

Internship Report Sourcing & Product Management

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1 Company Information

As a menswear retail boutique in Würzburg, the business was founded in 1969. It solely sold men's clothing when it was first established. The company's name was taken from the book *Oliver Twist*, and Sir Oliver was the original name under which it was founded. It was decided to adopt the s. Oliver brand, which would subsequently represent itself in the international arena, because the term Sir was commercially registered under the name of another brand. During this procedure, the business's owner travelled to India and reached a deal with the country's suppliers. They launched the Comma premium brand in Düsseldorf in 1979 as part of the firm group company. In 1996, the company started to produce the first women and established the s.Oliver women category. In 1999 and after that, the company wanted to expand its stores to grow further. It took over the advertising rights of Comma. In 2002, he established the Liebeskind brand. S. Oliver bought foreign markets Austria, Switzerland, and Benelux as its subsidiaries. S. Oliver Online in 2004 They began opening their shops. Later, they started selling their products all over the world. Their present administrative center was established in Rottendorf in 2008. Currently, the company has 4500 employees working for it in Germany. Around 1500 individuals are known to be employed in Rottendorf alone. The Comma is no longer affiliated with the S. Oliver brand. It is well known that women make up about 80% of the workforce. And the majority of the production comes from the clothes industry for women. Currently, the corporation sources its products from nations with low production costs, such as India, Turkey, China, and Indonesia. There are locations for it throughout Europe. It is also one of the top apparel firms in Europe and a German brand. Owner Bernd Freier stepped down as CEO of the business in 2019, and a new CEO is now in charge. The company's head office in Rottendorf features a huge restaurant, a gym, and a doctor's office. In addition to this, they give their staff members a discount on clothing purchases. The business adheres to a policy designed to foster an atmosphere of real trust and intimate relationships with its personnel.

2 Internship Description

It took roughly a month to prepare the documentation independently after the first internship interview with the employer as a procedure. The internship began on September 15th. All interns were welcomed and led to the office by HR. The onboarding took one day. The interns were given a presentation that covered crucial firm information, including the legal status of information protection. It was an opportunity for interns to meet each other and learn about the company. The Triangle, a sub-brand of s. Oliver, which specializes in plus-size women's clothes is the division the internship position

founded. Even though the department was smaller than others, it was a well-organized and established department. Triangle, which is the internship department, a sub-brand of s.Oliver, has only online stores at this moment. It is a comparably newer department than sub brands of s. Oliver such as Red Label Women or Comma. However, Triangle is always supported by other departments. The workflow is significantly constant in every step. Having the opportunity to work with Comma, for training only for two weeks, was significant and added value to the internship. Learning the workflow in a department three times bigger was an inevitable opportunity. Among these learning and gaining competencies such as entering the prices into the systems. There, the colleagues show how to use well-known computer programs such as SAP and PLM, in addition, to TESI chain, TSphere, and Material Block Chain. From the installation of the computer until the full working tempo, with the support of colleagues took around 2 weeks.

The task distribution for this internship position “Sourcing & Product Management” often proceeded in the manner below until I was fully assimilated into the workplace. To monitor the supply process, correspond with suppliers via email to avoid problems, enter purchase prices into the system, address any minor systemic issues that arise during purchases, bargain with suppliers in accordance with the design team's fabric requirements, and compare the prices and quality of the incoming fabrics. to weigh the requested cloth so that the provider can provide a matching fabric of the same quality. To keep track of the received samples in Excel. Sorting and arranging samples, configuring target price. Forward planning and control time according to the common milestone schedule of the company. The workflow was altered, and small issues periodically surfaced, which made it possible to come up with remedies. Thinking critically and approaching the issues logically are helpful in this case. Despite the problems of a systemic or personal nature, the internship is generally a pleasant and instructive environment.

2.1 Global Sourcing

Sourcing and procurement have changed over years or more. The sourcing and procurement teams were initially only given tactical tasks, such as exploiting the company's technology infrastructure or moving chats rooms around. However, today, excel spreadsheets are transformed into colourful visual applications. Therefore, the development of technology altered corporate strategies and presented new difficulties for organizations, such as how to better manage pricing, navigating supply chains, and adjusting the customer shopping behaviours. Securing better contract terms, driving cost savings, and forging supplier relationships, sourcing teams are developed into strategic authority to the company.

The situation is no different in s.Oliver. Today, sourcing teams that were already in place can quickly turn the situation around and support shifts to remote or hybrid working options. The sourcing team begins comparing responses or quotes from suppliers after getting their replies in order to determine which resource best meets their needs within their budget.

The company's profit is crucial, despite the fact that there are a lot of available strategies. The most crucial aspect of the business is profit, which comes first and foremost because the organization anticipates making big profits from the products it sources. Thus, the business carefully selects its suppliers if it is to make a profit from supply and build relationships with the focus on the future. For example, in s.Oliver the supply nations where the present corporate department operates were: China, India, Hong Kong, Turkey, and Indonesia. In comparison to Turkey, nations like India, Indonesia, and China can produce at a lower cost. If one of our suppliers in Turkey is charging more than we are willing to pay, we may be able to negotiate a lower price with the supplier in India. The company chooses the suppliers; up until the final order, adjustments may be made to the list of 10 to 15 suppliers in accordance with our interests and price performance status.

The method by which businesses find, assess, and work with suppliers is known as supplier selection in s.Oliver. The process of choosing a supplier uses a significant portion of a company's financial resources and is essential to the success of any corporation. The company regularly publishes a document containing performance analyzes of its suppliers. In this publication, there are tables evaluating the minus and plus sides of the suppliers, such as price, quality, transportation cost. Many criteria are taken into consideration while making the evaluation. In the company these metrics are called KPI values.

In research from Helmold and Terry (2016) the supplier selection has been made according to some criteria measured by KPI values. The Supplier Balanced Scorecard (BSC) monitors a select few important supplier KPIs. In most cases, important or major suppliers are evaluated. The strategic goals of the organization should be closely correlated with these KPIs. Key performance indicators for evaluation to understand how well the company does in its purchase. This foundation might be derived from prior performance. However, using a supply balanced scorecard KPI while making a purchase is crucial efficient assessment. (p.65)

These metrics are a method for assessing performance. The departments that s. Oliver has authorized decided what qualifies and determines the metrics which are based on some standards. The supplier should be held to the standards and lightened in the supply contract. One criterion is time, for instance. This criterion assesses how well the supplier meets the deadlines for product delivery. Time, order completeness, quality, and supplier innovation are some of the criteria. The performance of suppliers

can be measured using a variety of methods. While many checklists are inside s. Oliver digitally accessible.

Costing is yet another crucial component of supply. The company's control department's authorized individuals are circumspect about this matter. Therefore, this documentation ought to get to us before the goods are available for purchase from the company. As a result, systematic follow-up is possible. A significant amount of time and money may be lost owing to the absence of information transfer if there is missing information and it is not entered into the system in a timely manner. This is because the supplier cannot access the product's billing and transportation information in the same way.

A costing document as shown in Figure 1 should be requested from the supplier. So that we can enter prices into the ERP system as a result. A first sample price, a second sales sample price, and then the final order price is how the provider presents their fee. Until the price of the final order, the supplier may be changed. Every season, suppliers are asked for these three pricing. In general, since the final order quantity is greater, it is anticipated that the price will be lower. For instance, the quoted price in the cost sheet in the example below refers to the purchase price of that quotation, which is the price we pay to the supplier whether it is the first sample or the complete order. Should pay attention to the dates provided if decision made to accept the final order for this quotation. Calculated Block Date Greige, for example, is the process of the supplier separating the raw fabric for the department in the manufacturing plant. The projected delivery date is therefore calculated as 03.03.2023, in accordance with the quotation, if an order is placed by the following date 12.12.2022.

Finally, only the company will profit if these dates are accurately entered during the purchase process. Because if the blocked fabric is left unnecessarily or for a long time in the supplier's facility, an improperly calculated date will result in unnecessary charges. Triangle, the internship department, is smaller than other departments. Triangle decided without making a fabric reservation and instead used the materials that the supplier already had on hand while assessing the remaining women's fabrics with the Oliver red labels. Thanks to circumstances like this in the supply chain, there are numerous methods to lower the price. The term "left-over" is used in the company to describe using already-existing resources. Likewise, if we consider these factors, giving the company's profit top priority is crucial.

Centric8 Production		2131513	TRIANGLE		Asmara International Limited					
Product	2131513	Minimum Qty per Color	500	Calculated Purchase Price	19,3743515					
SubDivision	TRIANGLE	Minimum Qty per Order	1000	Offered Price	19,35					
Timeschedule Theme	306	Fabric Transit	3	Delivery Time From						
Collection Type	Main Collection	Fabric Prod. Greige	15	Price Comment						
Product Group	Light Woven	Fabric Prod. Dyeing	21							
Main Class	Blouse	Garment Prod.	42							
Quote Status	SMS	Calc. Block Date Greige	12.12.2022							
Colors		Calc. Block Date Color	27.12.2022							
Agent	s.Oliver Bernd Freier GmbH & Co.KG	Transittimes	0							
Supplier	Asmara International Limited	Planned Handover Date	03.03.2023							
Final Order		Offered Production Handover	03.03.2023							
Shipping Port	Istanbul	Operation Total	3,38							
Transport Mode	L	Material Total	3,39							

Operation Costs			
Miscellaneous	Description	Miscellaneous Cost	Operation Total
Report			3,38
Labor / CMT		4,8	4,80
Others / Misc.		4,58	4,58

Material Costs										
BOM Section	Key Material Title	Product	Color	Material Description	UOM	Price per Unit	Qty	Wastage	Qty Usage	Material Total
Report										3,39
Shell fabric		FA- WO-1213034	DTYM	Elyaf 33027 85%Modal 15%Pes		4,85	1,60	5,00%	1,68	8,15
Thread		TR- TH-1000447	DTYM	Thread for seams		0,25	1,00	5,00%	1,05	0,26
Thread - Embroidery		TR- TH-1000447	2 Tones Darker	Embroidery Thread		-	-	5,00%	-	-
Tape		TR- TA-1202367	8751	Cord filler piping tape for neckhole		0,22	0,30	5,00%	0,32	0,07
Tape		TR- TA-1025114	DTYM	Elastic tape inside neckline		0,35	-	5,00%	-	-
Hanger Loop		TR- TA-1000428	DTYM	Satin hanger loop 0,3 cm wide		0,20	-	5,00%	-	-
Carelabel		LA- CL-1072159	White	Main first care label		0,02	1,00	5,00%	1,05	0,03
Carelabel		LA- CL-1072160	White	Main second care label		0,03	1,00	5,00%	1,05	0,03
Woven Labels		LA- WL-1216733		Folded woven label		0,03	1,00	5,00%	1,05	0,03
Size Label		LA- SI-1218886		Size label		0,02	1,00	5,00%	1,05	0,02
Strings		LA- SR-1213316		Waxed coated string 1.0mm		0,02	1,00	5,00%	1,05	0,02
Hangtags		LA- HT-1216864		Price hangtag - Triangle		0,07	1,00	5,00%	1,05	0,07
Hangtags		LA- HT-1216770		Sample hangtag - Triangle		0,06	-	5,00%	-	-
Sticker		LA- ST-1005801		GTIN sticker		0,01	1,00	5,00%	1,05	0,01
Garment wash		3030		Softener washed		-	-	5,00%	-	-
Artwork design		AW- DE-1214533		Triangle embroidery		0,25	1,00	5,00%	1,05	0,26

Figure 1 - Costing Sheet, Source: s.Oliver supplier quotation from 2022 December

According to Collis (2015) materials are considered direct costs since they may be linked to the final product. Collis explains direct costs in three categories:

- Direct materials, which are the cost of materials and components used to make the product.

- Direct labour, which are the cost of employing the workforce that covers the direct material into the finished product.
- Direct expenses, which are not always incurred but include such costs as subcontract work or special tools and equipment bought for particular order. (Collins, 2015, p.21)

In order to enter the correct calculations into the system, the company asks the suppliers for a document called the costing sheet. Under the section specified as BOM, there are materials that complete the product. The BOM is defined by the designers before production. As a result of these assessments designers send the technical sketch of a style before requesting a pricing from a supplier. Finally, the supplier and manufacturer come to an agreement, and the supplier determines the price per meter, considering the fabric quality. The fabric's quality, size, accessories, and supply mode, such as a flight, truck, etc., are deciding variables within this pricing. Accordingly, price purchases are started from the first sample. If necessary, the quality of the materials can be changed with the supplier and bargaining can be made. For example, sometimes it may be requested from the supplier to remove the cost-inducing features such as the embroidery buckle button used in the product from the product or to search for other alternatives. The cost we paid is detailed along with what was included in it. Prices like the material price, labor cost, and label price are included in the total cost.

2.1.1 Primary Goal

s. Oliver has specific tactics and a system developed for business that is focused on generating margin. It is progressing with a profit-focused approach in addition to its unique quality and style. The company is negotiating at a price well below its desired level. According to Parniangtong (2016) the definition of "strategic sourcing" is altered. Instead of only focusing on the lowest purchase price, it develops supply chains at the lowest total cost. To achieve this goal, collaboration across many other departments is necessary in addition to purchasing, especially if some of the externally acquired commodities and services are crucial to maintaining a company's competitive edge (p.2). The overarching goal of a procurement strategy is to assist in obtaining and maintaining a company's competitive advantage. Therefore, any strategic procurement strategy must be created to meet professional growth goals (p.7). Parniangtong explains the strategic sourcing with three significant steps.

The transformation from traditional purchasing methods to a strategic sourcing focus requires three fundamental philosophies that drive the strategic elements and also, the infrastructure required to support the procurement process. These include:

- Focus on the total delivered value, not the purchase price.
- Collaborative approach to dealing with suppliers, rather than oversight.

Focus on enhancing profitability, rather than cost saving. (Parniangtong, 2016, p.6)

“The Strategic Sourcing concept considers the total cost of supply. This concept unveils the total cost incurred by the buyer when purchasing materials and services. The Total Supply Cost (TSC) is an assessment of all costs—both direct and indirect—involved with an item over the product life” (Ellram, 1995, as cited in, Parniangtong, 2016). Therefore, s.Oliver also examining a textile product's financial performance and managing a strategic calculation is necessary to determine its profitability. Analysing the product's production costs, sales revenue, and overall profit margin are a few examples of what this might entail in s.Oliver. Charges incurred during the manufacturing process, in the supplier's facility, such as the price of labour, raw materials, and other costs included in production costs. The amount of cash made by selling a product, including how many units are sold and how much they cost to purchase. By deducting the production expenses from the sales revenues and dividing the result by the sales revenues, the profit margin is determined. The product is more profitable if the profit margin is higher. The profitability of the product is also impacted by market demand. High-demand products are typically more profitable than low-demand ones. However, in this division, usually Triangle purchases 500 unit of products from the supplier as demand is lower than the other sub-brands.

Although there are many impacting factors in costing, the procurement procedure is generally well-oiled with pricing. For instance, you could need to switch a product you currently supply from Turkey to India in order to improve price performance. Therefore, s.Oliver manages , price performance analysis by purchasing price ratio values delivered by the controlling department. Thus, the prior sales performance review is used in the control department of the organization to define target prices.

Each and every season, which means three months, an excel entry made by the controlling department was submitted by the corporation to the departments. As an example, the following values were entered into this Excel sheet which can be target price received. First, to calculate the average PP Ratio, the controlling department grouped the purchase prices from previous collections into various criteria. One of the first criteria is country division where supplier is located. The second criteria is the product group, also called main class in the table. And, the third criteria is the brand gender line which are the sub- brands of s.Oliver, like Triangle. Therefore, the target prices were chosen based on this criterion according to the corresponding sales price.

Brand Gender Line	comma Black - female
Main Class	comma Black - female
Collection Ty	comma casual identity - female
Country	Junior - female
PP Ratio	Junior - male
UVP	Junior Baby - others
	Junior Kids - female
	Junior Kids - male
	Liebeskind Berlin - female

Brand Gender Line	comma casual identity - female
Main Class	Jacken
Collection Type	Main Collection
Country	China
PP Ratio	42,57%
UVP	Purchase Price
9,99 €	\$1,87
19,99 €	\$3,74
29,99 €	\$5,62
39,99 €	\$7,49
49,99 €	\$9,36
59,99 €	\$11,24
69,99 €	\$13,11
79,99 €	\$14,98
89,99 €	\$16,85
99,99 €	\$18,73
109,99 €	\$20,60
119,99 €	\$22,47
129,99 €	\$24,35
139,99 €	\$26,22
149,99 €	\$28,09
159,99 €	\$29,96
169,99 €	\$31,84
179,99 €	\$33,71
189,99 €	\$35,58
199,99 €	\$37,46

Figure 2 - Target Price, Source: s.Oliver target price excel sheet from 2022 December

The UVP value, or store selling price, is the key factor when setting the target price. As an illustration, the target price for a product with a retail price of \$69.99 is corresponds to \$13.11 target price. Here, dollars and euros are equal into one unit price. Based on the UVP, which is sales price, the target price of this product is determined. Also, the PP Ratio is the determining factor to consider when setting the target price. PP ratio represents the price range, indicates the difference between the target price and the purchase price. The purchase price is always the purchase price from the supplier. If the specified purchase price is above the target price, a negative value is obtained. In such a case, it is possible to negotiate again with the supplier. Therefore, so called, the PPR differential, is significant in the decision of buying specific product. As a result, it can be concluded that if the PPR divergence is negative, it also suggests that the price being paid for a certain product right now is high.

Special UVP		
Please enter UVP	Purchase Price	
24,99 €	4,40 €	\$4,40

A special UVP which does not appear in the list can be entered here.

Purchase price in € and in \$ will be displayed here.

Purchase Price to PP Ratio Calculator			Purchase Price Ratio Difference	
Please enter UVP	Please enter PP in €	Please enter PP in \$	PPR Difference in €	PPR Difference in \$
139,99 €	33,60 €	\$33,60	-8,97 €	-\$8,97
PP Ratio	60,00%	60,00%	43,99%	

You can calculate from your given Purchase Price to Purchase Price Ratio, if you enter UVP and your Purchase Price in € or \$ here.

Purchase Price Ratio will be displayed here.

Purchase Price Ratio Difference based on Calculator and defined Brand Gender Line etc. from Drop Downs in left column will be displayed here.

Figure 3 - Target Price Excelsheet, Source: s.Oliver target price excelsheet from 2022 December

Prices are often received by the company prior to the arrival of the first sample. Additionally indicates that the provider has calculated and supplied the prototype sample. As soon as all the season pricing have been received. A style overview is created by the organization's designated individual. PPR and goal pricing are shown, together with a complete list of prices, in the style overview. Once the targets have been submitted to the management department, a decision is made regarding the final prices to proceed with the activity.

2.1.2 Secondary Goal

Textile product quality may entail assessing the product's raw ingredients, the production procedure, and the finished item itself. A textile product's quality can be determined by several criteria. Sourcing suppliers with the right combination of low cost, quality, and service is critical. As Senft (2010) indicated the biggest problems with global sourcing are related to transportation, cultural differences, and low quality (p.10). The materials used to make a product can influence how well it turns out overall. For example, a product produced with premium materials would often be more durable and comfortable. Therefore, the second and most significant factor is which supplier has better product quality.

While a textile product's appearance can play a significant role in determining its quality, s.Oliver deal the quality problems smoothly. It assesses suppliers based on their benefits and dangers with a source sheet published on the intranet so that the sources can prove certain aspects. Certain vendors, therefore, have not been recommended or suspended. The company considers the quality and durability of the product and fabric as vital as pricing. The product's quality can be determined by the

method it is created. For instance, goods produced using high-quality tools and methods will often be of greater quality than goods produced using tools and methods of lower quality.

Although quality seems to be a secondary factor, it has a great impact on pricing. It is possible to provide a product from another supplier even though the target set is greater because the alternative provider can partially meet the quality criterion and there is a deadline. Up until the final order, the company is flexible in choosing suppliers. With the same quality and at a lower cost, it is feasible to import goods from the supplier countries in the far east. Therefore, it's crucial to maintain quality while simultaneously trying to keep costs as low as feasible. Senft once highlighted that generating profit for businesses are more important rather than how well product is made "Although those might be only secondary, they are a necessary basis to meet the primary goals, which is, firstly, to be economic and, secondly, to derive as many benefits as possible from one's efforts. The reason for that is that the enterprises are not judged according to the quality of their products, but according to the return on investments" (Senft, 2014, p. 13). For instance, let's say we want to purchase a blouse in Germany that retails for 70.00 UVP. It is a good idea to supply 15 euros in Turkey. Even better, though, would be to purchase it for just 13 euros in a country in the far east. Senft also indicates the focus on sourcing is not on quality as the primary reason "The focus of sourcing is, therefore, on low-cost countries or on suppliers who are able to provide high productivity because of specialization. In this case, other factors, such as service, image, quality, or technical performance, are secondary" (Senft, 2014, p. 26). In today's economy, finding the best suppliers at the lowest cost can be a challenge. It is essential for businesses to source products and materials in a way that maximizes quality and service while minimizing costs.

2.2 Product Management

2.2.1 Product Development

Today, the design, production, and distribution of textiles, including clothes, yarn, fabric, printing, and fabric, represent the core activities of the textile business. The concept for such product is initially established using data from consumer and marketplace research but considering the physical attributes of the product by the designers. Typically, it involves a mix of consumer or, in order to promote a product, customer discussion groups along with inside business information searching. It has been demonstrated in industrial product development that choosing the most creative employees to develop product concepts speeds up the process and enhances the concepts. The company's plus-size clothes sub-brand, Triangle, is dubbed Internship Department. Now, Triangle solely operates online. Segmentation is divided into departments within the company brands like s. Oliver women, and

s.Oliver red label. The corporation stands out thanks to its huge brand. This product range spans 44 to 54 sizes. When conducting market research for a plus size apparel firm, there are a few important considerations to bear in mind. It's crucial to first determine who your target market is. Who is it that your clothesline is aimed at? Once you are aware of who your target market is, you can begin to investigate the appropriate clothing. What fashions are fashionable among ladies who are plus size? According to Mbonu (2014) a thorough examination is required to comprehend the many stages of the fashion sector. There are certain qualities to take note of whether you are at a department store, high street, or shopping mall. Which market are you creating for, I ask? (p.56).

For example, with s.Oliver usually big size model is interviewed during fit session to get insight and information how she feels. Finally, not to forget about marketing when launching your plus size clothing line. Also, during market research it is important to pay attention how the company get the word out about the brand. It is important to ask questions and making brainstorming on using traditional advertising methods or focus on digital marketing. Another way to analyse consumer trends is to look at buying habits. This can help you understand what people are buying and how often they are buying it. Additionally, you can look at customer surveys and reviews to get a better understanding of what people think about your product or service.

As a result, the brainstorming process has started, and concepts are beginning to form. Designers begin the season by choosing a color scheme. They create an idea using the color palettes they select based on the season. Following some brainstorming, a concept study for the product idea is presented. First sketches and graphical representations are both used for concept screening. The technician who collaborates with the designer chooses the design's measurements. Similarly, the print patterns are chosen by the graphic designer who collaborates with the designer. Designers analyze and photograph the goods that are on sale in various stores in order to share these ideas and do market research. The textiles of the modeling techniques that were previously utilized are tested again. The fabrics featured in the various divisions are a reminder. It is feasible to work together with designers or suppliers in other departments. In this situation, the creative thinking and market analysis of the designers are essential. The colors often change with the seasons. For instance, although brighter and darker color palettes are prioritized in the summer and winter, respectively, the autumn season is characterized by more earthy tones. Between each collection, designers ensure that they have a strong marketing strategy in place to reach their target demographic. They are equipped with the technological know-how and infrastructure required to develop styles for the department. For instance, sewing teams, stock fabrics, and fitting models. Working with designers at a tex-tile company is typically important in this sense. It may be stated that this is where the job actually began. Working together with designers as a team during the procurement process is crucial for effective supplier negotiation. Along

with the manager, it's crucial to discuss the clothing line's price point. So that once the initial sample arrived, price-value talks were also held. Will clothing be reasonably priced from a customer standpoint for the typical plus-size woman? Does the business have the funds to try new production lines?

As a result of the concept, brainstorming and market research, designers share the repeat patterns with the technician. Or the models are asked to make a new shape for the styles of new season. Repeat patterns are the same pattern of a specific style. For example there was a T-shirt from last season only colour will change, so technician wont make another pattern but will use the old one. The technical sheet, called as BOM (stated in Figure 1) showing the materials of manufacture and how to produce them, are created and are passed to the supplier. Then, first sample production requested from the supplier. It is important for correcting the shape and size problems with the model. As explained in 2.1 sometimes, two fitting sample are requested from different suppliers so negotiation and cross checking can be made. Thus, it is possible to use previously used or stock fabrics. Post-production refers to clothing made of leftover fabric that is still in stores or factories. It mostly relies on the brand how they handle and dispose of these. Some premium brands have been discovered to destroy such goods, while others provide steep discounts in the hopes of moving the inventory through sales. However, the pre-consumer category is intriguing. In this category, surplus fabric, other materials, and trims from overproduction or excessive ordering on the side of designer companies, producers, and hobbyists are combined with waste of materials that naturally arise throughout the manufacturing process. As a result, product development is a very detailed work that requires team spirit. In general, these times in the company are very busy and hectic. In this process, high management expects them to stick to the program and to put forward the assigned tasks in a timely manner.

2.2.2 Time Management

One of the most significant factors in product management is the time management issues. A person or organization can gain or lose a lot from time, to use the phrase "time". Time management is often a matter of priority. According to Stack (2013) prioritization has important role in organizations which requires strong sense of self-discipline, and this can be achieved by long term planning (p.3) For instance, if a product is not produced with the proper quality, it will need to be made again, which is a waste of time. Time can also be wasted by individuals and management approaches. Due to improper directions, having insufficient managers might cause critical activities to be delayed and time to be wasted on unimportant jobs. The best method to resolve such issues is for the individual or organization to follow a set schedule. By following the duties in a systematic manner and completing them on time, it is achievable. In huge organizations like s.Oliver, it is impossible for one individual to perform

a variety of tasks, as well as problems that cannot be solved by one person. Due to this, the corporation is subject to a company schedule given by the control departments and senior management. And, the final products, including internal and external suppliers, reach the final client through this huge schedule in the company. Only if ERP systems were incorporated into such massive enterprises could this follow-up be accomplished.

The milestone in S. Oliver, as depicted in Figure 4, is transmitted throughout the organization via the Plm system and resembles a schedule. It can display the length of time in the product development till a particular event can be reached. For the business, how time is defined throughout product development is crucial. Product development starts during this time period, which is typically measured in quarters, with the involvement of designers.

According to study, a project's duration might vary, however in businesses, projects are typically set to make the most of a certain season.

A brief signifies the inception of any project within the creative industries. Within a college a fashion design brief outlines the aims and objectives of a particular timebound project, typically within specified parameters – a specific season, a genre (menswear or womenswear) or a brand, for example. The duration of a project will vary; both short and longer projects have their merits and their difficulties. Shorter projects (from one to five weeks) help to improve your decision-making and application abilities; however, good time management is essential for making efficient use of the allocated. (Mbonu, 2014, p.32)

Figure 4 illustrates which specific mission will be completed in what timeframe for each season, as illustrated in Figure 4. All departments are given access to this calendar by the company, and they are expected to use it. The calendar is also accessible to suppliers. The timelines for developing, producing, and delivering the supply as well as the product concept are listed in this table. For instance, the supplier is informed by the final production date in this table that the manufacturing must be completed by that time. As a result, if it is followed, the work will be finished without delay and on schedule.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Quarter	SubDivision	Timeschedule Theme	Worksheet	Proto Sample Ex	Collection Choice	Collection Choice	Proto Comment	SMS Ex Country	Price Value	Price Value	Sales Presentati	Sales Period	Cancellati on	Sales Period Till	Final Order	Final Productio	Delivery Time From	Delivery Time Till
Q2	TRIANGLE	May 2023 (305)	19.07.2022	18.08.2022	29.08.2022	31.08.2022	20.09.2022	20.10.2022	07.11.2022	07.11.2022	15.11.2022	17.11.2022	28.11.2022	01.12.2022	01.12.2022	01.12.2022	17.04.2023	02.06.2023
Q2	TRIANGLE	June 2023 (306)	19.07.2022	18.08.2022	29.08.2022	31.08.2022	20.09.2022	20.10.2022	07.11.2022	07.11.2022	15.11.2022	17.11.2022	28.11.2022	01.12.2022	01.12.2022	01.12.2022	15.05.2023	30.06.2023
Q3	TRIANGLE	August 2023 (308)	07.10.2022	07.11.2022	17.11.2022	24.11.2022	06.12.2022	10.01.2023	24.01.2023	25.01.2023	06.02.2023	08.02.2023	24.02.2023	01.03.2023	01.03.2023	01.03.2023	17.07.2023	18.08.2023
Q3	TRIANGLE	September 2023 (309)	07.10.2022	07.11.2022	17.11.2022	24.11.2022	06.12.2022	10.01.2023	24.01.2023	25.01.2023	06.02.2023	08.02.2023	24.02.2023	01.03.2023	01.03.2023	01.03.2023	21.08.2023	22.09.2023
Q3	TRIANGLE	October 2023 (310)	07.10.2022	07.11.2022	17.11.2022	24.11.2022	06.12.2022	10.01.2023	24.01.2023	25.01.2023	06.02.2023	08.02.2023	24.02.2023	01.03.2023	01.03.2023	01.03.2023	18.09.2023	20.10.2023

Figure 4 - Time Table, Source: s.Oliver plm system from 2022 October.

Time management is an issue that arises in big organizations as well as in s.Oliver, as soon as a well detailed schedule. During the studies at the University, the applied project courses and lead management were important issue to reduce the waste time. In lean management, there are tools decreasing time processed for the manufacturing and therefore using less inventory and carrying cost. In process optimization, application of such tools like Kanban model, decreased the lead time significantly and therefore added value to the organization. As a result, using important tools help companies to reduce time and therefore the cost.

3 Erp Systems

The company has integrated many systems and is running smoothly without any glitches. s.Oliver uses many ERP systems in inside and in the sales area. It is frequently employed by businesses engaged in supply chain management to assist in keeping track of all the moving pieces involved in manufacturing and distribution. Although there are many examples, a few stand out. For example, Microsoft SharePoint is used to share information among different departments. This way, it is possible to cooperate more easily and make sure that important information is always available. The control department sets prices that everyone in the company can access. This is done using a SharePoint system, so everyone in the company can easily find and use the prices.

One of the most utilized programs in the organization is Power BI, and users prefer the web version. Instead of an app, a URL is supplied for this. Here, staff members have access to department-specific, graphical monthly and annual sales reports. For instance, you can observe which product categories sell more depending on segmentation in the table below. Additionally, statistics and values are produced based on turnover, season, and margin so that this is possible. Despite being a significantly smaller department, Triangle Power BI's values are those of other departments because Triangle Power BI's values have not yet been established. Additionally, Power BI offers other departments with data on sample tracking.

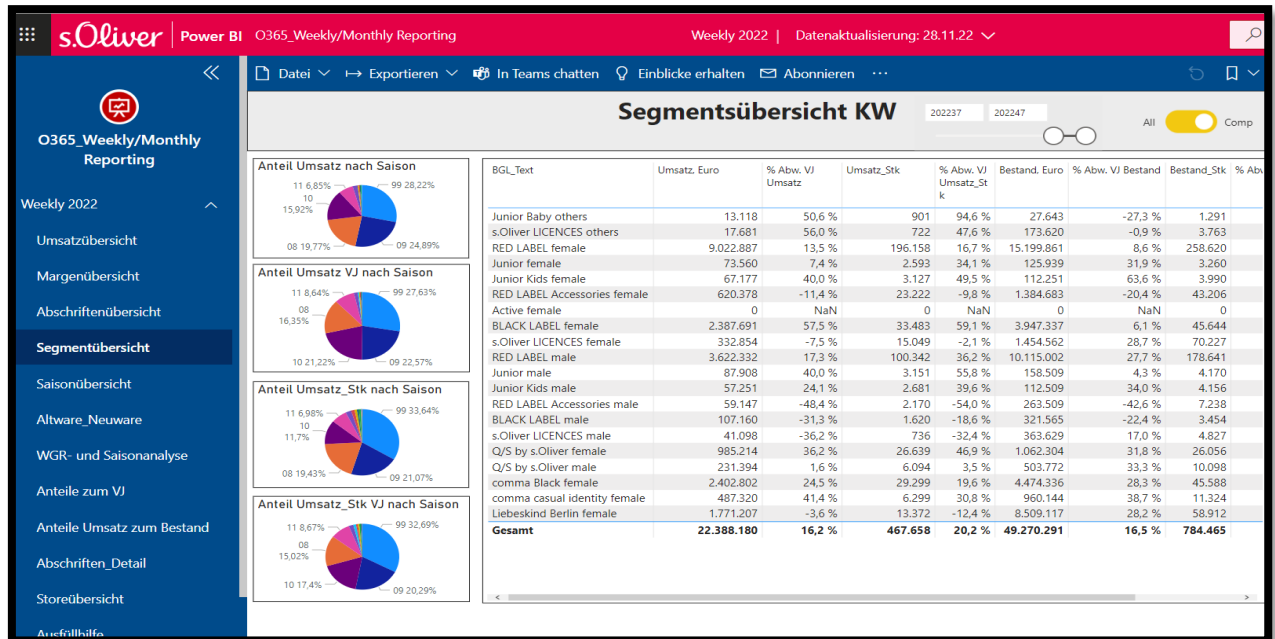


Figure 5 - Power BI, Source: s.Oliver segmentation overview from 2022 October

The TESI Chain is a significant program that is frequently utilized (supplier management system). The leading network that connects suppliers, logistics firms, and retailers to improve monitoring and booking management. For instance, if the order invoice is submitted into SAP, all orders must be visible in this system for the supplier to acquire this information to build and pass goods on to Germany. The source must use SAP to initiate and resolve any issues if there are any with it. In most cases, this is what occurs. If the invoice is not received by the suppliers, the source should verify that the prices have been accurately put into the SAP system or that the invoice has been generated. By enabling electronic sourcing, support, and digitalization of the sourcing events, TESI Chain provides supplier scouting. To reduce expenses, enhance expenditure control, and increase compliance with direct and indirect procurement procedures, TESI Chain uses digitalization to your advantage. The workflow for suppliers and sources is quite convenient. The inventory process is kept moving along the supply chain, ensuring efficiency, through collaboration and digitisation.

SAP Split requested
7
 Out of > 300

Unread Messages
1809
 Out of > 300

Unread Messages
0
 Out of > 300

TESI Chain (sOliver-Prod-C4B-Web2) - Orders

Freier Group / Aras Deniz

300 Lines / Page 1/20
Reset View Export Print Refresh Previous Next

ACTIVE ORDERS Purchasing - All Orders PUR													
			Season	Sub-Agency	Vendor	Plant	Order	Delivery CW	Type of Packing	Collection Type	Sub Division	Sub	
<input type="checkbox"/>			2023/04	11000 - s.Oliver Bernd Freier d	5005227-Techno Design GmbH	D120	5010000817	202236	Flat-packed	10	10.	s.Oliver	
<input type="checkbox"/>			2023/04	11000 - s.Oliver Bernd Freier d	5005227-Techno Design GmbH	D120	5010000846	202236	Flat-packed	10	10.	s.Oliver	
<input type="checkbox"/>			2023/09	13011 - Hangzhou s.Oliver Sourcing Com	5004625-Tonglu Spring River Knitting	D120	5010011691	202351	Flat-packed	12	10.	s.Oliver	
<input type="checkbox"/>			2023/03	13050-s.Oliver Turkey Tekstil Ticaret d	5003032-Atlas Giyim San. ve Tic. A.S.	D120	4710001177	202322	Hanging	11	10.	s.Oliver	
<input type="checkbox"/>			2023/03	13050-s.Oliver Turkey Tekstil Ticaret d	5003032-Atlas Giyim San. ve Tic. A.S.	D120	47100001174	202322	Hanging	11	10.	s.Oliver	
<input type="checkbox"/>			null/null	11000 - s.Oliver Bernd Freier d	5004503-Haian Lianfa Garments Co., Ltd	D120	4710001229	202325	Flat-packed	11	10.	s.Oliver	
<input type="checkbox"/>			null/null	11000 - s.Oliver Bernd Freier d	5004503-Haian Lianfa Garments Co., Ltd	D120	4710001228	202325	Flat-packed	11	10.	s.Oliver	


Allocations and Call Offs

Reset View Export Print Refresh Previous Next

Block Order	T	HPos	Item	Colour	Allocation Producer	(First) Call Off	Quantity
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Figure 6 - TESI Chain, Source: s.Oliver supply chain tracking system from 2022 October.

S. Oliver's intranet is incredibly thorough. So, they can quickly examine the photographs and locate the sample when the products are searched by their codes. Since samples' images in the PLM system are often technical drawings and represent the first version, the article report product intranet connection, however, enables visual viewing of the products.

 Aktuelles ▾ Company ▾ Anwendungen ▾ Berichte ▾ Vorlagen How To Get Involved Collaboration ▾

>> Artikel Report Produkt

SAP-/TOBAS-/Artikel-Nummer

Subdivision	
Kollektionsart	
Hauptwarengruppe	
Saisonjahr	x 2023 x ▾
Saisonmonat	▾


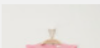

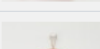
	10.1.14.10.100.2128779 10.1.14.10.100.2128779 Bluse 202303 GHVK 10,40 UVP 25,99
	10.1.14.10.100.2130609 10.1.14.10.100.2130609 Bluse 202304 GHVK 10,40 UVP 25,99
	10.1.14.10.100.2130913 10.1.14.10.100.2130913 Bluse 202305 GHVK 9,20 UVP 22,99
	10.1.14.10.100.S2128779 10.1.14.10.100.S2128779 Bluse 202303 GHVK 10,40 UVP 25,99

Figure 7 – Product Report, Source: s.Oliver intranet from 2022 September

S. Oliver's material blocking platform, which has a website, once more informs the company about the fabrics that are accessible for usage and that are still with the source. By entering the style number, the supplier of that type of fabric or the colors that are offered are checked. On the intranet, users can follow Oliver's purchases and supplier information. In this case, a message that was altered in SAP but not forwarded to the other chain can be triggered. Due to the message interaction's architecture, the provider, a link in the other chain, can receive the information as a result.

The screenshot shows the 'Blocking' interface of the s.Oliver intranet. It features a top navigation bar with tabs: 'Blocking', 'Failed PO', 'Reporting', and 'FAQ / Business Rule'. The main area is divided into three sections:

- Block List Filter:** A form with fields for Style Number, Material Code, Color, Product Group, Brand Gender Line, Sub-Agency, Leftover, Leftover-Status, and Block Status (with buttons for 'Blocked' and 'Confirmed').
- Block List (2635 results):** A table listing blocked items with columns for Item ID, Material Code, Quantity, and Supplier. Visible items include:

Item ID	Material Code	Quantity	Supplier
FA-CK-1206501	00GR	Qty: 170 kg	Epyllion Style Ltd.
FA-WO-1208611	00GR	Qty: 5,418 m	Alroubaia Textile Co. Fourtex Sharabati Denim
2131390	00GR	Qty: 1,722 pcs	Techno Design GmbH
- Block Details:** A form showing detailed information for a selected block, including Style Number, Material Code, Supplier Ref Code, Material Supplier, Sub Agency, Brand Gender Line, Sub-Division, Block Quantity, Valid from, Unit Price, Block Status, and Mails. It also includes a 'Remarks' section and a 'Consumptions' table.

Figure 8 – Leftovers, Source: s.Oliver intranet from 2022 October.

s.Oliver is attempting to establish a profit cycle by coordinating with its employers that fits within its own profits cycle and structure. The personnels it employs in the fields of technology, strategy, and practical experience never stop adding value to the business. It is inevitable not to enter a profit cycle in such a setting. A business that has defined its goals and put its plans into action appropriately will always turn a profit. From a strategic perspective, s.Oliver effectively controls its earnings and quality management so that it can continue to be an existing brand.

As a conclusion, costing is first and foremost the most crucial factor for the corporation in the production and supply of a product. The organization's development of specific strategies within the context of innovations is crucial to the company's profitability. For instance, precise target price planning enables one to substantially remain below the supply price while still making a profit. Another crucial element is the expectation that the quality would be appropriately adjusted to meet the consumer. Although it can seem like a secondary consideration, quality significantly affects pricing. Even though the objective set is higher, it is still viable to provide a product from a different source because the alternate provider can partially match the quality requirements. Correctly determining the demand and supply group in accordance with the market research through conducting the necessary research, and the conveyance of this information to the target market are crucial components in the

development of the product. For instance, the prices of goods produced in big sizes are reasonable and near to market rates. It is clear from market research that plus-size women find this type of apparel to be both trendy and comfortable. Finally, cost and time management are inversely related. One of the most crucial requirements for businesses is timely product creation because it results in the utilization of less stock and has an impact on transportation costs. Correct production planning and, if applicable, process optimizations must be used in these productions. Since all of these elements have an impact on source and product management, whether directly or indirectly, they should be used to develop a plan and stand out in the field.

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I hereby declare in my word of honour.

- that I prepared this final thesis independently and without any outside help.
- that I used no sources or resources other than those indicated.
- that I marked any verbatim quotes and paraphrased text by other authors within the work where they appear.
- that I did not submit it elsewhere for examination purposes.

I am fully aware that a false declaration will have legal consequences.

Ich erkläre hiermit ehrenwörtlich,

- diese Master-/Bachelor-/Seminararbeit selbstständig und ohne fremde Hilfe angefertigt,
- keine anderen als die angegebenen Quellen und Hilfsmittel benutzt,
- die Übernahme wörtlicher und sinngemäßer Zitate aus der Literatur an den entsprechenden Stellen innerhalb der Arbeit gekennzeichnet,
- die Arbeit mit gleichem Inhalt bzw. in wesentlichen Teilen noch nicht anderweitig für Prüfungszwecke vorgelegt zu haben.

Ich bin mir bewusst, dass eine falsche Erklärung rechtliche Folgen haben wird.

Würzburg, 28/01/2023



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Ort, Datum

.....
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