

Internship Report on
Supplier Evaluation and Selection Practices in the Apparel Supply Chain:
A Study on Pacific Jeans Limited

By
Md Ishtiaque Hossain
21204015

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School
BRAC University
June, 2026

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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 have acknowledged all main sources of help.

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LETTER OF TRANSMITTAL

Dr. Muhommad Azizur Rahman

Associate Professor,

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Kha 224 Pragati Sarani,

Merul Badda , Dhaka 1212, Bangladesh

Subject: Submission of internship report

Dear Sir,

It is my immense pleasure to submit my internship report titled “**An Analysis of Supplier Evaluation and Selection Practices in the Apparel Supply Chain: A Study on Pacific Jeans Limited**” as a partial fulfillment of the requirement of the bachelors of Business administration program at BRAC University.

My experience as an intern in the Material Control & Procurement Department of Pacific Jeans LTD is the foundation for the internship report that follows. Additionally, during my internship, I gained knowledge about material control operations, buyer/supplier communication, costing, time and action planning, production coordination, and supply chain activities in general in the RMG industry.

In order to develop this report, I carried out all that was possible to include appropriate information and present it in an understandable, clarified, and thorough manner. Every piece of confidential company data has been handled responsibly and used only for educational reasons.

It is my sincere hope that this report will fulfil your requirements and accurately represent the skills and information I have acquired over my internship. I will always be appreciative of your thoughtful assessment and insightful comments.

Sincerely yours,

Md Ishtiaque Hossain

ID : 21204015

BRAC Business School

BRAC University

Date: 17-June-2026

NON-DISCLOSURE AGREEMENT

This report, entitled “**An Analysis of Supplier Evaluation and Selection Practices in the Apparel Supply Chain: A Study on Pacific Jeans Limited**”, has been prepared by Md. Ishtiaque Hossain , who served as an Intern in the Material Control & Procurement Department at Pacific Jeans Ltd. The information, data, documents, and materials incorporated in this report were obtained during the course of the internship and are considered strictly confidential. Such information has been used exclusively for academic purposes in partial fulfillment of the internship requirements. Any company-specific financial, operational, buyer-related, sourcing, production, or strategic information has been appropriately anonymized, generalized, or presented in aggregated form to ensure the protection of the proprietary interests of Pacific Jeans Ltd.

This report may be submitted to the respective academic institution for evaluation and archived for academic reference; however, it shall not be reproduced, distributed, or used for any commercial purpose without Prior written consent from the company.

Company Supervisor: _____

Name: Md. Manik Mahmud

Designation: Senior Manager

Date: _____

Student's Signature: _____

Name: Md Ishtiaque Hossain

Student ID: 21204015

Date: _____

ACKNOWLEDGEMENT

I am grateful to the most merciful and most gracious, almighty Allah for giving me the required strength and patience to fulfill my role as the intern at the company and to complete this report successfully.

First of all, I would like to thank BRAC Business School, BRAC university and all the esteemed faculty members and Administration for their guidance. Additionally, I would like to thank Mr. Dr. Zaheed Halim and Mr. Dr. Syed Mahbubur Rahman, for making my journey in the university smooth and helping me when I needed it the most.

I sincerely thank my academic supervisor, Dr. Muhommad Azizur Rahman, Associate Professor, BRAC Business School for his continuous guidance, constructive feedback and support during the internship tenure.

I am also grateful to my team, seniors, colleagues, management, and staff members of Pacific Jeans Ltd. I am particularly thankful to the Managing Director, Mr. Syed Mohammed Tanvir , for giving me the opportunity to work and gain experience at the firm. Moreover, I am thankful to the Senior manager of the company and my onsite supervisor Mr. Md.Manik Mahmud, for his continuous support, guidance and wisdom, which taught me a lot of things along the way. Furthermore, I would like to extend my gratitude towards Mr. Md Abu Kaiser Roni, for his continuous effort to guide me and teach me throughout the internship journey. Finally, I would like to thank my friends, family and colleagues for their constant support and patience throughout my academic and professional journey.

EXECUTIVE SUMMARY

The study looks at the practices of supplier evaluation and selection in the apparel supply chain with a specific study on Pacific Jeans Limited. In the competitive ready-made garments (RMG) industry, managing suppliers is a key element to ensure cost efficiency, product quality, and timely delivery. The study involves a survey of current procurement practices and supplier evaluation by interviewing various members of the supply chain and a review of internal processes. Results of this finding revealed that supplier selection is predominantly managerial decision based, where only a small number of people use standardized assessment instruments and/or performance tracking systems. Without a structured assessment process, there can be inefficiencies and inconsistent decision making. To solve these problems, the study suggests a complete supplier evaluation program that integrates with the weighted criteria including cost, quality, reliable delivery, supplier capability, etc. The research is useful and it brings together theory and practice and offers solutions for the improvement of supplier selection, operational performance and the long-term strategic sourcing process in the apparel industry.

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CHAPTER 1

OVERVIEW OF INTERNSHIP

1.1 STUDENT INFORMATION

Name: Md Ishtiaque Hossain

ID: 21204015

Program: Bachelor of Business Administration (B.B.A)

Major: Supply Chain Management Minor: Marketing

1.2 INTERNSHIP INFORMATION

1.2.1 PERIOD, COMPANY NAME, DEPARTMENT/DIVISION, ADDRESS

I looked for internships in a few RMG sectors and ended up getting a spot at Pacific Jeans Ltd. which is a well known garment company in Bangladesh. The internship lasted three months, from February 01, 2026 to April 30, 2026. I worked in the Procurement &MCD. I helped gather suppliers purchase and performance data and was involved in the supplier evaluation process. My place of work was in Sector #5, Chittagong Export Processing Zone, Chattogram, Bangladesh. It was a valuable experience overall.

1.2.2 INTERNSHIP COMPANY SUPERVISOR'S INFORMATION:

During my internship at Pacific Jeans Ltd, I worked under Md Manik Mahmud, who was the Senior Manager of MCD department Pacific Jeans Limited. I also got the opportunity to work with several other staff members and the experience was precious.

1.2.3 JOB SCOPE: JOB DUTIES AND DESCRIPTIONS

The internship in the Pacific Jeans Limited involved observing and analysing the supplier evaluation and the choice of suppliers in the supply chain department. Tasks included discussions with procurement staff, gathering data on what factors suppliers are looking for when hiring, including cost, quality, delivery reliability, and supplier ability, and recording existing procurement practices. The internship also involved the identification of weaknesses in the existing evaluation system, analysis of practices for supplier management, and helping create a structured supplier evaluation system and a scorecard model to enhance the decision making and monitoring of suppliers.

1.3 INTERNSHIP OUTCOMES

1.3.1 STUDENT'S CONTRIBUTION TO THE COMPANY

Students have the opportunity to contribute to the company in several ways. There are several ways that students can offer to the company.

During the internship period at Pacific Jeans Limited, various contributions were undertaken by observing, analysing and documenting the supplier evaluation and selection process in the supply chain department. Feedback was gathered on the current procurement practices, supplier selection criteria and supplier performance management through discussions with supply chain professionals and procurement staff. Existing evaluation methods were reviewed and deficiencies and opportunities for improvement were identified.

Along with this, assistance was offered in the documentation of the existing supplier evaluation process and in formulating thoughts for a more structured and measurable supplier evaluation process. The use of a supplier evaluation scorecard and weighted scoring model based on cost, quality, delivery reliability, responsiveness and supplier capability was recommended. Such contributions can contribute to the organization's better supplier selection decisions, consistent supplier performance and better long-term procurement efficiency.

1.3.2 BENEFITS TO THE STUDENT

The students were able to get real experience of the working of the supply chain management and procurement process of apparel during their internship. It enabled me to connect the dots between studying and doing business. Through the interaction with procurement officers and supply chain experts, an understanding of the supplier relationship management, sourcing strategies, procurement decision making and operational issues in the organizations were gained.

Other skills developed during the internship were also communication, analysis, observation and professional abilities. Through this, practical knowledge was transferred to them in the process of evaluating and selecting suppliers in a competitive ready-made garments (RMG) industry. Moreover, it fostered problem-solving skills and deepened the understanding of the application of theoretical aspects like Supplier Relationship Management (SRM), and Strategic Sourcing Theory, in the real organizational context.

1.3.3 PROBLEMS

During the internship period several challenges were encountered. Organizational privacy policy was one issue that greatly affected the amount of confidential company data and supplier-related documents that could be accessed. This limited the ability to carry out further studies for supplier performance and procurement decisions.

Another difficulty was that there was no consistent documentation of the ways in which suppliers were evaluated. The managerial experience and practical judgment seemed to play a major role in many supplier decisions and led to the difficulty in gathering measurable and structured information. Due to time constraints during the internship, there were also limitations in conducting comprehensive analyses and obtaining wider operational knowledge from various departments.

Further, operational activities kept some staff busy and in some instances, it affected their capacity to engage in detailed discussions and interviews. In spite of these constraints, an attempt was made to gather all the needed information and observations to finish this internship study successfully.

1.3.4 RECOMMENDATION

A more structured internship guideline and orientation process for interns would be beneficial to the effectiveness of future internship programs at Pacific Jeans Limited. Opportunities to set clear goals, clear tasks and learning plans at the outset of the internship would be helpful to clarify the role and learning expectations of the intern.

The company might also designate a supervisor or mentor that will be assigned regularly to give guidance and feedback throughout the internship duration. Having more interns participate in meetings, operations and actual projects would improve the interns' learning experiences and provide them with more knowledge of the industry.

Along with this, the limited dissemination of appropriate operational information, reports and documented procedures to academic purposes may enhance internship research and analysis. The organization may also provide training on procurement systems, supplier management and supply chain operations to enable the interns to have more practical training during the training. These enhancements would contribute to a better and more productive internship for the company and future interns.

CHAPTER 2

2.1 INTRODUCTION

2.1.1 OBJECTIVES

The primary aim of this study is to examine the practices of supplier evaluation and selection carried out by Pacific Jeans Limited in their supply chain and procurement process. The study is intended to gain insight in the selection processes of suppliers, the criteria that are taken into account to evaluate suppliers and the decision making process for the supplier in the organisation.

2.1.2 SCOPE OF STUDY

This study only covers the supplier evaluation and selection process in the supply chain and procurement department of Pacific Jeans Limited. The study primarily concentrates on the understanding of the organization's procurement procedures, selection of suppliers, supplier relationship management and supplier performance measurement techniques.

2.1.3 METHODOLOGY

Both primary and secondary sources of data collection were used in the study. Primary data were gathered through informal interviews, discussions and observation with the relevant employees of Pacific Jeans Limited, procurement officers and supply chain personnel. These conversations resulted in relevant information about supplier assessment procedures, procurement processes and supplier management activities.

Secondary data were obtained from the company documents, the internal reports, organizational websites, academic journals, articles, and previous research studies pertaining to supplier evaluation and supply chain management. Any relevant theories like Supplier Relationship Management (SRM) and Strategic Sourcing Theory were also reviewed for the analysis.

The information gathered was then analysed qualitatively to determine current practices, challenges and opportunities for improvement in the supplier evaluation system of the organisation.

2.1.4 LIMITATIONS

The preparation of this study had come up with several limitations. A significant constraint was lack of confidential company information and supplier data as a result of organizational privacy and security policies. Thus there was some detailed operational information missing from the analysis.

The other restriction was the length of the internship, which did not allow detailed analysis or observations to be carried out in several departments. For some staff, there was a high demand for their time on operational duties and not enough time for intensive interviews and discussions.

Furthermore, some activities for assessing suppliers were not properly documented formally in the organization and difficult to achieve measurable and structured information. Despite the shortcomings, an attempt was made to collect accurate data and to offer some valid analysis and recommendations.

2.1.5 SIGNIFICANCE OF STUDY

This study is important as supplier evaluation and selection is one of the main factors in the effective SCM in the apparel sector. Through supplier management, organizations can ensure that the product is of good quality, delivered on time, cost-effective to operate, and can enhance overall business performance.

This study can provide some ideas for Pacific Jeans Limited to address the weakness found in their current supplier evaluation process, and to design a more objective and structured supplier evaluation process. The recommendations that are proposed can help enhance the procurement decision-making processes, supplier performance monitoring and supplier relationships in the long run.

The study is also academically significant as it combines the theory and practice of supplier evaluation and strategic sourcing at organizational level in the context of ready-made garments (RMG) industry in Bangladesh. In addition, this research could provide a valuable reference to researchers, students and practitioners interested in the field of supply chain management and procurement practices in the apparel sector.

2.2 OVERVIEW OF THE COMPANY

Pacific Jeans Limited is a leading denim manufacturer and a well-known brand name in the worldwide apparel market in Bangladesh(Pacific Jeans Limited, n.d.). The company was formed in 1984 in Chattogram with the assistance of Mr. Md. Nasir Uddin and it was later expanded to the Chittagong Export Processing Zone (CEPZ). From its humble beginnings Pacific Jeans has grown into a large organisation, with numerous manufacturing sites and over 35,000 to 40,000 employees.

Pacific Jeans Ltd. exports denim and jeans products to Europe, North America, Asia and other countries throughout the world for worldwide renowned brands like Levi's, Tommy Hilfiger, Uniqlo, H&M, Zara, American Eagle, Calvin Klein and so on. It is a company that is famous for its quality products, quick delivery, and ethical manufacturing.

As well as sustainability and technological advancements are the key areas of focus for Pacific Jeans Ltd. The company utilizes up to date production technologies, environmentally friendly production processes, waste treatment systems and energy-efficient facilities. It is an environmentally conscious and green manufacturing company, with several of its factories being LEED (Leadership in Energy and Environmental Design) certified (Pacific Jeans, 2023).

With a strong leadership of Managing Director Syed Mohammad Tanveer, Pacific Jeans Ltd. is steadily expanding its business from one branch to another, deepening its global partnerships and continuing its journey as one of Bangladesh's leading denim manufacturers.

2.3 MANAGEMENT PRACTICES

Effective organizational management practices improve operations and long-term competitiveness (Christopher, 2016). Pacific Jeans Limited has a well-structured and professional management system in place which is responsible for the smooth running of activities, productivity and long-term growth of the organization. The company's management structure is hierarchical, with responsibilities and power delegated to the top management, middle management, and operational staff. The company is managed by a professional management team led by the founder, Mr. Md. Technical and Innovation Development (TID), Employee Development and Operational Excellence (ODE) Head, Nasir Uddin and Managing Director Syed Mohammad Tanveer. The higher management is responsible for making strategic decisions on such areas as production, procurement, exports, compliance and business expansion; these are then implemented at an operational level by departmental managers.

Pacific Jeans adheres to the principles of participative management with a view to getting the input of both employees and departmental officials on how things can be improved. The organization feels that with participation, decision making quality is enhanced and motivation in the workplace is increased. Staff are offered chances to be involved in problem solving and process improvement work, thus increasing their ownership and responsibility for achieving objectives.

Another aspect that is crucial to the HRM practices of the company is human resource management. With over 36,000 employees at Pacific Jeans, good workforce management is crucial. The company offers regular training sessions for its staff to enhance their technical expertise, efficiency in the workplace, and productivity. Training is carried out on the compliance requirements, safety procedures, production methods and quality management. Other measures put in place to support the employee's well-being include health and safety facilities, fair wages, workplace security and adherence to international labor standards.

One of the other key management practices is compliance management. Pacific Jeans adheres to the local labour laws and the international compliance requirements established by global buyers. Following concerns surrounding industrial safety issues in the apparel industry in Bangladesh,

the company's fire safety, workplace security, building safety and worker welfare programmes were enhanced. Regular compliance certifications and audits are performed to ensure ethical manufacture.

In addition, the company is engaged in strategic planning in order to achieve sustainable growth and competitiveness. The company is always investing in technology, automations, expandable factories, Sustainability and backward supply chain integration. The organization tries to establish long-term business relationships with its international buyers by continuous innovation, quality assurance and operational efficiency.

The decision making for Pacific Jeans is mostly based on data and is facilitated by sophisticated management systems. The discussion and cross-communication amongst the departments to determine progress and make swift decisions to get production underway. This holistic management enables the company to keep on track with operational excellence and international buyers requirements.

2.4 MARKETING PRACTICES

Since Pacific Jeans Limited is involved in making denim products for top fashion brands globally and not for consumers, it has a Business-to-Business (B2B) marketing approach. The company builds good customer relations, develops product quality and makes it available on time at competitive rates to its customers. While Pacific Jeans are not geared toward consumer brands, it's marketed as a reliable manufacturer for fashion brands worldwide.

Relationship Marketing is one of the most effective marketing tactics of Pacific Jeans. The company has long-term relationships with international brands like Levi Strauss & Co., H&M, Zara, Tommy Hilfiger and American Eagle Outfitters. Regular product quality, innovation, standards, and delivery schedules are vital to this valuable relationship. Customers have trusted and believed in Pacific Jeans for years and years.

Product quality and innovation are major marketing tools used by the company. As customer preferences and global fashion trends evolve, Pacific Jeans constantly strive to create new denim products and stylish designs. The company's commitment to innovation and market knowledge is reflected in the fact that its customers tend to choose only a part of the designs it offers, as revealed in the company information.

The company is also known for its sustainable marketing initiatives, including its commitment to environmentally friendly production systems and ethical manufacturing practices. Buyers around the world say they would like to buy from suppliers that adhere to sustainability principles, have lower carbon footprints and ensure that their workplaces are compliant. Pacific Jeans boasts LEED certified factories, ozone washing, water recycling systems, and sustainable denim production processes as a way to market itself as an environmentally friendly manufacturer.

Marketing practices help organizations maintain strong buyer relationships and improve brand positioning in global markets (Kotler & Keller, 2016). Pacific Jeans also takes part in international trade fairs, sourcing fairs, buyer conferences and business meetings to attract new international buyers and enhance the market expansion. The company's activities in these areas help build brand reputation and build new export opportunities.

Pacific Jeans price their products at a competitive rate with a premium product quality. International buyers are interested in the cost as well as quality, so the company tries to make their product a good value for money with excellent manufacturing quality. This process allows Pacific Jeans to keep pace with the global denim industry.

2.5 FINANCIAL PERFORMANCE AND ACCOUNTING PRACTICES

Over the years, Pacific Jeans Limited has shown outstanding financial performance, thanks to its constant export growth, expanding production capacity and good buyer relationships. The company also generates a large proportion of its revenues from exports to overseas markets such as Europe, North America, Asia and Australia. Pacific Jeans is one of the well-financed apparel manufacturers in Bangladesh with its export earning of hundreds of millions of dollars per annum.

The company continues to sustain its yearly growth targets and constantly invests in production facilities, technology, sustainability efforts and training its workforce. The company's excellent export performance has helped Pacific Jeans to grow their facilities and product lines and improve their global market position. The financial strength also enables the organization to invest in innovation and the latest manufacturing technologies.

Pacific Jeans is following systematic accounting practices which allow for financial transparency, cost efficiency and effective financial control. The finance and accounts function handles financing, payroll, taxation, export documentation, cost accounting, inventory valuation, financial reporting and audit. Through proper accounting, management can keep an eye on the profitability, operational costs, and utilization of the resources.

One of the key accounting terms in an organization is cost control. The use of high overheads in denim production, such as machinery, utility bills, raw materials, workers' wages and logistics, continuously require the company to track the cost of production to ensure profitability. Waste detection, optimization of operation and pricing methods of work within the scope of cost accounting.

Pacific Jeans is also committed to financial compliance and auditing protocols to promote accountability and legal compliance. An internal financial report is prepared on a regular basis to assist managerial decision making. The company is probably audited externally to meet the requirements of international buyers, and ensure transparency of business operations.

The use of budgeting and forecasting also plays an important role in financial management. The organisation forecasts future revenues and production costs and investment in order to plan for sustainability and viability of the business.

In this unit, students will be able to use different operations management and business skills to apply operations management techniques to business decisions, information system practices to address organizational problems.

2.6 OPERATION MANAGEMENT AND INFORMATION SYSTEM PRACTICES

Pacific Jeans Ltd one of the most significant assets is its operations management. The industry has a well production management system in place, which is efficient and allows production of products effectively, delivery of orders timely, control over cost and product quality. It is crucial to satisfy the international buyers expectations while producing millions of denim products and keeping the operation efficient.

The company has a systematic production process from raw material procurement to fabric cutting, stitching, washing, finishing, quality inspection, packing and shipment. All stages of production are closely controlled, ensuring product quality and reducing production errors. Strong coordination among departments helps ensure production deadlines are achieved successfully.

Quality management is one of the key factors in running. Pacific Jeans has a strict quality control process from the beginning of the manufacturing process to the end to ensure that the product can be in line with the buyer's requirements and international quality standards. Product quality is controlled by dedicated quality inspection teams before shipment includes product defects, fabric quality, stitching accuracy, washing standards and final product finishing.

Other vital operational functions include supply chain and procurement management. The company has a close co-operation with the suppliers to ensure timely supply of raw material and production inputs. Effective supplier relationship and procurement planning helps in minimising production delays and ensuring operational reliability.

Information systems and ERP integration improve supply chain coordination and procurement efficiency (Chopra & Mendi, 2019). With state-of-the-art information technology and modern equipment, Pacific Jeans effectively manages operational activities. The company utilizes an Oracle-based Enterprise Resource Planning (ERP) system to manage and integrate the production planning, inventory management, procurement, finance, order processing, shipment tracking, and communication between

different departments. This ERP system streamlines processes and improves efficiency through real-time data and automation of manual tasks.

Another benefit of Pacific Jeans is the utilization of technology in their business. The company also uses the latest in denim finishing machines which use less chemicals in their use and are less polluting such as laser finishing and ozone washing. The use of automated machinery and digital production systems boosts productivity and enhances manufacturing accuracy.

Moreover, sustainability is taken into account in operational management. To reduce environmental problems and meet international standards of sustainability, Pacific Jeans has wastewater treatment plants (ETPs), fabric recycling systems, energy efficient production processes, and solar energy facilities. Not only do these good practices help the company achieve environmental obligations, they also boost the company's international image and help buyers have more confidence in the company.

2.7 INDUSTRY AND COMPETITIVE ANALYSIS

To understand the competitive position of Pacific Jeans Limited in the apparel industry, both **SWOT** and **PESTEL** analysis have been used. The analytical tools used to detect the company's internal strengths and weaknesses and external opportunities and threats in the business environment.

A **SWOT** analysis of the Pacific Jeans Limited is provided below:

Strengths

Pacific Jeans Limited is one of the best denim factories in Bangladesh with the following merits. One of its advantages is that it has a solid reputation and long-term relationship with well-known brands like Levi Strauss & Co., H&M, Zara and Uniqlo. High quality control systems, modern technology, and advanced manufacturing facilities have led to the production of high quality denim. The Chittagong Export Processing Zone (CEPZ) gives it logistical benefits due to the ease of export operations and close proximity to port facilities. Plus, Pacific Jeans has a wealth of sustainable practices, such as LEED-certified factories, wastewater treatment plants, and sustainable producing technologies, which build trust with buyers and worldwide acceptance.

Weaknesses

Even though Pacific Jeans has a number of strengths, it has the following weaknesses. The firm is highly export oriented, and relies heavily on the global demand and economic fluctuations. It is also heavily reliant on international customers, which would have a significant impact on business if one of their key customers was lost. Other operational issues including high compliance costs, sustainability requirements and state-of-the-art technologies, can drive up production costs. Further, dependence on raw materials imports can result in disruptions and delays in the supply chain.

Opportunities

Pacific Jeans has a number of growth opportunities in the global apparel market. As more and more people seek sustainable and environmentally friendly fashion, this presents the company an opportunity to further its eco-friendly denim production. New export opportunities in international markets like South America, Africa and new Asian markets may arise. The integration of the supply chain in the direction of fabric production and technological innovation, digital product development can enhance the competitiveness even more. Expanding demand for high quality denim products worldwide also presents future growth opportunities.

Threats

The company is competing heavily with other countries manufacturing apparel including China, Vietnam, India and Pakistan where the manufacturing cost may be lower. Economic slowdowns, inflation, trade measures and political unrest can have a negative impact on export demand. Compliance can be an issue due to changes in international labor laws, sustainability standards and buyer demands. Furthermore, risk of supply chain interruption and rising raw material costs continue to be a challenge for the company.

A **PESTEL** analysis will be carried out for Pacific Jeans Limited:

Political Factors

Pacific Jeans' business is significantly affected by its presence in countries with government policies, export regulations, trade agreements, and political stability. The government agencies such as the Bangladesh Export Processing Zones Authority offer tax benefits, infrastructure, legal and regulatory support to enterprises operating in EPZs. But, due to political instabilities, labour strikes or modifications in the export policy, operations could be affected adversely.

Economic Factors

As the Pacific Jeans are export oriented, the economic climate has a significant impact on them. Inflation, exchange rate fluctuations, labour cost, and economic conditions have an impact on production costs and profitability. Inflows of buyers and orders could be affected by economic recessions in important export markets like Europe or North America.

Social Factors

The influence of social factors on the apparel industry includes the increasing concern of consumers about ethical fashion, workers' rights, and sustainability in fashion. Suppliers are increasingly meeting ethical labour standards, and environmentally responsible production systems. The strong compliance and employee welfare practices are a benefit to Pacific Jeans.

Technological Factors

Technology is a crucial element to Pacific Jeans' success. The company has adopted numerous high-tech manufacturing methods, Oracle enterprise resource planning systems, ozone washing and automatic production systems in order to improve production efficiency and product quality. As technology always evolves, opportunities for increased productivity and cost savings are continually presented.

Environmental Factors

The global apparel industry has now become a big issue in the world of environmental sustainability. Pacific Jeans deals with environmental problems by implementing wastewater

treatment plants (ETPs), fabric recycling systems, energy efficient factories and sustainable production technologies. Further investment in sustainability practices may be needed, though, due to stricter international environmental regulations.

Legal Factors

National labor laws, export requirements, workplace safety standards, and international compliance standards must be complied with by Pacific Jeans. In addition, buyers need confirmation of environmental and ethical manufacturing standards like ISO, GOTS, and Oeko-Tex. Not being legally compliant may have a negative impact on the buyer relationships and export opportunities.

2.8 SUMMARY AND CONCLUSIONS

Pacific Jeans Limited has gained one of the most prominent positions among the denim manufacturing industry in Bangladesh by effectively managing its business, building good relations with its buyers, using modern operational systems and working in accordance with the sustainable manufacturing process. The company has established a good reputation for manufacturing high quality denim products for well-known brands around the world, and is also fully compliant with international standards.

The management system, marketing, the financial position and business efficiency of the organization are significant elements in the success of the business. It also enhances its global competitiveness by using modern information systems and environmentally friendly methods. In general, Pacific Jeans Limited has secured a decent company performance and has been making significant contributions to the economy of Bangladesh's ready-made garments sector with innovative ideas, growing export and responsible management practices.

2.9 RECOMMENDATIONS AND IMPLICATIONS

From the overall organizational analysis of Pacific Jeans Limited, a couple of suggestions can be made for the improvement of the company's working and management efficiency.

Firstly, Pacific Jeans Limited can enhance its supplier management and procurement system by implementing the more structured supplier performance monitoring and evaluation practices. This can enhance sourcing efficiency and minimize the risk of a supply chain.

Secondly, the organization needs to allocate more funds to develop more efficient and advanced technologies with automation equipment. Because this will improve the production efficiency, reduce the expenses of production and maintain a standard product quality. Using digital systems can also enhance the coordination, cooperation and communication between the departments.

Third, Pacific Jeans may be able to diversify their marketing efforts to a few markets and customers and into new international markets. The diversification of the market is one of the ways to enhance export potential and reduce market risks when facing uncertainty in the global economy.

Furthermore, the company should invest continuously for training their employees, technical skills and occupational health and safety. In the future, more productive and skilled workers can be the key to the success of the company.

Pacific Jeans should continue to improve sustainable manufacturing in terms of the environment, for example, by implementing measures to reduce energy, waste and using environmentally friendly production processes in their manufacturing of jeans, to comply with international standards.

The findings from this analysis of the organization suggest that Pacific Jeans Limited is quite capable of operating and has competitive advantages in the global apparel industry. But ongoing incremental improvements in management, technologies, sustainable practices, and human resources will be needed to sustain future growth and competitiveness.

CHAPTER 3

3.1 INTRODUCTION

In the ready-made garments (RMG) sector, the quality of the garments produced, timely delivery and cost efficiency are significant issues that affect the competitiveness of the organization, and supplier evaluation and selection has become one of the most important strategic functions of Supply Chain and procurement management. Manufacturers are very reliant on their suppliers to provide them with raw materials, fabrics, trims and accessories to keep production running and to ensure the products have acceptable quality in a globalized apparel market. Thus, choosing the right suppliers and managing supplier performance is an essential key to achieving operational efficiency, to avoiding production disruption and to satisfying international buyers' specification (Monczka et al., 2020).

The quality of raw materials is directly related to the quality of the finished apparel in the apparel manufacturing industry, especially denim manufacturing. Pacific Jeans Limited is one of the biggest denim manufacturers in Bangladesh with international brands like Levi's, Tommy Hilfiger, Uniqlo, Zara, H&M and American Eagle as its supplier, the criterion of the evaluation of suppliers is extremely vital. Its supply chain is highly reliant on its existing supplier base providing quality fabrics and accessories, with lead time, compliance and service standards in accordance with company requirements. Therefore, it is crucial for supplier evaluation and selection to maintain the continuity of production and adhere to standards for export quality (Christopher, 2016).

Supplier evaluation is usually referred to as a systematic process to assess suppliers according to an established set of criteria like product quality, delivery reliability, service responsiveness, cost competitiveness, technical capability, and long-term sustainability (Van Weele, 2018). In the past, many organisations relied exclusively on price to choose a supplier; but modern procurement is more about finding a balance between price and quality, reliability, responsiveness and the ability to develop a long-term supplier relationship. Successful supplier selection can not only increase the efficiency of procurement, but also help to reduce risks in the

process of operation, improve product quality and strengthen the competitiveness of organizations (Chopra & Meindl, 2019).

In the Supply Chain Community Department, observations were conducted during the internship period which showed that there are already existing practices in place for evaluating suppliers, namely Fabric and accessories suppliers where an assessment is made using a scorecard. The organisation measures supplier performance by quantifiable measures and standards, including quality performance, delivery efficiency and service responsiveness. Observations also indicated that, however, some procurement decisions are heavily influenced by managerial judgment and experience. Moreover, it seems that the monitoring of supplier performance needs to be more standardized and be presented in an analytical manner to make more objective decisions.

Hence the present study tries to make a critical analysis of the supplier evaluation and selection practices adopted by Pacific Jeans Limited in the case of fabric and accessories suppliers. The primary objective of this project is to compare the practical supplier evaluation methods used in the organizations with existing procurement theories, and to design a supplier evaluation model that integrates the results of the literature review with the practical approach that is used. This study aims to understand the current strengths, weaknesses and opportunities for improving the supplier evaluation practices in Pacific Jeans Limited by conducting a supplier score card analysis, procurement observations and discussion with the relevant employees.

3.2 BACKGROUND AND PROBLEM STATEMENT

Supplier evaluation and selection is a key point in keeping the supply chain efficient, especially within export-oriented industries such as ready-made garments (RMG). The textile industry relies on suppliers more than any other industry to provide fabrics, trims, buttons and zippers, labels, packaging materials and other production inputs. Poor supplier performance can cause the company to lose business. It also impacts negatively on production schedules, increases defects, delays shippings and impacts buyer satisfaction. Thus, structured systems of supplier evaluation to ensure procurement effectiveness and supply chain sustainability are rapidly gaining popularity among organizations (Monczka et al., 2020).

Pacific Jeans Limited is in a very competitive worldwide market, and it is necessary to maintain their quality. It is imperative that consistency and delivery commitments are upheld. As the company deals with denim products for globally recognized fashion brands, procurement decisions play a crucial role in the success of operation. Due to late deliveries, poor fabrics quality or unreliable suppliers, there can be an impact on production planning, export commitments and buyer relationships. Thus, the process of supplier selection and supplier performance monitoring becomes a strategic activity for the organization.

While on internship at Pacific Jeans Supply Chain Community Department, several observations were made about methods of supplier evaluation, although the information was limited and informal. After speaking with procurement staff and the Supplier Evaluation Manager, it was revealed that performance of suppliers is measured using fabric suppliers' and accessory suppliers' scorecards. These score cards are based largely on quality, delivery and service criteria of suppliers. Raw material quality has the most significant impact on the quality of denim, which is given highest weightage in performance.

While there are supplier scorecards, there are some drawbacks during workplace observation. One, it seems that managerial experience is more of a factor in procurement decisions. In addition to the scorecard outcomes, there is also a requirement for professional judgment. Although experience is, the reliance on subjective judgment is important and can diminish consistency, transparent supplier selection. Secondly, the monitoring of supplier performance seems to only be conducted on a periodic basis, rather than monitoring performance over time. The organization might not be able to see supplier improvement trends or supplier reoccurrence issues, performance issues. Third, there seems to be little analytical interpretation and comparative analysis, visual and quantitative assessment of the supplier performance.

Supplier assessment systems are supposed to be structured and measurable, making procurement decisions based on objective criteria and performance indicators (Van Welee, 2018). It is recommended from the literature that supplier evaluation should include the use of quantitative performance measurement, standardized evaluation criteria and long-term supplier relationship management practices so that it can be effective in strategic procurement (Christopher, 2016).

So the main issue which is addressed in this research is to find a more structured supplier evaluation system for fabric and accessories suppliers for Pacific Jeans Limited that is measurable, and supported by analysis. The study aims to assess the existing supplier evaluation process, reveal the limitations of the existing process, and suggest a new supplier evaluation model based on the procurement literature and evidence provided by the organization.

3.3 OBJECTIVES OF THE STUDY

The study aimed at achieving the following objectives:

3.3.1 MAIN OBJECTIVE

Discuss and evaluate the supplier evaluation and supplier selection process of Pacific Jeans Limited. Develop a systematic framework to evaluate suppliers in order to improve the procurement decision making process.

3.3.2 SPECIFIC OBJECTIVES

The study will have the following specific objectives:

- ☐ To delve into the criteria used by fabric and accessories suppliers for evaluating suppliers by Pacific Jeans Limited.
- ☐ To understand the process of decision making in supplier procurement.
- ☐ To identify the important factors that need to be considered when evaluating supplier performance – quality, the delivery, reliability, service responsiveness etc.
- ☐ To identify any weakness or gaps in the existing supplier assessment system.
- ☐ To compare the actual supplier evaluation practices with the current theory about supplier evaluation, procurement and supplier evaluations.
- ☐ To create a literature and practice-based structured supplier evaluation process to enhance procurement effectiveness

3.4 SIGNIFICANCE OF THE STUDY

The practical implications of this study are important because supplier evaluation has a direct impact on procurement efficiency, product quality, supply chain continuity and competitiveness

of the organization. The academic importance of this study is also relevant as it can help to create knowledge about how to evaluate suppliers for efficient procurement practices in the food industry. Pacific Jeans Limited is a company engaged in denim manufacturing, which is a market that is export-oriented, and hence maintaining deadlines and quality of products is of utmost importance in order to maintain the international buyer-supplier relationship.

Organisational-wise, this study may help Pacific Jeans Limited to improve the process of supplier evaluation, as the findings show that a more structured and evidence-based supplier selection and monitoring process should be adopted to enhance the ability of the company to evaluate suppliers. The proposed framework can also assist the procurement managers to take objective decisions regarding suppliers with minimum reliance on the personal judgment of the procurement manager.

Academically, this research adds to the existing body of knowledge on the supplier evaluation and procurement process in the apparel supply chain industry in Bangladesh. This research may give practical suggestions for future research about supplier relationship management, strategic sourcing and procurement decision making process in denim manufacturing organizations as limited studies are conducted on the basis of supplier score card evaluation system.

Apart from that, this study is important for the student researcher as it gives him the practical exposure on the actual procurement operations in the real world, method to evaluate suppliers and method of decision making in the organization within a manufacturing environment which is very competitive globally.

3.5 SCOPE OF THE STUDY

The research of this study has been narrowed down to be as simple and focused as possible for effective analysis and applied in the context of Pacific Jeans Limited. However, managing suppliers is a wide field and involves various categories of suppliers and the tasks of supplier buying or procurement; therefore, the present study focuses on the management of supplier evaluation and selection of Pacific Jeans Limited in relation to fabric and accessories suppliers. The two categories of suppliers were chosen due to the direct impact they have on the product,

production continuity, and overall efficiency of the supply chain in the denim manufacturing processes.

The research initially concentrates on the criteria for the supplier evaluation decision making process by Pacific Jeans Limited. While Pacific Jeans Ltd are monitoring the supplier performances and evaluate the supplier by using a supplier score card. The study focuses on three supplier assessment criteria such as delivery, service and quality.

The operational practices observed during the internship period within Pacific Jeans limited Supply Chain Community Department is also limited too. As the time spent on the internship and the confidentiality of the organization are practical constraints, the study takes advantage of workplace observation, informal communication with relevant staff, supplier evaluation scorecards and secondary organizational data.

In addition, there is a limitation of data on the suppliers' scorecard available for only one month: fabric and accessories suppliers. The study is thus cross-sectional and not longitudinal. This study does not consider performance trends in suppliers over a number of months or years, rather, it evaluates suppliers' performance over a period of operation. Although this is a drawback, it is still useful to use the data on the scorecard to gain an understanding of how Pacific Jeans Limited currently assesses their suppliers.

The names of suppliers have been anonymized throughout the report, for ethical and confidentiality reasons. Hence the suppliers are referred to as Fabric Supplier P, Fabric Supplier X, Accessories Supplier M and so on. This will help to protect privacy and maintain integrity in the analysis.

3.6 LITERATURE REVIEW

3.6.1 SUPPLIER EVALUATION AND SELECTION THEORY

Supplier evaluation and selection theory emphasizes that the process of supplier assessment and selection should be done systematically, through a pre-set of criteria before entering into any

procurement relationship with a supplier. Supplier performance has a direct impact on operational efficiency, production continuity, product quality, and customer satisfaction. Therefore, supplier selection is no longer seen as a purchasing activity, but as a strategic activity and it has become a part of the supply chain that plays an important role in the performance of the supply chain (Monczka et al., 2020).

Historically, organizations were choosing suppliers for the lowest price (Emiliani et al., 2010) . But according to modern supply chain theory organizations can face quality issues, delayed delivery and disruptions in their supply chain if they only think about cost. Thus, the modern supplier evaluation systems are based on a multi-criteria approach, in which suppliers are assessed on a number of performance dimensions (Van Weele, 2018), including cost competitiveness, quality consistency, delivery reliability, flexibility, responsiveness, technological capability, sustainability, and relationship management.

In industries like apparel making, for example denim production, supplier assessment becomes more crucial as any fault in the fabric or accessory can have a direct impact on the end product (Aishwariya et al., 2020). For instance, if denim fabrics are of poor quality, it can lead to colour variations, shrinkage issues or manufacturing of defective jeans which can impact export standards and customer satisfaction. Hence, in apparel industries, the evaluation system of suppliers tends to be more based on quality and uniformity rather than price. (Christopher, 2016)

Supplier scorecards are tools that measure suppliers using measurable criteria, and are supported by the supplier evaluation theory. The scorecards enable organisations to objectively evaluate their suppliers, limit the subjectivity in their decision-making processes and make procurement more transparent. This theory is highly applicable to the current study as Pacific Jeans Limited also uses a system of evaluating suppliers based on the supplier scorecard.

3.6.2 SUPPLIER RELATIONSHIPS .MANAGEMENT

Theory about Supplier Relationship Management (SRM) focuses on the significance of establishing long-term collaborative relationships between buyers and suppliers in order to

capture value creation on both sides, and to enhance supply chain performance. SRM theory states that suppliers are not just transactional vendors but strategic partners who can play a role in organization's competitiveness by enhancing quality, innovativeness, responsiveness and operation support (Christopher, 2016).

The good relationships built with suppliers enable organisations to mitigate uncertainty in procurement, streamline communications and limit supply chain disruption. Long-term supplier relationships also foster ongoing quality improvement, joint problem solving, and improved responsiveness to critical production needs (Monczka et al., 2020).

For Pacific Jeans Limited, a key aspect of ensuring a successful denim business is the ability to maintain good relationships with both fabric and accessory suppliers, given that the quality of raw materials and timely delivery schedules are crucial for denim production. Production planning and shipment commitments could be impacted negatively as Pacific Jeans sources from the world renowned brands. As such, SRM theory offers a good framework of the reason for basing supplier evaluation on not just the current performance of suppliers but also to promote the cooperation with suppliers to foster long-term relationships.

3.6.3 STRATEGIC SOURCING THEORY

Strategic sourcing theory states that, rather than making short term purchasing decisions, organisations should take an entire long term and systematic approach. Strategic sourcing is a process that focuses on choosing suppliers who can deliver sustainable organizational value across the key dimensions of quality, reliability, responsiveness, innovation and procurement effectiveness over a long-term relationship (Van Weele, 2018).

According to strategic sourcing theory (Ramachandran, Ramakrishnan. (2018), companies look at suppliers' performance as a major component of the process of supplier selection to reduce procurement risks and increase the efficiency of the supply chain. Supplier evaluation is now a strategic decision-making process, based on numerous performance measures and not just on purchasing.

From a Pacific Jeans Limited perspective, one can see how strategic sourcing is relevant to the company as it directly impacts production continuity and export performance. Fabric suppliers and accessories are a very important element to ensure the consistency of the product and timely production. As a result, Pacific Jeans needs to have an evaluation system for suppliers that will help them make sourcing decisions over the long-term as well as provide a mechanism for quality and reliability of the procurement.

3.6.4 SUPPLIER SCORECARD CONCEPT

One of the most popular supplier performance assessment tools is supplier scorecards. Supplier scorecard is a method of measuring the performance of suppliers based on a set of evaluation criteria in a structured way, with weights. Supplier scorecards are utilized for organizations to compare the supplier performance in an objective way and enhance procurement transparency (Monczka et al., 2020).

Typically, suppliers are judged on the following supplier scorecards:

- ☐ Product quality
- ☐ Delivery performance
- ☐ Service responsiveness
- ☐ Cost competitiveness
- ☐ Compliance standards
- ☐ Technical capability

Supplier scorecards are especially useful because they minimize the subjectivity in management and enable procurement staff to make decisions based on facts. Previous research indicates that structured supplier scorecards lead to improved supplier performance visibility and improved procurement outcomes (Chopra & Meindl, 2019).

As per the observations made during the internship period, Pacific Jeans Limited are already implementing the supplier scorecard for their fabric suppliers and accessories suppliers. The

score cards are primarily based on supplier quality, delivery and service performance; and quality is given the most weight since it directly affects the quality of denim that can be produced.

3.6.5 EMPIRICAL STUDIES ON SUPPLIER EVALUATION

Past studies on supplier evaluation show that quality, delivery reliability and responsiveness are considered as some of the most crucial criteria in evaluating suppliers in manufacturing industries. Dickson (1966) was one of the pioneering supplier selection studies, and he concluded that quality, delivery performance, and performance history were important supplier selection factors. Recent studies also have validated the supplier quality and delivery reliability as the most significant factors in procurement decision making in manufacturing sectors (Monczka et al., 2020).

It has also been found that companies are more and more adopting weighted supplier evaluation systems, which involve giving the suppliers' performance measurable scores for objective comparison. This helps to make the procurement process more transparent and less reliant on subjective judgment (Van Weele, 2018).

The results of the previous studies are consistent with the present study as Pacific Jeans Limited also uses a weighted supplier scorecard system for evaluating suppliers. Yet, how well the company's practical evaluation process follows the theoretical models is an important subject that needs further investigation.

3.7 METHODOLOGY

3.7.1 RESEARCH DESIGN

This study is a qualitative and descriptive type of research to gain insight into the practices of supplier evaluation and supplier selection in Pacific Jeans Limited. The use of descriptive research design is suitable because the study focuses on the analysis of existing organizational practices, which is not aimed at testing causal relationships (Sekaran & Bougie, 2019). The study aims to shed light on the actual practices of supplier evaluation and areas that could be improved.

3.7.2 SOURCES OF DATA

This study was an application of both primary and secondary data.

Primary Data

Primary information was gathered from onsite organizational personnel as well as observations in the workplace. The key primary data sources were:

- ☐ Interviews with members of the Supply Chain Community Department (informal)
- ☐ Discussions with the Supplier Evaluation Manager
- ☐ Observations made in the workplace in internship activities
- ☐ Evaluation of suppliers using a scorecard.

Secondary Data

The secondary information was gathered from:

- ☐ Supplier evaluation scorecards
- ☐ Corporate documents and reports
- ☐ Book and journal articles on procurement and supplier evaluation.
- ☐ Research in the field of Supply Chain Management.

3.7.3 DATA COLLECTION PROCEDURE

The study employed primarily observational and discussion techniques of data collection. The internship period was used to observe how suppliers were evaluated, how supplier decisions were made and how supplier performance was monitored. Practical knowledge was gained through informal conversations with key staff about what is expected in the evaluation process and how suppliers are handled.

Moreover, a supplier score card for fabric and accessories suppliers was analysed to explore the system of evaluating suppliers in the case of Pacific Jeans Limited. These scorecards gave measurable benchmarks on supplier quality, delivery and responsiveness of service.

3.7.4 DATA ANALYSIS METHOD

Collected data were analyzed with a descriptive and a comparative analysis. With the help of supplier performance data scorecard evaluation, data was analysed using bar graphs, pie charts, comparison and theoretical analysis. To graphically display the supplier evaluation criteria and the findings of the supplier performance several bar graphs and pie charts were created.

In addition, theories of supplier evaluation—Supplier Evaluation Theory, Strategic Sourcing Theory and Supplier Relationship Management (SRM)—were employed to examine the practical organizational practices from a theoretical perspective.

3.7.5 ETHICAL CONSIDERATION & CONFIDENTIALITY

The information for this study comes from the internal information of supplier evaluation of Pacific Jeans Limited and therefore confidentiality has been protected throughout this report. Not revealed the identity of the actual suppliers or confidential procurement information. Rather, the suppliers have been anonymized as “Supplier P”, “Supplier Q”, “Supplier M”, etc., to preserve organizational anonymity and maintain professionalism.

3.8 FINDING AND ANALYSIS

3.8.1 PACIFIC JEANS LIMITED EXISTING SUPPLIER EVALUATION PROCESS

It was noticed that the supplier evaluation and supplier selection are done using a structured score card based system, especially for fabric and accessories suppliers during internship with Pacific Jeans Limited. Evaluation of suppliers, by the procurement department, under the Supply Chain Community Department, is carried out regularly according to indicators to ensure the quality of the product, continuity of production and timely delivery of the finished product.

Supplier evaluation process starts from sourcing, identification of potential suppliers and then assesses based on the quality standards, production capability, pricing competitiveness, compliance, delivery performance of the suppliers during the process. Suppliers are subject to ongoing assessment, through periodic performance scorecards, once they have been approved as a supplier. From the internship observations and by speaking to procurement staff, the

performance of the supplier at Pacific Jeans Limited is primarily judged according to three key criteria, which are:

- ☐ Quality Performance
- ☐ Delivery Performance
- ☐ Service Responsiveness

In this regard, Quality Performance is given the highest priority as it is directly related to denim production standards and the acceptance of fabric and accessories. Pacific Jeans is one of the leading Denim products manufacturers industries in Bangladesh, who supplied the dominant brand around the globe. So, it's a necessity to have a strict control on the system to assure the highest possible quality in the production.

For Pacific Jeans Ltd, supplier scorecard system with a weighted model is being used to evaluate the supplier as follows :

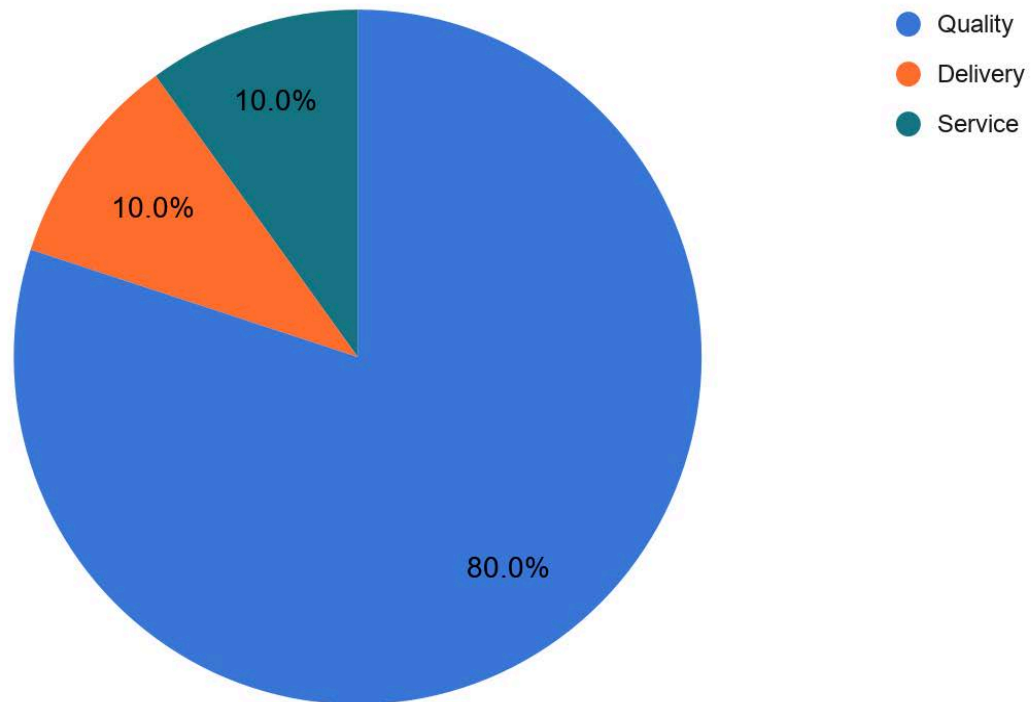


FIGURE 3.1 Pacific Jeans Limited Existing Supplier Evaluation Weight Percentage

The supplier evaluation criteria distribution shows that supplier's quality performance is a very high priority for Pacific Jeans Limited compared to other criteria. Quality is allocated 80% with emphasis on it, showing that maintaining high product standards to international buyers is a key focus for the organization. Poor suppliers can directly affect export standards and buyers' satisfaction because denim garments need consistency in quality of the fabric, color stability, shrinkage control and defect minimisation.

With 10% weightage each, delivery performance as well as service responsiveness are important but secondary to quality assurance. This supplier evaluation pattern is similar to the supplier selection factors advocated in modern supplier procurement theory, which believes quality and delivery reliability are among the most important factors in manufacturing industry supplier selection (Van Weele, 2018).

3.8.2 SWOT ANALYSIS OF CURRENT SUPPLIER EVALUATION SYSTEM

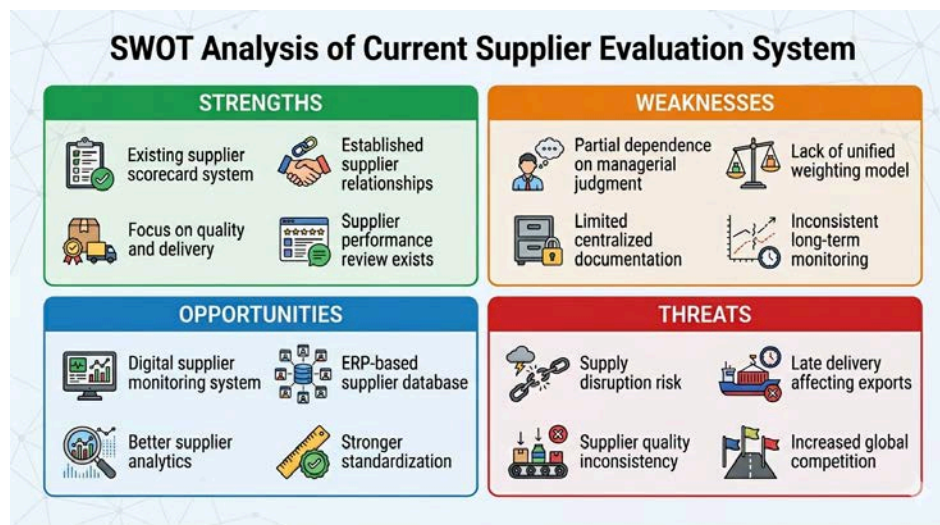


FIGURE 3.2 Swot Analysis of Current Supplier Evaluation System

The above was prepared by the researcher based on internship observation and supplier evaluation practices done at Pacific Jeans Limited.

The **SWOT** analysis of the existing supplier evaluation system at Pacific Jeans Limited is based on the strengths and weaknesses of their existing system, opportunities and threats. This analysis assists in assessing the performance of the current supplier management process and areas for improvement in order to achieve better procurement performance.

The **strengths** in the current supplier evaluation system suggest that Pacific Jeans Limited has an established structure to evaluate supplier performance. Having an existing supplier scorecard system shows that the company is not only subjectively judging the supplier but is using a performance-based evaluation approach. Moreover, quality and performance on delivery is a key factor that the organization places a great emphasis on, as this is a major success criterion in denim production. Long-term supplier relationships also help to ensure procurement stability and supply continuity. Furthermore, there is already a practice followed within the company for supplier performance checks which shows a commitment to the monitoring of suppliers and the operational consistency of the company.

The SWOT analysis also identifies some of the **weaknesses** in the existing system. A significant drawback is that the decision-making regarding suppliers involves some judgement by the managers. While experience is useful, a lot of subjectivity can make decision making on procurement less transparent and consistent. In addition, there might be inaccuracy in supplier comparisons and assessments in the absence of a consistent and literature-based supplier weighting model. Limited centralized documentation and inconsistent supplier performance monitoring are also a hindrance for the organization to monitor supplier trends and make informed decisions based on data.

Based on the analysis, Pacific Jeans Limited can identify a number of areas for further strengthening of the supplier evaluation system as shown below. For instance, adopting a digital system for monitoring suppliers could help to enhance visibility of supplier performance and enable real-time tracking of related information. In the same way, a supplier database that is integrated into the ERP system can help to keep historical supplier data, performance trends and sourcing history on the supplier for better decision making. Improved supplier analytics and improved standardization of supplier evaluation criteria can further increase supplier transparency and mitigate supplier risks.

Lastly, from the SWOT analysis, it can be seen that there are some external **threats** that could impact supplier performance and disrupt the supply chain. Disruptions in supply, such as to raw materials or difficulties in sourcing materials internationally, could result in production delays and export commitments being broken. Inconsistency in suppliers' quality is also a major issue as it can impact on the quality of the finished garments and ultimately the satisfaction of the customer. Furthermore, if supplier deliveries are not on time, it could have a negative effect on export orders and, due to the rising competition from other markets around the world, Pacific Jeans Limited must strive to ensure their suppliers deliver high performance and efficiency.

In general, the **SWOT** analysis reveals that Pacific Jeans Limited has already a fairly well defined system for evaluating its suppliers, but there is much room for improvement in the following aspects: standardisation, analytical monitoring and literature-based supplier evaluation systems. The findings indicate that there is a need for an effective model for supplier evaluation

as proposed in this study to enhance the supplier selection effective and long-term procurement performance.

3.8.3 ANALYSIS OF PACIFIC JEANS FABRIC SUPPLIERS SCORECARD

Pacific Jeans Ltd has a supplier scorecard analysis which shows that they have a detailed mechanism for evaluating their fabric suppliers based on quality. Denim fabric is the key raw material for the manufacturing of denim jeans, hence, the technical quality parameters for quality evaluation of suppliers have been established to ensure quality consistency in the production process and export compliance as well.

The fabric supplier scorecard also features these criteria:

- ☐ Four Point System defect rate
- ☐ Width-wise color shading
- ☐ Running shade consistency
- ☐ Shrinkage percentage
- ☐ Number of shrinkage groups
- ☐ Shade group consistency
- ☐ GSM stability
- ☐ Fabric defect analysis



FIGURE 3.3 Pacific Jeans Ltd Fabric Suppliers Features Criteria Representation

The following shows the Pacific Jeans Ltd. fabric supplier scorecard criteria to assess the performance and consistency of their fabric suppliers. The scorecard is a systematic evaluation tool used to evaluate suppliers on various quality and technical aspects to assure the reliability of fabric, production efficiency and product standardization (Monczka et al., 2020) .

The criteria for evaluation include the Four Point System defect rate, which is used to measure the defects and classify the supplied fabric quality level by the number and severity of the defects identified whilst inspecting the fabric (Kadolph, 2007). Another important factor is width-wise color shade to check the uniformity of the colour from side to side of the fabric, to prevent any side-to-side colour differences in the garment appearance.

Running shade consistency is also assessed using the scorecard, which helps to maintain a uniform colour of the fabric during the production of one batch to the other and reduce the shade difference between batches (Glock & Kunz, 2005). Further, shrinkage percentage is calculated to evaluate dimensional changes in the fabric after washing and/or finishing and the number of shrinkage groups are checked to ensure the consistency of production and classify the shrinkage behavior.

In addition, shade group consistency is determined to ensure that clothes of the same shade group appear consistent visually, minimizing the possibility of out-of-match clothing. The other major criterion is GSM (Gram per Square Meter) stability which tests whether the fabric weight is stable for the specified requirements. Finally, analysis of fabric defects is carried out to determine the root cause of the reoccurring quality issues, classify the defect type, and aid in a continuous improvement program with suppliers (Stevenson, 2021).

Overall, this scorecard is a tool that will assist Pacific Jeans Ltd. to sustain its high quality standards, by providing an objective measure of the performance of its suppliers and ensuring that their supplied fabrics meet the required quality specifications of Pacific Jeans Ltd. in the manufacture of garments.

TABLE 3.1: Fabric Supplier Performance Summary Table

Supplier	Quality(80%)	Delivery(10%)	Service(10%)	Total(100%)	Grade
Supplier P	76.00	10.00	09.50	95.50	A (90-100)
Supplier Q	68.00	10.00	08.40	86.40	B (80-89)
Supplier R	67.50	10.00	09.40	86.90	B (80-89)
Supplier X	58.13	10.00	08.40	76.53	C (70-79)
Supplier Y	32.60	10.00	08.40	51.00	D (Below 70)
Total	302.23	50.00	44.10	396.33	

Comparative Analysis

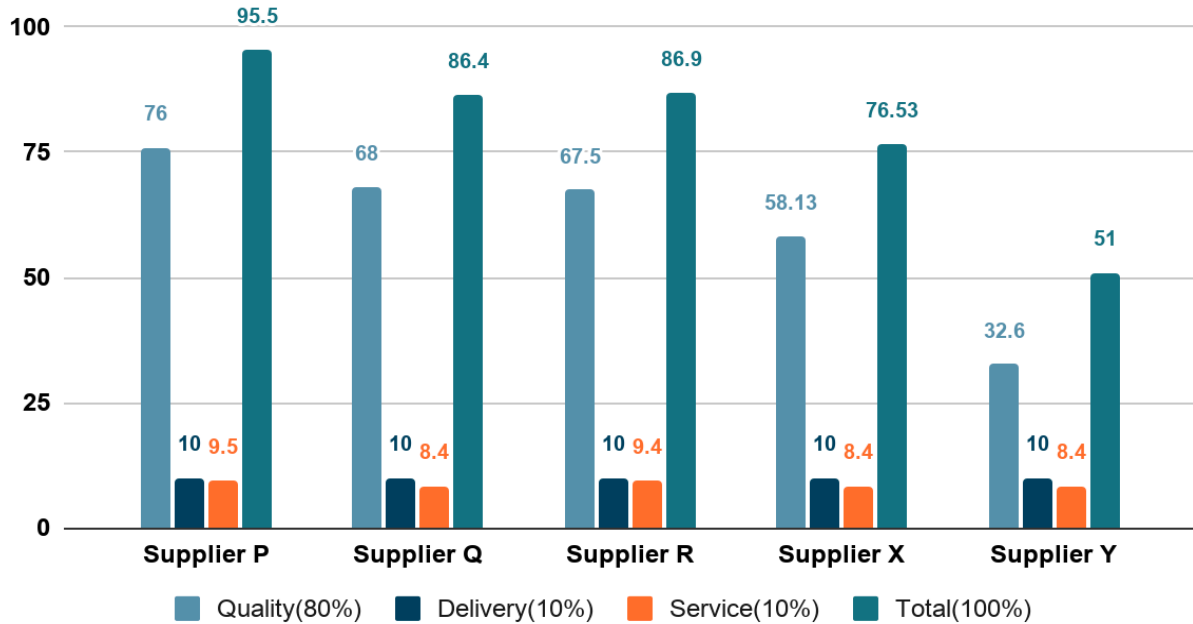


FIGURE 3.4 Pacific Jeans Ltd Fabric Suppliers Comparative Analysis

3.8.4 FABRIC SUPPLIER COMPARATIVE ANALYSIS

The Bar graph shows that there are significant variations in supplier performance between the fabric suppliers. Fabric Supplier P had the highest performance score, meaning that they have the best quality compliance, delivery consistency, and supplier responsiveness. The supplier was better in certain quality parameters, indicating a better fit with Pacific Jeans' denim production standards.

Fabric Supplier Q & R stand with moderate Grade B Acceptable supplier performance. However Supplier Q & R should maintain this performance regularly without dropping any points in the near future. Also Suppliers X should focus more on their quality assurance, As they are rated as an average supplier performance with Grade C(70-79). Fabric Supplier Y's overall performance, however, was relatively poor, mainly due to its poor performance on quality-related metrics. This indicates that any programs for supplier improvement should be reconsidered or negotiated when choosing suppliers in the future.

The results are consistent with the literature found on supplier evaluation which suggests that supplier quality and delivery performance are major factors that affect procurement effectiveness and supply chain continuity (Christopher, 2016).

3.8.5 PACIFIC JEANS ACCESSORIES SUPPLIER CARD ANALYSIS

The accessories suppliers provide the materials that are essential for producing denim, including the accessories like buttons, zippers, labels, packaging materials, rivets, and trims. Though accessories make up only a small part of the total cost of material, quality and availability are important because if the accessories are faulty, it can have an impact on the overall functionality of the garment and the customer's satisfaction.

Like the accessories supplier scorecard, it is based on a similar weighted evaluation system, focusing on:

- ☐ Quality consistency
- ☐ Delivery reliability
- ☐ Service responsiveness

It seems that the accessories supplier evaluation is relatively balanced as compared to the fabric supplier evaluation as the evaluation of an accessory supplier is based on a supplier scorecard which is comparatively less technical as compared to the denim fabrics.

TABLE 3.2: Fabric Supplier Performance Summary Table

Supplier	Quality(80%)	Delivery(10%)	Service(10%)	Total(100%)	Grade
Supplier M	79.00	10.00	10.00	99.00	A (90-100)
Supplier N	75.00	10.00	10.00	95.00	A (90-100)
Supplier O	67.50	10.00	09.40	86.90	B (80-89)
Supplier G	68.13	10.00	08.40	86.53	B (80-89)
Supplier H	52.60	10.00	08.40	71.00	C (70-79)
Total	342.23	50.00	46.20	438.43	

Comparative Analysis

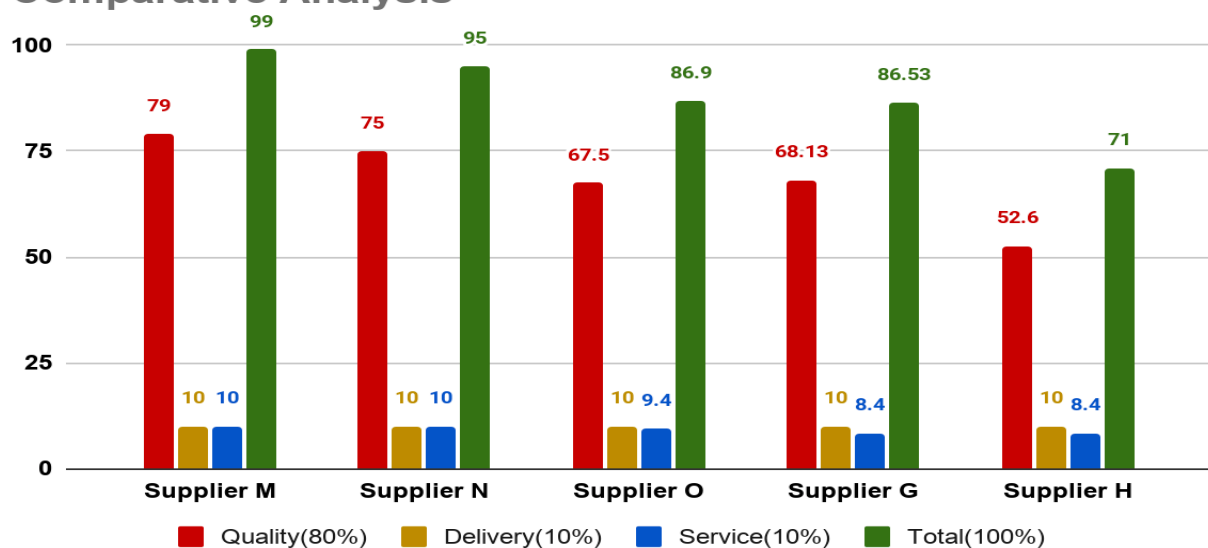


FIGURE 3.5 Pacific Jeans Ltd Accessories Suppliers Features Criteria Representation

3.8.6 ACCESSORIES SUPPLIER COMPARATIVE ANALYSIS

The results of the evaluations show that most accessories suppliers are fairly satisfied with Pacific Jeans Limited's supplier evaluation system. Accessories Supplier M & N 's performance was the best overall, as they had the best quality consistency and delivery reliability. However, there were moderate levels of performance shown by suppliers O & G, which means they are in a great position in supplier performance lists while continuously maintaining their achievement. There are some opportunities for supplier H development and performance improvement programmes who is rated as a Grade C supplier with a score of 71 out of 100.

The analysis indicates that Pacific Jeans Limited is already using a well-defined system to evaluate suppliers of accessories but there may be opportunities to strengthen the monitoring of suppliers in the long-term for better purchasing decisions.

3.8.7 COMPARATIVE FABRIC & ACCESSORIES SUPPLIER SCORECARD ANALYSIS

Supplier performance comparison is crucial as procurement managers need to know which suppliers are best able to support the objectives of the organisation. Comparative supplier analysis can enable

organisations to make informed procurement decisions based on measurable performance metrics such as quality, delivery and service responsiveness, based on supplier evaluation (Monczka et al., 2020).

Pacific Jeans Limited uses a weighted performance to assess the fabric and accessory suppliers based on the supplier scorecards that were analysed throughout the internship period. Both categories are assessed based on the same criteria, but the type of performance expectations are different depending on the significance of the raw materials used in denim production.

TABLE 3.3: Fabric & Accessories Suppliers Average Score

Criteria	Fabric Suppliers (Average)	Accessories Supplier (Average)
Quality Score	$(302.23/5) = 60.45$	$(342.23/5) = 68.45$
Delivery Score	$(50.00/5) = 10.00$	$(50.00/5) = 10.00$
Service Score	$(44.10/5) = 08.82$	$(46.20/5) = 09.24$
Total Score	$(396.33/5) = 79.26$	$(438.43/5) = 87.69$

Average Supplier Comparative Analysis

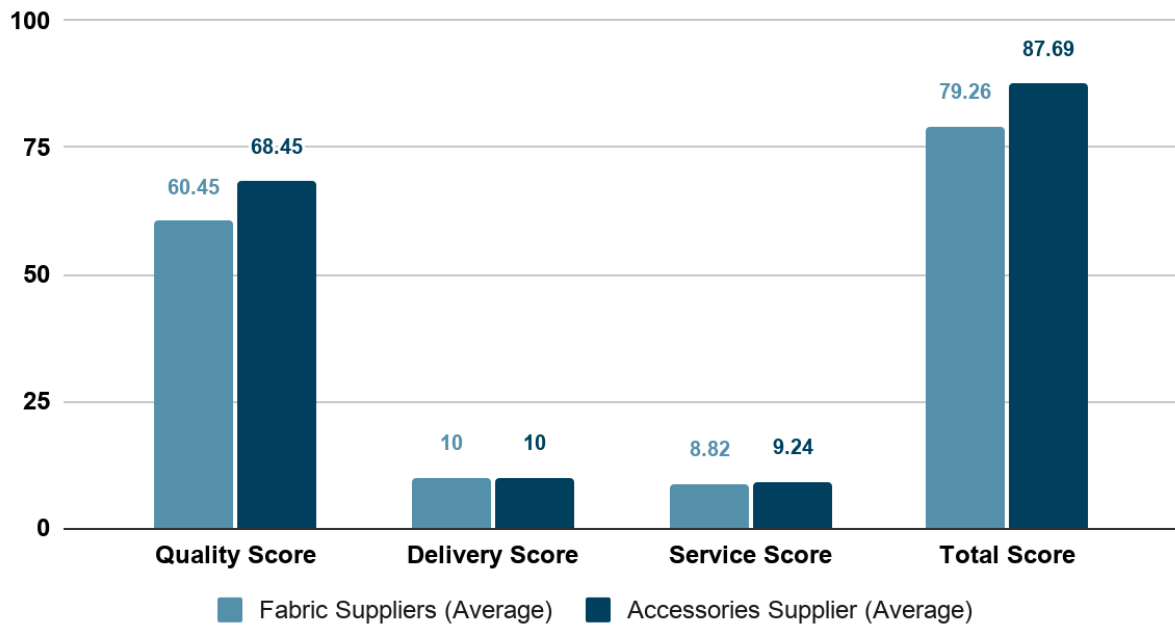


FIGURE 3.6 Pacific Jeans Ltd Average Suppliers Comparative Analysis

The comparative analysis of Pacific Jeans fabric and accessories suppliers scorecard indicates that accessories suppliers are performing at a higher rate on average than fabric suppliers. It

suggests that Accessories suppliers maintain relatively stronger consistency in quality and also in overall person performance.

Although there was good performance in deliveries, there was more variation in scores for quality from fabric suppliers. This can happen due to the technical complexities in the process of denim fabric production like shade consistency, shrinkage control, maintaining GSM, and defect management. This makes it harder to maintain consistent fabric quality as compared with purchasing trims and accessories like buttons, labels, zippers etc.

The results suggest that Pacific Jeans Limited needs to enhance its initiatives for the improvement of their suppliers especially with regards to quality control and performance standardization of the suppliers. Further, procurement literature indicates that organizations should focus on ongoing supplier development in the interest of creating a more reliable supply chain for strategically important suppliers (Christopher, 2016).

3.8.8 GAP ANALYSIS: THEORY VS PRACTICE

The supplier evaluation and selection are considered as strategic procurement activities as it affects the continuity of supply, production quality, operational efficiency and competitiveness of the organization in the future. Supplier assessment frameworks that are systematic, measurable, and theory-driven should be used to facilitate objective procurement decision making (Monczka et al., 2020). Moreover, it is an important task to make comparisons between the actual practices of Pacific Jeans Ltd and theoretical aspects of the supplier evaluation and draw a picture of their existing supplier management systems strengths and weaknesses.

TABLE 3.4: Theory Vs Practice Gap

Theory	Existing Practice at Pacific Jeans Ltd	Identified Gap	Practical Implication
Supplier selection (data driven)	Partial Reliance on score cards rather than managerial judgement	Decision making subjectively	Procurement transparency reduced
Balanced multi-criteria supplier evaluation	Heavy emphasis on quality 80%	Lack of evaluation balance	Biasness on potential supplier selection
Regular supplier monitoring	Supplier reviews periodically	Long term tracking limitation	Difficulty identifying supplier trends
Supplier benchmark analysis	Visualisation and reporting Limited	Poor procurement Analysis	Weak evidence based decision making
Supplier Development Orientation	Primarily evaluation focused	Limited supplier improvement initiative	Reduced long term supplier capability growth

After the supplier scorecard analysis, procurement and material control respondents interview and the internship observations results indicate that both for fabric and accessories suppliers there is a relatively developed supplier evaluation system in place at Pacific Jeans Ltd. The organization employs supplier scorecards to evaluate supplier performance, with a focus on quality, reliability, and responsiveness in their service. It aligns positively with the Supplier Evaluation and Selection Theory (Van Weele, 2018) which states that supplier performance is measured by quantifiable yardsticks like quality consistency, delivery performance, supplier reliability, responsiveness and production capability.

Even though there was a supplier scorecard system in place, some critical gaps were revealed between theory and practice in procurement. There is a key area of unmet need which is the degree of management dependency in supplier decision-making. In the internship observation it was discovered that the outcomes of a supplier scorecard are not the only influences in the supplier selection and approval process, but rather managerial experience and professional

judgment have an impact as well. While managerial skills are still important in procurement, too much subjectivity can lead to less consistency, transparency and objectivity in the evaluations. The literature on supplier evaluation highlights the need for a trend towards more data-driven and data-based supplier selection to minimize personal bias and enhance accountability (Monczka et al., 2020).

The other important area of theoretical gap is the focus on a single criterion for evaluating the product, such as quality performance. The current supplier evaluation system at Pacific Jeans Limited gives about 80% weightage to the quality related factor in the supplier scorecard. From an operational point of view it makes sense since Pacific Jeans is a denim exporter company and the raw material quality is directly linked to the quality of the garment, buyer acceptance and international compliance standards. According to the literature on supplier evaluation, however, relying too heavily on any one of these dimensions could result in supplier selection imbalance, as other important strategic dimensions, such as delivery reliability, supplier capability, responsiveness, innovation potential and effectiveness in long-term collaboration are also important (Ho et al., 2010). The new procurement models are increasingly recommending the use of multi-criteria supplier evaluation methods to enhance the effectiveness of procurement and supply chain.

In addition, the survey results show a significant lack of long term supplier performance monitoring and centralized performance documentation. While supplier scorecards are used periodically to evaluate suppliers, there is little evidence that there has been a complete integration of a supplier performance tracking system to monitor the performance of suppliers over a longer time. Procurement theory suggests that supplier evaluation is not a single or stand-alone exercise but actually a continuous process of improving supplier performance that entails benchmarking suppliers, analysing historical trends, periodic review, and supplier performance corrective actions (Christopher, 2016). Without a comprehensive long-term supplier monitoring system, Pacific Jeans Limited will lack the ability to pinpoint any weaknesses in their suppliers that occur repeatedly or identify any suppliers who are consistently good performers in order to develop a strategic supply partnership.

In addition, there is also some theoretical deficit in the analytical interpretation and visualization of the data of the supplier performance. Supplier performance information was largely kept in scorecard format during the internship period and not used extensively with analytical dashboards, trend visualization or even comparative supplier benchmarking techniques. Theoretically, the use of procurement analytics and supplier performance visualization is extremely beneficial in making strategic sourcing decisions as managers can easily see performance difference, risk factors, and suppliers trends in a graph (Chopra & Meindl, 2019). This may then restrict procurement visibility and further minimize the organization's ability to make supplier decisions based fully on evidence.

Furthermore, Supplier Relationship Management (SRM) theory emphasizes the need to build collaborative and developmental relationships with key suppliers for future better procurement performance (Christopher, 2016). The internship observation results, however, indicate that the supplier evaluation process in Pacific Jeans Limited is still more of a performance based process rather than a development oriented process. Although suppliers are assessed on a regular basis, evidence of structured supplier development programmes which are designed to support under-performing suppliers to grow in performance over time is limited. According to the theoretical literature, supplier performance assessment and supplier capability building and strengthening are two actions typical of organizations that are more resilient in their supply chains (Monczka et al., 2020).

Although these were identified as gaps there are some good procurement practices already being undertaken in the business that are related to the theory of supplier evaluation that are demonstrated by Pacific Jeans Limited. The organization has a baseline supplier management system in place based on supplier score cards, quality management focus, regular supplier performance monitoring and good supplier relationships. Thus the gaps detected in this study cannot be interpreted as organizational weakness only, but rather it is an opportunity for advancement and improvement of the system.

Looking at the theory versus practice comparison, it is concluded that there is a mix of structured and non-structured supplier evaluation systems followed by Pacific Jeans Limited, where both

evaluation dimensions are well balanced and supplier monitoring is adequate, but needs improvement in terms of being analytical and using procurement data which is measurable. The gaps identified justify a more literature-based, analytical, and strategically oriented supplier evaluation strategy to enhance long term supplier performance and effectiveness of procurement decision making.

3.8.9 PROPOSED SUPPLIER EVALUATION FRAMEWORK

This study suggests the development of an improved framework of supplier evaluation for Pacific Jeans Limited on the basis of the internship observations, supplier score card and supplier evaluation literature. The suggested evaluation framework is not based on arbitrary or judgmental assessment methods, but rather it is a blend of Pacific Jeans' current practices with the theories of supplier evaluation.

The framework which is proposed in the report is supported by the theory of supplier evaluation, supplier relationship management and also the theory of strategic sourcing (Van Weele, 2018). The framework also mirrors another research, where it has been highlighted that quality of a supplier, reliability on delivery and service responsiveness is a demanding dimension of procurement performance.

TABLE 3.5: Proposed Supplier Evaluation Weight Percentage

Criteria	Proposed Weight (%)
Quality	60%
Delivery Reliability	15%
Service Responsiveness	10%
Supplier Capability & Reliability	10%
Cost Competitiveness	5%
Total	100%

Proposed Weight Analysis

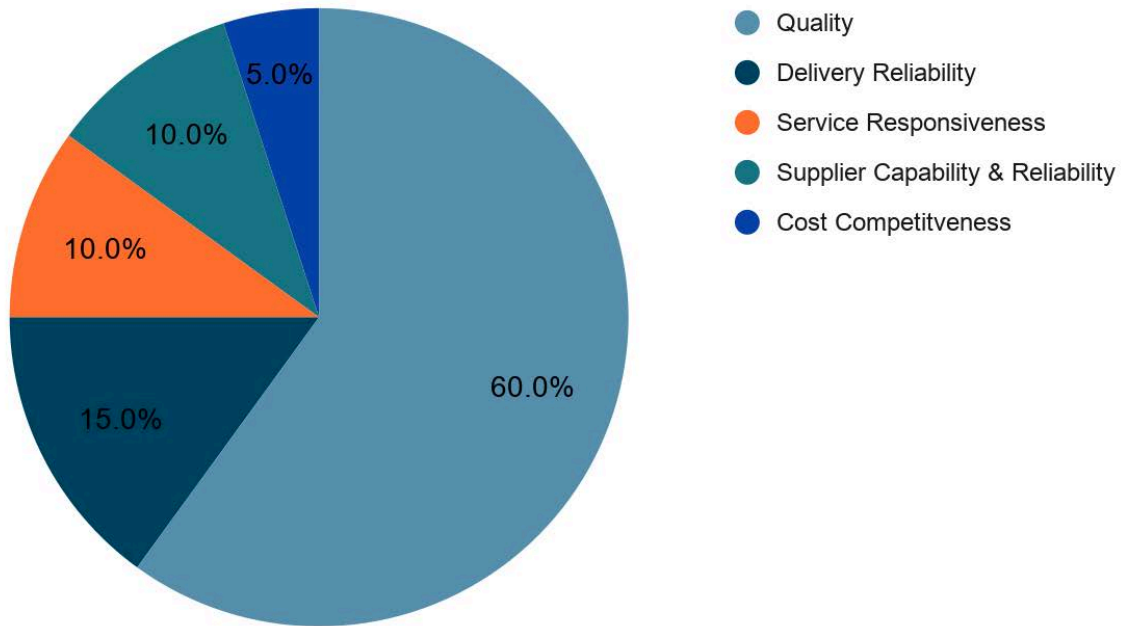


FIGURE 3.7 Proposed Supplier Evaluation Weight Percentage Analysis

Compared to the current evaluation framework of 80% weightage at Pacific Jeans Ltd, the proposed supplier evaluation framework has a 60% of weight to the quality performance. The adjustment does not actually erase the significance quality, but it developed a more balanced and multidimensional way of evaluating the supplier. Previously research on supplier evaluation signifies that the main consideration in manufacturing companies is definitely quality. Moreover, besides quality, other standards such as reliability on delivery, supplier capability, responsiveness and cost performance should be advised while making supplier selection decisions. Because these elements are essential to ensure the procurement effectiveness and the resilience of the supply chain management (Ho et al., 2010; Mockza et al., 2020). Hence, the proposed framework places quality as the predominant assessment criterion, while assigning some middle-ground weight to other strategic areas to enhance the objectivity of the suppliers and clarity of decisions of the supplier.

In the supplier evaluation literature, particularly in the manufacture and apparel sourcing, one of the most common factors is quality, but it is not the sole factor. Balanced multi-criteria evaluation is becoming more common in modern procurement procedures, and quality is still at the top of the list, but not to the detriment of other factors.

Based on the research by Ho, Xu, & Dey (2010) and Monczka et al. (2020), the suppliers can be evaluated using the following:

- ☐ Quality
- ☐ Delivery reliability
- ☐ Service responsiveness
- ☐ Supplier capability
- ☐ Cost competitiveness

Many of the supplier score card systems give a weightage to the quality around 40-60%, organizations try not to rely on a single criterion.

SUMMARY AND CONCLUSIONS

This study shows that the company Pacific Jeans Limited has already established a structured system to evaluate suppliers of fabric and accessories with supplier scorecards focusing on quality, delivery and being responsive to the company. The company shows high awareness of quality assurance, especially the denim as a product for export.

Several improvement opportunities were identified, however, such as: limited analytical reporting, reliance on managerial judgement and no continuous monitoring of supplier performance. The hybrid model of supplier evaluation framework combines the theory of supplier evaluation with organizations' practical requirements, which provides a more structured and balanced evaluation approach to enhance the overall procurement decision-making and supplier management.

RECOMMENDATIONS and IMPLICATIONS

The following recommendations are made based on the results of this study:

- ☐ It is recommended that the performance of the suppliers in Pacific Jeans Limited can be enhanced by adopting periodic analytical evaluation and reporting systems.
- ☐ Supplier performance charts and benchmarking procedures should be introduced for better procurement transparency.
- ☐ More emphasis on measurable supplier performance indicators, together with managerial skills, in procurement decisions.
- ☐ Less effective suppliers should be the foundation of ongoing supplier development initiatives.
- ☐ Database for supplier performance based on ERP must be established in order to have the supplier performance history available for future action.
- ☐ Proposed literature-sup-supported supplier assessment framework may be used for increasing the objectivity and the effectiveness in the selection of suppliers.
- ☐ The capacity of suppliers and the competitiveness of their prices should be formally addressed in supplier evaluation.

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APPENDIX

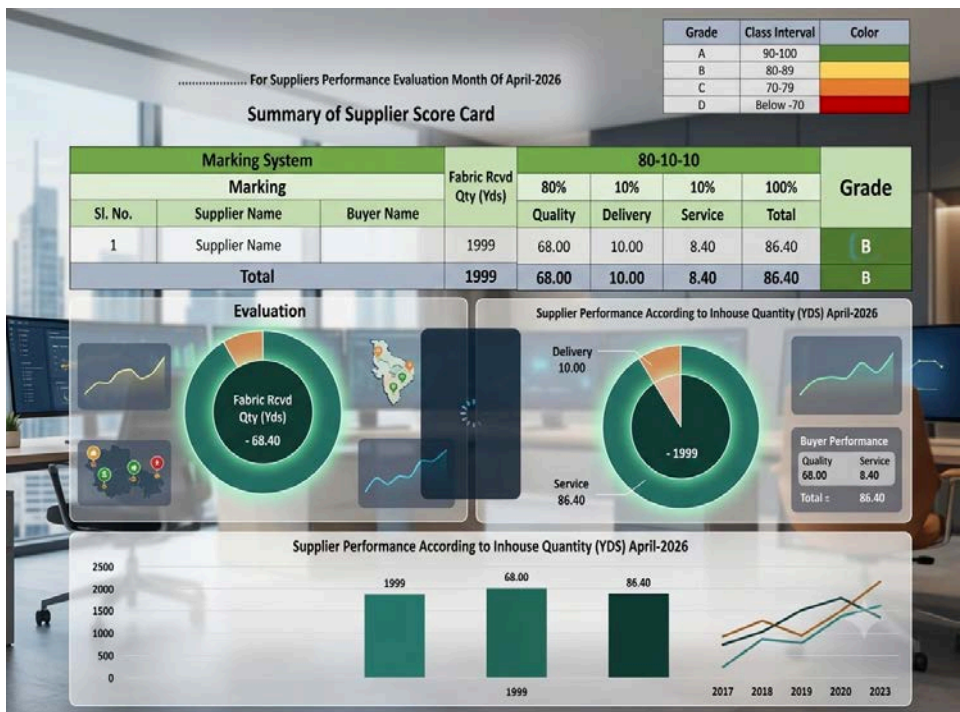
NHT Fashions Ltd.,
MEASURING WAY OF PERFORMANCE
 Supplier Name: A&E

DATE: 30/04/2026

Item # Thread

Scoring Procedure

Under	Criteria	Measurement	Points	Responsible	1	2	3	4	5	6	7	8	9	128	Average	Weight	Point	Remarks
Quality	10% Inspection / AQL audit 0.65 Normal	Pass	25	QAD	25	25	25	25	25	25	25	25	25	25	25	79.91%	10	79.91
		Fail (but 100% check & Reject Qty Replace (Partial))	10															
		Fail - 100% replace	0															
		100% Good	15															
		Color Variation/DB	100% color variation but AFP from MB		10													
		100% color variation	0															
		100% Good	15															
		Running Shade/Supplier different	100% running shade		0													
		100% Good	15															
		Fly Mistake/Thickness problem	Mistake		0													
		100% Good	15															
		Shade Number Wrong	Shade Number Wrong But Goods ok (Shade Number Change)		10													
		Number & Goods Wrong	0															
		Count Mistake	100% Good		15													
		Mistake	0															
Total Marks Achieved for Quality															100			
Delivery	In Full Quantity (Only on-time receive qty will be considered marking)	100%	100	MR	100	100	100	100	100	100	100	100	100	100	100.00%	10		
		Delivered More than 3 Consignment	50															
Total Marks Achieved for Delivery															100			
Service	Proper Shipping Mark Identification (1- 100% goods insp point, 2- Invoice / Delivery challan, 3- Qty Accuracy, 4- Test Report)	If all Information Provide	50	MCD	50	50	50	50	50	50	50	50	50	50	10.00%	10		
		If Provide First Three	25															
		If missing any one of First Three	0															
		100% good	25															
		Packing Quality Poor	15															
		Packing Damage	0															
		On-time	25															
		Supplier Feed Back	Delayed or No Response		0													
Total Marks Achieved for Service															100			
															Total			99.91
															Grade			A



Marking System			80-10-10				Grade
Marking			80%	10%	10%	100%	
Sl. No.	Supplier Name	Buyer Name	Quality	Delivery	Service	Total	
1	A&E	J.CREW	79.91	10.00	10.00	99.91	A
Total			79.91	10.00	10.00	99.91	A

[illegible]

NHT Fashions Ltd.

PERFORMANCE EVALUATION OF SUPPLIERS

Summary of Supplier Score Card

Report generated: Oct 26, 2023, 14:30 GMT

Marking System:			80-10-10				Grade
Marking			80%	10%	10%	100%	
Sl. No.	Supplier Name	Buyer Name	Quality	Delivery	Service	Total	
1	A&E	J.CREW	79.91	10.00	10.00	99.91	A ↑
Total			79.91	10.00	10.00	99.91	

Grade Legend: A (90-100), B (80-89), C (70-79), D (Below 70)

Data Source: internal supply chain management system | confidential

MEASURING WAY OF PERFORMANCE																		
Buyer:				Supplier Name:														
Month of -April-2026				PF#	20914	20915	20916											
				Invoice#	260177													
				Colour#	DN-0075													
				Code#	FB644W-2													
				Int-wise received Qty	1999													
Under	Criteria	Measurement	Points	Responsible	1	2	3	4	5	Average	Point	Remarks						
Quality	Four Point System Point Rate (Per 100 Sq Yds)	Less Than 10	20	QAD	20	20	20			20.00	68.00							
		10≤x<14	15															
		14≤x≤20	10										QAD	20	20	20		20.00
		Over 20	0															
	Width Wise Color Shading	100% Good	20	QAD	20	20		20.00										
		More Than or Equal 75%	15															
		Less Than or Equal 75%	0															
	Running Shade	Nil	10	QAD	10	10	10		10.00									
		Other Wise	0															
	Shrinkage%	Less Than FDS/ Sample	10	QAD	0	0	0		0.00									
		More Than FDS/Sample	0															
	Number of Shrinkage Group	Shrinkage Group 2-3	15	QAD	0	15	15		10.00									
		Shrinkage Group 3-4	10															
		Shrinkage Group 5-6	5															
		Shrinkage Group More 7	0															
	Selvedge Tigh, Loose, Bowing, Skewness etc.(Stretch /Non-Stretch)	Less 3%	10	QAD	10	10	10		10.00									
		Over 3%	0															
	Number of Shad Group	Less Than FDS 3-4	10	QAD	10	10	10		10.00									
		Less Than FDS 5-6	5															
		Over 6	0															
	GSM	Meet the Standard(FDS)	2	QAD	2	2	2		2.00									
		Not Meet the Standard(FDS)	0															

Scoring Procedure

Under	Criteria	Measurement	Points	Responsible	1	2	3	4	5	Average	Point	Remarks		
	Based on Defect Analysis	Grade A	3	QAD	3	3	3			3.00				
		Grade B	2											
		Grade C	1											
		Grade D / No Record	0											
		Total Marks Achieved for Quality									85.00			
Delivery	In Full Quantity (Only on-time receive qty will be considered markable)	100%	100	MR	100	100	100			100	10			
		Delivered More than 3 Consignme	50											
		Total Marks Achieved for Delivery									100			
Service	Proper Shipping Mark Identification (1- 100% Roll insp point. 2- Test Report.3- Roll ID.4- Yds Qty.5- Color, Supplier Shade/Dye Lot)	If all Information Provide	20	MCD	20	20	20			20	8.40			
		If Provide First Four	15											
		If missing any one of First Four	0											
	Packing Quality (Transparent Solid Plastic Packing is		10	MCD	10	10	10			10				
	Mill Evaluation Record	Grade A	3	MCD	3	3	3			3.00				
		Grade B	2											
		Grade C	1											
		Grade D	0											
	Based on Quantity	400000 yds and Above	3	MCD	1	1	1			1.00				
		200000 Yds to 300000 Yds	2											
		100000 Yds 200000 Yds	1											
		Less Than 100000	0											
	Invoice	More than 100%	4	MCD	0	0	0			0.00				
		98% to 99%	3											
		97% to 98	2											
		Less 97%	1											
	Head Ends	If Provide	10	QAD	0	0	0			0				
		Not Provide	0											
	Length / Width Shortage	If not shortages	25	QAD	25	25	25			25.00				
		If Shortage	0											
	Supplier Feed Back	On time	25	MR	25	25	25			25				
		Delayed or No Response	0											
			Total Marks Achieved for Service										84.00	
			Total										86.40	
			Grade										B	

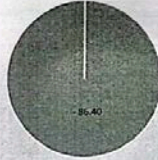
For Suppliers Performance Evaluation Month Of April-2026

Summary of Supplier Score Card

Grade	Class Interval	Color
A	90-100	
B	80-89	
C	70-79	
D	Below - 70	

Marking System			Fabric Rcvd Qty (Yds)	80-10-10				Grade
Marking				80%	10%	10%	100%	
Sl. No.	Supplier Name	Buyer Name		Quality	Delivery	Service	Total	
1			1999	68.00	10.00	8.40	86.40	B
Total			1999	68.00	10.00	8.40	86.40	B

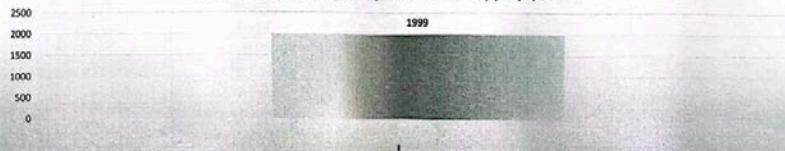
Evaluation



Supplier Performance According to Inhouse Quantity (YDS) April-2026



Supplier Performance According to Inhouse Quantity (YDS) April-2026



Scoring Procedure

Under	Criteria	Measurement	Points	Responsible	1	2	3	4	5	Average	Point	Remarks		
Quality	Based on Defect Analysis	Grade A	3	QAD	3	3	3	N/A	N/A	3.00				
		Grade B	2											
		Grade C	1											
		Grade D / No Record	0											
		Total Marks Achieved for Quality											85.00	
Delivery	In Full Quantity (only on-time receive qty will be considered)	100% Shivered More than 3 Consignments	100% 50	MR	100	100	100	-	-	100	10			
		Total Marks Achieved for Delivery											100.00	
Service	Proper Shipping Mark Identification (1- 100% Roll Insp point, 2- Test Report, 3- Roll ID, 4- Yds Qty, 5- Color, Supplier Shade/Dye Lot)	If all Information Provide	20	MCD	20	20	20	N/A	N/A	20	8.40			
		If Provide First Four	15											
		If missing any one of First Four	0											
	Packing Quality (Transparent Solid Plastic Packing is		10	MCD	10	10	10	-	-	10				
		Grade A	3											
		Grade B	2											
	Mill Evaluation Record	Grade C	1	MCD	3	3	3	N/A	-	3.00				
		Grade D	0											
		400000 yds and Above	3											
		200000 yds to 300000 Yds	2											
	Based on Quantity	100000 Yds 200000 Yds	1	MCD	1	1	1	N/A	-	1.00				
		Less Than 100000	0											
		More than 100%	4											
		98% to 99%	3											
	Invoice	97% to 98	2	MCD	0	0	0	N/A	-	0.00				
		Less 97%	1											
		Head Ends	If Provide	10	QAD	0	0	0	-	-			0	
	Not Provide		0											
	Length / Width Shortage	If not shortage	25	QAD	25	25	25	-	-	25.00				
		If Shortage	0											
	Supplier Feedback	On time	25	MR	25	25	25	-	-	25				
		Delayed or No Response	0											
Total Marks Achieved for Service											Total	86.40		
											Grade	B		

