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How Hanesbrands Compressed the Gap Between New Information and New Decisions Across a Volatile Global Supply Chain

Hanesbrands was one of the world's largest marketers of everyday basic apparel, managing a portfolio that spanned consumer basics, activewear, and licensed products across a global distribution network. Consistent fulfillment performance was a baseline expectation — and the cost of falling short was measured in lost shelf presence, customer penalties, and competitive displacement.

Hemant Ramaswami, VP of Supply Chain Digital Transformation, ran Logility's Orchestration Center in production at Hanesbrands for five years — making the company one of the earliest enterprise adopters of AI-driven supply chain orchestration in the industry. What started as a pandemic-driven pilot became the operational standard across the business, and now carries forward as Hanesbrands integrates into Gildan's combined supply chain organization.

Hanes®

Industry
Apparel — Consumer Basics and Activewear

Corporate Status
Acquired by Gildan Activewear Inc.; transaction completed December 1, 2025

Solution
Logility Orchestration Center

Challenges
» Fulfillment Master, Forecast Coverage Projection, Container Prioritization

Benefits
» 5 years in production — one of the earliest enterprise adopters in supply chain AI

» Daily demand-vs-supply forecast coverage refresh vs. weekly ERP planning cycle

» Real-time order bank risk visibility across on-hand, in-transit, and at-risk inventory

» Pilot → Enterprise expansion driven by internal FOMO, not mandated rollout



The Challenge

The trigger was COVID-19. Containers were stranded on the wrong side of the world. Lead times elongated dramatically. Freight costs surged. And the product mix Hanesbrands needed in its distribution centers had become unrecognizable compared to pre-pandemic norms — because customer buying behavior had shifted sharply across channels while the supply chain was still configured for the old pattern.

The core problem was demand-supply matching at speed and scale. Excel couldn't keep up — not because the data wasn't available, but because assembling it, reconciling it, and converting it into a prioritized action took so long that the picture was stale by the time anyone could act on it. In a supply chain that had suddenly become structurally volatile, decision latency was the enemy. Every hour between a new signal arriving and a new decision being made was an hour of compounding exposure.

Before Logility, the gap between information and action looked like this:

- Significant portions of each morning consumed assembling data and building reports before any real analysis or decision-making could begin
- ERP planning engine running at weekly frequency — structurally inadequate for the daily volatility of a pandemic-disrupted supply chain
- No live view of order bank risk across on-hand, in-transit, inbound unconfirmed, and at-risk inventory positions simultaneously
- Container arrival prioritization at distribution centers relying on manual manifest cross-referencing or gut instinct — with no connection to live customer order urgency
- Demand-supply matching at the speed the business required simply impossible with the tools available

The Solution

Hanesbrands started small and deliberately. The pilot began with men's underwear — a simpler, high-revenue business unit that could generate a clean proof of concept without the SKU and customer complexity of more demanding product lines. Once the results were clear, the team expanded to activewear, which brought significantly higher complexity on both dimensions.

What made the expansion happen wasn't a mandate. Customer service teams were shared across business units, so early users became internal champions. Other teams saw what the platform could do for the teams already running it — and asked to be included. Hemant described the dynamic with a single word: FOMO. Adoption driven by demonstrated results is the most durable kind. It doesn't require change management. It requires one right answer at a time.

Logility's Orchestration Center gave Hanesbrands three specific capabilities that its ERP could not provide — each closing a distinct gap between information and action.

Fulfillment Master — real-time order bank risk visibility. The Fulfillment Master shows the entire order bank by coverage status: inventory on hand, in transit, inbound unconfirmed, and at risk — simultaneously, in one view. Management gets a live read on risk to plan. Customer service teams see which orders are covered and which aren't, before the miss has already happened. The decision it changes is when intervention occurs — from after-the-fact exception management to proactive coverage action while there's still time to act.

Forecast Coverage Projection — daily demand-versus-supply visibility. A daily-refreshing view of demand against supply, projected one to two months forward. Hanesbrands' ERP planning engine couldn't run at this frequency — it held its data across disconnected sources and refreshed at best weekly. Logility's Orchestration Center held all the relevant data in one place and refreshed it daily, giving planners a forward supply coverage picture that was current enough to act on. In a volatile environment, a week-old picture of supply coverage is practically useless. A daily one changes what's possible.

Container Prioritization — which container to unload first, and why. When multiple containers arrive at a distribution center simultaneously and labor constrains how many can be processed, the platform ranks them A, B, or C with a numeric sub-rank — based on which inventory maps to the most urgent live customer orders. The dock supervisor sees a screen that says: unload this container first. Here's what's on it. Here's the value of the orders waiting for it. Before Logility, that prioritization was either a manual manifest cross-reference or a gut call. Now it's a governed AI recommendation, updated in real time against the live order book, executable in seconds.





"The companies that can dynamically reallocate inventory in near real time based on changing conditions are the ones that protect their KPIs. The tool's core value is compressing the time between new information arriving and a new decision being made. In a stable world, you might manage without it. But global supply chains are now structurally more volatile — pandemics, canal blockages, port disruptions, transportation shocks. That volatility isn't going away."

Hemant Ramaswami
VP Supply Chain Digital Transformation, Hanesbrands (now Hanesbrands, a Gildan Activewear company)

The Results

Most AI adoption stories include a chapter on resistance — employees worried about job displacement, teams that trusted their spreadsheets more than any new system, and the slow, difficult work of changing behavior. The Hanesbrands story is different, and worth telling precisely because it's different.

There was very little fear of job replacement. Employees were relieved. A significant portion of every morning had been consumed assembling data and building reports before any real work could begin. Logility's Orchestration Center automated that assembly, freeing people to focus on analysis and decision-making — the work they actually wanted to do. The platform didn't take work away from the team. It took away the part of the work they disliked most.

Trust built gradually — not through training or mandates, but through repeated instances where the platform's data proved more current and accurate than the Excel files teams had relied on for years. One right answer at a time. When the system was right often enough, and the spreadsheet was wrong often enough, the behavior changed without anyone having to force it.

Five years of production deployment at enterprise scale is the result that matters most. The pilot that started with men's underwear in 2020 expanded across product lines of significantly higher complexity — activewear with high SKU counts and customer diversity — and the platform became the operational standard rather than an experiment. That durability is the proof that the value was real and compounding, not a one-time deployment benefit.

The documented outcomes:

- Daily demand-versus-supply forecast coverage projection replacing a weekly ERP planning cycle — giving planners a picture current enough to act on in a volatile environment
- Real-time order bank risk visibility across on-hand, in-transit, inbound unconfirmed, and at-risk inventory — surfacing coverage gaps while there is still time to close them
- Container prioritization at distribution centers based on live customer order urgency — replacing manual manifest cross-referencing and gut-call sequencing with a governed AI recommendation
- Significant morning productivity recovered across supply chain and customer service teams, as data assembly and report-building was automated and replaced by analysis and decision-making
- Enterprise-wide adoption driven organically by demonstrated results — teams requesting access rather than requiring mandated rollout
- Supply chain resilience maintained across structurally volatile conditions: pandemic disruptions, canal blockages, port congestion, and transportation cost shocks

Hemant Ramaswami's argument about structural volatility is the broader takeaway. In a stable world, a well-run commodity business could manage with weekly planning cycles and manual prioritization. That world is gone. The companies that protect their KPIs in the world that replaced it are the ones that compress decision latency — and Hanesbrands built exactly that capability over five years.

Now Part of Gildan Activewear

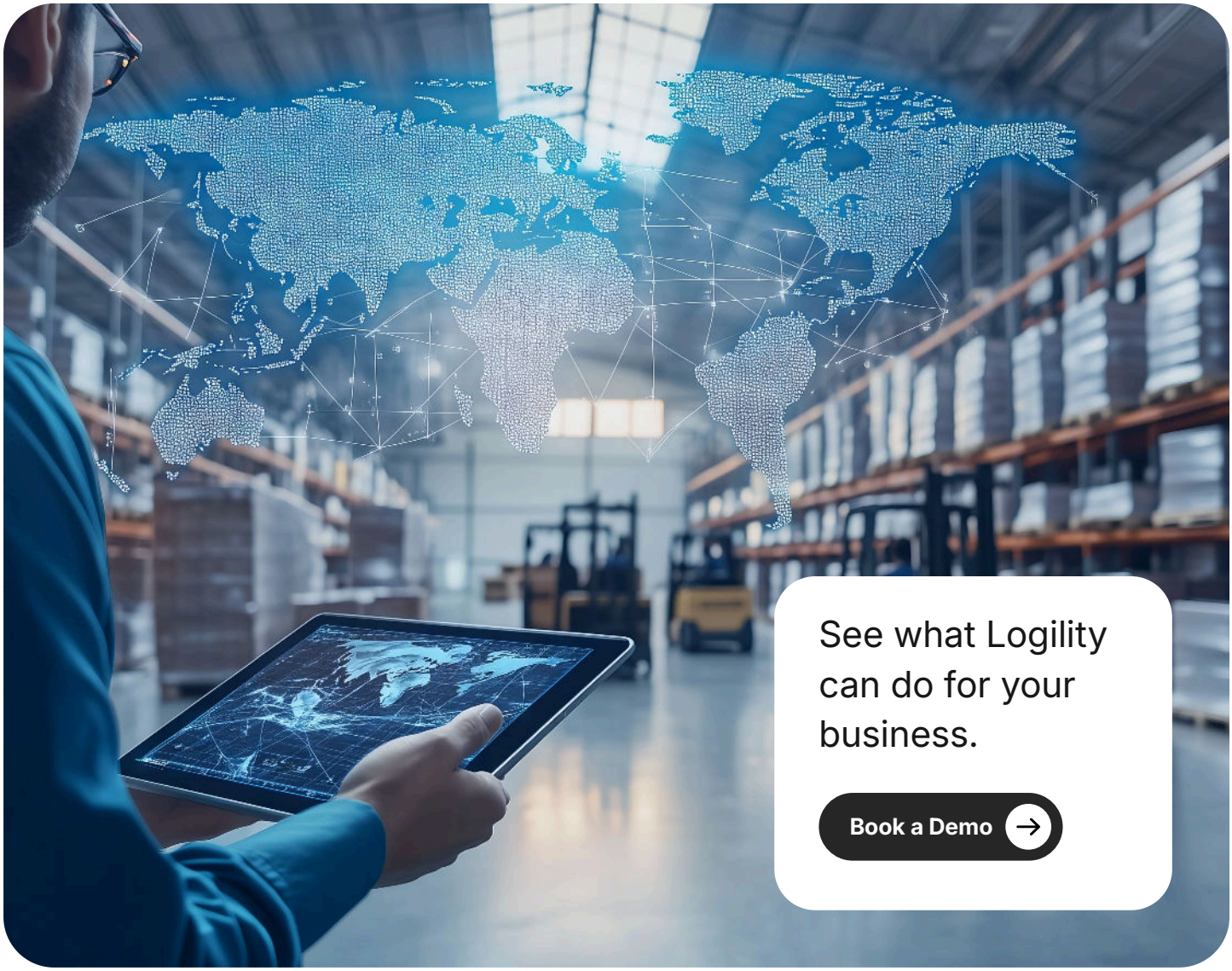
Corporate update: Gildan Activewear Inc. announced its agreement to acquire Hanesbrands on August 13, 2025, in a cash-and-stock transaction valued at approximately $4.4 billion in enterprise value. The transaction closed on December 1, 2025, combining Gildan's activewear manufacturing scale with Hanesbrands' innerwear brands and retail relationships. Gildan has stated it expects at least $200 million in run-rate cost synergies from the combination.

For a supply chain organization built around compressing decision latency, that kind of structural change is itself a volatility event — new systems, new reporting lines, and a larger combined network to orchestrate. The capabilities Hanesbrands built with Logility over the prior five years — live order bank visibility, daily forecast coverage, and governed container prioritization — become part of the operating foundation the combined company can draw on as it integrates two large, complex distribution networks.

Looking Ahead

With five years of deployment behind it, Hanesbrands' use of Logility's Orchestration Center continued to deepen even as integration planning with Gildan got underway. The three core capabilities — Fulfillment Master, Forecast Coverage Projection, and Container Prioritization — form the operational foundation of a supply chain that responds to volatility in near real time. The next layer is connecting those execution signals back into the Plan layer — so that what the Fulfillment Master surfaces today informs the demand and inventory planning decisions made for next month, automatically, without a manual handoff.

The argument Hemant makes to peers who are still on the fence is the same one that drove his own decision in 2020: volatility is the new normal, decision latency is the enemy, start small and show the math, and trust is built one right answer at a time. Five years later — and now as part of a larger combined organization — that last principle is what the Hanesbrands story proves at scale.



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About Logility

Logility, an Aptean company, helps organizations plan smarter, respond faster to disruptions, and adapt with confidence. Our AI-native supply chain platform connects planning and execution through intelligent orchestration, enabling teams to sense change early, evaluate tradeoffs, and turn decisions into coordinated action. With trusted automation, AI guided by domain expertise, business rules, and governance, Logility helps customers improve service, reduce costs, strengthen resilience, and grow profitably.

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