

EXECUTIVE SUMMARY

Speed of delivery has become the norm in the current globalized world. Customers are seeking for suppliers who drive business solutions towards meeting their expectations. Therefore, organizations are forced to continuously innovate and drive new business models to achieve competitive advantage. The main purpose of the study is to investigate on a business problem that hinders the achievement of competitive advantage of the selected organizations. The author stemming from a manufacturing background has proposed a successful project implementation in supporting the organization in achieving the speed of delivery. Thus, achieving the competitive advantage.

The author has selected a main problem which the entire study had been based upon. Intensive data research and investigation has been conducted to highlight the key problem. The author has identified that the organization has suffered from not achieving its Delivery In Full On Time KPI for the last two years. Further investigation into the problem, the author has found the selected organization has failed in timely deliveries rather than on full completion of the orders. Due to the underperformance of a single business unit, performance of the entire cluster has been downgraded. Underperformance in the KPI has resulted in customers withdrawing extra shipping percentages along with enforcing penalties for late deliveries that has led to downgrading the organization as certified vendor for apparel.

The comprehensive literature review based upon ranked journal articles has revealed that delivery performance was a key criterion that customers investigate while continues delays resulted in loss of customers. Industry related literature have helped the author to understand the link between on time performance and the related disturbances. The author has identified that late deliveries have been caused mainly though production related issues and delays in the receipt of material. Further, literature has revealed that process related factors have led organizations towards poor performance rather than people themselves. The study framework has simplified the understanding of the author on the literature findings. Techniques such as Pareto chart principles have helped in identifying the main causes for the problem and simplify while fish bone diagram had been the core of the study.

The author has devised the project drive by setting up objectives and current situation analysis. Solutions have been devised by the author where detailed implementation plans have been recorded in the relevant appendices. The necessary project team and the allocation of resources have been suggested along with the required capabilities. The author has suggested a cross functional matrix structure to be in place to coordinate with all relevant project stakeholders. Benefit costs analysis had revealed the project to be viable after implementation whereby the benefits have exceeded the associated costs. Projected outputs and outcomes have helped to link the project objectives with the expected results.

The success of any project would be dependent upon the commitment of the management in driving and supporting the implantation process. The author has recognized the key recommendations and the level of expected support from the management in driving the project towards success. Further, coordinating the project timelines have been recommended to track on a Gantt chart which would help visualize the lagging actions. Finally, the author has concluded the project with closing remarks on the link between organizational change and drive for performance.