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## APPENDICES

### Appendix A Definition and co constructs of dynamic capabilities

Author	Definition	Core constructs						
		Systematic process	Change current resource base	Change current	Change current competencies	Change Current capabilities	Change Current core capabilities	Change current Knowledge base
Teece, Pisano, and Shuen, (1997) p516	“Ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments”				√			
Eisenhardt and Martin (2000) p 1107	“The firm's processes that use resources – specifically the processes to integrate, reconfigure, gain and release resources to match or even create market change.  Dynamic capabilities thus are the organizational and strategic routines by which firms achieve new resources configurations as markets emerge, collide, split, evolve and die”	√	√			√		
Zollo and Winter (2002) P340	a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness”							√
Winter (2003) p991	“Dynamic capabilities ‘are those that operate to extend, modify or create ordinary capabilities”					√		√
Zahra et al. (2006) p 918	“the abilities to reconfigure a firm's resources and routines in the manner envisioned and deemed appropriate by its principal decision-maker”		√	√				√
Wang and Ahmed (2007) p35	a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage		√			√	√	
Hefalt (2007) p1	A dynamic capability is the capacity of an organization to purposefully create, extend, or modify its resource base		√					

Augier and Teece (2009) p 415	“The ability to sense and then seize new opportunities, and to reconfigure and protect knowledge assets, competencies, and complementary assets with the aim of achieving a sustained competitive advantage.”	√						
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## Appendix B Interview protocol

### B.1 Scoping study 1- Overview of the case company

<b>Name of the interviewee</b>  <b>Designation</b>  <b>Background</b>  <b>Amount of the time with the ApparelCo</b>  <b>Current role</b>	
Points to address	Questions
<b>Company overview</b>	Introduction to the company History of the company
<b>Strategy</b> <b>Mission</b> <b>Vision</b>	Cooperate strategy Mission of the company Vision of the company
<b>Evolution of the company</b>	Stages of the industry upgrade process
<b>Value Chain involvement</b>	VC involvement of the company at the different stages in the industry upgrade continuum.

## B.2 Scoping study 2- Overview of the business unit

<p><b>Name of the interviewee</b></p> <p><b>Designation</b></p> <p><b>Background</b></p> <p><b>Amount of the time with the ApparelCo</b></p> <p><b>Current role</b></p>	
<b>Overview of the business unit</b>	
<b>Business strategy for specific SBU</b>	<p>Strategic objectives in terms of providing services (e.g. Design service)</p> <p>Drivers behind this mandate</p> <p>How has the business chosen to compete?</p>
<b>Industry structure</b>	<p>Product/market sectors and where they operate</p> <p>Growing, stable or declining</p>
<b>Marketing environment analysis</b>	<p>Political/ Economical/ Social/ Demographic/ Legal/ Technological</p>
<b>Competitors</b>	<p>Major competitors</p> <p>SWOT (Strengths Weaknesses Opportunities and Threats) for SBU</p>
<b>Conduct a Porter 5 force analysis to understand the competitive position of the company</b>	<ul style="list-style-type: none"> <li>• Supplier Power: how easy is it for suppliers to drive up prices?</li> <li>• Buyer Power: how easy is it for buyers to drive prices down?</li> <li>• Competitive Rivalry: number and capability of your competitors</li> <li>• Threat of Substitution: ability of your customers to find a different way of doing what you do</li> <li>• Threat of New Entry: ability of people to enter your market.</li> </ul>
<b>Overview of network</b>	
<b>Overview of network</b>	<p>% of Revenue</p> <p>Location of the customer</p> <p>Key customer</p>

	<p>Total number of suppliers for specific SBU</p> <p>Commodity groups</p> <p>Do they have any form of supplier segmentation, e.g. do they use Kraljic?</p> <p>Key Supplier for the customer</p> <p>Why is this supplier chosen as the key supplier? Revenue</p> <p>Location of the key supplier</p>
	<p>Does the company have a key manufacturing unit for the customer?</p> <p>Why is this manufacturer chosen as the key manufacturer?</p> <p>Location of the key manufacturer.</p>
<b>Planning cycle</b>	<p>Drumbeat (Number of seasons)</p> <p>Products (Top ups/continuous styles/new products etc.)</p> <p>Volume</p> <p>Stage in PLC- Duration of the PLC</p>
<b>Overview of the value chain</b>	<p>Key value chain activities undertaken by the company related to a given stage</p>
	<p>Key people heading the key value chain activities</p>



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### B.3 Main study- Research questions

Points to address	Role	Questions
	<b>Name of the interviewee</b> <b>Designation</b> <b>Background</b> <b>Amount of the time with the ApparelCo</b> <b>Current role</b>	
<b>Offering &amp; Competitive priorities</b> Section 2.2	Demand related	1. What offering do you provide to the customer? (Understanding customer offering in terms of product/demand and service) 2. Why is this offering provided to the customer?
	Supply related	1. What capabilities are needed to provide the required service provision? (Understanding capabilities in terms of order winning/qualifying criteria) 2. Why are these capabilities needed from the supply base?
<b>Collaboration intensity</b> Section 2.3	Demand related	1. Length of relationship with customer? 2. What type of relationship do you have with the customer? (Understanding collaboration intensity from coordination to partnership) 3. Why is this relationship needed?
	Supply related	1. Length of relationship with supplier? 2. What type of relationship do you have with the supplier? (Understanding collaboration intensity from coordination to partnership) 3. Why is this relationship needed?
<b>Demand supply integration</b> Section 2.4	Demand related	<b>Demand planning (customer facing processes)</b> 1. What type of demand planning process do you use? 2. What type of decisions do you make in demand planning? 3. What internal/external people are involved in demand planning? 4. What level of people is involved in decision making? 5. Why is this type of demand planning used?

	Supply related	<p><b>Supply planning (supplier facing processes)</b></p> <ol style="list-style-type: none"> <li>1. What type of supply planning process do you use?</li> <li>2. What type of decisions do you make in supply planning?</li> <li>3. What internal/external people are involved in supply planning?</li> <li>4. What level of people is involved in decision making?</li> <li>5. Why this type of supply planning process is is used?</li> </ol>
	Demand related and supply related	<p><b>Demand supply integration (integrative planning)</b></p> <ol style="list-style-type: none"> <li>1. What type of integrative planning process do you use?</li> <li>2. What type of decisions do you make using integrators when developing the service provision?</li> <li>3. What internal/external people are involved in integrative planning?</li> <li>4. What level of people is involved in integrative planning? (internal-external)</li> <li>5. Why do you integrate demand supply planning in this level for making decisions on the demand/supply plan?</li> </ol>
<p><b>Integrative capabilities</b></p> <p>Section 2.5</p>	<p>Market research</p> <p><b>Integrators</b></p>	<p><b>Sensing</b></p> <ol style="list-style-type: none"> <li>1. What information do you collect from the consumer/market?</li> <li>2. Why it is important to collect information from customer/market?</li> <li>3. How you obtain information about consumer/market needs?             <ol style="list-style-type: none"> <li>3a. Do you have a market research unit to collect information related to consumer needs?</li> <li>3b. Does your market research unit work with customer's/supplier's market research unit in getting information regarding the consumer needs?</li> </ol> </li> <li>4. What enables/inhibits the market understanding process?</li> </ol>
	<p>Supplier research</p> <p><b>Integrators</b></p>	<p><b>Sensing</b></p> <ol style="list-style-type: none"> <li>1. What information do you collect about the suppliers?</li> <li>2. Why it is important to collect information about the suppliers?</li> <li>3. How you obtain information about supplier</li> </ol>



		<p>capabilities?</p> <p>3a. Do you have a supplier research unit to collect information related to supplier capabilities?</p> <p>3b. Does your supplier research unit work with customer's/supplier's supplier research unit in obtaining information regarding supplier capabilities?</p> <p>4. What enables/inhibits the supplier capability to understanding the process?</p>
	<b>Integrators</b>	<p><b>Shaping-demand related capabilities</b></p> <p>1. What type of ability have you developed to change the internal/external demand processes according to the demand plan to deliver the service provision?</p> <p>2. Why it is important to develop the ability to change internal/external demand?</p> <p>3. How do you change the internal/external demand operations?</p> <p>4. Main issues in changing demand processes?</p> <p>5. Initiatives launched to combat issues and level of success?</p>
	<b>Integrators</b>	<p><b>Shaping-supply related capabilities</b></p> <p>1. What type of ability have you developed to change the internal/external supply processes according to the supply plan to deliver the service provision?</p> <p>2. Why it is important to develop the ability to change the internal/external supply?</p> <p>3. How do you change the internal/external supply operations?</p> <p>4. Main issues in changing internal/external supply processes?</p> <p>5. Initiatives launched to combat issues and level of success?</p>
	<b>Integrators</b>	<p><b>Seizing</b></p> <p>1. What information do you integrate when making decisions related to the demand plan and supply plan?</p> <p>2. Why it is important to integrate this information in decision making on the demand plan and supply plan?</p> <p>3. How you integrate the market oriented view with the supply oriented view in decision making?</p> <p>3a. Do you integrate capacity forecast with</p>



		<p>demand forecast internally?</p> <p>3b. Do you integrate capacity forecast with demand forecast externally with customers and suppliers?</p> <p>4. Main issues in integrating information for decision making on the offering?</p> <p>5. Initiatives launched to combat issues and level of success?</p>
<b>Customer</b>		
<b>Supplier</b>		



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## Appendix C Chain of evidence

### C.1 Contact summary sheet

#### Contact no.1-02- Demand and supply planner (ProdCo)

Interviewee	AAAA(Confidential)	No.	1-02
Job title	Senior Merchandiser- Development (Demand planning and supply planning)	Date	02/01/14
Contact details	AAAA@xxxxxxx.com	Location	Board room at ApparelCo head office

#### 1.1 Interviewee background

Role- Working as a development merchandiser. In the proposed research work is a person related to demand and supply planning.

Responsible for confirming the sales order from the customer through local buying office. Therefore need to guarantee the price, quality/fit of the product will be up to the level required by the customer while delivery will be up to the schedule given by the customer. Responsibility finishes when the pre-production planning meeting is done at the production plant, where the supply plan which includes tech pack, delivery dates etc. is handed over to the production plant.

#### 1.2 Main themes or issues arising

Order qualifiers- Compliance, Quality and Delivery

OQ Integrators- Compliance auditor/ Quality auditor/ Capacity planner

OW Integrator- Technical team includes industrial engineering and garment technologist

## **1.3 Summary of the information gathered**

### **1.3.1 Offering**

Basic or standard product, which is a repeat/continuous style from the last season. The silhouette (shape), fabric type, colour of the products are considered as basic and standardized. They do not invest in the development of new fabrics and materials, as this would add an additional cost. The fabric types used for these products are predominantly standardized cottons and micro fabrics which have to meet a standard BasicCo specification. Basic briefs are typically made from a 95% Cotton and 5% elastine 160gsm fabric which is used for all seasons. In terms of colours these products use standard/core colours available from the raw material suppliers for the season. Black, nude (skin) and white colours are used across both seasons. They are usually supplemented by 2-3 season specific colours. Furthermore, the styling (or silhouette) of the products is developed using basic styling, which can be developed using the standard block patterns. In the BasicCo brief product range, they only have three style; briefs, hot pants and string.

As the basic/core product ranges are mainly repeats from the previous season, the demand of this offering is very predictable and the sales team are able to statistically forecast the sales quantity for the next season. Volumes of these products are high and may be produced by two or more apparel manufacturers. Duration of the product life cycle is also long and continues throughout the different seasons of the year. Some styles have been produced for over three consecutive years by ProdCo.

The standard product offering with limited variety and high volumes makes ProdCo able to develop the offering at low cost as the continuous styles with high volumes affect the factory long run performance.

### **1.3.2 Competitive Priorities**

The order winner for the offering is cost. The company is driven by low cost.

However, cost is not the only factor in becoming a supplier of choice for BasicCo. BasicCo also values the quality of the offering as well as compliance. BasicCo does not just go for the lowest price quotation when selecting their supplier, but also

considers the ability of the supplier to meet specific quality requirements. As a pre requirement, suppliers need to pass BasicCo's audit for quality and compliance. Furthermore, BasicCo also values the timely delivery of the product.

### **1.3.3 Collaboration intensity with supply partners**

#### **1.3.3.1 Collaboration intensity- Customer**

The customer will switch to the lowest cost supplier who meets the quality, compliance and delivery criteria (min and max order quantity). As the product is a standard product of low complexity, it is relatively easy for BasicCo to change supplier. Even when the style is made by ProdCo for one season, supply will switch to a competitor for the next season if they can produce it at a lower cost. Accordingly,

*"...when the same product which ProdCo got the order in last season is quoted for a reduced price by another competitor this season, they go for that company. If in a next season, if ProdCo quote for a better price, the style will come again."*

BasicCo also do not want ProdCo to make relationships with them. To quote,

*"...They asked us not to send them cards or flowers as they considered them as a cost. Even when they come to ProdCo for a visit they advised us to provide them with a basic lunch. When they are invited for a dinner the dinner bill has to be split between the customer and the company...."*

BasicCo want ProdCo to share the saving of unnecessary expenditure on relationship building with the consumer.

#### **1.3.3.2 Collaboration intensity- Supplier**

The customer, BasicCo, identifies and selects the raw material suppliers. This has led BasicCo to obtain cost advantage as they order for the global requirements of the specific raw material, where the garments are manufactured in different countries. Further, as the volumes of the core products are high and the products are manufactured in different countries, BasicCo needs to maintain consistency of colour of the raw material.

ProdCo can also suggest raw material suppliers. ProdCo has a strong supply base that it has developed over a number of years. Whilst this RM base can provide significant benefits for more premium products, for basic fabrics where cost is the main differentiator, they are less competitive. It is unusual for BasicCo to favour a ProdCo supplier with whom a relationship has been developed. BasicCo opt for a more transactional approach to raw material supplier selection based on cost. They do not wish ProdCo to develop a relationship with the suppliers they select. Therefore even if ProdCo has joint venture partnerships with these suppliers they do not order material from them.

ProdCo has its own manufacturing base where they have their own factories for producing briefs, even though they go for subcontracting firms because of the low cost of production.

### **1.3.4 Demand supply integration**

#### **1.3.4.1 Demand planning**

ProdCo decides its sales volume using the capacity availability of their subcontracting plants, which is usually about 900,000 pcs per month. This is an internal decision making, with the integration between the demand planning person (development merchant) and the internal capacity planning person (operations manager). Since BasicCo gets in contact with the raw material supplier for booking the capacity, deciding the sales volume of ProdCo does not involve the raw material supplier.

ProdCo also needs to decide the price of the offering. After the sales volume is confirmed, ProdCo receives artwork for specific styles with a target price. The demand and supply planning person comes up with a price quotation for a continuous style after a discussion with the consumption team on raw material consumption and the operations manager on the SMV of the product. In this stage, the sub plant is also involved to understand the cut-and-make price. As the price of raw material is pre confirmed by BasicCo, ProdCo does not contact the RM supplier. After several

rounds of price negotiations, BasicCo's Hong Kong office decides on the styles that are suitable for ProdCo.

Further, in the demand planning stage, the development merchant also needs to confirm their capability to develop the product to the required quality specified by BasicCo. Since most of the styles are continuous styles or styles with minor changes, BasicCo does not usually have problems in meeting the specification. Generally, the demand related person hands over the product artwork and measurement list to the technical team to confirm the capability of meeting the specification. The details of styling and measurement lists are provided to the garment technical team while the details of colour and quality specifications are provided to the fabric technical team (colour team). The process is mainly to confirm the quality, but not to make changes to the garment/fabric specification.

#### **1.3.4.2 Supply planning**

Internal suppliers, i.e. manufacturing plants, are chosen by the operations manager. He has a four stage process where he identifies a sub plant for a specific style. First the sub plants are assessed to check if they meet the minimum requirements for compliance and quality. The compliance auditor in ProdCo audits the sub plant against the standards and guidelines provided by BasicCo. Secondly, the quality process auditor needs to confirm that a particular sub plant meets the capability requirement criteria to meet the expected quality level required by BasicCo. Thirdly, the sub plant needs to meet the minimum capacity requirements. ProdCo requires their sub plants to have a capacity of 1 million pieces per month.

In the actual decision making process, the sub plant will assess whether they can meet the cut-and-make price of the garment to meet the target price of the buyer and also whether the sub plant can develop the capability sample against the product specification provided.

#### **1.3.4.3 Integrative planning**

Actual decision making is done based on cost, where ProdCo selects the specific sub-contracting firm with which to place the order. The operations manager is involved

in confirming the SMV of the product with the sub plant. The technical and quality manager, who is an expert in identifying the methods for reducing SMV, is also involved in the decision making on price; this is also an internal decision making to confirm the target price of ProdCo.

Prior decision making on forecasted sales volume from ProdCo is also done based on the capacity availability, also by integrating with the operations manager to identify the capacity with the sub plant for a season, which is about 900,000 pieces.

Prior decision making is also done on the internal sub plant, based on compliance and quality guidelines provided.

#### **1.4 Interesting or important aspects**

The demand and supply planning person has worked for FashionCo before and he makes a comparative comment about FashionCo and ProdCo.

“If FashionCo develops a style with us they will give the style to us throughout another four years, but when BasicCo develops a product with us and even if we make it for years when the same product is quoted for a reduced price by another competitor, they go for that company. If in the next season ApparelCo quote for a better price the style will come again.”

Further he added,

*“When FashionCo representatives visit us we take them for dinner and outings and when we travel to US they also treat us in a very friendly way.”*

Planning cycle- BasicCo has two seasons per year and plans the product styles over six months. In the first three months it is order development and in the next three months manufacturing.

0123456789 season - odd numbers-Autumn/Winter and even Spring/Summer. Planning happens twice a year.

#### **1.5 Questions for next visit**

Technical person as the integrator



## 1.6 Documents collected

Organization Structure (BasicCo)

Purchase order- projection sheet



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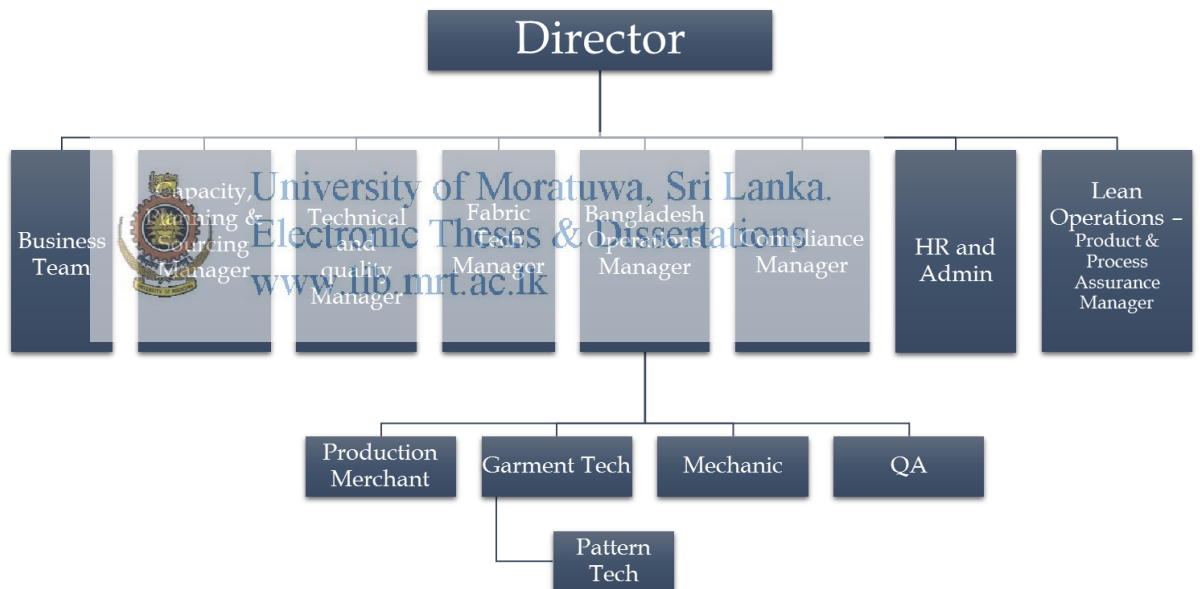
## C.2 Secondary sources

### C.2.1 Purchase order details from BasicCo

Section	Dept	Product Type	Style Description	Colour	Order Type	Period	ISW	Total Qty Pcs
Divided	3937	Bottom Knitted (Non Program)	Fred Elas colour	solid	Store (Base)	P-3	201409	212550
Divided	3937	Bottom Knitted (Non Program)	Fred Elas colour	solid	Store (Trail)	P-4	201413	32700
Divided	3937	Bottom Knitted (Non Program)	Tessan Stripe/ Print	Prt	Store (Trail)	P-4	201413	124260
Divided	3937	Bottom Knitted (Non Program)	Tessan Stripe/ Print	Prt	Store (Trail)	P-5	201417	35970
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Base)	P-K	201349	147150
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Trail)	P-1	201401	42510
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Trail)	P-2	201405	49050
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Trail)	P-3	201409	49050
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Trail)	P-4	201413	29430
Divided	3937	Bottom Knitted (Non Program)	Tessan Basic	solid	Store (Trail)	P-5	201417	19620
Divided	3937	Bottom Knitted (Non Program)	Tessan Colour	solid	Store (Base)	P-3	201409	196200
Divided	3937	Bottom Woven (Non Program)	Tessan Colour	solid	Store (Trail)	P-4	201413	65400
Divided	3937	Bottom Knitted (Non Program)	Tessan Colour	solid	Store (Trail)	P-5	201417	65400
Divided	3937	Bottom Knitted (Non Program)	Capacity reserve for repeat		Store (Trail)	P-K	201349	50000
Divided	3937	Bottom Knitted (Non Program)	Capacity reserve for		Store (Trail)	P-1	201401	50000


Divided	3937	Program) Bottom Knitted (Non Program)	repeat Capacity reserve for repeat		Store (Trail)	P-2	201405	50000
Divided	3937	Program) Bottom Knitted (Non Program)	repeat Capacity reserve for repeat		Store (Trail)	P-3	201409	50000
Divided	3937	Program) Bottom Knitted (Non Program)	repeat Capacity reserve for repeat		Store (Trail)	P-4	201413	50000
Divided	3937	Program) Bottom Knitted (Non Program)	repeat Capacity reserve for repeat		Store (Trail)	P-5	201417	50000

### C.2.2 Organization Chart of ProdCo planning division



## Appendix D : Case study database

### D.1 Database for stage 1: ProdCo

Key Role of the interviewee	Key area to be interviewed	Contact Sheet details Stage 1(ProdCo)					
		Interviewee	Date and location	Contact sheet No.	Record no.	Field note no.	Documentary evidence
Business Manager	Scoping study	Business Manager Mr. AP	07/01/14 ProdCo conference room	1-01	R1-01	F1-01	Marketing environment analysis
Demand planning Supply planning	Offerings Competitive priorities Network relationships Level of demand and supply integration	Development merchant (Mr. KH)	02/01/14 Board room @ Head office of ApparelCo	1-02	R1-02	F1-02	Order details of offering Organization chart of planning division
Integrator W	Integrative capabilities 	Technical and quality manager Mr. UC Work Study officer (Mr. DG)	22/01/14 ProdCo manager's room	1-03a 1-03b	R1-03a R1-03b	F1-03a F1-03b	Process maps Description of Role of integrators Performance measurement systems
Customer	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Asst. Technical Manager (Mr. DP)	25/01/14 Residency	1-04	R1-04	F1-04	
Supplier	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Marketing Manager Ms. SH	30/01/14 By phone	1-05	R1-05	F1-05	

Key Role of the interviewee	Key area to be interviewed	Contact Sheet details Stage 2 (VarietyCo)					
		Interviewee	Date and location	Contact sheet No.	Record no.	Field note no.	Documentary evidence
Business Manager	Scoping study	Business Manager Mr. UK	17/04/14	2-01	R2-01	F2-01	Marketing environment analysis
Demand planning Supply planning	Offerings Competitive priorities Network relationships Level of demand and supply integration	Development merchant (Ms. AD)	24/04/14 Board room @ Head office	2-02	R2-02	F2-02	Order details of offering Organization chart of planning division
Integrator OW	Integrative capabilities	Designer (Ms. AS)	25/04/14 Board room @ Head office	2-03a	R2-03a	F3-03a	Process maps Description of Role of integrators
		Technical team (Garment tech- Mr. DG)	Board room 2 27/04/14	2-04b	R2-04b	F2-04b	
		Technical team Fabric tech- Ms. UR	Board room 2 27/04/14	2-04c	R2-04c	F2-04c	
Customer	Offerings Competitive priorities Network relationships Level of demand and supply integration	Designer Ms. SD	05/05/14 Through Skype	2-04	R2-04	F2-04	

	Integrative capabilities						
Supplier	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Designer MS. HD	12//05/14 By phone	2-05	R2-05	F2-05	
Key Role of the interviewee	Key area to be interviewed	Contact Sheet details Stage 3 (LaunchCo)					
		Interviewee	Date and location	Contact sheet No.	Record no.	Field note no.	Documentary evidence
Business Manager	Scoping study	Business Manager Ms. SP	19/05/14 Board room	3-01	R3-01	F3-01	Marketing environment analysis
Demand planning Supply planning	Offerings Competitive priorities Network relationships Level of demand and supply integration	Development merchant (Ms. MR)	26/05/14 Board room	3-02	R3-02	F3-02	Order details of offering Organization chart of planning division
Integrator OW	Integrative capabilities	R&I Designer (Ms. NR) Business entrepreneur Technology Entrepreneur	26/05/14 R&I center Office room	3-03a	R3-03a	F3-03a	
		Launch Designer Ms. NK	2/06/14 R&I center Board room	3-03b	R3-03b	F3-03b	Process maps Description of Role of integrators

		R&D team (Yarn and fabric technologist - Mr. DP)	04/06/14 Residency	3-03c	R3-03c	F3-03c	
		R&D team (Garment tech) -Ms. SL	09/06/14 R&I center Board room	3-03d	R3-03d	F3-03d	
Customer	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Designer Ms..SM	10/06/14 By Skype	3-04	R2-04	F2-04	
Supplier	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Head of innovation Mr. MP	12//06/14	3-05	R3-05	F3-05	
Key Role of the interviewee	Key area to be interviewed	Contact Sheet details Stage 4 (AdvancecoCo)					
		Interviewee	Date and location	Contact sheet No.	Record no.	Field note no.	Documentary evidence
Business Manager	Scoping study	Business Manager Ms. GT	16/06/14 Board room	4-01	R4-01	F4-01	Marketing environment analysis
Demand planning Supply planning	Offerings Competitive priorities Network relationships Level of demand and supply integration	Development merchant Ms. LK	18/06/14 Board room	4-02	R4-02	F4-02	Order details of offering Organization chart of planning division



Integrator OW	Integrative capabilities	Head of future business team- Project manager Mr.NP (Technology Entrepreneur Business entrepreneur Finance Entrepreneur)and technology hub	01/07/14 Board room	4-03a	R4-03a	F4-03a	
		R&I Designer (Ms. NR) Business entrepreneur Technology Entrepreneur	07/07/14 R&I center Office room	4-03b	R4-03b	F4-03b	
		Launch DesignerMs NK	07/07/14 R&I center Board room	4-03c	R4-03c	F4-03c	Process maps Description of Role of integrators
		R&D team (Yarn and fabric technologist - Mr. DP)	07/07/14 R&I centre board room	4-03d	R4-03d	F4-03d	
		R&D team (Garment tech) -Ms. SM	07/07/14 R&I center Board room	4-03e	R4-03e	F4-03e	
Customer	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Designer Ms..SP	08/07/14 By Skype	4-04	R4-04	F4-04	





Supplier	Offerings Competitive priorities Network relationships Level of demand and supply integration Integrative capabilities	Head of innovation Mr. LM	10//07/14	4-05	R4-05	F4-05	
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## Appendix E – Analysis Template

### E.1 Analysis template for Individual Case

Offering			Stage 1	
			Theory	Actual
Offering	Product	Standard /Special		
		PLC		
		Phase in PLC		
	Demand	Volume		
		Variety		
		Variability		
	Service	Lead time		
		Delivery reliability		
		Delivery frequency		

Competitive priorities		Stage 1	
		Theory	Actual
 OW/OQ Criteria	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality		
	Timely delivery		
	Quality process		
	Compliance		

Collaboration intensity		Stage 1	
		Theory	Actual
Collaboration intensity	Customer		
	Supplier		

Demand supply integration			Stage 1	
			Theory	Actual
Type of integration	Supply chain integration	Internal		
		Customer		
		Supplier		
	Demand chain and supply chain integration	Internal		
		Customer		
		Supplier		

Integrative capabilities		Stage 1	
		Theory	Actual
Integrative Processes	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality		
	Timely delivery		
	Compliance		



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Integrative capabilities		Stage 1	
		Theory	Actual
Governance and decision making structure	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality product		
	Timely delivery		
	Quality process		
	Compliance		

Integrative capabilities		Theory	Actual
Leadership and culture	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality product		
	Timely delivery		
	Quality process		
	Compliance		
Liaison devices	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality product		
	Timely delivery		
	Quality process		
	Compliance		




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Integrative capabilities		Theory	Actual
Key Performance Indicators	Cost		
	Availability		
	Product leadership		
	Technology leadership		
	Quality product		
	Timely delivery		
	Quality process		
	Compliance		

## E.2 Analysis Template for cross-case analysis

Offering			ProdCo	VarietyCo	LaunchCo	AdvanceCo
Offering	Product	Standard /Special				
		PLC				
		Phase in PLC				
	Demand	Volume				
		Variety				
		Variability				
	Service	Lead time				
		Delivery reliability				
		Delivery frequency				

Competitive priorities		ProdCo	VarietyCo	LaunchCo	AdvanceCo
 OW/OQ Criteria	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality				
	Timely delivery				
	Quality process				
	Compliance				

Collaboration intensity		ProdCo	VarietyCo	LaunchCo	AdvanceCo
Collaboration intensity	Customer				
	Supplier				

Demand supply integration			ProdCo	VarietyCo	LaunchCo	AdvanceCo
Type of integration	Supply chain Integration	Internal				
		Customer				
		Supplier				
	Demand chain and supply chain integration	Internal				
		Customer				
		Supplier				

Integrative capabilities		ProdCo	VarietyCo	LaunchCo	AdvanceCo
Integrative Processes	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality				
	Timely delivery				
	Quality process				
	Compliance				



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Integrative capabilities		ProdCo	VarietyCo	LaunchCo	AdvanceCo
Governance and decision making structure	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality product				
	Timely delivery				
	Quality process				
	Compliance				

Integrative capabilities		ProdCo	VarietyCo	LaunchCo	AdvanceCo
Leadership and culture	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality product				
	Timely delivery				
	Quality process				
	Compliance				
Liaison devices	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality product				
	Timely delivery				
	Quality process				
	Compliance				



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Integrative capabilities		ProdCo	VarietyCo	LaunchCo	AdvanceCo
Key Performance Indicators	Cost				
	Availability				
	Product leadership				
	Technology leadership				
	Quality product				
	Timely delivery				
	Quality process				
	Compliance				

## Appendix F Coding structures

### F.1 An example of coding structure for individual case analysis (ProdCo) for competitive priorities

Competitive priorities		Stage 1	
		Theory	Actual
<b>OW/OQ Criteria</b>	<b>Cost</b>	OW	OW
	<b>Availability</b>		
	<b>Product leadership</b>		
	<b>Technology leadership</b>		
	<b>Quality</b>		OQ
	<b>Timely delivery</b>		OQ
	<b>Compliance</b>		OQ

### F.2 An example of coding structure for cross case analysis for competitive priorities

Competitive priorities		Stage 1 ProdCo	Stage 2 VarietyCo	Stage 3 LaunchCo	Stage 4 AdvanceCo
<b>OW/OQ Criteria</b>	<b>Cost</b>	OW1	OW2	OW2	OW2
	<b>Availability</b>		OW1		
	<b>Product leadership</b>			OW1	
	<b>Technology leadership</b>				OW1
	<b>Quality</b>	OQ	OQ	OQ	OQ
	<b>Timely delivery</b>	OQ	OQ	OQ	OQ
	<b>compliance</b>	OQ	OQ	OQ	OQ