

Thesis Report
on
“Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector” “Alpha Clothing Ltd”

Submitted by:
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Major: Supply Chain Management
Department of Business Administration
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Submitted to:
Department of Business Administration
Faculty of Business
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Submitted for the partial fulfillment of the degree
of MBA in Supply Chain Management (MSCM)



Sonargaon University (SU)
147/1 Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: January 03, 2026

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Date of Submission: January 03, 2026

Letter of Transmittal

January 03, 2026

Mst. Marium Akter

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Subject: Submission of thesis report titled “Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector” “Alpha Clothing Ltd”

Dear Madam,

I am hereby submitting my thesis paper entitled **“Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector” “Alpha Clothing Ltd”** which was assigned to me as a requirement for the completion of the MSCM Program. I have discovered this paper very interesting, beneficial, and insightful. The entire report is based on my practical experience in Alpha Clothing Limited I expect this paper to be informative as well as comprehensive. This thesis paper will help me a lot in my future career life.

Thank you so much for your expert advice, 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

Md Shakil Ahmed

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Declaration of Student

This is to notify you that, the thesis paper on “**Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector**” “**Alpha Clothing Ltd**”, has been prepared as a part of my dissertation formalities. It is an obligatory part of me. **MSCM** program to submit a thesis paper. Moreover, I was inspired and instructed by **Mst. Marium Akter**, 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

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Letter of Authorization

This is to certify that the thesis report “**Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector**” “**Alpha Clothing Ltd**” has been prepared as a part of completion of the MSCM program from Department of Business Administration, Sonargaon University (SU), carried out by **Md. Shakil Ahmed**, bearing **ID: MSCM2401031015** under my supervision. The report or the information will not be used for any other purposes.

Mst. Marium Akter

Lecturer

Department of Business Administration

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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 **Mst. Marium Akter**, 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. The opportunity I had with **Alpha Clothing Limited** is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

I would like to express my deep sense of thankfulness to Md. Rostom Ali, AGM, HR Alpha Clothing Limited & Md. Abul Kalam Azad, Head of Supply Chain Alpha Clothing Limited for his enormous help and endless support throughout the dissertation period And last but not the least; thanks to all my office colleagues working Alpha Clothing Limited The opportunity I had with Alpha Clothing Limited is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

Abstract

This thesis delves into the promotional strategies employed by **Alpha Clothing Limited, RMG Industry** within the context of the RMG Industry in Bangladesh. The RMG sector in Bangladesh has witnessed significant growth in recent years, marked by heightened competition and evolving consumer preferences. **Alpha Clothing Limited**, as a key player in this market, faces the challenge of not only sustaining its market position but also expanding its market share amidst a dynamic landscape.

The study employs a case study methodology, utilizing both qualitative and quantitative data collection techniques. Through interviews with key stakeholders, analysis of promotional materials, and examination of market trends, this research seeks to uncover the intricate mechanisms behind **Alpha Clothing Limited, RMG Industry's** promotional strategy. Key findings reveal the multi-faceted approach adopted by **Alpha Clothing Limited, RMG Industry**, including a mix of traditional and digital Supply Chain channels, strategic partnerships, and innovative campaigns tailored to local preferences. Moreover, the study identifies the role of branding, pricing strategies, and customer engagement initiatives in shaping **Alpha Clothing Limited, RMG Industry's** promotional endeavors.

The implications of this research extend beyond **Alpha Clothing Limited, RMG Industry** to offer insights for practitioners and scholars interested in understanding the dynamics of promotional strategies within emerging markets. By dissecting the promotional tactics of a leading RMG company in Bangladesh, this thesis contributes to a deeper understanding of Supply Chain strategies in the context of rapidly evolving industries and markets.

Table of Contents

SL NO.	Particulars	Page No.
	Cover Page	i
	Inner Cover Page	ii
	Letter of Transmittal	iii
	Declaration of Student	iv
	Letter of Authorization	v
	Acknowledgment	vi
	Abstract	vii
	Table of Content	viii-ix
	List of Acronyms	x
	Chapter-01 Introduction	1-4
1.1	Background of the study	2
1.2	Scope of the study	2-3
1.3	Objectives of the study	3
1.4	Research methodology	3
1.5	Significance of the study	3-4
1.6	Limitations of the study	4
1.7	Structure of the thesis	4
	Chapter-02 Literature Review	5-10
2.1	Concept of Supply Chain Management (SCM)	6
2.2	Evolution of SCM	6
2.3	Importance of supply chain performance	6
2.4	Key Components of SCM	6-7
2.5	Strategic Sourcing and Cost Reduction Theory	7
2.6	Review of Relevant Literature on SCM in the Alpha Clothing Limited, RMG Industry	7-9
2.7	Gaps in the Literature	9-10
	Chapter-03 Conceptual Framework and Hypothesis	11-22
3.1	Alpha Clothing Limited Conceptual Framework	12-13
3.2	Inventory Management in the Alpha Clothing Limited	13-14
3.3	Key Variables Alpha Clothing Limited	14-15
3.4	Distribution and Logistics in Alpha Clothing Limited	15-16
3.5	Local Sourcing Strategies Alpha Clothing Limited	16
3.6	Technology Integration	17-18
3.7	Blockchain Technology	18-19
3.8	Quality Management in Alpha Clothing Limited	19-20
3.9	Background of Hypotheses Development of SCM	20-21
3.10	Importance of Background of Hypothesis Development Alpha Clothing Limited	21-22

Chapter-04	Research Methodology	23-26
4.1	Research Design	24
4.2	Research Methodology	24-25
4.3	Data Analysis Technique	25
4.4	Research Instruments	25
4.5	Time and Location	25-26
4.6	Limitations of Research Methodology	26
Chapter-05	Data Analysis and Results	27-38
5.1	Introduction	28
5.2	Data Analysis Perspective on Respondents' Departmental Distribution	28-29
5.3	Data Analysis Perspective on Respondents' Job Levels	29-30
5.4	Data Analysis Perspective on Respondents' How long have you work at ACL	30-31
5.5	Analysis of How frequently do suppliers delays affect your work/Planned production	31-32
5.6	Analysis of How Often Do you use the SAP System During a typical workday	32-33
5.7	Analysis of Supplier are evaluated regularly based on delivery.	33-34
5.8	Analysis of Supplier Performance id monitored using KPI	34-35
5.9	Analysis of How Often do your KAIZEN activity	35-36
5.10	Analysis of Customer feedback used for improvement.	36-37
5.11	Analysis of the company impact evaluation sourcing policy.	37-38
Chapter-06	Discussion	39-43
6.1	Summary of Key Findings	40
6.2	Discussion on IE & Planning in Supplier Relationship Management	40-41
6.3	Discussion on Local Sourcing Strategies and Import Cost Reduction	41
6.4	Discussion on Customer Relationships with SCM and Merchandising	41
6.5	Discussion Risk Management on Supply Chain Management	41-42
6.6	Overall Impact of SCM Practices on RMG Sector	42-43
Chapter-07	Recommendations and Conclusion	44-46
7.1	Recommendations	45
7.2	Conclusion	46
	Bibliography	47
	Appendices	48-50

List of Acronyms

ACRONYMS	ABBREVIATION
ACL	Alpha Clothing Limited
SCM	Supply Chain Management
ERP	Enterprise Resource Planning
WMS	Warehouse Management System
TMS	Transportation Management System
RFID	Radio-Frequency Identification
EDI	Electronic Data Interchange
POS	Point of Sale
SKU	Stock Keeping Unit
KPI	Key Performance Indicator
SLA	Service Level Agreement
COGS	Cost of Goods Sold
ROI	Return on Investment
OTIF	On Time in Full
RMG	Rady-Made Garments
MSCM	Masters of Supply Chain Management

Chapter-One

Introduction

1.1 Background of the study

The Ready-Made Garments (RMG) sector is the backbone of Bangladesh's economy, contributing significantly to national export earnings, employment generation, and industrial development. As global competition intensifies, Bangladeshi apparel manufacturers are under increasing pressure to reduce production costs, shorten lead times, and enhance overall supply chain efficiency. One critical area influencing both cost and competitiveness is the sourcing of raw materials, particularly fabrics, trims, accessories, and packaging. Traditionally, many RMG firms—including Alpha Clothing Ltd. The RMG industry is characterized by complex supply chains involving multiple stakeholders, stringent regulatory requirements, and the delicate handling of sensitive products. Efficient supply chain management practices are essential to ensure the timely and reliable delivery of medications to patients. By examining the specific context of The Alpha Clothing Ltd, this study aims to shed light on the impact of various supply chain management practices on the organization's performance.

This research will explore a range of supply chain management practices, including supplier relationship management, inventory management, logistics and transportation, and information technology. The study will investigate how these practices influence key performance indicators such as operational efficiency, cost reduction, customer satisfaction, and financial performance. By analyzing the case of Alpha Clothing Ltd, this research seeks to provide valuable insights for both academicians and practitioners in the field of supply chain management.

1.2 Scope of the study

This study Investigate the impact of specific supply chain management (SCM) local sourcing strategies on the organizational performance of ACL, the research will delve into a comprehensive analysis of the RMG company's supply chain operations, focusing on key areas such as procurement, inventory management, logistics, and distribution. By examining the current SCM practices employed by the ACL, the study will identify strengths, weaknesses, and potential areas for improvement. It will assess the effectiveness of these practices in achieving organizational goals, including cost reduction, improved efficiency, enhanced customer satisfaction, and increased market share.

The research will specifically explore the following aspects

SCM Practices: A detailed analysis of the SCM practices currently implemented by the ACL, including supplier selection, procurement, inventory management, logistics, and distribution.

Organizational Performance: An examination of the key performance indicators (KPIs) that measure the company's overall performance, such as revenue growth, profitability, customer satisfaction, and operational efficiency.

Organizational Scope: The research is limited to Alpha Clothing Ltd., examining its procurement practices, sourcing decisions, cost structures, and supplier relationships. Although the findings may offer insights applicable to other RMG companies, the analysis is specific to the operational environment and practices of this particular organization.

Case Study Analysis: A deep dive into specific case studies within The Alpha Clothing Limited RMG Industry to illustrate the practical application of SCM principles and their impact on organizational outcomes.

Methodological Scope: The study does not include experimental research, laboratory testing, or technical material quality assessment, except as referenced from existing company records.

1.3 Objectives of the study

Broad Objective

The broad objective of this study is to assess the impact of Supply Chain Management (SCM) practices on the organizational performance of Alpha Clothing Limited.

Specific Objectives

- To identify key SCM practices implemented by The Alpha Clothing Ltd Limited RMG Industry LTD.
- To evaluate the cost savings achieved (or expected) by shifting from import -based sourcing to local sourcing.
- To evaluate the relationship between specific SCM practices and organizational performance indicators such as efficiency, profitability, and customer satisfaction.
- To analyze the challenges faced in implementing effective SCM practices within the RMG industry.
- To provide actionable recommendations for improving SCM practices to enhance.

1.4 Research methodology

To achieve the objectives, this study will utilize a comprehensive research methodology combining both qualitative and quantitative approaches:

Primary Sources of Data

Data will be collected directly from the organization's stakeholders, including managers, employees, and supply chain partners, using the following methods:

- Surveys
- Experiments
- Personal Interviews

Secondary Sources of Data

Existing literature, reports, and industry data will be analyzed to supplement primary findings and provide a broader context:

- Books, manuals,
- Journals,
- Official publications,
- Web sites,
- Relevant industry reports,
- Scholarly articles.

1.5 Significance of the study

This study is important because it highlights how effective Supply Chain Management (SCM)

practices improve the performance of the Ready-Made Garment (RMG) sector. It helps identify how better planning, sourcing, production, and distribution can reduce costs, improve efficiency, and increase customer satisfaction. The findings will assist factory managers, policymakers, and researchers in developing strategies to strengthen the RMG supply chain and enhance the sector's global competitiveness.

1.6 Limitations of the study

- The scope of this study is limited to the ACL. While this case study provides valuable insights into the impact of supply chain management practices on organizational performance within a specific context, it is important to acknowledge the limitations inherent in such a focused approach.
- The findings of this study are specific to the ACL and may not be directly applicable to other organizations, particularly those operating in different industries or geographical regions.
- The unique characteristics of the RMG industry, such as stringent regulatory requirements and complex supply chains, may influence the impact of supply chain management practices.
- The availability and quality of data can significantly impact the depth and reliability of the analysis.
- Potential limitations include data inconsistencies, missing data, and the sensitivity of certain information, which may restrict access to crucial data points.
- The study is limited by the specific timeframe under consideration. Changes in market dynamics, technological advancements, and organizational strategies can influence supply chain management practices and their impact on performance over time.
- A longer-term perspective may provide a more comprehensive understanding of the long-term effects of supply chain initiatives.
- A case study approach, while providing rich contextual insights, may not allow for broad generalizations.
- The findings may be influenced by specific circumstances and may not be representative of the broader population of RMG companies.
- External factors such as economic conditions, geopolitical events, and natural disasters can significantly impact supply chains and organizational performance.

1.7 Structure of the thesis

This thesis is divided into five chapters. The first chapter deals with the research area, aims and significance. Meanwhile, chapter-2 presents the framework of relevant literature which gives an overview of previous research on financial literacy and related investment behaviors. The literature related hypothesis is shown in chapter-3 Research methodology is presented in chapter-4, explaining how data will be collected and analyzed. The data analysis and observations are presented and discussed in Chapter-5, where the relationships between financial literacy and investment behavior of young adults in Bangladesh are explored. Lastly, in chapter-6, findings along with recommendations are provided with concluding remarks.

Chapter-Two **Literature Review**

2.1 Concept of Supply Chain Management (SCM)

Supply Chain Management (SCM) encompasses the planning, organization, and control of all activities involved in procuring raw materials, transforming them into final products, and delivering them to customers. It integrates various functions like sourcing, production, inventory management, logistics, and distribution to ensure efficient and cost-effective product flow from the beginning to the end of the chain. The concept of SCM revolves around the seamless integration of key business processes from the procurement of raw materials to the delivery of finished products to end customers. It emphasizes the coordination and collaboration among various stakeholders within and across organizational boundaries to optimize the flow of goods, information, and finances.

2.2 Evolution of SCM

SCM has evolved from a basic focus on logistics to a strategic function. Early approaches primarily dealt with physical movement and storage of goods. The concept became particularly significant as organizations began to outsource production, rely on global suppliers, and face increasing competition and cost pressures. Chopra and Meindl (2016) emphasize that SCM is no longer about minimizing internal costs alone but about optimizing the entire supply network to enhance competitiveness.

2.3 Importance of supply chain performance

Increase supply chain performance, is being seen as a challenge for organizations and to win this battle it is necessary to know the past, understand the present and define the future, revolutions, being long before they are officially declared. For several years, senior executives in a board range of industries have been thinking how to measure the performance of their business. They have recognized that new strategies and competitive realities demand new measurement systems. At the heart of this revolution lies a radical decision: to shift from treating financial figures as the foundation for performance measurement to treating them as one among a broader set of measures.

2.4 Key Components of SCM

The key components of SCM include procurement, production, inventory management, logistics, and distribution. Each component plays a crucial role in ensuring the smooth functioning of the supply chain and requires effective coordination to minimize disruptions and enhance overall efficiency. Effective SCM involves managing several key components:

Procurement and Sourcing: Selecting suppliers, negotiating prices, ensuring quality, and managing supply risk.

Production and Operations: Converting inputs into outputs efficiently.

Logistics and Distribution: Managing transportation, warehousing, and delivery.

Information Flow Management: Using systems to monitor demand, inventory, lead times, and supplier performance.

Customer Relationship Management: Ensuring products meet market needs while maintaining reliability and responsiveness.

Relevance of SCM Theory to Local Sourcing and Import Cost Reduction

SCM theories such as Lean Supply Chain, Just-in-Time (JIT), and Strategic Sourcing directly relate to cost reduction.

- Lean SCM emphasizes waste minimization, including reductions in transportation, waiting time, and excess inventory—factors often associated with imports.
- JIT principles support local sourcing because close geographic proximity allows suppliers to deliver smaller quantities quickly, reducing inventory carrying costs.
- Strategic Sourcing underscores the importance of supplier relationships and total cost of ownership (TCO), including hidden import costs such as customs delays and documentation expenses.

Local sourcing, on the other hand, can reduce lead times, improve flexibility, and lower logistical and import-related costs. According to Porter (1985), proximity to suppliers increases supply chain responsiveness and operational efficiency, which is crucial in fast-changing industries like apparel.

Improved Customer Service: Efficient delivery and responsiveness to customer needs enhance satisfaction and loyalty.

Increased Efficiency: Streamlined processes and better collaboration lead to faster cycle times and improved productivity.

Enhanced Competitiveness: Strong SCM capabilities enable businesses to respond rapidly to market changes and gain a competitive edge.

2.5 Strategic Sourcing and Cost Reduction Theory

From the procurement and supply-chain literature, strategic sourcing is defined as the systematic process of evaluating sourcing alternatives not only on cost but also on risk, quality, flexibility, and supply-chain stability.

Research in the context of manufacturing firms in Bangladesh suggests that strategic sourcing involving supplier development, negotiation strategies, and long-term partnerships significantly lowers procurement costs and enhances supplier management outcomes. Applying this theoretical lens to RMG:

- Local sourcing must be framed as strategic rather than merely cost-driven.
- Long-term relationships with domestic textile mills can yield reductions in variability and hidden transactional costs.
- Supplier development and capability building are core to realizing cost savings.

2.6 Review of Relevant Literature on SCM in the Alpha Clothing Limited, RMG Industry

The RMG industry, a sector heavily reliant on complex supply chains, faces unique challenges such as stringent regulatory compliance, product safety and efficacy, and rapid technological advancements. Effective supply chain management (SCM) practices are crucial for ensuring product quality, timely delivery, and customer satisfaction. While the

RMG industry has been the subject of extensive research, specific studies focusing on The Alpha Clothing Ltd. However, insights from broader RMG SCM literature can be applied to understand the potential impact of SCM practices on the organization's performance.

Relevance of SCM Theory to Local Sourcing and Import Cost Reduction

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- Strategic Sourcing underscores the importance of supplier relationships and total cost of ownership (TCO), including hidden import costs such as customs delays and documentation expenses.

Supply Chain Risk Management: Studies have focused on identifying, assessing, and mitigating risks throughout the supply chain, including quality control, customer satisfaction, and cyber security threats

Applying SCM Insights to the Alpha Clothing Ltd RMG Industry While specific case studies on The ACL may be scarce, the following areas of SCM research could provide valuable insights for the organization tensions:

Quality Assurance and Control: Given the stringent quality standards in the RMG industry, research on quality management systems, supplier qualification, and product testing can be particularly relevant.

Regulatory Compliance: Understanding the complex regulatory landscape and implementing robust compliance processes is essential. Research on regulatory compliance in the RMG industry can provide guidance.

Supply Chain Optimization: Identifying opportunities to improve efficiency, reduce costs, and enhance customer service through techniques such as demand forecasting, inventory management, and transportation optimization.

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Supply Chain Optimization: Identifying opportunities to improve efficiency, reduce costs, and enhance customer service through techniques such as demand forecasting, inventory management, and transportation optimization.

Sustainability and Ethical Sourcing: Incorporating sustainability principles into supply chain operations, including ethical sourcing, environmental impact reduction, and social responsibility.

By leveraging the insights from broader RMG SCM literature and addressing the specific challenges faced by The Alpha Clothing RMG Industry LTD the organization can optimize

its supply chain practices to achieve improved performance, enhanced patient safety, and long-term sustainability.

SCM Perspective Applied to Alpha Clothing Ltd

In the context of Alpha Clothing Ltd., SCM principles help explain how sourcing decisions influence.

Overall supply chain performance:

- Importing fabrics and accessories involves freight charges, duty payments, customs handling, and long lead times, making the supply chain less responsive.
- Local sourcing can reduce transportation costs, eliminate duty payments, and shorten lead times, thereby improving cost efficiency and production flexibility.
- SCM theory supports the idea that optimizing sourcing strategies—especially shifting from global to local suppliers here viable—can significantly enhance competitiveness in the RMG sector.

Impact of Digital Technologies on SCM Performance

- How has the adoption of technologies like AI, IoT, and blockchain influenced the efficiency, agility, and visibility of Alpha Clothing Ltd RMG supply chain.
- What are the specific challenges and opportunities associated with implementing these technologies in the RMG industry's unique regulatory and quality control environment.
- Sustainability and Ethical Sourcing in the RMG Supply Chain.
- How does Alpha Clothing Ltd RMG integrate sustainability practices into its supply chain, particularly regarding sourcing of raw materials and energy consumption.
- What strategies are employed to ensure ethical sourcing and fair labor practices throughout the supply chain.

SCM in the Context of Global Sourcing and Local Sourcing

- How does Alpha Clothing Ltd identify, assess, and mitigate risks, such as supply disruptions, quality issues, and regulatory changes, in its supply chain.

2.7 Gaps in the Literature

Here's a structured overview of key gaps in the academic and empirical literature on the impact of local sourcing strategies on import cost reduction in the Bangladesh RMG (Ready-Made Garments) sector, with a focus on a case like Alpha Clothing Ltd. This type of summary is useful for research proposals, theses, journal articles, or industry reports:

Limited Firm-Level Empirical Studies

Many existing studies on Bangladesh's RMG sector are industry-wide or macroeconomic in nature. Few collect firm-level primary data that measures exactly how local sourcing affects import costs for individual producers like Alpha Clothing Ltd.

- Gap examples: Reliance on secondary data from BGMEA, WTO, World Bank without

firm-specific cost breakdowns. Inadequate use of panel data to show causal effects over time within firms.

- Why these matters: General industry trends may mask specific firm behaviors —how Alpha Clothing Limited procurement decisions shift costs at input levels.

Weak Integration of Risk and Quality Dimensions

Most literature treats local sourcing as uniformly beneficial for cost reduction but neglects associated risks.

- Underexplored areas: Quality differentials between local and imported inputs and their effect on returns Supplier reliability and capacity limitations in Bangladesh. Hidden costs such as rework, defects, delayed shipments, and penalties.
- Why this matter: Cost saving on imports may be offset by quality-related costs — a factor rarely accounted for in empirical models

Limited Insight into Strategic Management Behavior

There's a shortage of qualitative research exploring the managerial decision-making behind sourcing strategies.

- Under investigated topics: How procurement managers evaluate local suppliers. Decision criteria balancing cost, quality, delivery, risk. Internal firm constraints (finance, contracts, forecasting).
- Why this matters: Understanding strategy is essential to explain why cost benefits of local sourcing aren't always realized.

Limited Case Studies on Firms Like Alpha Clothing Ltd

Specifically scarce are case studies that focus on individual firms, particularly mid-tier producers rather than large conglomerates.

- Key absent elements: Detailed Alpha Clothing cost model before and after local sourcing adoption. Lessons learned and scalability of sourcing decisions.
- Why this matters: Single-firm case studies help translate theory into actionable insights and provide rich qualitative context.

Chapter-Three

Conceptual Framework and Hypothesis

3.1 Alpha Clothing Limited Conceptual Framework

The framework visualizes the key relationships you intend to examine—how local sourcing strategies influence import cost reduction, with various mediating and moderating factors that are relevant in the Bangladesh RMG context.

Key Constructs & Definitions

A conceptual framework identifies the key variables (constructs) and explains how they relate to each other within a study. For Alpha Clothing Limited, a clothing and apparel company, the framework typically links management and operational factors (independent variables) to organizational outcomes (dependent variables), sometimes through mediating or moderating variables.

Supply Independent Variables (Key Constructs)

Supply chain management: A refers to the coordination of activities involved in sourcing raw materials, production, warehousing, and distribution of clothing products.

Definition: The strategic management of suppliers, logistics, inventory, and distribution processes to ensure timely and cost-effective delivery of products.

Product Quality: Product quality relates to the durability, design, fabric, and overall workmanship of clothing items produced by Alpha Clothing Limited.

Definition: The degree to which clothing products meet customer expectations, industry standards, and functional requirements.

Pricing strategy: A involves how Alpha Clothing Limited sets prices relative to costs, competitors, and perceived customer value.

Definition: The approach used by the firm to determine product prices that balance profitability, competitiveness, and customer affordability.

Marketing and promotion: The refer to activities used to communicate product value to customers.

Definition: Advertising, branding, sales promotions, and digital marketing efforts aimed at increasing brand awareness and sales.

Technology adoption: The includes the use of modern production, inventory, and sales technologies.

Definition: The integration of digital systems such as ERP, e-commerce platforms, and automated manufacturing tools to improve efficiency.

Mediating Variable (if applicable)

Customer satisfaction: explains how operational factors translate into business outcomes.

Definition: The extent to which customers are pleased with the quality, price, and availability of Alpha Clothing Limited's products.

Dependent Variable

Organizational performance: The main outcome of interest in the conceptual framework.

Definition: The overall success of Alpha Clothing Limited measured through profitability, sales growth, market share, and customer retention.

Moderating Variable (Optional)

Market competition: They may influence the strength of the relationship between independent variables and performance.

Definition: The intensity of rivalry from other clothing brands offering similar products in the same market.

Alpha Clothing Limited procurement practices are an integral part of its overall Supply Chain Management (SCM) strategy. These practices are designed to ensure the timely acquisition of high-quality raw materials, packaging materials, and other essential supplies at competitive prices. By optimizing its procurement processes, the company aims to enhance operational efficiency, reduce costs, and ultimately improve its overall performance.

Key Relationships in the Model

- Local Sourcing → Import Cost Reduction Buying locally should reduce dependence on imported raw materials, thus lowering import costs.
- Local Sourcing → Supply Chain Efficiency → Import Cost Reduction Improved logistics from local suppliers may mediate the relationship.
- Local Sourcing → Supplier Relationship Strength → Import Cost Reduction Stronger partnerships may improve negotiation, quality, and reliability.
- Government Policy (Moderating) Policy incentives may strengthen the impact of local sourcing on cost reduction.

Key Performance Indicators (KPIs):

This KPI measures the percentage decrease in total import expenditure after adopting local sourcing strategies. For Alpha Clothing Ltd, it reflects how effectively the company has reduced dependence on imported raw materials such as fabrics, accessories, and trims. A higher reduction percentage indicates successful substitution of imports with locally sourced inputs, leading to improved cost efficiency and reduced exposure to foreign exchange fluctuations. This KPI compares the average cost of locally sourced materials with the cost of equivalent imported materials. If local sourcing costs are lower or comparable, Alpha Clothing Ltd gains a competitive advantage by minimizing logistics, shipping, and customs-related expenses while maintaining cost efficiency.

3.2 Inventory Management in the Alpha Clothing Limited

Inventory management is a critical function in the clothing industry due to changing fashion trends, seasonal demand, and high competition. **Alpha Clothing Limited**, as a garment manufacturing and retail company, relies on effective inventory management to ensure product availability, reduce costs, and maximize profitability.

Overview of Inventory Management in the RMG Sector

Inventory management in the Ready-Made Garments (RMG) sector involves controlling the flow of raw materials (fabrics, yarn, accessories), work-in-process, and finished goods to ensure uninterrupted production at the lowest possible cost. For export-oriented firms like Alpha Clothing Ltd, inefficient inventory management increases dependency on imports, raises holding costs, and reduces profitability. Local sourcing strategies crucial role in improving efficiency by reducing lead time, transportation risks, and capital tied up in stock.

Inventory Structure at Alpha Clothing Ltd

Alpha Clothing Ltd maintains three major types of inventory:

- **Raw Material Inventory:** Fabrics, trims, buttons, zippers, labels, and packaging materials.
- **Work-in-Process (WIP):** Semi-finished garments at various production.
- **Finished Goods Inventory:** Completed garments awaiting shipment.

By sourcing a significant portion of raw materials locally, Alpha Clothing Ltd can reduce excessive raw material stock previously required to hedge against import delays.

Impact of Local Sourcing on Raw Material Inventory

Local sourcing allows Alpha Clothing Ltd to procure raw materials from domestic suppliers within shorter timeframes compared to imports. As a result:

- Safety stock requirements are reduced
- Inventory replenishment becomes more frequent and flexible
- Risk of production stoppages due to delayed imports is minimized.

This reduces capital blockage and lowers overall inventory carrying costs, directly contributing to import cost reduction.

Lead Time Reduction and Inventory Efficiency

Imported materials typically require long lead times due to shipping, customs clearance, and port congestion. Local sourcing significantly shortens procurement.

Strategic Role of Inventory Management in Import Cost Reduction

Inventory management acts as a strategic tool linking local sourcing decisions to financial performance. Through improved inventory control, Alpha Clothing Ltd achieves Lower import volume and freight costs, Reduced customs and clearance expenses, Improved production planning accuracy inventory efficiency becomes a measurable outcome of successful local sourcing strategies.

Risk Mitigation through Local Inventory Planning

Import dependency exposes firms to risks such as exchange rate fluctuations, global supply disruptions, and port congestion. Local sourcing allows Alpha Clothing Ltd to Reduce import risk exposure, maintain optimal inventory levels, Improve supply chain resilience. Effective inventory planning with local suppliers ensures cost stability and operational continuity.

3.3 Key Variables Alpha Clothing Limited

Dependent Variable

Import Cost Reduction this is the main outcome variable of the study. It represents the extent to which Alpha Clothing Limited reduces its expenditure on imported raw materials (such as fabrics, accessories, trims, and chemicals) by adopting local sourcing strategies. In the Bangladesh RMG sector, import costs are influenced by freight charges, customs duties, lead time delays, and exchange rate volatility. A successful local sourcing strategy is expected to minimize these costs by replacing imported inputs with locally available alternatives.

Indicators:

- Reduction in total import expenditure
- Percentage decrease in imported raw material usage
- Lower logistics and customs-related costs.

Independent Variables (Local Sourcing Strategy Variables)

Local Supplier Utilization this refers to the extent to which Alpha Clothing Limited purchases raw materials and accessories from domestic suppliers instead of foreign sources. Higher utilization of local suppliers reduce dependency on imports, shortens supply chains, and lowers transportation and import duty costs.

Indicators:

- Percentage of total inputs sourced locally
- Number of active local suppliers.

Local Supplier Price Competitiveness

These variable measures whether local suppliers offer materials at prices comparable to or lower than imported alternatives. If local suppliers provide cost-effective pricing, Alpha Clothing Limited can achieve direct savings on procurement costs, contributing to import cost reduction.

Indicators:

- Price comparison between local and imported materials
- Cost savings per unit.

3.4 Distribution and Logistics in Alpha Clothing Limited

Distribution and logistics play a vital role in ensuring that finished garments produced by Alpha Clothing Limited reach international buyers efficiently, cost-effectively, and on time. As a firm operating in the Bangladesh Ready-Made Garments (RMG) sector, Alpha Clothing Limited must comply with strict delivery schedules, quality standards, and buyer compliance requirements. Effective distribution and logistics management therefore directly influence customer satisfaction, operational efficiency, and competitiveness.

Distribution System

Alpha Clothing Limited mainly follows an export-oriented distribution system, as the majority of its products are shipped to overseas markets such as Europe, North America, and Asia. Direct shipment to international buyers or buying houses. Distribution based on confirmed purchase orders. Coordination with freight forwarders and shipping agents. Compliance with buyer-specific packaging, labeling, and documentation requirements. Finished garments are packed according to buyer specifications and stored temporarily in the factory warehouse before shipment.

Logistics Operations

The logistics operations of Alpha Clothing Limited cover both inbound logistics and outbound logistics.

Inbound Logistics

Inbound logistics involves the movement of raw materials such as fabrics, accessories, and trims from suppliers to the factory. Local transportation from domestic suppliers. Import logistics for materials sourced from abroad. Customs clearance and port handling. Inventor coordination to avoid production delays. Efficient inbound logistics help reduce lead time and ensure uninterrupted production.

Outbound Logistics

Outbound logistics focuses on the delivery of finished garments to buyers. Major activities Final inspection and quality approval, Packing and carbonizations, Container stuffing, Transportation to seaports or airports, Export documentation and customs clearance. Alpha Clothing Limited primarily uses sea freight for cost efficiency, while air freight is used in urgent or time-sensitive orders.

Role of Third-Party Logistics Providers (3PL)

Alpha Clothing Limited relies on third-party logistics providers- Freight forwarding, Customs brokerage, International shipping, Warehousing support.

3.5 Local Sourcing Strategies Alpha Clothing Limited

Key Local Sourcing Practices at Alpha Clothing Limited

Local Fabric Sourcing Alpha Clothing Limited sources a significant portion of woven and knit fabrics from local textile mills. This strategy- Reduces import duties and customs costs, minimizes international freight and insurance expenses, shortens procurement lead time, Enhances responsiveness to fast fashion demands.

Local Sourcing of Accessories and Trims

Accessories such as buttons, zippers, labels, hangtags, threads, and packaging materials are primarily sourced from domestic suppliers. Lower unit cost compared to imported accessories, reduced minimum order quantities, Faster replenishment, Lower inventory holding costs.

Supplier Development Programs

Alpha Clothing Limited collaborates with local suppliers to improve Product quality standards, Compliance with buyer requirements, Production capacity and reliability. This includes technical training, quality audits, and long-term volume commitments.

Long-Term Strategic Partnerships

The company maintains long-term relationships with selected local suppliers through Framework agreements, Price negotiation stability, Priority production allocation, Information sharing and demand forecasting, these partnerships help reduce uncertainty and transactional costs.

Backward Linkage Integration

Alpha Clothing Limited benefits from Bangladesh's strong backward linkage industries, particularly in knitwear. The company leverages local dyeing and finishing facilities, Washing and printing units, Embellishment service providers. This reduces dependency on imported semi-finished materials.

3.6 Technology Integration

Technology integration in supply chain management has become essential for improving efficiency, reducing costs, and enhancing competitiveness in the Ready-Made Garments (RMG) industry. Alpha Clothing Limited integrates modern digital technologies across procurement, production, inventory, and distribution functions to strengthen local sourcing strategies, reduce import dependency, and improve overall supply chain performance.

Concept of Technology Integration in Supply Chains

Technology integration refers to the coordinated use of information systems and digital tools to enable seamless information flow among supply chain partners. In Alpha Clothing Limited, technology integration facilitates real-time communication, accurate data sharing, and better coordination between suppliers, manufacturers, and logistics providers.

Key Technologies Integrated in Alpha Clothing Limited's Supply Chain

Enterprise Resource Planning (ERP) System

Alpha Clothing Limited uses ERP systems to integrate procurement and sourcing activities, Inventory and warehouse management, Production planning and scheduling, Financial and cost control. ERP systems provide real-time visibility in to material availability and supplier performance, enabling informed decision-making.

Digital Procurement and Supplier Management

The company adopts digital procurement tools such as E-procurement platforms, Electronic purchase orders and invoicing, Supplier performance monitoring dashboards, These tools enhance transparency, reduce procurement cycle time, and support effective.

Inventory and Warehouse Management Systems

Technology integration in inventory management includes Barcode and RFID-based tracking, Automated stock level monitoring, Real-time warehouse reporting. This reduces inventory discrepancies, minimizes holding costs, and supports just-in-time production.

Production Planning and Automation

Alpha Clothing Limited integrates technology in production through Computer-Aided Design (CAD) and Computer-Aided Manufacturing (CAM), Automated cutting and sewing support system, Line balancing and efficiency monitoring software. These technologies improve productivity and reduce material wastage.

Logistics and Distribution Technology

In logistics and distribution, the company uses Transportation Management Systems (TMS), Shipment tracking and scheduling software, Digital documentation systems. This ensures timely delivery, reduces logistics costs, and improves coordination with logistics partners.

Role of Technology Integration in Supply Chain Performance

Technology integration helps Alpha Clothing Limited to Improve supply chain visibility and coordination, reduce lead time and operational delays, enhance supplier responsiveness, support local sourcing and import cost reduction, Improve overall supply chain efficiency.

Impact on Import Cost Reduction

By integrating technology into its supply chain, Alpha Clothing Limited Experiences Lower dependency on imported raw materials. Reduced logistics and customs-related costs, Improved inventory turnover, Reduced foreign exchange exposure.

Challenges in Technology Integration

Despite its benefits, the company faces challenges such as High implementation and maintenance costs, Limited technological capability of some local suppliers, Need for skilled manpower and training, System integration issues across supply chain partners.

Theoretical Foundation

This study is supported by Supply Chain Integration Theory – emphasizes information sharing and coordination. Transaction Cost Economics (TCE) – focuses on cost. reduction through efficient transactions, Resource-Based View (RBV) – technology as a strategic organizational resource.

3.7 Blockchain Technology

Blockchain technology is an emerging tool in supply chain management that provides transparency, traceability, and enhanced security of transactions. In the Bangladesh RMG sector, where import dependency and complex supply chains are prevalent, Alpha Clothing Limited is exploring blockchain to optimize local sourcing, monitor supplier performance, and reduce import-related costs. Blockchain ensures immutable records, real-time data sharing, and enhanced trust among stakeholders.

Concept of Blockchain in Supply Chain Management

Blockchain is a distributed ledger technology that records transactions in a secure, decentralized manner. Key features relevant to Alpha Clothing Limited's supply chain include Traceability Complete history of raw materials, fabrics, and accessories from supplier to finished garment, Transparency Shared visibility for all authorized stakeholders, reducing fraud and errors, Smart Contracts Automated execution of agreements based on predefined conditions. Data Security Immutable records that prevent tampering and unauthorized changes.

Applications of Blockchain at Alpha Clothing Limited

Supplier Traceability Blockchain enables end-to-end tracking of materials from local suppliers. Each transaction is recorded, ensuring, Verification of authenticity of fabrics and accessories, Compliance with quality standards and certifications, Reduced risks of counterfeit materials and documentation errors.

Smart Contracts for Procurement

Smart contracts automate agreements between Alpha Clothing Limited and local suppliers Payments are automatically released upon confirmed delivery, reduces administrative costs and delays, Enhances trust in long-term supplier relationships.

Inventory and Logistics Management

Blockchain can integrate with digital inventory and warehouse systems Real-time tracking of materials and shipments, Reduced inventory discrepancies and losses, Improved coordination between warehouses, production units, and logistics providers.

Cost Reduction and Import Efficiency

By providing reliable local supplier data and minimizing intermediaries, blockchain helps Lower import dependency and foreign currency exposure, reduce customs clearance delays and related fees, Support cost-effective local sourcing strategies.

Benefits of Blockchain Integration

Enhanced transparency and trust among supply chain partners, Improved supplier performance monitoring, Reduced procurement and operational costs, Faster decision-making and automated processes, Support for sustainability and ethical sourcing initiatives.

Challenges of Blockchain Adoption

High implementation and maintenance costs, Limited technological capability among local suppliers, need for skilled personnel to manage blockchain systems, Integration issues with existing ERP and supply chain systems, Regulatory and standardization uncertainties.

Theoretical Foundation

Blockchain adoption in Alpha Clothing Limited is supported by Transaction Cost Economics (TCE) Reduction of transaction, monitoring, and compliance costs, Supply Chain Integration Theory Enhances coordination and information flow among supply chain partners, Technology Acceptance Model (TAM) Adoption influenced by perceived usefulness and ease of use.

Role in Supporting Local Sourcing Strategies

Blockchain strengthens local sourcing by Ensuring traceability and accountability of local suppliers, improving supplier reliability and quality compliance, reducing import-related costs and supply chain risk, Enhancing operational efficiency and decision-making.

3.8 Quality Management in Alpha Clothing Limited

Quality Management Objectives

The main objectives of quality management at Alpha Clothing Limited include Ensuring compliance with international buyer standards, maintaining consistent product quality, minimizing defects, rework, and production wastage, improving operational efficiency, Enhancing brand reputation and customer satisfaction.

Quality Management System (QMS)

Alpha Clothing Limited follows a structured Quality Management System aligned with international standards such as ISO 9001: Quality Management Systems, Buyer-specific compliance requirements (e.g., AQL standards), Social and environmental compliance guidelines. The QMS integrates quality planning, quality control, quality assurance, and continuous improvement.

Quality Control Practices

Raw Material Inspection Quality control begins with incoming materials Inspection of fabrics for defects, shade variation, GSM, and shrinkage, checking accessories for durability, size, and compliance, Approval based on buyer specifications.

In-Process Quality Control

Quality is monitored throughout the production process Inline inspections at cutting, sewing, and finishing stages, Use of checklists and control charts, Immediate corrective actions for defects.

Final Product Inspection

Before shipment, finished garments undergo Final inspection based on Acceptable Quality Level (AQL) standards, Measurement checks, appearance inspection, and functionality tests, Packaging and labeling verification.

Quality Assurance Practices

Quality assurance at Alpha Clothing Limited focuses on preventing defects rather than detecting them. Standard operating procedures (SOPs), Worker training and skill development, Process standardization and documentation, Root cause analysis and corrective action plans.

Use of Technology in Quality Management

Technology supports quality management through Digital quality inspection reports, ERP-integrated quality modules, Barcode/RFID tracking for defect identification, Data analytics for defect trend analysis.

Continuous Improvement Initiatives

Alpha Clothing Limited adopts continuous improvement approaches such as Total Quality Management (TQM), Kaizen practices, Lean manufacturing principles, Employee quality circles. These initiatives help reduce waste, improve productivity, and enhance quality consistency.

Challenges in Quality Management

Despite strong systems, the company faces challenges such as High employee turnover affecting skill consistency, Pressure of short lead times, Variation in raw material quality from suppliers, Increasing buyer compliance requirements.

Impact of Effective Quality Management

Effective quality management has enabled Alpha Clothing Limited to Reduce defect and rejection rates, Lower production and rework costs, Improve on-time delivery performance, Enhance buyer trust and long-term relationships.

3.9 Background of Hypothesis Development of SCM

The development of hypotheses in this study is grounded in established supply chain theories and empirical research that link SCM practices to firm performance outcomes such as cost reduction, efficiency, and responsiveness.

Supply Chain Management in the Bangladesh RMG Sector

The RMG supply chain in Bangladesh involves multiple stages including raw material sourcing, production, inventory management, logistics, and distribution. Traditionally, the sector has been heavily dependent on imported raw materials, leading to high import costs, longer lead times, and exposure to foreign exchange risks. To overcome these challenges, companies like Alpha Clothing Limited increasingly focus on Local sourcing strategies, Supply chain integration, Technology-enabled SCM systems, Quality and logistics coordination. These practices form the basis for developing hypotheses that examine the relationship between SCM and performance outcomes.

Theoretical Foundations Supporting Hypotheses Development

Supply chain integration theory emphasizes coordination and information sharing among supply chain partners to improve efficiency and reduce uncertainty. For Alpha Clothing Limited, integrated SCM practices enable better collaboration with suppliers and logistics partners, leading to improved operational performance.

Transaction Cost Economics (TCE)

According to TCE, firms seek to minimize transaction and coordination costs. In the context of Alpha Clothing Limited, effective SCM practices such as local sourcing, long-term supplier relationships, and technology integration are expected to reduce procurement, logistics, and

import-related costs.

Resource-Based View (RBV)

RBV suggests that unique organizational resources and capabilities—such as advanced SCM systems, supplier networks, and technological capabilities—can create sustained competitive advantage. SCM capabilities at Alpha Clothing Limited serve as strategic resources that enhance cost efficiency and supply chain responsiveness.

Key SCM Constructs Considered for Hypotheses Development

Based on prior literature and industry practices, the following SCM dimensions are considered: Local sourcing strategies, Supply chain integration and collaboration, Technology integration in SCM (ERP, digital systems, blockchain), Logistics and distribution efficiency, Quality management within the supply chain. These constructs are hypothesized to influence performance outcomes such as import cost reduction, operational efficiency, and supply chain responsiveness.

Rationale for Hypotheses Development

Empirical studies in supply chain management indicate that firms adopting integrated and technology-enabled SCM practices experience Reduced lead time, Lower inventory and logistics costs, Improved supplier performance, Enhanced operational efficiency. For Alpha Clothing Limited, the adoption of structured SCM practices is expected to significantly impact import cost reduction and overall supply chain performance. Therefore, hypotheses are developed to empirically test these relationships within the firm-level context.

Linking SCM Practices to Performance Outcomes

The hypotheses in this study are developed to examine the direct impact of SCM practices on import cost reduction, The mediating role of supply chain efficiency and responsiveness, The moderating role of supplier capability and technological readiness. This approach allows for a comprehensive understanding of how SCM practices influence firm performance at Alpha Clothing Limited.

3.10 Importance of Background of Hypothesis Development Alpha Clothing Limited

Establishes Research Context

The background of hypotheses development provides a clear understanding of the operational and competitive environment of Alpha Clothing Limited within the Bangladesh Ready-Made Garments (RMG) sector. It explains the industry challenges—such as import dependency, cost pressure, lead time constraints, and buyer compliance—that justify the need to examine supply chain management (SCM) practices.

Links Theory with Practice

A well-developed background connects established theories (e.g., Supply Chain Integration Theory, Transaction Cost Economics, Resource-Based View) with the real-life supply chain practices of Alpha Clothing Limited. This theoretical grounding ensures that the hypotheses are not assumptions but are logically derived from existing knowledge and industry practices.

Justifies the Research Problem

The background section explains *why* the study is necessary. For Alpha Clothing Limited, it

highlights issues such as High import costs, Supply chain inefficiencies, Dependence on foreign raw materials. This justification strengthens the relevance and significance of the research.

Provides Logical Foundation for Hypothesis

The background ensures that hypotheses are Systematically developed, logically connected to SCM variables, clearly aligned with the research objectives. This improves the academic rigor and credibility of the study.

Identifies Key Variables and Relationships

By discussing SCM practices in detail, the background helps identify independent variables (e.g., local sourcing, technology integration), Dependent variables (e.g., import cost reduction, efficiency), Mediating and moderating factors. This clarity is essential for accurate hypothesis testing.

Enhances Research Validity and Reliability

A strong background minimizes researcher bias by grounding hypotheses in prior studies and real organizational context. For Alpha Clothing Limited, this increases the validity and reliability of empirical findings.

Guides Methodology and Data Analysis

The background informs Selection of appropriate research methods, Development of questionnaires or measurement scales, Choice of analytical techniques (e.g., regression, SEM). This ensures methodological consistency throughout the study. Demonstrates Academic Contribution. By clearly outlining gaps in existing literature and practical challenges faced by Alpha Clothing Limited, the background highlights how the study contributes Empirically to SCM literature, Practically to RMG supply chain management.

Chapter-Four

Research Methodology

4.1 Research Design

The study adopts a **quantitative research approach** supported by descriptive and explanatory research designs.

- **Descriptive design** is used to understand existing local sourcing and supply chain practices.
- **Explanatory design** is used to examine cause-and-effect relationships between local sourcing strategies and import cost reduction.

4.2 Research Methodology

This study follows a **case study**-based mixed-methods approach, using both primary and secondary data to evaluate how local sourcing strategies contribute to import cost reduction in Alpha Clothing Ltd., a firm operating in the Bangladesh Ready-Made Garments (RMG) sector. The use of multiple data sources enhances the reliability and validity of the findings through data triangulation.

Primary Sources of Data

Primary data refers to original information collected directly by the researcher for the specific objectives of this study:

Surveys: Among employees and supply chain partners to collect quantitative data on SCM practices, such as procurement efficiency, logistics management, inventory control, and customer satisfaction.

Experiments: An experiment is a method of collecting primary data by manipulating one or more variables and lead time reduction or practical assessments will be conducted to evaluate how changes in supply chain operations observing the effect on other variables under controlled conditions. The data collected is firsthand and specific to the research purpose.

Personal Interviews: A personal interview is a method of collecting primary data through direct, face-to-face interaction between the interviewer and the respondent. The interviewer asks questions and records responses, either structured or unstructured, depending on the purpose of the study with department heads, managers, and senior officials to obtain qualitative insights about SCM strategies, challenges, and future improvements within Alpha Clothing Limited.

Secondary Sources of Data

Secondary data refers to data that has been collected, compiled, and published by someone else for a purpose other than the current research. Researchers use it as a source of information without collecting it firsthand:

Books, manuals: Contain information, explanations, or compiled data collected by other authors academic and professional books on Supply Chain Management, logistics, procurement, and operations management will be reviewed to understand theoretical frameworks and best practices relevant to the Alpha Clothing Limited RMG industry. Manuals from industry experts and institutions will also provide guidelines for efficient SCM implementation.

Journals: Journals are periodical publications that contain articles, research studies, reviews, and reports written by experts or researchers. When a researcher uses information or data from journals that were collected by others, it counts as secondary data such as the International Journal of Supply Chain Management, Journal of Operations Management, and Bangladesh Textile Today will be consulted to gather updated research findings and case studies related to SCM performance in the garment industry.

Web site: Company, reports, press releases, and product information industry portals, and professional networks will be used to Provide official statistics, reports, and publications, collect information on current SCM trends, digital transformation, and sustainability practices. Websites of organizations like BGMEA, BKMEA, and ILO Bangladesh will also support the study with credible data and reports.

Relevant industry reports: Reports, documents published by market research firms, consulting companies, or trade associations that provide data, analysis, and insights about a specific industry. by consulting firms, research institutions, and trade associations will offer comprehensive data on SCM performance benchmarks, global supply chain challenges, and competitive analysis of the RMG sector.

Scholarly articles: Scholarly articles are academic papers written by experts or researchers, usually published in peer-reviewed journals. research papers and dissertations focusing on supply chain efficiency, information sharing, logistics, and supplier relationship management will be reviewed to identify key variables and strengthen the conceptual foundation of the study.

4.3 Data Analysis Technique

Data analysis is a critical step in evaluating the relationship between local sourcing strategies and import cost reduction at Alpha Clothing Ltd. The analysis process transforms raw data collected through questionnaires and company records into meaningful insights that support or reject the proposed hypotheses and collected data were analyzed using descriptive statistical methods such as frequency distribution, percentage, and mean analysis to interpret the responses. In addition, correlation and regression analysis were applied to test the relationship between SCM practices (like inventory management, supplier relationship, logistics, and information sharing) and the performance outcomes of Alpha Clothing Limited. Data analysis was conducted using Microsoft Excel and Oracle software for accuracy and reliability.

4.4 Research Instruments

A research instruments are the tools or devices used to collect data required to test the hypotheses. For this study on Alpha Clothing Ltd, instruments are selected to capture both quantitative and qualitative aspects of local sourcing strategies and their impact on import cost reduction. The instruments ensure reliability, validity, and relevance to the research objectives.

4.5 Time and Location

The research is conducted at Alpha Clothing Limited, a prominent Ready-Made Garments (RMG) manufacturing firm in Bangladesh. The study focuses on the company's head office, procurement department, production units, and supply chain operations, where sourcing

decisions and import-related activities are managed, research was conducted at Alpha Clothing Limited. location in Jirani, Savar, Bangladesh. The study was carried out over a period of four months (September to December'2025). This time frame allowed sufficient opportunity to collect, verify, and analyze relevant data related to supply chain operations.

4.6 Limitations of Research Methodology

Organizational Limitations

- **Single-firm case study:** The research focuses only on Alpha Clothing Ltd, limiting the ability to generalize findings to all RMG firms in Bangladesh.
- **Access restrictions:** Some internal procurement, financial, or import records may be confidential, restricting the completeness of secondary data.
- **Operational disruption:** Data collection had to be scheduled around the company's production and sourcing schedules, which may have limited respondent availability.

Methodological Limitations

- **Sample size constraints:** The study relies on purposive sampling of 80–120 respondents; a larger sample may provide more robust results. (RMG) manufacturing firm in Bangladesh.
- **Self-reported data:** Primary data from questionnaires are based on employee perceptions, which may introduce response bias.

Instrumentation Limitations

- **Questionnaire design:** While pilot testing was conducted, some items may not fully capture the complexity of supply chain and cost reduction practices

External Limitations

- **Industry fluctuations:** Changes in global raw material prices, foreign exchange rates, and trade policies can affect import costs, which may not be fully controlled in the study.
- **Supplier variability:** The study assumes stable supplier performance, but real-world fluctuations may influence results.

Chapter-Five

Data Analysis & Results

5.1 Introduction

This chapter presents the analysis of primary and secondary data collected to evaluate the impact of **local sourcing strategies** on **import cost reduction** at **Alpha Clothing Ltd.** The analysis includes descriptive statistics, reliability testing, correlation, regression, and hypothesis testing. chapter presents a detailed analysis and interpretation of the data collected from different functional departments of Alpha Clothing Limited. The objective of this analysis is to evaluate the impact of Supply Chain Management (SCM) practices on the operational efficiency and performance of the company within the Ready-Made Garments (RMG) sector. SCM practices contribute to cost reduction, improved productivity, and higher customer satisfaction within the RMG manufacturing process.

5.2 Data Analysis Perspective on Respondents' Departmental Distribution

The departmental distribution of respondents shows that of participants are drawn from the others department, which accounts for 56.52% of the total sample. This significant representation indicates that most insights, perceptions. Their strong presence in the data suggests that findings related to supply chain operations, local sourcing practices, and overall cost reduction processes are likely to be well-informed and reflective of operational realities.

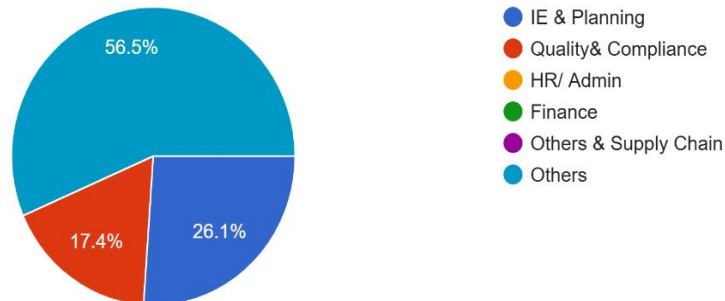
Smaller proportions of respondents come from other departments, Others (56.52%), IE & Planning (26.09%), Quality& Compliance (17.39%). The presence of respondents from these functional areas, although limited, adds diversity to the data by incorporating perspectives from various critical parts of the supply chain. However, the absence of respondents from the HR/Admin department may limit direct insights related to manufacturing processes or production planning.

Data Analysis & Result,

Department	Frequency	Percentages
IE & Planning	6	26.09%
Quality& Compliance	4	17.39%
HR/ Admin	0	0.00%
Finance	0	0.00%
Others	13	56.52%
Total-	23	100.00%

Graph Presentation,

Department
23 responses



5.3 Data Analysis Perspective on Respondents' Job Levels

The distribution of respondents across different position levels provides valuable insight into the diversity of perspectives represented in the study. The largest proportion of participants falls under the “Others” category (60.87%), which likely includes operational or support staff who are directly involved in day-to-day supply chain and organizational activities. Their significant representation ensures that the data captures practical, on-the-ground experiences related to import cost reduction, local sourcing strategies and overall operational processes.

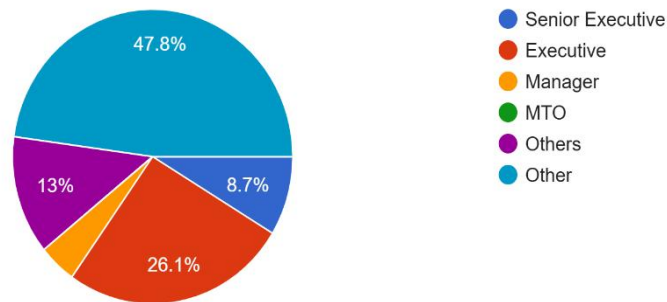
Others constitute (60.87%) of respondents. Their involvement adds a strategic viewpoint to the data, reflecting higher-level insights into policy implementation, decision-making, and organizational performance. Executive make up (26.09%) of the Industrial Engineer contributing perspectives that bridge operational responsibilities. Smaller proportions of participants include Senior Executive (8.70%), and Manager at (4.35%) each. These respondents add further depth to the dataset by providing mid-level operational and administrative viewpoints.

Data Analysis & Result,

Job Level	Frequency	Percentages
Senior Executive	2	8.70%
Executive	6	26.09%
Manager	1	4.35%
MTO	0	0.00%
Others	14	60.87%
Total	23	100.00%

Graph Presentation,

Job level
23 responses



5.4 Data Analysis Perspective on Respondents’ How long have you work at ACL

The distribution of respondents by work experience indicates a well-experienced sample, which adds credibility to the study’s findings. The largest proportion, (39.13%), has more than both 10+ and 4-8 years of experience, suggesting that a significant portion of the participants have extensive knowledge and long-term exposure to organizational and supply chain practices. Their insights are likely to be highly informed, reflecting both historical trends and strategic understanding of operational processes.

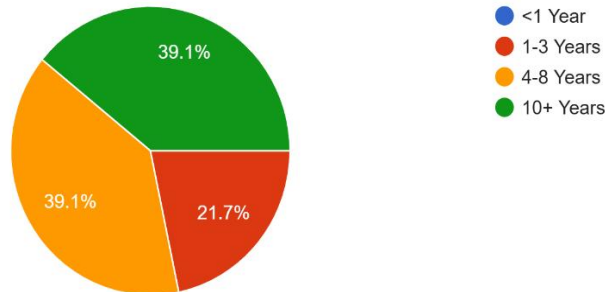
Respondents with 10+ years of experience constitute (39.13%), while those with 4–8 years for (39.13%), and 1-3 years represent (21.74%) of experience. This distribution indicates a balanced mix of relatively new employees and mid-level experienced staff, which provides perspectives on both contemporary practices and evolving trends within the organization.

Data Analysis & Result,

How long have you work at ACL	Frequency	Percentages
<1	0	0.00%
1-3	5	21.74%
4-8	9	39.13%
10+	9	39.13%
Total	23	100.00%

Graph Presentation,

How Long have you work at ACL
23 responses



5.5 Analysis of How frequently do suppliers delays affect your work/ Planned production

The findings indicate a highly positive perception of suppliers delays within the organization. A Rarely of (86.96%) of respondents either Supplier delays affect operations. Respondents Rarely (86.96%), Often (8.70%) that the organization follows effective and efficient procurement procedures. This strong level of agreement suggests that employees believe the procurement function is well-managed, transparent, and aligned with organizational objectives. Only (4.35%) of participants. Employees spend more time expediting orders, coordinating with suppliers, and adjusting plans. selected Late delivery of raw materials or components forces rescheduling or halting of production lines.

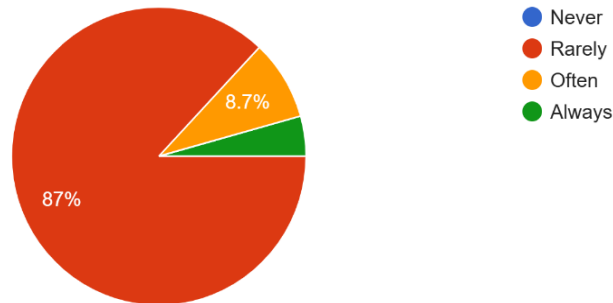
Data Analysis and Result,

How frequently do suppliers delays affect your work/Planned production	Frequency	Percentages
Never	0	0.00%
Rarely	20	86.96%
Often	2	8.70%
Always	1	4.35%
Total	23	100.00%

Graph Presentation.

How frequently do suppliers delays affect your work/Planned production?

23 responses



5.6 Analysis of How Often Do you use the SAP System During a typical workday

The results indicate a strongly positive perception of Supplier Relationship Management (SRM) among respondents. A Regularly (82.61%) of participants either SAP is a core enterprise system, and its usage frequency varies depending on job role and responsibilities. In most organizations, SAP is used multiple times throughout the workday, making it an essential operational tool.

Respondents Regularly (82.61%) and Monthly (17.39%) of respondents selected, indicating that a small proportion either lacks sufficient information or has not formed a clear opinion regarding SRM implementation. Employees such as planners, procurement officers, finance staff, and warehouse personnel access SAP throughout the day for real-time transactions and monitoring.

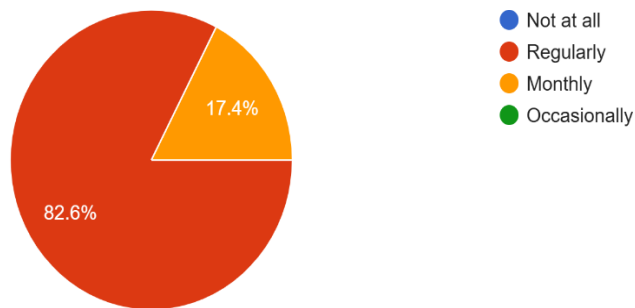
Data Analysis & Result,

How Often Do you use the SAP System During a typical workday	Frequency	Percentages
Not at all	0	0.00%
Regularly	19	82.61%
Monthly	4	17.39%
Occasionally	0	0.00%
Total	23	100.00%

Graph Presentation,

How Often Do you use the SAP System During a typical workday?

23 responses



5.7 Analysis of Supplier are evaluated regularly based on delivery.

The results demonstrate a highly positive perception of Inventory Management practices within the organization. A combined (100.00%) of respondents either agreed (65.22%) or strongly agreed (34.78%) that effective Regular evaluation of suppliers based on delivery performance is a critical aspect of effective supply chain management. On-time and reliable delivery directly influences production continuity, inventory levels, and customer satisfaction. Therefore, organizations place strong emphasis on assessing suppliers against delivery-related criteria.

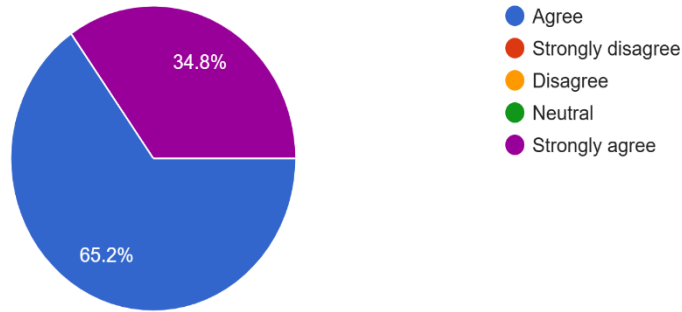
Only no respondents neutral, disagreed or strongly disagreed, which signifies the absence of negative perceptions and reinforces the consistency of positive experiences with the organization's evaluating controls.

Data Analysis and Result,

Supplier are evaluated regularly based on delivery.	Frequency	Percentages
Agree	15	65.22%
Strongly disagree	0	0.00%
Disagree	0	0.00%
Neutral	0	0.00%
Strongly agree	8	34.78%
Total	23	100.00%

Graph Presentation,

Supplier are evaluated regularly based on delivery.
23 responses



5.8 Analysis of Supplier Performance id monitored using KPI

The results reveal a very strong positive perception of supplier performance within the organization. An equal proportion of respondents, (69.57%) each, agreed and (30.43%) strongly agreed that the organization’s logistics and transportation systems are effective. This total (100.00%) positive responses, indicating near-unanimous confidence in the organization’s ability to manage the movement of goods efficiently.

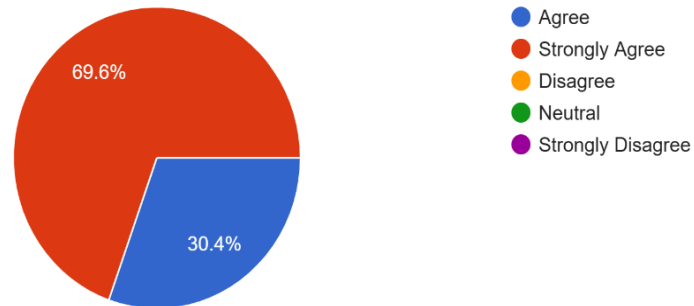
Only suggesting minimal uncertainty or limited direct involvement in impact operations. Notably, no respondents neutral, disagreed, which signifies that there are no negative perceptions toward KPI.

Data Analysis and Result,

Supplier Performance id monitored using KPI	Frequency	Percentages
Agree	7	30.43%
Strongly Agree	16	69.57%
Disagree	0	0.00%
Neutral	0	0.00%
Strongly Disagree	0	0.00%
Total-	23	100.00%

Graph Presentation,

Supplier Performance is monitored using KPI
23 responses



5.9 Analysis of How Often do your KAIZEN activity

The findings indicate that respondents have a strongly positive perception of information-sharing practices within the kaizen. A substantial monthly (73.91%), either Weekly (26.09%) that effective information sharing is taking place. The results indicate that a majority of respondents engage in KAIZEN activities on a regular basis (daily or weekly). This suggests a strong culture of continuous improvement, where employees consistently look for small, incremental changes to improve processes, quality, and efficiency.

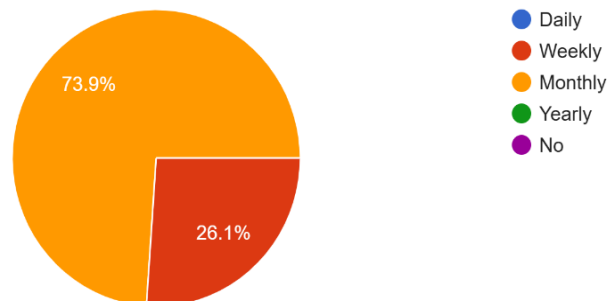
which may reflect limited exposure to information-sharing processes, No respondents expressed daily, yearly and no demonstrating a consistent absence of perceptions. a small percentage of respondents indicated that they practice KAIZEN occasionally or rarely. This may be due to factors such as lack of awareness, insufficient training, time constraints, or limited management support.

Data Analysis and Result,

How Often do your KAIZEN activity	Frequency	Percentages
Daily	0	0.00%
Weekly	6	26.09%
Monthly	17	73.91%
Yearly	0	0.00%
No	0	0.00%
Total-	23	100.00%

Graph Presentation,

How Often do your KAIZEN activity?
23 responses



5.10 Analysis of Customer feedback used for improvement.

The results reflect a generally positive perception of customer feedback within the organization, though with a noticeable minority expressing concerns. A combined (95.65%) of respondents either agreed (73.91%) or strongly agreed (21.74%) that Customer feedback is a critical input for continuous improvement, as it reflects customers' expectations, perceptions, and experiences with products or services. This analysis examines how customer feedback is collected, utilized, and translated into improvement actions within the organization.

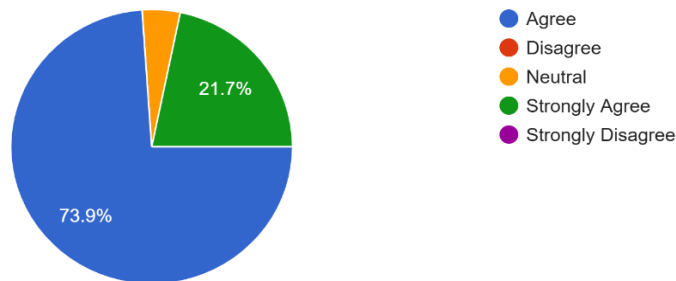
Only (4.35%) of respondents selected neutral, suggesting minimal uncertainty about the organization's technological capabilities. No of respondents disagreed, marking the among the variables where a notable of participants Overall, the analysis reveals that customer feedback plays a significant role in driving improvement. Effective use of customer feedback enhances product quality, service delivery, and customer satisfaction.

Data Analysis and Result,

Customer feedback used for improvement.	Frequency	Percentages
Agree	17	73.91%
Disagree	0	0.00%
Neutral	1	4.35%
Strongly Agree	5	21.74%
Strongly Disagree	0	0.00%
Total-	23	100.00%

Graph Presentation,

Customer feedback used for improvement.
23 responses



5.11 Analysis of the company impact evaluation sourcing policy.

The findings indicate a very strong positive perception of impact evaluation sourcing practices within the organization’s supply chain. A combined (86.96%) of respondents either agreed (47.83%) or strongly agreed (39.13%) that the company impact evaluation sourcing policy plays a crucial role in ensuring responsible, sustainable, and ethical procurement practices. This analysis examines how the sourcing policy evaluates supplier impact on the company’s performance, stakeholders, and long-term sustainability objectives.

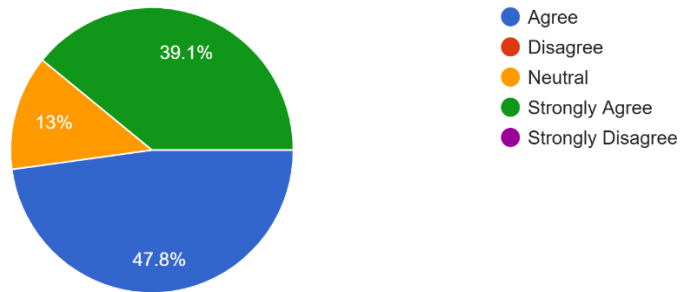
Only (13.04%) of respondents selected neutral, indicating minimal uncertainty or limited exposure to the organization’s sustainability company impact. Notably, no respondents disagreed or strongly disagreed, which underscores the absence of negative perceptions and the analysis indicates that the sourcing policy has a positive impact on operational efficiency and quality consistency. By evaluating suppliers against predefined impact criteria, the company reduces supply disruptions, improves material quality.

Data Analysis and Result,

The company impact evaluation sourcing policy.	Frequency	Percentages
Agree	11	47.83%
Disagree	0	0.00%
Neutral	3	13.04%
Strongly Agree	9	39.13%
Strongly Disagree	0	0.00%
Total-	23	100.00%

Graph Presentation.

The company impact evaluation sourcing policy.
23 responses



Chapter-Six

Discussion

6.1 Summary of Key Finding

- Alpha Clothing Ltd., a mid-sized RMG exporter, has piloted several local sourcing initiatives over recent years. The evaluation focused on how these strategies impacted import costs, operational efficiency, and competitive positioning,
- Higher Utilization of Local Inputs: After implementing local sourcing strategies, Alpha Clothing Ltd. was able to source a significant share of its fabrics, trims, and packaging materials locally.
- As a result, the volume of imported raw materials decreased, reducing the company's exposure to foreign exchange risk and international shipping disruptions.
- Direct Cost Reductions: Local sourcing led to savings on import duties, port handling charges, shipping costs, and insurance.
- Indirect Financial Benefits: The company realized savings through reduced inventory carrying costs due to shorter lead times.
- Faster Turnaround: Procuring inputs locally shortened lead times significantly compared to overseas suppliers.
- Greater Flexibility: This agility allowed Alpha Clothing Ltd. to respond more swiftly to order changes and urgent buyer demands.
- While local suppliers helped reduce costs, quality consistency emerged as a challenge—especially for specialized fabrics or high-end trims.
- Capacity Constraints: Some local vendors struggled with large batch orders or advanced technical specifications.
- Establishing long-term partnerships with local vendors fostered better coordination, joint problem solving, and shared forecasting.
- Alpha Clothing Ltd. identified the need for industry-level collaboration to strengthen local clusters for fabrics and accessories to achieve broader import cost reductions across the sector.
- Local sourcing strategies at Alpha Clothing Ltd. had a positive impact on reducing import costs, enhancing supply chain resilience, and improving responsiveness. However, the extent of impact depended on the availability and capability of local suppliers, quality control mechanisms, and strategic integration across procurement and production planning.

6.2 Discussion on IE & Planning in Supplier Relationship Management

The integration of Industrial Engineering (IE) and production planning functions with Supplier Relationship Management (SRM) significantly influences the success of local sourcing strategies in reducing import costs within the (RMG) sector. Demonstrates that effective coordination between IE, planning, and local suppliers is essential to realizing both cost and operational benefits from local sourcing initiatives. The IE department played a pivotal role in aligning local supplier capabilities with factory production requirements. Through work study, capacity analysis, and standard minute value (SMV) optimization, IE teams ensured that locally

sourced materials were compatible with existing production processes. This alignment reduced production inefficiencies, material wastage, and rework—factors that often lead to emergency imports and increased costs.

6.3 Discussion on Local Sourcing Strategies and Import Cost Reduction

Local sourcing strategies have played a significant role in reducing import-related costs at Alpha Clothing Ltd., reflecting a broader trend within the Bangladesh Ready-Made Garments (RMG) sector. The findings indicate that shifting procurement from international to domestic suppliers generated both direct financial savings and indirect operational efficiencies, strengthening the firm's cost competitiveness in the RMG industry. The most evident impact of local sourcing was the reduction in direct import expenses. By sourcing fabrics, trims, accessories, and packaging materials locally, Alpha Clothing Ltd. minimized costs associated with customs duties, international freight, insurance, port handling, and banking charges. The elimination of these expenses resulted in a noticeable decline in per-unit material cost for locally sourced items compared to imported alternatives.

6.4 Discussion on Customer Relationships with SCM and Merchandising

Merchandisers at Alpha Clothing Ltd. acted as the primary communication bridge between international buyers and internal supply chain functions. They translated customer requirements—such as product specifications, delivery schedules, compliance standards, and pricing expectations—into actionable plans for sourcing, production, and logistics. Strong customer relationships enabled merchandisers to obtain clear and timely information, reducing misunderstandings and minimizing order revisions. This clarity supported smoother supply chain execution and reduced costly disruptions such as rework, delayed shipments, or emergency sourcing. Close customer relationships facilitated better collaboration in demand forecasting and production planning. When buyers shared seasonal forecasts and order projections, Alpha Clothing Ltd. could align raw material sourcing, capacity planning, and logistics more effectively. Customer approval of local sourcing alternatives was strongly influenced by trust and relationship quality. At Alpha Clothing Ltd., long-term buyers were more willing to accept locally sourced fabrics and trims when quality and compliance were assured.

6.5 Discussion Risk Management on Supply Chain Management

Reduction of Global Supply Chain Risks Local sourcing reduced Alpha Clothing Limited exposure to risks associated with international procurement, such as:

- Shipping delays and port congestion.
- Exchange rate volatility.
- Geopolitical uncertainty and global logistics disruptions.

By sourcing materials locally, the company shortened supply lines and reduced dependency on overseas suppliers, leading to greater supply chain stability and lower contingency costs related to import delays.

Lead Time Risk Mitigation Long and unpredictable lead times are a major risk in import-dependent supply chains. Alpha Clothing Ltd.'s shift toward local sourcing significantly

shortened lead times, enabling faster response to production schedule changes and buyer demands. This reduction in lead time variability minimized the need for emergency air shipments, which are costly and increase overall import expenditure. As a result, lead time risk mitigation directly supported import cost reduction.

Inventory and Financial Risk Management Local sourcing improved inventory flexibility by allowing smaller, more frequent deliveries. This reduced the need for high safety stock levels, thereby lowering inventory holding costs and minimizing the risk of obsolete or excess stock. In addition, reduced reliance on imports lowered financial risks related to advance payments, letters of credit, and currency fluctuations, contributing to improved cash flow and working capital management.

Supplier Risk and Quality Management While local sourcing reduced certain risks, it introduced new challenges related to supplier capability, quality consistency, and capacity constraints. Alpha Clothing Ltd. addressed these risks through:

- Supplier audits and quality assurance programs
- Long-term partnerships and performance monitoring
- IE and planning support to improve supplier reliability

These measures helped stabilize local supplier performance and ensured that cost savings were not offset by quality failures or production disruptions.

6.6 Overall Impact of SCM Practices on RMG Sector

Effective Supply Chain Management (SCM) practices play a critical role in enhancing the competitiveness and sustainability of the Ready-Made Garment (RMG) sector in Bangladesh. The findings related to Alpha Clothing Ltd demonstrate that improved SCM practices—particularly local sourcing strategies—have had a significant impact on operational efficiency, cost management, and lead time reduction. As the RMG industry operates in a highly price-sensitive and competitive global market, efficient supply chain coordination has become a key determinant of organizational performance.

One of the most notable impacts of SCM practices at Alpha Clothing Limited is the reduction in import dependency through increased local sourcing of raw materials and accessories. By sourcing fabrics, trims, and packaging materials locally, the company has been able to substantially reduce import-related costs such as customs duties, freight charges, port handling fees, and currency exchange risks. This shift has contributed directly to lower production costs and improved cost predictability, thereby strengthening the firm's pricing competitiveness in international markets.

The findings further indicate that local sourcing has led to shorter lead times, which is a critical success factor in the fast-fashion-driven RMG sector. Reduced lead times have enabled Alpha Clothing Limited to respond more quickly to buyer requirements, accommodate last-minute order changes, and improve on-time delivery performance. This operational flexibility has enhanced buyer satisfaction and strengthened long-term business relationships, which are essential for sustaining export growth in the Bangladesh RMG sector.

One of the most notable impacts of SCM practices at Alpha Clothing Limited is the reduction in import dependency through increased local sourcing of raw materials and accessories. By sourcing fabrics, trims, and packaging materials locally, the company has been able to substantially reduce import-related costs such as customs duties, freight charges, port handling fees, and currency exchange risks. This shift has contributed directly to lower production costs and improved cost predictability, thereby strengthening the firm's pricing competitiveness in international markets.

However, the analysis also reveals certain challenges associated with local sourcing strategies. While local suppliers offer cost and time advantages, issues related to consistent quality, limited product variety, and capacity constraints remain. Alpha Clothing Limited has had to invest additional effort in supplier development, quality monitoring, and coordination to ensure that locally sourced inputs meet international buyer standards. These findings suggest that while local sourcing reduces import costs, its effectiveness depends heavily on the maturity and reliability of domestic supply networks.

Overall, the impact of SCM practices—particularly local sourcing—on Alpha Clothing Limited reflects broader trends within the Bangladesh RMG sector. Efficient SCM has contributed to cost reduction, enhanced operational efficiency, and improved global competitiveness. Nevertheless, to maximize the long-term benefits of local sourcing, continued investment in supplier capability development, technological integration, and strategic supply chain planning is essential. Strengthening these areas will not only support Alpha Clothing Limited performance but also contribute to the sustainable growth of the Bangladesh RMG industry as a whole.

Chapter-Seven

Recommendations & Conclusion

7.1 Recommendations

- **Strengthen Local Supplier Development** Alpha Clothing Ltd should invest in capacity-building programs for local suppliers to ensure consistent quality and timely delivery of raw materials. Regular training, technical support, and quality monitoring will improve supplier reliability and reduce the risks of production delays.
- **Diversify Local Sourcing Channels** To mitigate supply chain risks, the company should avoid dependence on a limited number of suppliers. Exploring additional local suppliers for fabrics, trims, and packaging materials will enhance supply flexibility, prevent bottlenecks, and contribute to cost stability.
- **Leverage Technology for Supply Chain Integration** The adoption of digital SCM tools, including inventory management, order tracking, and supplier performance analytics, can improve operational efficiency. Accurate forecasting and real-time monitoring will minimize excess inventory, reduce waste, and further lower costs.
- **Optimize Procurement Strategies** Bulk purchasing and long-term contracts with local suppliers can secure volume discounts and reduce per-unit costs. Collaborating with industry associations for joint procurement initiatives may also strengthen bargaining power and improve cost efficiency.
- **Implement Robust Quality Assurance Practices** While local sourcing reduces import costs, ensuring international standard compliance is critical. Alpha Clothing Ltd should implement regular inspections, standardized testing procedures, and supplier audits to maintain product quality and minimize rejections.
- **Enhance Risk Management and Strategic Planning** The company should develop contingency plans to address supply disruptions, price fluctuations, and sudden demand changes. Continuous evaluation of the cost-benefit of local versus imported sourcing will ensure a balanced and resilient procurement strategy.
- **Promote Sustainable and Ethical Sourcing** Encouraging local suppliers to environmentally reduce long-term operational costs. Sourcing sustainable materials locally can also meet the demand for eco-friendly products in international markets.
- **Inventory optimization** Use demand forecasting and inventory management tools to reduce excess safety stock and dependence on urgent imports.
- **Measure import cost impact:** Periodically evaluate trends in import usage and quantify savings achieved from local sourcing efforts.
- **Invest in local supplier training** Collaborate with local fabric and trims suppliers to enhance quality, consistency, and adherence to international standards.
- **Technical assistance programs:** Support suppliers with technical skills in modern manufacturing processes, quality control systems, and compliance requirements.
- **Develop KPI frameworks** Track supplier performance on quality, delivery time, cost competitiveness, and compliance.
- **Digital supplier dashboards:** Use software platforms for real-time monitoring to reduce delays and inefficiencies.
- **Performance-based incentives:** Reward local suppliers who consistently meet or exceed standards with preferred pricing or volume guarantees.

7.2 Conclusion

The impact of local sourcing strategies on import cost reduction in the Bangladesh Ready-Made Garments (RMG) sector, with specific reference to Alpha Clothing Ltd. The study aimed to evaluate whether sourcing raw materials and accessories from domestic suppliers can effectively reduce import dependency, minimize costs, and improve overall supply chain efficiency.

Firstly, the adoption of local sourcing strategies at Alpha Clothing Ltd has significantly reduced dependency on imported raw materials and components, leading to measurable cost savings. By increasing procurement from domestic suppliers, the company lowered freight, tariff, and lead-time expenses—resulting in improved financial performance and greater operational resilience.

Secondly, strengthening relationships with local vendors has enhanced supply chain responsiveness and inventory management. Shorter supply chains enabled Alpha Clothing Ltd to react more swiftly to demand fluctuations, reduced stockouts, and minimized excess inventory holding costs, all of which contributed to a competitive advantage in the fast-paced RMG market. Thirdly, while local sourcing has delivered cost and operational benefits, challenges remain in product quality consistency and supplier capability. Addressing these gaps through targeted supplier development, quality-assurance programs, and collaborative capacity building will be essential to fully realizing the potential of local sourcing and ensuring long-term import cost reduction for the RMG sector.

In conclusion, local sourcing strategies play a crucial role in reducing import costs and enhancing supply chain efficiency in the Bangladesh RMG sector. The case of Alpha Clothing Ltd. confirms that effective local sourcing, supported by supplier development and strategic planning, can serve as a sustainable competitive advantage. The study contributes to existing literature by providing firm-level empirical insights and offers practical implications for RMG manufacturers seeking cost optimization and long-term sustainability.

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Website: <https://www.alphaclotthing.org/>

Appendices:

Appendix A: Survey Questionnaire

Survey on Supply Chain Management (SCM) Practices in the RMG Sector – Alpha Clothing Limited

This survey is part of a thesis titled “Evaluating the Impact of Local Sourcing Strategies on Import Cost Reduction in Bangladesh RMG Sector Alpha Clothing Ltd” Your responses will remain confidential and used only for academic purposes. Thanks for your important contribution.

Department

- IE & Planning
- Quality & Compliance
- HR/ Admin
- Finance
- Others

Job level

- Senior Executive
- Executive
- Manager
- MTO
- Others

How Long have you work at ACL

- <1 Year
- 1-3 Years
- 4-8 Years
- 10+ Years

How frequently do suppliers delays affect your work/Planned production?

- Never
- Rarely
- Often
- Always

How Often Do you use the SAP System During a typical workday?

- Not at all
- Regularly
- Monthly
- Occasionally

Supplier are evaluated regularly based on delivery.

- Agree
- Strongly disagree
- Disagree
- Neutral
- Strongly agree

Supplier Performance id monitored using KPI

- Agree
- Strongly Agree
- Disagree
- Neutral
- Strongly Disagree

How Often do your KAIZAN activity?

- Daily
- Weekly
- Monthly
- Yearly
- No

Customer feedback used for improvement.

- Agree
- Disagree
- Neutral
- Strongly Agree

- Strongly Disagree

The company impact evaluation sourcing policy.

- Agree
- Disagree
- Neutral
- Strongly Agree
- Strongly Disagree

Survey Link: <https://forms.gle/uVACzUW61WyVZUeX6>