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Agile Principles for Projects Within the Fashion industry

Master's Thesis in the Master's Programme International Project Management

Sara Shahir

Department of Architecture and Civil Engineering
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ABSTRACT

This thesis is a study about if traditional project management is suitable for all sorts of companies and their projects. The work examines (i) the current project life cycle that the company encounters; (ii) some examples of Modern Project Management (MPM) techniques and how they might change project workflows (iii) whether, if changes are adopted would this make any difference, and (iv) what the opportunities as well as the difficulties faced in their work would be. There is no doubt that there is strong competition within the fashion industry currently, and that companies need to compete hard to make their product(s) the optimum choice for the clients. A literature review was carried out to find how project management theories relate to the fashion industry, the project management approaches that are actually used in the industry, and newer (MPM-type) approaches that could, potentially be beneficial. In terms of empirical data, the project life cycle of Amethyst London was investigated and examined against the theoretical findings from the literature review. This comparison between theory and practice revealed that Amethyst London, without their knowledge are working according Traditional Project Management and it is working well for them at the moment. There will always be room for development and improvement, which the company are aiming for. Also, the size of the company is at the moment plays a great role in the research due to the limitations of employees and their resources. At the end of the study, under Chapter 7, Section 7.3, there will be a recommendation presented aimed for the company and their organisation structure.

Key words: Project Management (PM), Modern Project Management (MPM), Agile Project Management (APM), Traditional Project Management (TPM), The Waterfall Model.

Agila principer för projekt inom mode industrin

Examensarbete inom mastersprogrammet internationell projektledning

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SAMMANFATTNING

Denna uppsats är en studie om traditionell projektledning passar alla typer av företag och deras projekt. Undersökningen handlar om (i) den aktuella projektcykeln som företaget jobbar utefter; (ii) om, ändringar anpassar sig efter teorin skulle det göra någon skillnad, och (iii) vilka möjligheter samt de svårigheter företaget kommer möta under sitt arbete (inklusive hållbara försörjningskedjor). Det råder ingen tvekan om att det finns stark konkurrens inom modebranschen för tillfället, och att företagen måste konkurrera hårt för att göra sin produkt det optimala valet för kunderna. En litteraturstudie genomfördes för att ta reda på hur projektledning inom teorin kan relateras till modebranschen, hur projektledningsmetoder som faktiskt används inom industrin och nyare metoder som kan potentiellt vara till nytta. När det gäller empiriska data var det projektcykel av Amethyst London som utreddes och undersöktes mot de teoretiska resultaten från litteraturstudien. Jämförelse mellan teori och praktik visar att Amethyst London, utan deras vetskap arbetar enligt den traditionella projektledningens metoder och modeller. Idag fungerar deras val bra när de arbetar med projekt. Det kommer alltid att finnas utrymme för utveckling och förbättring vilket företaget räknar med i framtiden. Dessutom är storleken på företaget just nu en stor spelande faktor i forskningen på grund av antalet anställda och deras resurser. I slutet av rapporten under kapitel 7, avsnitt 7.3, finns det rekommendationer avsett för företaget och deras organisationsstruktur.

Nyckelord: Projektledning, modern projektledning, agil projektledning, traditionell projektledning, vattenfall modellen, LEAN principer.

Contents

Preface

The empirical research in this study is based upon a case organisation and is about configuring project management within the company, Amethyst London, a firm working in the fashion industry. The start of the research was in the beginning of January 2017, which at that point only contained of finding theoretical findings and later in February the data collection from Amethyst London started. The research continued until the beginning of April and the thesis was finished in May 2017. The work was aimed at investigating, what can be changed within the company, in terms of its project management approach, to improve performance and reduce obstacles within their projects. The project is carried out as part of the MSc studies at the Department of Architecture and Civil Engineering, Chalmers University of Technology, Sweden.

I would like to thank Chris and Nick from Amethyst London for their co-operation and involvement and for taking me in, into their company.

Göteborg May 2017

Sara Shahir

1 Introduction

The following chapter aims to give the reader an introduction about the research and the content of the paper. Secondly, the aims and objectives will be presented right before the research questions, which is followed by research methods. The scope and limitations are given lastly.

In project management there are multiple approaches to how to work with projects. Depending on what type of project, business or product different approaches are developed and used. To know which approach to use for what type of project can be the factor of project success in the end (Collyer and Warren, 2009). Project management will look different when the project, business or product differ but in the end the project will all be successful if they achieve the project objectives (Kerzner, 2013), which are:

- Within time
- Within cost
- At the desired performance/ technology level
- While utilizing the assigned resources effectively and efficiently
- Accepted by the customers

The most frequent expression of the TPM process is 'the Waterfall' approach (see Figure 2.3). The essential aspect of the Waterfall approach is to complete each process before starting the next. Also, when the specific process is completed and left for another, there should be no reason to go back and revisit it. A more modern approach is the agile project management. Agile modelling is more or less the opposite of the TPM process (Hass, 2007). The differences of the models and depending on the projects, there might appear some risks. These critical success factors will have an impact on the projects (Blindenbach-Driessen and Van Den Ende, 2006).

Špundak (2014) has argued the importance of understanding that the traditional and agile approaches have their own pros and cons. Depending on the project the different approaches might play a difference on the outcome. Also, during some projects the combination of both PM is used. Change is inevitable and therefore the agile approach could be more beneficial to projects where there are possibilities, as there can occur changes during the different processes. Špundak (2014) continues by explaining that the most important challenges when implementing agility into the company are the organizational constraints. These areas will have obstacles within the development processes, business processes, and people management.

It is shown that five of the top six reasons for project failure are because of miscommunication between the customers and the development team (Boehm, 2002). Because it has been proven that the issues are due to people and not technology (Thomsett, 1993). Agile project management (APM) was developed as a human-centred approach primarily for software production but with some adjustments it is also used by other businesses as a project management approach (Beck et al., 2001).

Fashion is now a $1.2 trillion global industry and only in the US people are annually spending $250 billion on fashion (Maloney, 2015). Like any other industry, the fashion industry has threats as well. These threats can be such as climate change, lack of resource, change in client behaviour, etc. It is therefore important for the fashion industry to know the threats and protect the factors that are in danger (Forumforthefuture.org, 2016). For example, the fashion industry can take advantage of agile structured processes as companies use high-investments and short-term relationships with their suppliers. This benefit companies that work with fashion or other kinds of seasonal products. The "agile" concept is to reduce all kind of unnecessary waste. Agile structured processes harness change for the client's competitive advantage and also promote sustainable development. The purpose of agile is to reduce cost to the absolute minimum waste, which means to eliminate everything that is waste in the process. Waste includes time spent on anything that does not actually were used on making the end product (Allaboutagile.com, 2016). For the fashion companies one technique is used based on manufacturing the product to its generic state and then holds the product in inventory until they get the client's final demand on the order. When that information is received they can start the specializing process for the client (Harrison et. al, 2011).

Agile retail has a B2C (Business to Client) market and this retail is all about smart data. The Agile concept, as it relates to retail is based on the idea of a B2C market and the accessing of "smart data" that can support operations within this market. Agile retail companies represent different types of approaches. In a traditional fashion company, a designer creates a collection based on his or her inspiration. This collection will then be presented on a runway for retailers to preview and later be sold in the stores. The process from previewing the pieces to the day where they will be found in the stores will take approximately six months (Khoja, 2016).

This study will consider both Traditional Project Management (TPM) and the Modern Project Management (MPM) like agile PM. For the reader to understand the different theories there will be sections containing background information about both Project Management (PM) and MPM. The main subject of this research is if TPM is suitable for all sorts of companies and their projects. The two different PMs methods, TPM and MPM, are used in different kinds of companies, businesses and different kinds of project developments. The purpose of this study is to conclude in the end whether MPM would be a good choice for the fashion industry. For this research there will be a comparison between agile and traditional methods.

1.1 Aim and objectives

The aim is to evaluate whether the use of agile principles within PM is an appropriate method for the fashion industry. The objectives are to (1) analysis differences between TPM processes in relation to the agile principles, (2) discuss agile practices/ principles, (3) Relate agile principles to PM (4) evaluate PM approaches in the fashion industry.

1.2 Research questions

The research questions are the guidance for this research paper. The main question is if TPM approach is suitable for all sorts of companies and their projects. For this research there has not been any delimitations for the investigation. The research has been focusing on the process of a project. Furthermore, there are two additional research questions, which are:

Research question 1: How does the fashion industry currently work with PM approach?

Research question 2: How could the APM approach be implemented into the fashion industry?

1.3 Research method

This research focuses upon a single case company. This case study is the investigation of how Amethyst London current PM approach looks like and what the possible changes can be, as well as the affect the changes might bring to the company.
The research is based on the usage of qualitative interviews, and the data collected is compared to the literature concerning TPM and MPM and how these two ways of working differ, the effect in the company, and what works the best for the company.

1.4 Scope and limitations

This study contains information and data from one company and their project management, how they work with the different project management models, tools, and methods that the literature is handed to them. Comparisons with the company's experience against the literature are presented together with a recommendation in the end of the study. The structure for the thesis starts with the introduction, which will introduce the research. The thesis continues with the theoretical findings, methods, the case study, empirical findings, discussion and conclusion. The theoretical findings contains the theories used to conduct the research while the methods explains how the information conduced will be used. The case study introduces the company, which the research is based on and the empirical findings shows the data collected and information gathered from the research. Lastly, the discussion and conclusion will explain about the researchers thoughts on the findings and what the conclusion of the research was.

The first limitation for this research is the choice of only working and investigating in one company, therefore the results and recommendations are only directed to the company of interest and it becomes more difficult to generalize the findings for other companies. For this study the case company is limited to a small company and therefore the result will be limited to the resources and respondent in the company. The company that the research will be about will be within the fashion industry. The amount of people might not be enough for the research, but considering the circumstances the research might still be manageable.

The choice of theories has been limited. For this research the PM is only comparing TPM (the waterfall model) and MPM (the APM) as a limitation due to time and resources.

A limit had to be drawn for this study to not extend the time limit for this research. The study could have been bigger in size of data, information, and comparison with other companies or project management models. (Under Chapter 7, Recommendation Section there will be information presented of future studies that can be added into this research).

2 Theoretical Framework

In this chapter different theories will be presented in order to provide the reader with a theoretical framework. This section provides an overview of the research from previous studies about PM, MPM, TPM.

2.1 Project management

Since the Great wall and the ancient pyramids, PM has been involved in projects. In the 1960's Project Management Institute (PMI) was born but has over time been developed and changed in theory, progress and method (Li, 2014). During 1950-1960 Shenhar and Dvir (1996) point out that this is the birth of the current approach of PM. Because of the changes in PM it can be seen as relevantly new and therefore often not well understood. This has lead to a lack of concept and information about theoretical basis (Shenhar and Dvir, 1996). The definition of PM appears to be very clear but at the same time a little bit vague. One definition made by Kerzner (2013) about PM was that this type of management is categorised by methods for adapting special management techniques and reconstructing management. The purpose of PM is to use existing resources and get a better control of the project. PM is the enforcement of skills, tools, knowledge, and techniques that is being used to meet the project requirements for the project activities (Pmi,org, 2016). Further definitions such as "*the planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance"* and "t*he planning, organisation, monitoring and control of all aspects of a project and the motivation of all involved to achieve the project objectives safely and within agreed time, cost and performance criteria. The project manager is the single point of responsibility for achieving this"* has also been made (Atkinson, 1999. pp. 338).

TPM involves deliberate and disciplined control and planning methods, which result in easier identifying the processes during the project life cycle. For one task to be able to be completely performed before starting the next one a great amount of up front planning needs to be done (Hass, 2007). In TPM there should be procedures and methods applied to the projects in a uniformed way. The uniformed implementation should be applicable to a wide range of projects, such as simple and small projects to the most complex and large ones. The approach for TPM is that the project is predictable and linear with defined boundaries and to follow the plan without much change (Andersen, 2006; Boehm, 2002; Boehm and Turner, 2003; Cicmil, Cooke–Davies, Crawford and Richardson, 2009; Collyer, Warren, Hemsley and Stevens, 2010; DeCarlo, 2004; Leffingwell, 2007; Saynisch, 2010; Shenhar and Dvir, 2007; Williams, 2005; Wysocki, 2007), the goal is optimization and efficiency, follow the plan and finish the project on time, in budget and within the scope (DeCarlo, 2004; Shenhar and Dvir, 2007; Wysocki, 2007).

Because of the requirements of innovation, which have had an impact on the industry, new approaches have developed and emerged, like Modern Project Management (MPM) (Aguanno, 2004; Conforto and Amaral, 2008; Williams, 2005). TPM being predictable, MPM is characterised as adaptable, this means that the projects following MPM approaches are able to be changed after the start (Aguanno, 2004; Boehm and Turner, 2003; Shenhar, 1999; Shenhar and Dvir, 2007). MPM also focuses on collaboration and communication between the project members (Aguanno, 2004;

Cockburn and Highsmith, 2001; Collyer et al., 2010; Coram and Bohner, 2005; DeCarlo, 2004; Highsmith and Cockburn, 2001; Williams, 2005).

For PM, there are a number of factors important to consider. Tran (2015) describes important factors for companies to know that are vital for the project manager to consider. These are; Stakeholder management, planning, changes and risks, and teamwork. Also, to bring a project to its success it needs additional management functions, such as: controlling directing, communication, cost and schedule management, technical management, conflict and life cycle management. These functions together form PM.

Stakeholder Management

It is vital for a project to take shape to know who their stakeholders are. If not knowing your clients and market the company might fail with the project and/ or their whole company approach. All stakeholders are important and have a great impact in the company. Examples of stakeholders are: suppliers, buyers, sponsors, partners, distributions, trade organisation, etc. It is important to remember to communicate with the clients, and also to have a transparent company. This can help the company to grow and succeed (Tran, 2015). Stakeholders are the ones in a project that are interested in the outcome and/ or that will be affected by the final product (Projectsmart.co.uk, 2017). To have a successful project it is highly important to have strong stakeholder management. To always know what the stakeholder's requirements are it is important to keep them involved in the project at all time. Furthermore, the literature highlights the importance to keep the team members and stakeholders informed about the project during the process. The stakeholders are the most important one's in the project and should therefore be kept close (Projectsmart.co.uk, 2017). According to Egeland (2013) when planning for a project the team should have included all possible risks that might occur.

Planning

A project starts with an idea and based on this idea the project manager provides a project team to develop a product design according to the idea to then later plan the demand and eventually start the production. Things such as pricing and sales budget, market research and measurement will have to be provided shortly after. It is a great advantage to know whom or what the project resources are. The resources should be listed from most important to least important due to them not being equally to value. If a project crisis will occur it is to a great importance to not rush into things that one might not be able to perform. The literature means to say to think about quality and not quantity when solving the problems. Resource management is about knowing the different recourses and when they are needed, it is about knowing what quality and or quantity to what specific asset are available to the project. These people in question as the resources should be questions; what knowledge and skills do they bring to the project that are usable and where can they be placed to add most value, and what are their strengths (Haughey, 2013)? When working with any kind of project there is a temptation to just start the process right away. If this happens and the work continues without being planned then there will be confusions and no proof of anything being done, or what should be done and when. According to Haughey (2013), the project managers should remember to always start the project with doing a schedule where the start, milestones, and end are planned. When structuring the schedule everything that needs to be performed for it to meet the client's expectations need to be planned. Sometimes when working there can be two or more activities that can be performed at the same time, for the project to save time these activities can be scheduled parallel with each other. There are phases that the project goes through and it is in the end of each phase that the project goes trough a milestone. The milestones help the project team to focus on the project but also to become motivated. When all the planning is done the project manager starts putting the people (resources) in place and check if everything is okay and works (Haughey, 2013).

Changes and Risks

There can occur different problems for the project manager when working with contracts. One is the process for working with the contracts and another one is the type of contract that the project manager is working with. The contract also differs from project to project because of the relationship between the supplier and purchaser (Kerzner, 2013).

Teamwork

It is vital to communicate in a way where there will be no misunderstandings. To avoid complications it is told to communicate often and easy between the different parties involved in a project. Also, for the project to run smoothly, all the team members need to know their responsibility.

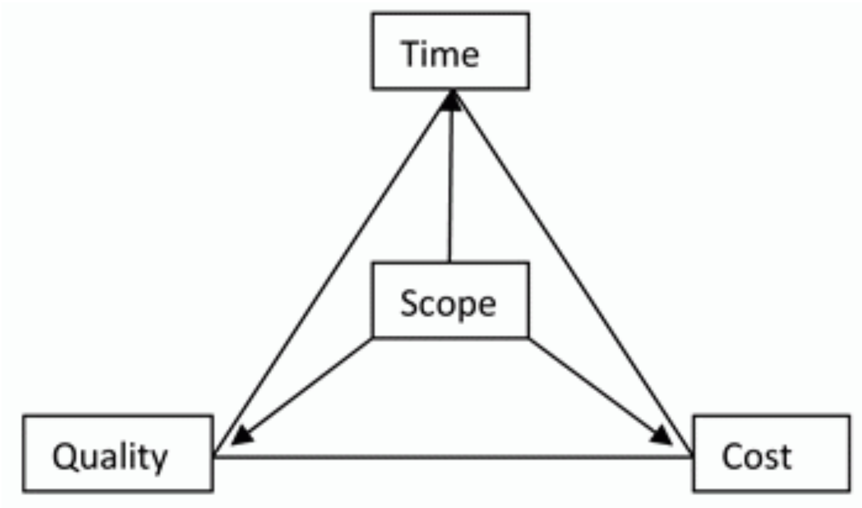
Project Organisation and Governance

Project governance is maintained through a Project Management Office (PMO), which is a group or department in an organisation, or project that maintains and defines the processes and standards that are related to PM within an organisation (Projectsmart.co.uk, 2017). The PMO provides a focal point for the field of PM and can provide common reporting structures and processes and bring support and structure to evaluating, defining, justifying, tracking, planning and executing projects (Young, 2009).

Project Estimating, Budgets and Cost Management

It is not always the fault of the project manager if a project goes over budget. It can be the fault of the stakeholders, project sponsors, or clients. When the fault is the

Figure 2,1. The important success factors of a project, which is defined as The Iron triangle (Apm.org.uk, 2016).



stakeholders for example it can be because of changes in the requests. It is critical to remember that time is money and change cost money (Phillips, 2017). Cost management is the most central in PM but also the most challenging task to execute for a project manager (Projectsmart.co.uk, 2017). Phillips (2017) explains that the project manager never knows exactly how much a project will cost until the project is done. What the project manager can do to estimate a budget is to compare a similar project to theirs and tell if there might be some similarities to the scheduling and planning.

2.1.1 Project definition

To understand what PM is, it is important to also have the knowledge about what a project is. Projects are planned objectives with a start, middle, and ending, which can also be defined in terms of benefits, outcomes, and outputs. Figure 2.1 illustrates the important factors in a project, which it is based on. The project is considered to be succeeded if the three factors are achieved. The planning has to be accurate with the project and the object of the project (time), the budget should not be exceeded (cost), and it should fulfil the client's satisfaction (quality) (Apm.org.uk, 2016).

In the beginning of the modern era of PM, which was around the 1970s, PM was used mostly during projects within the field of construction, defence, and engineering. By this, PM got the reputation of being rough and structured in a "squared way" (Silvius et al., 2012). This approach to PM came from the outcomes of projects, which was described as, systems being mechanistic processes, with stable, or predictably varying with relationships between the relevant variables (Crawford and Pollack, 2004). Furthermore, with time different industries started to understand the structure of PM and the possibilities of a more developed and structured way of working that it brought to the companies. After the discovery of the structured way of working with PM and the development and growth it offered to the companies, PM went from being a rough way of working to "an instrument to manage organisational change" (Gareis, 2010). Also, this lead to projects not being predicted by possibilities and mathematical optimisations but emerged in social interaction (Crawford and Pollack, 2004).

2.2 Traditional project management

Pitt-Catsouphes M., et al. (2006) state that for TPM the project goals and activities should be clearly defined. These need to be defined before the projects starts, which means that the plans will be made after all the clarifications about the goals and activities have been made. What the project managers gain from defining the goals and activities in advance are the estimation of; how much time it will be needed for the project to be performed, whom in the company or organisation will perform a specific part of the necessary activities, how many resources will be used/ needed for the project to be build, and how much money will the project cost - the budget of the project (Pitt-Catsouphes M., et al, 2006). When all these questions have been answered the project manager can establish a schedule for the project plan.

The implementation of TPM methodology can lead to different problems, if the goal is in flux, unsure, or if the specific project activities are unknown:

One can easily detect a TPM by looking at the structure of how the project team is working (Hass, 2007). The tasks in a TPM are always completed in a sequential order; the tasks are lined up in a line and performed one by one. When one task is performed and completed the idea is that the project team should not have to revisit that specific task again.

Figure 2.2. The different stages in Traditional Project Management (Pathak, 2016).

Additional to Pathak (2016), TPM's line up, Figure 2.2, Hass (2007) explains the structure for the TPM. The initiating stage is sometimes described to be its own project. In this stage there is an analysis held about either if the project is relevant or not. Also, the aim and objectives for the project need to be presented together with the timescale and budget. A SWOT (Strength, Weaknesses, Opportunities, Threats) – analysis is conducted to show activities in the project that might be to time consuming or effect the project in a way where there might not be necessary to perform it. In the end there will be a strategy set on how to manage the time, quality, and resources such as money (see Figure 2.2). Both time and resources will be planned in details during the planning and design stage, furthermore, the project group will be put together and the finances will be planned, also in more detail and thorough. A lot of the work is about planning, structuring activities and milestones, which will lead to constructing a Gantt chart. This Gantt chart helps to see the dependent and critical points between the planned activities. Moreover, the Gantt charts determine how the communication will be handled and the risk analysis. The plan can be used as an insight into the project if there is a new project manager directed to take over the project (Pathak, 2016). The executing stage contains of the processes used when completing the work, which is defined in the PM plan to be able, to accomplish the project's requirements

(Pathak, 2016). Stage four includes monitoring and controlling. This stage involves measuring project performances and the progression according to the project plan. The measures are such as time and cost, to keep the project on track. The last phase is the closure of the project, which is party about deliver the product to the customer (Pathak, 2016).

The TPM approach is based on the feasibility study, planning, implementation and completion (Tonniquist, 2010). An example of this is the Work Breakdown Structure as in the feasibility study report breaks down the work ahead to visualize the scope of the work. The opportunity for using the TPM is especially when the demands of a project are, in advance, extremely clear, such as in public procurements. The roles in the TPM are project manager, project participants, client/ project owner, steering committee, possible resource owners, and an external quality assurance. According to Hass (2007), events that might affect the project can be predicted and that activates and tools are well understood.

The benefits of the usage of TPM are a few. Kerzner (2013) explains that the functional managers have control over the budget and cost. Kerzner (2013), continues, the functional managers will develop their own budget with the approval from the higher managers and because of this they complete their projects within budget more often.

2.2.1 The waterfall model

The approach of TPM is mostly based on linear and hierarchical processes and it is therefore difficult to adapt to the dynamics and complexity of the today's projects (Cicmil, Williams, Thomas and Hodgson, 2006; Cicmil et al., 2009; Collyer et al., 2010; Williams, 2005). One example of the TPM approach is the Waterfall model, which has been often applied in software development.

The Waterfall Model is a so called Software/ System Development Lifecycle (SDLC) model and there are a few types of them and one of them being the linear one, which is the (Ruparelia, 2010). The word ”Waterfall” refers to a methodology but also to a model (Maheshwari and Jain, 2012). There are two types of the waterfall model. One is the traditional one, and then there is a newer one, the iterative model. In each of these models there are five steps: (1) requirements analysis, (2) design, (3) implementation, (4) testing, (5) maintenance. These phases do flow into each other sequentially (Maheshwari and Jain, 2012). Also, the characteristics for the waterfall model are that each stage needs to be completely performed and done before starting with the next stage. This model makes the output of the previous stage the input for the next one (Cohen, 2003). Furthermore, these phases are well structured and highly defined deliverable and milestones. For the process to be able to run sequentially, the phases have to be planned thoroughly for all the risks to be eliminated as much as possible. These risk analyses will take a fair amount of time and therefore this model is no longer as desirable in a market that is more turbulent. The project sponsors might want to make some changes in the project along the way and while using the traditional model these changes might develop bottlenecks. The iterative waterfall does look the same as the traditional but has additionally testing and analyzing after each phase. These testing's and analyses do provide valuable feedback theoretically when it is time to move onto the next phase. Also, the differences with the traditional and the iterative model are that in the iterative model the phases are expected to be repeated and the clear milestones are lacking (Maheshwari and Jain, 2012).

2.2.1.1 Pros and cons

Weisert (2003) made a list of the pros and cons of the usage of The Waterfall Model, which are (see Table 2.1):

Table 2.1. Tables of the pros and cons of using The Waterfall Model (Weiser, 2003. pp 27).

PROS	CONS
Requirement is clear before development starts.	The problems with one phase are never solved completely during that phase and in fact many problems regarding a particular phase arise after the phase is signed off, this result in badly structured system.
Each phase is completed in specified period of time after that it moves to next phase.	If client want the requirement to be changed , it will not implemented in the current development process
As its linear model, it's easy to implement.	
The amount of resources required to implement this model are minimal.	
Each phase proper documentation is followed for the quality of the development.	

2.3 Modern project management

The main focus in MPM is the people involved in the team. As mentioned before, in traditional principles the focus is more on the process rather than the people, this is the greatest difference between MPM and TPM (Flynn, 2011) In MPM there is more emphasis on keeping the stakeholders more up to date. This is to get a faster response to changes and requirements from the stakeholders. The involvement and feedback from the stakeholders has a great impact on the project. To receive the stakeholder requirements such as the desire of perhaps increased production quality, reduced prices, and a more frequent delivery can sometimes be misunderstood with lower quality of the material equals lower pricing, and to fasten the delivery the quality of the product decreases as well. Having the stakeholder close at all times will make misunderstandings less possible. This improvement in communication is a great benefit of MPM (Flynn, 2011).

It is seen more often that large project teams use MPM. Still, large project groups can be using TPM but it is not as common as they using MPM. For MPM the project group is not required to meet up for every meeting, electronic communication does work well (Gustavsson, 2014).

In TPM the model is the Waterfall Model, which is used as one of the process when performing a project, while in MPM the APM is conducted. The name APM can also be used instead of MPM (Flynn, 2011).

2.3.1 Agile project management

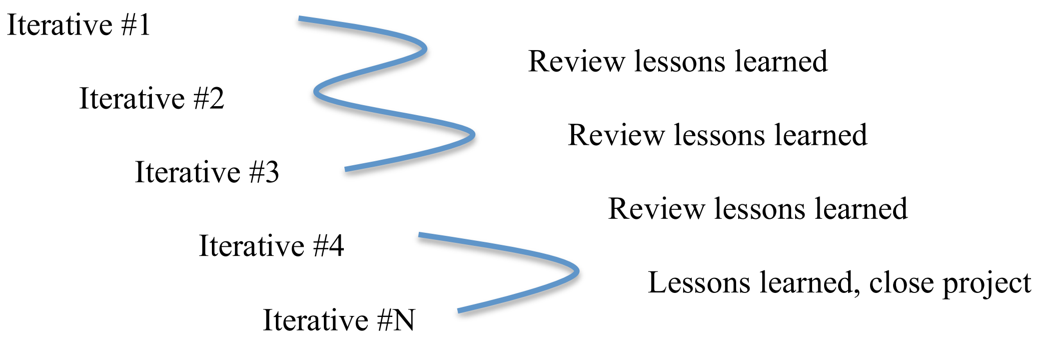
APM was born in the twenty-first century and in 2001 the Manifesto for Agile Software Development was founded by a meeting formed by software developers from both software and IT engineering domains. They wanted to come to an agreement on how the software development industry would be able to produce better results (Hass, 2007). The principle manifesto is about putting the customer satisfaction through early and continuous delivery of valuable software as the highest priority (Hass, 2007; Fowler and Highsmith, 2001). The agile way of working is seen as a team effort. This effort will be measured in two ways, fast changes in project planning and an active client service (Edivandro et al, 2016). Furthermore, the manifesto's purpose is individuals and interactions over processes and tools, Individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan. They mean that they uncover better ways to develop software. They are helping by producing the developments but also to help others to them (Fowler and Highsmith, 2001). Also, APM is about scrum. Scrum is a framework for the management to work with for an effective collaboration and too complex projects (Schwaber, 2015). In scrum there are different events, which are sprint, sprint planning, daily scrum, sprint review, and sprint retrospective. Schwaber (2015) explains that all work is done in sprints (one sprint is 30 consecutive calendar days) and each if these sprints are initiated with a sprint meeting that includes information about what will be done for the upcoming sprint. For the team to synchronize their work with each other daily meetings are held. These meetings are 15 minutes long. Furthermore, during these meetings each team member will have to answer a few questions such as; what have you done on this project since the last daily scrum meeting? What do you plan on doing on this project between now and the next daily scrum meeting? What impediments stand in the way of you meeting our commitments to this sprint and this project (Schwaber, 2015)? When a sprint is completed there will be a sprint review help by the product owner where all the stakeholders are welcome to attend. During this review the development during the sprint will be presented. The purpose of this review id to get the team together and for them to collaboratively determine what they can do better next time. The scrum lifecycle ends with a sprint retrospective meeting where the team should be encourage by the leader to revise, within the scrum framework and practices to make it more enjoyable and effective for the next sprint (Schwaber, 2015).

Cockburn (2006) describes agile software development being a group of software development methodologies, which is then based on iterative and incremental development, and by agile meaning "moving quickly" the customer satisfaction includes rapid delivery of useful software (Martin, 1999).

APM is more of a methodology while MPM is the theory. This means that APM is the method used when using working with the MPM process. Agile is a human-centred approach and it is about people skills. In APM people are the most important asset, not the processes. A common difficulty for the team members is to deliver the product in time with all the features required. This problems occurs with the implementation of APM but can also be solved with APM. When implementing APM relationships are the first thing that will be affected but also the easiest thing to adjust during the implementation (Ceschi et al., 2005).

As in TPM, the first stage in APM is the initiating stage (see Figure 2.4, page 11). This stage is not as complex in MPM, all that is decided is if the project will be conducted or not. Also, decisions about the time, cost, and requirements about what will be done, when and how the meetings will be held (physical meetings or

Figure 2.4. Agile Project Management (Hass, 2007. pp. 3).



electronic communications), and who will have what information, are to be decided. During the planning phase only the highly prioritised activities will be planed for shorter times. This is because the project will be divided into segments for staggered. These segments will not be longer than 6 weeks and will have a start, a work period, a deliver period, and a recap of the work (usually called Sprints). Even though the initiating and planning phase do exist there will not be as much focus on the models and documentation, e.g. the traditional risk analysis will be replaced with the project team members asking themselves what might be the current obstacles (Gustavsson, 2014).

Gustavsson (2014) continues by explaining that when project members know what should be done but do not know how, APM will suit the project. Also, when the project does not have complete requirements, is flexible, welcomes changes, and is not as big as the project teams in TPM, APM will as well suit those projects. Everyday reconciliations will be held to solve problems in time (called scrum – daily stand –up meetings).

Chin (2004) explains that APM will then provide some new techniques and concepts which have shown to be effective in dynamic environment and will help advance the PM foundation in the challenging areas.

2.3.1.1 Pros and cons

Martin (1999) made a pros and con list of using APM, which are (see table 2.2):

Table 2.2. The list of pros and cons of using APM (Martin, 1999. pp. 29).

PROS	CONS
The most important of the advantages of agile model is the ability to respond to the changing	If the projects are smaller projects, then using the agile model is certainly profitable, but if it is a

requirements of the project	large project, then it becomes difficult to judge the efforts and the time required for the project in the software development life cycle.
There is no guesswork between the development team and the customer, as there is face to face communication and continuous inputs from the client	Only senior developers are in a better position to take the decisions necessary for the agile type of development, which leaves hardly any place for newbie programmers, until it is combined with the senior resources.

3 Method

This chapter explains the approach used through this study. The purpose of this section is to motivate the decisions that were taken in order to conduct this study step by step. The first section discusses the research approach, followed by the research design. Later on the empirical findings are presented before the data analysis, ethics and validity and reliability.

3.1 Research approach

As mentioned above, the aim of this study is to enquire and evaluate whether the use of agile principles within PM is an appropriate method for the fashion industry. The aim of this study can be achieved by examining the company from the perspective of the people who work closely with projects in the company, which are the project managers and project directors itself. There is a need to acquire a personal perspective of how these people perceive and outlook their companies and their projects itself in particular. Therefore, qualitative research is the strategy that suits this research the best.

The chosen research method was an empirical study, which means that it is essentially based on observations of the real world (Bryman, 2015).
For this, the question of using quantitative or qualitative research method is raised. The quantitative method does not require that the person conducting the study becomes as involved in what is studied, an example is to send out questionnaires to a large representative group instead of such a great involvement in the study as in qualitative (Bryman, 2015). A quantitative method was therefore not chosen. Also, Amethyst London is a small company of four people and would therefore not provide surveys with a statistical accuracy.
As the quantitative research methods include a method, which are based on a systematic collation of quantifiable data the choice fell on qualitative research methods.

Generally, qualitative research is linked to interpretivism, where the underlying meaning of events and activities need to be interpreted (Bryman, 2015). As an exploratory research, this study will use induction as the approach with semi-structured interviews to obtain the textual material derived from the dialogues. Mostly, the inductive approach is concerned with the generation of theory. However, according to Bryman (2015), there are some studies, which employ qualitative research as a test or explorative study instead of generation of theory. The nature of this study will be exploratory as well, since the aim is to evaluate if agile principles within PM are an appropriate method for the fashion industry. Exploratory research provides the flexibility to the researcher to adapt the research based upon the collected data and the finding. Exploratory research allows both assessment and compilation of new ideas and insights on the topic in which the researcher is interested (Stebbins, 2001).

3.2 Research design

The research design is a single case study (Bryman, 2015). The reason why only one company was chosen was because of the specific problem in the company. This company has a unique project lifecycle. Many companies might work in a structured way but for this case company and their reasons and purposes of their way of structure is the reason why only this case company was chosen to work with. The reason to why only one company was chosen was to be able to give the chosen company full attention and to find solutions to improvements and to understand what they where doing. The pros with only choosing one company is that they are willing to help you to help them and you can gain an in-depth understanding. The cons can be to gather the information, there will not be that much data to compare with, and generalization of the findings in relation to other companies and their way of structuring and working with projects becomes more difficult.

3.3 Empirical research

The method used for this research is empirical, i.e. based on experience of real situations. When starting the research there is a data collection phase to create a scientific basis. The study is built on qualitative methods, through interviews with people working in the case-company. The result of the interviews along with the theory, together leads to the conclusions and recommendations.

3.3.1 Interviews

The primary source of empirical information for this study is interviews. Interviews can generally be open, structured or semi-structured. The interviews are aimed at collecting qualitative data, which means that they have a clear focus. They should also aim to bring the study forward and reflect the social reality (Trost, 2010). A structured interview is not allowed to go outside the script, except if the respondent did not understand a question. The structured approach is something that is consciously applied as it can increase the accuracy significantly (Kihlgren, 2014). If the interviews had been unstructured it would have meant a lower degree of structure and the opportunity to ask follow-up questions. The interviews give respondents the opportunity to be heard.

In this study, the interviews were semi-structured in the sense that the questions were structured but also open, which, as Trost (2010) has observed, allows respondents to reply openly based on their experiences. Open interviews were not chosen as the method for this research because they were considered to hamper the ability to make comparisons and draw conclusions.

According to Trots (2010) qualitative interviews are usually about understanding how a person thinks and feels, how their mind-set looks like and what the person has experienced. The study aims to provide suggestions for efficient project processes for Amethyst London.
It is thus seen as fundamental to understand how those who work at the company reflect on the daily work of the project.
It is said that 4-5 respondent can be enough people to make the research manageable (Trost, 2010). This study had three respondents who all represented a unique professional role at the company. The amount of people might not be enough for the research, but considering the circumstances the research might still be manageable. The respondents were interviewed several times at different time. There were six interviews conducted (see table 3.1, p17). The interviews did not last more than one hour each and where done through Skype due to the long distance. The choice to have respondents with varying professional roles within the company will contribute an advantage for getting an insight into the projects from different angles. The reason

that the questions were not adapted to the respective professional role was because of the value in how different people look at the same issues regardless of experience level.

Table 3.1. The case study respondents

Respondent	Position
R1	Production Management
R2	Head of Operation
R3	Sales Management

3.3.2 Interview questions

The interviews with Amethyst London happened through emails and Skype meetings due to the long distance. For this research only the research questions in Section 1.2 Research Question, will be presented and discussed. The other questions asked during this research had the lack of relevance to be presented and will therefore be found in Section 8.3 Future Studies. The relevant questions are all included in the interviews and will be presented together. The questions asked to the Amethyst London were: Is Amethyst London working according to the TPM or MPM? What methods/ models are Amethyst London using currently? Who will be in charge of what parts during the processes? How does Amethyst London's project lifecycle look like currently? What do Amethyst team think can/ cannot be changed? What pros/ cons do Amethyst London find in their workflow currently? (Questions not relevant for the empirical findings will be presented in Appendix).

3.4 Data analysis

The research started by finding and reading literature about the subject. The relevant and necessary information that was found was written down to later compare to what the company had answered. When all data from the company was collected the analysis of the data could begin. To be able to get a clear picture of what was different one question had to be compared with the literature at a time. Still, if some information was not clear the research had to go back to either the company or the literature to be able to find out if there were any differences or not.

3.5 Research ethics

This research will include an external partner, which is Amethyst London, and will involve human participants who are informed about the research. Also the name of the company is approved to use for the research. Additional agreements have been signed (see Appendix 6,7, and 8) for confidential reasons.

3.6 Validity and reliability

Bryman (2012) describes the research design criteria's such as the reliability and the validity during a social research is important to reflect upon. This reflection is important when performing a case study because there is common criticism against this research design and it is concerned with the external validity and difficulty when making generalizations. Kvale (2007) explain reliability to be the trustworthiness and consistency of the research findings, meaning that the research will be able to be replicated later by other researchers. This can be when interviewing a respondent and he or she could give out the same information to other researchers. Furthermore, if another researcher looks through the data collection there should be a similar conclusion drawn. For this case study there were not many people to gather information from and it could be stressed weather or not the validity of the research is enough. The overall study method produces results from three different sources: theory and interviews. This is an example of ‘data triangulation’. Triangulation involves collecting materials from multiple sources (in this case, three sides) and is seen as ideal. However, it is resource-intensive and should be strategically thought out (Pitt- Catsouphes et al 2006).

4 Case study

Amethyst London was founded in February 2012 after having invested in the factory located in China, this factory is where they produce their products. The company in London was created to be a "sales arm" for the factory. Later the company started to develop a creative side where they started to make fashion designs, which the factory could produce as well. Additionally, the company developed a sale management who would be responsible for marketing their products for potential clients to find them.

The initial strategy for the company was to have high-end clients to purchase large numbers of a single product for different occasions such as events or gifting. Furthermore, the founders are now looking for some balance between having stock items that they could house in their facility in the UK and also receiving order to send to their factory in China. These items are for sale in smaller and more regular quantities.

Since 2012, Amethyst London has worked with a wide rage of clients from various corporate sectors, including wealth management, private aviation, and Premiership Football Clubs. By offering their clients bespoke designs, they can ensure that their products remain unique and exclusive to each client and offering them a truly tailored service. Their unique offering such as featuring the client's name on the product, together with developing the design, and choose the colours on the seam, has given them the chance to produce a diverse number of products as they have clients. Their idea is to only produce bespoke products to order, never order speculatively. From bespoke prestigious golfing merchandise, to leather holdalls to custom-made coasters, whatever their clients can envisage; Amethyst London can create (Interview with Amethyst London Directors, 16 November).

Amethyst London's deep-rooted drive for client satisfaction was the starting point of the establishment of a design team and client service, containing professionals within these fields fully dedicated to the entire Amethyst London process; from initial inquiry to final product (Amethyst London, 2017).

In contrast to their competitors, Amethyst London does not include a middleman. This also gives the client a better opportunity to be a part during the creative process. Furthermore, due to their unique set-up, the products do not consist merely of a stock catalogue. With one of their major shareholders owning the majority share of the factory it allows them to tailor any of their existing leather products to their client's exact specifications, from custom stitching to bespoke lining to personalised tags. Amethyst London is producing luxury lifestyle and tech accessories such as wallets, iPad sleeves, and purses with a British touch in the design in bespoken leather. The company consists of 4 employees (Amethyst London, 2017). The company is a stock company and consists of shareholders (Interview with Amethyst London Directors, 16 November).

The company started by storing samples in stock but have now changed their business idea. The changes consists of splitting between providing bespoken solutions, generally for larger quantities and as well having a level of in-house items so they can deliver smaller numbers of deliveries more quickly and frequently. The in-house approach, which means having a level of stock of items, are to be there standard products that they sell, which still do need some finishing designs with the client's company's preferred logo on it, and the branding. These designs will be done in artwork and after this process the client have to approve the final work. This work that could have taken weeks or even months to perform will now take days. If there is a client who wants alterations of existing products these requirements will be sent to production. This type of orders is mostly for larger quantities due to the overheads for both the company and the factory (Interview with Amethyst London Directors, 16 November).

5 Empirical Findings

From chapter two, one could see that there is a great collection of information about TPM, MPM, and their possibilities. In this chapter the company as well as the collected data from the investigation on the company will be presented.

5.1 Amethyst London's project lifecycle in practice

Amethyst London has a fluid lifecycle and it often varies considerably from project to project, but also depending on the behaviour of the client. Generally the sales manager will facilitate everything that happens in that order. However the designer will do any design work and the production manager will manage the production at the factory located in China. The production managers' presence at the factory is important for communication between Amethyst London and the supplier as well as having a full operational supervision of the work being done at the factory.
The lifecycle consists of seven steps, which are done in order and will only begin after the previous step has been completed.

1. Sales enquiries – This is the beginning of the process where the client is reaching out to the company. The clients take contact with the company in different ways. Some will contact the company through email, make a call directly to the office, or through a sales meeting that one of the sales staff has manage to get by reaching out (marketing), which is more common. Sales meeting starts by sales staff appearing at events where possible clients will attend. It is when the sales staffs presents their products and offers to the clients and a sales meeting might be scheduled for more information for the client.

2. Sales meeting – This meeting involves the sales staff and the client meeting face-to-face. It is this step that follows up after the sales staffs introduces the company and the scheduled meeting for more information is now in order. The meeting is about showing the client the products that Amethyst London has to offer. Before the meeting is over hopefully a potential product option for the client has been made (this meeting does not have to involve the designer).

3. Invoicing – The first two steps were about getting the client informed about Amethyst London and the products, as well as the clients own possible designs. The third step is simply to send the invoice to the client if an order was placed either at the sales meeting or after. This is when Amethyst London sends the invoice to the client, and at this point the client does not need to have paid.

4. Design – The designer will come up with an artwork, which was put together after reviewing the requirements by the client during the sales meeting, that are for the clients to review. There are more likely a number of iterative reviews of the design having to be scheduled, to get the right design on the artwork. This can be a very short process if it is followed the precise way. The short version simply consists of an existing product, which requires the clients to approve. This step of the process might be the first bottleneck of the project. After the agreement on the design there is a possibility the client might change their mind on the design and requests a new design of a significant change to an existing one. This redesign may also have a level of interaction with the factory to advise on design and also to produce samples.

5. Signoff – The client has to formally signoff the Factory Ready Artwork in order for Amethyst London to send this over to the factory. The client will need to pay at this point, if they have not already when they got their first invoice after the sales meeting.

6. Production – This step is the start of the production and the factory will now start the production. The first item produced of the production line will be either photographed and email to the Amethyst team or sent to the London office, and then on to the client (if necessary) for an approval before the remaining items are produced. If there is a secondary product, such as a charger or adapter this will need to be ordered separately.

7. Shipment /Delivery – The products will be shipped from China to the Amethyst office in London, repackaged, and then shipped on to the client. This is the final step of the processes and the end of the project.

5.1.1 The current PM model used

It is unknown by Amethyst London if they are following any of the presented theories. Also, during the analysing of the data collected from Amethyst London their project lifecycle does show resemblances to the TPM. Their processes are performed in a more linear structure. The structure of the project lifecycle was simple structured in the order the work had to be performed.

5.1.2 Current difficulties for workflow

Disconnection /Miscommunication with the factory:

Amethyst London has had a few problems with the way they are working currently. The main problem they had is the disconnection with the factory. This is a problem they still are working with (since they founded the company). Very often the products are not produced the exact way Amethyst London want or the way they had designed the product during the artwork. They will have to tell the client about this and that does not make them look good. The problems with the production does not necessary have to do with the suppliers but with the way Amethyst London and the supplier are communicating with each other, there might be miscommunication.

Communication with suppliers:

Moreover, sometimes the suppliers do not produce after the specifications that Amethyst London has given them. Also, sometimes instead of sending the final product (first the supplier produce one of the requested products and then send it to Amethyst London for approval) the supplier have sent picture. This is a faster way for them to confirm but the confirmation can never be one hundred per cent sure. The pictures cannot show the exact colour of the seam; for example, the pictures will make it possible to get through things quickly. Amethyst London is losing opportunities by not having a proper process. They are trying to find a “happy medium” but have yet to succeed. They need someone to tell them what they should do and what could be changed, meaning they need a PM that will have all the control over the projects and have the proper knowledge about how the structure should look like and how the processes should be performed properly.

Communicating client expectations:

Some issue that was occurring during the projects were not many but time consuming. Sometimes a requested design was developed with the sales management together with the client, and sent to the designers. The client is still not satisfied with the outcome of the design and the notes are sent back to the designers for improvements. After the changes and the clients approval on the design there might be a scenario where the client does not place an order. If Amethyst London is not paid for the design work and the client does not place an order a great amount of work as been done without being paid. In the long run the company will not be able to survive all the hits

Furthermore, the client expectations are sometimes different to the finished pieces. This often comes down to differences in pantone colour matches. During the sales meetings it is said that the colours are “nearest match to pantone xyz” but still there are deviations that the client does not think are acceptable. There have been many occurrences where orders are significantly delayed. This is due to many different factors, however, this is not something that Amethyst London can really change as they are things like Chinese New Year where the factory closes down for 2-3 weeks.

At the moment there is nothing remarkable in the company that could be identified as a con for the company and their project lifecycle.

Unclear responsibilities in the project:

What is unknown is if the head of operations (R2) or the production manager (R1) is the one in charge of maintaining and defining the processes and standards that are related to the project management. Instead the sales manager (R3) are the one in charge of marketing and finding new clients, taking care of the sales meetings and taking upon the role as the project manager.

6 Discussion

Companies working in the fashion industry do have a lot of competition. Improving their projects for them to run smoother and faster is a priority. They would not only be able to deliver more frequently to their clients but also to save money within the company (Allaboutagile.com, 2016). When looking at the Amethyst London's project lifecycle it does look like traditional project management. The processes are done in order, in a linear structure. According to the literature it is more common for fashion companies to work with the MPM rather than the TPM (Harrison et. al, 2011). For Amethyst London TPM might be the easiest method to work with but it also might be the reason why the project gets stuck at some point for too long. At the moment the company does not have any particular model or method that they work after and the confusion and uncertainty of the processes might be damaging for the company in the long run when the company decides to grow and expand. This is because at that time the company will have more employees and more responsibilities; uncertainties will not be safe then. Currently Amethyst London has some issues with their client and the communication between them, their communication does not always work. The problems can be shown during the design but also before and after the products. The design at first might be good but at later point not the one they really wanted. The production then later starts but is then later either changed to another design or cancelled by the client. For APM it is required for the company to include the client more during the processes. Even though Amethyst London communicates with the clients they need to do it more often.

Amethyst London's PM approach is inconsistent and when comparing Amethyst London's practical work with the theory (Tran, 2015) it is shown that there is no strategic thinking behind their work. The inconsistence in the PM is because there is no clear project manager role in the company. No one in the organisation has the title of project manager and therefore has currently been distributed to the sales manager. They do not put the responsibility to this one person as the PM, and at some point the production manager and head of operations step in at take up the responsibility as well. This makes the work to obtain control of the processes in the project difficult. The only work in the company that is pre-organised is the work of the sales manager and its staff. In terms of the theory (Tran, 2015) the literature gives advice on following management functions and project management factors to have a chance to have successful projects.

Hass (2007) explains that it can be easy to detect a project structured as TPM, by looking at the structure of how the project team is working. The tasks in a TPM are always completed in a sequential order; the tasks are lined up in a line and performed one by one. When one task is performed and completed the idea is that the project team should not have to revisit that specific task again and this is exactly how the project lifecycle looks like at Amethyst London. Also, TPM had a model called the waterfall model, which could be divided into two models: the traditional and the iterative model. Amethyst London is using a mix of these two. This is because they are lacking milestones (iterative) but they do not revisit the seven phases (traditional). Furthermore, this mixture helps Amethyst London to find a middle ground that works best for them and their projects. Also, another factor why they work more agile is that they are a very small company and only have very few resources, meaning that they will work more ad-hoc and roles and responsibilities are less clearly defined. So the size of the company is another factor why they could work more agile.

As has been noted in Section 2.1 Project Management, (Egeland, 2013; Tran, 2015) the importance of the involvement of the stakeholders is emphasised in the literature. This technique is also important for Amethyst London and it does include the client during every step of the process.

Because the case study is a small company, they lack employees and resources to implement a full PM process. The sales manager has a lot to deal with during the project but that person could have it easier if there were more employees working at the company. This is not possible for the company to prioritise and it has not to do with saving profit but because the company cannot afford more people, at the moment.

6.1 Project organisation and governance

Project organisation and governance does not really exist in Amethyst London. As the company consists of 4 employees there are no departments within the company. This would be helpful for the company to implement due to the support that comes with it such as: structuring, defining, justifying, trading, planning and executing projects. These steps are not shown anywhere during the process and is important to include and should be given out to the stakeholders (clients) for management. Amongst the faults in Amethyst London's projects, many are seen to be caused by the client, and one example can be changes in the requests. As Phillips (2017) mentions "time is money and changes costs money". PM is about letting in the stakeholders in into the projects to know their requirements in time, before changes will lead to waiting.

6.2 Traditional advantage and disadvantages

The structure of the TPM currently works for Amethyst London. The linear structure of the projects allows them to offer their client the luxury of choosing and developing their own design to their products. Furthermore, the TPM does not add resources to the personnel. The miscommunication with both their clients and suppliers can be solved with more communication.

6.3 Agile advantages and disadvantage

The fashion industry can take advantage of Agile. Companies use high-investment and short-term relationship with their suppliers, which benefit companies that work with fashion or other kind of seasonal products. What the literature means is that the company manufactures the product to its generic state and then holds the product in inventory until they get the clients final demand on the order. When that information is received they can start the specializing process for the client (Harrison, et al, 2011).

The case study structure currently looks like The Waterfall Model for the TPM (Cicmil, Williams, Thomas and Hodgson, 2006; Cicmil et al., 2009; Collyer et al., 2010; Williams, 2005), which is told by the literature and theories, does not go well with the fashion industry. When theories talk about the fashion industry they refer to seasonal products. In Amethyst London's case they do not fall under seasonal products, therefore it is harder to apply the theory of MPM and might be said to not always have to apply for the theory. When investigating the project lifecycle there is not much that can be changed. The processes are organised in a way that are difficult to change and because of the luxury approach, e.g. the design and the process cannot be hurried. The project needs to follow all the processes in order, in order for the product to have the desired outcome. It is not possible to start the production before the client approves the design, and the approval cannot happen before the design has been made.

The approach Amethyst London has for their products is about being a luxury brand and product. They do have a lot of waiting time because of the design of the product. The waiting time does not have to exist if the client chooses a design that already exists. This time might be considered as waste but for the company and the client this time is important for everyone to be satisfied. What can be done to shorten the time is to have certain time limits for every process. This part needs to be adjusted to a more agile project management approach. Excess motion can be envisaged as when the clients change their mind on the design and the processes of design have to be remade; also when the suppliers makes mistakes during the production and products needs to be remade. At the moment the company has only four employees working in its head office. For this reason, it appears impossible that their workforce is underutilized.

For this specific case study it is impossible to implement MPM to their project structure. For example, if Amethyst London would start the design step before having the sales meeting with their client, there would be no purpose of having the sales meeting. Their luxury approach would no longer be available. Also, companies in the fashion industry, such as Amethyst London, which is not producing seasonal products, might not have the advantage of using APM. The disadvantage is because unseasonal products projects production cannot use the agile structure of projects whereas their products cannot be predicted before production. This means that starting the next steps in the project and will have difficulties working in nonlinear structured projects.

6.4 TPM or MPM

Companies in the fashion industry, which does not sell seasonal products can benefit from using both PM's. It is difficult to suggest exactly what parts and processes the companies should use of each PM's due to the fact that the company is unknown for now. If the companies are anything like Amethyst London they can benefit from the TPM structure of the projects and use APM during the processes. It is then important to follow each PM's fully during each step and process for the maximum advantage. At the moment Amethyst London are not using the APM fully and are therefore having issues during their projects such as design and production. When maximizing the communication process there will be a possible reduction of miscommunication and reproduction of faults in the design.

7 Recommendations

For project improvements Amethyst London can make some adjustments that might fit their project lifecycle better. These suggestions have not been tested and are therefore not guaranteed to be successful.

If letting the sales manager focusing on only doing the marketing part and be kept from responsibilities such as being the project manager, they can focus on getting more clients to the knowledge of Amethyst London. This will lead to the project manager holding the sales meetings. This is because they will have more knowledge about the procedures and the factories than the sales staffs needs to have. Also, this part of the project is a good start for the client to meet the project manager and the project manager to present themselves to the client. The main issue would be to have clear responsibility and role division.

7.1 Procurement and client contracts

The suggestion of having a contract of fees is a recommendation to make the company aware of making their decisions clear within their company to prevent changes during the project. One fee will be for the changes in the design after the design have been sent to the factory, another if Amethyst London goes through with all the changes and in the end the client does not place an order. The last one should be for the suppliers. An obstacle that occurs is when the suppliers do not produce the product according to the design and has to remake the product. This delay and change should not be paid by Amethyst London, but the suppliers in question.

Furthermore, because Amethyst London is working with factories in China they do not have all the same holidays. This might add to the already existing issues. A recommendation is to focusing on the in-house items and start processes that do not need the extended personal. Furthermore, what should work for Amethyst London would be to have different project lifecycle structures for different projects (in-housing or outsourcing).

7.2 Communicating this suppliers and stakeholders

In Section 5.1.2 Current Difficulties for Workflow, it is explained that Amethyst London might sometimes receive pictures from the suppliers to approve the first finished product for the suppliers to be able to continue with the production. This technique might work for smaller products with not too many details on them e.g. the adapters and chargers. At the moment Amethyst London's production manager are mostly placed in China at the factory the company has there. One of the responsibilities this person currently has is to communicate with the suppliers. Amethyst London is speaking through the production manger to the suppliers, which can result in miscommunication. Also, because the production manager is not at the office in London this person is not always aware of what is going on at headquarters. During the miscommunication the production manager might think that he knows what is going on but the fact is he does not. This can lead to wrong information given to the supplier, which later will result in wrongly produced products. This person at the factory is necessary but this person should frequently be updated with what is going on at the head office and the client's.

It might be too difficult to implement a MPM structure if Amethyst London wants to contain their unique and luxury approach. This is because each and every product produced is places as one unique order by a client and their specifications and requirements. What can be done is to implement some methods and model to each step but maybe not any changes to the product lifecycle, at the moment.

7.3 Communicating with the client

A suggestion for when the clients shows up for the sales meeting and decides to place on order is that there should be two contracts signed by them stating their knowledge of a possible fee if they decide to place an order and then change their mind when the project has started and cancel the order, as well as when changing a design that has already been decided and sent to the factory the client should pay a fee if they want to change their design. These different contracts are not to scare the clients but to eliminate waste such as, design changes and orders being cancelled. Both these wastes increase expenditures and unnecessary waiting for Amethyst London. After the sales meeting there will be an invoice sent to the client for the payment. This invoice should have been paid before starting the production. The sales meeting and the payment of the invoice do not need to happen at the same time. The time range is needed for the client to think through if the want to go through with the order but there should also be a deadline for this decision to be made. The same thing goes for the two next steps, design and sign off. The design is when different designs are presented to the client. The decision does not need to be made right away as well but should also have a deadline for when the decision need to have been made. It is important to remember that when the invoice is paid and the client cancel the order or change the design another invoice will be sent out, which is the fee. These fees should not be to high to scare the clients away but not to low so the client will not care to cancel or change. The fees purpose is to eliminate waste not to earn more money. During the next steps production and shipment there is not much Amethyst London can do to make the processes go more rapidly

8 Conclusion

This study aims to examine if TPM really is suitable for all sorts of companies and their projects. In modern time TPM has been replaced with MPM in some industries, the study describes the different PM approaches and when and where they are most suitable. The aim is to find the best approach for a fashion company used as the case study company. The research questions where used as interview questions as well and where then compared to the found literature relevant for this study. The research questions for the research were:

Research question 1: How does the fashion industry currently working with project management?

Research question 2: How could the APM approach be implemented into the fashion industry?

8.1 Research question 1

Amethyst London is a company, which with regards to its size is working in a way that they currently believe suits them best. However, this does not always concur with what the theories might suggest. The elements of the traditional Iron Triangle (time-cost-quality) are the main consideration during the work and are the company's priority. Moreover, because the company cannot be said to follow either the 'traditional' (TPM) nor the 'modern' (MPM) approaches to PM it is difficult to propose solutions as to what can be done to improve their processes. As mentioned earlier, in Chapter 5, their project lifecycle is similar to The Waterfall Model, which in turn is typical of TPM. Also as mentioned in Chapter 5, it is more common that companies within the fashion industry choose to work in a way that is closer to the MPM approach, but in Amethyst London there is no resemblance to MPM in their processes.
It is well stated that in Chapter 5 Empirical Findings, that Amethyst London are very careful with not having overproduction but they do want to have the some level of stock items for the possibility of delivering smaller quantities more frequently. This idea will work for the company if there will be clients purchasing from them at that frequency, or if they expand their market to private individuals people as well.

During the interviews with the company there were no specific methods or models that they refer to that they work with. For Amethyst London the disadvantages are the uncertainty of if the client might change their mind about the design or if they will go through with an order. Also, the supplier might have produced the products not the way the client had wished for and the production will be unduly extended for the product to be as the client want it. The advantage the company has is that they are unique in the market and can offer their client this type of product first and start to build a partnership before other companies with the same approach start to enter the market.

8.2 Research question 2

The workflow for Amethyst London does look different from client to client and project to project. All the projects are designed to be performed the same way but in practice they might not have the same capability to follow precisely the same processes. In Chapter 5, Section 5.1, page 21-22, the project lifecycle is presented.

To Amethyst London it will be difficult to implement MPM due to their product specifications and project structure.

8.3 Future studies

For future studies a SWOT – analysis should be performed for a more structured way of mapping out the processes during the projects in the company. The SWOT-analysis will help the company to sort the activities out in a project. There can be activities that Amethyst London had not thought of being unnecessary that the SWOT-analysis might show. When time consuming activities have been detected there will be a strategy set to manage time, quality, and resources. Also, there should be more investigation in PM within the fashion industry to find the best solution of working with those kinds of projects.

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Appendixes

Appendix 1

(Interview with the Production Manager)
What is the history behind Amethyst London, the history and background about the company? When was it founded?

In summary the company was started in February 2012 and was created to be a sales arm for the factory that Nick had invested in in China.
There was a creative side within the company to design new products that the factory could make and then the sales side to get these products out to potential clients in order to sell them. The initial strategy is to get high end clients to purchase large numbers of a single product for events/gifting. This is good when it worked but we were relying on these deals coming off.
Going forward we are looking at more of a balance between having stock items that we house in the UK that we can sell in smaller more regular quantities and continuing to look for those larger deals. This is to try and spread the risk, and avoid the scenarios that we had last year which put the company in a serious financial position.

How does the process of design look like in your company?

Firstly, we have a number of standard products that we sell however these will still need a level of design work to incorporate the clients logo when it comes to branding. This will need to be created in artwork by the designer, which will then be approved by the client. Secondly clients sometimes want alterations to existing designs, which our designer will do and then get the factory to translate into production. Obviously these will need to be for a larger quantity order due to the overheads both here and at the factory.

How is Mr. Fred and what does he do for you?

Mr Fred is actually Weinfred Wiemer, a German ex-pat, who originally ran the factory until our production manager came in. Many of the products there are his designs and he still has some input but far less than before, as he is now nearly 80 and mainly retired!

How is owning your own factory profitable for you?

The costs are lower as we do our own design and are able to negotiate a preferential rate from the factory. The factory does not solely supply to Amethyst so we will have a rate for us and a different rate for other companies.

You are presenting an in-house production in your background information on your website, what does this refer to?

This refers to our change in business model. Previously we were only a bespoke/made to order supplier of leather goods, where we held nothing but samples in stock. We are changing our business model such that we will now split between providing bespoke solutions (which will generally be for larger quantities) and also having a level of stock items so that we can supply smaller numbers much more quickly. We will still be able to brand all of the stock items for the specific client requirements but be able to supply within days instead of weeks.

What kind of company is Amethyst London, privately owned or a stock company?

Amethyst is a stock company and consists of shareholders, albeit not many, and these will soon change due to the downsizing of the number of employees.

Appendix 2

(Interview with the Head of Operation)
What are the pros and cons of the way you are working currently?

We have had a few problems with the way we are working currently. The main problem we had is the disconnection with the factory. This is a problem we still are working with (sense we started the company). Very often the products are not produced the exact way we want or the way we created the product in the artwork. We will have to tell the client about this and that does not make us look good. The problems with the production does not necessary have to do with the suppliers but with the way we communicate with each other, there might be miscommunication but sometimes they do not produce after the specifications that we have given them. Also, sometimes instead of sending the final product (first the supplier produce one of the requested products and then send it to us for approval) the supplier have sent us picture. This is a faster way for us to confirm but the confirmation can never be 100% sure. The pictures cannot show the exact colour on the seam for example. The pictures will make it possible to get through things quickly. We miss things by not having a process. I am trying to find a “happy medium”. We need someone to tell us what we should do and what should be changed.

What do you think can be changed and what cannot be changed?

When we have a project we start by producing x and then y and z and so on, every step has to be gone through properly. I will try to map the process out to get a picture of how the process will look like. We have these “gate ways” you have to pass to get to the next stage and then to the end. Ultimately I would like to get a better process in place, as I am sure that it would alleviate many of the issues that we have.

Who of you in the office are in charge of what parts of the process?

Generally the sales person will facilitate everything that happens in the order, however the designer will do any design work and the production manager will manage the production at the factory.

What responsibilities do the project manager have during the project?

So basically we do not have specific roles within the project because we are still not that many in the office, at the moment we are only four. For the project the Sales Manager also plays the role of a Project Manager. What they do is that they go out and find possible clients. Together they will come up with the design but in the end it is our designers of course who do the actual artwork. The sales manager will also ensure that the client will receive the invoice and that the procedure are correctly performed as well as the product being delivered in time.

How much of the work during the project does the Sales Manager have to do?

Because we do not have a person with the role of being the project manager in the company the sales manager have to do the work of a project manager as well as a sales manager. We have not given the sales manager the role of a project manager but you can say that the sales manager does have the role of two people. As told before during the previous question, that is the work of a sales manager at the moment.

Is Amethyst London currently working according to TPM or MPM (models and methods)?

To my knowledge we are not working with any specific methods or models. What I have described is just how we approach things currently (rightly or wrongly).
- *When having compared your process with the theory it does look like the TPM, is this to your knowledge?*
No, actually it is not.

What do the Head of Operations do during the projects?

This is my role and I am the one held in the background to make sure the company is still covered with payments etc. I am making sure that the different accounts (design and artwork, product, etc.), I am also making sure that the bills are paid to the employers, chasing invoices for those who have not yet paid, I am involved in pricing the products so that the sales manager have access to it later during the sales meetings.

Appendix 3

(Interview with the Production Manager)
How does you project lifecycle look like and that issues do you stumble upon?

The project lifecycle is quite a fluid this and often varies considerable from project to project. What I have outlined below is the process that we try and follow along with some of the issues that we encounter:

1. Sales enquiries – This can come in the form of a potential client making contact with us through the info@ email, via a call to the office or more often a sales meeting that one of the sales staff has managed to get by reaching out (marketing).

2. Sales meeting – This will involve the sales person (with or without the designer) meeting the client face to face to show the products that we have and to come up with a potential product option for the client.

3. Invoicing – We will send the invoice to the client.

4. Design – The designer will come up with some artwork for the client to review. There are more than likely a number of iterative reviews of the design to get the right one. This can be a very short process when an existing product simply requires the

clients log on, or a very protracted one when the client requires a new product of a significant change to an existing one. This redesign may also have a level of interaction with the factory to advise on design and also to produce samples.
- There have been instances where we have done an amount of design work for a client who then has not followed through with an order.
- Artwork revisions and the costs involved. Sometimes there are numerous revisions to the designs, particularly with new products. We have got better at starting that design costs should be paid by the client and then can be discounted from an order, however we have been hit before, particularly on smaller quantity orders. This is why we are trying to move away from bespoke orders.

5. Signoff – The client has to formally sign off the Factory Ready Artwork in order for us to send this over to the factory. The client will need to pay at this point, if they haven't already.

6. Production – The factory will start production. The first item produced off the production line will be photographed and email to the Amethyst team and then on to the client (if necessary) for approval before the remaining items are produced. If there is a secondary product, such as a charger or adapter this will need to be ordered separately.
- Where we have had problems with the suppliers, we have had to get items remade, sometimes at our expense.

7. Shipment /Delivery – The products will be shipped from China to the Amethyst office, repackaged and the shipped on to the client.
- Client expectations are different to the finished pieces. This often comes down to differences in pantone colour matches. We say on our artwork that the colours are "nearest match to pantone xyz" however there are deviations that the client does not think are acceptable.
- Delivery delays – there have been many occurrence where orders are significantly delayed. This is due to many different factors however this is not something that we can really change as they are things like Chinese New Year where the factory closes down for 2-3 weeks.

On your website (http://amethystlondon.com/production-process/) you have presented these project processes but they do not look the same as the one you have explained. Is the website some how being shortened and if that is the case which goes under which step from the website.

With regard to mapping the website process to what I have described we would only want to put a summarized version of what we do on the site as there would be unnecessary information there otherwise. Thing that is should map broadly as follows:
Points 1, 2 and 3 map to Point 1 on the website
Point 4 maps to Points 2 and 3 on the website
Points 5 and 6 map to Point 4 on the website
Point 6 maps to point 5 on the website

Appendix 4

(Interview with the Head of Operation)
What do you think about the recommendations?

We do agree on a stronger and tighter contracting with the clients. Our biggest issue is that our terms and condition that we have with the contracts is that they might not be legally strong in terms of what the law says about contracting but we are open to a debate to make it work and more official. The only problem we do have with the though of doing this kind of contracting with our suppliers is that China works differently (the location of our suppliers). Their mind-set is different and they do not accept responsibility the same way we look at it. They want to be paid upfront, which means that their work in the end might not be as we has requested and we have to pay for another batch of products to make it right. These suppliers we have the most problems with are the one producing adapters and chargers that goes inside the cases.

Further input from Amethyst London about their company and the current situation.

Furthermore, the production manager does a little bit of everything. This person will have to spend most of their time at the factory. This person will therefore have more knowledge about the production than anyone else in the company. Also, the production manager is the one communicating with the suppliers directly after consulting with the company in London. Right now the process is a bit ragged but we have all the artefacts to make a change. Because we want to receive the payment upfront because of the large overhead to have things approved, one process cannot start without the first step being completed. For example, the designer has to get paid before the actual work will put into place. This is because great work can be performed and later the order will not go through by the client. This means that resources will have been used but not paid. Contracts need to been put in place otherwise our people will be exposed to the unpaid changes.

Appendix 5

(Interview with the Sales Manager)
What are the reason clients buy your products?

The clients buy our products for gifts to their employees or to hand out during company events.

What are your suppliers located?

China and India.

How many projects at a time do you work with?

One to six at a time

How many clients to you have?

We have 6000 clients but ”only”200 of them are active clients at the moment.

Do your processes look the same for every project?

We have similar processes for different products.

How many employees do you have currently?

We are four people working at the office at the moment.

How do you find your clients?

We find our clients through social media.

What is your yearly revenue?

It is £ ¼ million.

Appendix 6

northumbria
UNIVERSITY NEWCASTLE

Faculty of Engineering and Environment

RESEARCH PROJECT: ETHICS REGISTRATION AND APPROVAL FORM

Section One: Registration *[To be completed by researcher]*

Title of research project/dissertation	How project management could gain a more efficient workflow in the fashion industry

Researcher's name	Sara Shahir
Student number (if applicable)	16031245

Please only complete the following if researcher is a student:

Programme of study	Project Management
Academic Year	2016
Module code (if applicable)	BE1231BNN01
Principal Supervisor or Module Tutor	Michelle Littlemore
Start Date	2017-01-01

Brief outline of research topic:

The aim for this research is to find out a more efficient way of working with the project within project management and how project management looks like, within the fashion industry. The idea is to identify the work of a project manager and their tasks during the different processes for a project. For a long period of time the work of a project manager has been wrongly interpreted and one of the researcher's aim will also be to clarify that misunderstanding. In the end of this report there should be a recommentation for the company about what factors they could change or add for a more efficient project management workflow.

Short description of proposed research methods including identification of participants:

This study will be conducted by questionnaires and interviews if needed for further data and information collection. These questionnaires will be handed out to people involved in the subject such project managers, OPM, and project members. After the data collection have been collected it will be compared to the literature about project management and project managers within the fashion industry.

Ethical considerations in the research project	YES	NO
1. Does your research involve an external organisation or partner?	☒	☐
2. Does your research involve human participants?	☒	☐
3. If yes to Q.2, will you inform the participants about the research?	☒	☐
4. Will you obtain their consent using the standard consent form?	☒	☐
5. Is any deception involved?	☐	☒
6. Do any participants constitute a 'vulnerable group'? (refer to definition of Vulnerable People)	☐	☒
7. Will the research involve the following information?		
Commercially sensitive	☐	☒
Personally sensitive	☐	☒
Politically sensitive	☐	☒
Legally sensitive	☐	☒
8. Is the research likely to have any significant environmental impacts?	☐	☒
9. Are there likely to be any risks for the participants in your research?	☐	☒
10. Are there likely to be any risks for you in conducting the research?	☐	☒
11. If yes [to 5, 6, 7, 8, 9 or 10 above] have you identified steps to address the issues and mitigate any risks to participants, yourself or the environment?	☐	☒

Statement to explain how any issues identified above will be addressed and what steps will be taken to mitigate such risks or adverse impacts
All questionnaires will contain a statement saying that the respondent agrees to take part and reassuring them of confidential and anonymous treatments of their responses. In the case of interviews, a standard consent form (containing similar reassurances) will be obtained.

Ethical category of research project
Based on the above Ethical Considerations and with reference to the University's Ethical Scrutiny Risk Assessment tool identify the Ethical category of your research project (refer to http://www.northumbria.ac.uk/static/5007/respdf/riskassesmenttool for further guidance):

[Please tick as appropriate]

Red	☐	vulnerable participants; human tissue; sensitive data; risks to participants & researchers etc.
Amber	☒	human participants requiring informed consent; commercially sensitive information etc.
Green	☐	no participants involved; secondary data only; no sensitive data

I have read the University and the Faculty Ethics Policy and Procedures and confirm that the answers I have given above are correct. Where issues arise under items 5, 6, 7, 8, 9 or 10 [above] I have described in writing how I intend to approach these issues in the research.

Researcher's signature **Sara Shahir**..............................

Date 2016-10-24................................

Section 1 Ethics Registration to be submitted to Principal Supervisor or Module Tutor

Section Two: Approval

Supervisor/Module Tutor's name	

Ethical approval *[Please tick as appropriate]*

Green - Ethical approval is given without conditions	☐
Amber - Ethical approval is given with the following conditions: Information to be provided to all participants Participant consent to be obtained using the standard Research Participant Consent Form or otherwise in accordance with Faculty procedures Data to be stored and destroyed securely in accordance with University guidelines Adherence to DPA Anonymity to be provided to participants Commercial confidentiality to be provided to organisations(s) Other (please state):	 ☐ ☐ ☐ ☐ ☐ ☐ ☐
Red - Project is referred to FREC for approval	☐

Name & role of approving member of staff 1: NICK REID - PRODUCTION MANAGER

Signature N Reid

Date 03/05/17

Outcome of FREC referral – Decision, minute and date of meeting; identify two signatories

Appendix 7

northumbria
UNIVERSITY NEWCASTLE

Faculty of Engineering and Environment

RESEARCH PROJECT: ETHICS REGISTRATION AND APPROVAL FORM

Section One: Registration *[To be completed by researcher]*

Title of research project/dissertation	**How project management could gain a more efficient workflow in the fashion industry**

Researcher's name	**Sara Shahir**
Student number (if applicable)	**16031245**

Please only complete the following if researcher is a student:

Programme of study	**Project Management**

Academic Year	**2016**

Module code (if applicable)	**BE1231BNN01**

Principal Supervisor or Module Tutor	**Michelle Littlemore**

Start Date	**2017-01-01**

Brief outline of research topic:

The aim for this research is to find out a more efficient way of working with the project within project management and how project management looks like, within the fashion industry. The idea is to identify the work of a project manager and their tasks during the different processes for a project. For a long period of time the work of a project manager has been wrongly interpreted and one of the researcher's aim will also be to clarify that misunderstanding. In the end of this report there should be a recommentation for the company about what factors they could change or add for a more efficient project management workflow.

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been collected it will be compared to the literature about project management and project managers within the fashion industry.

Ethical considerations in the research project	**YES**	**NO**
1. Does your research involve an external organisation or partner?	☒	☐
2. Does your research involve human participants?	☒	☐
3. If yes to Q.2, will you inform the participants about the research?	☒	☐
4. Will you obtain their consent using the standard consent form?	☒	☐
5. Is any deception involved?	☐	☒
6. Do any participants constitute a 'vulnerable group'? (refer to definition of Vulnerable People)	☐	☒
7. Will the research involve the following information?		
Commercially sensitive	☐	☒
Personally sensitive	☐	☒
Politically sensitive	☐	☒
Legally sensitive	☐	☒
8. Is the research likely to have any significant environmental impacts?	☐	☒
9. Are there likely to be any risks for the participants in your research?	☐	☒
10. Are there likely to be any risks for you in conducting the research?	☐	☒
11. If yes [to 5, 6, 7, 8, 9 or 10 above] have you identified steps to address the issues and mitigate any risks to participants, yourself or the environment?	☐	☒

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Researcher's signature **Sara Shahir**..............................

Date	**2016-10-24................................**
Section 1 Ethics Registration to be submitted to Principal Supervisor or Module Tutor	

Section Two: Approval

Supervisor/Module Tutor's name	

Ethical approval *[Please tick as appropriate]*

Green - Ethical approval is given without conditions	☐
Amber - Ethical approval is given with the following conditions: Information to be provided to all participants Participant consent to be obtained using the standard Research Participant Consent Form or otherwise in accordance with Faculty procedures Data to be stored and destroyed securely in accordance with University guidelines Adherence to DPA Anonymity to be provided to participants Commercial confidentiality to be provided to organisations(s) Other (please state):	☐ ☐ ☐ ☐ ☐ ☐ ☐
Red - Project is referred to FREC for approval	☐

Name & role of approving member of staff 1: CHRIS REID COMMERCIAL MANAGER

Signature ....

Date 29/04/17

Outcome of FREC referral – Decision, minute and date of meeting; identify two signatories

Appendix 8

northumbria
UNIVERSITY NEWCASTLE

Faculty of Engineering and Environment

RESEARCH PROJECT: ETHICS REGISTRATION AND APPROVAL FORM

Section One: Registration *[To be completed by researcher]*

Title of research project/dissertation	**How project management could gain a more efficient workflow in the fashion industry**

Researcher's name	**Sara Shahir**
Student number (if applicable)	**16031245**

Please only complete the following if researcher is a student:

Programme of study	**Project Management**

Academic Year	**2016**

Module code (if applicable)	**BE1231BNN01**

Principal Supervisor or Module Tutor	**Michelle Littlemore**

Start Date	**2017-01-01**

Brief outline of research topic:

The aim for this research is to find out a more efficient way of working with the project within project management and how project management looks like, within the fashion industry. The idea is to identify the work of a project manager and their tasks during the different processes for a project. For a long period of time the work of a project manager has been wrongly interpreted and one of the researcher's aim will also be to clarify that misunderstanding. In the end of this report there should be a recommentation for the company about what factors they could change or add for a more efficient project management workflow.

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Personally sensitive	☐	☒
Politically sensitive	☐	☒
Legally sensitive	☐	☒
8. Is the research likely to have any significant environmental impacts?	☐	☒
9. Are there likely to be any risks for the participants in your research?	☐	☒
10. Are there likely to be any risks for you in conducting the research?	☐	☒
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Statement to explain how any issues identified above will be addressed and what steps will be taken to mitigate such risks or adverse impacts
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Researcher's signature **Sara Shahir**..............................

Date	2016-10-24................................

Section 1 Ethics Registration to be submitted to Principal Supervisor or Module Tutor

Section Two: Approval

Supervisor/Module Tutor's name	

Ethical approval *[Please tick as appropriate]*

Green - Ethical approval is given without conditions	☐
Amber - Ethical approval is given with the following conditions: Information to be provided to all participants Participant consent to be obtained using the standard Research Participant Consent Form or otherwise in accordance with Faculty procedures Data to be stored and destroyed securely in accordance with University guidelines Adherence to DPA Anonymity to be provided to participants Commercial confidentiality to be provided to organisations(s) Other (please state):	 ☐ ☐ ☐ ☐ ☐ ☐ ☐
Red - Project is referred to FREC for approval	☐

Name & role of approving member of staff 1:	VASIL CHONEV SALES EXECUTIVE
Signature	[signature]
Date	3/5/17

Outcome of FREC referral – Decision, minute and date of meeting; identify two signatories