

**ENABLING THE TRANSITION FROM PRODUCT
PROVIDER TO SERVICE PROVIDER
AN EMPIRICAL INVESTIGATION IN THE
APPAREL INDUSTRY**

Rivini Mataraarachchi

(128003U)



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Department of Textile and Clothing Technology

University of Moratuwa

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DECLARATION

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ABSTRACT

Consumers are expressing preferences based upon some degree of product-service differentiation and not simply on cost. This trend is more prominent among apparel consumers in the major markets. In this context, the success of traditional low cost supply bases will be twofold: first, they can further compete in terms of low cost, or second, they can see opportunities to differentiate themselves through upgrading themselves to provide innovative service offerings. This calls into question the upgrading of the traditional low cost supply bases with the evolving consumer needs to provide innovative service offerings.

The strategic management literature domain discusses the need for dynamic capabilities for upgrading the resource base to meet the needs of an evolving market. Hence the stream of literature identifies the need for learning capabilities as an enabler for an industry upgrade. Supply chain management literature emphasizes the need of integrating demand (Market oriented view) and supply (Supply oriented view) to provide the consumer requirements. On the other hand, “Servitization” has been introduced as a concept that describes the process of the industry upgrade for creating customer value. Emphasizing the need for developing super supply chains, this stream of literature also argues the need for knowledge integration for creating customer value. However, neither literature domain provides an appropriate supply network design that enables the industry upgrade to provide the required service offerings. Therefore an opportunity exists to understand an appropriate supply network design that enables the servitization process. The purpose of the thesis is therefore, to link servitization with competitive priorities, network relationships and integrative capabilities.

The research design that was developed to address this opportunity is a case with four embedded units of analysis. This provides the opportunity to look for theoretical replication of the guiding principles and generative mechanisms that underpin the industry upgrade for servitization.

The research concludes that an industry upgrade for service offerings needs supply networks with appropriate integrative capabilities that both link the competitive priorities of the specific market and enable the integration between cross functions, as well as cross organizations, in order to enable the learning required. Accordingly, the thesis contributes to the applied literature domain through providing an empirically refined conceptual framework for an industry upgrade and further contributes to the underpinning theory through providing an empirically refined conceptual framework for upgrading the resource base. The thesis also provides a practical contribution through identifying a framework for industrialists to upgrade with the changing consumer needs. Accordingly, industrialists should consider incorporating appropriate integrative capabilities through processes, structures, organization design and key performance indicators that align with the market requirements.

Finally, the thesis highlights the limitations and proposes further research areas.

This thesis is dedicated to my family

For their endless love, support and encouragement



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From the beginning of my doctoral life I had always been aware of the difficult path over which this long journey would be taken. As a young mother with an 18-month old child, I took my first steps towards my PhD application to enter the University of Cranfield, UK. Though I was offered a placement, I was not in a position to study there as a full-time PhD student due both to family commitments and the limitation of funds in hand. Thanks to the HETC Project I was able to gain a scholarship from the Sri Lankan government to study as a 'split' PhD student in an overseas university. I would like to express my sincere gratitude to the Head of Department at that time, Dr. Dharmasri Wickramasinghe, for nominating me for the scholarship and also for accepting to be my supervisor at the University of Moratuwa. It is through him I learned the benefits of academic rigour and attention to detail. His never ending positive force provided me the source of motivation I needed to complete the thesis.

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LIST OF ABBREVIATIONS

MFA	Multi Fibre Agreement
JAAF	Joint Apparel Association Forum
CRSC	Customer Responsive Supply Chains
DSI	Demand and Supply Integration
IO	Industrial Organization
SCP	Structure-Conduct-Performance
RBT	Resource Based Theory
RBV	Resource Based View
KBV	Knowledge Based View
DC	Dynamic capabilities
DSI	Demand and Supply Integration
KPI	Key Performance Indicators
SCOR	Supply Chain Operations Reference
SC	Supply Chain
SCM	Supply Chain Management
OW	Order Winner
OQ	Order Qualifier
CMT	Cut, Make And Trim
ODM	Original Design Manufacturer
OBM	Original Brand Manufacturer
R&D	Research and Development
CPFR	Collaborative Planning And Forecasting Replenishment
4PL	Fourth party logistics provider
KAM	Key Account Manager
COE	Chain Of Evidence
SMV	Standard Minute Value
R&D	Research and Development
PLC	Product Life Cycle
CPFR	Collaborative Planning And Forecasting Replenishment
ISW	In Store Week
IST	In Store Test



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RM	Raw Material
JV	Joint Venture
DRA	Design Risk Assessment
JDA	Joint Development Agreement
NDA	Non-Disclosure Arrangement
TRL	Technology Readiness Level
TRA	Technology Risk Assessment
PDRA	Product Development Risk Assessment
TLT	Test Lot Trial
CEO	Chief Executive Officer
CGO	Corporate Growth Officer
CTO	Corporate Technology Officer
R&I	Research and Innovation
R&D	Research and Development



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