Internship Report

On

The competitive advantages of supply chain management in the RMG industry in Bangladesh

Submitted by

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Subject: Submission of a Dissertation Report on "The competitive advantages of supply chain management in the RMG industry in Bangladesh"

Dear Sir,

Here is my Thesis Report on *The competitive advantages of supply chain management in the RMG industry in Bangladesh* that you have assigned me to submit as a partial requirement of my EMBA degree. While preparing this report, I have taken help from internet, books, class lectures and relevant sources.

Though I have tried my best yet it may contain some unintentional errors. I hope, this report will come up with your expectation.

I will be glad to answer any kind of question related to this report and I will be glad to provide further clarification if needed.

Yours faithfully,

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Student's Declaration

I do hereby solemnly declare that the work presented in this thesis paper named The competitive advantages of supply chain management in the RMG industry in Bangladesh" has been carried out by me and has not been previously submitted to any university/college/organization for an academic degree.

I hereby declare this thesis report has been written by myself and has not been previously submitted to any other University/ Institution/ Journal/ Organization. Some data are copied from sources which are mentioned in reference.

The work does not breach any copyright.

……

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Supervisor's Certificate

This is to certify that Arham Ali Ridoy bearing ID Number EMBA2303030022, Program EMBA, Major in Supply Chain Management, Department of Business Administration, Sonargoan University has completed her thesis on The competitive advantages of supply chain management in the RMG industry in Bangladesh, under my supervision. He has always maintained communication with me and has taken necessary advice. Under my guidance and supervision, he has successfully prepared his thesis report on "The competitive advantages of supply chain management in the RMG industry in Bangladesh.".

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

With best regards,

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Abstract

The ready-made garment (RMG) industry is a major contributor to the economy of Bangladesh. However, the industry has been criticized for its environmental and social impacts. This paper examines the role of effective supply chain management in promoting the competitive advantages of supply chain management in the readymade garment industry in Bangladesh. Supply chain management is a key issue for garment manufacturers, retailers, and consumers. The literature on current supply chain management in garment factories in Bangladesh is very poor. Therefore, in this study, the author has made an attempt to analyze a more effective supply chain scenario for the Bangladeshi garment industry that will lead to better competitive advantage over their rivals by analyzing the current supply chain and examining the relationships among the actors in supply chain management. The purpose of this study was to examine the impacts of supply chain management practices on competitive advantages among Bangladeshi apparel manufacturers. Using a quantitative approach, data were collected from apparel manufacturers in Bangladesh via an online survey. The SCM practices were conceptualized as a multidimensional construct to include strategic supplier partnership, customer relationship, information sharing, and process integration. The competitive advantages in 4 performance areas, cost, quality, delivery, and flexibility, were assessed. The paper concludes by arguing that effective supply chain management is essential for promoting sustainable growth in the RMG industry in Bangladesh. The paper also makes recommendations for businesses in the RMG industry to adopt effective supply chain management practices.

Executive Summary

In Bangladesh, ready-made garments (RMG) represents a big opportunity, especially for export. Readymade garments account for over 80% of total exports in our country. In addition, the garment industry is a tremendous source of women empowerment because 80 percent of garment workers are women. The RMG sector has been the largest foreign exchange earner in our country's economy since the beginning of 1990. Bangladesh's garment exports in the financial year 2022 to 2023 were $47.38 billion, a record high and a 10.27% increase from the previous year, with RMG accounting for 75% of total exports and the majority of the currency of the country, Knitwear: $25.73 billion, woven garments: $21.25 billion. The Norban group, a leading garment factory, is fast expanding in order to reach $1 billion in export income. After covid they have become the highest exporter of Bangladesh.

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CHAPTER ONE
INTRODUCTION

Introduction

1.1 Supply Chain Management

Supply Chain Management (SCM) deals with a system of procurement (purchasing raw materials/components), operations management (ensuring the production of high-quality products at high speed with good flexibility and low production cost), logistics and marketing channels, through which raw materials can be developed into finished products and delivered to their end customers. A narrower definition of supply chain management is 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. This can include the movement and storage of raw materials, work-in-process inventory, finished goods, and end to end order fulfilment from the point of origin to the point of consumption. Interconnected, interrelated or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain.

1.2 Supply Chain Management Function

Supply chain management is a cross-functional approach that includes managing the movement of raw materials into an organization, certain aspects of the internal processing of materials into finished goods, and the movement of finished goods out of the organization and toward the end consumer. As organizations strive to focus on core competencies and become more flexible, they reduce ownership of raw materials sources and distribution channels. These functions are increasingly being outsourced to other firms that can perform the activities better or more cost effectively. The effect is to increase the number of organizations involved in satisfying customer demand, while reducing managerial control of daily logistics operations. Less control and more supply chain partners lead to the creation of the concept of supply chain management. Supply chain management is concerned with improving trust and collaboration among supply chain partners, thus improving inventory visibility and the velocity of inventory movement.

1.3 Supply Chain Management on Competitive Advantage

Supply Chain Management can contribute significantly to a company's competitive advantage in several ways. Achieving a competitive edge through effective supply chain management involves optimizing various processes, enhancing efficiency, and delivering superior value to customers. a well-managed supply chain can offer a competitive advantage by contributing to cost savings, improved customer satisfaction, innovation, quality enhancement, risk management, global reach, and sustainability. Businesses that strategically invest in and optimize their supply chain processes are better positioned to outperform competitors in the marketplace.

1.4 Supply Chain Management in Bangladesh:

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 readymade 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 readymade 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. In Bangladesh, as in many other countries, achieving a competitive advantage through effective supply chain management is crucial for businesses across various industries. Here are some specific factors and scenarios where supply chain management can contribute to a competitive advantage in the context of Bangladesh:

1.4.1 Garment and Textile Industry:

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 readymade 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

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Fast Fashion Trends: The garment and textile industry in Bangladesh is a key contributor to the economy. Efficient supply chain management can help companies respond quickly to fast-changing fashion trends, reducing lead times and improving time-to-market.

Compliance and Sustainability: Adherence to international labor standards and sustainable supply chain practices can enhance the reputation of Bangladeshi garment manufacturers, contributing to a competitive advantage in global markets.

1.4.2 Agricultural Products:

Export Optimization: For agricultural products like textiles and food items, effective supply chain management ensures that products meet quality standards, are properly packaged, and reach international markets efficiently.

Cold Chain Logistics: Maintaining a reliable cold chain for perishable goods, such as fruits and vegetables, helps preserve product quality during transportation and storage.

1.4.3 Technology Adoption:

Digital Transformation: Implementing modern supply chain technologies, such as digital platforms, It, and data analytics, can improve visibility and efficiency in the supply chain, providing a competitive edge for businesses in Bangladesh.

E-commerce Integration: The growth of e-commerce in Bangladesh makes it essential for companies to have agile and technology-enabled supply chains to meet the demands of online customers.

1.5 Sustainable Supply Chain Management

The sustainability SCM evolution happened in several progressive phases that could be purposefully identified through the evolution of one of its declinations: the reporting practices related to the impacts generated along the SC. At first, in the light of a more inclusive

approach, SC literature efforts were focused on the unique addition of the social dimension (Yawar and Seuring 2017) and not to the environmental one (Beamon 1999). On the operational side, these focuses created the opportunity for the development of reporting tools that would report the implementation of these practices. In this scenario the social and environ- Mental reports were validated as isolated information disclosure documents. In a second step, it was provided a progressive integration of these two dimensions in one single corporate social responsibility (CSR) report that was prepared in Complementarity and support of the preeminent financial one. The third logical step provided a more holistic approach to CSR and sustainability Enforcement in the firms' strategic orientation.

Networking design process and outsourcing policies should be considered as part of the production delocalization process that has characterized the last decades of western manufacturing systems and procurement trend. In the early 2000s, the main drivers were the reduction of costs and inventories in favor of an increased asset utilization. A focal role in this match is played by the availability of resources and the possibility of achieving a strategy based on cost leadership. During the abovementioned Covid-19 pandemic, firms were forced to the reassessment these strategies (Deloitte 2021). The rise of hybrid models of production reduces the exposition to vulnerabilities and focuses on the development of new partnerships. The interdependence of procurement and processing markets in a SC requires the introduction of the key elements of a global SC.

1.6 Sustainability and social responsibility in supply chain:

Supply chain networks are integral to an economy, but their health is dependent on the well-being of the environment and society. Supply chain sustainability is a business issue affecting an organization's supply chain or logistics network, and is frequently quantified by comparison with SECH ratings, which address social, ethical, cultural, and health footprints. These build on the triple bottom line incorporating economic, social, and environmental aspects. The more commonly used ESG terminology represents Environment, Social and Governance. Consumers have become more aware of the environmental impact of their purchases and companies' ratings and, along with nongovernmental organizations (NGOs), are setting the agenda, and beginning to push for transitions to more sustainable approaches such as organically grown foods, ant sweatshop labor codes, and locally produced goods that

support independent and small businesses. Because supply chains may account for over 75% of a company's carbon footprint, many organizations are exploring ways to reduce this and thus improve their profile.

1.7 Objectives of the Study:

The objectives of this report are divided into two segments.

1.7.1 Broad Objective:

The objective of this study was to analyze the competitive advantages of supply chain management in the RMG industry in Bangladesh. Besides, the study intended to provide some recommendations for further improvements.

1.7.2 Specific Objective:

- ✓ To find out the role of supply chain in improving the efficiency and cost reduction of the RMG industry in Bangladesh.
- ✓ To explore the role of new technologies in improving the sustainability of the RMG supply chain in Bangladesh.
- ✓ To assess the benefits of collaboration between supply chain partners in the RMG industry in Bangladesh.
- ✓ To identify the challenges to implementing competitive advantages supply chain management in the RMG industry in Bangladesh

1.8 Justification of the study

Author making this report for gathering in depth knowledge about competitive advantages of supply chain management in the RMG industry in Bangladesh. The study of the competitive advantages of supply chain management in the ready-made garment industry in Bangladesh is justified by the industry's economic significance, global competitiveness, fast-paced dynamics, cost considerations, quality assurance, sustainability trends, government support, and the role of technology. Such research can provide actionable insights for industry stakeholders, policymakers, and academics to enhance the industry's overall competitiveness and sustainability.

1.9 Scope of the study

The scope of the study is limited to the garments industry. The scope of the study, researchers can provide a comprehensive and insightful analysis of the competitive advantages of supply chain management in the ready-made garment industry in Bangladesh. This holistic approach ensures a thorough understanding of the industry's dynamics and informs strategic decisions for stakeholders.

1.10 Limitations of the Study

The major limitations of the study were as follows:

- The area of research is vast.
- It is difficult to give a concrete result or opinion based on a vast area within the short time.
- Necessary data collection becomes hard.
- It is difficult to give a comprehensive view without sufficient written document;

CHAPTER TWO
LITERATURE REVIEW

Literature Review

In this section, the author will present the study concept of supply chain management, its current application status, and current competitive advantages in the RMG industry of Bangladesh, as well as its relationship with various existing works of literature and established theories. In this analysis, the author aims to describe the importance of smooth supply chain management with minimizing lead time in the RMG industry of Bangladesh in a theoretical framework.

2.1 Background of the Study

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 readymade 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 readymade 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. Bangladesh is one of the most densely populated countries where most people are engaged in agriculture. However, Bangladesh has an impressive track record of improving its ranking as a developing country among the fastest-growing economies in the world over the last decade. This is due to the population's shift away from agriculture to industry, especially the export of ready-made garments, stable macroeconomic conditions, and remittances from abroad. As a result, the economy has changed from an agrarian economy to an industrial economy, which is crucial for the development of a country. It was noted that the RMG segment in Bangladesh gained much importance in the mid-1980s, while the sector stumbled in the 1990s (International Business & Technical Consultants, Inc. 2000). It has been suggested that the participation of various institutions in the sector is limited during the upswing (Nuruzzaman, 2001; Nuruzzaman, 2007; Siddiqi. G.A.H, 2007). Foreign aids such as MFA, GSP, and quota systems helped the sector to establish itself in 1985 in an astonishing manner (Kabir, 2007; Ahmed, 2004; Karim, 2003; Rahman et al., 2007). The work of Mia and Akter (2019) states that around 4 million workers are employed in RMG

factories in Bangladesh, but the employment opportunities are not too large due to the slow growth rate of the RMG industry. The total number of factories was 4482 in 2016-17 and increased to 4560 in 2017-18 (DATABD.CO; 2019).

2.2 Literature Review

It can be said that the relation between competitiveness and SCM is unique, and a minimal number of garments manufacturing industries have been considered theories from previous literature, the research questions and objectives of these studies are taken into consideration. The results of competitiveness are mostly seen during the exports (Min & Galle,1991). Few scholars have cogitated values of ingredients involvements, interchange ratio, the employment expense, interest percentage, or expenditures correlated as measurable influences for assessing the competitiveness of a production business (Haider, 2007). Some other scholars have suggested that creativity, the value of the product, allocation linkages, innovativeness, after-sales facility, establishment influences, transaction expenses connecting to additional non-price issues as causes of the lack of competitive advantage, and the administration of freight processes, for determining industrial factories' competitiveness (Haider, 2007). Conversely, other literature expresses that competitiveness is the capability to endure business in the native and worldwide marketplace (Van Rooyen, Stroebel, & Esterhuizen, 2010).

To expand the competitiveness, the existing monitors of SCM need to practice more and more and it is also significant to organize, coordinate, and combine the three magnitudes of SC actions (i.e., SC purposes, SC procedures, and controlling's attentiveness on SC) Sahay et al. (2006). Song and Panayides (2008) stated that ports and terminals also play a vital role in the SC achieving competitive advantages. The greatest demonstrating significant zones of competitive benefit are considering the cost, quality, consistency of transport, and flexibility during the choosing of global buyers and suppliers (Su, Dyer, and Gargeya, 2009). According to Lee et al., (2007) applied in- and -out stock investment costs, order execution ratio, obliged expenses, register turns, warehousing charges, quantity of product assurance, and privileges to measure the SC implementation.

From the above literature reviews, it can be said that the relationship between competitiveness and SCM is unique. The author has found very little research on developing competitiveness through Supply Chain Management in the RMG sector.

Bangladeshi industry values the lowest employment to take advantage of the costbenefit ratio and sell more goods at minimal cost (Jahan et al., 2018). This performance is consistent with Porter's generic strategy of maintaining abundant low-cost employment (Islam et al.

2016). The literature on SCM in the RMG companies was found to be grossly inadequate (Bhatnagar & Sohal, 2005; Gereffi, 2002; IFC, 2006), as there were important factors of investigation in modern education to increase competitiveness and control SC in the apparel and textile trade (Bruce et al., 2004; Kabir, 2007; Nuruzzaman et al., 2010). Competitiveness is maintained to increase or maintain the market segment in the quota-free situation by reducing lead time and increasing efficiency through effective SC in Bangladeshi RMG business (Duren et al., 1991; Nuruzzaman, 2007, 2008). In Haider's (2007) research, concern about the competitiveness of Bangladeshi RMG trade is cited as the most important issue, which intensified in early 2005 due to the expiration of the export quota regime. From several previous analyzes (Adhikari & Weeratunge, 2006; Berg et al., 2011; CPD, 2007; Mlachila & Yang, 2004; Nuruzzaman et al., 2010; Razzaque & Eusuf, 2008), the country's cost-favoring policy activities and the administration's non-supportive behavior play the crucial role in the Bangladeshi RMG segment's failure to reduce lead time, increase efficiency, accommodate progress, and improve investor cooperation. In addition, the competitive advantage has increased the main competition for Bangladeshi industrialists, as international participants such as Vietnam and Cambodia are now appearing alongside the previously extreme competition. While Vietnam joined the WTO (2007) and China was exempted from reintroduced quotas in 2008, the main competition has started in emerging economies supplying ready-made garments (Nuruzzaman, 2015). The production of low-cost RMG items in large quantities is the main reason for the increasing attractiveness and success of Bangladeshi industrialists.



Figure 2..2: Comparison of labor cost among other competitors (2016) (Source: savvygarments .com)

But participants have begun to produce these low-cost RMG goods during the postMFA era. Decreasing the market share in terms of cost and quantity Bangladesh faces complications in continuing its current competitiveness. As 80% of the knit materials are sourced locally, Bangladesh proved to have a moderately ethical supply chain in the knit textile area. The woven apparel segment is not yet enough good since only 15% of raw ingredients can be collected from the domestic marketplace and the rest of the portion has to be sourced from China, India, and Pakistan (Rahaman, 2005). Although limited findings are obtainable on the guidance of altered features such as constitutional threat, government, and CR in the global supply chain, RMG trade of the country has been surviving the exceeding obstacles in its struggle for attaining to raise competitiveness (Hadjikhani & Hakansson, 1996; Haque, 2007; Kim, 2007).

Besides the above studies, very little significant research was found on improving competitive advantages through SCM especially in minimizing the lead time in the Bangladesh RMG industry. The objectives of this study are to investigate the current competitiveness of RMG factories in Bangladesh through supply chain management related to the above works of literature. The previous theories from the literature can be considered as they are sufficiently applicable to RMG business studies.

CHAPTER THREE
METHODOLOGY OF THE STUDY

Methodology of the Study

To conducting this research author, follow some specific procedure. They are given below:

3.1 Planning

Research planning mainly defines how works are to be done what is the process and which shorts of thing are needed. In a short in details of research work. A graphical representation is given below:



3.2 Requirement Analysis

It mainly defines what types of thing author needed. Which types of research it is, which sampling technique followed, what types of data is needed all the thing are required for fulfilling a report paper. In this paper author follow quantitative data. Quantitative research is the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations. Descriptive and exploratory.

3.3 Data Collection:

3.3.1 Sources of Data

Primary data Questionnaires:

- Structured questionnaires were developed and forwarded to the RMG Industry Supply Chain Department Employee.
- Besides, the interviews, emails, phone calls, etc.

.

Secondary data:

- Magazines and journals.
- The internet, journals, articles, other printed sources
- Related books and papers etc.

3.3.2 Research Type

The study was descriptive. In this type of research, the main goal is to elaborate and explain the subject very clearly. This helps the researcher or the reader to enhance the sense about the subject and analyses the factors which are very crucial for the subject in the terms of understanding the procedure.

3.3.3 Data Collection Procedures

The questionnaire method was the primary research tool utilized to acquire the essential information from the sources of data. A questionnaire has been developed for the purpose of gathering information from the Garments.

3.3.4 Sample Size

The Total sample size for the study was 20. Data collected through survey and some secondary sources also use for getting more relevant information. some of the respondents were mentally distressed because they had lost their jobs during the Corona crisis and some were under tremendous work pressure because they were missing colleagues. So it is very difficult to contact them and get information. Finally, the author selected 8 of the 20 answers from the questionnaires as the most appreciated.

3.3.5 Data Analyzing Procedures

No.	Respondent	Working Place	Designation	Company started year and Location	Type of Business
1	Mr. Shakil	GMS Composite Knitting industry Ltd.	Deputy Manager	2015, Gazipur, Bangladesh.	RMG and Textile
2	AM Arafat Prince	DBL Group	Senoir Manager	1991,Gazipur, Bangladesh.	RMG and Textile
3	Asad Zaman	Fakir Fashion Ltd.	Asst. Manager	2009, Narayangonj, Bangladesh.	RMG and Fashion
4	Rafiq Hasan	Abanti Color Tex Ltd.	Asst. Manager	2001, Narayangonj, Bangladesh.	RMG and Fashion

5	Abu Hassan Dipu	Asrotex Group	Asst. Manager	1995, Narayangonj, Bangladesh.	RMG and Fashion
6	Zakaria Kabir	Apex Holdings Ltd.	Technical Executive	1998. Gazipur, Bangladesh.	RMG and Fashion
7	Sabina Yeasmin	Hamim Fasion Ltd.	Senior Executive	1996, Gazipur, Bangladesh.	RMG and Fashion
8	Saiful Islam	Inters off Apparels Ltd.	Asst. Manager	2000, Gazipur, Bangladesh.	RMG and Fashion

CHAPTER FOUR
INDUSTRY OVERVIEW

Industry Overview

At present there are around 5000 garment factory in the country and 75% of them are in Dhaka. The rest are in Chittagong and Khulna. These Industries have employed fifty lacks of people and 85 percent of them are illiterate rural women. About 76 percent of our export earning comes from this sector. The country's RMG sector, to a creditable level has relieved Bangladesh from over populous unemployment burden through providing the largest employment next to agriculture, transport, and trade and industry sector.

The readymade garments industry acts as a catalyst for the development of Bangladesh. The nation has benefited from the "Made in Bangladesh" label as well, which has elevated the nation's reputation internationally. Bangladesh, previously called a "bottomless basket" by critics, is today referred to be a "basket full of wonders." Despite having few resources, the nation has managed an average GDP growth 9.25% year and has achieved amazing social and human development. The manufacture of Readymade Garments (RMG) is providing economic development to many developing countries in the world The garment industry has a significant role in society and the economy. Jobs, earnings, and foreign exchange are all produced by garment manufacturing. In general, the garment industry is opening up chances for long-term, steady economic growth. Bangladesh has had significant economic growth over the past few decades and continues to lead many other emerging nations in the fight against poverty. There are two main markets for Bangladesh RMG products such as the USA and EU. These two export regions provide nearly 80 % of the total of Bangladesh's RMG exports. EU market is the most significant export market of Bangladesh RMG exports. It is one of the biggest export markets, and this market is going to be the highest export market of Bangladeshi RMG as a result of the GSP support gave by the EU. In 2018-19, the EU single market covered (61.91%) of whole RMG’ exports. The USA market is considered as the second biggest export destination which was covering (17.97 %) of the total exports whereas Canada imported (3.45 %) of the total exports market in Bangladesh.

4.1 Bangladesh Garment Manufacturers and Exporters Association (BGMEA):

BGMEA was founded in 1983.BGMEA University of Fashion and Technology is owned by the trade body. The trade body has a research wing. Chattogram BGMEA University of Fashion & Technology is newly founded in 2022 by the BGMEA. It aims to develop skilled professionals with updated technical competence for textile industries in Chittagong. It is a nationwide trade organization of garments manufacturers in Bangladesh and is located in the capital city of Dhaka. It plays a pivotal role in the country's earning sector of foreign trades.

4.2 GMS Composite Knitting Limited

GMS Composite Knitting Limited started its operations in 1999. It is an entirely integrated and independent company, which comprises of state of the art composite knitting, dyeing, finishing, and stitching units. Its modern facilities and highly skilled workers have placed the company in the market as a reliable exporter of quality knitted fabrics across the globe. GMS is an ISO 9001:2008 certified company. GMS Composite Knitting factory is a vertical composite facility. The skilled workers of GMS and the latest technology in use power its production process. All the production lines at GMS are equipped with state of the art machinery manufactured by leading global brands. The production processes at GMS are eco-friendly, energy efficient, and uses less water and chemical. The production lines are computerized and are able to run in full capacity in high temperature, having low liquid ratio.

4.3. Envoy Textiles Limited

Envoy Textiles Limited, a maker of 100% export-oriented denim fabric, is the first LEED accredited firm in the world by the US Green Building Council. They started their journey in 2005 and started the commercial production in early 2008. The Factory is located in Bhaluka, Mymensingh. Currently considered as one of Bangladesh's biggest denim manufacturers, Envoy Textiles was also the first denim project in the country to use rope-dye technology. The Government of Bangladesh recognizes Envoy Group as one of the pioneers in the export-oriented readymade garments sector and has honored the Group by awarding the prestigious President Export Trophy and the National Export Trophy several times.

4.4 Ha-Meem Group

Ha-Meem Group 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. Ha-Meem today is working with some of the biggest fashion brands of the world. The company has a rich history of 30 years in the textile business that has today evolved into a company with diverse interests like shipping, newspapers, tea gardens etc.

4.5 Fakir Fashion Limited

Fakir Fashion Limited (FFL) opened its door to the apparel manufacturing business in 2009 as an independent vertically integrated knit garment setup from other Fakir Group businesses already in existence. Since its inception, FFL has gone from strength to strength in becoming a leading apparel manufacturer in Bangladesh. With over 50+ tons of knitting, 55+ tons of dyeing and 230+ sewing lines, FFL has positioned itself at the forefront of the apparel manufacturing sector by utilizing a combination of innovation and visionary leadership. Today it is adding value to the country's economy by bringing millions of dollars in business from foreign markets and acting as a flag bearer for the 'Made in Bangladesh' brand.

4.6 Snowtex Apparels

Snowtex is one of the largest and 100% exports oriented woven garments manufacturing industry in Bangladesh. Snowtex' started its journey back in 2000 through buying house. In 2005, they established 'Snowtex Apparels' as their first factory. In continuation of that success, in 2011 'Cut and Sew' and in 2014 'Snowtex Outerwear Limited' was established. In the year 2020, 'Snowtex Sportswear Limited' was established. Snowtex Group is a diversified and integrated woven garments manufacturing industry. The factory started its business in 2000 and currently has facilities for Quilting, Cutting, Printing, Sewing, Finishing, etc.

4.7 Aman Group

In olden times dating back to late sixties of the last century during the erstwhile Pakistan period the ancestors of the present Directors of the Group started trading & contractual business on a small scale at their native district Rajshahi situated at the northern part of Bangladesh. After the emergence of Bangladesh, the businesses flourished a little under the

banner of Aman Trading Corporation. But it was in the late 1980s that the businesses in trading through importing various consumer items and their marketing started witnessing a steady growth in the business. At some point in the mid-1980s the Group think tank felt that mere trading business and earning wealth through that activity may bring prosperity to individuals of the family only. Aman Group is a newly emerged conglomerate of industry and trading in horizon of Bangladesh. Since its inception it has engaged itself in executing social and philanthropic activities as a part of its social obligation to the society.

4.8 Epyllion Group

Epyllion Group has worked in this Ready-Made Garment industry for over three decades Epyllion started their journey at Mirpur, Dhaka in 1994 with Dekko Knitwears Limited. Reaz Uddin Al-Mamoon founder of Epyllion group. he Epyllion Group is Bangladesh's largest manufacturer of ready-to-wear clothing. hey sell their manufactured goods domestically in Bangladesh and abroad in markets such as Europe, Australia, and the USA. Currently, Epyllion is a business house with textile, garments, and garments accessories for exporting RMG products worldwide. With all these business units, Epyllion Group is now a pioneer in Bangladesh’s retail fashion industry. They are now one of the biggest conglomerates in Bangladesh. They have a diverse portfolio covering knitted garments, textiles, wet processing and garment accessories. It has spread its business to Uttara, Gazipur and Naryanganj in last 26 years

4.9 BEXIMCO Group

Today the BEXIMCO Group ("BEXIMCO" or the "Group") is the largest private sector group in Bangladesh. BEXIMCO was founded in the 1970's by two brothers - Ahmed Sohail Fasihur Rahman and Salman Fazlur Rahman. Since the early days, the Group has evolved from being primarily a commodities trading company to a leading, diversified group with a presence in industry sectors that account for nearly 75% of Bangladesh's GDP. BEXIMCO's corporate mission is "Taking Bangladesh to the world". As BEXIMCO has grown over the years, the flagship platform now has operations and investments across a wide range of industries including textiles, pharmaceuticals, PPE, ceramics, real estate development, construction, trading, marine food, information and communication technologies, media, DTH, financial services, and energy. The Group sells its products and services in the

domestic Bangladesh market as well as international markets. BEXIMCO is the largest employer in the private sector in Bangladesh and employs over 70,000 people worldwide. The BEXIMCO name has now become one of the most recognizable brand names in Bangladesh. It is synonymous with innovation, trust and quality. The Group consists of four publicly traded and seventeen privately held companies. The publicly traded companies are Bangladesh Export Import Company Limited, Beximco Pharmaceuticals Limited, Shinepukur Ceramics Limited and Beximco Synthetics Limited. The total revenue of the group stands in excess of 2 Billion US Dollars per year.

CHAPTER FIVE
DATA ANALYSIS & EVALUATION

Data Analysis and Findings

The data analysis of this study has several advantages for obtaining accurate results and findings. It has also helped in obtaining a more realistic data analysis as it has allowed the author to interact directly with the Bangladeshi culture and the present situation of the respondents of this study. Thus, the author can describe the existing phenomena and present situation of the RMG industry in Bangladesh, which is the main objective of this study. Moreover, the author has selected highly qualified and experienced participants for this study to increase the reliability of the study.

5.1 The Trustworthiness of the Analysis

Depending on the field of research, there are different assessment measures to check the validity and reliability of studies, so that trustworthiness can be accepted by readers. Experiential selection is the most important means of demonstrating trustworthiness when writing a dissertation. According to Christensen here are two important techniques for making a decision about the trustworthiness of a research finding: reliability and validity. When the evidence collected is relevant to the analysis, validity refers to whether a study provides an accurate answer. He also mentioned that reliability can be considered for answering the questions if a frequent study provides the same answer at a similar time by using consistent tactics. However, authors need to demonstrate analytical tactics to illustrate a significant conclusion so that they investigate and understand the theories and experimental responses.

5.1.1 Validity

Validity means whether the data collected is appropriate for the study and whether a researcher will give an accurate answer. In this study, the author interviewed eight highly skilled and experienced workers from the most reputed garment factories in Bangladesh. Since the interviews were conducted by email, it is very easy to keep the responses securely and analyze them later, which can contribute to validity. Therefore, the author believes that the results of these interviews are acceptable.

Due to protected and really broader opinions and additional thoughts on the title, the author has decided to interview eight qualified and experienced people so that the information comes correctly from them. The interviewers are asked the correct method by the author on important questions, so they are not encouraged to give additional information. This way validity is not compromised. In this method, the author has used conclusively corroborated data in his work.

5.1.2 Reliability

Reliability indicates the point of trustworthiness of research findings. It also indicates that the research findings will be more or less the same when the research is re-attended. Consistent interviews can be a criterion for the organization to achieve reliability because reliability is linked to the analytical content of the findings during the implementation interviews. The compatibility, repeatability, and strength of the respondent's data, as well as the author's perception of collecting and tracking information correctly, are strongly correlated with reliability. Subsequently, he refers to this analysis technique to reliably produce similar results over repeated challenging periods. The author has formulated the questions in his questionnaires and interviews in such a way that the answers are relevant to his purpose and research questions. In order to establish a reliable thesis, the information was gathered and available in a very meaningful way.

5.2 Present Competitiveness Facility in Bangladesh

All the respondents agree that Bangladesh has some domestic competitive advantages such as an accessible environment for employees, cheap labor, availability of skilled labor, no need to invest much money, lower energy prices and availability of land, etc. All these features help the Bangladeshi garment sector to accelerate production and increase the rate of development.

5.2.1. Low-Priced Employee Facility

All the respondents came up with these existing advantages and mentioned that Bangladesh has recently made a remarkable transformation in garment factories by setting up structures like green factories to gain a competitive advantage and maintain its position in the global

Garment market. But even now, they pay one of the lowest minimum wages in the world. Because of this cheap labor, Bangladesh fascinates the world's major garment retailers such

as GAP, Wal-Mart, Pierre Cardin, Levi Strauss, and Hugo Boss, especially from North America, Europe, and recently Australia as the world's second largest ready-made garment manufacturer. Since most retailers make extensive use of cheap labor, the author has considered this option as the first priority for this study topic.

5.2.2. Employee Friendly Environment

Eight of the 12 participants advocated the current pro-employment environment as a key factor and others were identified as secondary options for gaining an advantage in the global RMG competitive market. Like all Bangladeshi garment factories, the structural compliance of the buildings has been certified by ACCORD and ALLIANCE. The factories have their own trained and equipped security team and are adequately protected by perimeter walls. They all have sufficient land with their own power source, residential house, mosque, workshop, outdoor area, and other common accommodation. They also have an additional management team to take care of health and safety issues, provide medical care and ensure hygienic food and fresh drinking water. They do not employ workers under the age of 18.

5.2.3. Availability of Skilled Workers

One-third of the respondents mentioned that all Bangladeshi garment factories have their own practice workshop for training newcomers and that a worker can become an expert in using the various machines within six months. This way they can be hired at higher salaries and they also bring emotional intelligence, IQ, and loyalty to the factory to the team. In this way, the talents of the workers can be stabilized in a proper framework that inspires them to achieve better levels of performance and ultimately is respected by the entire company.

5.2.4 Availability of Land

Moreover, maximum interviewees also mentioned that the availability of land is a vital issue for competitive advantages in the global clothing sector. Although Bangladesh is a small country, all garment industry owners can purchase free lands from the government at very cheap prices and because of the advantages, they can make a multiproject within the same boundary which will help to decrease the cost of investment.

Although some of the respondents also mentioned some other options for existing facilities of the RMG industry in Bangladesh Author has only considered relevant issues for getting better results in this study.

5.3 Identify the Inefficiency Factors in Supply Chain Management

Through data analysis, the author has identified some inefficient features that impact supply chain implementation and make it difficult to act consistently in the supply chain. As a result of these impacts, competitive advantage in the global market will be reduced. The explanations of these factors are given below.

5.3.1. Delaying in Sample Approval Procedure

Of the 11 respondents, 12 agreed that sample acceptance is the most important inefficient stage of garment production and that it involves various time and labor steps before and after the product are manufactured. Consequently, it is one of the most timeconsuming steps in the entire supply chain. Suppliers are asked for preliminary samples by the local production offices in Dhaka, which are then handed over to the suppliers by the head office in the retailer's country of origin. Before going into mass production, suppliers must obtain approval for counter samples. After the approval of the counter sample, suppliers must again obtain the approval of the production sample to ensure that the fabrics and other accessories match the approved counter sample. Third, suppliers must also obtain approval of the finished product sample with an approved counter sample before shipping and production to ensure that everything matches the counter sample. Finally, the overall lead time for shipping products is greatly affected by this type of lengthy sample approval process.

5.3.2. Time-Consuming in Order Issuance

On the other hand, most participants responded that the effectiveness of the whole supply chain is also affected by the longer order confirmation process. After presenting the initial samples to the retailers, they simultaneously request a quote for the product from some suppliers to compare the price. The lower-priced supplier is selected to receive the order confirmation, provided certain conditions regarding production facilities and compliance are met. The retailer's local production office sends an inspection team to the suppliers' factories to check whether they can comply with their code of conduct and whether they have produced goods in the past. The order is given to the supplier when they receive all kinds of

clearances from the inspection team. Consequently, the implementation of the supply chain is affected by this kind of complex and lengthy procedure.

5.3.3. Lack of Raw Resources

Moreover, one-third of the respondents said that most Bangladeshi garment suppliers have to source only 5-10% of raw materials from various foreign markets, especially China, Hong Kong, Korea, Indonesia, India, and Pakistan. The main raw materials that are not available in the local market include the aforementioned woven fabrics, zips, buttons, laces, and labels. Before suppliers start mass production, they have to import these raw materials and produce them themselves. The most time-consuming raw materials are imported woven fabrics, which greatly affect the overall lead time. Supply chain operations stop if any of the raw materials are not in stock in time. Ultimately, this increases production costs, even though suppliers sometimes have to ship the goods via AIR, which is an excessively costly method. This affects the image of the suppliers' production capability and the management of the company.

5.3.4. Shortages of Energy Supply:

Out of the 7 participants, 8 said that energy shortage is one of the most important problems of the RMG industry in Bangladesh as Bangladesh is a small country but its population density is extremely high. Therefore, on the one hand, energy resources such as electricity, water, and gas have to be distributed to households to meet their needs. On the other hand, this energy is the most important resource for all garment industries. As a result, it becomes a big challenge for the government to provide sufficient energy to the garment factories. The factories suffer from gas, electricity, and water shortages and are often forced to stop production. Most often, problems with load shedding occur during the summer season due to high temperatures. Ultimately, the supply chain is affected by the energy supply disaster and it is not possible for suppliers to meet delivery deadlines as lead times are extended.

5.3.5 Political Unrest

Political violations were also seen by some of the respondents as incompetence in the RMG sector of Bangladesh. Politically, Bangladesh is a democratic country. Political conditions are very volatile, which is considered one of the main reasons for the disadvantage of the Bangladeshi garment sector. Political conflicts always have a negative impact on the garment industry. Most of the garment factories are located either in the Dhaka region or in

Chittagong and all kinds of political strikes are very active in these two cities. Consequently, it is quite impossible to deliver the finished garments from Dhaka to Chittagong. This is because the port is in Chittagong and most of the factories are near Dhaka.

5.4 Findings

I. Results and the data analysis reveal that the proposers and decision creators of RMG would associate their supply chain policies, work jointly through entirely the supply chain partners.

II. They would distribute information between the phases of the supply chain, have a typical SCM process, develop and fulfill the code of conduct, cut lead time, simplify administrative complications during exports, amend the technologies, reduce corruption, etc. to maintain its progression.

III. The most important limitation of this paper was to use secondary sources and a few email interviews that might limit the generalizability of the result due to the Covid-19 pandemic.

IV. The overall results obtained from this study have facilitated to draw the following analysis of findings: supply chain management involves various areas that revolve around efficiency, cost reduction and buyer satisfaction.

V. 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.

VI. It's field where continual research leads to insights on streamlining operations, reducing lead times, managing inventory and enhancing overall performance.

Supplier channel of Bangladesh is found that 80% suppliers are foreign and only 20% are local. That means most of the raw materials are procured from outside of Bangladesh.

CHAPTER SIX
RECOMMENDATIONS & CONCLUSION

Recommendations

6.1 Recommendations

I. The most important task is to reduce the lead time in manufacturing products and the quantity of allotment in the RMG sector in Bangladesh.

II. Some special fabrics have to be purchased from the international market due to the shortage of raw materials, which ultimately affects the lead time of orders.

III. Therefore, improving local backward linkages is the best solution that will help develop strong local textile production with the support of the government, BEPZA, BOI, EPB, BTMC, and BGMEA.

IV. As it is difficult to invest large sums of money in modern equipment and machinery, it is impossible to develop strong backward linkages immediately.

V. The Bangladesh government can inspire international shareholders to become involved in the Bangladesh textile industry. However, many established components have contributed to the improvement of the garment factory.

VI. The research has highlighted some main areas that can be properly considered in future studies. Factors such as social affiliation and political volatility are identified as barriers for RMG factories to gain a competitive advantage.

VII. Finally, the author refers to other agencies involved in this manufacturing sector to make the necessary plans to strengthen competitiveness in this favorable sector.

6.2 Conclusion

In Bangladesh, the readymade garment (RMG) industry has become the most important export segment and contributes to the economic growth of Bangladesh. Therefore, various managers should consider appropriate measures to improve this business. Although market entry through special measures, lower labor cost, lower capital investment, and reasonable energy cost is no longer considered a prerequisite for the competitiveness of garment factories in Bangladesh. Production efficiency can be increased through the use of modern machinery in production, practical learning, and the training of workers. To reduce waste in production, we need to work with advanced technology. Firstly, since all retailers have chosen Bangladesh as an outsourcing location for their garment production because of the lower production price, the management should explore all options to maintain the position of cost leader in the global garment market. The RMG industry has contributed vastly to the economic development of Bangladesh, a small South Asian country that now has moved from low-to-middle-income status. After the abolition of the quota system, 2005 to the 2022, the average growth rate of the RMG export business in Bangladesh is 21%. This is higher than some other competitor neighboring countries (India, Pakistan). The RMG industry is now contributing about 20% of the country's GDP. Additionally, the RMG industry currently employs around 5 million people, and about 80% of the workers are women, thereby making the country's women more empowered than before. The results of this study revealed exciting findings of the RMG industry of Bangladesh. First, competitive price is considered as the most important resource by the RMG exporting firms in Bangladesh, followed by on-time delivery and quality. Second, most RMG firms of Bangladesh seemed to have good infrastructure, indicating that they can produce large quantities of orders and can deliver on time, thus attracting foreign buyers to Bangladesh.

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