



Labl Fashion

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CONTROLLED OPERATIONAL MANUAL

Operating Model and Management System Manual

Define how Labl Fashion converts strategy, customer demand and responsible-fashion commitments into controlled daily operations, decisions, evidence and learning.

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Review	Annual and after material legal, operational, incident or strategy change
Classification	Controlled internal and approved partner-use document

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1. Purpose, scope and authority

Define how Labl Fashion converts strategy, customer demand and responsible-fashion commitments into controlled daily operations, decisions, evidence and learning.

SCOPE Covers the complete enterprise from market qualification and product development through sourcing, small-batch production, delivery, feedback, research, tourism, digital systems and management review.

This manual supports the Labl Fashion Strategic Plan and Comprehensive Business Plan 2027–2030. It does not replace applicable Kenyan law, binding customer/partner requirements, professional advice or a more stringent approved control. Where requirements conflict, work must pause and the manual owner must obtain an authorised decision.

2. Governing principles

- Customer value, worker dignity, product quality, evidence and cash discipline are managed together.
- One approved product definition controls each batch.
- Capacity, materials and working capital follow confirmed demand and stage gates.
- LaDOS supports decisions but does not replace accountable owners or physical controls.
- Every cycle ends with feedback and an explicit repeat, revise, repair, repurpose or stop decision.

3. Roles and accountability

Role	Core accountability
Board	Set strategic direction, risk appetite, capital gates and annual outcomes.
Managing Director/Venture Lead	Own enterprise value, customer portfolio, culture and integrated performance.
Commercial lead	Qualify opportunities, contract value and protect customer commitments.
Product/R&D lead	Control design intent, specifications, samples, trials and technical transfer.
Operations lead	Plan people, equipment, materials, methods, output and delivery.
Quality/sustainability lead	Control product release, evidence, claims, corrective action and ESG records.
Finance lead	Control cash, pricing, commitments, payments, reconciliations and reporting.
Digital/data owner	Maintain LaDOS, permissions, integrations, availability and evidence architecture.

4. Standard operating procedure

The following sequence is the minimum controlled workflow. The owner may add risk-based checks, but may not omit a required approval, evidence or safeguard without an authorised exception.

4.1 Plan

Translate strategy into annual targets, budgets, capacity, initiatives and risk controls.

4.2 Qualify demand

Confirm customer, use case, quantity, timing, compliance, evidence, payment and repeat potential.

4.3 Define product

Create and approve specification, bill of materials, sample, quality criteria and change route.

4.4 Commit resources

Confirm margin, deposit/credit, material lots, competence, capacity, maintenance and delivery window.

4.5 Execute

Run controlled standard work, quality gates, records, safety and daily performance management.

4.6 Release and deliver

Approve product, evidence, commercial status, dispatch and customer communication.

4.7 Learn

Capture sales, fit, quality, care, complaint, repair, return and contribution feedback.

4.8 Review and improve

Use weekly, monthly, quarterly and annual reviews to correct, standardise, invest or stop.

5. Control matrix

Control point	Required control
Daily control	Safety, attendance, constraints, output, first-pass yield, defects, maintenance and priorities.
Weekly operating review	Orders, capacity, materials, quality, delivery, cash, people, incidents and actions.
Monthly management pack	Commercial, operations, finance, people, ESG, digital, risk and initiative performance.
Quarterly Board review	Strategy, capital, results, material risk, compliance, impact and corrective decisions.
Stage gate	No expansion without demand, competence, finance, safety,

Control point	Required control
	environmental and downside evidence.
Exception ownership	Every deviation has an owner, containment, decision, due date and closure evidence.

6. Exceptions, incidents and escalation

1. Stop or contain any condition that presents immediate danger, illegality, serious harm, uncontrolled loss, material product risk or unauthorised disclosure.
2. Notify the supervisor/manual owner promptly; preserve people, physical and digital evidence without obstructing urgent care or legal duties.
3. Classify the event, assign an owner, document immediate correction and determine customer, worker, community, regulator, insurer, funder or Board notification.
4. Investigate proportionately, identify contributing and systemic causes, approve corrective/preventive action and verify effectiveness before closure.
5. Record authorised deviations with reason, scope, duration, compensating controls and expiry; repeated exceptions require system change or escalation.

7. Records and evidence

Records must be accurate, dated, attributable, legible, protected, retrievable and retained under the approved retention schedule. Personal, customer, community, financial, research and security information receives access proportionate to risk.

Required record	Minimum evidence expectation
Annual operating plan	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Demand and capacity plan	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Weekly operating review	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Monthly management pack	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Risk and opportunity register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Stage-gate decisions	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Initiative portfolio	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Continuous-improvement register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.

8. Performance indicators and management review

Indicator	Review question
Revenue and gross contribution	What does revenue and gross contribution show about effectiveness, risk, trend, root cause and required decision?
Qualified pipeline and repeat rate	What does qualified pipeline and repeat rate show about effectiveness, risk, trend, root cause and required decision?
On-time-in-full delivery	What does on-time-in-full delivery show about effectiveness, risk, trend, root cause and required decision?
First-pass yield and rework	What does first-pass yield and rework show about effectiveness, risk, trend, root cause and required decision?
Working-capital days	What does working-capital days show about effectiveness, risk, trend, root cause and required decision?
Safety and grievance indicators	What does safety and grievance indicators show about effectiveness, risk, trend, root cause and required decision?
Evidence completeness	What does evidence completeness show about effectiveness, risk, trend, root cause and required decision?
Strategic initiative milestones	What does strategic initiative milestones show about effectiveness, risk, trend, root cause and required decision?

The manual owner reviews indicators monthly or quarterly according to risk, reports material exceptions through the management pack and proposes changes during annual management review. A positive metric never overrides evidence of harm, legal breach or stakeholder grievance.

9. Competence, communication and training

- Identify roles that require induction, supervised practice, formal qualification, refresher training or independent authorisation.
- Assess competence through observed performance, records, tests, work results or authorised sign-off—not attendance alone.
- Communicate changes before their effective date and confirm affected users can access the current controlled version.
- Withdraw access or require supervision where competence has expired, changed or proved insufficient.
- Retain training, assessment, authorisation and refresher records.

10. Review, change and approval

Trigger	Required action
Annual review	Confirm continued suitability, legal/contractual alignment, evidence, indicators, incidents and user feedback.
Material incident or audit finding	Review affected control immediately and implement approved corrective change.

Trigger	Required action
Legal, market or system change	Obtain competent review before the new requirement or release becomes effective.
Process/organisation change	Update roles, records, training, permissions and continuity arrangements.
Manual revision	Issue new version, change summary, approval, effective date and superseded-version withdrawal.

Appendix A — Operational templates

The following templates form the minimum annex set. The manual owner may issue controlled electronic equivalents in LaDOS or another approved system.

A.1 Annual operating-plan template

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.2 Daily control board

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.3 Weekly operating-review agenda

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.4 Monthly management-pack index

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.5 Stage-gate decision form

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.6 Improvement charter

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

Appendix B — Approval

This manual becomes controlled when approved by the authorised Labl Fashion authority. Printed copies are uncontrolled unless specifically registered.

Approved by	Capacity	Signature	Date
	Board Chair / delegated authority		
	Managing Director / Venture Lead		
	Manual owner		