

Chapter 7

CONCLUSION

The research analyzed the impact that ERP create on the performance of an apparel manufacturing organization. As a result of this study the researcher developed a framework that can be used to measure this impact in terms of value additions to the organizational activities. The framework considers both tangible benefits as well as intangible benefits in evaluating this impact.

More or less the apparel manufacturing process all over the world follows common processes and common practices. The terminology used in apparel manufacturing process is also very unique. Being one of the oldest industries, over the years the processes and practices in the apparel industry have been well regulated and come to a standard manufacturing process. This standard manufacturing process provided a basis for this framework



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The framework considers nine main areas of an apparel manufacturing organization which contributes to add value to the final product. Thereafter it measures the impact considering the value addition in each area. To figure out this value addition process, the following aspects of the organization are taken into account.

- (1) Organization's primary & supportive activities
- (2) Organization's characteristics
- (3) Industry best practices.

The application of the framework on a Sri Lankan apparel manufacturing organization which uses ERP, revealed the following facts.

- The overall improvement in value addition after ERP is 95%
- The value addition in core business areas were as follows

1	Merchandising	159.21 %
2	Production & Planning	68.71 %
3	Warehouse operations	120.26 %
4	Manufacturing	81.07 %
5	Commercial	60.63 %
	Average	97.97 %

- The maximum improvement in value addition from core business areas, was recorded in warehouse operations, which is 120.6%
- The average improvement in value addition in core business areas was 97.97%.
- The improvements in value addition in business support areas were as follows

6	Information technology	109.20 %
7	Human resource management	77.12 %
8	Finance & Controlling	52.38 %
9	Corporate strategy	209.21 %
	Average	111.97 %

- The maximum improvement in value addition in business support areas was recorded in corporate strategy, which is 209%.
- The average improvement in value addition in business support areas was 111.97%.

According to this analysis this particular ERP solution has supported more in business support areas than core business areas. From the overall perspective it has contributed in great terms to the success of corporate strategy aspect.

On average, this analysis shows that the company has increased its potential in terms of value addition by substantial terms after implementing ERP and this increase in the potential tallies up to a great extent of the actual performance (financial as well as non financial) of the company achieved over the years..

Chapter 8

LIMITATIONS

The following limitations exist in the framework

- (1) The framework is more applicable to manufacturers for the export market

The company in the case study caters only the export market. Hence all the commercial activities (out bound logistic arrangements) are partial towards exporting.

- (2) The framework is more partial towards make- to order scenario since the case study supported more into make-to order scenario.

Future research studies are needed to improve this framework into a generic model by eliminating these limitations. On the other hand more and more industry bet practices and bench marks should be incorporated in the questionnaire to ensure a better analysis

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Appendix A

QUESTIONNAIR FOR THE FRAMEWORK

Scoring Method

Type (1) questions (only one answer is allowed)

Response	Score
A	0
B	1
C	2
D	3
E	4

Type (2) questions (only one answer is allowed)

Response	Score
Y	4
N	0

Response	Score
Low	1
Medium	2
High	4

Type (3) questions (only one or several answers are allowed)

Response	Score
P	2
Q	2

Response	Score
1	1/n
2	1/n
3	1/n
4	1/n
.....	
n	1/n



1.0	Merchandising
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1.0	Response time and flexibility for accepting orders from the customers
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1.1.1	Average number of days taken from order inquiry to procurement of raw materials	
(A)	14 or more	
(B)	10 to 13	
(C)	7 to 9	
(D)	3 to 6	
(E)	Two or less	

1.1.2	Average Number of days taken from order acceptance to procurement initiation	
(A)	14 or more	
(B)	10 to 14	
(C)	7 to 10	
(D)	3 to 7	
(E)	Less than 3	

1.1.3	Minimum period where the changes are accepted for the orders already placed	
(A)	12 to 10 weeks before production	
(B)	7 to 9 weeks before production	
(C)	4 to 6 weeks before production	
(D)	2 to 4 weeks before production	
(E)	Less than 2 weeks before production	

1.2	Accuracy of RM utilization at ordering level
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1.2.1	Provision for wastage at ordering level	
(A)	More than 2% of the net requirement	
(B)	1.5 % to 2 % of the total requirement	
(C)	1.0 % to 1.5 % of the total requirement	
(D)	0.5 % to 1.0 % of the total requirement	
(E)	Less than 0.5 %	

1.2.2	Stock writing off due to wrong ordering	
(A)	More than 2 % of the annual purchases	
(B)	1.5 % to 2 % of the annual purchases	
(C)	1.0 % to 1.5 % of the annual purchases	
(D)	0.5 % to 1.0 % of the annual purchases	
(E)	Less than 0.5 % of the annual purchases	

1.2.3	Bottlenecks in production due to wrong ordering of raw materials
(L)	Low
(M)	Medium
(H)	High

1.3 Product Costing

1.3.1	Speed & accuracy in referring RM prices
(L)	Low
(M)	Medium
(H)	High

1.3.2	Speed & accuracy of SMV costing
(L)	Low
(M)	Medium
(H)	High

1.3.3	Speed & accuracy of VA costing
(L)	Low
(M)	Medium
(H)	High

1.3.4	Speed & accuracy of SUB costing
(L)	Low
(M)	Medium
(H)	High

1.3.5	Speed & accuracy in referring FI & OH information
(L)	Low
(M)	Medium
(H)	High

1.3.6	Availability Logistical Factors (Tax/Quota)
(P)	Tax
(Q)	Quota

1.3.7	Speed & accuracy in referring logistical factors
(L)	Low
(M)	Medium
(H)	High

1.4	Sample/ Product Development
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1.4.1	Sample turn-around time in days (if all Raw materials & machinery available)
(A)	14 or more
(B)	10 to 13
(C)	7 to 9
(D)	3 to 6
(E)	Two or less

1.4.2	Sample reject rate as a percentage
(A)	More than 30 %
(B)	30 % to 20 %
(C)	10 % to 20%
(D)	5 % to 10 %
(E)	Less than 1%

1.4.3	Availability of documents/ information required by the sample room in the process of working out the ordering consumptions
(A)	Technical data (sketch/spec & how to make)
(B)	RM details
(C)	Order Quantity
(D)	Ratio of pieces
(E)	Contract copy of the Customer
(F)	Order delivery date

1.4.4	Speed of referring to the above information in (3)
(L)	Low
(M)	Medium
(H)	High

1.4.5	Availability of PLM (product life cycle management)
(Y)	Yes
(N)	No

1.5	Capacity Planning
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1.5.1	Accuracy and Speed of referring to open capacity information
(L)	Low
(M)	Medium
(H)	High

1.5.2	Accuracy and Speed of checking subcontracting facilities
(L)	Low
(M)	Medium
(H)	High

1.5.3	Accuracy and Speed of checking RM availability
(L)	Low
(M)	Medium
(H)	High

1.6	Critical Path management
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1.6.1	Usage of the Critical Path for order management
(L)	Low
(M)	Medium
(H)	High

1.6.2	Time taken to prepare the critical path for a given order
(A)	> one hour
(B)	40 to 60 minutes
(C)	20 to 40 minutes
(D)	10 to 20 minutes
(E)	Less than 10 minutes

1.6.3	Accuracy of the critical path
(L)	Low
(M)	Medium
(H)	High

1.7	Facilitating SCM
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1.7.1	Gravity Performing supply chain management
(L)	Low
(M)	Medium
(H)	High

1.7.2	Ability of using SCM software
(L)	Low
(M)	Medium
(H)	High

1.7.3	Availability of customer evaluation process
(Y)	Yes
(N)	No

1.8	Facilitating CRM
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1.8.1	Performing customer relationship management
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(L)	Low
(M)	Medium
(H)	High

1.8.2	Ability of using CRM software
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(L)	Low
(M)	Medium
(H)	High

1.8.3	Customer evaluation capability
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(L)	Low
(M)	Medium
(H)	High

1.9	Integrated information
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1.9.1	Customer order links (Mark what is available)
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(A)	Customer order / Purchase requisition link
(B)	Customer order / Purchase order link
(C)	Customer order / Planning order link
(D)	Customer order / Production order link
(E)	Customer order / Production line link
(F)	Customer order / Customer invoice link

1.9.2	Browsing speed of the customer order links
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(L)	Low
(M)	Medium
(H)	High

1.9.3	Centralization of master data
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(L)	Low
(M)	Medium
(H)	High

1.9.4	Availability of key master data (mark what is available)
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(A)	Vendor master data
(B)	Customer master data
(C)	Product \ style master data
(D)	Material master data

1.9.5	Speed of referring master data
(L)	Low
(M)	Medium
(H)	High

1.9.6	Availability of size conversion facility in the Material master
(Y)	Yes
(N)	No

1.9.7	Availability of Material vendor combined information
(L)	Low
(M)	Medium
(H)	High

1.10	Office Automation
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1.10.1	Number of documents maintained in soft copy form as a percentage of total documents in the department
(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %
(E)	75 % to 100 %.

1.10.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

1.10.3	Number of staff as a percentage of total indirect staff
(A)	Above 30 %
(B)	20 % to 30%
(C)	10 % to 20%
(D)	5 % to 10 %.
(E)	Less than 5 %

1.10.4	Average stationary per month as a percentage of average salaries per month
(A)	Above 3 %
(B)	2 % to 3 %.
(C)	1 % to 2 %
(D)	0.5 % to 1%
(E)	Less than 0.5 %

1.11	Staff related overheads & Employee work load
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1.11.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

1.11.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

1.11.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load

2.0	Production Planning
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2.1	Demand forecasting \ Order receipt forecast
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2.1.1	Maintaining historical information / data warehousing pertaining to sales/demand
(L)	Low
(M)	Medium
(H)	High

2.1.2	Availability/ usage of demand /sales forecasting tools
(Y)	Yes
(N)	No

2.1.3	Accuracy in forecasting
(A)	Very low
(B)	Low
(C)	Sufficient
(D)	Good
(E)	Excellent

2.2	Capacity management
2.2.1	Availability of factory capacity information
(A)	Very low
(B)	Low
(C)	Sufficient
(D)	Good
(E)	Excellent
2.2.2	Accuracy of factory capacity information
(L)	Low
(M)	Medium
(H)	High
2.2.3	Facility for Capacity booking for future orders
(Y)	Yes
(N)	No
2.2.4	Availability of user defined business calendar in the system
(Y)	Yes
(N)	No
2.2.5	Ability to define and maintain the number of daily working hours consistently
(L)	Low
(M)	Medium
(H)	High
2.2.6	Speed and accuracy of the future capacity calculations
(L)	Low
(M)	Medium
(H)	High
2.2.7	Capacity measuring
(1)	In product units
(2)	In standard hours
2.2.8	Integration of sub-contracting capacities with factory capacity
(L)	Low
(M)	Medium
(H)	High

2.3	Flexibility & quality of planning
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2.3.1	Levels of planning
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(1)	Company level
(2)	Plant level
(3)	Production area level (sections)
(4)	Production line level
(5)	Any user defined level

2.3.2	Availability of resource pooling facility.
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(L)	Low
(M)	Medium
(H)	High

2.3.3	Linkage of production plan to actual production information
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(L)	Low
(M)	Medium
(H)	High

2.3.4	Ability of rescheduling the orders at any stage
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(L)	Low
(M)	Medium
(H)	High

2.3.5	Transferability (mobility) of production orders
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(1)	Among company level
(2)	Among plant level
(3)	Among line/module level

2.3.6	Ability of rescheduling the orders at any stage
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(Y)	Yes
(N)	No

2.3.7	Availability of an interface from sourcing database (SCM system)
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(Y)	Yes
(N)	No

2.3.8	Accessibility & accuracy of critical path information
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(L)	Low
(M)	Medium
(H)	High

2.3.9	Usage of SMV' data in the planning process
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(Y)	Yes
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(N)	No
2.3.10	Availability of graphical planning board
(Y)	Yes
(N)	No

2.4 Plan optimization

2.4.1	Availability of tools to do "what if analysis"
(Y)	Yes
(N)	No

2.4.2	Application of learning curve in planning board
(Y)	Yes
(N)	No

2.4.3	Usage of advanced planning & optimizing (APO) techniques in planning process
(L)	Low
(M)	Medium
(H)	High

2.4.4	Capacity losses due to inefficient planning (time gaps between orders)
(A)	Above 15 %
(B)	10 % to 15 %
(C)	5 % to 10 %
(D)	2 % to 5%
(E)	Less than 2%

2.4.5	Availability of automatic alerts for deviation from plans during production
(Y)	Yes
(N)	No

2.5 MRP processing

2.5.1	Availability of BOM (Bill of Material) for each product (style)
(Y)	Yes
(N)	No

2.5.2	Reusability of one BOM created previously
(L)	Low
(M)	Medium
(H)	High

2.5.3	Average time taken to create a BOM
(A)	More than 60 minutes
(B)	30 to 60 minutes
(C)	15 to 30 minutes
(D)	5 to 15 minutes
(E)	Less than 5 minutes

2.5.4	Accuracy & speed of MRP generation
(L)	Low
(M)	Medium
(H)	High

2.5.5	Facility to integrate MRP processing with RM warehouse
(L)	Low
(M)	Medium
(H)	High

2.5.6	Time taken to generate purchase requisition
(L)	Low
(M)	Medium
(H)	High

2.6	Work study Enhancement
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2.6.1	Availability of a centralized database for SMVs
(Y)	Yes
(N)	No

2.6.2	Speed of referring the relevant SMVs
(L)	Low
(M)	Medium
(H)	High

2.6.3	Monitoring and recording actual minute values for operations
(Y)	Yes
(N)	No

2.6.4	Time taken to calculate total SMV of a style
(A)	More than 10 minutes
(B)	7 to 10 minutes
(C)	4 to 7 minutes
(D)	2 to 4 minutes
(E)	Less than 2 minutes

2.6.6	Accuracy of efficiency figures
(L)	Low
(M)	Medium
(H)	High

2.6.7	Time taken to calculate total factory efficiency
(A)	More than 60 minutes
(B)	30 to 60 minutes
(C)	15 to 30 minutes
(D)	Less than 15 minutes
(E)	On-Line

2.6.8	Frequency of calculating incentives for workers
(A)	Once a month
(B)	At least once in three weeks
(C)	At least once in two weeks
(D)	Once a week
(E)	Daily

2.6.9	Accuracy of incentive figures
(L)	Low
(M)	Medium
(H)	High

2.6.10	Time taken to calculate incentives for the whole plant
(A)	More than 16 hours
(B)	8 to 16 hours
(C)	4 to 8 hours
(D)	1 to 4 hours
(E)	Less than one hour

2.7 Method Study Enhancement

2.7.1	Performing method study function in the plant
(Y)	Yes
(N)	No

2.7.2	Availability of historical method study information
(Y)	Yes
(N)	No

2.7.3	Accessibility of method study information
(L)	Low
(M)	Medium
(H)	High

2.7.4	Recording method study information for future reference (Visuals)
(L)	Low
(M)	Medium
(H)	High

2.8	Integrated Information
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2.8.1	Plan order links available
(1)	Plan order / Production order
(2)	Plan order / Customer order
(3)	Plan order / Purchase order
(4)	Plan order / Purchase requisition
(5)	Plan order / Operation number
(6)	Plan order / Production line

2.8.2	Speed of tracing through the plan order links
(L)	Low
(M)	Medium
(H)	High

2.8.3	Style/Product WS information available
(A)	Style \ cutting operations
(B)	Style \ Line in operation
(C)	Style \ Sewing operations
(D)	Style \ Line out operation
(E)	Style \ packing operation

2.9	Office Automation
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2.9.1	Number of documents maintained in hard copy form as a percentage of total documents in the department
(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 %

2.9.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

2.9.3	Reduction of staff as a percentage of total department staff
(A)	0
(B)	Less than 10 %
(C)	10 % to 20%
(D)	20 % to 50 %.
(E)	Above 50 %

2.10	Staff related overheads & Employee work load
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2.11.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

2.11.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

2.11.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load

3.0	Warehouse Operations
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3.1	Stock counting
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3.1.1	Non closure of factory for stock takes
(Y)	Yes
(N)	No

3.1.2	Supporting Cycle counting or any other continuous counting methodology
(Y)	Yes
(N)	No

3.1.3	Time taken to do a stock verification
(A)	More than 5 days
(B)	3 to 5 days
(C)	1 to 3 days
(D)	Less than 1 day
(E)	Online

3.1.4	Ability to freeze the warehouse operations when stock counting is done
(L)	Low
(M)	Medium
(H)	High

3.1.5	Compatibility of stock figures in the system\ books with actual
(A)	Less than 90 percent
(B)	85 to 90 percent
(C)	90 to 95 percent
(D)	More than 95 %
(E)	100 %

3.2	Efficiency & Effectiveness of Inventory Management.
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3.2.1	RM wastage due to obsolescence wrong issue and damages as a % of total RM purchases for the year
(A)	Greater than 2%
(B)	1.5% to 2.0%
(C)	1.0% to 1.5%
(D)	Less than 1%
(E)	0 %

3.2.2	Average Stock holding Period for RM
(A)	> 60 days
(B)	40 to 60 days
(C)	30 to 40days
(D)	15 to 30days
(E)	Less than 15

3.2.3	Average RM Inventory value as a % of total RM purchases for the year
(A)	> 10 %
(B)	8% to 10 %
(C)	6% to 8 %
(D)	4% to 6 %
(E)	Less than 4 %

3.2.4	Average Stock holding Period for FG
(A)	> 10 days
(B)	8 to 10 days
(C)	6 to 8 days
(D)	4 to 6 days
(E)	Less than 4 days

3.2.5	Average FG Inventory value as a % of total Cost of sales for the year
(A)	> 10 %
(B)	8% to 10 %
(C)	6% to 8 %
(D)	4% to 6 %
(E)	Less than 4 %

3.2.6	Availability of age analysis of inventory
(Y)	Yes
(N)	No

3.2.7	Time taken to prepare an age analysis of the total inventory
(A)	More than 8 hours
(B)	4 to 8 hours
(C)	1 to 4 hours
(D)	Less than 1 hour
(E)	On-Line

3.2.8	Facilitating for inventory controlling models
(Y)	Yes
(N)	No

3.3	RM Stock Movements
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3.3.1	Keeping goods receipt notes for future references
(Y)	Yes
(N)	No

3.3.2	Automated recording of GRNs (Goods receipt notes) Using scanners
(Y)	Yes
(N)	No

3.3.3	Time take to record a GRN
(A)	Greater than 30 minutes
(B)	20 to 30 minutes
(C)	10 to 20 minutes
(D)	5 to 10 minutes
(E)	Less than 5 minutes

3.3.4	Ability to transfer RM between locations
(1)	Bins
(2)	Production orders
(3)	Plants
(4)	Companies

3.3.5	Speed of recording the above transfers
(A)	Greater than 30 minutes
(B)	20 to 30 minutes
(C)	10 to 20 minutes
(D)	5 to 10 minutes
(E)	Less than 5 minutes

3.3.6	Keeping RM issue Notes when issuing RM to production
(Y)	Yes
(N)	No

3.3.7	Time taken to issue RM to production once a request is made
(A)	More than 20 minutes
(B)	(B) 15 to 20 minutes
(C)	(C) 10 to 15 minutes
(D)	(D) 5 to 10 minutes
(E)	(E) Less than 5 minutes

3.3.8	Accuracy & Traceability of RM issuing records
(L)	Low
(M)	Medium
(H)	High

3.4 FG stock movement

3.4.1	Keeping Goods dispatches for references (GDN)
(Y)	Yes
(N)	No

3.4.2	Auto Generation of GDN (Goods dispatch notes)
(Y)	Yes
(N)	No

3.4.3	Time take to record a GRN
(A)	Greater than 30 minutes
(B)	20 to 30 minutes
(C)	10 to 20 minutes
(D)	5 to 10 minutes

(E)	Less than 5 minutes
-----	---------------------

3.4.4	Updating FG account for goods dispatches
(A)	At least once a month
(B)	At least once in two weeks
(C)	At least once a week
(D)	Daily
(E)	On-line

3.4.5	Availability of interface about FG to the customer
(Y)	Yes
(N)	No

3.5	Inventory status update
-----	-------------------------

3.5.1	Availability of on-line RM stock status
(Y)	Yes
(N)	No

3.5.2	Availability of up to date analysis of inventory
(A)	Low
(B)	Medium
(C)	High

3.5.3	Time taken to prepare an age analysis
(A)	> 1 week
(B)	> 1 day and less than one week
(C)	> 1 hour and less than one day
(D)	> 10 minutes and less than one hour
(E)	On-Line

3.5.4	Availability of perpetual inventory information (perpetual inventory: goods ordered but not received)
(Y)	Yes
(N)	No

3.5.5	Accessibility of perpetual inventory information for review
(L)	Low
(M)	Medium
(H)	High

3.6	Stock traceability
------------	---------------------------

3.6.1	Maintain RM vendor batch in the system \ book
--------------	--

(Y)	Yes
(N)	No

3.6.2	Ability to track stocks by vendor batches
--------------	--

(L)	Low
(M)	Medium
(H)	High

3.6.3	Availability / Ability to have an on-line interface to a vendors Inventory
--------------	---

(Y)	Yes
(N)	No

3.6.4	Average time taken to track the Bin locations of a stock
--------------	---

(A)	More than 10 minutes
(B)	8 to 10 minutes
(C)	5 to 8 minutes
(D)	2 to 5 minutes
(E)	Less than 2 minutes

3.7	RM inspection
------------	----------------------

3.7.1	Availability of RM quality inspection data
--------------	---

(Y)	Yes
(N)	No

3.7.2	Frequency of generating RM quality reports
--------------	---

(A)	Once a week
(B)	Several times a week
(C)	Daily
(D)	Several times a day
(E)	On-line

3.7.3	Accessibility of RM quality reports
--------------	--

(A)	Low
(B)	Medium
(C)	High

3.7.4	Control over RM passing to warehouse without RM inspection
--------------	---

(A)	Low
(B)	Medium
(C)	High

3.8	Integrated information
------------	-------------------------------

3.8.1	Purchase order links available
(A)	Purchase order / Customer order
(B)	Purchase order / Purchase requisition
(C)	Purchase order / GRN number
(D)	Purchase order / vendor batch number
(E)	Purchase order / production order

3.8.1	Browsing speed of purchase order links
(L)	Low
(M)	Medium
(H)	High

3.8.2	Supplier invoice links
(1)	Supplier invoice / Purchase order
(2)	Supplier invoice / Customer order
(3)	Supplier invoice / GL account
(4)	Supplier invoice / GDN

3.8.3	Browsing speed of supplier invoice links
(L)	Low
(M)	Medium
(H)	High

3.8.4	Availability of information for warehouse audits
(L)	Low
(M)	Medium
(H)	High

3.9	Office Automation
------------	--------------------------

3.9.1	Number of documents maintained in soft copy form as a percentage of total documents in the department
(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 %.

3.9.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

3.9.3	Number of staff as a percentage of total indirect staff
(A)	Above 30 %
(B)	20 % to 30%
(C)	10 % to 20%
(D)	5 % to 10 %.
(E)	Less than 5 %

3.9.4	Average stationary per month as a percentage of average salaries per month
(A)	Above 3 %
(B)	2 % to 3 %.
(C)	1 % to 2 %
(D)	0.5 % to 1%
(E)	Less than 0.5 %

3.10	Staff related overheads & Employee work load
-------------	---

3.10.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

3.10.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

3.10.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load



4.0	Manufacturing (cutting \ Sewing \ Quality Assurance)
------------	---

4.1	Operational Efficiency
------------	-------------------------------

4.1.1	Number of Off standard hours (idling time) per month as a percentage of total available standard hours per month.
(A)	Above 10 %
(B)	8 % to 10 %.

(C)	5 % to 8%
(D)	5 % to 8%
(E)	Less than 5%

4.1.2	Average production efficiency per month
(A)	less than 50%
(B)	50% to 70%
(C)	70% to 80%
(D)	80% to 90%
(E)	Above 90%

4.1.3	Monthly average RM wastage in production as a percentage of Total RM cost
(A)	Above 10 %
(B)	8 % to 10 %.
(C)	5 % to 8%
(D)	3 % to 5%
(E)	Less than 3%

4.1.4	Percentage of orders delivered on time
(A)	less than 50%
(B)	50% to 70%
(C)	70% to 80%
(D)	80% to 90%
(E)	Above 90%

4.1.5	Re-cut requisition percentage
(A)	Above 10 %
(B)	8 % to 10 %.
(C)	5 % to 8%
(D)	3 % to 5%
(E)	Less than 3%

4.2	Product Quality Assurance
------------	----------------------------------

4.2.1	Quality claims as a percentage of sales
(A)	Above 10 %
(B)	8 % to 10 %.
(C)	5 % to 8%
(D)	3 % to 5%
(E)	Less than 3%

4.2.2	Traceability of the items (garments) manufactured
(A)	Customer order level
(B)	Production order level

(C)	Production line level
(D)	Machine operator level

4.2.3	Speed & accuracy in tracing the items (garments) manufactured
(L)	Low
(M)	Medium
(H)	High

4.2.4	Availability of system generated quality reports (Defect information)
(A)	Once in several days
(B)	Once a day
(C)	Once in every hour
(D)	More than once per hour
(E)	Online

4.2.5	Average defect rate per month
(A)	Above 10 %
(B)	8 % to 10 %.
(C)	5 % to 8%
(D)	3 % to 5%
(E)	Less than 3%

4.2.6	Availability of quality information of SUB contracting orders
(A)	At least once in 5 days or more
(B)	At least once in 2 days
(C)	At least once a day
(D)	At least once in an hour
(E)	On-line

4.3 Process controls

4.3.1	Availability of production simulation and optimization tools
(Y)	Yes
(N)	No

4.3.2	Availability of control charts or status reports
(A)	Not available
(B)	Daily
(C)	Hourly
(D)	More than once per hour
(E)	Online

4.3.3	Production efficiency calculation
(A)	Once in several days
(B)	Once per day
(C)	Once in every hour
(D)	More than once per hour
(E)	Online

4.3.4	Speed & accuracy of Line Balancing
(L)	Low
(M)	Medium
(H)	High

4.3.5	Ability to identify production bottlenecks
(L)	Low
(M)	Medium
(H)	High

4.3.6	On-line alerts about Production bottle necks
(Y)	Yes
(N)	No

4.4	Order fulfillment
-----	-------------------

4.4.1	Average Ship / Order Ratio
(A)	Less than 85 %
(B)	85% to 90%
(C)	90% to 95%
(D)	95% to 100%.
(E)	100% and above

4.4.2	Percentage number of orders under delivered
(A)	Greater than 10 %
(B)	7% to 10%
(C)	4% to 7%
(D)	1% to 4%.
(E)	Less than 1%

4.4.3	Percentage number of orders over delivered
(A)	Less than 1%
(B)	1% to 4% .
(C)	4% to 7%
(D)	7% to 10%
(E)	Greater than 10 %

4.5	Coordination of Manufacturing
------------	--------------------------------------

4.5.1	Maximum Data capturing frequency
--------------	---

(A)	Once per day
(B)	Less than three times a day
(C)	Once in every hour
(D)	More than once per hour
(E)	Online

4.5.2	Skills inventory system for production workers
--------------	---

(Y)	Yes
(N)	No

4.5.3	Availability of electronic display boards
--------------	--

(Y)	Yes
(N)	No

4.5.4	Display board updates
--------------	------------------------------

(A)	Once per day
(B)	Less than three times a day
(C)	Once in every hour
(D)	More than once per hour
(E)	Online



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4.5.5	WIP data capturing points
--------------	----------------------------------

(A)	0
(B)	1
(C)	2
(D)	3
(E)	more than 3

4.5.6	Availability of machine inventory
--------------	--

(Y)	Yes
(N)	No

4.5.7	Availability of skills inventory for operational staff
--------------	---

(Y)	Yes
(N)	No

4.5.8	Speed of referring the above inventory information
--------------	---

(1)	Low
(2)	Medium
(3)	High

4.5.9	Availability of standard operational documents
(1)	Cut docket
(2)	Pick list
(3)	Packing list

4.5.10	Speed of generating and referring the above documents
(L)	Low
(M)	Medium
(H)	High

4.6	Process enhancement capability
------------	---------------------------------------

4.6.1	Frequency of performing BPR
(L)	Low
(M)	Medium
(H)	High

4.6.2	System support for BPR
(L)	Low
(M)	Medium
(H)	High

4.6.3	Ability of re-configuring & customizing the systems
(L)	Low
(M)	Medium
(H)	High

4.6.4	Ability to integrate with separate systems
(L)	Low
(M)	Medium
(H)	High

4.7	WIP stock management
------------	-----------------------------

4.7.1	Availability of WIP data capturing points
(Y)	Yes
(N)	No

4.7.2	Frequency of WIP data capturing
(A)	Once in several days
(B)	Once a day
(C)	Once per day
(D)	Several times per hour
(E)	On-line

4.7.3	Traceability of WIP data
(1)	Customer order / production order level
(2)	Line \ Module level
(3)	Product \ Style level
(4)	Customer level

4.7.4	Accuracy of WIP data
(L)	Low
(M)	Medium
(H)	High

4.7.3	Availability of WIP status report
(A)	Once in several days
(B)	Once a day
(C)	Once per hour
(D)	Several times per hour
(E)	On-line

4.8	Office Automation
------------	--------------------------

4.8.1	Number of documents maintained in hard copy form as a percentage of total documents in the department
(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 %

4.8.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

4.8.3	Reduction of staff as a percentage of total department staff
(A)	0
(B)	Less than 10 %
(C)	10 % to 20%
(D)	20 % to 50 %.
(E)	Above 50 %

4.9	Integrated information
------------	-------------------------------

4.9.1	Production order links available (Marks what is available)
(A)	Production order / Purchase order link
(B)	Production order / Plan order link
(C)	Production order / Production line link

(D)	Production order / Customer order link
(E)	Production order / vendor batch link

4.9.2	Browsing speed of the production order links
(L)	Low
(M)	Medium
(H)	High

4.9.3	Production line links available (Marks what is available)
(1)	Production line / machine operator link
(2)	Production line / Production order
(3)	Production line / Style
(4)	Production line / Customer order

4.9.4	Information availability for production audits and quality audits
(L)	Low
(M)	Medium
(H)	High

4.10	Work Load for staff members
-------------	------------------------------------

4.10.1	Average Overtime working hours done by the staff per month as a percentage of total working hours.
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

4.10.2	Employee comments about the work load
(A)	Very high work load
(B)	High work load
(C)	Moderate work load
(D)	Low work load
(E)	Very low work load

5.0	Commercial
------------	-------------------

5.1	External Shipping information
------------	--------------------------------------

5.1.1	Availability of centralized information of freight forwarders (eg- available freight forwarders , prices , destinations, durations)
(Y)	Yes
(N)	No

5.1.2	Availability of centralized information of shipping lines (eg- prices , destinations, durations)
(Y)	Yes
(N)	No

5.1.3	Availability of shipment schedule information
(Y)	Yes
(N)	No

5.1.4	Accessibility of freight \ Shipment information
(L)	Low
(M)	Medium
(H)	High

5.1.5	Frequency of updating the freight\shipment information
(L)	Low
(M)	Medium
(H)	High

5.1.6	Availability of an interface to freight forwarder's database
(Y)	Yes
(N)	No

5.2 Cargo handling

5.2.1	Accessibility of customer order delivery information
(L)	Low
(M)	Medium
(H)	High

5.2.2	Facility to split or combine customer order stock across shipments (partial shipments)
(Y)	Yes
(N)	No

5.2.3	Capability of freight planning and allocation
(L)	Low
(M)	Medium
(H)	High

5.2.4	Ability to perform transport optimization
(Y)	Yes
(N)	No

5.2.5	Availability of freight status tracking via EDI
(Y)	Yes
(N)	No

5.3 Reports and documents

5.3.1	Amount of manually generated reports documents as a % of total documents
(A)	More than 80 %
(B)	50% - 80%
(C)	20% - 50%
(D)	0% - 20%
(E)	0

5.3.2	Availability of standard commercial reports
(1)	Shipping note
(2)	Customer Invoice
(3)	Cargo dispatch note
(4)	Booking form
(5)	Export Register

5.3.3	Time taken to prepare the above reports
(L)	Low
(M)	Medium
(H)	High

5.3.4	Availability of System generated legal documents
(Y)	Yes
(N)	No

5.3.5	Availability of System generated customer invoices
(Y)	Yes
(N)	No

5.4 Integrated information

5.4.1	Delivery number links available (Mark what is available)
(A)	Delivery number \ Customer order
(B)	Delivery number \ Production order
(C)	Delivery number \ Plan order
(D)	Delivery number \ Shipment number
(E)	Delivery number \ Customer invoice number



5.4.2	Speed of referring to the delivery number links
(L)	Low
(M)	Medium
(H)	High

5.4.3	Facilitating commercial audits
(L)	Low
(M)	Medium
(H)	High

5.5	Office Automation
------------	--------------------------

5.5.1	Number of documents maintained in soft copy form as a percentage of total documents in the department
(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 %.

5.5.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

5.5.3	Number of staff as a percentage of total indirect staff
(A)	Above 30 %
(B)	20 % to 30%
(C)	10 % to 20%
(D)	5 % to 10 %.
(E)	Less than 5 %

5.5.4	Average stationary per month as a percentage of average salaries per month
(A)	Above 3 %
(B)	2 % to 3 %.
(C)	1 % to 2 %
(D)	0.5 % to 1%
(E)	Less than 0.5 %

5.6	Staff related overheads & Employee work load
------------	---

5.6.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %

(E)	0
-----	---

5.6.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

5.6.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load

6.0 Information technology

6.1 Information security

9.4.1	Maintenance of information categories based on the sensitivity of information
(L)	Low
(M)	Medium
(H)	High

9.4.1	Centralization of information
(L)	Low
(M)	Medium
(H)	High

9.4.1	Maintenance of information backups
(L)	Low
(M)	Medium
(H)	High

9.4.1	Availability of Authentication & access control for information
(Y)	Yes
(N)	No

9.4.2	Intensity of performing access control
(L)	Low

(M)	Medium
(H)	High

6.2	Network security
------------	-------------------------

9.4.2	Availability of firewall protection
(L)	Low
(M)	Medium
(H)	High

9.4.2	Availability of Virus guard protection
(L)	Low
(M)	Medium
(H)	High

9.4.2	Proper maintenance of the virus guard with updates
(L)	Low
(M)	Medium
(H)	High

9.4.2	Availability of automated network scanning tools
(Y)	Yes
(N)	No

9.4.2	Performing network vulnerability audits
(L)	Low
(M)	Medium
(H)	High

6.3	IT Budget
------------	------------------

9.3.2	Budgeted IT Expenses \ Total Budgeted Expenses
(A)	> 20%
(B)	15% - 20%
(C)	10% - 15 %
(D)	5% - 10%
(E)	< 5%

6.5	Strategic use of IT
------------	----------------------------

9.3.2	Looking inward (Mark what is applicable in terms if IT usage)
(1)	IT enhances the business processes (BPR)
(2)	IT enhances the cost leadership
(3)	IT enhances the downsizing the carder
(4)	IT enhances organizational structure
(5)	IT enhances team work and leadership
(6)	IT enhances transaction processing

9.3.2	Looking outward (Mark what is applicable in terms if IT usage)
(1)	IT enhances the quality of the products offered to the customer
(2)	IT enhances the customer service levels
(3)	IT enhances the innovations in market places
(4)	IT enhances the speed of all activities regarding to a customer

9.3.2	Looking across (Mark what is applicable in terms if IT usage)
(1)	IT enhances strategic alliances between the organizations
(2)	IT enhances the communication across organizations
(3)	IT enhances leaning from other organizations



6.6	Computer literacy of the employee
-----	-----------------------------------

9.4.2	Availability of an IT induction for new recruits
(L)	Low
(M)	Medium
(H)	High

9.4.2	Availability of internal IT training for employees
(L)	Low
(M)	Medium
(H)	High

9.4.2	Frequency of conducting internal training trainings
(L)	Low
(M)	Medium
(H)	High

9.4.2	Expenditure on external IT training
(L)	Low
(M)	Medium
(H)	High

9.3.2	Percentage of computer users out of total indirect staff
(A)	< 30%
(B)	30% - 50%
(C)	50% - 70 %
(D)	70 % - 90%
(E)	> 90 %

7.0	Human resource management
------------	----------------------------------

7.1	Availability of employee information
------------	---

7.1.1	Maintaining employee personal files
-------	-------------------------------------

(L)	Low
(M)	Medium
(H)	High

7.1.2	Content of information
-------	------------------------

(1)	Individual's general information
(2)	Individual's family information
(3)	Individual's educational background
(4)	Individual's health and medical information

7.1.3	Security of information through access control
-------	--

(L)	Low
(M)	Medium
(H)	High

7.1.4	Eminence of backups of the employee information
-------	---

(Y)	Yes
(N)	No

7.1.5	Access to personal information
-------	--------------------------------

(1)	Authorized HR staff
(2)	Authorized individuals from all the departments
(3)	All the employees in the organization under some authorization criteria

7.1.6	Availability of skills inventory
-------	----------------------------------

(Y)	Yes
(N)	No

7.1.7	Seed and accuracy of generating adhoc reports
-------	---

(L)	Low
-----	-----

(M)	Medium
(H)	High

7.2 Pay roll Processing

7.2.1	Availability of pay roll in the system
(Y)	Yes
(N)	No

7.2.2	Linkage of the pay roll to Banks
(Y)	Yes
(N)	No

7.2.3	Linkage of the pay roll to the financial accounts
(Y)	Yes
(N)	No

7.2.4	Pay role processing includes
(1)	Employee salary with deductions
(2)	Incentives and overtime calculations
(3)	Bonus and other allowances
(4)	Loan payments

7.2.5	Linkage of the pay roll to Incentive system
(L)	Low
(M)	Medium
(H)	High

7.2.6	Linkage of the pay roll to Time & attendance information
(L)	Low
(M)	Medium
(H)	High

7.2.7	Linkage of the PRP (performance related pay) to pay roll
(L)	Low
(M)	Medium
(H)	High

7.2.8	Time taken to run the pay roll
(A)	More than five days
(B)	Three to five days
(C)	Two to three days
(D)	One to Two days
(E)	Less than one day

7.2.9	Number of staff involved in Pay roll operation
(A)	More than five
(B)	Four
(C)	Three
(D)	Two
(E)	One

7.3 Time & Attendance monitoring

7.3.1	Daily monitoring of time & attendance
(Y)	Yes
(N)	No

7.3.2	Accuracy of time & attendance data
(L)	Low
(M)	Medium
(H)	High

7.3.3	Usage of modern technology in time & attendance data capturing
(L)	Low
(M)	Medium
(H)	High



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7.3.4	Linkage of the Time & attendance system to leave processing system
(1)	Auto link
(2)	Manual Link
(3)	No Link

7.3.5	Linkage of the Time & attendance system to OT calculation
(1)	Auto link
(2)	Manual Link
(3)	No Link

7.3.6	Frequency of Time & Attendance Processing
(1)	Daily
(2)	Weekly
(3)	Monthly

7.3.7	Employee notification for unauthorized leave or poor attendance
(Y)	Yes
(N)	No

7.4	Leave processing
------------	-------------------------

7.4.1	Maintenance of employee leave records
(Y)	Yes
(N)	No

7.4.2	Performing employee leave planning
(Y)	Yes
(N)	No

7.4.3	Automated leave applications and authorization process
(Y)	Yes
(N)	No

7.4.4	Facility to view individual leave balances without consulting HR department
(Y)	Yes
(N)	No

7.4.5	Identification of unauthorized absenteeism
(L)	Low
(M)	Medium
(H)	High



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7.5	Performance Evaluation
------------	-------------------------------

7.5.1	Availability of employee Job descriptions
(Y)	Yes
(N)	No

7.5.2	Availability of consistent PRP methodology
(Y)	Yes
(N)	No

7.5.3	System support for PRP process
(L)	Low
(M)	Medium
(H)	High

7.5.4	Facilitating 360 degree evaluations
(Y)	Yes
(N)	No

7.5.5	Time taken for the evaluations
--------------	---------------------------------------

(L)	Low
(M)	Medium
(H)	High

7.5.6	Facilitating goal setting and goal monitoring
(L)	Low
(M)	Medium
(H)	High

7.6	Training & development
------------	-----------------------------------

7.6.1	Preparation of training & development plan for the year
(Y)	Yes
(N)	No

7.6.2	Linkage of training budget to the finance budget
(L)	Low
(M)	Medium
(H)	High

7.6.3	Referring the skills inventory in preparing the training plan
(L)	Low
(M)	Medium
(H)	High

7.6.4	Availability & accessibility of carrier history information of employees
(L)	Low
(M)	Medium
(H)	High

7.6.5	Availability of carrier succession plans in the system
(Y)	Yes
(N)	No

7.7	Recruitment and Staffing
------------	---------------------------------

7.7.1	Availability of recruitment databas (Prospectus candidates)
(Y)	Yes
(N)	No

7.7.2	Internal advertising of vacancies though e-mails\ intranet
(Y)	Yes
(N)	No

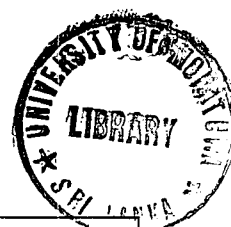
7.7.3	Availability of interview scheduling tool
(Y)	Yes
(N)	No

7.7.4	Generation of contract letters through the system
(Y)	Yes
(N)	No

7.7.5	Generation of contract termination letters through the
(Y)	Yes
(N)	No

7.8	Integrated information
------------	-------------------------------

7.8.1	Employee number links available (Mark what is available)
(1)	Employee number / Production line / Date/Time
(2)	Employee number / Time & attendance system
(3)	Employee number / Incentive processing system
(4)	Employee number / PRP system
(5)	Employee number / Pay role
(6)	Employee number / Leave processing system



7.8.2	Browsing speed of the Employee number links
(L)	Low
(M)	Medium
(H)	High

7.8.3	Centralization of master data
(L)	Low
(M)	Medium
(H)	High

7.8.4	Availability of key master data (mark what is available)
(A)	Vendor master data
(B)	Customer master data
(C)	Product \ style master data
(D)	Material master data

7.9	Office Automation
------------	--------------------------

7.9.1	Number of documents maintained in hard copy form as a percentage of total documents in the department
--------------	--

(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 % .

7.9.2	Usage of digital or electronic document Authorization methods
(Y)	Yes
(N)	No

7.9.3	Department staff as a percentage of total indirect staff
(A)	0
(B)	Less than 10 %
(C)	10 % to 20%
(D)	20 % to 50 %.
(E)	Above 50 %

1.11 Staff related overheads & Employee work load

1.11.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

1.11.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

1.11.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load

8.0	Finance and Controlling
------------	--------------------------------

8.1	Accounts Payable
------------	-------------------------

8.1.1	Processed through a computerized system
--------------	--

(Y)	Yes
(N)	No

8.1.2	Corporation control. in the system (Mark what is available)
--------------	--

(A)	Provide for multiple corporations with differing fiscal colanders
(B)	Perpetual close
(C)	Multiple currencies
(D)	Split cost across corporations
(E)	Auto payment upon in-transit with corresponding receivable

8.1.3	Vendor control (Mark what is available)
--------------	--

(1)	Shared vendor system used by multiple corporations
(2)	Integrated vendor system
(3)	Ability to put vendor on hold
(4)	Track debit balance vendors
(5)	Vendor terms automatically calculated
(6)	Support one time vendors
(7)	Provide for travel and expense

8.1.4	Payable Controls (Mark what is available)
--------------	--

(1)	Check reconciliation by bank, check, and amount
(2)	Detailed audit history
(3)	Control reports
(4)	Document imaging
(5)	Electronic approval

8.1.5	Billing (Mark what is available)
--------------	---

(1)	Create miscellaneous invoices/credits
(2)	Auto generation of invoices based on shipments
(3)	Provide for the identification and reporting of sales/non sales related invoicing.
(4)	EDI capabilities

8.1.6	Voucher Maintenance (Mark what is available)
--------------	---

(1)	Real-time On-line posting of transactions
(2)	Edit on duplicate vendor invoice

(3)	Invoice processing in multiple currencies
(4)	Provide vouchering through EDI feed
(5)	Provide order/cost referencing to track actual
(6)	Provide for off system payments.
(7)	On-line view of paid/unpaid items

8.1.7	Transaction handling
(1)	Partial payment of invoice
(2)	A single invoice can be distributed to multiple GL accounts
(3)	Automatic assignment of GL accounts based on order information
(4)	Manual check capabilities
(5)	Payment via EDI

8.2	Accounts Receivable
------------	----------------------------

8.2.1	Processed through a computerized system
(Y)	Yes
(N)	No

8.2.2	Debt management (Mark what is available)
(1)	Debtors age analysis
(2)	On-line view of open and paid items
(3)	Provide for partial payments
(4)	Invoice verification
(5)	Check reconciliation by bank

8.2.3	Integrated with A/P system to give total visibility to vendor/customer position with consolidated AR/AP statements
(Y)	Yes
(N)	No

6.2.4	Transaction handling (Mark what is available)
(1)	On-line view of open and paid items
(2)	Accept EDI feeds for payments
(3)	Payment processing in multiple currencies
(4)	Provide for off system receivables

8.2.5	Average account receivable days
(A)	> 90 days
(B)	60 to 90 days
(C)	30 to 60 days
(D)	15 to 30 days
(E)	Less than 15 days

8.3	General ledger
------------	-----------------------

8.3.1	Availability of computerized G/L
(Y)	Yes
(N)	No

8.3.2	Integrated with AR and AP
(Y)	Yes
(N)	No

8.3.3	Automatic completion of double entries
(Y)	Yes
(N)	No

8.3.4	Automatic generation of reverse entries
(Y)	Yes
(N)	No

8.3.5	Transaction posting enhancements (Mark what is available)
(1)	Real-time on-line journal entry
(2)	Allow posting to prior periods
(3)	Handle user defined accounts
(4)	Deadline posting
(5)	Multiple currency conversions

8.3.6	Availability of the balance sheet
(A)	Yearly
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	On-Line

8.3.7	Availability of the profit & loss account
(A)	Yearly
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	On-Line

8.3.8	Availability of the trial balance
(A)	Yearly
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	On-Line

8.3.9	Availability of the cash floor statement
(A)	Yearly
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	On-Line

8.4 Over Head Costing & Controlling

8.4.1	Ability to use different overhead costing methods(eg-ABC, Absorption ,Marginal etc)
(Y)	Yes
(N)	No

8.4.2	Levels of OH capturing and comparing
(1)	Production order level
(2)	Plant level
(3)	Company level

8.4.3	Frequency of OH capturing and comparing
(A)	Annually
(B)	Less than annually & greater than quarterly
(C)	Quarterly
(D)	Less than quarterly & Greater than monthly
(E)	Monthly

8.4.4	Ability to compare overheads with budgets
(L)	Low
(M)	Medium
(H)	High

8.4.5	Accuracy of budgeted overheads
(L)	Low
(M)	Medium
(H)	High

8.4.6	Accuracy of OH absorption rates
(L)	Low
(M)	Medium
(H)	High

8.4.7	Revision of OH absorption rates
(A)	Annually
(B)	Once in several quarters

(C)	Quarterly
(D)	Once in several months
(E)	Monthly

8.5	Auditing
------------	-----------------

8.5.1	Availability of audit information system
--------------	---

(Y)	Yes
(N)	No

8.5.2	Facility for transaction level audit trail
--------------	---

(Y)	Yes
(N)	No

8.5.3	Time taken for audit preparation
--------------	---

(A)	More than four weeks
(B)	Three to four weeks
(C)	Two to three weeks
(D)	One to two weeks
(E)	Less than one week

8.6	Timeliness & Accuracy of Financial reporting (ratio analysis, Profitability, cash flow, adhoc reports)
------------	--

8.6.1	Time taken to produce final accounts
--------------	---

(A)	More than four weeks
(B)	Three to four weeks
(C)	Two to three weeks
(D)	One to two weeks
(E)	Less than one week

8.6.2	Size of the suspense account as a % of sales
--------------	---

(A)	More than 3 %
(B)	2 to 3 %
(C)	1 to 2 %
(D)	Less than 1
(E)	Nil

8.6.3	Value of discrepancies discovered as a % of sales
--------------	--

(A)	More than 3 %
(B)	2 to 3 %
(C)	1 to 2 %
(D)	Less than 1
(E)	Nil

8.6.4	Fairness of accounting as per the audit report
(A)	Extremely
(B)	Faily
(C)	Not at all

8.6.5	Availability of automatic currency translation
(Y)	Yes
(N)	No

8.7	Management Accounting (KPIs , Bscore card, investment)
------------	---

8.7.1	Ability to perform CPA (Customer Profitability Analysis)
(Y)	Yes
(N)	No

8.7.2	CPA levels
(1)	Production order or Customer order level
(2)	Customer level
(3)	Plant level
(4)	Company Level
(5)	Product level

8.7.3	Ability to define cost centers as needed (Cost centre accounting)
(Y)	Yes
(N)	No

8.7.4	Ability to define profit centers as needed (Profit centre accounting)
(Y)	Yes
(N)	No

8.7.5	Availability of risk management tools
(Y)	Yes
(N)	No

8.7.6	Availability of investment appraising tools
(Y)	Yes
(N)	No

8.7.7	Ability to define and monitor KPIs through the system
(Y)	Yes
(N)	No

8.7.8	Balanced score card analysis
--------------	-------------------------------------

(Y)	Yes
(N)	No

8.7.9	Frequency of balance scorecard analysis
(A)	Once a year
(B)	Once in six months
(C)	Quarterly
(D)	Monthly
(E)	On-line

8.8	Stock valuation
------------	------------------------

8.8.1	Availability of RM price information in the system
(Y)	Yes
(N)	No

8.8.2	Availability of RM stock holding cost information in the system
(Y)	Yes
(N)	No

8.8.3	Linkage of RM stock value to Finance accounts
(1)	Auto link
(2)	Manual Link
(3)	No Link

8.8.4	Ability to calculate of WIP cost information in the system
(Y)	Yes
(N)	No

8.8.5	WIP valuation frequency
(A)	Once a year
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	Daily

8.8.6	Linkage of WIP stock value to Finance accounts
(1)	Auto link
(2)	Manual Link
(3)	No Link

8.8.7	Availability of FG cost information in the system
(Y)	Yes
(N)	No

8.8.8	Availability of FG stock holding cost information in the system
(Y)	Yes
(N)	No

8.8.9	Linkage of FG stock value to Finance accounts
(1)	Auto link
(2)	Manual Link
(3)	No Link

8.8.10	Ability to perform different stock valuation methods
(Y)	Yes
(N)	No

8.9	Controlling & monitoring of finance
------------	--

8.9.1	Budget preparation through system
(Y)	Yes
(N)	No

8.9.2	Time taken to prepare budgets
(A)	More than three months
(B)	Two to three months
(C)	One to two months
(D)	Less than one month
(E)	Less than two weeks

8.9.3	Budget monitoring through system
(Y)	Yes
(N)	No

8.9.4	Frequency of budget monitoring
(A)	Yearly
(B)	Quarterly
(C)	Monthly
(D)	Weekly
(E)	On-line

8.9.5	Variance analysis through system
(Y)	Yes
(N)	No

8.9.6	Levels of variance analysis
(1)	Order level (Production order \ purchase)

(2)	Plant level
(3)	Company level
(4)	Product level

8.9.7	Availability of Post order costing
(Y)	Yes
(N)	No

8.9.8	Time taken to do a post order costing
(A)	More than four days
(B)	Three to four days
(C)	Two to three days
(D)	One to two days
(E)	On-line

8.9.9	Timing of the post order costing
(A)	After three weeks of order fulfillment
(B)	After two to three weeks of order fulfillment
(C)	After one to two weeks of order fulfillment
(D)	Within one week of order fulfillment
(E)	Online

8.10	Asset accounting
-------------	-------------------------

8.10.1	Availability of fixed assets registry
(Y)	Yes
(N)	No

8.10.2	Linkage of the FAR to G/L accounts
(Y)	Yes
(N)	No

8.10.3	Accuracy of the asset counts as per the audit report
(L)	Low
(M)	Medium
(H)	High

8.10.4	Depreciation of assets
(X)	Done manually
(Y)	Done automatically in the system

8.10.5	Availability of \ ability to integrate with an assets counting system
(Y)	Yes
(N)	No

8.11	Consolidated accounts
-------------	------------------------------

8.11.1	Availability of consolidated accounts through the system
---------------	---

(Y)	Yes
(N)	No

8.11.2	Ability to integrate with external consolidation software
---------------	--

(Y)	Yes
(N)	No

8.11.3	Ability to generate strategic reports
---------------	--

(Y)	Yes
(N)	No

8.12	Integrated information
-------------	-------------------------------

8.12.1	Linkage of stock status to the respective GL accounts
---------------	--

(1)	Purchase order wise RM stock
(2)	Customer order wise FG stock
(3)	Production order wise WIP stock

8.12.2	Frequency of stock status update in GL account
---------------	---

(A)	Monthly
(B)	Weakly
(C)	Daily
(D)	Hourly
(E)	On-line

8.12.3	Linkage of invoices to the respective accounts
---------------	---

(1)	Customer Invoice
(2)	Supplier Invoice

8.13	Office automation
-------------	--------------------------

8.13.1	Number of documents maintained in soft copy form as a percentage of total documents in the department
---------------	--

(A)	0
(B)	Less than 25 %
(C)	25% to 50%
(D)	50 % to 75 %.
(E)	75 % to 100 %.

8.13.1	Usage of digital or electronic document Authorization methods
---------------	--

(Y)	Yes
(N)	No

8.13.3	Number of staff as a percentage of total indirect staff
(A)	Above 30 %
(B)	20 % to 30%
(C)	10 % to 20%
(D)	5 % to 10 %.
(E)	Less than 5 %

8.13.4	Average stationary per month as a percentage of average salaries per month
(A)	Above 3 %
(B)	2 % to 3 %.
(C)	1 % to 2 %
(D)	0.5 % to 1%
(E)	Less than 0.5 %

8.14	Staff related overheads & Employee work load
-------------	---

8.14.1	Average overtime allowances per month as a percentage of average salaries per month
(A)	Above 50 %
(B)	20 % to 50 %.
(C)	10 % to 20%
(D)	Less than 10 %
(E)	0

8.14.2	Average night transport cost per month as a percentage of average salaries per month
(A)	Above 20 %
(B)	15 % to 20 %.
(C)	10 % to 15%
(D)	5% to 10 %
(E)	Less than 5%

8.14.3	Employee comments about the work load
(A)	Unachievable work load
(B)	Very high work load
(C)	High work load
(D)	Tolerable work load
(E)	Moderate work load

9.0	Corporate & strategy
------------	---------------------------------

9.1	Information for SDM
------------	----------------------------

9.1.1	Availability of Data warehousing and mining capability
(Y)	Yes
(N)	No

9.1.2	Ability of performing OLAP
(Y)	Yes
(N)	No

9.1.3	Type of SIS (strategic information systems) available
(1)	Transaction processing systems (TPS)
(2)	Management information systems (MIS)
(3)	Decision support systems (DSS)
(4)	Expert systems (ES)
(5)	Knowledge management systems
(6)	Executive information systems (EIS)

9.1.4	Facility to generate ad hock reports
(Y)	Yes
(N)	No

9.1.5	Availability of CAP reviews (Customer account profitability)
(A)	No reviews
(B)	At least once a year
(C)	At least quarterly
(D)	At least monthly
(E)	On-line

9.1.6	Availability of Supplier reviews
(A)	No reviews
(B)	At least once a year
(C)	At least quarterly
(D)	At least monthly
(E)	On-line

9.1.7	Availability of Balance score card reviews
(A)	No reviews
(B)	At least once a year
(C)	At least quarterly
(D)	At least monthly
(E)	On-line

9.1.8	Availability of Benchmarking Information
-------	--

(L)	Low
(M)	Medium
(H)	High

9.2	Handling business Expansions
------------	-------------------------------------

9.2.1	System support for mergers and acquisitions
--------------	--

(L)	Low
(M)	Medium
(H)	High

9.2.2	System support for horizontal and vertical integrations
--------------	--

(L)	Low
(M)	Medium
(H)	High

9.2.3	Availability of account consolidation capability
--------------	---

(A)	No consolidated accounting through the system
(B)	Yearly
(C)	Quarterly
(D)	Monthly
(E)	Online



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9.2.4	System support to perform inter company customer order transfers
--------------	---

(Y)	Yes
(N)	No

9.2.5	System support to perform inter company Raw material transfers
--------------	---

(Y)	Yes
(N)	No

9.2.6	System support to perform inter company resource transfers (eg-machinery)
--------------	--

(Y)	Yes
(N)	No

9.2.7	Ability to maintain an integrated skills inventory
--------------	---

(Y)	Yes
(N)	No

9.3	Supporting the vision and mission
------------	--

9.3.1	Ability to set KPIs
--------------	----------------------------

(Y)	Yes
(N)	No

9.3.2	Availability of KPI reviews	
(A)	No reviews	
(B)	At least once a year	
(C)	At least quarterly	
(D)	At least monthly	
(E)	On-line	

9.4	Organizational adaptability
------------	------------------------------------

9.4.1	Ability to incorporate new customers	
(L)	Low	
(M)	Medium	
(H)	High	

9.4.2	Ability to incorporate new business partners	
(L)	Low	
(M)	Medium	
(H)	High	

9.4.3	Ability to incorporate new business processes	
(L)	Low	
(M)	Medium	
(H)	High	



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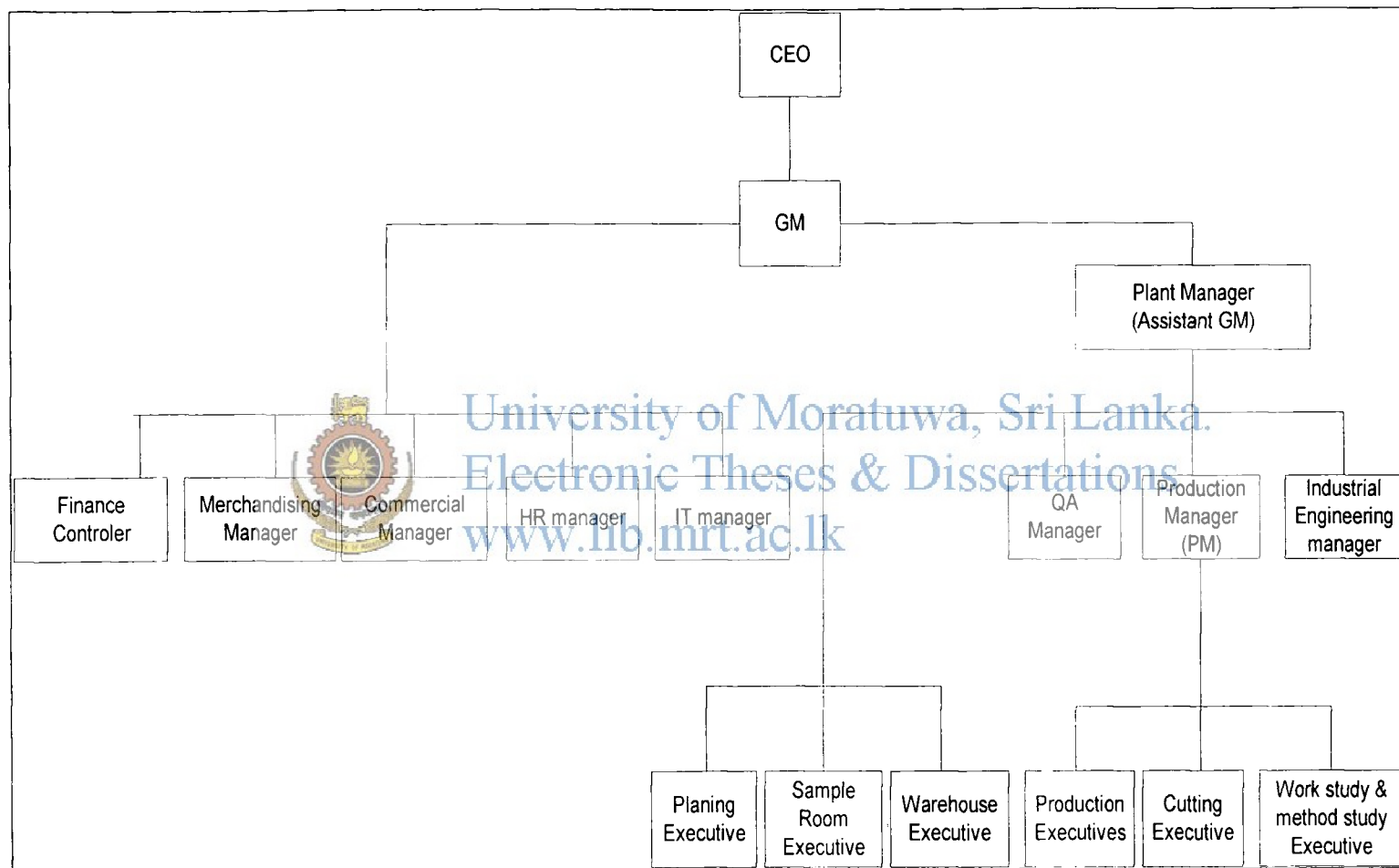


Fig.4.1: Initial organizational structure of QPLC

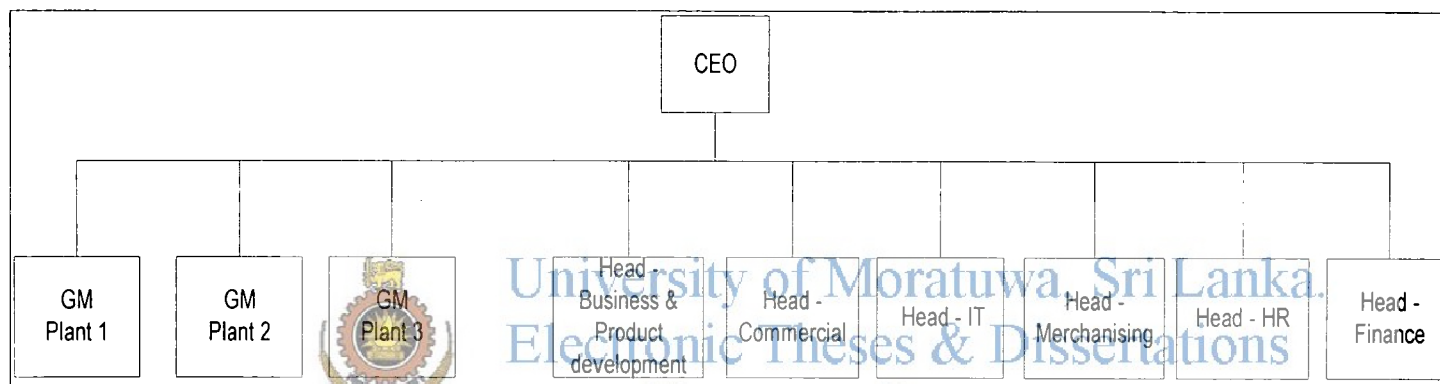


Fig. 4.2 : New organizational structure of QPLC

