Thesis Paper on

The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh.

Submitted By

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Program: Executive Master of Business Administration (EMBA) Major: Supply Chain Management (SCM)

Semester: Fall-2024

Submitted To

Department of Business Administration

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Date of Submission: 28 December 2024

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Supervised To:

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Date of Submission: 28 December 2024

Letter of Transmittal

28 December 2024

To,

Shahnaz Sharmin

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Department of Business Administration

Sonargaon University, Dhaka.

Subject: Submission of thesis paper on "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh".

Dear Sir,

With great pleasure I hereby submit my thesis paper on "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh". The report has been completed by the information that I gathered from the major courses on Supply Chain Management which I have completed during my EMBA as well as from my thesis.

As a requirement of preparing thesis report based on the practical knowledge in an organization, I have tried my level best to complete this report meaningfully and correctly, as much as possible. I hope this report will reflect on the contemporary issues on the Supply Chain Management that are being Practiced by this organization in our country.

Thank you again for your support and patience.

Sincerely yours,

Jahid Ahamed

ID: EMBA 2303030013

Department of Business Administration

Sonargaon University (SU)

Certificate of Supervisor

This is certify that Jahid Ahamed bearing ID number: EMBA 2303030013, Department of Business Administration, Sonargaon University (SU) hereby the Report work entitled as "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh" has been prepared by him and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in SCM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Executive Master of Business Administration (EMBA).

He has done his job according to my supervision and guidance. He has tried his best to do this successfully. I think his study will help him in the future to build up his career.

Shahnaz Sharmin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Jahid Ahamed, a student of Business Administration, ID: EMBA 2303030013 from Sonargaon University (SU) would like to solemnly declaration here that this paper on "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh" has been authentically prepared by me under supervisor of Shahnaz Sharmin, Lecturer, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

Jahid Ahamed
ID: EMBA 2303030013
Major: Supply Chain Management
Semester: Fall-2024
Department of Business Administration Sonargaon University (SU)

Letter of Authorization

I, Shahnaz Sharmin, Lecturer, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh" has been prepared by Jahid Ahamed, ID: EMBA 2303030013. Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in SCM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Executive Master of Business Administration (EMBA).

Shahnaz Sharmin
Lecturer
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Acknowledgement

This report on “The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh” is an initiative to find out the satisfaction level of employees of all departments of various positions in a garments industry, especially in viewing the SCM in context with the assign duties, responsibilities and work environment of the employees and the consequences has been prepared for the fulfillment of the EMBA degree.

I would like to begin my acknowledgement by thanking my thesis supervisor Md.Nishat Karim, Supply Chain Management (SCM), Silken Sewing Ltd. and my academic supervisor, Shahnaz Sharmin, Lecturer, EMBA Program, Sonargaon University, Dhaka in spite of their extreme busy schedule who always had time to spare for me and for inspiring and for offering creative suggestion to prepare this report.

I would also thank my all colleagues of Silken Sewing Ltd. for enhancing their support and time to complete my thesis paper.

I also thank the contributions whose articles and publications helped me to enhance my knowledge and contributed significantly in preparing my report.

In preparing this report, I have taken help from many books that is mentioned in the references. I acknowledge my indebtedness to all those authors and teachers for their work, which had great use to me.

Executive Summary

The world of business is changing. We are going through industry 4.0 which encompasses IOT and smart manufacturing, physical production and operations with smart digital technology, machine learning, block chain, augmented & virtual reality, and autonomous vehicles & drones digital twins and big data to create a more holistic and better connected ecosystem for companies that focus on manufacturing and supply chain management. While every company and organization operating today is different, they all face a common challenge the need for correctness and access to real-time insights across processes, partners, products, and people. To survive and thrive now, the logistics as well as supply chain will be more powerful tool. Supply chain is a broad concept. We all have supply chain experience even if we don't know it. When production, consumption and capacity are not in alignment, the result is waste. So, Supply Chain links among them.

Today, sustainability has gained significant importance in supply chain management due to its strategic business advantages. Today garments industries are the backbone of Bangladeshi economy. Every economy has its own style of managing itself. Doing business is not as same as it was in the earlier days. Supply Chain concept is very old with the help of upcoming technology and IT revolution supply chain concept has got an edge. To achieve the company's objective, people have to be fast and managed themselves very quickly within the limited resources. Specially, throughout the business one has to accomplish unique outcomes with limited resources under critical time constraints. So, Supply chain management is the heart of overall business strategy of Silken Sewing Ltd...Actually, I am working in Supply Chain Management department in Silken Sewing Ltd. and I have free movement here in different branches of supply chain like Shipment, Commercial, Inventory control & management, Warehousing, C&F, Transportation, Supplier negotiation, logistical support and so on. So, in this report I have prefaced all possible factors related with Supply Chain and its practices in Silken Sewing Ltd. From this study, Interested can get actual picture of supply chain management system and its practices in Silken Sewing Ltd. Bangladesh. Basically, I have tried to give focus on overall supply chain systems starting from collection raw materials to distribution of finished goods to final buyers. It covers the area of sourcing, procurement, warehousing, transporting, designing supply chain policy, inventory control and so on. I have tried to explore the real life scenario & practices that's what Silken Sewing is going through.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

The garments industry plays a vital role in the economy of Bangladesh, contributing significantly to employment generation and export earnings. Bangladesh's economic growth is aided by the ready made clothing industry. The "Made in Bangladesh" mark has also brought credit to the country, establishing it as a globally acknowledged brand. Bangladesh has developed from a "bottomless basket" to a "basket full of miracles," according to cynics. Despite its limited resources, the country has achieved outstanding social and human development, with an annual average GDP growth rate of 6%. The ready made garment (RMG) industry, which is now Bangladesh's single largest export earner, has been vital in the country's economy recovery.83 percent of the country's overall export profits come from this sector.

The Silken Sewing Ltd. of Bangladesh is one the world's largest wholesale garments manufacturer. The company has one of Bangladesh's most comprehensive and resourceful manufacturing plants, producing some of the most fashionable denim fabrics. The Silken Sewing Ltd. presently works with some of the most well-known fashion labels in the world. The Silken Sewing Ltd has established itself as one of Bangladesh's leading garment enterprises, both at home and internationally. The ongoing growth of this organization goes hand in hand with the industrialization of its own nation, Bangladesh. I am working here on supply chain department and found felt like there are some rules, regulations & process that this department is having, that is why I have conducted a survey and basically this paper is about this survey & my practical experience.

Now supply chain management working as a key success factor for the garments industry. That's why the core focus of the top management is to develop an effective supply chain management system. SCM is the process of managing resources, the movement of resources from one party to another, one place to another place. Here in this paper, anyone will have a broad idea of supply chain management in the apparel industry especially in Silken Sewing. We know about supply chain management but many of us are not sure of how to apply and how to plan for the proper supply chain management. So I will give the practical scenario of supply chain management practices of Silken Sewing Ltd.

1.2 Background of the Study

There are four trimesters in EMBA Program at Sonargaon University and in final trimester there are a thesis program. The program is an integral part of EMBA degree requirement, students are assigned to make a thesis report to demonstrate that they can do research, advance the field and explain what they did in a clear, understandable manner that can advance the work of other researcher. The theoretical knowledge that we acquire from class lectures, books, journals, case study, seminar, project, workshop etc. is replenished in the practical setting. Here I also assigned to do a research and I choose the topic "The Supply Chain Management Practices in Garments Industry: A Case Study on Silken Sewing Ltd. in Bangladesh".

1.3 Objectives of the Study

1.3.1 Broad Objective:

The broad objective of the study is to analyze the Supply Chain Management Practices in Garments Industry of Silken Sewing Ltd. In Bangladesh.

1.3.2 Specific Objectives:

1. To complete the required academic need.
2. To find out the Supply chain strategy and planning procedures of Silken Sewing Ltd.
3. To know the supply chain control, tools & technique of Silken Sewing Ltd.
4. To find out the strength and weakness of the supply chain activities of Silken Sewing Ltd.
5. To know the logistics practices.

1.4 Scope of the study

Silken Sewing Ltd.is one of the leading garments manufacturer and exporter in Bangladesh. The scope of the study is limited to the garments industry and Silken Sewing Ltd in Bangladesh. The paper covers the organizational structure, background, functions and the performance of the organization.

CHAPTER 02: LITERATURE REVIEW

2.1 Literature Review

The ready-made garment (RMG) industry is a mainstay of Bangladesh economic success story. Bangladesh is now one of the world's largest garments exports. The transformation of Bangladesh's RMG sector over the past decade was catalyzed, in part, by a series of workplace tragedies that took the lives of more than 1000 garments workers and made headlines around the world. The (2012) Tazreen factory fire and the (2013) Rana plaza factory collapse highlighted massive problems in working conditions & supply chain systems to meet lead time, led some some internal buyers to stop sourcing from Bangladesh and prompted the United States to withdraw its preferential tariff agreement (The Business Standard).

Today, Bangladesh's RMG sector is a frontrunner in transparency regarding factory safety and value chain responsibility with smooth supply chain systems to meet lead time, buyer's code of conduct (COC), compliance issue, traditional laws, rules and regulations (Faruque Hassan- BGMEA President). Ten years ago, it was forecasted a growth of 7 to 9 percent. Indeed RMG exports from Bangladesh more than doubled, from $14.6 billion in 2011 to 33.1 billion in 2021. Over this period, Bangladesh's RMG industry increased its share of global garments exports from 4.7 to 6.7 percent. Over the past decade, Bangladesh's RMG sector has made impressive progress in tacking challenges of growth particularly in diversifying products, improving supply chain & strengthening sustainability.

Effective supply chain management has become a must in the garments business. This supply chain management is essential for all who source the product from elsewhere in the clothing business. As we know, fashion changes every other day, and limitless options in huge variety of products create complex supply chains. This brings out the different facets of the supply chain. SCM is no less than a critical factor in the apparel business. That's why it is crucial to understand each phase of supply chain management (Doc Shipper). The management of moving goods and finding the services is linked with logistics. This is why logistics is another critical term in the clothing business supply chain management. In short, supply chain management comes handy in every stage of manufacturing (Supply Chain Insider).Over 76% of world trade comes from transactions within global supply chains. And so Silken Sewing Ltd believes that success comes when every chain or part of their organization perform properly (Anamul Haque, 2008).

CHAPTER 03: METHODOLOGY

3.1 Methodology of the Study

The methodology followed in this research for the preparation of this project is questionnaire method. This method is more suitable. Comparatively this approach enables the determination of the cause and effect and relationship more precisely and clearly. Because this study is primarily and mainly dependent on primary data.

3.2 Research Design for the Study

The research is descriptive in nature. For the purpose of the study both secondary and primary data have been used.

3.3 Descriptive Research:

This research design applicable for this study is descriptive research design causes are outlined below:

- Descriptive research studies are those studies which concerned with describing the characteristic of particular individual or a group.
- This study concerned with specific predictions with narration's of facts and characteristics concerning individual group of situation.
- Descriptive research minimization of bias and maximization of reliability of evidence collected.
- This study makes specific predictions.

3.4 Sources of Data

Data is gathered from information which is the foundation of research. The search for answers to research questions call for collection of data.

3.5 Limitation of the Study

The following limitations are apparent in the report.

1. Due to shortage of time, it was tough to collect enough data and verify all of them to get a significant result.
2. Another limitation of this report is Silken Sewing Ltd. Bangladesh policy of not disclosing some data and information for obvious reason, which could be very much useful.

CHAPTER 04: AN OVERVIEW OF SILKEN SEWING LTD.

4.1 An overview of Silken Sewing Ltd. in Bangladesh

Silken Sewing Ltd. is a leading wholesale clothing manufacturer in Bangladesh and in the world. The company produces some of the most fashionable denim fabrics and garment products and owns one of the most comprehensive and resourceful manufacturing facilities in Bangladesh. Silken Sewing Ltd today is working with some of the biggest fashion brands of the world. The company has rich history of more than 16 years in the textile business that has today evolved into a company with diverse interests like consumer products, Banking , Business solution, Financial Institution, energy and power sector, Real estate, Construction, Trading, Freight Forwarding, Washing plant, Apparels ,Textile etc. It started in 2008 and two enterprising men Mr. Md Anamul Haque vision to break through in the textile industry and making Silken Sewing Ltd. a leading wholesale clothing manufacturer in Bangladesh. The business activities of Silken Sewing Ltd have been growing day by day under their energetic leadership. Thus we became a pioneer in wholesale apparel manufacturing in Bangladesh. Also Silken Sewing Ltd is very renowned for its wholesale apparel manufacturing in both Europe and America. Today Silken Sewing Ltd employs around 10,000 workers and the group has 40 business enterprises including garment factories consisting of more than 200 production lines and washing plants to produce 4 million pcs/month. I have basically worked here on supply chain department.

4.2 History of Silken Sewing Ltd, Bangladesh

Silken Sewing Ltd starting was not so easy. Anamul Haque pioneer of Silken Sewing Ltd began his career at Janata bank, but resigned in 2008 to start his own business. Raising the BDT 10 lakh (US$37,500 in 2008) initial capital for what is now known as the Silken Sewing Ltd proved difficult. In the end, Ahmed took out a bank loan with his father's house as collateral and brought in a partner, who had gained fame in 2008 by scoring a league-record 27 goals, but who had no previous business experience. In 2008, the partners set up a small factory in the Khilgaon Thana area of Dhaka, equipped it with 46 sewing machines, and hired 200 garment workers. Initially the company sub-contracted for other garment manufacturers. They were early participants in a sector that would become a powerhouse of the Bangladesh economy, but orders were sporadic at first, and the factory was idle for long spells.

4.3 Vision of Silken Sewing Ltd.

To be a company that is most reliable and manufactures the highest quality garments in the world with the philosophy of corporate sustainability through product innovation and efficient management.

4.4 Mission of Silken Sewing Ltd.

To achieve global dominance through:

- Excellence in product quality.
- On time delivery.
- Diversifying products through continuous product innovation.
- Focusing on cost effectiveness
- Customer satisfaction

4.5 Values of Silken Sewing Ltd.

Silken Sewing Ltd values most for the people it works with. The company strives to train, motivation and encourage them to take greater responsibilities to become outstanding performers and to conduct business with utmost sincerity & integrity in the most ethical manner.

4.6 Products Safety & Environment of Silken Sewing Ltd.

Silken Sewing Ltd is the world's first LEED-certified platinum denim manufacturing company by US Green Building Council. Silken Sewing Ltd is a 100% export-oriented manufacturing company. They focus on green project. Silken Sewing Ltd are also the first denim project in Bangladesh with rope- dye technology and are currently considered one of the biggest denim manufacturers in Bangladesh. Silken Sewing Ltd operates on the sustainable production process and the sustainable production process has an ozone finishing process that reduces environmental impact, and aero finish enhances fabric stretching with durability. Moreover, Silken Sewing Ltd state-of-the-art effluent treatment plant (ETP) 11 saves 100 million liters of natural water every year; the e-lab is equipped with an environment friendly laser, ozone wash machines, and many more. Silken Sewing Ltd is also concerned with employee welfare and CSR activities

4.7 Different Business Units and Buyers:

Different Business fields in Silken Sewing Ltd.

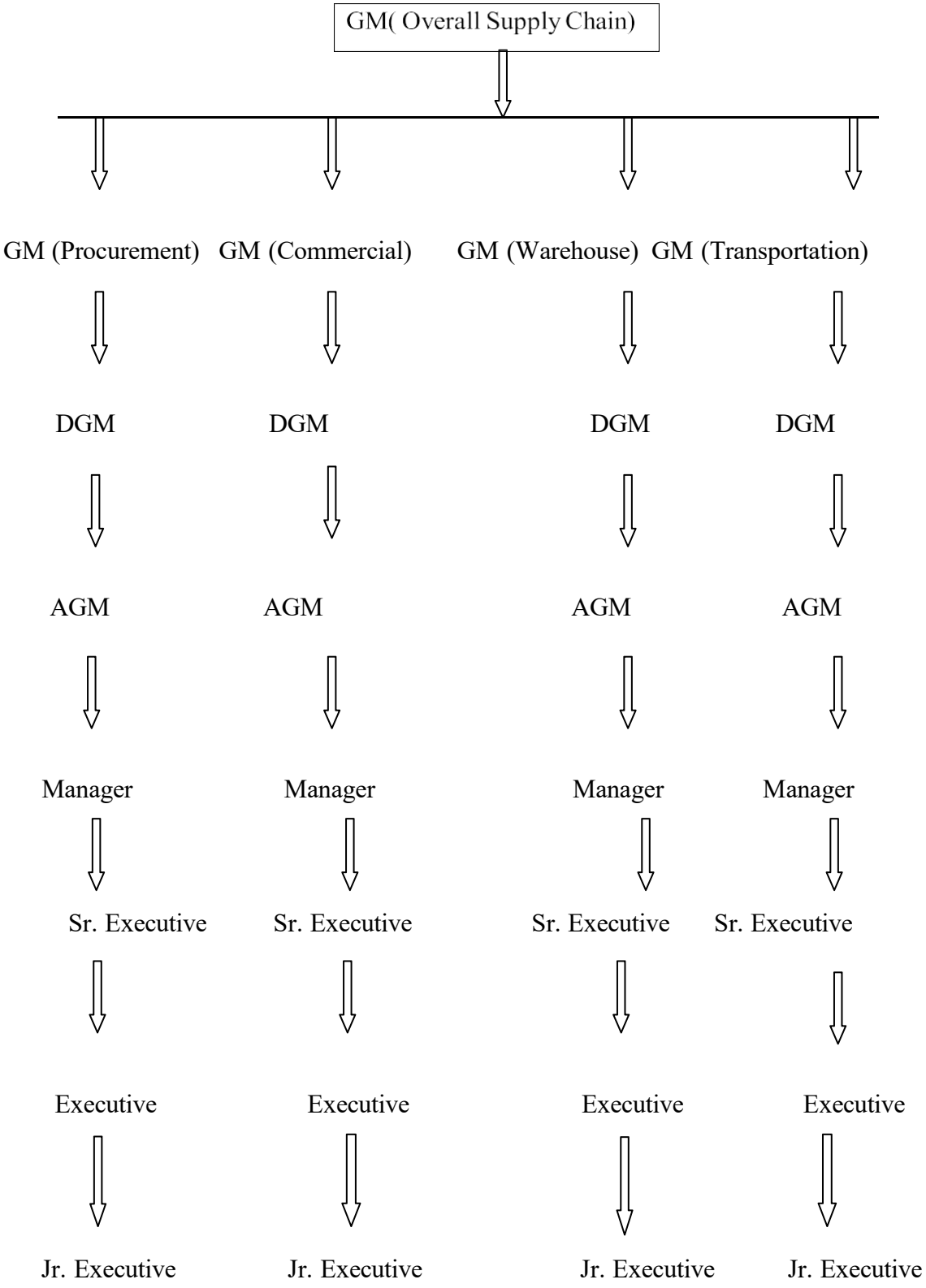
- Woven factories
- Washing Plant
- In house laboratories
- Denim Mills
- Spinning Mills

4.8 Operational System of Silken Sewing Ltd, Bangladesh

Starting with a single Garment manufacturing unit, today this group has emerged as one of the largest and thriving business conglomerates in Bangladesh. Silken Sewing Ltd now consists of Garments, Textile, Freight Forwarding, Information Technology and Computer Systems operations. Mr. Ahmed is a self-motivated person with strong principles. Under his dynamic leadership and farsightedness, Silken Sewing Ltd Group received national trophies in business sector for 3 times. In 2008, for the first time SILKEN SEWING LTD was awarded the "PRESIDENT'S EXPORT TROPHY".

EXPORT TROPHY". There are various company under this parents company all over the country and all the companies are run through visionary leadership of Anamul Haque. The center operational unit of all the businesses is corporate office that is located in Dhaka in the name of Silken Sewing Ltd Tower (15 storied building), Panthapath, Dhaka-1205, Bangladesh. For the operational facilities, every business has different types of department and section like marketing & merchandising, supply chain, Finance, HRM, Administration, safety & security, maintenance and so on.

4.9 Organogram of Supply chain Management Department of Silken Sewing Ltd. Bangladesh.



- MTO (Freshers who learn different parts of supply chain)
- QC (Check all the materials)
- Loader/Worke

4.10 Supply Chain Strategy

4.10.1 Introduction

As the business gets more competitive, with compliance needs getting stringent, a reliable integrated setup is important to meet international expectations and many big groups have invested in textiles to reduce dependency on imported fabrics and have a better control over the supply chain. Silken Sewing Ltd is among the handful of companies who have been able to successfully complete this transition from apparel to fabric manufacturer. Silken Sewing Ltd business as a customer satisfying process and aims to be the market leader through excellence in product quality, offering high value added diversified products, formulating customer friendly service policy and providing one stop solution for our business partners to get high quality denim fabrics and garments.

Some supply chain strategies of Silken Sewing Ltd

1. Place buffers along the supply chain

Strategically placing buffers can help organizations absorb the impact of unexpected delays. There are three types of buffers they implement along the supply chain:

- Inventory: They keep safety stock or buffer stock to protect against delays or demand surges (this is the most common buffer since inventory can be easily tracked and controlled in real-time with inventory management software).
- Time Buffer: Materials arrive before demand to protect an upstream or downstream process or delivery point.
- Capacity Buffer: Leverage underutilized space like warehouses or production facilities.

2. Diversify its manufacturing and sourcing network

As supply chain disruptions have intensified over the past decade, procurement directors are realizing relying on a single source to get products is risky. Diversifying its network (also called multi sourcing) starts with categorizing partners based on two criteria: current cost and financial impact if that partner can't follow through in the event of unforeseen circumstances. Then, you can forge relationships with additional suppliers or a supplier that has capabilities in multiple locations.

Accurate demand forecasting improves lead times, cuts costs, and improves customer satisfaction. Think of it like your weather app: if there's a chance of rain, you know to pack an umbrella and dry clothes. Is it more stuff to carry? Sure, but you'd be upset if you ignored the forecast and got soaked. There are numerous methods to predict demand, like surveying customers, monitoring social media, reviewing historical data and trends, or soliciting advice from a consultant.

3. Standardize its processes

The more consistent you keep your supply chain operations, the more dependable it will be. This is especially true for organizations whose suppliers and manufacturers are scattered across the world. Templates for platforms, products, and plants enable seamless production and adherence to compliance regulations. For example, they use in their industry common vehicle platforms to harmonize their supply chain strategy

4.10.2 Different parts/elements of supply chain and its roles & functions in Silken Sewing Ltd. Bangladesh.

Commercial: The commercial department plays a vital role in smooth import and export documentation processing in the garments industry, directly involving importing raw materials and exporting finished goods. They work with banks, government authorities, and customs offices for the smooth supply chain of raw materials and finished goods. The role and importance of the commercial department are more important than any other department in the garments industry because if any task is delayed by them, the whole import and export system will be impacted.

Roles & functions:

(I) Export Promotion Bureau Work like: "Certificate of Origin (C.O.), Visa Commercial Invoice, Quota issue, SAPTA Certificate, Mexico Certificate, GSP, Metropolitan/Dhaka Chamber (C.O.), etc.

(II) Banking work like: Master/Export L/C Collection, Master/Export L/C lien to Bank, L/C Transfer to another party, BTB L/C open and its Amendment, Import Doc's Collect from Bank and Endorsement, Letter of Guarantee/Bank Guarantee for release the Import consignment, Document Purchase for fund, Export Documents submit for payment realization, Bank Bill/Reference Number taken, DHL/FedEx courier Number/Receipt collect, Follow up about Proceed Realization, Import Bill Acceptance & give the maturity date, Payment of BTB LC at maturity, Local Agent Commission Paid, miscellaneous certificate collect, PRC, Bank loan adjustment duly, Bank statement & Voucher collect, renewal & extension of Bank Liability & sanction and so on.

(III) BGMEA work like: Fabrics and Accessories Utilization Declaration and its Amendment work, Balance Fabrics/Raw material Adjustment, Export Order for export the Stock Lot or Un exported Goods, UD certificate collect, BGMEA Certificate collect for "Free of Cost" goods Import, Sample Pass Book renewal for sample goods import, BGMEA License Renewal, Auto-Renewal of Bond License, all types of BGMEA Certificate as needs, yearly member's ID renewal and so on.

Roles & functions:

(i) Sourcing: It starts by qualifying suppliers before initiating negotiations. The collection and monitoring of supplier data are streamlined to ensure that suppliers comply with corporate policies.

(ii) Negotiation: Procurement professionals with their skills to negotiate should be able to negotiate the best deal for the company. They should procure the highest quality product from the suppliers at the best possible price.

(iii) Contracting: Procurement professionals after evaluating supplier bids based on price, quality and value, offer the contract award to the best supplier by taking into consideration the unique business requirements of the organization which is in accordance with company standards, industry regulations and client expectations.

(iv) Monitoring of suppliers' performance: Procurement professionals must monitor contracts to ensure suppliers perform well in terms of delivery of goods and pricing. It should generate and track purchase orders. It should see that there is timely delivery of materials from vendors and are of expected quality, otherwise, it

would affect the complete production chain. The promised deliveries by the vendors should be tracked to see if the invoices are approved and paid in a timely manner. It must also keep track of all goods and services ordered and received and maintain inventory records accurately along with details on performance, delivery, and pricing.

(v) Compliance with business policies: The procurement department must ensure that all its purchases are in compliance with the organization's policies. Before purchasing, It needs to look into the organization's protocol to ensure that it complies with the budget approval. This will effectively help the organization to stay efficient with its costs.

4.10.3 Technological Trends, Innovations & Advancements in Supply Chain Management & Silken Sewing Ltd.'s current scenario

Staying competitive in supply chain management requires adopting the most advanced technology. Mary Long, director of the Supply Chain Forum, says, "It takes an understanding in knowing what to go after to create supply chain efficiencies."

Big data: Massive amounts of data are generated every single day. Each minute, 4.5 million searches are entered in Google, 18.1 million text messages are delivered, and 188 million emails are sent. Mobile devices such as wearable's, smartphones, and tablets generate a significant amount of the total data usage each day.

Robotics and the supply chain: what we found the joint-most popular response, with 31% of responses, said that yes, robotics is already a key part of their supply chain management strategy. The other joint-most popular response, also 31%, said that they had not yet made robotics a part of their strategy, but that they were interested.

Automated Guided Vehicles (AGVs): Automated guided vehicles help to transport materials, supplies, and inventory within warehouse facilities. AGVs are used in operations to replace manually-driven forklifts or pick carts.

RFID & Barcode: RFID (Radio Frequency Identification) and barcode technologies are both used for tracking and managing inventory, but they work in different ways. A barcode is a series of vertical lines of varying widths and spaces that represent numbers or letters. Barcodes are scanned with a barcode scanner, which reads the code and translates it into a number or letter that is associated with a product or item. Barcodes are widely used because they are simple, inexpensive, and easy to use.

4.10.4 Challenges of Silken Sewing Ltd to adopt Advance technology in Supply Chain Management

Advanced technology in supply chain management brings numerous benefits but also poses several challenges. While the capability advantages of emerging technologies in supply chain control are gigantic, there are challenges to overcome. Organizations need to cope with information privacy, safety, and interoperability concerns while imposing technologies like IoT, blockchain and cloud computing. Integrating new technology into present structures and processes requires cautious planning and trade management. Evaluating the cost-gain analysis, ensuring scalability, and training peers Case Studies: Real-international Examples of Successful Implementations is crucial. Challenges in adopting rising technologies consist of facts, privacy and safety concerns, interoperability problems, and integration with existing structures, fee concerns, and the want for worker training.

Here are a few challenges of Silken Sewing Ltd given below:

Network complexity

With more nodes and links in a network, supply chain becomes more complex. As companies are reliant on external suppliers for goods and services and these suppliers depend on other suppliers. There is a strong likelihood that the companies don't have complete visibility of the network and thus there is a potential for unexpected disruptions to the supply chain in these extended networks.

Process Complexity

Every supply chain model of an organization has numerous processes and these processes are internal to the firm as well as those processes managed by upstream and downstream partners. Thus, leading to complexity in the supply chain.

Product complexity: Product complexity can arise because the number of components or subassemblies is high, or because there is little commonality across the Bills of Material for different products. The less the commonality at the Bill of Material level the less is the flexibility to vary product mix or volume.

Customer Complexity: Too many non-standard service options or customized solutions increases the costs of serving different customers significantly. Supplier Complexity: The size of the supplier base can add to supply chain complexity by increasing the number of relationships that need to be managed along with increasing total transaction costs.

4.10.5 Prospects of Advance technology in Supply Chain Management of Silken Sewing Ltd. Bangladesh

Advance technology has revolutionized supply chain management by enhancing visibility, automation, and efficiency. Technologies like IoT, AI, blockchain, and data analytics optimize inventory management, enable predictive maintenance, improve logistics, and foster transparent, secure transactions. They streamline operations, reduce costs, mitigate risks, and enhance customer satisfaction, shaping a more agile and responsive supply chain ecosystem. The field of delivery chain control will continue to witness advancements in emerging technologies. Integration of technologies like AI, IoT, blockchain, and robotics occurs more regularly, permitting cease-to-stop visibility, automation, and optimization. Additionally, the emergence of 5G networks will further beautify connectivity and allow actual-time data exchange throughout the delivery chain.

SWOT Analysis

In the ever-evolving landscape of business, supply chain operations have emerged as a critical driver of success. A well-orchestrated supply chain not only ensures the efficient flow of goods but also contributes significantly to a company's competitive advantage. Before delving into the logistics process, it is essential to conduct a thorough SWOT analysis to understand the strengths, weaknesses, opportunities, and threats that can impact strategic supply chain operations of Silken Sewing Ltd.

Strengths (S)

The best run supply chains are built on matching the company’s inventory management practices with its business model. The goal is to ensure that the supply chain is seamlessly structured so that the impact of delays are minimized at all times.

Some examples of their opportunities:

Efficiency and Cost Savings: An optimized supply chain reduces operational costs, leading to improved profitability.

Buyer Satisfaction: A streamlined supply chain ensures that products reach customers on time, enhancing their satisfaction and loyalty.

Sustainability: Eco-friendly practices in the supply chain can bolster a company's image and appeal to environmentally conscious consumers.

Weaknesses (W)

Silken Sewing Ltd's weaknesses within its supply chain aren't hard to spot. They have a fairly easy time identifying what needs to be addressed. When looking at their company's weaknesses, they make sure they have first addressed that aforementioned question as to whether their company has matched its inventory strategy to its business model.

Most of the weaknesses are linked to running the wrong supply chain approach. In other instances, weaknesses are prevalent when businesses lack the purchasing power to drive down costs. Still, sometimes companies don't capitalize on their purchase volumes and instead, fragment those volumes with poor order planning. Some examples of their opportunities:

Complexity: Supply chains can become overly complex, making them difficult to manage efficiently.

Dependency on Suppliers: Relying on a limited number of suppliers can pose risks in case of disruptions or quality issues.

Inadequate Technology: Outdated technology and tools can hinder the ability to adapt to changing market conditions.

Human Error: Supply chains are often vulnerable to errors, which can result in delays and increased costs.

Opportunities (O)

Think of opportunities that can help improve the Silken Sewing Ltd's supply chain. These can relate to new vendors entering the market, an extension of credit terms, or an increase in existing credit limits. Silken Sewing Ltd use their added volumes from new business in order to lower costs and enact new strategies. In essence, the additional volumes provide the impetus to move forward with new cost reduction initiatives.

Global Expansion: Entering new markets can open up opportunities for growth, provided the supply chain can adapt to international requirements.

E-commerce Growth: The boom in e-commerce presents opportunities for companies to expand their online presence and delivery capabilities.

Threats (T)

The threats portion of the SWOT analysis must focus on the current and future threats to the Silken Sewing Ltd's supply chain. This analysis focus on any decisions made by vendors that could pose problems to the company's supply of materials and parts. In addition, these threats could come from the market or

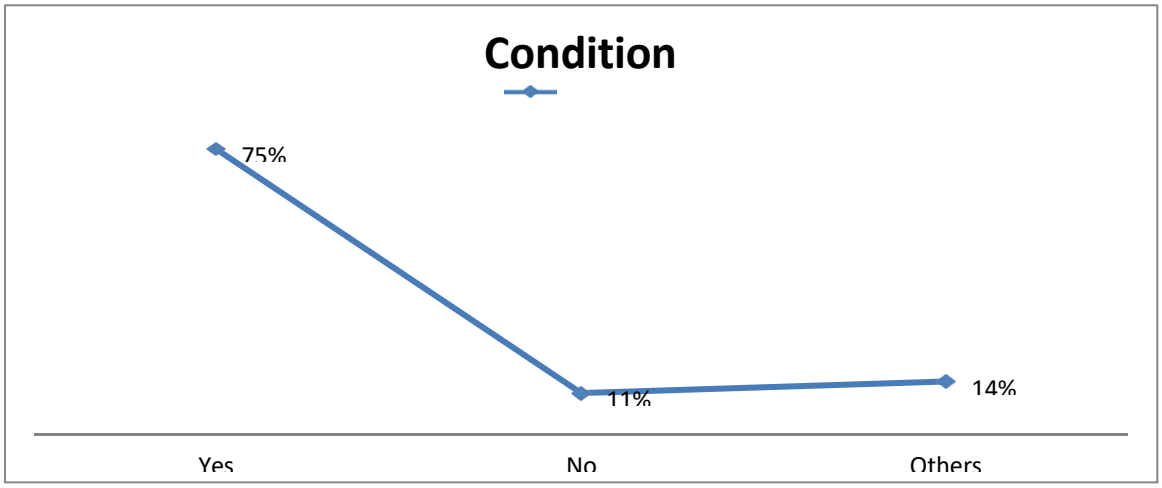
industry itself. For instance, it's not uncommon for companies to suddenly encounter payment issues and cash flow problems, simply because of a downturn in the economy. Not being paid on time forces companies to be late themselves.

Disruptions: Natural disasters, geopolitical conflicts, and other unforeseen events can disrupt the supply chain.

Regulatory Changes: Changes in trade regulations and compliance requirements can pose challenges to international supply chains.

Cyber security Risks: As supply chains become more digitally connected, they become susceptible to cyber-attacks.

CHAPTER 5: DATA ANALYSIS, RESULT & DISCUSSION

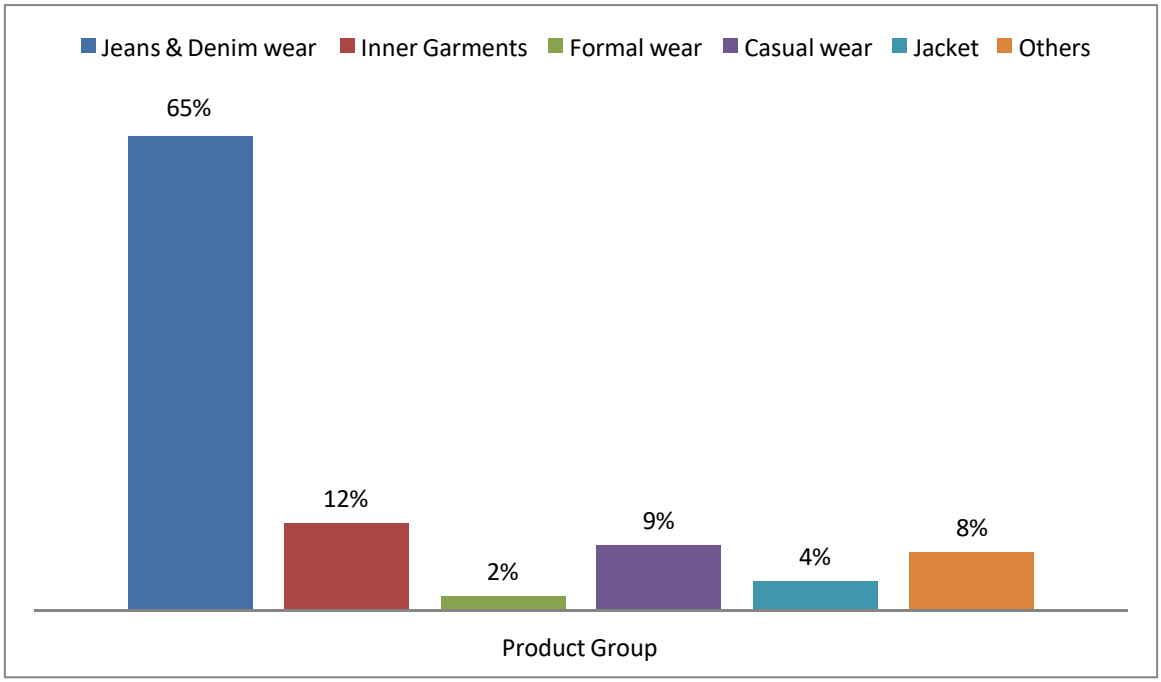


Interpretation:

It is found that most of the 75% respondents answer yes about intention of purchase high priced product of Silken Sewing Ltd where comparatively low prices products are available and 11% respondents don't purchase high priced product. Rest of the 14% respondent's opinion about product quality should be maintained and price will be the less than that of high price product.

Analysis on Q.07: The Favorite type of product supplies of Silken Sewing Ltd.

SL No	Product Group	Frequency	Percentage	Majority
1	Jeans & Denim wear	65	65%	Jeans & Denim Wear
2	Inner Garments	12	12%	
3	Formal wear	2	2%	
4	Casual wear	9	9%	
5	Jacket	4	4%	
6	Others	8	8%	



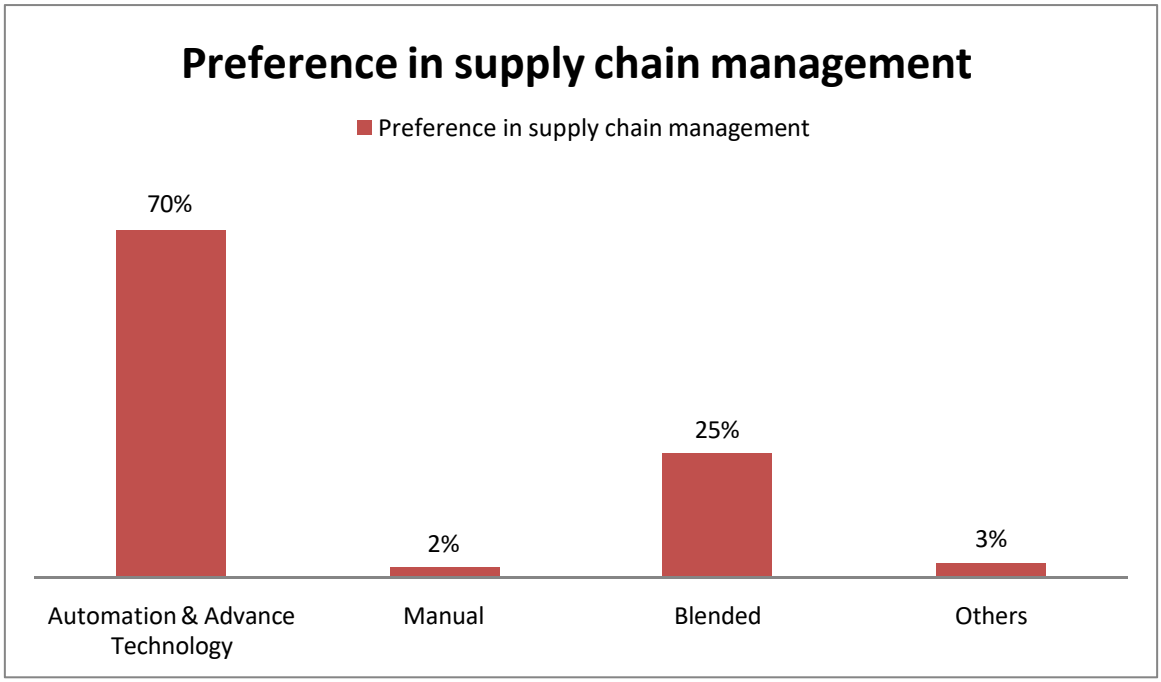
Interpretation

It is found that most of the 65% respondents respond that the Silken Sewing Ltd. supply to the buyer most favorite type of product Jeans & Denim wear 65% & others are 35%.

Analysis on Q. 08: Preference in supply chain management.

Table 08: Preference in supply chain management.

SL No	Procedure	Respondents	Percentage	Majority
1	Automation & Advance Technology	70	70%	Automation & Advance Technology
2	Manual	2	2%	
3	Blended	25	25%	
4	Others	3	3%	



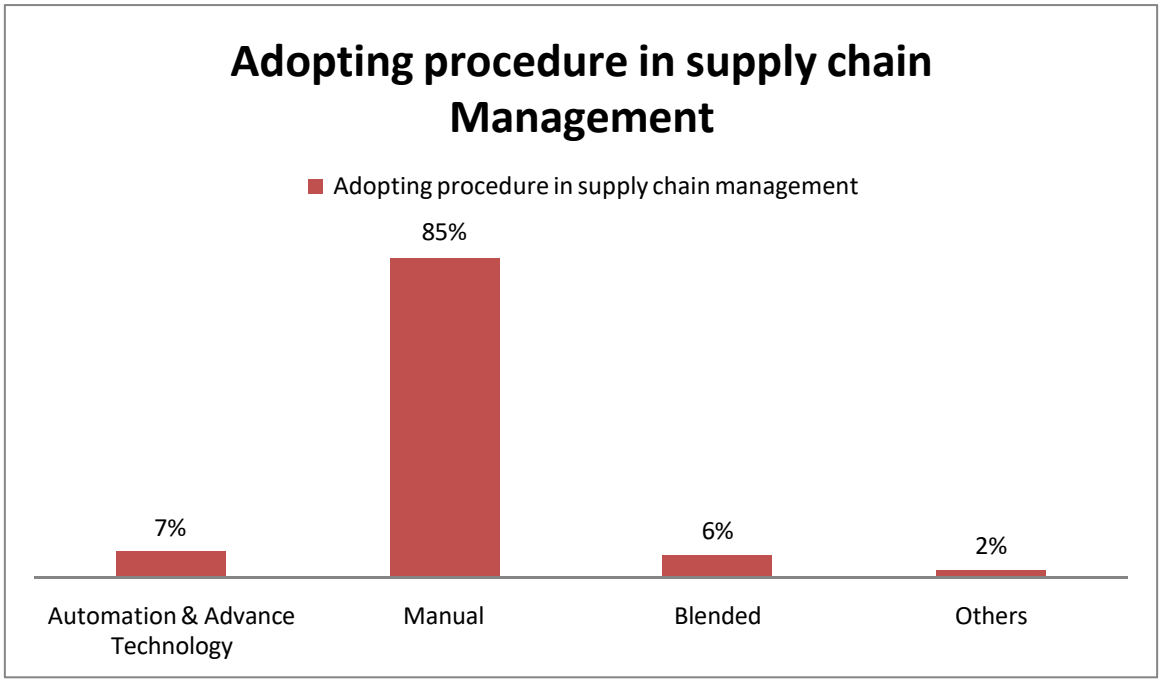
Interpretation

In the preference procedures category of respondents, the percentages of preference procedures are: Automation & Advance Technology 70%, Manual 2%, Blended 25 % and others 3%.

Analysis on Q. 09: Adopting procedure in supply chain management.

Table 09: Adopting procedure in supply chain management.

SL No	Procedure	Respondents	Percentage	Majority
1	Automation & Advance technology	7	7%	
2	Manual	85	85%	Manual
3	Blended	6	6%	
4	Others	2	2%	

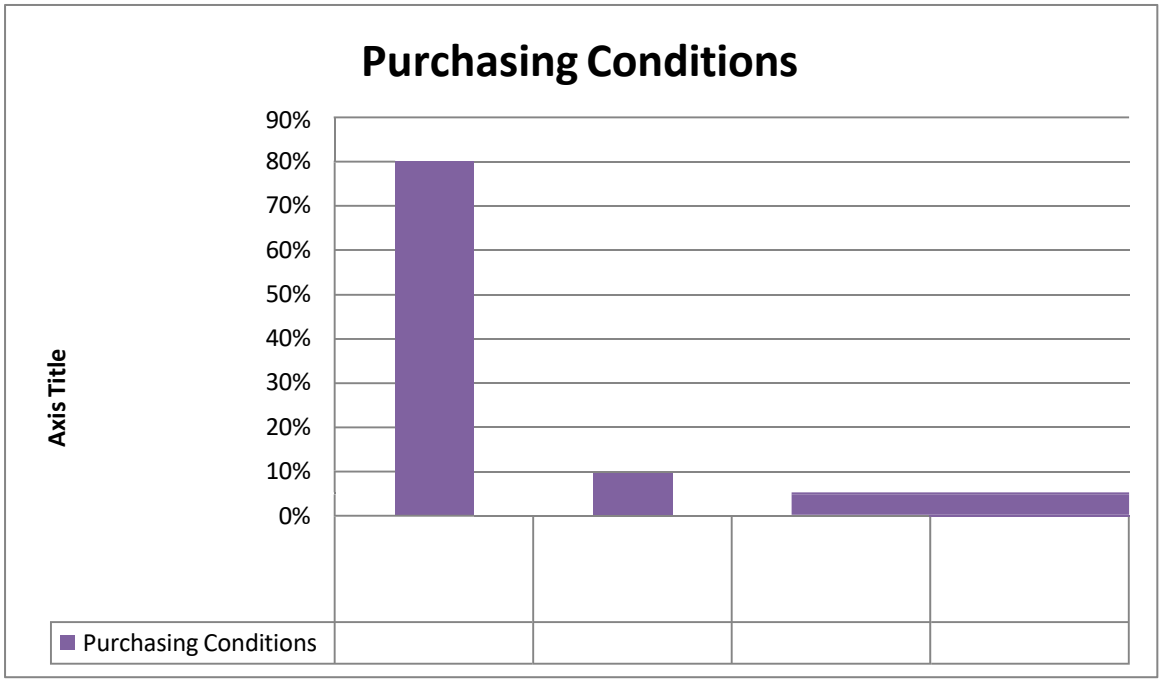


Interpretation: In the adopted procedures category of respondents, the percentages are: Automation & Advance technology 7%, Manual 85%, Blended 6 % and others 2%. That means most of the tasks are performed manually in Silken Sewing Ltd Group, Bangladesh.

Analysis on Q. 10: Purchasing conditions of Silken Sewing Ltd.

Table 10: Purchasing Conditions of Silken Sewing Ltd.

SL No	Conditions	Respondents	Percentage	Majority
1	When earlier stock almost finished	81	81%	When earlier stock almost finished
2	When stock is finished	8	8%	
3	On date of your daily shopping	2	2%	
4	On date of weekly procurement	5	5%	
5	Others	4	4%	



Interpretation: It is found that the purchasing conditions of Silken Sewing Ltd are: When earlier stock almost finished 81%, When stock is finished 8%, on date of the daily shopping 2%, on date of weekly procurement 5% and others 4%.

CHAPTER 6: FINDINGS & RECOMMENDATIONS

6.1FINDINGS

The findings of the research work have been summarized as follows.

The overall results obtained from this study have facilitated to draw the following analysis of findings: Silken Sewing Ltd.'s supply chain management involves various areas that revolve around efficiency, cost reduction and buyer satisfaction. Some key findings might include the importance of collaboration among supply chain partners, stakeholders, the impact of technology, advancement of technology on optimization, the significance of sustainable practices and the need for flexibility to adapt to changing market demands. Its field where continual research leads to insights on streamlining operations, reducing lead times, managing inventory and enhancing overall performance.

The present study carried out a survey among suppliers, buyers and management of Silken Sewing Ltd as well as the primary sources of problems and prospects of them. For secrecy of the company secondary data are not available as a result of which the present situation could not be compare with the previous situation. Through collection of primary data, analysis of data collected against questionnaire sources, setting assumptions and testing those assumptions, the findings were attained for the study problems and prospects of Silken Sewing Ltd. in Bangladesh. It is worth to be mentioned here that since all data were finally analyzed through testing of hypothesis, the outcome of these have governed the findings as indicated below:

1. In the business category of respondents, the percentages of business or supplies are: Fabrics 45%; Button 4%, Zippers 16%, Thread 20% and others 15%.
2. In the department category of respondents, the percentages of departments are: Supply Chain (Overall) 34%; Commercial 20%; Warehouse 6 %, Transportation & distribution 15%,
3. Procurement 11% and others 14%.
4. Supplier channel of Silken Sewing Ltd Group has found that 80% suppliers are foreign and only 20% are local. That means most of the raw materials are procured from outside of Bangladesh.
5. Buyer channel of Silken Sewing Ltd are found that 100% Buyers are foreign and there is no local Buyer. That means majority -Foreign. And it is 100% export oriented company.
6. It is found that most of the 75% respondents answer yes about intention of

purchase high priced product of Silken Sewing Ltd where comparatively low prices products are available and 11% respondents don't purchase high priced product. Rest of the 14% respondent's opinion about product quality should be maintained and price will be the less than that of high price product.

7. It is found that most of the 65% respondents respond that the Silken Sewing Ltd Group supply to the buyer most favorite type of product Jeans & Denim wear 65 % & others are 35%.

8. The respondents respond that 60% stakeholders are satisfied with the current procedure of supply chain management of Silken Sewing Ltd and others 40 % are not satisfied with current procedure.

9. It is found that the Silken Sewing Ltd fulfill their demand of raw materials 50% from internal sources, 42% from external sources and other sources are 8%.

10. Silken Sewing Ltd is facing a lot of challenges for technological advancement in supply chain management due to lack of skill manpower.

These findings finally interprets in the situation of Silken Sewing Ltd Supply chain problem and prospect of in Bangladesh which would be helpful for company's decision making through preventive correction measure for smooth business operation in the long run. Because suppliers and buyers preferences are changing and becoming highly diversified. However, the organization is needed to undertake some of the development as suggested in the recommendations chapter.

The study carried out only for academic purposes which might be helpful for the organization's decision making. Yet, further investigation needs to understand the full range of benefits of supply chain practices of Silken Sewing Ltd in Bangladesh

Recommendations

The study made a number of investigations and thereby made analysis from the data received. As a result, some of the recommendations are found to be useful for the purpose of supply chain practices of Silken Sewing Ltd in Bangladesh. These are formulated in the academic pattern, but will have at least some impact on the part of designing activities of Silken Sewing Ltd supply chain operation in Bangladesh. A chain is as strong as all of its rings are. Similarly, a chain is as weak as one of its rings. For example, one single ring is more than enough to make the whole chain dysfunctional. The RMG sector in our country has so far been witnessing very clear price competitiveness. The minimum wage in our country is still the lowest among our competitors. But our lead time is under pressure. Cheap labor does not help, if the workers are not efficient. The supply of a small quantity with many styles within a short time is not possible without a functional supply chain system. Reducing the dependence for materials on other countries and elimination of middle men are vital to make the chain strong. Without proper management of the supply chain, only wage competitiveness cannot ensure sustainable business. So, for the sake of the sector, we have no alternative but to make the SCM effective. In RMG supply chain, meeting lead-time, quality standard and buyer's specification are very important. Failure to comply with these requirements creates buyers dissatisfaction and cancellation of order. RMG products are sensitive to design, color and use of accessories. The manufacturers need to submit samples for buyer's approval before producing in a bulk quantity. If the size, color, design and other specifications are approved by the buyers, operation is started for bulk production. Sometimes, buyers reject some batches of products because of non-conformity of sample with bulk. It's a huge economic loss and loss of reputation of the company. Moreover, buyers set a fixed lead time and within this time the manufacturers need to procure, produce and deliver the finished products. If there is any deviation buyers are dissatisfied and may even reject the shipment. Therefore, the following are the recommendations that the decision makers and planners of Silken Sewing Ltd as well as RMG sector may consider as fruitful:

1. The SCM process in RMG sector is scattered in perspective of Bangladesh which is lagging behind in the global competition. To be more efficient in the Global apparel industry Bangladesh have to maintain standard SCM procedures.
2. Subsequent, Silken Sewing Ltd requirements to get better the factory working environment and various social matters related to the RMG industry. International buyers are very scrupulous about compliance with codes of conduct (Wal-Mart is

clearly ahead to SCM generation for an example).

3. Thirdly, issues associated to product and market diversification as well as advancement products desires to be addressed with extraordinary heed which is ensuring by SCM in a scattered manner.
4. Direct marketing and elimination of middle men/buying house can help establish an effective supply chain system. It is very difficult to make a combined and coordinated system among the interest groups involved at present. Miscommunication and misinformation at any point hamper the whole process.
5. The impact of political instability and workers' unrest destabilizing the SCM are another concern. Adaptation with changing technologies, undisrupted utility supplies, minimizing corruption, and elimination of bureaucratic tangles in customs, port management and other concerned government agencies can play a vital role in overcoming the challenges. Without combined efforts and firm commitment from all concerned, a performance-based supply chain system is not possible.
6. Silken Sewing Ltd is lacking the correct supply chain management know-how as the country has an acute shortage of people who understand the complex nature of supply chain management.
7. Silken Sewing Ltd need to start working together with all the supply chain partners, as the landscape of low cost sourcing countries is about to change. Buyers in the future would be more interested in total cost of ownership (TCO) rather than just the unit price.
8. To cut the lead time the sector needs to improve the SCM system. A buyer wants everything ready and instantly. Instead of the traditional system, now online costing and orders are now common. In the traditional system it required 120 days in case of solid fabrics and 150 days for yarn dyed. Now a factory is having 60-75 days and 90-120 days respectively. In the case of composite knit garment, a factory keeps the fabrics ready in the grey condition.

CHAPTER 7: CONCLUSION

Before conclusion and solicit recommendations it is worth mentioning here that the study has been made completely for an academic requirement with minimum numbers of samples from the total population As such, these cannot be over-enthusiastically concluded that whatever outcome and finding have come out is fully dependable for the whole process Since it is based on very small size and therefore there exist definitely some limitations However the effort that was made, will definitely point out some of the major issues of the RMG sector of Bangladesh. Therefore, in case of wider commercial practice, further detail is expected with larger and representative sample size.

This study addresses a descriptive study on the current scenario of Garments industry in Bangladesh. This paper demonstrates above mentioned scenario in terms of supply chain management (SCM). The Garments industry, an important segment in Bangladesh's manufacturing industry, play a critical role in its economic development. The RMG sector fulfils almost cent percent domestic demand apart from the fulfilling the external demand of clothing and apparels to a large extent in Bangladesh. The Textile industry is a long chain including raw materials production, complement production, clothing production and so on. SCM concept is made possible as a conventional management tool for all manufactures are to strive to improve their product quality.

This research developed based on the secondary data, including online databases, journals, review papers, etc. The effective SCM of Garments industry include lower inventories, lower costs, higher productivity, greater productivity, greater agility shorter lead times, higher profits and greater customer loyalty. This paper encompasses the constraints of textile industry in Bangladesh, including ineffective communication, invisibility of SCM, long lead time, etc. which would unlock further research to develop this sector. The necessary data was collected by interview through structures questionnaires. Statistical methods were used along qualitative analysis procedure to implement the study in line with the determined objectives. It is definitely a tedious job to conduct the overall study, make analysis and resolve findings for conclusion. These were done with honest approach under the guideline of the Faculty Guide.

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