

Executive Summary

‘For me, this first delivery of Instant Undies (IU) is much better than going to the moon’. After the first delivery of Instant Undies in December, 2010 to USA, those were the exact comments made by Les Wexner, Founder and Chairman of LBrands, USA to Ashroff Omar (Group CEO, Brandix Apparel) and rest of the leadership team behind the Instant Undies program. Instant Undies is the world’s fastest order to delivery solution for read and react in lingerie business offered by Brandix apparel India to the world’s strongest intimate apparel brand, Victoria’s Secret (VS). Victoria’s Secret is part of LBrands collection of powerful US lifestyle brands, which includes Pink and bath & Body Works under its portfolio. The introduction of IU program fills the long-awaited gap of real speed and flexibility needs of the VS brand.

This case study highlights how Brandix along with its underwear manufacturing Strategic Business Unit (SBU) Brandix Essentials (BEL), created a blue ocean, highlighting Brandix Apparel India in the world apparel industry map. Leveraging from Brandix group capabilities and the untapped labor pool available in its purpose-built Apparel Park in Vishakhapatnam, India; Brandix Essentials gained a significant business growth during the last 6 years, offering speed as a competitive advantage against its regional and global competition. During those 6 years, BEL had grown from a \$110 Million to a \$250 Million top line business today.

In an industry where usually the lead times are longer, BEL was able to reduce overall lead times by 88 % giving a remarkable agility and flexibility to the process of meeting customer requirements through IU program. Instant Undies, the speed to market delivery mechanism offered for Victoria’s Secret, is the world’s fastest underwear delivery mechanism, going unchallenged from its inception, to date. Based on a case framework comprising of four key drivers (Vertical and Integrated Supply-Chain within the Park, Scalable Pool of Labor Availability, Customer Encouragement and Immense Support from Indian State Government) and backed by two environmental moderators (Consumer Behavior and a Proactive Organizational Culture), BEL has been able to deliver speed to market solutions tailor made to different customer requirements. Further, this created an offshore manufacturing success story out of India while transforming a community from abject poverty to rise themselves on their own as the economy around the area starting to develop at a faster phase.

The case highlights the importance of having a vertical and integrated supply-chain network in close proximity, successful Human Resource Management (HRM) initiatives adopted and the ability to understand varying expectations of customers, driven by the ever-changing behaviors in the consumer market.

Finally, it is concluded that when the right location is selected, sustainable HRM strategies are adopted and clearly focused on speed and agility in value-chain management, a significant business growth of a company could be materialized. Yet, sustaining this growth has its own share of concerns which should be addressed separately.