

Report On
Supply chain Management Practices of Retail RMG fashion industry of
Bangladesh: A study on Sailor By Epyllion.

By

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An internship report submitted to BRAC Business School, BRAC University in partial fulfillment of the requirements for the degree of Masters of Business Administration, MBA

Master of Business Administration Department
BRAC Business School, BRAC University
March, 2021

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Shamim Ehsanul Haque

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Subject: Submission of Internship report

Dear Sir / Madam,

With due respect, this is my pleasure and privilege to present the internee report title **Supply chain Management Practices of Retail RMG fashion industry of Bangladesh: A study on Sailor By Epyllion** as partial requirement to complete my MBA program. My internship report is the reflection of my employment and work experience as a supply chain executive at sailor by epyllion a Through the study I have tried the best in my capacity to accommodate as much information and relevant issues followed the instructions you have provided.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Md. Rakib Hasan Khan

Student ID -17264027
BRAC Business School
BRAC University
Date: 27 March 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between Sailor by Epyllion Group and Md Rakib Hasan Khan, student ID 17264027 at BRAC University. The non-disclosure agreement ensures that the data used in this report is only for use and completion of the internship report only. Using of this data publicly and for any other use is strictly prohibited. Both parties have agreed to condition and will act in utmost good faith of the agreement terms

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Manager Merchandising and Supply chain management

Executive Summary

Supply chain management has become a concern of utmost importance for many RMG manufacturing companies and Retail Fashion brands of Bangladesh as the organizations are realizing the importance of creating a momentum in procurement, storage, effective usage and distribution channel among its stakeholders and vendors. Creating and managing an effective supply chain has become a way to improve competitiveness by reducing uncertainty and improve overall organization effectiveness and efficiency. An Important aspect of successfully managing the supply chain requires that, the organization understand their logistical strategies, Vendor management and practices thought the overall chain of production and operations.

Textile and RMG industry have a great impact on our economy. ‘Retail fashion Brands’ of Bangladesh such as Aarong, Sailor, Yellow plays a pivotal role in this contribution as this ‘fashion brands ’has the potential to become renowned international brands which will carry on the success of the ‘RMG industry’ of Bangladesh. For this reason, managing and ensuring an effective and smooth supply chain management’ is required in order to bring momentum for the organizations.

This internship report, in “*Supply chain management practices of Retail RMG fashion brands of Bangladesh: A study on Sailor By Epyllion*” because Sailor ensures an effective supply chain polices, Logistics management, procurement management policies which has enable them to become a prominent brand in the fashion and retail RMG industry of Bangladesh within short span of time of 5 years.

To prepare this report I have discussed the top management and mid management officials as well as its workers regarding the production procedures, logistics management, procurement management and through working in the supply chain department directly for the last two and half years. Firstly, I have gathered Primary and secondary data to help me build up a concrete information. Some limitations were faced during the preparation of this report. I have drawn a small picture of Sailor by Epyllion group, then I have given a short theoretical framework to understand supply chain management and its importance on retail fashion brand of Bangladesh and its importance for retail brands to effectively sustain in the competitive markets of Bangladesh. The main functions of supply chain management practices of Sailor are reflected within this report. To ensure the improvement of supply chain management policies and practices of Sailor, recommendations are provided to reach conclusion.

Keywords— Textile industry, Supply chain, Integrated supply chain, Lead time, Ready-made garment industry, System dynamics analysis, Inventory, Raw material, SWOT analysis

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List of Acronyms

RMG	Ready Made Garments.
SCM	Supply Chain Management.
MCD	Materials control Department
FOB	Freight on Board
ARP	Annual Range Plan
SWOT	Strength, weakness, opp
PMC	Product & Materials control unit
TNA	Time and Action Calendar

Chapter -1 Introduction

1.1 Introduction:

In today's world of globalization many apparel retailers are building strong supply chain to gain advantage over their competitors by offering the best value to their customers. The supply chain management has become very critical to manage risk, dynamism and complexities of global sourcing. An integrated supply chain management policies and practices is required to gain the maximum benefit and to achieve maximum efficiency. Performance measurement policies provides and approach to identify the success and potentiality of the supply chain management strategies. One major aspect of supply chain is to identify the right sources of supply in the local and global business environment that can support the business needs. In contrary to the conventional adversarial relationships, effective SCM in new competition suggests seeking close relationship in long term with a smaller number of business partners.

1.2 Origin of the study:

This report on Supply chain Management Practices of Retail RMG fashion industry of Bangladesh: A study on Sailor by Epyllion was initiated as part of internship program which is required as a practical Orientation in any organization as a student to graduate Masters of business administration (MBA). I have done a 90 days internship program at sailor by epyllion group. This report is generated under the supervision of Mr. Shamim Ehsanul Haque, assistant professor department of business studies, BRAC Business School, BRAC University.

1.3 Rationale to the study:

Bangladesh as developing economy has a lot left to be desired and there are lots of scope for massive improvements. In an economy like this, industrial sector especially the garments industry can play a pivotal role in improving the economic and social condition of our country. Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion and all other logistics management activities.

Realizing the importance of supply chain management practices in retail fashion brands, I have chosen this topic for my internship report, because I believe this report will help me to learn more about supply chain management and importance of supply chain management practices especially for the retail fashion brands of Bangladesh.

1.4 Objective of the study:

The objective of this study is divided in two parts:

Specific Objective

The main objectives of the report are to examine, evaluate and analyze supply chain management process and practices as well as to identify key challenges and how they can be addressed.

Secondary Objective

- Evaluation of SCM practices from an organizational point of view.
- Analyzing performance of production department and its sub related department.
- Comparing the SCM policies and practices of sailor.
- Getting the practical knowledge about the retail fashion brands and its environment.
- Evaluating the performance of SCM and the procedure to deal with their consumers.
- Identifying some recommendations to overcome the related problems about SCM.

1.5 Scope of the study

This study analyses the meaning of Supply chain management based on some theories available in literature. Supply Chain Management is evolving in its meaning and practice. The study discusses the role of supply chain management in Industrial development. The purpose of the study is to provide deep understanding about the benefit of supply chain, accountability and show steps taken by the organization to sustain in global and competitive business world. The study has been taken to observe different supply chain management areas of other textile industry in Bangladesh and its contribution. This study found supply chain management of SAILOR.

1.6 Limitations of the Study

Many challenges and time constraints restricted the study several times to prepare this report which if absent, could make the effort more successful. The limitations are;

- Difficult to verify the accuracy of the collected data.
- No access to the organizational data and lack of information.
- It was so difficult to collect the adequate and real data from the organization
- Imbalance among organizational departments and in culture.
- Proper academic documentation regarding the study and the organization was not available.

- Lack of information from the official's due heavy workload, and restriction of keeping secrecy to sensitive information according to the organization policies.

Chapter 2: Methodology of the study

2.1 Methodology:

This report is based on practical work experience and several information collected through research and interviews. The data source is divided in two categories, primary data and secondary data. Primary Data is collected through conducting interviews, survey and studying company reports. Secondary data are the supporting document of the company reports which is used to make the report more accurate.

2.2 Type of Report:

The nature of the report is explanatory and descriptive and focuses on qualitative analysis.

2.3 Population and sample:

The population covers data collected through interviews and survey on 582 daily workers and management staff of sailor by epyllion.

2.4 Sample size:

Interview data sample size of 30 is taken from various departments of Sailor by Epyllion to prepare this report.

2.5 Sampling method:

Data have been collected through interview, conversation of previous documentary, evidence.

2.6 Select variables:

Dependent variables:

To prepare this report dependent variables are production, storage and supply of raw materials.

Independent variables:

The independent variables are Inventory, Location, production capacity, Storage and materials control distribution and Transportation.

2.6 Statistical Tools/Software Used

The main statistical tools used for the collection and analyses of data project are Chart Table and Microsoft Excel

Chapter 3: Theoretical frame work of SCM

3.1 Definitional Analysis of SCM

Supply chain management (SCM) is a broad range of activities which requires planning, control and execution of a products flow from acquiring raw materials, production and distribution of finished to reach the customer's demand in the most streamlined and cost-effective way possible. SCM encompasses the flow of materials, information and financial capital in areas which includes demand planning, sourcing, production, inventory management, storage, distribution and logistics and return of excess of defective and quality fail goods. Business strategies and specialized software's are used in these endeavors to create a competitive advantage. (Sunil Chopra, Peter Meindl,, 2002) believes that "a supply chain consists of all parties involved directly and indirectly in fulfilling a customer request, within each organization, such as a manufacturer, the supply chain includes all functions involved in receiving the customer demands."

Within each organization, supply chain includes all functions involved in receiving and filling a customer request. These functions include new product development, marketing, operation, distribution, finance and customer service. Each of these stages in the supply chain may incur in different facilities in different locations around. SCM ensures that all the operations are working collaboratively and ensure each departments needs are being fulfilled to meet the customers demand. In order ensure momentum in the overall chain few costs may incur. The total cost are-

- Raw materials and other accessories acquisition cost.
- Inbound, outbound logistics and transportation cost.
- Facility investment cost.
- Direct and indirect manufacturing cost.
- Inventory holding cost.
- Other facilities and utility expenses.

3.2 Key factors of SCM:

There are a lot of factors to consider when deciding how to set up a Supply chain. Mattson (2002) mention:

- Number of suppliers
- Volume of sub contract suppliers.
- Supplier database size.

- Co-ordination and co-operation with vendor.
- Delivery of goods ensuring quality and quantity.
- Storage location, material control, carrying safety stock.
- 3PL (third-party logistics), distributors
- Number of distribution alternatives

3.3 SCM (Supply Chain Management) Processes

Supply chain process is not the responsibility of one person one company. Collaboration of multiple department and activity of multiple individuals is involved in a number of different process to create a smooth and effective supply chain.

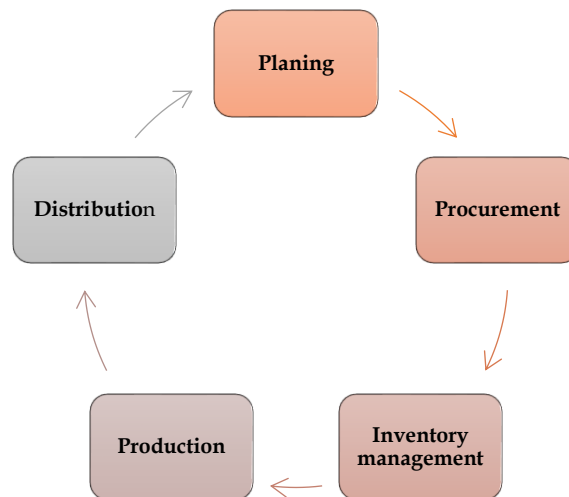


Figure- Process of SCM

Planning: The planning process of SCM creates effective long and short-range supply chain strategies.

Procurement: The procurement is integrated process involving steps of making cs, creating purchase orders before purchasing the required raw materials, components and other goods.

Inventory management: Inventory management involves carrying the proper amount of inventory and reordering raw materials and other goods on time to ensure effective production to meet customer demand on time.

Production – The production process involves manufacturing, conversion, or assembly of materials into finished goods or parts for other products

Distribution – The distribution process manages the logistical flow of goods across the supply chain. Transportation companies, third party logistics firms, and others ensure that goods are flowing quickly and safely toward the point of demand.

3.4 Supply Chain Management Software

In the earlier days Supply chain management track keeping and data recording was done manually through entering the data in the ledger book. Tracking orders, communication and ensuring on time logistics support was very difficult at those moments. However, in the modern days, different software's have come to make the process very easy and user friendly. In Sailor by epyllion orders and key data are tracked through Microsoft offices and Epyllions own procurement software's. The procurement software is used, to create purchase order sheets and tracking all the purchase data and payment obligations created. Orders are tracked in excel ledger through managing a TNA Calendar.

Chapter 4: Organization Profile of Sailor By epyllion

4.1 Company Profile:

Sailor is a lifestyle brand based in Bangladesh and a sister concern of Epyllion Group. Sailor has started its journey in 2015 with two retail outlets in Dhaka city Currently Sailor Has 18 Outlets all over Bangladesh including the major districts of Bangladesh. Sailor has its own garments factory for production of the readymade garments and purchase fabrics from its mother company epyllion group and from overseas vendors and local markets. Sailor Has altogether 516 staffs including management and non-management employees.

Epyllion Group started its journey as a house of Readymade Garments (RMG) engaged in manufacturing and exporting of Knit Apparels since 1994 and has been considered today as one of the biggest conglomerates with substantial establishment of its backward linkage of all kinds of knit garments, textile, wet processing & garments accessories. It has the state of art vertically integrated garments manufacturing facility which ensures one stop service to the buyers. (Epylliongroup.com, n.d.)



4.2 Sailor's Organogram:

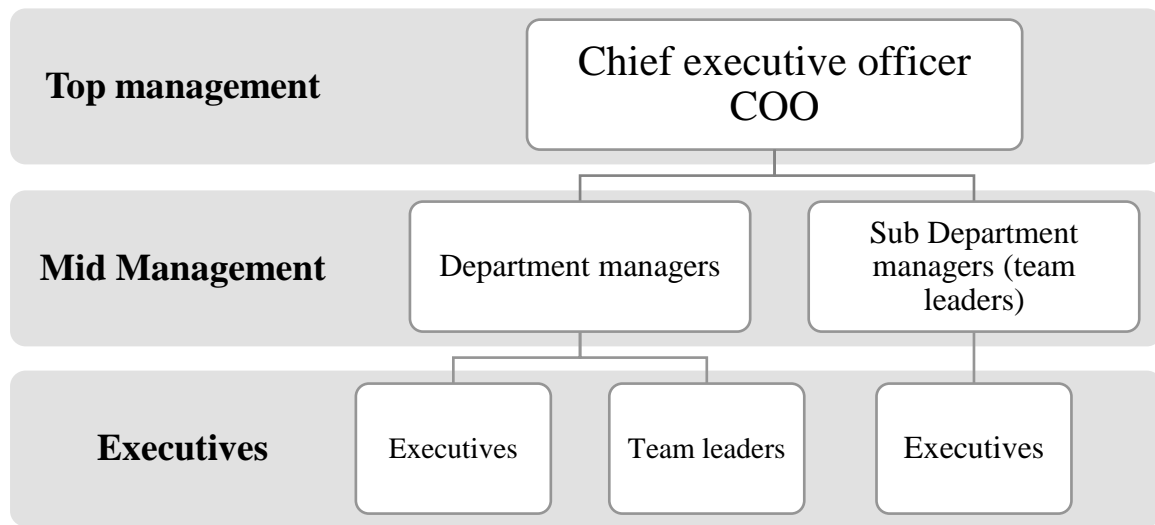


Figure – Organogram of Sailor

4.3 SWOT analysis of SAILOR:

Swot analysis is an efficient and widely used tool to determine internal strengths, weakness as well as external threat and opportunities. It helps to undermine the competitive position in the market.

Strength

- Sailor has an experienced and dynamic management team to conduct its design, marketing, sales, Supply chain, merchandising and production operations smoothly.
- Sufficient inhouse production capacity as well through sub contract factories
- Managing an effective supply chain data base to measure supplier performance.
- Strong vendor management to procure goods on time to support smooth production.
- Access to supplier base of the rural areas to get works done in cost effective way.

Weaknesses

- Difficulties to cope with upgradable new technology
- Sailor is behind in acquiring modern and automated machineries.
- Financial insufficiency to make payment to vendors on time.
- Lack in vehicle to take delivery from suppliers on time.

- Lack of safety management practices.

Opportunities

- Low procurement and labor cost for manufacturing has always been an opportunity for sailor.
- Production of high-quality garments with newness in design.
- Aggressive approach in the retail fashion industry.
- Establishment of outlet in divisions and districts of Bangladesh for wider reach.
- Great possibility to expand its operation in all over Bangladesh and in overseas.

Threats

- Emerging of new Fashion retail Brands in the market.
- Increased competition with local textiles industries.
- Political unrest is a notable threat to the smooth function of advance Textiles Ltd.
- Rising price of raw materials and other garments accessories.
- Raising electricity and gas bills to run garments machineries.

Chapter 5: Supply chain policies and procedure of Sailor By Epyllion

Supply chain of SAILOR is complex and supply chain department is trying to maintain efficiency because its main aim is to achieve organizational goal by reducing. The team supply chain is responsible for procurement all items required by the concern departments coordinating with sales and marketing, finance, store & logistics and other functional department. The supply chain of Sailor involves procuring all the items and stores those items to warehouse. Planning, warehousing, inventory management, distributions and logistics support.

5.1 Procedure of supply chain activities at Sailor By epyllion:

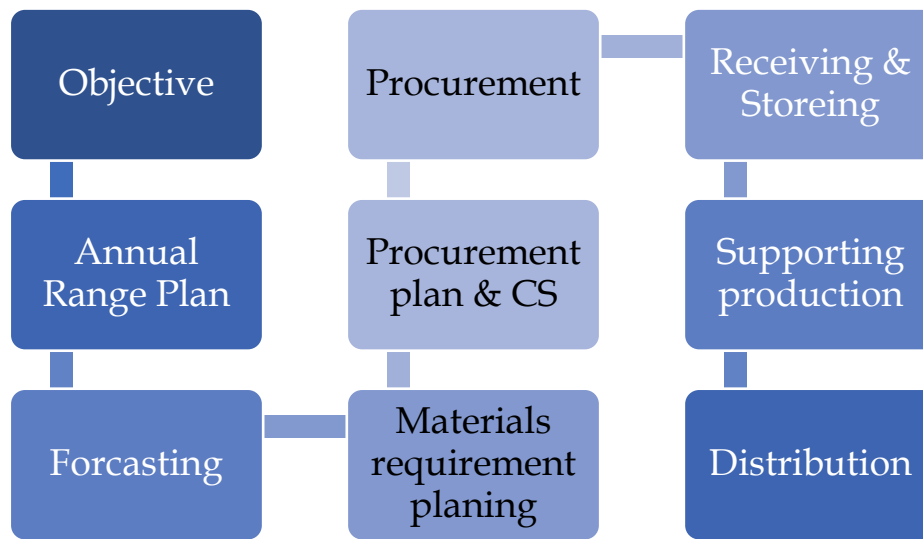


Figure- Process of SCM at sailor

Objective of SAILOR: The supply chain process of sailor starts when the goal is set by the management. In order to achieve the business goal supply chain department makes the procurement and action plan, Budget and presents in a report format to the management.

Annual Range Plan: Based on the organizational goals of the company, Sales and Business planning department sets their ARP (Annual Range Plan).

Forecasting: Pursuant to the ARP forecasting methods are set and reached to a conclusion. Forecasting methods of SCM enable sales and marketing departments to work in collaboration with the core production departments to achieve the business goals.

Materials requirement planning: Materials requirement planning involves in making the purchase requirements', of finished goods and other supporting materials to ensure the required business production quantity is met to fulfill the customer needs.

Procurement plan and CS: This process ensures the right number of raw materials are purchase plan is set at the right time and carried forward at store to ensure smooth production chain.

Procurement: Considering the inventory status and sales forecast, supply chain starts the procurement process and places order for the materials and ensures uninterrupted supply of all materials to ensure smooth production.

Receiving & Storing: Purchased materials are received by Stores and arranged after ensuring the quality of goods as per our requirement by the concern department.

Supporting Production: SCM actively supports production through ensuring raw materials are provided on time. The key subareas of production department of Sailor are Cutting, Sewing and Finishing. SCM teams ensures that the required raw materials are provided to each department and work process and finished products or each sub departments are forwarded to next department without hamper.

Distributions: Sailor has a wide range of distributions network. Based on the market demand and sales forecast distribution of garments and accessories are shipped through freight carriers. To ensure these operations are going effectively commercial, warehouse, logistics, and overall supply Chain is in place.

5.2 Sailor's competitive strategy:

Sailor does not have any written strategies or procedures like any other organization for supply chain though it follows the complete strategies of SCM to be efficient with responsiveness. Sailor uses 3 cross functional drives to achieve this type of supply chain efficiency and effectiveness.

Inventory: Sailor manages and maintain an efficient SCM and material control methods by keeping optimum level of inventory of high and medium goods which is required to ensure momentum in its production and overall operations. It maintains inventory materials based on lead-time, availability and category of product.

Transportation: Sailor has its own transport facilities. It maintains efficiency with responsiveness in logistics

Information: Sailor use Microsoft database and ERP software to record the physical inventory data and broadcasts through cloud system. A high-speed internet system with backup facility for both corporate office, factories and outlets are in placed to ensure effective and efficient communication to ensure a good customer service is provided and to response quickly in any situation. Whole premises are under control of Close Circuit Camera to monitor the activity of work centrally both from outlets and from corporates. Administration always keeps responsive and strict regarding the security of company data provide accessibility to required information based on the need.

Sourcing: The supply chain of Sailor always sources materials to ensure smooth production to meet customer and market demand on time, packaging materials to ensure quality of goods and branding and packaging of the finished garments are having the best value.

Pricing: Sailor offers competitive price based on their local competitors ensuring quality of garments and accessories for the paid value.

5.3 The method of each unit is connected and works as an overall supply chain.

A simple supply chain is made up of several elements that are connected to the movement of finished products along it. In sailor, every department such as planning, commercial, procurement, warehouse, logistics is connected and works as an overall supply chain.

Planning: The requirement triggered through projecting the market demand by analyzing the sales orders of previous years. planning creates an annual plan and procurement plan to procure and to make stock available for production of finished products to fulfill the customer's orders.

Commercial: The commercial department works considering the demand of supply chain. To meet the goal of supply chain this department works together with the supply chain. It is a part of supply chain department. The responsibilities of this department are the responsible for supply chain activities.

Procurement: The procurement department receives a list of materials and sales forecast from the planning department and from sales and marketing department to complete customer's orders. The procurement department then starts process of procurement of materials.

Warehouse & MCD: The materials are received from suppliers, checked for quality and accuracy and moved into the warehouse. The supplier will then send an invoice to the company for the items they delivered. Finished goods are stored until they are required by the sales department and distributors.

Logistics: When the materials are ready in warehouse, the shipping department determines the most efficient method to deliver products so that they are delivered on or before the date specified by customer. When goods are received by customer, the company will send an invoice for delivering products

5.4 Procurement policy.

Sailor does not have any documented procurement policy. However, sailor is actively working in developing a standard policy. Till today procurement functions of the company are conducted by manual purchase requisition from Materials control Department (MCD). Chief operations officer approves all the purchase requisitions. The following common steps are implemented as mentioned:

- Concerned department raises requisition form approval of concerned department head and arranges final approval from COO.
- Supply chain department collects requisition from MCD and sits with concerned department to collect the specifications of required items.
- Local & foreign sourcing is conducted to collect quotations to make a comparison statement.
- Procurement committee evaluates the quotation and selects supplier provide approval to procure goods from the selected supplier.
- After completing necessary formalities supply chain department place order giving delivery schedule.
- Supply chain department issues Purchase order for local procurement and establish transaction for Customer.
- Supply chain department ensures delivery schedule, quality, quantity and price monitoring with the supply.
- Supply chain department arranges necessary funds to retire document from bank and necessary duties and taxes consulting with the finance department to clear goods from vendor's warehouse.
- Supply chain department primarily check the Bill against procurement and request the finance department to release payment. After completing the audit, finance department releases payment.
- Supply chain department does all the procurement activities ensuring all the ethical practices. Sailor always welcomes Audit to provide information against their query.

5.5 Purchase Committee

Major functions of this committee are-

Adopt, deploy, monitor & review policy & procedure for effective sourcing of raw materials & others products

Sourcing quality product to achieve customer satisfaction for establishing a good corporate governance through the aforesaid committees, below accustomed manuals are being followed:

- Procurement Policy

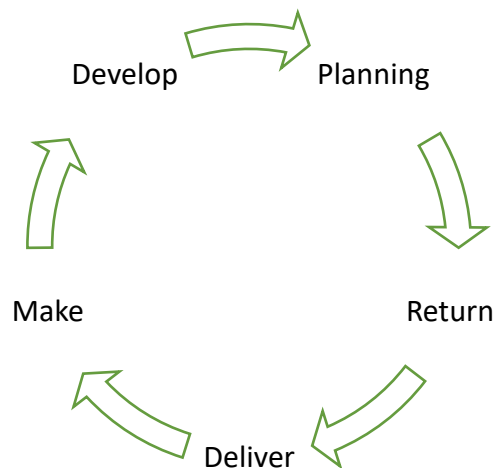
- Ethical & Social Compliance Policies
- Operational Procedure for Quality Assurance
- Standard Operating Procedure (SOP) of Sub-contract
- Wastage Management Manu

Chapter 6: Supply chain management practices in Sailor

Sailor has a strong supply chain management and produces ready made finished garments. Firstly, sailor collects its raw materials from different vendors. After collecting its raw materials, it produces the garments in their production area. After the ready-made garments are then delivered to PMC. From PMC, the products are then delivered to different stores all over the country.

6.1 Planning:

The initial stage of the supply chain management is the planning stage. Planning stages develop the strategic process and address how the products and services will satisfy the demands and necessity of customers. In this stage, planning ensures on designing a strategy that yields maximum profit.



6.2 Develop and source raw materials:

After planning the next step involves developing and planning. This stage mainly Concentrate on building a strong relationship with suppliers of the raw materials required for production. This stage not only identifies dependable supplier but determines different planning methods for shipping, delivery and payment of the product. Sailor main collects Fabrics and garments

accessories for production. Afterwards SCM Department proceeds to procure the printing and packing items for branding of the product. SCM department then constructs a set of pricing, delivery and payment processes with suppliers and also create the metrics for controlling and improving the relationships.

6.3 Production:

The third step in the supply chain management process is the manufacturing or making of products that were demanded by the customer. In this stage, the products are designed, produced, tested, packaged, and synchronized for delivery. Here, the task of the supply chain manager is to schedule all the activities required for manufacturing, testing, packaging and preparation for delivery. This stage is considered as the most metric-intensive unit of the supply chain, where firms can gauge the quality levels, production output and worker productivity.



Figure: production process in sailior.

- **Function of cutting and embellishment unit:** Cutting units cuts the rolled fabrics in garments form. After cutting the fabrics, the cut panels are then sent to embellishment unit for value addition such as print and embroidery.
- **Functions of sewing unit:** In sailior there are 21 sewing lines consisting 54 sewing machines in each line. Sewing lines take value added cut panels and provide a complete garment shape.



6.4 Accessories attachment & finishing unit:

The accessories attachment and finishing unit works in collaborate way to give attach the require accessories with garments such as button, hangtags, making packaging of the garments and provides them a finished look. The finishing division of sailor is also responsible to conduct the final quality check on the finished garments before sending them to PMC for handover of the goods to the sales and distribution team. Afterward the sales and distribution team then finally distribute the finished garments to sailor outlets all over the country to ensure the goods reaches customers end.



Chapter 7 Performance Evaluation and measurements.

Performance evaluations is becoming more important when measuring the roles of SCM in an organization. (Andy, 1999) described the 7 drivers for increasing interest in performance measurements

- The changing nature of work and business environment.
- Increased competition
- Specific improvements initiatives
- National and international quality accreditations
- Organizational roles from centralization to decentralization through empowering employees by management objectives.
- Changing External demands.
- The Power of Information Technology.

7.1 Types of performance measurements

Performance measurement through statistical tools and financial accounting have been the primary tool of measuring performance for a long time according to (Paranjape, 2006). The changes in the business environment from controlling of cost to customer value have changed the focus in performance management and measurement. The key findings are,

- Quantitatively and qualitative measurement.
- What level of SCM should be measured.
- Financial and Non-Financial Measurements.
- What measurements should be included
- Internal and external measurements.

7.2 Methods for performance measurements

Balance scorecard:

The balance scorecard is a framework for measurement of the performance in an organization. The scorecard includes both financial and non-financial data. There is no general definition what measurements shall be included in the scorecard. Measurement criteria differs between companies and also between department in the same company. (Kaplan David, 2007) have identified three dimensions in measuring performance,

- Customer related measurements.
- Internal performance
- Learning.

Financial measurement of SCM focuses on economic value added on produced goods and return on investment. Customer related measures are customer satisfaction and market share. Internal Performance includes quality, response time/ Lead time and cost measurements. The learning category includes employment aspects such as skill development retention and information. The supply chain mission shall be linked to the balance scorecard framework. Management decided what shall be included in the scorecard or in employees KPA.

7.3 SCOR model

The supply chain council of Bangladesh has developed the SCOR model. The model is a reference model and SCOR stands Supply chain operations reference. The key purpose of this model is ensuring

- A standard language and operational policies are being used across the organization and in industry.
- Facilitating external benchmarking.
- Establishing a basis for analysis of supply chain.
- Comparing the current supply chain with the target for future.

The SCOR model is based of four management process.

- Plan: Balances Supply and demand.
- Source: Procurement of products and services.
- Make: Transforming of products and services into finished goods.
- Deliver: delivery of products and services.

Benchmarking: In General, the definition of benchmarking consists the systematic procedure for identifying the best practice and implication of practical knowledge to achieve superior performance. Benchmarking is a process for comparison against best practices among its competitors.

Chapter 8: conclusion and recommendations

8.1 Conclusion

With the development of service sector and increase in wages, cutting and stitching operation has reached to more profitable destination for business owners. In the value chain of textiles business, production lies at the bottom, where this is the most important, critical and complex part of the business. Services like research and development, design, purchasing all the intangible items, marketing, distribution and sales has become more important than production. This issue can be addressed through ensuring effective supply chain to ensure that garments industries and retail fashion brands become more enriched and can contribute more to our economy. Undisrupted supply chain and proper planning can enhance the overall effectiveness of the organization.

Sailor always tries to cope up with the competitive market with competitive market. As Sailor collects all its raw materials form various sources form local and overseas market and distributes its finished goods all over the country, an effective and efficient supply chain is pivotal for the organizations over all sustainability. Moreover, SCM ensures that all the departments are connected to achieve organizations overall goal. Sailor believes that putting a price tag is not the solution of achieving organizational goal but acquiring raw materials at the lowest cost and an enriched supply chain is the key to achieve overall success as well as ensuring effective logistics system to reach its finished goods to its customers is the pathway to achieve organization excellence among its competitors and in the industry.

8.2 Recommendation

- Sailor should establish a research and development department to assess the market trends and make the SCM planning and forecasts the demand properly according to the need.
- Automated machineries should be promoted and installed.
- Production capacity should be increased to fulfilled the increased demand of the market.
- Sailor should develop a well-defined vision and mission.
- Sailor should enrich their ERP software's to record data and to purchasing trends.
- Increased warehouse capacity and a systematic data recording is required.
- Logistics management requires improvement to ensure goods a delivered on timely basis as per customer demand.
- Should arrange supply chain management training to its employees.
- Soft training on Microsoft office programs is required to increase efficiency of employees to manage data.

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Appendix

Interview questionnaires:

1. What is the specific requirement to source raw material for production?

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2. What are the methods of Quality Checking?

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3. What initiatives are taken when suppliers fail to meet the deadline of delivery?

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4. How does sailor interact with market to assess the customer demand?

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5. How is fabrics, accessories and other materials sourced from local and overseas market?

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6. What are the problems faced during taking delivery of products?

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7. What is the average lead time of production of finished garments?

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8. What is the average lead time to receive overseas delivery?

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9. How is finished garments are distributed to all the outlets through out the country?

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10. What problems are faced during distribution of goods?

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