



Labl Fashion

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CONTROLLED OPERATIONAL MANUAL

Customer, Product Development and Small-Batch Production Manual

Provide the controlled commercial and technical workflow for converting a customer need into a costed, approved, repeatable and traceable small production batch.

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Owner	Managing Director / designated manual owner
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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

Provide the controlled commercial and technical workflow for converting a customer need into a costed, approved, repeatable and traceable small production batch.

SCOPE Applies to discovery, design, technical development, sampling, costing, order acceptance, planning, cutting, sewing, finishing, delivery and post-market feedback.

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

- Development work is paid and separately visible from production.
- No production begins from an unapproved sample, drawing or verbal instruction.
- The minimum viable batch covers actual development, setup, material, labour, quality, overhead, logistics and evidence.
- Customer changes are version-controlled and commercially assessed.
- Smaller batches are used to learn, not to conceal uneconomic pricing or unstable processes.

3. Roles and accountability

Role	Core accountability
Customer/account owner	Qualify need, commercial terms, approvals, feedback and relationship.
Designer/product developer	Translate intent into controlled technical definition and sample.
Costing/finance reviewer	Validate material, labour, overhead, waste, evidence, logistics, taxes and margin.
Planner	Confirm capacity, materials, sequence, competence and delivery promise.
Production supervisor	Execute approved methods and production controls.
Quality controller	Verify first piece, in-process and final product requirements.
Customer approver	Approve specifications, samples, changes and release conditions as contracted.

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 Discovery

Record use case, wearer/customer, market, quantity, timing, target price, evidence and constraints.

4.2 Feasibility review

Assess technical complexity, materials, compliance, capacity, IP, safety and commercial viability.

4.3 Product definition

Create measurement/specification, pattern, construction, BOM, artwork, packaging and quality criteria.

4.4 Sample cycle

Plan, make, inspect, fit/test, cost and record revision; obtain written approval.

4.5 Quotation and contract

Price development and production; define MOQ/minimum viable batch, payment, change, delivery and claims.

4.6 Order readiness

Verify deposit/credit, approved version, material lots, capacity, competence, tools and release plan.

4.7 Small-batch execution

Cut, make, finish and inspect using batch traveller, standard work and quality gates.

4.8 Delivery and learning

Dispatch with records; capture complaint, fit, sales, care, repair and repeat-order decision.

5. Control matrix

Control point	Required control
Customer brief	Mandatory fields and named approver before development.
Version control	Unique product/version identifiers; only current approved documents at points of use.
Sample approval	Written approval with photographs/measurements and unresolved limitations.
Cost change	Requote when design, quantity, material, timing, evidence or logistics changes.
Material substitution	No substitution without technical, claims, cost and customer approval.

Control point	Required control
First-piece release	Production cannot continue beyond agreed limit until first piece passes.
Batch closure	Reconcile input, output, seconds, rework, waste, time, quality and contribution.

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
Customer brief	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Feasibility review	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Technical pack and pattern register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Sample and fit record	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Approved quotation/contract	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
BOM and material-lot allocation	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Batch traveller	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Quality and release record	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Post-market feedback	Owner, date/period, subject, decision/status, source or attachment,

Required record

Minimum evidence expectation

approval where required and retention location.

8. Performance indicators and management review

Indicator	Review question
Discovery-to-quotation cycle	What does discovery-to-quotation cycle show about effectiveness, risk, trend, root cause and required decision?
Sample iterations	What does sample iterations show about effectiveness, risk, trend, root cause and required decision?
Quote conversion	What does quote conversion show about effectiveness, risk, trend, root cause and required decision?
Development cost recovery	What does development cost recovery show about effectiveness, risk, trend, root cause and required decision?
First-pass yield	What does first-pass yield show about effectiveness, risk, trend, root cause and required decision?
OTIF delivery	What does otif delivery show about effectiveness, risk, trend, root cause and required decision?
Complaint/return rate	What does complaint/return rate show about effectiveness, risk, trend, root cause and required decision?
Repeat-order conversion	What does repeat-order conversion show about effectiveness, risk, trend, root cause and required decision?
Contribution by batch	What does contribution by batch 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.
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 Customer brief 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.2 Product feasibility checklist

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.

Field	Required entry
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.3 Sample approval 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.4 Change request

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 Batch-readiness checklist

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.

Field	Required entry
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.6 Batch traveller

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.7 Post-market review

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
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Board Chair / delegated
authority

Approved by	Capacity	Signature	Date
	Managing Director / Venture Lead		

Manual owner