



Integrating Companies in a Sustainable Apprenticeship System

Project 2017-1-DE02-KA202-004174

Intellectual Output 3

Train-the-Trainer Manual Footwear Design

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Version: Final



This project has been funded with support from the European Commission.

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1. Introduction

1.1. Aims of the ICSAS Project

The aims of the Erasmus+ project «Integrating Companies in a Sustainable Apprenticeship System» are to

- induce the existing Vocational Education and Training (VET) systems to train skilled workers for footwear manufacturing in Romania and Portugal to develop towards work-based learning (WBL) and improve the sector-specific tutor training in Spain and Germany
- develop a sector qualification framework and the referencing of national qualifications of Germany, Portugal, Romania, and Spain.

1.2. Eleven Manuals to Guide In-Company Tutors

Within this project, the project consortium has committed to editing eleven manuals which are intended to prepare in-company tutors and provide support for the work-based learning phases of the apprenticeship.

The work-place specific know-how (for example in the cutting department) will be imparted by skilled workers from this department. They will take on the role of in-house workplace instructors/trainers.

- demonstrating the operations which the apprentices are supposed to learn to perform
- guiding and supervising the apprentices during their first approaches as their skills are becoming more and more advanced
- leading them towards an independent performance of the task

Furthermore, each company enrolled in work-based learning will appoint a Head of Training who is responsible for

- planning of the order of the overall training of each apprentice (how long each apprentice will be trained at each learning station and in which order)
- assessing and documenting the learning progress of each student at each learning station

The chapters of this document are not meant to replace a textbook. They are meant to provide support to the trainers to plan the work-based learning activities with the trainees. The workplace trainers are invited to gather more information from other sources.

1.3. Take Your Apprentices on a Guided Tour

Before you start the hands-on training in a specific department, please make sure that the apprentice has been given a tour of the entire company including all departments.

For example, you could start with presenting the types of products your company manufactures and their intended use, the different customer segments, the distribution channels etc. Allow the apprentices insight into the product creation and manufacturing

processes, i.e. product design, pattern making, purchasing department, production planning, and all production departments to warehouse and logistics.

Present some shoe models your company produces (as in Fig 1). Your trainees will better understand the complexity of the product “shoe.



Fig. 1: Views of shoe parts like on this photo can be very helpful for the trainee to understand the complexity of a shoe

2. Introduction to Design

From a very early age man has the need to create objects that help him in his daily life and his subsistence, this need to create is part of the evolution of the human being over the years. However, the word design emerged only in the nineteenth century, during the great industrial revolution and with it schools emerged that emphasize and support this new aspect of analysing what surrounds us, such as the *Deutscher Werkbund*, the *School of Ulm* and *Bauhaus* (the first design school), that show the change and the vanguard. Its influence in the modern and industrial era that made itself felt was such that its ideals still endure in these days.

The design is to idealize, to create, to develop, to conceive a product / object, based on the industry and on the standardized production. One of its objectives is the union of aesthetics (visual) with functionality (use). "The form follows the function" (Louis Sullivan¹), improving the functional and formal aspects making them ergonomic and visually attractive, serving its consumer, always supported in comfort, safety and satisfaction.

In the creation of a product, the Designers attend to aesthetic values that can be allied to the functionality, allowing a better positioning in the market. This arises to give value to products obtained in an industrial way, creating objects that stand out and that are the desire of all.

Nowadays, articles or manufactured products (handmade) are also contemplated as pieces of design, since both are idealized by Man and they obey to a design methodology, in its base of creation and conception. The ideal would be for artists and designers to work together, or become the same person, to raise product quality and reach a wider consumer audience, with a view to improving everyone's lives without forgetting cultures, beliefs and ideologies. In a globalized and commercial world the focus is always the customer / consumer.

Creativity is one of the tools that the designer applies to design, create and innovate. It is an innate ability for the human being and that will allow, along with curiosity, the designer to look for solutions to the identified problems.

The creative process begins with a briefing, where the information is detailed and objective, so that a research / study of the market, target audience, materials and technologies can be carried out. At this stage the designer collects as much information as possible and compiles it into *moodboards* (informative panels), which will aid his creativity and inspire the designer in a torrent of concepts - brainstorming - in order to get viable ideas that can be studied and prototyped. The goal is to reach out to the public by taking advantage of their needs or by creating new ones.

¹He was the first modernist architect (American).



3. Market/Target groups

3.1. Market studies

When starting a product development project, you must know what the target market is, who you are targeting and who your potential customers are. A well-crafted survey provides information that will be useful in the near future.

When designing a survey on the target market, it is necessary to know if the company / customer intends to act in a completely new market or only to gather more information about the one where it is already in order to introduce new products, or to introduce in adjacent markets the products already developed.

In the first case, it must be taken into account if the characteristics of the product to be introduced in this new market fit the same, i.e. if the potential customers for that product, have a need for it.

In the second case, it is possible to introduce new product concepts into the market, or to extend it to another age group and / or to another type of socio-economic class, by applying characteristics that differentiate it. For example, if I produce shoes that are in the range of 38 to 46, I can expand my market if I start producing the same product, over a range that goes from 46 to 52, so I will cover a bigger market and a vaster audience.

By rigorously defining the concept of target market, it will allow us to know the market segment in which we are inserted or what possible segments we can operate in, in order to approach and / or develop products / services for potential customers.

The concept of target market is based on a group of people (target audience), to whom the activity of a company or business is focused, as well as the recipients of its campaigns.

Market research is the process by which a company analyses trends, competition, existing products and the needs of the consumers, thereby enabling the assessment of the viability of an economic activity, in order to assist and minimize the risk of failure and increase their competitive capacity.

This concept is divided into two:

- First, it is economic, that is, it goes through the direction of a business / business to know when and how to accomplish it and determine the goals to be attained, in order to obtain advantages with a product or service.
- Second, it is the viability of a product, so as to obtain concrete information, only in this way will it be possible to know if this product will have a market where it is inserted and still if the idea of the product / service will be feasible and profitable.

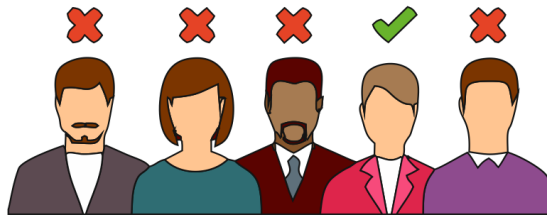
And finally, it also allows us to answer questions that arise in the initial phase regarding the project and the strategies of its execution. Such as: Will it work? What price can I charge for the product or service? How can I captivate and broaden the audience?

Summarizing, the market study consists of an investigation aimed at anticipating the response of potential customers, as well as the direct and indirect competition, against a particular

product / service. It is, at this stage that Marketing exerts its influence and supports the entities in their path so that the decision made is the best and the most satisfactory possible.

3.2. To define target-group

The target audience consists of a group of consumers or organizations that share a similar profile and therefore should be the focus of the company and its marketing and sales actions, since they are more willing to acquire the products or services that it offers.



In order to determine this profile, a series of researches involving several factors are carried out to restrict the common characteristics of this fraction of the society that will be the focus of the business. Defining an audience is one of the planning steps for any project.

By defining the target audience, the company will have an accurate profile of its potential customers and their characteristics, such as location, age, gender, etc., as more personal information: their tastes, their hobbies and their aspirations and ideologies.

The identification of the market segment, based on the public study, which offers more opportunities for its entrepreneurship, besides guiding the positioning and the company activity, allows elaboration of marketing strategies.

The target audience is not just the end consumer, but everyone who is confronted by the brand and who somehow has an active stake in the purchase decision. There are several situations where the audience are two people, parents and children. When we address a child as the target of our product, we must not forget the personal taste of parents and how it will influence the decision making.

Following the clues of the target market and the information on the target audience, the company has a clear path to choose the right customer or the public of excellence. After all, to get to know your consumers, it is essential to study them at an early stage.

After the product is placed on the market, the company analyses the customer's satisfaction based on the sales volume of the same, determining if the whole process of research, design and product creation was well elaborated.

3.3. Collections / Product analysis

A company, when designing a particular product should analyse it in different perspectives, such as, needs, its impact, its usefulness, interior / exterior visual aspect, durability, colours, materials, among others. This analysis should be carried out on products under development as well as on existing products.



Let's look at this example in the footwear industry: developing a shoe with fur on the inside and a thick material on the outside for a hot country will not be a good bet, as it will not be suitable for local temperatures and will not be as convenient. In this case, the reverse may be chosen.

The choice of colours should also be present in the analysis of the customer and the market, because when the product is directed to a warm country, cooler colours such as white, light green, sky blue, shades that do not absorb the heat. With regard to the sole, which for a hot country should be thinner and for a cooler country thicker and in different materials is better. These characteristics and many others must be analysed during the process of developing the project, or the ready products or yet to be executed.

This analysis is very important because the product has to be in accordance with the market in which it will be available and the consumers it intends to achieve. In addition to satisfying the conditions listed above, we must analyse the image of the collection or product and consumer opinion / satisfaction. A collection that has an appealing image conquers the customer easily. Satisfied consumers create trust and loyalty to the product or brand.

By analyzing the strengths and weaknesses of an existing product, it allows to collect very real information of the points to improve and the ones to value.

3.4. Competition analysis

It should be a concern of the company to know how your direct competition is positioned, the one that offers an identical product / service (price, points of sale) and because of that, reaches the same niche market and target audience. And the indirect competition that does

not present the same type of product / service, but reach the same target audience profile as it offers a replacement product.

When designing and idealizing new products, we must analyse it, as it will determine what threats are present and the opportunities to exploit against competitors. In order to define strategies that allow entities to create collections / product ranges to provide the public an alternative.

In order to evaluate competitors, it is of paramount importance to investigate their market share and all the segments in which they are present, in order to determine the most viable path to follow.

A quick and effective method is to acquire the competitive products and test them, so we will find out exactly the strengths and weaknesses of them, another form of study is to conduct qualitative surveys with consumers.

4. Briefing

The briefing is a document designed to guide a specific project, contains clear and succinct information to define the best strategies, at the right time, in order to reach the stipulated objectives.

It works as a job description and should be available to everyone involved in the process.

This needs to contain necessary information to make it useful, such as:

- The profile of the consumer (age of the target public, gender, geographical location, occupation, lifestyle and socioeconomic capacity);
- The objectives of both the company and the customer (deadlines, costs, to whom is intended, the product lifespan and its recycling, not forgetting the season for which it is intended);
- Another essential item in its construction is the inspiration panel and its concept, which act as the basis for the project;
- Some restrictions and problems to solve in its use, aesthetics or ergonomics;
- It may also contain information on materials and new manufacturing techniques (technologies).



Having a well-structured briefing is the right way to ensure the success of any planning, since it will allow us to better position the brand and / or company in the market, both at the time of launching a product and at all stages of its development, creation and marketing.

There are a few items that are essential for structuring such as the history of the company, the problems that the marketing will face, and the geographic areas of interest and their limitations to the market or the public, as well as deadlines and costs.

To be even more complete, items such as macro analysis, economic synthesis, product culture, *benchmarking* and SWOT analysis can be added.

4.1. How to elaborate a briefing, step by step

Although it is an individualized and unique process from company to company, taking into account its functionality and application, there are some steps that should always be included in this planning process. Depending on the objectives of each organization and the sector of activity to which the briefing is addressed.

- **Step 1** - Information about the organization (history, positioning, success stories, internal and external policies);
- **Step 2** - Information about the Product (characteristics, distribution, differentiating motives, costs and profitability);

- **Step 3** - Analysis of the target audience (age, gender, economic and social class, profession and hobbies and consumption habits);
- **Step 4** - Data on the current market or the one that intends to enter;
- **Step 5** - Information on direct and indirect competition (price policy, main marketing and communication strategies, and market share);
- **Step 6** - Definition of objectives (long and short term);
- **Step 7** - Definition of budgets, deadlines and prices to be practiced.

They should also take into account the environmental footprint of the product and how to proceed at the end of its life.

5. Project Methodology

The design methodology consists of a set of actions that guide the creative process of a project and is based on two different levels: creative attitude and logical / rational attitude.

The methodology of the design process consists of a series of phases, in sequence that lead the work of the designer / creative, in order to satisfy the needs of the client / target audience:

1. **Emphasize the problem:** Analysis and clear definition of the needs and functions of the project to idealize. Define what it is for (function), for whom it is intended (public) and where it goes (market);
2. **Search of materials and manufacturing processes:** Checking the existence of elements that can be harnessed, as well as the techniques available;
3. **Formal research:** Search for new solutions, based on the creative process and the collection of information, respecting the form and its use, always focusing on what already exists, with the intention of improving and innovating, and above all make the product more intuitive on the eyes of the consumer;
4. **Creative process:** The stage in which the designer creates and draws on everything that has been studied previously, in order to obtain a product coherent with the initial objective and its used by the intended consumer public;
5. **Project:** Development of studies and analysis of the proposed form, applying representation systems for a good reading of the product, designing and / or redesigning it. At this stage it is essential to carry out a model and / or prototype to evaluate the shape, materials and their use. These tests and simulations allow the creator to have the opportunity to improve aspects that on paper were not visible;
6. **Checking its effectiveness:** This should be as realistic as possible, so that reliable tests can be carried out, such as handling, comfort, materials and textures. In the verification phase it is still possible to correct formal and manufacturing aspects with a view to the final product;
7. **Solution:** In this phase is obtained the resolution of the initial problem and, as such the manufacture of the final product, based on everything that has been developed and studied so far.



5.1. Structure of the Project Metodology

- Definition of the problem;
- Definition of limits;
- Creativity (materials, technologies, experimentation, product development - sketches);
- Model's prototyping;
- Verification and projection of the product (pre-series, distribution, use and product's end of life).

Due to the diversity of the human being, a designer when designing an idea can have three types of situations:

- The product is aimed at a specific group of people (market niche);
- The product is intended for a wider group of people (Global market);
- And, the products are directed to a single person (exclusive product).

There are several variables in a product's creation stage, as such the design methodology intends to assist on this creative process in a fast and concise way by solving the initial problem. The method of projecting in a logical order, which is dictated by experience, aims to achieve the best result possible with the minimum effort.

Areas such as ergonomics, anthropometry (metric bases of the human being that enable the creation of products and adequate spaces), psychology, Marketing and the various areas of research and promotion of new techniques and raw materials that innovate throughout the times, help the designer / creative in their constant search to solve human-day-to-day problems.

5.2. Technical development – the classical man shoe

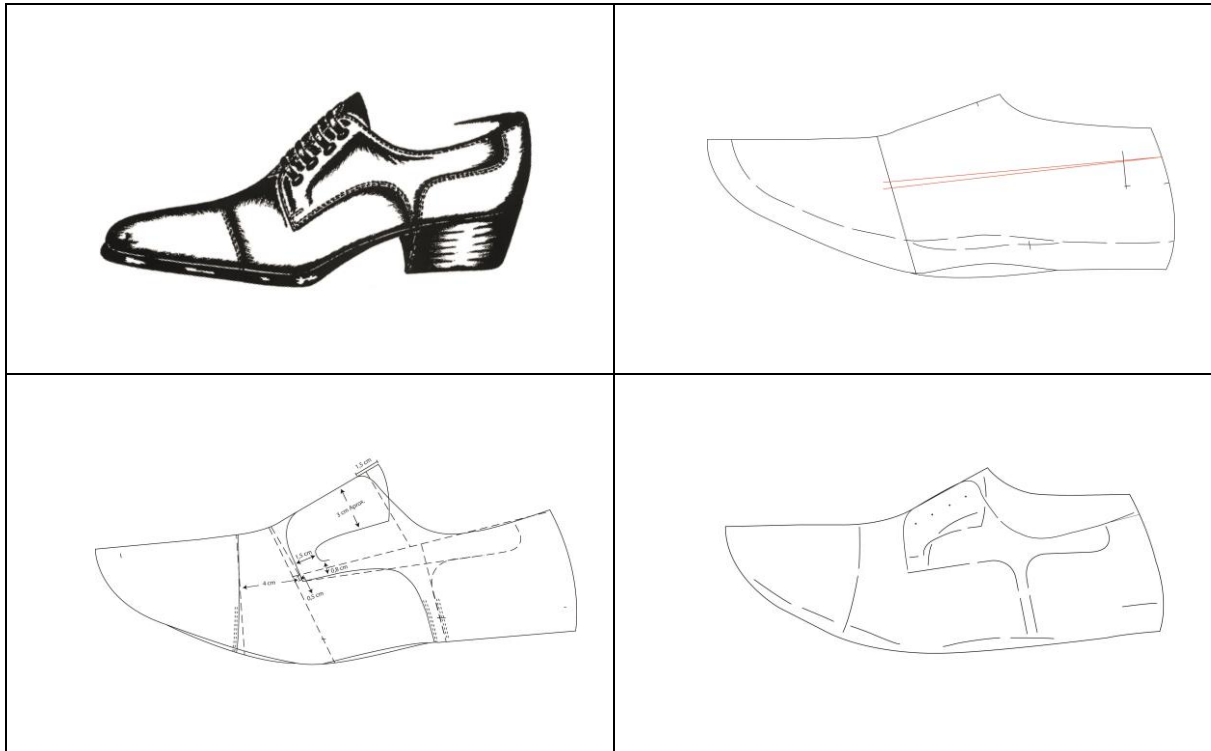


Fig. 2: Phases of a Shoe Modelling Process.

Figure 2 shows some of the technical phases of the development of a footwear model, applied in the prototyping phase and later, with due corrections, if applicable, in the production phase. This process can be done either manually or digitally with the use of 2D / 3D virtual modelling software adapted to the sector. This is developed based on a shape that stylizes the dimensions of the foot in order to obtain the plans presented above. In these plans will be designed the models, in this case a Derby, from where the molds of the pieces are extracted, shown in figure 3, that follows.

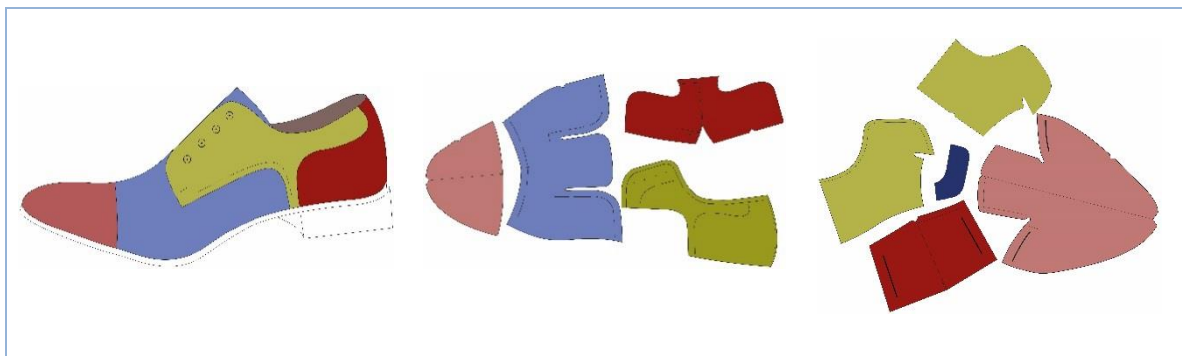


Fig. 3: Parts of the Model - double option.

6. Trends Forecast

Over time, companies that study consumers' behaviours, habits and preferences have multiplied, making it possible to create databases with useful information on very different audiences.

In this sequence, a new professional, the "Coolhunter" - who studies anthropologically, and with his curiosity and sensitivity to foresee events and to analyse the ones that are taking place in the present time, will be able to predict trends. The coolhunting - trend's hunter - is increasingly in vogue in the big / brands, as it observes people and their behaviours directed to their consumption habits. This area of study allows to identify the temporal impact and nature of trends in the social environment, where they appear and where will be the main focus of the creators.

Coolhunters should avoid prejudice and be impartial in their observations, have an open mind and assimilate what is going on around them without being from their point of view, but from the masses, be systematic and methodical in their approaches and observations.

It is difficult to interpret the value of applying trends because of their high degree of instability. However, it is clear that these represent enormous benefits for brands in the sense that they help to understand consumers - what they do, their behaviours and attitudes, influence the market and the whole society and are the economic basis of any business. Most misinterpretations result from consumers' misunderstandings, as they are related to a lack of focus on meeting their needs, which are constantly changing.

The study of trends is also essential to understand the consequent changes, through the identification of consumption patterns, ethical and cultural, that reflect how influential to the social and economic environment of a society the trends are, since they may be central at the level of the profitability and strategy of companies, as well as the industries themselves.

6.1. Advantages of trends studies

Trend studies detect a certain pattern of consumption that may not be noticeable in a brief observation of the audience in individual and group context.

Companies quickly understand and absorb this pattern, decoding and translating it into an advertising appeal, a new positioning, a new benefit and consequently a new product.

The consumer will feel its impact and quickly identify with it, creating a movement that enhances and even popularizes the trend that will be assumed in their behaviour and in those around them.

If the company applies strategies that promote and identify trends, it will reap benefits, which will ultimately drive brand / product strategies and determine tactical campaigns to address the public. Companies use the trends to seduce their consumers, who in turn take them on as their own and spread them to their social groups, so both parties benefit.

"Zeitgeist" and its purpose in the study of trends:

(**Zeit** – 'time' and **Geist** - 'spirit' - spirit of time)

It represents the intellectual, social, ethical and spiritual characteristics at a given moment and space, attributed to a particular audience, that is, it is the portrait of the socio-cultural direction of a specific era.

Individuals' values and beliefs are decisive in any product's choice and these are the basis for the study of trends as they generate changes in people's behaviour and attitudes. Thus, it should be the first step to be understood, so that it is possible to remove all the informative components necessary for its understanding.

Fashion and trend are the realization of Zeitgeist (the spirit of time) in its maximum exponent, therefore, it would be impossible to study trends without reference to the 'spirit in time' of a reality, everything is cyclical and ends up being reborn in another way over the years. Vintage is a solid explanation for this phenomenon.

6.2. Macro and Micro trends

Macro-trends, can be interpreted as great movements that influence society, culture and consumption, for a long period of time, these manifestations are later reflected not only in the fashion as in other artistic movements: musical, literary, architecture. They are phenomena within societies that delimit transformations, such as technology, sustainability, shared culture, economic conditions, world events, themes strongly emphasized by major behavioural research agencies such as WGSN and UseFashion.

With regard to micro-trends, they are elements extracted from the macro trends, which can be applied in the fashion world or any other area, but in a more specific and punctual way, being of short duration, and do not generate great social impact.

In short, the macro trends lead to changes in behaviour that have a great impact on society, whereas the micro-trends only exert their social influence in the day-to-day.



Fig. 4: Moodboard - Study of a macro-trend "Kinships" (SS18).

6.3. Where to find trends?

Without ever forgetting that it is the focus on observation that generates trends and their manifestations, and that these should focus on people. It is also important to remember that celebrities, students, subcultures, individuals with economic power, designers, young artists, instagramers, bloggers, help to spread trends and in some cases to dictate them, because the enormous number of followers they present and the influence they exert generate behaviours.

They are observed and arise in large metropolitan / urban centres worldwide such as: New York, Paris, Milan, Amsterdam, London, Tokyo, Sao Paulo, and many others. Places where the creative industries (fashion, design, architecture, advertising, cinema, media) feel and enhance innovation in the development of products / services.

These can be analysed and observed in trade shows such as: Micam Shoevent, Lineapelle, Première vision Paris, OFFPrice LasVegas, Pitti Imagine, fashion weeks and magazines, airports, social networks, museums and galleries, travel and not forgetting in street's culture.

6.4. How to work out a collection?

Nowadays few designers have the possibility to create their own vision, without it being influenced by society. Designers constantly look for new ideas, which are essential for the realization of a new project / collection.

What is the purpose of the research?

- Inspire the designer;
- Stimulate the mind;
- Offer new paths;
- Different references and solutions;
- Creation of a concept / theme.

Research done for a collection allows learning about a subject, discovering unknown information and new technologies and skills, and the possibility of expanding horizons and knowledge.

A search should contain shapes and structures, details, colour palettes, textures, patterns, decorative motifs, and cultural, historical, and contemporary influences. All collections should have a name or theme and a concept, as these are the details that make it unique and personal. Several themes can be used as the abstract, the conceptual, the narrative, the historical and the photographic.

The search results are now more important than ever to be able to give real meaning to the collection that is targeted at a specific market and the target audience the company intends to address.



Fig. 5: Moodboard - Based on a colour study (S.S. - 18).

7. Redesign

The universe of objects is constantly renewed because new possibilities arise through new materials and techniques. There is a need to create new forms from existing ones, either for aesthetic reasons or for usefulness.

The forms change over time due to the evolution of society, changes in lifestyles, the emergence of new needs, the search for new aesthetic forms, the appearance of new artistic movements and the new aesthetic and fashion tendencies.

The new technologies allow redesigning old objects and projecting them in a more attractive way at the present time. Some objects that are already obsolete can be redesigned and adapted to the present, adding value to them, being able to be repositioned in the market, regaining previously lost space and even prosper. Taking advantage of the latest raw materials and using state-of-the-art technologies.

Draw or redesign, ideas passed in the present, to develop new products. This type of analogy is very much applied in fashion, where pieces of ancient times return to the limelight and are reborn with innovative materials and delight all those who want to acquire them. In a world increasingly connected and globalized, the parts are easily acquired which eases the transaction and the business thereof.

This concept can be analysed yet another way, there are products that last in time, as is the case of All Star Shoes that never lost their essence and are leaders in its segment, even with so many new products to appear with every minute that passes, and only reinvent themselves by changing colours and materials. In any case, the so-called Special Edition / Limited Edition also mirror the concept of redesign, since very often they revive old products (bestsellers of other times) or products that show these concepts.

Taking as a reference all the information that has been researched and looking for details in the product, in order to redesign it and transform it into a new one without losing its characteristic identity. Adding to this creative process the trends that point us in the right way, allows us to take a product / object and make a reconciliation between the past and the present and projects it in the near future. This is what trends allow, anticipate what will be fashionable, what will be the new and what everyone will want to wear / have.

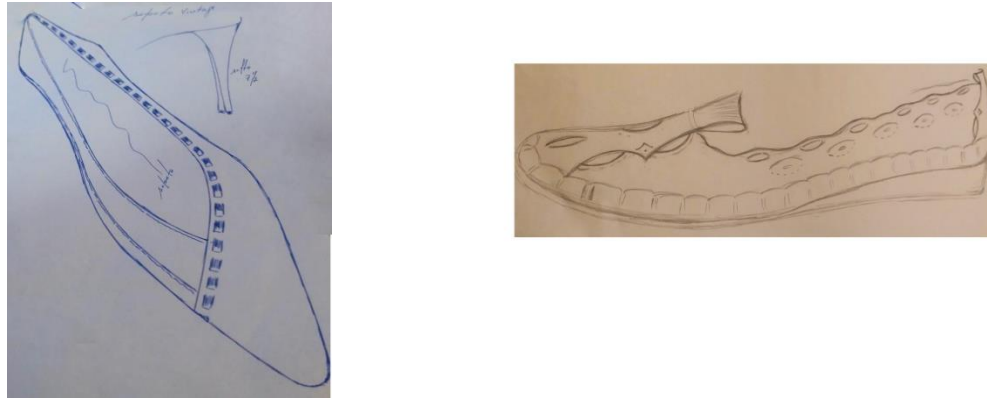


Fig. 6: Freehand drawings of two options for the same product.

In both of the options presented above (table 6), the redesign starts from the base of a typical sabrina (low-cut ladies model, with a flat sole), with the aim of introducing a "ribbon" (strip of leather strapped on the main piece), a simple innovation, a thorough touch-up that gives the model a new life, a new image and makes it more attractive.

In the Tables that follow, we can analyse the technique of the "ribbon", as previously mentioned, without forgetting, as a simple low-cut woman model is reborn, with a touch of joviality and femininity, either by the basic model, or by the detail that adorns it (flower). This pair of sabinas only changes its colours, its materials, but never its essence, the simple sabrina that gave rise to its creation, was reborn and gave way to a new product.

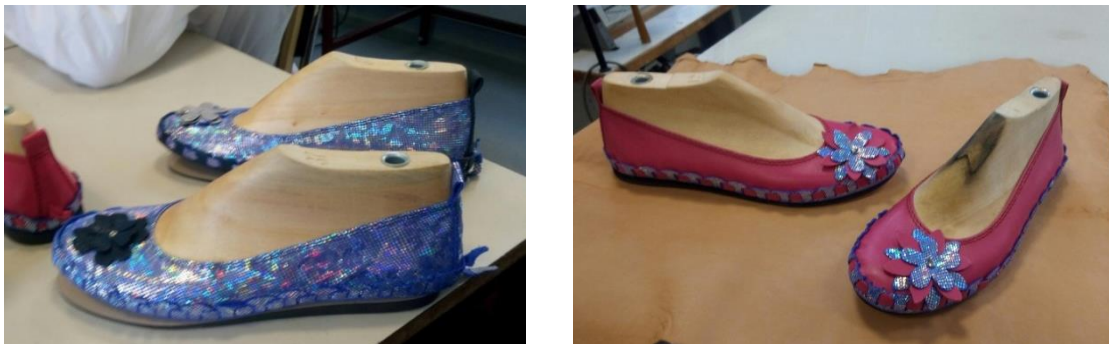


Fig. 7: Redesigned Sabrina Models - Prototyping.

"It's not enough for us to build products that work, that are understandable and usable, but we also need to build products that bring joy and excitement, pleasure and fun and, yes, beauty to people's lives."

Don Norman



8. Assessment/Feedback template

8.1. Introduction to feedback sheet

Unlike learning in formal environments as in classrooms or workshops, learning outcomes (LO) from work-based learning (WBL) in a learning station (LS) depend strongly on the actual equipment of the production line and the models and makes, which a shoe factory manufactures. If the shoe models produced do not require certain work tasks of a whole sphere (in stitching or assembly, for example), then it is simply not possible to acquire skills in this production line related to this method.

A systematic and transparent communication on concrete LOs acquired via WBL by a learner/apprentice between tutors, supporting the learner in the various departments, and the head of training, being responsible for the entire training programme, is of great importance in WBL.

With the intend to provide a concise and handy communication tool, we recommend using the matrices as shown below: They allow tracking the achievements of each trainee in each department in a quick and easy way. The matrices do not refer to any formal assessment; they simply state the degree of autonomy each trainee was able to reach within the given timeframe in each Sphere of Activity.

The matrices list the main work tasks (in bold) and the performance that can be acquired in each department. The work tasks refer to the acquired skills; to indicate that they include key competencies and knowledge the underlying elements for some of the work task are listed.

How to use the matrices: In order to give feedback on the learning progress of each trainee, please tick off the level of autonomy the learner has reached for each work task (choosing between needs assistance / needs instruction / needs supervision / completely independent).

If the work task in the matrix was not part of the training, you can leave it out or erase the work task; if additional work tasks were trained, please feel free to continue the list of work tasks according to your training goals.

In the end, the matrices will document what each learner has been able to acquire and which level of autonomy she/he has reached. And again, although this has already been said: Please bear in mind that you may have to adapt the matrices according to the processes and to the operations in your department.

Sphere of Activity: Design

Work task: Identification of target-group

Reading & understanding the required task;
 Knowledge about market studies, target groups;
 Co-operating with colleagues;
 Asking for support if needed.

Evaluation

Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Place, Date

Signature

Work task: Analysis of product in the development phase

Reading & understanding the required task;
 Providing & preparing the material [...];
 Knowledge about analysis of products, collections, materials;
 Co-operating with colleagues;
 Asking for support if needed.

Evaluation

Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Place, Date

Signature



Work task:		Competition analysis	
Reading & understanding the required task; Co-operating with colleagues; Asking for support if needed; Elaborate a briefing; Reading & understanding the required task; Co-operating with colleagues; Asking for support if needed.			
Evaluation			
Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Place, Date		Signature	
Work task:		Elaborate a briefing	
Reading & understanding the required task; Co-operating with colleagues; Asking for support if needed.			
Evaluation			
Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Place, Date		Signature	

Work task: Apply project methodology to a classical men's shoe			
Reading & understanding the required task; Understanding the structure of the project methodology; Understanding the process of the technical development; Co-operating with colleagues; Asking for support if needed.			
Evaluation			
Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Place, Date		Signature	
Work task: Elaborate trend studies			
Reading & understanding the required task; Co-operating with colleagues; Asking for support if needed.			
Evaluation			
Needs assistance	Needs instruction	Needs supervision	Completely independent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Place, Date		Signature	
Final evaluation (in this department)			
Design: Understand and participate in the tasks of this department			
Evaluation			
Needs further training		Can perform all work tasks (almost) independently	
<input type="checkbox"/>		<input type="checkbox"/>	
Place, Date		Signature	



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