Thesis Report
on
Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd.

Submitted by

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Letter of Transmittal

April 28, 2025
Sharmila Sikder
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Subject: **Submission of thesis report on 'Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd'.**

Dear Madam,

It is my pleasure to submit the thesis paper on 'Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd'. I think that this thesis paper is really essential for the fulfillment of my MBA degree. The thesis Paper was a valuable experience for me. I found my work challenging and interesting.

I have tried my level best to follow the guidelines of yours. The whole experience of this report enables me to get an insight into the real-life solution of 'Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd'.

Sincerely yours,

Md. Tariqul Islam Shourov
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Student's Declaration

I hereby solemnly declare that the work presented in this thesis paper entitle 'Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd' has been carried out by reformer supervision of Sharmila Sikder, Assistant Professor, Department of Business Administration, Sonargaon University. I also declare that it has not been previously submitted as a whole for any other degrees at Sonargaon University or other institution.

Md. Tariqul Islam Shourov
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Letter of Authorization

Certified that this project report titled "Supply Chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd' is the Bonafide work of Md. Tariqul Islam Shourov, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part other project report or Thesis on the basis of which a degree or award was conference on the earlier occasion on this or any other candidate.

_____

Sharmila Sikder
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Abstract

Bangladesh is one the most celebrated country for the ready-made garments in the world's apparel manufacturing dome. They handle world-class buyers at present. Labor costs are fast increasing day by day in Bangladesh and other Asian countries. To retain the competitiveness, Asian Apparel industry will have to pay increased attention to productivity improvements. Garments manufacturers usually work with a short vision of the demand to come in the following months. So, they want to borrow as little as possible while still making a good profit at the end of the year. Many researchers have proposed some initiative to improve productivity in the Garments.

Supply Chain Management can broadly be referred to as needs, drives or impulse within an organization. In order to enhance productivity, employers of laborer in apparel industry are always anxious about the way of consumption & costing. That is why fact that the survival of the apparel industry vastly relies on elevated rate of productivity.

In this paper, a production flow diagram is shown to alleviate processing time and to deliver their components into subsequent department in time of FCI (BD) Limited. This way of production flow makes their productivity superior. We discuss, furthermore identification of non-smooth flow related problem and it remedies through data collection and analysis. We also have developed the model for smooth flow of production and implemented, which increase 17 % production than previous situation with the same resource's utilization and at the same working hours of FCI (BD) Limited.

Table of Contents

Inner Page i
Letter of Transmittal ii
Student's Declaration iii
Letter of Authorization iv
Abstract v
Table of Contents……vi -viii

Chapter-01

Introduction

1.1 Background of the Study.....01
1.2 Significance of the Study.....01
1.3 Scope of the Study.....02
1.4 Objective of the Report..... 02
1.5 Methodology……..……02
1.5.1 Type of Research Design.....02
1 .5.2 Sources of Data.....02
1.5.3 Data Collection Procedure.....03
1.5.4 Population, Sampling and Sampling Unit.....03
1.5.5 Sample Design.....03
1.5.6 Data Analysis 03
1.6 Limitations of the Report 04

Chapter-02

Literature Review

2.1 Effective Supply chain Management 06-07
2.2 Characteristics of supply chain Management.....08-09
2.3 Key Trends in supply chain management.....09-10
2.4 Drivers of supply chain performances.....10-12
2.5 Customer Relationship management.....12
2.6Customer center Channel.....13
2.7 Order Management.....13

2.8 Importance of Forecasts.....13
2.9 Characteristic of Forecasts.....14
2.10 Forecasting Method.....14
2.11 Measures of forecast errors.....14
2.12 Sales and planning operations in supply and demand in supply chain……..…….....15
2.13 Managing Demands.....15-16
2.14 Implementing sales and operations planning in practices.....16-17
2.15 Planning for location and size of warehouse & inventory management……..…..…17
2.16 Basic principles of warehouse and inventory management.....17
2.17 Space layout for warehouse.....18-19
2.18 Picking, packing and shipping of actual order.....20
2.19 Export Formalities.....20-21
2.20 Import Formalities.....21
2.21 Supplier Relationship Management……..……22

Chapter-03

Company Profile

3.1 Background and History.....24
3.2 Mission.....24
3.3 Vision 24
3.4 Company Profile.....24-25
3.5 Quality policy of FCI (BD) Ltd 25-26
3.6 Swot Analysis..... 27
3.7 Rivalry Five Forces Models..... 28
3.8 FCI (BD) Ltd Approach 29
3.9 FCI (BD) Ltd. Commitment..... 29
3.10 Relationship with apparel Manufacturing 29
3.11 Company retailer and Partner..... 30
3.12 FCI Processes 30
3.14 Awards of FCI Group……..……...30
3.15 Product Category 31
3.16 Organizational Organogram..... 32

Chapter-04

Findings & Analysis

4.1 Findings.....34

4.1 Analysis……...….....34-36

Chapter-05

Recommendations & Conclusion

5.1 Recommendations 38

5.2 Conclusion.....38

Bibliography……...……39

References……40

Appendix: Questionaries……..…….....41-42

Chapter 1
Introduction

1.1 Background of the study

Now we are living in the age of competition at anything in any places. From that tendency recently Education is also in the age of competition. So, the procedures and standards of teaching are upgraded by different universities and institutions in our country. In respect to that, Thesis is mandatory for our MSCM program offered by Sonargaon University. This program is a partial fulfillment of our MSCM curriculum. To do so I decided to complete my thesis in FCI (BD) Ltd.

Under internship program each student has to prepare a report on a particular topic related with the organization. On the basis of my practical experience as well as theoretical knowledge, I have completed the report on **"Supply chain Management in Garments Industry in Bangladesh: A Case Study on FCI (BD) Ltd".** The main focuses of my study is to analysis about supply chain effectiveness which is very important in clothing manufacturing company.

1.2 Significance of the study

Knowledge and learning become perfect when it is associated with theory and practice. Without the practical knowledge theoretical knowledge is incomplete and it becomes very difficult to materialize. By Thesis program students can establish contacts and networking and Contacts may help to get a job in practical life. This program also provides the true practice taking place in the clothing industry. A poor country like Bangladesh has an overwhelming number of unemployed educated graduates. As they have no internship experience, they have not been able to gain normal professional experience of establish networking system, which is important in getting a job. Therefore, it is obvious that the significance of thesis is clearly justified as the crucial requirement of Two years MSCM graduation.

In today's world of globalization many clothing manufacturers are building strong supply chains to gain advantage over their competitors by offering the best value to their customers. The supply chain management has become very critical to manage risk, dynamism, and complexities of global sourcing. A totally integrated supply chain is required for the company to get gain the maximum benefits. This thesis program helps me in gathering knowledge about the supply chain management of clothing industry. It will also give me direction to run and lead business properly especially

handling supply chain of clothing manufacturing company.

1.3 Scope of the study

The report is based on Supply Chain Effectiveness of Clothing Industry. The scope of this report is limited to the company; most of the information comes through Supply Chain Department, Merchandising Department, Quality Department, Production Department.

1.4 Objectives of the Report

1. To identify the factors related to supply chain effectiveness.
2. To measure the effectiveness of the supply chain of FCI (BD) Ltd on the basis of the factors which can influence supply chain effectiveness.
3. To provide some recommendations for increasing supply chain effectiveness of the organization.

1.5 Methodology

In this article analysis has been conducted based on primary data to understand the concept of Garments Supply Chain system and the various roles aspects that they are involved in the successful in Garments industry. The data have been collected mainly from the depth interview on local expert, person to person survey, books, newspaper and websites.

1.5.1 Type of research design

This report is a descriptive type of research. The study is performed based on the information extracted from different sources collected by using a specific methodology.

1.5.2 Sources of data

To make the Report more meaningful and presentable, two sources of data and information have been used widely. They are Primary Data and Secondary Data.

- ✓ **Primary sources**: Primary sources of information are the employees and the suppliers of FCI (BD) Ltd.

- ✓ **Secondary sources:** Secondary sources of information are internet and books.

1.5.3 Data collection procedure

In order to prepare the report both primary and secondary data are needed.

- ✓ **Primary Data:** Primary data is collected by the questionnaire Survey on employees and suppliers. An In-depth interview method was used to collect data from two manager of FCI (BD) Ltd. for selecting the factors affecting supply chain effectiveness.
- ✓ **Secondary Data:** Secondary data is collected from the internet, Journal and books.

1.5.4 Population, Sampling and Sampling Unit

Population size is 135 employees who are directly related to supply chain system. Among 135 employees and suppliers, 40 persons are chosen for Questionnaire survey on the basis on non-probability convenience sampling procedure. Sampling unit consists of 2 senior merchandisers, 10 Assistant merchandisers, 10 trainee merchandisers, 3 production Officer, 2 commercial Managers, 6 quality controllers and 4 suppliers.

1.5.5 Sample design

This descriptive study covers the sample of 40 respondents. The pool of respondents consists of Senior Merchandisers, Assistant Merchandisers, Trainee Merchandisers, Quality Controllers, Commercial Officers and Suppliers of FCI (BD) Ltd. Non probability convenience sampling technique is used to select the sample. Questionnaire survey method is used to get response from respondents.

1.5.6 Data analysis

Likert's Scale is used in questionnaire for the analysis. The Assigned weight to the various alternatives is Strongly Agree =5, Agree =4, Neutral =3, Disagree =2, Strongly Disagree =1

Mean rating was used for the variables. To get at the mean of each table this formula was used-

Mean = $\overline{X} = \frac{\sum X}{\sum f}$

Where f = frequency of respondent

x= weight assigned to each alternative

Formula for calculation as used in the study is by multiplication of number of respondents under each option with the weight assigned to the option and summing up to divide by the total number of respondents in order to give the mean rating.

The decision rule is that the mean ($\overline{X}$) of the total response falls 4.5 to 5, it means 'Highly Effective, 3.5 to below 4.5 means 'Moderately Effective', 2.5 to below 3.5 means 'Marginally Effective', 2 to below 2.5 means 'Ineffective', 1 to below 2-point means 'Highly Ineffective'

1.6 Limitations of the Report

The major limitation for this report were-

1. Respondents might not give the accurate information.
2. Unfortunately, due to the company's limitations (business secrecy and confidentiality), it was not possible to acquire sufficient information.
3. Lack of experience of researcher.
4. Time was also a limitation. Gathering information during working was a tough job.

Chapter 02
Literature Review

2.1 Effective Supply chain management:

Effective Supply chain management (SCM) is the management of a network of interconnected businesses involved in the provision of product and service packages required by the end customers in a chain. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

Another definition is provided by the APICS Dictionary when it defines SCM as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally."

SCM draws heavily from the areas of operations management, logistics, procurement, information technology and strives for an integrated approach.

Common and accepted definitions of supply chain management are:

- Managing upstream and downstream value-added flow of materials, final goods and related information among suppliers; company; resellers; final consumers are supplying chain management.

- Supply chain management is the systematic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole (Mentzer *et al.*, 2001).

- Global supply chain forum - supply chain management is the integration of key business processes across the supply chain for the purpose of creating value for customers and stakeholders (Lambert, 2008).

- According to the Council of Supply Chain Management Professionals (CSCMP), supply chain management encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management. It also includes the crucial components of coordination and collaboration with channel partners, which can be

suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management.

- A literature review on supply chain management evolution Conference: The purpose of this paper is to create a better understanding of what Supply Chain Management (SCM) is how it has evolved and the factors that have influenced its evolution. Through examining the literature, this paper will highlight the evolution history of SCM and the factors that have affected it. According to this paper, the evolution history of SCM can be segmented into four stages: 1) the pre SCM stage, 2) the creation stage, 3) the integration stage and 4) the globalization stage. 14th International Scientific Conference on Economic and Social Development May 2016.

- Theories of supply chain management: a literature review International Journal of Innovative Social Science & Humanities Research. In the current competitive scenario supply chain management assumes a significant importance and calls for serious research attention, as companies are challenged with finding ways to meet ever-rising customer expectations at a manageable cost. While many studies in the area of supply chain management deal with providing conceptual definition of advancements in this area less attentions have been paid to identification and application of theories. ISSN: 2349-1876 (Print) | ISSN: 2454-1826 (Online)

- A systematic literature review of supply chain management practices and performance Part The study is a systematic literature review of current state of research on the dyadic relationship of supply chain management practices with supply chain performance measures published in empirical research articles in literature. Forty-three empirical research papers published in high quality Scopus and WoS indexed Journals between 2018 and 2022 were selected for this study through systematic approach for categorization and synthesis of findings on the subject. -02 2022 Materials Today proceedings.

- Supply Chain Risk Management: A Literature Review Risk management plays a vital role in effectively operating supply chains in the presence of a variety of uncertainties. In this

paper, we review and synthesize the extant literature in SCRM in the past decade in a comprehensive manner. The purpose of this paper is threefold. First, we present and categories SCRM research appearing between 2003 and 2013.

2.2 Characteristics of Supply Chain Management:

The definition of supply chain management (SCM) presented previously suggested a number of key factors and related characteristics that are the key to successful implementation. These key factors are inventory, cost, information, customer service and collaborative relationships.

1.Inventory

Managing the flow and level of inventory is a central focus of SCM and a major performance metric to success. In simplistic terms, the inventory level must be sufficient to provide acceptable customer service but low enough to minimize SCM costs.

To maintain the balance between supply of and demand for inventory stock, the supply chain requires integrated management to avoid duplication among members of the supply chain. Inventory visibility as it moves through the supply chain is necessary to reduce or eliminate uncertainty, which eliminates safety stocks. This includes visibility of inventory being held in warehouses and other storage facilities as well as inventory in transit.

Another important characteristic of effective inventory management is to attempt to pull it through the supply chain in response to demand as opposed to pushing out inventory in advance of demand, which tends to inflate inventory levels and lead to obsolete inventory and lower inventory turnover in conjunction with the outbound strategy, there is a complementary Just in Time (JIT).

2.Cost

Efficiency or lowering cost is an important objective of SCM. However, note that the focus has to be upon the cost at the end of the supply chain, which is in essence, the total cost or what is sometimes called the landed cost at the end of the pipeline. This means that the companies that are part of a supply chain need to be cognizant of what impact their approach and activities have upon their vendors and/or their customers.

3.Information

managing the information flow is a key factor for both efficiency and effectiveness in the supply chain. It must be in two directional flows to really maximize the potential of SCM. A key characteristic is sharing information up and down on the supply chain related to the flow and

demand requirements. If information is shared, it can be potentially available on a real time basis. If the information also has a high level of integrity and accuracy, then it will significantly reduce uncertainty, which in turn reduces safety stocks and obviously lowers inventory. As important as sharing real time information is to the successful management of supply chains.

4.Service

In the context of SCM, customer service is also a very important attribute of successful supply chains. In the final analysis, the success of today's global supply chains is the value that they add for their ultimate customers in terms of supply chain's landed cost/price and the related services that are provided. Information technology can play a significant role in facilitating customer service that provides the opportunity for a global supply chain to remain competitive and hopefully gain market share.

Customer service has 3 recognized levels from a supply chain and logistics perspective. The minimum level is reliable, on-time delivery and accurately filled orders. Customer service is required, namely adding value to customers. Many companies find that a relatively small percentage of their customers generate a significant share of their sales. These "A" customers require priority type service which an effective supply chain partner should be able to provide.

5.Relationships

Collaboration among supply chain partners is another important ingredient to supply chain success and to the ultimate goal of integration, that is operating the whole supply chain as if it were a single organization. The cooperative, collaborative approach is recognition to some extent of the characteristic already discussed. However, supply chain relationships need to incorporate more than shared information and a focus upon total supply chain cost. Collaboration in planning strategy and tactics among supply chain partners is also required. Most companies function in an environment where they attempt to minimize their own risk and maximize their own rewards, which that outcome are achieved at the expense of other companies. Therefore, a win-win situation is important to materialize the objective of collaborative strategies.

2.3 Key Trends in Supply Chain Management:

Changing business dynamics and intensifying competition have brought about new challenges for supply chain professionals. Globalization, shortened product lifecycles, stringent regulations and volatile markets have made effective supply chain management a prerequisite for business success and growth. So supply chain professionals are constantly assessing their supply chains to make sure that gaps are filled and inefficiencies corrected promptly.

1.More Emphasis on Visibility: Increasingly supply chain professionals are realizing the need for more visibility focus on offering analytics data that facilitate decision-making in supply chains. These solutions provide consolidated, real-time analytics and share them with relevant stake-holders, thereby making information more actionable.

2.Improved Responsiveness: Traditionally supply chains have been driven by forecasts, and supply of inventory has been based on predicted demand. However, this model does not work in the current dynamic market scenario. Manufacturers are now expected to be highly responsive to changing market demands.

3.Enhanced Collaboration & Communication: Globally distributed operations, outsourced manufacturing, and multiple regulatory standards necessitate better co-ordination and timely communication in supply chains. And these are crucial aspects in supply chain management today. So there is growing emphasis on the need for efficient collaboration and communication, to enable judicious decision-making. Hence supply chain solutions are also increasingly catering to this need.

4.Increased Use of Supply Chain Consulting: Manufacturers have realized that today's supply chains are highly dynamic in nature and therefore require dedicated time, and resources. Their vast experience helps in overcoming challenges and in making supply chains more flexible and responsive. Globalization of manufacturing has revolutionized economies worldwide. While low-cost regions are being used for manufacturing, they also pose a unique set of challenges which need to be addressed. Global supply chain models are susceptible to increased risks, lack of visibility, reduced control and collaboration. And the above-mentioned trends in supply chain management reveal that manufacturers are trying to overcome the limitations of global supply chain models in order to build seamless supply chains.

2.4Drivers of Supply Chain Performance

1.Facility: Facility is the actual physical locations in the supply chain network where product is stored, assembled or fabricated. The two major types of facilities are: Production sites(factories)Storage sites(warehouses)Factories can be built to accommodate one of two approaches to manufacturing: Product Focus: A factory that takes a product focus performs the range of different operations required to make a given product line from fabrication of different product parts to assembly of these parts. Functional focus: A functional focus approach concentrates on performing just a few operations such as only making a select group of parts or doing only assembly.

2.Warehousing: There are three main approaches to use in warehousing: Stock keeping unit (SKU) storage: In this approach all of a given type of product is stored together. Job lot storage: In this approach all the different products related to the needs of a certain type of customer or related to the needs of a particular job are stored together, large lots are t broken down into smaller lots. Smaller lots of different products are recombined according to the needs of the day and quickly loaded onto outbound trucks that deliver the product to their final destination. So, the fundamental trade-off that managers face when making facilities decision between the cost of the number, location & type of facilities (efficiency) & the level of responsiveness that these facilities provide the company's customer.

3.Inventory: Inventory encompasses all the raw materials, work in process, and finished goods within a supply chain. Changing inventory policies can dramatically alter the supply chain's efficiency & responsiveness. This inventory needed to satisfy demand for the product in the period between purchases of the product. If demand forecasting could be done with perfect accuracy, then the only inventory that would be needed would be cycle inventory.

4.Transportation: Transportation entails moving inventory from point to point in the supply chain. Transportation can take the form of many combinations of modes & routes, each with its own performance characteristics. There are six basic modes of transport that a company can choose from: Ship which is very cost efficient but also the slowest mode of transport. It is limited to use between locations that are situated nest to navigable waterways & facilities such as harbor & canals. Rails which is also very cost efficient but can be slow. Airplanes is a very fast mode of

transport and is very responsive. This mode is also very expensive mode & is somewhat limited by the availability of appropriate airport facilities.

5.Information: Information serves as the connection between various stages of a supply chain, allowing them to coordinate & maximize total supply chain profitability. It is also crucial to the daily operations of each stage in a supply chain. Available information is used to make tactical forecasts to guide the setting of monthly & quarterly production schedules & time table enabling technologies: many technologies exist to share & analyze information in the supply chain.

6.Souring: Sourcing is the set of business processes required to purchase goods & services. Managers must first decide which tasks will be outsourced & those that will be performed within the firm. Components of sourcing decisions In-House or outsource: The most significant sourcing decision for a firm is whether to perform a task in-house or outsource it to a third party. This decision should be driven in part by its impact on the total supply chain profitability.

7.Pricing: Pricing determines how much a firm will charge for goods & services that it makes available in the supply chain. Pricing affects the behavior of the buyer of the good or services, thus affecting supply chain performance. This directly affects the supply chain in terms of the level of responsiveness required as well as the demand profile that the supply chain attempts to serve. Pricing is also a lever that can be used to match supply & demand. Components of Pricing Decisions: Fixed Price versus Menu pricing: A firm must decide whether it will charge a fixed price for its supply chain activities or have a menu with prices that vary with some other attribute, such as response time or location of delivery. Everyday low pricing versus High-Low pricing

2.5 Customer relationship management:

The purpose of FCI (BD) Ltd is to identify, attract, and building relationship with customers and to facilitate the transmission and tracking of orders.

Customer service Centre is a centralized office used for the purpose of receiving or transmitting a large volume of requests by telephone. An inbound call Centre is operated by a company to administer incoming product support or information inquiries from consumers. Outbound call centers are operated for telemarketing, solicitation of charitable or political donations, debt

collection and market research .It is generally a part of company's customer relationship management (CRM). Today, customers contact companies by telephone, email, online chat, fax, and instant message.

2.6 Customer Center channel

Service provides high-quality support to its prospects, customers, and partners in a call center environment. With Sterling Order Management with its customers in the way they choose to do business – enabling "order from anywhere, fulfill from anywhere" capability.

- Helps ensure high quality customer service by better enabling your customer service representatives to quickly access order and inventory information across all systems
- Increases customer satisfaction by providing consistent service across virtually all order channels
- Dramatically decreases average call handling time through increased productivity
- Reduces customer service costs by leveraging information from disparate systems

2.7 Order management:

View orders, create invoice/receipt and shipment records for Sales Orders and issue Credit Memos (refunds) for customers.

Customers can re-order previous orders from their account, while administrator users are able to view full order histories and create orders in the backend.

Order Management Offering

- Create re-orders for customers from administration panel.
- Email Notifications of Orders
- RSS feed of New Order

2.8 Importance of Forecasts

Forecasts of future demand are essential for supply chain management decisions .Demand forecasts are used in supply chain design, planning as well as in operations .Demand forecasts are used in various subcomponents of supply chain.

Production: for aggregate planning, inventory control and scheduling,

Marketing: for new product introductions, promotions, and sales-force allocation

Finance: Plant and equipment investment decisions, operating budgeting

Personnel: Workforce planning and resulting hiring and layoff.

2.9 Characteristics of Forecasts

1. Forecasts may always go wrong. Therefore, a rigorous presentation of forecast should include both the expected value and a measure of forecast error.

2. Long-term forecasts are usually less accurate in comparison to short-term forecasts.

3. Aggregate forecasts are usually more accurate in comparison to disaggregate forecasts. For example, forecast of the food consumed by a group of students in a college canteen can be forecasted more accurately than the food consumed by each and every student.

2.10 Forecasting Methods

Forecasting methods fall into four categories

1. Qualitative: The forecasts are based on the human judgment and opinion. Market research falls in this category.
2. Time Series: These methods use historical demand data of an item.
3. Causal: Causal forecasting uses data of multiple variables to forecast demand of an item.
4. Simulation: Simulation methods use what if questions and come out with forecasts. The underlying models for what if analysis are time series or causal models. Even a hybrid model can be used for simulation.

2.11 Measures of Forecast Errors

An estimate of the forecast error is to be given along with the forecast of an expected value. As actual values are realized, a forecast error can be calculated and managers perform error analysis to satisfy themselves that the current forecasting method is accurately predicting the systematic component of demand. Contingency plans have to be put in place to account for the predicted forecast error.

2.12 Sales and planning operations in supply and demand in supply chain:

1.Managing supply: a firm can vary supply of product but controlling a combination of the following two factors.

2.Managing capacity: In managing capacity to meet predictable variability firms use a combination of the following approaches.

3.Time flexibility from workforce: In this approach, a firm uses flexible work hours by the workforce to manage capacity to better meet demand. In many instances, plants do not operate continually and are left idle during portions of the day or week. Therefore, spare plant capacity exists in the form of hours when the plant is not operational. For example, many plants do not run three shifts, so the existing workforce could work overtime during peak periods to produce to meet demand. The overtime is varied to match the fluctuation in demand.

Use of seasonal workforce: In this approach, a firm uses a temporary workforce during the peak season to increase capacity to match demand. This approach, however, may be hard to sustain if the labor market is tights.

2.13 Managing demand:

Supply chains can influence demand by using pricing and other trade promotions.

1.Pricing: using different pricing techniques based on different situations, FCI manages the demand of its products. It uses competitive pricing strategy during the peak seasons and low-price strategy during the down season to reach the equilibrium level.

2.Other trade promotion: four key factors influence the timing of a trade promotion.

- Impact of the promotion on demand
- Product margins
- Cost of holding inventory
- Cost of changing level of inventory

When a promotion is offered during a period that period's demand tends to go up. This increase in demand results from a combination of the following three factors:

3.Market growth: An increase in consumption of the product either firm new or existing customers.

4.Stealing share: customers substitute the firm's product for a competitor's product.

5.Forward buying: customers move up future purchases to the present.

The first two factors increase the overall demand for FCI (BD) Ltd. whereas the third simply shifts future demand to the present.

2.14 Implementing sales and operations planning in practice:

1.Coordinate planning across enterprises in the supply chain: For a supply chain to manage predictable variability successfully, the entire chain must work toward the one goal of maximizing profitability.

2.Take predictable variability into account when making strategic decisions: Predictable variability has a tremendous impact on the operations of a company. A firm must always take this impact into account when making strategic decisions.

3.Design sales & operation to understand and manage the drivers of demand usage: The goal of the S&OP team should be to understand actual usage patterns by the consumer and to respond accordingly. The goal of S&OP should be to manage usage patterns and supply in a way that grows the supply chain surplus.

4.Ensure that the sales & operation process modifies plans as the reality or forecasts change: It is important that early warning alerts be built into the S&OP process. a change in demand or supply circumstances may leave the reality different from plan. In such a situation it is important for the planners to alert the supply chain regarding the old plan and provide a new plan that accounts for these changes.

"Aggregate Planning is concerned with matching supply and demand of output over the medium time range, up to approximately 12 months into the future. Term aggregate implies that the

planning is done for a single overall measure of output or, at the most, a few aggregated product categories. The aim of aggregate planning is to set overall output levels in the near to medium future in the face of fluctuating or uncertain demands. Aggregate planning might seek to influence demand as well as supply.

2.15 Planning for location and size of warehouse & Inventory Management:

- **Commercial:** in rented building used for business.
- **Government or state:** such as at the ports or harbors. This is common in emergency situations.
- **Transit:** for temporary storage of goods destined for different locations and need storage for a very short time.
- **Bonded warehouses:** for storage of goods whose duty is unpaid and especially where the goods are destined to another country. Pre-positioned stock is often held in bonded warehouses so that export is quick and can be stored for long periods sometime.
- **Open storage:** not ideal for perishable products but in emergencies, sometimes the only alternative.
- Space that is owned and managed by the organization.
- Pre-fabricated warehouses where there are no permanent structures available. This is common practice in emergencies.

FCI (BD) Ltd. maintains all types of warehouse spaces for smooth supply chain activity.

2.16 Basic Principles of Warehouse and Inventory Management

- **Planning inbound receipt procedures:** it covers all materials required for production.
- **Storage formalities.**
- **Location management:** it covers the proper site selection lay out and categorization the location of raw materials based on nature of raw materials.

- **Inventory control:** it covers the maintains the inventory level that is properly in and out the raw materials for production, placement of replenishment order and management of finished goods.
- **Occupational health and safety:** it scover the maintenance of health and safety matter.
- **Outbound delivery procedures**: it covers all finished goods ready for delivery.

2.17 Space layout for warehouse:

The areas that should be planned are both the general storage areas and the areas for goods receipt, consignment picking and goods dispatch. It is also desirable that space should be set aside for the following activities:

- equipment maintenance and parking;
- charging of equipment batteries such as pallet trucks;
- refueling of trucks;
- an area for garbage disposal e.g. empty packaging;
- a quarantine area for keeping rejected goods, goods to be sent back or destroyed;
- an employee rest area;
- washroom; and
- An administration office.

- Allow sufficient space for easy access to the stacks for inspecting, loading and unloading. Stacks
- sizing the goods receipt and dispatch area;
- allow space for storage of cleaning materials and supplies;
- allocate areas for damaged items by consignment number;
- allow sufficient space to repackage damaged items and place it in separate stacks;
- Sufficient free space is needed to operate a warehouse effectively.

Storage capacity

Raw material---------- 41730 roll

Finished goods---------- 300000 pcs

1. Managing Inventory Levels

It has been established that the role of inventory management is to ensure that stock is available to meet the needs of the beneficiaries as and when required.

Inventory represents a large cost to the humanitarian supply chain. This is made up of the cost of the inventory itself, plus the cost of transporting the goods, cost of managing the goods (labor, fumigation, repackaging, etc.) and keeping the goods in warehouses. The inventory manager's job is to make inventory available at the lowest possible cost.

2.Stock control and movements

The warehouse/inventory manager is responsible for monitoring the movement of goods as they are transported from the supplier and for the control of stock movement in the warehouse facility. The vital stock control measurements include:

- Establish levels of operating stocks based on consumption/rate of usage. The stock levels shall be reviewed from time to time depending on current needs.
- ensure that weekly and monthly stock balances report of each stock item and the total value are prepared;
- maintain monthly stock usage report of each item kept in the store and the overall in the usage trend in last six months;
- review and report on six monthly basis slow moving items indicating the last movement date the unit value and total value and liaise with user department;
- establish quantity, lead -time and availability of each item supplied on the market;
- keep a record of all non- stock items received from suppliers, returned to suppliers and issued out to users

3.Resource Requirements

- In addition to the work methods, equipment and space requirements it is essential that the warehouse is adequately resourced. This is done by planning or estimating the requirements for people and equipment in order to operate the warehouse facility. There is a trade-off to be made between the people and handling equipment requirements for any given workload. However, in field operations, many humanitarian organizations prefer to hire local labor which provides employment instead of relying on handling equipment.

2.18 Picking, packing and shipping of actual order:

After producing finished goods, those goods are kept in designed warehouse. Then products are packed according to instruction and made ready for shipment. The shipment of goods is related to exporting formalities which is shown below:

2.19 Export Formalities

1) Purchased Order received from FCI buyer Retailer (Sister Concern)/foreign buyer

2) Issue Pro-forma invoice/commercial invoice and necessary customs/shipping documents to the buyer (Sister Concern)/foreign buyer.

3) Arrangement of all permission & carrier for sending the sample to Buyer

4) Receive L/C (letter of credit) from Buyer

5) Ensure the L/C (letter of credit) is valid through Advising Bank

6) Request letter to buyer for necessary amendments.

7) Prepare Shipping documents such as invoice, sales contract(S/C), bill of exchange etc.

8) Issue Production Requisition

9) Obtain Sub-contract permission from Local Bond custom & make agreement with Buyer

10) Obtain EP (Export Permission) From BEPZA.

11) Contact with Buyer to know their delivery schedule as well as arrange C&F, Transport & Forwarder.

12) Submit the Bills to Bank for collection the payment within stipulated time of Shipment & Expiry date (Commercial)

13) Ensured /Collection Maturity date from L/C opening Bank (Commercial)

14) For foreign export have to book the space in advance in vessel by sending necessary docs like invoice indicating weight and CBM.

15) Keep regular contact with forwarder and shipping line to finalize the sailing.

16) Confirmation of BL (bill of leading) after checking all the parameter like importer address, invoice no, Exp no, Qty, Pc, Pkg, Weight etc.,

17) Send shipping documents (invoice, S/C, BL, Insurance etc.) ultimate buyer through international courier.

18) Payment Collection & Bank reporting (Commercial)

19) BTMA/BGMEA works i.e. preparation of related papers for obtaining the necessary certificates for GSP (global secure position) purpose both local and sister concern.

2.20 Import formalities

FCI import materials Through Import LC.

1. Open import LC through valid quotation from the different supplier subject to approval of prior consultation.

2. Apply to our advising bank for opening LC with LCA, insurance, IMP etc. with a forwarding.

3. Import Permission hand over to nominated C&F agents for clearing the goods either from CTG port or from airport.

4. Regular coordination with C&F agent, shipping line and forwarder to track the pipeline of cargos and right time receiving at factory i.e. before finishing the inventory.

5. Follow up with MCD and floor for smooth production operation through the stock raw materials.

6. Make bank guarantee for container where need.

7. Maintain of all procedure for the acceptance of YO/YMSA bills/negotiation and at sight payment for import LC.

8. Prepare monthly raw-material/spare parts statement of received by factory.

9. Ensure air or courier import cargo.

10. Have to visit CTG port and ICD to ensure import cargo.

2.21 Supplier relationship management:

Selecting suppliers is undoubtedly one of the most challenging tasks organizations contend with. Between findings, evaluating and selecting suppliers that will meet existing needs with room to grow doesn't have to be an arduous process. While requirements do vary greatly depending on industry, company size, demand, etc.

1.Quality management system

As a minimum requirement, FCI expects its suppliers to prove that they have an effective quality management system meeting the requirements of the standard series ISO 9001 / 2000. For suppliers whose products are used in the automotive industry, the standard requirements according to ISO/TS 16949 are applicable. A current certificate by an authorized certification body is considered to be a proof of the introduction of one of the above-mentioned systems. The supplier must immediately report any change in his certification status to the responsible FCI buyer.

2.Environmental management system

FCI Customer should be certified like FCI according to EMAS or DIN ISO 14001 or, at least, be able to present a documentation about regular improvement measures regarding the environment. The supplier commits to observe the legal limit values during the production of the parts and regarding the materials used for the manufacturing processes, even though those values represent only minimum requirements. Modifications of these requirements by legislation have to be taken into account, but need not be communicated to FCI. Examination results as well as information on the supplier and environmental management must be presented without request.

3.Supplier development

The FCI supplier development offers the possibility of advancing existing QMS systems according to the standard requirements of ISO/TS 16949. will be pleased to assist its suppliers with information, knowledge and experience. This can be done for instance by regular supplier assessments, a clear definition of the documents and procedure required for sampling inspection, training to use the FCI-specific tools and general quality tools (e.g. FAI, 8D, Ishikawa, 5 Why), conclusion of a Quality Assurance Agreement (QAA), definition of clear goals (e.g. Reliability of delivery).

Chapter 3
Company Profile

3.1 Background and History

FCI (BD) Ltd started its journey in Bangladesh in the year 1997. This organization always tries to give its best to achieve professional competence and reliability. It always tries to give something better than its customer's expectation. For this reason, it's not only treated as a trusted supplier of readymade garments but also as a caring partner toward all its buyers and customers. This organization is also adapting some important policies like getting official approval of Accord & Alliance, SEDEX, OEKO Tex, RCS, GRS, OCS, SVCOC, Higg Index, Wrap, BSCI Standard practices, ensuring total compliance of various Code of Conduct requirements of prestigious buyers across the world, prioritizing the need for creation of ideal work conditions for the workers and ensuring proper health care & safety for them. This thing has awarded FCI (BD) Ltd a respectable position in the top of the RMG manufacturers in Bangladesh.

3.2 Mission

"To Be a global leader in garment manufacturing recognized for our cutting-edge designs, eco Fridley production process and ethical practices, while contributing to the economic and social growth of Bangladesh and promoting fair trade across the fashion industry."

3.3 Vision

To produce world class garments by combining innovation sustainability and craftmanship while creating a positive impact on our workforce environment and community, we are committed to delivering excellence in quality and service to our clints across the globe.

3.4 Company Profile

Name:	FCI (BD) Ltd
Year of Establishment:	1997
Company Types:	Readymade garments

Location:	FCI (BD) Ltd
Chairman:	Plot #36-39,83-84 DEPZ, Ganakbari, Savar, Dhaka-1349, Bangladesh. Dhaka.
Products:	Jacket, Formal Blazer, Formal Trouser, Waist Coat etc.
Main Buyers:	M&S (UK), H&M (Sweden), C&A (Germany), PVH (USA) ANN Taylor (USA), LOFT (USA), LOSS (USA) ZARA(USA),

3.5Quality Policy of FCI (BD) Ltd

ON Time Delivery Though End to End Quality Assurance & Achieving Customer Satisfaction.

Corporate office controls all the units of FCI (BD) Ltd which is located in the Dhaka New EPZ. To perform well each unit has its factory management setup from sampling to finishing of the product. Both environment and occupational health and safety were considered during designing the buildings. Medical facilities are available in the production facilities. The two units of FCI (BD) Ltd are credited on ISO 9001. These are FCI (BD) Ltd garments and Talisman Limited. FCI (BD) Ltd garments are also WRAP certified. A Talisman (BD) limited of FCI (BD) Ltd is attributed on environmental management system ISO 14001. FCI (BD) Ltd applies ethical principles to all facilities that produce readymade garments for exporting to foreign countries. Its factory operates in a legal and cultural environment. These ethical principles express the basic requirement of FCI (BD) Ltd factories in order to do business with its foreign customers.

FCI (BD) Ltd makes constant efforts to promote best practices and continuous improvement of ethical issues in all its manufacturing units. For easy understanding of the issues the FCI (BD) Ltd management has posted its contents on both Bangla and English to their notice board.

In addition to all normal machines and equipment, woven division uses the following machines and equipment to provide various special requirements of customers: -

- ✓ Arm Hole & Side Seam Fusing Machine
- ✓ Eyelet Sewing Machine

- ✓ Pintack Machine
- ✓ Blind Stitch Machine
- ✓ Saddle Stitching Machine
- ✓ CAD (Investronica)
- ✓ Cintex Needle Search Machine
- ✓ Auto Cutting Machine
- ✓ Auto Shinkage Machine
- ✓ Auto Shucker Machine
- ✓ Auto Eye let Machine
- ✓ Auto Hole Machine
- ✓ Metal Detection Machine
- ✓ Pull Test Machine
- ✓ Auto Pocket Welding Machine
- ✓ Pattern Cutter Machine
- ✓ Plotter Machine
- ✓ Chain Stitch Machine

The woven division has the capacity of producing about 50,000 pcs of Trousers / dresses (Men's and Ladies) per month Estimated. running with a capacity of FCI (BD) Ltd.

- ✓ Total Land Area: 95,626 Sq. ft
- ✓ Total area of factory: 1,41,389 Sq. ft
- ✓ Total area of production: 81,400 Sq.ft.
- ✓ Total Wear house (Finished goods): 18,818 Sq.ft.
- ✓ Total Wear house (Accessories & Fabric): 9,550 Sq. ft.

3.6 SWOT analysis:

FCI (BD) Ltd sorts out the potential customer by internet, business partner, directory of ministry of industry and central bank, and evaluates them by using SWOT analysis.

The SWOT analysis is a valuable step in situational analysis. Assessing firm's strengths, weaknesses, market opportunities, and threats through a SWOT analysis is a very simple process that can offer powerful insight into the potential and critical issues affecting a venture.

Strengths

- One point of access to all retailer's products
- Improved Customer Relationship Management
- Enhanced Joined Networks
- Have enhanced the potential of Lean Manufacturing among companies.
- Strong Customer relationship.
- High product quality.

Weaknesses

- Heavy investment of time, money and resources to successfully overlook the supply chain network.
- Lack of visibility
- Shortage of accessories.

Opportunities

- Huge potential with the introduction of new technologies
- A better chance of securing larger contracts
- Faster and easier access to innovations
- Access to latest promotions available across arrange of goods from different buyer.

Threats

- Customer Bankruptcy
- Hurricane
- Cyber Attack
- Port strike
- Counterfeits/Fakes.

3.7 Rivalry five forces model:

Five forces model determine a company's efficient environment which effects on profitability. It is a Strategic framework that shows overview and helps review the present market position. Five forces model: -



a) Threat of new entry:

The threat of new entry is high for FCI (BD) Ltd. because many company is approaching to satisfy the customer. The capital requirement is very high to establishment of new business. There some entry barriers are that sector such as brand quality, economic scale and government regulation.

b) Threat of substitutes:

The numbers of substitutes are pretty high. There are many companies are introducing their new product in different way. At present stylist hanger many are the most significant substitute products and it's not good for FCI (BD) Ltd

c) Competitive rivalry:

This step shows the number of competitor and their ability that are threatened for FCI (BD) Ltd Foreign and local companies come to compete with new products. **Dekko Group, Energy Pac,** etc. are most competitor for FCI (BD) Ltd.

d) Bargaining power of Suppliers:

FCI (BD) Ltd. has Low the bargaining power of supplier's due Increased Of Supplier. Now A Day Many Supplier Offer Low-Cost Goods to Buyer.

e) Bargaining power of buyer:

This is determining with the performance of the customer. Bargaining power of buyer is Low as FCI is Gold Supplier for Quality & Sustainability Issue & FCI is Buyer strategic Partner.

3.8 FCI (BD) Ltd. Approach:

The FCI Group offerings have been developed, created and implemented as a result of solving customers' problems. Identifying a clear gap in the market and creating transformational change that questions every day processes.

They have innovation in mind and sustainability at heart, a combination that has continually delivered our customers operational efficiency and cost reduction.

3.9 FCI (BD) Ltd. Commitment:

1.To the Environmental: Company's Innovative solutions have been delivered with the environment in mind.

To the People: Company's people are the hub of our innovation culture.

2.To Sustainability through Innovation: hey strive to find innovative solutions, whether this be through technology advancement; Process efficiency or re-designing the supply chain model

3.To Social: The team at FCI Group believe in giving back. Committed to giving back to the environment, our employees actively participate in giving back to the community.

3.10 Relationships with Apparel Manufacturers:

FCI (BD) Ltd. works with more than a thousand apparel manufacturers and suppliers globally. FCI online ordering platform is simple and straightforward to use. It is published in English. Online training seminars and/or email user instructions. Local company staff and offices in , Bangladesh, India, Sri Lanka, Europe. Larger suppliers meet for a seasonal review and share ideas for improvements going forward. Annual meetings with key retailer sourcing offices and often including apparel suppliers.

3.11 Company Retailers and partner:

Location	Retailer and partners
China	Fabric & Accessories, Machineries.
Vietnam	Fabric.
UK	Buyer Nominated Lights Source,
Bangladesh	Accessories, Testing.

3.12 FCI Process:

1.Technology Required

FCI uses SAP platform and have on-boarded numerous retailers effortlessly. Main technology requirement from apparel manufacturers will be web ordering access. Variable supporting suite of reporting will be available.

2.Quality Systems

FCI has an established quality management procedure in all manufacturing & reuse plants. The policies and procedures at these plants conform to the ISO9001 standard and compliance with the standard has been certified by third party auditors.

The quality systems are extensive and cover issues such as supplier selection, test methods and procedures, conformance to materials specification.

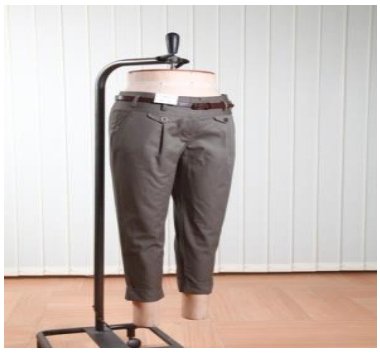
3.Reuse Specialists

Each year FCI diverts enough garment Fabric and accessories into its re-use program, that if laid end to end, the hangers would go around the world three times. FCI works with all customers' retail partners, establishing a suitable collection process which suits their individual solutions. The process involves collecting used garment hangers after sales from retail stores; quality inspection and distributing them to apparel, footwear & accessory suppliers around the world.

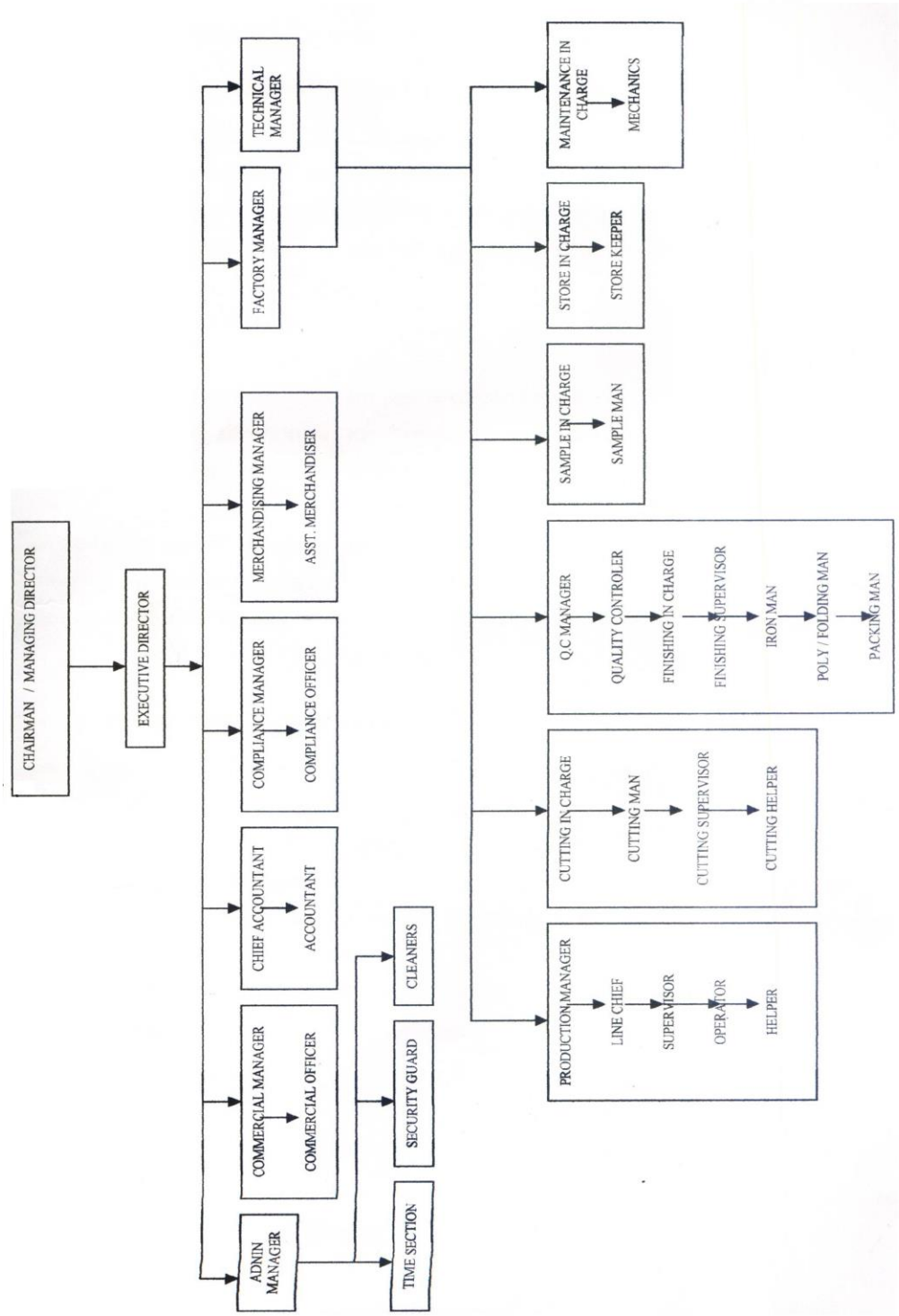
3.13 Awards of FCI Group:

Winning H&M Gold Supplier, M&S, Best Seller Etc.

3.14 Product Category

Product Category	Sample picture	Sample picture
Ladies Blazer (Woven & Knitt)		
Ladies Casual Jackets (Woven)		
Ladies Pant (Woven & Knitt)		
Ladies Casual Trouser (Woven & Knitt)		

3.15 Organizational Organogram



Chapter 04
Findings & Analysis

4. 1 Findings

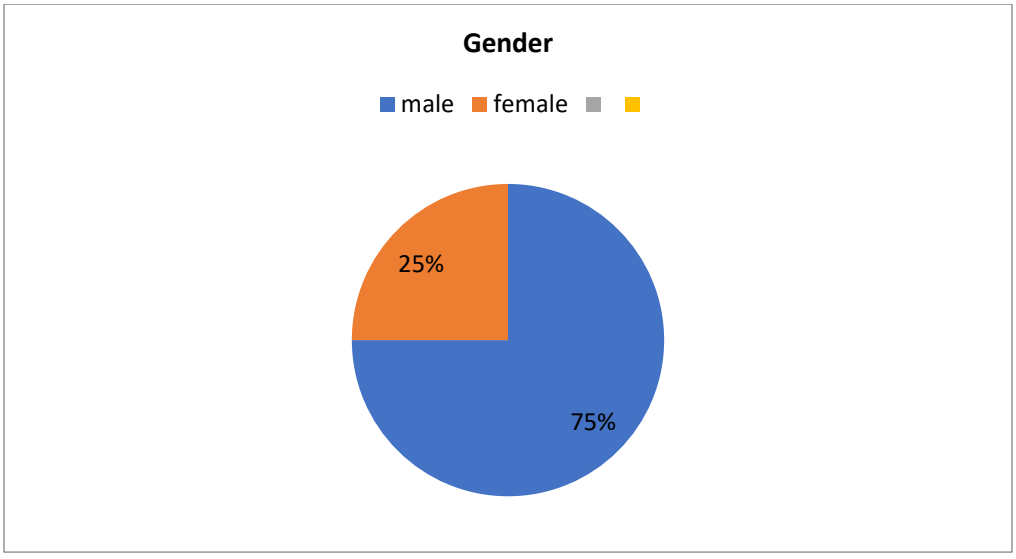
During my internship period I have worked with supply chain department of FCI. I have got a lot of experience about the supply chain activity of FCI that maintains international supply chain activity and organizational philosophy. Major findings are as follows-

- There is lack of team work which is very important in competitive business world.
- There is more scope to upgrade the training facilities among the workers
- Lack of co-ordination among various functional area of supply chain department.
- Website of FCI is not well-organized to reflect the directory of the company.
- Lack of production schedule flexibility.
- Over dependency on parent company named retail Associates for raw materials.
- There is no scope to sell the defected product in the secondary market.
- Corporate social responsibility (CSR) is very Good.
- There is lack of motivation among the employees.
- Low speed of internet browsing.
- There is more scope to escalate the office facilities.

4.2 Analysis

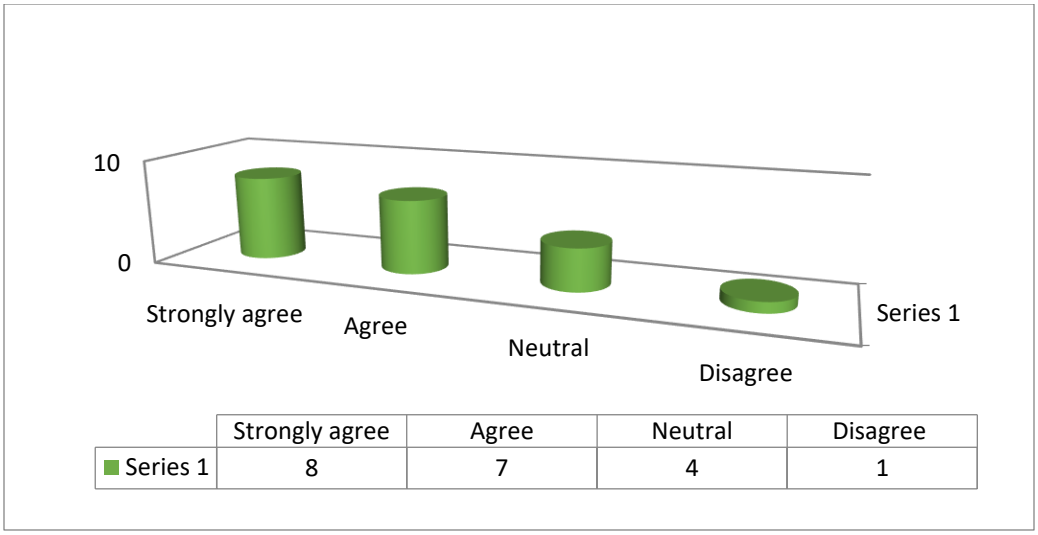
Graphical Representation through Chart

Respondents by Gender.



Analysis: From the above chart we can see that in FCI (BD) Ltd, I had to receive 20 respondent's cooperation of survey where 15 were male and 5 were female.

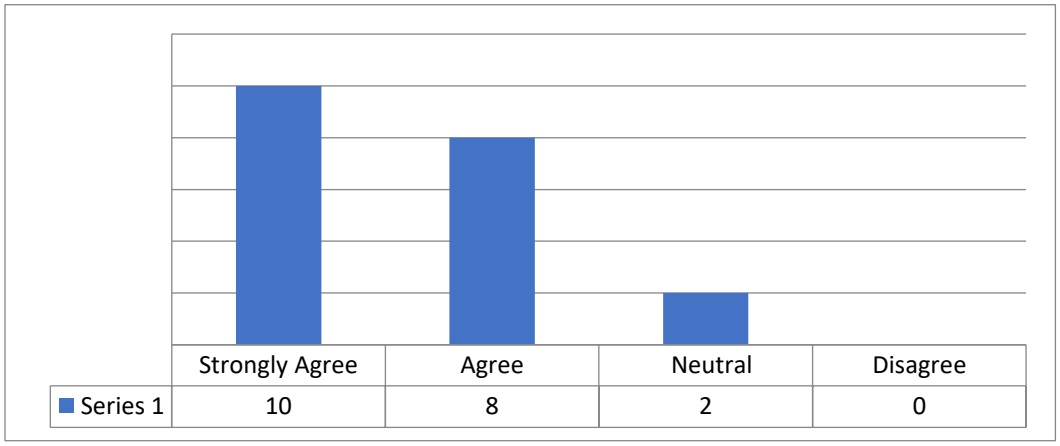
FCI contributes the lion's portion in Hanger supplier section of Bangladesh



	Strongly agree	Agree	Neutral	Disagree
Series 1	8	7	4	1

Analysis: From the above chart we can see that in FCI (BD) Ltd, majority of 40% employees were strongly agree with that only management should take the decision about increment of salary and 35% agree with it.

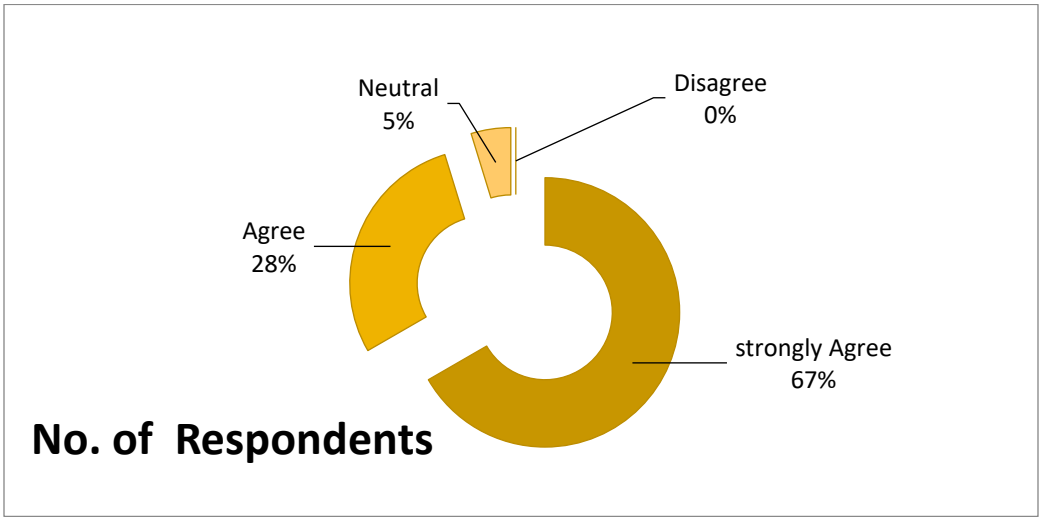
FCI maintains category-based warehouse



	Strongly Agree	Agree	Neutral	Disagree
Series 1	10	8	2	0

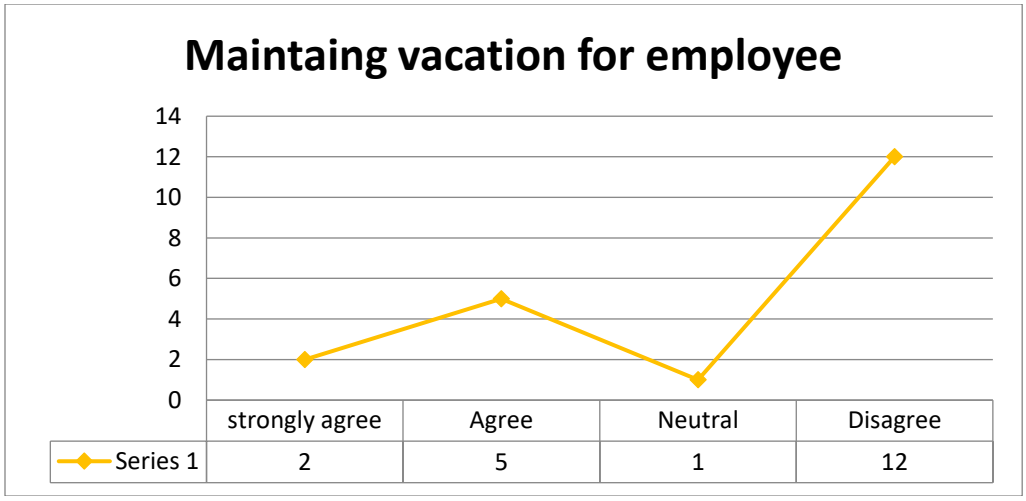
Analysis: From the above chart we can see that in FCI, majority of 50% employees were strongly agree with that management should maintain the proper working time.40% agree with this comment.

FCI thinks the supply chain as a pressing issue for success.



Analysis: From the above chart we can see that in this company, majority of 67% employees strongly agreed that Management should fix the opinion. 28% of them agree with this term.

FCI has any scope for selling defected product in secondary market



Analysis: From the above chart we can see that in FCI, only 2% employees strongly agree with it. 5% employee agrees with this term. On the other hand, 12% employees disagree with this term. Most of them disagree with this question.

Chapter 05
Recommendations & Conclusion

5.1 Recommendations

Considering the above problems, I recommend some suggestions for overcoming these problems. If FCI follows the below recommendations & suggestions and reforms their activities of supply chain, I hope and expect that it will provide positive result.

- Team work must be improved by following effective team work guidelines to get the maximum benefit from supply chain activity.
- Training facilities must be improved to get the work done by the workers
- Co-ordination among various functional area of supply chain department must be upgraded through proper planning and strong communication system.
- Website of FCI must be well-organized to reflect the directory of the company so that buyer and Retailer can get required information to precede the business with FCI .
- Atrial delivery should be allowed
- Corporate social responsibility (CSR) should be increased for business purposes.
- To build up a good relationship with commercial, finance, customer service and planning det.

5.2 Conclusion

Supply chain encompasses all the activities of various parties involved in value chain activity that is all required function to make a product/rendering service. It is very demanding and pressing issue in the dynamic business world. It is a distinguishing factor for national and multinational company for outstripping the other company and for retaining leading edge in the extreme competitive business era as well as dominating the world market. To get the toughing edge in the world textile/garment market and meet the vision, FCI (BD) Ltd must escalate and sustain the supply chain activities through sustaining effective and efficient supply chain management system that covers proper planning, coordination and collaboration among the various parties through strong communication system involved in supply chain process

Which is maintained to meet customer satisfaction.

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- https:// fcibd.com

Appendix: Questionnaire

"A survey questionnaire on Effective Supply Chain Management of FCI (BD) Ltd."

Name:

Rank:

Date:

Please, fill out this questionnaire cautiously. Give tick mark where there is option or state your opinion where there is no opinion.

1. What type of supply chain activity do you perform?
   - Customer relationship management
   - Internal supply chain management
   - Supplier relationship management
   - All of the above

2. In which sector you are doing business?
   - Export
   - Import
   - Both of them

3. What type of production activity do you perform?
   - Processing of only raw materials
   - Semi-finished goods
   - Only making finished goods
   - All of the above

4. What type of communication medium do you use?
   - Telephone
   - Email
   - Face to face conversation
   - All of the above

5. What type of distribution system do you maintain?

- Direct
- Through agent
- Through wholesaler
- Through retailer

Please give tick mark in any column which would you fit much

Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.FCI contributes the lion's portion in Garments supplier section of Bangladesh					
7. FCI maintains category-based warehouse					
8. FCI thinks the supply chain as a pressing issue for success					
9. FCI has both domestic and foreign buyers and suppliers					
10. FCI has any scope for selling defected product in secondary market					

Please State your opinion

11. How do you select the buyer?
12. How do you select the supplier?
13. What type of transportation system do you prefer most?
14. Do you make any warehouse schedule?
15. How do you make production schedule?
16. How do you maintain inventory management?
17. How do you maintain warehouse?
18. Do you make outsourcing and subcontract to meet unexpected demand?
19. What type of problem do you face regarding supply chain management?
20. How do you improve the supply chain management?