

# A study on current perspective of Supply Chain Management of Textile & Clothing Industry of Bangladesh in relevant to Future Demand.

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**Abstract**— The aim of this paper is to identify the current status of Supply Chain Management (SCM) in Textile & clothing Industry of Bangladesh. Also to discover the main issues faced regarding the supply chain, such as, inventory management, Longer Lead time, collaboration, technology & logistics management. Also to relate it to the Modern Supply Chain in relevant to future Demand for the sustainable growth of this Industry. Textile industry of Bangladesh has been occupying as the largest source of exports and foreign currency for the country. It contributes 82.3% of the total export of Bangladesh. Also 4.00 Millions of women and men are employed in this industry. The export-oriented RMG sector has some distinctive features, which differentiate it from other businesses. Wage, supply chain, timeframe, and compliances are among the most important features of this business. Whatever the wage level or lead time is without proper supply chain management no business is viable. Our endeavor was to manage and exploit the opportunity that lies in an integrated supply chain which will provide competitive advantage to the Bangladesh garment factories. The study reveals that the decision makers and planners of Textile & Clothing Industry should align their supply chain strategies, work together with all the supply chain partners, share information among the stages of supply chain, have a standard SCM procedure, comply the code of conduct, adapt changing technologies, minimize corruption and bureaucratic tangles in customs, cut lead time etc to sustain its growth.

**Index Terms**— Supply Chain management, History, Future Demand, textile & Clothing Industry of Bangladesh, Inventory Management, Lead time Management, Framework, New Technologies, Ready made garments(RMG)

## 1 INTRODUCTION

Textile & clothing Industry of Bangladesh is the most important segment of Bangladesh Economy playing the Critical role to its economic development. Although the industry has started the journey on 1976, but within a short span of time it ables to gain immense popularity through the world RMG(Ready made garments) market. Bangladesh Textile & Clothing Industry is the second Largest Exporter of RMG sector after China. Apart from that it is fulfilling the cent percent of Domestic Demand. Textile & clothing industry is covering the largest share of GDP growth of Bangladesh. In Fiscal Year 2015-16, textile & Clothing Industry has earned in total \$28.09 Billion USD which is 82.01% of total export earning of Bangladesh. In Fiscal Year 2016-17(Upto June) textile Industry has already earned \$28.149 Billion USD which already covers 81.23% of total earnings of Bangladesh. The main importer of textile Industry of Bangladesh are the EU(European Union). They Imports 62.60% of total export from this Industry. After EU, USA takes the place of second valuable customer of Clothing Industry with 18.73% of total exports. [1].

The main listed Buyers of Bangladesh Clothing industry are H&M, Li& Fung, Tom tailor, New Look, Levis,Zara, M&S, Asmara, Espirit, Umbro, Next, Wal-mart, JC Penny, Uniqlo, GAP, C&A Etc. [2]

On the contrary Textile Supply Chain management includes Management of all necessary value added products of the chain to be supplied, transformed & delivered to the End Customer of each Stage of the chain at the right time, right place maintaining atleast a minimum amount of profit. Textile Supply Chain consists of Supplier, distributors, retailers, customers. The Customers are the main Focus or the key part of the Supply Chain, since the primary purpose of the Supply chain is to satisfy the end customers. SCM was initially more focused on Inventory management of the Chain, but with the Change of Time, the most considerable benefits to business with advance supply chain management capabilities will be radically improved with customer responsiveness, developed customer service, satisfaction, increased flexibility for changing, market conditions, improved customer retention and more effective marketing. A supply chain is the chain of the process which is included their facilities, functions and activities that are involved in producing and delivering a product from supplier(s) to customer(s). Supply Chain Management concept is made possible as a conventional management tool for all manufactures are to strive to improve their product quality, to reduce their product and service cost and to shorten their product delivery and response time in a highly competitive Market.

The main aim of supply chain is to maximize production value. The value which was produced by supply chain is the

difference between the value which the customer sets and the cost of the efforts of supply chain to meet the needs of customer. How big this difference becomes the more successful the supply chain will be [3].

Supply chain management provides an important competitive advantage for the firms and is an important indicator of work performance of the firm [4]. Today not only the firms but in fact supply chains of these firms compete among themselves. To manage supply chain well means to provide in a fast way and with lowest cost products to the customers by providing both members of supply chain activities in themselves and connections among themselves in the most productive way [5].

To be able to have a successful supply chain, apart from being fast and having low cost products it is necessary to have qualities like agility, easy to adapt and aiming the profitability of supply chains. The necessary things to do to have these qualities can be summarized as agility, adaptation, and arranging profit share. Supply chain when used properly is a management strategy which provides a new competitive advantage. In Bangladesh especially the textile clothing industry will benefit greatly from the improvement in the supply chain and hence create positive effect in the national economy [6].

Competition is taking place not only among firms but mostly supply chains. Each partner in the supply chain are players in the position to try to optimize the value of the same team. Members of supply chain however much they cooperate with each other, they can compete better with their rivals. This brings both different perspectives to the partnership and wider approach to the firm [7].

## 2. LITERATURE REVIEW

### 2.1 Looking Back In World Textile Supply Chain

During the Late 20<sup>th</sup> century, Textile & Clothing Industry was migrated to the developing world economics with a supply chain structure not significantly different from that used by Textile & apparel Industry of Post World War II America as it evolved into the 1970s & 80s. For a generation after 1946, support by the federal Government's Policy of full employment, the U.S. textile & apparel industry was composed of hundreds of small under-capitalized firms. Using lowskill labor-intensive processes, independent yarn, fabric, fabric processing and product-forming units produced output that was used by other independent units to supply final products for apparel, home

furnishings and/or industrial uses. Here the supply chains were primarily of the ad hoc design, controlled by various agents and brokers. The chains were fragmented and transitory with great power disparities among many buyers and suppliers. Product flow was optimized by independent brokers, factors and retailers for their disproportionate benefit rather than the benefit of the total chain and customer value. As product prices were supported by government-based tariff and quota barriers, prices and supply chain designs were neither optimal for effectiveness of customer value nor efficiency of production and distribution. However, supply chains were design optimized for maximizing numbers of lowskilled labor jobs. Today, after several decades, except on a much expanded global scale with a few product distribution variations, one can observe much the same supply chain structure in today's global textile and apparel supply chain designs. Today, one can see developing economies producing textile and apparel products using process designs dating back to post World War II America, consistent with assumptions about labor, materials, energy, transportation, inflation and environmental costs of production for that earlier time. While many of these supply chains are more virtual than ad hoc, in that the designs are structured around core competence in retailing (Wal-Mart, IKEA etc.) and some node-to-node information and cooperation is attempted, in effect, little is different from the American model of the 1970s and 80s and few if any textile and/or apparel supply chains are optimally configured to meet the future Demand of Supply Chain in Clothing Industry [8].

### 2.2 Supply Chain Management of Textile & Clothing Industry of Bangladesh

The textile industry has played an important role in Bangladesh's economy for a long time. Currently, the textile industry in Bangladesh accounts for 45 percent of all industrial employment and contributes 5 percent to the total national income. The industry employs nearly 4 million people, mostly women. A huge 82.3% percent of the country's export earnings come from textiles and apparel, according to the latest figures available. Bangladesh exports its apparel products worth nearly \$5 billion per year to the United States, European Union (EU), Canada and other countries of the world. It is the sixth largest apparel supplier to the United States and EU countries [9]. Major products exported from Bangladesh include polyester filament fabrics, man-made filament mixed fabrics, PV fabrics, viscose filament fabrics and man-made spun yarns. Major garments exported include knitted and woven shirts and blouses, trousers, skirts, shorts, jackets, sweaters and sportswear, among other fashion apparel. The textile groups can be divided into two categories. Firstly, a large and medium size textile group consists of four business units in the chain:

- Yarning
- Fabrication

- Dying
- Garment Production

Finished goods from each unit are supplied to both within group & external customers. The business Unit Model can be shown in Fig .01 & 02 below. Lastly a small garment industry outsourced goods for the final product for customer instead of producing them in- house & it is supplied by the external supplier. The overall objective of the supply chain management is to reduce the Lead time & Cost of the Product . The elements of the supply chain management includes information sharing of Demand , efficient planning & Managemnet of the Logistics , transportation of raw materials, availability of better infrastructure of roads & railways, availability of proper warehouses to store goods, inventory planning & controlling for optimized solutions, availability of enhanced maritime physical infrastructure , highly efficeinet planning & controlling ports & shipments . These all elements contribute to lower the lead time of the value chain & also the associated cost. Textile industry is a long chain including raw materials production, complement production , clothing production & so on. So, it really makes sense to apply supply chain management to Textile Industry . Supply Chain management in textile Industry is not only a new concept , but also the weakness now a days . However it is the edge tool for textile industry to enhance its competences . What's more , it is the important stage for our textile industry to advance & upgrade its position in global industry chain . Outsourcing is one of the Major trends in business for reducing the cost & allows business to concentrate on the core business. Organizations out source when they decide to buy the products they had been making in-house.

the supply chain. The supply chain is mostly controlled by the buyers who control the business. The supply chain of this sector consists of a number of discrete activities. As discussed above , the chain beginning with sourcing of raw material, design and production through to customer, is being organized as an integrated production system. Below Figure will show the general flow of the Chain:

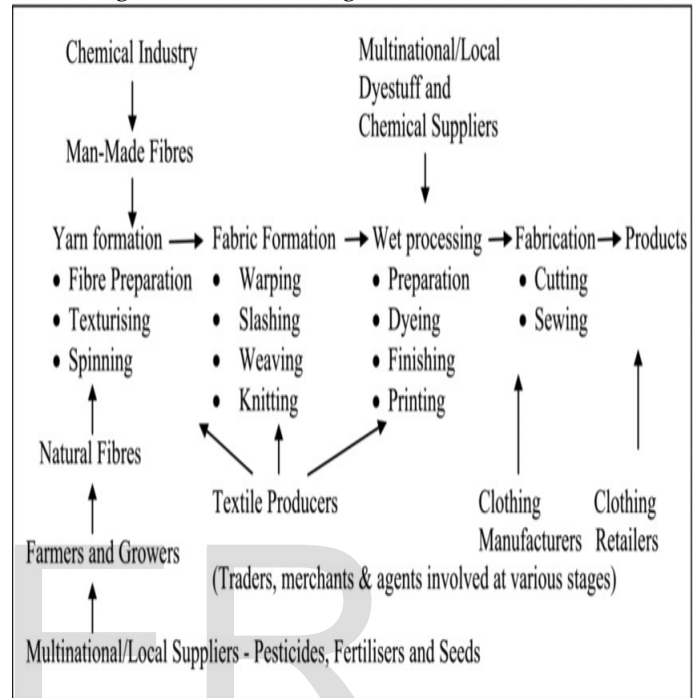


Fig:02(General Business Model of Textile Supply Chain)

In another Way . The Supply Chain Activities at this industry can be describes as below:

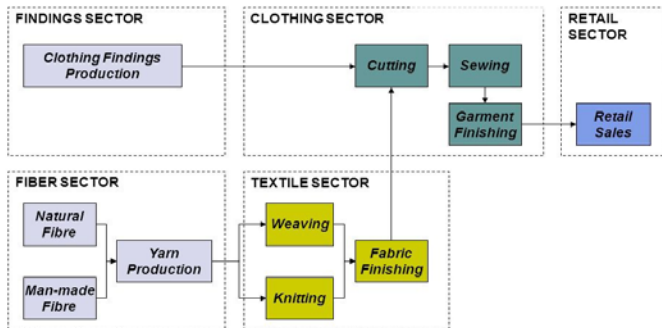


Fig :01General Supply Flow of Textiles

In Textile & clothing Industry , there is a very strong correlation between the business value chain and



Fig 03: One stop servcies in the supply chain  
 Source: The financial Express, 2014

### 3. Methodology

The analysis of this research is based on secondary data & merely on secondary data. Which including online data-bases, digital libraries, books, journals, conference papers, etc. The secondary data have been collected from different books, journals, BGMEA and BKMEA reports, newspapers and publications on Bangladesh. Published and unpublished materials and papers available in the internet have also been reviewed for the purpose. On the other hand, interviews of professionals and merchandisers of the garments factory were the primary data source. Extensive SCM of textile industry research papers of academicians and practitioners are evolved from renowned international journals, namely PROQUEST, EMERALD, EBSCO, IEEE, ACM, JSTOR, Science Direct, etc.

### 4 FINDING OF THE STUDY

The findings of the study have been discussed under the following sub-heads:

#### 4.1 Current status of the Supply Chain procurement in textile & Clothing Industry :

According to review of current picture of textile industry , it is visible to us that textile sector has significant role to improve our economical growth in Bangladesh. Delivering the finished products on time from suppliers to customer would be possible through the proper application of supply chain management. Although Successful supply chain management requires effective communication, supply chain visibility, event management capability and performance metrics, currently we are lagging behind these requirements .Specially this industry has a drawback in terms of raw material procurement .Currently this industry has lagging behind in raw material procurement due to lack of local supplier . For example, India has 75% Share of the Yarn import for this industry . About 88%-85% of trims & accessories are imported from out side of country , which is resulting on the Longer Lead time , im-proper inventory management of this industry. The growth of spinning Sector & other necessary sectors are not meeting the requirement infact. [10].

Below fig:04 will show the overall summary of growth of spinning sector:

| Years | No. of Mills | Spindle Capacity | Growth in No. of Mills | Growth in Spindle Capacity |
|-------|--------------|------------------|------------------------|----------------------------|
| 1995  | 84           | 1,701,823        | 10.52%                 | 19.56%                     |
| 2000  | 116          | 2,289,280        | 38.09%                 | 34.52%                     |
| 2001  | 145          | 2,352,310        | 25.00%                 | 2.75%                      |
| 2002  | 163          | 3,390,026        | 12.41%                 | 44.11%                     |
| 2003  | 174          | 3,419,504        | 6.75%                  | 0.87%                      |
| 2004  | 197          | 3,931,624        | 13.22%                 | 14.98%                     |
| 2005  | 230          | 4,937,353        | 16.75 %                | 25.58%                     |
| 2006  | 260          | 5,500,000        | 8.7%                   | 11.39%                     |
| 2007  | 283          | 6,000,000        | 8.85%                  | 9.09%                      |
| 2008  | 341          | 7,200,000        | 20.0%                  | 20.0%                      |
| 2009  | 350          | 7,600,000        | 2.6                    | 5.6%                       |

Source: Bangladesh Textile Mills Association (BTMA)

Fig 04: Growth of Spinning sector.

Also below Fig will show the procurement summary of Yarn

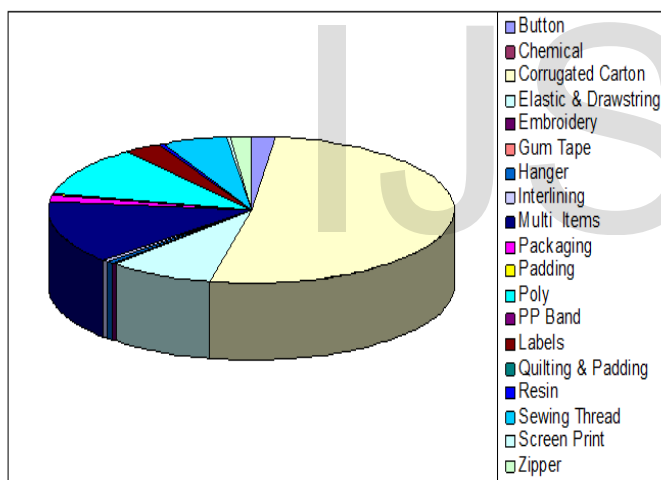
| Fiscal Year                     | Production | Consumption | Deficit |
|---------------------------------|------------|-------------|---------|
| 2008/09                         | 628,000    | 818,000     | 190,000 |
| 2009/10                         | 731,000    | 880,000     | 149,000 |
| 2010/11                         | 774,000    | 940,000     | 166,000 |
| * All values are in metric tons |            |             |         |

Fig 05: Yarn Procurement Summary.

Also If we take the Procurement Data of accessories Supply chain , we can see that we have almost 1232 Units of Garment Trims & accessories supplier in Bangladesh . This Industry covers a wide range of products and units. A close look at the information given in Table-1 shows the composition of members of BGAPMEA. There are as many as 19 categories of industrial units representing at total of 1232 units under BGAPMEA.

| Sl. No. | Item Name            | No. of Unit |
|---------|----------------------|-------------|
| 01.     | Button               | 24          |
| 02.     | Chemical             | 01          |
| 03.     | Corrugated Carton    | 632         |
| 04.     | Elastic & Drawstring | 103         |
| 05.     | Embroidery           | 02          |
| 06.     | Gum Tape             | 02          |
| 07.     | Hanger               | 06          |
| 08.     | Interlining          | 07          |
| 09.     | Multi Items          | 166         |
| 10.     | Packaging            | 23          |
| 11.     | Padding              | 03          |
| 12.     | Poly                 | 133         |
| 13.     | PP Band              | 01          |
| 14.     | Labels               | 37          |
| 15.     | Quilting & Padding   | 01          |
| 16.     | Resin                | 01          |
| 17.     | Sewing Thread        | 67          |
| 18.     | Screen Print         | 03          |
| 19.     | Zipper               | 20          |
| Total : |                      | 1232        |

Fig 06: Item Wise Unit Number .



Item-wise distribution shows that the largest number of members (632) is from Corrugated Carton followed by Multi-items (166), Poly (133), Elastic & Drawstring (103) Sewing Thread (67) and Labels (37) and Zipper (20).

Fig 07: Itemwise distribution .

The Accessories & Packaging Industry is covering almost 79% of Local need with a Good Lead Time. Which definitely shows a positive impact in the Supply chain of the Textile Industry .

#### 4.2 Supply Chain Issues in Garments Industry :

Supply chain scenario in Bangladesh including the garment industry is full of complexities and unlike the Euro-

pean countries and other parts of the developed world, a lot of work is needed to be done in Bangladesh in terms of the supply chain management practices. Although a lot of economic and industrial reforms are constantly being made in the garment industry in Bangladesh and it has an improving trend in the economic and productivity but when it is about supply chain of Bangladesh Textile & clothing industry is full of challenges and issues needed to be resolved in order to gain the competitiveness globally. The Main Issues are :

- > Inventory management responsiveness,
- > Longer lead times
- > Collaboration
- > Technology and logistics and transportation problems

#### Inventory Management

Managing inventory is a major issue Textile industry is Facing . Garment products are highly volatile in nature and have the shorter life cycles especially in the case of innovative and fashion products. Their demand changes very fast as customer preference and market trends are highly variable in nature. Therefore, it requires the inventory level to be optimum i.e. neither too much nor too less. Excess of inventory causes overstocks, obsolescence and blocks the space for demanded products. Overstocks are then required to be dumped in sale resulting in markdowns; whereas, low inventory results causes out of stocks and results in lost sales .

This major problem related to the inventory management which must be considered, especially in garment industry with unpredictable nature. Garment Companies in Bangladesh usually confront with the challenges of overstocking of particular varieties of assortments, gradually heading towards obsolescence as well blocking the way of demanded products. Many of these companies including very renowned players have significantly very high level of inventory in their stores.

#### Longer Lead time

Garment industry confronts a major issue of very high lead time despite of its short life cycle and volatile demand. Buying cycle for the garment products start generally in a year advance and the garment companies place and process their manufacturing orders for the garment products from 6 months to one year ahead of the coming seasons when the product is actually required and will be available in the stores for the sales . Higher lead time reduces the responsiveness and

increases the chances of high inventory holding and therefore, problem of overstocking. Placing the order in a year advance based on the forecasting of the demand of the coming whole season or year, while the market trends and customer demands may considerably vary is an important issue the Industry in Bangladesh needs to be tackle. [11].

### Visibility

Visibility is very important in supply chain in order to improve transparency [12]. through the delivery of fast and accurate information. Lack of accurate information results in wrong estimates of the inventory at the various stages of the supply chain resulting in variation among exact requirements, orders placed and delivered inventory, which is known as bullwhip effect [13].

Lack of visibility reduces the real time traceability of the inventory which results in the very common problems of obsolescence of the inventory, overstocks of the existing inventory in the stores and stock outs of the running inventory which is in demand.

### Collaboration

Collaboration in supply chain refers to the information sharing joint decision making and benefit sharing between two or more supply chain members in order to improve profitability and satisfy the customer needs . A successful collaborative practice requires the coordination among the various supply chain members as well as in the inter-industrial partnerships i.e. co-marketing alliances . The major identified variables affecting the supply chain collaboration in garment sector in India are; top management commitment, information sharing, trust among the supply chain partners, long term relationships and risk and reward sharing. [14]. Many Companies in Bangladesh are aware of the concepts of partnership and collaboration, but have their doubts over its successful implementation and hence, generally fail to form a long term collaborative relationship. Major areas where supplier's involvement is initiated are quality improvement, supply planning and transactional performance mainly at the level of finished production.

But the lack of transparent relationship between the supply chain members who generally avoid to share the real time information as well as the risks and rewards. Along with the inadequate information system the supply chains they also suffer with the lack of top management's support as a major barrier in forming the collaborative relationship. [14].

### Logistics Challenges

The World Bank developed the Logistics Performance Index, whereby the logistic sectors of various countries are compared with one other. This index rates countries based on the following criteria:

- Efficiency of the customs clearance processes
- Quality of trade and transport-related infrastructure
- Ease of arranging competitively priced shipments
- Competence and quality of logistics services
- Ability to track and trace consignments
- Frequency with which shipments reach the consignee within the scheduled or expected time.

Bangladesh scored just below the global average whereas other countries in South and South-West Asia, such as India and Turkey, score higher than the global average. Alongside the Logistics Performance Index the World Bank also monitors the ease of doing business in 189 countries. One of the factors taken into account is the ease of trading across borders which can be broken down into the following activities related to the logistics sector: number of documents required to import and export, the cost to import and export, and the time to import and export. Bangladesh is ranked number 130 of the 189 countries when it comes to trading across borders [15]. The only other South Asian countries that are ranked higher are Pakistan (position 91) and Sri Lanka (position 51). Another factor pertaining to the overall performance of the Bangladeshi logistics sector is the quality level of service. This index identifies the attributes that make an emerging market attractive for logistics companies such as air cargo carriers, shipping lines, freight forwarders, and distribution property companies. In the ranking of major logistics markets for the future, Bangladesh climbed 13 places from 25th to 12th position in 2013. The Bangladeshi market provides significant opportunities for logistics providers but also exposing businesses to some threats.

### Technologies

From the technological perspective the textile & clothing industry of Bangladesh needs more development as this industry is not as advanced as their American or European counter parts. Companies including the ones in the garment sector have insufficient technological and information system framework including the real time and point of sale information among the supply chain members. They are lacking in technological advancement and far behind in

the implementation of the practices and in spite of its proven necessity this industry is spending very less on their IT budget. The technologies which garment companies in India mainly use are computer aided designs (CAD), Computer Aided Manufacturing (CAM), high speed sewing machines and modern fusing and pressing machines including the wide use of internet; whereas, use of robots and automation in processes such as inspection and material handling is very low. Many Companies of this industry are also lacking in the sufficient use of RFID technology in their supply chain in order to enable the real time traceability of the garment products throughout the chain. [16] & [Informations Provided by Local Companies & their Employees].

### 5 FRAMEWORK TO FUTURE DEMAND

As discussed earlier the industry is facing lots of supply chain related challenges which affects their responsiveness capabilities and their global competitiveness. A proper strategic supply chain framework is required in order to cope up with the changing market situations, customer demands and overcoming the various challenges. While making the strategic supply chain framework for the Textile & Clothing Industry the first question which arises in front of the supply chain thinkers is the correct supply chain models which suit the different product offerings in different markets. [17] The product strategy of the garment company should match with its supply chain strategy. Customer orientation and value creation in the supply chain stages is a crucial phase for any supply chain [18]. A supply chain strategy matching with the product type will bring the efficiency while a supply chain which does not match with the product type may be disastrous for the company. It will create the problems causing the blockages in the supply chain. Only solution is to identify the problem as soon as possible and restructure the supply chain as soon as possible. Sooner the problem will be identified less will be damages and the system may be restored more easily, whereas, the delays in identifying the problems will create more delays in restoring [19]. A supply chain must match its product type and if not then it should be redesigned soonest possible. [17]

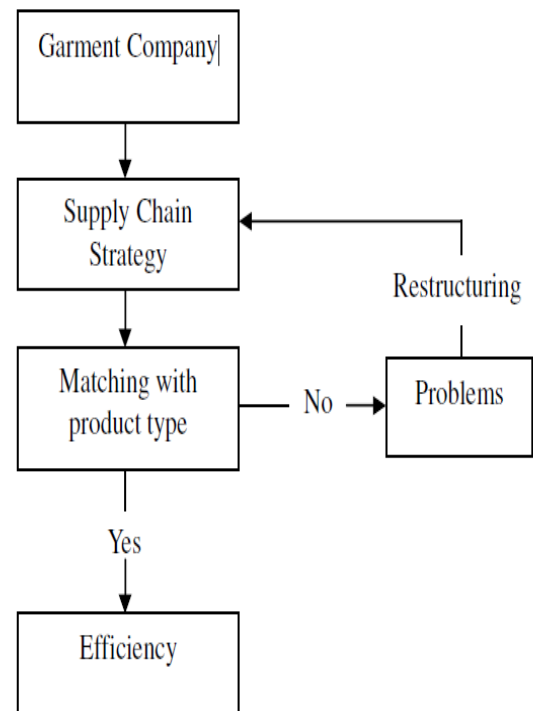


Fig 08: Strategic Supply Chain Framework

#### 5.1 Strategic Fit

The products offered in the Textile & clothing Industry may be divided into two categories i.e. customized and standardized. However, it is very rare to find a garment product which is either only customized or standardized, but there is the blend of the customization and standardization where they vary from a low degree of customization to the high degree of customization and in the same way from high standardization to the low standardization. To best describe it can be divided into following types of situations:

- (1) High customization
- (2) Moderate customization and standardization
- (3) High standardization

The supply chain strategy according to the nature of the product is describes two kinds of products; Innovative which has high variability in demand and earns high profit margin as well, needs a responsive supply chain which also termed as agile supply chain who suggest it for the fashion products, products with high volatility in demand, high product variety, short product life cycles and high profit margins. These products are highly customized to the market trends, fashion needs and customer demands. [20]

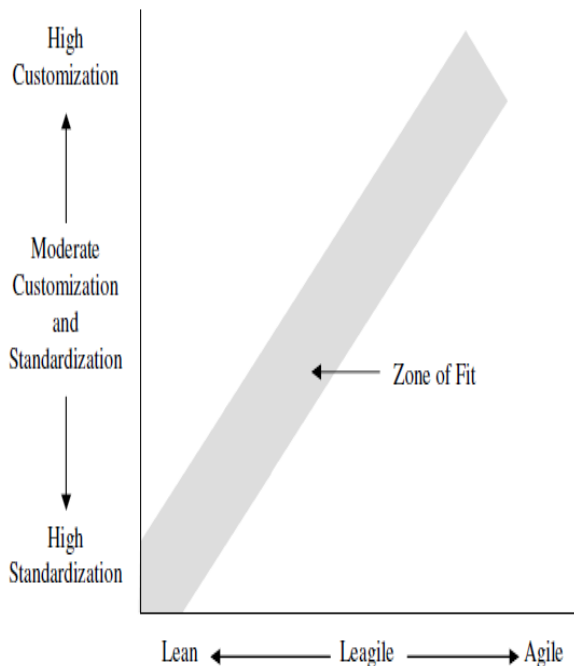


Fig 09 :Strategic Fit .

### 5.2 How to Corelate with Future Demands

As Discussed the current supply chain structure of textile & clothing Industry of Bangladesh faces lot of challenges which is mainly based on inventory management, lead time, collaboration, technology and logistics. A right supply chain for the right product will be helpful in maintaining the proper inventory flow and maintaining the optimum lead time as required by the corresponding supply chain, which will be helpful in overcoming the situations of overstocking or the stock outs and the lost sales .Using RFID technology widely will also be helpful for the Industry in order to maintain the real time tracing and visibility of the products . RFID is effective everywhere in supply chain which detects errors in manufacturing, in warehousing starting from reception area to the storage area through cross docking till the outgoing area, and at the sales floor. It makes the real time visibility of the products at all the above stages as well.

Also redesigning of the current Supply Chain Structure can be the most powerful solution of the time as suggested in Strategic fit . For example if a shirt will be produced, to be able finish this product, it is necessary to go through a lot of processes like weaving the cloth, dying, buttonhole, stitching buttons, printing labels, ironing and packaging. When we think that all of these processes are made in different places, to be able to manufacture the right product and deliver the order on time, it is necessary that the firms

communicate with each other and work together on the order. The break down of one of the processes or a production fault may be able to affect all the other processes. If the manufacture of a shirt will be made four various phases at the end of different processes, a manufacturing fault of a firm or delay will affect others. If there isn't an apparent supply chain management system, occurred faults and lack of information will probably cause to delay delivery or manufacture faulty products.

In increasing competitive environment, textile manufacturers try to create competitive advantage by utilising information technologies. To be able to meet the fast changing consumer demand quick response was defined in the supply chain management. Quick response is expressed as a marketing strategy which was defined for an effective supply chain management from thread production to distribution activities. With this strategy as both product and information transfer was made correctly and fast, it may provide to shorten production and distribution time Therefore customer satisfaction can be obtained by adressing changing customer needs promptly.

### 6.DISCUSSIONS

According to review of current picture of textile industry in Bangladesh, it is visible to us that textile sector has significant role to improve our economical growth in Bangladesh. Delivering the finished products on time from suppliers to customer would be possible through the proper application of supply chain management. In order to improve the business operations in terms of some factors including fluctuation of inventories, inventory stockouts, late deliveries, quality problem, etc., SCM is essential for manufacturing industries. Successful supply chain management requires effective communication, supply chain visibility, event management capability and performance metrics. It also requires coordination of activities and information sharing among supply chain partners at three decision levels, namely strategic, planning, operating levels. research developed modified supply chain model for textile industry in Bangladesh by adopting outsourcing to reduce the cost and concentrated on core business.

### 7.CONCLUSION

Textile & Clothing industry of Bangladesh is full of variations consisting of many small and large players at every level of the supply chain. They differ in terms of their operations, their target customers and their supply chain structures. Although, there are the many issues where but each one is needed be resolved in order to be efficient, respon-



sive and competitive in the market; These issues will be resolved if the garment companies adopt the appropriate supply chain strategy according to their size, operational needs and customer focus. The supply chain strategy needs to be according to type of the offerings and the target customer group. Companies need to work on the zone of strategic fit between their product strategy and their supply chain strategy. Implementation of the QR practices, CPFR, VMI and use of RFID technology and other Information technology techniques will resolve many issues such as traceability of products and errors, visibility, the real time customer demand analysis, collaboration and the scope of use of POS data will be increased. However, the study leaves the scope for the further research on these issues separately in a detailed way. It also allows the future researches based on the real time data from the garment companies and assessment of their supply chain structures.

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