

Report On

**Supply Chain Operational process, challenges and
procurement strategies in Partex Star Group**

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A report submitted to the BRAC Institute of Governance & Development (BIGD) in
partial fulfillment of the requirements for the degree of
MASTERS IN PROCUREMENT AND SUPPLY MANAGEMENT (MPSM)

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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.

Student's Full Name & Signature:

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Student ID

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Supervisor Full Name

Designation, Department

Institution

Letter of Transmittal

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First Vice President & Head of Procurement

City Bank Limited, Bangladesh.

Faculty Member, BRAC University

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Subject: Supply Chain Operational process, challenges and procurement strategies in Partex Star Group

Dear Sir,

It is my immense pleasure to for having the opportunity to submit a report on Supply chain operational process, challenges and procurement strategies in Partex Star Group which I was appointed by your direction.

This paper is prepared based on my practical knowledge while working in this organization for the last 2 years as well few published reports, website and from related documents. 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 Toriqul Islam

21282023

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23-11-2023

Non-Disclosure Agreement:

This agreement is made and entered into by and between Partex Star Group, Complex-1, Bangladesh and the undersigned student at BRAC University that the receiving party agrees not to disclose, copy or modify any confidential information related to the disclosing party and agrees to use any such information without obtaining consent.

Confidential Information refer to any data and/or information that is related to the disclosing party, in any form, including, but not limited to, oral or written. Such Confidential information includes, but is not limited to, any information related to the business or industry of the disclosing party, such as discoveries, techniques, programs, knowledge bases, customer lists, potential customers, business partners, affiliated partners, leads, know-how, or any other services related to the disclosing party.

Sincerely yours,

Md Toriqul Islam

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BRAC University

23-11-2023

Acknowledgement

I express my sincere gratitude and thankfulness to the Almighty for granting me the strength and abilities to successfully complete my report titled Supply Chain process, challenges and procurement strategies in Partex Star Group." I am immensely grateful to my supervisor Mr. Mahbub Ahmed Chowdhury-FCIPS for his valuable guidance and support throughout the preparation of this sophisticated report. His assistance has been instrumental in its completion, and I am thankful for being assigned such a practical report that has enriched my knowledge from various perspectives.

I would also like to extend my thanks to some of my helpful senior & junior colleagues who generously assisted me in preparing and shaping this report. Additionally, I acknowledge the contributions of all my esteemed teachers from my department, whose teachings have been enormous throughout my academic journey.

The presentation of this report holds great significance in the completion of my MPSM. program, and I am delighted to submit it, ensuring that all essential elements have been included.

Theoretical knowledge holds its true value when successfully applied in the practical field. Thus, I would like to convey my heartfelt thanks to all those who directly and indirectly supported me in completing this thesis report. Your assistance has been truly indispensable.

Executive Summary

Basically, Particle board is the key material for furniture and interior industry all over the globe. As it has been made of jute stick and raw wood logs. Since, we use latest technologies and maximum uses of a plant with jute stick so it encourages afforestation as well.



Figure 1 : A Machine for particle board manufacturing

Our operation procedure is organized although plant has been established in 1982. From planning to procure soft wood and 100-tons' jute stick every day for manufacturing plain particle board.

Secondly, jute stick and soft woods comes into the process of Drum chipper knife, starts to cut down woods and jute sticks into chips. Then chips comes into the silo where all the materials are kept at an optimum temperature.

Thirdly, resin and glue has been mixed with recipe and the above European machine has been set up to make the cake of long 50m which has been hot pressed with 180 degree centigrade and suitable

pressures for desire thickness. After that cakes forms into hard board which are sanded through abrasive papers and cut into 8ft by 4ft standard size for internal stakeholders, local markets and exports as well.

Moreover, this report refers to some strategies and standard operating procedure to maintain smooth supply and buyer relationship based on Kraljic Matrix. As a result, buyer can identify the needs of raw materials based on matrix priority. On the other hand, an end-to-end process flowchart has been portrayed so that the readers and executers can have an easy understanding of the overall process. Based, on the process flowchart, the description of the activities along with necessary controls have been described. In this connection, it is mentionable that only relevant activities which are different from general procurement has been described in the SOP.

Keywords: Particle Board; afforestation; Kraljic Matrix; Standard Operating Procedure (SOP); Flow Chart

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List of Acronyms

SOP	Standard Operating Procedure
ERP	Enterprise Resource Planning
R&D	Research and Development
PSG	Partex Star Group
KPI	Key Performance Indicator
SDP	Service Delivery Point
SCOR	Supply Chain Operation Reference
PR	Purchase Requisition
GRN	Goods receiving note
QC	Quality Control
AMS	Approval Management System
TOA	Table of Authority
SCM	Supply Chain Management
RFQ	Request for quotation
ETD	Estimated time of departure
PSI	Pre Shipment Inspection
COGS	Cost of goods sold

Glossary

Report	An extended project report that is part of the final exam process for a graduate degree. The document may also be classified as a project or collection of extended essays.
Glossary	<p>An alphabetical list of key terms</p> <p>This is an optional page and can be removed if not used.</p> <p>Use one table row for each item to allow sorting using Word's table tools.</p> <p>Apply the style 1_Para_NoSpace to table rows as shown here.</p>

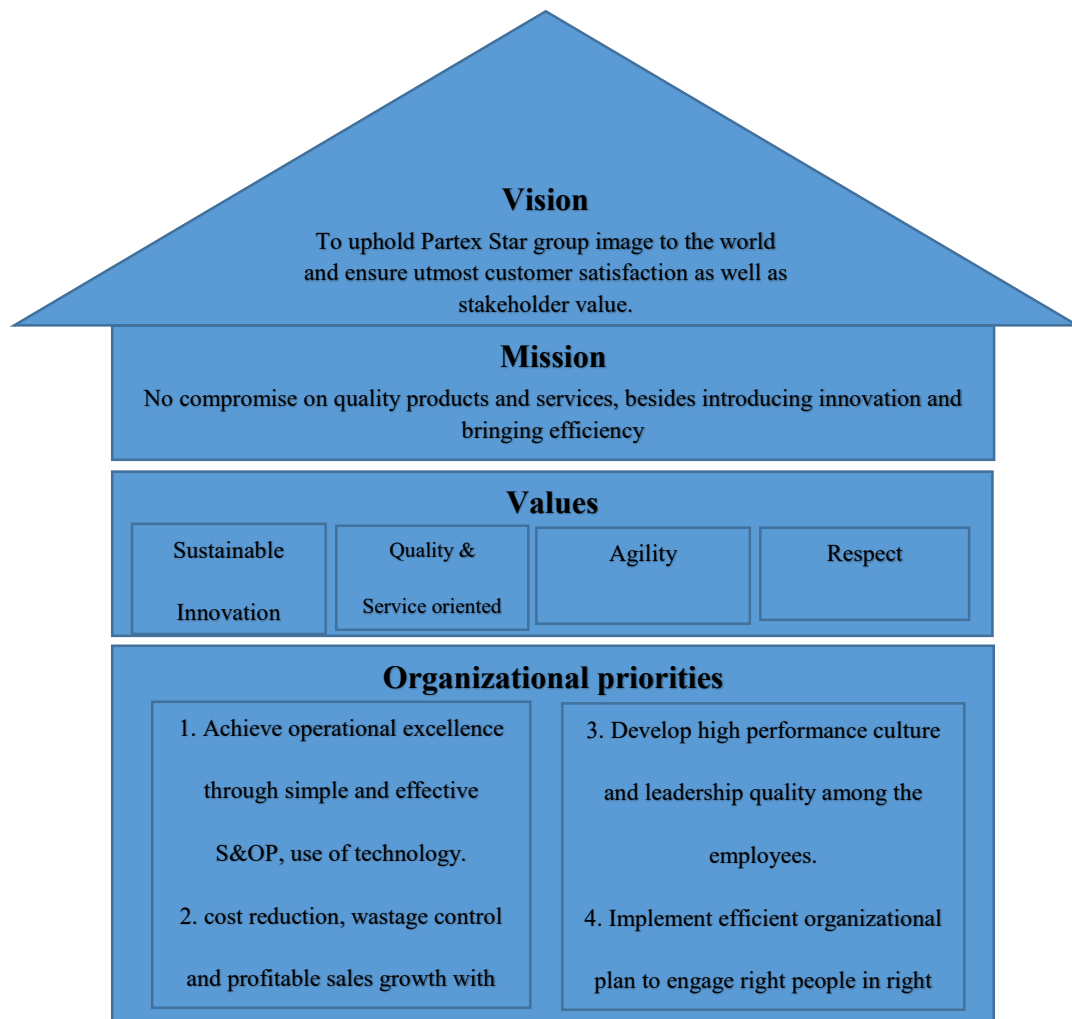
Chapter 1

Introduction

Since the independence of Bangladesh 1971, Industrial sectors are growing and after 90s it is growing rapidly. Although ready-made garments are our major industries but beyond that we have some distinguished industries. Partex is one of the biggest conglomerate companies in Bangladesh who has diversity in business and manufacturing.

We strongly believe that being country's one of the largest entrepreneurs we have duties to boost up others' potentials. That is why Partex Star Group always tries to join hands together with the educational forums, environment and health related issues.

Sustainable procurement means selecting the right sustainable products and complementary services to minimize waste, extend the lifecycle of products, and to reduce any final downstream effects of waste disposal from products procured (e.g., by repairing and recycling)



Core Values:

Sustainable Innovation:

- Encourage all stakeholders to quest for new ideas, make effective use of technology and thinking ‘out of box’
- Diving to meet challenges and find new opportunities to grow with the company and each other.
- Taking ownership and committed to continuous progress in pursuit of excellence.

Quality & Service oriented:

- Quality which makes us different from others as focus on customer needs first.
- Delivering best quality products that ensure value for money.

Agility:

- Everything we do, has a positive vibe in mind to dig out the best output
- Figure out urgency to ensure efficiency & productivity

Respect:

- Mutual respect and cooperation is our identity.
- Colleagues are equal and carry professional attitude of teamwork and sustainable growth.

Clean Technology:

- We, Partex Star Group have taken a strong stance and initiative on the utilization of Oracle ERP and Oracle Cloud Infrastructure. Often it can be observed that businesses in Bangladesh, and around the world, do not recognize the importance and implications of data-based decision making. Not only does an ERP make accountability easier, but it contributes greatly to a company's success in terms of product quality, consistency, efficiency, delivery, R&D, customer satisfaction, procurement planning, and so much more. One of the biggest challenges we face in the Bangladeshi business context are the changes in process and practice that require this level of data to be collected in an optimized form. "Rubbish in, rubbish out" is a reoccurring saying when speaking about this topic. Which is why we have emphasized and are taking great steps to ensure we achieve a world class implementation, with huge support from our implementation partners.

Here, each department having their own dashboard, so that information that is required on a day-today basis can be updated in real time, ensuring that decisions are made effectively on all levels. Quality control data that is already monitored at PSG in each stage of the production process will be aggregated against machine setting specifications so that any further process improvements can be derived from our analysis. KPIs of each employee at PSG will be measured and recognized, giving us the scope to profit share with all our employees, all the way to non-management, based upon merit and contribution to the company. We also want to collect more customer data to ensure we are providing the best to all our clients, especially in terms of the corporate market in which customization is required according to the respective industry. We want to give our customers such products and services that beyond their expectations. These are just some of the goals we have set for ourselves in order to move towards a data based future, which we hope to cascade throughout our entire company.

1.1 Background of this Study:

Basically, Particle board is the key material for furniture and interior industry all over the globe. As it has been made jute stick and raw wood logs. Since, we use latest technologies and maximum uses of a plant and jute stick so it encourages afforestation as well. Our operation procedure is a very organized although plant has been established in 1982. From planning to procure soft wood 320-tons' soft wood per day and 100-tons' jute stick every day for manufacturing plain particle board. Secondly, jute stick and soft woods comes into the process of Drum chipper knife, starts to cut down woods and jute sticks into chips. Then chips comes into the silo where all the materials are kept at an optimum temperature. Thirdly, resin and glue has been mixed with recipe and the above European machine has been set up to make the cake of long 50m which has been hot pressed with 180 degree centigrade and suitable pressures for desire thickness. After that cakes forms into hard board which are sanded through abrasive papers and cut into 8ft by 4ft standard size for internal stakeholders and local markets and few exports.

The internal stake holders are Partex lamination plant, veneer board plant and Door plant. From the 3 units, there are 2 plants which are wood based and 1 plant is jute stick plant. Wood based board are known as 'woodex' and this has been used by melamine chipboard plant and door plant. On the other hand, jute stick boards are used in veneer board. In third phase, all raw plain boards are vetted and different design and grades natural wood veneers and engineered veneers are used in face to get a lucrative appear. After all those, Finish goods are distributed to the dealers and distribution centers as per the sales delivery order. In such process, we have a reverse logistics system to return back the claimed item if there are any discrepancies through our customer service channel.

I am working in a Private organization which is based on Board & furniture industry named 'Partex Star Group'. We are the largest and most popular board manufacturing brand in Bangladesh.

1.2 Supply Chain Process:

In our organization we have a supply chain department which start from planning and end to distribution and delivery to our service delivery point (SDP) or dealer point. We do not interfere directly to production but we do connect with production for the quality feedback, present stock and order consumption, and future development for slow and fast moving items.

One common and very effective model is the Supply Chain Operations Reference (SCOR) model, developed by the Supply Chain Council to enable managers to address, improve and communicate supply chain management practices effectively. The SCOR model runs through five supply chain stages:

Planning includes a wide range of activities. Companies must first decide on their operations strategy. Whether to manufacture a product or component or buy it from a supplier is a major decision.

- Manufacturing a product component domestically,
- Manufacturing a component in a foreign market by setting up international production facilities,
- Buying a component from a foreign supplier
- Buying a component from a domestic supplier.

If companies are manufacturing products, they must decide how they will be produced. Goods can be:

- Make to stock (produced and stored, awaiting customer orders);
- Make to order (constructed in response to a customer order);
- Configure to order (partially manufactured the product and completed it after a firm customer order is received);
- Engineer to order (manufactured a product to unique specifications provided by a customer).

Sometimes, goods can be produced by a combination of these methods. Companies must also decide whether they will outsource manufacturing. This operations planning is essential because these decisions influence the supply chain. Planning also involves mapping out the network of, determining the specifying transportation flows between sites. It also involves assessing how to improve the global supply chain and its management processes. When planning, companies should ensure that their supply chain management strategies align to business strategies, that communication plans for the entire supply chain are decided and that methods of measuring performance are established before planning begins.

Source is the aspect of supply chain management that involves organizing the procurement of raw materials and components. Procurement is the acquisition of goods and services at the best possible price, in the right quantity and at the right time. When sources have been selected and vetted, companies must negotiate contracts and schedule deliveries. Supplier performance must be assessed and payments to the suppliers made when appropriate. In some cases, companies will be working with a network of suppliers. This will involve working with this network, managing inventory and company assets and ensuring that export and import requirements are met.

Make This stage is concerned with scheduling of production activities, testing of products, packing and release. Companies must also manage rules for performance, data that must be stored, facilities and regulatory compliance.

Return is associated with managing all returns of defective products, including identifying the product condition, authorizing returns, scheduling product shipments, replacing defective products and providing refunds.

In Partex, we always follow below measures to satisfy our customer and minimize risk

- Product returns
- Monitoring performance and costs
- Managing inventory of returned product

Designing Supply Chain Network involves determining and defining following Elements:

- Market Structure
- Demand Plotting or Estimation
- Market Segment
- Procurement Cost
- Product /Conversion Costs
- Logistics Costs including Inventory holding costs
- Over heads
- Cost of Sales

Chapter 2

Procurement Process and Strategies:

Moreover, in our organization for Board manufacturing we follow some strategies to maintain smooth supply and buyer-supplier relationship based on Kraljic matrix. As a result, we can identify the needs of raw materials based on matrix priority.

In Supply chain Kraljic matrix can play a very important role minimize supply risk and maximize profit with 4 different segments. Those are as follows:

- i) Non Critical Items
- ii) Leverage Items
- iii) Bottleneck Items
- iv) Strategic Items

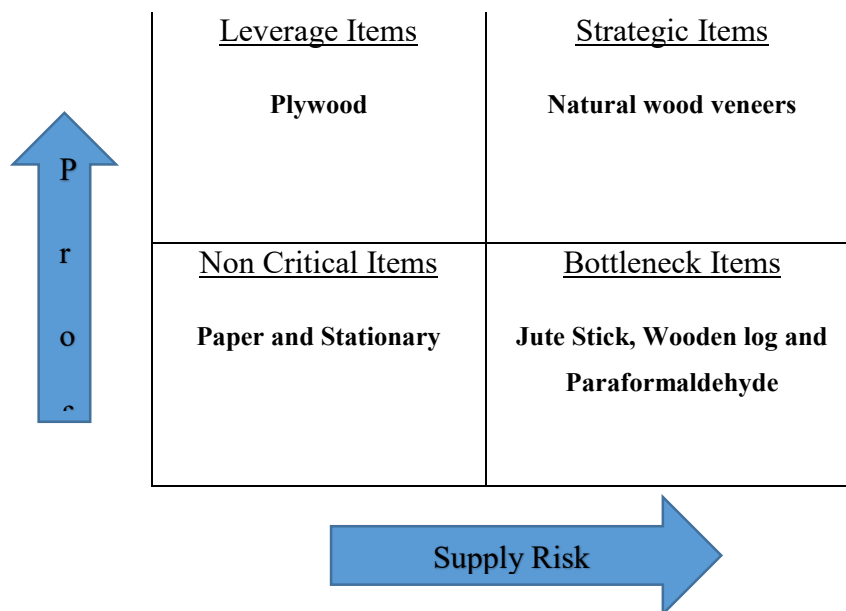


Fig: 2 – Kraljic Matrix in Star Particle Board Mills Ltd, A Concern of Partex Star Group

As an employee of a private organization we need to use so many strategic tools to take the lead in the market, to make smooth supply & maintain quality than your competitors and most importantly to minimize risk. I think in modern Supply chain and Procurement using Kraljic Matrix is essential to meet 21st century demand.

- i) **Non Critical Items:** There are multiple suppliers and product value is not that high. Hence, supply risk and profit both are very low. Such in my company, we have our own Pulp and

paper industry. As a result, we have immense supply of stationary paper with minimum agreed rate. In case of high demand, we may source it from outside due to low risk.

- ii) Bottleneck Items: These products are limited in supply. Sometimes to maintain smooth supply we need to make long term agreements. Also in some cases we assist them with logistics support. In our company Jute stick and Wooden logs and paraformaldehyde are used for plain boards. There are very few jutes stick suppliers in Bangladesh based on some specific areas who can meet our specification and demand same goes for paraformaldehyde for making resin. Suppliers are limited and price fluctuate a lot. Sometimes we assist them with logistics support like truck, boat etc. to maintain smooth supply and good relation with local suppliers. We treat them as one of our wings than a supplier.
- iii) Strategic Items: For strategic items both supply risk and profits are high. Those products have natural scarcity. As a result, both parties have to maintain collaborative relation. Such as in Partex Group there is a Plant for veneer board. Here, for natural veneers like Burma teak, Gorjon, Red oak etc are popular in worldwide. all are natural goods and there are few limited suppliers globally. Hence, we need a mutual collaboration for smooth supply. And as an innovation we are now thinking about alternative to collect slice veneer from different parts of the world and make sheets in our own plant.
- iv) Leverage Items: For this items buyers can exploit suppliers. There is multiple source of suppliers. Here, Supply risk is low and profit is high. In our company we have capacity of Ply production but to meet increasing market demand and variety, sometimes we have to outsource. Here in Bangladesh, there are at least 30-40 Ply wood production factories. As a result, we can dominate over supplier with price and quality and based on this we can make easy purchasing decisions.

It is very crystal clear that Kraljic matrix is essential for an effective and efficient Supply chain and Procurement operation. A buyer can determine the needs based on their matrix priority and make plans accordingly for smooth supply.

Chapter 3

Organization of the standard operating procedure (SOP):

First of all, an end-to-end process flowchart has been portrayed so that the readers and executers can have an easy understanding of the overall process. Based, on the process flowchart, the description of the activities along with necessary controls have been described. In this connection, it is mentionable that only relevant activities which are different from general procurement has been described in the SOP. These activities have been marked as yellow in the Flowchart. The controls have been marked by [c]. symbol so that it becomes very explicit. In the annexure part, relevant attachments have been included for immediate and easy references. Here, we have used the example of a strategic item named Veneer.

This description is in line with process flowchart depicted above. Below mentioned descriptions maintained the activity number serials as per mentioned in the flowchart.

1.0 Receive Approved PR:

Responsibility	Concerned Buyer
Expected Timeline	N/A

- 1.1 Any purchase starts with requisition. Requisitions (i.e. PR) come through Oracle/e-mail (for Tally & Troyee)/AMS (Non-system Items)/manually with necessary approval as per Table of Authority (TOA). [c] [For PR creation requirements comes from Planning both have been numbered as i) & ii) in the flowchart.]
- 1.2 PR must mention all necessary specifications for procurement. [c]
- 1.3 Concerned buyer can ask for clarification, if needed.
- 1.4 PR lead time (20 days) is be counted once the PR is accepted by the concerned buyer.

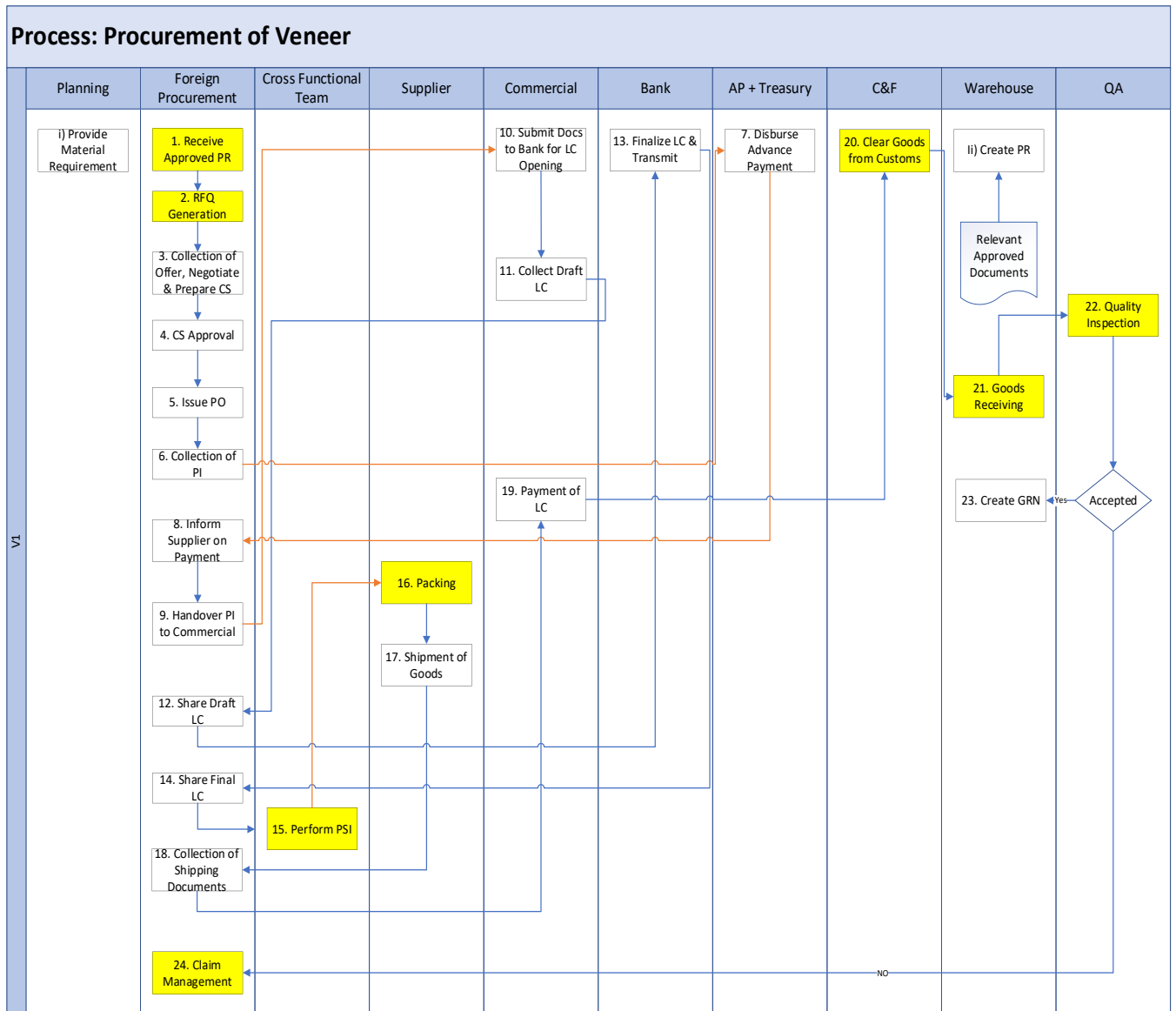


Fig 3 : Natural Veneer Procurement Flowchart

2.0 RFQ Generation:

Responsibility	Concerned Buyer
Expected Timeline	03 working days

2.1 Buyer sends RFQ through email.

2.2 Buyer share following information to supplier.

Grading Norms

Details specifications of Natural Veneer which given by QC/ USER

QC Parameter which given by QC/ USER

Inform to supplier which grade we want

2.3 The following information is asked in RFQ with company requirement and specifications to some extent:

- Name of item & application
- Incoterms
- Offer cut off time/dead line
- Delivery time
- Number of Delivery in a Single Order
- Mode of payment
- Estimated Time of Departure (ETD)
- Approximate weight & packing dimension.
- Material Technical details/Specification
- Offer Validity
- Grading norms

3.0 Pre-shipment Inspection

Responsibility	User, QC & SCM
Expected Timeline	As per schedule

3.1 Pre-shipment inspection is mandatory which is conducted by User, QC & SCM. However, if the suppliers are developed as per requirement, PSI might not be needed. This is decided by the management. [c]

3.2 User & QC are certifying the Quality of Veneer.

3.3 Supplier arranges shipment after getting confirmation from QC and User.

3.4 SCM ensure for shipment of inspected veneer.

3.5 Each inspected veneer is sealed (Partex Seal). [c]

3.6 After inspection, SCM arrange shipment within 15 days' subject to arrangement of relevant fund. However, BC takes the lead to arrange necessary fund in this case with consultation with Treasury. [c]

3.7 As per management approval, SCM prepare visit schedule for inspection.

3.8 If not possible to send any person for pre shipment inspection, then SCM follow management decision.

3.9 6k-7k Veneers are inspected per day, if it is Grade A. [c]

Crisis Management situation:

Crisis might happen due to Pandemic/Epidemic, Natural disaster, Political unrest. In this case, if PSI might not possible. The following terms and conditions are applied in crisis situation.

If PSI is not possible, SCM collects the pictures and videos for checking the veneer quality and Inspection team is formed for checking the videos and pictures of veneers. Finally, SCM shares team observations with top management and after getting approval SCM buy the veneer.

In crisis moment, it is recommended to procure A Grade veneer. If it is found that local price is higher than imported price, in this case, veneer can be imported considering probable rejection. SCM share details calculation to top management for taking decision.

4.0 Packing

Responsibility	Supplier
Expected Timeline	As per LC

4.1 QC and User gives packing parameter.

4.2 Packing Parameter:

All the deco veneer should wrap with plastic without folding or any side pressure on veneer.

Put in strong wooden crate and packed the edges with slight clearance so that movement is minimum in case of tilt.

Put thin MDF/Plywood(3mm/6mm) in both top and bottom of Veneer.

Seal the veneer from all the side properly

Supplier must mention the details of materials information on crate

1. Size of veneer
2. No of veneer
3. Grade of Veneer or some indication
4. Type of veneer (crown/ quarter)
5. Quality passed by QC.

4.3 SCM communicates with suppliers to follow the above-mentioned guidelines.

5.0 Release and Loading from Truck/vessel:

Responsibility	C&F
Expected Timeline	5 days

- 5.1 Veneer must be released from port within 5 working days considering Natural products. ©
- 5.2 Business controller leads for arranging the fund (documents retirement and custom duty). ©
- 5.3 Commercial ensure safe unloading of the materials and loading the materials from truck/vessel and arrange delivery accordingly.

6.0 Receive Materials and Unloading at Factory:

Responsibility	Store
Expected Timeline	N/A

- 6.1 Store arranges unloading of materials at factory/designated location premises as per received documents from Commercial. Considering the sensitivity of the product, forklift must be used during unloading. [c]
- 6.2 If Store finds any damage/shortage of Materials, Store informs buyer instantly. [c]
- 6.3 After initial checking, Store raise initial note in the prescribed form and send Materials within a day to QA for necessary checking & verification. [c]

7.0 Inspect Quality:

Responsibility	QA Team
Expected Timeline	15 days from receiving material from Store

- 7.1 QA inspect & test as per their process and inform store department accordingly.
- 7.2 In case rejection of Materials, QA must produce reports either in Oracle/shared folder and discloses causes of rejections clearly. [c]
- 7.3 After receiving from Store, QC (Random sampling- if PSI done) is done as per SOP with the help of concerned production department each consignment. [c]
- 7.4 Due to being Natural product, 10% reject may be allowed.
- 7.5 QC department has to accept the full quantity in case of $\leq 10\%$ (Less than or equal to) rejection.

7.6 If the rejection exceeds 10%, QC department have to reject the excess quantity (above 10%) in the ERP system.

7.7 Only for the natural product (Veneer), the veneer quality has to be taken as “good quality & bad quality”. The bad quality (Named in ERP System) is actually rejected quantity. Rejected quantities have to be received at “Bad Quality Sub Inventory” in ERP system which is visible at report of but not in rejected quantity category as per (7.4 & 7.5). [c]

7.8 After segregation, bad quality (Actually rejected) veneer is taken to Store custody by Store Department. Store department is responsible for Bad quality veneer (Rejected quantity as per clause 7.6) inventory. [c]

7.9 If the bad quality veneer proposed to be used by sales or top management either for internal use or external sale, production communicates with Store department. Store department communicates with QC department. After inspection by Sales, Production & QC the RM is used and the product is delivered as per sales or top management instruction for internal use or external sale. [c]

7.10 In case of usage of bad quality veneer after rework, the decision of sending products to the market is made by user and QC by informing the Head of Business. The product is sent as test basis to market keeping note by Production and QC whether any complain is raised. If any complain is raised, the rework is modified or stopped. [c]

7.11 Partial QC inspection: If there is an urgency for production QC department may release a partial quantity up to 70% of the total consignment quantity with confirmation of Production team. Partial quantity release is not more than three times in a single consignment. [c]

8.0 Claim against for Shortage/Non-conformity Materials:

Responsibility	Buyer
Expected Timeline	N/A

8.1. In case of short supply, following processes are applied for claim management:

8.2 Buyer collects report from store & claims to supplier for the short-supplied value accordingly. [c]

8.3 Supplier disburses fund against the claim as per our designated bank account or may adjust the amount in the next order accordingly. [c]

8.4 Treasury confirms receiving of the fund & informs buyer if payment is adjusted in our bank account. [c]

8.5 Buyer follows up the issue with the supplier until the fund is disbursed or the adjustment is done. [c]

If Materials are not received by QC as per PSI, following processes are applied for claim management:

8.6 QC report is shared with supplier as soon as possible. [c]

8.7 In some cases, representatives from suppliers visits factory & collects reports.

8.8 After communication with suppliers/visit by representatives, an agreement is made based on mutual understanding

8.9 If possible, then supplier takes back rejected Materials & adjusts payment in next shipment. If supplier doesn't take back rejected materials, payments are adjusted in next shipment. [c]

8.10 After PSI supplier does not accept any claim if supplier supply as per our PSI Veneer.

8.11 If any loss or damage is done during in transit or at port, then it can be claimed from the insurance company as per insurance cargo clause (A, B, C), which is led by Commercial. [c]

Chapter 4

Operating Procedure and Recommendation:

As a group of company and since the pioneer of particle board business in Bangladesh, we have set few remarkable examples in product sourcing, Quality norms and grading, supplier selection and procurement policies.

Way out for solving financial issues in case of rejection.

1. Rejected veneers will be sold out as Loose/Edge veneer in local market or used in Gypsum Plant ceiling or try to utilize it after repair and utilize in new design.
2. A committee is formed consisting Sales, SCM, QC & User decides this. If committee find that rejected veneers are not usable, then it is removed from floor treating as wastage within 4-5 working days and adjust the rejected quantities on monthly basis, if it is within 10%. User issues move order for rejected quantities and cost are charged in COGS account.
3. If rejection is more than 10%, it is claimed from Supplier. Any exception is referred to Management for final decision.

4.1 Conclusion:

To sum up, Designing Supply Chain process and network for each industry or business involves arriving at a satisfactory design framework taking into all elements like product, market, process, technology, costs, external environment and factors and their impact besides evaluating alternate scenarios suiting your specific business requirements. No two supply chain designs can be the same. The network design will vary depending upon many factors including location and whether we are looking at national, regional or global business models. Supply Chain Network designs not only provide an operating framework of the entire business to guide the managements, they also examine the structure from strategic view point taking into account external influences, interdependencies of all processes and critically evaluate opportunities to maximize profitability.

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- <https://partexstargroup.com>

Appendix A.

- The controls have been marked by [c]. symbol so that it becomes very explicit.
- In this connection, it is mentionable that only relevant activities which are different from general procurement has been described in the SOP. These activities have been marked as yellow in the Flowchart.