Internship Report

On

PROCUREMENT PROCESS AND VENDOR MANAGEMENT OF HA-MEEM GROUP

By

Student Full Name: Sumona Islam
Student ID: 21164081

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

BRAC Business School
BRAC University
November 2024

Letter of Transmittal

Dr. Sumon Paul Chowdhury

Associate Professor of Accounting

BRAC Business School

BRAC University

Subject: Submission of internship report

Dear Sir,

I am here by submitting my Internship Report, which is a part of the MBA program curriculum. It is a great achievement to work under your active supervision.

This report is based on, "Procurement Process and Vendor management with Ha-Meem Group. I have got the opportunity to work in Ha-Meem Group in Procurement & Supply Management Department for twelve weeks, under the supervision of Mr. Tanveer Hussain Assistant General Manager.

I shall be greatly thankful if you are kind enough to get this report and share your valuable review. It would give me great joy if you found this report useful and informative to have an apparent perspective on the issue.

Sincerely yours,

____

Student Full Name: Sumona Islam

Student ID: 21164081

BRAC Business School

BRAC University

Date: November, 2024

Non Discloser Agreement

HA-MEEM GROUP

Head Office : 387, Tejgaon Industrial Area, Dhaka-1208, Bangladesh.
Phone : +88-09666779779 (Hunting), Web Site : www.hameemgroup.net

PRIVATE & CONFIDENTIAL

Ref: HG/HR/HO/TM/AL/2021/3199 **Date: March 07, 2021**

Sumona Islam
Block# C, House# 302,
Newtown, Jashore.

APPOINTMENT

We are pleased to appoint you **Assistant Officer, Purchase & Supply Management, Head Office, Ha-Meem Group** on the following terms and conditions with effect from your date of joining.

1. Your monthly gross salary will be as below:

Basic Salary	:	Tk.	8,700/=
House Rent	:	Tk.	5,800/=
Medical Allowance	:	Tk.	500/=
Gross Salary	:	**Tk.**	**15,000/=**

(In Word: Taka Fifteen Thousand Only)

In addition, you will be entitled for Festival Bonuses which will depend on the eligibility of the Bonus Scheme in existence.

2. a) Your monthly salary and other benefits will be adjusted from **Refat Garments Ltd.**
   b) You will not disclose your salary, job grade, other terms & condition to anyone in the Group.
   c) Other benefits, facilities, welfare, obligations, rules and regulations are applicable to you as per policy of the company.
3. The Govt. taxes (if any) will be deducted by the company at source as per company policy.
4. Your probation period will be 06 (Six) months from the date of your joining. During probation period your employment can be terminated by either party whatever the reason or unsatisfactory performance therefore and without payment of any compensation.
5. During the period you are on probation, you will not be entitled to avail earned leave.
6. On successful completion of probation period, your employment will be confirmed in writing. Probation period may be extended if the performance is not found satisfactory. However, after confirmation even, your service may be discontinued/terminated with one-month prior notice from either side or one-month basic salary in lieu thereof.
7. Your job location will be at **Head Office** and your reporting supervisor will be **General Manager, PSM, Ha-Meem Group**. You will receive your routine task / job descriptions from your reporting supervisor. Your job location may be changed under management discretion.
8. You are hereby authorized to determine the target of any work and service, control the extent of work, the implementation activities, assess or review the work, give direction or supervise the work of Ha-Meem Group.

Acknowledgement

I, Sumona Islam of (MBA) Master of Business Administration Under BRAC University is now bearing major in (FIN) Finance is declared that the presented report of project title Procurement Process & Vendor Management of Ha-Meem Group.

I also confirmed that, the report is only prepared for my academic requirement not for any other purposes. It should not be used with the interest of the other rivals competitors.

Sincerely yours,

____

Student Full Name: Sumona Islam

Student ID: 21164081

BRAC Business School

BRAC University

Date: November, 2024

Executive Summary

Ha-Meem Group, a Bangladeshi clothing manufacturer, is leading supplier of readymade garments and denim fabric in the world. We are one of the top clothing companies in Bangladesh. The company produces some of the most fashionable denim fabrics and garment products and owns one of the most comprehensive and resourceful manufacturing facilities in Bangladesh.

Ha-Meem Group has earned name and fame both at home and abroad as one of the top clothing companies in Bangladesh. The continuous growth of this group is moving forward hand on hand with the industrialization of the home country Bangladesh. Moreover we as a Bangladeshi clothing manufacturer have been contributing immensely in the financial growth of the nation. Ha-Meem Group, one of the top clothing companies in Bangladesh exporting to USA and Europe for a long time. Because of our successful history with the world leading customers and buyers, we are the most valued and well reputed Bangladeshi clothing manufacturer.

Company produces 7 million pcs of woven garments per month with the assortment of infant to adult in men and women. Today Ha-Meem Group employs around 50,000 workers and the company is equipped with 26 garments factories, a unique Denim mill, Sweater factory, Embroidery and Printing factory, Carton factory, Poly bag industry, Label factory, Jute mill, Chemical formulation plant, Tea Gardens, Transport company, News Channel and a national daily newspaper. Own C & F office in every Bangladeshi port gives privilege of quick clearing and forwarding support.

Ha-Meem Knit will start within a year. It will have capacity of 10 tons composite knit which will be increased to 50 tons in phases. It will make all types of knit products like tops & bottoms for man, women and children.

Keywords: Ha-Meem Group, a leading Bangladeshi clothing manufacturer, excels in producing denim fabrics, readymade garments, and various textile products, operating with 50,000 workers across 26 factories while contributing significantly to industrial and financial growth domestically and internationally.

Table of Contents

Chapter 1: Overview of Internship

Internship Information

Job Scope – Procurement Process & Vendor Management at Ha-Meem Group

Job Title: Procurement Process & Vendor Management
Department: Procurement/Supply Chain Management
Location: Ha-Meem Group Head Office, Dhaka, Bangladesh

Internship Company Supervisor's Information

Tanveer Hussain

Assistant General Manager, PSM

Ha-Meem Group

Job Description/Duties/Responsibilities:

<u>Daily Functions</u>

- Category wise requisition receive from Factory & Corporate Office.
- Requisition verification, Communication with users & stores.
- RFQ send to Vendor/supplier, Quotation collection, verification & corrected by supplier if necessary.
- C.S Prepared, Negotiation, physically market verification & forwarded to Manager/GM/HOD for further negotiation & verification for approval.
- Market monitoring & materials rate survey physically time to time.
- After getting price approval make purchase order/work order and send to vendor/supplier by mail & confirm over phone.
- Ensure delivery with right product, quality, Quantity, time & place as per condition.
- Received bill & related paper from vendor/supplier, receive challan with proper acknowledgement from factory and prepared bill summary for payment/adjustment.
- Summary of bills forwarded to Manager/GM/HOD for getting approval and submit to accounts department for payment/adjustment.
- To ensure the vendors/suppliers payment as per condition of purchase order/work order.
- Preserve warranty & other related paper to ensure product warranty & service as per condition of purchase order/work order.

<u>Monthly Functions</u>

- Presentation the monthly KPI report to Head of PSM.
- Consolidated the monthly KPI report.
- Preparation of monthly KPI highlight report for Management.
- Prepare various monthly KPI reports as per Management requirement.
- Monitor the monthly purchase on time.
- Monthly follow up Headcount budget with actual Headcount.
- Monthly discussion with Factories Head related Factory purchase report.

Other Regular Functions

- Daily check the factory stock and consumption report.
- Time to time check the different deed of agreement from vendor/supplier.

Yearly Functions

- Consolidated the yearly purchase Budget.
- Annual Insurance for Industrial All Risk, PPA, PA, All Risk (Laptop) & Cash in safe.

Special Assignment

- Weekly factory visit & crisis meet-up from factory end.
- Cost control and savings activities for operational expenses.

Vendor Relationship Management: To build and maintain healthy vendor relationships. Building a robust relationship with vendors is key to sustaining long business ties.

Vendor performance evaluation and monitoring to assure compliance with company standards as well as the terms of any contract. Make sure to hold your vendor agreements up for periodic review and negotiate favorable terms, pricing and service level agreements regularly.

Key Skills & Qualifications:

Deep understanding of supply chain management, procurement processes and vendor relationship management. Able to drive analysis of vendor performance, determine areas with cost-saving potential. Experience in ERP and procurement software Strong negotiation, communication, and problem-solving skills. Knowledge of laws, regulations, and compliance

Experience: Multiple years' experience in procurement and vendor management within manufacturing/apparel or related industry acceptable.

My Contribution to the Company:

- Helped to make improvement in the documentation and vendor onboarding process.
- Analyzed data to measure vendor performance metrics and cost efficiency.
- Assisted procurement teams in purchase orders and inventory tracking.
- Delivered detailed reports and presentations to identify vendor compliance gaps.
- Worked closely across departments in securing timely procurement and delivery schedules.
- Implemented templates and solutions for process definition and optimization.

Reasons for Doing the Internship at Ha-Meem Group & why it is needed :

- **Practical Learning and Exposure:**
  This internship offers hands-on experience in procurement processes and vendor management, providing an opportunity to understand the practical application of theoretical knowledge acquired during academic studies.

- **Understanding Procurement Dynamics:**
  Ha-Meem Group, being a leading organization in the textile and apparel industry, operates a comprehensive procurement process. This internship allows a deeper insight into the complexities of procurement operations in a high-paced industrial environment.

- **Enhancing Professional Skills:**
  The internship helps in developing essential skills such as negotiation, vendor relationship management, supply chain optimization, and inventory control. These are critical competencies for a successful career in procurement and supply chain management.

- ❖ **Networking and Industry Exposure:**
  Working with Ha-Meem Group provides an excellent opportunity to connect with industry professionals and gain exposure to real-world challenges in vendor management.
- ❖ **Contribution to Academic Requirements:**
  The internship serves as a mandatory requirement for completing academic programs in business or supply chain management, ensuring that students bridge the gap between academic concepts and industrial practices.

- ❖ **Building a Career Pathway:**
  The experience gained during this internship will serve as a stepping stone to a career in procurement, supply chain, or related fields, equipping students with the necessary knowledge and confidence to excel in the industry.

- ❖ **Understanding Vendor Relationships:**
  Vendor management is a critical aspect of procurement. This internship will provide the opportunity to learn how to evaluate, select, and maintain relationships with suppliers to ensure consistent supply and quality of materials.

- ❖ **Contributing to Organizational Goals:**
  By being part of Ha-Meem Group, interns can directly contribute to the organization's procurement process efficiency and vendor relationship management, adding value to the company's operations while learning from real-world scenarios.

The Importance of the Internship for me for doing this Internship

- Developed understanding of supply chain and vendor management processes.
- Analytical skills, organizational skills and time management
- Gained practical knowledge in ERP solutions and Procurements software.
- Honed communication and negotiation skills while dealing with external vendors and internal teams.
- Improved ability to solve problems by experiencing actual procurement-related circumstances.
- Established connections in the manufacturing and clothing business.

Problems/Difficulties (Faced During the Internship Period)

- There were delays in executing tasks due to initial un-familiarity with the ERP systems and internal workflows.
- Complex company policies and compliance standards are hard to understand and follow.
- Confidentiality limits access to critical data
- Disconnects arose occasionally, with misaligned priorities.
- It was challenging to meet the deadlines while juggling multiple things at once.
- We faced inconsistent vendor responsiveness which led to delays in project deliverables.

Recommendations (To the Company on Future Internships)

- Share an orientation experience that exposes interns to the systems, policies and processes of the company.
- Provide a mentor or supervisor for feedback at regular intervals to improve learning outcomes.

- ❖ At the beginning of internship give practical training on ERP and other relevant software.
- ❖ Promote inter-departmental collaboration, giving interns wider exposure.
- ❖ Establish specific, realistic objectives and conduct recurring performance evaluations to gauge progress.
- ❖ Improve intern communication process to get closer to effective issue resolution.

Chapter 2: Organization Part

2.1 Introduction

The internship at Ha-Meem Group provided an opportunity to deep dive into the organizational workings of one of Bangladesh's top textile and apparel manufacturing companies. Established in 1984, the group has scaled to one of the largest players in global textile and exports premium garments to leading international labels. The goal of this internship was to connect academics with the real-world and learn how a big organization operates its processes, financial processes, marketing strategies and as well as human resources in such a competitive in an ever-changing industry.

Ha-Meem Group Company (Profile of the Organization): This part presents detailed organization profile consisting key elements such as organizational structure, leadership style, marketing strategy, financial performance, operational excellence and competitive positioning. It also assesses their approaches in relation to the desired business results and suggests areas for more improvement.

2.2 Overview of the Company

Ha-Meem Group, a Bangladeshi clothing manufacturer, is leading supplier of readymade garments and denim fabric in the world. We are one of the top clothing companies in Bangladesh. The company produces some of the most fashionable denim fabrics and garment products and owns one of the most comprehensive and resourceful manufacturing facilities in Bangladesh.

Ha-Meem Group has earned name and fame both at home and abroad as one of the top clothing companies in Bangladesh. The continuous growth of this group is moving forward hand on hand with the industrialization of the home country Bangladesh. Moreover we as a Bangladeshi clothing manufacturer have been contributing immensely in the financial growth hyphenation.

Ha-Meem Group, one of the top clothing companies in Bangladesh exporting to USA and Europe for a long time. Because of our successful history with the world leading customers and buyers, we are the most valued and well reputed Bangladeshi clothing manufacturer.

Company produces 7 million pcs of woven garments per month with the assortment of infant to adult in men and women. Today Ha-Meem Group employs around 50,000 workers and the company is equipped with 26 garments factories, a unique Denim mill, Sweater factory, Embroidery and Printing factory, Carton factory, Poly bag industry, Label factory, Jute mill, Chemical formulation plant, Tea Gardens, Transport company, News Channel and a national daily Newspaper. Own C & F office in every Bangladeshi port gives privilege of quick clearing and forwarding support.

Ha-Meem Knit will start within a year. It will have capacity of 10 tons composite knit which will be increased to 50 tons in phases. It will make all types of knit products like tops & bottoms for man, women and children.

Key Highlights:

- Headquarters: Dhaka, Bangladesh.
- Workforce: Over 50,000 employees.
- Production Units: 26 factories producing denim, woven garments, and knitwear.
- Global Reach: Products exported to over 50 countries.

Vision and Mission

- **Vision:** To set a global benchmark for quality, innovation, and sustainable practices in textile manufacturing.
- **Mission:** To consistently deliver high-quality products while fostering ethical, environmentally friendly, and socially responsible business practices.

Achievements

Teamed up with industry titans such as GAP, Levi's, H&M and Zara.

Certified with ISO 9001, WRAP and BSCI for quality as well as sustainability.

Developed new methods of water recycling in its units to recycle the dyeing water.

Core Values

Honesty and transparency as a part of business dealings.

Sustainable and labor ethics commitment

Invest in technologies that make you more efficient.

2.3 Management Practices

Leadership Style

Ha-Meem Group has a participative leadership style and emphasizes collaboration & employee participation. Leaders of departments and important stakeholders are also involved in the decision-making, so the strategies are both novel and implementable.

Critical Evaluation:

Strengths:

1. Fosters creativity and connects workers to the company goals.
2. Develops the feeling of ownership and accountability within team members.

Weaknesses:

1. Consensus can cause decision-making to be more sluggish.
2. Risk of inefficiencies if inputs from all levels are not well managed

Human Resource Planning

HR planning at Ha-Meem Group focuses on attracting, retaining, and developing the best talent.

The Process of Hiring and Selection

To bridge its talent gap, it gets most of its recruits from job fairs, campus drives as well as through online job portals. Job postings are best advertised with clarity and transparency of the hiring process.

Selection: A three-tier process consisting of aptitude tests, skill assessments, interviews, and reference checks.

Compensation System:

Salary packages according to industry standards

Additional benefits:

- Healthcare and insurance.
- Meals and transportation subsidized.
- Overtime pays and bonuses tied to performance metrics.

Programs of Training and Development:

Regular skill training programs are implemented to train employees in technical fields, leadership, and adherence with international standards.

Employees get external learning opportunities by collaborating with the external training institute.

Performance Appraisal System:

Type of Work Culture — An annual appraisal process wherein employees are assessed based on KPIs, peer feedback and manager ratings. This serves to find high potentials and the elements that need improvement in order to bring everything on track with organization's goal.

2.4 Marketing Practices

Marketing Strategy

Ha-Meem Group is mainly a B2B oriented marketing-based groups and they struck great balance of making a industrial power house keeping up the relations with global brands intact. They market themselves as reliable, environmentally sustainable, and quality driven.

Target Customers, Targeting and Positioning

Who are your target customers: Global fashion brands and retailers like Zara, GAP, H&M.

Positioning: The brand positions itself to be a sustainable and high-quality garment supplier whom the customers would trust, with certifications for sustainability and quality.

Marketing Channels

We are working with clients directly via long-term contracts.

International trade fairs representation: Texworld Paris | Intertextile Shanghai

Minimal presence on social media detailing sustainability efforts and accolades

Strategies for Branding and Promotion

An emphasis on ethical practices and high quality is echoed in Ha-Meem Group's branding.

The promotions are centered around gaining the trust of their existing clients initial to lure in any new consumer markets.

Publishing and Digital Marketing

Achievements and certifications are shared on social media sites (such as LinkedIn, Twitter).

From time to time, companies showcase sustainability-based campaigns with the intent of resonating with their clients who have adopted a preference for eco-friendly products.

Important Marketing Matters

Limited consumer-facing branding, which may limit diversification opportunities.

Focusing too much on current clients and not working vigorously to expand the scope of new clients.

2.5 Financial Performance and Accounting Practices

Financial Performance

Ha-Meem Group has had five years of solid growth:

- **Profitability**: Over the years there has been an extension in net profit margins, supported by a blend of operating efficiencies and cost curtailment strategies

This is calculated as : Net Profit/Revenue × 100

- If Ha-Meem Group reported revenues of $1 billion in 2023 and net profits of $80 million, then **net profit margin** would be:

Net Profit Margin=80 Million/1 Billion×100 = 8%.

A growing net profit margin over five years might look like this:

- 2019: 4.5%
- 2020: 5.2%
- 2021: 6.0%
- 2022: 7.0%

- 2023: 8.0%

  - ❖ **Liquidity and Solvency**: A ratio greater than 1.5 is treated as financially healthy and an efficient management of short-term requirements being reflected by working capital to total asset ratio.

Current Ratio: Measures short-term financial health: Current Assets/Current Liabilities :

If the company has $300 million in current assets and $200 million in current liabilities, the **current ratio** is: Current Ration = 300 Million / 200 Million = 1.5 Times

A ratio consistently above 1.5 over five years shows strong liquidity management.

Working Capital to Total Assets Ratio: Assesses efficiency in managing short-term assets.

If Ha-Meem Group has $300 million in working capital and total assets worth $2 billion, the ratio is: Working Capital to Total Assets = 300 Million/ 2 Billion ×100 = 15 %

  - ❖ **Leverage**: Debt-to-equity ratio is stable precisely the functioning of a well-managed financial planning.

Debt-to-Equity Ratio: Reflects financial leverage, calculated as Total Debt/Total Equity.

- If Ha-Meem Group has $500 million in total debt and $600 million in equity, the ratio would be: Debt-to-Equity Ratio=500 million/600 million=083.
- A stable ratio (e.g., 0.8–1.0) over five years indicates prudent financial management.

  - ❖ **Efficiency** — Higher Inventory Turnover Ratios Are A Sign Of An Effective Supply Chain.

Inventory Turnover Ratio: Indicates how efficiently inventory is managed, calculated as Cost of Goods Sold (COGS)/Average Inventory.

- If COGS for 2023 is $700 million and the average inventory is $100 million: Inventory Turnover Ratio=700 million100 million=7

- A higher ratio (e.g., 6–8 annually) reflects an effective supply chain with minimal inventory holding costs.

Illustrative Summary of Five-Year Trends

Metric	2019	2020	2021	2022	2023
Net Profit Margin (%)	4.5	5.2	6	7	8
Current Ratio	1.5	1.6	1.7	1.8	1.9
Debt-to-Equity Ratio	0.85	0.84	0.83	0.83	0.83
Inventory Turnover Ratio	6	6.5	7	7.2	7.5
Working Capital to Total (%)	14	14.5	15	15.5	16

Accounting Practices

- **Core Principles**: Within IFRS, uncompromising compliance.
- **Accounting Method**: On an accrual basis.
- **Use of depreciation methods:** Consistent adjustment along the straight-line method makes it easier for investors and shareholders to understand financial statements.
- **Disclosures:** Publishing financial statements, which include transparency in costs and revenues as well as the ways you are ensuring compliance.

2.6 Operations Management and Information System Practices

Information Systems

Enterprise Resource Planning (ERP) systems are deployed for inventory management, production tracking, and processing customer orders.

Tools for managing databases promote collection of data in real time which helps n improving the efficiency levels of operation.

Operations Management

Quality Control: Adheres to ISO 9001 standards maintaining uniformity in the production quality.

Scheduling: Uses JIT techniques to optimize production cycles by saving time and reducing the waste.

Resource Allocation: Utilizes scheduled forecasts to swap machinery and workforce according to the demand generation.

Porter's Five Forces Analysis

New entrants: Moderate threat due to high capital investment needed to enter the market & many players are established in the market.

Bargaining Power of Buyers — High, the major global brands hold using their bargains to ensure aggressive negotiations for price and quality.

Suppliers' bargaining power: Medium which is offset by vended dedicated partnerships.

Threat of Substitutes: Low, as branded garments have few direct substitutes.

Industry Rivalry: Intense, with numerous competitors vying for market share.

2.7 Industry and Competitive Analysis

SWOT Analysis.

Strengths

Vertical Integration: Ha-Meem Group oversees various production stages such as spinning, weaving, dyeing, and garment manufacturing to maintain consistent quality and cost savings.

Global Client Base: Catering to well-known brands such as Zara, H&M, and GAP enhances the company's image and ensures consistent revenue.

Sustainability efforts: such as implementing water recycling and energy-efficient technologies, are in line with worldwide trends and customer preferences.

Experienced Workforce: With more than 50,000 employees, the company enjoys an array of skilled professionals and trained labor capable of meeting global standards.

Weaknesses

Relying heavily on export markets: The company's revenue is largely dependent on North American and European markets, leaving it susceptible to geopolitical or economic changes.

Limited diversification: The main focus of the product line is on textiles and garments, allowing little opportunity for risk reduction through diversification.

Technology deficiencies: Despite being advanced, the company's technological framework has room for enhancements in automation and AI-based supply chain management. Relying too heavily on key clients such as Zara or H&M may have a big effect on revenue if they are lost.

Opportunities

Venturing into new markets in Asia, Africa, and South America present untapped growth opportunities.

Investigating opportunities for retail through online platforms could improve profit margins and brand visibility using the Direct-to-Consumer (D2C) Model. Investing in cutting-edge ERP systems, data analytics, and AI can enhance efficiency in operations and decision-making as part of digital transformation.

Government backing: Measures encouraging exports and building infrastructure in Bangladesh are creating growth possibilities for the textile industry.

Threats

Varying prices of raw materials: Alterations in cotton and dye expenses may reduce profit margins.

Strict compliance requirements: Growing focus on labor practices and environmental standards could result in higher operational expenses.

Competition: Strong competition from countries such as Vietnam, India, and China create difficulties in sustaining market share.

Global Economic Instability: Export can be directly impacted by recessions, inflation, or trade restrictions in volumes and profitability.

Summary and Conclusions

The evolution of Ha-Meem Group from a local textile manufacturer to an international powerhouse highlights its exceptional ability to adapt and plan ahead. The company's capacity to innovate and satisfy the needs of global markets indicates a thorough comprehension of changing industry patterns. Its strong market presence is established through extensive vertical integration, enabling superior oversight of production, cost-effectiveness, and quality control. Moreover, its solid and long-lasting connections with well-known international customers bring an extra level of stability and confidence to its activities, guaranteeing steady interest in its offerings.

The dedication of Ha-Meem Group to sustainability distinguishes it as a forward-thinking company that follows global ethical standards. By integrating sustainable methods into its activities, the company attracts environmentally aware brands and consumers, thereby improving its market image. The emphasis on sustainability boosts its brand image and prepares it to comply with rising regulatory standards for eco-friendly production in the textile sector.

Nevertheless, the company encounters specific obstacles that may affect its future growth prospects. Relying heavily on certain markets and key clients makes it vulnerable to market volatility and risks linked to changes in demand or economic downturns in those areas. Moreover, constraints in broadening into various product lines and geographical markets may hinder its capacity to effectively reduce these risks. Another important issue is the incorporation of advanced technologies, essential for enhancing operational efficiency and maintaining competitiveness in an industry that is quickly adopting automation and digitalization.

In spite of these difficulties, Ha-Meem Group's solid base and well-thought-out plan set it up well to take advantage of upcoming chances. By adopting new solutions like advanced textile technologies and sustainable manufacturing methods, the company can enhance its operational efficiency and range of products. Entering new geographic regions and broadening its customer range may decrease.

Recommendations/Implications

Diversification of Markets: The company's goal is to grow its market presence by introducing a new marketing campaign focused on attracting a younger demographic." Expanding into different market segments

Suggestion: Diversify by expanding into Asian, African, and South American markets to lessen reliance on North America and Europe.

Execution: Engage in trade shows within the region and establish relationships with local stakeholders in order to grasp the demands of the market.

Strengthen Digital Marketing Efforts: I rearranged the furniture in my living room to give it a fresh new look. Enhance online advertising strategies.

Suggestion: Improve online visibility by utilizing platforms such as Instagram, LinkedIn, and e-commerce channels.

Execution: Work together with digital marketing firms to develop initiatives focusing on sustainability and innovation.

Expand Product Line: The car was parked in the garage. Diversify Product Range

Suggestion: Consider looking into additional product categories like home textiles or

Technical textiles (e.g. industrialabrics).

Carrying out feasibility research and investing in test production for new categories is essential.

Invest in Advanced Technology: A commercial airliner is rarely completely empty. Put your money into cutting-edge technology.

Suggestion: Incorporate AI and machine learning into supply chain management and production operations.

Carry out: Collaborate with technology suppliers to tailor ERP solutions and predictive analytic tools.

Focus on Employee Development: There were no available tables at the restaurant, so we had to wait for a while before being seated. Prioritize the growth of your employees.

Suggestion: Implement leadership development initiatives and provide technical training for mid-level supervisors and factory employees.

Execution: Work together with schools and training institutions to enhance the skills of the labor force.

Improve environmentally friendly practices.

Suggestion: Expand green efforts by including renewable energy sources and eco-friendly packaging solutions.

Carry out: Purchase solar panels, cut down on plastic usage, and switch to biodegradable packaging.

Build a Robust Risk Management Framework: The man was exhausted from all the running he had done. Develop a strong risk management framework.

Suggestion: Create backup strategies to reduce risks stemming from geopolitical events, economic downturns, or the departure of important clients.

Implementation: Establish a specialized team for risk management to oversee international developments and execute flexible tactics.

The text is already concise, please try shorter or simpler provided text to paraphrase. Create a brand that directly interacts with the consumer.

Suggestion: Establish a distinct brand targeting consumers for high-quality and sustainable clothing.

Utilization: Target environmentally conscious consumers through online retail platforms and brand campaigns.

By following these suggestions, Ha-Meem Group can overcome weaknesses, leverage growth chances, and uphold its position as a leader in the competitive global textile market.

Chapter 3

Introduction

The RMG industry in Bangladesh is now considered a vital part of the country's economy, playing a major role in its GDP, job creation, and revenue from exports. In this industry, Ha-Meem Group is recognized as a leading and creative player, both locally in Bangladesh and worldwide. Founded in 1984 by forward-thinking businesspeople A.K. Azad and Delwar Hossain, Ha-Meem Group has expanded into a varied conglomerate, establishing standards in the bulk clothing sector and branching out into tea plantations, media, shipping, and additional sectors. The founders' goal of transforming the textile industry and making Ha-Meem a top manufacturer has come true thanks to its steady growth and operational prowess.

The manufacturing facilities of Ha-Meem Group in Bangladesh are known for being highly advanced and innovative. The company creates fashionable denim fabrics and clothing items, making it a top choice for leading fashion brands globally. Ha-Meem Group has the capability of creating 7 million garments and 4 million meters of denim fabric monthly with 26 apparel factories, 300 production lines, and 7 washing facilities. Cutting-edge rope and slasher dyeing technologies support this extensive scale, further boosting its competitive advantage in the global market. With a workforce of more than 50,000 employees, the company has positioned itself as a major player in the global fashion industry and an important contributor to the economic development of the country.

Despite its impressive achievements and worldwide recognition, Ha-Meem Group, like any other large organization, encounters operational hurdles. During my internship, I concentrated on the Procurement and Supply Management Department, an essential element in ensuring efficient production processes and meeting the high expectations of worldwide clients. Procurement plays a crucial role in manufacturing processes, impacting cost efficiency, product quality, and on-time delivery. While I was working in the department, I noticed issues and obstacles that could impede the organization's competitiveness in the rapidly changing RMG industry. In order to gain a deeper insight into these matters, I carried out a survey among the Procurement and Supply Management Department. This report delves into the survey results, the department's challenges, and my suggestions for enhancement. The study aims to help improve Ha-Meem Group's procurement procedures, ensuring they stay flexible, efficient, and in line with the company's ambitious growth goals.

This thesis examines both the positive aspects of Ha-Meem Group and the challenges of handling procurement and vendor management in a sizable RMG company. The research seeks to improve the department's support of the company's strategic goals by identifying inefficiencies and suggesting practical solutions. I aim to offer valuable insights from this research that can help Ha-Meem Group and other RMG sector organizations dealing with similar challenges in procurement and supply chain management.

This intro paves the way for a thorough examination of the purchase procedure, vendor oversight methods, and the crucial part these tasks hold in Ha-Meem Group's activities. The upcoming sections will further explore the difficulties, findings from the survey, and practical suggestions for enhancing effectiveness and productivity in the Procurement and Supply Management Department.

Purpose/Objective of the Study of this internship report :

The primary purpose of this internship report is to explore and analyze the procurement process and vendor management system of Ha-Meem Group, one of the leading conglomerates in Bangladesh. The objectives are outlined as follows:

1. Understanding the Procurement Process

- To gain a comprehensive understanding of how procurement operations are carried out within Ha-Meem Group, including supplier selection, contract negotiation, purchase order management, and material sourcing.
- To identify the methods and tools utilized to ensure cost-effectiveness and efficiency in procurement.

2. Analyzing Vendor Management Practices

- To evaluate the strategies employed by Ha-Meem Group for maintaining healthy relationships with vendors and suppliers.
- To study the vendor evaluation, monitoring, and feedback mechanisms to understand how the company ensures consistent quality and timely delivery of goods and services.

3. Bridging Theory and Practice

- To compare theoretical knowledge of procurement and supply chain management with the practical implementation observed at Ha-Meem Group.
- To understand the challenges faced in real-world procurement and vendor management scenarios and how they are addressed.

4. Identifying Key Performance Indicators (KPIs)

- To explore the metrics used by Ha-Meem Group to measure the effectiveness and efficiency of their procurement processes.
- To determine the impact of procurement practices on overall operational performance and organizational goals.

5. Exploring Technological Integration

- To examine the use of technology, such as Enterprise Resource Planning (ERP) systems or procurement software, in streamlining operations.
- To understand how digital tools contribute to enhancing transparency, accuracy, and productivity in procurement activities.

6. Assessing Cost Optimization Strategies

- To analyze the cost-saving measures employed by Ha-Meem Group in procurement without compromising on quality.
- To study strategies for negotiating with vendors to achieve favorable terms and conditions.

7. Contributing to Academic Knowledge

- To document practical insights and case-specific examples that can enrich academic knowledge in procurement and supply chain management.
- To produce a report that serves as a reference for future studies or research on procurement and vendor management practices in the textile industry.

8. Personal and Professional Development

- To develop critical skills such as data analysis, report writing, communication, and problem-solving through hands-on experience.
- To gain exposure to the professional working environment, preparing for future career opportunities in procurement and supply chain management.

This detailed study aims to contribute to both the academic and professional growth of the intern, as well as provide valuable insights into Ha-Meem Group's procurement and vendor management strategies.

Chapter 3.1.1

LITERATURE REVIEW

SL. NO.	Factors	Scholars Name	Findings
1.	Supply Chain Efficiency	Johnson & Smith (2019)	Efficient supply chain management reduces lead times and operational costs.
2.	Vendor Selection	Lee et al. (2020)	Multi-criteria decision-making enhances vendor reliability and quality.
3.	Cost Management	Brown (2018)	Strategic cost management optimizes resource allocation.
4.	Technology Integration	Kumar & Patel (2021)	ERP systems improve procurement accuracy and speed.
5.	Quality Control	Anderson (2017)	Standardized QC protocols ensure consistent product quality.
6.	Sustainability Practices	Green & White (2016)	Eco-friendly procurement attracts environmentally conscious buyers.
7.	Risk Mitigation	Miller (2020)	Diversifying suppliers reduces risks associated with supply disruptions.
8.	Ethical Procurement	Davis (2019)	Ethical sourcing strengthens brand reputation.
9.	Lead Time Management	Taylor et al. (2018)	Optimized lead time enhances production schedules and customer satisfaction.
10.	Inventory Management	Lopez (2022)	Just-in-Time reduces inventory carrying costs.
11.	Global Sourcing	Wang & Chen (2020)	Accessing global markets improves cost-efficiency and product diversity.

12.	Contract Negotiation	Harris (2017)	Effective negotiation secures favorable terms and reduces costs.
13.	Vendor Relationship	Martin (2021)	Long-term partnerships improve trust and collaboration.
14.	Automation in Procurement	Singh (2019)	Automation reduces manual errors and speeds up procurement processes
15.	Compliance Requirements	O'Neill (2020)	Adhering to legal and regulatory standards minimizes risks.
16.	Workforce Training	Smith & Jones (2018)	Skilled personnel enhance operational efficiency and decision-making.
17.	Demand Forecasting	Clarke (2021)	Accurate forecasting minimizes overproduction and stockouts.
18.	Market Dynamics	Evans (2016)	Understanding market trends guides strategic procurement decisions.
19.	Supplier Diversity	Jappy Brown (2020)	Diverse suppliers promote innovation and community support.
20.	Price Volatility	Johnson et al. (2021)	Hedging strategies mitigate risks from fluctuating raw material prices.
21.	Green Procurement	Jemmy Carter (2017)	Environmentally friendly practices attract green-conscious stakeholders.
22.	Outsourcing Strategies	John P. Kotter and Dan S. Cohen (April 1996)	Outsourcing non-core activities reduces operational burden.
23.	Cultural Differences	Chen & Wang (2019)	Awareness of cultural nuances improves international vendor relations.
24.	Performance Metrics	Adams (2020)	KPIs enable continuous improvement in procurement processes.
25.	Cost-Benefit Analysis	Rose Taylor (2018)	Analyzing costs vs. benefits aids in informed decision-making.
26.	Procurement Policy	Lopez et al. (2017)	Clear policies ensure consistency and accountability.

27.	echnological Adaptability	Gowtam Kumar (2021)	Flexible tech adoption keeps the procurement process competitive.
28.	E-Procurement Systems	Green (2020)	E-procurement increases transparency and efficiency.
29.	Social Responsibility	White et al. (2019)	Responsible procurement supports ethical labor practices.
30.	Innovation in Sourcing	Jet, Ebony(2022)	Innovative approaches reduce costs and improve supply chain flexibility.

The conclusions drawn from the review of existing literature collectively emphasize the aspects of procurement and vendor oversight that play a crucial part in the success of an organization's operations. Efficient handling of supply chains and vendor selection procedures. As highlighted by Johnson and Smith in 2019. Lee et al.s work, in 2020. Ensures smoother business processes leading to cost savings and consistent quality outcomes. These efforts are further reinforced by the incorporation of technologies such as ERP systems; Kumar and Patel stress their significance in improving precision levels while fostering transparency and communication, within procurement frameworks.

To shield organizations from disruptions and enhance brand reputation attracting conscious stakeholders with ecofriendly initiatives plays a crucial role as outlined by Miller (2020). The significance of risk mitigation strategies, like diversifying suppliers and monitoring market dynamics is evident, in sustaining businesses as discussed by Green and White (2016). Carter (2017).In the realm of sourcing and social responsibility as examined by Davis (2019) and White et al. (2019) it is evident that integrating procurement methods, with social principles cultivates trust and positive relations, with consumers and communities alike.

Moreover accurate prediction of demand and efficient handling of inventory as discussed by Clarke (2021) and Lopez (2022) help minimize waste of resources. Keep production in line, with market needs. Vendor relations management, a topic studied by Martin (2021) emphasizes the advantages of establishing trust and working together for the term. Performance measurements and cost benefit evaluations as emphasized by Adams (2020) and Taylor (2018) facilitate enhancements and strategic decision making. Together, these findings reveal that modern procurement practices are not merely transactional but deeply integrated into strategic organizational objectives, requiring a balance of technology, innovation, ethical considerations, and adaptive strategies to remain competitive in a dynamic globalmark.

Chapter 3.1.2

Procurement Process

Purpose

This outlines are the end-to-end procurement function along with the Limit of Authority. It will also lay out functional policies and procedures to be followed by departmental heads, cross-functional teams, and down-the-line relevant employees.

Scope

Unless stated otherwise, these objectives will cover all procurement functions/activities related to Ha Meem Group including but not limited to:

- Purchase Requisition (PR) procedure
- Quotation collection and selection process
- Vendor Management
- Purchase Order (PO) or Work Order (WO) issue
- Terms & conditions of purchase order/Work Order
- Advance payment to supplier and cash purchase procedure
- Vendor invoice & Payment procedure
- Tax & VAT procedure
- Limit of authorization for procurement

Responsibilities

- The head of Procurement & Supply Management (PSM), along with all functional Managers, relevant Team Leader & Other Members of PSM, have the core responsibility to ensure complete compliance with the approved procedures laid down here.
- The cross-functional users always follow this rules.

Principles

The accompanying principles ought to be followed in the procurement of 1. Construction & Production related materials, 2. Goods & services and 3. all kinds of Projects related materials.

Conflict Of Interest

No employee, officer, or worker shall participate in selecting or administering a contract if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, worker, any member of his or her immediate family member has a financial or other interest in the firm selected for the contract. Situations of conflict of interest with the business of the company should be declared.

Impartiality:

An employee of the company engaged in the procurement, including the approval matrix members, shall not be allowed to have any other employment or assignment or carry on any activity that could impair confidence in the impartiality in performing the duties or damage the company's interests.

Value for money

Quotations and tenders ought to be assessed based on Value for Money (VFM). All procurement shall ensure the right product in the right quality & quantity at the right price and delivered to the right place/site at the right time

Fair Competition

PSM of Ha Meem Group should treat all bidders with reasonableness and guarantee that they are given a similar degree of data while preparing quotations or tenders or CS.

Transparency & Accountability

Procurement process of Ha Meem Group always conduct in a transparent and accountable manner, and information relating process shall be documented that facilitates appropriate scrutiny of procurement activities.

Chapter 3.1.3

PROCEDURE

This section describes the ‘End to End’ procedures that should be followed by Procurement & Supply Management (PSM) Department and other relevant departments. This SOP is approved by the higher Management of Ha Meem Group. So, all the responsible persons are required to abide by this SOP strictly. Suggested to consult with the higher management if any conflict arises. Decisions made by higher management will supersede this.

Procurement

PSM will procure all types of materials, machines, equipment’s and related spares and works or services from local vendors of Ha Meem Group. PSM department will also procure all types of goods/services related to IT, HR, administration, product development, and testing, etc.

Procurement Planning

Before executing the purchase requisition, PSM team will develop an execution strategy of purchase requisition focusing on the objective / targets. These activities may be applied for high value procurement, Project procurement and emergency high value item procurement.

In procurement planning the following area needs to be cover;

- Sourcing strategy
- Suppliers selections process
- Bidding evaluation methods

Purchase Requisition Procedure

Intend of purchase will be generated from business needs. The user department will create a demand of materials/goods or services in written format or filling up in Material Requisition form in system or in soft copy/hard copy.

Requisition or Indent will forward to Store Department after having all required approval. In hard copy or in System.

This requirement or demand will be justified by the immediate supervisor and followed by approval authority matrix.

Requirement of Materials /Goods or Services must have the details specification or description of the material, Goods or services.

Requisition will be raised keeping the reasonable time (considering the manufacturing, transportation & delivery lead time) in hand which will be fixed through approved lead time.

Purchase requisition (PR) will be created in the prescribed format in hard copy/electronic copy or incorporated in the automated software / ERP.

Factories/Units/Establishments raise one comprehensive monthly requisition analyzing actual need with proper justification and send it to HO PSM by 20th of the previous month. Special requisition may be raised and send to PSM in case of emergency (like urgent repair of vital equipment or urgently required for buyer's compliance and for maintenance of proprietary equipment) where the amount is more than delegated financial power or showing valid reason.

A purchase requisition must be containing the details description of materials, product type, quantity, quality, last purchase Price, Quantity & Date, Part number, order number, style number, Brand, Origin etc.

Only Store Department will be responsible to raise the requisition in prescribed format, which is already in practices in our company

Store/Purchase Approval Committee will justify the needs and checked the availability in store & pipe line quantity of that particular items before forwarding the Purchase Requisition to PSM department.

In case of URGENT procurement special action should be taken to quickly acquire goods or services on prior approval from concern authority as per Ha Meem group authority matrix.

In case of unavoidable circumstances, any exception of standard procedure taken by procurement department should also be fully documented and they approved by the director or managing director

For IT or technical or office-related items which required support, User Department will raise Purchase Requisition through IT or HR or Admin departments respectively. IT and Admin departments will ensure the technical or maintenance or repair or service or support for such items.

HODs/Concerned approver will verify the PR considering business requirement for procurement and give his authorization in prescribed form/automated software.

The requisition must define a clear and concise statement of what is required including the following matters:

Description of materials/services with quality and technical specification (if any)

Total estimated quantities with consumption plan

Last purchase Quantity, Price & Date

Expected delivery date or lead time

Approved design/ drawing/ floor layout (if required)

Any other specifications required need to be mentioned

BOQ/ Budget (if applicable)

If Required, Work Advice (WA) or Executive Note (EN)

If the user wants any modification of purchase requisition, which has already been shared with PSM, user will follow the proper process and resend to PSM for execution.

For any valid reason if any requisition is not to be materialized by the user or Procuring authorities then it may be cancelled mentioning the justification.

Incomplete requisition will be returned to the concerned department by PSM personnel for necessary correction.

Factory or Zonal Purchase Authorities - (EMERGENCY and Normal operations):

Zones/Factories/Units at their own may resort to emergency local purchase in following cases with intimation to procurement & Supply Management (PSM), head office, Ha Meem Group, mentioning details of items & prices by observing the existing practices:

Emergency repair of vital equipment for which the production may be/has been stopped (Maximum up to tk. 1,00,000.00).

Items which are urgently required for the purpose of buyer's compliance (Maximum up to tk. 75,000.00)

Single quotation procurement for maintenance of proprietary equipment (Maximum up to tk. 50,000.00).

In case of material, when the price of a single item is less than tk. 10,000.00 and the total amount is not more than tk. 20,000.00 for each requisition or category of materials and a maximum taka 2,00,000.00 per factory/unit in a month. (This is not applicable for TIPPL, BECL, BCFL Construction/ Engineering project, Diesel/ kerosene for commissioning of generator by E&P and Machine Oil, Machine or AC spares and servicing, Bamboo, and Wood of all unit. They will continue with existing system).

Any Incident i.e Fire, natural calamity or any violence situation related with labor, worker and staff.

Unplanned holidays/Eid Holidays or forced shutdown etc.

Factory Local Procurement "LP" – (Assigned by PSM)

ED/GM, PSM may permit the Zones/Factories/Units to resort to Local purchase (LP) in following occasions:

- In case credit supplier is not available.
- When price of cash purchase is significantly lower than credit purchase.
- When credit purchase will not be cost effective. (Fewer quantity & Smaller Amount)
- In case of specialized, sample based & critical item.

- ϖ Urgency by the user.
- ϖ Spot/ cash procurement up to tk. 1,00,000.00 (one lac only) for any single item will be done by the GM, PSM (PSM representative in absence of GM) along with the representative from user department.
- ϖ Spot/cash procurements of above tk. 1,00,000.00 (one lac only) for any single item will be done by ED/GM, PSM or their representative along with Audit representative and representative of user (unit demanded the item).
- ϖ Cash / spot procurement of any single item costing above tk. 3,00,000.00(Three lac fifty thousand) will preferably be avoided. However, if unavoidable, procedure/process for procurement will be at the discretion of management.
- ϖ Bill to be adjusted subsequently on completion of internal audit (quotation and CS not mandatory).

Cash Purchase from Head Office

Considering our business nature cash purchased generally be discouraged. But in case of significant benefit for the company and to meet the urgency or unavoidable circumstance, cash purchase may be allowed considering the following situation;

- ϖ As per our general payment terms ‘Credit Suppliers’ are not available,
- ϖ When purchase quantity and amount are small,
- ϖ When we need to meet any kind of business urgency,
- ϖ When item(s) are very special
- ϖ When requirements are very special i.e items for business owner’s residence, office or other facilities.

Qmuotation collection and selection procedure

On the basis of approved requisition/ indent, PSM develop an RFQ (Request for Quotation) for materials/ machines or RFP (Request for Proposal) for services/ work and share with optimum enlisted vendors. In the time of sharing RFI/RFP/RFQ with vendors/enlisted vendor, every PSM personnel should give a CC (carbon copy) in email or inform his/her line manager.

Suppliers share the price quotation/ proposal in their letterhead pad or shared format by PSM. Both the official seal and signature of the supplier are mandatory for a price quotation/proposal. Otherwise, the supplier will share the price quotation by his/her official email. PSM collect at least 3 quotations/ proposals. However, if there is only one vendor for any particular material/machine/work/service due to its nature and any other specific logical grounds, then it should be approved by the concerned management. If the required materials are not available from enlisted vendors, then PSM will move to other vendors and demand price quotations from them. Every quotation acknowledged by its collector (that means PSM personnel who collect this quotation) and the selected supplier quotation will be approved by the authority. Concerned person of PSM/ User representative will be responsible for sample collection and getting approval from User Department.

PSM verify the price quotation given by enlisted & other vendors and negotiate with them regarding price, quality, lead time, payment terms, payment method, delivery cost, VAT and Tax, and any other relevant terms & conditions. If enlisted vendors are not capable for supply/ service, then PSM will go for new vendor.

Cross-functional team shall be engaged during negotiation, including PSM's concerned personnel, user, and any other concerned personnel as suggested by concerned management to ensure transparency and robustness of this process.After verifying, PSM personnel prepare a Comparative Statement (CS) focusing on price and other key factors/terms/conditions. Comparative Statement (CS) shall be approved the authority. Price and vendor-sensitive information should not be disclosed to external/internal stakeholders who are not involved in the process.

Purchase Order (PO) or Work Order (WO) Procedure

On the basis of the approved CS/Quotation, PSM issue a purchase order (PO) for procuring materials, machines, or Work Order (WO) for works or services in hard copy & automated software that formally stipulates the terms & conditions with detail of the transaction with the supplier.

Each PO/WO must have a unique number, supplier's reference number, date, and requisition number and date.

Procurement shall be made by issuing PO/WO. However, in exceptional cases, for material, procurement can be made without PO/WO with justification. And in that case after material delivery or work/ service completion HOD of the user department recommend the vendor’s bill and send it to the accounts department directly.

Request for modification and cancellation of the purchase order must be mentioned in PO/WO for any specific valid reason. And change to PO/WO amount cannot be made without proper documentation. If any PO/WO is amended, the revised purchase order will be issued to the supplier to confirm the authorized changes.

All purchase orders approved as per the authority matrix.

Purchase order prepared in the below copies:

- ϖ Original copy for supplier
- ϖ Duplicate of the original copy signed by the supplier will be maintained by PSM personnel. Otherwise, the supplier can share their acceptance by his/her official email.

Terms & Conditions of Purchase Order / Work Order (PO/WO)

The following information shall be included in the purchase order:

- ϖ Product information such as product name, quantity, rate, and amount.
- ϖ Work Order amount can have a tolerance of up to certain percentage of the total amount.
- ϖ Product specification- brand name, model number, country of origin.
- ϖ Quality assurance.
- ϖ Delivery information such as date, detailed address, contact person’s name and number, etc.
- ϖ Transportation cost (who will bear transportation cost should be stated).
- ϖ Warranty (If applicable)

Mode of payment information:

Account payee cheque/BEFTN will be made in the name of the supplier. In exceptional cases, cash cheque can be provided due to business requirements.

Payment terms will be mentioned:

Proper acknowledgment for payment should be taken.

TAX & VAT will be applicable as per Govt. rules and regulations.

Penalty clause will be imposed for:

- Delayed delivery/ Delayed work completion
- Not sending product/ service as per PO/WO
- Being failure to give quality
- Goods damaged or broken
- Any non-compliance with PO/WO

Advance payment to supplier and cash purchase

- If any advance is given to the supplier against PO/WO, then it must be approved as per mentioned limit of the authorization matrix.
- Concerned person of PSM enclose PO/WO copy, and an advance requisition slip for advance payment to the supplier with the MRR copy (if any) and the main copy of the supplier's invoice and send the same to the ACC for payment.
- No cash payment (expenses or IOU) shall be made without prior approval from the concerned person of the authorization matrix.
- In case of a cash purchase, internal PO/WO should be prepared and approved by the concerned authority (as per the authorization matrix).
- IOU can be taken only from the cash section of the corporate office by mentioning reason for PSM related expenses and adjustment there on should be made after work completion within seven (07) working day mentioned in cash management procedure.
- In case of TA/DA for urgent procurement PSM will follow the TA/DA policy.

Material/ Service Reception and verification procedure

- The ordered goods must be delivered as per the terms and conditions of PO/WO.
- Delivery challan contain PO/WO number as a reference, but material/ machine price should not be mentioned on the challan.
- For any material delivery, Store & Audit personnel are responsible for counting the ordered goods, and after counting s/he give his/her acknowledgment on the delivery challan that the materials have been received with counting.
- Concerned person of user & Audit department must determine and give his/her acknowledgment on delivery challan that materials or machines received are acceptable and conform to terms & conditions of the purchase order.
- In every delivery challan of direct material, seal & sign of security personnel of that site is mandatory.
- If any goods delivered are sufficiently damaged or broken, then the concerned person of the user department inform this PSM and PSM take necessary steps accordingly.
- At the time of material delivery, the supplier must share three copies of the delivery challan with concerned personnel of the user department.
- First copy will be retained by the supplier
- Photo copy (1st Original) will submit it to PSM at the time of invoice/ bill submission,
- 2nd copy received by inventory in-charge/ concerned personnel of user dept.
- At the time of material receiving, concerned person of the user department collect the VAT challan (if any) and attached the scan copy of that VAT challan with MRR.
- After receiving the goods concerned person of the user department issue MRR (Material Receive report) in automated software within that day, and concerned personnel of the QC team shall issue QC report in the prescribed form/automated software within the next working day.
- The MRR considered as supreme evidence regarding quantity and the QA check sheet consider supreme evidence of quality. No payment can be made without having the QA check sheet (if any), and MRR raised in ERP.

For work/ service/ consultancy:

- ϖ User department must determine that the services/ works of the supplier are acceptable and conform to the terms & conditions of the Work Order (WO).
- ϖ The Service completion report (SCR) prepare by the concern personnel of user department when a service/ work has been performed, and the HOD of user department verify the SCR and give his/her authorization in SCR.
- ϖ The SCR records the date of delivery for use in accounting and payments; however, the financial system is not impacted until the services are formally accepted by user dept.
- ϖ The SCR consider regarding supreme evidence of the quality of services/works received, and no payment can be made without having the approved SCR (as per the authorization matrix).

Invoice procedure

- ϖ The supplier submit the related invoice along with a copy of the acknowledged delivery challan and a photocopy of PO/WO to SCM.
- ϖ The supplier's invoice must contain PO/WO reference number, and delivery challan number, Vendors will submit the bill in their letterhead pad or bill format, and an official seal or signature of the supplier is mandatory in the vendor's bill.
- ϖ No photocopy supplier's invoice shall be considered for payment against goods.
- ϖ Concerned person of PSM check MRR/SCR copy in automated software and delivery challan copy for verification regarding material/ machine properly delivered or service/ work completed and accepted by the user department.
- ϖ Before submitting the bill to accounts, the concerned person of PSM follow the below checklist:
- ϖ Match the reference number of the vendor's bill with Requisition, PO/WO and MRR
- ϖ Match the vendor's bill quantity of delivery challan with audit comments.
- ϖ Match the price of the goods and service of the given PO/WO with the vendor's bill
- ϖ VAT challan and necessary information of VAT & AIT
- ϖ Ensure the discounted amount/percentage which is mentioned in the WO/PO is deducted from the final bill
- ϖ Ensure that the quality of the materials is approved by the user/QA team and QA

check is attached with MRR

- ϖ Concerned person of PSM ensure that Requisition numbers PO/WO numbers and MRR reference numbers are mentioned in the vendor's bills. And s/he will give his/her authorization in the hard copy of the bills mentioning the final bill amounts.
- ϖ After 3-way matching (PO/WO, MRR/ supplier's invoice), the concerned person of PSM prepare bills as per payment terms of PO/WO.
- ϖ PSM submit the bill in ERP within 7 (Seven) days of receiving the hard copy from the vendor.
- ϖ Bill number will be as per general SOP for billing like 'Bill – XXXX GGML'.
- ϖ PSM collect the pending bill list from all vendors and reconcile it with accounts in every quarter.

Advance Adjustment:

- ϖ Adjustment has to be done within the next 7 working days of the receiving of MRR/ Delivery Challan.
- ϖ At the time of bill processing "Adjustment Bill" seal should be marked on the hardcopy of the vendor' bill.

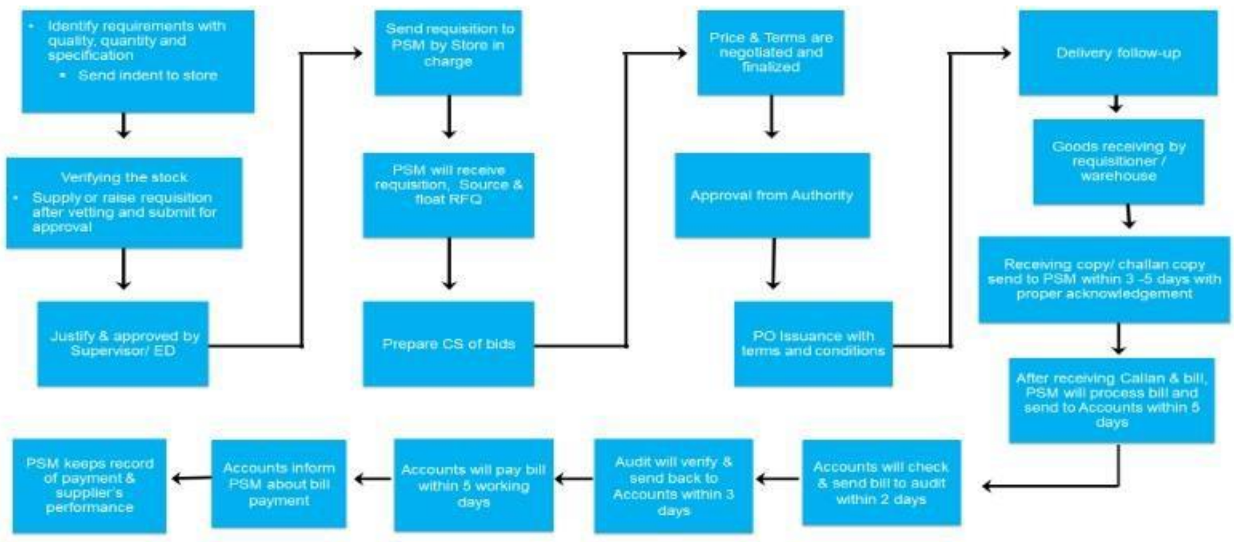
Payment Procedure

- ϖ Before payment, as per the authorization matrix of PSM, Audit and Account department verify the bills along with all the supporting documents.
- ϖ After getting approval from the concerned all departments, F&A prepares an account payee cheque in the name of the supplier as per the Cheque preparation schedule or prepare BEFTN.
- ϖ When cheques are ready for payment, a concerned person of F&A informs the vendor and PSM personnel.
- ϖ For BEFTN transfer. this PSM collect the required information at the time of vendor enlistment.
- ϖ To ensure on-time payment, the concerned person of PSM follow up about the outstanding payment of suppliers.

Tax and VAT procedure

- **Tax:** Supplier will bear income tax & responsibility of Ha Meem Group is to deduct the same on behalf of supplier and to deposit it to govt. treasury within due time as mentioned in Income Tax Ordinance. Original copy of treasury challan provide to supplier as per policy.
- **VAT:** VAT challan preserved for taking rebate if possible.

Process Flow Chart



Authority Matrix

Authority	Documents	Type of authority	Authority Limit
Officer	CS, WO,	Preparation	N/A
	Bill/Invoice		
Team Leader	CS , WO, Bill/Invoice	Preparation & Check	N/A
Manager	WO,CS	Approval	Any Limit for WO
Assit: General Manager	WO,CS	Approval	Any Limit for WO
General Manager	CS	Approval	Below 1 Lac
Executive Director	CS	Approval	Below 2 Lac
Executive Director	CS	Approval	Below 10 Lac
Director/MD	CS	Approval	Above 10 Lac

Chapter 3.1.3

Vendor Management

Vendor Assessment Process for Selection

Establishing a robust vendor assessment process is essential for effective and efficient vendor management. PSM follow standard predefined specific criteria that will impact its relationship with the vendor. The vendor assessment process helps to mitigate the related risks. The following criteria taken for vendor assessment:

a) Preparing a list of suppliers according to the previous experience in supplying material/service.

b) Quality of the goods/service provided by the **supplier** has to be reviewed and checked by the user group.

c) Financial stability and reliability of the vendor.

d) Delivery performance

e) Warehouse capacity (area in squire feet & location) & Delivery points

f) Number of employees

g) Deciding on the appropriate documentation for the deal such as DOA.

h) Supplier reputation in terms of Existing client list, Ethical standards, brand image, honesty, quality, price, commitment, and timely delivery has to be considered.

i) Negotiate with the supplier regarding price, quality, payment terms, compliance & other important matters pertaining to this area.

j) Previous experience of employees in the vendor assessment process are considered.

Vendor assessment process always conducted by the assigned person by PSM. However, cross-functional personnel can be engaged as suggested by management.

Vendor Enlistment

1. If any enlisted vendor cannot provide the required material/service on a regular basis or the price is higher than the market price, then PSM enlist new vendors.
2. Enlistment of a vendor conducted by the Vendor Enlistment Form (VEF). Required standard documentation and prerequisites should be maintained for future reference and to mitigate future risks. The necessary legal documents are as follows:
    a. Business profile
    b. Trade license
    c. TIN certificate
    d. Vat registration certificate
    e. Agent/dealership certificate (if required)
    f. Bank details/ scan/ photocopy of a cheque
    g. Bank solvency certificate
    h. Financial statement copies of the Bank
    i. Existing major client list/ WO copy/experience certificate of the vendor

However, if all documents are not found from any vendor, then the justification for not obtaining documents should persevere, and required management approval should be taken.

Cross-functional personnel as per the authority's approval will assess a vendor, and after the assessment, a new vendor will be added to the vendor pool/master.

Contract or Deed of Agreement (DOA)

1. For the items which are Trunkey-based work which includes materials supply, installation, and after-installation maintenance treated under the Deed of Agreement that is to be signed by the selected vendor and Ha Meem Group authority.

2. The related person(s) negotiate with all types of vendors for procurement purposes and make an agreement with listed vendors for a certain period.
3. All Procurement processes undertaken in compliance with legal standards. Where it is not possible to make a valid contract, then relevant necessary terms and conditions shall be incorporated in the standard PO/WO to address & mitigate risks.
4. L&A department will provide the legal framework for the contract and vetting the contract prior to circulation. And PSM advise the sourcing and commercial terms when a contract is required.
5. The key points of a DOA/contact are as follows but not limited to

- Basic requirements for contract enforceability.
- Period of contract and relevant parties etc.
- Timeliness of delivery
- Right quantity of goods/services
- Assurance of quality
- Lead time for product delivery
- Product pricing
- Reasonable agreed pricing and its review clause.
    - Payment terms including credit facility
- Advance payment where required
- Payment mode
- Security money
- Transportation cost & other costs
- Accident and damage
- Penalty clause
- Tax and VAT
- Termination
- Arbitration claim

6. Contracts are to be initiated after CS approval and before creating the work order.

7. If any security money is kept as a clause in the agreement, then the amount has to be a minimum of 10% of the total agreement value but not less than BDT 1 Lac. This can be availed by vendors if they provide a Bank guarantee of the same time as the agreement.

8. The security money has to be kept as the last payment option and a minimum of 6 months of the work completion/ product delivery.

9. If the vendor agrees with the terms & conditions set based on mutual discussion, then s/he will sign the agreement copy as 2nd party. The concerned person on behalf of Ha Meem Group also sign the agreement copy as 1st party. Which may very depend on the subject matter of the agreement.

10. PSM always responsible for the performance evaluation in consultation with the stakeholders of the supplier, including contract renewals. And supplier performance will be evaluated through Vendor Evaluation Matrix.

11. Contract can be terminated by giving a reasonable notice period for any logically specified ground. It can be initiated by both parties as per the stipulated terms and conditions in the contract/DOA.

Enlisted Vendor Performance Evaluation

At least annually, periodic performance evaluations of enlisted vendors who provide goods/services should be carried out based on specific qualitative and quantitative parameters. The followings are some specifications:

a) Quantity of the goods or services as per agreement
b) Reviewing their quoted price by conducting the market survey
c) Commitment in terms of conditions of PO/agreement
d) Monitor payment terms and credit period

e) Mitigate, manage and monitor vendor risks parameters.
f) Contribution to the product development process
g) Specific qualitative- factors need to be assessed.

Vendor discontinuation process

a) PSM can discontinue business with any enlisted vendor for the following reasons:
   - Continuous delayed delivery/ delayed work completion
   - Products are not available when needed
   - Quality problem
   - Charging higher price/ Price fixup or control by making a syndicate with another supplier
   - Supplier financial crisis
   - Non-compliance with PO/ WO/ PI/ Agreement or agreed parameters on continuous basis without proper justifications.
   - Management decision.
   - Presentation of false information to Ha Meem Group
   - Creating suppliers syndicate/curtails

   - Vendor discontinuation process will It will be done based on the proper assessment

   - All Blocking / Unblocking initiated by Executive Note and approved by Vendor Enlistment committee

Chapter 3.2

Methodology

The research adopts a mixed-methods methodology to the utmost extent exploring the procurement process and vendor management at Ha-Meem Group. The methodology involves collecting and synthesizing data from a variety of sources and provides a complete understanding.

Descriptive Research:

The research was used to elaborate the processes and the vendor management strategies. Comparative Analysis: The best practices of the industry were used to benchmark Ha-Meem Group's procurement processes.

Data Collection

Primary Data

Interviews: The interview process was conducted with procurement managers, department heads, and key personnel involved in vendor management. Centered around strategies, operational challenges, and performance indicators.

Surveys: Measuring satisfaction levels, identifying challenges, and areas of improvement are the reasons for distributing the survey to stakeholders such as vendors and internal users of procured goods/services.

Observations: Bargaining on-site observation of the procurement process from requirement identification to delivery.

Secondary Data

Company documents such as procurement policies, purchase orders, vendor contracts, and performance reports were analyzed.

Outlook of external reports, along with industry benchmarks and academic studies, being relevant to procurement and vendor management.

Analytical Tools

Process Mapping: It was used to identify inefficiencies, redundancies, and bottlenecks.

SWOT Analysis: The procurement process was critically analyzed to identify the strengths, weaknesses, opportunities, and threats.

Vendor Scorecard: The vendor scorecard with the criteria such as cost efficiency, quality, delivery time, and compliance were developed.

Sampling

Stakeholders: staff of the Procurement department, individuals involved in the finance department, managers of the production unit, and twenty vendors.

Sample Size: 50 internal stakeholders and 20 vendors.

Sampling Method: The method of sampling was to target those most involved in or affected by the procurement process.

Data Analysis

- Qualitative data from the study was analyzed through thorough thematic coding with the aim of uncovering sets of common recurring patterns, views, and experiences shared related to the procurement department and their suppliers.
- The quantitative data collected during this study was analyzed through highly advanced statistical tools to not only quantify and put the data into context but also to use it to measure efficiency, cost implications as well as the areas of losses and risks for the same through vendor performance metrics. Analyzing these through statistical tools assist in the solving of procurement complexities and challenges using a set of values and figures rather than through mere assumption and perception of the situation. Attributes such as order processing time, invoice processing time or time taken to change an order by buyers, and percentage of orders that meet mark or the fraction of defective orders in quantifiable terms among others can be analyzed in this context.

Chapter 3.3

Analysis and Interpretation of the data

Ha-meem Groups Different business fields includes

Sweater Factory

Embroidery and Printing Factory

Carton Factory

Poly bag Factory

Label Factory

Jute Mill

Chemical formulation plant

Sourcing offices in Hong Kong & China

Tea Garden

Transport Company

Own CnF office in every Bangladeshi port

News Channel

Widely circulated national daily newspaper

Company Address-Times Media Limited

387 South Tejgaon Industrial Area, Dhaka-1208,

Bangladesh Business Type Apparel Exporter & Manufacturer

Legal Status Private Limited Company

Nature of Production Woven, Denim, Washing Plant

Export Percentage 100%

Land Area 200000 Sft.

Total Covered Area 180000 Sft.

Year of Establishment 1991 Year of Commercial 1992

Production

No of Production Line Knit 28, Woven 26

Minimum Age of Worker 18 Years (Certified by a Medical Officer)

Working Hour 8 Hours a Day

Memberships BGMEA, BKMEA

Trade Banks Shahjalal Islami Bank Ltd.

- Mission of Ha-Meem Group
- To Provide Quality Products
- Delivery the products on time
- emove unemployment
- Remove poverty
- Industrialization.

Vision of Ha-Meem Group

Attain market leadership with top notch and unique product quality through honest, efficient & empowerment employees.

Major Products

There are some Major Products of Ha-Meem Group. They are given below:

- All Types of Bottom and Tops
- Critical Cargos
- Hi-Fashion Denim Jeans
- Basic and Hi-fashion Washes
- Wrinkle Free
- Laser Finish / 3dWhisker
- Men’s Shirts
- Dress Pants
- Outwear / Jackets Facility

Buyers

Ha-Meem group deals with some world class buyer of USA and Europe. Those are:

- American Eagle
- Gap / Old Navy
- Levi’s
- JC Penny
- PVH
- KOHL’S

H&M, Levis buyer etc

Findings

Strengths

- Streamlined Processes: Standard operating procedures (SOPs) are observed throughout the procurement cycle, ensuring consistency and repeatability in the procurement division and this can be seen in the field of new sourcing and procurement systems. The division ensures that anyone in the organization who engages in a purchasing process will execute it similarly; thus, SOPs help to reduce the occurrence of errors and improve the quality of the products that the company eventually puts into the market (Monczka et al., 2011).
- Strong Vendor Network: The company has an established and steady growth with its suppliers and other business partners in the procurement of all goods and services as required. Several suppliers with whom the company has worked closely have demonstrated significant growth, some emerging as the top suppliers to Ha-Meem Group. It is the relationships that the company has with these reliable vendors, hence, that have fostered Trust and commitment between the two organizations. This has led to a real understanding of the company's needs that either during a critical shortage of competent suppliers or in the negotiation of quantityThe importance of key vendors cannot be overstated as overreliance on a small number of suppliers has been proved to pose a serious threat to the continuity of the enterprise hence the need to explore other alternatives and device better ways of dealing with vendors.3. Recommendations on Vendor Management: Technology, and Process Improvements3.1. Innovative Process Improvements through Adoption of TechnologyUse of e-procurement electronic procurement systems to purchase goods and services can substantially improve the processes of procurement efficiency and transparency in the company hence the need to adopt such software for improvement of procurement activities.A significant internal benchmark has revealed that one of the biggest problems facing the procurement unit is the slow manner in which different types of purchase orders are approved or authorized as it is currently being done in a manual way thereby being a time-consuming process.3.2. Efficient Management and Improvement of Relationship with VendorsVendor scorecards

which are an essential part of vendor relationship management should be developed by the company with performance indicators such as on-time delivery the quality of the products or services offered and the existence of a mechanism for collaboration in research or development projects with the suppliers.Despite these challenges and the need to enhance the capability of the suppliers to satisfy the needs that Ha-Meem Group if efforts towards the improvement can be increased through the establishment of a vendor development program for training and development of the suppliers defined within the terms of engagement alignment with the requirements of Ha-Meem Group and common method of operation.This situation arises because the company has limited possibilities to be selective of how it acquires or distributes goods from its suppliers and also that nearly

- The importance of key vendors cannot be overstated as overreliance on a small number of suppliers has been proved to pose a serious threat to the continuity of the enterprise hence the need to explore other alternatives and device better ways of dealing with vendors.
- Use of e-procurement electronic procurement systems to purchase goods and services can substantially improve the processes of procurement efficiency and transparency in the company hence the need to adopt such software for improvement of procurement activities.
- A significant internal benchmark has revealed that one of the biggest problems facing the procurement unit is the slow manner in which different types of purchase orders are approved or authorized as it is currently being done in a manual way thereby being a time-consuming process.
- Vendor scorecards which are an essential part of vendor relationship management should be developed by the company with performance indicators such as on-time delivery the quality of the products or services offered and the existence of a mechanism for collaboration in research or development projects with the suppliers.
- Despite these challenges and the need to enhance the capability of the suppliers to satisfy the needs that Ha-Meem Group if efforts towards the improvement can be increased through the establishment of a vendor development program for training and development of the suppliers defined within the terms of engagement alignment with the requirements of Ha-Meem Group and common method of operation.
- This situation arises because the company has limited possibilities to be selective of how it acquires or distributes goods from its suppliers and also that nearly

Weaknesses

- Lack of Strategic Sourcing: Limited focus on long-term cost-saving strategies like bulk purchasing or vendor development. The company is still operating with a need to have a well elaborated strategic procurement agenda where buy quality products and develop good supplier relationship practices in order to grow its purchasing power and optimize spending to bridge the current gap existing within it (Ozaralli and Roy 133-134). The review identified that its main focus is on short-term spending that leads to waste and increased costs leading to loss of money therefore many tenders can be enhanced in every part of the tendering process by ensuring that the company is spending its resources optimally. Clearly, the sourcing strategies commonly used include spot purchasing instead of the best method and thus there are certain questions that need answering in the attempt of identifying better strategies essential for the organization. Another attempt to reduce the costs of the company is by having a partnership with the suppliers ensuring that the companies has loyal suppliers who will offer quality products at a low cost and be reliable in the supply of raw materials that will be used in manufacturing the products that are associated through a sustainable approach.
- Inadequate Performance Monitoring: Vendor evaluation primarily focuses on cost by neglecting other critical factors like quality and innovation. The Company focuses on the purchase of products that are of high quality but it seems that the management at the company is just looking at the immediate tangible benefits only. In order for the company to improve the perception of its customers it needs to avoid putting emphasis on costs but look at an array of strategic partners that could offer high-quality commodities and services. Since the management is at the top of this initiative the need for the commitment to an operation is indispensible besides changing the staffs orientation towards production. They also need to approach the top management of their suppliers on this matter so that they can develop their abilities to manufacture and supply commodities whose quality meets the standard. The focus in the corporate procurement in the quality of goods and services is the main focus but in the Global Sourcing and distribution divisions the company needs to improve the quality of other products by using the same standards. during many years the company has been considering the suppliers more as the partners then they are the external managers of the organization and there is need of utilizing them effectivelyEveryone needs to take

on an active role by being able to adapt to this globally evolving landscape by understanding the requirements and planning predictions using the right strategies. In response to that uncertainty, to provide some insights into a much clearer picture of how this shifting landscape should be leveraged and navigated in a profitable and sustainable way, a series of strategic areas are supplied in this section, the first of which would be a focus on the performance of suppliers and procurement.Partnering Strategic Measures: Partner with various suppliers for different categories of commodities thereby providing better outcomes, cost-effective pricing, and flexible lead times while increasing the number of suppliers. However, ensuring effective

- Everyone needs to take on an active role by being able to adapt to this globally evolving landscape by understanding the requirements and planning predictions using the right strategies. In response to that uncertainty, to provide some insights into a much clearer picture of how this shifting landscape should be leveraged and navigated in a profitable and sustainable way, a series of strategic areas are supplied in this section, the first of which would be a focus on the performance of suppliers and procurement.
- Everyone needs to take on an active role by being able to adapt to this globally evolving landscape by understanding the requirements and planning predictions using the right strategies. In response to that uncertainty, to provide some insights into a much clearer picture of how this shifting landscape should be leveraged and navigated in a profitable and sustainable way, a series of strategic areas are supplied in this section, the first of which would be a focus on the performance of suppliers and procurement.
- Partnering Strategic Measures: Partner with various suppliers for different categories of commodities thereby providing better outcomes, cost-effective pricing, and flexible lead times while increasing the number of suppliers. However, ensuring effective

Opportunities

- Digital Transformation: This is a process of using data and technology that can help in improving performance of an organization.
- Sustainability: This is the capability of an organization to practice the use of energy and resources hence reducing pollution of the environment.
- Supplier Development Programs: These are initiatives that will help build strengthening vendors' capacities and improving the interconnections between Ha-Meem Group and vendors leading to both' mutual growth.

Threats

- Market Volatility: Changing prices of goods & services and supply chain disruptions are causing variations and an uncertain path within the purchasing sector with an impact on the costs of procurement.
- Dependence on Key Vendors: Extensive reliance on the goodwill of only a few suppliers has the inherent potential to hinder supplies and quality of services as when the said suppliers fail to deliver on agreed terms. This leads to uncertainty about the sustainability of supplies through over-reliance on any one vendor thus a risk in this respect should not be overlooked by Ha-Meem Group.

- Adopt E-Procurement Platforms: Implementing advanced procurement software will ensure that all procurement processes are automated thereby minimizing human error and strengthening the procurement operations of operating in Ha-Meem Group accumulated for maximum efficiencies.
- Reduce Approval Times: The introduction of very clear standardized procedures and statutory requirements for electronic signatures through online platforms would basically minimize delays in decision-making processes hence allowing much faster time assisting clients optimize their ordering levels for greater productivity.

Chapter 3.4

SUMMARY CONCLUSION

The process of obtaining goods and managing suppliers are vital parts of Ha-Meem Group's operational structure, playing a direct role in its productivity, affordability, and capacity to address market needs. As a key player in the textile and fashion sector, the group needs to constantly improve its procurement tactics to stay competitive in a constantly changing global market.

This research brings attention to the advantages of Ha-Meem Group's purchasing system, including its well-developed supplier connections, technological utilization, and uniform protocols. These strong points serve as a stable base for developing more advanced procurement techniques. Nevertheless, the study also recognizes important obstacles such as delays in the purchasing process, restricted strategic sourcing, and inadequate oversight of vendor performance. Tackling these obstacles is essential in order to attain operational excellence.

Implementing centralized purchasing can greatly improve negotiating leverage, decrease duplication, and streamline operations, leading to significant financial benefits. Establishing long-term relationships with suppliers will ensure consistency in pricing and delivery, while also promoting innovation and trust. Focusing on sustainability in procurement not only meets international standards but also meets the increasing need for eco-friendly processes, boosting the brand value of Ha-Meem Group.

Monitoring performance by using KPIs like cost savings, delivery accuracy, and compliance rates will help the group keep tabs on its procurement efficiency. Implementing a well-organized vendor feedback system will help the company uphold a collaborative partnership with suppliers, ensuring shared growth and ongoing enhancement.

In a time of growing supply chain complexity and market instability, these suggestions are not just improvements but essential. By putting these tactics into effect, Ha-Meem Group has the opportunity to change its procurement process into a valuable asset that assists in sustaining long-term growth and resilience. Furthermore, by embracing cutting-edge digital technologies, promoting sustainability, and enhancing supplier partnerships, Ha-Meem Group will establish itself as a leading figure in procurement excellence. These measures will guarantee both operational efficiency and the flexibility required to adjust to shifting market demands and global trends.

Finally, Ha-Meem Group's procurement and vendor management strategies need to change in order to improve current deficiencies and take advantage of opportunities for innovation. By engaging in this process, the company can realize its complete capabilities, uphold its competitive advantage, and attain long-lasting growth in a demanding and constantly evolving business landscape

Chapter 3.5

Recommendations

Process Improvement and Automation

- Adopt E-Procurement Platforms: the company should invest in advanced procurement software which triggers automated procurement processes, eliminating time wastage in manual intervention. The software should automatically follow up with the supply of already presence materials as well as those that are needed in the company. Automated emails and effective communication between your company and your suppliers will be required at this juncture. Hence labor efficiency and accurate delivery of goods will come to effect.
- Reduce Approval Times: Clearly defined guidelines and with a computerized approval process where all necessary stakeholders approve electronically will reduce delays. This means that the company will have an online system which allows for signatures instead of manual methods. The people responsible for making sure the necessary things are done in the shortest time humanely possible makes life easy. While the highest authority takes a few hours reviewing this may appear so simple but I will tell from the intense situations that had emerged in the done and undone projects as a result of these. In conclusion, the reduced wait times

Vendor Management

- There are many reasons why businesses need to evaluate the performance of their suppliers.
- One of the best ways for evaluating how well these companies perform would be through the use of supplier performance metrics such as those based on customer satisfaction levels or their ability to deliver goods on time.
- Ha-Meem Group uses this evaluation system to make sure that its suppliers meet certain criteria and even achievements within the year. Through identifying the

strengths and areas of developments for every vendor, it allows Ha-Meem to openly work in collaboration with them.

- Making supplier performance scorecards useful for assessing the performance for

Strategic Sourcing

- Strategic sourcing is an essential part of procurement that aims to reduce costs, improve supplier partnerships, and promote sustainability. Implementing a strong strategic sourcing framework at Ha-Meem Group will not just improve procurement processes, but also give them a competitive edge in the textile and garment sector.

- The cat walked gracefully across the room. - The feline moved with elegance through the space. Procurement that is centralizedStreamlining procurement processes at Ha-Meem Group through centralization can eliminate duplication and maximize the company's combined purchasing strength. This method will assist in securing improved terms from suppliers, attaining discounts on volume purchases, and improving communication channels.

- Standardizing Processes: Centralized procurement ensures consistency in quality, compliance, and cost management by implementing uniform processes.

- Optimal Resource Allocation: Pooling resources allows for a concentration on strategic procurement efforts instead of mundane transactional duties, leading to improved operational efficiency.

- Example Case: Garment manufacturers in top positions have cut procurement expenses by 20% through the consolidation of purchasing, showing the real advantages of this strategy.

- Creating strategic supplier partnerships brings mutual benefits through the establishment of long-term relationships with key suppliers. Suppliers achieve steady business, while Ha-Meem Group ensures dependable supply at fixed prices, reducing exposure to market fluctuations.

- Long-term contracts frequently have clauses for fast deliveries and personalized products to guarantee punctual production timelines.

- Risk Reduction: These collaborations help prevent supply chain interruptions and sudden price increases, providing stability in operations.

- Improved trust and teamwork: Building long-lasting partnerships encourages working together on new ideas, enhancing quality, and saving costs.

- Industry experts have stated that long-term contracts have led to better supplier dependability and improved quality management within the industry.

The company decided to reduce its workforce due to budget cuts. Procurement sustainability Eco-friendly methods: Ha-Meem Group can include sustainability in its sourcing by giving preference to suppliers that follow environmental guidelines like using organic materials, reducing waste, and cutting down on carbon emissions. Adhering to Global Standards: Complying with international sustainability certifications (such as ISO 14001, GOTS) not only guarantees environmental accountability but also

Performance Monitoring

Monitoring performance is crucial to guarantee that the procurement process and vendor connections at Ha-Meem Group are effective, open, and in line with organizational objectives. Through the use of organized monitoring systems, the company can pinpoint inefficiencies, enhance accountability, and promote ongoing improvement.

The new movie was a big hit at the box office, making millions in its opening weekend. Key performance indicators for the procurement department. Defining Key Metrics: Creating measurable Key Performance Indicators (KPIs) enables the company to assess the effectiveness and productivity of its procurement operations. It is important to prioritize metrics such as cost savings, delivery accuracy, quality compliance, and supplier responsiveness. Savings in costs can be monitored by evaluating the financial consequences of procurement choices made through negotiations, bulk buying, and strategic sourcing. Ensuring delivery accuracy by tracking on-time delivery rates is crucial for suppliers to meet agreed schedules and maintain uninterrupted production processes.

Measurement of compliance rates is important for ensuring consistency and avoiding penalties by assessing adherence to company policies, industry standards, and regulatory requirements. Analyzing KPI performance on a regular basis allows for data-driven decisions to be made in order to improve supplier selection, streamline processes, and enhance procurement strategies. Regular evaluations: Performing quarterly or yearly assessments of KPI performance guarantee goal attainment and identifies areas for enhancement.

The cat sat lazily in the sun, its fur glowing brightly in the warm light. Vendor Evaluation System Structured Feedback Systems: Setting up a formal feedback system enables vendors to communicate their experiences and suggestions when collaborating with Ha-Meem Group. This may involve conducting online surveys, holding frequent meetings, or using feedback forms. Recognizing Pain Points: Feedback from vendors reveals issues such as complicated procedures, late payments, or ambiguous communication that can impede collaboration.

Improving Relationships: Requesting and implementing feedback shows the company's dedication to building strong partnerships, enhancing trust, and promoting collaboration.

Suggestions for growth: Suppliers can offer perspectives on market trends, opportunities for innovation, or inefficiencies in processes that the company may not have recognized.

Consistent Involvement: Actively interacting with vendors on a regular basis fosters a two-way conversation that enhances the connection and promotes mutual progress.

Ha-Meem Group can guarantee a closely monitored procurement process by merging strong KPIs and a successful vendor feedback system. These tools not just improve transparency and accountability but also assist in pinpointing areas for enhancement, ultimately resulting in improved cost management, efficiency, and supplier relationships

References

1. **5 Vendor Management Best Practices for Businesses"** – This article outlines essential practices for effective vendor management, including enforcing clear policies and nurturing vendor relationships. - Spendesk

2. **Vendor Management Case Study | Robinson Fresh"** – A case study demonstrating the impact of structured vendor management on supply chain outcomes. - Robinson Fresh

3. **"Vendor Management Strategies"** – This resource discusses strategies for effective contracting, emphasizing outcome-based contracts. - Project Management Institute

4. **A Vendor Management Case Study - SoftSages"** – A case study highlighting the significance of robust vendor management in the shipping and logistics industry. - SoftSages

5. **The Ultimate Guide to Effective Vendor Management: Overcoming Challenges"** – An in-depth guide covering best practices, including establishing clear goals and implementing vendor management systems. - Assembled

6. **Vendor Management Project Management Case Studies"** – A collection of case studies showcasing vendor management in various projects. - PM Solutions

7. **Vendor Management 101: Best Practices and Key Considerations"** – An article discussing the benefits, challenges, and best practices of strategic vendor management. - Zycus

8. **50 Case Studies Exploring Procurement Excellence Across Various Businesses"** – A compilation of case studies on procurement strategies across different industries. - Mark Bridges

9. **6 Best Practices for Better Vendor Management"** – An article detailing practices such as thoroughly vetting vendors and developing robust evaluation frameworks. - CIO
10. **The Vendor Management Best Practices You Need to Know"** – This resource discusses drafting clear vendor guidelines and centralizing management practices.- Vendr

11. **10 Procurement Case Studies: Examples & Lessons Learned"** – A collection of procurement case studies showcasing innovative strategies. - Aimultiple Research

12. **12 Vendor Management Best Practices Your Team Should Follow"** – An article outlining practices such as developing clear strategies and standardizing vendor selection processes. -Brex

13. **Vendor Management Best Practices"** – This blog discusses undertaking due diligence on potential vendors and setting clear expectations. - Trustpair

14. **14 Vendor Management Best Practices for Businesses"** – An article emphasizing the importance of superior experiences and results in the procurement process. - Mydock365

15. **15 Vendor Relationship Management Tips to Increase Procurement ROI"** – A blog offering tips for building stronger vendor relationships and increasing procurement ROI. -Tradogram

Annexure

Vendor Enlistment Form

SUPPLIER INFORMATION FORM (SIF) for Enlistment.

1. Name of the Firm/Establishment;	
2. Name of the Proprietor/MD/Chairman:	
3. Shop/Office Address:	
4. Email Address:	
5. Telephone & mobile no.	

❖

6. Type of Firm (Please Tick (√) where applicable):			
☐ A) Limited Company	☐ B) Joint venture	☐ C) Sole Partnership	☐ D) Proprietorship

❖

7. Type of business (Please Tick (√) where applicable):				
A) Manufacturer	B) Distributor	C) Importer	D) Trader /Supplier	E) Service Provider

❖

8. TIN No. :	
9. VAT Registration No. :	
10. Trade License No. :	

❖

11. Past Works Experience:	
A) Years:	
B) Name of Firms: **(Client List)**	

❖

12. Name of Bank and Branch:	

13. Enlistment Category (**Please Tick** (√) **where applicable**):

A) Office Supplies & Stationery	**B) IT & ICT Materials**	**C) Machinery & Spare Parts**
D) Materials of Construction	**E) Electric & Electronic Items**	**F) Printing and Packaging**
G) Garments Trims & Accessories	**H) Hardware & Sanitary**	**I) Power & Energy**
J) Pipe & Fittings	**K) Chemicals**	**L) Safety & Security**
M) Iron Materials	**N)Furniture & Board**	**O) Floor & Finishing Items**
P) Vehicle & Construction Machinery	**Q) Fuel & Lubricants**	**R) Services**

14. Item list/profile/brochure (Please mention or attach)**:**

15. Documents to be enclosed; (Please tick (√) to confirm):	**Yes**	**No**

A) TIN Certificate with Update Return copy		
B) BIN Certificate with Update Return copy		
C)Valid Update Trade License		
D)Experience certificate		
E) Update Bank solvency certificate		
F) Item Profile/Brochure, (If applicable)		
G) Authorization/ Distributorship certificate, (If applicable)		

Declaration:

I/we (on behalf of the company) declare that the information furnished above and the attached documents are true to the best of my /our knowledge.

I/we certify that my/our firm was not blacklisted by any establishment and that we are not involved in any fraudulent or terrorist activity.

I/we also declare that I/we will abide by the practicing rules of the Ha-Meem group and decisions to be taken by Ha-Meem group authority,

I/We will try to offer our best price as well as maintain the standard of materials according to the offer/purchase order if awarded…

- Authorized **Signature:**
- Date & Company seal:
- Authorized Person Name:

- ❖ Position/Designation:
- ❖ Cell:
- ❖ E-mail:

Sub Category:

* To be filled up by the "**Ha-Meem Group** a**uthority".**

____

Comment of the selection committee:

Enlistment No: **Category:**	**Recommended by:** **Approved by:**