

EXECUTIVE SUMMARY

This is a study that has been conducted for the purpose of improving supply chain performance targets of Norlanka (Pvt) Ltd. The supply chain has been focused on due to the renewed interest globally, post pandemic on creating resilient supply chains in a VUCA world. This topic is of extreme importance to Norlanka as the company in essence is a supply chain management organization. The performance has been lackluster in the past few years with manufacturing partners' low achievement in supply chain performance targets. The study is focused on vendor performance of manufacturing partners on timely deliveries that are sent in full quantity (OTIF) and the study is limited to one year. The key focused product category for the study is babywear as it is the largest revenue generator and the least complex category to address.

An organizational analysis was initially done through a SWOT analysis to identify and verify the problem. Subsequently, the associated variables that have affected the main target of OTIF achievement in the babywear category were also identified. The OTIF achievement as of YTD December 2021 stood at 57%. Performance gaps were identified for main and associated variables identified hereafter. The associated variables included On Time Delivery (OTD), Order Fulfillment (OFF) and the time consumed in the execution of the bulk merchandizing process. A root cause analysis utilizing an Ishikawa diagram was illustrated to find causal factors affecting achievement of the main component where Operational Planning, Quality Management Process and Information Systems were identified as the project components.

Theories and research studies carried out in connection to the main component of Supply Chain Performance Targets as well as rest of the project components of Operational Planning, Quality Management Process and Information Systems were studied to identify definitions as well as solutions to the current problems at hand. Research and theoretical frameworks were largely focused on the ABDC ranked journal articles for validity of application. The study framework was then established utilizing across the foundational basis set by the literature review. The techniques to be used across in the study to resolve the problem identified have also been described. These included long range planning, centralized planning, process standardization, critical path management, vendor scorecards, vendor empowerment, collaboration systems and diagnostic & predictive analytics.

The crux of the study was then deployed. This included the setting of project objectives where the applied techniques to be used were stated for each relevant component of Operational Planning, Quality Management and Information Systems. The main project objective was stated to increase OTIF performance from 57% to 80%. The current situation of each project component was discussed in detail with the appropriate solutions that were developed to address the project objectives set. The resource allocation was then established with a project team structure created and the responsibilities of each individual stated, for the development and implementation of solutions. Subsequently a cost estimate was calculated, and a benefit cost analysis conducted to assess the feasibility of the project. It was adjudged as a feasible project with a benefit to cost ratio of 413%. The outputs and outcomes pertaining to the project were then stated.

Conclusively, the research and literature studied across were linked with the solutions developed for Supply Chain Performance Targets as well as the project components. The solutions developed would aid Norlanka to increase key supply chain performance target of OTIF from 57% to 80% within the span of one year. Herein, the relevance of application of solutions to the key theoretical suppositions in connection with the key problem as well as the associated components were discussed. Recommendations were then provided for critical considerations that need to be made for the successful and timely implementation of this study. It was established that the study will need to be deployed for one year where in which project objectives should be achieved, thus the recommendations were short term to mid term in nature,