

“A study on Contingency Plan and Mitigation Plan and Projection Tool for the company GILDAN ACTIVEWEAR BANGLADESH for uninterrupted production”

By –

Saimon Parvez

17104003

The Internship Report is submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

Brac Business School

Brac University

Date: 16/2/2022

BRAC University

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Declaration

This is to be declared that –

- * The internship report is created by me, which is a sign of my work for completing my Bachelor of Business Administration degree, and the report is to be submitted to BRAC University.
- * The report does not contain any contents which have been published previously.
- * The contents of this report are also not written by any third party.
- * Appropriate citing and reference have been used in this report.
- * The report does not include any information that has been accepted or submitted for any other university or other institution's degree or diploma.
- * Main sources of help for this report have been acknowledged by me.

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Letter of Transmittal

MD. Hasan Maksud Chowdhury

Assistant Professor

BRAC University

66 Mohakhali, Dhaka -1212

Subject: Submission of the Internship Report for the completion of BBA degree

Dear Sir,

Greetings. I pray and hope this letter finds you well. Firstly, thank you for accepting the specific topic that I had proposed to you. In this study, I was able to learn and gain important information regarding theoretical understandings in real corporate life. I had my internship completed at GILDAN ACTIVEWEAR BANGLADESH Limited, and it is a matter of great joy to present this report. I was appointed to Operations and Supply Chain department as an intern by my boss, who was also my on-site supervisor. During the internship, I followed the guidelines and instructions that you and my organizational supervisor gave me to maintain the company's policy. This internship report includes relevant studies on the Operations and Supply Chain department and some crucial findings, analyses, and solutions.

I have given my utmost effort in creating this report, and I shall be obliged to give you any information regarding this report.

Sincerely Yours,

Saimon Parvez

ID: 17104003

BRAC Business School

BRAC University

Date: 2/13/2022

Letter of Endorsement

The internship report on “A study on Contingency Plan and Mitigation Plan and Projections Purchasing Tool for the company GILDAN ACTIVEWEAR BANGLADESH for uninterrupted production has been presented to MD. Hasan Maksud Chowdhury, Assistant Professor at BRAC University, to fulfill the requirements of Bachelor of Business Administration (BBA). Saimon Parvez ID 17104003 submits this report. This report will be evaluated by the Internship Defense Committee, which has been approved.

Acknowledgement

All praises to Allah; it was my creator's wish and blessings that I was able to complete this internship report. Moreover, due to the guidance and motivation given by some people, I was able to complete this report successfully.

Firstly, I would like to thank my campus supervisor, MD. Hasan Maksud Chowdhury for his guidance and feedback. Patiently, he provided all the advice and instructions for which I was able to improve and describe the report in specific areas. The report would have been hard to complete without his assistance.

Moreover, I would like to thank my organizational supervisor, Mr. Silvio Acuna, Senior Operations and Supply Chain Manager, of GILDAN ACTIVEWEAR BANGLADESH Limited, for letting me join as an intern in his department. It was his constant support and guidance for which I was able to have corporate experience and also learn corporate-related works. I gained knowledge about the processes of the company and also the operations that the company conducts as a multinational company. Additionally, I would like to acknowledge the direct or indirect support of all members of the Operations Management team, Supply Chain Management team, Production Management team, Knitting and Quality department team, and GILDAN ACTIVEWEAR BANGLADESH limited as well, without whom this would not have been possible. I had a great relationship with them during this internship, and it would have been very hard for me to complete this without their help.

Lastly, I would like to thank the Office of Career Services and Alumni Relations (OCSAR) and BRAC University for providing the assistance and guidance that I needed for learning and experiencing the corporate world.

Executive Summary

GILDAN ACTIVEWEAR BANGLADESH limited is one of the most successful and also one of the world's largest vertically-integrated manufacturers of apparel known and specialized in selling our products in bulk to printers, brands, or companies. I am proud and happy as I got an opportunity at GILDAN ACTIVEWEAR BANGLADESH limited as a fall intern in the Operations and Supply Chain Management department.

GILDAN ACTIVEWEAR BANGLADESH Limited is one of the most successful apparel companies in Bangladesh. The company's business is also related to textile and garments. Their top priority is to provide top-notch quality products at a lower cost which is also their mission statement. The company's products and services are unique from other garment companies as they follow specific steps and plans to make sure they are providing unique and best garment products to their customers and buyers.

The internship report has three parts. The first chapter is based on the experience and learning that I have collected from the organization. It contains the name of the supervisor, internship information, and assessment. Moreover, this part contains the necessary information regarding job scope, duties, responsibilities, contribution towards the company, benefit of the student, difficulties during the internship, and recommendations.

The second chapter contains information on GILDAN ACTIVEWEAR BANGLADESH limited. Additionally, it contains detailed information about the overview of the company and its departments. Moreover, it has lengthy discussions on the Operations and Supply Chain Management department where I have completed my internship. At the start of the chapter, an overview of the company, management practices, marketing practices, Financial Performance and accounting practices, operations management and information system practices, industry and competitive analysis, conclusions, and recommendations have been described.

The last chapter contains the project part on 'Contingency Plan and Mitigation Plan and Projections Purchasing Tool for the company GILDAN ACTIVEWEAR BANGLADESH for uninterrupted production.' The chapter contains an introduction, a literature review, objective, significance, methodology, findings and analysis, summary and conclusions, and recommendation on which I have also worked during my internship at the company.

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Chapter 1 – Overview of the Internship

1.1: Student Information

Name – Saimon Parvez

ID – 17104003

Program - Bachelor of Business Administration

Major/Specialization –

Major – Operations Management

Major – Finance, and Banking

Minor – Economics

1.2: Internship Information

1.2.1: Period, Company Name, Department/Division, Address

Period – The internship period was twelve weeks (12 weeks) starting from September 1st and ending till November 1st. However, due to sickness and physical problems, the internship period was extended till the end of November.

Company Name – Gildan Activewear Bangladesh (G.A.B Limited)

Department/Division - Operations and Supply Chain Management department.

Address – Palashbari, Ashulia, Savar, Dhaka – 1349

1.2.2: Internship Company Supervisor's Information: Name and Position

Name – Silvio Acuna

Position – Regional Operations Manager, Manufacturing & Distribution

During the internship period, Mr. Silvio Acuna was my supervisor. He advised me and provided me internship training routine, which I followed for learning the aspects and progress of the company in a better way and understanding the corporate matters in depth for better learning. My supervisor has also provided the tasks, and after completing the tasks, I reported back to my supervisor to evaluate the work. Whenever there was any mistake, he made me understand the mistake and often helped me solve the problem altogether.

1.2.3: Job Scope - Job Description/Duties/Responsibilities

Job Description – I joined Gildan Activewear Bangladesh as an intern in the Operations and Supply Chain department. The department has an Operations sector and Supply Chain management sector where the whole department is dependent on each other. The Supply Chain department operated based on the planning that the Operations department initiates and the Operations department operated based on the materials that the Supply Chain sector has provided. The two sectors are interrelated, and therefore any operations or planning is done with the help of the two sectors as production of the garments would come to a halt.

Duties – As an intern, my duties were to understand the two sectors' whole process is working together to follow a specific target. What kind of plans do we need to make to meet the specific target, how shall we achieve our target, what steps should be followed for the initial operation to be successful, how shall we proceed for the production not to have any types of interruptions. To have these questions answered as an intern, I gained knowledge about these questions and followed instructions accordingly to complete any task I gave. As the company is of Textile, the company solely concentrates on providing the best quality garments from the raw materials that are planned to be brought through the planning of the operations sector and also the raw materials that are brought to the company for the operation to take place by the Supply Chain department. As an intern, I learned my duties that have to be fulfilled to have the process being done correctly for the best outcome that the company plans.

Responsibilities – As an intern, my responsibility was to complete any task provided to me to gain in-depth knowledge of the process. I was also responsible for answering my supervisor for any task that I had completed or did not complete. Completing the tasks was my priority and responsibility, and if I needed any help, it was also my responsibility to let my supervisor know about it. Besides completing tasks, it was also my responsibility to report to the HR department for additional information based on my internship. Co-operating and working with others for the task to be fully completed was also one of the core responsibilities. For that, I have also co-operated with superintendents, coordinators. I was responsible for answering them for any progress of the tasks provided to me.

1.3: Internship Outcomes

1.3.1: Student's contribution to the company

As an intern, I have contributed much to the company regarding the work that has been provided to me. Also, I tried and gave my best to complete any tasks that have been provided to me. I tried my utmost to understand the company's processes to complete tasks according to the company's plans. I have completed the tasks that have been provided to me to complete, which helped the company fasten up the process along with the process of me learning about how the corporate works are being done. My contribution to the company also helped the company to develop new tools for them to use for production. As I have made fewer mistakes in the tasks, the company did not face any issues regarding the delay. Rather, the company was able to be efficient in the tasks and provided me with more tasks to complete for better development for the company and me as an intern.

1.3.2: Benefits to the student

As an intern in a company like Gildan Activewear Bangladesh, a Multinational Textile Company, I have learned a lot. Firstly, I have finally faced the corporate experience that was needed for me and experienced it. The corporate world is huge, and without experiencing this life, one cannot understand how the corporate world goes and operates. I am happy and proud that I got the opportunity to work as an intern in this company. Thus, I have experienced practicality and did corporate tasks to taste the difficulty and challenges faced during my internship. This experience will help me move forward with the experience that I needed and help me further to face the corporate challenges that I might face in the future. This is the benefit I have achieved from my internship.

1.3.3: Problems/Difficulties (faced during the internship period)

In these modern times, problems and difficulties are almost everywhere. However, I have faced fewer problems throughout my internship period. The company's environment was friendlier, and hence I haven't faced any major problems or difficulties. Whenever I needed any help, the Human Resource department was very helpful regarding my problems. Often, the department would ask for any additional info regarding my internship if I faced any problems. The people I have worked with and for have always helped me regarding any tasks, and if I made any mistakes, they were friendly enough to help me solve these problems. But the only difficulty I faced during my internship was traveling. As the plant was situated at Palashbari, Ashulia, Savar, I traveled from Dhaka to the plant every day. According to company policy, as an intern, I cannot accommodate the traveling service that the company provides for the employees. However, I was provided with free lunch and tea during the breaks.

1.3.4: Recommendations (to the company on future internships)

The company is already doing a fine job regarding the internship program the company provides to the interns. The environment that the company is providing is also fine as well as the environment could be described as a work-friendly environment. The employees are friendly, the staff is friendly, even the person under whom one might work is also friendly, and there were never any signs of dictatorship. As a recommendation, the company should keep this up and continue for the future interns as they will learn a lot from the working environment that they will get and also the friendly behavior of the employees should never be discontinued as this one aspect will motivate any intern to work harder and achieve goals for himself and the company. It would be best for the company if they could provide the transport system to the interns as well as many interns are just starters of the corporate life. They do deserve a little bit of the fringe benefits that the company provides for the employees, which will also motivate the interns to have a fresh happy mind to come to work and work until work hours.

Chapter 2: Organization Part

2.1: Introduction

This part of the report will describe everything that is needed to be known about the organization. The chapter will have information regarding the company, what kind of company it is, an overview of the company, how the company operates, what is the vision, mission of the company, what are the plans of the company, how the company is expanding, how does it operate its revenue and profit and much other important information that is necessary.

The chapter will also describe the other important aspects of the company as well which are needed in a company to have proper stability in the world of business. A company cannot be built with only one sector or department. It requires multiple sectors, departments to be fully operational. When a company is initiated to be formed, a proper business plan is needed; along with the plan, a proper strategy is also needed to answer the questions like what will the company do, how will the company perform to generate revenue, what will the company provide to the customers, will the company be a service-based company or product-based company or both, who will be the employees of the company and so on. These are the most important questions which are related to the establishment of a company.

Every company has its origin, type, vision, mission, profit generation, and expansion. The more a company can extend and expand, the more successful a company is, and it also should be included in the vision and mission of any company if the company wants to be successful. Along with these goals and targets, a company should take the necessary steps to achieve these goals and targets through hard work, financial stability, economic stability, efficient use of resources, efficient use of sectors and departments, and so on. These are the core of a business that should be achieved and followed cause otherwise, a company cannot have success without proper planning and strategy. The competition in the world of business is immense and very competitive as well.

In the competitive business world, a company should be careful about taking any kind of steps forward cause a wrong step might make the company weak against other companies which are already in the competitive business world. Hence, a company should have several sectors or departments. In this chapter, the important practices of a business, for example – Management practices, Marketing practices, financial performance, and practices, accounting performance and practices, operations management, information system practices, industry, and competitive

analysis, will be described and examined, and the sectors and departments will be described as well.

2.2 Overview of the Company

2.2.1: Introduction

The name of the company that I am going to discuss and where I have also worked as an intern is known as Gildan. It is a multi-national apparel and textile company that has other expanded offices throughout the world, and the offices are also fully operational as well making the company one of the biggest and leading apparel and textile companies of the world and also are known as the vertically-integrated apparel manufacturers as well. Gildan owns twenty-five manufacturing factories throughout the world, with a capital investment of 1.62 billion over the last ten years. The revenue which is generated is ninety percent (90%) from the products which are manufactured and provided throughout the world from the factories Gildan owns.

The apparel products which are manufactured ensure a polished quality which makes the company well-known as well. The belief of the company owning factories and controlling every step of each of the factories to assure top quality of the garment they produce made them the successful company that they deserved to be for their hard work. The company's vertical integration planning gives the company has its power of control and visibility of the full value chain that the company provides and allows the company to implement industry-leading labor. The company also focuses on ethical, environmental practices throughout the world as well making the company an ethical apparel leading company as well.

The operations and planning the company follows are also marvelous as well. The overall operations and planning make it easier for the company to have total control over all the other factories that Gildan owns. The self-made operations and planning of the company enable the company to have better operational control efficiency, cost management, product management, quality management, along with an efficient supply chain management which gives the company an advantage in short production and delivery cycle times.

Therefore, the company follows many aspects of business-related terms, which are important are important and necessary for a business to be successful. The success of the company presently has enabled the company to expand their businesses throughout the world, and also taking full control

to follow the steps stably has also made the company efficient and one of the leading apparel companies of the world. More information could be found when the history of the company can be seen as how the company started and how till now the company has come this far with this success.

2.2.2: History of Gildan

Over the last thirty-five years, Gildan has been running its operations throughout the world, and since the company has been running as a fully operating apparel company for so many years, it proves that it took a lot of determination, courage, will power to be a successful apparel company a company which everyone is proud. It is also said, according to the history of the company, that the company was born in Canada but raised in the U.S. With more than three decades of creating a large-scale manufacturing base and specialized skill set, Gildan is now one of the world's top producers of garments, socks, and legwear and it took the patience of many years of hard work along with proper business planning and operations throughout the world as well.

The overview of this company can be fully understood by the history that the company has created over the years. The company Gildan first started as Harley Inc., which was a basic children's apparel manufacturing company, which produced activewear, apparel, and sleepwear in Montreal, Canada by the president and CEO Joseph Chamandy in 1946, and since then, the journey and dream began of Gildan. Later on, in 1982, the company's leadership was taken over by Joseph Chamandy's grandsons, Greg and Glenn Chamandy. The name GILDAN came into existence when in 1984, the company became a vertically-integrated manufacturing company by acquiring a knitting mill with circular machines, becoming a knitting manufacturing business. The company started its operations, and slowly the company also started to expand in sectors. The vertical integration of the company expanded when the company acquired a dyeing facility and yarn spinning as well in 1987. Later on, the company planned to have further expansion outside of Canada, which made the company target the U.S. in 1992. The expansion started showing results in 1997 as the first vertically-integrated off-shore sewing plant was opened in San Pedro Sula, Honduras. The company had further plans of expansion in terms of capital as well, and hence the company became a public listed company by offering an initial public offering in both Canada and American stock exchange in 1998. The company saw success from all the regions they have ventured into, and therefore the next target was Europe, and the company entered in Europe region

in 2000. Perhaps the most important expansion happened in 2010 when Gildan Activewear entered Bangladesh with the acquisition of an integrated textile facility, followed by an investment to bring the building up to structural and fire safety standards and hence the name Gildan Activewear Bangladesh came into existence and ever since the company became one of the well-known apparel and textile company in Bangladesh. More expansion and success of the company was also visible, and hence the company has the list going on including – Becoming the number one brand of 100% cotton t-shirts in the U.S. print wear industry, and the Company opens its first large-scale distribution center in Eden, North Carolina 2001, Starting Gildan’s first vertically-integrated textile facility starts operations in Honduras. Gildan also launched its proprietary Biotop system, which treats its wastewater completely naturally using sunlight, gravity, and bacteria to return clean water to the environment and also becomes the number one overall t-shirt company in the U.S. (Based on the S.T.A.R.S. report) in 2002, The Company forms a 50%/50% owned yarn-spinning joint venture company with Frontier Spinning Mills, Inc. in Cedartown, Georgia, to support Gildan’s integrated fabric manufacturing operations and also becomes the first Canadian company and the first manufacturer with operations in Honduras to become a participating Company of the Fair Labor Association (FLA). Obtaining the Oeko-Tex 100 Certification, the most internationally recognized eco-label designation in the textiles supply chain, along with entering the Australian market for imprinted activewear and opening its first sewing facility in Nicaragua in 2004, opening a new fully-integrated facility in the Dominican Republic with knitting, dyeing and cutting operations. The Company also announced a second joint-venture yarn-spinning facility with Frontier Spinning in Clarkton, North Carolina, in 2005. Gildan placed first in the annual Globe and Mail Corporate Governance rankings of all Canadian public companies in 2008, Expanding in Bangladesh in 2010, acquiring the Comfort Colors® to add a vintage garment dye collection to its printable business. Gildan is included on the Distintivo® ESR Award for the first time, recognizing the Company’s efforts to voluntarily undertake a commitment to implement socially responsible management in 2015, purchasing a yarn-spinning facility in Eden, North Carolina, and plans to invest the approximately U.S. \$5 million to revamp the facility and upgrade it to Gildan’s standards in 2019, Gildan is named one of the world’s most sustainably managed companies by The Wall Street Journal for the first time in 2020.

From the history of the company, we can see and realize and also admit that over the three decades, the company has created a milestone of success and expansion over time and this is indeed huge

for a small company to become a large apparel company which is fully functional in many countries creating quality garments related products as well as creating scope and opportunity of jobs throughout the world. The company started as a knitting mill, but later on, over the years, the company has gone through ups and downs, and through ups and downs, the company continued to generate revenue and also the face of profit which made the company take important decisions regarding the expansions and also generating revenue from the factories throughout the world which Gildan Activewear owns. Moreover, the company did not incline themselves to knit only but also expanded to dyeing, cutting, and finishing as well, which are the core concepts in the apparel industry. The proper planning, controlling, handling of tough situations and problems made the company a successful company which was a dream to be achieved as well, and thus it shows the full overview of the company, which is indeed fascinating.

2.2.3: Vision, mission & values

The company's overview can also be understood by looking at the Vision, mission & values that the company has set to have a sustainable business. The vision of the company is long-term which is also defined as the aspirational goal of the company as well. The vision of the company includes the vertical integration manufacturing system that the company follows to be leveraged and positively influence how apparel is made and should be made to ensure top-notch quality. The vision also includes creating a positive impact in the community, environment and also for the stakeholders who can rely on the company and trust the company to have further success.

The main mission of the company is – “We create value in everything we do,” which means creating positivity a value in everything the company does as an apparel company. The mission statement can be described further as creating value for customers by delivering superior quality products for the whole family at a lower price, creating a positive influence on the communities where we operate by acting responsibly and generating positive economic impacts. Moreover, create empowerment and success for our employees while treating them with respect and dignity because we know they are the key to our success. Furthermore, driving consistent earnings and sales growth, superior returns on investment, and ongoing operational excellence to create value for our shareholders. Lastly, accepting the responsibility to pursue continuous improvement by standing by our core values.

From the mission, vision, and values, the overview of the company can be finally understood, and it explains the company follows everything accordingly and controls accordingly as well to have a sustainable business which will be a core concept to ever follow over time.

2.3: Management Practices

2.3.1: Introduction

Every company requires sectors or departments to divide the works equally and also according to a certain section as well to have efficiency. Otherwise, one company cannot grow large if it confines itself to only one or two departments as it will create disorientation which will cause harm for a company to operate its operations properly, and hence the company cannot move forward or achieve the goals and targets the company wishes to pursue.

Gildan Activewear Bangladesh follows a certain decorum and has a good management team to make sure the decorum is being followed properly. Moreover, the company's Human Resource Management team is efficient enough to handle the employees, staff working there and empower them by treating them with respect and dignity cause; the key to success is to motivate the employees to perform their fullest to achieve goals and target of the company. Gildan makes sure that the process of the management is followed in a certain manner so that if any type of problem occurs then, it can be immediately handled and solved with efficiency. A vast description can be given about the management practices of the company as a big successful company it has to follow the rules and regulations strictly to maintain diligence.

2.3.2: Leadership Style

The management team of Gildan Activewear Bangladesh follows a participative leadership style if it has to be said in simple words. Descriptively, the company follows a leadership style where all the members of the team of the organization work together to solve any issue or to take any kind of decision for the company. The decision could include the betterment of the company, the expansion of the company, plans, and so on. Participative leadership style can also be said as democratic leadership style where everyone gets the right to say something or share their thoughts about any decision that is to be taken by the company regarding anything important.

As the company follows a participative leadership style which includes many important steps as well and the steps are also followed by the company carefully so that the certain code set by the company could be followed and everyone can also have their right to talk and share about anything that comes to their minds. The key features of the participative leadership style include discussing as a group which is followed and also operated by Gildan as for any kind of decisions to be taken or made, meetings are summoned with the executives and employees. The employees in the

meeting share information regarding any issue or any idea that would be better for the company, and the idea and information are discussed as a group. The group often shares ideas for solving any problems as well. The leader in this group summarizes the information or idea which has been selected by the vast majority and examines whether the idea is valid and is to be followed. Later on, the group comes to a decision that has been discussed in the meeting based on the information that has been shared, and lastly, the decision is implemented for the betterment of the company. With the help of this participative leadership style, the company achieves its goals and objectives, and since then, Gildan has been following this decorum to have the utmost success that the company deserves to have.

2.3.3: The Human Resource Planning Process

As Gildan Activewear is an apparel and textile company, the company is immensely based on Human resources as, without humans to be used as resources, the company will not be able to conduct any kinds of operation or achieve any target that the company wishes to fulfill and achieve as well. That is why the Human Resource Department could be said as an integrated and most important department of the company. Without the department, the company will not be able to maintain the garments workers and control them to work efficiently to produce a quality garment that the company ensures.

To achieve organizational goals, employee recruiting, development, and retention must be used by human resource planning. Analyzing the current workforce, considering how it aligns with future employment needs are also important. Human resources can use many sorts of planning to fulfill future labor requirements by attracting, training, and keeping excellent personnel.

There are two types of Human Resource Planning. One is known as Hard Human Resource Planning, and the other one is Soft Human Resource Planning. Gildan Activewear follows a mixture of hard and soft but mainly soft human resource planning as the company focuses on the target and goals which are to be achieved with the help of the workers by controlling them and also realizing at the same time that the workers are important assets of the company and without their help, the company cannot achieve the success it desires. Employees in this system are taken as critical resources, which are key to their long-term business, which is also considered as a strategy.

Human resources are one of the most valuable assets that any company may have. A Human Resources Planning process is required for an organization to get the most out of its existing human resources, and that's why some necessary steps are to be followed to achieve this goal. The human Resource Planning process includes seven important steps, and the Gildan management team fully follows those steps to have efficient control. The steps include - Analyzing Objectives, creating an inventory of current human resources, Forecasting the demand and the supply of employees, estimating gaps, formulating plans, implementing plans, Monitoring, Controlling, and feedback. The Human Resource Management team follows every step to make sure stable rules and regulations to be followed. The management team analyzes the objectives of the company and also figures out the gaps that are needed to be fulfilled. If there is any need for any employees at a certain position, then it is up to the management team to find someone suitable for the position and also use the employee as an important resource of the company. Then creating necessary inventory for the current human resources comes next as without proper working inventory, employees might face problems in their work and also might have problems regarding completing any task. Forecasting the demand and supply of the employees is the most important step as the management team has to keep in mind the opportunity gaps that the company might provide for a certain position, and according to the position, the team must find someone suitable to achieve maximum efficiency. This is the reason it is very important to forecast the demand and supply of the employees, and the Gildan Management team does it properly. According to the estimation of the gaps, the plans are formulated properly and also followed accordingly so that the main objective can be achieved without any loss or interruptions. Lastly comes the monitoring, controlling, and feedback. The management examines whether the employed employee is facing any work trouble or are they able to complete tasks properly or not, is the main objective is being achieved or not, and many more and according to this information, the team provides feedback, and if any types of controls are needed, then the team immediately takes action. Judging from these actions, it is clear that the Human Resource Planning of the Human Resource Management department is indeed clear and successful in their term of view.

2.3.4: Recruitment and selection process

Recruitment includes actively seeking out and advertising for possible individuals, as well as gauging their interest in the job. The process of selecting the worthy candidate from a pool of applications is referred to as selection. In this case, the Gildan management team does an excellent job. While each organization's recruitment and selection process is different, there are fifteen steps to the hiring process that are often followed, including - Identifying the hiring need, revising a recruitment plan, writing a job description, advertising the position, recruiting the position, reviewing applications, phone interview/initial Screening interviews, assessment of the applicant, checking the background of the employee, decision making, reference checking, offering the job, hiring and lastly onboarding these are the steps that Gildan management team follows for maximum efficiency for a recruitment process.

2.3.5: Compensation System

The compensation system that Gildan follows is unique indeed, which also works as a strategy as well for the company. As the company keeps a keen eye on its objectives and also treats its workers as the most important assets, the company follows both the direct and indirect compensation system, which includes not only paying salary monthly to their employees but also offering them fringe benefits from the company which includes providing transport service for their employees coming from a far distance, providing a bonus, providing overtime benefits providing lunch, meals, phones, laptops, free use of WIFI, cars for the executive employees and so on. From this information of the company, it could be said that the mixture of the direct and indirect compensation system is indeed working as a great strategy as it motivates the workers to work harder and achieve goals for the company.

2.3.6: The training and development initiatives and performance appraisal system

The Gildan management team, in this case, does a splendid job as well. The management team often creates the opportunity for the employees to improve and move on with their careers and for that many kinds of the training session are often provided to the employees, and by attending these training sessions, the employees learn a variety of things which might come in handy in future for the employee as well as for the company. Many different kinds of training like – leadership training program, safety training program, work efficiency training program, production controlling, time management, resource management, and much more training is often provided to the employees

making them confident about themselves and also giving them a boost in skills as well. Moreover, with the completion of these training sessions, an evaluation is also taken based on what the employee has learned and achieved, and if successfully done, the employees are appreciated and appraised through gifts that motivate them to attend these training sessions often in the future as well and also motivate them to achieve more skills that would make an employee proficient.

From this information, it could be said that Gildan management practices are indeed splendid and also efficient for the sake of the employees as well as for the future of the company. The management team of Gildan is also marvelous in terms of following a stable process for the company to have success and also being popular in the interest of the employees.

2.4: Marketing Practices

2.4.1: Introduction

Gildan Activewear as a whole has a marketing department as well, and the other branches throughout the world have marketing aspects and departments as well. However, the branch, which is situated in Bangladesh, which is also known as Gildan Activewear Bangladesh, does not have an integrated or sole marketing department, and any type of marketing is not done by the branch. The branch solely concentrates on the production of the garment according to a specific production plan, and target and the produced garment is bought from the branch to a buying house that also belongs to Gildan. The buying house depends on the order specification, which could be from any branch that Gildan owns, and the branch in Bangladesh prepares and produces garments according to the order specification of the buying house from the other country branch.

However, Gildan Activewear does have marketing practices and departments in other branches Gildan owns, and thus the information could be collected and found from their official website, which also works as a marketing client for the company. The company has included information related to marketing which makes the stakeholders understand their goals, target, objectives. As well, marketing is one of the crucial and most important components of a business, and if it's not followed properly, then it might lead to loss of resources and production. Gildan mentions marketing and follows certain steps of marketing for the efficient use of their resources as well as generating profit from the resources and revenue from the products which are ready to be sold and mainly depends on marketing.

The company ensures customers that they provide the best quality of products at a lower price which is also mentioned in their mission as well and therefore the company works hard and soul to maintain their mission which can also be taken as a marketing strategy as the company tries to provide top-notch garments for their customers and also for other companies which buy garments related products from Gildan and generates revenue. With the help of marketing strategies and tools used by Gildan, the company provides ready-made garments for many companies all over the world and also completes specific contracts for other companies. Moreover, the company also often acts as a buying house and gives specific orders to specific branches where only production occurs, and no marketing of the products are available and buys the finished products from these branches and works as a supplier by supplying these finished goods all over the world.

2.4.2: Marketing Strategy

Gildan Activewear follows a mixture of marketing strategies according to the situation of the market and also according to the goals and objectives that the company is pursuing. There are various kinds of marketing strategies, but the main strategies could be categorized into four parts which are the important aspects of a business and also of a successful business as well. Following these strategies over time leads a company to its goal and achieve its objective easily. For this, Gildan follows a mixed marketing strategy and does not incline itself to only one or two strategies. The most mentionable marketing strategies are –

Market Penetration Strategy, which defines as A market penetration strategy, is when a company concentrates on marketing its present items to existing clients. The marketing activities that will prevail in this type of marketing plan are those that focus on boosting existing customer loyalty so that they are not vulnerable to competitors, attracting competitors' customers, increasing product usage frequency, and converting non-users into users.

Market Development Strategy, which defines as a Market development strategy, refers to initiatives to increase sales by selling current products in new markets. Entering new geographic markets, such as overseas markets, may be part of these initiatives. Key marketing operations include raising product awareness and expanding distribution channels. This also explains the way Gildan has used this strategy to expand its business throughout some countries by expanding the business.

Product Development Strategy, which defines as Product development, or the creation of new items to sell to current consumers, is a popular marketing approach used by companies that can capitalize on their existing client ties, which has also been used by the company as Gildan has produced different types of garments product over the time and has also earned the trust of the customers by ensuring the quality they need.

Diversification Strategy, which defines the introduction of new items into previously untapped markets. This is essentially the start-up of a new company. This is the riskiest plan, and it's also the one that'll take the longest to see a return on investment. Gildan has also followed this strategy introducing new products into previously untapped markets and has provided quality products as well, which was a risk the company took but also got success from it as well.

The marketing strategies and success of all these can be seen in the history of Gildan Activewear as well because these mixed marketing strategies used by Gildan made the company one of the most successful companies as the company was able to expand the business rapidly within thirty-five years, providing over one thirty-six styles with one fifty-seven different color variants.

2.4.3: Target customers, targeting, and positioning strategy

Gildan Activewear's main customer target were based on the basic needs of human life, and that is apparel. Gildan's primary target was customers of all ages who would buy apparel and would get top-notch apparel at a very low price, and that is what made the company successful as well. Because people would buy apparel for themselves for their family as well, but they wouldn't feel the interest to buy if the price is very high or not within the budget range of a customer. In this case, Gildan has done a splendid job providing quality apparel within the price range and also working as a supplier for other commercial businesses as well which made the company well-known as well. This concept led the company to use the targeting and positioning strategy, which helped the company expand business throughout the world. For this, the company now has twenty-five manufacturing companies owned globally following different kinds of marketing strategies over time.

2.4.4: Marketing Channels

Gildan Activewear uses marketing channels as well for both products and the services they provide to the customers. There are four types of marketing channels that are important in the business aspect. But before talking about the marketing channels, we need to know what is a marketing channel. A marketing channel defines as a channel that is a collection of practices or actions that are required to transfer ownership of commodities and transport them from the point of production to the point of consumption, and it includes all of the institutions and marketing activities involved in the marketing process. The channels are - direct selling, indirect channels, dual distribution, and reverse channels. Direct selling means marketing and selling things to customers outside of a physical store. A third party who is an intermediate between two trading partners is known as an intermediary. Dual distribution refers to a variety of marketing strategies in which a manufacturer or distributor uses more than one channel to reach the end consumer at the same time. Lastly, A consumer to intermediary to the beneficiary is known as the reverse channel. These marketing channels are important as these channels define how a product can be sent to the customers and

how the customers would achieve it without any kind of problem or hustle. Gildan Activewear follows all of the above-mentioned channels but in a different way and also according to the situation. The company does direct selling to the customers with the help of a website where the customers can order online, choose a variety of products, colors, sizes, and the company would deliver the customer the desired garment, which shows a direct selling channel for the company. Indirect channels are also used by Gildan, where the company acts as a supplier. The Production branches of the company get specific work orders, and the finished goods are prepared accordingly and then sold to the buying houses which sell the finished goods to the customers. The dual distribution has also been used where the company produces the finished garments, and the buying house branch would buy the products and sell them to a third party so that the products can be sold by the third and which benefits both the party as well. However, the use of reverse channels was unseen here as the company had successful operation through the three marketing channels that the company used, which are also described in the historical events of the company.

2.4.5: Product/New product development and competitive practices

Gildan Activewear always figures out new unique ways to satisfy its customers. Hence, product development is a crucial part of the company as the company ensures quality products at a lower cost to its customers, and that is also the mission of the company. The company does several lab testing for the garments which are to be produced, and if there is any kind of fault is found, the garment is examined several times for the cause of the fault, and then the process is also controlled for having a perfect quality. The Research and Development team plays an important role here as the team researches these products and figures out new unique styles, designs, colors, fabric, yarn to be used for the products. This competitive practice is indeed very important for the company as Bangladesh has many garments factories, and it is a huge competition to produce top-notch quality garments than other factories, and this practice of research made the company most successful till now.

2.4.6: Branding activities

Gildan Activewear does not follow any specific strategy in branding as the company itself is a brand, and it is a company that provides apparel including activewear, underwear, socks, hosiery, and legwear are sold to wholesale distributors, screen printers, and embellishers, as well as retailers and direct to consumers, particularly through e-commerce platforms, in North America, Europe, Asia-Pacific, and Latin America. Moreover, as a brand, Gildan has achieved success, so specific branding activity is not needed for the company as the company has a variety of categories in the garment sector.

2.4.7: Advertising and promotion strategies

For advertising and promotional strategy, Gildan gives importance to social media marketing and digital marketing as well. Gildan has Facebook, Instagram, Twitter, and for official works, they use unique Gildan email. Also, the company has a website where all information is provided for the customers to know, acknowledge and buy products according to their wish and desire, and for investors to invest the annual reports, financial reports, history of the company, overview of the company and many more necessary pieces of information are also shared in the website so that one can learn about the company as much as one wants. These are the promotional strategy the company follows to have maximum efficiency.

2.4.8: Critical Marketing issues and gaps

As a successful company Gildan does not have any major marketing issues or gaps as the company is running its operations with the above-mentioned strategies that are helping the company to move forward and expand and generate revenue and profit and if the company can keep this up the company will be more successful in the future bringing new plans.

Gildan Activewear as a whole has marketing strategies and practices that have made the company a successful company over time. However, Gildan Activewear Bangladesh acts as a production branch where according to a specific plan, the branch prepares products and delivers them to the buying house branch belonging to Gildan, and the buying house branch acts as a marketing agent to sell the products which are needed to be sold to accumulate profit.

2.5: Operations Management and Information System Practices

2.5.1: Introduction

Every company must have a sector or department which will create a communication system for the company to have efficient communication from one department to another department. Communication is an important part of a company as, without proper communication, business operations might get hampered, and this might lead to unexpected problems even might lead to loss as well. For this, an IT or ICT sector or department is an essential department for any company. IT sectors create an opportunity to have flexible communication between various departments. Moreover, networking is also important as well. In this modern era, the use of the internet, WIFI, websites, social sites are vast, and for this reason, maintenance of the connectivity issues is always needed for uninterrupted communication. Moreover, maintenance of websites, company's personally created applications are essential as well. Because with the help of modern technology mane kind of operations are completed over the internet.

Not only the IT sector is essential for a company, but also, Operations Management is perhaps the most important sector or department in a company. If a company wants to be a successful company, then the company must have an Operation Management sector or department and operations practices. It is often called the backbone of a company as, without it, any kind of operation can't take place at all, and any company will come to a halt without this department. Operations management ensures that the company-related operations are operated according to the plan that the company has for revenue and profit. Moreover, a company might have several objectives to be fulfilled, and these objectives could be achieved with the help of operations management. Operations management also has relations with the other department as well, and often, different kinds of operation take place as the planning that is made and the plan is followed accordingly as well. It includes operations like – inventory management, resource management, cost management, quality management, scheduling, and planning, receiving and utilization of raw materials, and so on. These are the vital topics that are needed in a business to run the business in a smooth flow and also ensure uninterrupted production of the company as well.

Both the departments are necessary in this regard, and Gildan Activewear has both the departments which operate according to the plan that Gildan has and also tries to achieve any target that the company has set for maximum proficiency.

2.5.2: The use of Information systems in the company for collecting, storing, and processing data

Gildan Activewear Bangladesh uses an interrelated communication process for which every department can have a connection with the other departments, and the flow of the information is also simpler in this way. The company follows a certain decorum in terms of collecting, storing, and processing data. Moreover, the company has a personal application created by the IT team, which is also used for storing, collecting, processing data as well. Furthermore, a unique email address is also used by the company where the employees connect. A certain rule that has been followed by the company till now is that any important mail regarding any information which has to be collected, stored, and processed by the company executives must be kept in CC or BCC of the email, which keeps the executives informed about vital information related to the company.

The personal application used by the company is the main source of storing all kinds of information which have been collected as well. The application name was not mentioned according to the company policy; it is confidential information for the interns. However, the process of the application was shown, and the process itself is also complicated. Information regarding purchase info, purchase order, order specification, order quantity, price per unit, proforma invoice, letter of credit, bank details, supplier details, and many more information is collected in this application, and it is stored for further use of the company. Even information regarding styles, colors, specifications are also kept here after collecting from the source. If any plan is made, the initial plan is also kept in this application, and the plan can be accessed by anyone who has permission to view it as well. After collecting and storing data, this information can be used and processed later on as well. For example – to confirm an LC, firstly, the order specification is checked, then the purchase order is checked, and also the proforma invoice is stored according to product specification, and then when all the information is checked, the LC is ready to be prepared for the importing product. Moreover, information regarding import and export is also kept in this application, and this application can be accessed, and data could be changed by those who have permission to do so.

With this information system, the company stores data which are necessary to be stored, and often, if needed, this data is processed for making further plans of the company, which helps the company

to see the present market condition and plan accordingly to endure unexpected situations. This is indeed very helpful and a very good strategy to store and control data if it is necessary to do so.

2.5.3: Sharing the information with the stakeholders and clients

The application Gildan Activewear Bangladesh uses is indeed one of the powerful tools of the company as the application also keeps vital financial data which is very crucial for the company. The application also includes data like financial condition, revenue, profit, loss, annual reports, and so on. This information is collected and stored in the application and later on processed to figure out the financial statement of the company, which is collected and prepared by the Finance and Accounting department of the company. The data, later on, is shared on the official website along with the annual reports so that the investors might be able to see and realize the condition of the company. Gildan till now had splendid financial condition which made the company unique in this manner and thus investors investing in the company to have additional profit which also helped the company to have additional capital to use as well. This is how initially the information is shared with the shareholders and clients.

2.5.4: Use of database or office management software in place in the organization

Besides the personal app of the company Gildan also uses office management software Microsoft Excel to work as a database and also as a source of information which is highly confidential as well. Microsoft Excel is widely used, and mostly used office management software along with Microsoft outlook is also used to store email data as well. The database includes confidential information like the revenue, profit, loss, income statement, outgoing cash flow, inventory, bank balance, storage of raw materials, information regarding the supply chain, operations, and many more. This information is collected, stored, processed daily, and often controlled and changed if necessary. Depending on these applications, the company runs its operations throughout the world, and often, this information is so vital that one single change can transform the entire data and might cause major harm, which also might lead to false planning. This information is kept carefully and used carefully as well. Each time any change occurs, the database is checked two to three times so that any kind of mistakes are not left behind, which might cause trouble later on. Garment styles, product specification, product order number much vital information can be found in this database, and along with the personal application that Gildan uses, everything goes according to plan. The plan is simple to store data without any fault, and if any fault is found, then fixing and resolving

will be the first and foremost target. These are the applications that are used as database and office management software at the organization.

2.5.5: Practice in terms of quality management

The database system and the application that is used by Gildan help the company in a fantastic way to ensure quality management. The main mission is to ensure quality products at a lower price, and to follow this; the company has to follow the specific plan which could be initiated with the help of the database system that the company follows as the database system includes much vital information this information is used to set up a perfect plan to ensure quality. From the database, the number of garments is produced can be figured out, and after figuring it out, the temporary storage system can also be checked to keep the initial fabric there without overburdening it. To make the fabric into a finished garment, the order specification, what style is to be used, what kind of dye is supposed to be used, inches of the cutting pattern, washing pattern, drying time, shading every single information can be found and later on according to this information the plan could be made and followed to have a perfect finished garment. To store the finished garments, the database is used to forecast the demand. According to the demand and order, the finished garments are delivered, and the rest is stored as in hand inventory so that, if necessary, the stored finished goods could be used as well in the future. In this way, the company ensures quality by doing this practice which can also be considered as a very clever strategy indeed.

2.5.6: Practice in terms of scheduling, resource allocation

The practice is vital in terms of scheduling and resource allocation as well. This practice is mainly done by the Supply Chain management team along with the operation management team as well. The database is like a core where all the information is stored, including the information related to raw materials level, shortage of resources, materials which are needed in this case the amount of yarn, dyes, and chemicals, trims are given most important as these materials are the core ingredients of a fully finished garment. The database also gives information on when the materials are needed, which explains the scheduling and when the imported material might end and will have to be reordered again, which is called the lead time demand. According to the specific plans, the scheduling must be noticed as to when the materials will be brought and where they will be stored. With the help of the database, the capacity of the inventory can also be figured out, and materials can be brought and stored as storing extra materials might lead to inventory carrying

costs. This process is defined as efficient resource allocation, which is very important for a company to keep in mind. Perfect scheduling and perfect resource allocation can lead to uninterrupted production of the products, which can lead the company to success and achieve its goal as well.

2.5.7: Practice in terms of Operations Management

Everything has a starting point, and the starting point of almost any company is the Operation Management process. The database is like a core which is mainly followed by the operations management team, and according to the collected, stored data, the data is processed to make a plan which could be said as a starting point in operations management. Planning is indeed something very hard and crucial as time-to-time events occur in the company or factory, and those events have to be kept in mind to make a plan. Planning requires patience as well as planning has to be made keeping in mind the objectives and goals of the company, and by any means, the goal should be achieved to make the company profitable. For example – if the order specification includes that fifteen tons of garments have to be produced by Monday, then the planning should be started before the next Monday arrives. In this case, the operations management team must see whether how much materials can be received, how much materials can be stored according to capacity, how much materials are to be used to produce fifteen tons of garments, how many knitting machines are to be used for this, how much production is supposed to be received from the machines, how much yarn, dyes, chemicals, trims are needed. All these questions can be answered with the help of the database that Gildan collects data and stores and process the data when it is necessary, and as a part of operations, proper planning can be done, a schedule can be made, resource allocation can be done, and most importantly production can be done as well without any interruptions. Practice in terms of operations management seems most crucial as one mistake can lead to extra expenses, and extra expenses may lead to a loss in comparison with profit.

Operations Management and Information System Practices seem to be very important as these sectors can lead a company to the first position of success. Because without communication, it would be very hard to achieve the target as a team. Team effort is always needed to have success, and when a goal or target is pursued by the whole team, success is sure to be seen. Operations Management, in this case, also plays a crucial role as without proper steps which are to be followed, the company cannot move a step ahead and will come to a halt.

2.6 - Industry and Competitive Analysis

2.6.1: Introduction

The industry and competitive analysis are one of the most important strategies that a company has to keep in mind. This strategy is so important that often with this strategy, the company might be able to make plans to expand the business and make it into a larger business having some advantages in the industry. That is why to start a new business or to expand a business, and this topic is necessary as it is also considered as the most important aspect of a business as well.

Gildan Activewear is aware of this strategy and also follows it thoroughly, and because of this, the company is till now one of the successful companies in terms of conducting the business that the company does and also in terms of business expansion as well. It is not easy when it comes to expanding a business from one country to another country. The textile industry is indeed huge as this industry is related to the basic need of a human being, which is clothing. The competition in this industry is immense as many companies and businesses are related to this company as this is also profitable as well. Apparel businesses know one thing, and that is people would buy apparel no matter what as this is their basic need, and from this advantage, profit can be made easily as well with a little bit of hard work and maintaining a strategy as well. So, the competition in this sector has increased, and it is still increasing day by day as newer companies are joining in this cause as well. It is not easy for a new business or company to join this sector without any problems, and that is why industry and competitive analysis is most important in this cause as, without newer ways of producing apparel products, without having newer strategies, a company cannot grow and cannot be a strong competitor as well.

In this chapter, the competitive analysis of Gildan Activewear Bangladesh will be discussed as an example as Gildan has its branch in Bangladesh, a country that is second in the garments sector in the whole world. So, as the company has expanded its business in Bangladesh, the whole situation can be described with Porter's Five Forces analysis and also with a SWOT analysis to see the full overview of the company in terms of expansion and also could be seen whether the company is in a good position or not.

2.6.2: Porter's Five Forces Analysis

Porter's Five Forces is a business analysis model that explains why different industries may maintain varying degrees of profitability. The Five Forces model is a famous model to examine a company's industry structure and corporate strategy. The five forces are widely used to assess an industry's or market's competitiveness, attractiveness, and profitability. These five forces are described as follows with a little bit of description as well as the description of the company to know the analysis completely. A company's profitability is influenced by the quantity and power of its competitive rivals, possible new market entrants, suppliers, consumers, and replacement products. To gain a competitive edge, a Five Forces analysis can be used to influence business strategy.

The first force is known as Competition in the industry. Bangladesh is a country that is currently the second-largest country in terms of the garments industry as the country exports quality garments all over the world and earns foreign currency, which helps the economy of the country as well as makes the economy stable as well. Therefore, the competition in this sector of this country is huge, and it's not easy for a company to start an apparel business that easily and might face problems at the start. The competition in this sector is described when there are already some of the companies that are running similar businesses as well, which is related to apparel, and in this case, the competition rises when the companies provide the same type of product. In this case, what is examined is the quality and price. The customers or buyers, in this case, pay close attention to the price and quality. Companies that will provide better products at a reasonable price that is where the company will be successful. In this case, Gildan Activewear was successful, and with this success, the company was able to conduct business in Bangladesh. The company started business in Bangladesh in 2010, and at the start, the business was facing problems because of the competition. Later on, the company started producing top-notch quality products at a lower price which is the main mission of the company, and they were successful in following their mission statement, which made the company reliable and hence the company became a successful company in Bangladesh, and since then the company is conducting their business without any kind of major problems. Moreover, the company has started new projects in Bangladesh, which is part of the plan the company is following.

The second force is the potential of New Entrants into an Industry. As mentioned before, the competition in this industry is huge, and a new entrant makes the competition harder for the new company as well as for the older companies. Because the new company might have unique ways to produce the products along with ensuring quality which might be a problem for the older companies as they will have to come up with new ideas to attract the attention of the customers or buyers, it might be vice versa as well where the new company might not be able to cope up with the older companies which might lead them to a loss and also out of competition as well. In this case, if we bring the example of Gildan Activewear, the company did face problems at the start of the business competition. However, with time the company was able to cope up as a multi-national apparel company producing quality products at a reasonable price. Moreover, the materials from which the garments products were prepared was also made from the materials the company would often import from outside, and this is what made the company unique, and this uniqueness was also discovered in their products as they had durability, comfort which was also available at a lower price. Hence, this phase the company was going through was successfully passed by them. And till now this day the company conducts its business without any kind of major problems.

The third force is very important, which is known as the Power of Suppliers. The power of suppliers is indeed important because, without the suppliers, the raw materials that are needed to make finished garments would not have been possible at all. This force is a powerful force to make a company or business out of competition as well. The fewer suppliers in an industry, the more reliant a company is on them. As a result, the supplier has more clout and can raise input costs and demand other trade advantages. In this industry, the number of suppliers is huge as well. The suppliers are mainly delivering raw materials which are needed for an apparel company to create garment-related goods. In this case, the number of suppliers is huge, but how reliable these suppliers are is also a matter of question. Gildan Activewear is dependent on these suppliers as the company brings in raw materials, including yarn, dyes and chemicals, trims for ready-made garment products. However, as the company knows that these suppliers can make the market go upside down with their prices, the company has backup suppliers who provide the company materials at a reliable price so that the company can maintain their production flow and also produce products at a lower cost. The suppliers have a business deal with Gildan and often provide materials as a backup for the company. Therefore, the company faces fewer problems in terms of

production, which makes the company successful in this force as well and better than other companies as well.

The fourth force is one of the five forces is the ability of customers to drive down prices or their level of power. In short, it is called the power of the customers. It is influenced by the number of buyers or customers a firm has, the importance of each customer, and the expense of finding new consumers or markets for the company's output. Gildan Activewear Bangladesh, in this case, works as a production branch only where the branch gets specific orders from the fixed buyers from all over the world, and to fulfill their orders, the company collects materials from their suppliers, creates finished garment products, and then acts as a supplier by supplying the products to other companies where the company works as an intermediary. However, Gildan as a whole company has this strategy overall to have a unique place in the competitive apparel industry. The company sells apparel-related products through its official website and also does promotional activities on social media as well as; they ensure quality garment products at a lower price which is also their motto as well. The company knows what a customer wants, and that is quality products at a reasonable price, and if the company can provide this to their customers, only then will the company be successful with its motto. Hence, the company provides a unique strategy and quality of products to their customers so that they may not lose business and also the competition in the apparel industry.

The last and final force is known as the threat of substitutes. Alternative goods or services that can be used instead of a company's products or services pose a risk. Companies that manufacture goods or services with no close substitutes will have more freedom to raise prices and secure favorable terms. On the other hand, Customers will be able to forego purchasing a company's product if close substitutes are accessible, eroding the company's influence. Gildan Activewear does not have this threat, or it could be said the company has won that threat. Many companies try to provide different and unique types of products that seem available only in that company or business. Thus, the company can do a monopoly business by raising the price of the products and having extra profit out of this. However, Gildan thinks about the customers and also thinks about the satisfaction of the customers as well. Gildan provides more than one thirty-six styles and one fifty-seven colors, which makes the company produce different types of clothing as well as the company maintains uniqueness as well. In this case, it seems that the threat of substitutes is reduced in this way as the

company itself is creating substitutes for themselves, and also, they are providing it to the customers as well. So, the customers have the best services from the company in which way the company cuts off the threat of substitutes as well.

2.6.3: SWOT Analysis

The SWOT analysis is another important analysis in the business aspect as this determines how a business is conducting any business and whether they are successful in that cause or not. The SWOT analysis is also important in terms of making strategic plans which are very important for a company to expand and earn more profit. The SWOT analysis includes Strengths, Weaknesses, Opportunities, and lastly, threats. By searching out the core strengths, the company might have a competitive advantage in the industry. By figuring out weaknesses, the company will be able to find its weaknesses in competition with other companies and resolve their problems to have maximum efficiency. Opportunities help the company to take advantage of any situation that might be very helpful for the company to create new plans and strategies to achieve the goals and objectives the company has planned. Lastly, Threats mean competition and competitors doing something unique and having a competitive advantage over other companies, and generating more revenue as well as profit by attracting the customers and shareholders. These are the core things that the companies have to test and figure out by running an analysis of SWOT.

Gildan Company mentions their core strengths in their website, which are - Large-scale, low-cost manufacturing expertise, Leading brands, products, and customer relationships, Sustainable and ethical practices, A strong global workforce. These are the core strengths of the company mentioned by the company itself. These mentioned aspects are the strong points of the company as these aspects give Gildan an upper hand in the apparel industry. Large-scale, low-cost manufacturing is often not seen in many companies for which it is often seen that specific company's products are high in price and customers often would not like to buy the products of these companies, whereas Gildan makes sure that customer gets the satisfaction they deserve when they buy products from their company. This comes to their second point of strength that is they are one of the leading brands, which are true because the first core strength makes them unique in this case and also makes them most successful, which leads them to be the leading brand in this industry not only because of the products but the company cares for the customers as well which creates a wonderful customer relationship between the company and the customers who buy

products from the company as well. Sustainable, ethical practices that the company does is also another strength of the company, which makes them superior as well. Many companies for extra profit might choose evil ways to make products or copy other companies and might sell the same products to the customers generating the profit they do not deserve but, in this case, Gildan does not follow any unethical forms and works hard with honesty which makes them successful as well. All the above-mentioned strengths made the company have a strong global workforce which makes the company a successful company conducting its operations throughout the world.

Every company has its weaknesses as well. Some companies have a lot of weaknesses, and some companies have fewer weaknesses to deal with. Gildan is a successful company indeed, but that does not mean it does not have any weaknesses. One of the weaknesses of the company is that often the initial plan the company has made for the production is hampered by some unexpected situations which occur all of a sudden. Moreover, the backup plan that the company comes up with sometimes that plan also ends up in vain. So, the company tries to solve it temporarily by creating another plan and deal, but often it seems that it is too late for the company to do so, and often contractors also fail to provide immediate support that the company requires during that crisis. This weakness is often seen in the Supply Chain department, where it is found out then sometimes the company goes through some problems regarding the extended lead time for the materials to come at the inventory. As the shortage of inventory is created, often the production comes to a halt, and the plan has to be changed again to figure out an optimal solution. Some technical difficulties also often occur where there might be problems with the circular knitting machines or the sewing machines. Human resource problems are often seen as well where the worker of a specific position seems absent for a certain period, and hence that particular work comes to a stop as well. These are some of the internal problems and weaknesses the company has but can also be fixed and solved by taking some necessary steps.

In terms of opportunities, the company does not let go of any important opportunity that might be beneficial for the company for expansion as well as generating profit. Whenever there is any kind of new opportunities for the company executives, call for an immediate meeting and follow the participative leadership style for having ideas and thoughts from every member and then decide whether to take the opportunity or not. As an example, often, it seemed that very few of the suppliers failed to provide the materials that are needed for the production of the garments that the

company is supposed to produce according to plan. However, as they fail, new suppliers often provide a solution to their problems, and in this case, Gildan does not let go of opportunities, and immediate bargaining is started for the deal to take place for the production to be kept running. Moreover, when Gildan Activewear Bangladesh had the opportunity to open up a new factory in Dhamrai, Savar, as the land seemed very promising for a factory to be built up, the company took this opportunity and immediately took the project in hand and thus named the project Kohinoor.

2.8: Summary and Conclusions

As the company can handle its strengths, takes necessary steps for its weaknesses, does not let off golden opportunities that might help the business grow and expand, the company has fewer threats in this manner. The threats were already discussed with porter's five competitive analyses where the company had fewer threats. In SWOT analysis, the results are kind of the same as well, where the company has everything planned, and according to the initial plan, the company is moving onwards and expanding faster as well. However, the weaknesses the company has might indeed lead the company to lose, and if necessary, steps are not taken, which will be further discussed in chapter three project part where in this case, what can be done by the company to make sure everything goes smoothly. But this might turn as the only threat for the company. Otherwise, the company does not have any major threats that might harm them in a big way as they are taking preventive measures so that the threats could be eliminated as well.

2.9: Recommendations/Implications

Gildan Activewear Bangladesh has a bright future ahead, and the company can also hold its rightful position as one of the best apparel manufacturing companies if the company keeps up the good work that is noticeable in the organizational part of the study. The recommendation that could be given to this company is to continue what they are doing as a company and be consistent in their work as well as; their consistency is also the key to success for the company as well. The employees working in this company also is profitable as the fringe benefits the employees get from the company are remarkable as well. The company should continue their good work as they know how to treat workers and also treat them as an asset of this company.

Chapter 3 – Project Part

“A study on Contingency Plan and Mitigation Plan and Projections Purchasing Tool for the company GILDAN ACTIVEWEAR BANGLADESH for uninterrupted production”

3.1: Introduction

Gildan Activewear Bangladesh is an apparel manufacturing company. Its manufacturing plant is situated in Palashbari, Ashulia, Savar. Gildan Activewear overall is an apparel manufacturing company, and the branch in Bangladesh acts as a production branch of the company. The company has fixed buyers with whom the company has its business up and running. The company receives several business orders and order specification, which includes which style to use, which dyes to be used, what kind of trims are to be used, and after receiving the production order, the branch starts the processes related to production. Starting from the operations for the process planning, supply chain to procure materials according to plan, inventory management to keep the capacity for the materials and documentation processes, and as soon as the materials arrive at the premises the production is started immediately as the product has to be finished and delivered to the buyers at a specific time as per order specification.

However, problems do occur in this process sometimes, and everything does not go smoothly as always. Sometimes it is seen that the initial planning that is made seems to be faulty, sometimes the plan that is made for production does not meet the requirements, sometimes it is also seen that the materials for which procurement process has been completed and business deal which has already been done with the suppliers don't arrive at a specific time and often suppliers provide unnecessary reasons as problems, sometimes machines don't act up as well which requires technical maintenance, sometimes the materials which are brought from outside of the country often provides bigger lead times along with when they arrive at the port documentation process takes longer than the usual time which hampers the initial plan, sometimes specific worker at a specific position being absent creates delay as well, sometimes it is also seen for these reasons the production comes to a halt and workers spend the time idle as they have nothing to do as the materials don't arrive at the right time and the safety stock the company keeps also runs out as well.

All these problems can be solved if the use of several mitigation plans, several contingency plans, and a projection tool for purchasing and also keeping track of the overall situation of the company

can save time and prevent the company from facing unexpected problems, and the company will be efficient enough to complete orders for the buyers and customers as well.

3.1.1: Background

Since 2010, Gildan Activewear Bangladesh has been conducting business in this country. Bangladesh is known as the second country in the Garments sector, which defines the level of competition that is present in this country as there are several companies related to apparel and textile was already present from the beginning. As an apparel company, Gildan also started its journey in this country, and over time the company made different kinds of plans for different kinds of situations and also has taken necessary steps for solving any kind of problems. The initiation of the company made the company successful company in this country as well. But over time, many companies have also started the business, which increased the competition, and new unique ways are always required for the production to have a smooth flow.

The problems on which the study will be conducted have also been initiated by the company in the past as well where the company makes an initial plan, and they kept backup plan as well. But often, when the backup plan fails as well, there is a lack of mitigation plans or several contingency plans. Whenever any plan failed, the company would try to initiate another plan but in vain as well. Even though another plan was made, it was too late for the company as the company would contact the buyers asking more time by proving the reasons for the delay and also if there were any kind of other problems as well. With time, many suppliers also came into the industry as well, and the company was able to make new business deals with the suppliers as the branch was a production branch that produces tons of fabrics and finished garments products for the buyers.

One of the major problems which was also often noticed is the lead time issue for the materials which are needed for the production and capacity problem was also overwhelming for the company, and since then the company has rented warehouses for increasing the capacity which solved the problem temporarily but not permanently. Documentation problem was also another problem as well where they arrived materials would be at the port for days just because proper documentation for leasing the materials take time as well. Furthermore, the problem with suppliers who would often say that the materials ordered will be received by the company tomorrow and all of a sudden the supplier providing the materials would say that they can't deliver for some unnecessary reasons and often they would make delay to deliver them and during this time the

company runs out of safety stock as well as the company's backup plan also fails and there is no other way to mitigate the plan or have several suppliers ready as a contingency plan as well. This study will help the company learn its mistake from the past and move on with better unique ideas.

3.1.2: Objective(s)

The objective of this research is to provide an uninterrupted production plan for the company. It is important for the company as the company produces tons of garments daily following a specific goal that the company sets. However, the target plan that is set by the company is also dependent on the situation that is based on assumption. Often for an unexpected turn of events, many problems occur, and lack of mitigation and contingency plans lead to further problems, and production comes to a halt leading to a major loss of profit and revenue for the company. This research will surely help to avoid unexpected situations that often occur as this research will be mainly based on having several contingency plans and to control the initial plan, and mitigation plans will be implemented as well for maximum efficiency.

On the other hand, the use of another tool will also be helpful for the company to keep track of certain important things related to production, and that is the necessary projection for purchasing necessary materials for production. The projections could be of yarn that is used in the circular knitting machine in the company to produce fabric, dyes, and chemicals that are needed to dye the fabric. Trims are needed to decorate the fabric according to a specific style as well. There could be technical issues as well regarding the circular machines, dyeing machines, padding machines, cutting machines, sewing machines, and many more, and keeping track of these all together is a mammoth task, and this is where a real time projection tool is needed as well. The projection tool can be used to keep track of the machines along with any kind of purchasing that is needed and for controlling the production and mitigation plans for solving the initial problems of the main plan, and if the main plan fails, then several contingency plans should be made as well to have no interruption in production.

The primary objectives of this study will be –

* To completely reduce the threat of production being stopped even for one or two days as time is a valuable asset for an apparel manufacturing company like Gildan where if the machines are stopped for not having enough resources for the production, it will cost both time and money for

the company and the company might even lose efficiency which will be a weakness of the company.

* To have an overall responsive system that will forecast the demands for production and several mitigation plans, contingency plans, and projections for purchasing or solving any kind of technical or production-related problems.

3.1.3: Significance

As the research will have the process of having several mitigations and contingency plans for the initial plan that is made by the Operations and Supply Chain department, it will benefit GILDAN ACTIVEWEAR BANGLADESH to have uninterrupted production, which will create a smooth flow of the production without major loss and will also allow the company to overcome the problem efficiently. Moreover, the company will also be able to conduct business with the suppliers, and according to business deal contingency and mitigation plans could be initiated as well if any kind of unexpected problems occur, which will make the company profitable and also for the shareholders as the uninterrupted flow of production will also attract many shareholders for extended capital of the company and also for a desirable profit for the shareholders as well.

Furthermore, the projection tool that the company will use will benefit the company in many ways as well. It will make the tasks of the Operations management team and also the Supply chain management team have projections that are important and related to the production of fabrics and finished garment products as the operations team will be able to keep track of the important aspects to make plans, keeping capacity for the raw materials, so that overburden problems don't occur, and also operate for the production. The projections of purchasing will also help the supply chain management team know about the materials which are needed at a scheduled time so that shortage is not created according to the capacity, can also decrease the lead time, keep mitigation plans ready if the initial plan needs some changes, keep contingency plans ready if the initial plan fails and so on. The main significance is to achieve maximum efficiency so that the company does not have to sit idle even for one day as there is a delay for the materials to arrive and hence the production is stopped, and the machines are stopped, and the workers are sitting idle and the company losing the specific production order and delays to deliver it. To completely avoid this kind of situation, the study will be very important and will also be able to help the company not to have this kind of weakness rather make its weakness into strength and move on forward, which might make Gildan Activewear Bangladesh not only the most reliable company for apparel production but also making them the best apparel manufacturing company in Bangladesh as well which will bring glory to the company, and for this, the company might get further business deals with other business to spread all over Bangladesh for their efficiency and performance.

3.2: Methodology –

The research is based mainly on unexpected situations that occur all of a sudden without any proper timing or any kind of pre-warning from the suppliers. The company is a garment company and produces garments every single day, so basically, an initial plan is made according to how many garments are needed to be produced on a daily or weekly basis. According to the plan, the supply chain department starts taking necessary actions, and the procurement process also starts as well. However, even after following the initial plan often it is seen that the suppliers cause trouble by providing different kinds of problems which are often seen after the deal has been done, and often the procured raw materials also don't arrive on time at the premises. This research will contain and will also explain the contingency plans that will be operated as several backup plans and also mitigation plans if any kind of small sudden changes are needed anytime so that the production will not face any kind of loss and the production will also have a continuous flow. The information that will be used is the non-confidential information that has been received from the company, and as secondary information, websites of the company will be used as well. Also, lead time demand, Re-order point, Re-order demand will also be used in this cause to make the research sufficient. The research will also include a projection tool as well which will include real-time purchasing, inventory handling system, technical issues which need resolving, and also the overall manufacturing process will be included in this as well.

3.2.1: Collection of Data for the Research

During the internship period, I was appointed as an intern at the Operations and Supply Chain Management department. I have closely worked with the department and understood the whole manufacturing process from start to finish. To do this research, I am using the qualitative method, which defines that everything that I have learned about the company is through first-hand experience and also as a first-time corporate experience as well and through my observation of the task which was provided to me. I have also followed a specific routine provided by my supervisor, which included collecting data from the departments which are related to the production of the company. The operations and Supply Chain Department is such a department that is interrelated to many departments of the company. The department is related to other departments such as the knitting department, production department, dyeing department, quality department, lab testing department, sewing department, inventory management department, and finishing department. According to my internship routine, I had the opportunity to visit these departments, and also, I was allowed to ask questions and collect data for the research to be conducted. In this case, employees of the company helped me to collect necessary data that I needed to know and also got help from them regarding acquiring permission from the executives to visit these departments and collect information. To collect data, I have also visited floor to floor of the plant, talked with the labourers, and did my research to know more about the process that the company follows and how the manufacturing process is conducted in the company. For visiting the floors, I was also provided with floor layout so that I might not get lost and the layout has also helped me to know how many machines are there in the company premises which are used to produce grey fabric rolls which are later on taken to other departments for the rest of the process to take place. I was able to witness the process practically to understand how things work out in this company and for these, I was able to collect any information regarding the process, which has helped to make an initial plan of the design of the research. Employees helped me in a huge way where I was able to sit with them and talk with them for hours where they have explained everything related to production and also have explained the problems are, and they face during production, which gave the idea of uninterrupted production as well. Overall, this was the way I have learned about the departments, and I have gathered the necessary information which would help me conduct my study on the Contingency Plan and Mitigation Plan and Projections Purchasing Tool for the company, which will help the company in the future as well.

3.2.2: Limitations

During the internship though I was permitted to visit the departments and collect data, there were some limitations as well, and these were –

- * During the internship, I had permission to visit the departments; however, I was bound to certain boundaries as well.
- * I was not allowed to visit some departments and collect data, including the Finance department and Account department, and thus I was unable to collect data from these departments.
- * During the internship, confidential data was not provided to me as well, so much data that I wanted to collect for the study to conduct I was not able to do so.
- * The tasks which were provided to me were also not related to confidential data, so I wasn't able to have full experience of the tasks.
- * As confidential data was not provided, so the research is based on general data which was collected during the internship period.
- * Permission to conduct in-person interviews was also not allowed by the company.
- * Discussing the company-related information outside of the company was also not allowed as well. Thus, research outside the workstation was not possible in this case.

These are some of the problems and limitations faced during the internship period. However, the data collected during the internship period is enough to conduct the study.

3.3: Findings and Analysis

3.3.1: Implementing several mitigations, contingency plans, and use of projections in the manufacturing process

Gildan Activewear Bangladesh is one of the successful apparel companies in Bangladesh. The company, over the years, has prepared itself for tougher situations and has been enduring them and providing the buyers and customers quality garment products as well at a lower cost, which made the company a reliable and company as well over the years. The company was having success in what it was doing, and because of the success of the company, it was able to expand its business all over the world. The company was also having similar success in Bangladesh as well. Therefore, the company could expand here with newer projects in hand. The company is generating more profit with a good financial performance, also attracting the shareholders to invest in the company. Over time other companies related to this business have been improving as well. Also, they have been creating unique ways to generate production and provide quality as well, and in this case, Gildan has to step its game up a little bit. The company's problem is present, and the unexpected turn of events might happen more in the future. For this, the company has to be ready if the company wants to be the very best that no other company ever was. The company has to be one step ahead of other companies all the time, which will bring success and thus, the company will be able to expand more, and one day the company might have factories all over Bangladesh as the company has potential regarding its business in a country where the textile industry is booming as well.

Implementing the mitigations and contingency plans for the company's betterment, in this case, can be essential here. The projection tool will always keep the company informed about anything needed for maximum proficiency. The study will also concentrate on having mitigations, contingency plans, and projections not particularly in one department but in all departments to have the stability of the business. The tools are required in all departments because the operations and supply chain departments create a chain between all the departments. When the chain is created, the departments can only operate any operations related to the production. If any one of the departments falls behind, then problems are sure to come, and production will be hampered, and the company will lose efficiency in this case. Therefore, this study will concentrate on these tools to be presented in every department cause the overall chain has to be strong, and if the chain of the department is strong, then many problems can be fixed.

3.3.2: Implementing several mitigations, contingency plans, and use of projections in Operations Management

The operations management is taken as the head of a company because, without the department, any kinds of operation cannot take place at all and for the operations related to the company to take place proper planning is needed. The term could be introduced as production planning and execution. The production planning and execution include capacity and cost, short-term growth, build-up plan, performance assumption, follow-ups, etc. Every business starts from proper planning. If proper planning is followed without any problems and issues, the company can make a business stand and have stability. But for this to happen, a plan has to be made that will have fewer faults and more scope for success, and if any improvement is needed, it should be pursued.

Gildan Activewear Bangladesh's manufacturing process starts with an order. First, everything is mentioned in an order specification in which what kind of garment is needed, what kind of style is needed, dyes, trims, quality, quantity. Then, from the order specification starts, the process is being started. The operations department starts the preparations, and the planning process starts. The planning process is a mammoth task and must be done very carefully. It is the crucial part as well as the other departments will also have to follow this plan as well for production. The planning process also includes all the aspects of the supply chain as the materials needed for the production are mentioned in the plan. Finally, the procurement process is started by the supply chain department.

Before making a plan, one of the most important elements of the plan is received from all the departments chained up together, known as Turns Specification. It is an important element because it contains all the data from the respective departments, including Knit mix, knit need, greige, diameter, machines, kg roll of fabric, lots, size, cut size, kg, dozens, pieces, etc. This information comes from every department related to production, and from this information, the plan is being made. The initial plan includes a Knitting Schedule where the information related to knitting, such as how much fabric is needed to be knitted, how many machines are to be operational for the production, which yarn style has to be used, availability of the machines, utilization of the machines, etc. Then the initial planning of other aspects is being done, including BD SKU (Stock Keep Unit), KG, RIB SKU, RIB KG, style size, total kg, dozens, size, style, color code color, group, diameter, cut size, etc. With this information, the plan becomes an extensive plan. The plan

made from the Turns Specification (called by the company) is where the first concentration should come to use the tools. Here, according to Turns Specification, the initial plan is being made. Here, the problems could start as the specification might have information that could be wrong. If the information is wrong, it would be harder for the planner to make plans. The first step taken here is to ensure the departments clear the specification. The deviation in the turn specification is the first place where the need of mitigation and contingency plans arrive here. For example, the Turn Specification includes information that there are currently 50 machines sitting idle, which could be used for production. However, only 20 machines are available later on, and a plan of 50 machines has already been made. In this case, it will cause a loss for the company as 30 machines will sit idle and 50 machines are supposed to run according to plan. Still, the availability is only 20 machines as the other 30 machines are running another plan of another order specification, which will delay the current plan, and production will be delayed. That is why the first step of implementing mitigation is to make sure whether the turns spec is correct or not. If it is not correct, a mitigation plan has to be made. In this example of machines, the mitigation plan could be to find available machines that are not running an older order or any delayed order. Then the new order should be planned accordingly according to the availability of the machines. In this case, a new problem might also arise, and the problem could be that all the machines are running and there are no available machines to run the new production plan until Thursday. In this case scenario, then the company must come up with a contingency plan as the order cannot be delivered late and also cannot be cancelled as it will be letting go of an opportunity to generate revenue and letting go of an order will also create a bad review for the company as well. What the company, in this case, can do as a part of the contingency plan is to set this production order as an outside contractor and complete the order and then provide the order via Gildan. However, a question may arise here as well what if there are no available contractors for now to take the contract? In this case, a negotiation plan could come in handy for the company. The company can ask for a little bit of time because of technical issues and speed up the production process by running the production over time. The projection tool here could have come in handy. In this case scenario, the company can use “CLICK UP” as a projection tool. Click up is a project management tool that uses real-time aspects to keep every information and informs the user about any information needed regarding any sector. The software is indeed known as project management. Still, it could be used for any management-related problems, including operation management, supply chain management,

human resource management, cost management, and so on. With the help of this tool, the Turn Specification, which is made and delivered to the planner for planning purposes, could also be stored in the tool, and the application could give real-time information. With the help of real-time information, the problem could be foreseen and fixed without any problem in the first place. That is why the importance of mitigation plans for small changes, contingency plans for emergencies, and projection tools like click up is needed for avoiding these threats.

After the knitting schedule, the planning sheet contains the Dyeing schedule, and the produced fabric needs to be dyed with specific dyes for the order to be complete. Before that, capacity is needed in the warehouse to keep the fabric rolls which are to be dyed later. Here, capacity is also an important factor as, without proper capacity, the produced fabric rolls cannot be stored. It might also be a waste to produce fabric rolls if there is no capacity. Therefore, before making the plan, it is important to examine whether the rolls can be stored and later sent to the dyeing department for dyeing purposes. Implementation of mitigation here if there is no storage, then the produced fabric could be immediately sent to the dyeing department for dyeing purposes. Here the question may arise that for this action, the rolls already in serial for dyeing purposes might get delayed as well. The contingency plan always has extra space for this kind of situation. Therefore, a different warehouse should be kept for this purpose so that rolls could be kept and as soon as possible sent to the dyeing department as well for dyeing purposes. The projection tool Click Up can also be of great use here as this tool can help regarding the capacity. The real-time information system of the tool can easily help the company always have a keen eye on the inventory instead of figuring out manually whether there is a capacity or not, which will save time and money both for the company. So, the company's capacity plan can come in handy in this kind of situation without facing any problem if precautions like mitigation, contingency plans, and projection tool are used.

After storing fabric rolls, the planning sheet includes the Dyeing schedule, which is also very important. The dyeing schedule includes information like jet machines required for running the dyeing process, color code to be used, color mix, chemicals and quantity to be used, mix ratio, and many more. From this information, the dyeing plan is made and executed if everything seems fine. However, during the plan of the dyeing schedule, a similar problem that occurred in the knitting schedule might also happen here, which could be very problematic for the company. For example, the dyeing machines could be unavailable or bring up another problem. Suppose the dyeing

chemicals that are needed one of the important chemicals are missing, and for this reason, that particular order cannot be completed and, in this case, what should be done. A mitigation plan should be immediately procured or brought to the company. But it seems like another problem arises: the chemical is currently unavailable. In this worst-case scenario, the company could bring the chemicals from their supporting supplier, GILCHEM, who provides them. But the problem still arises as the company is outside of Bangladesh, and it will increase the lead time and delay the order. It seems like GILDAN does keep backup plans. Still, in the worst-case scenario, the company faces trouble. In this situation, the mitigation plan does not work. In this case, the only contingency plan the company can have is to procure it from a local supplier by striking a new deal of negotiation.

On the other hand, the projections tool could have helped before the dyeing process began; the planner would have informed the missing chemical. Then the planner could have taken secondary steps to formulate the plan. For example, the purchasing could be done and procured, and then according to order specification, the plan could be made, saving time. So, the company often faces the scenarios mentioned above as a stroke of bad luck or unexpectedly. However, unexpected problems need quick sudden solutions as well. That is why this study concentrates on several mitigations, contingency plans along with a projection tool to the rescue.

After dyeing, the dyed fabric is sent to the cutting department, and hence comes the Cutting Schedule in the planning sheet. The cutting schedule includes the amount or quantity the fabric is needed to be cut, how many pieces are being cut internally, how many pieces are we supposed to get weekly, what kind of fabric styles are being cut, sizes, cutting according to color, etc. Next, the cutting department starts cutting the fabric rolls into suitable sizes, and then the finished fabric is being made from the cut pieces. Though there are no particular problems that the company faces in this case, problems occur when there is a shortage of pieces of the cut fabric. But the problem does not require a mitigation plan or a contingency plan, but the projection tool could be useful here as well as the projection tool can keep track of the cut pieces and exactly how many pieces are needed for the finished garment as well. The time-to-time tracker application software “CLICK UP” could be used here to keep track, and the small problem could be solved as well as from any other fabric the pieces could be cut off, or the fabric roll has to be cut in such a way so that there isn't any shortage at all.

Lastly, the cut fabric goes to quality inspection, and after the quality check, the department approves or doesn't approve depending on the situation of the cut fabric. The description of the quality department will be provided later as a full departmental explanation for the study to concentrate on that department as well.

The sewing department receives the last piece of the puzzle, which is also included in the planning sheet, which includes how many pieces of the finished fabric are supposed to be stored, which styles are being produced, sizes, color, etc. The company faces an internal problem in this case. The sewing department is mainly based on human resources. The workers use the sewing machine and produce the finished garment products. The problem that is often faced is the lack of a workforce and technical issues. The condition, in this case, is like there could be problems related to sewing machines. Suppose, within 100 sewing machines, 30 machines are not working properly, which might delay the order to be finished. In this case, the mitigation plan is to find sources of sewing machines that should be pre-planned and immediately bought. A contingency plan, in this case, is not necessary. Still, if it's a serious case, then the contingency plan would be to keep extra sets of sewing machines always in the inventory as it might come in handy on a rainy day like this. However, the projection tool won't come in handy here as the real-time information cannot tell of a sudden that 30 machines are found faulty unless someone gives input about it before the sewing process starts on; that way, the sewing process can have no issues. The projection tool will also work to let the planner know about this.

The Knitting process, the Dyeing process, the cutting process, and the sewing process all follow one single plan: the initial plan. And like I said that, before if the initial plan fails, the company tries to solve the problem by having some backup plans. Still, when in the worst-case scenario, the backup plan fails as well, that is where the real problem starts, and for this, the company often faces a lot of trouble and pressure to solve the problems. So, the implication of mitigation plans and contingency plans will help the company ease the burden. Still, using the projection tool will save time, and precautions can be taken to have a smoother production flow. The process of the operations management team will also be easier by using a projection tool where they can have all the data to use and input data to forecast the production and information regarding assumed problems that could occur and which has to be solved by taking necessary steps.

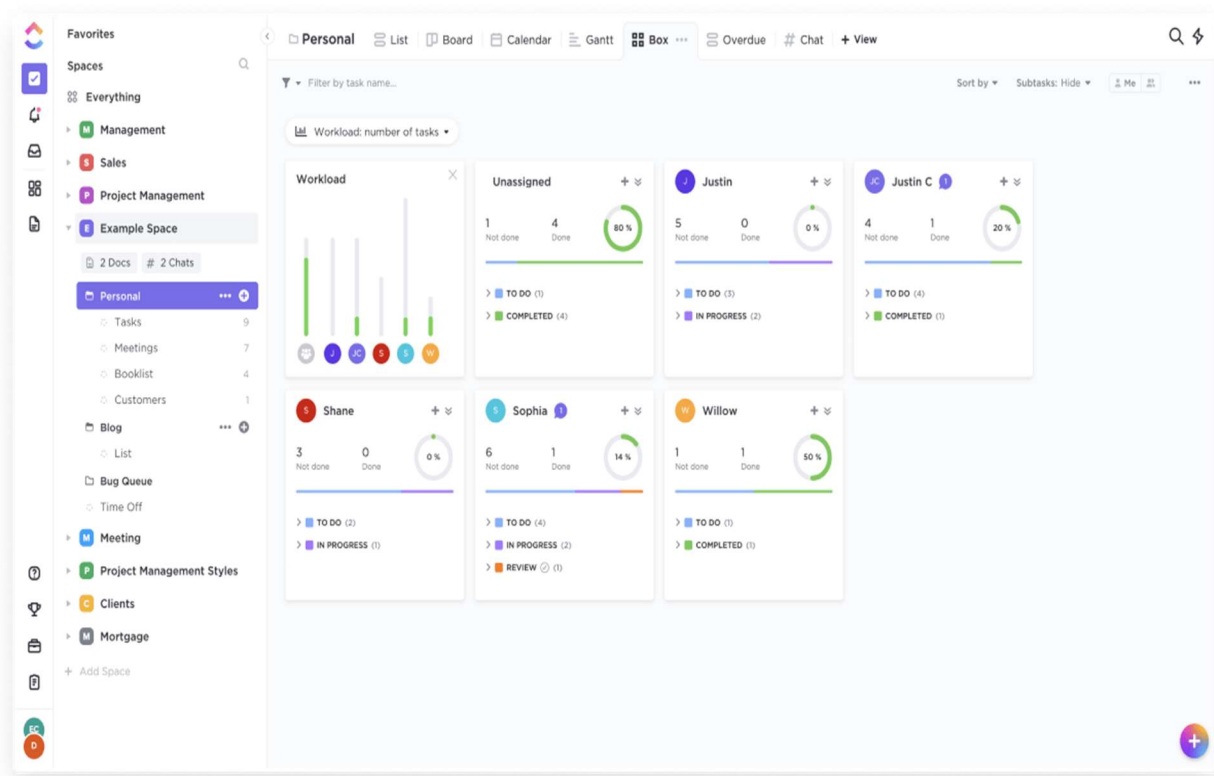
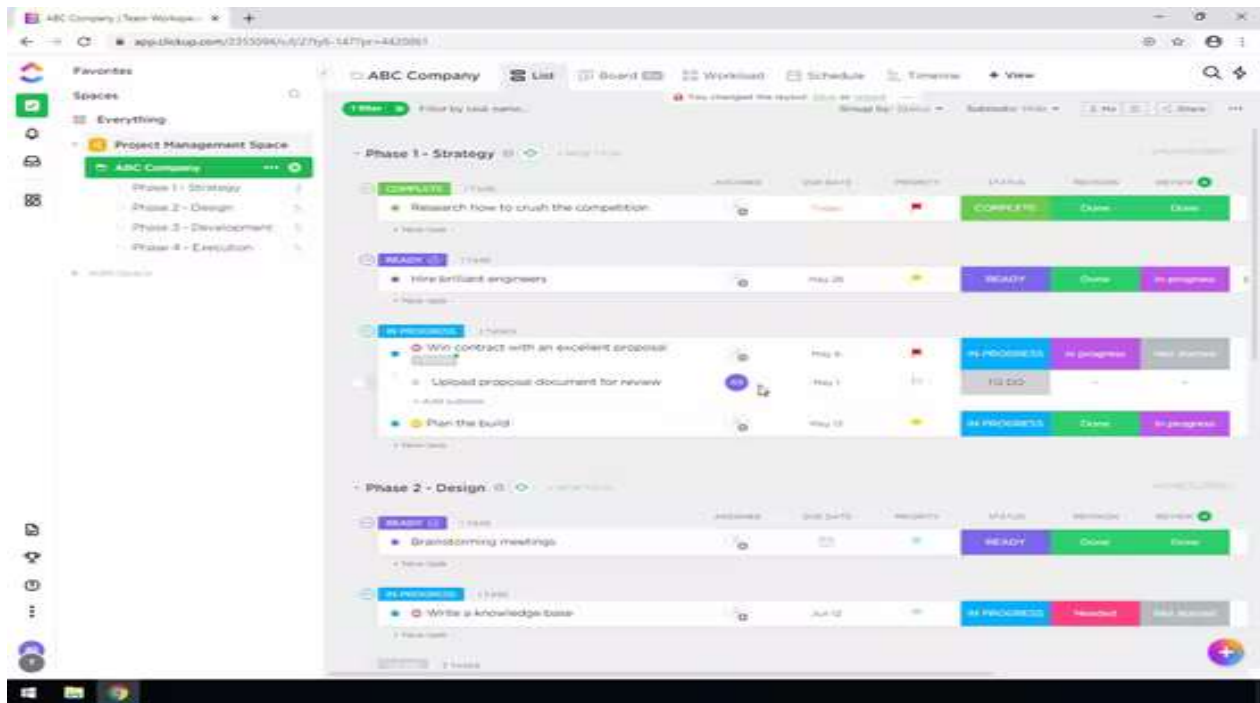


Figure – Using CLICK UP projection tool for Operation Management.

3.3.3: Implementing several mitigations, contingency plans, and use of projections in Supply Chain Management

The operations management is considered as the head of the company. But the heart of the company is also needed for the company to conduct its operations. The departments are interrelated, and that's why the Supply Chain is also the most important department of the company as well. I had the opportunity to work as an intern at the department and also worked closely with the department, and understood the processes that the department uses to conduct operations related to the company. Supply Chain is a process that creates a chain with the departments related to production and also does the process of searching reliable sources of supply and procures materials that are needed for the production of the company. The supply chain department is also an essential department as well in the production industry as without this department; the production process cannot be operated as well. Any company that is related to the production and manufacturing industry supply chain department is needed.

Gildan Activewear Bangladesh is an apparel manufacturing company. The company is related to apparel production, and thus the importance of the department is immense; and without this department, it would be hard for the company to operate production as well. The second step of the manufacturing process is the process of the supply chain department, where the procurement process is completed. The first step of the process is operations planning, where the plan is made for execution, and in this study, we have already discussed how mitigation plans, contingency plans, and projection tools might come in handy for the department to have full proof plan to accumulate. Now for the execution of the plan, the supply chain department starts the process according to the initial plan. According to the initial plan where knitting schedule, dyeing schedule, cutting schedule, and sewing schedule is included, the employees of the supply chain department start to gather resources that are reliable. But for Gildan, the suppliers are already fixed but interchanged as well, depending on the situation. The supply chain process is divided into three main parts according to the procurement process where yarn is procured for knitting purposes. Dyes and chemicals are procured for the dyeing schedule, and trims are procured for sewing and finishing purposes. Sometimes machine-related parts are also procured by the department, including needles for circular machines, yarn baby cones for sampling purposes, machine cylinders, etc. According to the initial plan, which describes the schedules of particular processes

to maintain the schedule, the department has to figure out lead time demand, re-order point, re-order quantity, and many more aspects which are important for the procurement.

The problems start to occur from this stage. The department makes its own plan for the procurement of the materials according to the initial plan that has been presented to all the respective departments. According to the initial plan, the department makes its own plan and regarding how much capacity is left, how many materials can be brought, lead time of the materials, re-order point, re-order quantity, and so on. The problem occurs when the initial plan and the plan made by the supply chain department fail because of unexpected issues. During my internship, I have witnessed problems with a supplier where it was seen that the supplier had said about the delivery of the goods by tomorrow or the day after tomorrow, which was also according to the lead time that is figured out. But then the supplier would say for the unexpected turn of events the materials cannot be provided and it might create a delay of one more week and so, and thus statements like this lead the team to problems. For this reason, once the company had to completely stop the circular knitting machines for one or two days as the company had no other way and the backup plan, the company also had ended up in vain as well. Mitigation plans were not present in this case to do changes in the plan, and hence the company had to delay the order and delivery as the work started after getting the materials after some time. The problem as a statement might seem like a small problem; however, that is not the case. In fact, the problem was a huge problem for the company; it hampers the consistency the company has. Moreover, it also cost the company the standards and decorum the company follows, which also will make the company unreliable in the future.

These kinds of problems are often noticed, and they need a solution as well. For this, the implementation of several mitigations, contingency plans, and projection tools is the best idea to avoid this kind of problem and also eliminate it as a threat. So, the scenario is already mentioned above, and in this case, what could have been done here is the real question to be answered, which could be defined as the problem statement.

The answer to the problem statement could be answered in such ways. When the initial plan is followed, the department also makes a plan for themselves for the procurement process. In this case, as the lead time, re-order point, re-order quantity is found, it is time to set mitigation plans. The mitigation plan for this situation would be striking a backup deal with other suppliers. A partial

dealing with other suppliers can not only help the company for procuring the materials, but also it is a great opportunity for the supplier as well. If the new supplier is able to provide the materials immediately after this kind of situation occurs, then the supplier could be considered as a reliable supplier, and future dealings regarding the business could also be done with them as well. After the dealings are done with the backup suppliers, another mitigation plan can be made here, which will be making the lead time, re-order point, re-order quantity plan based on the suppliers who will work as a backup. Also, the company keeps a safety stock which might help the company on a rainy day like this, but here another question arises, and that is what happens if the company runs out of safety stock as well?

Here where the contingency plans will come in handy, and the contingency plans regarding this issue are kind of similar also. The contingency plans will be needed for the materials which are procured outside of the country. For yarn procurement purposes, the company can use mitigation plans for having several suppliers as backup, which will be local suppliers of the country. However, the problem is also faced from the procurement process outside of the country. Gildan already sets a backup plan for this, which is contracting a local supplier if the foreign suppliers fail to provide the materials. But the problem is also present here in this backup plan of the company, and that is what if the local supplier also fails to provide the foreign materials that are needed for Gildan for the production? This question draws the ending line here, and the company runs out of ideas to solve this. The solution is to have several contingency plans for this kind of situation. The company must have deals with other foreign and local suppliers as a backup. Because if one foreign or local supplier fails, the other suppliers must have the materials with whom a backup dealing has been done, and these kinds of opportunities are often not missed by the suppliers to earn revenue. So, the solution to this problem can be fixed by having not one contingency plan but several contingency plans so that each plan can be helpful during this kind of situation.

Gildan has its own database. A personal application where everything is uploaded and data is processed when it is needed. The software has to be run manually by putting input and processing the data. In this case, the projection tool that could be used here as well will be “CLICK UP”. The software is real-time tracking software that is mainly used for any type of project management. The software could be used for Operations and Supply Chain Management, the projection tool, is so powerful that after giving input, it could track the inventory, materials reduction, and addition,

materials shortage and needs to be procured, materials which might be hard to procure and many more options. The projections can also show a forecast of the purchased and procured material which would show the costing and also alternative ways for the procurement process to be efficient as well. The projections could help the department for procurement planning as well by keeping track of the data in the projection tool, and from there, it would be easier for the department to make mitigation, contingency plans for uninterrupted production.

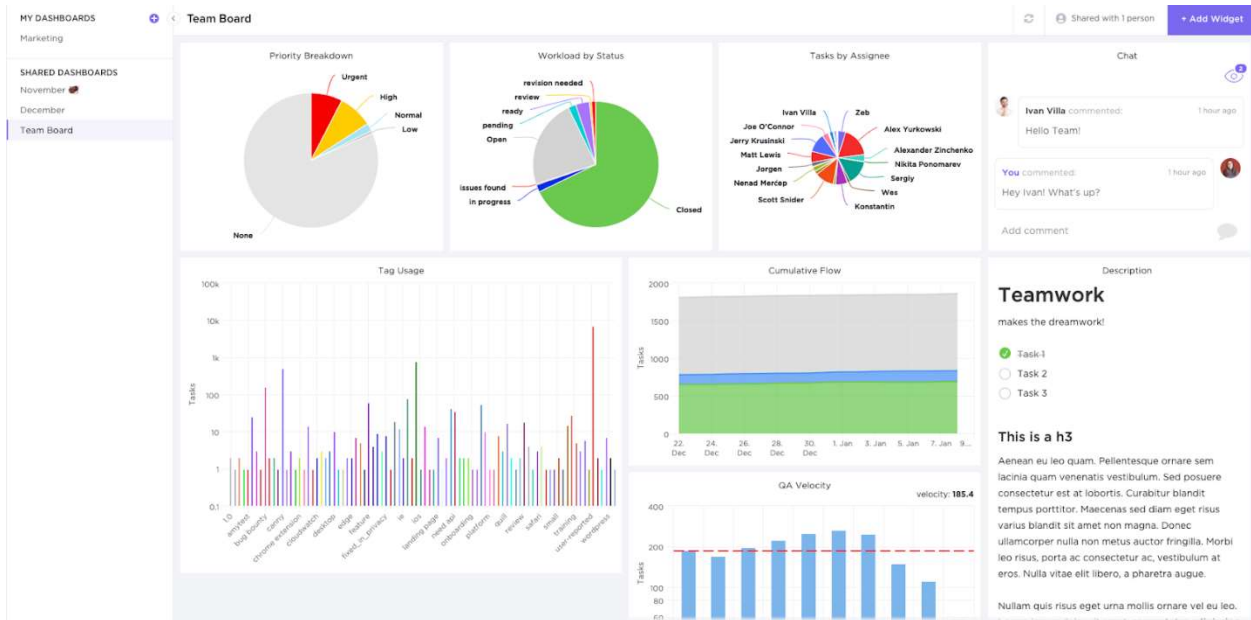
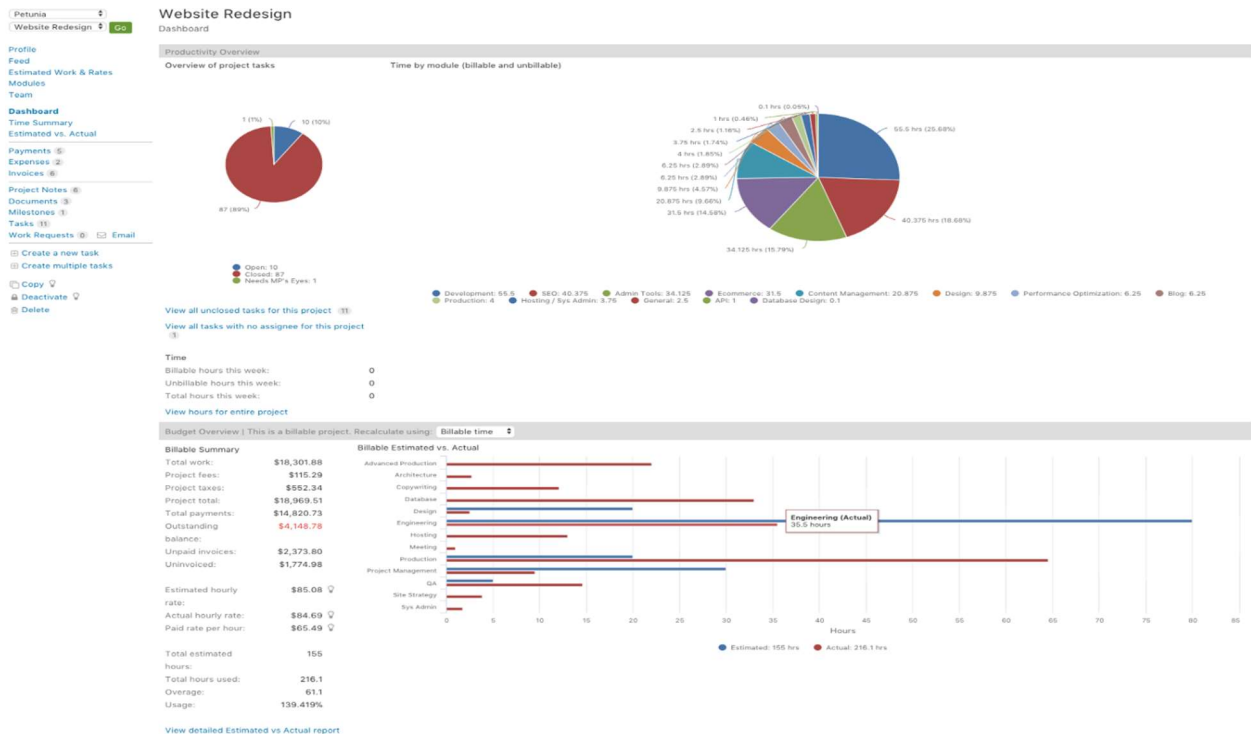


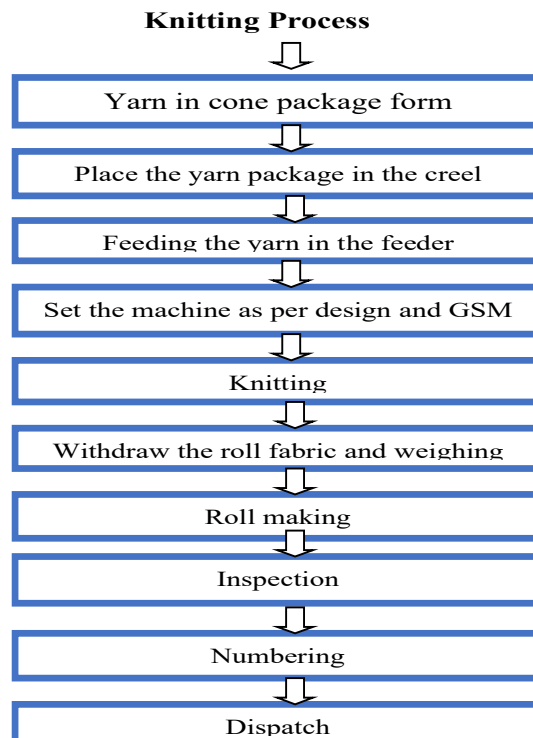
Figure - Using CLICK UP projection tool for Supply Chain Management.



3.3.4: Implementing several mitigations, contingency plans, and use of projections in other departments related to overall production

During the internship period, I worked as an intern in the Operations and Supply Chain Management, and the research data that I have collected was mainly from this department as well. However, as mentioned before, the department is the versatile department that creates a chain with other departments as well and therefore, I got the opportunity to visit these departments, which are related to the overall production of garment products. While I visited these departments, I was able to create connections and also, I was able to obtain much information regarding these departments. The departments also face this kind of unexpected problems and also sometimes for these problems the overall production also comes to a halt. The problem in one single department can actually bring down the whole company as departments related to production are extremely volatile and can create problems.

The knitting and production department is where the process is started. The supply chain department delivers the procured items to their designated departments. For example – yarn is sent to the knitting department, dyes and chemicals are sent to the dyeing department, trims are sent to the sewing department and so on. The process of the knitting department can be described as follows –



The process given above is the process that is followed by the knitting department. The process is quite simple where the yarn is brought to the knitting floor, placed in the machine creels, setting the machine as per GSM (Global Standard Method), withdrawing the roll fabric, weighing, inspection, numbering and dispatching. According to the process, the initial plan is followed, and the knitting and production department follows the plan. As mentioned before, the problem could also happen here as well. The circular weft machines which are used might have a technical issue and might stop working. For this reason, what should be done here the question arises. Implementation of a mitigation plan in this situation could be different. The mitigation plan, in this case, should be implemented in such a way so that the initial process is not changed or hampered. The mitigation plan should be started by checking the machines, which means examining the machines before starting the production and also before the initial plan is made by the operations planning. Examination, in this case, is needed because before the operations planning initiates a plan, if there is any kind of issues are found regarding the machines or anything else, then the initial plan could be made in a different way so that the process is not hampered. Each and every step of the process should be checked at the beginning of the production. This could be used as a mitigation plan. For a contingency plan, they will have to spend a little in this case. The contingency plan for permanently removing this threat is either to buy machines or create space for the machines which will be working as a backup if the original machines fail to provide service. Another plan that could help the company and that is buying extra machines will cost much money; however, if machine cylinders are bought instead of machines, it will cost less for the company, and the company will be able to use the original machines just by converting the machine cylinders according to the style section of the production. The projection tool CLICK UP can also be used here as well, which will be of great help for the production department. The projection tool will have the input of the machines being used and the amount of fabric it is supposed to knit and produce. The software will be able to analyze and forecast that after how many fabrics are being produced, the machine might need a technical checkup and also might stop working. By keeping track of this with the help of the software, unavoidable circumstances can be avoided here. The projection tool will show everything, and all it will need is the necessary information regarding the machines and the production process, and the automated software will take care of the rest, saving time and money for the company and also for its employees and the company will be able to eliminate this threat which could become a great weakness for the company.

After the process of knitting and production, the dyeing process starts. The Dyeing process is indeed very important as the dye of the garment has to be perfect; otherwise, the whole lot might get disallowed for other processes, which lead to the finishing of the garment. The process that is followed in the dyeing department is as follows –

Process name	Description
Scouring	purifying treatment
Normal heating Process	the normal process of heating the fabric
Neutralization	The process to control the pH of wastewater so that it does not have an impact on the environment when discharged.
Dyeing, Labeling	Process of putting color and labelling in the machine.
Colourant (Color Choosing)	Color choosing process for the fabric according to recipe
Color Steaming	the heat that is produced after the coloring has been done for permanent color.
Wash	The Wash process after coloring is done to examine whether the color is washing off or not from the fabric.
Neutralization and Soaping	the process where certain chemicals are used for purifying the harmful chemicals used and also for the permanent placement for the color not to wash off or fade.
Fixing	process of fixing the dyeing process of the fabric if any problem occurs.
Finishing	Certain chemicals are used for completing the process of dyeing

Figure – Dyeing Process used by Gildan Activewear Bangladesh

This is the initial process that is followed by the dyeing department for dyeing the fabric rolls, which are later sent to the quality department for quality inspection. The problems regarding the dyeing process, which is also an integrated part of the production, can also occur here and could create a halt in the production. During my internship and my time at the dyeing department, an interesting problem was noticed. The problem was one of the dyeing machines completely stopped, and it was not working anymore. Later on, it was found that the machine had an internal mechanical problem, and as the machine stopped all of a sudden, the fabric in the machine was found to be torn as well, and thus half of the production of the lot was stopped, and the company had to create a backup plan where the lot was loaded in another machine, and there was a delay in the process as well. Delay of delivery of a specific order is a big problem for the company, which could create further disaster for the company as well. This is a problem statement right here for the dyeing department. Implementation of mitigation, contingency plans could definitely save the company from this kind of unexpected incident. As the problem was totally unexpected, nothing was supposed to be done at that time. But to avoid this in future mitigation plans like loading the fabric lot to another machine might save the company, but it will still create a delay as well, and its temporary plan is not permanent. In this case, contingency plans can come in handy. In this case, a scenario contingency plan like having only one machine as backup and using it only when it is necessary until a new machine is bought and used could help the company here. Buying more dyeing machines cannot be a contingency plan here as buying several new machines will cost a lot of money for the company, and the company might not have space for the new machines as well. However, buying one machine is possible as a substitute and running the machine along with the older ones is also viable in this case. The projection tool can also be of great help here. Just like the previous scenario, the projection tool can show and keep track of machines with the input that it needs. The projection tool can also show if any of the production material is missing or needs to be bought, then it could be immediately initiated and could be done before the initial planning is done by the operations planning and also procurement process will also have no issues at all. If the plan works out, then the dyeing process can be completed, and after the completion, the dyed fabric rolls are sent to the quality department for quality inspection and thus, the work of the quality department starts.

The knitting quality department ensures the quality that has to be maintained in the production of the fabrics. Sometimes often it is seen that the production of the fabric does not follow the requirements or even following the requirements, different types of problem arise. It could be the problem from the production, could be from the knitting, could be from the maintenance department about the machines and so on. For the perfect flow of the production, the plan must be followed, If there is an issue, it should be resolved right away as these problems might hamper the production, which might even cause the production to be stopped as well. Thus, resulting in a loss. To ensure there is no loss to be claimed, the knitting quality department ensures everything that has to go according to the plan to follow the standard of Gildan. The mitigation plans and contingency plans to be executed for solving the problems could be used here as well, and the best part is the usage is already seen in the process, which is followed by the quality team for inspection.

The quality department process –

* When the suppliers are fixed by the supply chain department, a sample of raw materials, in this case, sample yarn, are asked from the supplier to supply those to Gildan. The samples are achieved by the quality department for the testing of the yarn whether they count, measure, quality; GSM meets according to the standards of Gildan.

* Within three days, the samples must be tested, and the result must be submitted to the quality head for the approval of the raw material from the specific supplier.

* For having excellent feedback, the fabric made from the sample yarn is dyed in navy blue color. Because in navy blue color defects like dead cotton, conta, birds-eye can be figured out easily also to give feedback about the produced fabric.

* No verbal report is used in Gildan. Everything must have documentation. So, the sample reports are sent through email to the suppliers along with the head of the quality.

* Sample is also of two types here –

- **Development Sample** – Sample which has corporate order
- **Production Sample** – Samples which are done in production from the machines

* Sample fabric produced from sample yarn are batched differently to recognize easily.

The process that the quality department follows shows that mitigation plans are involved, and thus, the involvement of contingency plans is really not necessary here. However, for extreme types of problems, the department also uses a process that could be defined as a contingency plan, and that process is called Root Cause Analysis.

Root cause analysis is also known as RCA, is a preventive measure report that is reported according to the percentage of the defect a fabric has. For this, an Acceptable quality level (AQL) is measured for each fabric, and according to the rate of AQL, decisions are being taken about the fabric. RCA is done for problems that are found in the fabric, and these problems are as follows –

- Machine Hole – the hole that is caused by the machine
- Tension Line – tightness of looseness is visible in the fabric
- Needle run – Needle run is caused because of the needle breaking
- Needle mark – the mark which is visible because of the needle breaking
- Dust hole – a hole that is created because of the dust
- Sinker line – line that appeared because of the sinker
- Press off – a radius of torn area of the fabric
- Oil stains – stains that come from the oil of machines
- Birds Eye – it is a small hole that is often very tough to see with open eyes
- Chain bird eye – multiple bird eyes in a fabric
- Slub – it's a visible horizontal line that is present in a fabric
- Needle vertical – needle mark that appears vertically in a fabric
- Count Mix – mixtures of count in the fabric
- Lot Mix – Lot 1 got mixed with lot 2
- Double yarn – a mixture of two different yarn
- Thin yarn – a yarn that is visible in the fabric in a small portion

- Thick Yarn – a yarn that is thick and visible in a small portion
- Yarn hole – the hole that is created because of defective yarn
- Conta – small bobbins that appear in the fabric
- Barre – Barre is an unintentional repetitive visual pattern of continuous bars and stripes usually parallel to the filling of woven fabric or to the courses of circular knitted fabric.
- Others – other problems like low GSM, high GSM, loops etc.

These problems included here are considered as threats that could cause the produced lot to be rejected. Rejection of a lot means a loss in order. Revenue also cannot be generated for this kind of defective fabric, and finished garment products can't be made as well. The threat is also found out by using mathematical terms, which is AQL (Acceptable quality level). AQL in a fabric is figured out as follows –

$$\text{AQL} = (\text{Number of defects} / \text{Inspected Yards}) \times 100$$

Let's assume that the fabric had 20 defects and the yard of the fabric is 1500.

$$\text{AQL} = (20 / 1500) \times 100 = 1.33\%$$

If AQL is 0 to 7 percent, the fabric can be rejected or has to be other ways to use it.

If AQL is 8 to 15 percent, then the management has to be informed about it as soon as possible.

If AQL is 16 to 100 percent, the fabric has to be totally rejected.

The problems mentioned here are indeed huge and could cause a lot of harm as well. In this case, the contingency plan the department uses is initiating an NC report. NC report means non-conformance report, which is initiated when the defect percentage is 0 to 7 percent, and the report is submitted to the executives to take necessary steps about the matter.

If the defect is more than 10 percent then CAPA is initiated immediately, which is known as Corrective and Preventive Action.

CAPA can be of three types.

- **CAPA replace** – CAPA is initiated to the suppliers for the replacement of yarn.
- **CAPA Chargeback** – CAPA is initiated to charge back the money which cost the yarn.
- **CAPA Normal** - CAPA is initiated normally to the suppliers letting them know about the defects.

From the information mentioned above, it seems the department has everything sorted out, and that is the reason the department was able to handle problems. The projection tool here can also help the department as all the above-mentioned information are done manually, which could be done with the help of this projection tool which can keep track of all the activities and make the work easier for the company.

3.3.5. Deviation of initial plans leading to make mitigation, contingency plans and the use of the projection tool to meet the objectives -

Mainly the initiation of having multiple contingency plans and mitigation plans along with the use of the projection tool comes from the deviation of the initial plan. The Initial plan is made from the information gotten from the other departments which is known as “TURNS SPECIFICATION” in this file the information comes from all the other departments regarding the production manufacturing process. The deviation could be shown as an example in this case –

* For example – The TURNS SPECIFICATION file includes that 50 machines are available for the production to occur. However, later on it is found that only 20 machines are available and the rest of the 30 machines are in use for other order specification. In this case, it can be seen that the initial plan deviated here hampering the production process. In this kind of case scenarios mitigation and contingency plans takes in place as mentioned and described above.

* The same scenario is also seen in the Supply Chain department as well where according to the initial plan the lead time demand, re-order point, re-order demand everything is sorted out and figured out but unfortunately it seen that the main initial plan is faulty because of wrong specification and the whole plan made by the Supply chain department goes to waste as well. The initial plan deviated here and hence the mitigation and contingency plans comes handy here along with the projection tool to have a pre-made backup plan overall.

* The scenario can be seen in the departments related to manufacturing process as well. Knitting department might face difficulties meeting the requirements of the faulty initial plan. The malfunction of knitting machines also causes the initial plan to deviate in this case the mitigation, contingency plans and projection tool comes in handy as those are the only things that helps

* For the dyeing department same issues will occur as well. The faulty initial plan being deviated from its position the dyeing process is also hampered in this case and mitigation, contingency plans and projection tool can be the only solution in this case to achieve the objective of the study

So, it can be seen that from deviation problem of the initial plan the other departments related to the manufacturing process faces this problem all together and the production comes to a complete stop and thus the use of mitigation, contingency plans and the use of projection tool is necessary here.

3.4: Summary and Conclusions

Gildan Activewear Bangladesh has been conducting business related to garments and textiles since 2010. The organization has experienced several challenges and problems throughout the years. But the company did not give up. The company is a foreign company that saw a great opportunity in a country like Bangladesh which is the second-largest country in the garments sector. A good company never lets go of opportunities like this and hence the business journey of Gildan started in Bangladesh. The company has gone through many changes as well and the success of the company can be seen in the expansion history of the company. As the company had relative success in this country the company is taking over big projects in hand which is creating employment in this country along with the profit generation. The company is also providing economic support to the garment sector and also for the country. No company is perfect in every single aspect. The larger the company the larger the problems will be as well. The company will be facing more problems in the future and for that, the company needs to prepare itself. The study on mitigation plans, contingency plans and the use of projection tools for the company will greatly help the company and the company will be able to take a step forward to perfection. The company to hold its position as one of the successful apparel companies has to keep up the good work that they are doing and also bring changes when it is necessary and that will be the key to success for the company and one day the company might become the number one apparel company in Bangladesh and also throughout the world.

3.5: Recommendations/Implications

Some of the recommendations and implications for the company would be –

- * Implementation of several mitigation plans for the process of the company
- * Implementation of several contingency plans for the process of the company
- * The use of projection tool CLICK UP should be started and practiced as this app is very powerful and helpful and it will be able to help the company gain efficiency
- * For communication purposes instead of using several communication applications the company might also want to give the DISCORD application a try which is very popular for communication
- * The company providing the fringe benefits to their employees should not be stopped and unique ideas could be implemented so that the workers are kept motivated to work

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