 21, who is running for Management at FEUC after having graduated in Engineering and Industrial Management from ISEC; and Eva, 18, who is going to study Pharmaceutical Sciences in Coimbra



THE BUSINESSMAN WHO BRINGS COMPANIES BACK TO LIFE

Textiles came into his life by pure chance. The year was 1990; the location was the national bastion of the right-wing party PSD; at the wedding party of his older brother Francisco. The godfather of his new sister-in-law, having learned of his profession, introduced him to António Correia, a tailor that was planning on establishing an atelier and needed someone to do the accounting. Would he be interested?

In taking care of the accounting only, no – replied Francisco, adding quickly that he was, in fact, available to become his partner, and ensure the project management.

Done deal. They shook hands and, right there and then, Acorfato was born. They shyly started making academic outfits, cloaks and cassocks inside their garage, with his tailor partner working part-time (during the week he worked in Braga as an employee), but two years later they were inaugurating a brand new and modern facilities, with 50 workers, and selling suits for Spanish clients.

In 1997, the business was already expanding, through the purchase of a manufacturing unit in Mangualde (formerly

dedicated to women's clothing, started producing trousers) rechristened with the names of the two partners: CBI – Correia and Batista Industries.

"We were a great pair. I learned manufacturing and modelling from him. He learned management and the commercial part of the business from me", recalls Francisco Batista, who chose the restaurant Cascata de Pedra, in Mangualde, for our lunch, but since it was closed he opted for Quinta da Magarenha, which was also closed. So we ended up in plan C, Casa do Caçador, a restaurant where he hadn't been for many years, but it was up for the job, in the end.

The ability to see the problems before they arise is one of the attributes required of a good entrepreneur. This way, in 2007, he saw that the 15-year difference between him and his partner would necessarily lead to different visions on the company's development. So the B (Batista) proposed the C (Correia) a friendly separation, before the strategic differences would burst out at the seams, hurting the business and the friendship between the two beyond repair.

B got what was, by then, the weakest component of the society – CBI (initials that may also be attributed to Beira Interior Confecções) – and C got Acorfato.

Francisco and his team got their hands dirty, and in twelve years transformed the manufacturing unit in Mangualde, which used to fit in $600~\text{m}^2$, into a group managing a covered area of ten thousand m^2 , a factory in Cape Verde and another in Arganil (Amma 1981). The company closed 2018 with 780 employers, a turnover close to 30 million euro (97% from exports), and a client portfolio featuring high-profile brands such as Massimo Dutti, Polo Ralph Lauren, Calvin Klein or Sacoor.

In the meantime, Francisco still found the time to rescue five companies (one selling frozen products and four textiles) from the claws of bankruptcy. "It gives me a lot of pleasure to grab a busted factory and turn it into a top-tier SME", confesses Francisco Batista, an entrepreneur and business angel, who loves to bring dying companies back to life. "I have already saved more than 600 jobs", he completes, proudly. **T**





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ALY JOHN: DENIM MADE TO LAST

Clothes designed to last for years and made essentially from organic materials are Aly John's path to reduce waste and energy consumption. The new collection of the denim clothing brand deepens the sustainability concerns that are part of its DNA and allows the optimal use of fewer natural resources. Fashion and preservation seem at times incompatible, but Aly John is seeking to overcome the issue by investing in slow fashion, "which means rethinking consumption and being sustainable throughout the manufacturing process, acting consciously".



"We knew how to reinvent processes and bet on tailor made suits. which proved to be the right choice"

Paulo Ribeiro

Crialme Commercial Director

VERTICALIZATION, FLEXIBILITY AND BIG DATA ARE THE PRIORITIES

Verticalization, production flexibility and big data analysis are the top priorities of the textile entrepreneurs. This is the main conclusion of an inquiry made to approximately 110 participants of the World Café&Nata session at the ITMF Convention which gathered in Porto. As expected, sustainability and automation also come up as essentials for maximizing revenue, followed by flexibility, which is currently one of the key concepts. The geopolitical developments, the energy prices and the lack of qualified labour are also on the list of the entrepreneurs' main concerns.

MALOKA, THE LOVECHILD OF TRINDADE AND ROBERT

In the beginning, it was the love story of two teenagers, who lived between Lyon and Saint-Étienne. A few stumbles on a windsurf boards store later, the young couple went to the textile business, opening a store in the south of France with their own brand: Maloka. Until, already in the 21st century, Trindade Braga and Robert Gimenez decided to surf upstream and go industrial - by founding Faroma, a factory in Barcelos.

The decision to add an industrial component to a distribution business has proved right. In 2018, Faroma, employing 60 people, generated a turnover of 4.6 million euro (99% from exports), a 30% increase compared to the previous year.

The overwhelming majority of the factory's production (over 90%) is for Trindade/Robert brands' – Maloka, Paul Biel (which targets a higher segment) and Goze (plus sizes).

Trindade and Robert's first business, a windsurf board rental shop in Cap D'Agde, a touristic resort in the south of France, didn't go too well. Six months later, they had to close. They lost money, but learned a lesson. "To make money you need to know the business



Trindade and Robert's had a windsurf board rental shop before turning to the textile business

you're getting into", sentences Robert, 55 years old.

They set sail, reconverting the board rental shop into a prêt-à-porter store, with their own brand, Maloka, whose origin is the Portuguese word 'maluca' - crazy. Second time was the charm.

They started sourcing in France. However, the hometown of Trindade's family came to change hearts and minds, and the couple decided to switch operations to Portugal. In 1998, they moved to Minho, and in 2010 they took a swing at the industry.

"We started to learn to manufacture with two seamstresses and three machines, and we hit the road from then on", sums up Robert, a fan of our Textile and Clothing Industry. "When we bought Paul Biel, the brand had most of its production in China. We shut the whole thing down. All the clothes are made in Portugal. We don't need the Chinese for anything", he guarantees. T

FARIA DA COSTA **SUPPLIES THE DUTCH AND DANISH ARMIES**

Faria da Costa has secured contracts to manufacture socks for the Dutch and Danish military, leading the company based in Ucha, Barcelos, to face 2019 as a year of growth, countering the sector's general mood.

"The year is going well, sales are going up, not only in quantity but also in value. By the end of the year, our sales should register a number close to 4 million euro, or maybe even higher", challenges Nuno Costa, commercial director of Faria da Costa, which closed 2018 with a turnover of 3.5 million euro.

The three to four year contracts with the army and the police forces (the Spanish Armed Forces are also a client), are a guarantee of stability for the company that specializes in socks for the fall/winter season - thereby particularly vulnerable to the weather.

"The climate is too unstable, which hurts us. This year, we sold winter socks all the way to May: we no longer have two well-marked seasons, spring/summer and fall/winter, but rather only one: spring/ winter", quips Nuno, about the bizarre weather patterns experienced recently.

"Our bet is on the mid/high segment, clients to whom the price is not a concern. Trade fairs are a way to establish new contacts and to reconnect old ones", explains Nuno, son of Álvaro Costa, the entrepreneur who back in 1988 moved from the poultry sector (chicks and eggs) to the textile industry. T

A. SAMPAIO WITH FOUR SAMPLES **AT ISPO 2020 TOP 10**

A. Sampaio, Gulbena, LMA, RDD and Tintex are the five Portuguese companies that had their samples selected to be part of the ISPO Textrends Forum, ISPO. the world's largest sporting trade show, is going to be held in Munich from January 26th to 29th.

A platform for innovative sports textiles, the ISPO Textrends 2020 Forum will feature nine samples

(of which four in the Top 10 category) from A. Sampaio, seven from Gulbena, six from LMA, one from RDD and one from Tintex.

At the ISPO 2020 edition, the Textrends Forum will be located in Pavilion C1, right in front of one of the three From Portugal islands, which are going to occupy a total area of 370 m².

The island in the centre of

pavilion C1 has 16 clothing and apparel companies, and the island in pavilion B3 has a total of 11 seamless and sock companies. On the third island (pavilion C2), and for the first time, Portugal is going to station the iTechStyle Green Circle, a sustainability showcase put together by CITEVE, which will surely be the centre of attention at the fair. T











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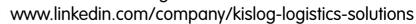
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Mário Jorge Machado

57, born and raised in Braga, is a Polymers Engineer from Universidade do Minho. Right after graduating he joined the Estamparia Adalberto's team, founded by his parents-in-law (Noémia and Adalberto Pinto da Silva) in 1969. Married to Ana Paula, the Portuguese representative at Euratex has three children: Jorge Adalberto, 34 (director at Adalberto); Ana Rita, 30, graduate in Image&Sound (Universidade Católica); and Maria Isabel, 18, studying International Management at Manchester Business School

"MY FIRST PRIORITY IS MAKING BUSINESSES COMPETITIVE"





nowledge is only useful when carried to the companies and applied there – argues Mário Jorge Machado, ATP president and administrator at Estamparia Adalberto.

The scarcity of human resources has been exacerbating. Is that the industry's number one problem?

It's one of the main ones. Organizations cannot grow and evolve if there aren't sufficient human resources, from designers to people with the ability of creating new processes and new ways of promoting products. It's pointless to invest in machinery if we don't have someone that can operate them.

In textiles, is that limitation felt much?

As opposed to what most people think, textiles require highly qualified people in a number of fields, which span from the most traditional – seamstresses, dyers, weavers, etc – to the most contemporary, such as, for example, designers.

How have those needs been met?

Companies have been investing in training their staff. This implies heavy costs since training always requires time. Only those with very little insight of the industry invoke the precariousness bogeyman and are against the flexibility of labour law. Nobody would spend time and resources to train a worker or specialized technician to fire him soon after...

Reconverting engineers from other specialities has covered the lack of textile engineers. Is this a satisfactory solution?

Companies have been recruiting chemical engineers, industrial management engineers, etc., and training them to the company's needs. It's not the ideal solution, but it has been bridging that gap.

What is the ideal solution?

We must keep telling young people that textiles are an industry with a future, sophisticated and highly technological, where opportunities to achieve alluring careers are plentiful. For six years now the demand for the Textile Engineering degree at the Universidade do Minho hasn't stopped rising. Which is good news.

There are those who complain about the absence of academic training directed towards specific needs, such as manufacturing engineers...

The fashion rank ranges a variety

of sub-sectors with very specific demands and characteristics. Considering the speed with which technology and knowledge evolve, an engineer will quickly become obsolete if he doesn't keep on learning...

We're talking about a hands-on specialization, then?

If you try to learn to swim just by reading a swimming manual, you might excel theoretically, but you will most certainly drown the minute you jump into the water. Academic training must be complemented with learning on the ground.

What's your opinion of the public system of professional training?

The investment is insufficient for the needs. We should have more training courses and more support. We have a bureaucratized system, thought out and designed according to those who draw the legislation instead of those who actually need it.

How do you evaluate Modatex?

Modatex has been doing a great job, but we feel like it needs access to more resources instead of being tied up by ultra-bureaucratic regulations, which prevents specialized technicians from providing training at the centres and requires a minimum of 15 students per class.

Will labour have to be imported?

Peter Drucker said that the only reliable midterm prediction is demographics. In Portugal and Europe, importing labour will become inevitable to maintain the current Social Security system and economic development.

Will wages have to be raised?

Companies with better business models will succeed at incorporating a moderate and virtuous salary rise. However, there are companies who are no longer viable after a rapid increase of salary expenses. We have to give companies time to increase their productivity, to do things thoughtfully instead of jeopardizing their continuity.

Should we make the process of closing companies easier?

One of the problems in our country is that shutting down a company is a very expensive and lengthy process. And we all know that artificially prolonging the agony of a dying company is bad for the economic growth.

Is labour law the context expense that most hurts our competitiveness?

There are so many factors that make life harder for companies – the fiscal load never stops rising, the cost of energy, the exasperating slowness of justice... Even financing doesn't come easy. For those who really need the money, access to financing is still hard and the costs are high. The banks are less prone to risk these days.

Is the government concerned about

fixing the companies' problems?

You can tell there is an effort to listen and understand the companies' needs. The officials for economics are more aware, visiting companies and accompanying the work of associations, like ATP. Unfortunately, legislation usually goes in the opposite direction and the country keeps evolving very slowly for the potential it has.

Looking at the sunny side, our TCI has been outstanding when it comes to innovation, accruing several international awards...

The companies, CITEVE and CeNTI have had a vital role in making our textile cluster extremely dynamic when it comes to innovation, product development, digitalisation and process engineering.

Do universities and companies still have their backs turned on each other?

Relations have improved, but there is still a long way to go. Companies should intervene more and universities should be more available. However, there is a root cause that should be addressed. Our learning system is not adequate to the real needs of companies and the country.

Which model should we adopt?

The dualistic model, which has been such a success in Germany and Switzerland. Learning doesn't only happen in the classrooms, but also in companies, in contact with the reality of production. A study by the OECD showed that the dualistic model is three times more effective at absorbing young people looking for their first job than the traditional model.

Do you have any plan to get the fashion rank speaking with one voice and resuming the interrupted consolidation process?

I don't have a plan. I know that everyone shall benefit if our TCI is represented by a single voice. I am totally available to start the dialogue in that aspect. If the other participants share the same will.

Are trade fairs still an indispensable tool for those who wish to export?

There might come a time when the model is depleted, but trade fairs have been able to reinvent themselves, becoming a privileged space to meet with clients, do networking and benchmarking, as well as promoting innovation, in a short period of time.

This new paradigm, where consumers worry about protecting the environment and the planet's sustainability, is favourable for our TCI?

For us it is clearly an opportunity. We have innovative companies that produce sustainably, both socially and environmentally, and guarantee proximity sourcing.

After ten years of continuous growth,

is there margin to keep growing?

Our TCI has become used to living in a competitive world that is constantly changing. Since we're good at what we do, there is margin to keep growing if we are able to grab the opportunities that arise.

Which ones?

It is very convenient to negotiate with Spain – it's a close market, very big and with world-class players. However, every situation of excessive concentration is very dangerous. The trade deals that the EU carried out with Japan, Canada and Mercosul are excellent opportunities that would be foolish to squander.

Individualism is one of the traditional weakest points of our TCI. Has it been improving?

It is not a simple process, but that has been diminishing as the sector welcomes to its ranks, destined to lead the course of traditional companies, a new generation with a different vision that knows there is space, benefits and even necessity to work in partnership. The "every man for himself" makes absolutely no sense when one is facing up against titanic buyers.

Are companies in-sync with the industry 4.0 and digitalization?

Those in this sector have realized that the connection between technology, innovation and design is the secret for survival and success – therefore everybody's learning that new way of operating, in which equipment communicates with each other. In this process, there are companies further ahead and others far behind. Though the ability of permanently adapting to change is hard-wired into the sector's DNA.

The boom of online sales favours the creation of Portuguese brands?

In theory, yes, because it overcomes the handicap of being born within a small market and exempts the heavy investment required to open a network of physical locations. However, in practice, online sales are an extremely competitive world, where conquering clients requires hefty investments...

What is your first priority as the President of ATP?

As ATP's face and voice, I will do everything in my power to guarantee, from our legislators, the competitiveness of the sector, to project an international image that corresponds to the reality that we are the best in Europe, and make an effort to show to all the Portuguese people that the TCI is an interesting sector to work in and make a career. This is why I ran for the position.

In three years' time, you would be pleased if...

... our textile industry keeps growing and has an even more positive image. **T**

THE QUESTIONS OF

Isabel Furtado

ATP Vice-president

With competitiveness as the key, how will ATP approach the problematic lack of balance between two points: the cost of energy, which creates international asymmetries, and the environmental costs, which create regional asymmetries? These topics rely on political decisions. For this reason, it is important that ATP has an audible voice in order to influence our political class, which has in their hands the power to correct these asymmetries.

Miguel Pedrosa Rodrigues

ATP Vice-president

What can we learn from the Turkish and Italian TCIs?

These are two completely different cases. We haven't reached the image of excellence that Italy was able to create for its products. The image of "Made in Portugal" is getting better, but "Made in Italy" is still more valued. As for the Turkish, there one thing we can never learn again: to devalue the currency :-). Jokes aside, the Turks are very capable entrepreneurs and fierce competitors. They have invested immensely in technology, dimension and innovation. We have been a source of inspiration





SCHEDULE

HEIMTEXTIL January 7 to 10 - Frankfurt

A Ferreira & Filhos, ACL Impex, Allcost, AMR, António Salgado & CA, Apertex, Sousa Dias & Filhos, Bovi, Coton Couleur, Docofil, Domingos de Sousa, Empresa Industrial Sampedro, Escarpa, Estamparia Tèxtil Adalberto, Fábrica de Tecidos do Carvalho, Fateba, Felpinter, Inup Tèxteis, Lameirinho, Lasa Home, Mi Casa Es Tu Casa, Moretextile, Mundotextil, Neiperhome, Nosdil, Parallelcotton, Pereira da Cunha, Piscatextil, Piubelle, Rosacel Têxteis, Sorema, Sotegui, Têxteis Giestal, Têxteis J.F. Almeida, Têxteis Massal, Têxteis Penedo, Traços Singelos,

BERLIM FASHION WEEK | NEONYT

January 14 to 16 - Berlin

NEONYT - Marita Moreno, Zouri, Vintage For a Cause, Green Circle by iTechstyle Showcase

PANORAMA - Lion of Porches

THE LONDON TEXTILE FAIR

January 15 and 16 - London 6Dias, Albano Morgado, Brito & Miranda, Carvema, F.T. Vilarinho, Fitecom, José Abreu & Filhos, Lemar, MMRA, Magma Têxtil, Paulo de Oliveira, Riopele, Troficolor

January 16 to 18 – Florence Beppi, DR Kid, FS Baby, Meia Pata, Naturapura, Phi Clothing, YAY

/HO'S NEXT | SIL - INTERFILIÈRE | MAN PARIS

January 17 to 20 – Paris +351, Concreto, CristinaBarros, David Catalàn, Estelita Mendonça, Faroma, Givec, Iora Lingerie, Lion Of Porches, Luis Buchinho, Lunartex, Nycole

TEXWORLD USA + APPAREL SOURCING *January 19 to 21 - New York*

Anbievolution, Modelmalhas, Scoop

January 21 to 23 - Medellin

A Penteadora, Fitecom, Natcal, Paulo de Oliveira, Realfio, Ridi

PREMIÈRE VISION NY January 21 and 22 - New York Crispim Abreu, Joaps, La Stampa - Le Europe, Lemar, Texser - A Têxtil de Serzedelo

January 24 to 26 – Valencia Baby Gi, Beppi Kids, És parte de Mim, F.S. Baby, Inarbel, Maria Chicória, Meia Pata, Peter Jo Kids, Phi Clothing, Ponto por Ponto

January 24 to 27 - Milan

Laboratorio d'estórias / Legendas e Narrativas, Sorema / Graccioza, Têxteis Iris / Irina & Sousa

January 25 to 27 - Paris Dot Baby, Möm(e), Noogmi, Knot, Mimichic

January 26 to 29 - Munich

January 26 to 29 - Monich A Fiuza & Irmão, A.Sampaio & Filhos - Texteis, Beppi, Bergand by Gulbena, BRANDBIAS/Tapa Costuras, Carvema Textil, Centri - Centre for Nanotechnology and Smart Materials, CITEVE, Clothius - Tecelagem, CM SOCKS - Peúgas Carlos Maia, Confetil, Ditchil, DUNE BLEUE, Easy Walk Experience, FIORIMA, Fradelsport - Casa de Desporto de Fradelos, Gormarti - Confecções De Peúgas, Green Circle From Portugal, Heliotextil, Impetus Portugal - Têxteis, J.Caetano & Filhas, Jway, Lemar - Leandro Magalhães de Araújo (Filhos), LMA - Leandro Manuel Araújo, Lunartex, Lusosocks, MJS ASR, Novelty Waves, OLDTRADING, Olmac - Olimpio Miranda, P&R Têxteis, Scoorecode Têxteis, Sidónios Knitwear, Sidónios Seamless Tech, SmartInovation, SOCKAPRO, Têxtil Antonio Falcão, Têxtil Sancar

January 29 and 30 - Londron East Ocean, Kiddytex, Luipex, Panorama, Siena







MARITA MORENO WINS MOMAD'S SUSTAINABILITY AWARD

The Portuguese brand of sustainable fashion accessories Marita Moreno was the winner of the award "Fashion, Sustainability and Business" given by the Madrid-based Momad. "It's a sign we're on the right path. We only work with sustainable materials, we only use Portuguese labour in the making of our products, and we use the materials' colours and textures as central elements in the creation of a geometric and sculptural design", explains Marita Setas Ferro, founder and creative director of the brand that labels itself as "slow fashion". T

TINTEX DECLARES WAR ON INDIVIDUALISM WITH CO.LAB

"Total transparency

is one of the Co.Lab's

is accompanied by

detailed information

on the entire supply

chain"

A collection made under a partnership with three other companies - Becri, Confetil and Pedrosa & Rodrigues - was probably the flashiest of the many novelties (with sustainability as

the theme) that Tintex took to the last Première Vision.

The new collection, entitled Co.Lab, is the wardrobe of the future, gathering gar- main traits. Each item ments that combine design and high quality, as well as the guarantee that its production followed the strictest environmental practices available.

'Total transparency is one of the Co.Lab's main traits. Each

item is accompanied by detailed information on the entire supply chain", describes Ricardo Silva, Tintex's Head of Operations, adding that this new collection is certified by PETA - Approved Vegan.

The Co.Lab collection that Tintex exhibited in Paris contemplates three lines: Legacy H2O (fashion), developed with Becri, with the gua-

rantee that massive water savings were ensured during its production, when compared to traditional methods; Ecoperformer (active), aimed at the athleisure segment and produced in partnership with Confetil, using new high tech eco-materials, in order to improve performance; and Sensing Smarts (casual), made from light and comfortable garments

meant to be worn close to the skin, developed in partnership with Pedrosa & Rodrigues and made only from chemical-free materials. T

CRAFIL DEPELOPS WATERLESS **DYEING PROCESS**

Crafil is moving up on the industrial ladder with a new thread dyeing process, entitled Waterless, which is being developed since the beginning of last year and doesn't require water use.

"We're moving from the lab into production. We already produced a prototype, and ran all the tests", states Vítor Alves, 45, leader and founder of this company from Famalicão that specializes in sewing threads.

The Waterless dyeing process is just another example of Crafil's strategy to avoid low-end products, betting on high added value and sustainable articles, such as the 100% recycled polyester sewing collection, made from PET plastic bottles.

"This is a premium product tailored for an exclusive market. We make threads that, when we started the company 15 years ago, were inconceivable. Right now, clients come to us for our innovation rather than our price", declares Crafil's CEO, a company dedicated to denim sewing threads, which exports about 65% of its production.

Morocco, Pakistan, Turkey and Tunisia are the main export markets, the latter being the country where Crafil has, since 2006, a company. T

WiseHS provides a range of licensing consultancy services to entities that manufacture, distribute and trade human medicines, medical devices, active substances and cosmetic & body care products.



Manufacturer

- Regulatory Support
- Preparation and / or revision of documents required by the Competent Authorities
- Support in the notification process to Competent Authorities
- Management of change requests

Distributors

- Regulatory Support
- Preparation and/or revision of documents required by the Competent Authorities
- Preparation and/or revision of the Good Distribution Practice Procedures Manual
- Management of change requests
- Support in the notification process to Competent Authorities

Entity Licensing

MEDICAL DEVICES

geral@wisehs.eu www.wisehs.eu



PHOTOSYNTHESIS

By: Cláudia Azevedo Lopes



THE NEW GREEN COMMUNITY

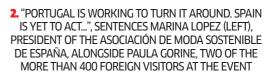
A swarm of visitors, ready to surf the sustainability wave, filled MODtissimo 54 up to the brink at Alfândega do Porto, on last October's 2nd and 3rd. A new community under the sustainability banner, with a record-breaking 400 plus people of twelve different nationalities, has come out despite the bad forecasts. "The market is very unstable, but that hasn't prevented a 15% increase in the number of foreign visitors, while the number of Portuguese buyers has kept steady, in line with last year", reveals Manuel Serrão, who organizes the event



1. THE CHECK-IN SPACE BECAME SMALL FOR SO MANY BUYERS, EAGER TO VISIT THE EXHIBITION SPACE THAT EXTENDED THROUGH MORE THAN SIX THOUSAND SQUARE METERS, FEATURING THE BEST PORTUGAL HAS TO OFFER



6. ONE OF THE GREAT NOVELTIES WAS THE SEE NOW BUY NOW MARKET, WHICH INCLUDED 40 PORTUGUESE BRANDS AND AN AREA ENTIRELY DEDICATED TO SECOND-HAND FASHION





7. AT SOMELOS, THE OFFER BARELY MET THE DEMAND



10. THE TOAST OF THE FASHION PEOPLE WINNERS: IN GREEN FLEURY ANGELE (2ND PLACE) SIDED BY TWO FRIENDS, MANUEL SERRÃO, CEO OF FASHION PEOPLE, MATILDE COSTA, MANAGER OF THE COMPETITION, ANTÓNIO CUNHA, REPRESENTING CLÁUDIA FERREIRA (1ST PLACE), PAULO VAZ, PRESIDENT OF THE JURY, AND JOSÉ PESSOA NETO (3RD PLACE)



11. AT JOSÉ DE ABREU, IN BETWEEN CLIENTS WAS TIME TO READ T

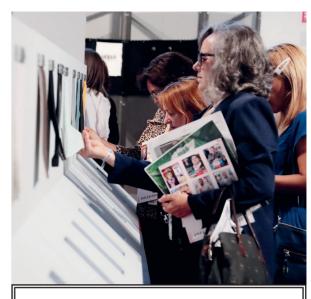




3. AN 100% ORGANIC APRON, IN SERGE GREEN AND WITH A DENIM STRAP, WAS TROFICOLOR'S CHOICE TO DRESS MODTISSIMO'S WELCOMING TEAM

4. PAULO GOMES, CURATOR OF THE GREEN CIRCLE SHOWCASE, WITH THE ITEM MADE FROM MORETEXTILE'S PURE BLENDS TOWELS, MANUFACTURED FROM 90% REUSED FIBRES AND WITHOUT DYE





5. ONCE AGAIN, THE ITECHSTYLE SHOWCASE HAS BROUGHT TO MODTISSIMO THE MOST RECENT AND GROUNDBREAKING TECHNOLOGICAL INNOVATION OF THE PORTUGUESE TEXTILE INDUSTRY



8. AT THE FLOR DA MODA STAND, THE COLLECTION OF THE RECENTLY LAUNCHED BRAND TEMPERATURA IMPRESSED THE BYSTANDERS



306
FIFITEX by SMBM

Modulussimo

12. AT PORTO'S CUSTOMS HOUSE, THE THREAD CARAVEL MADE BY FIFITEX PROMISED TO CONQUER MARKETS NEVER SAILED BEFORE

13. THERE WEREN'T ENOUGH CHAIRS TO ACCOMMODATE
THE LARGE COMMITTEE OF ASIAN CLIENTS THAT ARRIVED
AT TESSIMAX' STAND





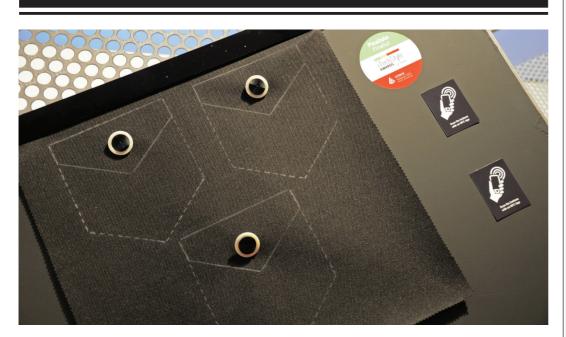
14. WITH A FEELING OF MISSION ACCOMPLISHED, THE SELECTIVA MODA TEAM BIDS FAREWELL, UNTIL NEXT YEAR: THE NEXT EDITION OF MODTISSIMO WILL TAKE PLACE ON FEBRUARY 19TH AND 20TH, 2020, AT PORTO'S AIRPORT



By: António Moreira Gonçalves

Elite 4.0 buttons Developed by Fábrica de Botões Elite

What are they? A new generation of buttons with Near Field Communication (NFC) incorporated technology, which enables information storage and smartphone connectivity What are they for? They can be used to manage stocks or to communicate with an audience Project Status? Under production, and already nominated for the iTechStyle Awards



Push everyone's buttons

The age-old expression "pushing your buttons" will now take on a whole different meaning with the innovative technology that Fábrica de Botões Elite took to MODtissimo's last edition. It's all about a new generation of buttons, able to communicate with smartphones and store information thanks to an incorporated chip. A revolutionary solution that might even replace the manufacturer's labels on clothing, and change the communication strategies, both within companies as with the public.

"The idea came to me when I found an app used at a laundry to watch the clothes' movements. At the time they were using a piece of plastic with the integrated technology, and I realized that the thing could be inside the buttons themselves. There was no need for an extra piece", relays Paulo Neves, the strongman of Elite, a family business created 47 years ago, in Ribeirão, Famalicão, which currently employs five people.

The secret behind Elite Buttons 4.0 lies in the chip containing the Near Field Communication (NFC) technology – the same that is used in contactless banking cards or hotel room keys. "This solution has an edge since it does not require a specific reader. Any smartphone, through a free app, can have access to the information carried inside the button ", explains the entrepreneur

Having worked the concept, Paulo knew that an opportunity was arising. "In Portugal no one had ever heard about this. In Italy, I found a company that offers the same product, but as data management service, which requires customers to provide their infor-

mation. That is not what we want to do", he clarifies.

Alternatively, Elite merely wants to supply the buttons so that customers can adapt the software to their own needs. The chip may be used to manage stocks in a company – with a unique serial number, provides the possibility to reliably track all garments – or by a brand to communicate with its audience, by introducing the information inside the button.

"The technology has a huge marketing potential because the information can be altered and updated even after the item is sold. As the button only contains the link, the page it redirects to may be changed many times", highlights the company's CEO.

At MODtissimo, the project attracted the attention of the audiences, and made an impression on the jury of the iTechStyle Awards contest, who then nominated the project in the Best Accessory category. Besides, Paulo Neves has revealed that their customers are increasingly curious: "After showing it to people, very often they call me back in order for me to explain it once again. Clients realize this is something new and interesting. They think about it and want to get to know its full potential later on".

Now that the technology has been perfected, Elite can apply it to any button with a minimum diameter of 10 millimetres. The next goal is to take this project to the big fashion brands. "This product is interesting mainly for those who work with the public", claims Paulo Neves, whose concept is already being studied by the Executive Marketing MBA students of Universidade Católica's Porto Business School. **T**

SHERPA CAPITAL STRENGTHENS FERREIRA DE SÁ TAPESTRIES

A European leader in the luxury segment, with more than 80% of its sales being made abroad, Tapeçarias Ferreira de Sá wants to reinforce its product range and production capacity in order to further grow the company's international vocation. To reach that goal, the company has just reinforced itself with an investment from the Sherpa Capital fund, which will allow the founding family to maintain a minority position in the company's management.

"Foreign customers returned to Portugal for the best reasons"

Braz Costa

CITEVE General Director

PARFOIS BETS ON FASHION WITH CORNERS AT EL CORTE INGLES

Parfois is reinforcing its presence in the clothing sector with Parfois Corner Apparel, a strategic area defined by the new CEO of the company, José Maria Folache. Corner Apparel is, for the time being, under trial in two El Corte Inglés stores in Madrid: La Vaguada and Princesa. In both locations, the corner has a 50m² surface and more than 200 fashion references.

FLOR DA MODA PARTS WATERS BETWEEN INDUSTRY AND RETAIL

Flor da Moda has made its industrial and retail operations completely autonomous, by splitting them into two legally independent companies, in a restructuring process designed to provide a breath of fresh air to the Barcelos' group. The coordination between the two areas is ensured day-to-day by an Executive Commission that includes Nuno Sousa (overseeing industry), Rute Sousa (retail) and a non-family member – Carlos Pires da Silva.



people work at TMG Textiles

SUSANA BETTENCOURT AND VESTIRE IN A WIN WIN PARTNERSHIP

Vestire's partnership with designer Susana Bettencourt is vital for the future of the industrial group led by Manuel Jorge, which manufactures knits, owns six factories and closed 2018 with a turnover of 14 million euro. Inditex, Zippy and Mo are Vestire's biggest clients, which regards this partnership as an opportunity to prepare the company's future, making themselves less dependent on big groups and betting on the market's higher segments.

SONAE PURCHASE THE LAST 50% OF SALSA

The Sonae group has already settled an agreement to purchase 50% of Salsa's capital from Filipe Vila Nova, the founder of the company. Salsa expects to close 2019 with a turnover of 220 million euro, 15% of which on online sales. With these numbers, Salsa is the heavyweight of Sonae's fashion sector (alongside brands like Zippy, Mo and Deeply), closing 2018 with a turnover of 369 million euro.





Family Lives with her husband, Miguel Correia, a race car driver (among other things) and with her son Vasco, six months old. Part of the family lives within a small radius centred in Guimarães Education Graduated in Economy from Universidade Católica, in Porto Home A flat in Guimarães Car BMW 4 Series Coupe Laptop Sony **Cellphone** iPhone 8 **Hobbies** To travel and read **Holidays** The next dream trip is New York, but the world is her oyster Golden Rule "Always face challenges with humbleness, seriousness, ambition and determination"

A triple shot economist

The first time she walked through the glass doors of the Universidade Católica Economy School, in Porto, Juliana Almeida knew that she wouldn't have to endure the anguish of finding a first job: at a young age, it became evident that JF Almeida - a vertical textile company founded by her father precisely 40 years ago – would be the place where she would experience adulthood first hardships.

Almost four years ago, when she knocked on the company's doors, the administration proposed two distinct routes for her takeover, in a company that was already entrenched in the higher ranking of the very attended and competitive Portuguese textile sector. Therefore, the task proved itself enormous, and the choice had to be thought out. Between a sort of 'tour' taking her to the depths of a gigantic machine - which proved itself necessarily long -, or betting on a collaboration with a company parallel to JF Almeida - Mi Casa Es Tu Casa -, Juliana Almeida only hesitated as long as it took her to envision both sceneries. She chose the latter: after all, her diploma was her credentials. Wisdom, although, was yet to arrive: "we get out of college not knowing what a company is really about, how it works, how it's run", she says - to convey the message that learning didn't end at university: it actually began at JF Almeida. Judging by the rest of the story, it seems Juliana has learned quickly: less than four years later, she accumulates her collaboration at Mi Casa with the management of the JF's counterpart for real estate (RMJJ), and she also runs the group's marketing department - where she develops a house magazine, Loom.

However, despite all the rush with which she learned how to build a company like JF Almeida, and the daily fuss that this learning requires, the process of evolving her career seems to be the least of her concerns. Being the youngest of four children, Juliana is not committed to a race with her older siblings (Rui, Miguel and João, from oldest to youngest) for the succession. "We have a Spanish consulting company currently devising a family protocol, though the family's option is that the four become equal partners in management, where decisions are made according to the majority" (necessarily 3 to 1, in the worse case scenario) of this electoral college

Meanwhile, something had changed: in the midst of the daily responsibilities for three different fronts, Juliana Almeida still found the time to get married - with someone that rushes even more than she does: Miguel Correia, a race car driver and a serious case of success – and, most outstanding of all, to become a mother for the first time. Vasco made himself known during their honeymoon (spent in the Maldives and Dubai), and is dictating his laws since then. It seems that suddenly everything has gained a different perspective, and it doesn't even cross Juliana Almeida's mind to become an absent mother.

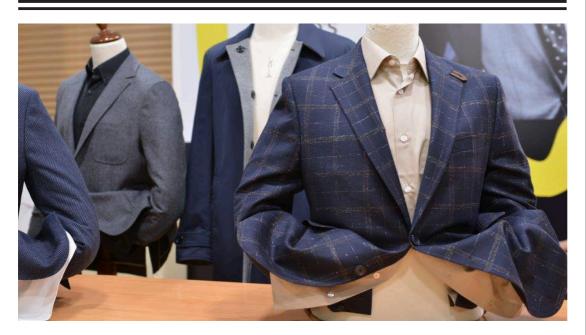
On the other hand, motherhood won't make Juliana Almeida lose focus of the business group that is marking four decades of existence - with the founder adding four children and four grandchildren. Perceiving a decrease in sales in some of JF Almeida's reference markets ("France and Spain are buying less"), the economist is, alongside the rest of the team, exploring new markets in order to replace the downfall of consumption of the Spanish and French markets. But not only: she is also handling the development of a real estate project in a warehouse recently bought by RMJJ, a facility close to Moreira de Cónegos, home of JF, that has been left sadly abandoned. Moreover, Mi Casa Es Tu Casa also has a new home, from which it will continue to develop its business (bed clothing): it's already worth 10 million euro. Oh, and now that she turned 27, she has just gone back to the gym. T





Confecções Lança Sítio da Cruzinha 6201 - 908 Vales do Rio

What does it make? Blazers, trousers, men's suits and uniforms (for both genders) Business volume 6.3 million euro Clients Paul Smith, Printemps, Hawes & Curtis, etc Productive capacity 300 suits per day Main markets France, United Kingdom, Spain and Scandinavia Biggest chokepoint Not having room to expand the current facilities, which have a total covered area of 4 thousand m² Employees 225



A round–trip from denim to suits

In the beginning was the denim. The pantalones vaqueros, by the brand Lois, which Maria and Firmino Gaudêncio imported from Valencia, were selling faster than hot buns. Why not make jeans here? – asked the parents of Paulo Ferreira, 54, 2nd generation manager and former footballer that led a successful tactical turnaround at a company that started off with a small manufacturing line of jeans, evolving then to the classic and ceremony suits.

Lança, the name of the factory founded in 1973, was also the brand of jeans made in Covilhã by the Gaudêncio clan, a project that prospered for over twelve years, until the excessive competition in the denim section led them to correct their trajectory.

"In denim, we were limited to the internal market. The decision to manufacture suits, made in the late 80s, opened the door for exports, which currently account for 95% of our sales", explains Paulo Ferreira, the oldest (and only male) of Maria and Firmino's four children.

Former professional footballer – sharing the field with Rui Barros and César Brito, he played left-back ("The right foot was only there for balance...") in Sporting da Covilhã, which rose to the Portuguese top-tier division –, Paulo prematurely gave up on football to help his parents with the company, where he didn't take long to leave a mark since one year into his tenure an assembly line for jackets was being built.

The turn towards suits was nothing less than

the beginning of a permanent revolution in a company that insists on always adjusting to the market's new conditions and new demands.

At the beginning of the century, they looked at their client portfolio and noticed that it consisted of a few big distributors. It was when they realized how much of a risk that posed to the company. "We didn't want to depend on a reduced amount of clients, so we set to conquer new clients, small and medium-sized", details Paulo Ferreira, Confecções Lança general manager.

The client portfolio diversification was developed alongside an increase in the value chain, based on the improvement of the product's quality, service and flexibility, which enables the company to carry out 10% of its sales with bespoke suits only.

"Fast and on-time delivery are the most important factors in establishing customer loyalty and a credible reputation for our company", states the former left-back of Sporting da Covilhã.

In order to remain competitive, Confecções Lança invests every year from 5% up to 10% of its turnover. Last year's investment programme, which had a budget of 550 thousand euro, contemplated computing, machinery ("we can never stop modernizing our manufacturing structure") and improvement of work conditions. "The keys to success? The quality of the product, being reliable, fast response, on-time delivery and flexibility", concludes Paulo Ferreira. T

P&R HAS STARTED PRODUCTION FOR TOKYO 2020

P&R Têxteis has begun manufacturing the outfits that hundreds of Olympic athletes, of several sports and different countries, will wear in the 2020 Olympic Games. Adidas, Asics and Tyr are some of the brands that chose P&R for the development and manufacturing of their outfits. The company from Barcelos also equips the Olympic Portuguese athletes in at least two sport modalities – cycling and triathlon.

"We are selling very well in Portugal, because the big brands are manufacturing here in our country"

Manuela Araújo Lemar CEO

TABEL BREAKS GROUND WITH ACID AND FLOCKING

Digital prints with acid and flocking are two of the strongest novelties that Tabel is presenting, in the follow-up of a six-million-euro investment on equipment and facilities, which enabled the company to renovate its machinery and triple the productive capacity. Differentiation, quality, speed and energy cost reduction are the four pillars of Tabel's strategy to stay competitive in an increasingly demanding economic environment, since the company significantly increased its installed capacity.

TEXTILE HAS A GUARANTEED PLACE IN THE FUTURE

"The Textile industry has a guaranteed place in the future. It depends only of our imagination, of our work and our determination, so that the success in the past converts itself into a greater one in the future" said Mário Jorge Machado, ATP's president, at the opening session of ITMF Convention 2019, held in Oporto, under the overall theme "Digitalization & Sustainability – their impact on the global textile industry".



is the growth that Endutex hopes to achieve in this year's turnover, after a 2% drop in 2018, when the sales of the group led by Vítor Abreu reached close to 38 million euro

AXFILIA SUPPLIES KNITWEAR TO THE BASEL POLICE

All the knitwear from the French Civil Protection uniforms, the Swiss police in Basel or the staff of the German ADAC (the largest automobile club in Europe, with more than 15 million members) is provided by Axfilia, the Barcelos company created by Maria José Machado. Ready to work



is Axfilia's signature, a company that closed 2018 with more than a half million euros in sales, mostly made with exports, with the Netherlands, France and Belgium as its main markets.

WHAT MAKES A FASHION **PRODUCT** SUSTAINABLE?

Miguel Pedrosa Rodrigues ATP Vice-president



Sustainability is a topic that, while not particularly new, is evident in the most transversal and pressing manner. Everywhere, and in all occasions, the concept has taken centre stage. For some, the issue gravitates around the use of our planet's resources to satisfy today's immediate needs, without compromising future generations. An environmental responsibility of sorts, which spawned circular economy. In other words, the products and services that we use shall, at the end of their useful life, return to their place in Nature, or be disposed with the least environmental impact.

For others, the idea is that the influence a product has over the societies that make it is relevant to its appreciation. The human being that produced it is placed at the heart of the sustainability equation, and this same human will undertake the several activities that promote a positive impact on the environment. In this line of thought, the consumer appreciates the product also according to the social responsibility associated with its production (take the examples of Everlane or Patagonia, which place social responsibility at the centre of their identity).

For brands, social responsibility is a risky subject. In the eternal search for the lowest prices, brands gamble more than they think in a sort of Russian roulette of social responsibility (not in Portugal, but

surely in other not-so-distant geographies).

At last, there's the speech directed towards the

absence of energetic sustainability, which jeopardizes any type of sustainability of our current way of life, in all its aspects. Looking at these three perspectives, I'm inclined to believe that sustainability is a combination of the three: environmental, social and energetic, for the simple reason that they complement each other.

May the reader note, however, that for the average consumer this topic is essentially a long, technical, and very boring conversation that, if taken rigorously, will have no listeners.

On the side, opting-out of this conversation is too much of a risk for brands and supply chains. Something must be said, even if the statement is dubious, lacking rigour or even without any link with reality. This is how we got to today, where sustainability is essentially spoken about like a game of mirrors. Worst of all, the field is already crowded with players that leave much to desire regarding this aspect. And the consumer, naturally, becomes confused.

A study, presented at Première Vision by the Institute Français de la Mode, inquired consumers in France, Italy, Germany and the U.S.: "What, in your opinion, makes a fashion product sustainable?". Amongst several factors and variables, one answer stood out: approximately 80% of consumers confessed not being sufficiently informed about sustainable fashion. Mainly because that information doesn't really exist.T

MISSION **ACCOMPLISHED**

Paulo Vaz ATP General Director and T's Editor



The ITMF 2019 Convention, which took place in Porto from October 20th to the 22nd, gathered more than 370 congressmen and congresswomen from more than 30 countries, setting an attendance record for the Convention – just the Portuguese delegation alone counted more than six dozen people - that is already considered, by many, as the best edition so far.

For its programme and contents. For the quality of the speakers. For the brilliance of the "key speaker", Paulo Portas, who painted an uncertain and volatile picture of our world and its immediate future, drawing us into reflection. For the pristine organization, attentive to details, concerned about providing the best possible image of an industry and a country that, nowadays, wish to be differentiated through quality and value, in all its manifestations.

Portugal does not have the biggest textile industry in the world. Far from it. We barely constitute 1% of the overall total, whereas China and India make up more than 65%. Amongst the ITMF congressmen were entrepreneurs that have 80 thousand employees and one of them, in particular, owned a company that has a consolidated business volume three times that of the entire Portuguese rank put together.

Unable to compete in the scale game, we are left with the quality, trend and innovation championship, where price is less important than value. In this championship we are rising. We are considered the last textile stronghold in Europe, which acts as a "cluster" that manages and applies technological innovation and creativity, that guarantees production as a qualified art, and that aligns itself more and more with sustainability and circular economy, effectively showing this reality instead of invoking it for communication's sake alone.

We do not compete to be the biggest, we compete to be the best; and the world acknowledges us for it.

In the last seven years, ATP has done the extraordinary effort of bringing to Portugal the world's three biggest congresses of the sector, through a programme destined to give the "Made in Portugal" more visibility and entitled "Fashion From

Portugal": in 2012 it brought IAF (International Apparel Federation), in 2017 it was Euratex's annual conference, and now in 2019 with the ITMF (International Textile Manufacturers Federation).

Not everybody will be able to grasp the outreach of this strategic initiative and of the investments made towards it, although those who underestimate or even disregard it may already be reaping its fruits. And very much so.

Unbeknown to us is what the future may bring, though the next few years will almost certainly be harder and a new purge in the sector will occur, especially for those who keep insisting on old solutions to new problems.

All that is left to know is if all the efforts carried out to promote ourselves were sufficient, both in our country and abroad, to ensure that a positive future continues to roll out for the companies and the sector in general.

From our end, we have accomplished our mission. Now, the rest must also accomplish theirs. T





Ana Roncha

Head of the Masters in Strategic Fashion Marketing at the London College of Fashion

FASHION AND THE FOURTH INDUSTRIAL REVOLUTION

One of the greatest change drivers in the fashion industry is the growing technological innovation. The rippling effects of the 4th Industrial Revolution are undeniable. Through the automation of systems and technologies, we were able to create intelligent networks that control the entire value chain.

The growing pace of technological innovations and the implementation of disruptive tools have been changing the dynamic of the fashion industry.

However, one needs to face technology from a holistic standpoint, encompassing artificial intelligence, robotics, machine learning, NFC, RFID, AR, VR, projection mapping, 3D printing, etc, and realize the changes these technologies bring.

Technology unveils several possibilities to customize the shopping experience, improves the interaction with shopping assistants and accelerates the ability to offer a more personalized communication and service. Integrating social networks, stock management, product development, trend management and/or consumer relations management are consequences, but are also opportunities to adopt a digital-first culture, and above all, mobile first. By merging online and offline, one must have the notion that consumers do not interact with channels, but with brands instead.

Therefore, the brands' digital strategy should be holistic, and embrace the organization as a whole, placing the consumer front and centre.

Technology should be used, firstly, to serve and guide the consumer's options and help predict behaviours. To have a correct understanding of the "consumer journey" and of the several touch points helps to manage and comprehend the brand's relevance in each of those points, and to create ways of interacting that facilitate the integration of multiple channels within an omnichannel structure.

The biggest opportunities, right now, lie in making the payment process as convenient as possible, using facial recognition, biometrics or self-service checkouts. Or technologies like block chain that streamline the flow of information and transparency among the several activities of the value chain, with a direct connection to the aforementioned sustainability issues, and the use of voice assistants and chatbots for a greater offer personalization. The prediction is that by 2020 roughly 85% of interactions with brands shall be conducted without any human interference.

In this context, business models that make good use of technological developments focus on agility and innovation, on technology as an added value. They integrate physical with digital and create ecosystems that lead to the blossoming of new abilities and functions.

This global market in constant change demands a culture of constant updating, and the perception that a new mind-set is upon us - in consumers and in the way we conduct business, regardless of the segment or market category. In this reality, stronger brands are the ones able to provide benefits that go beyond functional attributes, reaching into the emotional side and creating a relationship with the consumer, by merging digital abilities with the still unparalleled human empathy. T

Daniel Agis

Consultant in brand marketing and distribution strategies

FAST FASHION AS THE ENEMY? NO!

Politicians that declare fast fashion as the enemy usually approach the topic with a high degree of unfamiliarity on the evolution of the sector, and a hint of populism since it's politically correct to think this way. Fast fashion is a way of structuring, producing and selling fashion articles within a price range accessible to the masses.

Mass production is concentrated on a few big international chains, being the Europeans the most innovative and economically relevant. The way these chains have democratized the access to fashion with a normalized quality was positive for the consumer, and it widened the horizons of the entire sector.

The textile industry was the basis of the industrial revolution that unfolded in the United Kingdom, as early as the $19^{\rm th}$ century, and in many other countries and geographies. Later on, with globalization and the markets opening in the 90s, the textile industry was the base of the industrial revolution in China, as today is for the Bangladesh, for example, and it shall be in Africa in the future, according to the signs coming from Ethiopia.

Since the year 2000, massive industrial relocation has become inevitable, even though part of the industry still resists in Europe and quite well, responding to needs that are more specific and technical.

Fortunately, network communication has turned the world more transparent (despite also generating fakes) and, in turn, the big business groups had to become more transparent and rigorous in their approach to offshoring, since bad environmental and social practises are a threat to the brands' reputation.

For example, the possibility that children are found working at a factory that manufactures for Zara in Asia would be in every media outlet around the world: mistakes today are severely punished, ergo the control of subcontracting has become much tighter, as well as for environmental concerns, seeking refuge in the certification of international entities (such as IndustriAll or Greenpeace).

The wages paid by a partner manufacturer of a group like H&M, or other similar European company, in Bangladesh are low when compared to the European standard, but it usually sits well above the average practised in many other sectors of that country. Something similar to what happened, in due proportion, in Europe (Portugal, Eastern Europe) or in Turkey.

Zeroing in on the Third World, the reality is that textiles are the bread and butter of millions of people, and there is no better way of sharing our wealth than transferring economical activity and employment, since the European industry had to reconvert and reinvent itself in order to overcome the obstacles created at the time markets opened up. Europe has changed too, and there is no turning back.

Paradoxically, the fast fashion sector was the one that grabbed the most attention (by the consumer), and so it had to adapt in order to protect its own reputation. It's the Third World industries, which do not work for reputed brands or fast fashion groups, and who normally distribute their products exclusively at a local/regional scale, who act free of restraints (rules imposed by their own states), and who resort to social and ecological patterns that we do not accept in the West. T



MY RESTAURANTS

by: Manuel Serrão

Chuva Restaurant

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RAIN OR SHINE



In times of drought, the Portuguese usually talk of holy rain, when it falls after a desperate wait. Another type of rain, nothing short of blessed either, is the one that gives the name to an unsuspecting restaurant in Barcelos that I just got to know. I should confess that it took me more that I'm proud to go to this place.

I should thank my dear friend and client Nuno Pinto, alma mater of P&R Têxteis, for that indelible day when he took me there, alongside co-conspirator Jorge Fiel, due to the cover of our Tnewspaper.

The restaurant Chuva (rain, in Portuguese) wasn't a discovery because it was never hidden. It's just that I've been withdrawn and adrift, and now I think I will only be able to forgive myself by going back every chance I get.

The restaurant Chuva does not aim to be pretentious, but it has everything needed. As far as I understood, it advertises itself as a barbecue restaurant, though that low standard is just to surprise the customers. Chuva is so much more than a barbecue restaurant, but doesn't want to be judged for more than that. At the entrance, the shellfish aquarium, the fish stand and the matured meat window show us what we can do with the time we'll be spending there.

Our host really wanted to give us the impression that Barcelos could be further from the ocean... from the perfection with which they cook their sea dishes. When I thought I was going to eat rooster, I had the luck of tasting a lobster rice that might just be the envy of the best ones I have tried in the past, in restaurants with a view to the Ocean.

Before it, the Bulhão Pato clams had been a warning of the good things to come, and if I were to reveal to you that everything was accompanied by a Loureiro Green wine and with an Alvarinho, both from our guest's Quinta do Monte... You may already guess which place I recommend for the next time you have to take shelter from the hunger, in Chuva. **T**







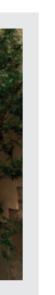


LOVE ME, LOVE ME NOT

Alexandrine Cadilhe, 50 years old. Her art is turning ideas into brands, which she does in the Logo System Design atelier. Born and raised in France, from a Portuguese father, she saw that "Portugal has an enormous potential" and decided to stick around. Helping is her speciality. She likes to help companies take the right steps when creating a brand, the way she would have liked to have had someone helping her in certain situations

Likes

Persistence Honesty To make other people happy To help



Simple people
To live life to the fullest **People** grateful for what they have Boldness Polite people Rings Necklaces Umbrellas **Jazz** Neckerchief **Perfume** Shower (warm during winter and cold during summer) Sleeping with an open window French and English comedies **Brad Pitt** Jennifer Lawrence Sophie Marceau

Mornings Purple iPhone iPad Warm summer nights Sov

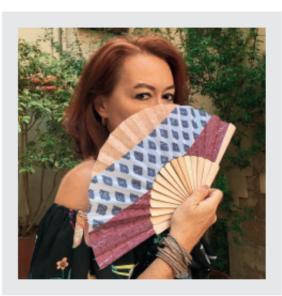
Musicals **Books**

Crime stories

yoghurts **Gin and tonic** Christmas Pilates **Yoga** Riding a bicycle

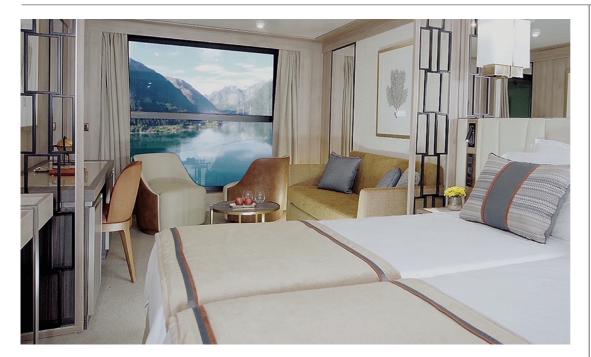
Dislikes





moda do Porto The smell of smoke **Cutting nails in public** Cellphone ringtones **Driving** while on the **phone** Piercings Francesinha Moustaches **Smell** of sweat Baths Flies Mosquitoes **Reality-shows** Amália (sorry!!!) **Cowboys** The night Waking **up late** Cowards Headphones Heights **Sweaty** body Cold feet **Northern wind** Camping Lampreys Spice **Persimmons** Non-alcoholic beer **Driving at**

night Running Those who keep complaining Dirty nails Knitting



LAMEIRINHO: COMFORT ON THE ICY SEAS

The World Explorer is a cruise ship prepared for the cold waters of the Arctic and Antartica, which chose Lameirinho's bed, bath and dining textiles. Suited for navigation in icy waters up to a metre in thickness, the goal is to ensure the passengers' comfort during the trip. Everyone will, therefore, rest in shiny and luminous 100% cotton satin sheets made by Lameirinho, as well as in the bath robes and towels. Everything made exclusively in Portugal, as is the World Explorer, the first ocean cruise completely made in Portuguese land. **T**

SIDÓNIOS INVESTS 8 MILLION ON VERTICAL INTEGRATION

Sidónios has put in motion an ambitious investment plan, worth 8 million euro, which will triple its production area while making the group vertical, with the additions of dyeing and finishing units.

"Working everything internally will enable us to serve the customer better and faster since we will directly oversee the entire manufacturing process", explains Sidónio Silva, 57, founder and leader of the group that owns two companies – Sidónios Malhas and Sidónios Seamless.

The eight-million-dollar investment essentially comes from the company's own capital, and it also entails reorganizing the warehouse area and increasing the productive capacity – their circular looms section will grow up to 118 looms from the current 70.

"We have all types of different machines in our cir-

cular looms section, some are even unique. I can't tell a client that it is impossible to make a given garment", states Sidónio Teixeira da Silva, who founded the company alongside his father, Sidónio Ferreira da Silva, a former technical manager of Tor that passed away prematurely, and never got to see the inauguration of the industrial facility of Sidónios Malhas, located in Barcelos.

Specialized in seamless knits for sports, Sidónios Seamless is the younger and high-tech sister of this family business, and is predicted to close this year's cycle with a turnover of eight million euro.

"2019 has been an atypical year, with very confusing periods. However, I think that, in the end, it will be better than 2018", confides Sidónio Silva, who is expecting to make 12 million euro in sales with Sidónio Malhas alone. **T**

CRAFIL DEPELOPS WATERLESS DYEING PROCESS

Crafil is moving up on the industrial ladder with a new thread dyeing process, entitled Waterless, which is being developed since the beginning of last year and doesn't require water use.

"We're moving from the lab into production. We already produced a prototype, and ran all the tests", states Vítor Alves, 45, leader and founder of this company from Famalicão that specializes in sewing threads.

The Waterless dyeing process is just another example of Crafil's

strategy to avoid low-end products, betting on high added value and sustainable articles, such as the 100% recycled polyester sewing collection, made from PET plastic bottles.

"This is a premium product tailored for an exclusive market. We make threads that, when we started the company 15 years ago, were inconceivable. Right now, clients come to us for our innovation rather than our price", declares Crafil's CEO, a company dedicated to denim sewing threads, which exports about 65% of its production.

Morocco, Pakistan, Turkey and Tunisia are the main export markets, the latter being the country where Crafil has, since 2006, a company with a fully loaded warehouse and a permanent stock.

"The stock service in Tunisia is fundamental to meet the needs of our clients from Britain, France and the USA, that manufacture there. Some of the best brands in the world use Crafil threads", explain Vitor Alves, supplier of brands such as Tommy Hilfiger, Calvin Klein, Pepe Jeans and Salsa.

LANTAL INVESTS 1,7 MILLION AND NEARLY DOUBLES CAPACITY

The conclusion of a 1.7-million-euro investment enabled Lantal to almost double the production of textiles for the interiors of trains, planes, boats and buses. With a production almost entirely made for exporting, Lantal estimates the new investments will allow the company to reach a turnover of 18 million by 2021, when the productive capacities will be fully operative.



million euro is the business volume that Salsa (Sonae group) is expecting to reach by the end of this year

PACANELLI: THE PORTUGUESE FORMULA IS VERY COMPETITIVE"

The Portuguese textile industry is very well positioned and has a very competitive formula that enables good growth perspectives. The compliment comes from the president of Euratex, the most important textile confederation in Europe, during an interview for the newspaper Expresso, in the context of his intervention at the ITMF Convention, which gathered in Porto more than 350 entrepreneurs from all over the world.

"Obsessive individualism is the main flaw of our entrepreneurs"

Rui Teixeira

CEO of the Gulbena group

UNIFARDAS NEW PACKAGING SAVES 750 KG OF PLASTIC PER YEAR

Each day more directed towards environmentally responsible policies, Unifardas has decided to start double packaging the uniforms it manufactures, which will save 75 thousand bags, or in other words, 750 kilograms of plastic every year. Since early July, the company founded by Domingos Araújo has abandoned individual bags and started packaging the two-piece uniforms into a single package.

ITALIANS SEDUCED BY B'LOVELY'S BRITISH STYLE



One can't be sure if it's the smocks, the embroideries or delicate knits, but the children's clothing brand B'Lovely is an outright success in Italy. "The Italians love this collection. We've had a customer from Napoli that didn't even want to know the prices. They purchased smocks like there was no tomorrow...simply went wild", relays Cristina Ribeiro, the owner. Made with exporting in mind, B'Lovely has a single client in Portugal, Lisbon's El Corte Inglès, which represents 30% of its annual turnover.