

Thesis Report
on
“Supply Chain Management Challenges in the Ready-Made Garments
(RMG) Industry of Bangladesh”

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Letter of Transmittal

January 03, 2026

Ummah Tafsirun
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Subject: Submission of thesis report titled **“Supply Chain Management Challenges in the Ready-Made Garments (RMG) Industry of Bangladesh”**.

Dear Madam,

I am hereby submitting my thesis paper entitled **“Supply Chain Management Challenges in the Ready-Made Garments (RMG) Industry of Bangladesh”** which was assigned to me as a requirement for the completion of the MBA Program. This report explores the relationship between financial literacy and investment behavior among young adults in Bangladesh, utilizing a survey on young aged group of people. I trust that this report meets your expectations and adheres to the academic standards of Sonargaon University. I have discovered this paper very interesting, beneficial, and insightful. I expect this paper to be informative as well as comprehensive. This thesis will help me a lot in my future career life.

Thank you very much for your guidance and cooperation during the course without which this Thesis paper cannot be completed. Moreover, if you have any further inquiries concerning any Additional information, I would be very pleased to clarify that.

Yours Sincerely

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Declaration of Student

This is to notify you that, the thesis paper on “**Supply Chain Management Challenges in the Ready-Made Garments (RMG) Industry of Bangladesh**”, has been prepared as a part of my dissertation formalities. It is an obligatory part of me.

MBA program to submit a thesis paper. Moreover, I was inspired and instructed by **Ummah Tafsirun**, Lecturer, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely,

Sharif Miah

ID: MBA2501034002

Program: Master of Business Administration

Major: Supply Chain Management.

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Letter of Authorization

This is to certify that the thesis report “**Supply Chain Management Challenges in the Ready-Made Garments (RMG) Industry of Bangladesh**”, has been prepared as a part of completion of the MSCM program from Department of Business Administration, Sonargaon University (SU), carried out by **Sharif Miah**, bearing **ID: MBA2501034002** under my supervision. The report or the information will not be used for any other purposes.

Ummah Tafsirun

Lecturer

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Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty Allah for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Ummah Tafsirun, Lecturer, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

I am grateful to my supervisor Ummah Tafsirun for her valuable direction, help and constructive criticism over this research. This thesis took shape because of these insights. I also want to express my gratitude towards all the faculty and staff from Sonargaon University who have been with me at both my thick and thin times throughout this whole program. I want to thank my family and friends for their unwavering support, encouragement through this journey.

ABSTRACT

The main theme of this research project is the observation and analysis how to maintain the Shipment of the Merchandising Department on Time by expanding Supply Chain Management System. The project also highlights the comparative analysis of the practices followed by merchandisers in the retailer side, mills and those in the Agents, on the basis of the functions which support the supply chain. In the discussion, I have highlighted importance of the Role played by an Agent and by the merchandisers of Buyer and supplier in different situations. By our research work we find out the challenges face by merchandisers and then we come up with some suggestions.

By conducting research, we learn about the difficulties that merchandisers encounter and then generate some solutions. This study project was created by getting in touch with visiting and interviewing merchandisers employed by companies like GMS Composite Knitting Ind. Ltd, Palmol Group & GMS Textile Ltd. This research project has been integrated to deliver in-depth understanding about the actions which merchandisers perform in a mill and in a buying house by analyzing the information and data from the visits and the interviews.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Supply Chain Management (SCM) has become a critical strategic function for organizations operating in an increasingly competitive and globalized business environment. SCM involves the integrated management of material flow, information flow, and financial flow from suppliers to manufacturers and ultimately to end consumers. Effective supply chain management enables firms to reduce costs, improve efficiency, ensure timely delivery, and maintain quality standards, thereby enhancing overall organizational performance.

The Ready-Made Garments (RMG) industry is one of the most prominent manufacturing sectors in the global apparel market. Characterized by complex international supply networks, the apparel supply chain involves multiple stakeholders, including raw material suppliers, manufacturers, buying houses, logistics providers, and international retailers. As a labor-intensive and export-oriented industry, the RMG sector is highly sensitive to disruptions in supply chain activities such as sourcing delays, transportation bottlenecks, compliance failures, and demand fluctuations.

In Bangladesh, the RMG industry plays a pivotal role in national economic development. It is the largest export-earning sector, contributing the majority share of foreign exchange earnings and providing employment to millions of workers, particularly women. Over the past few decades, Bangladesh has emerged as one of the world's leading apparel exporters due to competitive labor costs, large production capacity, and favorable trade access to key global markets. Despite this success, the industry operates under intense pressure from global buyers regarding cost efficiency, lead time reduction, quality assurance, and compliance with social and environmental standards.

The effectiveness of the RMG industry in Bangladesh is closely linked to the performance of its supply chain. However, the supply chain structure of the Bangladeshi RMG sector is often fragmented and heavily dependent on imported raw materials, particularly fabrics and accessories. This dependency, combined with infrastructural limitations, port congestion, inadequate logistics systems, and limited technological adoption, creates significant challenges in managing supply chain operations efficiently. Consequently, supply chain disruptions frequently result in production delays, increased operational costs, and reduced competitiveness in the global market.

1.2 Statement of the Problem

Despite the significant contribution of the RMG sector to Bangladesh's economy, the industry

faces persistent supply chain management challenges that hinder its sustainable growth and operational efficiency. Frequent delays in raw material sourcing, inefficiencies in transportation and logistics, poor coordination among supply chain partners, and limited use of modern supply chain technologies continue to affect overall performance.

Moreover, increasing pressure from international buyers for shorter lead times, lower prices, and stricter compliance standards has intensified supply chain complexity. Many RMG firms in Bangladesh struggle to balance cost efficiency with compliance requirements related to labor rights, workplace safety, and environmental sustainability. These challenges are further exacerbated by external factors such as political instability, port congestion, customs delays, and global supply disruptions.

Although individual supply chain issues are often discussed in industry reports, there is a lack of comprehensive academic research that systematically identifies and analyzes the key supply chain management challenges specific to the Bangladeshi RMG industry. Without a clear understanding of these challenges, it becomes difficult for industry stakeholders and policymakers to develop effective strategies to improve supply chain resilience and competitiveness.

1.3 Rationale of the Study

The rationale for conducting this study lies in the growing importance of supply chain efficiency in maintaining the global competitiveness of Bangladesh's RMG industry. As global apparel markets become more dynamic and buyer-driven, supply chain responsiveness and reliability have become critical success factors. Identifying the major supply chain challenges faced by RMG firms can help managers adopt targeted strategies to improve coordination, reduce delays, and optimize resource utilization.

From an academic perspective, this study contributes to the existing literature by providing context-specific insights into supply chain management challenges in a developing-country apparel industry. Many existing SCM studies focus on developed economies, while limited empirical research addresses the unique structural and operational constraints faced by the Bangladeshi RMG sector.

From a practical standpoint, the findings of this research can assist industry practitioners, factory owners, supply chain managers, and policymakers in understanding problem areas within the supply chain and formulating evidence-based solutions. The study can also support government initiatives aimed at infrastructure development, trade facilitation, and industrial upgrading.

1.4 Objectives of the Study

The main objective of this study is to investigate the challenges of supply chain management in the Ready-Made Garments (RMG) industry of Bangladesh.

The specific objectives are:

1. To identify the key supply chain management challenges faced by RMG firms in Bangladesh.
2. To examine the nature and severity of these challenges across different stages of the supply chain.
3. To analyze the impact of supply chain challenges on operational efficiency and delivery performance.
4. To provide practical recommendations for improving supply chain management in the RMG sector.

1.5 Research Questions

This study seeks to address the following research questions:

1. What are the major supply chain management challenges in the RMG industry of Bangladesh?
2. Which stages of the supply chain are most affected by these challenges?
3. How do supply chain challenges influence production efficiency and delivery timelines?
4. What measures can be adopted to overcome these supply chain challenges?

1.6 Scope of the Study

The scope of this research is limited to the Ready-Made Garments industry operating within Bangladesh. The study focuses on supply chain activities such as sourcing of raw materials, production coordination, inventory management, transportation, and delivery to buyers. Data are collected from RMG factory managers, supply chain personnel, and related stakeholders to ensure practical relevance. The study does not cover detailed financial modeling or advanced supply chain optimization techniques.

1.7 Significance of the Study

This research is significant for several reasons. Academically, it enriches the existing body of

knowledge on supply chain management by providing empirical evidence from one of the world's largest apparel-producing countries. Practically, it offers insights that can help RMG firms improve supply chain efficiency, reduce operational risks, and enhance global competitiveness. For policymakers, the findings can inform decisions related to infrastructure development, logistics reform, and industrial policy aimed at strengthening the RMG sector.

CHAPTER 2
LITERATURE REVIEW

2.1 Concept of Supply Chain Management

Supply Chain Management (SCM) refers to the integrated planning, coordination, and control of all activities involved in sourcing, procurement, production, and distribution of goods and services. According to Christopher (2016), SCM aims to create value by synchronizing supply chain activities and ensuring efficient flow of materials, information, and finances across organizational boundaries. Effective SCM enables firms to enhance customer satisfaction, reduce operational costs, and gain competitive advantage.

Mentzer et al. (2001) define SCM as a systemic and strategic coordination of traditional business functions within a firm and across businesses within the supply chain. This definition highlights the importance of collaboration and long-term relationships among supply chain partners. In manufacturing industries such as apparel, SCM plays a critical role due to short product life cycles, demand volatility, and high pressure for cost efficiency and speed.

2.2 Supply Chain Structure of the Apparel Industry

The apparel supply chain is one of the most complex and globally dispersed supply chains. It typically involves multiple stages, including raw material sourcing (fibers, fabrics, trims), manufacturing (cutting, sewing, finishing), distribution, and retailing. Gereffi and Frederick (2010) describe the apparel supply chain as buyer-driven, where global retailers and brands exert significant control over suppliers regarding price, quality, delivery time, and compliance standards.

In developing countries, apparel supply chains are often characterized by weak backward linkages, heavy reliance on imported raw materials, and limited technological integration. This structural complexity makes apparel supply chains highly vulnerable to disruptions, delays, and coordination failures (Bruce, Daly, & Towers, 2004).

2.3 Overview of the RMG Industry in Bangladesh

The Ready-Made Garments (RMG) industry in Bangladesh has emerged as a major player in the global apparel market. Several studies highlight that the sector's rapid growth is driven by low labor costs, favorable trade agreements, and large-scale production capacity (Ahmed & Hossain, 2019). However, the industry remains heavily dependent on imported fabrics and accessories, particularly for woven garments, which significantly affects lead time and supply chain flexibility.

Rahman and Anwar (2020) note that Bangladesh's RMG supply chain lacks vertical integration compared to competing countries such as China and Vietnam. As a result, inefficiencies in raw

material sourcing, customs clearance, and inland transportation create persistent bottlenecks that hinder timely order fulfillment.

2.4 Supply Chain Management Challenges: Global Perspective

Extensive literature identifies a range of SCM challenges across industries, particularly in developing economies. Chopra and Meindl (2019) categorize SCM challenges into operational, infrastructural, technological, and relational issues. Common challenges include poor transportation infrastructure, lack of information transparency, supplier unreliability, and demand uncertainty.

Studies by Kaur (2018) and Gunasekaran et al. (2017) emphasize that inadequate logistics infrastructure and limited adoption of information technology significantly reduce supply chain responsiveness. These challenges are more pronounced in labor-intensive industries such as apparel, where time-sensitive delivery and cost pressures dominate.

2.5 SCM Challenges in the Apparel and RMG Industry

2.5.1 Raw Material Sourcing and Lead Time Delays

One of the most frequently cited challenges in apparel SCM is extended lead time. According to Ferdous and Azad (2018), dependency on imported raw materials increases production lead time and exposes firms to global supply disruptions. In Bangladesh, delays in fabric sourcing, port congestion, and customs procedures further compound this issue.

Hossain et al. (2021) argue that longer lead times reduce buyer confidence and force manufacturers to accept lower prices to remain competitive.

2.5.2 Logistics and Infrastructure Constraints

Poor transportation and logistics infrastructure remains a major barrier to effective SCM in Bangladesh's RMG sector. Port congestion at Chattogram port, inadequate road networks, and inefficient warehousing systems result in frequent shipment delays (World Bank, 2023).

According to Islam and Habib (2020), logistics inefficiencies significantly increase transportation costs and reduce delivery reliability, negatively impacting supply chain performance.

2.5.3 Information Flow and Technological Limitations

Information sharing is a critical component of modern supply chain management. However, many RMG firms in Bangladesh rely on manual processes and fragmented information systems. Studies indicate low adoption of Enterprise Resource Planning (ERP), Radio Frequency Identification

(RFID), and real-time tracking systems (Sarkar, 2019).

Lack of technological integration leads to poor demand forecasting, inventory mismanagement, and limited visibility across the supply chain (Gunasekaran et al., 2017).

2.5.4 Supplier Relationship and Coordination Issues

Effective supplier relationship management enhances trust, collaboration, and performance. However, literature suggests that relationships between Bangladeshi RMG manufacturers and suppliers are often transactional rather than strategic (Rahman & Alam, 2020).

Limited coordination among suppliers, buying houses, and manufacturers leads to miscommunication, quality issues, and production disruptions.

2.5.5 Compliance and Sustainability Challenges

In recent years, compliance with labor, safety, and environmental standards has become a critical supply chain challenge. International buyers demand strict adherence to codes of conduct, certifications, and sustainability practices.

Studies by Morshed (2017) and Islam et al. (2022) reveal that compliance requirements increase operational costs and complexity for RMG firms, particularly small and medium enterprises. Non-compliance can result in order cancellations, reputational damage, and loss of market access.

2.6 Impact of SCM Challenges on Performance

Several studies have established a strong relationship between SCM challenges and organizational performance. Inefficient supply chains lead to higher costs, delayed deliveries, reduced product quality, and lower customer satisfaction (Chopra & Meindl, 2019).

In the context of Bangladesh's RMG sector, Alam and Uddin (2021) found that logistics delays and poor supplier coordination significantly affect export performance and buyer retention. These findings underscore the need for strategic interventions to improve supply chain resilience.

2.7 Historical Background of Supply Chain in Bangladesh

Comprehending the consumer's perspective is the first step in understanding the historical basis of logistics. The year 1940 marked the beginning of the Supplier's focus on customer values. After 20 years, the first generation of modernized logistics theory was introduced in 1960, focused solely on the flow of the material to minimize the maximum cost. This idea only becomes a good theory, not in practice (Ericsson, Key to success in the digital economy, 2001).

The second generation of logistics concepts emerged in the early 1970s, solely focused on maximizing income through organizational management restructuring and the growth of positive vendor relationships in order to meet the impending difficulties of competition. Many organizations began to integrate through global sourcing, which started to take center stage in the late 1980s. The concept of globalization has given supply chain management a firm hold to boost competitive advantage, provide value, and save costs. Globalization introduced foreign competition into formerly local markets.

Due to increased competition brought on by globalization, modern businesses are under pressure to act rapidly so they can promote their products. We can see that people are now more interested in integration or partnership building than in material planning and inventory management.



Figure 2.1 Typical supply chains

2.8 Research Gap

Although existing literature extensively discusses SCM challenges in general and apparel supply chains globally, there is a lack of comprehensive, context-specific studies focusing on the Bangladeshi RMG industry. Most studies address individual issues such as compliance or logistics, rather than providing an integrated analysis of supply chain challenges across multiple dimensions.

Furthermore, limited research adopts an empirical approach to assess the severity and impact of SCM challenges from the perspective of industry practitioners. This study aims to bridge this gap by systematically identifying and analyzing key supply chain management challenges within the RMG industry of Bangladesh.

CHAPTER 3

METHODOLOGY OF THE STUDY

3.1 Methodology

3.1.1 Research Design

The research design for studying challenges in supply chain management should involve defining the research question, selecting the appropriate research method (such as qualitative, quantitative, or mixed-methods), selecting the sample population, collecting data, and analyzing the data.

- We have Develop a clear research question that guides the survey questions and analysis.
- We have identified the sample population, which may include managers, employees, or other stakeholders involved in the supply chain.
- We have Developed a survey instrument that includes both open-ended and close-ended questions, as well as questions that measure specific variables.
- After that administered the survey to the sample population and collect data.
- Analyzed the data using statistical techniques, such as regression analysis, to identify relationships between variables and to test hypotheses.
- Draw conclusions based on the analysis and identify recommendations for improving supply chain management.
- We have provided recommendations for future research to address limitations and build on findings.

3.1.2 Research approach

We have followed mixed research approach which integrates both quantitative and qualitative data collection and analysis methods in this study. This approach aims to take advantage of the strengths of both methods to gain a more comprehensive understanding of the research problem. The mixed research approach typically involves three phases:

- The first phase involves collecting quantitative data through surveys, experiments, or other methods.
- The second phase involves collecting qualitative data through interviews, focus groups, or other methods.

- The third phase involves integrating and analyzing the quantitative and qualitative data to provide a more complete and nuanced understanding of the research problem.

3.1.3 Sampling method

There are several sampling methods that can be used to identify challenges in supply chain management, depending on the research objectives and available resources.

We have considered Snowball sampling method where it involves identifying a number of initial participants and then asking them to refer other potential participants to the study. This method can be useful when the population of interest is hard to reach or when it is important to identify participants who have a specific characteristic or experience.

3.1.4 Data Collection method

The choice of data collection method is depended on the research objectives, the type of data required, and the characteristics of the population of interest. It is important to carefully consider the strengths and weaknesses of each data collection method and to choose the method that is most appropriate for the research question. Combining multiple data collection methods, we have considered surveys and interviews, which can help to provide a more comprehensive understanding of the challenges in supply chain management.

Surveys and Interview: We have surveyed over 50 employees who is related to supply chain by which we came to an understanding that where the most are challenges which must be taken care of.

3.1.5 Data Analysis

- We needed to define the scope and objectives of analysis, such as which parts of the supply chain we want to focus on and what specific challenges we are trying to identify.
- We gathered relevant data from various sources, such as supply chain performance metrics, customer feedback, and supplier performance data.
- Organize the data in a way that allows us to compare and contrast different aspects of the supply chain, such as lead times, inventory levels, transportation costs, and quality metrics.

- We used data visualization tools to help us identify patterns, trends, and anomalies in the data.
- We conducted a root cause analysis to identify the underlying causes of the challenges we have identified.
- We have developed a plan to address the challenges, which may involve changes to processes, policies, or technology.
- Through monitoring and measure we can calculate effectiveness of the changes we have implemented, and adjust our approach as necessary to achieve our objectives.

3.2 Materials

As mixed research approach has been selected and fifteen related questions for responsible companies in the apparel industry in Bangladesh were chosen and interviewed to collect empirical data. Third party organizations within the industry were additionally chosen and interviewed. The research design phase was done in two major steps: first, by conducting a literature review of academic papers to understand the background and identify an analytical framework and second, by collecting empirical data and analyzing the data on the basis of chosen analytical framework. I have done some of analyses question. These questions I asked some departments and some of related peoples in my factory like as asst. manager supply chain, Officer of supply chain, asst. officer of supply chain and GMS composite quality teams, GMS textile quality team, GMS composite planning team also Palmal group planning team.

3.2.1 Sources of Data

Sources from which we obtained this information see the below

- Factory/ Industry (GMS Composite Knitting Ind.Ltd. & Palmal Group & GMS Textile)
- Books
- Discussion
- Internet
- Library
- Annual report
- To collect information from practical knowledge.

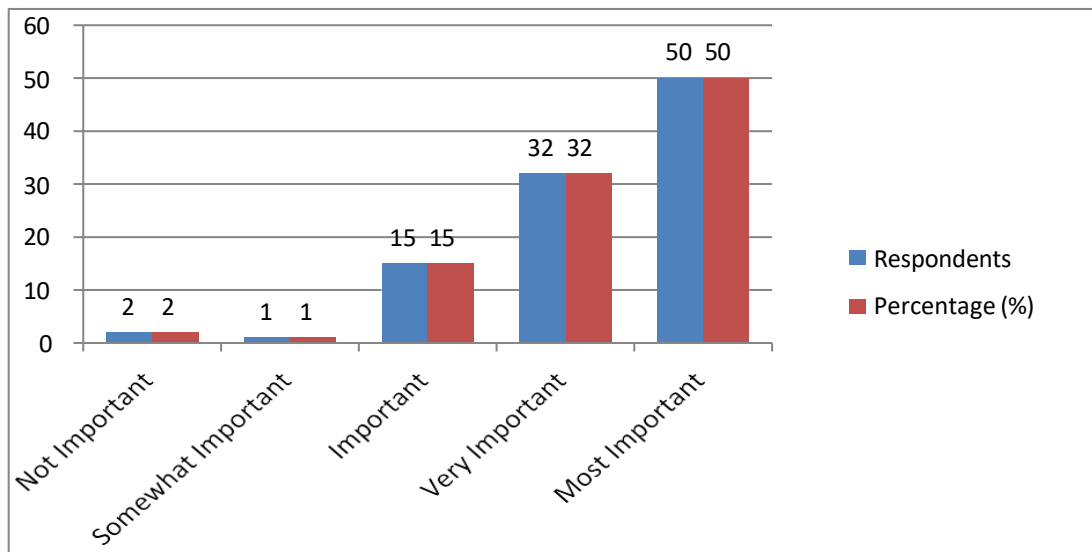
CHAPTER 4

RESULT AND DISCUSSION

4.1 Analysis & Explanation of Data

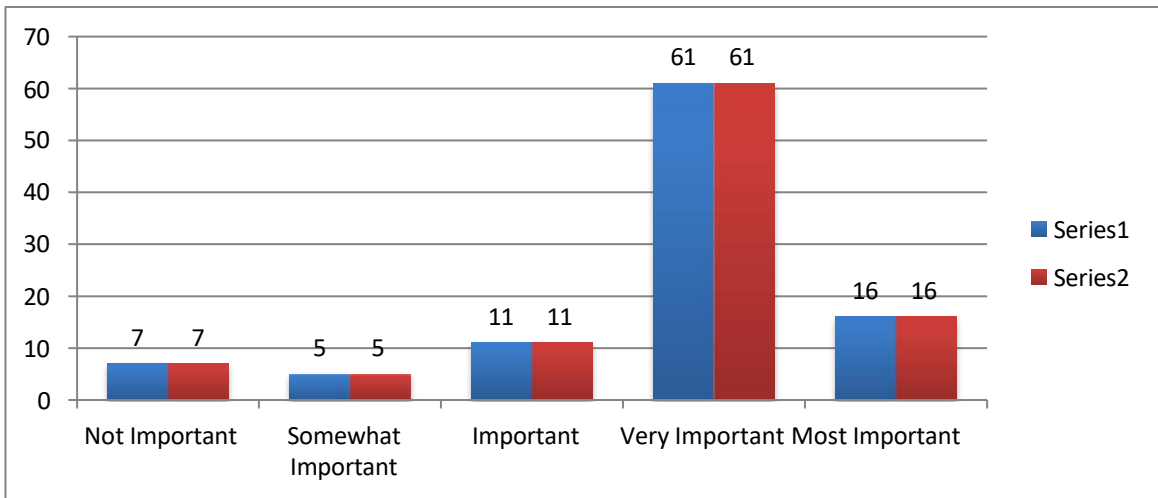
As I am preparing a thesis paper that have designed a Questionnaire to know your views and in Apparel Supply Chain Management. I have conducted a survey which includes the following questionnaire surrounded by above organizations employees.

Q: -01 Raw material crisis for supply chain management



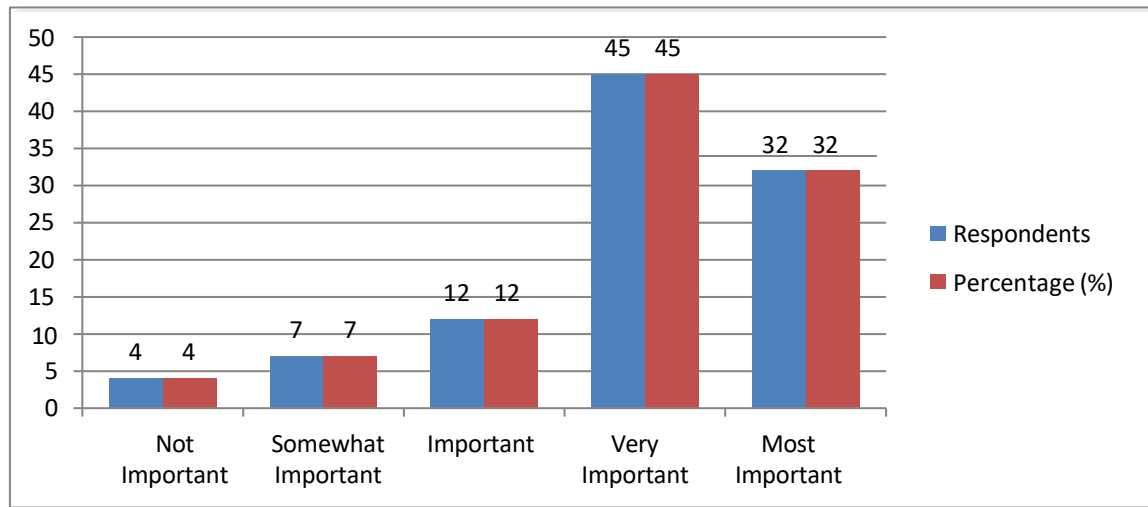
Interpretation: In response to this statement, 2% of total respondents replies that they are Not Important with this statement. 1% of total respondents Somewhat Important, 15% of total respondents Important, 32% of total respondents Very Important and 32% of total respondents Most Important. So it can be said that majority of respondents are in the Most Important position about their feeling.

Q:-02 Lack of Central bonded warehouse facility in supply chain management



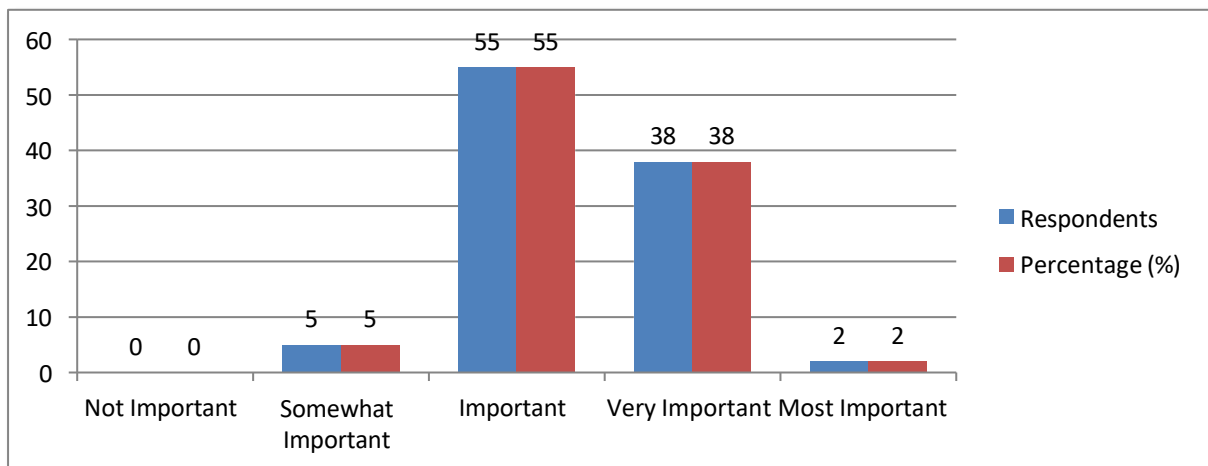
Interpretation: In response to this statement, 7% of total respondents replies that they Not Important with this statement. 5% of total respondents Somewhat Important, 11% of total respondents Important, 16% of total respondents Very Important and 61% of total respondents are most Important. So it can be said that majority of respondents are in the Very Important position about their feeling.

Q:-03 Lack of customs clearance of Supply chain management



Interpretation: In response to this statement, 4% of total respondents replies that they Not Important with this statement. 7% of total respondents Somewhat Important, 12% of total respondents Important, 45% of total respondents Very Important and 32% of total respondents are most Important. So it can be said that majority of respondents are in the Very Important position about their feeling.

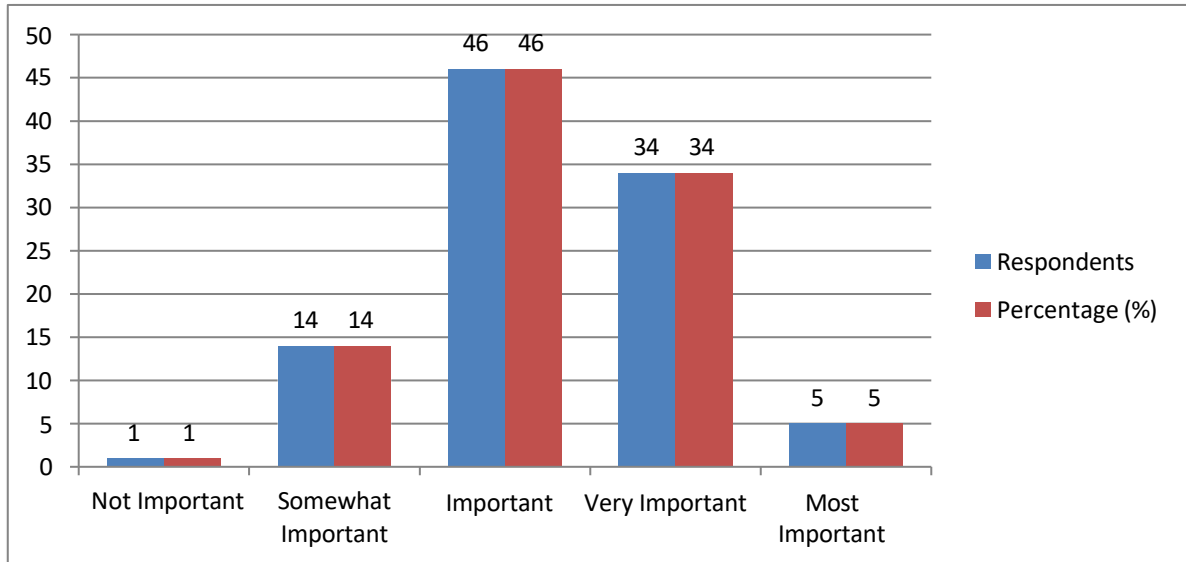
Q:-04 Political unrest in Bangladesh Apparel industry



Interpretation: In response to this statement, 0% of total respondents replies that they Not Important with this statement. 5% of total respondents Somewhat Important, 55% of total respondents Important, 38% of total respondents Very Important and 2% of total respondents

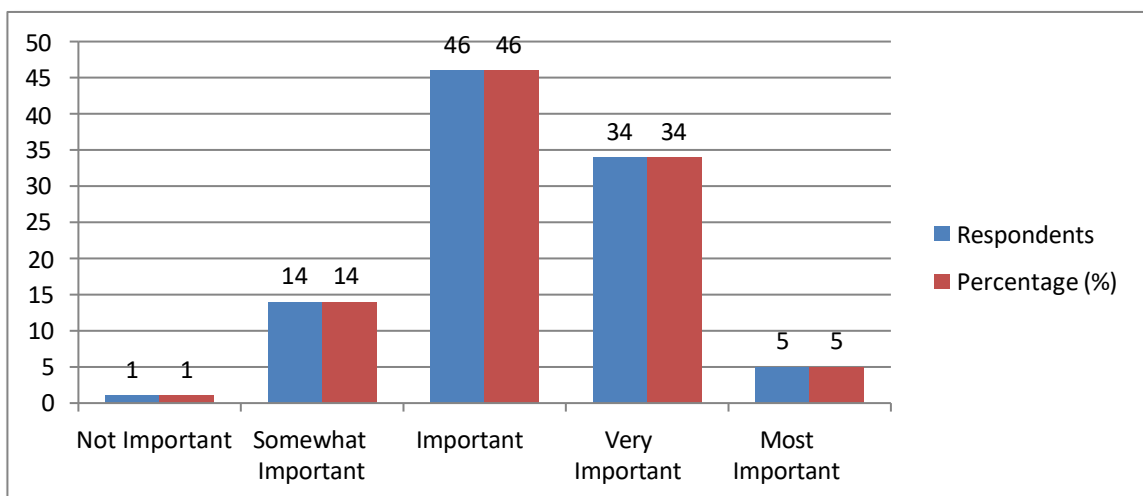
are most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-05 Labour unrest in Bangladesh Apparel industry



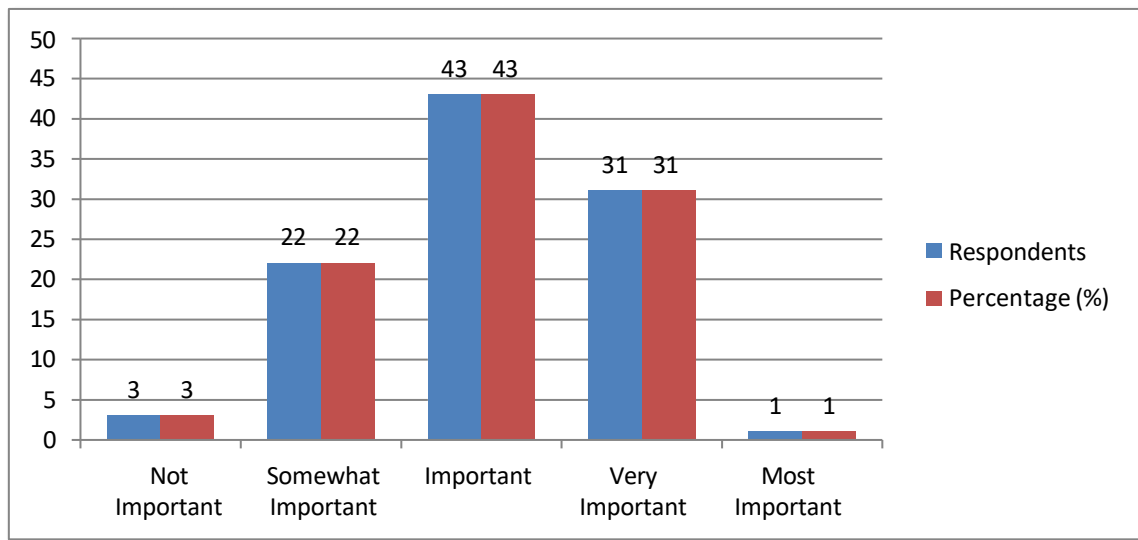
Interpretation: In response to this statement, 1% of total respondents replies that they Not Important with this statement. 14% of total respondents Somewhat Important, 46% of total respondents Important, 34% of total respondents Very Important and 5% of total respondents are most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-06 Lack of EPZ raw materials release system



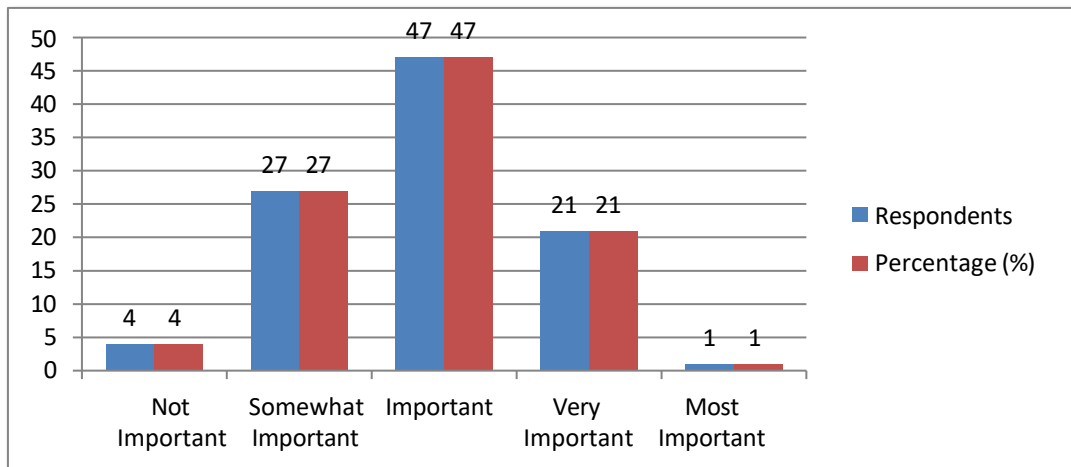
Interpretation: In response to this statement, 1% of total respondents replies that they Not Important with this statement. 14% of total respondents Somewhat Important, 46% of total respondents are important, 34% of total respondents Very Important and 5% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-07 Lack of infrastructures (road, highways, railway, sea port, airport etc.)



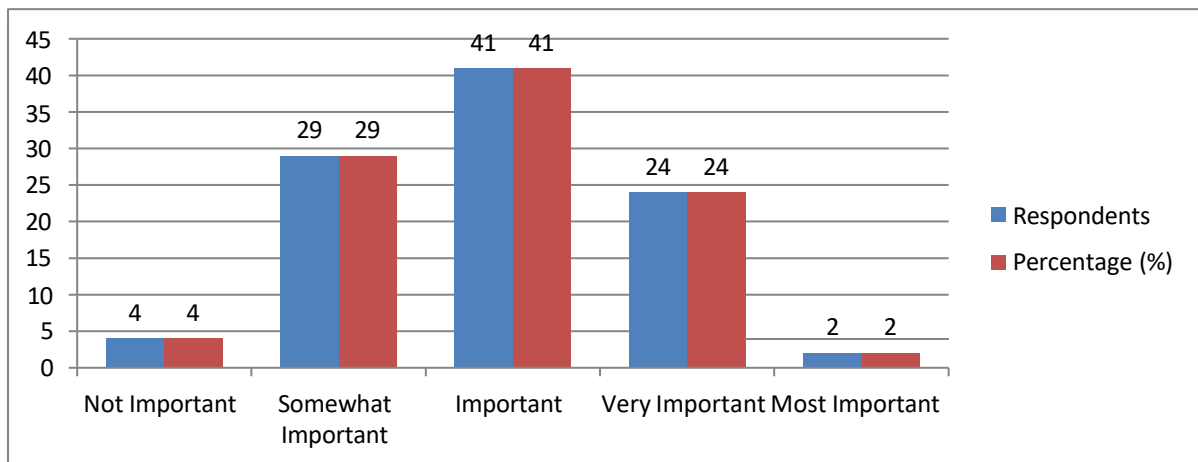
Interpretation: In response to this statement, 3% of total respondents replies that they Not Important with this statement. 22% of total respondents Somewhat Important, 43% of total respondents Important, 31% of total respondents Very Important and 1% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-08 Lack of smooth traffic movement (traffic jam)



Interpretation: In response to this statement, 1% of total respondents replies that they Not Important with this statement. 27% of total respondents Somewhat Important, 47% of total respondents Important, 21% of total respondents Very Important and 1% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

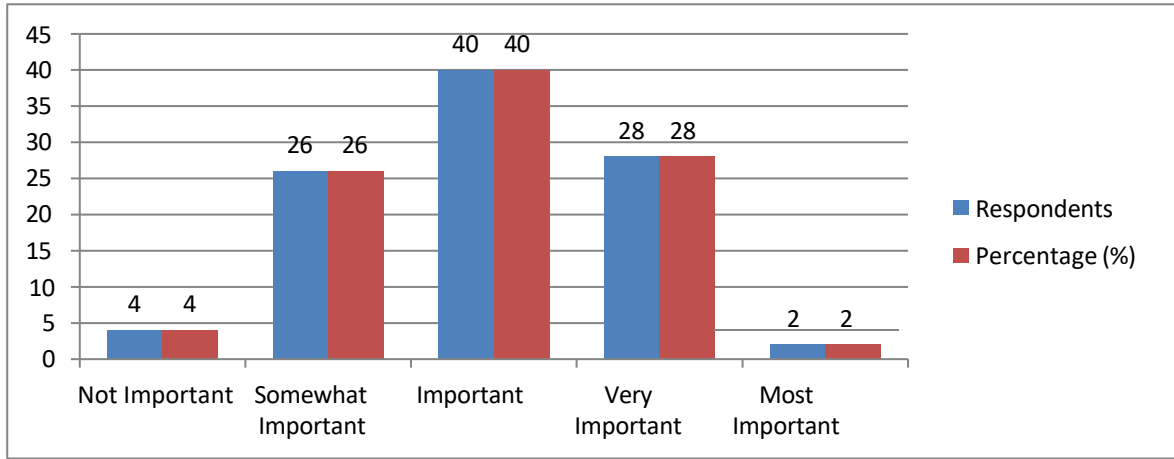
Q:-09 Natural calamities (flood, cyclone)



Interpretation: In response to this statement, 4% of total respondents replies that they Not Important with this statement. 29% of total respondents Somewhat Important, 41% of total respondents Important, 24% of total respondents Very Important and 2% of total respondents Most Important.

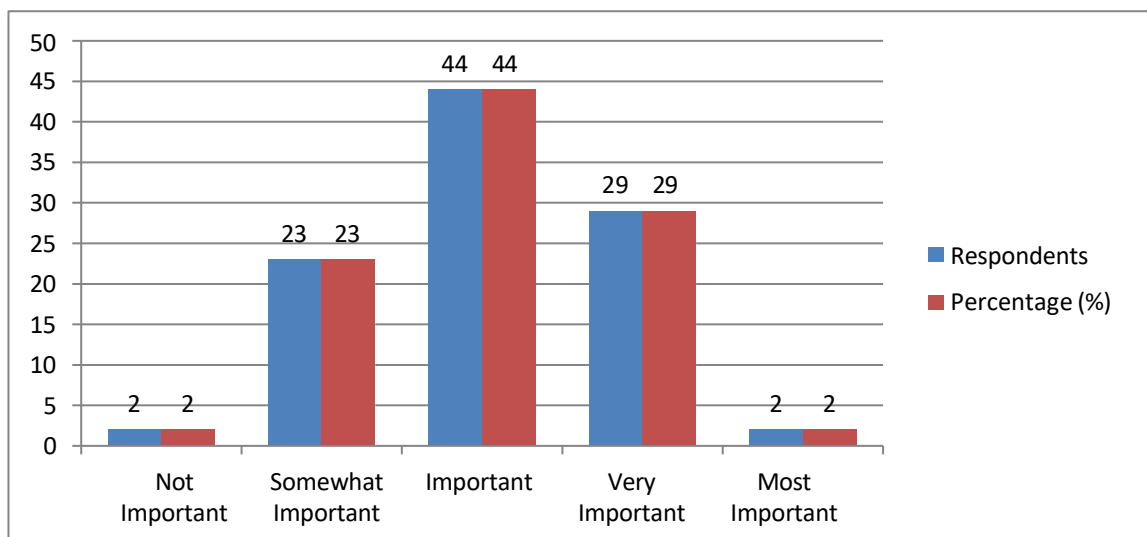
Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-10 Lack of garment hubs (haphazardly located)



Interpretation: In response to this statement, 4% of total respondents replies that they Not Important with this statement. 26% of total respondents Somewhat Important, 40% of total respondents Important, 28% of total respondents Very Important and 2% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

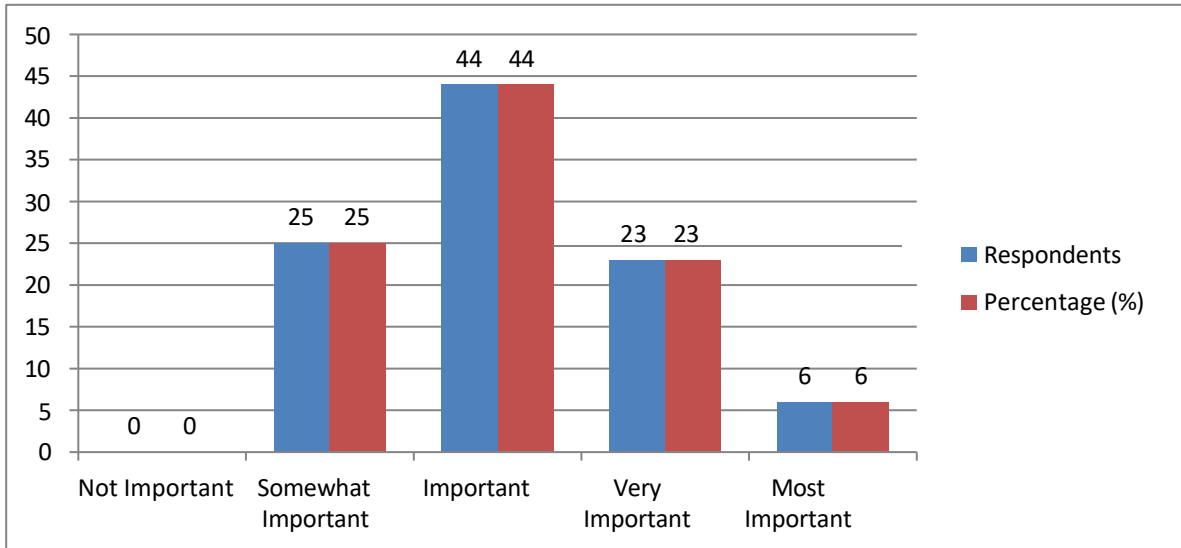
Q:-11 Inefficiency in banking transactions and loans etc.



Interpretation: In response to this statement, 2% of total respondents replies that they Not Important with this statement. 23% of total respondents Somewhat Important, 44% of total

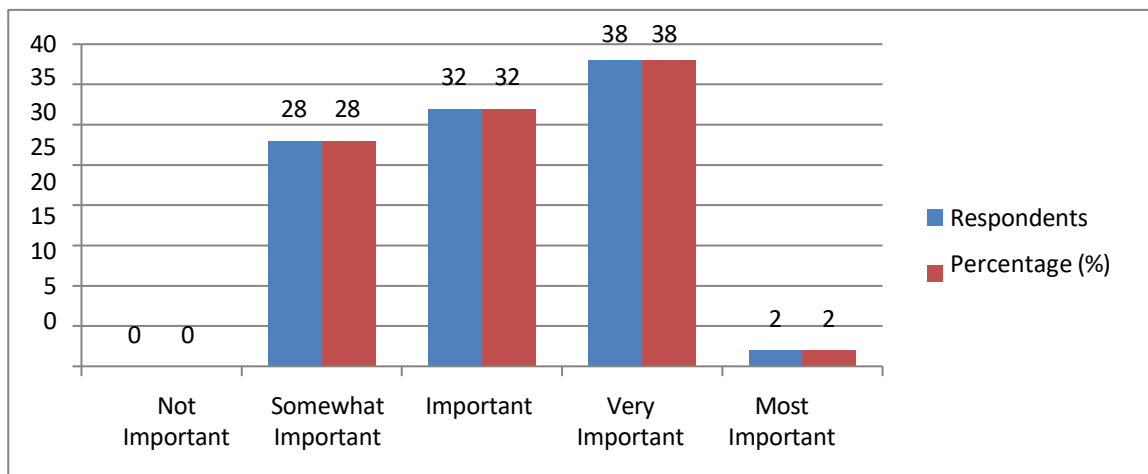
respondents Important, 29% of total respondents Very Important and 2% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-12 Lack of proper training



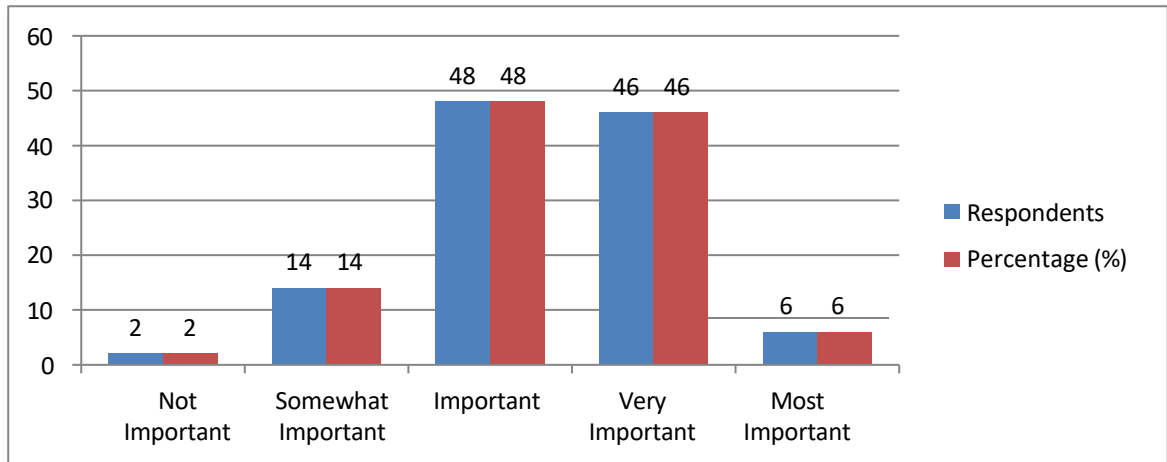
Interpretation: In response to this statement, 0% of total respondents replies that they Not Important with this statement. 26% of total respondents Somewhat Important, 45% of total respondents Important, 23% of total respondents Very Important and 6% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-13 Lack of government policy



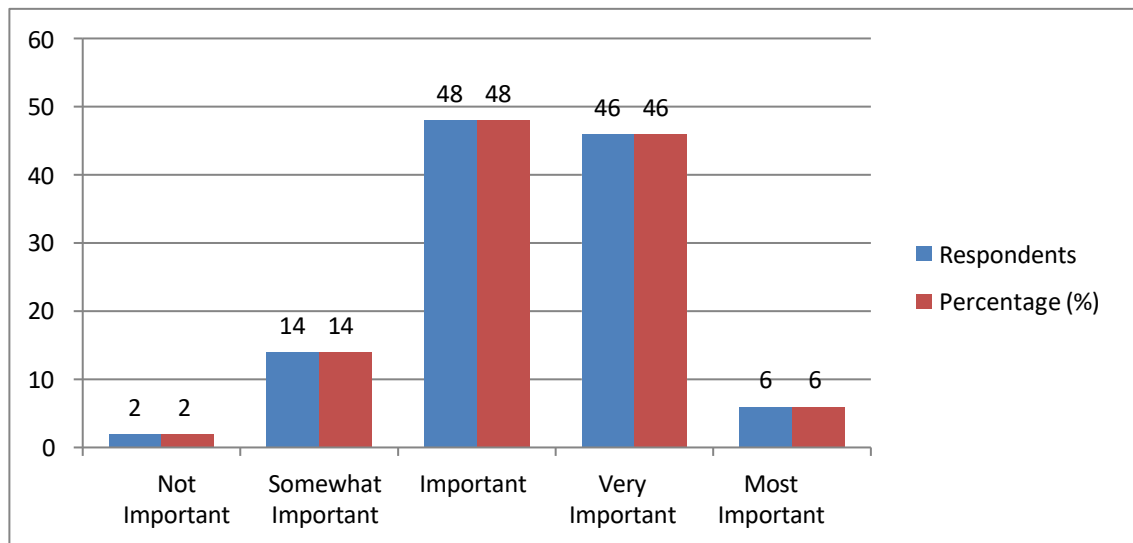
Interpretation: In response to this statement, 0% of total respondents replies that they Not Important with this statement. 28% of total respondents Somewhat Important, 32% of total respondents Important, 38% of total respondents Very Important and 6% of total respondents Most Important. So it can be said that majority of respondents are in the Very Important position about their feeling.

Q:-14 Lack of work place safety



Interpretation: In response to this statement, 2% of total respondents replies that they Not Important with this statement. 12% of total respondents Somewhat Important, 41% of total respondents Important, 40% of total respondents Very Important and 5% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

Q:-15 Lack of information technology



Interpretation: In response to this statement, 2% of total respondents replies that they Not Important with this statement. 12% of total respondents Somewhat Important, 41% of total respondents Important, 40% of total respondents Very Important and 5% of total respondents Most Important. So it can be said that majority of respondents are in the important position about their feeling.

4.2 Merits of supply chain

For the GMS Composite Knitting Ind. Ltd Established in 1998. At the time there was no supply chain management only few merchandisers is available in this factory. Merchandised did everything then. Due to this there was a lot of pressure on them and the on time shipment. Sometime the shipment has been air due to pressures. Factory since 2008 to solve it inducing a department of supply chain to help the merchandiser. See the below activities of supply chain department.

- Pre-Process activity finished at right time in factory.
- We are getting delivery of fabrics within time and fester.
- Cutting, Sewing and print process takes less time and is it smooth.
- There is no chance to air the goods.
- Problem identifies in proper way and proper time.
- Better visibility and data analytics
- Reduced inventory and overhead costs

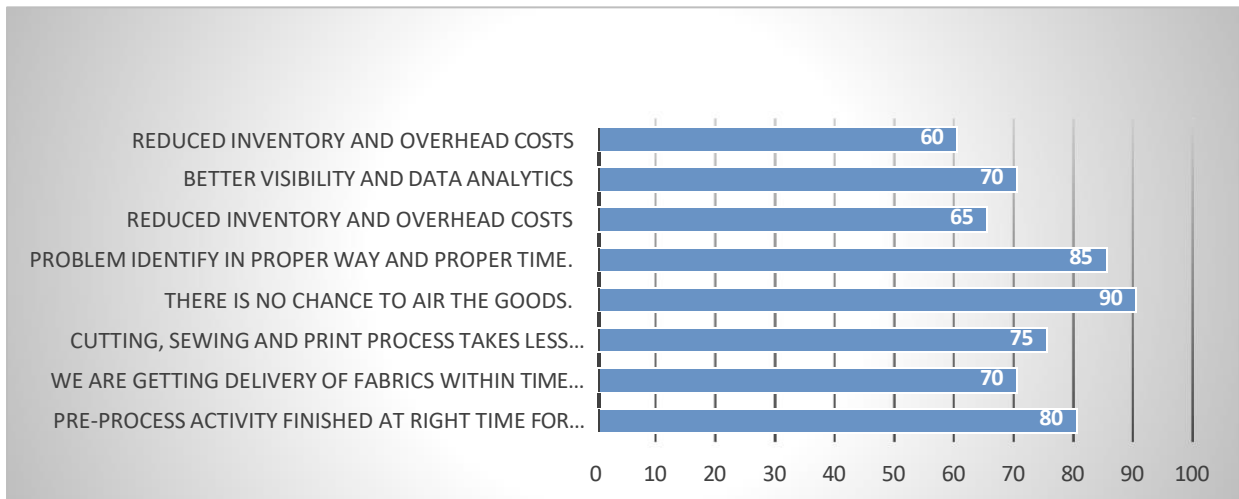


Figure: 4.1 Supply Chain Activities of Garments Industry



Figure: 4.2 How to Reduce Air Shipment by Supply Chain

4.3 Demerits of supply chain

- Lack Of Co-Ordination Among Departments
- Delivery problem of internal commination problem
- Expensive To Implement

4.4 Findings of the Study

Following things are found out from my observation:

- One of the main issues in our country with regard to importing raw cotton, textiles, dyes, and chemicals for the textile industries is financing capital.
- We don't have access to raw cotton, raw textiles, dyes, or textile industry chemicals in our nation.
- When raw cotton, textiles, dyes, and chemicals are imported from other nations, sometimes the expected level of quality is not upheld.
- Numerous labor organizations occasionally engage in unfair activities out of self-interest.
- Because the standard wage rate in our spinning industry is not properly maintained, workers occasionally gravitate toward setting up their own firms.
- Our domestic textile industry is heavily contested by nations like China, Pakistan, and India. The textile industry's supply of raw fabrics is not consistent.
- Political upheaval can occasionally seriously hinder efforts to advance the textile industry.
- Illegal delivery and shipment practices are used against the textile industry
- Technology has always been essential to the survival of any industrial business. As ours is a labor-intensive nation, the development of new, affordable technology could lead to the obsolescence of existing technology, which could have detrimental effects.

CHAPTER 5

RECOMMENDATIONS, LIMITATIONS

AND CONCLUSION

5.1 Recommendations

Basing on the analysis, following few recommendations have been made addressing which would facilitate efficient implementation of SCM in the Bangladesh apparel industry to become competitive.

- Shippers must ship the consignment of raw fabrics within the stipulated date as mentioned in the Letter of credit. Delay in shipment shall be entertained without prior approval of the buyer for extension of shipment date.
- Government should reduce tax and tariff on Textile spares, Textile dyes, Chemical, screen, sizing materials and others accessories.
- A committee to be formed with members from various importing and exporting countries to review the existing rules and procedures and suggest reformulation of new rules due to changes that are being taken place in World Trade.
- Arbitration Board to be reconstituted with members from buyers and sellers' country and one to be inducted on the recommendation of ICA.
- Arbitration to be held in the country of buyer.
- Compensation to be paid due to supply of inferior quality raw materials should be fixed on the basis of nominal rate fixed by ICA from time to time.
- Membership fees should be reduced to attract more individual members.
- The home textile sector offers slower interest rate on long term and working capital.
- The compensation as well the benefit package will restrain the employees to leave their assignment and go for any employee movement for higher benefit packages.
- The Sector should prosper in a situation of political stability and a congenial business environment. Political turmoil and the disturbance are bad for the economy and so also for us. So, Proper steps should be taken by the government to keep this sector free from politics.

Finally, the project should be equipped with world's modern and latest machinery and technology to cope with the pace in harmony with modern textile world.

5.1 Limitations of the Study

Limitation refers the obstacles I have to face for completing this report and which I could not cover for this limitation-

- Time constraints.

- All people don't have enough time to give the information elaborately.
- Short time visit in different work station.
- Lack of instruction book, and any change. They are following traditional business.
- As this is a new concept, no available data in the organization.
- Lack of experiences in related field.
- Adequate books, publication and journals were not available.

5.2 Conclusion

Sophisticated technology and high thought laboratories have been introducing in the production process, which brought new dimension in the purchasing, procuring, storing and maintaining supplies and inventories. The improved transportation and communication as well as competitors' threat has made the issue more challenging and competitive. Thus, the usage and need for supply chain management are increasing dramatically. Further, global competitions require the companies' continuous response to the customer with new products and replace those that become obsolescence, for these reason companies are combating to find new suppliers and building strong and long-term relationship with them. Hence, managers must have to very rational, logical and sensitive in designing and implementing proper supply chain management in order fight and compete against competitors and attaining organizational goals. Before selecting a supplier, a firm must decide whether it will use single sourcing or will have multiple suppliers from which to source the product. Single sourcing is used to guarantee the supplier sufficient business when the supplier has to make a significant buyer-specific investment. Once suppliers have been select, contracts have to be structured between the buyer and each supplier. Supply chains can influence demand by using pricing and other forms of promotion. Marketing and sales often make the promotion and pricing decisions and they typically make them with the objective of maximizing revenue. Pricing decisions based on revenue considerations often result in a decrease in overall profitability.

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**An investigation of Supply Chain Management to Identify the Challenges for Apparel
Merchandising: Bangladesh Perspective**

Appendices (Part-01)

Sample Questionnaire

1. Name of interviewee:

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2. Designation of interviewee:

.....

3. Name of Department/ Section:

.....

4. Email:

.....

Please rate the degree of importance and circle the appropriate number (1 = not important, 2 = somewhat important, 3 = important, 4 = very important, 5 =most important) or please Bold and highlights by green color on your opinion. The Most important you can only one consideration from these total questionnaires, thanks in advance

	The Process of data analysis	Not Important	Somewhat Important	Important	Very Important e	Most Important
1	Raw material crisis for supply chain management	1	2	3	4	5
2.	Lack of Central bonded warehouse facility in supply chain management	1	2	3	4	5
3	Lack of customs clearance of Supply chain management	1	2	3	4	5
4	Political unrest in Bangladesh	1	2	3	4	5

	Apparel industry					
5.	Labor unrest in Bangladesh Apparel industry	1	2	3	4	5
6.	Lack of EPZ raw materials release system	1	2	3	4	5
7.	Lack of infrastructures (road, highways, railway, sea port, airport etc.)	1	2	3	4	5
8.	Lack of smooth traffic movement (traffic jam)	1	2	3	4	5
9.	Natural calamities (flood, cyclone)	1	2	3	4	5
10.	Lack of garment hubs (haphazardly located)	1	2	3	4	5
11.	Inefficiency in banking transactions and loans etc.					
12.	Lack of proper training					
13.	Lack of government policy					
14.	Lack of work place safety					
15.	Lack of information technology					

Appendices (Part-02)

Open Questionnaire, if you have any other consideration factor

1. What are the factors affecting the Supply Chain Management (SCM) performance of textile Industries in Bangladesh?

Answer:

2. How these factors affect the supply chain management (SCM) performance and what are the impacts of inefficiency factors on the entire value chain system?

Answer: