Thesis Report
on
"The Impact of Supply Chain Management Practices on RMG Sector : A Case Study on Alliance Knit Composite Ltd "

Submitted by:

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ID: MSCM2302029007

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)
147/1 Green Road, Panthopath, 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

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Subject: Submission of Thesis Report Titled **"The Impact of Supply Chain Management Practices on RMG Sector: A Case Study on Alliance Knit Composite Ltd"**

Dear Madam,

I am hereby submitting my thesis paper entitled "The Impact of Supply Chain Management Practices on RMG Sector: **A Case Study on Alliance Knit Composite 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 Alliance Knit Composite Ltd 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

_____

Sayful Hassan Prodhan

ID: MSCM2302029007

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Major: Supply Chain Management

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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 Alliance Knit Composite Ltd"**,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

Sayful Hassan Prodhan

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Major: Supply Chain Management

Sonargaon University (SU)

Letter of Authorization

This is to certify that the thesis report **"The Impact of Supply Chain Management Practices on RMG Sector: A Case Study on Alliance Knit Composite Ltd"** has been prepared as a part of completion of the MSCM program from Department of Business Administration, Sonargaon University (SU), carried out by **Sayful HassanProdhan,** bearing **ID: MSCM2302029007** 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 **Alliance Knit Composite Ltd** 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. Solaiman Hossain, A.G.M, HR Alliance Knit Composite Ltd. & Masum Billa, Head of Supply Chain Alliance Knit Composite Ltd for his enormous help and endless support throughout the dissertation period.

And last but not the least; thanks to all my office colleagues working **Alliance Knit Composite Ltd.** The opportunity I had with **Alliance Knit Composite Ltd** 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 **Alliance Knit Composite Ltd 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. **Alliance Knit Composite Ltd**, 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 **Alliance Knit Composite Ltd RMG Industry's** promotional strategy. Key findings reveal the multi-faceted approach adopted by **Alliance Knit Composite Ltd 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 **Alliance Knit Composite Ltd** RMG Industry's promotional endeavors.

The implications of this research extend beyond **Alliance Knit Composite Ltd 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.

List of Acronyms

AKCL	Alliance Knit Composite 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

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
Executive Summary		VII
List of Acronyms		VIII
Table Of Content		IX-X
Chapter- 01	**Introduction**	1-6
1.1	Introduction	02
1.2	Origin of the Report	02
1.3	Background of the Study	03
1.4	Scope of the Study	03
1.5	Objectives of the Study	04
1.6	Research Methodology	05
1.7	Limitations of the Study	05-06
Chapter- 02	**Literature Review**	07-12
2.1	Concept of Supply Chain Management (SCM)	08
2.2	Evolution of SCM	08
2.3	Theoretical Frameworks in SCM	08
2.4	Key Components of SCM	08 -09
2.5	Importance of SCM in Modern Business Practices	09
2.6	Review of Relevant Literature on SCM in AKCL	10-11
2.7	Gaps in the Literature	11-12
Chapter- 03	**Organizational overview**	13-19
3.1	History	14
3.2	Vision	14
3.3	Mission	14-15
3.4	Board of Director	15
3.5	Accolades	15
3.6	Certifications	16
3.7	Buyer	16

3.9	Products of AKCL	17
3.10	Target goals of the Quality Control Department	18
3.11	Quality control department is engaged with the following processes.	18-19
Chapter- 04	**Supply Chain Management Process at AKCL**	20-33
4.1	The AKCL RMG Industry Procurement Practices	21-23
4.2	Inventory Management in The AKCL RMG Industry	24-25
4.3	Distribution and Logistics in The AKCL RMG Industry	25-26
4.4	Supplier Relationships in The AKCL RMG Industry	27-28
4.5	Technology Integration	28-30
4.6	Sustainability Initiatives at AKCL RMG Industry	31-33
Chapter-05	**Findings**	34-35
5.1	Findings	34
Chapter-06	**Recommendations & Conclusion**	36-38
6.1	Recommendations	37-38
6.2	Conclusion	38
	Bibliography	39-40

Chapter-1

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 supply chain management practices can significantly impact a company's profitability, customer satisfaction, and overall market position. This research delves into the intricate relationship between Supply chain management practices and organizational performance, focusing on the case of Alliance Knit Composite 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 Alliance Knit Composite 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 Alliance Knit Composite Ltd, this research seeks to provide valuable insights for both academicians and practitioners in the field of supply chain management.

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 supply chain management 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 AKCL, as a prominent player in this sector, faces unique challenges in managing its supply chain.

This study aims to investigate the impact of specific supply chain management practices on the organizational performance of The Alliance Knit Composite Ltd. By examining the company's

current supply chain management strategies and identifying areas for improvement, this research seeks to contribute to the body of knowledge on Supply chain management 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 AKCL 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 AKCL, 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 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 AKCL, 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 AKCL, 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 AKCL, 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 Alliance Knit Composite RMG Industry to illustrate the practical application of SCM principles and their impact on organizational outcomes.

1.5 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 The Alliance Knit Composite.

Specific Objectives

- To identify key SCM practices implemented by The Alliance Knit 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

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 AKCL. 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 AKCL 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 Alliance Knit Composite Ltd 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 Alliance Knit Composite 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 Alliance Knit Composite Ltd RMG Industry

While specific case studies on The AKCL 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 Alliance Knit Composite 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 Alliance Knit Composite RMG Industry

Here are some potential research gaps in the literature on Supply Chain Management (SCM) practices in the Alliance Knit Composite Industry LTD:

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 Alliance Knit Composite 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 Alliance Knit Composite 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 Alliance Knit Composite 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 Alliance 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 Alliance Knit Composite. And provide valuable insights for practitioners and policymakers.

Chapter-03

Organizational overview

3.1 History

Alliance Knit Composite Ltd is a collection of entities engaged in diversified businesses. The textile division is vertically integrated. Apart from textile AKCL has footprints in hospitality, aviation and construction. The annual revenue of the group is around USD 150 million and employs around 5,500 people. One of the core philosophy of the group is sustainability. Appreciating efforts on sustainability, Alliance Knit Composite Ltd., 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.

3.2 Vision

Alliance Knit Composite Ltd. (AKCL) envisions becoming a global leader in the knit apparel industry. Their vision emphasizes establishing AKCL as a one-stop source for the global knit apparel market, ensuring customer satisfaction through timely delivery of high-quality products and services, and maintaining value in terms of quality, price, safety, and environmental impact.

3.3 Mission

The mission of Alliance Knit Composite Ltd. (AKCL) in the Ready-Made Garments (RMG) sector typically revolves around the following core goals, although the exact wording may vary in their official materials:

Mission Statement (Generalized):

To provide high-quality knit garments through sustainable, innovative, and ethical manufacturing practices, ensuring customer satisfaction, employee well-being, and environmental responsibility.

More specifically, their mission in the RMG sector often

- **Customer Focus:** Delivering superior products that meet international quality standards and client specifications.
- **Sustainability:** Implementing eco-friendly and socially responsible production processes.
- **Innovation:** Continuously investing in technology and skills to stay ahead in the competitive global market.

- Growth & Compliance: Maintaining compliance with global labor and environmental regulations while achieving steady business growth
- Employee Welfare: Providing a safe and empowering work environment for workers.

3.4 Board of Director

1. Zaheem Ahemed (Chairman & MD)
2. Safi Uddin (CEO)

3.5 Accolades

3.6 Certifications



3.7 Buyers

* Fashinza

* Just Like Hero

* Kenneth Cole

* Kik Textile

* LPP Sa

* New Wave

* Next

* Mango

* SA Sorching

* True Tex

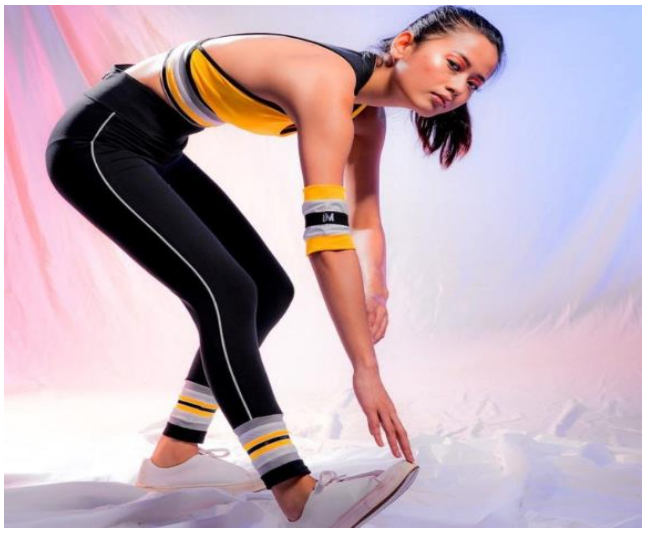
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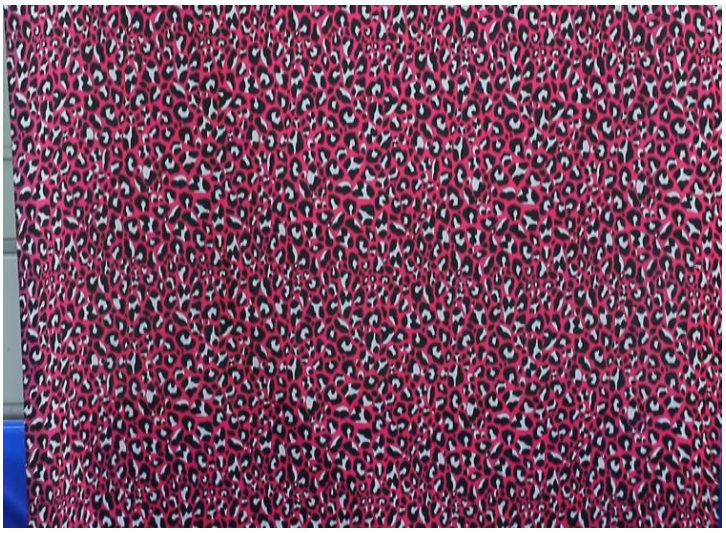
* Stedman

* Startex

3.9 Products Of Alliance Knit Composite

Most Valuable Products of Blue Planet Knit Composite









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 Alliance Knit Composite Ltd

4.1 Alliance Knit Composite Ltd Procurement Practices

The AKCL 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

Supplier Selecation: This is the process of identifying and choosing suppliers based on specific criteria to meet business needs.

Key Steps:

- **Define Requirements:** Quality, quantity, delivery time, price, certifications, etc.
- **Identify Potential Suppliers:** Use RFPs (Request for Proposal), market research.
- **Evaluate Proposals:** Analyze cost, quality, reliability, capacity, financial stability.
- **Shortlist and Negotiate:** Choose the best options and negotiate contract terms.
- **Trial Orders:** Sometimes companies start with smaller orders to test performance.

Common Selection Criteria:

- Price and cost structure
- Quality assurance
- Delivery performance
- Capacity and scalability
- Reputation and references
- Innovation and technology capability
- Compliance and sustainability practices

Supplier Evaulation: This involves continuously monitoring and assessing suppliers to ensure they maintain desired performance levels.

Key Performance Indicators (KPIs):

- On-time delivery rate
- Defect rate or product quality
- Cost competitiveness
- Responsiveness and communication
- Compliance with contractual terms
- Ethical and environmental standards

Methods:

- **Scorecards:** Quantitative evaluation using weighted criteria.
- **Audits:** On-site or remote audits for compliance and capability.
- **Surveys:** Feedback from stakeholders who interact with suppliers.
- **Performance Reviews:** Regular meetings to discuss performance and improvements.

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 Management involves controlling and optimizing costs related to acquiring goods and services required for business operations. Effective procurement cost management ensures the organization gets maximum value at the lowest possible cost without compromising quality or timelines.

- **Strategic Sourcing:** Selecting suppliers based on total cost of ownership (TCO), not just price. Building long-term relationships with reliable vendors to secure favorable terms.
- **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 and ethical sourcing refers to the procurement of products and services in a way that considers environmental, social, and economic impacts. It ensures that goods are sourced responsibly, workers are treated fairly, and natural resources are preserved for future generations.

- **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 Alliance Knit Composite Industry LTD

Effective inventory management is paramount for The Alliance Knit Composite Ltd 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 Alliance Knit Composite Ltd 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

Is the process of ensuring that a business maintains the ideal amount of inventory to meet customer demand while minimizing costs . It involves balancing stock levels so that you neither run out of products nor tie up too much capital in excess inventory.

- **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

Inventory control systems are tools and processes businesses use to manage the flow of goods and materials. These systems help ensure the right amount of inventory is available at the right time, reducing costs and improving efficiency

- **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

"Just-in-Time" (JIT) inventory is a management strategy aimed at increasing efficiency and reducing waste by receiving goods only as they are needed in the production process. Applying this to Alliance Knit Composite Ltd, a vertically integrated textile and garments manufacturer in Bangladesh, would involve several specific factors and benefits.

- **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 Alliance Knit Composite Ltd RMG Industry can enhance its supply chain efficiency, improve customer satisfaction, and achieve sustainable organizational performance.

4.3 Distribution and Logistics in Alliance Knit Composite RMG Industry

The Alliance Knit Composite 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 Alliance Knit Composite RMG Industry

Warehousing and Storage

In the context of the Ready-Made Garment (RMG) sector, particularly for a vertically integrated manufacturer like Alliance Knit Composite Ltd. in Bangladesh, distribution and logistics are critical for ensuring timely delivery, cost control, and quality assurance.

- **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 Alliance Knit Composite 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

Supply Chain Visibility (SCV) refers to the ability to track every component, material, process, and shipment within the supply chain—from raw material sourcing to final garment delivery. For a vertically integrated RMG manufacturer like Alliance Knit Composite Ltd, SCV is critical to meeting global buyer demands for speed, transparency, and compliance.

- **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 Alliance Knit Composite Ltd 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 Supplier Relationships in Alliance Knit Composite RMG Industry

Supplier relationships are a critical component of The Alliance Knit Composite 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 Alliance Knit Composite 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 Alliance Knit Composite 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 Alliance Knit Composite 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 Allianec Knit Composite 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 Alliance Knit Composite Ltd 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

In the highly competitive and fast-moving Ready-Made Garment (RMG) industry, technology integration is essential for improving productivity, transparency, compliance, and speed-to-market. As a vertically integrated manufacturer, Alliance Knit Composite Ltd. has likely implemented key digital systems across its operations to streamline processes from raw material sourcing to export.

Enterprise Resource Planning (ERP) Systems

- **Purpose**: Centralized control of procurement, inventory, production, and finance.
- Functions:
    - Material requirement planning (MRP)
    - Order tracking
    - WIP (Work-In-Progress) monitoring
    - Buyer order integration
- **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

In a vertically integrated and export-oriented garment company like Alliance Knit Composite Ltd, effective Supply Chain Management (SCM) software is crucial for planning, tracking, and optimizing the flow of materials, information, and goods. SCM software supports the company's ability to deliver high volumes of garments to global buyers with precision, speed, and compliance.

- **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

In the modern Ready-Made Garment (RMG) industry, IoT (Internet of Things) devices are increasingly used to enhance automation, data visibility, and operational efficiency. At Alliance Knit Composite Ltd, as a vertically integrated manufacturer, IoT integration likely supports smart manufacturing, real-time monitoring, and predictive maintenance across its supply chain and production floor.

- **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 Alliance Knit Composite RMG Industry. Can optimize its supply chain, improve operational efficiency, and ultimately enhance its organizational performance.

4.6 Sustainability Initiatives at Alliance Knit Composite RMG Industry

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

Environmental Sustainability

Environmental sustainability refers to the responsible interaction with the environment to avoid depletion or degradation of natural resources, ensuring long-term ecological balance. It involves practices that support the health of ecosystems, conserve biodiversity, and reduce pollution and waste. Key aspects include:

- **Energy Efficiency:** AKCL 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:** AKCL 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:** AKCL 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.
- **Sustainable Agriculture:** Alliance Knit Composite Ltd. (AKCL), a leading textile manufacturer in Bangladesh, is actively integrating sustainable practices into its operations, aligning with broader environmental goals. While AKCL's primary focus is on textile production, its commitment to sustainability indirectly supports sustainable agriculture through responsible sourcing and environmental stewardship.

Social Responsibility

Alliance Knit Composite Ltd., like many modern textile and apparel companies, engages in social responsibility initiatives to promote ethical practices and sustainability in its operations. Social responsibility in such a company typically covers several areas:

Labor Rights and Employee Welfare:

- Ensures compliance with labor laws and international standards (e.g., no child labor, fair wages, reasonable working hours).
- Provides a safe and healthy working environment.
- Offers benefits like healthcare, transportation, meals, and sometimes daycare facilities.

Environmental Sustainability:

- Invests in eco-friendly technologies like Effluent Treatment Plants (ETPs) to reduce water pollution.
- Implements energy-efficient machinery to reduce carbon emissions.
- Practices waste management and recycling.

Community Engagement:

- Participates in community development projects such as education, healthcare, and disaster relief.
- Offers employment opportunities to local communities, often supporting economic development in rural or underdeveloped areas.

Corporate Governance and Ethics:

- Maintains transparency in operations.
- Adheres to anti-corruption and ethical sourcing policies.
- Works with certified suppliers and buyers following global compliance standards (like WRAP, BSCI, OEKO-TEX).

Ethical Sourcing

- **Supplier Code of Conduct:** AKC 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:** AKC 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:** AKC 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, AKC 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 Alliance Knit Composite to reduce lead times and transportation costs, yet challenges such as seasonal fluctuations in availability and price volatility remain.
- AKC 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 AKC 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 AKC 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. AKC 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 AKC 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, AKC 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.

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