EXECUTIVE SUMMARY

The Brandix Group is the single largest exporter of apparel in Sri Lanka with an annual turnover of USD 700 Million. As the holding company of the Brandix Group of companies, Brandix Lanka Limited, is engaged in developing, manufacturing and marketing end-to-end apparel solutions to global fashion super brands. Brandix provides employment opportunities for over 47,000 people directly while providing indirect employment to an equivalent number. It has its production facilities located in Sri Lanka, India and Bangladesh.

Lead time, a critical success factor for the apparel industry largely depends on accomplishing an order within a certain elapsed time to meet the customer demands promptly. However Brandix had been incurring higher finance cost due to inefficiencies associated with the lead time.

This project was carried out by two authors who act as the consultants and the project leads to operationalize the process and control solution while focusing on identifying the causes for increased lead time in the latter stage of the supply chain. This in turn addressed the non-value adding activities in sales and accounts receivable recognition process.

Furthermore, this study critically evaluated the control weakness that prevailed in the system. As a part of overcoming the identified issue, the project was implemented to reduce the turnaround time in sales and accounts receivable recognition process while bridging the gaps in the controls.

Installing off balance sheet financing into the system was successfully implemented and a world class dashboard in Tableau software was developed for on time current reporting which brought reduction in effort of one full time employee. This improved transparency in management decision making. The project was successfully completed with realizing a savings of USD 313,000 from process efficiencies implemented via this project while eliminating three stages of the end-to-end process whereby moving towards a lean process and eliminating waste.