

## **Executive Summary**

After the abolition of the Multi Fiber Agreement in 2004, most apparel manufacturing countries including Sri Lanka, faced tough competition from all over the world, especially from countries like China and Bangladesh. Many Sri Lankan companies went bankrupt leaving thousands of workers unemployed.

This case study highlights how Brandix along with its underwear manufacturing SBU, Brandix – Essentials (BEL), carved out a niche, placing Sri Lanka again in the world apparel industry map. Leveraging from Brandix group capabilities and its purpose built Apparel Park in Vishakhapatnam, India; Brandix – Essentials have gained accelerated business growth during the last 6 years offering speed to market as a competitive advantage against its regional and global competition. During this 6 years, BEL had grown from a \$110 Million topline business to a \$250 Million topline business today.

In an industry where long lead times were accepted as normal, BEL was able to reduce garment manufacturing lead times by 88%. Instant Undies, the speed to market delivery mechanism offered for Victoria's Secret, is the world's fastest lingerie bottoms delivery mechanism, going unchallenged from its inception, to date. Base on a case framework comprising of three key drivers (Vertical and Integrated Supply-Chain Networks, Standard Operating Procedures, Direct Communication Channels) and backed by two environmental moderators of Top management Support and a Proactive Organizational Culture, BEL has been able to deliver speed to market solutions tailor made to different customer requirements.

Primary data collection was done through in-depth interviews and focus group discussions, using semi-structured interview guides. Secondary data collection was done through scanning internal company records.

The case highlights the importance of having a vertical and integrated supply-chain network in close proximity, the role played by standard operating procedures in governance and the significance of direct communication with the source. Further, the high-risk, high-return nature of Instant Undies is discussed highlighting the impact made through the 'One Stop Apparel Solution' concept at the BIAC Park.

Finally, it is concluded that speed and agility in value-chain management leads to accelerated business growth of a company. Yet, sustaining this growth has its own share of concerns which should be addressed separately.