

APPLICATION OF THE POLICY 6M TO VIETNAM'S GARMENTS DEVELOPMENT

by MEcon PHẠM THỊ THU PHƯƠNG

Garments satisfy basic human material demand, the customer's desire is growing toward their quantity, quality, design and services to provide them as well.

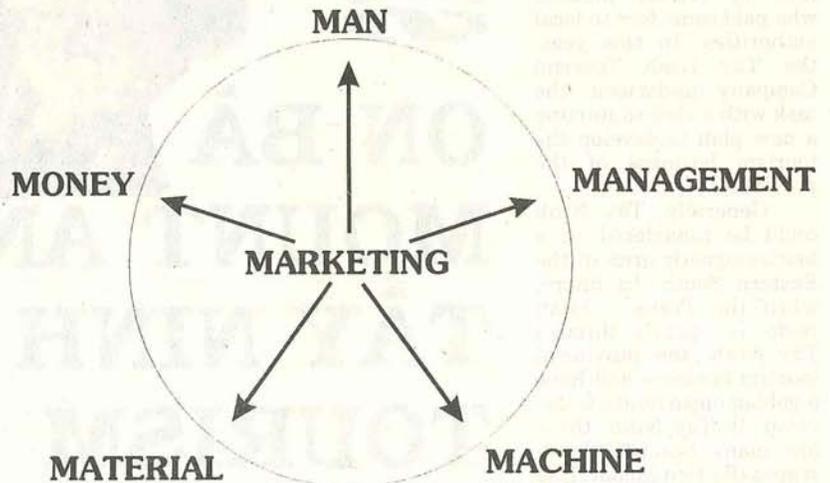
In Vietnam, garments were produced by many different economic sectors across the country long ago. Especially, since the Government applied the open door policy to the economy, the number of garment makers showed a significant rise.

In the past years the garment industry had great contributions to the country in terms of export turnover. This capability can be enhanced with its existing potentialities if every enterprise in the industry has close cooperation and division together in the business with a view to making the best use of advantages of each form of enterprises; particularly coordination between the textile and garment industries. In this relationship, the garment makers must be paid special attention since they are skilled labor force at high level and full of creativeness in designing clothes...With their cooperation, the garment enterprises will overcome their existing shortcomings, at the same time exploit all their potentialities to develop the industry and the country as well.

Product strategy is very important to garment enterprises since it determines their long lasting existence and development. Vietnam's ready-made clothes can meet the customers' demand home and abroad better if each enterprise studies to regularly improve its management, in which the policy 6M should be applied, that is: Man, Management, Machine, Material, Money and Marketing.

The policy 6M derived from the overseas and domestic experienced managers. The aim of 6M application is to turn out good products which satisfy the growing demand of customers.

The chart to illustrate the policy 6M is as follows:



The above chart reveals the relationship between factors deciding business efficiency in each enterprise.

To have good products, 6M should be understood and applied in line with every practice.

- **MAN**: This is the first fundamental element which every organization, business should pay appropriate attention to so that it can settle all issues from simple to complicated one. The human factor meets the social demand only if it has enough growing qualification and skill.

Man in the policy 6M includes those acting in direct production and management, techno-scientific research and application. Human criteria in this policy has specific characteristics according to the work to be done. However, the general characteristic for recruitment is "good impression at first sight". This impression is revealed in the looks, style, enthusiasm...especially specialized knowledge in an interview. In opera-

tional process, man in the policy 6M still shows self-imposed discipline, high responsibility and eagerness for

progress. Thereby, the worker can make good products for customers and the society.

To realize Man factor in the policy 6M; the manager himself in charge of recruitment and training, has to meet these standards. Meanwhile, the manager should apply marketing to recruiting workers.

As a matter of fact, for enterprises engaging in ready-made garments in our country, the man criteria in the stages of production should be paid special attention when recruiting and training.

Man in the policy 6M should ask himself: "Is the product, service I made appropriate to social demand?, if not, what is my responsibility?"

-**MANAGEMENT**: management is carried out by human being, but studying "management" in the policy 6M is studying how to manage the enterprise with the aim to turn out good products. Experience from good businesses reveals management in the policy 6M includes the following

factors:

- The managerial staff is simplified. Every department, individual is assigned concrete and distinct work or task. Every member in the managerial staff must schedule his work by tables.

According to Japanese managers, scheduled work table is a key to success in business management.

- The relevant manager must watch production site in order to get timely information and settle fast all troubles arising in reality.

- Managing by specific regulations, in which all work has obvious policy of awarding and punishing applied equally and clearly to everybody in the organization.

- Giving training and refresher courses to the enterprise's workers with the aim to raise their labor quality.

For garment enterprises, training courses given to staff in marketing department and salespersons will improve the sensitiveness in accessing diverse demand for garments which is the ground for supplying information to R&D department of the enterprise.

- Research - development - improvement: This is an important and strategic stage in management and a regular operation of each enterprise with the aim to turn out new products meeting customers' demand, especially for garments, some kinds must change their designs to satisfy customers' taste.

Research - development - improvement is realized to raise the quality of management in each period. This is done through managerial experience of managers. Particularly, the improvement is regarded as key to sustainable success and development of every enterprise and the country as well.

- Building good cultural environment for the business, in which considering relationship between each other as cooperation relation based on mutual knowledge, assistance in the work. Good cultural environment will be an engine pushing up enthusiasm, stimulating workers' creativeness...

The other content originating both from cultural environment and from regulations is scientific working style. Management will attain good achievements when everybody has habit of performing scientific style when dealing with every problem.

The working style of an enterprise will make a good impression at first sight. The customer will believe, or not, in that working style.

Managing all working stages

from general to detailed requires a manager to grasp demand of the enterprise, workers and relevant people (both material and spiritual demand).

Understanding fully and meeting properly demand is the application of marketing in management.

MACHINE: This is the third element of the policy 6M. Machinery and equipment play a key role to turn out products, at the same time determining characteristics concerning products such as quality, prices, etc.

Therefore, to obtain machinery and equipment for products appropriate to customers' demand, the following criteria should be met:

- Suitable for producing other commodities of the enterprises (multifunction, specialization)

- Suitable for workers' level (technology)

- Suitable for the business scale and invested capital source (quantity, price)

- Machine is carefully kept in usage (making good products, limiting damages to the machine)

- Machine is exploited at full capacity in order to reduce amortization costs in product price

The manager who wants to have MACHINE in the policy 6M must carry out marketing from the selection to the usage.

MATERIAL: This is component making products. It both creates the appearance of products and their quality; meanwhile it is the cost factor in product price.

Therefore, material in the Policy 6M makes both good appearance, quality and reasonable costs. When choosing materials, the manager depends upon basic criteria as follows:

- Good materials

- Stable supplying source

- Delivery plan is well realized

by the supplier.

- Low material consumption in a product.

- Acceptable price (cost and freight)

To obtain materials up to the above-mentioned criteria, the man-

ager has to carry out marketing in the process of purchasing goods for production.

MONEY: Capital is an inevitable factor in doing business. This is a basis to cover all expenditures in the process of making and selling products. Money in the policy 6M has to contribute to reducing price of a product.

As a result, money or capital in business performance is sourced and used in accordance with major criteria as follows:

- Making the best use of all existing capital sources of the enterprise.

- Choosing the stable capital supplier with low interest rates.

- Planning to use capital effectively.

Capital in doing business is both condition and cost factor in the structure of product price (interest paid for loans). Therefore, in the policy 6M, the manager has to mobilize and use capital effectively. This is not easy to do since "It's hard to make money, but the effective usage of money is harder", so the manager has to do marketing.

- MARKETING: Designing and developing products for the market must apply marketing to studying customers' demand in terms of quantity, quality, type, design. Especially for ready-made garment, commodities of long life cycle, fashion items of short life cycle, the manager does marketing so as to create products, their designs and quantity suitable for customers' demand and taste in each period.

Otherwise, in the market economy, the competition takes place fiercely, regular marketing also helps the manager identify his/her position in the competition and build proper business strategy in each period.

As a matter of fact, to develop "good product" suitable for various customers' demand, enterprises in general and garment makers to be precise should carry out the policy 6M in which marketing is everything

