

Appendix F: Additional Information about the Focal Companies

This appendix presents some additional background information about the participating garment manufacturers' (focal companies) production operations. The reason for not including this information in the main chapters is that it is not used directly in the analysis. However, this background information provides the reader with more familiarity with the cases. Moreover, it provides additional reference to help disseminate the findings to the other companies interested in this inductive research.

1.0 Company A Production Operations

The company's sole production facility is located near the Jordanian capital, Amman and encompasses a total area of around 21,000 m². The production facility had two production departments within the same location being the tailored garment department and light garment department as shown in Table 1.

Area in (m ²)	Tailored Garment Department	Light Garment Department
Cutting	1,500	9,000
Sewing	4,500	1,500
Finishing and packing	1,750	500
Warehouse (RM & FG)	2,250	800
Offices and other premises	2,000	500
Total Area	12,000	4,200

Table 1: Production facility areas in square meters for Company A

The tailored garment department consisted of two lines for producing jackets, trousers and men's suits. The light garment department consisted of six lines for producing casual woven garments, dress pants and dress shirts. The production capacity of each product category is shown in Table 2 below.

Garment	Monthly Capacity (in Pieces)
Tailored men's jacket	16,000
Tailored/dress pants	40,000
Woven casual wears (shirts, men, lady, kids)	60,000

Table 2: Production capacity for Company A

Most of the production at Company A was based on cut and make operations and there was limited design capacity for only less than 5% of the company total production. For most production, there was no design capacity and the garment structure was provided in a technical pack by customers. A typical production process at Company A would involve the inspection of the received fabric and performing the production processes of cut and make. The production flowchart for Company A is shown in Figure 1 below.

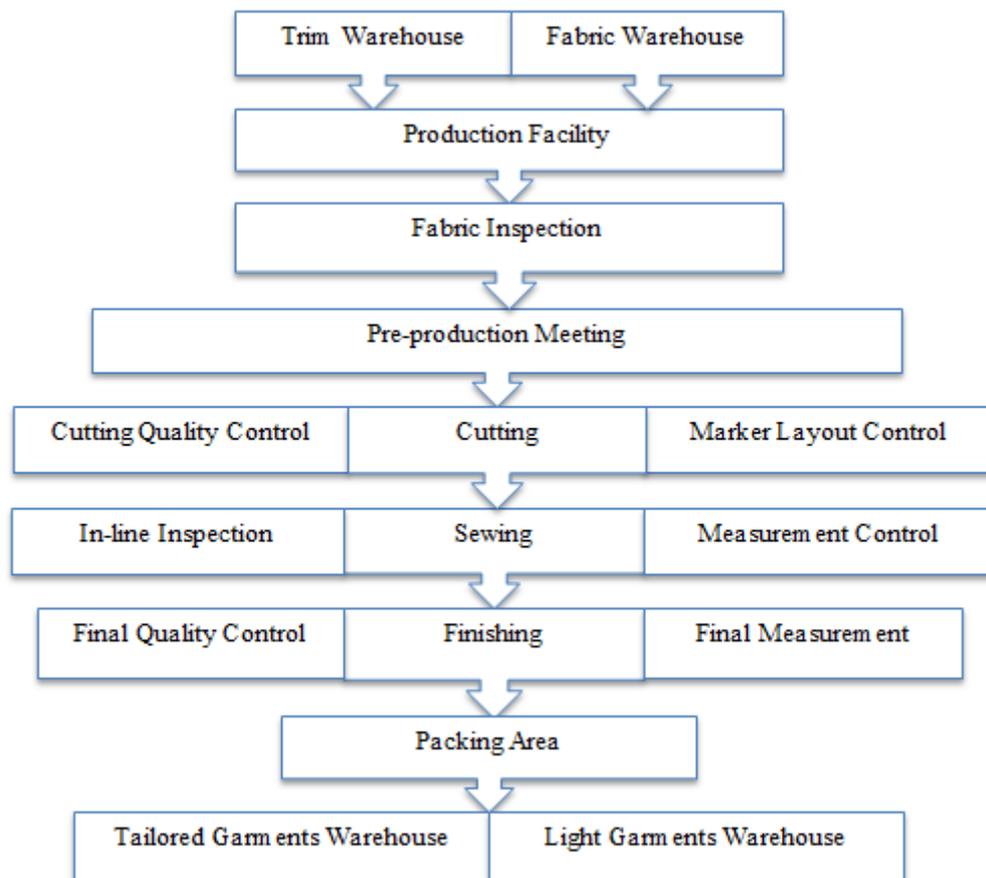


Figure 1: The production flowchart for Company A

2.0 2.0 Company B Production Operations

The company operates at two production facilities near the Jordanian capital, Amman. The two production facilities encompass a production area of approximately 18,500 m² and over 1100 employees. The monthly production capacity for the two production facilities is approximately 1,200,000 garments as detailed in Table 3 below.

Production Facility	Underwear (pieces)	Active wear (pieces)	Pieces per month
Unit 1	500,000	300,000	800,000
Unit 2	300,000	100,000	400,000
Total	800,000	400,000	1,200,000

Table 3: Capacity by product category for Company B

The production at Company B was limited to cut and make operations. There was no design capacity at this company and the garment structure was provided in a technical pack by the customers. A typical production process at Company B would involve inspection of the received fabric and performing the production processes of cut and make. The production flowchart for Company B is shown in Figure 2 below.

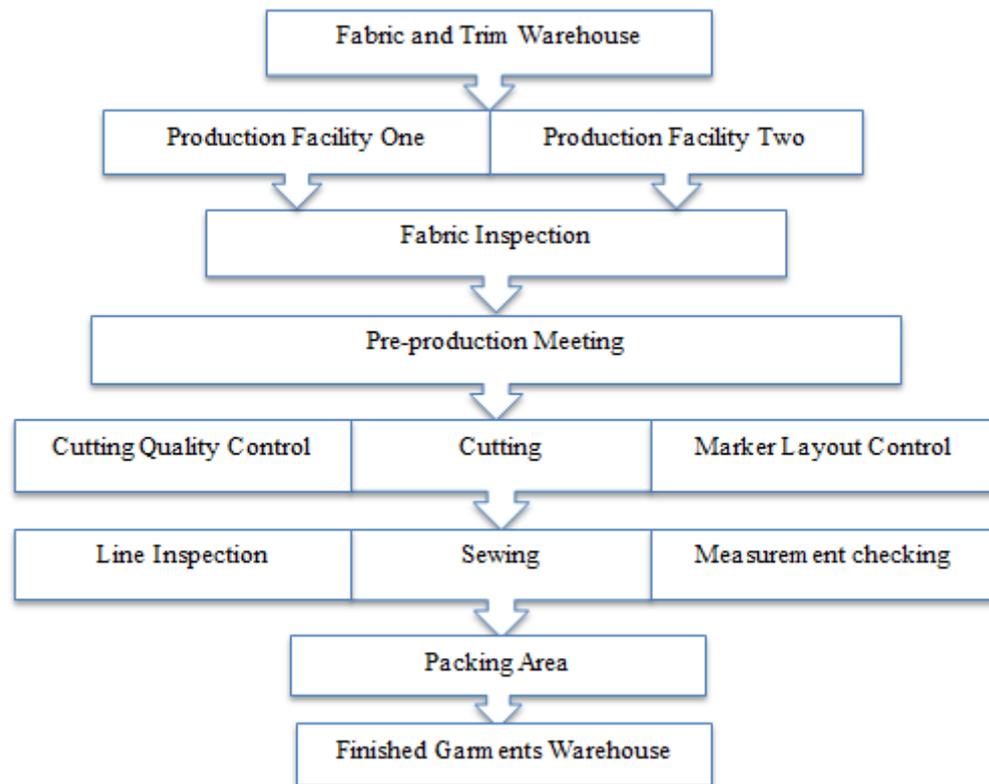


Figure 2: The production flowchart for Company B

3.0 Company C Production Operations

The company has a single production facility located to the East of the capital city of Amman and encompasses a total area of approximately 10,000 m². The production facility consists of a production department of which 6,000 m² a raw material warehouse, finished garment warehouse and several offices for the departments of quality, supporting services and logistics. The production facility is equipped with modern machines for sewing woven and knitted garments. Modern technology machinery and advanced quality control systems and computerised software for production are used at this production facility. The production capacity by product is shown in Table 4 below.

	Product Category	Capacity in Pieces (per annum)	National Market (Pieces)	International Market (Pieces)
Production Line 1	Shirt	135,000	129,000	6,000
Production Line 2	Trousers	165,000	156,000	9,000
Total		300,000	285,000	15,000

Table 4: Production capacity by product for Company C

Company C worked based on full-package manufacturing where the company performed all the sourcing and design activities. A typical production process at

Company C would involve inspection of the received fabric, design and performing the production processes of cut and make. Figure 3 below shows the production flow chart for Company C.

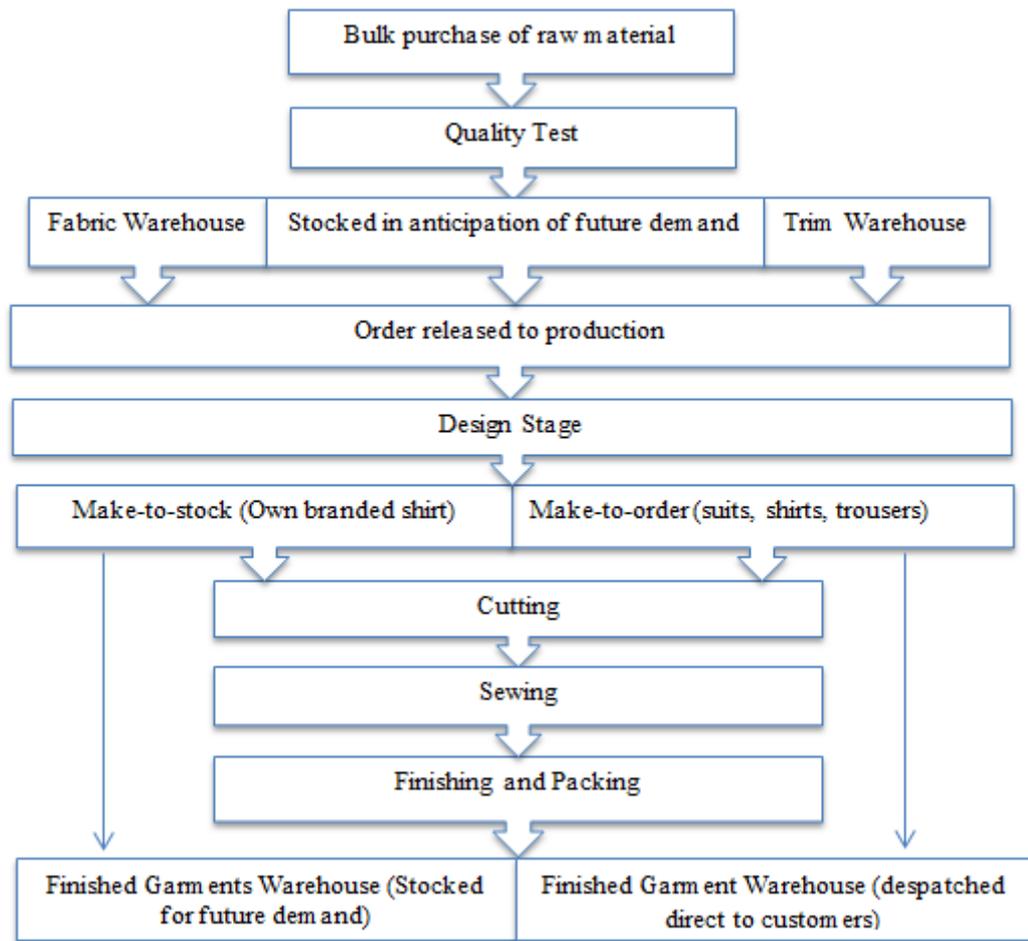


Figure 3: The production flowchart for Company C

4.0 Company D Production Operations

Company D has four production facilities with a total production area of approximately 65,620 m² and 30 production lines. The daily production capacity of the four production facilities is approximately 120,000 pieces totalling over 30 million garments per year. Table 5 below shows the production capacity of each production facility and product category.

Production Facility	Product Category	Capacity in Pieces (per annum)	Number of Machines	Man Power
Unit 1	Active wear (tops and bottoms), Woven (bottoms)	4,600,000	540	1696
Unit 2	Active wear (tops and bottoms)	16,900,000	1950	4850
Unit 3	Woven (bottoms)	3,600,000	420	982
Unit 4	Active wear (tops and bottoms), Woven (bottoms)	5,200,000	600	1580

Table 5: Production facilities and capacities of Company D

The production at Company D was limited to cut and make operations. There was no design capacity at this company and the garment structure was provided in a technical pack by the customers. A typical production process at Company D would involve inspection of the received fabric and performing the production processes of cut and make. Figure 4 below shows the production process flow chart for Company D.

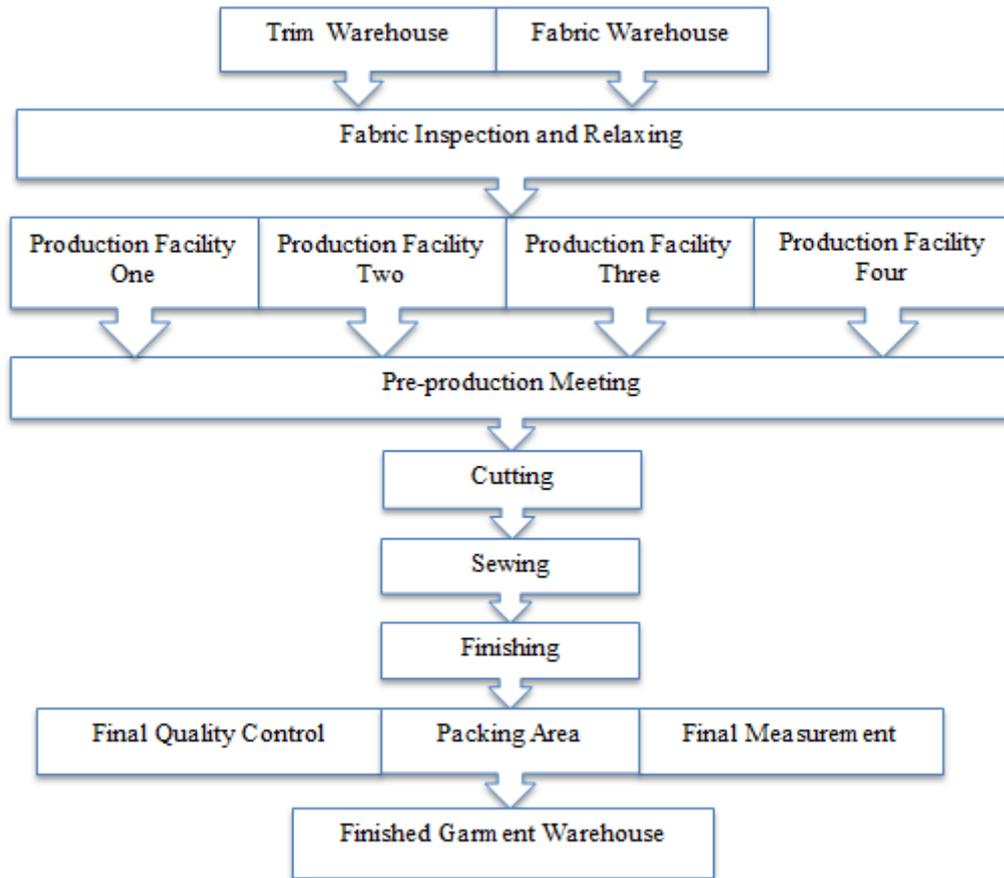


Figure 4: Production process flowchart for Company D

5.0 Company A Production Operations

The company had 3 production facilities encompassing a total area of 18, 600 m² as detailed in Table 6.

Areas in (m ²)	Production Facility 1	Production Facility 2	Production Facility 3
Cutting	650	610	900
Sewing	2,060	2,050	4,650
Finishing	450	450	850
Packing	290	400	400
Warehouse (RM & FG)	800	1,150	800
Offices and other premises	700	500	900
Total Area	5,000	5,160	8,500

Table 6: Production facilities areas in square meter for Company E

The first production facility consists of 3 production lines for producing tailored women’s and men’s pants and jackets. The second production facility is for central cutting and fusing. The third production facility consists of 5 production lines for tailored women’s and men’s pants, skirts, jackets and vests. The production capacity of each product category is shown in Table 7 below.

Garment	Monthly capacity (in pieces)
Pant and skirt	280,000
Jacket	40,000
Vest	30,000

Table 7: Production capacity for Company E

The production at Company E was limited to cut and make operations. There was no design capacity at this company and the garment structure was provided in a technical pack by the customers. A typical production process at Company E would involve inspection of the received fabric and performing the production processes of cut and make. Company E’s production flowchart is shown in Figure 5 below.

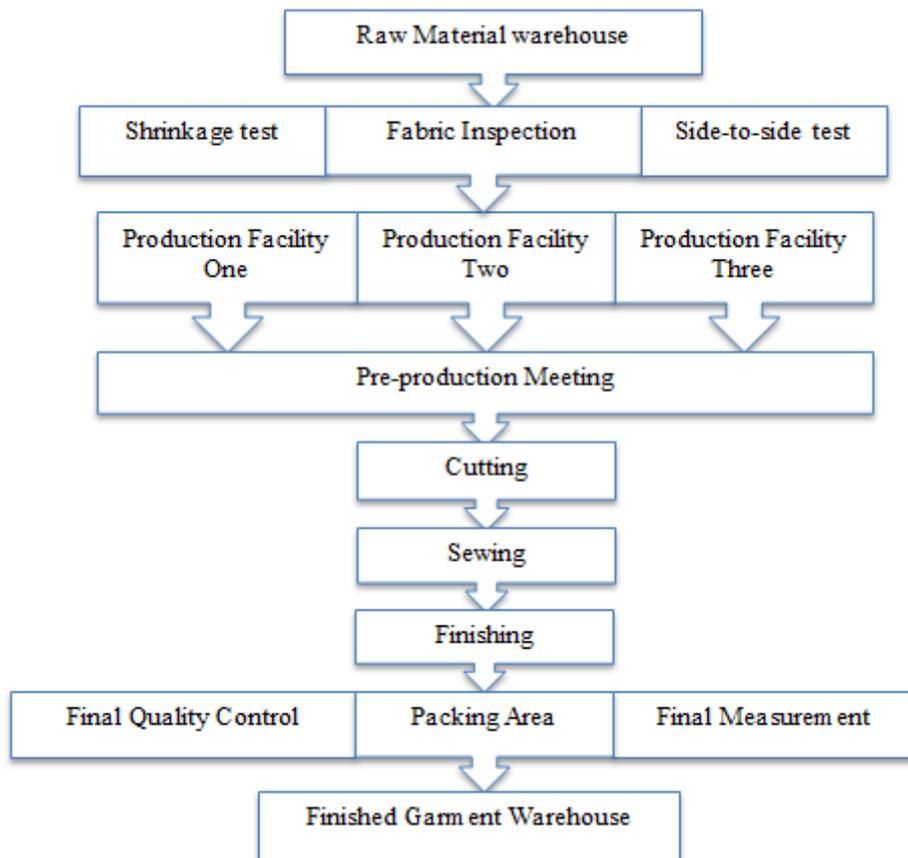


Figure 5: The Production Process at Company E