



# ACTIVITY REPORT **2017**

**mmode**

THE METROPOLITAN FASHION CLUSTER

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A FORWARD-LOOKING  
INDUSTRY

# INDUSTRY PORTRAIT

**82,540**  
jobs\*

in Quebec's fashion sector, of which 58% are in the Greater Montreal area\*\*

**1,846**  
establishments

in the fashion sector across Quebec\*\*\*

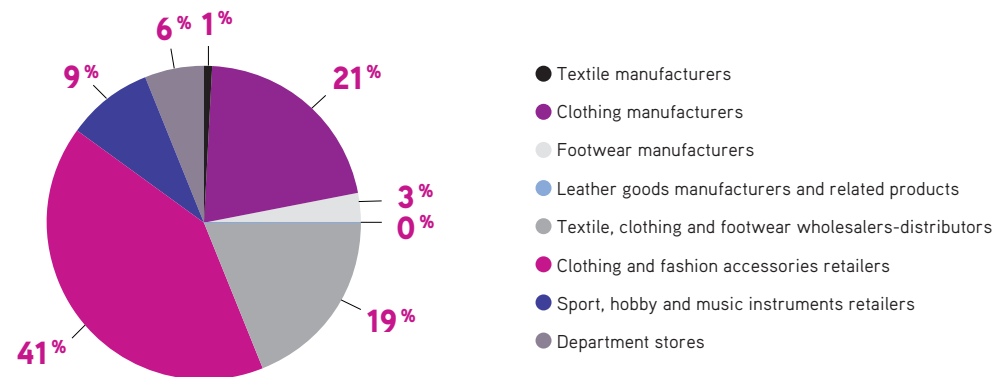
**48%**  
of the Canadian  
production

Nearly half of Canada's manufacturing jobs in the fashion industry are in Quebec. Montreal ranks 3rd in clothing manufacturing in North America after New York and Los Angeles\*\*\*

**8**  
billion dollars

Total sales for manufactured goods and wholesale distribution in Quebec, excluding retail sales\*\*\*

## JOB DISTRIBUTION BY FASHION SUB-SECTOR, MONTREAL CMA, 2016\*\*



## A RICH ECOSYSTEM MADE UP OF MANY DIFFERENT PLAYERS THAT CONTRIBUTE TO ITS GROWTH

The fashion industry is a dynamic, diversified ecosystem that includes players in many different sub-sectors such as clothing, textiles, shoes, leather goods, furs and accessories.

The Quebec fashion industry is composed of an impressive array of companies including the four main pillars: designers, manufacturers and workshops, wholesalers-distributors and agents and retailers.



\* Including retail  
 \*\* "Diagnostic des besoins en main-d'œuvre et adéquation formation emploi — Secteur de la mode", CEM document, 2017  
 \*\*\* "Rapport du groupe de travail mode et vêtement", 2013

# THE mmode CLUSTER AT A GLANCE

# THE YEAR 2017 IN NUMBERS FOR THE mmode CLUSTER:

## MISSION

mmode is a non-profit organization with the mission of bringing together players of Quebec's fashion industry, including from its four main pillars: designers, manufacturers, wholesalers-distributors and retailers. mmode also has the mandate to create business and innovation synergies, and so contribute to improving the competitiveness and growth of this ecosystem.

## VISION

mmode aspires to become a world-class Cluster and to place Montreal as one of the world's top fashion cities by promoting the industry's know-how and talent for innovation.



Our building partner Lolë welcomed 165 guests for the **2017 AGM**.

## MANDATE

To carry out its mission, mmode mobilizes and coordinates the grouping of the fashion industry as a whole around four strategic areas of focus, with the objective of identifying and implementing concrete solutions to the industry's top-priority issues.

## STORY — CREATION IN 2015

The product of long years of discussions between the various players in Quebec's fashion industry, the mmode Cluster came into being in 2015 through the desire of all stakeholders to join forces in an organization that would act as the ecosystem's main platform for exchange and collaboration.

## INDUSTRIAL CLUSTERS IN A FEW WORDS...

Industrial clusters group together all the players in an industry whose activities are of paramount importance for a city or region's economic vitality and reach. They are formed primarily to rally all the members of the relevant ecosystems to achieve common, structuring objectives. Their role revolves around three main functions: coordination, information and promotion, and support for competitiveness. Each industrial cluster has a specific number of strategic areas of focus, identified on the basis of the specific challenges faced by the reference industry.

**225**  
mmode  
member  
companies

AS OF DECEMBER 31, 2017

**1,007**  
participants

IN mmode MEETINGS AND EVENTS,  
93% OF WHOM CAME FROM  
THE PRIVATE SECTOR\*\*

IN 2017, mmode  
MANAGED A BUDGET  
OF \$1.3 MILLION, OF  
WHICH

**33%**

of revenues  
came from the  
private sector

**3**

levels of  
government

CONTRIBUTING FUNDING FOR  
mmode CLUSTER OPERATIONS:  
THE COMMUNAUTÉ MÉTROPOLITAINE  
DE MONTRÉAL, THE GOVERNMENT  
OF QUEBEC AND, SINCE 2017,  
THE GOVERNMENT OF CANADA  
THROUGH THE CANADA ECONOMIC  
DEVELOPMENT FOR QUEBEC REGIONS

## mmode TEAM MEMBERS



Debbie Zakaib  
Executive Director



Mathieu St-Arnaud Lavoie  
Deputy CEO & Task  
Force Manager



Catherine L'Écuyer  
Communications  
Coordinator



Jérémie Casavant-Dubois\*  
Project Manager



Adrien Habiyaremye  
Administrative Assistant

Thanks to our special collaborators  
Dario Bivona, Elise Dionne & Axelle  
Prézelin.

\* As of January 2018

\*\* Count according to meetings  
of 10 people or more

# MESSAGE FROM THE HONOURABLE NAVDEEP BAINS



**If ever there were a sector of the economy that is constantly evolving, it would be the fashion industry. The entire global economy is now feeling the impact of this buzz, creating a context that calls for ever more creativity, connections and versatility. Governments, large or small businesses, artists or creators: we all need to adjust to the rhythm of the changes.**

This rapid evolution in which we are participating is opening up new economic, social and environmental possibilities for our entire country. By drawing on our ability to create, adopt new technologies and reinvent ourselves, we will be able to extend our horizons even further. We can go places. Innovation is key to building our future. Through innovation, the Canadian economy will be able to remain competitive on global markets.

We need visionaries who have the genius to connect with various players whose strengths are complementary yet essential. We need artisans to make up a community of creators and innovators. And this is what mmode does so well.

I join my colleagues in applauding the many accomplishments that have marked the past year. Your day-to-day activities and events that ensue are laying the groundwork for a Quebec fashion industry that promises to be more creative and innovative than ever.

**Navdeep Bains**  
Minister of Innovation, Science and Economic Development  
and Minister responsible for CED



# MESSAGE FROM THE MINISTERS



**The Quebec government is proud to support mmode, the Metropolitan Fashion Cluster, which is playing a mobilizing role in the Quebec fashion industry.**

The mmode cluster fosters collaboration between industry partners, promotes the know-how of the Quebec labour force and is helping to establish Montreal's brand image as a fashion hub. The organization plans to carry out promising projects aimed at supporting local entrepreneurship and fostering the competitiveness of Montreal companies. This approach is bolstering an innovative sector that benefits Quebec as a whole.

We wish to acknowledge the efforts of the cluster's members, who are striving resolutely to ensure this creative industry's success.

**Dominique Anglade**  
Deputy Premier, Minister of Economy, Science and Innovation  
and Minister responsible for the Digital Strategy

**Martin Coiteux**  
Minister of Municipal Affairs and Land Occupancy, Minister of Public Security  
and Minister responsible for the Montreal region



# MESSAGE FROM THE CHAIR OF THE CMM



**The Montreal fashion industry, like the city itself, is fundamentally creative. A vital sector of our economy, fashion accounts for 50,000 jobs, including retail, in Greater Montreal, or nearly 60% of all jobs in this industry across Quebec.**

With a long tradition of excellence and know-how, Montreal fashion is today known primarily for its innovative nature. The role of the mmode Cluster is precisely to stimulate innovation and entrepreneurship among designers, manufacturers, wholesalers-distributors and retailers. This can only lead to improved competitiveness and productivity for companies in this sector throughout the Montreal metropolitan region.

Today's Montreal fashion industry is an object of envy. As Mayor of Montreal and Chair of the Communauté métropolitaine de Montréal, I wish to salute the mmode Cluster for its second year of activities, a year that saw the inception of many concrete projects aimed at boosting the competitive strength of the Montreal fashion industry and accelerating its growth. Thanks to your efforts, Montreal has the opportunity to achieve the status of North American fashion capital and extend its influence over the world stage.

**Valérie Plante**  
Chair of the Communauté métropolitaine de Montréal  
Mayor of Montreal



Communauté métropolitaine  
de Montréal

# MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES



**“Our Cluster is here to stay.”**

In 2008, to follow up a Quebec government initiative, all sectors in the industry gathered around an issue table co-chaired by Elliot Lifson and Anna Martini.

In collaboration with 12 entrepreneurs from our industry, we demonstrated the need to rally around joint initiatives through an industrial Cluster. This was a major challenge, as it was the first time we would all work together to support our young talent and better organize our relations with the different levels of government.

**I can tell you today that our mmode Cluster is on the right track.**

We have built a solid base and rediscovered our pride as an innovative, creative industry, while our credibility with government is growing steadily. As I often say, we have everything we need to succeed in Montreal: high-quality human resources, a vigorous school system, a rich blend of cultures and languages, a logistical hub that is open to the world and a creative community teeming with energy.

While many challenges remain, by pooling our ideas and working together we will be able to stimulate the growth and competitiveness of the Montreal fashion industry.

**FRANÇOIS ROBERGE**  
President and CEO, Boutique la Vie en Rose inc.  
Chair of the Board of Trustees, mmode

# MESSAGE FROM THE EXECUTIVE DIRECTOR

**“If you want to go fast, go alone. If you want to go far, go together!”**

We are ending the year 2017 with a sense of pride in having carried out, in collaboration with industry members, projects that are forward-looking, structuring, even ambitious. We are particularly enthusiastic about the wave of mobilization and optimism that is galvanizing the industry, as well as the outstanding media coverage throughout the year that has promoted the know-how, creativity and innovative nature of our sector.

With a dynamic permanent team, motivated Working Group members, committed administrators and generous partners, the 2016 start-up of the four mmode priority Working Groups led to the 2017 implementation of concrete initiatives with considerable impact and benefits for the industry as a whole.

One of our major projects was the redesign of our website to make it a more powerful and interactive tool for the industry. We also welcomed the Apparel Quebec team to our downtown offices, supported the industry in the NAFTA renegotiations and coordinated numerous events that facilitated the sharing of best practices and networking.

In collaboration with the members of the four Working Groups, mmode was able to increase synergies between players in our ecosystem in order to define an industry image campaign through a unique signature, #mtlstyle, as well as conduct an in-depth analysis of human resources needs and matching between jobs and training, organize a Forum on knowledge transfer, launch exclusive training programs together with our partners, propose a twinning process for our entrepreneurs and work diligently on the trade mission to Las Vegas in February 2018. These accomplishments are just a few examples of mmode’s 2017 successes.

We welcome the arrival of the Canadian government, which this year joined with our major public and private partners in contributing to the success and growth of the industry.



**DEBBIE ZAKAIB**  
Executive Director, mmode



**BOLSTERED BY A NEW STRATEGIC PLAN FOR THE NEXT THREE YEARS, THE mmode CLUSTER IS EMBARKING ON THE COMING YEAR WITH ENTHUSIASM AND ENERGY, AND WILL FOCUS ITS EFFORTS ON DEVELOPING INNOVATIVE PROJECTS AND FRUITFUL COLLABORATIONS IN ORDER TO HEIGHTEN THE COMPETITIVENESS OF QUEBEC COMPANIES AND POSITION MONTREAL AS A FASHION CITY ON THE WORLD STAGE.**

# A NEW WEBSITE FOR THE mmode CLUSTER

In 2017, the mmode team, in partnership with the agency Archipel Synergie Créative, was kept busy with the development of a new website. More than an update of its design, taking it to an adaptive version, the new mmode.ca aims to become the go-to reference for fashion in Quebec and an interactive platform for exchange for the entire ecosystem.

## EXCLUSIVE MEMBERS-ONLY FEATURES

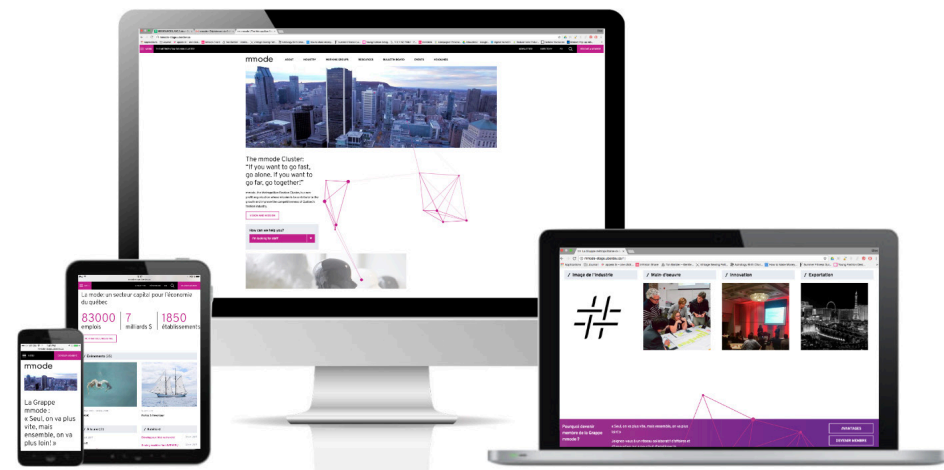
Thanks to a dedicated members-only portal, mmode members can now promote their events directly on the calendar and post their announcements on the bulletin board, a page that will increase opportunities for networking between industry players. At their discretion, mmode members can also post their company news on the georeferenced map of the member directory — a prime tool for raising awareness of our local entrepreneurs and brands among consumers and the industry.

## THE GO-TO REFERENCE FOR FASHION

Not only does mmode.ca meet Cluster members’ specific needs, it has also been designed to provide factual information on the Montreal and Quebec fashion industry to various target audiences, including the media, consumers and current and future players in our ecosystem. The Industry section presents a portrait of the Quebec fashion industry and offers eloquent statistics that attest to its importance for the Quebec economy, while the Headlines section is the destination for anyone eager for news and interested in keeping up on mmode Cluster projects.



Official partner



# THANKS TO OUR PARTNERS

## OFFICIAL PUBLIC PARTNERS



## BUILDING MEMBERS



## EDUCATION AND RESEARCH INSTITUTION PARTNERS



## SECTOR-BASED ASSOCIATIONS (CONNECTED WITH THE FOUR PILLARS)



## EVENT AND SERVICE PARTNERS



# BOARD OF TRUSTEES

## EXECUTIVE COMMITTEE

### Chair



François Roberge  
President and CEO  
Boutique la Vie en Rose inc.

### Vice-Chair



Louis Bibeau  
President and CEO  
Logistik Unicorp

### Secretary



Marie-Eve Faust  
Director and professor  
École supérieure de mode  
de l'ESG UQAM

### Treasurer



François Lapierre  
President  
Claudiel Lingerie,  
Liliane Lingerie

## WORKING GROUP CHAIRS

### Industry Image Working Group Chair



Philippe Dubuc  
President  
Philippe Dubuc

### Human Resources Working Group Chair



Claude Marchand  
President and CEO  
LCI Education Network  
(LaSalle College)

### Innovation Working Group Chair



Jean-Pierre Généreux  
Vice President,  
Global Brand Environments  
ALDO Group

### Export Working Group Chair



Simon La Rochelle  
CEO  
Royer

## OTHER BOARD MEMBERS

Marilyne Baril, MARIGOLD by Marilyne Baril  
Teresa Eloy, Fur Council of Canada  
Leonard Gorski, Gorski Group  
Christian Lefebvre, Lowell MTL / LEF Industries  
Elliot Lifson, Peerless Clothing

Jean-Philippe Robert, Quartz Co.  
Marco Roy, Cégep Marie-Victorin  
Linda Tremblay, Conseil des créateurs de mode du Québec (CCMQ)  
Eric Wazana, Yoga Jeans / Second Clothing, Apparel Quebec  
Serge Zagury, Gildan

## OBSERVER MEMBERS

Alexander Artus, Canadian Textile Industry Association (CTIA)  
Cynthia Delisle, Export Québec (MESI)  
François Bousquet, Collège LaSalle  
Yves Charette (Catherine Lavoie),  
Communauté métropolitaine de Montréal (CMM)  
Linda Cyrenne, Comité sectoriel de main-d'œuvre  
de l'industrie textile du Québec (CSMO Textile)  
Hélène Chamberland, Ministère de l'Économie,  
de la Science et de l'Innovation - Québec (MESI)  
Denis Falardeau, Shoes Manufacturers' Association of Canada  
Louis Gourdeau, Fonds de solidarité FTQ  
Paulette Kaci, Vestechpro, Cégep Marie-Victorin  
Bob Kirke, Canadian Apparel Federation (CAF)

Patricia Lapierre, Détail Québec  
Géraldine Martin, Ville de Montréal  
Alain Michaud, PwC  
Jacek Mlynarek, CTT Group  
Odette Nappert, Campus Notre-Dame-de-Foy (CNDF)  
Rose-Marie Tasseroul, Secrétariat à la région métropolitaine -  
Gouvernement du Québec  
Sébastien Thériault, Davies  
Léopold Turgeon, Conseil québécois du commerce de détail (CQCD)  
Donald H. Violette, Direction régionale de l'île de Montréal,  
Emploi-Québec  
Debbie Zakaib, mmode Cluster

\*Since January 1st, 2018

# WORKING GROUP MEMBERS

The Working Group committees are composed of mode Cluster members who wish to be actively involved by participating in the development of concrete solutions and action plans that meet the priority issues of our industry. In 2017, these committees implemented major initiatives in terms of industry image, human resources, innovation and export.

## INDUSTRY IMAGE WORKING GROUP COMMITTEE

### Chaired by Philippe Dubuc, Philippe Dubuc

Marilyne Baril, MARIGOLD par Marilyne Baril  
Cynthia Delisle, Export Québec (MESI)  
Karine Bibeau, Logistik Unicorp  
Hélène Chamberland, Ministère de l'Économie, de la Science et de l'Innovation – Québec (MESI)  
Jean-François Daviau, Groupe Sensation Mode  
Regina de Amorim Rieh, Sigma mode  
Anne De Shalla, Diffusion Griff (Sophie Desbiens), Frank + Oak  
Caroline Desmartin, Sid Lee  
Diane Duhamel, Ville de Montréal  
Rita Elias, Eläma  
Teresa Eloy, Conseil canadien de la fourrure  
François Forget, Sid Lee  
Nancy German, Primacom  
Marine Godfroy, m0851  
Leonard Gorski, Gorski Group  
Madeleine Goubeau, Société Radio-Canada  
Mélanie Heyberger, Le Coffret de Rachel  
Catherine Lagacé, Cirque du Soleil  
Marie-Pier Lalli, Lalli  
Christian Lefebvre, Lowell MTL / LEF Industries  
Emanuela Lalli (Mélisandre Bodiguel), Fashion Preview  
Francis Mayer, Francis Mayer  
Natalie Oulousian, Les Poupounes de Luxe  
Viviane Roy, VROY Communications  
Michel Savoie, Cirque du Soleil  
Elizabeth Stefanka, Stefanka Technologies  
Linda Tremblay, Conseil des créateurs de mode du Québec (CCMQ)  
Eric Wazana, Vêtement Québec / Second Clothing

## HUMAN RESOURCES WORKING GROUP COMMITTEE

### Chaired by Claude Marchand, Réseau LCI Éducation (Collège LaSalle)

Louis Arsenaault, Vêtements Peerless  
Marilyne Baril, MARIGOLD par Marilyne Baril  
Camille Bonne, ShoeShoeBags  
François Bousquet, Collège LaSalle  
Marie Brouillet, Vestechpro, Cégep Marie-Victorin  
Mariane Brousseau-Paquet, Ministère de l'Économie, de la Science et de l'Innovation – Québec (MESI)  
Manuel Champagne, Détail Québec  
Katie Liberta, Groupe Mark Edwards  
Linda Cyrenne, Comité sectoriel de main-d'œuvre de l'industrie textile du Québec (CSMO Textile)  
Maria Dagostino, Les Confections Stroma  
Mathilde Einhorn, Höldur  
Marie-Eve Faust, École supérieure de mode, ESG UQAM  
Shan Gilbert, SHAN  
Julie Gravel, Ministère de l'Éducation et de l'Enseignement supérieur – Québec  
Kina Konto, Ministère de l'Économie, de la Science et de l'Innovation – Québec (MESI)  
Camille Lafontaine-Tardif, Vêtement Québec  
Maria Mazzuca, Canadelle  
Laura Melo, Ethik BGC  
Odette Nappert, Campus Notre-Dame-de-Foy (CNDF)  
Sylvain Mandeville, Cégep Marie-Victorin  
Lyne Raymond, la Vie en Rose  
Marco Roy, Cégep Marie-Victorin  
Neal Santamaria, Institut de recherche sur l'intégration professionnelle des immigrants (IRIPI), Collège Maisonneuve  
Michel Savoie, Cirque du Soleil  
Denise Tétreault, Cirque du Soleil  
Donald Violette, Direction régionale de l'île de Montréal, Emploi-Québec

## INNOVATION WORKING GROUP COMMITTEE

### Chaired by Jean-Pierre Généreux, Groupe ALDO

Louis-Bernard Asselin, Ministère de l'Économie, de la Science et de l'Innovation – Québec (MESI)  
Marilyne Baril, MARIGOLD par Marilyne Baril  
Karine Bibeau, Logistik Unicorp  
Alain Boudreault, Chambre de commerce du Montréal métropolitain (CCMM)  
Myriam Cannon, Groupe Mark Edwards  
Philippe Cantin (Stéphanie Aubin), Conseil canadien du commerce du détail (CCCC)  
Rino Côté (Marie-Josée Doyon), Cirque du Soleil  
Roberto De Palma, Les Confections Stroma  
Christine Desmarais, Quartier de l'innovation de Montréal  
Roméo Di Liello-Roberge, la Vie en Rose  
Katia Dion, Agence Ka  
Rim Elias, Eläma  
Audrey Favre, Groupe CTT  
Gabrielle Ferland, Trends Connection  
Paulette Kaci, Vestechpro, Cégep Marie-Victorin  
Marie-Pier Lalli, Lalli  
Geneviève Lefebvre, CEFRIO  
Christian Lefebvre, Lowell MTL / LEF Industries  
Ariane Lessard, ROYER  
Daniel Lieberman, LAMOUR  
François-Xavier Michaud, Michaud Michaud  
Carolyne Parent, Le Coffret de Rachel  
François-Xavier Robert, Quartz Co.  
Julie Rollet, Nathan Kong  
Clément Sabourin, Portfranc  
Elizabeth Stefanka, Stefanka Technologies  
Lis Suarez Visbal, Ethik BGC  
Linda Tremblay, Conseil des créateurs de mode du Québec (CCMQ)  
Léopold Turgeon, Conseil québécois du commerce de détail (CQCD)

## EXPORT WORKING GROUP COMMITTEE

### Chaired by Simon La Rochelle, Royer

Elie Bendavid, École supérieure de mode, ESG UQAM  
Cynthia Delisle, Export Québec (MESI)  
Barry Bly  
Myriam Cannon, Groupe Mark Edwards  
Alessandro Caruso, la Vie en Rose  
David Chagnon, Anne-Marie Chagnon  
Hélène Chamberland, Ministère de l'Économie, de la Science et de l'Innovation – Québec (MESI)  
Rita Elias, Eläma  
Teresa Eloy, Conseil canadien de la fourrure (CCF)  
Leonard Gorski, Gorski Group  
Alyeska Guillaud, Le Coffret de Rachel  
Christian Lefebvre, Lowell MTL / LEF Industries  
Nicole Lefebvre, Höldur  
Ariane Lessard, ROYER  
Céline Chataigner Reboul, Chambre de commerce du Montréal métropolitain (CCMM)  
Annie Rémillard, Lowell MTL / LEF Industries  
Jean-Philippe Robert, Quartz Co.  
Jean-François Sigouin, SHAN  
Audrey Streel, Service des délégués commerciaux du Canada  
Linda Tremblay, Conseil des créateurs de mode du Québec (CCMQ)  
Eric Wazana, Vêtement Québec / Second Clothing  
Serge Zagury, Gildan



# MEMBER ADVANTAGES

“If you want to go fast, go alone. If you want to go far, go together!”

By becoming a member in good standing of the mmode Cluster, companies whose head office and a part of their activities are in Quebec benefit from a range of exclusive advantages in terms of networking, representation, business intelligence, outreach and can even take advantage of discounts!

## NETWORKING

- Benefit from a privileged access to a dynamic business network: designers, manufacturers, wholesalers-distributors, retailers, sector-based associations, government authorities, investors, education and research institutions and many other corporations-organizations in the ecosystem.
- Generate new business opportunities during exclusive networking activities.
- Participate in events, missions and activities on the national and international scenes.
- Take advantage of twinning, mentoring and coaching processes.

## REPRESENTATION

- Contribute to ongoing, active industry representation within public institutions and other organizations.
- Contribute to the rise of the industry by participating in mmode’s Strategic Areas of Focus, in solutions development and concrete action plan implementation.
- Make your position known and express your concerns about main industry priority projects.
- Represent the fashion industry during corporate activities and events.

## BUSINESS INTELLIGENCE

- Stay informed of best practices and trends, and obtain first access to news and innovations.
- Attend workshops, training programs and conferences offered by renowned experts.

## OUTREACH

- Share personal news and announcements through our communication and social media platforms.
- Increase your visibility and advertise your services on mmode’s new interactive website.
- Submit your nomination to mmode’s Board of Trustees (according to the rules of governance).
- Participate in the industry’s mobilizing movement aiming to associate and regroup sector players around common outreach and attractivity strategies, promoting the know-how, creativity, ingenuity and innovation of the industry.

## DISCOUNT

- Enjoy discounted rates and/or free access to training programs, events and conferences organized by mmode and/or mmode partners.

# mmode's 4 WORKING GROUPS



INDUSTRY IMAGE



HUMAN RESOURCES



INNOVATION



EXPORT

The mission of the mmode Cluster is to mobilize and coordinate players throughout the Quebec fashion industry around four priority Working Groups, so that they can work together to develop shared strategies and implement concrete solutions to the main issues facing the industry.

In 2017, the first action plans were established and rolled out for each of the four Working Groups. Together, the Working Group members, administrative team and mmode Cluster partners successfully carried out projects that were both forward-looking and ambitious.



## FOUR WORKING GROUPS: 2017 IN A NUTSHELL

- = **100+ PLAYERS** FROM ALL SECTORS IN THE INDUSTRY WORKING TOWARD A COMMON GOAL!
- = **20 TO 30 PEOPLE** PER COMMITTEE PARTICIPATING ON A VOLUNTEER BASIS IN QUARTERLY MEETINGS AND WORKSHOPS TO COME UP WITH CONCRETE SOLUTIONS THAT ARE BENEFICIAL FOR ALL INDUSTRY PLAYERS
- = **14 MAJOR MEETINGS** OF THE WORKING GROUPS AND OVER A HUNDRED SUBCOMMITTEE MEETINGS

# INDUSTRY IMAGE WORKING GROUP

## OBJECTIVE

To position Montreal as one of the world's most renowned fashion cities by rallying industry players around a modern, recognizable image distinctive to Quebec that will be a source of pride.

## STRATEGIC PRIORITIES

### 1. A common and unifying industry image strategy:

- **Local outreach:** mainly among local consumers and media
- **International outreach:** mainly among buyers and influencers
- **Career promotion:** mainly among employers and current and future workers

### 2. Attractiveness of the sector and economic vitality:

- Promotion of the know-how, the talent and the innovation within the industry
- Promotion of the benefits, successes and economic spinoffs generated by the sector in Greater Montreal and throughout Quebec



**"A STRONG INDUSTRY IMAGE HELPS PROMOTE OUR ECOSYSTEM TOWARDS LOCAL AND INTERNATIONAL CONSUMERS."**

— Philippe Dubuc, Designer & Working Group President



According to our consultations and an audit of social media, Montreal fashion is festive, like its city, enriched by many different cultural influences and, above all, authentic. Our partner Sid Lee welcomed Working Group members on March 8 for an initial working meeting to establish a unique signature for our industry that exemplifies these specific characteristics.



On May 5, the campaign subcommittee, made up of industry members, took part in a workshop facilitated by Sid Lee that led to the selection of the hashtag #mtlstyle as a rallying cry.



On October 11, the Working Group members ratified the 2018 action plan and discussed the use of mmode's different communication tools to promote and publicize our industry's successes.



The exclusive unveiling of #mtlstyle to the Working Group took place on November 28 at the Musée d'art contemporain de Montréal.

L'unique  
est plus  
beau  
que le  
parfait.

# # mtlstyle

## A UNIQUE SIGNATURE

The Working Group's first project: find a signature that would exemplify the unique nature of Montreal fashion, embody the industry's rallying cry and easily form a hashtag that consumers and industry players would adopt on social media. Following creative workshops and research on the perception of Montreal fashion, the committee members chose a bilingual hashtag that has already come into use organically and fits perfectly with the strategy for a common, unifying industry image: #mtlstyle. This past November 28, the graphic identity of #mtlstyle, developed by our partner Sid Lee, was unveiled to Industry Image Working Group members. Developing a visual signature was the first step toward a future campaign aimed at encouraging engagement in Montreal fashion and its distinctive style.

## "L'UNIQUE EST PLUS BEAU QUE LE PARFAIT"

The long-term process of establishing a unifying signature for the fashion industry was also based on the industry's characteristics. According to consultations and an audit of social media, Montreal fashion is festive, like its city, enriched by many different cultural influences and, above all, authentic. Beyond a graphic identity, the #mtlstyle hashtag will convey a strong message, reflective of our industry and its consumers: *l'unique est plus beau que le parfait.*

Creative Partner  
**sidlee**

# mmode IN THE MEDIA

Throughout 2017, the mmode Cluster and its members have enjoyed impressive media coverage

## The mmode Cluster: Quebec's reference in fashion for the media

### LA MODE SORT SES GRIFFES

Montréal Centre\_Ville, Spring 2017



Faire rayonner la mode montréalaise... à l'international  
Strøm Magazine  
February 20, 2017



Mise à jour Montréal  
MAtv, W17 — Episode #2



### DEBBIE ZAKAIB: L'INDUSTRIE QUÉBÉCOISE DE LA MODE, TOUJOURS VIVANTE ET TOURNÉE VERS L'AVENIR

Mitsou.com,  
March 20, 2017



### LA MODE QUÉBÉCOISE: TOURNÉE VERS L'AVENIR

La Presse +,  
April 12, 2017



Des artisans de la mode mettent leurs forces en commun  
TVA Nouvelles,  
April 18, 2017



### L'INDUSTRIE DU VÊTEMENT EN MODE EMBAUCHE

La Presse +,  
March 22, 2017



Au cœur de la mode: regard sur une industrie en mutation  
CCMM,  
March 24, 2017

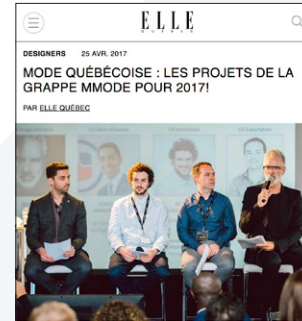


Faire carrière en mode au Québec, une industrie florissante  
Signé Local,  
April 5, 2017



### MODE QUÉBÉCOISE: LES PROJETS DE LA GRAPPE MMODE POUR 2017!

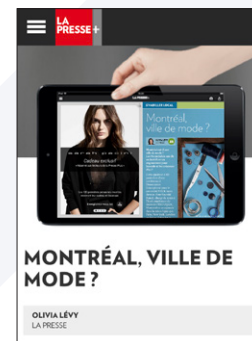
ELLE Québec,  
April 25, 2017



Secret montréalais, succès mondial  
La Presse+,  
November 25, 2017



Montréal, ville de mode?  
La Presse +, June 23, 2017



### MODE: MONTRÉAL VEUT FAIRE SENSATION AU PROCHAIN MAGIC DE LAS VEGAS

Les Affaires,  
December 12, 2017

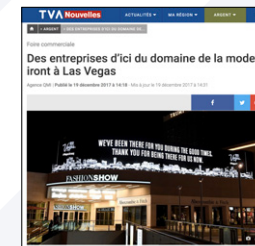


### FOIRE COMMERCIALE DE MODE: DES ENTREPRISES D'ICI IRONT À LAS VEGAS

Journal de Montréal,  
December 19, 2017



Des entreprises d'ici du domaine de la mode iront à Las Vegas  
TVA Nouvelles,  
December 19, 2017



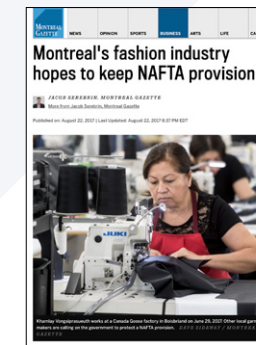
### L'INDUSTRIE PREND LE VIRAGE TECHNOLOGIQUE

Le Journal de Québec,  
August 19, 2017



### MONTRÉAL'S FASHION INDUSTRY HOPES TO KEEP NAFTA PROVISION

Montreal Gazette,  
August 22, 2017



Le style de vie montréalais exporté par voilier à Paris  
La Presse+, October 21, 2017



### MONTRÉAL CENTRE\_VILLE WINTER 2018



THE FASHION INDUSTRY'S METROPOLITAN CLUSTER | ACTIVITY REPORT 2017

# HUMAN RESOURCES WORKING GROUP

## OBJECTIVE

Maximize the skills of the sector's workforce by implementing solutions, programs and initiatives to assist in the development, attraction, recruitment and retention of workers, in keeping with the industry's current and future needs.

## STRATEGIC PRIORITIES

- Mobilization and recognition:** mobilize the sector; communicate and celebrate successes.
- Adequate job training:** strategic and global planning for teaching and training based on current and future business needs.
- Continued training and support:** develop a culture of sharing, knowledge transfer and skills development.
- Recruitment:** promote recruitment activities and opportunities.
- Retention:** communicate and share good retention practices.
- Attractiveness:** promote the innovation, dynamism and appeal of the industry, as well as its know-how and the importance of its trades.
- Access to information:** consolidate and communicate available resources specific to the industry.

**"MANY MANAGERS OF QUEBEC COMPANIES TELL ME THAT STAFF RECRUITMENT AND TRAINING ARE MAJOR CHALLENGES. POSITIONING MONTREAL AS A FASHION CAPITAL MEANS ENSURING THAT WE HAVE ENOUGH SKILLED AND PROPERLY TRAINED WORKERS TO SUCCESSFULLY SUSTAIN THE SECTOR'S BUSINESSES."**

— **Claude Marchand**, President and CEO of the LCI Education Network (LaSalle College) & Working Group President



The members of the Human Resources Working Group came together at four major official meetings as well as many subcommittee meetings.



Following the August 25 meeting, members were able to enjoy an exclusive networking event during the 2017 Fashion & Design Festival.



A number of members expressed an interest in getting involved in the subcommittees, in order to initiate concrete projects in response to specific issues related to human resources.

## RH MODE 2017

Once again this year, mmode was actively involved in Rh Mode – National Apparel Career Expo on March 22, 2017. Apparel Connexion, in partnership with Emploi Québec and in collaboration with the CQCD, presented the second edition of this fashion industry recruiting event.

Produced by mmode in partnership with Emploi Québec and the Chamber of Commerce of Metropolitan Montreal, the special section of La Presse + "La mode québécoise: tournée vers l'avenir" was published in April 2017.



## THE 2017 WORKFORCE FORUM

On November 3rd, 70 industry players focused on knowledge transfer!

**2 workshops  
6 themes**

**2 panels - 6 speakers  
from various sectors**



In partnership with



In collaboration with



## OTHER ACHIEVEMENTS

- Oversaw the *Diagnostic des besoins en main-d'œuvre et adéquation formation-emploi* conducted for the fashion sector of the Conseil Emploi Métropole.
- Launched an initial **cohort of sewing machine operators** in partnership with CSMO Textile and Montreal manufacturers.
- Set up a **Réseau performance mode** exclusively for fashion managers, in partnership with the Mouvement québécois de la qualité.
- Initiated a **White Paper** in collaboration with Emploi Québec, to develop a strategic human resources plan for the industry as a whole.
- Forged relations** with numerous training centres, research centres and educational institutions.

# INNOVATION WORKING GROUP

## OBJECTIVE

Help the industry become more innovative by encouraging entrepreneurship, the integration of new technologies and the development of an innovation culture at every level of the company's value chain.

## STRATEGIC PRIORITIES

1. **Support:** maximize partnerships between innovation centres and companies to facilitate organizational diagnosis and implementation of innovative solutions.
2. **Financing:** communicate and facilitate access to the financial resources needed to launch innovative projects.
3. **Entrepreneurship and succession:** lead, promote, support and mentor the sector's future workers and entrepreneurs.
4. **Research and development:** promote, celebrate and accelerate research and development in innovation.
5. **Communication and recognition:** spread good business practices, promote innovative initiatives and foster a collaborative culture of innovation within the industry.

**“THE NOTION OF INNOVATION WITHIN COMPANIES HAS EXISTED FOR A LONG TIME, BUT THE SENSE OF EMERGENCY AND THE EXPONENTIAL POSSIBILITIES ASSOCIATED WITH IT TODAY ARE UNPRECEDENTED. THE REASON IS SIMPLE. CREATIVITY, ACCELERATED DEVELOPMENT OF NEW TECHNOLOGIES AND ENTREPRENEURSHIP ARE UNITED IN ORDER TO CREATE VALUE ON A SCALE WHERE COMPETITIVENESS KNOWS NO BOUNDARIES. WE MUST THEREFORE UNITE, HELP EACH OTHER AND COLLABORATE TO ENSURE THE FULL POTENTIAL OF THE VARIOUS PLAYERS IN OUR INDUSTRY, AND THUS CELEBRATE OUR AGILITY IN A DYNAMIC WORLD OF EXCITING FLUENCY.”**

— **Jean-Pierre Généreux**, Vice President, Global Brand Environments, ALDO Group & Working Group President

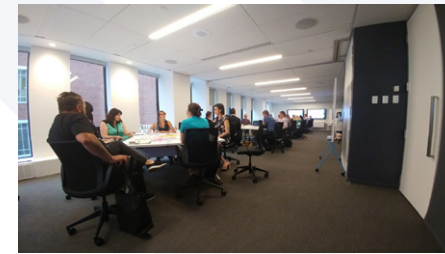


## STRUCTURING TWINNING TO ENSURE A DURABLE INDUSTRY

To support a next generation that is full of potential, and thereby ensure the longevity of our industry, in 2017 the Innovation Working Group, in collaboration with an advisory committee of experts, proposed a twinning process specific to the fashion industry. This project, which is formative for the Working Group and highly beneficial for the Cluster as a whole, will allow structured support for entrepreneurs in order to accelerate their growth and ensure their prosperity. The networks formed between designers, manufacturers, wholesalers-distributors and retailers, as well as with other creative and innovative sectors, will facilitate knowledge transfer and the sharing of best business practices.

## INCREASING NETWORKING OPPORTUNITIES TO STIMULATE INNOVATION

Numerous networking activities were organized for mmode members to encourage the sharing of best practices and to promote the programs of assistance available and the innovative capability of the various innovation and research centres, incubators and accelerators.



Networking activity following the Working Group meeting at Espace CDPQ



Networking activity exclusive to the Building Members during the presentation of Investissement Quebec's Essor program



Networking activity following the committee meeting at eCOM-MTL 2017

## BEING PART OF THE DISCUSSION

Montreal is a flagship city when it comes to innovation: it has become a world leader in artificial intelligence and the most advanced technologies, for example, and the fashion industry is part of this movement. Many of the world leaders that are based in Quebec have developed innovative business models, original products and pioneering operational processes. To celebrate these successes, and so that others can draw inspiration from them, the mmode Cluster and its members took part in a variety of events and advisory committees on this subject.



Festival FashionTech, April 2017



Panel during eCOM-MTL, September 2017



Alcove Panel at m0851, October 2017

# EXPORT WORKING GROUP

## OBJECTIVE

Promote Montreal as a fashion city and stimulate the development of international markets in targeted areas by rallying the industry around impactful and unifying export initiatives and by leveraging digital opportunities.

## STRATEGIC PRIORITIES

1. **Digital opportunities:** create a common digital export strategy for the industry to make it more competitive in international markets with respect to online sales (digital marketing, cross-border logistics and operational ease).
2. **Trade missions:** develop impactful, industry-mobilizing actions at trade shows by promoting the know-how and innovation of Quebec companies as well as the uniqueness and authenticity of Montreal.
3. **Support and financing:** help companies with export endeavours by informing them of support and financing programs, and by making sure the programs meet the industry's needs.
4. **Communication and recognition:** spread good business practices, promote export initiatives and celebrate successes.

**“QUEBEC’S FASHION INDUSTRY FACES MANY MARKETING CHALLENGES INTERNATIONALLY. IN ORDER TO SUPPORT THEIR GROWTH ABROAD, THE VARIOUS INDUSTRY PLAYERS MUST WORK TOGETHER TOWARDS A COMMON AND IMPACTFUL STRATEGY. TO THIS END, THE MMODE CLUSTER’S EXPORT WORKING GROUP PLAYS A LEADING ROLE. TOGETHER, WITH WELL-ROUNDED INITIATIVES, WE ARE ABLE TO IMPROVE OUR BRAND RECOGNITION, TO FACILITATE OPERATIONAL ASPECTS AND TO INCREASE OUR EXPORTS TO THE U.S., EUROPEAN AND ASIAN MARKETS.”**

— **Simon La Rochelle**, Managing Director, Royer & Working Group President

## PANEL ON TRADE AND NAFTA

On August 22, as part of the Fashion & Design Festival, the mmode Cluster presented a Midi-Affaires panel, “Commercial Trade: Transborder Growth Opportunities,” to discuss trade between Canada and the United States and, more specifically, current issues such as the renegotiation of NAFTA. The event received considerable media coverage and caught the attention of members of the fashion industry as well as the business world.



## MOBILIZING 63 COMPANIES FOR LAS VEGAS

Spearheaded by the co-chairs of the missions subcommittee, Leonard Gorski (Gorski Group) and Eric Wazana (Second Clothing), the joint initiative of the Quebec fashion industry at the MAGIC Las Vegas trade fair in February 2018 called for several months of intense preparation during 2017. This far-reaching project drew more than 150 participants to its first information session at LaSalle College last October 19. Thanks to the support of several major partners including Export Québec, Ville de Montréal, Montréal International and Richter, 63 companies expressed an interest in joining this extensive effort as exhibitors at MAGIC (organized by UBM Fashion) and as advertisers in MontréalStyle magazine (produced specially for the occasion by TVA Publications, a valued partner).



## EXPORTING OUR MANUFACTURING KNOW-HOW

The Première Vision New York mission in reverse to Montreal opened the doors of this internationally renowned show to Quebec clothing manufacturers. For the first time, companies in our ecosystem will work together to exhibit and offer their services at PVNY in January 2018.



## FIRST INITIATIVE ON THE EUROPEAN MARKET

Fall 2017, the mmode Cluster took part in recruiting companies to join in the widely covered eco-friendly export initiative via schooner by our member PortFranc. Through these efforts, five companies in the Quebec fashion industry exported their products to France. To top it off, the project finished with the opening of the pop-up shop Fabriqu e   Montreal in the Marais district in Paris. Throughout the month of December, the shop was visited by buyers, distribution agents and retailers, in addition to welcoming members of the Quebec government office in Paris, Christine St-Pierre, Minister of International Relations and La Francophonie, and Isabelle Hudon, Canada’s ambassador in Paris.

## STRUCTURING DIGITAL EXPORTS

The mmode Cluster hired the consultant Jean-Michel Ghoussoub to define the structure of a prospective guide to digital exports. The goal of this tool would be to help companies in the Quebec fashion industry promote and sell their products on various international markets, whether on their own transactional platforms or via well-established giants of e-commerce.



# A FORWARD-LOOKING INDUSTRY

Some major projects are in store for the mmode Cluster in **2018**. We are proud of our journey so far, though much remains to be done. With the support of our administrative team, the members involved in the different Working Groups and our mmode partners will be able to carry out concrete, ambitious projects that will lift our industry to new heights.



### INDUSTRY IMAGE WORKING GROUP

The year 2018 will potentially see the rollout of the #mtlstyle industry image campaign, a large-scale initiative that will aim to promote and raise the profile of Montreal fashion among the general public, and will also convey industry players' sense of pride in a B2B environment.



### HUMAN RESOURCES WORKING GROUP

The Human Resources Working Group is bustling with activity, with its 10 subcommittees handling a wide range of important issues and working to develop concrete solutions and unifying projects for the industry. For example, as part of the RH Mode career expo on March 20, 2018, the mmode Cluster will officially release the *Diagnostic des besoins en main-d'œuvre et adéquation formation-compétences-emploi pour le secteur de la mode*, a wide-ranging report proposing potential solutions that will enhance the Working Group's action plans.



### EXPORT WORKING GROUP

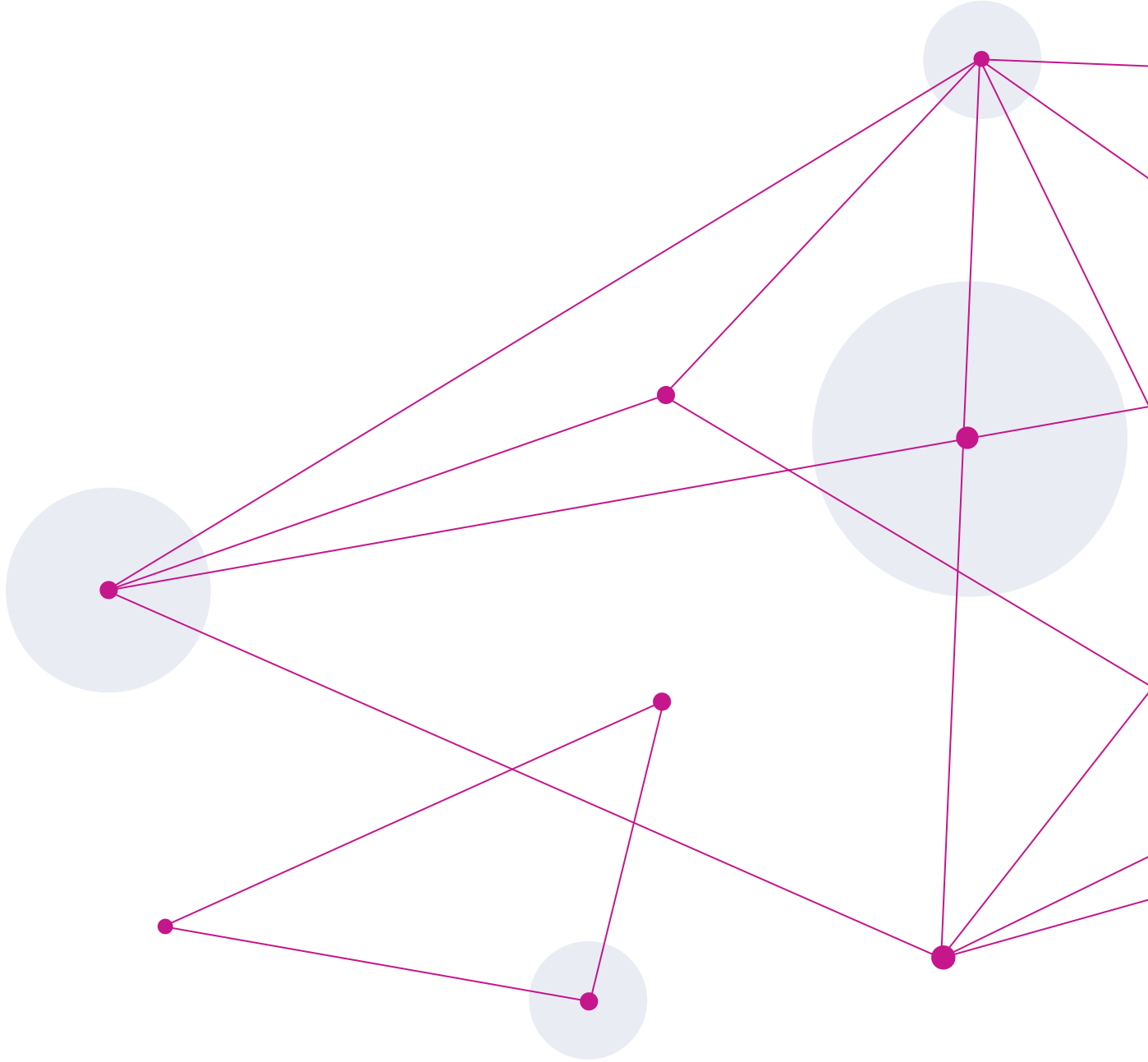
From February 12 to 14, 2018, the Quebec fashion industry will mobilize for the MAGIC Las Vegas trade fair, in an unprecedented joint initiative bringing together 63 companies of our industry. The initial deliberations of the Europe subcommittee and potential development of a digital export strategy are also on the agenda for 2018.



### INNOVATION WORKING GROUP

Following the implementation of the twinning process that will take place in the coming months, the first cohort should emerge later this year. This official, structured methodology will provide support for Quebec entrepreneurs in carrying out winning business strategies and ensuring a next generation of fashion that is more prosperous, innovative and competitive on the various markets.

These initiatives are only a few examples of the mmode deliverables for **2018**. Get involved by becoming a member or partner, and join the mobilization effort that will make the fashion industry more competitive on international markets and will contribute to extending its reach on both the local and the global scenes.



To become a mmode member: [mmode.ca](http://mmode.ca)

# mmode

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