

FACT SHEET

The textile consortium MOSAIC: Moroccan subcontractors heading together towards international fashion markets

In 2004 six medium-sized Moroccan companies from the textile and garment sector decided to establish the export consortium Mosaic with the support of UNIDO and the Moroccan Ministry of Foreign Trade. These companies were already producing as subcontractors almost exclusively for the external markets, however they were all seeking ways to raise their competitiveness and add value to their final products. Today, Mosaic has become Morocco's showcase consortium and a model for other groupings of textile producers. This owes not just to the strong export performance of its member firms, whose export rates are being double as high as the sector's average, but particularly to Mosaic's success in meeting the challenging demands of foreign markets.

To this end, members have worked together on restructuring their compliance departments, setting up strategic information systems for computer-assisted design and production, as well as product development departments and establishing an Apprenticeship Training Centre.

In order to introduce these innovations, Mosaic has been able to benefit from special financing schemes that several Moroccan institutions offer at preferential conditions specifically to consortia.

Through the consortium, member companies have been able to reduce considerably their costs, since they count on increased bargaining power and avoid unnecessary duplications of efforts.



Mosaic's Stand at the Maroc Sourcing Fair

Members have achieved improvements of purchase conditions with common suppliers, negotiated preferential rates with forwarding agents and the export insurance and created a common clients and suppliers database that can be freely accessed by all. Furthermore, the costs for managing the consortium are kept low in that each member takes responsibility for a specific work area (sourcing, communication, financing, promotion, technical). This type of organization leverages the capacities existing within the group for the benefit of all members without having to recruit external experts and also supports mutual learning processes between company representatives.

The slogan "there is strength in numbers" applies perfectly to the case of Mosaic, especially when it comes to international markets. The companies of the consortium have jointly created a complementary and attractive product range and have been able to improve significantly their corporate image as well as their visibility on foreign markets. Also joint participation at fairs and commercial missions has much contributed to the dynamism of members' exports.

The success obtained by Mosaic has reinforced members' commitment to work together. The progresses recorded so far, have strengthened their motivation to keep moving forward towards the joint vision of developing the capacity to design and produce end-products for the global market.

