

| Appendix D: Documentary Evidence |        |          |   | SUPPLY CHAIN INTEGRATION CONSTRUCTS                        |            |                      |             |          |               |                      |             |          |               |                      |             |          |               |   |   |
|----------------------------------|--------|----------|---|--|------------|----------------------|-------------|----------|---------------|----------------------|-------------|----------|---------------|----------------------|-------------|----------|---------------|---|---|
| Case                             | Doc No | Doc Code | Document Name   | Document Description                                       | Background | Internal Integration |             |          |               | Supplier Integration |             |          |               | Customer Integration |             |          |               |   |   |
|                                  |        |          |   |  |            | Actors               | Information | Material | Technological | Actors               | Information | Material | Technological | Actors               | Information | Material | Technological |   |   |
| A                                | 1      | A-1      | Company profile                                       | Its customers, production capacity and general information | x          |                      |             |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 2      | A-2      | EDI with a (European Customer)                        | Example of EDI system with an EU customer                  | x          |                      |             |          |               |                      |             |          |               |                      |             | x        | x             | x | x |
| A                                | 3      | A-3      | ERP system (Internal for Company A)                   | Information system between departments                     | x          |                      | x           | x        | x             |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 4      | A-4      | EDI with (US customer): General                       | Example of EDI system with a US customer                   | x          |                      |             |          |               |                      |             |          |               |                      | x           | x        | x             | x |   |
| A                                | 5      | A-5      | Material dispatching procedures                       | Detailed information about material dispatching            | x          | x                    | x           | x        | x             |                      |             |          |               |                      |             | x        | x             |   |   |
| A                                | 6      | A-6      | Receiving and inventory control                       | Complete instructions about inventory control              | x          | x                    | x           | x        | x             |                      | x           | x        |               |                      |             |          |               |   |   |
| A                                | 7      | A-7      | Inspection and quality card                           | Filled at different production stages                      | x          |                      | x           |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 8      | A-8      | Price Good Card                                       | Double checked by several departments                      |            |                      | x           | x        |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 9      | A-9      | Pre-production meeting                                | Agendas and attendees                                      |            | x                    | x           | x        |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 10     | A-10     | Dressing/defects test                                 | Meeting to discuss a list of points                        |            | x                    | x           |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 11     | A-11     | EDI with a customer: BOM                              | Snap shot of the BOM screen                                |            |                      |             |          |               |                      |             |          |               |                      | x           | x        | x             | x |   |
| A                                | 12     | A-12     | EDI with a customer: Construction details             | Snap shot of the construction details                      |            |                      |             |          |               |                      |             |          |               |                      | x           | x        | x             | x |   |
| A                                | 13     | A-13     | EDI with a customer: Development                      | Snap short of the development stage information            |            |                      |             |          |               |                      |             |          |               |                      | x           | x        |               | x |   |
| A                                | 14     | A-14     | Email communication: with customers                   | From the Commercial Manager                                |            |                      |             |          |               |                      |             |          |               |                      |             | x        |               | x |   |
| A                                | 15     | A-15     | Product safety standards                              | General conformity certificate: see A-14                   |            |                      |             |          |               |                      |             |          |               |                      | x           | x        |               |   |   |
| A                                | 16     | A-16     | Packing list - for a US customer                      | Packing list: related to order in A-17                     |            |                      |             |          |               |                      |             |          |               |                      |             | x        | x             |   |   |
| A                                | 17     | A-17     | Commercial invoice: customer order                    | Invoice sent to a US customer                              |            |                      |             |          |               |                      |             |          |               |                      |             | x        | x             |   |   |
| A                                | 18     | A-18     | Payment information - to a US customer                | Payment details related to order A-17                      |            |                      |             |          |               |                      |             |          |               |                      |             | x        |               |   |   |
| A                                | 19     | A-19     | Pre-development: Folder summary - from a customer     | Discussed in a pre-production meeting                      |            | x                    | x           |          |               |                      |             |          |               |                      | x           | x        |               |   |   |
| A                                | 20     | A-20     | Post-inspection report                                | Exchanged between the company and its customers            |            |                      | x           |          |               |                      |             |          |               |                      |             | x        |               |   |   |
| A                                | 21     | A-21     | Email correspondence: EDI, customer email and SOPs    | From the Operations Manager                                |            |                      |             | x        | x             |                      |             |          |               |                      |             | x        |               | x |   |
| A                                | 22     | A-22     | Communication with a customer                         | Email communication with a customer                        |            |                      |             |          |               |                      |             |          |               |                      |             | x        | x             | x |   |
| A                                | 23     | A-23     | Company modules                                       | Developed by cross-functional teams                        | x          | x                    | x           |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 24     | A-24     | Company departments                                   | Company major departments                                  | x          | x                    |             |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 25     | A-25     | Interaction between planning and production & quality | Developed based on cross-functional teams                  | x          | x                    | x           | x        |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 26     | A-26     | Interaction between business development & customers  | A simplified diagram by cross-functional teams             |            | x                    | x           |          |               |                      |             |          |               |                      |             | x        | x             |   |   |
| A                                | 27     | A-27     | Functions of purchasing and logistics                 | A list of functions based on cross functional teams        |            | x                    | x           | x        |               |                      | x           |          |               |                      |             | x        |               |   |   |
| A                                | 28     | A-28     | Functions of business development                     | Shows a list of functions to be performed by BD            |            | x                    | x           |          |               |                      |             |          |               |                      |             | x        |               |   |   |
| A                                | 29     | A-29     | Product values, people values                         | Company catalogue  | x          |                      |             |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 30     | A-30     | Company annual report                                 | The nineteenth annual report: archival record              | x          |                      |             |          |               |                      |             |          |               |                      |             |          |               |   |   |
| A                                | 31     | A-31     | Email correspondence: EDI                             | From the Operations Manager                                |            |                      |             |          |               |                      |             |          |               |                      |             | x        |               | x |   |
| B                                | 1      | B-1      | Cutting room inspection procedures                    | Inspection at different stages of cutting                  |            | x                    | x           | x        |               |                      |             |          |               |                      |             |          |               |   |   |
| B                                | 2      | B-2      | Trim inspection procedures                            | Instructions for trim inspection                           |            | x                    | x           | x        |               |                      |             |          |               |                      |             |          |               |   |   |
| B                                | 3      | B-3      | Fusing procedures                                     | Details of sheet filled at different stages                |            | x                    | x           |          |               |                      |             |          |               |                      |             |          |               |   |   |
| B                                | 4      | B-4      | Operator specification sheets                         | This needs to be filled by several heads of departments    |            | x                    | x           |          |               |                      |             |          |               |                      |             |          |               |   |   |

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| B | 5  | B-5  | In-line audit                                  | Detailed instructions for inspection                |   | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 6  | B-6  | Examination daily record                       | Taking notes by inspection examiners                |   |   | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 7  | B-7  | After pressing final inspection                | The different departments interact to do this       |   | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 8  | B-8  | Audit sampling plan                            | Sampling plan and audit report                      |   | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 9  | B-9  | Wash test report                               | Clear instructions for doing this quality test      |   | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 10 | B-10 | Needle replacement                             | Replacement instructions and policies               |   |   | x | x |   |   |   |   |   |   |   |  |  |   |   |
| B | 11 | B-11 | Organisation structure (Company B)             | Reporting directly to Company 'B' GM                | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 12 | B-12 | Organisation structure: finance & admin        | Reporting directly to the Admin Manager             | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 13 | B-13 | Organisation structure: operations             | Reporting directly to Ops Manager                   | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 14 | B-14 | Organisation structure: merchandising          | Logistics and account managers                      | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 15 | B-15 | Organisation structure: production             | Cutting, sewing and packing                         | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 16 | B-16 | Organisation structure: pre-production         | IE Manager and Technical Manager                    | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 17 | B-17 | Organisation structure: quality                | Reporting to Quality Manager                        | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 18 | B-18 | (Company B): Vision                            | Company vision                                      | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 19 | B-19 | (Company B): Apparel manufacturing Jordan      | General information about Company B                 | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 20 | B-20 | (Company B): Facts and figures                 | Numbers, dates and areas                            | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 21 | B-21 | Why (Company B)                                | Company advantage                                   | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 22 | B-22 | Benefits of (Company B)                        | Production flexibility background                   | x |   |   |   |   |   |   |   |   |   |   |  |  | x | x |
| B | 23 | B-23 | Quality Process                                | Steps and pictures of quality process               | x |   | x | x |   |   |   |   |   |   |   |  |  |   |   |
| B | 24 | B-24 | Employee relations                             | How employees are socially connected                | x |   | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 25 | B-25 | What makes (Company B) an attractive Co.?      | Work environment - background information           | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 26 | B-26 | (Company B) Policy and Procedures              | Commitment to work policies                         | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 27 | B-27 | Sample Room capacity                           | Figures and sample lead time information            | x |   | x | x |   |   |   |   |   |   |   |  |  |   |   |
| B | 28 | B-28 | Lab dip process                                | Process diagram                                     | x |   | x |   |   |   | x |   |   |   |   |  |  | x |   |
| B | 29 | B-29 | 2012 capacity                                  | Lines distribution to customers                     | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 30 | B-30 | Capacity by product category                   | Capacity in pieces at two the production facilities | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 31 | B-31 | Manufacturing review                           | Expansion plans                                     | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 32 | B-32 | Map of location                                | Production facilities and main ports                | x |   |   |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 33 | B-33 | Lead time study: transit time from ex-factory  | By air and by sea                                   |   |   |   |   | x |   |   |   |   |   |   |  |  | x | x |
| B | 34 | B-34 | Lead time study, Export- East Coast            | Export from the ports of Aqaba and Haifa            |   |   |   |   | x |   |   |   |   |   |   |  |  | x | x |
| B | 35 | B-35 | Lead time study, Import by air                 | Import by air from Hong Kong                        |   |   |   |   | x |   |   |   |   |   | x |  |  |   |   |
| B | 36 | B-36 | Lead time study, import from Shanghai to Aqaba | Import by sea from Hong Kong                        |   |   |   |   | x |   |   |   |   | x | x |  |  |   |   |
| B | 37 | B-37 | Lead time study, Import by sea                 | From Hongkong using different carriers              |   |   |   |   | x |   |   |   |   | x | x |  |  |   |   |
| B | 38 | B-38 | Lead time: order to ship in 110 days           | A diagram for the process                           |   |   |   |   | x | x |   |   |   | x | x |  |  | x | x |
| B | 39 | B-39 | Email correspondence: accounts meeting agenda  | From Merch Mgr clarifying meetings and reports      | x | x | x |   |   |   |   |   |   |   |   |  |  |   |   |
| B | 40 | B-40 | Conference call Tuesday 22 Jan 2013            | Discussing customer status                          |   | x | x | x | x |   |   |   |   |   |   |  |  |   |   |
| B | 41 | B-41 | (customer 1) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 42 | B-42 | (customer 2) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 43 | B-43 | (customer 3) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 44 | B-44 | (customer 4) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 45 | B-45 | (customer 5) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 46 | B-46 | (Customer B) Daily production report DPR       | Shared daily with internal departments              |   |   |   |   | x | x | x |   |   |   |   |  |  | x |   |
| B | 47 | B-47 | Email correspondence: Meeting Agenda October   | From Merch Mgr, explains several points             |   | x | x |   |   |   |   | x | x | x |   |  |  | x | x |

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| B | 48 | B-48 | Conference call: Tuesday 1st October 2013      | Discussing customers status                           |   | x | x | x | x |  |   |   |   |   |  |   |   |   |   |
| B | 49 | B-49 | Purchase order to a supplier in Dubai          | Clarifies material flow procedures with suppliers     |   |   |   |   |   |  | x | x |   |   |  |   |   |   |   |
| B | 50 | B-50 | Purchase order acknowledgment                  | PO from a US customer                                 |   |   |   |   |   |  |   |   |   |   |  | x | x |   |   |
| B | 51 | B-51 | Performa invoice                               | From a trim supplier                                  |   |   |   |   |   |  | x |   |   |   |  |   |   |   |   |
| B | 52 | B-52 | Email correspondence: Research in supply chain | From Merch Mgr for introducing their supplier         | x |   |   |   |   |  | x |   |   |   |  |   |   |   |   |
| B | 53 | B-53 | Email correspondence: Research in supply chain | From Supplier B providing info about their company    | x |   |   |   |   |  |   |   |   |   |  | x | x |   |   |
| B | 54 | B-54 | Email correspondence: Answering quesiotns      | From Merch Mgr giving info about EDI and Contracts    | x |   |   |   |   |  |   |   |   |   |  | x | x | x | x |
| B | 55 | B-55 | Specifications package                         | Collected from different departments and put together |   |   | x |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 56 | B-56 | Specification package from a customer          | Sketches and details of customer technical package    |   | x | x |   |   |  |   |   |   |   |  | x | x |   |   |
| B | 57 | B-57 | Internal email communication                   | Emails between departmnets, includes a report         |   |   | x | x | x |  |   |   |   |   |  |   |   |   |   |
| B | 58 | B-58 | Hourly production report                       | Distributed amongst operations departments hourly     |   |   | x | x |   |  |   |   |   |   |  |   |   |   |   |
| B | 59 | B-59 | Order cutting plan                             | Distributed to operations departments                 |   | x | x | x |   |  |   |   |   |   |  |   |   |   |   |
| B | 60 | B-60 | Style cutting plan                             | Distributed to operations departments                 |   |   | x |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 61 | B-61 | Invoice - from a supplier                      | Detailed invoice from a supplier in Taiwan            |   |   |   |   |   |  | x | x |   |   |  |   |   |   |   |
| B | 62 | B-62 | Packing list - from a supplier                 | Packing list for supplier in B-61                     |   |   |   |   |   |  | x | x |   |   |  |   |   |   |   |
| B | 63 | B-63 | Purchase Order                                 | Sent to a supplier from Company B                     |   |   |   |   |   |  | x |   |   |   |  |   |   |   |   |
| B | 64 | B-64 | Company certifications and news                | Company social compliance and new factory news        | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 65 | B-65 | Company customers                              | A list of company customers                           | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 66 | B-66 | Products                                       | A list of company products with photos                | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 67 | B-67 | Fast facts                                     | Information and facts about Company B                 | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 68 | B-68 | Company statistics                             | Production facilities and number of employees         | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| B | 69 | B-69 | Email correspondence: EDI                      | From the Merchandising Manager                        |   |   |   |   |   |  |   |   |   |   |  | x |   |   | x |
| C | 1  | C-1  | Reconstructing quality system project          | It explains the internal intercation                  | x | x | x |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 2  | C-2  | Meeting agenda 1/05/2013                       | Departmental weekly meeting                           | x | x | x |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 3  | C-3  | Minutes of meeting 1/05/2013                   | Departmental weekly meeting                           | x | x | x |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 4  | C-4  | Commercial department forms                    | Explains how work is organised                        | x | x | x |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 5  | C-5  | Minutes of meeting 3/12/2012                   | Departmental weekly meeting                           | x | x | x | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 6  | C-6  | Supplier report                                | Assessment of a fabric supplier                       |   | x | x |   |   |  | x | x | x |   |  |   |   |   |   |
| C | 7  | C-7  | Communication with supplier                    | Email communication with a fabric supplier            |   |   |   |   |   |  | x | x | x |   |  |   |   |   |   |
| C | 8  | C-8  | Email correspondence: Request for documents    | A list of documents requested                         |   | x | x |   |   |  | x | x | x | x |  |   |   |   |   |
| C | 9  | C-9  | Our values                                     | Company C values                                      | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 10 | C-10 | The factory                                    | Information about Company C production                | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 11 | C-11 | Warehouse clasificatoin                        | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 12 | C-12 | Obsolete fabrics                               | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 13 | C-13 | Shirt Fabrics Warehouse                        | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 14 | C-14 | Finished Garment Warehouse                     | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 15 | C-15 | Make-to-stock garments                         | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 16 | C-16 | Finishing stage                                | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 17 | C-17 | Dairy obsolete fabrics                         | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 18 | C-18 | Obsolete SKUs in the same rack                 | A photo was taken during observation                  |   |   |   | x |   |  |   |   |   |   |  |   |   |   |   |
| C | 19 | C-19 | Men's wear                                     | Information about men's wear                          | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 20 | C-20 | Ladies suits                                   | Information about ladies suits                        | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |
| C | 21 | C-21 | Skirts and trousers                            | Information about skirts and trousers                 | x |   |   |   |   |  |   |   |   |   |  |   |   |   |   |



