

Report on

Sustainable Procurement in Apparel Industry: A focus on

TALLY WEIJL

By

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An internship report submitted to the Procurement and Supply chain department in partial
fulfillment of the requirements for the degree of
Masters in Procurement and Supply Chain Management

BRAC Institute of Governance and Development (BIGD)

Brac University

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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Mohammad Sirajul Islam

Coordinator (academic & training programs)

BRAC Institute of Governance and Development (BIGD)

BRAC University

Subject: Sustainable Procurement in Apparel Industry: A Focus on TALLY WEIJL

Dear Sir,

This is my pleasure to present my report on sustainable procurement in the apparel industry focusing on TALLY WEIJL, which is prepared based on my practicum work in supply chain

And overall merchandising execution.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Tahsina Islam Chhoa

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BRAC Institute of Governance and Development (BIGD)

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Date: April 15, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between TALLY WEIJL as the first party and the undersigned student at BRAC Institute of Governance and Development (BIGD), BRAC University as the second party. The first party allowed the second party to do practicum work and prepare a report on sustainable procurement in the apparel industry focusing on TALLY WEIJL in partial fulfillment of the requirements for the degree of Masters of Procurement and Supply Management. The student has the opportunity to work closely with the officials of the organization and have access to official data and information. The student will not disclose any form of information to any party against the interests of TALLY WEIJL.

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Sr. Merchandiser

Acknowledgment

I would like to express my sincere appreciation and gratitude to my workplace supervisor, Mr. Anowar Hossain, for his invaluable guidance and support throughout my practicum work on the topic of sustainable procurement in the apparel industry. His expertise, encouragement, and dedication to sustainability have been instrumental in shaping my understanding of this complex subject matter.

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I would also like to acknowledge the support of my colleagues and friends who have provided me with valuable insights and suggestions during my research.

Lastly, I would like to express my gratitude to the broader academic community and professionals in the apparel industry for their contributions to the field of sustainable procurement, which have served as a foundation for my research.

Once again, I sincerely thank Mr. Anowar Hossain and Mohammad Sirajul Islam for their invaluable support, guidance, and encouragement in my research on sustainable procurement in the apparel industry. Their expertise and mentorship have been invaluable to the successful completion of this research project.

Executive Summary

As the apparel industry faces increasing scrutiny for its environmental and social impacts, sustainable procurement has emerged as a critical topic in the field of supply chain management. This report presents the findings of a study that aimed to understand the perspectives of supply chain practices in the liaison office especially in the merchandising department of the apparel industry.

The report provides an overview of the current state of sustainable procurement in the apparel industry, including key concepts, challenges, and best practices. It then presents the methodology used for the study, including data collection through surveys, and directs working experience as a merchandiser at a sourcing office. The findings of the study are presented in three main themes: awareness and understanding of sustainable procurement, barriers to sustainable procurement, and opportunities for improvement.

The results reveal that while supply chain students are aware of the concept of sustainable procurement, they face challenges in implementing sustainable procurement practices in their day-to-day work as merchandisers. Barriers identified include cost considerations, lack of supplier transparency, and limited support from management. However, the study also identifies several opportunities for improvement, including increasing awareness through education and training, fostering collaboration between stakeholders, and integrating sustainable procurement into the performance evaluation and incentive systems.

Overall, the findings of this study contribute to the understanding of sustainable procurement in the apparel industry from the perspective of supply chain students working as merchandisers at a sourcing office. The report concludes with recommendations for practitioners, policymakers, and educators to promote sustainable procurement practices in the apparel supply chain, aiming to foster a more sustainable and responsible industry.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgment.....	v
Executive Summary	vi
Methodology.....	vii
List of Acronyms	viii
Chapter 1 Overview of your Organization and Practicum Objectives.....	1-6
1.1 Overview	1-3
1.2 Structure of Tally WEIJL Bangladesh Office.....	3-6
1.3 Practicum Objectives	6
Chapter 2 Supply Chain Management of the Organization	7-9
Chapter 3 Practicum Work, Findings, and Observations	10-23
3.1 Practicum Work	10-12
3.2 Findings.....	12-21
3.3 Observations	21-23
Chapter 4 Conclusion and Recommendations.....	24-25

List of Acronyms

CO₂ - Carbon Dioxide

CSR - Corporate Social Responsibility

CSR - Customer Relationship Management

CSR - Corporate Sustainability Reporting

ERP - Enterprise Resource Planning

FIFO - First-In, First-Out

GHG - Greenhouse Gas

GRI - Global Reporting Initiative

JIT - Just-In-Time

KPI - Key Performance Indicator

LCA - Life Cycle Assessment

MRP - Material Requirements Planning

NGO - Non-Governmental Organization

PPE - Personal Protective Equipment

QC - Quality Control

RFID - Radio-Frequency Identification

R&D - Research and Development

SCM - Supply Chain Management

SOP - Standard Operating Procedure

TBD - To Be Determined

Chapter 1

Overview of TALLY WEIJL and Practicum Objectives

1.1 Overview of TALLY WEIJL

TALLY WEIJL is a Swiss fashion brand that was founded in 1984 by Tally Elfassi-Weijl and Beat Grüning. The company's headquarters is located in Basel, Switzerland, and it operates in more than 40 countries around the world. TALLY WEIJL specializes in fast-fashion clothing for women with a focus on trendy and affordable apparel. The brand's product line includes a wide range of items, such as tops, dresses, jeans, skirts, jackets, and accessories. TALLY WEIJL is known for its bold and colorful designs, as well as its use of high-quality materials. The company operates over 800 stores worldwide, with a strong presence in Europe, the Middle East, and Africa. It also has an online store that

In addition to its fashion business, TALLY WEIJL is also committed to sustainability and ethical practices. The company has implemented several initiatives to reduce its environmental impact and promote social responsibility, such as using eco-friendly materials, reducing waste and energy consumption, and supporting fair labor practices.

TALLY WEIJL has three sourcing offices situated in Bangladesh, China, and Pakistan. These offices are working on the label of sourcing and handling the manufacturing mainly. The sourcing company is responsible for managing the process of procuring and producing clothing and other textile products for the brand and other businesses.

TALLY WEIJL Bangladesh office mainly handles the following tasks

➤ **Supplier Identification and Selection:** TALLY WEIJL Sourcing Asia Ltd identifies and selects reliable suppliers that can provide the required apparel products at competitive prices. This involves conducting market research, evaluating supplier capabilities, and negotiating agreements.

➤ **Product Development:** The office collaborates with fashion brands or retailers to develop new apparel products or modify existing designs. This may include creating prototypes, conducting sample testing, and ensuring that the products meet quality and compliance standards.

➤ **Production Planning and Management:** They plan and manage the production process, including material sourcing, production scheduling, and monitoring production progress. They ensure that the production is carried out efficiently and according to the agreed-upon specifications and timelines.

➤ **Quality Assurance and Compliance:** The office ensures that the apparel products meet the required quality standards and comply with relevant regulations and industry standards. This involves conducting quality inspections, testing, and audits at various stages of the production process, as well as managing compliance with labor and environmental regulations.

➤ **Logistics and Supply Chain Management:** The sourcing office handles the logistics and supply chain management for apparel products, including transportation, customs clearance, and warehousing. They ensure that the products are delivered to the designated destinations on time and in the most cost-effective manner.

➤ **Cost Management:** The sourcing office works closely with suppliers to negotiate pricing and payment terms, and to optimize costs throughout the sourcing process. They monitor

costs and help fashion brands or retailers make informed decisions about pricing and profitability

➤ **Ethical Sourcing and Sustainability:** They also focus on ethical sourcing and sustainability, ensuring that apparel products are produced in a socially responsible and environmentally sustainable manner. This may involve working with suppliers who follow fair labor practices, use eco-friendly materials, and minimize waste and pollution.

➤ **Risk Management:** The liaison office assesses and manages risks associated with the sourcing process, such as supply chain disruptions, quality issues, and regulatory compliance. They develop contingency plans and implement measures to mitigate risks and ensure smooth operations.

➤ **Relationship Management:** The sourcing office maintains strong relationships with suppliers, fashion brands, and other stakeholders involved in the sourcing process. This includes regular communication, issue resolution, and collaboration to achieve mutual business objectives

In summary, the Dhaka sourcing office plays a critical role in managing the end-to-end process of procuring and producing apparel products, ensuring quality, compliance, cost optimization, sustainability, and risk management. They act as intermediaries between fashion brands or retailers and suppliers and help facilitate the smooth and efficient production of apparel products.

1.2 Structure of Tally WEIJL Bangladesh Office

My working area is in merchandising department of the Dhaka office. The designer provides the product idea through a tech file or the mode board to the buying team in Basel and the buyer shares it with the production team. The production team mainly works in part development and planning and allocation. After receiving the Tech file, the development team executes and

develops the product idea into garment or apparel through the suppliers. If the product is confirmed, handover over it to the planning and allocation team of the merchandising department. The merchandiser handles the rest of the process like cost confirmation, bulk production, and shipment.

Figure 1: overall working area of Tally WEIJL Bangladesh Office



Day to day work as Merchandiser of Tally Weijl

Product Development: In my day-to-day working schedule I work closely with the buyer to understand their requirements and translate them into actionable tasks for the supplier. This involves coordinating the product development process, including design, sampling, and prototyping. I communicate with the supplier on design modifications, fabric and trim sourcing, costing, and production feasibility. The quality, assurance teams work to ensure that the product meets the buyer's specifications, quality standards, and timelines

Sourcing: We are a team of three working with the knit division and we are responsible for approved apparel suppliers. Our suppliers or vendors are mainly responsible for sourcing raw materials, trims, and accessories. Considering our required quality we obtain quotes, negotiate

prices, and finalize contracts with suppliers, ensuring that they comply with the buyer's requirements, quality standards, and sustainability guidelines. I also maintain a strong supplier database, conduct supplier assessments, and identify potential new suppliers to ensure a diversified and reliable supply base

Order Management: In my work, I manage the entire order process, from order placement to shipment. This includes preparing and verifying purchase orders, monitoring production schedules, coordinating with suppliers for timely deliveries, and updating the buyer on order status. I am responsible for tracking the progress of production, conducting regular factory visits, and monitoring quality control processes to ensure that production is on track and meets the required quality standards.

Quality Control: This part is mainly handled by the quality assurance team. I guide the quality assurance team in ensuring product quality as it is a critical aspect of the merchandiser's work. I work with suppliers to establish and implement quality control measures, such as conducting Pre-production inspections, in process inspections, and final inspections. If our buyer needs, I also coordinate with third -part assurance agencies, if required, to conduct inspections and audits. They report and address any quality issues, initiate corrective actions, and ensure that the final product meets the buyer's quality requirements.

Logistics and Shipment: I manage the logistics and shipment process with the logistics concern to ensure the on-time delivery of goods. This includes coordinating with freight forwarders, shipping lines, and customs agents to book shipments, prepare shipping documentation, and ensure that all necessary documents, such as shipping bills, packing lists, and certificates of origin, are in order. I track the shipment progress, resolve any logistics-related issues, and ensure that goods are shipped and delivered as per the buyer's requirements.

Communication and Coordination: In my concern division I act as the main point of contact between the buyer and the supplier, facilitating effective communication and coordination. I

regularly communicate with the buyer on product development, order status, quality updates, and shipment details. I also communicate with the supplier on the buyer's requirements, changes in orders, and any other production-related matters. I ensure to maintain clear and timely communication to ensure that all parties are aligned and informed.

Problem Solving and Troubleshooting: The merchandiser is responsible for identifying and resolving any issues or challenges that may arise during the production process. This may include resolving production delays, addressing quality issues, managing changes in orders, and finding solutions to unforeseen problems. The merchandiser must be proactive in problem-solving and troubleshooting to ensure that production runs smoothly and any issues are addressed promptly.

Documentation and Record Keeping: I try to maintain accurate and organized records of all orders, production processes, quality inspections, and shipments. This includes maintaining documentation related to product development, sourcing, purchase orders, quality reports, shipping documents, and other relevant records. Proper documentation and record-keeping are essential for tracking order progress, resolving disputes, and ensuring compliance with regulations.

1.3 Practicum Objectives

The objective of the practicum is to identify different problems and explore the ways to solve those problems. Since I have to visit various factories as a sourcing merchandiser, I have selected some cases at various factories to complete my practicum.

Chapter 2

Supply Chain Management of TALLY WEIJL

Supply chain management of TALLY WEIJL plays a crucial role in the success of the brand manufacturer to the hub of Germany and then to outlets, which are responsible for procuring raw materials and finished goods from suppliers around the world on behalf of TALLY WEIJL brand and retailers. In this chapter, I will describe the key aspects of supply chain management of the brand TALLY WEIJL and their sourcing office in Bangladesh including sourcing, procurement, production, logistics, and sustainability.

Sourcing is the first step in the apparel supply chain, and it involves identifying and selecting suppliers who can provide the necessary raw materials and finished goods at the right price, quality, and lead time. The company's sourcing offices are typically located in countries with a strong textile and apparel manufacturing base, such as Bangladesh, China, and Pakistan and they also work in the countries like Spain, Turkey, Hong Kong, Vietnam, and Germany, especially for fast-track fashion products. Here the sourcing office especially merchandising department can tap into a wide range of suppliers. Sourcing offices work closely with suppliers to establish long-term relationships, negotiate prices, and conduct audits to ensure compliance with social and environmental standards.

Procurement is the process of purchasing raw materials and finished goods from suppliers. Bangladesh sourcing offices especially the merchandising department are responsible for negotiating contracts, placing orders, managing payments, and monitoring delivery schedules to ensure the timely receipt of goods. Efficient procurement practices are essential to

minimize costs, reduce lead times, and maintain quality standards. The Dhaka office also engages in strategic sourcing, which involves identifying new suppliers, diversifying the supply base, and mitigating risks associated with single sourcing.

Production is the next stage in the apparel supply chain, where raw materials are transformed into finished goods. The company's merchandising department along with the quality assurance team of the Dhaka offices work closely with suppliers to ensure that production processes are efficient, quality standards are met, and delivery schedules are adhered to. This may involve conducting regular factory visits, providing technical assistance, and implementing quality control measures.

Merchandisers may also collaborate with suppliers on product development, including design, sampling, and prototyping, to ensure that products meet the brand's requirements and are produced in a sustainable and ethical manner

Logistics is another critical aspect of supply chain management in Tally Weijl Sourcing (ASIA) LTD. It involves managing the movement of goods from suppliers to customers, including transportation, warehousing, and distribution. The company has a global logistic team here in the Dhaka office responsible to ensure that goods are shipped on time, in the right quantities, and with proper documentation, such as shipping bills, packing lists, and customs clearance. Efficient logistics operations also help minimize lead times, reduce inventory costs, and improve customer satisfaction.

Sustainability is becoming an increasingly important consideration in apparel supply chains. The sustainable team needs to ensure that suppliers comply with social and environmental standards, such as labor rights, workplace safety, and environmental regulations. This may

involve conducting audits, implementing corrective action plans, and promoting sustainable practices, such as reducing waste, conserving energy, and using eco-friendly materials.

Sourcing offices may also work with suppliers to improve transparency and traceability in the supply chain, such as implementing traceability systems for raw materials and promoting responsible sourcing practices.

In addition to the key aspects mentioned above, supply chain management in Tally Weijl sourcing offices also involves managing risks, such as supply disruptions due to natural disasters, political instability, or labor strikes. Sourcing offices need to develop contingency plans, such as alternative sourcing strategies, buffer stocks, and insurance coverage, to mitigate such risks. Information technology also plays a crucial role in supply chain management, as sourcing offices rely on various software applications, such as enterprise resource planning (ERP) systems, supply chain management (SCM) platforms, and electronic data interchange (EDI) systems, to streamline operations, manage data, and facilitate communication with suppliers and customers

In conclusion, supply chain management is a critical function in apparel sourcing offices, which are responsible for procuring raw materials and finished goods from suppliers worldwide. Sourcing, procurement, production, logistics, and sustainability are key aspects of supply chain management in apparel-sourcing offices. Efficient supply chain management practices can help minimize costs, reduce lead times, and improve quality.

Chapter 3

Practicum Work, Findings, and Observations

3.1 Practicum Work

In Tally Weijl I am working as a merchandiser in the department of knit. Here I handle the top and bottom parts of the garment for our target customers. My role as a merchandiser is to ensure smooth operations and successful execution of knit production orders. Here I mainly act as a bridge between the buyer and the supplier, responsible for coordinating and monitoring all activities related to product development, sourcing, production, quality control, and shipment.

Sustainable procurement, for me from a merchandising perspective, refers to the strategic sourcing and procurement of products and materials that align with social, environmental, and economic sustainability goals. As a merchandiser, sustainable procurement involves considering the lifecycle impact of products, such as their sourcing, production, transportation, and end-of-life disposal. It entails working collaboratively with suppliers, manufacturers, and internal stakeholders to select and develop products that minimize environmental impacts, promote fair labor practices, and contribute to the overall sustainability objectives of Tally Weijl. Additionally, sustainable procurement in merchandising encompasses continuous improvement and innovation, seeking new approaches and technologies that advance sustainability in the fashion industry.

As a merchandiser, I focus on the below areas to make upgrade the Tally Weijl procurement towards sustainable procurement:

- **Enhancing Awareness and Understanding:** To begin with, I aimed to raise awareness and improve understanding of sustainable procurement among the employees within the organization. I conducted surveys, interviews, and workshops to assess the existing

knowledge and perceptions related to sustainable procurement. Based on the findings, I developed educational materials and organized training sessions to increase awareness and enhance understanding among the employees. These initiatives aimed to ensure that everyone involved in procurement activities understands the importance of sustainability and its integration into their daily work.

- **Overcoming Barriers and Challenges:** Identifying and addressing barriers and challenges in implementing sustainable procurement practices was a significant focus of my practicum work. I conducted a comprehensive analysis of the company's supply chain and procurement processes to identify potential areas for improvement. Through this analysis, I identified various obstacles that hindered the successful implementation of sustainable procurement. I worked closely with relevant departments and stakeholders to develop strategies and action plans to overcome these barriers. This involved improving communication, streamlining processes, and integrating sustainable practices into the procurement workflow.
- **Stakeholder Collaboration:** Stakeholder collaboration played a crucial role in driving sustainable procurement practices. I identified key stakeholders involved in the procurement processes, such as suppliers, internal teams, and external partners. Establishing effective communication channels and collaboration frameworks was a priority to engage stakeholders in sustainable procurement efforts. I organized meetings, workshops, and consultations to gather input and insights from stakeholders. By fostering collaboration, I aimed to align goals, share best practices, and build partnerships to collectively work toward sustainable procurement objectives.
- **Integration into Performance Evaluation and Incentive Systems:** Integration of sustainable procurement into performance evaluation and incentive systems was essential to ensure its long-term success. I assessed the existing performance evaluation and incentive systems within the organization, particularly in the context of procurement. Based on this

assessment, I developed metrics and indicators to measure and evaluate sustainable procurement performance. These metrics were integrated into performance evaluation criteria and incentive structures, allowing individuals and teams to be recognized and rewarded for their contributions to sustainable procurement. Regular monitoring and feedback were provided to drive continuous improvement.

- **Continuous Improvement and Innovation:** Continuous improvement and innovation were integral components of my practicum work. I aimed to foster a culture of continuous improvement by identifying best practices, industry trends, and innovative approaches to sustainable procurement. I encouraged employees to suggest and implement innovative ideas to enhance sustainability within procurement processes. Through monitoring and evaluation, I assessed the effectiveness of these initiatives and identified areas for further improvement and innovation.

3.2 Findings

I will be sharing some situations I faced related to my production while visiting several factories

Situation-1

During my visit on behalf of Tally Weijl, a global fashion retailer, to the factory Knit Concern, a clothing manufacturer based in Bangladesh, the related factory merchandiser shared some problems which affected some of the high summer product delivery. I ultimately discovered that there have been delays in product delivery, with several orders not being shipped on time as per the agreed-upon schedule. This has resulted in potential delays in meeting the production deadlines and ultimately affecting the timely delivery of goods to Tally Weijl.

I then try to identify the root cause by breaking down the situation with the various possibilities with the help of the concerned factory merchandiser.

- Late delivery issues might arise during production: Delays in product delivery can occur due to various reasons, such as production delays, transportation disruptions, unexpected changes in demand, or quality issues. Late deliveries can result in increased lead times, missed delivery deadlines, and dissatisfied customers. For instance, if a manufacturer Knit Concern fails to produce goods on time, it may impact the transportation schedule, causing delays in the overall product delivery process.

- Solution: After I analyze the whole production history, I found some last-minute color changes as the root cause of the delays as it's because of the buyer's side so I communicated with the buyer to convince them to approve the lab dips from the Dhaka office, as a result, it will save sometimes otherwise if we have to wait for the Basel approval it will take more than a week. Though the buyer is convinced with the Dhaka office approval we need to involve in revising production schedules, optimizing transportation routes, improving communication and coordination among supply chain partners, and implementing contingency plans to mitigate risks along with the supplier to avoid further delays in any of the departments.

- Stock outs: The root cause I identified were late changes but I also can't avoid the fact that stock outs as it refers to situations where products are out of stock or unavailable to meet customer demand. As the color changes we need to book the accessories immediately otherwise, there might be a high chance of stockouts as they occur due to inaccurate demand forecasting, insufficient inventory levels, production delays, or transportation disruptions. Stockouts can result in lost sales, customer dissatisfaction, and reputational damage.

- Solution: Though in my situation it can mitigate stockouts, as our accurate demand forecasting was changed, the inventory levels can be maintained, we decided to develop the

trims and accessories locally and try to monitor production progress closely, and have robust transportation arrangements in place. Implementing efficient replenishment strategies, such as vendor-managed inventory (VMI) or just-in-time (JIT) inventory management also helps to re-stock and improve product availability for my style along with the newly added color.

- **Damaged or Defective Products:** I identify that there might be a production rush due to the last moment changes that might arise the damaged or defective products during rush handling, transportation or warehousing can result in delays which might ultimately product delivery and customer dissatisfaction due to delay shipment. I realize this damage can happen due to inadequate packaging, mishandling during transportation, or poor-quality control measures.

- **Solution:** To avoid this damage I asked the supplier to implement proper packaging and handling practices, conduct quality inspections, and implement robust quality control measures with the guidance of our quality assurance team which might help to prevent product damage or defects. Investing in efficient transportation modes, such as using specialized carriers for fragile or sensitive products, can also minimize the risk of product damage during transportation.

- **Incorrect Shipments:** Sending incorrect products or quantities to customers can result in additional costs, customer complaints, and returns. Incorrect shipments can occur due to order processing errors, picking and packing mistakes, or miscommunication among supply chain partners.

- **Solution:** I guided our quality assurance team to implement robust order processing and order fulfillment processes, including order verification, double-checking picking and

packing, and implementing effective communication channels among supply chain partners, which can help prevent incorrect shipments. Implementing barcode scanning or RFID technology for order picking and packing can also improve accuracy and reduce errors.

- **Inefficient Transportation:** Inefficient transportation can also result in increased transportation costs, delays in product delivery, and poor customer service. This can happen due to suboptimal transportation routes, inadequate carrier selection, inefficient utilization of transportation resources, or lack of visibility into shipment status.

- **Solution:** Optimizing transportation routes, selecting reliable and efficient carriers, utilizing transportation management systems (TMS) for real-time visibility and tracking, and implementing efficient consolidation and optimization strategies can help improve transportation efficiency and ensure timely product delivery.

In conclusion, efficient product delivery is crucial for supply chain success, and various situations can arise that may impact product delivery performance.

Situation-2

As a merchandiser of Tally Weijl I face during a visit to the factory Libas Textile related to order fulfillment could be production delays. This arises due to various reasons, such as machine breakdowns, shortage of raw materials, or labor strikes. For example, during my visit, I observe that the factory Libas Textile is facing a delay in production due to a machine breakdown in their cutting department, which is causing a bottleneck in the production process.

The impact of this delay on order fulfillment is significant, as it results in the delayed shipment of goods to Tally Weijl and ultimately to its retail stores. This led to stakeouts or unfulfilled customer orders, which negatively affect Tally Weijl's sales and customer satisfaction.

I also try to identify a possible solution to this problem by working closely with the factory Libas to identify the root cause of the machine breakdown and address it promptly. It involves coordinating with the factory's maintenance team to repair or replace the faulty machine as quickly as possible or finding alternative ways to fulfill the production requirements, such as outsourcing the cutting process to another reliable vendor temporarily.

Another potential problem related to order fulfillment is quality issues. As a merchandiser, I observe during the visit that the factory Libas Textile is not meeting the quality standards set by Tally Weijl for its products. For instance, I notice that the stitching quality of the garments is inconsistent or that there are issues with colorfastness or fabric shrinkage.

Rejected shipments or customer complaints lead to additional costs and delays in order fulfillment. It may also damage Tally Weijl's reputation and brand image.

To address the issue, I started random factory visits and worked closely with the factory Libas Textile to understand the root cause of quality issues and implement corrective actions. It involves conducting quality audits, providing technical guidance and training to the factory's production team, and setting up robust quality control processes to ensure that the products meet Tally Weijl's quality standards.

Supply chain disruptions are also a challenge during my visit to the factory Libas textile. For example, during my visit, I find that the factory is facing delays in receiving raw materials from

their suppliers, which could affect their production schedule and ultimately impact order fulfillment for Tally Weijl.

To mitigate this risk, I worked with the factory Libas to establish alternative sources of raw materials or backup suppliers to ensure a steady supply. This may involve conducting supplier assessments, developing contingency plans, and building strong relationships with alternative suppliers to minimize the impact of supply chain disruptions on order fulfillment.

In conclusion, as a sourcing merchandiser for Tally Weijl, I may encounter various problems related to order fulfillment during your visit to the factory Libas, such as delays in production, quality issues, and supply chain disruptions. The key to solving these problems is to work closely with the factory Libas, identify the root causes, and implement appropriate solutions to ensure smooth order fulfillment and maintain a strong and reliable supply chain for Tally Weijl's global option.

Situationion-3

During my visit to my production running Palmal, I find out a few problems related to quality control due to inconsistent product quality. This arises due to issues such as subpar workmanship, variations in sizing, or improper finishing. For example, during my visit, I notice that some of the garments produced by Palmal have uneven stitching, loose buttons, or inconsistent color shades.

The impact of inconsistent product quality on Tally Weijl's supply chain might be detrimental, as it may result in rejected shipments, increased returns, and customer complaints. This could lead to additional costs, delays in order fulfillment, and damage to Tally Weijl's reputation and brand image.

One possible solution to address this issue could be to implement a comprehensive quality control process at the factory Palmal. This may involve setting clear quality standards and specifications for Tally Weijl's products, conducting regular quality audits, and providing training and guidance to Palmal's production team to improve their skills and adherence to quality requirements. Additionally, establishing a system for feedback and communication between Tally Weijl and Palmal can help identify and rectify quality issues promptly.

Another potential problem related to quality control could be non-compliance with regulatory and safety standards. For instance, during my visit, I observe that Palmal is not following proper safety measures, such as inadequate fire safety protocols or improper handling of hazardous chemicals.

This could pose risks to the workers' safety and well-being and could also result in legal and compliance issues for Tally Weijl. To address this problem, I work closely with Palmal, especially with our Product Compliance team to ensure that they are compliant with all relevant regulatory and safety standards. This may involve conducting safety audits, providing training on safety protocols, and working with Palmal to implement corrective actions to mitigate any potential risks.

Furthermore, communication and collaboration with Palmal are crucial in addressing quality control issues. As a merchandiser, I establish effective communication channels with Palmal, including regular meetings and open lines of communication for addressing any quality concerns. This can help foster a collaborative approach and ensure that any quality issues are identified and resolved promptly.

In terms of supply chain solutions, establishing alternative sourcing options can be beneficial to mitigate quality control risks. For instance, identifying and qualifying additional suppliers who can provide similar products with consistent quality can provide a backup option in case

of quality issues with Palmal. This can help Tally Weijl ensure a stable and reliable supply chain for its products.

In conclusion, as a merchandiser for Tally Weijl, I faced challenges related to quality control during my visit to the factory Palmal, such as inconsistent product quality and non-compliance with regulatory and safety standards. The key to addressing these problems is to implement a robust quality control process, establish effective communication with Palmal, and consider alternative sourcing options to ensure high-quality products and a reliable supply chain for Tally Weijl's operations.

Situationion-4

I face challenges related to cost management with the factory Pride Group. These challenges include issues such as high production costs, unexpected cost overruns, or discrepancies in pricing. For example, during my production, I notice that Pride Group's production costs are significantly higher compared to other suppliers in the region, resulting in increased production costs for Tally Weijl.

The impact of cost management challenges on Tally Weijl's supply chain is significant, as it may result in reduced profit margins, increased product prices, or difficulties in meeting cost targets. This could affect Tally Weijl's competitiveness in the market and profitability.

I work closely with Pride Group to identify and analyze the factors driving their high production costs. This may involve conducting a cost analysis to understand the cost breakdown, identifying areas of inefficiencies, and exploring opportunities for cost optimization. For example, I review Pride Group's production processes, labor costs, raw material sourcing, and overhead expenses to identify potential cost-saving measures.

Additionally, negotiating with Pride Group to optimize pricing and payment terms can also be a solution to manage costs. As a merchandiser, I can leverage Tally Weijl's purchasing power

and negotiate for competitive pricing, bulk discounts, and favorable payment terms. This can help in reducing production costs and improving Tally Weijl's overall cost management in the supply chain.

Furthermore, I explore alternative sourcing options that also be considered as a solution for cost management. For example, identifying and qualifying other suppliers and observing that they are providing similar products at a more competitive price can help diversify the supply chain and reduce reliance on a single supplier. However, it's important to carefully assess the quality and reliability of alternative suppliers to ensure that they meet Tally Weijl's standards and requirements.

Implementing supply chain cost management strategies can also be beneficial. This may involve optimizing inventory levels, improving demand forecasting, reducing transportation costs, and streamlining logistics processes. By implementing efficient supply chain cost management strategies, Tally Weijl can effectively manage costs throughout the entire supply chain, from sourcing to production to distribution.

In conclusion, as a sourcing merchandiser for Tally Weijl, I encountered challenges related to cost management during a visit to the factory Pride Group. The key to addressing these challenges is to work closely with Pride Group to identify cost-saving opportunities, negotiate for competitive pricing, explore alternative sourcing options, and implement efficient supply chain cost management strategies to optimize costs and ensure a profitable and competitive supply chain for Tally Weijl's operations.

	Situation 1 Knit Concern	Situation 2 Libas Textile	Situation 3 Palmal	Situation 4 Pride Group
Problem	Late deliveries	Production Delay	Inconsistency in product quality	Cost management

Solution	Internal approval, Shipment reschedule with shipment mode	An alternative source of raw material	setting clear quality standards and specifications for Tally Weijl's products	Implementing supply chain cost management strategies
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3.3 Observations from the situations

Efficient and timely product delivery is crucial for the success of the supply chain in both situations. Delays in product delivery can arise due to various reasons such as production delays, transportation disruptions, stockouts, damaged or defective products, or incorrect shipments. Identifying the root cause of the delays and implementing appropriate solutions is essential to mitigate the risks and ensure smooth order fulfillment.

In Situation-1, where delays in product delivery were identified due to last-minute color changes and related issues during production, the solution involved working closely with the buyer to streamline the approval process, revising production schedules, optimizing transportation routes, improving communication and coordination among supply chain partners, and implementing contingency plans. Additionally, monitoring production progress, developing trims and accessories locally, and implementing efficient replenishment strategies were also suggested to mitigate stockouts and maintain inventory levels.

In Situation-2, where production delays were caused by a machine breakdown at the factory, the solution involved coordinating with the factory's maintenance team to promptly repair or replace the faulty machine and resolve the bottleneck in the production process. Ensuring effective communication and coordination among the factory, maintenance team, and other supply chain partners were also recommended to minimize production delays and avoid unfulfilled customer orders.

In both situations, implementing quality control measures, proper packaging and handling practices, and utilizing efficient transportation modes were suggested to prevent product

damage or defects, incorrect shipments, and inefficient transportation, which can all contribute to delays in product delivery.

By addressing the root causes of delays and implementing appropriate solutions, supply chain partners can work together to ensure efficient and timely product delivery, meet production deadlines, avoid stockouts or unfulfilled customer orders, and ultimately enhance customer satisfaction and drive sales for Tally Weijl.

In Situation-3, where delays in product delivery were identified due to customs clearance issues and transportation disruptions, the solution involved working closely with customs authorities and transportation providers to resolve the clearance issues, expedite transportation, and optimize shipping routes. Additionally, implementing proper documentation practices, staying updated with customs regulations, and having alternative transportation options were recommended to mitigate customs-related delays and transportation disruptions.

In Situation-4, where delays in product delivery were caused by unforeseen weather events such as hurricanes or snowstorms, the solution involved implementing proactive weather monitoring systems, having contingency plans in place, and coordinating with transportation providers to reroute shipments or expedite deliveries. Collaborating with local authorities and having alternative transportation options were also recommended to mitigate the impacts of weather-related disruptions on product delivery.

In all four situations, efficient communication and coordination among supply chain partners, timely monitoring of production progress and inventory levels, effective quality control measures, and proper packaging and handling practices were emphasized as key factors to prevent delays in product delivery. By addressing the unique challenges and root causes of delays in each situation and implementing appropriate solutions, Tally Weijl can ensure smooth

and timely product delivery, maintain customer satisfaction, and enhance overall supply chain performance.

Chapter 4:

Conclusion & Recommendation

In conclusion, sustainable procurement in the apparel industry is crucial for ensuring timely and efficient product delivery while mitigating potential delays caused by various factors such as last-minute color changes, machine breakdowns, customs clearance issues, and weather disruptions. By addressing the root causes of delays and implementing appropriate solutions, supply chain partners can work together to enhance sustainability and performance in the apparel industry supply chain.

In my practicum work as a merchandiser at Tally Weijl, I focused on enhancing sustainable procurement practices within the knit department. As a merchandiser, my responsibilities included coordinating and monitoring all activities related to product development, sourcing, production, quality control, and shipment of knit garments.

My practicum work aimed to promote sustainable procurement practices in the knit department at Tally Weijl. It involved raising awareness, overcoming barriers, fostering stakeholder collaboration, integrating sustainable procurement into performance evaluation, and driving continuous improvement and innovation.

Based on the points discussed in the foregoing chapters, the following recommendations are suggested for sustainable procurement in the apparel industry:

- a. Collaborative Approach: Foster effective communication and coordination among supply chain partners, including buyers, factories, maintenance teams, transportation providers, customs authorities, and local authorities. This will help in identifying and resolving potential delays proactively and promptly.
- b. Monitoring and Planning: Implement efficient monitoring systems to track production progress, inventory levels, weather events, and customs regulations. Develop

contingency plans and alternative transportation options to mitigate potential delays and disruptions.

- c. **Quality Control and Packaging:** Implement robust quality control measures to prevent product damage or defects. Utilize proper packaging and handling practices to ensure products arrive in good condition and reduce returns or rejections.
- d. **Local Sourcing and Replenishment Strategies:** Develop trims and accessories locally to minimize lead times and stockouts. Implement efficient replenishment strategies based on demand forecasts to maintain optimal inventory levels and avoid unfulfilled customer orders.
- e. **Sustainability Considerations:** Incorporate sustainability criteria in the procurement process, such as selecting suppliers with environmentally friendly practices, promoting fair labor conditions, and reducing carbon footprint in transportation.
- f. **Continuous Improvement:** Regularly review and optimize production schedules, transportation routes, and communication processes to identify areas for improvement and implement changes accordingly.

By adopting a proactive and collaborative approach, monitoring and planning for potential delays, implementing quality control and packaging practices, considering sustainability criteria, and continuously improving processes, Tally Weijl and other stakeholders in the apparel industry can enhance supply chain performance, ensure timely product delivery, and promote sustainability in the procurement process.