

C/ DETAILED GUIDELINE

I. Brand overview (you can reuse from your asm1)

1. Introduce the background of the brand (history, personality, in which country is the brand present)

Example:

- Chip Wilson founded Lululemon in 1998 in Vancouver, British Columbia, Canada, as a brand of technical athletic apparel for both men and women. Lululemon Athletica, Inc. designs, distributes, and sells in-store athletic apparel and accessories ([Lululemon 2023](#)).
- After 25 years of expansion, Lululemon has become one of the world's leading sportswear corporations, employing over 29,000 people ([Lululemon 2021](#)).

2. Sourcing and manufacturing countries

Identify the scale of production in each country (% of the total products)

Example:

- Lululemon relies on suppliers for product manufacturing and sourcing raw materials ([Morse 2021](#)).
- The company has developed strong and long-standing relationships with its suppliers over time.
- Manufacturing distribution in 2021: 40% in Vietnam, 17% in Cambodia, 11% in Sri Lanka, 7% in China (including 2% in Taiwan), and 25% in other nations ([Lululemon 2021](#)).
- Lululemon implements principles and strategies to effectively manage its supply chain due to large-scale sourcing.

II. Quality management

Analyze the brand's quality management process through 3 main stages: ([Lululemon 2021](#)), ([Barone 2022](#))

1. Pre-production

- Maintain control by frequently visiting their partners' facilities before and after the collaboration on a project.
- Choose and designate manufacturers with reliable material suppliers.
- Use independent inspection, verification, and testing companies to evaluate the performance of their fabrics, including pilling, shrinkage, abrasion resistance, and colorfastness.

2. During production

- The company employs internal experts, hires contractors when needed, and conducts regular evaluations of partner facilities, production lines, and personnel skills.

- Lululemon conducts supplier audits every 18 months, often involving interviews with employees and managers, as well as native-language interviews with foreign migrant workers.

3. Finished products

- Lululemon's team of experts will check the quality and quantity of the finished product at each shipment at random.

III. People management

Analyze what is the brand employment system, training system, mobility, payment policy

This part can include:

1. New employees management:

What is their recruiting process, is there any training session, what is the average wage, payment method, is there any evaluation for the trainees?

Example:

- After the recruiting process, new employees are required to complete at least three weeks of practical work as educators while receiving approximately thirty hours of in-house training.
- The new employees at Lululemon are paid on an hourly basis, whereas all administrators, from store managers to senior management, are salary based ([Liquid research 2023](#))

2. Mobility

What are the brand sustainable practices in the workplace? (well-being, employee empowerment, motivation, immersive experiences,...)

Example:

- Lululemon prioritizes employee empowerment for its culture, values, and business success, fostering inclusive, sustainable development, change resistance, and innovation to better serve customers and the future ([Lululemon 2022](#)).

3. Payment policy

What is the brand average salary, is there any bonus, is it gender pay equality, is there payment for parental absence?

Example:

- Lululemon advocates for gender pay equality, ensuring equal labor standards for their workers. They review year-end findings annually to address any gaps ([Lululemon 2022](#)).

IV. Changes management

Analyze the brand changes management process:

- Why do they need changes management? What are the risks and issues that can affect the supply chain and brand's image (political issues, pandemic, environmental issues, commercial disputes,...)?
- Is there any department that makes plans to prevent and deal with possible bad things?

Example:

As a global brand, Lululemon always faces various risks, such as pandemic, political issues, environmental issues, commercial disputes, etc., which can directly affect the supply chain

and the brand's image. Therefore, the Risk Management and Traceability department will make a plan to prevent and deal with possible bad things.

- What are the steps in their risk management plan? (provide a short sentence of the reason or outcome for each step) ([The Investopedia Team 2022](#))
 - Establishing the scene for risks: Visualize and predict future situations. Establish evaluation criteria and define the structure of the analysis.
 - Risk identification: Understand the corporate environment and market information to identify risks.
 - Risk analysis: Continue to determine the likelihood and consequences of risks to understand each specific case and their impact on the company.
 - Risk assessment: To determine the best solution, assess whether the risk is acceptable and its likelihood.
 - Risk reduction: Plan to minimize consequences with risk control measures such as: risk transfer, risk avoidance, risk acceptance or control, prevention, and reduction of damage.
 - New and existing risk monitoring: Update the situation regularly to make appropriate changes to the assessment as well as the management plan.
 - Establish a quality management system into the enterprise: Internal and external shareholders participate in discussions and consultations at each step of the risk management process that are relevant to the entire process.
- A case that the brand went through

Example:

- Nike faced brand reputation risks due to poor working conditions and child labor reports.
- They implemented a comprehensive risk management approach, including supply chain transparency, a supplier code of conduct, and auditing/monitoring programs.
- Through these measures, Nike improved labor practices, reduced child labor instances, and rebuilt trust as a leader in responsible sourcing ([Study Smarter n.d.](#)).

D/ TIPS

- If you are doing an international brand, choose a big brand that provides a lot of information.
- Stick with the brand's annual report, impact or sustainability report as most of these assignments are all mentioned in it.
- If you are doing a local brand, an interview is recommended. Here is the question sample:
 - Where does the brand source materials?
 - Can you tell me about the quality control of the brand?
 - What quality standards are you looking up to?
 - And about the workplace, how would you tell me about it?
 - Can you tell more about the work in other departments?
 - How do you keep track of their attendances?

- How would you pay them?
 - When it comes to risks, how would you manage it?
- If the information you need is not provided in the annual report, find a theory for that part as most brands tend to follow those theories.
- As this work is marked on presentation, keep the slides simple and go big in the scripts / recordings.

F/ FOOD FOR HUNGRY THOUGHTS

Barone A (2022) *Quality Management: Definition Plus Example*, Investopedia website, accessed 27 November 2023. <https://www.investopedia.com/terms/q/quality-management.asp>

The Investopedia Team (2022) *Risk Management Framework (RMF) Definition*, Investopedia website, accessed 27 November 2023. <https://www.investopedia.com/articles/professionals/021915/risk-management-framework-rmf-overview.asp>