

# Supply Chain Strategy adopted by Knitted Garment Units in Tiruppur District

M.Kowsalya\*

\* Ph.D., Research Scholar, Department of Commerce (International business), Chikkanna Government Arts College, Tirupur, Tamilnadu, kows9500@gmail.com

Dr.M.Vanishree\*\*

\*\*Assistant Professor, Department of Commerce (International Business), Government Arts College, Coimbatore, Tamilnadu, vanishreeharitha@gmail.com

**Abstract -** This paper aims to identify the supply chain strategy adopted in knitted garment unit, Tiruppur. Company's supply chain now plays an important role and it is an essential strategic resource in the achievement of strategic goals. Many companies are implementing supply chain management strategy in an effort for profit maximization with customer satisfaction. The objective of the study is to focus on the innovative strategies of Supply Chain Management, which is adopted by knitted garment units of Tiruppur District. The opportunity for foreign trade increases every day. It creates the awareness to go for a systematic supply chain strategy, which leads to business prosperity. This particular study also reveals certain issued which affects the supply chain strategy in turn it helps the exporters to stabilize themselves for the betterment of the business. It also creates a room for future research programs.

**Keywords:** Strategy, Supply chain management, Knitted garments

## I. INTRODUCTION

Supply Chain Management (SCM) is the key to success in today's competitive global environment for any business organization. Supply chain strategy defines how the supply chain should operate in order to compete. Business strategy involves leveraging the core competencies of the organization to achieve a defined high-level goal or objective. While the business strategy constitutes the overall direction that an organization wishes to go, the supply chain strategy constitutes the actual operations of that organization and the extended supply chain to meet a specific supply chain objective. Supply chain strategy also focuses on driving down operational costs and maximizing efficiencies. Most companies develop a supply chain strategy after the business strategy has been defined. The modern business landscape is marked by increasing levels of global sourcing. While many companies across a variety of industries achieve cost savings through sourcing strategy, the benefits are often offset by complexities associated with global supply chain management. This study explores the successful global sourcing strategies in supply chain designed by the export oriented units in Tiruppur. The company's strategy is to achieve a market position, conduct its operations smoothly, attract and retain customers and achieve organizational goals through effective utilization of its resources

## OBJECTIVE OF THE STUDY

- To study the supply chain strategies adopted by knitted garment units in Tiruppur District.
- To offer suggestion based on the study.

## II. METHODOLOGY OF THE STUDY

Research methodology is an approach to receive the needed information by discovering the data from various sources which may be primary and secondary in nature.

### AREA OF THE STUDY

The area of study covers knitted garment units in Tiruppur District.

### RESEARCH DESIGN

This is descriptive in nature and the researcher here made an attempt to study the supply chain strategy by knitted garment units in Tiruppur district

### NATURE AND SOURCE OF DATA

This study based on questionnaire method; Primary data has been collected from various knitted garment units. The questionnaire was drafted based on the research objective of the study. Secondary data is collected from various journals and magazines.

## METHOD OF DATA COLLECTION

The data has been collected through a structured questionnaire. The researcher has used both primary as well as secondary data. The research was conducted only in Tiruppur District.

## SAMPLE SIZE

The sample size is number of item to be selected from the universe to constitute a sample. The sample size was 382. Here the universal population was 1049 and among the population, 382 has been considered as sample size through sample size determination formula,

Formula for finite population  $n = \frac{Z^2 * P * Q * N}{(N - 1)e^2 + Z^2 * P * Q}$

Z = Z value e.g. 1.96 for 95% confidence level, P = 0.5 SD, Q = 1-P, N = population, e = margin of error 0.4, n = sample size finite population.

$$n = \frac{1.96^2 * 0.5 * (1 - 0.5) * 1049}{(1049 - 1)^2 * (0.04)^2 + 1.96^2 * 0.5 * (1 - 0.5)}, n = 382$$

## STATISTICAL TOOL USED FOR THE STUDY

The following statistical tools were applied for the purpose of the study

1. Simple frequency
2. Factor analysis
3. Structural Equation Modelling

## III. REVIEW OF LITERATURE

1. **Johnson, J., Ostojic, J., Lannfelt, L., Glaser, A., Basun, H., Rogaeva, E., Singleton, A. (2004)** presents the relationship between supply chain management practices, SCR and investigates its relationship with competitive advantage. The data collected from 200 managers and analysed using multiple regression. The findings shows that SCM practices are related to SCR and also reveals that SCR is related to competitive advantage.
2. **Schoenherr, T., & Tummala, V. M. R. (2008)** explains how effective supply chain management achieved with the help of variety of initiatives. This paper also aims to accelerate the implantation - decision framework for supply chain management initiatives based on the best practices. AHP methodology was used for the multi attribute decision-making. The findings shows that the AHP modelling process to systematically prioritize the SCM plans for effective implementation by companies.
3. **Kristal, M. M., Huang, X., & Roth, A. V. (2010)** has investigated the influence of an ambidextrous supply chain strategy on manufactures combinative competitive capabilities. The data collected from 174 manufacturers located in US and analysed using SEM. The study revealed that combinative capabilities act as a mediator between ambidextrous supply chain strategy and business performance.
4. **Yan, R., & Wang, J. (2010)** provided a framework to help the manufacturer and the giant retailer to obtain optimal service level, pricing strategy and market structure in order to maximize their respective profits. A profit-maximization model is developed to determine the optimal service level, pricing strategy and market structure for supply chain players. Finding reveals that in order to maximize their profits, the manufacturer and the giant retailer should cooperatively employ a coordinative market structure as an optimal market structure and a bargaining model can be utilized to implement profit sharing for the manufacturer and giant retailer to optimize their profits.
5. **Rose Anderssen, C., Ridgway, K., & Baldwin, J. (2010)** reported that the effects of communicative interaction on integration and coordination of a commercial aerospace supply chain. The data collected through interview method. Result found that risk-sharing partnerships is chosen for co-developing expertise and innovative capacity.
6. **Jüttner, U., Christopher, M., & Godsell, J. (2010)** analyse the integration between marketing and supply chain management and to contribute to the body of knowledge by developing a framework for integrating marketing and supply chain strategies. Based on review of literature insights and conclusion were drawn in both the fields. Finding reveals that the existing literature on marketing supply chain management integration three perspectives can be differentiated, the inter functional perspective, the process perspective and the perspective of integrated business concepts. Integrating marketing and supply chain strategies involves the management of four integration levels: corporate integration, strategic customer integration, strategic supplier integration and marketing and supply pipeline strategy integration.
7. **Hilletoft, P., & Eriksson, D. (2011)** reported that new product development (NPD) relates to supply chain management (SCM). Empirical data have been collected mainly from in-depth interviews with key persons representing senior and middle management in the case company. Findings shows that need to produce innovative, value-adding products, as well as the necessity to quickly deliver them to the market. NPD activities need to be coordinated with SCM activities on a strategic level, least competitiveness will be lost.
8. **Wong, W. P., & Wong, K. Y. (2011)** have studied the impact of supply chain management practice on organisational performance and knowledge management capabilities on organisational performance. The study has revealed that accomplishment of SCMP will have impact on knowledge management and it will influence the organisational performance.
9. **Tummala, R., & Schoenherr, T. (2011)** analysed the comprehensive and coherent approach for managing risks in supply chains. This paper develops a structured and ready-to-use approach for managers to

- assess and manage risks in supply chains. Findings shows that supply chain risks can be managed more effectively when applying the Supply Chain Risk Management Process (SCRMP).
10. **Cegielski, C. G., Allison Jones-Farmer, L., Wu, Y., & Hazen, B. T. (2012)**, examines the extent to which task uncertainty, environmental uncertainty and inter-organizational uncertainty affect intention to adopt cloud computing technology and how information processing capability may moderate these relationships. This paper uses a multiple method approach, which means both qualitative and quantitative. The quantitative analysis suggests that significant two-way interactions exist between each independent variable and the moderating variable, each of these interactions is significantly related to intention to adopt cloud computing. The qualitative results support the assertion that information processing requirements and information processing capability affect intention to adopt cloud computing.
  11. **Beske, P. (2012)** reported that the complementarities of dynamic capabilities and sustainable supply chain management also develop the framework, which integrates dynamic capabilities and sustainable supply chain management practices. Finding reveals that dynamic capabilities and sustainable supply chain management are linked through similar environmental and organizational conditions.
  12. **Ain, N., Lanang, S., Habidin, N. F., Mohd, A. F., Conding, J., & Hashim, S. (2012)** have examined the research model for supply chain strategy and supply chain performance and measure its relationship. The data collected from various automotive industry and analysed using SEM. The study divulges that relationship between supply chain strategy and supply chain performance.
  13. **Qrunfleh, S., & Tarafdar, M. (2013)** examines the relation between lean and agile supply chain strategy and supply chain responsiveness. It also studies the relation between supply chain responsiveness and firm performance. Survey data collected from 205 senior executive and managers from manufacturing firm located in USA and tested using structural equation modelling. The study reveals that strategic supplier partnership fully mediates the relationship between a lean supply chain strategy and supply chain responsiveness, and that postponement partially mediates the relationship between an agile supply chain strategy and supply chain responsiveness. It is also shown that supply chain responsiveness is associated with enhanced firm performance.
  14. **Pereira, C. R., Christopher, M., & Lago Da Silva, A. (2014)** states the role of procurement in identifying and managing the intra and inter-organisational issues which impact supply chain resilience. Based on the literature survey between 2000 to 2013 the research question proposed. The study revealed that procurement activities do make a significant contribution to creating supply chain resilience. Also the possible actions that procurement could take to enable the enhancement of supply chain resilience were identified.
  15. **Bhandari, R. (2014)** analysed various technologies used in logistics and SCM. It also discusses the impact of technology on logistics and supply chain management. The data was collected from various journals and magazines. Findings reveals that technology is a vehicle to enhance supply chain competitiveness and supply chain performance. He also states that choosing the right technology for various logistics activities helps to gain competitive advantages in today's competitive market.
  16. **Scholten, K., Scott, P. S., & Fynes, B. (2014)** found that the combine theory and practice to develop an integrated supply chain resilience framework by investigating the interdependencies between the strategic literature. Utilising an in-depth qualitative case of a collaborative agency. The empirical data leads to the development of an integrated supply chain resilience framework capturing the interplay of disaster management processes and capabilities required to build supply chain resilience. The critical importance of mitigation processes in building supply chain resilience highlighted.
  17. **JaQrunfleh, S., & Tarafdar, M. (2014)** explains the relationship between supply chain strategy and supply chain information strategy and also analyse the impact of supply chain performance. Result suggest that supply chain strategies requires the adoption of corresponding information system strategies such that the can significantly impact on Supply chain performance.
  18. **Yusuf, Y. Y., Musa, A., Dauda, M., El-Berishy, N. M., & Cang, S. (2014)** have analysed the relationship among agile supply chain, competitiveness and business performance. The data collected from 158 supply chain managers located in UK and analysed using correlation and one-way ANOVA. Results of the study suggest that supply chain agile having a significant and positive relationship with competitiveness and business performance.
  19. **Green, K. W., Inman, R. A., Birou, L. M., & Whitten, D. (2014)** have analysed the impact of information on the supply chain strategy, as measured by supply chain competency and organisational performance. The data collected from manufacturing managers from various industry and analysed using SEM. Result reveals that the positive relationship between supply chain strategy and supply chain competency. Finally, it leads to better organisational performance.
  20. **Andrew Beheregarai Finger, Barbara B. Flynn, Ely Laureanos Paiva, (2014)** empirically validates a measure of the anticipation of new technologies (ANT) construct. The data collected from 317 manufacturing plants in ten countries and analysed using SEM and

CFA. Finding depicts that the key supply chain antecedents of ANT are supply chain planning, internal integration and supplier integration. ANT was related to both operational and cost performance

21. **Zhang, C., Gunasekaran, A., & Wang, W. Y. C. (2015)** developed a conceptual integration model based on the existing literature. Based on the result the total integration requires supply chain partners to integrate resource flows.
22. **Wagner, B., & Fearne, A. (2015)** explores how collaboration influences supply chain resilience. An exploratory case study consisting of eight buyer – supplier relationships in the food processing industry was conducted. Findings shows that the collaborative activities increase supply chain resilience via increased visibility, velocity and flexibility.
23. **ya, S., Rath, P., & Das, A. K. (2016)** have studied the effect of changing market condition in supply chain management also analyse the various strategies adopted by companies in their supply chain. The data collected from 109 respondents using randomized methods. The study has revealed that quality and market knowledge are two important factors for implementation of the SCM strategies.
24. **Islam, S., Karia, N., Ahmad Fauzi, F., & Soliman, M. (2017)** had examined the current impact on green supply chain practices. The study uses five step methodology and it is evaluated comprehensively. The study found that there are fifteen aspects and it categorized all green supply chain practices. The study also found that green supply chain management’s disciplines are growing.
25. **Nguyen, T. Van, Nguyen, N. C., & Bosch, O. J. H. (2017)** found that Vietnamese coffee supply chain that would be intervened for increasing the competitive advantages of the product. Modelling techniques (Causal loop diagram and Bayesian Belief Networks - BBNs) was applied to identify the leverage points in the Vietnamese coffee supply chain for increasing the competitive advantages of the product. Data was collected through workshop and in depth interview with relevant stakeholders located in Vietnam. The results indicate that higher investment in all elements of the coffee supply chain will lead to enhanced competitive advantage.
26. **Malakouti, M., Rezaei, S., & Shahijan, M. K. (2017)** reported that SME’s agile supply chain management among SMEs in manufacturing-related services sector. The study proposes that the entrepreneurial orientation, participative management style, supplier relations, resource management, just in time (JIT) methodology and technology utilization are several drivers of ASCM-an effective management decision-making approach. The data collected from 197 SMEs and developed a proposed model tested using Structural Equation Modelling (SEM). Findings shows that the entrepreneurial orientation, participative management style, supplier relations, resource management, just in

time (JIT) methodology and technology utilization positively influence ASCM.

27. **Adobor, H., & McMullen, R. S. (2018)** present a conceptual framework on resilience types in supply chain networks. The paper explores three forms of resilience: engineering, ecological and evolutionary and their antecedents and links these to four phases of supply chain resilience (SCRES): readiness, response, recovery, growth and renewal. Findings shows that resilient supply chains need all three forms of resilience. Efficiency and system optimization approaches may promote quick recovery after a disruption. However, system-level response requires adaptive capabilities and transformational behaviours may be needed to move supply chains to new fitness levels after a disruption. The three resilience types discussed are not mutually exclusive, but rather complement each other and there are synergies and trade offs among these resilience types.

#### IV. ANALYSIS AND INTERPRETATION

**Table 1: Years of operation**

S.No	Years of operation	No of Respondents	Percentage
1	Less than 5 years	14	3.70
2	6 – 10 years	64	16.8
3	11 – 15 years	199	52.1
4	More than 15 years	105	27.5
	<b>Total</b>	<b>382</b>	<b>100</b>

**Source: Computed from primary data**

It can be inferred from the table 1, the majority of the knitted garment units were under the category of 11 – 15 years of operation with 52.1 percent, 27.5 percent of the units were under the category of more than 15 years of operation, 16.8 percent of the units were under the category of 6 – 10 years of operation and remaining 3.7 percent of the units were under the category of less than 5 year.

**Table 2: Status of the Exporter**

S.No	Status of the Exporter	No of Respondents	Percentage
1	Export House	46	12.0
2	Export Trading House	102	26.7
3	Star Trading House	104	27.2
4	Super Star Trading House	130	34.0
	<b>Total</b>	<b>382</b>	<b>100</b>

**Source: Computed from primary data**

It can be inferred from the table 2, that 34 percent of the units comes under the category of Super Star Trading House, 27.2 percent of the units comes under the category of Star Trading House, 26.7 34 percent of the units comes under the category of Export Trading house and remaining

12 percent of the units comes under the category of Export House.

**Table 3: Type of garment produced**

S.No	Type of Garment produced	No of Respondents	Percentage
1	Men	40	10.5
2	Women	156	40.8
3	Children	40	10.5
4	Multiple	146	38.2
	<b>Total</b>	<b>382</b>	<b>100</b>

Source: Computed from primary data

From the table 3, it can be inferred that 40.8 percent of the units concentrate on women garments, 38.2 percent of the units concentrate on multiple products, 21 percent of the units concentrate on both men and children sharing 10.5 percent respectively.

**Table 4: Country of Export**

S.No	Country of Export	No of Respondents	Percentage
1	USA	60	15.7
2	EU	149	39.0
3	Far East countries	133	34.8
4	Middle East countries	23	6.00
5	Oceanic countries	17	4.50
	<b>Total</b>	<b>382</b>	<b>100</b>

Source: Computed from primary data

**Table 6: Communalities**

Short description of variables		Initial	Extraction
SSS1	Adopting demand driven planning for business operation.	1.000	.621
SSS1	Adopting rapid plan and integrating execution through agile supply chain	1.000	.571
SSS3	Accelerating profitable innovation by optimizing product design and product management for supply and manufacturing.	1.000	.869
SSS4	Adjusting price and promotion strategies to shape demand through demand driven planning.	1.000	.873
SSS5	Adopting agile supply chain to changing market opportunities	1.000	.777
SSS6	Selection and management of suppliers and technologies for product innovation and competitive advantage	1.000	.763
SSS7	Integration of business planning involves people, process and technology of the business.	1.000	.804
SSS8	Achieving competitive advantages through social and environmental sustainability.	1.000	.717
SSS9	Enduring inventory buffers to meet customer service.	1.000	.792
SSS10	Delivering immediate return on investment through high process practices and tools.	1.000	.624
SSS11	Adopting cloud technologies for successful supply chain	1.000	.646
SSS12	Continuous and dynamic supply chain adjusting for rapid changing market	1.000	.683
SSS13	Following end – to – end supply chain from demand, market and customer	1.000	.745
SSS14	Integrated planning involving people, process and technology	1.000	.640
SSS15	Reducing supply shortfalls through continuous improvements and operational excellence	1.000	.642
SSS16	Achieving competitive advantage through production efficiency, supplier management skills and attractiveness to employees	1.000	.915
SSS17	Providing right processes, practice and tools for supply chain success	1.000	.922
SSS18	RFID scanning for immediate verification of shipment.	1.000	.736
SSS19	Promoting pull strategy rather than push strategy for inventory distribution.	1.000	.518
Extraction Method: Principal Component Analysis.			

Based on the output of the above table, all the variables have the communalities of more than 0.5. This means that all the variables have significant portion of the variance that contributes to the common factors. As the communality is the sum of square of the loadings of the variables and all the variables are contributing significantly, all are included for the analysis of the final data.

From the table 4, it can be inferred that 39 percent of the units export their goods to European countries, 34.8 percent of the units export their goods to Far East Countries, 15.7 percent of the units export their goods to USA and 4.5 percent of the units were export their goods to oceanic countries.

**FACTOR ANALYSIS FOR SUPPLY CHAIN STRATEGIES ADOPTED IN KNITTED GARMENT UNITS**

Factor analysis was performed with nineteen statements relating to supply chain strategy. The Kaiser-Meyer-Olkin (KMO) value for the collected data was 0.852 which was higher than the recommended minimum of 0.6 (Kaiser 1974), indicating that the sample size was adequate for applying factor analysis and significant value Bartlett's test of sphericity supported the used factor analysis to extract independent variables associated with supply chain strategies.

**Table 5: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.852
Bartlett's Test of Sphericity	Approx. Chi-Square	5065.699
	Df	171
	Sig.	.000

To support the result, an exploratory principal component analysis was done using SPSS. Varimax section was used to identify the underlying factors for supply chain strategy. Items with Eigen values greater than the one were extracted and all the factor loadings greater than were retained, 19 items yielded five factors explaining 72.938% of variance were shown in the below table.

**Table 7: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.115	37.449	37.449	7.115	37.449	37.449	2.957	15.562	15.562
2	2.870	15.106	52.554	2.870	15.106	52.554	2.928	15.412	30.974
3	1.650	8.685	61.240	1.650	8.685	61.240	2.895	15.238	46.212
4	1.219	6.415	67.654	1.219	6.415	67.654	2.683	14.121	60.333
5	1.004	5.284	72.938	1.004	5.284	72.938	2.395	12.605	72.938

Extraction Method: Principal Component Analysis.

**Table 8: Rotated Component Matrix**

	Component					Result
	1	2	3	4	5	
Providing right processes, practice and tools for supply chain success – SSS17	.894					<b>Operational Strategy (15.562)</b>
Achieving competitive advantage through production efficiency, supplier management skills and attractiveness to employees – SSS16	.892					
RFID scanning for immediate verification of shipment – SSS18	.750					
Promoting pull strategy rather than push strategy for inventory distribution – SSS19	.546					
Enduring inventory buffers to meet customer service – SSS9		.802				<b>Technology Strategy (30.974)</b>
Achieving competitive advantages through social and environmental sustainability – SSS8		.766				
Adopting cloud technologies for successful supply chain – SSS11		.730				
Delivering immediate return on investment through high process practices and tools – SSS10		.703				
Adjusting price and promotion strategies to shape demand through demand driven planning – SSS4			.929			<b>Profit maximization strategy (46.212)</b>
Accelerating profitable innovation by optimizing product design and product management for supply and manufacturing – SSS3			.926			
Adopting demand driven planning for business operation – SSS1			.760			
Adopting rapid plan and integrating execution through agile supply chain – SSS2			.704			
Following end – to – end supply chain from demand, market and customer – SSS13				.799		<b>Integration coordination strategy (60.333)</b>
Continuous and dynamic supply chain adjusting for rapid changing market – SSS12				.772		
Integrated planning involving people, process and technology – SSS14				.709		
Reducing supply shortfalls through continuous improvements and operational excellence – SSS15				.666		
Integration of business planning involves people, process and technology of the business – SSS7					.862	<b>Resilience Strategy (72.938)</b>
Selection and management of suppliers and technologies for product innovation and competitive advantage – SSS6					.803	
Adopting agile supply chain to changing market opportunities – SSS5					.775	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

From the table 8, five factors were identified as being maximum percentage variance accounted. The variable SSS17, SSS16, SSS18 and SSS19 constitutes factor I and it accounts for 15.562 per cent of the total variance. The variable SSS9, SSS8, SSS11 and SSS10 constitutes factor II and it accounts for 30.974 percent of the total variance. The variable SSS4, SSS3, SSS1 and SSS2 constitutes factor III and it accounts for 46.212 percent of the total variance. The variable SSS13, SSS12, SSS14 and

SSS15 constitutes factor IV and it accounts for 60.333 percent of the total variance. The variable SSS7, SSS6 and SSS5 constitutes factor V and it accounts for 72.938 percent of the total variance.

**CONFIRMATORY FACTOR ANALYSIS OR MEASUREMENT MODEL OF SUPPLY CHAIN STRATEGY**

In this study, confirmatory factor analysis was used to determine their construct validity of the survey items. It means how well is the construct explained the variables under the construct (Hair et al., 2010). In other words, whenever the correlation of the items within the same construct is relatively high it is said to have the construct validity. Also, the factor loading or the regression weight and the squared multiple correlations (SMC) of the items are significantly correlated to the specified construct would also contribute to the construct validity comprehension.

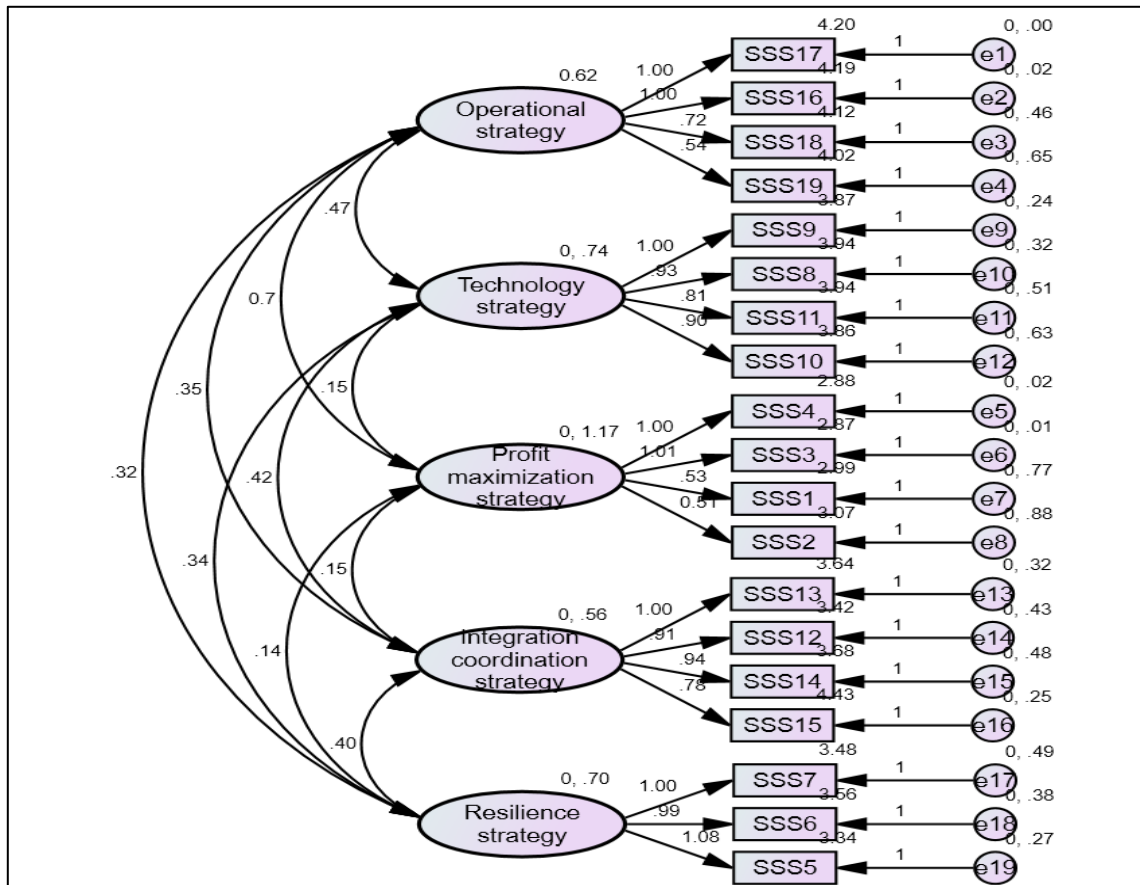


Figure 1: confirmatory factor analysis for Supply chain strategy

Table 9: Fit indices of CFA

$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	AGFI	NFI	CFI
433.353 P value = .000	142	3.052	0.073	0.951	0.947	0.916	0.942

Goodness of Fit Index (GFI), tells what proportion of the variance in the sample variance-covariance matrix is accounted for by the model. GFI should exceed 0.9 for a good model. AGFI (adjusted GFI) is an alternate GFI index in which the value of the index is adjusted for the number of parameters in the model. The Normed Fit Index (NFI) is simply the difference between the two models' chi-squares divided by the chi-square for the independence model. Value of 0.9 or higher indicates good fit. The Comparative Fit Index (CFI) ranges from 0 to 1, like the NFI, 0.9 or higher indicates good fit. The Root Mean Square Error of Approximation (RMSEA) estimates lack of fit compared to the saturated model. RMSEA of .08 or less adequate fit. P value testing the null that RMSEA is no

greater than .08. Conclusion is that, the overall model fit appears quite good and the model is recursive. The  $\chi^2$  test yields a value of 433.353 which, evaluated with 142 degrees of freedom, has a corresponding p-value of .000. Failure to reject the null is therefore a sign of a good model fit that is reverse testing procedure in SEM. (Blunch 2012; Byrne 2013). Additionally the RMSEA is .080. Both tests suggest that the model is a good fit to the data. Table 9 contains relevant information

**V. FINDINGS**

- 52.1 percent of the knitted garment units were under the category of 11 – 15 years of operation.

2. 34 percent of the units come under the category of super star trading house.
3. 40.8 percent of the units concentrate on women garments.
4. 39 percent of the units export their goods to European countries.
5. It has been cluster into five different groups such as Operational strategy, Technology strategy, Profit maximization strategy, Integration coordination strategy, Resilience strategy

## VI. DISCUSSION

- The operational strategy in the supply chain gain more importance, because of the selection of the process, practice and the tools which are implemented in order to achieve success. When numerous orders are received and all the orders are in need of speed and efficiency in delivery, then the best strategy to be adopted is that it has to affirm with the managing skills of people, increasing the efficiency over production, swift the shipment process by adopting the RFID tool for scanning the shipment. Thus the success of the operational strategy leads to success by adopting the best practices, process in the inventory, supply chain management.
- Operational strategy in the supply chain management process helps in finding out the right inventory and meeting the customer demand are the two main processes involved. As the demand process is very high, in terms of volume and value, then the technology play an important role. Cloud computing is getting valued in the current scenario; by adopting cloud technology has to coordinate the sales, manufacturing, inventory, demand, and distribution process.
- Profit maximisation is the min drive of the supply chain management process. In order to accelerate the profits, enough care should have to be taken on the design and management process. Adequate plan in advance has to be made to meet the sudden and agile demand.
- The integration & coordination strategy helps the process of supply chain in meeting the market demand and customer demand effectively. In the continuous changing environment, the time reduction on the

process, process and technology will certainly benefit not only the operation but also increasing the operation excellence.

- Resilience strategy helps the supply chain management process to have stable and sustainable operations which would bring the assured benefits.

## VII. CONCLUSION

Normally the production process carried in garment units are very complex, time consuming and depended on numerous persons. In order to make the process simpler no option is available as it has to carry over numerous process or stages to take the aspect of quality. But the process can be made quickly and the time to carry over the process can be minimised with the help of effective supply chain process. This study has identified five different dimensions to enhance the supply chain process.

The operational strategy defines that the units involved in the production has to split the works based on the requirement and need. In addition, the merchandisers who are responsible of dividing the works for the order have to split the work according to the nature of the work.

The technology strategy has to be supported with appropriate software viz, ERP, EDI and hardware communication tools viz, Fax, telex, and sophisticated scanning and printing devices.

The profit maximisation strategy has to be made with the calculation of the demand expected on the order, the country to be exported, the time for the production allowed and so on. By calculating the time and demand the profit can be assured.

Integration among the departments and the personnel are very much needed to taste the success of the profit. The production process involved might be in need for a new technology and a new process, thus the adoptions of resilience will definite help for strengthening the quality, demand fulfillment and timely delivery.

As supply chains have moved from a cost focus to a customer focus and now currently to a strategic focus, the need to think strategically about the supply chain has ever been more important. The success of a strategy is only as good as the company's ability to fully and properly execute it.

A great supply chain strategy, linked with operational excellence, can provide success for not only the company in question but also its partners and customers. A good supply chain management system will generate income not only to the business but also for the country. If supply chain system is functioning well, the business will progress for bright future.



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