Thesis Report
on
"The Impact of Supply Chain Management Practices on RMG Sector : A Case Study on "URMI GROUP""

Submitted by:

Md. Faysal Parves

ID: MSCM2302029005

Program: MBA in Supply Chain Management (MSCM)

Major: Supply Chain Management

Department of Business Administration
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of
MBA in Supply Chain Management (MSCM)



Sonargaon University (SU)

147/I, Green Road, Panthapath, Tejgaon, Dhaka.

Date of Submission: April 28, 2025

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Date of Submission: April 28, 2025

Letter of Transmittal

April 28, 2025

Mst. Marium Akter

Lecturer

Department of Business Administration

Faculty of Business

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Subject: Submission of Thesis Report titled **"**The Impact of Supply Chain Management Practices on RMG Sector **: A Case Study on URMI GROUP''**

Dear Madam,

I am hereby submitting my thesis paper entitled " The Impact of Supply Chain Management Practices on RMG Sector **: A Case Study on URMI GROUP ''** 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 URMI GROUP 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 very much for your guidance and cooperation during the course without which this thesis paper cannot be completed. Moreover, if you have any further inquiries concerning any additional information, I would be very pleased to clarify that.

Yours Sincerely

_____

Md. Faysal Parves

ID: MSCM2302029005

Program: MBA in Supply Chain Management (MSCM)
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Sonargaon University (SU)

Declaration of Student

This is to notify you that, the thesis paper on **"The Impact of Supply Chain Management Practices on RMG Sector: A Case Study on URMI GROUP''** has been prepared as a part of my dissertation formalities. It is an obligatory part of my **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

Md. Faysal Parves

ID: MSCM2302029005

Program: MBA in Supply Chain Management (MSCM)

Major: Supply Chain Management

Sonargaon University (SU)

Letter of Authorization

This is to certify that the thesis report **"The Impact of Supply Chain Management (MSCM)** Practices on RMG Sector **: A Case Study on URMI GROUP"** has been prepared as a part of completion of the MSCM program from Department of Business Administration, Sonargaon University (SU), carried out by **Md. Faysal Parves ,** bearing **ID: MSCM2302029005** under my supervision. The report or the information will not be used for any other purposes.

_____

Mst. Marium Akter

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

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 "**URMI GROUP''** 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 **Biplob Barua, G.M, HR URMI GROUP & Mr. Abdullah Bayezid Bin Farid, G.M. Supply Chain URMI GROUP** for his enormous help and endless support throughout the dissertation period. And last but not the least; thanks to all my office colleagues working **URMI GROUP.** The opportunity I had with **URMI GROUP** 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.

Executive Summary

This thesis delves into the promotional strategies employed by Urmi Group, founded in the 1980s, is a leading conglomerate in Bangladesh, specializing in textile manufacturing and readymade garment (RMG) production. With a workforce exceeding 16,800 employees and a daily production capacity of 150,000 apparel pieces, the group has established a robust presence in the global textile industry. In 2024, Urmi Group reported an annual turnover of approximately US$ 250 million

Core Business Segments

Textile Manufacturing : Urmi Group's textile division, Fakhruddin Textile Mills Ltd., operates state-of-the-art facilities producing a diverse range of fabrics, including denim, knits, woven fabrics, and home textiles. The division is recognized for its commitment to quality and innovation.

Apparel Production : The group's apparel division manufactures a variety of garments, including seamless athleisure wear, catering to renowned international brands such as H&M, Zara, Primark, Puma, and Decathlon. Notably, Urmi Group operates one of the largest seamless knitting facilities in Bangladesh, producing up to 700,000 units per month.

Innovation and Technology :

Urmi Group has been at the forefront of technological advancements in the textile industry. In 2023, Fakhruddin Textile Mills Ltd. received the 'Best Innovation – Apparel and Fashion' award at the Bangladesh Innovation Awards for its 'ERP Integrated RFID Based Inventory & Production Management System.' The group also earned an 'Honorable Mention' for its 'Seamless Garments' innovation. These accolades underscore Urmi Group's commitment to integrating cutting-edge technology into its operations.

Sustainability Initiatives :

Urmi Group is dedicated to sustainable practices in its operations. The group has implemented an anaerobic biological effluent treatment plant (ETP) and rooftop solar panels at its facilities. In 2024, Urmi Group committed to planting 50,000 trees to reduce greenhouse gas emissions and promote environmental sustainability.

Global Reach :

With exports to 49 countries across six continents, Urmi Group serves a diverse clientele, including prominent retailers such as Muji, S. Oliver, Lidl, Tchibo, Ernesting’s Family, and Vertbaudet. The group's extensive global network highlights its capacity to meet the demands of international market.

List of Acronyms

FTML	Fakruddin Textile Mills Ltd
AMCOL	Attires Manufacturing Co. Ltd
USCL	Urmi Shipping Company Ltd
UGL	Urmi Garments Ltd.
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
LTL	Less Than Truckload
RMG	Ready-Made Garment
MSCM	Master of Supply chain management

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Chapter - 01

Introduction

1.1 Introduction :

In today's fiercely competitive business landscape, organizations are increasingly recognizing the pivotal role of supply chain management (SCM) in driving organizational performance. Effective SCM practices can significantly impact a company's profitability, customer satisfaction, and overall market position. This research delves into the intricate relationship between SCM practices and organizational performance, focusing on the case of **URMI Group (** Fakruddin Textile Mills Ltd, Attires Manufacturing Co. Ltd, Urmi Shipping Company Ltd, Urmi Garments Ltd, UHM Limited, AgroSAL Limited, Wave Riders) .

The RMG industry is characterized by complex supply chains involving multiple stakeholders, stringent regulatory requirements, and the delicate handling of sensitive products. Efficient SCM practices are essential to ensure the timely and reliable delivery of medications to patients. By examining the specific context of The URMI Group, this study aims to shed light on the impact of various SCM practices on the organization's performance.

This research will explore a range of SCM 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 URMI Group, this research seeks to provide valuable insights for both academicians and practitioners in the field of SCM.

1.2 Origin of the Report :

This report stems from the increasing recognition of supply chain management (SCM) as a critical determinant of organizational performance. In today's dynamic and interconnected business environment, effective SCM practices are essential to ensure the seamless flow of goods and services, reduce costs, and enhance customer satisfaction.

The RMG industry, in particular, is characterized by stringent regulatory requirements, complex distribution networks, and the imperative to deliver high- quality products to patients in a timely manner. The URMI Group, as a prominent player in this sector, faces unique challenges in managing its supply chain.

This study aims to investigate the impact of specific SCM practices on the organizational performance of The URMI Group. By examining the company's current SCM strategies and identifying areas for improvement, this research seeks to contribute to the body of knowledge on SCM in the RMG industry and provide practical insights for industry practitioners.

1.3 Background of the Study :

The RMG industry, a cornerstone of global healthcare, is characterized by stringent regulatory frameworks, complex supply chains, and the imperative to ensure product quality and safety. Effective supply chain management (SCM) is paramount in this sector, as it directly impacts organizational performance, patient safety, and market competitiveness. The URMI Group RMG Industry LTD., a prominent player in the RMG market, faces a myriad of challenges in managing its supply chain, including supplier reliability, inventory management, and distribution logistics.

In recent years, there has been a growing recognition of the significance of SCM practices in driving organizational performance. Effective SCM can lead to reduced costs, improved efficiency, enhanced customer satisfaction, and increased profitability. However, the implementation of robust SCM practices is complex and requires careful consideration of various factors, such as supplier relationships, inventory management strategies, and logistics operations.

The specific context of the URMI Group, provides a unique opportunity to delve into the intricacies of SCM practices and their impact on organizational performance. By examining the case of this company, this study aims to contribute to the existing body of knowledge on supply chain management SCM in the RMG industry and provide valuable insights for practitioners and researchers alike.

1.4 Scope of the Study :

This study aims to investigate the impact of specific supply chain management (SCM) practices on the organizational performance of URMI Group, 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 supply chain management SCM practices employed by The URMI Group, 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.

SCM Practices: A detailed analysis of the SCM practices currently implemented by The URMI Group, 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.

Impact Analysis: A thorough investigation of the causal relationships between SCM practices and organizational performance. This will involve identifying the specific ways in which effective SCM practices contribute to improved performance metrics.

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

1.5 Objectives of the Study

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

Specific Objectives

- To identify key SCM practices implemented by The Urmi Group Composite RMG Industry LTD.
- 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 Overall organizational performance.

1.6 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
- Non-government documents
- Statistical data
- Research reports.

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.

1.7 Limitations of the Study :

The scope of this study is limited to the FTML . 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 FTML 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.

Chapter-02

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. As businesses became more globalized, the concept broadened to encompass information sharing, collaboration with suppliers and customers, and risk management. Today, SCM leverages technology and data analytics to optimize processes and create a competitive advantage. SCM has evolved significantly over the years, transitioning from a fragmented and transactional approach to a more strategic and holistic perspective. Initially, SCM primarily focused on logistics and distribution, but it has now expanded to encompass strategic sourcing, demand planning, inventory management, and risk mitigation strategies.

2.3 Theoretical Frameworks in SCM :

Several theoretical frameworks underpin SCM practices, including the resource- based view, transaction cost economics, and the systems theory. These frameworks provide insights into the strategic decision-making processes involved in managing supply chains, emphasizing factors such as supplier relationships, cost optimization, and organizational resilience. These include:

The Supply Chain Operations Reference (SCOR) model: A standardized framework for evaluating and improving supply chain performance across various metrics.

Efficient Consumer Response (ECR): Collaborative approach between retailers and suppliers to improve efficiency and responsiveness to consumer demand.

Agile Supply Chain: Focuses on flexibility and rapid adaptation to market changes through close collaboration and information sharing within the supply chain network.

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:

Sourcing and Procurement: Selecting and managing relationships with suppliers to ensure timely and cost-effective acquisition of materials.

Production Planning and Inventory Management: Optimizing production schedules and inventory levels to meet demand while minimizing costs.

Logistics and Distribution: Efficiently transporting and storing goods throughout the supply chain.

Warehousing: Selecting and managing storage facilities for raw materials, finished products, and work-in-progress inventory.

Demand Forecasting: Predicting customer demand to plan production and inventory levels effectively.

Information Technology: Utilizing data and technology to integrate and streamline supply chain processes.

2.5 Importance of SCM in Modern Business Practices :

SCM is increasingly recognized as a critical determinant of competitive advantage in modern business practices. Organizations that effectively manage their supply chains can gain a competitive edge by reducing costs, improving quality, shortening lead times, and responding swiftly to changing market dynamics. Effective SCM offers significant advantages to modern businesses, including:

Cost Reduction: Optimizing processes minimizes waste and unnecessary costs throughout the supply chain.

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.

2.6 Review of Relevant Literature on SCM in The Urmi Group 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 Urmi Group Composite are limited. However, insights from broader RMG SCM literature can be applied to understand the potential impact of SCM practices on the organization's performance.

General RMG Industry SCM

Numerous studies have explored various aspects of SCM in the RMG industry, including:

Supply Chain Resilience: Research has investigated strategies to build resilient supply chains capable of withstanding disruptions such as natural disasters, pandemics, and geopolitical tensions.

Supply Chain Visibility: Studies have examined the importance of real-time visibility into supply chain operations to improve decision-making, reduce lead times, and enhance customer satisfaction.

Supply Chain Collaboration: Research has explored the benefits of collaborative relationships with suppliers, distributors, and other stakeholders to optimize supply chain performance.

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 Urmi Group RMG Industry

While specific case studies on The URMI Group may be scarce, the following areas of SCM research could provide valuable insights for the organization:

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.

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 URMI Group RMG Industry LTD the organization can optimize its supply chain practices to achieve improved performance, enhanced patient safety, and long-term sustainability.

2.7 Gaps in the Literature :

Identifying Research Gaps in SCM for URMI Group RMG Industry

Here are some potential research gaps in the literature on Supply Chain Management (SCM) practices in the URMI Group :

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 URMI Group 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 URMI Group 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?

Risk Management and Resilience in RMG SCM

- How does URMI Group identify, assess, and mitigate risks, such as supply disruptions, quality issues, and regulatory changes, in its supply chain?
- What strategies are implemented to build resilience and ensure business continuity in the face of unforeseen challenges?

Customer-Centric Supply Chain Strategies

- How does Alliance Knit Composite leverage SCM practices to meet the evolving needs and expectations of its customers, including customer satisfaction providers?
- What role does demand forecasting, inventory management, and distribution strategies play in ensuring timely and reliable delivery of RMG Product?

Integration of SCM with Other Functional Areas

- How does B Knit Composite integrate SCM with other functional areas, such as R&D, manufacturing, and marketing, to achieve optimal performance?
- What are the key challenges and opportunities in fostering collaboration and information sharing across these functions?

By addressing these research gaps, your study can contribute to a deeper understanding of the role of SCM in the success of URMI Group. And provide valuable insights for practitioners and policymakers.

Chapter - 03
Organizational Overview

3.1 History :

URMI GROUP is a collection of entities engaged in diversified businesses. The textile division is vertically integrated. Apart from textile URMI GROUP has footprints in hospitality, aviation and construction. The annual revenue of the group is around USD 150 million and employs around 16,800 people. One of the core philosophy of the group is sustainability. Appreciating efforts on sustainability, URMI Group a concern of Alliance Group has been awarded 'Care for Water' by INDITEX. All the production units are fully compliant and practices equal opportunity for employment. The mantra of the business is creating value and quality always remains the center-point of all operation.
Makes 44 tons of fabric and 2,50,000 pc of apparel daily. Employs over 16800 people. Over 500 professionals from various disciplines. Total investment exceeds US$ 110 million. Annual Export and Total Turnover of US$ 250 million in 2024. Oeko-Tex® Standard 100, Oeko-Tex® STeP, Fairtrade, GOTS, OCS, RCS, GRS & ISO 14001 certified. Textile lab accredited by Marks & Spencer, Puma, Decathlon, H&M, ISO 17025.

3.2 Vision :

As part of our continuous improvement (CI), we have identified our guiding lights for the future. We believe having clarity on the purpose and mission of the company will help us to reach our goals more conclusively. Urmi Group Purpose, mission and values **"IMPACT"**. (Integrity, Mutual Trust, Passion for Excellence, Agility, Customer Focus, Teamwork & Co-operation)

3.3 Mission :

Urmi Group is committed to redefining industry standards in Bangladesh's ready-made garments (RMG) sector through innovation, sustainability, and ethical manufacturing. Their mission revolves around:

Sustainability: They focus on eco-friendly production, reducing their carbon footprint, and maintaining "Full Green" factories.

Worker Welfare : Urmi Group prioritizes worker safety and well-being, ensuring ethical labor practices.

Innovation & Technology: They invest in automation and cutting-edge manufacturing technologies to enhance efficiency and product quality.

Circular Economy : Through partnerships like their collaboration with Reverse Resources, they aim to minimize textile waste and promote recycling.

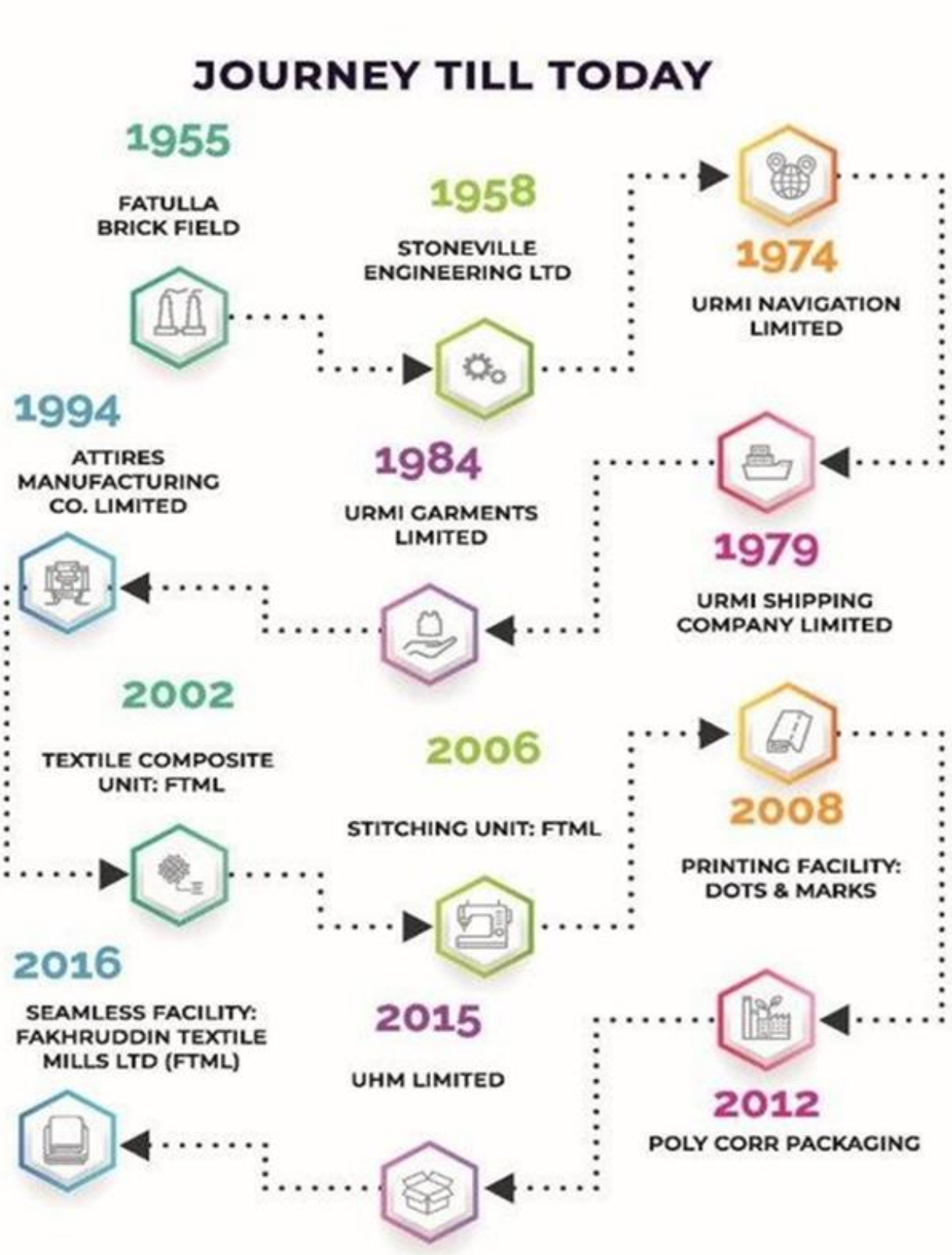
Global Standards: They maintain certifications such as Oeko-Tex® and ISO 14001, ensuring compliance with international quality and environmental standards.

3.4 Board of Director :

1. Asif Ashraf, (Managing Director & CEO)
2. Mainul Hasan, (Group CFO)
3. Shamarukh Fakhruddin (Director) and Faiaz Rahman (Director)
4. Additional individuals on the management team include Asfacuzzaman Sohel (COO), and Biplob Barua (General Manager - Strategic HR)

3.5 Accolades :




JOURNEY TILL TODAY
1955
FATULLA BRICK FIELD
1958
STONEVILLE ENGINEERING LTD
1974
URMI NAVIGATION LIMITED
1994
ATTIRES MANUFACTURING CO. LIMITED
1984
URMI GARMENTS LIMITED
1979
URMI SHIPPING COMPANY LIMITED
2002
TEXTILE COMPOSITE UNIT: FTML
2006
STITCHING UNIT: FTML
2008
PRINTING FACILITY: DOTS & MARKS
2016
SEAMLESS FACILITY: FAKHRUDDIN TEXTILE MILLS LTD (FTML)
2015
UHM LIMITED
2012
POLY CORR PACKAGING

URMI GARMENTS LTD (UGL)

First ready-made garment (RMG) manufacturing Unit of URMI Group



1,700+
Employees

Process
Cutting- Sewing- Finishing

Bangladesh Garments Manufacturing and Export Association (BGMEA)

Bangladesh German Chamber of Commerce and Industry (BGCCI)

Bangladesh Knitwear Manufacturer and Exporters Association (BKMEA)

Dhaka Chamber of Commerce and industry (DCCI)

The Federation of Bangladesh Chamber of Commerce and Industry(FBCCI)

INDUSTRY ASSOCIATION MEMBER

KNOWLEDGE PARTNER

3.6 Certification :



3.7 **Buyer :**


M&S
PUMA
'TORAY'
Innovation by Chemistry
DECATHLON
Tchibo
Auchan
GU
MUJI
無印良品
FULLBEAUTY BRANDS
H&M
Lafayette
LA REDOUTE
ellos
VERTBAUDET
Kaufland
MGF SOURCING
TOYOSHIMA
NY&C
NewWave GROUP
EXPRESS
LIDL
BYTOM
大润发 RT-Mart
SIGNET

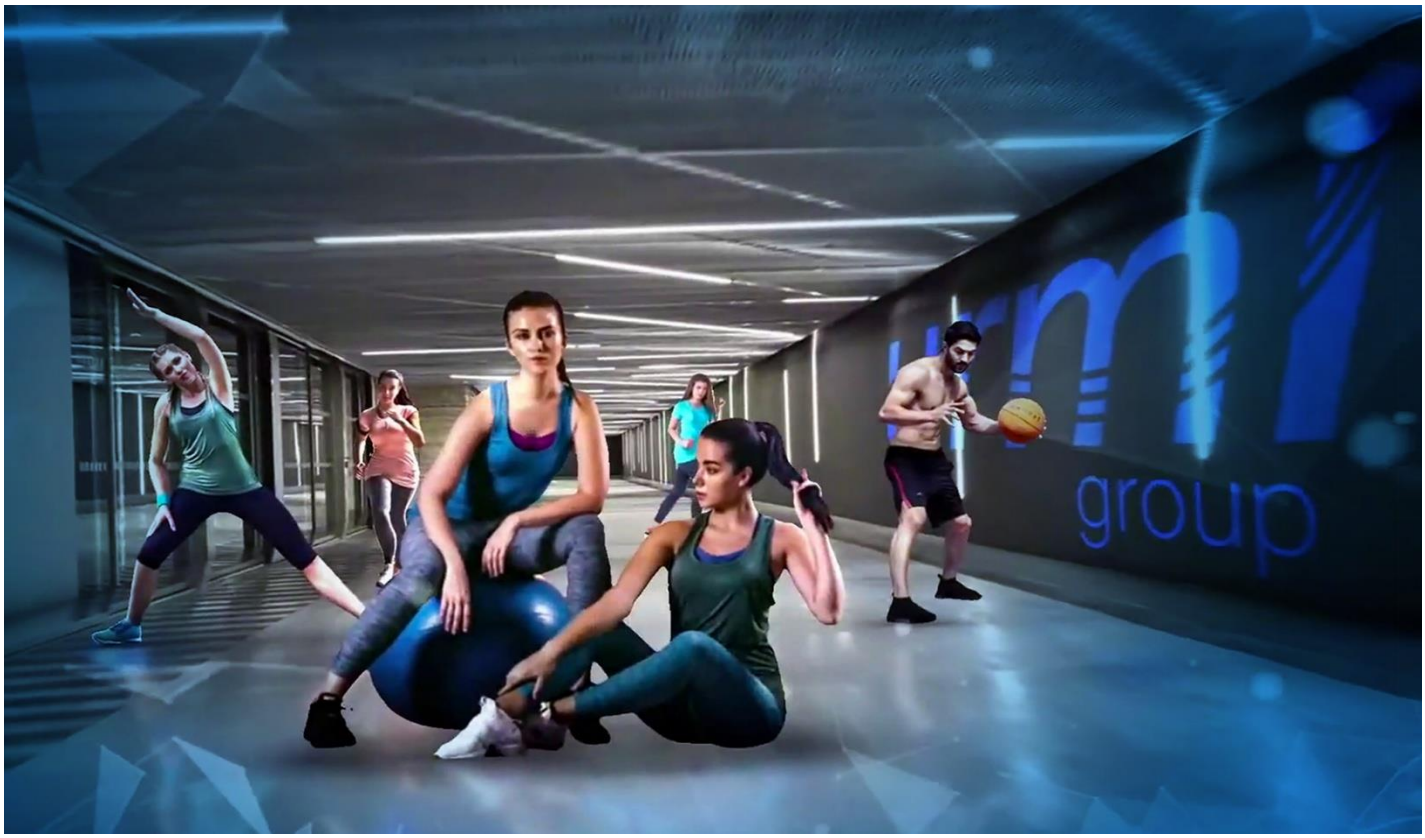
3.9 Products Of URMI Group :

Most Valuable Products of Blue Planet Knit Composite




ACTIVE
WEAR




group

RESPONSIBLE TO ENVIRONMENT



ENERGY MANAGEMENT

GHG MANAGEMENT

RENEWABLE ENERGY

WATER MANAGEMENT

ECO FRIENDLY PRACTICES

WASTE & EFFLUENT MANAGEMENT

ENVIRONMENTAL COMPLIANCE















Urmi Group stands as a testament to innovation, quality, and sustainability in the textile and apparel industry. Through continuous investment in technology and a commitment to environmental stewardship, the group has solidified its position as a leading player in Bangladesh's textile sector.

3.10 Target goals of the Quality Control Department :

For robust monitoring & control, maximum productivity and good service to its interested parties, the Quality Control Department has divided the following sections

- Analytical Science & Technology (AST)
- Supplier Approval & Control
- Packaging Materials
- Raw Materials
- Finished Goods
- On-going Stability
- International Business Development- IBD (Documentation)

3.11 Quality control department is engaged with the following processes :

- Packaging materials, production stationary & promotional items sampling, testing, release & labeling.
- API, excipients, cleaning agent, sanitizing agent and engineering chemical sampling, testing, release & labeling.
- Intermediate, bulk and finished product testing and reporting.
- Water testing and system monitoring.
- On-going stability study
- Supplier approval & control
- Supplier complaint management
- Internal documentation (SOP, Specification, Analytical method, Analytical worksheet, Logbook, raw data, audit trial data, reporting, archiving, backup, recording, trend analysis, etc.).
- Sample Management (Test sample, retention sample, stability study sample, source evaluation sample).
- Analytical method development & validation.
- Cleaning validation.
- People development (Analyst validation).
- Equipment purchase, qualification, calibration and maintenance.
- Primary and secondary reference standard management (Purchase, checking, preparation, storage & issue).
- Reagent and auxiliary items management (Purchase, checking, storage & issue)
- Laboratory waste management
- Specification & analytical method (Packaging, Raw & Finished)
- Solution preparation (TS, VS, Indicator, Buffer Solution)

Laboratory compliance management (CAPA, CC, Deviation, Lab Incident, Investigation, OOS, Data trending, Risk assessment, Audit, Data integrity Issue).

A modern and well-equipped QC laboratory has been set up for the RMG division. It ensures quality, safety, purity & efficacy of starting materials and verifies the quality of manufactured products considering quality, safety & efficacy.

It has a dedicated IBD section (Documentation) to give support for registering the products in overseas markets such as the United States of America, Venezuela Cambodia, UK.

Chapter-04

Supply Chain Management Process at Urmi Group

4.1 URMI Group Procurement Practices :

The Urmi Group 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 Procurement Practices

Supplier Selection and Evaluation

Rigorous Screening: The Company employs a stringent supplier selection process, considering factors such as quality standards, reliability, cost- effectiveness, and compliance with regulatory requirements.

Performance Evaluation: Regular performance evaluations are conducted to assess supplier capabilities and identify areas for improvement.

Supplier Development: The company invests in developing strategic partnerships with key suppliers, providing technical assistance and training to enhance their capabilities.

Strategic Sourcing

Global Sourcing: The company leverages global sourcing opportunities to identify cost-effective suppliers and diversify its supply base.

Long-Term Contracts: Establishing long-term contracts with reliable suppliers helps to secure stable supply and negotiate favorable pricing terms.

Risk Management: Implementing risk mitigation strategies, such as supplier diversification and contingency planning, helps to minimize disruptions in the supply chain.

Quality Assurance

Strict Quality Standards: The Company enforces stringent quality standards for all procured materials, ensuring compliance with regulatory requirements and customer expectations.

Quality Control: Rigorous quality control measures are implemented to identify and rectify any quality issues early in the procurement process.
Supplier Audits: Regular supplier audits are conducted to monitor compliance with quality standards and identify opportunities for improvement.

Cost Management

Cost Reduction Initiatives: Continuous efforts are made to reduce procurement costs through negotiation, consolidation, and value engineering.

Cost Analysis: Detailed cost analysis is performed to identify cost-saving opportunities and optimize procurement decisions.

Vendor Management: Effective vendor management practices, including performance monitoring and incentive programs, help to maintain cost- effective relationships.

Sustainability and Ethical Sourcing

Sustainable Procurement: The Company prioritizes sustainable sourcing practices, including minimizing environmental impact and promoting social responsibility.

Ethical Sourcing: The Company ensures that all procured materials are sourced ethically, avoiding suppliers involved in human rights abuses or labor exploitation.

Supplier Code of Conduct: A comprehensive supplier code of conduct is enforced to ensure compliance with ethical and environmental standards.
By effectively implementing these procurement practices, The Alliance Knit Composite Industry aims to strengthen its supply chain, improve operational efficiency, and enhance its overall organizational performance.

4.2 Inventory Management in The URMI Group :

Effective inventory management is paramount for The Urmi Group RMG Industry to ensure the smooth operation of its supply chain, optimize resource allocation, and ultimately enhance organizational performance. By implementing robust inventory

management strategies, the company can maintain optimal stock levels, reduce carrying costs, and minimize the risk of stock outs or overstocking.

Demand Forecasting

Key Inventory Management Practices at Urmi Group RMG Industry:
Accurate Demand Prediction: The Company utilizes sophisticated forecasting techniques, such as statistical modeling and machine learning algorithms, to accurately predict future demand for its products.

Market Segmentation Analysis: By segmenting the market based on various factors like geographic location, customer demographics, and product category, the company can tailor its forecasting models to specific market segments.

Collaboration with Sales and Marketing Teams: Close collaboration with sales and marketing teams enables the company to incorporate insights from market trends, promotional activities, and customer feedback into its demand forecasting process.

Inventory Optimization

Economic Order Quantity (EOQ) Model: The company employs the EOQ model to determine the optimal order quantity for each product, balancing ordering costs and holding costs.

Safety Stock Management: By carefully calculating safety stock levels, the company can mitigate the risk of stockouts due to unexpected demand fluctuations or supply chain disruptions.

Inventory Turnover Ratio: The company monitors its inventory turnover ratio to assess the efficiency of its inventory management practices and identify opportunities for improvement.

Inventory Control Systems

Real-time Inventory Tracking: The company utilizes advanced inventory tracking systems to monitor stock levels in real-time, enabling timely replenishment decisions.

Barcoding and RFID Technology: By implementing barcoding and RFID technology, the company can track the movement of inventory throughout its supply chain, improving accuracy and efficiency.

Warehouse Management Systems (WMS): The company leverages WMS to optimize warehouse operations, including storage, picking, packing, and shipping, ensuring timely and accurate order fulfillment.

Just-in-Time (JIT) Inventory

Lean Inventory Principles: The Company strives to adopt lean inventory principles, minimizing inventory levels and reducing carrying costs.

Close Supplier Relationships: Strong partnerships with suppliers enable the company to coordinate production schedules and ensure timely delivery of raw materials, reducing the need for large safety stocks.

Flexible Manufacturing: The company's manufacturing processes are designed to be flexible, allowing it to adapt to changing demand patterns and minimize excess inventory.

By effectively implementing these inventory management practices, The Blue Planet Knit Composite RMG Industry can enhance its supply chain efficiency, improve customer satisfaction, and achieve sustainable organizational performance.

4.3 Distribution and Logistics in URMI Group RMG Industry :

The Urmi Group RMG Industry like many other RMG companies, relies on a robust and efficient distribution and logistics network to ensure timely delivery of its products to consumers. This network encompasses various aspects, including storage, transportation, and distribution centers.

Key Distribution and Logistics Practices at The URMI Group RMG Industry

Warehousing and Storage

Temperature-Controlled Facilities: The Company maintains state-of-the-art warehouses equipped with temperature and humidity control systems to preserve the quality and efficacy of its RMG products.

Inventory Management: Advanced inventory management systems are employed to optimize stock levels and prevent stock outs or overstocking.

Product Lifecycle Management: The company has robust systems to manage the lifecycle of its products, including expiration dates, recalls, and returns.

Transportation and Distribution

Multimodal Transportation: The URMI Group RMG Industry. Leverages a combination of transportation modes (road, rail, air, and sea) to ensure efficient and cost- effective delivery.

Distribution Centers: The Company operates a network of strategically located distribution centers to facilitate timely delivery to various markets.

Third-Party Logistics (3PL) Providers: The Company may partner with 3PL providers to manage specific aspects of logistics, such as transportation and warehousing.

Supply Chain Visibility

Real-Time Tracking: The Company utilizes advanced tracking technologies to monitor the movement of products throughout the supply chain.

Data Analytics: Data analytics tools are employed to identify potential bottlenecks, optimize routes, and improve overall supply chain efficiency.

Regulatory Compliance: The Company follows regulatory compliance Such as DGDA, ISO & FDA Guidelines.

Adherence to Standards: The Company strictly adheres to regulatory standards and guidelines related to the transportation and storage of RMG products.

Security Measures: Robust security measures are in place to protect against theft, counterfeiting, and other security risks.

By effectively managing these key aspects of distribution and logistics, The URMI Group RMG Industry can ensure the timely and reliable delivery of its products to consumers, while maintaining product quality and complying with regulatory requirements.

4.4 <u>Supplier Relationships in Urmi Group RMG Industry :</u> Supplier relationships are a critical component of The URMI Group RMG Industry supply chain management strategy. The company recognizes the pivotal role that suppliers play in ensuring the timely and efficient delivery of high-quality raw materials and components. To foster strong and collaborative relationships, The URMI Group RMG Industry. Employs a variety of strategies:

Long-Term Partnerships

- The company prioritizes long-term partnerships with its suppliers, building relationships based on trust, transparency, and mutual benefit.
- By establishing long-term commitments, both parties can invest in collaborative initiatives, such as joint product development and supply chain optimization.

Supplier Development

- The Blue Planet Knit Composite RMG Industry. Actively invests in supplier development programs to enhance the capabilities of its suppliers.
- These programs may include training, technical assistance, and capacity- building initiatives to improve suppliers' quality standards, efficiency, and sustainability practices.

Performance Management

- The company implements rigorous performance management systems to monitor and evaluate supplier performance.
- Key performance indicators (KPIs) such as delivery time, quality, and cost-effectiveness are used to assess supplier performance and identify areas for improvement.

Risk Management

- The URMI Group RMG Industry. Recognizes the importance of risk management in its supply chain.

- By collaborating with suppliers, the company can identify potential risks, such as supply disruptions or quality issues, and develop contingency plans to mitigate their impact.

Collaboration and Information Sharing

- The company fosters open communication and information sharing with its suppliers.
- By sharing demand forecasts, production schedules, and quality standards, both parties can align their operations and improve overall supply chain

Sustainability and Ethical Sourcing

- The URMI Group RMG Industry.is committed to sustainable and

  Ethical sourcing practices.
- The company works with suppliers to ensure compliance with environmental and Social standards, such as fair labor practices and responsible resource usage.

By prioritizing these strategies, The URMI Group RMG Industry. Aims to build a robust and resilient supply chain that supports its long-term growth and success .

4.5 Technology Integration :

Technology Integration in URMI Group RMG Industry like many other RMG companies, leverages technology to enhance its supply chain management practices and drive organizational performance. By integrating advanced technologies into its operations, the company aims to improve efficiency, reduce costs, and ensure the quality and safety of its products.

Key Technology Integrations

Enterprise Resource Planning (ERP) Systems

Centralized Data Management: URMI Group utilizes ERP systems to consolidate and manage critical data across various departments, including procurement, production, and logistics.

Real-time Visibility: These systems provide real-time insights into inventory levels, production schedules, and order statuses, enabling proactive decision- making.

Streamlined Processes: ERP systems automate routine tasks, reduce manual errors, and streamline operations, leading to increased efficiency.

Supply Chain Management (SCM) Software

Demand Forecasting: Advanced SCM software helps predict future demand, enabling the company to optimize production planning and inventory levels.

Inventory Optimization: By analyzing historical data and real-time demand signals, SCM software helps minimize stock outs and excess inventory.

Transportation Management: These tools optimize transportation routes and schedules, reducing logistics costs and improving delivery times.

Internet of Things (IoT) Devices

Real-time Monitoring: IoT sensors can track critical parameters like temperature, humidity, and light exposure in storage facilities and during transportation.

Predictive Maintenance: By analyzing sensor data, the company can identify potential equipment failures and schedule preventive maintenance, reducing downtime.

Supply Chain Visibility: IoT devices can provide real-time visibility into the location and condition of shipments, enabling proactive issue resolution.

Advanced Analytics and Artificial Intelligence

Data-Driven Insights: By analyzing large datasets, the company can identify trends, patterns, and anomalies, enabling data-driven decision-making.

Predictive Modeling: AI algorithms can forecast demand, optimize inventory levels, and predict potential supply chain disruptions.

Quality Control: AI-powered image analysis can automate quality control inspections, ensuring product consistency and safety.

Block chain Technology

Product Traceability: Block chain can track the journey of RMG products from raw material sourcing to final delivery, ensuring transparency and accountability.

Supply Chain Security: Block chain can enhance supply chain security by providing a secure and transparent way to track and verify product authenticity.

By effectively integrating these technologies, The URMI Group RMG Industry. Can optimize its supply chain, improve operational efficiency, and ultimately enhance its organizational performance.

4.6 Sustainability Initiatives at URMI Group RMG Industry :

The URMI Group RMG Industry is committed to integrating sustainability principles into its supply chain management practices. URMI Group initiatives encompass environmental stewardship, social responsibility, and ethical sourcing:

Environmental Sustainability

Energy Efficiency: URMI Group actively seeks to reduce energy consumption across its operations. This includes implementing energy-efficient technologies in manufacturing processes, optimizing equipment usage, and promoting energy conservation practices among employees.

Waste Reduction and Management: URMI Group prioritizes waste minimization and proper waste disposal. The company focuses on reducing packaging materials, recycling non-hazardous waste, and safely disposing of hazardous waste in compliance with environmental regulations.

Water Conservation: URMI Group implements water conservation measures to reduce water usage in its manufacturing processes. This includes optimizing water usage in cooling systems, reusing wastewater where possible, and adopting water-efficient technologies.

Social Responsibility

Employee Welfare: URMI Group is committed to providing a safe and healthy working environment for its employees. The company prioritizes employee health and safety, offers fair wages and benefits, and promotes work-life balance.

Community Engagement: URMI Group actively engages with local communities through various initiatives. This includes supporting healthcare programs, educational institutions, and community development projects.



Ethical Labor Practices: Urmi Group adheres to strict ethical labor practices throughout its supply chain. This includes ensuring fair wages, safe working conditions, and compliance with labor laws and regulations.

Ethical Sourcing

Supplier Code of Conduct: Urmi Group has established a comprehensive supplier code of conduct that outlines ethical standards for its suppliers. This code covers issues such as labor rights, environmental protection, and social responsibility.

Supplier Audits and Assessments: Urmi Group conducts regular audits and assessments of its suppliers to monitor compliance with the supplier code of conduct. Corrective actions are implemented to address any identified non- compliance issues.

Traceability and Transparency: Urmi Group strives to enhance traceability and transparency in its supply chain. This includes tracking the origin of raw materials, ensuring compliance with quality standards, and promoting responsible sourcing practices.

By integrating these sustainability initiatives into its supply chain management practices, Urmi Group aims to create a positive impact on the environment, society, and the economy. The company's commitment to sustainability aligns with its vision of becoming a leading RMG company that contributes to a healthier and more sustainable future.

Chapter-05
Findings

5.1 Findings :

- A key finding is the difficulty in maintaining consistent quality across different suppliers. Variations in raw material quality impact the production process and final product standards.
- The Company emphasizes sustainable sourcing practices, such as using organic and eco-friendly materials, but faces challenges in monitoring the sustainability efforts of their suppliers.
- Sourcing raw materials locally has enabled Urmi Group to reduce lead times and transportation costs, yet challenges such as seasonal fluctuations in availability and price volatility remain.
- Urmi Group has implemented technology to enhance supply chain visibility, allowing for better forecasting, inventory management, and real-time tracking of raw material shipments.
- The sourcing process is impacted by the need to comply with both local and international regulatory standards, requiring extensive documentation and certification, which can sometimes delay procurement.
- Sourcing ingredients from multiple Suppliers increases procurement costs, but long term relationships and bulk purchasing agreements help mitigate some of these expenses.
- The study found that Urmi Group relies heavily on a diverse network of local and international suppliers for sourcing raw materials, ensuring the availability of high-quality natural ingredients.
- The study identified the need for stronger risk management strategies, especially concerning supply chain disruptions caused by natural disasters, geopolitical issues, and supplier insolvency.

Chapter-06

Recommendations & Conclusion

6.1 Recommendations :

- Enhance supplier relationship management through strategic partnerships and long term contracts to improve quality and reduce costs.
- Implement a robust inventory management system, such as Just-In-Time (JIT) or Vendor-Managed Inventory (VMI), to optimize stock levels and reduce holding costs.
- Invest in advanced information technology (IT) solutions to streamline supply chain processes and improve data visibility and accuracy.
- Foster a culture of continuous improvement and innovation within the supply chain function to identify and implement best practices.
- Develop strong communication channels between different departments within the supply chain to facilitate information sharing and collaboration.
- Conduct regular performance evaluations and feedback sessions with supply chain personnel to identify areas for improvement and recognize outstanding performance.
- Implement a comprehensive quality management system to ensure product quality and regulatory compliance throughout the supply chain.
- Develop a risk management plan to identify potential supply chain disruptions and implement mitigation strategies to minimize their impact.
- Enhance transportation and logistics management by optimizing routes, consolidating shipments, and utilizing efficient transportation modes.
- Establish a robust customer relationship management (CRM) system to improve customer satisfaction and loyalty.
- Implement a lean manufacturing approach to reduce waste and improve efficiency in production processes.
- Invest in employee training and development programs to enhance skills and knowledge within the supply chain function.
- Conduct regular performance audits to assess the effectiveness of supply chain management practices and identify areas for improvement.

- Develop a sustainable supply chain strategy to minimize environmental impact and reduce carbon emissions.
- Collaborate with suppliers to develop sustainable sourcing practices and reduce reliance on single-source suppliers.

6.2 Conclusion :

The case study of Urmi Group RMG Industry provides valuable insights into the critical role of supply chain management (SCM) practices in driving organizational performance. By meticulously examining the company's SCM strategies, including supplier relationships, inventory management, logistics, and information technology, several key findings emerge.

Firstly, the study underscores the significance of strong supplier relationships in ensuring a reliable and efficient supply chain. Urmi Group RMG focus on fostering collaborative partnerships with suppliers has enabled them to mitigate risks, reduce costs, and improve product quality.

Secondly, the effective implementation of inventory management techniques, such as demand forecasting and just-in-time inventory systems, has played a crucial role in optimizing inventory levels and minimizing holding costs. Thirdly, the company's robust logistics network, encompassing transportation, warehousing, and distribution, has facilitated timely and cost-effective delivery of products to the market. Lastly, the strategic utilization of information technology has empowered Urmi Group RMG to enhance visibility, streamline operations, and make data-driven decisions.

In conclusion, the findings of this case study demonstrate that a well-executed SCM strategy can significantly contribute to an organization's overall performance. By prioritizing key SCM practices, Urmi Group has achieved operational excellence, improved customer satisfaction, and gained a competitive edge in the RMG industry. As the global business landscape continues to evolve, organizations must remain agile and adaptable in their SCM approaches to address emerging challenges and capitalize on new opportunities.

- In summary, Urmi Group stands as a testament to Bangladesh's growing prominence in the global textile and apparel industry. Through its commitment to quality, sustainability, and innovation, the group continues to play a pivotal role in shaping the future of the country's garment sector.

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