

**INFLUENTIAL FACTORS AFFECTING THAI CLOTH
WHOLESALE IN SUPPLIER SELECTION
BETWEEN LOCAL AND CHINESE**



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Thematic paper
entitled
**INFLUENTIAL FACTORS AFFECTING THAI CLOTH
WHOLESALEERS IN SUPPLIER SELECTION
BETWEEN LOCAL AND CHINESE**

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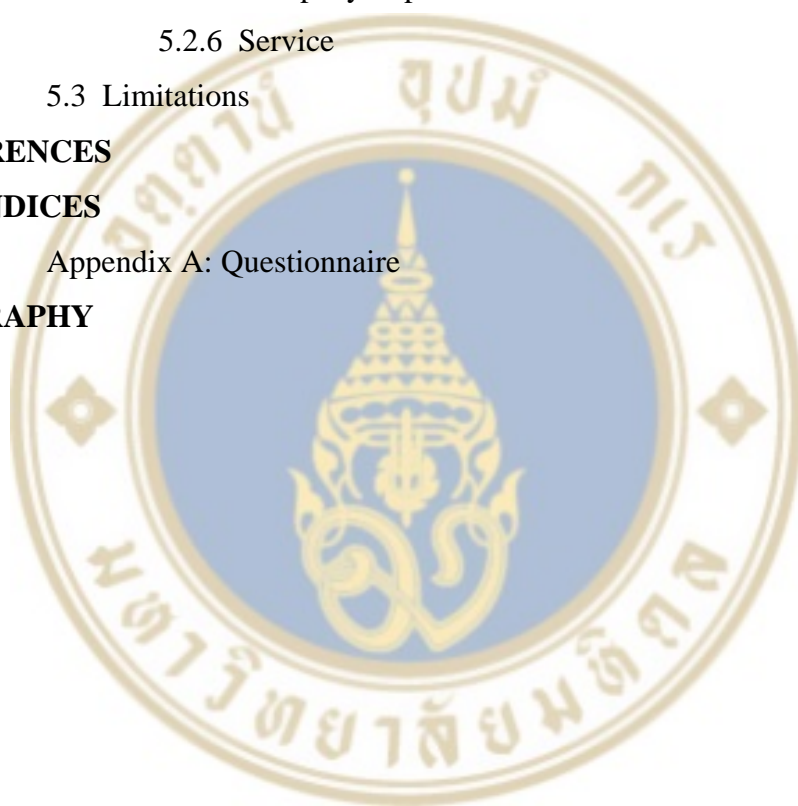
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INFLUENTIAL FACTORS AFFECTING THAI CLOTH WHOLESALERS IN SUPPLIER SELECTION BETWEEN LOCAL AND CHINESE

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ABSTRACT

Thai textile and apparel industries accounted for 3.4% of the (GDP) in 2008. In year 2009, the value of importing cloth from China to Thailand is 677.95 million U.S. dollar which keeps increasing each year. Therefore we can assume that Thai cloth wholesalers have found China as new potential suppliers. The purpose of this research is to identify the influential factors affecting Thai cloth wholesalers in supplier selection and compare advantage and disadvantage between local suppliers and Chinese suppliers.

This paper investigates based on Dickson's 23 vendor selection criteria which is classic study that was cited by many papers. For Research Methodology and Data Collection, the target respondents are Thai clothes wholesalers who have been in the business more than two years and experienced to select suppliers both Thailand and China or either one of them. There were 122 respondents completed the questionnaire.

Thai clothes wholesalers gave different criteria toward local and Chinese supplier. Each has different advantage that is why more than 50% of Thai Cloth Wholesalers select both Thai and Chinese as their suppliers. The final part includes the recommendation and limitation.

KEY WORDS: Thai textile and apparel industries / Thai clothes wholesalers / Thai cloth suppliers / Chinese cloth suppliers

40 pages

CHAPTER I

INTRODUCTION

1.1 Introduction

According to a report on ASEAN: “Although Thailand is usually thought of as an agricultural powerhouse, its textile and apparel industry continues to make a large contribution to the country’s economic growth (Source: SourceAsean.com, thaitextile.org August 11, 2010). Thai textile and apparel industries have played a significant role in Thailand’s economic growth. Its value is ranked number four inferior to food and beverages, and automobiles. Thailand possesses a fully integrated Textile and Apparel Industry, and is one of the few countries globally with capabilities to supply the entire textile industry chain from natural and man-made fiber and yarn manufacturing through weaving, knitting, dyeing, printing and finishing; to textile and apparel design, production and sales (Source: Insight Alpha, 2011).

Thai textile and apparel industries accounted for 3.4% of the country’s gross domestic product (GDP) in 2008 (Source: Thailand Textile Institute's (THTI's) 2010-2011 Thai Textile Statistics), its textile and apparel industry continues to make a large contribution to the country’s economic growth as shown in table 1.

Table 1.1 Role of Textiles and Apparel in Thai Economy (US\$M)

	2003	2004	2005	2006r	2007r	2008p
GDP	137,390	164,332	183,563	200,926	265,893	290,509
GDP of Manufacturing Sector	47,866	56,611	63,698	70,341	94,579	101,461
GDP Textile & Apparel Subsector	6,374	7,451	7,786	8,022	9,577	9,931
Textile	2,638	3,085	3,191	3,239	3,782	3,872
Apparel	3,735	4,366	4,595	4,782	5,795	6,069

Source: Office of the National Economic and Social Development Board

The era of trade liberalization and the acknowledgment that fashion and value-added products provide the best returns, presents Thailand with one major challenge. “Speed to market is the most important thing in the global fashion industry at the moment as fashion changes quickly with new designs coming out every one to two weeks. Price is not the first priority anymore,” said Phongsak Assakul, chairman emeritus of the ASEAN Federation of Textile Industries (AFTEX) (Thapanachai, 2010).

1.2 Problem Statement

Thailand’s domestic population of 66 million provides an ample market for textiles and apparel. The local market is focusing more on design, fashion and quality, and customers are willing to pay for premium products (Thailand Textile Institute, 2010). However Thai textile and apparel industries is a lack of skilled workers with experience in technology, fashion, and management, which limits product variety and quality due to the prevalence of small and medium-sized companies, meaning they often lack the resources to enhance technology or invest in high-end engineering (Thailand Textile Institute, 2010). Another weakness is a lack of research and development and basic quality control in factories, which is crucial if the country wants to increase its value-added offerings (South East Asia Textile Business Review 2009 (1st edition)).

As the world’s economy becomes increasingly competitive, sustaining competitiveness and the resulting profitability depends less on the ability to raise prices. Instead, firms need to compete on the basis of product innovation, higher quality, and faster response times, all of which must be delivered, in most cases simultaneously and always at the lowest costs attainable (Giner, et al, 2011). Especially nowadays the world has changed; we are in the era of globalization where there is no boundary. People has ability to connect across the globe on 24/7 basis because of advance in technology. In consequent many Thai cloth wholesalers have seen the opportunity to fulfill customer’s demand in order to increase the profits and gain market shares. This is when China has come up to Thai cloth wholesaler’s mind. China is considered as a competitive supplier who has an advantage in producing many goods because of its low cost of labor and variety of products. (Baldwin, 2015) The world is becoming more and more a global marketplace and the global environment is forcing companies to take almost everything

into consideration at the same time (Ly`es, Ding, Xie, 2003). According to Tahriri et al. (2008), “supplier selection problem has become one of the most important issues for establishing an effective supply chain system.” Indeed, supplier selection and evaluation represents one of the significant roles of purchasing and supply management functions (Chen and Huang, 2007; Millington et al., 2006; Dahel, 2003; England and Leenders, 1975; Lewis, 1943). Tracey and Tan (2001) note that one of the key elements essential to supply chain success is effective purchasing function.

Weber, Current, and Benton, (1991) affirm that firms cannot successfully produce low cost, high quality products without judicious selection and maintenance of a competent group of suppliers. Lee et al. (2001) and Kumara et al. (2003) emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency. Kumara et al. (2003) contend that strategic partnership with the right suppliers must be integrated within the supply chain to contain costs, improve quality and flexibility to meet end-customers’ value and reduce lead time at different stages of the supply chain. Suppliers have been acknowledged as the best intangible assets of any business organization (Muralidharan, et al., 2002). However, selecting the right suppliers for a long term relationship is a relevant procurement issue that demands judicious attention (Enyinda, Dunu, and Bell-Hanyes, 2010).

The author chose to emphasize on Chinese suppliers, which are one of the main importing regions for Thai clothes wholesale business according to statistics consoled by Custom department, Ministry of commerce. In year 2008, the value of importing cloth from China to Thailand is 677.95 million U.S. dollar which keeps increasing each year (Source: Department of Export Production, Ministry of Commerce). Moreover Ms. Pongpun Gearaviriyapun, Deputy Director-General of the Department of Foreign Trade, also declared that from year 2011 to 2012 the import value of textile and apparel from China to Thailand has expanded at 16.33% (Source: Insight Alpha).

Since there are no sources that provide the sum of total textile and apparel importing value from China, therefore the author chose to pick one category of textile and apparel product to show the trend volume, HS - 61.10 T-shirts, singlet and other vests, knitted or crocheted. "Harmonized System" or simply "HS" is a multipurpose international product nomenclature developed by the World Customs Organization

(WCO). From five years statistic the trend is going upward. Therefore we can assume that Thai cloth wholesalers have found China as new potential suppliers.

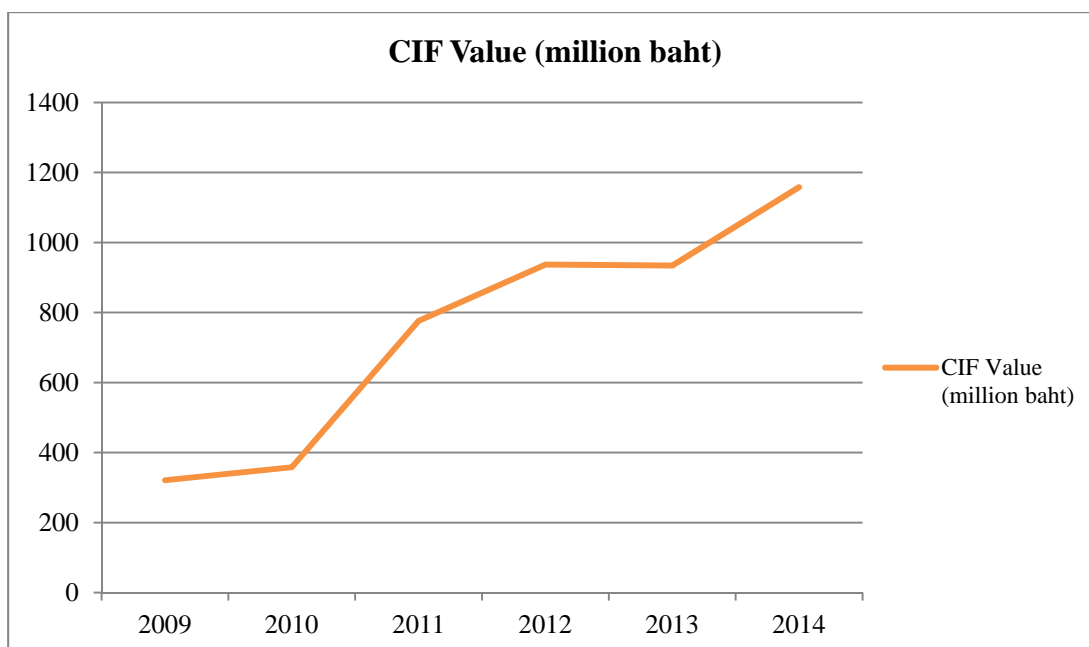


Figure 1.1 T-shirts, singlet and other vests, knitted or crocheted imported value: FROM 2011-2014

Source: <http://www.customs.go.th/>

As the pace of market globalization quickens, the number of potential suppliers and the number of factors to consider when selecting suppliers increases (Cheraghi, Dadashzadeh, Subramanian, 2011). However price lists is not the only factor for the company to consider in term of selecting supplier. In competitive environment, there are many more factors that need to be considered carefully such as value for money, quality, reliability and service. The weighting of each factor will be based on business strategy (infoentrepreneurs.org, 2015).

The purpose of this research is to find the key factors influencing Thai clothes wholesaler business from selecting suppliers between local and Chinese and explain the level of importance on each factor from different perspective according to one's business's priority and strategy.

1.3 Research Questions

1. What are the influential factors affecting Thai cloth wholesalers in supplier selection?
2. What are the advantages and disadvantages of local and Chinese cloth supplier?



CHAPTER II

LITERATURE REVIEW

2.1 The expectation of wholesaler purchasing

Those who make buying decisions within industrial distribution channels tend to develop expectations in a number of areas regarding the performance of vendors (Anderson and Chambers 1985; Doyle, Woodside, and Michell 1979; Moriarty 1983; Sheth 1973; Sibley and Teas 1979; Vyas and Woodside 1984). In industrial buying, the formation of expectations is thought to be affected not only by information processing, but also by a person's background (e.g., specialized education, job-related roles, lifestyle) and their satisfaction with past purchase decision outcomes (Luffman 1974; Sheth 1973; Vyas and Woodside 1984). This evaluation is likely to be based on pre-purchase expectations, and heightens the awareness of the degree to which those expectations were met. Correspondingly, they may be less apt to accept disconfirmation without taking some corrective action (Cronin and Morris, 1989).

2.2 Supplier Selection

To survive in the intensely competitive global economy, it is often critically important to not only develop existing suppliers but also to discover new suppliers. For the basic of supplier selection, the wholesalers search for possible supplier that will be able to deliver the material, product or service (Bucki, 2015). Supplier selection has received a significant coverage in the purchasing and supply management literature (e.g., Petroni & Braglia, 2000; Weber, Current, & Benton, 1991; Weber & Ellram, 1992; Ellram, 1990; Dickson, 1966; Ghodsypour & O'Brien, 1998; Verma & Pullman, 1998; Krause & Ellram, 1997; Wilson, 1994; Min, 1993; Narasimhan, 1983; Swift, 1995; Soukup, 1987). Some past researches showed that three most important criteria are product price, quality, and delivery reliability (as cited in Voss, D., 2013). However the supplier selection process has undergone significant changes during the past 20 years. These

include increased quality guidelines, improved computer communications, and increased technical capabilities (Weber, Current, Benton, 1991). Therefore the author selects the popular researches and divides into three parts; the classic one by Dickson (1966), the re-visited one by Weber (1991) and the contemporary ones from many researches to describe in this study. The paper was arranged selection criteria researches in chronological order.

2.2.1 Dickson's vendor selection criterion

The classic study that was cited by many papers (Kar, A.K. & Pani, A.K., 2014; Benyoucef, L., Ding, H., & Xie, X., 2003) is Dickson's work in 1966 where 76 articles published between 1966 (year of Dickson's study) and 1990 were categorized based on Dickson's 23 vendor selection criteria. However the criteria that are critical for evaluating suppliers depend on the type of product or service that is to be purchased (Ellram and Zsidisin, 2002).

Table 2.1 Dickson's supplier evaluation criteria

RANK	CRITERIA	EVALUATION
1	Quality	Extreme importance
2	Delivery	
3	Performance history	
4	Warranties and claims policies	
5	Production facilities and capacity	Considerable importance
6	Price	
7	Technical capability	
8	Financial position	
9	Procedural compliance	
10	Communication system	
11	Position in the industry	
12	Desire for business	
13	Management and organization	
14	Operational controls	
15	Repair service	Average importance
16	Attitude	
17	Impression	
18	Packaging	
19	Labor relations record	
20	Geographical location	
21	Amount of past business	
22	Training aids	
23	Reciprocal arrangement	Slight importance

Source: Acoste (2012)

As shown above, aggregate factor ratings (Dickson, 1966), supplier selection criteria that had extreme importance were product quality, on-time delivery, performance history and warranties and claim policy while price was considered to be less importance at considerable importance level.

Criteria used in Dickson's study

1. The ability of each supplier to meet **quality** specifications consistently.
2. The ability of each supplier to meet specified **delivery** schedule.
3. The **performance history** of each supplier.
4. The **warranties and claims policies** of each supplier.
5. The **production facilities and capacity** of each supplier.
6. The net **price** including discounts and freight charge offered by each supplier.
7. The **technical capability** (including research and development facilities) of each supplier.
8. The **financial position** and credit rating of each supplier.
9. Compliance or likelihood of **compliance with your procedure** (both bidding and operating) by each supplier.
10. The **communication system** (with information on progress data of orders) of each supplier.
11. The **position in the industry** (including production leadership and reputation) of each supplier.
12. The **desire for your business** shown by each supplier.
13. The **management and organization** of each supplier.
14. The **operational controls** (including reporting quality control, and inventory control systems) of each supplier.
15. The **repair service** likely to be given by each supplier.
16. The **attitude** of each supplier toward your organization.
17. The **impression** made by each supplier in personal contacts with you.
18. The ability of each supplier to meet your **packaging** requirements for his product.
19. The **labor relations record** of each supplier.
20. The **geographical location**.

21. The amount of past business that has been done with each supplier.
22. The availability for training aids and educational courses in the use of product of each supplier.
23. The future purchases each supplier will make from your company.

2.2.2 Weber's vendor selection criteria

Increased competition and globalization of markets facilitated by Internet-based technologies have combined to dramatically change the ranking of factors while introducing new criteria to the supplier selection process (Cheraghi, 2011). These developments strongly urge for a more systematic and transparent approach to purchasing decision-making; especially regarding the area of supplier selection (see e.g. Carter et al., 1998). Dickson's pioneering work was re-visited by Weber et al. (1991) where the results were extended to encompass research on the supplier selection decision problem published between 1990 and 2001. It is important to note that as stated by Weber et al., this review is entirely based on academic literature while Dickson's study was based on a survey of purchasing agents. Hence any comparisons between the two studies should be done with the realization that the two studies were based on two different "populations". (Weber et al., 1991)

Table 2.2 provides the current as well as the previous rankings of the different vendor selection criteria. The column "Current Rank" indicates the position that each criterion holds in this study (based on the number of papers that criterion occurred in) and the column "Previous Rank" refers to the rank the criterion held in Weber et al. study. The table also includes new criteria that were not present in the original list of 23 (Dickson, 1966).

Table 2.2 Weber's vendor selection criteria

Current Rank	Previous Rank	Factor
1	3	Quality
2	2	Delivery
3	1	Price
4	10	Repair Service
5	5	Technical capability

Table 2.2 Weber's vendor selection criteria (cont.)

Current Rank	Previous Rank	Factor
6	4	Production Facilities and capacity
7	9	Financial Position
8	7	Management and Organization
9	New	Reliability
10	New	Flexibility
11	8	Attitude
12	13	Communication System
13	10	Performance History
14	6	Geographical Location
15	New	Consistency
16	New	Long-Term Relationship
17	14	Procedural Compliance
18	12	Impression
19	13	Reciprocal Arrangements
20	New	Process Improvement
21	New	Product Development
22	New	Inventory Costs
23	New	JIT
24	New	Quality Standards
25	New	Integrity
26	New	Professionalism
27	New	Research
28	New	Cultural
29	8	Reputation and Position in Industry
30	13	Labor Relations Record
Passe'	11	Operating Controls
Passe'	11	Packaging Ability
Passe'	13	Training Aids
Passe'	14	Desire for Business
Passe'	15	Amount of Past Business
Passe'	15	Warranties & Claims Policies

Source: Cheraghi, Dadashzadeh, Subramanian, 2011.

(Passé: no longer fashionable, out of date.)

Reliability, Flexibility, Consistency, and Long-Term Relationship are four significant new entrants into the list of critical success factors for supplier selection.

On the other hand, Warranties and Claim Policies, Amount of Past Business, Desire for Business, and Training Aids are among the factors that have become passé.

2.2.3 Contemporary researches

Some current study can be taken into consideration. Basligil, Sen, and Baracli (2008) identify as many as 49 supplier selection criteria. They proposed supplier reliability, customer orientation, commercial competence, delivery performance, information availability and exchange risk. Corporate social responsibility (CSR) related items, such as green environmental product may influence the supplier selection (Lee, Le, Andrea, & S.C., 2012).

Different products have different demand and market characteristics which affecting to the strategy on providing the stock. Accordingly, the importance of supplier selection criteria may vary for different products (Jin & Farr, 2010).

Teng and Jaramillo (2005) studied at T&C industry's developed supplier selection model particularly for this company. They set up the supplier performance into some groups, namely delivery, flexibility, cost, quality and reliability. Each group consists of several indicators that reflect the group measurement. There are 20 items indicators for overall selection model.

Table 2.3 Teng and Jaramillo's developed supplier selection model

Delivery	Geographic location
	Freight terms
	Trade restrictions
	Total order lead time
Flexibility	Capacity
	Inventory availability
	Information sharing
	Negotiability
	Customization

Table 2.3 Teng and Jaramillo's developed supplier selection model (cont.)

Delivery	Geographic location
Cost	Supplier's selling price
	Internal cost
	Ordering and invoicing
Quality	Customer service
	Certifications
	Continuity improvement programs
Reliability	Feelings of trust
	Currency exchange issues
	Political situation
	Warranty policies
	Percent on-times deliveries

Geographic location refers to the distance between the supplier and customer, while freight term means the delivery responsibility of the supplier. Trade restrictions are administrative document that related to the export and import process or the customs document that needed for importing and exporting the merchandise. Although international trade regulation become more open, customs regulation and procedure with cross-border trade can be vary for different countries. Lead time refers to the waiting time of the customer while making an order and receiving the products. Delivery issues in international trade are less problematic with smaller import volumes (Cho & Kang, 2001).

The flexibility cluster comprises of five factors. The first factor is capacity; it refers to the amount of supplies that customer order. Inventory availability refers to the capacity of suppliers to cover orders with safety stock. Information sharing is evaluated based on the level of information sharing between customer and supplier, and negotiability refers to the level of mutual advantage and trust supplier and customers. Finally, customization is an ability of supplier to make an order based on the individual customer needs (Teng & Jaramillo, 2005).

2.3 The Impact of the Internet on the Supplier Selection

Due to the advances and adoption of information technology and electronic data Interchange, the internet has become a market place where enables an efficient negotiation between buyers and suppliers, including e-catalogue, e-requisition and ordering, e-payment, etc. The results of Purchasing Magazine's broad-based survey of purchasing professionals reveal that most industrial purchasing professionals perceive the Internet to be a supply management tool that can save sourcing time, efficiently locate new suppliers, reduce costs, greatly improve communication with suppliers, help track supplier performance, and free them for higher level, more value-added work (Purchasing, 1999). In a survey assessing Internet usage, Lancioni, Smith, and Oliva (2000) found that over 90% of the respondents used the Internet in some part of their supply chain management program. According to Brunelli (2000), incumbent suppliers who do not invest in e-commerce technology are more likely to be replaced by suppliers that can or will.

2.4 Data/Model analysis

According to the classic supplier selection study that was cited by many papers (Kar, A.K. & Pani, A.K., 2014; Benyoucef, L., Ding, H., & Xie, X., 2003) is Dickson's work in 1966. Therefore this paper investigates the type of criteria, rank, and rating based on the Dickson's study. The matrix was designed consists of seven main criteria as first level and break down into two sublevels as shown at the table two point five.

Table 2.4 Data/Model analysis

No.	Component	Criteria
1	Performance and management	Delivery
		Financial position
		Procedural compliance
		Communication system
		Position in the industry
		Impression
		Packaging
		Desire for business
		Labor relations record
2	Capacity	Quality
		Performance history,
		Warranties and claims policy,
		Production facilities and capacity
		Geographical location
		Repair service
		Amount of past business
		Training aids
		Reciprocal arrangement
3	Operational	Price
		Operational controls
		Management and organization
		Attitude
4	Capability	Performance history
		Technical capability

2.5 Conceptual Framework

In order to achieve the goals of study we considered designing and developing a questionnaire based on the Dickson's criteria.

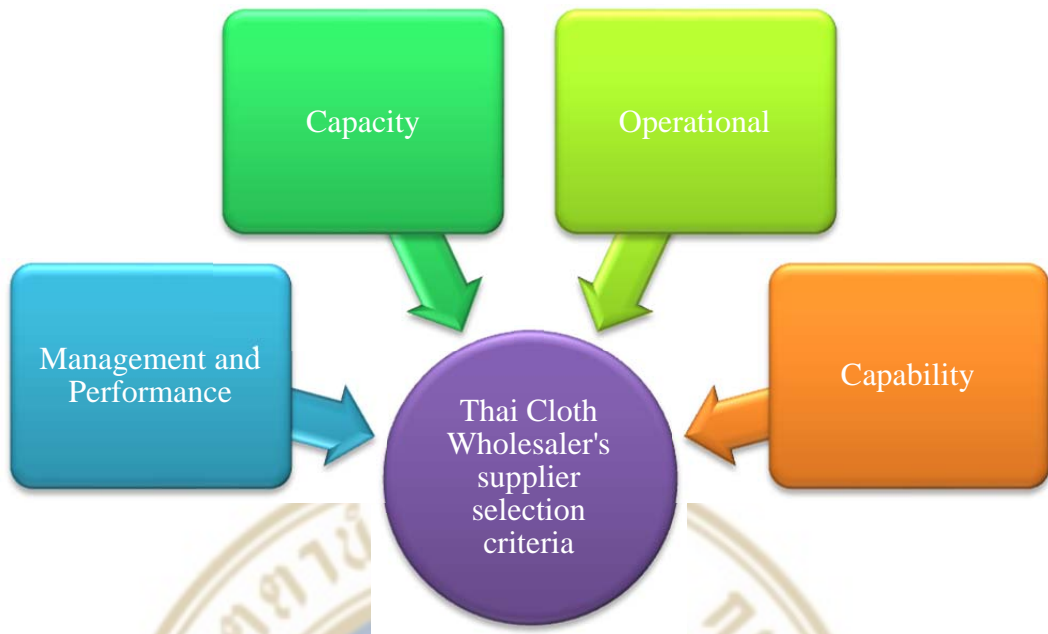


Figure 2.1 Conceptual Framework



CHAPTER III

RESEARCH METHODOLOGY

3.1 Sample size and Qualification

The overall objective of this research is to examine the influential factors for Thai clothes wholesaler from selecting suppliers between local and Chinese. It was designed to investigate the difference of strong and weak point between local and Chinese suppliers in perspective of Thai cloth wholesaler. The target respondents for this research survey are Thai clothes wholesalers who have been in the business more than two years and experienced to select suppliers from Thailand and/or China. This group is chosen because each must have their own criteria from selecting the best supplier in order to strengthen their brand from the competitors. Thus, they have lots of experiences and able to express the reason why they select particular suppliers. Due to limitation of time frame, choosing quality respondents is an essential part of this paper. Therefore, the self completion questionnaire surveys were distributed to Thai Cloth Wholesalers face to face during March 1 – 20, 2015 at Platinum Fashion Mall, Thailand Largest Wholesale & Retail Shopping Destination. There were 122 respondents completing the questionnaire.

3.2 Data collection method

This research approach is mainly based on a quantitative study with questionnaires and 1 open-ended question at the end. Open-ended questions are used to encourage respondents to spread their opinions freely. All interviews are conducted by the same researcher to control external variables.

To collect data, the research focuses on Thai wholesalers who particularly have an experience to use both Thai and Chinese or either one of them as a supplier in order to express the advantage/ disadvantage of Thai and Chinese suppliers. The questionnaire consisted of 4 main sections, which are screening questions, general questions, specific

questions and demographic questions. In specific questions part was divided into two main questions which selected 23 variables in the conceptual framework were represented in statements in specific questions as one variable, one question. The first question, respondents were asked to grade the importance of each variable on interval scales of 10-degree of importance. The questionnaire was designed to use large scale to clearly see the different level of importance rated to each variable. 1 represented least important and 10 represented highest importance. The second question, respondents were asked to grade the advantage of each variable on interval scales of 5-degree of advantage, 1 represented least advantage and 5 represented most advantage, comparing between local and Chinese supplier. The questionnaire also opened for respondents to add their own attributes that they thought those are important but were not included in the questionnaire to explore possible other criteria.

Since Thai textile and apparel industry continues to make a large contribution to the country's economic growth. (Office of the National Economic and Social Development Board, 2010) The interviewees can help to recommend which suppliers are suitable for Thai clothes business from identifying the factor influencing Thai clothes wholesaler from selecting suppliers; advantage and disadvantage of each supplier, the main decision criteria from Thai cloth wholesaler's perspective which will be analyzed from the semi-structured interviews (Bernard, 1988).

CHAPTER IV

RESEARCH FINDINGS

This chapter will present the findings by following order, firstly present the customer's general information, factors related to the supplier selection and the comparison factors between local and Chinese supplier.

4.1 Characteristics of respondents

Table 1 presents the general characteristic of respondents. This study recruited 122 respondents. Most of the respondents are female (62.3 percent), aged 25 to 30 years old (45.9 percent). The majority of the respondents have run their clothing business for less than 3 years (41.8 percent).

Table 4.1 General customer's information

Characteristics	Frequency	percent
Gender		
male	46	37.7
female	76	62.3
Age		
Less than 24 years old	9	7.4
25 – 30 years old	56	45.9
31 – 40 years old	50	41.0
Above 40 years old	7	5.7
Duration on cloth business		
Less than 3 years	51	41.8
3 – 5 years	22	18.0
More than 5 years	49	40.2
Number of suppliers		
2-3	36	29.5
4-5	4	3.3
more than 5	82	67.2

Table 4.1 General customer's information (cont.)

Characteristics	Frequency	percent
Type of supplier		
Local	9	7.4
Chinese	31	25.4
Both	82	67.2
Average value purchase per month		
Less than 100,000 THB	4	3.3
100,001 – 200,000 THB	25	20.5
200,001 – 300,000.- THB	12	9.8
More than 300,001,- THB	81	66.4
Total	122	100.0

This study found that most of customers, 67.2 percent, have more than five suppliers. Also, 67.2 percent claimed to have both Thai and Chinese suppliers. Lastly, it was reported that 66.4 percent of the customers claimed to have average purchase in terms of value per month higher than 300,001 baht.

4.2 Supplier Selection Criteria

Table 4.2 Selection criteria

No	Criteria	Mean	Standard deviation
1.	Delivery	8.92	1.49
2.	Repair service	8.87	1.22
3.	Quality	8.80	1.82
4.	Warranties and claims policy	8.78	1.81
5.	Production facilities and capacity	8.67	1.58
6.	Attitude	8.63	1.52
7.	Operational controls	8.63	1.27
8.	Technical capability	8.61	1.77
9.	Management and organization	8.02	1.85
10.	Performance history	8.01	1.86
11.	Impression	8.00	2.07
12.	Desire for business	7.91	1.85
13.	Communication system	7.83	2.04

Table 4.2 Selection criteria (cont.)

No	Criteria	Mean	Standard deviation
14.	Packaging	7.72	1.96
15.	Geographical location	7.69	1.86
16.	Amount of past business	7.66	2.11
17.	Procedural compliance	7.50	2.24
18.	Reciprocal arrangement	7.48	1.81
19.	Position in the industry	7.28	2.04
20.	Price	7.28	2.45
21.	Training aids	6.27	2.44
22.	Labor relations record	6.02	1.96
23.	Financial position	6.01	2.22

Table 4.2 presents the supplier criteria. Respondents rated these criteria from 1 up to 10. The result shows that delivery of product is the most important criteria for selecting supplier, the average score is 8.92. Furthermore, there are some criteria that got almost similar score, namely (in respective order) repair service, quality, warranty and claims policy, production facilities and capacity, attitude, operational controls and technical capability. These 8 criteria seem to be the most important criteria for whole sale customer while they select their supplier.

Another criterion which has similar average score, namely management and organization, performance history and impression. While others groups which got lower criteria score are training aids, labor relations record and financial position. These last three criteria are mostly related to internal management of supplier and it seems difficult for customer to assess them, thus they are less important for whole sale customers.

The factor analysis produced the extraction of variables. In the table 3 showed the total variances explained after rotation sum of square loading. The 23 selection criteria extracted into 6 groups / dimensions and they contribute 84.7% of the total model. The detail contribution of each factor as follow: Component 1 contributes 18.6%, component 2 contributes 17.4%, component 3 contributes 16.9%, component 4 contributes 12.2%, component 5 contributes 11.8% and component 6 contributes 7.7%.

Table 4.3 Rotation sums of squared loadings

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	Total	% of Variance	Cumulative %	4.280	18.607	18.607
2	7.784	33.844	33.844	4.001	17.396	36.003
3	3.450	15.001	48.845	3.888	16.905	52.908
4	2.842	12.357	61.202	2.809	12.215	65.123
5	2.327	10.116	71.318	2.725	11.847	76.971
6	1.797	7.812	79.130	1.773	7.709	84.680
7	1.276	5.550	84.680			
8	.772	3.357	88.037			
9	.679	2.952	90.989			
10	.478	2.078	93.067			
11	.357	1.553	94.620			
12	.333	1.447	96.067			
13	.243	1.059	97.126			
14	.194	.843	97.969			
15	.123	.535	98.504			
16	.112	.487	98.991			
17	.102	.442	99.432			
18	.050	.219	99.652			
19	.035	.154	99.806			
20	.018	.079	99.885			
21	.016	.067	99.952			
22	.006	.027	99.979			
23	.004	.016	99.996			

Table 4.4 presented the result from the factor analysis

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Quality		.786		.406		
Delivery		.849				
Performance history	.809					
Warranties and claims policy	.859					
Production facilities and capacity	.611	.654				
Price			.568		-.402	
Technical capability		.808				
Financial position			.804			
Procedural compliance			.779			
Communication system			.819			
Position in the industry			.495	.462		.446
Desire for business	.565					.692
Management and organization	.846					.423
Operational controls	.685	.436				
Repair service		.477				.482
Attitude	.613	.594				
Impression					.920	
Packaging			.830			
Labor relations record			.474		.706	
Geographical location					.904	
Amount of past business		.497		.729		
Training aids				.715		-.422
Reciprocal arrangement				.908		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 16 iterations.

The rotation matrix presented loadings factors of each criterion. The possible value of loading factors ranges from -1 to +1. The closer to 1 the higher this factors the higher its contribution toward the component. For example Delivery contribute 0.786 for component 2, whilst it contributes 0.406 for component 4, thus we include the Delivery into component 2 rather than to component 4. The factor analysis extracted the 23 selection criteria into 6 components.

Component 1 consisted of 5 criteria, namely performance history, warranties and claims policy, management and organization, operational controls and attitude.

Since these components related to the business and management, thus the author named these components as “Management and performance”.

The second component consisted of 4 criteria, namely quality, delivery, production facilities and capacity, and technical capability. Since these criteria related to performance production and facilities, accordingly we named these component as “Quality and capability”.

The third component consists of 6 criteria, namely price, financial position, procedural compliance, communication system, position in the industry and packaging. These criteria seem related to the competitiveness in term of price accordingly we named the third component as “product competitiveness”.

The fourth component included amount of past business, training aids and reciprocal arrangement. These three factors are mainly associate with business experiences and how to handle the transaction, so the author named this component as “transaction”

The fifth component consists of 3 criteria, namely impression, labor relations record and geographical location. As the impression is the most important in this component, then the author named this component as “company impression”.

The last component consists of 2 criteria, namely desire for business and repair service, as this component related to the willingness of the company to involve in the market and the after sales service, thus the author would like to name this component as “service”.

The management and performance component includes performance history, warranties and claims policy, management and organization, operational controls and attitude. Management may involve very wide aspect. The management includes how to control and making decision on reaching organizational goals. It may relate to the internal operational control and also how to manage a relationship with a client, how to achieve company goal. A good management will produce high performance in term of production process, market share and profit.

The Quality and capability dimension is one out of six criteria dimension that becomes an importance concern for selecting a supplier. This component includes how the product being produce and how the supplier fulfills a market demand. The market demand refers to either on quality or on the amount of product. The delivery service is the most affect factors to the quality and capability with the loading factor as

0.849. The delivery factor includes the time punctuality as the client order. The technical capability contributes higher loading factor compare to the quality. Eventually, either Dickson or Weber placed the technical capability in the fifth rank between 23 criteria. On the contrary, this study found that technical capability is on the 8th rank, thus the importance of these factors is almost similar to the Dickson' model and Weber model. The plausible reason is the technical capability could be represented the product quality and the capacity of production.

The most important factors in the product competitiveness (the third component) is packaging, follows by communication system. The product competitiveness can be derived from the appearance of a product, such as excellent packaging, and how we communicate and introduce our product to customers. This finding suggests that a supplier should provide good communication channel and interlace connection with the client. Furthermore, supplier should give attention to the fulfillment an order from a customer. The fulfillment may include the ordered product model, product quality and also a punctual delivery. This finding do not agree with the Dickson's and Webber evaluation selection criteria that Delivery, Quality and Performance history are the extremely important factor in selecting a vendor. In the era of communication and internet technology, the good communication system becomes the most importance factor because nowadays most of the transaction and market are provided by digital and virtual market. Supplier and client do not meet physically but by digital or virtual and long distance communication. The Dickson's model the packaging is included to the average importance, while the communication system is included to considerable importance.

The amount of past business, training aids and reciprocal arrangement become the most importance factors in the transaction component. The amount of past business represent the transaction between supplier and customer, thus it can be an indicator of the supplier to meet the demand of client. Even though the training aids might be not directly influence the transaction, but it may influence to develop the human resource, and later on the high quality human resources will increase the capacity of supplier's production. Furthermore, the reciprocal arrangement is the most important for the transaction component. However, it is not similar to the Dickson's model in which the reciprocal arrangement was included to slight importance criteria.

The company impression refers to how the way customer feels to the company. On the other words, the client impression toward a supplier is one important dimension for selection criteria. The company impression includes impression, labor relations record and geographical location. These three factors were included to the average importance in the Dickson's model.

This study found that the five most importance factor within 23 criteria are impression, reciprocal arrangement, geographical location, warranties and claims policy and delivery, which have loading factors as 0.920, 0.908, 0.04, 0.859 and 0.849, respectively. The highest the value of loading factor, the bigger is the influence.

4.3 Comparison between Thai and Chinese supplier

The table 4.3 presented the score between Thai and Chinese supplier. The local supplier has five main important criteria, namely communication system, desire of business, geographical location, delivery and position in the industry. Whilst Chinese supplier has the higher superiority on production facilities and capacity, price, technical capability, financial position and the position in the industry.

Table 4.5 Comparison between Thai and Chinese supplier

Criteria	Local	Chinese
Quality	3.98	3.87
Delivery	4.03	3.65
Performance history	3.72	3.93
Warranties and claims policy	3.86	3.34
Production facilities and capacity	3.18	4.51
Price	3.72	4.26
Technical capability	3.33	4.12
Financial position	3.51	4.11
Procedural compliance	3.66	4.01
Communication system	4.39	3.46
Position in the industry	4.02	4.08
Desire for business	4.13	4.02
Management and organization	3.84	3.92

Table 4.5 Comparison between Thai and Chinese supplier (cont.)

Criteria	Local	Chinese
Operational controls	3.64	3.52
Repair service	3.78	3.07
Attitude	4.02	3.70
Impression	3.92	3.55
Packaging	3.70	3.88
Labor relations record	3.60	3.27
Geographical location	4.10	3.43
Amount of past business	3.66	3.89
Training aids	3.46	3.10
Reciprocal arrangement	3.51	3.48

For the local supplier, the delivery factor has similar importance to the Dickson's model which was include to the extreme importance. Whilst for the Chinese supplier, none of the highest factors are similar to the extreme importance in the Dickson's model. The production facilities and capacity, price and the position in the industry of Chinese supplier got highest score. They were included in the considerable importance in the Dickson's model. Comparing to the local supplier, the production facilities and capacity gain lowest attention for the local supplier criteria, on the contrary it has importance role for the Chinese supplier. In conclusion, respondents gave different criteria value for the local and the Chinese supplier.

CHAPTER V

DISCUSSION & CONCLUSION

5.1 Conclusions

This study can be concluded that delivery, repair service, quality, warranties and claims policy, production facilities and capacity most important criteria for supplier. These components contribute for 84.68% toward selection criteria. The customer gave different criteria toward local and Chinese supplier. The major criteria for local supplier was communication system, desire of business, geographical location, delivery and position in the industry, on the other hand the Chinese supplier major criteria was the production facilities and capacity, price, technical capability, financial position and the position in the industry. Only the position in the industry has the same importance to the selection criteria.

The factor analysis generated 6 dimensions for selection supplier criteria. The six dimensions are management and performance, quality and capability, product competitiveness, transaction, company impression, and service.

5.2 Recommendations

5.2.1 Management and performance

Management and performance is the most influence component in the selection criteria of supplier. It affects 18.61% for selecting supplier for whole-shale cloth business in Thailand. One important factor in the Management and performance component is Warranties and claims policy. It is realized that in the informatics and telecommunication (IT) era, the transaction process is facilitated by digital mode. The supplier offer their product by using digital catalog in a website, on the other edge the customer will bargain and make a payment by electronic banking or using electronic payment. Inconsequence a warranties and claims policy from the supplier becomes

importance factors for selecting a supplier. A customer needs a guarantee for the merchandize that they order. Guarantee that their order come as they order and the most importance is if the merchandize is not well produce as its order, it will be easy for customer to claims for exchange to the good one.

5.2.2 Quality and capability

The capability component is not only related to how to produce a product but also how to provide after sales service of product. In term of how to produce a product a quality and production facility and capacity become important. A supplier should provide a product that fulfills the quality and the amount as a client ordered. A good and suitable quality product can be produce if a supplier has production facilities as needed. It is also related to the training aids, qualified training aids will develop a staff skill. If the staff's skill developed, it will increase the production quality. In conclusion the production facilities and capacity and the training aids will lead to the good quality and fulfill the amount of production. Suppliers should provide the production facilities and increase the staff's skill if they want to be superior in a market.

The amount of past business contributes quite significant influence to the selection criteria. This variable is associated with the customer in deal a business with a supplier in the past time. If a supplier capable enough to provide the amount that ordered by a customer, it will make trustworthiness for a customer. Thus this trustworthiness will be a positive point for customer to make another transaction.

A wholesale customer will evaluate the performance history and technical capability of supplier. The way of customer to evaluate the supplier performance is by reading or searching the supplier company profile. Accordingly, suppliers need to provide an easy access profile company. They can develop several channels to post a company profile. Nowadays website is the most suitable channel to distribute information. A company profile should include company name, address, e-mail address and website, key contact and telephone, gross annual sales, legal structure, employee, production capacity and capability, etc. Clear information and easy to access will make a prospective customer gave more attention in selecting a supplier.

5.2.3 Product competitiveness

One of the most important factors in the product competitiveness is communication system. It seems to be important for supplier to develop a communication system that suitable for current situation. The communication system will be as means of offering products, ordering system, customer service and payment. The digital catalog on the website is one of tools to offer a product. It will present a product picture, product dimension, quality and material and also the price and minimum order number. The digital catalog usually embeds with the ordering system. The ordering system enables customer to order a product in term of amount of order, payment and delivery method.

Moreover, packaging contributes important influence to the supplier selection criteria. This finding leads to the appearance of a product. Outstanding and eye-catching package may attract customer to purchase a product. For a wholesale client, a package is not only the appearance of the product box but also it gives physical protection and maintains the quality of product. Especially cloth is non-durable goods, it may vulnerable to water or liquid contamination. A good-looking box and physical protection package will be considerable selection criteria of supplier.

5.2.4 Transaction

The transaction dimension depicts the amount of sell-buy between client and supplier and also the mutual arrangement of the company resources. For the whole-sale business, the amount of transaction between client and supplier shows the relationship between client and supplier. The higher the amount of pass business, the better is the relationship. A good relation with a client will lead to a good repurchase intention. This finding shows that make a good relationship between client and supplier is one important factor to manage a whole-sale business.

5.2.5 Company impression

The company impression factor has the highest loading factors between 23 Dickson's selection criteria. The client impression toward supplier may come from several factors, such as the punctuality of delivery; complain policy and warranty, packaging, etc. The impression will lead to the viability relationship with the customers. A company

impression can be generated by creating good performance of the website, appearance the office and a good customer service.

5.2.6 Service

The service refers to how whole-sale supplier gives after sales service and the availability of stock if there is obsolescence of product. Even though in the whole sales cloth the after sales service does not urgent unlike in the car or real estate business. The after sales service in the whole sale cloth may has form as warranty and complain policy if there is a defect on the product.

5.3 Limitations

There are some limitations on the sample size. The respondent including in this study only limited below 150 respondents who live in the Bangkok area. The limited subject in this study may not reflect the whole understanding for the Thai whole sale cloths business. A bigger sample size and difference location may cause to difference result and conclusion. In consequence, it should be prudent to generalize this research finding.

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APPENDICES

Appendix A: Questionnaire

Factor influencing Thai clothes wholesaler business from selecting suppliers between local and Chinese supplier

Part 1 Screening Question

1. Are you cloth wholesaler?
 Yes No
2. How long have you been in Thai cloth Business?
 Less than 3 years
 3 – 5 years
 More than 5 years

Part 2 General Question

3. How many suppliers do you have?
 1 2 - 3
 4 - 5 more than 5
4. Have you tried ordering the products from both local and Chinese supplier?
 Yes No
5. Who are your current suppliers?
 Thai Supplier
 Chinese Supplier
 Both
 Other
6. What is your company average value purchase per month?
 Less than 100,000.- **THB**
 100,001 – 200,000.- **THB**
 200,001 – 300,000.- **THB**
 More than 300,001,- **THB**

No.	Factor	Local						Chinese				
		1	2	3	4	5		1	2	3	4	5
7.	Technical capability											
8.	Financial position											
9.	Procedural compliance											
10.	Communication system											
11.	Position in the industry											
12.	Desire for business											
13.	Management and organization											
14.	Operational controls											
15.	Repair service											
16.	Attitude											
17.	Impression											
18.	Packaging											
19.	Labor relations record											
20.	Geographical location											
21.	Amount of past business											
22.	Training aids											
23.	Reciprocal arrangement											

9. Other Criteria that influence you in selecting cloth suppliers? Why?

Part4 Demographic Question

10. What is your gender?

Male

Female

11. What is your age?

Less than 24 years old

25 – 30 years old

31 – 40 years old

Above 40 years old

