

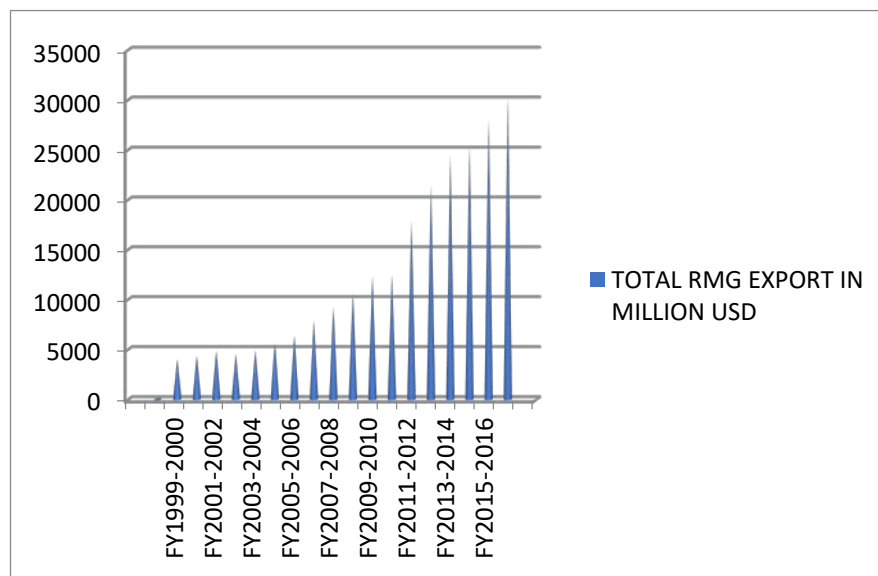
A Recent Development of Supply Chain Management on RMG industry in bangladesh

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ABSTRACT: Supply chain management is the mostly discussed topic in rmg sector of bangladesh. Supply chain management consists of all parties involved directly or indirectly in rmg sector of Bangladesh. As different parties i.e. the suppliers, manufacturers, buyers etc. are involved in different phases of supply chain of this industry, every stage (procurement, manufacturing, replenishment, customer order) is conflicting with its next stage with the goals and objectives. it links all the supply interacting organizations in an integrated two-way communication system to manage high quality inventory in the most effective & efficient manner. The main object of supply chain management is to create optimal layout and design so that produced high-quality garments product, and reducing the wastage of human labor, time and money and effective production and optimal profit with proper quality at low cost. Rmg sector is the strongest sector of bd and this facing some critical problems. Now this our research paper addresses the way of development of Supply chain management in order to develop the RMG sector of bd.

Key Words: Supply Chain Management (SCM), Ready-Made Garment (RMG), Strategy, Problems, Development of SCM.

1.INTRODUCTION: Bangladesh IS ONE OF THE biggest trade export country of rmg and apparel in the world market. This industry started in Bangladesh at the late 1970s, expanded heavily in the 1980s and boomed in the 1990s. at first REAZ garments start to export by selling 10,000 pieces of men's shirts worth French Franc 13 million to a Paris based firm in 1978 .



Source: Export Promotion Bureau of Bangladesh [1]

supply chain management is a network facilities that can performs all aspect of rmg sector in order to improve all the connections of a company. all The aspects are : Raw materials,supplier Manufacturer, Wholesaler/distributor, Retailer, Customer. SCM systems help in reducing inventories, operational costs, compress order cycle time, enhance asset, productivity as well as increase the companies' responsibility to the market. Besides from these benefits, the apparel industry is able to achieve quick response through efficient supply chain management practices. Quick response is a concept pertaining to the collaboration and sharing or information among manufacturers, suppliers and distributors allowing them to respond more rapidly to the needs of the customers.[2] From the above chart we can find the total RMG export from Bangladesh, starting from 1999 to 2018. We can easily understand from this chart that RMG sector is the mostly strong economic area of Bangladesh.

Now, the primary objective of this research paper is to focus the development of Supply chain management in rmg sector of Bangladesh.

2.literature review:

It is common knowledge that R.K. Oliver and M.D. Weber, two consultants in the field of logistics, introduced the concept of Supply Chain Management (SCM) in literature at the beginning of the 1980s.

ACCORDING TO Oliver and Webber (1982),

“Supply chain management (SCM) is the process of planning, implementing, and controlling the operations of the supply chain with the purpose to satisfy customer requirements as efficiently as possible. 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.”[3]

The Supply Chain Council (1997) uses the definition:

“The supply chain – a term increasingly used by logistics professionals – encompasses every effort involved in producing and delivering a final product, from the supplier’s supplier to the customer’s customer. Four basic processes – plan, source, make, deliver – broadly define these efforts, which include managing supply and demand, sourcing raw materials and parts, manufacturing and assembly, warehousing and inventory tracking, order entry and order management, distribution across all channels and delivery to the customers.”

ACCORDING TO Chopra and Meindl (2007, p.3)

“A supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request. Within each organization, such as a manufacturer, the supply chain includes all functions involved in receiving and filling a customer request. These functions include, but are not limited to, new product development, marketing, operations, distribution, finance, and customer service”.[4]

According to Ballou (2007),

SCM is not new; it is an evolution of purchasing and distribution function. The integration of these two functions has generated what we call SCM. Figure shows the evolution of SCM as described by Ballou (2007). He has segmented the evolution of SCM into three stages. [5]

- ✓ Activity fragmentation – 1950s and 1960s
- ✓ Activity integration – 1960s to 2000s
- ✓ Supply chain management – 2000+

Analyzing all the definitions we identified a number of key concepts and derived concepts used to explain the term SCM.

the key concepts are the following:

- ✓ planning, implementing, controlling, business processes, customer requirements, processing, movement, storage, point-of-origin, point-of consumption, relationship, integration, logistics activities, coordination, managerial processes, collaboration, organizing, , motivating, customer value, competitive advantage, suppliers, manufacturers, warehouses, stores, costs, service level, business function, performance, transportation.
- ✓ the derived concepts are the following: operations, efficiently, raw materials, work-in-process inventory, finished goods, sharing data, systemic, strategic, sustainable, long term, right quantity, to the right locations, and at the right time.

In 2014, (Md. Farhan Shahriar, Bishwajit Banik Pathik, Md. Mamun Habib) have reviewed the concept of supply chain management in textile and apparel supply chain management in Bangladesh. They argued that Supply chain management create a lot of opportunity to integrate and optimize the supply chain process of RMG industry of Bangladesh. The proposed conceptual framework for the RMG industry provides a novel approach for decision makers of supply chain components to review and appraise the performance toward fulfillment of ultimate goals, i.e. producing high-quality garments product, and reducing the wastage of human labor, time and money. [6]

Asgari and Hoque (2013) examined the opportunity that lies in an integrated supply chain to provide a competitive advantage to the Bangladesh RMG sector. A system dynamics approach has been used to identify the dominant variables of supply chain performance such as enablers, performance or results, and inhibitors in the RMG sector. Since the end consumers of the apparel fashion market are becoming increasingly time-sensitive, a decrease in lead time, besides quality and cost criteria, is needed to win more orders from buyers. [7]

In every manufacturing organization, for their working purpose they follow the basic supply chain. The following diagram is the basic supply chain for manufacturing organizations.

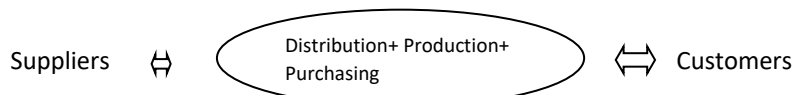


Figure 1 : An illustration of a company's supply chain [8]

3. RESEARCH METHODOLOY:

There are various way of collecting data. Such as content analysis, questionnaire, interview, case study etc. our methodology is content analysis, case study and interview. We analysis content papers (1982-2016) and case study of production of ASROTEX Group and interviewing Supply chain analyst of ASROTEX Group.

4. Overview of RMG sector in Bangladesh:

Bangladesh is strongly dependent on the RMG sector. It is the biggest export area of Bangladesh. The readymade garments industry acts as a catalyst for the development of Bangladesh. The "Made in Bangladesh" tag has also brought glory for the country, making it a prestigious brand across the globe. Bangladesh, which was once termed by cynics a "bottomless basket " has now become a "basket full of wonders." The country with its limited resources has been maintaining 6% annual average GDP growth rate and has brought about remarkable social and human

development. After the independence in 1971, Bangladesh was one of poorest countries in the world. No major industries were developed in Bangladesh, when it was known as East Pakistan, due to discriminatory attitude and policies of the government of the then West Pakistan. So, rebuilding the war-ravaged country with limited resources appeared to be the biggest challenge. [12]

Table 1 : The Milestones of the RMG Industry [9]

Year	Milestone
1995	Realistic Solution of child labor issue with ILO, UNICEF & US Embassy
2005	Phase out of MFA Quota
2009	Successfully faced Global Recession
2010	Ranked as the 2 nd Largest Exporting Country
2013	Ensuring workplace safety

Table 2: Export History Of RMG [9]

YEAR	Number of factories in RMG	EMPLOYMENT
1995-1996	-	-
1996-1997	-	-
1997-1998	-	-
1998-1999	1697	780000
1999-2000	1821	910000
2000-2001	2377	1130000
2001-2002	2982	1470000
2002-2003	3252	1700000
2003-2004	3571	1900000
2004-2005	3988	2120000
2005-2006	4220	2250000
2006-2007	4490	2400000
2007-2008	4743	2810000
2008-2009	4925	3500000
2009-2010	5063	3600000

2010-2011	5085	3630000
2011-2012	5091	3670000
2012-2013	5103	3990000
2013-2014	5027	4020000
2014-2015	5000	4200000
2015-2016	4950	4280000

Fig: Growth of RMG Sector in Bangladesh

The industry that has been making crucial contribution to rebuilding the country and its economy is none other than the readymade garment (RMG) industry which is now the single biggest export earner for Bangladesh. The sector accounts for 81% of total export earnings of the country. IN the following figure we can see the number of factories in RMG and of employe in RMG sector in Bangladesh. The apparel industry of Bangladesh started its journey in the 1980s and has come to the position it is in today. The late Nurool Quader Khan was the pioneer of the readymade garment industry in Bangladesh. He had a vision of how to transform the country. In 1978, he sent 130 trainees to South Korea where they learned how to produce readymade garments.

5.Problems facing by RMG Sector of Bangladesh:

The garment industry of Bangladesh has been the key export division and a main source of foreign exchange for the last 25 years. National labor laws do not apply in the EPZs, leaving BEPZA in full control over work conditions, wages and benefits. Garment factories in Bangladesh provide employment to 40 percent of industrial workers. But without the proper laws the worker are demanding their various wants and as a result conflict is began with the industry. Following are the some specific problems facing by the RMG sector of Bangladesh. [10][15]

- ✓ **Raw materials:** Bangladesh imports raw materials for garments like cotton, thread color etc. This dependence on raw materials hampers the development of garments industry. Moreover, foreign suppliers often supply low quality materials, which result in low quality products
- ✓ **Unskilled workers:** Most of the illiterate women workers employed in garments are unskilled and so their products often become lower in quality.
- ✓ **Improper working environment:** Taking the advantages of workers' poverty and ignorance the owners forced them to work in unsafe and unhealthy work place overcrowded with workers beyond capacity of the factory floor and improper ventilation.
- ✓ **Lack of managerial knowledge:** There are some other problems which are associated with this sector. Those are- lack of marketing tactics, absence of easily on-hand middle management, a small number of manufacturing methods, lack of training organizations for industrial workers, supervisors and managers.
- ✓ **Wages:** According of Minimum Wage Ordinance 1994, apprentices' helpers are to receive Tk500 and Tk930 per month respectively. Apprentices are helpers who have been working in the garment industry for less than three months. After three months, Apprentices are appointed as helpers. Often female helpers are discriminated against in terms of wages levels, and these wages are also often fixed far below the minimum wage rate. A survey conducted in 1998 showed that 73% of female helpers, as opposed to 15% of their male counterparts, did not receive even the minimum wage.
- ✓ **Unit labor cost:** Bangladesh has the cheapest unit labor cost in South Asia. It costs only 11 cents to produce a shirt in Bangladesh, whereas it costs 79 cents in Sri Lanka and 26 cents in India. Clearly, Bangladesh's comparative advantage lies in having the cheapest unit labor cost.
- ✓ **Working hours:** Though the wages are low, the working hours are very long. The RMG factories claim to operate one eight-hour shift six days a week. The 1965 factory Act allows women to work delivery deadlines; however, women are virtually compelled to work after 8 o'clock. Sometimes they work until 3 o'clock in the morning and report back to start work again five hours later ar 8 o'clock. They are asked to

work whole months at a time the Factory Act, which stipulates that no employee should work more than ten days consecutively without a break.

- ✓ **Safety Problems:** Because of the carelessness of the factory management and for their arrogance factory doors used to be kept locked for security reason defying act .Safety need for the worker is mandatory to maintain in all the organization. But without the facility of this necessary product a lot of accident is occur incurred every year in most of the company. Some important cause of the accident are given below-
 - Routes are blocked by storage materials
 - Machine layout is often staggered
 - Lack of signage for escape route
 - No provision for emergency lighting
 - Doors, opening along escape routes, are not fire resistant
 - Doors are not self-closing and often do not open along the direction of escape
 - Adequate doors as well as adequate staircases are not provided to aid quick exit
 - Fire exit or emergency staircase lacks proper maintenance
 - Lack of proper exit route to reach the place of safety
 - Parked vehicles, goods and rubbish on the outside of the building obstruct exits to the open air
 - Fire in a Bangladesh factory is likely to spread quickly because the principle of compartmentalization is practiced
- ✓ **Price competitiveness:** China and some other competitors of Bangladesh have implemented sharp price-cutting policies in exporting garment products over the last few years, but Bangladesh has failed to respond effectively to such policies. China was able to drop the export price of 29 garment categories by 46 per cent on average in the United States within a year, from \$6.23 per sq metre in December 2001 to \$3.37 per sq meter in December 2002. Bangladesh needs to respond to such price-cutting policies of its rivals in order to remain competitive in the quota-free global market.
- ✓ **Environmental Pollution:** There are 12 million people right now in Dhaka which is going to be 22 million by 2025. There are 7000+ industrial units in and around the Dhaka city. The RMG sector is the second major contributor of river pollution after tanneries. RMG sector are discharging 2 million m³ effluents every day. Underground water level in Dhaka city is going down quickly. Wastage of water- as usage is 15 – 18% higher than is required [11]

6. Research objectives:

The main objective of the study is to find out and discuss the contribution of RMG sector in economic development of the country, and to uncover the challenges this sector is facing. The specific objectives of this study are as follows: [16]

- ✓ The main objective would be to maintain customer service and thus minimising costs
- ✓ To find out the economic contribution of RMG in Bangladesh
- ✓ To uncover the challenges of RMG sector
- ✓ To address the challenges and sought out the possible ways out.
- ✓ Reduction of pre & post production inventory.
- ✓ Knowing the overall supply chain process through Management
Observing the simple supply chain mechanism available in Bangladesh garment industry
- ✓ Acquiring the elements and the areas of supply chain procedures.
- ✓ Finding the practical and conceptual clues about the supply chain procedures in Bangladesh garments.
- ✓ Monitoring the future prospect as per our subjective knowledge
- ✓ Distinguishing the running procedures with the actual procedure as per international system of supply chain process.

So balancing everything should be the ultimate goal of supply chain department.

7. Supply chain management evolution:

Supply chain is not a new concept of this modern era. May be it was originated by consultants in the late 1980s & then analyzed by the academic community in the 1990s. then it was spread evolutionary all over the world. In the following figure we can see the probable origin of Supply chain management.[5]

History of Supply Chain Management

- 1960's - Inventory Management Focus, Cost Control
- 1970's - MRP & OM - Operations Planning
- 1980's - MRPII, JIT - Materials Management, Logistics
- 1990's - SCM - ERP - "Integrated" Purchasing, Financials, Manufacturing, Order Entry
- 2000's - Optimized "Value Network" with Real-Time Decision Support; Synchronized & Collaborative Extended Network for SCM.

8;.Supply Chain Management On RMG Sector In Bangladesh:

supply chain management is the key factor of rmg sector of Bangladesh. Due to following supply chain management in rmg sector in Bangladesh, our rmg sector rising heavy fast rather than any other industries in Bangladesh. There four phases of supply management all require many perspectives & inputs best obtained through a cross-functional approach. [6] These four phases of supply management are as follows:

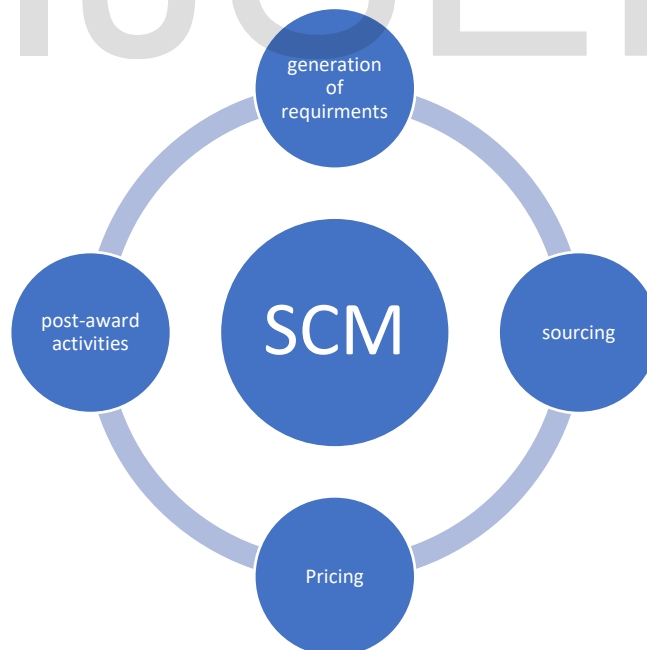


Fig: Four Phases of supply chain management

- ✓ **Generation of Requirements:** The generation of requirements is a critical activity that results in the identification of the optimal materials & services to purchase, together with the development of

specifications & statements of work describing these requirements. Approximately 85 percent of the cost of purchased material, services & equipment is “designed in” during this phase. Thus supply management should be involved up-front during the generation of requirements to ensure that all commercial issues such as cost, availability, substitutes & so on, receive appropriate consideration.

- ✓ **Sourcing:** The objective of sourcing is the identification & selection of the supplier whose costs, qualities, technologies, timeliness, dependability & service best meet the firm’s needs. The development of supply alliances is a sourcing activity.
- ✓ **Pricing:** The objective of pricing is the development of prices that appropriately reward the supplier for its efforts & which result in the lowest total costs of ownership for the customer firm. While negotiations occur throughout the supply management process, their most significant role normally is during the pricing phase.
- ✓ **Post-Award Activities:** This important activity ensures that the firm receives what was ordered on time & at the price & quality specified. Post-award activities include supplier development, technical assistance, troubleshooting & the management of the contract & the resulting relationships.

The overall supplier selection process of ACI limited includes the following steps: [13]

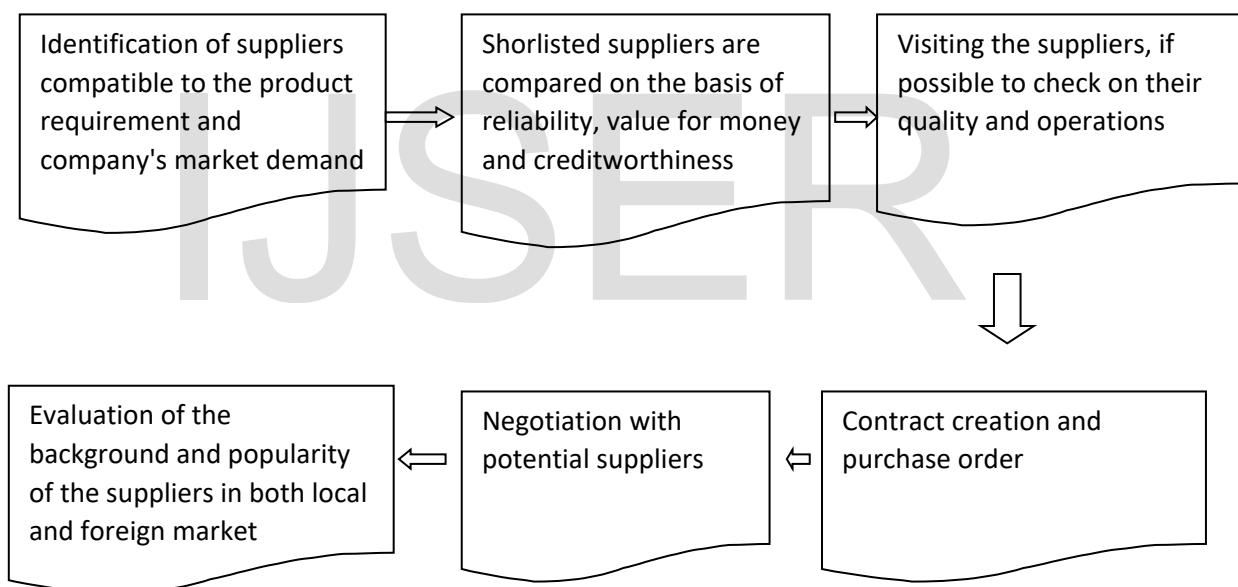


Fig: Overall supplier selection process of ACI limited, Bangladesh. [18]

9. Reason of developing supply chain management on RMG sector in Bangladesh:

We use supply chain management in RMG sector in Bangladesh in order to change old strategy of production process, maintenance all the aspects in RMG sector in Bangladesh. SCM is designed to solve these problems and is important to reduce inventory investment in the chain, to increase customer service, and to help build a competitive advantage for the channel. With a changing management focus, companies also began to realize that maximization of efficiency in one department or one functional unit is less desirable than optimal performance for the whole company. There are various reasons of developing supply chain management on RMG sector in Bangladesh. Those are shown in below: [14]

Lead time is the main important things for increasing the companies profit in RMG sector in Banglaresh. supply chain management decrease the delivery time . In general Lead time =Fabric manufacturing time+ time to import fabrics+ fabric inspection / other processing + Garments Manufacturing (cutting, sewing, washing, finishing and packing) + Garments Final Inspection and sending to sea port + buffer time (woven garments) Lead time= 25+ 28 +7 + 20+5+5= 90 days Lead time = manufacturing time of fabrics+ manufacturing time of garments.

Analysis the lead time management of a model Company (ASROTEX Group) With supply chain Department:

The company’s some successfu supply chain management process with different buyers have been analysed here to have a clear idea about the way to minimisation of lead time.

In General for H & M lead time 45 to 60 days. It is very tough to follow lead time if lead time is less than 45 days.

The interview was taken very closely with the **Sr. Executive M Kamrul Hasan Selim, Dept. Of Supply Chain Management of ASROTEX Group**. He Said that it is very tough to made it (to follow lead) workable if lead time is less than 45 days, but they made it very easy by means of SCM.

In the following figure we can see that they decrease the delivery time by means of SCM. If we follow supply chain management in RMG sector in Bangladesh then the following figure may change. It is find out that supply chain management helps inormiously to help to follow lead time. For this some heavy point may change and our RMG sector of Bangladesh rise up his head to the whole world. [17]

Those are in below:

- 1.Higher efficiency rate
2. Inventory buffers
3. Optimal shipping option
4. Mitigate our risk
5. Stay on top of demand
- 6.eliminate waste
7. Minimize delays
8. Improve customer service
9. Reduce our over head cost
10. Sourcing stability
11. Achieve higher reliance from supplier.
12. Distribution spontaneously done.
13. Best utilized the old stock.
14. Insure the best quality of raw materials.
15. T&A (time and action) is fullfilled with effective planning.
16. Customers and supplier price settlement.
17. If production quality fall down cause of raw materials then supply chain concern settlements with supplier.
18. Accumulated the inventory location Planning so that easy identify.
19. Decrease the purchase cost.
20. Decrease the holding cost, set up cost and shortage cost.
21. Maintain the economical order quantity for on time delivery.
22. Maintain the associated life cycle for manage the shortage quantity.
23. Yearly progress are remain in record.
24. Its totally maintain by strategic management system.

10. A Recent Development of supply chain management in Bangladesh:

We should develop supply chain management In order to develop the RMG sector of Bangladesh. Here’s some criteria is shown in below that SCM how run the RMG sector in Bangladesh. [20]

Serial Number	SCM Dept.	Activities	Present Executives Of SCM Dept.	Past Executives Of Old Strategy
1	Sourcing	Communication And Selection Of Right Supplier	Sourcing Team	Marketing And Merchandising Team
2	Commercial	L/C Terms, Bond And Customs, C And F Agent, Cargo Insurance Etc.	Commercial And Finance Dept	Merchandising Team
3	Procurement	Negotiating The Price And Purchasing All Kinds Of Raw Materials,Daily Items, Machinery, Spare Parts Etc.	Purchasing Dept.	Marketing And Merchandising Team
4	Logistics	Inbound And Outbound Logistics	Logistics Team	Commercial Or Marketing Team

5	Inventory	Storage, Monitoring And First In And First Out Of Raw Materials	Material Management Dept.	Store Dept. Or Production Team
6	Scm Planning	Planning To Production, Advanced Scheduling, Distribution And Delivery.	Planning Dept.	Industrial Engineering Team

In The Following Figure We Can See The Recent Development Of Supply Chain Management On RMG Sector In Bangladesh.

11.Future propagation of SCM on RMG sector of Bangladesh:

If Supply Chain Management (SCM) or procedures is ended appropriately, it can assist the Bangladesh Garment Industry to diminish their catalogs which will direct to cutting of operational costs, lessen order cycle time, enhance plus efficiency as well as augment the companies’ receptiveness to the market. Improved and superior SCM or SCP performs also leads to quick response which is a concept pertaining to the collaboration and sharing or information among manufacturers, suppliers and distributors, permitting them to act in response more swiftly to the requirements of the clientele. [19] The organizations like Universities, Training Centers, and Commercial Offices etc are offering Supply Chain Management as important courses for the modern management by which the employees can be well educated concerning supply chain management and after that they can implement the learning directly in the Bangladesh garment industry. It can make certain our future economic augmentation more enthusiastically.

12. Conclusion And Recommendation: Supply Chain Management is one of the most effective solution for the RMG sector of Bangladesh. It completes all over the total process. Garment Supply Chain Management is the beneficial ones for generating the order to the shipment appropriately as per factory and the buyer’s obligation. Apparel buyers around the sphere insist product as they want it, when they want it and the best possible price so that supply chain can do a lot to this concern in reality. In today’s highly competitive global marketplace they are placing greater value on excellence and delivery time. Manufacturers similarly have begun to situate more value on quality and delivery time and companies need to try to swell a competitive perimeter and improve profitability through cutting cost, increasing quality and improving delivery by the assist of supply chain management. [21]

Finally it is said that it release load on specific person and continue smooth operation without hampering and done with very fast.

This is noted that it may be developed for better profit, production and better efficiency than the old strategy in Bangladeshi Rmg sector.

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