



**"Raw Materials Sourcing Strategies of RMG Sector in
Bangladesh: A Study on SM Knitwears Ltd."**

Date of Submission: 15 September, 2025



**"Raw Materials Sourcing Strategies of RMG Sector in
Bangladesh: A Study on SM Knitwears Ltd."**

Supervised by

**Professor Dr. Mohammed Masum Iqbal
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University**

Prepared by

Md. Momin Sarkar

ID: 241-14-035

Program: MBA

**Major in Supply Chain Management
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University**

Date of Submission: 15 September, 2025

Letter of Transmittal

15 September, 2025

To

Professor Dr. Mohammed Masum Iqbal
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Subject: Internship report on “Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd.”

Dear Sir,

I am writing to inform you that I have completed my Internship Report titled “**Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd.**” This report is a key component of my Master of Business Administration (MBA) degree requirements.

In this paper, I have detailed the objectives and scope of my study, outlined the methods used for data collection, and discussed the limitations encountered during my research. I have provided an analysis of the activities observed and offered recommendations for potential improvements based on my findings and expertise.

I hope the report meets your expectations and provides a comprehensive overview of my study. I am grateful for your guidance and feedback throughout this process. Please feel free to reach out if you have any questions or need further clarifications.

Sincerely yours,



.....
Md. Momin Sarkar

ID: 214-14-035

Program: MBA

Major in Supply Chain Management

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Student's Declaration

I, Md. Momin Sarkar, hereby declare that the internship report titled “**Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd.**” is the result of my work over the past three months at SM Knitwears Ltd. I confirm that this report has been prepared solely for academic purposes and is not intended for any other use.



.....
Md. Momin Sarkar

ID: 214-14-035

Program: MBA

Major in Supply Chain Management

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Certificate of Supervisor

This is to certify that the internship report entitled “**Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd.**” is prepared by **Md. Momin Sarkar**, ID: 241-14-035, as a requirement of the MBA Program under the Department of Business Administration and the Faculty of Business and Entrepreneurship at Daffodil International University.

The report is recommended for submission and acceptance.



.....
(Professor Dr. Mohammed Masum Iqbal)

Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Acknowledgement

I would like to extend my heartfelt gratitude to all those who supported, encouraged, and believed in me throughout my internship period, particularly during my work on Raw Materials Sourcing Strategies of RMG Sector in Bangladesh.

First and foremost, I thank the Almighty Allah for granting me the opportunity to complete this internship. I am deeply grateful to everyone who supported and assisted me, making the successful completion of this report possible. My sincere appreciation goes to Daffodil International University and SM Knitwears Ltd. for their immense support and guidance throughout the internship program. The experience of preparing this report was both challenging and rewarding, providing me with invaluable real-life insights into the RMG market.

I extend my special thanks to Mr. Syed Mohammed, MD of SM Knitwears Ltd., for his invaluable time, guidance, and encouragement during my internship. I also want to express my gratitude to my honorable supervisor, Professor Dr. Mohammed Masum Iqbal for his kind concern, valuable advice, and continuous support throughout the preparation of this report. His inspiring personality and extraordinary reinforcement have been greatly appreciated.

I am also grateful to all the management and non- management staff at SM Knitwears Ltd. who contributed to my learning experience.

Finally, I express my sincere appreciation to SM Knitwears Ltd. for providing me with the opportunity to undertake my internship at such a reputable organization.

Executive Summary

The internship report "Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd." provides a complete overview of the various tasks and operations inside the SM Knitwears Ltd.'s Procurement Department. The internship intends to shed light on the department's vital role in assuring the effective sourcing of raw materials and supplies, which has an impact on the organization's overall performance.

The paper begins with an overview of SM Knitwears Ltd., including information on its history, mission, and vision. It also briefly describes the Procurement Department's importance within the context of the organization.

The report's main section digs into the Procurement Department's actions and duties. This comprises a thorough examination of the procurement process, beginning with supplier selection and appraisal and continuing with order placement and inventory management. The paper also covers the department's difficulties and prospects, such as the need to secure a steady supply of high-quality raw materials while controlling costs and adhering to ethical and sustainability norms.

Throughout the report, numerous procurement methods and approaches such as vendor assessment, negotiation strategies, and procurement software are studied. Furthermore, the need of good internal and external communication and collaboration is emphasized as critical to the department's success.

The report also analyzes the role of technology in modern procurement methods, emphasizing the advantages of digitalization and automation. It also discusses the department's role in maintaining legal and regulatory compliance.

Finally, the internship at SM Knitwears Ltd. Procurement Department has given me excellent insight into the complexities and problems of procurement in a dynamic and competitive industry. The department's dedication to excellence, innovation, and sustainability is admirable, and its contribution to the organization's success should not be overlooked. This internship has highlighted the need of successful procurement strategies, as well as the need for ongoing improvement and adaptability in a constantly changing business environment.

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Chapter: 1

Introduction

1.1 Introduction

The Ready-Made Garment (RMG) sector plays a crucial role in Bangladesh's economy. Since its emergence as a key industry in 1978, Textile and clothing have become central to the country's export earnings, contributing approximately 85% of total exports. Of this, 75% is derived from the apparel sector, encompassing a wide range of products such as knit and woven shirts, blouses, trousers, skirts, shorts, jackets, sweaters, sportswear, and various casual and fashion items. The sector currently provides employment to over 1.5 million workers, predominantly women from underprivileged backgrounds.

This report provides a comprehensive overview of the RMG sector, including various departments such as Merchandising, Commercial, Production, Supply Chain, Human Resources, Compliance, and Management Information Systems (MIS). It also considers relevant organizations like BGMEA, BKMEA, the Export Promotion Bureau, yarn suppliers, Chittagong Port, insurance companies, and shipping companies. Through this report, I have gained a broad understanding of the RMG sector, offering insights that surpass those found in textbooks.

Merchandising is a vital aspect of the garment industry. Merchandisers must possess qualities such as diligence, persuasive skills, quick thinking, keen observation, and patience. Their role is indispensable for the smooth operation of garment factories. Without merchandisers, it would be challenging to maintain the efficiency of garment production and sales.

Buyer satisfaction is crucial in the RMG sector. Buyers, typically foreign clients, play a significant role in the industry. Satisfied buyers are likely to return, making it essential for merchandisers to ensure timely delivery and meet buyers' expectations. Failure to do so could result in the loss of clients.

The RMG sector is one of the fastest-growing export industries in Bangladesh. Its development represents a significant social and economic advancement for the country. To foster rapid growth and industrialization, the Bangladeshi government has adopted an open-door policy to attract foreign investment. As a result, there are now approximately 2,500 export-oriented RMG factories in Bangladesh.

1.2 Background of the Study

It is crucial for all MBA students to undertake a minimum three-month internship at an organization to acquire practical knowledge. Following this period, students are required to submit an internship report based on their experience and guidance from their supervising faculty. The topic of my internship report is “Raw Materials Sourcing Strategies of RMG

Sector in Bangladesh: A Study on SM Knitwears Ltd.” which is the result of my three-month internship at SM Knitwears Ltd.

1.3 Scope of the Study

This report is similar to a real-life case study in that it depicts the actual scenario of the chosen company. As a result, the range of this report is narrowed. The initial goal of this report is to get practical expertise in doing research in business companies. The scope of the study is broad enough to cover several areas of procurement, such as sourcing, negotiation, and supplier selection. It was part of my academic program to learn the procurement methods of SM Knitwears Ltd. in order to understand a real-life business environment.

The report also assists in determining SM Knitwears Ltd. problems, which may assist them in taking corrective steps now and in the future, as well as assisting me in my future career growth.

As a result, this report does not dive into the depths of the selected company's procurement activities; it is beyond the scope of this study to offer specific comments or recommendations other than relating the observed and reaching a conclusion.

1.4 Objectives of the Study

The study has been carried out with the following objectives.

- 01) To explain how SM Knitwears acquires high-quality yarn, fabric, and other materials that satisfy global standards;
- 02) To illustrate how SM Knitwears maintains strong relationships with reliable domestic and international suppliers for continuous supplies of materials.
- 03) To identify the problems related to raw materials sourcing strategies of SM Knitwears Ltd;
- 04) To make some recommendations to solve the problems;

1.5 Methodology of the Study

The methodology section outlines the process and procedures followed during the research, detailing how the report was developed and the sources of data used.

This report is based on the experience gathered during my internship, and it is exploratory in nature, focusing on qualitative analysis and description. It primarily relies on primary sources

of information, including interviews with managers and officers at SM Knitwears Ltd., as well as interactions with customers.

i. Nature of the Study:

The study is exploratory, emphasizing qualitative analysis and descriptive insights. It relies on primary data collected through direct interactions with company personnel and customers.

ii. Sources of Data:

Data for this report were obtained from two main sources: Primary and Secondary.

a) Primary Data:

- Practical work and discussions with executives from various departments, including Procurement, Planning, and Manufacturing.
- Personal experiences from meetings with customers.
- Observations and experiences gained by visiting different workstations.
- Direct investigation and interactions with merchandisers.

b) Secondary Data:

- Annual reports of SM Knitwears Ltd.
- Internal documentation
- Internet
- Website
- Folders and Files
- The Diary of SM Knitwears Ltd.

iii. Sample Size:

The study involved a total of 20 respondents:

- 10 respondents from the procurement department of SM Knitwears Ltd.
- 10 respondents from employees across various departments within the company.

iv. Sampling Method:

A convenience sampling method was employed to select the sample respondents.

v. Method of Data Collection:

Data were collected through interviews using a structured questionnaire, conducted at SM Knitwears Ltd.

vi. Data Analysis Technique:

Microsoft Excel was utilized for analyzing the collected data.

1.6 Limitations of the Study

During my internship, several limitations were encountered that affected the completion of this report. The main challenges faced are as follows:

1. **Time Constraints:** Limited time for data collection posed a significant challenge, affecting the depth and breadth of information gathered.
2. **Limited Availability of Merchandisers:** Merchandisers were often too busy to provide detailed information, which restricted the comprehensiveness of the data collected.
3. **Lack of Organizational Chain of Command:** An unclear organizational structure within the company hindered effective data collection and communication.
4. **High Employee Turnover and Reporting Practices:** Frequent employee turnover and inadequate reporting practices in the factory created difficulties in obtaining consistent and reliable data.
5. **Lack of Comparative Data:** The report does not include a comparison of SM Knitwears Ltd. data with that of other garment factories, which may lead to discrepancies in understanding the supply chain scenario.
6. **Communication Challenges:** The long distance between the factory and the university campus made it difficult to coordinate meetings and communication with the supervisor.

These limitations impacted the scope and depth of the report, and addressing them could provide a more comprehensive analysis in future studies.

Chapter: 2

Company Profile

2.1 About SM Knitwears Ltd.

SM Knitwears Limited, a sister concern of SM Group, is one of Bangladesh's most trusted ready-made garments export houses, since 2001. The principal activities of the Company are to manufacture and export 100% of knitted Readymade Garments. Amongst all the leading manufacturing units of Bangladesh, the company has made its position at the top level for its significant expertise. Our journey started with a dream to create an efficient and streamlined supply chain solution for our customers maintaining ethical business practices. With long-proven manufacturing excellence, supply & importing service, SM Knitwears have vertically expanded to yarn spinning and trims manufacturing as a complete one stop solution for all Knit Garments needs.

SM Knitwears is fully equipped with Knitting, Dyeing, Brushing, Printing, Embroidery, Sewing, Packing, and special washing unit equipped with modern machinery within the same premises. Furthermore, we have our own Yarn Spinning and own Accessories/Trims Factory for polybags, elastic, drawstrings, cartons, etc. in separate locations.

We are a 100 % compliant factory and achieved several audit reports/certificates such as BSCI, SEDEX, WRAP, STeP by Oekotex, Oekotex-100, CT-PAT, SUPIMA, Fairtrade, GOTS, OCS, GRS, RCS, Higg (FEM) as well as various prestigious awards. SM Knitwears Limited is engaged with the Better Work program. We are also Accord/RSC audited and achieved a Letter of recognition for Fire, Electrical, and Structural safety.

SM Knitwears Limited is running its business by establishing a vertical management system and congenial working environment which enabled the company to earn a reputation from globally reputed brands. The Company's strategic objective is to improve and consolidate its position in the RMG industry with continuous growth Philosophy.

SM Group is a large business conglomerate engaged in domestic and overseas business, starting its industrial operation with SM Knitwears Limited in Bangladesh, in the year of 2001. As a part of the natural growth of business operations, we have expanded from retailing Fashionwear to real estate, media, freight forwarding, and others. Relying on its fundamentals of Trust, Perseverance, and Innovation, the SM Group has successfully established the footprint of its goodwill in the entire country. SM Group of Companies has achieved consistent growth over the years expanding its horizon and diversifying its products and services range globally.

2.2 Vision of SM Knitwears Ltd.

To become a leading manufacturer of Knit Garments Products in the international market & to explore new era to achieve the highest level of success. At the same time, our mission is to ensure quality products and services to the customers within the shortest possible lead-time based on optimum utilization of the resources to achieve sustainable growth. We want to make sure that the overall purpose and scope of the business is meeting shareholders/stakeholders' expectations through maintaining business ethics and caring for the environment and exertion towards green planet.

2.3 Mission of SM Knitwears Ltd.

A premier quality company providing quality products and maintaining an excellent level of ethical and professional standards. At the same time, our vision is to work for continuous self-improvement to serve our customer with the best possible products and services and emerge as one of the most admired companies in the textile and knit garment's arena.

2.4 Core Values of SM Knitwears Ltd.

1. **Quality First** – Maintaining strict quality control at every production stage.
2. **Customer Satisfaction** – Understanding and meeting buyers' expectations.
3. **Integrity** – Conducting business with honesty and transparency.
4. **Sustainability** – Reducing environmental impact through eco-friendly practices.
5. **Teamwork** – Encouraging collaboration among employees and partners.

2.5 Objective of SM Knitwears Ltd.

- Creating strong business relationship with valued customers.
- Ensuring adequate capital & liquidity to sustain the business.
- Enhancing the positioning in the market and establish a stronger brand.
- Continuous development in setting up a progressive and professional management team, and a good employee program to run the merchandising, commercial operations and production.
- Rewarding the shareholders by increasing the value of their investments and maximization of wealth.

2.6 Major Products and Markets

SM Knitwears specializes in manufacturing knit garments for men, women, and children.

Product Range:

- Basic T-shirts
- Polo shirts
- Tank tops
- Hoodies & Sweatshirts
- Leggings
- Sleepwear & Sportswear

Key Export Markets:

- Europe (Germany, UK, France, Spain)
- North America (USA, Canada)
- Asia (Japan, South Korea)

The company works with both direct buyers and buying houses, supplying garments under their brand labels.

2.7 Organizational Structure

SM Knitwears Ltd. follows a hierarchical organizational structure with clear lines of authority and responsibility.

Key Levels of Management:

- ❖ **Top Management:** Chairman, Managing Director, and Directors who set strategic direction.
- ❖ **Middle Management:** General Manager (GM), Deputy GM, and Managers of various departments such as Production, Quality, HR, and Finance.
- ❖ **Operational Staff:** Supervisors, operators, and skilled workers involved in daily production activities.

Main Departments:

- 1) Administration & HR
- 2) Production & Planning (Knitting, Dyeing, Sewing, Finishing)
- 3) R&D

- 4) Quality Assurance & Control
- 5) Marketing & Merchandising
- 6) Procurement & Sourcing
- 7) Maintenance
- 8) IT Department.
- 9) Commercial Department.
- 10) Finance & Accounts
- 11) MIS & Audit
- 12) Compliance & Sustainability

2.8 Production Process Overview

The production process in SM Knitwears involves multiple stages:

- 1) **Order Confirmation** – Receiving purchase orders from buyers.
- 2) **Raw Material Sourcing** – Procuring yarn, fabric, accessories, dyes, and chemicals from approved suppliers.
- 3) **Knitting** – Converting yarn into fabric using circular knitting machines.
- 4) **Dyeing & Finishing** – Adding colors, patterns, and finishing treatments to fabric.
- 5) **Cutting** – Using CAD-based patterns to cut fabric pieces.
- 6) **Sewing & Assembly** – Stitching fabric pieces into garments.
- 7) **Finishing** – Trimming, ironing, tagging, and packing garments.
- 8) **Quality Control** – Inspecting products at each stage to meet buyer specifications.
- 9) **Shipping** – Dispatching finished goods to buyers through sea or air freight.

2.9 Business Ethics of SM Knitwears Ltd.

SM Knitwears Ltd. is committed to upholding the highest ethical standards, including:

- **Child Labor:** The use of child labor is strictly prohibited. Individuals under the age of 18 are not permitted to work in our organization.
- **Working Conditions:** We ensure that working conditions comply with labor laws, providing a safe and supportive environment for all employees and workers.
- **Non-Discrimination:** Discrimination based on race, religion, region, or political opinion is not tolerated. We are committed to equal employment opportunities,

including recruitment, compensation, training, and development, with all decisions made impartially by the authorities.

2.10 Sister Concerns of SM Knitwears Ltd.



Company Overview

S M Accessories Limited is one of the manufacturing companies of SM Group. It is a Garment Accessories manufacturing factory which has been established in 2023. Amongst all the leading accessories manufacturing units of Bangladesh, the company has made its position at the evolving level for its significant expertise.



Company Overview

SM Spinning Limited is one of the manufacturing companies of SM Group. It is a Garment yarn manufacturing factory which has been established in 2014. Amongst all the leading yarn manufacturing units of Bangladesh, the company has made its position at the evolving level for its significant expertise.

Chapter: 3

Theoretical Frameworks

3.1 Supply Chain Management

Supply chain management (SCM) is the dynamic administration of store network exercises to amplify client esteem and accomplish a feasible upper hand. It speaks to a cognizant exertion by the store network firms to create and run supply chains in the best and effective ways that are available. Inventory network exercises spread everything from item advancement, sourcing, creation, and coordination, just as the data frameworks expected to arrange these exercises.

The idea of Supply Chain Management (SCM) depends on two center thoughts:

The first is that for all intents and purposes each item that achieves an end client speaks to the total exertion of different associations. These associations are alluded to all in all as the production network.

The second thought is that while supply chains have existed for quite a while, most associations have just focused on what was occurring inside their "four dividers." Few organizations saw, significantly less dealt with, the whole chain of exercises that eventually conveyed items to the last client. The outcome was incoherent and frequently inadequate supply chains.

The associations that make up the production network are "connected" together through physical flows and information flows.

3.2 Physical Flows

Physical flows include the change, development, and capacity of merchandise and materials. They are the most unmistakable bit of the production network. In any case, similarly as imperative are data streams.

3.3 Information Flows

Information flows permit the different inventory network accomplices to facilitate their long-haul plans, and to control the everyday stream of products and materials here and there the store network.

3.4 Characteristics of Supply Chain Management

There is multiple characteristics of supply chain management. I have tried to highlight some of those below.

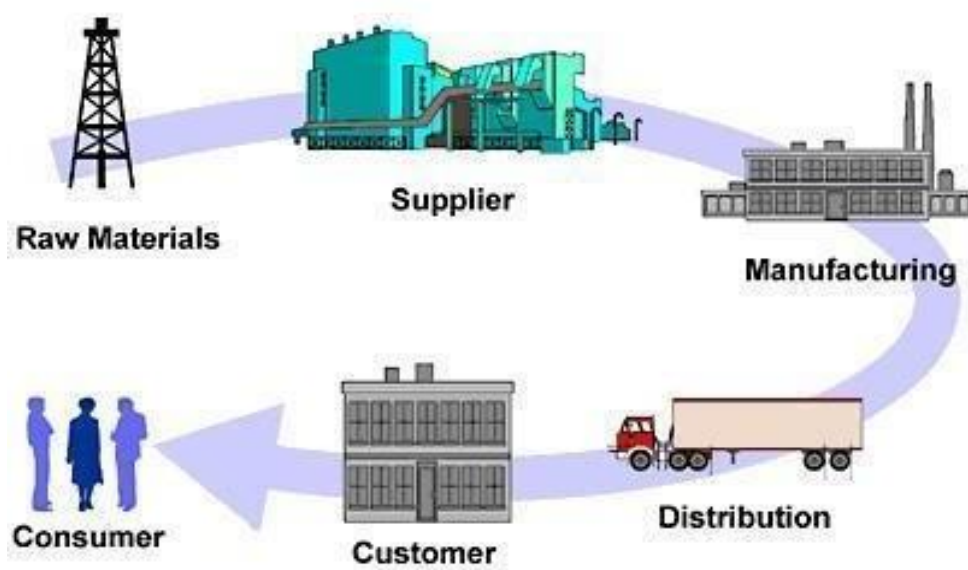
- Focus on total landed cost
- Sharing of information and risks
- Measurement of improvement
- Joint planning of supply systems and initiatives, team approaches



3.5 Stages of Supply Chain Management

There are six different stages of supply chain management of a company. These are:

- Raw materials
- Supplier
- Manufacturing
- Distribution
- Customer
- Consumer



3.6 Procurement Process

It is the way toward getting the products as well as administrations your organization needs to satisfy its plan of action. A portion of the assignments associated with the acquirement procedure incorporate creating measures of value, financing buys, making buy orders, arranging value, purchasing merchandise, stock control, stock administration, and transfer of waste items like the bundling. In the general production network process, obtainment stops once your organization has ownership of the merchandise. To make a benefit, the expense of obtaining your merchandise must be not exactly the sum you can sell the products for, short whatever costs are related with preparing and offering them.

Again, about supply chain we can say, it comprises of everyone engaged with getting your item in the hands of a client. It incorporates crude material gatherers, producers, transportation organizations, discount distribution centers, in-house staff, stock rooms and the adolescent at the register. It likewise incorporates the undertakings and capacities that add to moving that item, for example, quality control, statistical surveying, obtainment, and key sourcing. Utilizing the above similarity, the supply chain can be viewed as the whole chair, while procurement and sourcing are portions of the chair.

Stages of a procurement process



3.7 Importance of Procurement in Supply Chain Management

To have the capacity to deal with the quickly changing interest designs and spry business working models, the present supply chains are experiencing a makeover from being quiet, unidimensional arrangements of discrete capacities to being dynamic, audacious and interconnected systems. To accomplish business targets and convey greatest consumer loyalty, capacities, for example, producing, arranging, acquisition, stock administration, and coordination are collectively bridling start to finish supply chain.

The aforementioned comprehensive methodology is empowered by new age advancements. A model would be distributed computing with fixings, for example, worked in adaptability, network, installed examination and portable availability which serves an incredible dish for organizations to increase upper hand in the business sectors. Notwithstanding, it isn't sufficient newer contemplations are in progress where in providers are required to convey significantly more and have a critical influence toward an organization's prosperity. Their capacity to fulfill client need, store network execution and by and large business execution and benefit result.

In such manner, there is a need to oversee providers to guarantee solid conveyance from their end and hazard relief. This duty has a place with acquirement that must consider a change of conventional get to-pay and cost-funds to an increasingly key methodology toward qualifying, on-boarding and overseeing providers.

Provider chance is known as the second most elevated need for CPOs after their customary job in overseeing cost and benefit. If not oversaw skillfully, Supplier execution can seriously affect an organization's money related outcomes and harm its notoriety. To beat this, a complete provider the board system is pivotal. Acquirement specialists with expansive provider bases, complex production network tasks and a lot of direct spend, should in the blink of an eye embrace a provider chance administration system by which they can make a trained structure for providers to convey to the organization's most extreme business desires.



3.8 Procurement Challenges

Procurement leaders wear multiple hats and manage a range of responsibilities from identifying needs to managing vendors and processing payments. There's never a slow day in the procurement department.

A number of activities such as purchase request management, purchase order process, contract management, supplier lifecycle management and much more are flooding the procurement landscape. In the midst of chaos, procurement leaders often do not have sufficient time to address common procurement challenges.

Here are some common procurement challenges facing companies of all sizes-

- Reduction of risks: Supply risk in the procurement process is always a major challenge. The most common type of risk is market risks, potential fraud, and cost, quality, and delivery risks. In addition, compliance risks such as anti-corruption, adherence to policies, and more are keeping your procurement leaders up all night.
- Long process cycle: Products and services are most often procured at the last minute with a sense of urgency. Consequently, the actual lead times and the procurement cycle tend to be significantly longer than expected or planned. The common reasons for delay in the procurement process are listed below:
 - Delays in the preparation of technical specifications
 - Overlooking the timetable of procurement
 - Extending the timetable for submission of bids / proposals
 - Failure to initiate the evaluation process on time
- Inaccurate information: Organizations need accurate and reliable data to make sound procurement decisions. Making purchases based on inaccurate procurement data can lead to shortages in inventory, excess inventory, and other additional procurement challenges that may directly impact the bottom line of an organization.
- Strategic procurement: As the procurement process continues to become more collaborative and strategic, organizations are beginning to realize the benefits of having a strong procurement strategy in place. However, it is a distinct challenge to understand the strategic implications of each step and to find a way to implement it across all functional business units.
- Supplier-related issues: Supplier management is one of the biggest challenges in procurement. The entire process is filled with complications, ranging from identifying

the right supplier to keeping track of vendor performance and ensuring stable supply of quality products.

3.9 Supply Chain Management of SM Knitwears Ltd.

Any service delivery system can be viewed as a chain or network of activities, which involves number of participants. Just like Supply Chain in manufacturing, in services also we can see that all the participants are related to each other. The objective of achieving efficiency and or responsiveness is equally important and relevant in the whole network of participants involved in delivery service called service Supply Chain. The structure of Supply Chain can vary from a simple serial Supply Chain to a broad network of Supply Chain entities.

All sort of Procurement and dispersion of SM Knitwears Ltd. has been occurred through Supply Chain and Procurement office which works under Finance division. SM Knitwears Ltd. pursues brought together acquirement system with an arrangement for obtainment to meet the everyday and crisis prerequisites for every one of its workplaces and capacities.

Procurement and Supply Chain Management division is similarly new SM Knitwears Ltd. Store network was there in SM Knitwears Ltd. from the earliest starting point yet this office wasn't separate or composed. It has been isolated and turned into an entirely different office since last 2-3 years. So, my first inquiry of this review was to what extent representatives have been working at Procurement and Supply Chain office among the complete 13 individuals who are right now working here since it got isolated.

3.10 Types of Raw Materials Used

SM Knitwears Ltd. sources a wide range of raw materials essential for its knitwear production. These include:

1. **Yarn** – Cotton, polyester, viscose, blended yarns (e.g., cotton-polyester blends).
2. **Fabric** – Single jersey, rib, interlock, pique, fleece, and other knit fabrics.
3. **Accessories & Trims** – Buttons, zippers, sewing threads, labels, tags, elastic, and tapes.
4. **Dyes & Chemicals** – Reactive dyes, disperse dyes, softeners, and finishing chemicals.
5. **Packaging Materials** – Polybags, cartons, and hangtags.

The company carefully selects suppliers for each category to ensure quality consistency and compliance with buyer requirements.

Chapter: 4

Analysis

4.1 Procurement Department

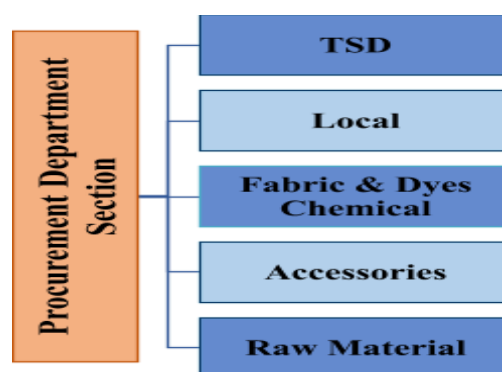
The process of acquisition of commodities, services, or materials that an organization needs to sustain its operations and accomplish its goals is known as procurement. It entails tasks including determining sourcing requirements, assessing potential suppliers, settling on terms and prices, drafting purchase orders, and assuring the prompt delivery of the purchased goods. The goal of good procurement processes is to maximize value while upholding moral and legal obligations.

A company's procurement department is crucial to its operations, particularly those of businesses like SM Knitwears Ltd. Knitwear's. Within a company, the procurement department plays a crucial role in overseeing the strategic acquisition of resources needed for ongoing operations and long-term objectives. This division is in charge of managing the entire procurement procedure, from determining the organization's needs through finding acceptable suppliers, contract negotiations, and supplier performance evaluation.

4.2 Section of Procurement Department

The five sections of the procurement department, each deal with a distinct kind of material for procurement. They are given below:

TSD: All new IT and networking equipment, all capital machineries and equipment, all imported spare parts and goods linked to machines, equipment, and constructions, as well as civil and interior works, fabrication, fitting, and fixing, as well as related technical services and service contracts.



Local Procurement: All locally produced goods and services. like: stationary, lab items, wax, some interior works etc.

Fabric and Dyes Chemical Procurement: Fabric testing, production chemicals, and dyes, etc. Usually sometimes dyes & chemicals are locally procured but most of the time they are

imported. Like: Dyes Chemicals are imported from Belgium, India, Vietnam, Thailand, Japan, Turkey & German etc. It almost takes within or above 1 month to come in BD. Fabric are also imported from Pakistan, India, Vietnam, Korea etc.

Accessories Procurement: Production consumable trims and accessories are purchased as accessories. Like: scissors, jip, buttons.

Raw Materials Procurement: All raw materials, including raw cotton, fibers, waste cotton, yarn, and relevant certificates and service agreements, are procured. Usually sometimes raw materials are imported procured but most of the time they are locally procured. Like: yarn is imported from China, India, Vietnam, Pakistan etc. It almost takes 15 days-1.5 months to get the goods from these countries.

4.3 Key Functions of the Procurement Department

The procurement department makes a substantial contribution to the organization's overall efficiency, cost control, and ultimately its performance in a competitive market by assuring the timely and cost-effective acquisition of goods, services, and materials. It is essential for developing and sustaining fruitful partnerships with suppliers, for allocating resources optimally, and for reducing supply chain risks.

The following list summarizes the main duties and tasks of SM Knitwears Ltd. procurement department:

- **Sourcing and Supplier Management:** Finding and evaluating possible suppliers who can deliver the needed goods and services is the responsibility of the procurement department. Relationships are built with these suppliers, terms and conditions are negotiated, and it is made sure that the chosen suppliers adhere to the company's quality and delivery criteria.
- **Purchase Planning:** To forecast the organization's needs, the procurement team works with other departments like: goods. To develop efficient purchasing strategies that avoid overstocking or understocking of materials, they examine historical data, market trends, and demand estimates.
- **Procurement Process:** This division is in charge of overseeing the entire procurement process. To make sure that products are purchased promptly and in accordance with the company's budget and rules, they write purchase orders, secure the appropriate permissions, and keep an eye on the procurement cycle.

- **Cost Management:** Effective cost management is one of the procurement department's primary tasks. This include negotiating advantageous terms with suppliers, looking for chances to buy in bulk or save money, and investigating alternatives that provide greater value for the money.
- **Contract Management:** The procurement team is in charge of drafting and overseeing supplier contracts. To create a seamless and open commercial connection, these contracts lay out the terms, conditions, price, and performance expectations.
- **Risk management:** The department of procurement examines potential risks that could arise in the supply chain, such as interruptions in supply, problems with quality, or modifications in market circumstances. They create plans to lessen these risks and keep the organization running normally.
- **Inventory management:** Procurement helps with inventory management by making sure that the proper quantities of products are ordered to meet demand while reducing excess stock.
- **Evaluation of Supplier Performance:** The procurement division continuously keeps track of the performance of suppliers to make sure they adhere to the predetermined requirements for reliability, quality, and delivery.

4.4 Material Sourcing & Quality Assurance at SM Knitwears Ltd.

At SM Knitwear's, our commitment to quality begins long before the manufacturing process it starts with the careful and strategic sourcing of raw materials. We understand that the foundation of a world-class garment lies in the integrity and performance of its components. That's why we follow a meticulous, multi-stage approach to acquire high-quality yarn, fabric, and other essential materials that fully comply with international benchmarks.

1. Strategic Partnerships with Certified Suppliers

We collaborate with a network of globally recognized suppliers and mills who are known for their excellence in producing sustainable and high-performance materials. These partners are selected based on strict criteria, including their certification credentials, quality control systems, ethical practices, and environmental standards. Most of our suppliers hold certifications such as:

- **OEKO-TEX® Standard 100** – ensuring products are free from harmful substances
- **GOTS (Global Organic Textile Standard)** – for organically produced fibers
- **BCI (Better Cotton Initiative)** – promoting responsible cotton production

- **ISO Certifications** – for quality management and environmental management systems.

2. Rigorous Material Selection Process

Every yarn and fabric we purchase undergoes an in-depth selection process. We evaluate samples for:

- Fiber strength and durability
- Colorfastness to light, washing, and rubbing
- Shrinkage and dimensional stability
- Hand feels and appearance
- Compliance with global safety and environmental norms

This ensures that only the highest-grade materials are approved for production.

3. Sustainable and Ethical Sourcing

SM Knitwear is deeply committed to sustainable fashion. We actively seek out eco-friendly materials, such as organic cotton, recycled polyester, and biodegradable fibers. We prioritize suppliers who use environmentally safe dyes, water-efficient processes, and renewable energy in their production systems. Furthermore, we ensure our sourcing practices align with labor laws and fair-trade principles, supporting a responsible and transparent supply chain.

4. Continuous Quality Assurance

Once materials are sourced, they undergo additional in-house and third-party testing before being integrated into our production lines. Our QA team conducts:

- Randomized bulk inspections
- Lab testing for physical and chemical properties
- Compliance checks with client-specific and international requirements

This layered approach helps us maintain consistency, traceability, and excellence at every stage.

5. Innovation and Responsiveness

We stay ahead of industry trends by continuously exploring innovative textiles and technologies. Whether it's moisture-wicking fabrics, antimicrobial finishes, or lightweight performance yarns, we ensure that the materials we procure not only meet today's standards but also anticipate the needs of tomorrow's market.

4.5 Supplier Selection Process

Although SMK L doesn't publish its internal procurement guidelines, businesses with similar profiles typically follow this structured process:

1) Clarify Procurement Requirements

Define product/material specifications, quality standards, volume needs, delivery timelines, pricing, and compliance expectations.

2) Market Research & Supplier Sourcing

Identify potential suppliers via trade networks, certifications (e.g., GOTS or SEDEX-registered vendors), recommendations from buyers, or industry directories.

3) Preliminary Screening

Check legal credentials, compliance certifications, industry reputation, financial stability, production capacity, and ethical track record.

4) Supplier Evaluation & Scoring

Evaluate suppliers across criteria like quality systems, capacity, reliability, flexibility, financial health, compliance systems, and pricing.

Tools may include scorecards, questionnaires, RFPs, site audits, and sample testing.

5) On-Site Audits & Assessment

Conduct factory visits to verify operational standards, working conditions, quality control, compliance, and infrastructure.

6) Trial Orders & Performance Monitoring

Place small initial orders to assess quality, on-time delivery, communication, and production consistency.

7) Approval & Inclusion

Add qualified suppliers to an Approved Supplier List (ASL) following internal endorsement.

8) Ongoing Performance Management

Continuously monitor suppliers through periodic audits, feedback loops, and performance metrics (quality, delivery, responsiveness).

4.6 Single Sourcing Strategies of SM Knitwears Ltd.

At SM Knitwears Ltd., single sourcing is a strategic procurement approach used to enhance consistency, build strong supplier relationships, and ensure a streamlined supply chain. Instead of relying on multiple vendors for the same raw materials or services, we strategically

partner with select, trusted suppliers to fulfill specific sourcing needs. This approach enables us to maintain tighter control over quality, delivery timelines, and cost efficiency.

1. Long-Term Supplier Partnerships

SM Knitwear forms long-term alliances with reliable and certified suppliers who have proven track records in delivering consistent quality and meeting international compliance standards. These relationships are built on trust, transparency, and mutual growth, allowing us to negotiate better pricing, benefit from supplier innovation, and ensure priority service even during market fluctuations or raw material shortages.

2. Quality Consistency and Standardization

By sourcing specific materials such as yarns, fabrics, trims, and dyes from a single approved supplier, we ensure product consistency across all production batches. This reduces variability in color, texture, and finish, which is critical for maintaining brand standards and fulfilling buyer specifications across large-scale orders.

3. Streamlined Communication and Collaboration

Single sourcing simplifies supplier communication. Our teams work closely with designated suppliers to align production schedules, quality parameters, and compliance requirements. This one-on-one collaboration facilitates faster decision-making, quicker problem resolution, and the ability to implement improvements efficiently.

4. Enhanced Supply Chain Efficiency

Having a dedicated source for key materials shortens lead times, improves supply chain visibility, and minimizes procurement complexities. It also reduces administrative burden, as fewer vendors mean fewer contracts, invoices, and logistics arrangements. This enhances our ability to meet tight production deadlines and ensures smooth order execution for global clients.

5. Focus on Compliance and Certifications

Our single-source suppliers are rigorously vetted and required to hold relevant international certifications such as:

- OEKO-TEX® Standard 100
- GOTS (Global Organic Textile Standard)
- BCI (Better Cotton Initiative)
- ISO 9001 & ISO 14001

This ensures that all materials acquired through single sourcing meet environmental, safety, and ethical standards demanded by global buyers.

6. Risk Management and Contingency Planning

While single sourcing can concentrate risk, SM Knitwear mitigates this through strategic backup planning. We maintain shadow agreements and contingency sources for critical materials, enabling us to switch supply channels rapidly if unforeseen disruptions occur—such as geopolitical instability, supplier capacity issues, or natural disasters.

4.7 Dual Sourcing Strategies of SM Knitwears Ltd.

At SM Knitwears Ltd., we employ a dual sourcing strategy as a key part of our procurement and supply chain management framework. This approach involves sourcing the same material or component from two approved suppliers instead of relying on a single vendor. By doing so, we strike a balance between supply chain security and operational flexibility ensuring that our production remains uninterrupted while maintaining quality and cost-effectiveness.

1. Supply Chain Risk Mitigation

One of the primary motivations for dual sourcing is to reduce dependency on a single supplier, thereby minimizing the risks associated with supply disruptions. Whether due to political instability, raw material shortages, logistical delays, or unexpected supplier failures, dual sourcing ensures that we always have a backup supply source ready to respond.

2. Flexibility in Production Planning

With two approved suppliers for key materials like yarn, fabric, or trims, we maintain greater scheduling flexibility. This allows SM Knitwears to quickly scale production up or down based on order volumes, client deadlines, or seasonal demand without compromising on material availability or delivery timelines.

3. Competitive Pricing and Negotiation Leverage

Having two suppliers enables cost benchmarking and competitive pricing. By leveraging price comparisons between vendors, we are better positioned to negotiate favorable terms while encouraging continuous improvement in service, lead time, and innovation.

4. Quality Assurance Through Redundancy

Each supplier in our dual sourcing model is required to meet the same rigorous quality, safety, and compliance standards. This redundancy ensures that in the event of a shift between suppliers, the quality of materials used in production remains consistent. Regular quality audits and testing are conducted for both vendors to maintain alignment with international certifications such as:

- OEKO-TEX® Standard 100

- GOTS (Global Organic Textile Standard)
- ISO 9001 / 14001
- BCI (Better Cotton Initiative)
- 5. Regional Diversification

Dual sourcing also enables geographical diversification. For example, one supplier may be based locally for faster deliveries, while the other may be international, offering cost or specialization advantages. This geographic split reduces the impact of regional disruptions (such as transportation strikes or port delays) on the overall supply chain.

6. Business Continuity and Scalability

Dual sourcing ensures business continuity during periods of high demand or crisis. It provides additional production capacity during peak seasons, major export orders, or special client projects. This approach enhances our scalability and enables SM Knitwear to respond quickly to changing customer needs and global market conditions.

4.8 Domestic vs. International Sourcing of SM Knitwears Ltd.

Domestic Sourcing

SM Knitwears is highly vertically integrated, operating its own:

- Yarn spinning unit (SM Spinning Mills Ltd.)
- Accessories and trims production (SM Accessories Ltd.), including polybags, elastics, and drawstrings.
- This setup suggests a substantial portion of raw materials are sourced in-house, thus domestically.

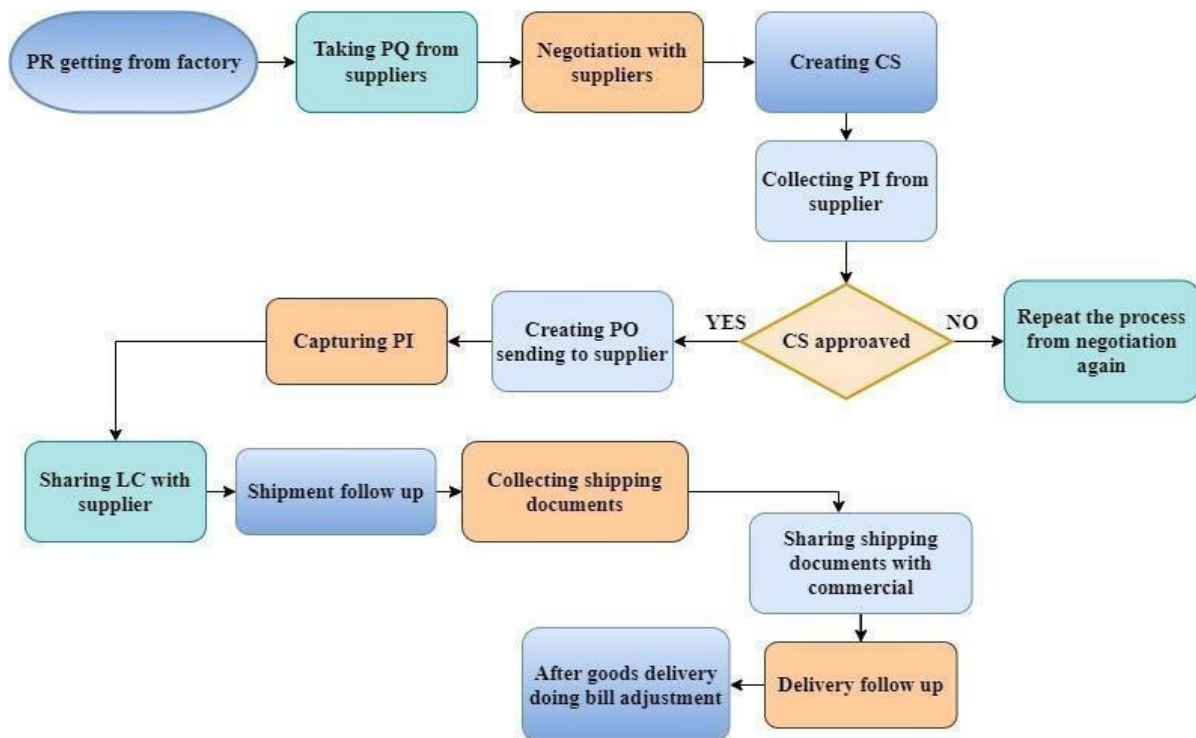
International Sourcing

- According to trade data, SMKL engaged in a significant level of imports during Fiscal Year 2023–24:
- They received 480 import shipments, totaling approximately \$6.37 million USD.

The major importing countries were:

- ❖ Bangladesh (domestic suppliers),
- ❖ China,
- ❖ Indonesia,
- ❖ Hong Kong, and even Saint Barthelemy.

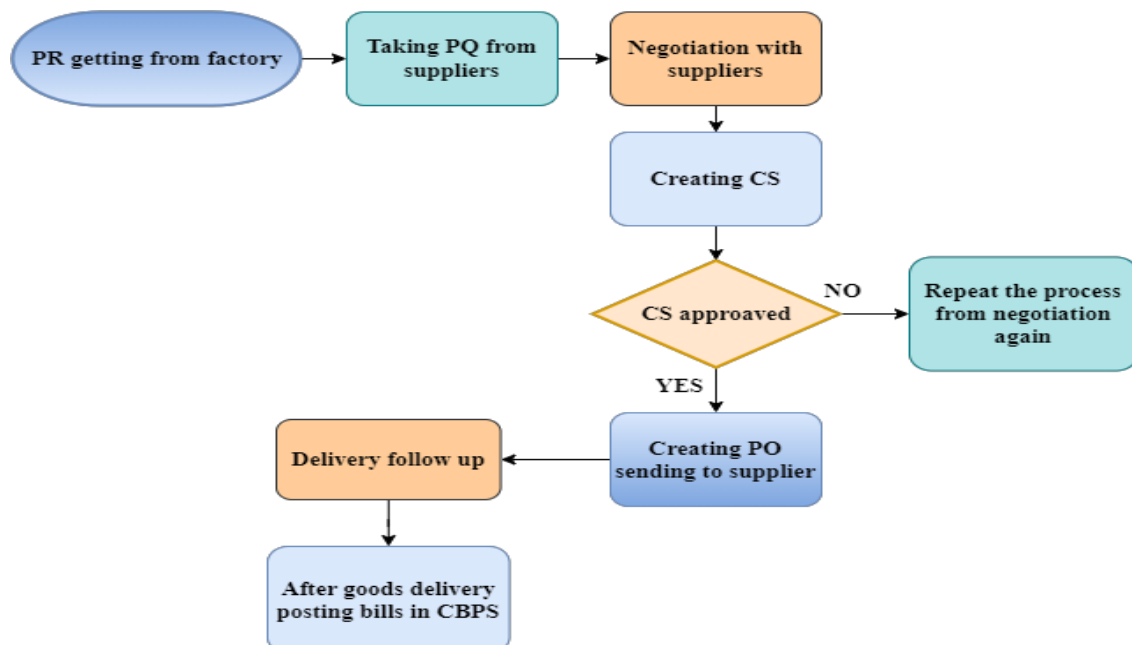
4.9 Work Process of Procurement Department (Import)



- When any customer gives orders of trouser, shirt then merchandise give PR according to the need of the raw materials to make the product (trouser). After getting PR, the procurer will display the PR list and will ask the user (factory) about the lead time. According to that if there is any sole agent then PQ will only take from that supplier otherwise will take PQ from multiple suppliers.
- Then they will move to negotiate with the suppliers but before that need to check the previous price of that item, if that item is purchased before. Then need to check whether the present PQ is higher or lower. According to the previous price report, negotiation with suppliers will be easier.
- If the present price is too high without any valid reason, then the procurer needs to negotiate with the supplier for lowering the price. Again, if the present price is too low then it also needs to know from the supplier why the price is too low for this good. After that will start to create CS in SAP and will send for approval from the Head, at the same time will collect PI from the nominated suppliers.
- When CS is approved then will start to create PO, a written request is sent to supplier for goods at an agreed price. At the time of sending PO to the supplier, the PO should be released in SAP from the Head.

- When PO is released then will move to capture the PI in SAP, so that LC can be opened by the commercial and other shipment processes will be started. When LC is opened then the procurer shares this LC with the supplier. Thus, the supplier becomes confirmed and starts the shipment process. Procurer needs to follow up the shipment & when goods are shipped, supplier share the documents (bill of loading, CI, PL etc.) with the procurer.
- Then procurer share the shipment documents with the commercial so that the commercial can use it for further process of import. Then procurers need to follow up goods from custom clearance to delivery to the factory.
- After delivery incident like the goods are damaged or not, whether there is any quality issue or not or whether the goods have any shortage etc. need to be aware by the procure, so that they can tell the supplier for solving the issue.
- If everything is fine then will forward to bill adjustment in SAP by CI no& value, LC number, quantity etc. Then finance & accounts department will audit and closed the bill.

4.10 Work Process of Procurement Department Local



When any customer gives orders of trouser, shirt then merchandise give PR according to the need of the raw materials to make the product (trouser). After getting PR, the procurer will display the PR list and will ask the user (factory) about the lead time. According to that if there is any sole agent then PQ will only take from that supplier otherwise will take PQ from

multiple suppliers. Then they will move to negotiate with the suppliers but before that need to check the previous price of that item, if that item is purchased before.

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At the time of sending PO to the supplier, the PO should be released in SAP from the Head. Then procurers need to follow up goods from loading to truck to delivery to the factory. After delivery incident like the goods are damaged or not, whether there is any quality issue or not or whether the goods have any shortage etc. need to be aware by the procure, so that they can tell the supplier for solving the issue. If everything is fine then supplier will give mushak, delivery note & bill to the factory which will be posted in CBPS by the procurer.

As no advance payment was done and buying from local supplier the payment is on cash on delivery thus by posting it means to request the finance & account department to audit and pay the bill to the suppliers.

4.11 Supply Chain of Knitwear Industry



SM Knitwears Ltd. has a precisely planned supply chain process that represents efficiency and quality. Beginning with the acquisition of raw materials, the company works with reputable suppliers to obtain the finest fibers and Knitwear's. It also follows the same supply chain as the Knitwear's industry, which is further discussed:

The Knitwear's industry's supply chain process is a complicated and interconnected journey that spans the whole lifetime of Knitwear's production, from the sourcing of raw materials like cotton through the delivery of finished products to the eager client. It usually begins with the sourcing of raw materials such as cotton, wool, or synthetic fibers, which are often sourced from diverse geographical regions to assure the best quality and variety, and is then followed by the spinning process, in which the cotton fibers are twisted and drawn into yarns or threads. These threads then progress to the grinning stage, where they go through extra processing is required to maintain consistency and strength.

Once prepared, the threads travel through knitting and weaving machines, where they are delicately interwoven to produce fabric with a variety of patterns and textures. Following this, the fabrics are dyed, where brilliant colors are incorporated into the fabric to enhance its appeal. To ensure industry standards, quality inspections are performed at each level.

Following dyeing, the cloth is carefully cut into the required patterns and pieces, which is an important stage in the garment-making process. These components are then expertly put together to form clothing and Knitwear's products in a variety of shapes and designs. When the Knitwear's are finished, they are rigorously examined and packaged for warehousing.

Warehousing is an important link in the supply chain, where products are efficiently held until they are ready for distribution. Inventory management is required at this stage to ensure that the right products are available at the right time. Finally, the finished items are supplied to the end customer via a network of retailers, wholesalers, and e-commerce platforms, who excitedly awaits the high-quality Knitwear's that have traveled through the numerous steps of the supply chain.

In recent years, the Knitwear's industry's supply chain has prioritized sustainability and ethical considerations. Many businesses are concentrating more on obtaining sustainable raw materials, employing eco-friendly dyeing procedures, and guaranteeing fair labor practices throughout the manufacturing process. This shift in supply chain processes demonstrates a commitment to meeting consumer demands for both quality and responsible production, as well as addressing environmental concerns and delivering products that meet the ethical standards of a more conscientious customer base.

4.12 Procuring Raw Materials/Import in SM Knitwears Ltd.

The procurement process is a crucial function in any business that assures the acquisition of goods and services required for smooth operations. The following is an expanded overview of the essential processes in the raw material acquisition process:

Step 1: The user creates a purchase requisition (PR)

The procurement procedure begins when a user (factory) discovers a need for products or services and makes a Purchase Requisition (PR). This document specifies what is needed, including specifications, values, and any other required data. The PR serves as the initial procurement request.

Step 2: Verify requirements with user/planning/marketing

Once the PR has been created, it must be verified. The user analyzes the PR with help from the planning and marketing teams to ensure that the requested items correspond with business goals and objectives. At this step, any contradictions or clarifications are addressed in order to refine the criteria.

Step 3: Submit a request for quotation (RFQ)

The procurement team starts the Request for Quotation (RFQ) process after receiving the validated PR. This includes sending RFQs to potential or sole suppliers and encouraging them to provide competitive bids. Typically, the RFQ includes requirements, quantities, and other pertinent information to assist suppliers in providing accurate quotations.

Step 4: Negotiation of Price and Lead Time

Negotiations begin after receiving bids from vendors. The procurement team negotiates prices, lead times, payment conditions, and other contractual issues with suppliers. The goal is to obtain the best terms and conditions for the company while keeping a pleasant relationship with the supplier.

Step 5: Confirm the order/ask Contract/proforma invoice

Once the talks are completed, the procurer will either approve the order for a local transaction or request a Proforma Invoice (for foreign transactions) from suppliers or establish a formal contract (for more complex deals). This document outlines the established terms and serves as a legally enforceable contract between the organization and the supplier.

Step 6: Obtain Management Approval

Before proceeding, the procurer seeks management clearance to guarantee compliance with the organization's procurement policy and budgetary limits. Different levels of permission may be necessary depending on the value and nature of the procurement.

Step 7: Sending the PI to commercial for LC/TT

The procurement department sends the Proforma Invoice (PI) to the commercial team in international transactions. The commercial team is in charge of beginning operations involving Letters of Credit (LC) or Telegraphic Transfers (TT) in order to permit payment to the supplier, as well as other customs-related issues.

Step 8: Forward the LC to the supplier

If an LC is involved, the procurer shares it with the supplier as assurance that payment would be delivered upon satisfaction of the contract's requirements. This phase is critical in international trade because it establishes confidence between the customer and the provider.

Step 9: Follow up with the supplier regarding shipment and collection of shipping documents

Following order confirmation, the procurement team communicates with the supplier to supervise the production, packaging, and transportation of the ordered products. This guarantees that the supplier follows through on the agreed-upon delivery timetable.

Step 10: Distribute shipping documentation to the commercial team

When the supplier ships the items, they supply the procurement team with shipping documents (e.g., bill of lading, packing list, commercial invoice, certificate of origin). These documents are subsequently distributed to the commercial team in order to expedite customs clearance and payment processing.

Step 11: Commercial products are released from ports and delivered to the factory

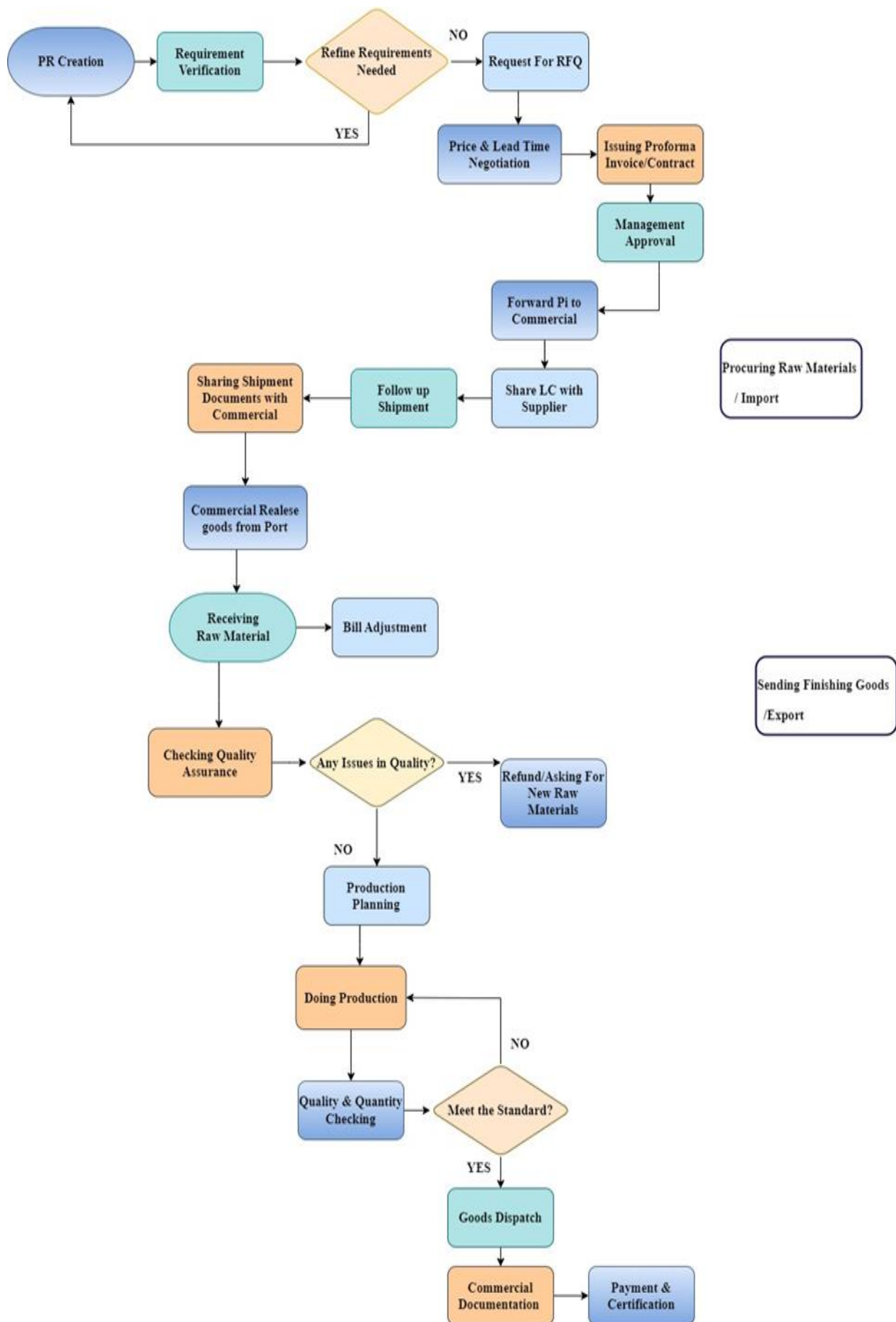
The commercial team ensures compliance with import/export legislation and releases the products from the ports after obtaining the shipping documentation. The goods are subsequently delivered to the plant.

Step 12: The factory material management team receives the products and distributes the goods received documentation.

The Material Management Team at the factory receives the raw materials and inspects them to ensure that they meet the specifications and quantities specified in the purchase order. They also create and distribute Goods Received Documents.

Step 13: Bill Adjustment

Finally, the procurement staff modifies the bill based on the actual quantity and quality of products received. Any problems are rectified by dialogue with the supplier, and the final invoice is processed for payment if it is an inland LC, otherwise the transaction is closed after the final invoice for advance payment in TT or foreign LC.



4.13 Supplier Relationship Management of SM Knitwears Ltd.

1) Strategic Partnerships

SM Knitwears Ltd. builds long-term relationships with selected key suppliers. These partnerships are nurtured through trust, transparency, and shared goals. Strategic suppliers may be involved in product development, innovation, and planning processes.

2) Regular Evaluation & Audits

Suppliers are evaluated through periodic performance reviews based on key performance indicators (KPIs) such as:

- On-time delivery
- Product quality
- Responsiveness
- Compliance with ethical and environmental standards

Third-party audits and internal inspections are conducted to ensure adherence to buyer expectations.

3) Information Sharing & Collaboration

Timely and transparent communication is maintained with suppliers to share forecasts, production plans, technical specifications, and compliance guidelines. Collaboration during the product development stage helps ensure better alignment and fewer errors.

4) Risk Management

To mitigate supply chain disruptions, SM Knitwears Ltd. maintains relationships with multiple suppliers for critical materials. Contingency plans are in place in case of quality failures, shipment delays, or political/economic instability.

5) Supplier Development

The company invests in training and technical assistance to help suppliers improve quality, compliance, and process efficiency. This approach fosters loyalty and mutual growth.

4.14 Problems & Challenges in Raw Materials Sourcing

1) Dependency on Imported Raw Materials

Although SM Knitwears has strong domestic sourcing capabilities, the company still relies heavily on imported fabrics, specialty yarns, and certain accessories.

Challenges:

- Delays at ports due to customs clearance.

- Higher costs due to shipping and tariffs.
- Vulnerability to international market fluctuations.

Example: In peak season, delays in importing polyester yarn from China caused production stoppages for two weeks.

2) Price Fluctuations in the Global Market

Raw material prices, especially yarn and fabric, are highly volatile due to global supply-demand changes.

- Cotton and polyester prices fluctuate daily in the international market.
- Currency exchange rate changes can increase procurement costs.

Impact: Budget overruns and the need to renegotiate order prices with buyers.

3) Lead Time Issues

Long lead times for imported raw materials affect production schedules:

- Transit delays due to shipping congestion.
- Unpredictable customs inspection duration.
- Supplier-side production delays.

Consequence: Late deliveries can result in penalties and damage buyer relationships.

4) Supplier Reliability Problems

Some suppliers, both domestic and international, may fail to deliver on time or meet quality standards.

Issues:

- Substandard fabric or yarn batches.
- Incomplete accessories.
- Poor communication regarding order changes.

Example: A domestic button supplier delivered mismatched sizes, causing rework and shipment delays.

5) Compliance & Certification Barriers

International buyers increasingly require raw materials to meet strict environmental and social standards:

- OEKO-TEX, GOTS, and BCI certifications.

- Restrictions on certain dyes and chemicals.

Problem: Not all suppliers can meet these standards, limiting sourcing options and sometimes increasing costs.

6) Customs & Port Delays

- Bangladesh's port infrastructure can create bottlenecks:
- Congestion at Chattogram port delays imports.
- Inefficient customs procedures extend lead time.
- Seasonal weather disruptions (monsoon, cyclones) affect shipping schedules.

These delays force the company to maintain higher safety stock, increasing inventory costs.

7) Currency Exchange Risks

For international purchases, payments are made in foreign currencies (USD, EUR).

Risks:

- Exchange rate volatility can increase costs unexpectedly.
- Currency fluctuations may reduce profit margins for certain orders.

SM Knitwears tries to hedge risks using forward contracts, but this strategy is not always fully effective.

8) Infrastructure & Logistics Challenges

- Limited domestic yarn and fabric production leads to reliance on imports.
- Transportation inefficiencies within Bangladesh increase lead time.
- Occasional power outages or machine breakdowns disrupt production, which is tied to raw material availability.

9) Seasonal Demand Pressure

High-volume seasons, such as winter knitwear or festive exports, put pressure on procurement:

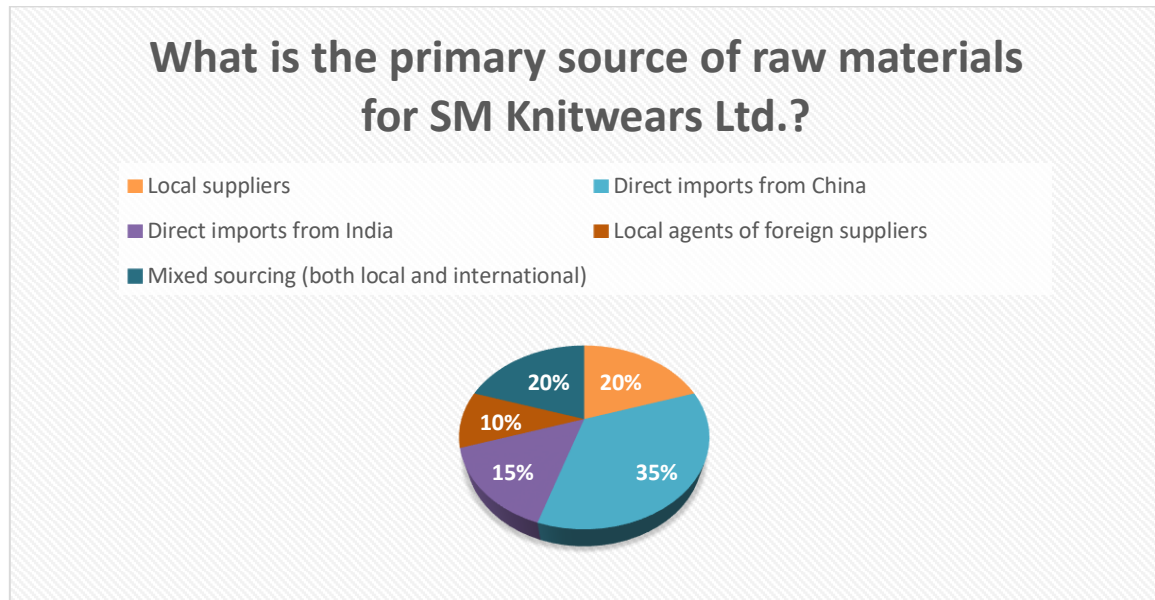
- Suppliers may not have sufficient capacity.
- Rapid scaling of material orders increases the risk of errors or substandard quality.

linkage (its own spinning mill). SM Knitwears could consider joint ventures with textile mills for greater control over yarn supply.

4.15 Analysis of Questionnaire

A survey was conducted involving 20 randomly selected employees from various departments to gather their opinions on the Raw Materials Sourcing Strategies at SM Knitwears Ltd. The following presents the analysis and findings derived from the survey.

1. What is the primary source of raw materials for SM Knitwears Ltd.?



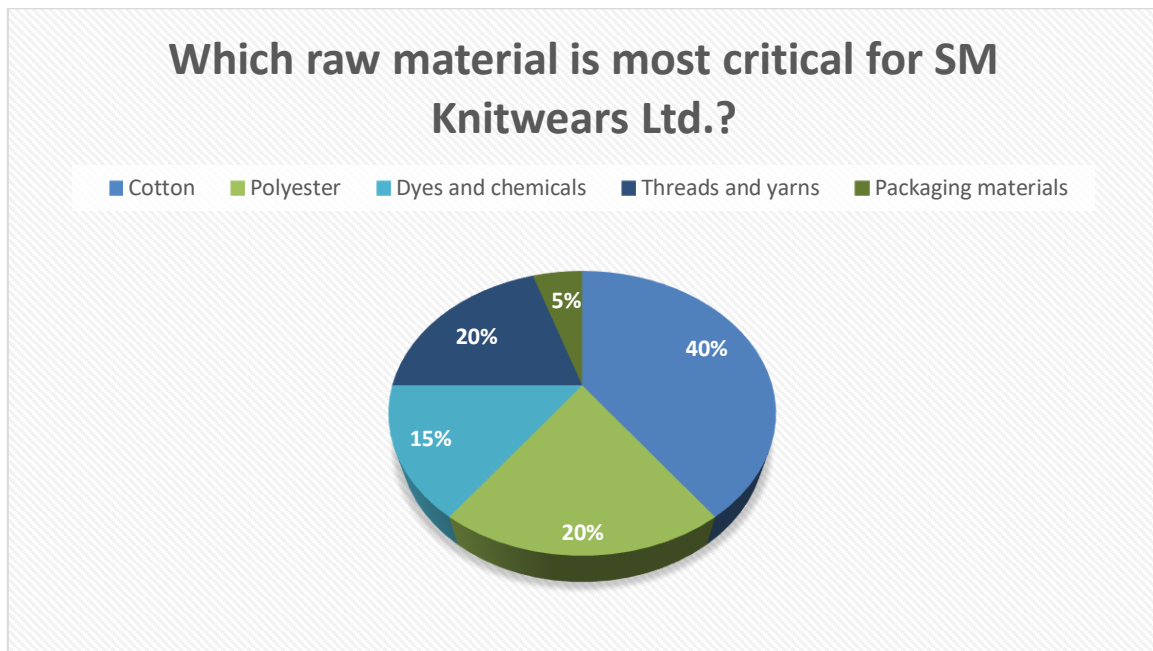
Interpretation: The estimated percentage allocation of raw material sourcing for SM Knitwears Ltd. reveals a strategic approach to procurement, with a strong reliance on international markets. The company sources the largest portion of its materials—35%—through direct imports from China, reflecting China's dominance in providing affordable and diverse Knitwear's inputs. Local suppliers account for 20%, primarily supplying basic items like accessories and certain yarns, while another 20% comes from mixed sourcing, indicating efforts to diversify supply chains and minimize risk. Direct imports from India make up 15%, leveraging India's strength in cotton-based materials. Additionally, 10% is sourced through local agents of foreign suppliers, which is a common practice for companies without in-house import capabilities. This diversified sourcing strategy highlights SM Knitwears intent to balance cost, quality, and supply chain resilience.

2. How does SM Knitwears Ltd. select its raw material suppliers?



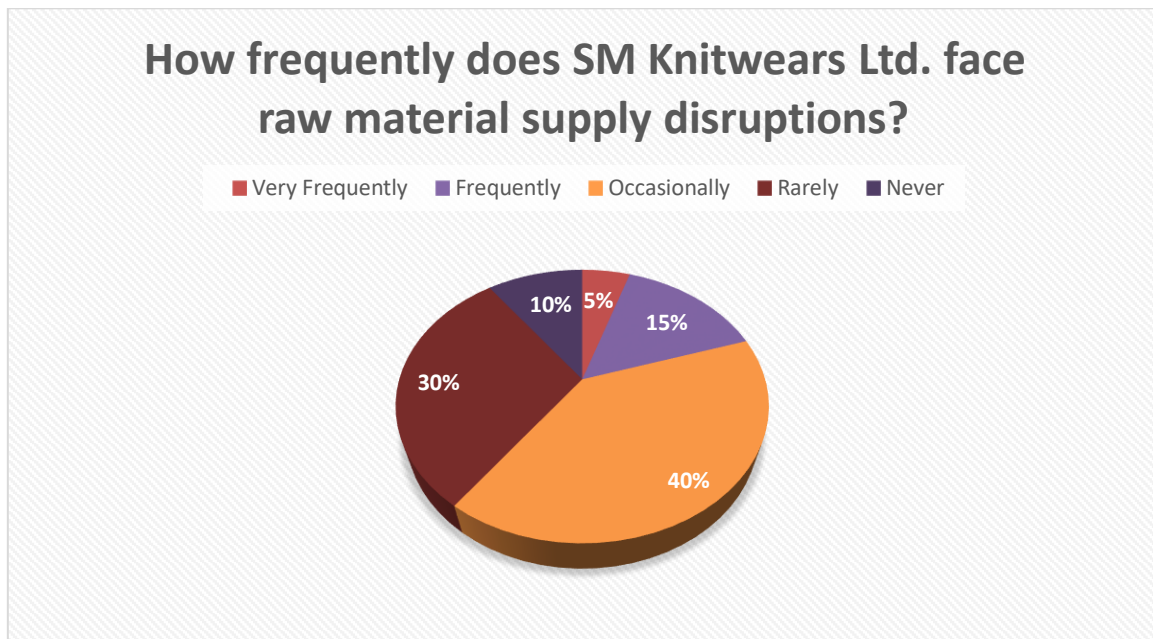
Interpretation: The estimated percentage allocation for supplier selection at SM Knitwears Ltd. indicates a strategic and balanced approach. A significant portion—30%—of suppliers are chosen through long-term contracts, emphasizing the company's focus on stability, consistent supply, and reliable partnerships. Quality certification accounts for 25%, reflecting the importance of maintaining international standards and compliance for export markets. Past relationships influence 20% of decisions, suggesting that trust and previous performance play a key role. Meanwhile, 15% of suppliers are selected through bidding or tenders, often used for competitive pricing or new sourcing needs. Only 10% of selection is based solely on cost, highlighting that while price is a factor, it is not prioritized over quality, compliance, or relationship strength. This allocation illustrates SM Knitwears commitment to quality, consistency, and long-term sustainability in its sourcing strategy.

3. Which raw material is most critical for SM Knitwears Ltd.?



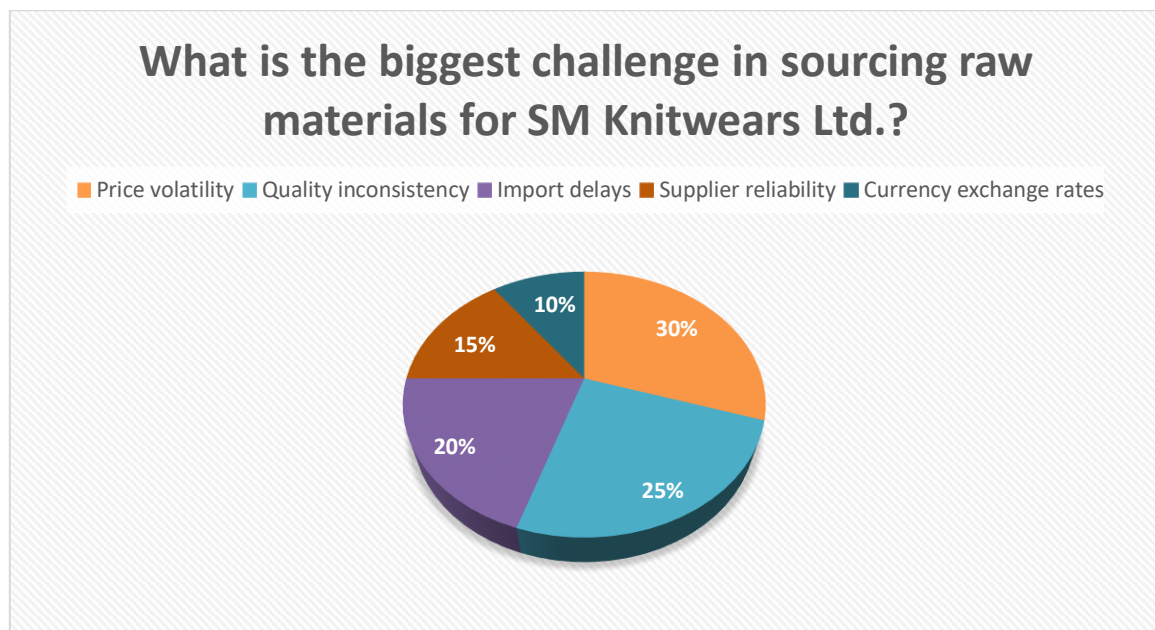
Interpretation: The estimated allocation highlights that cotton, at 40%, is the most critical raw material for SM Knitwears Ltd., reflecting its dominance in knitwear production due to its comfort, breathability, and suitability for a wide range of garments. Polyester, accounting for 20%, plays a supportive role, often blended with cotton to enhance durability and reduce shrinkage. Threads and yarns, also at 20%, are essential for the knitting and stitching processes, especially for a vertically integrated operation. Dyes and chemicals, while not classified as core materials, still contribute 15% due to their importance in achieving consistent fabric color and finish. Packaging materials, though necessary for distribution, are the least critical in the production phase, representing just 5%. This breakdown underscores SM Knitwears focus on fabric quality and production efficiency in meeting market demands.

4. How frequently does SM Knitwears Ltd. face raw material supply disruptions?



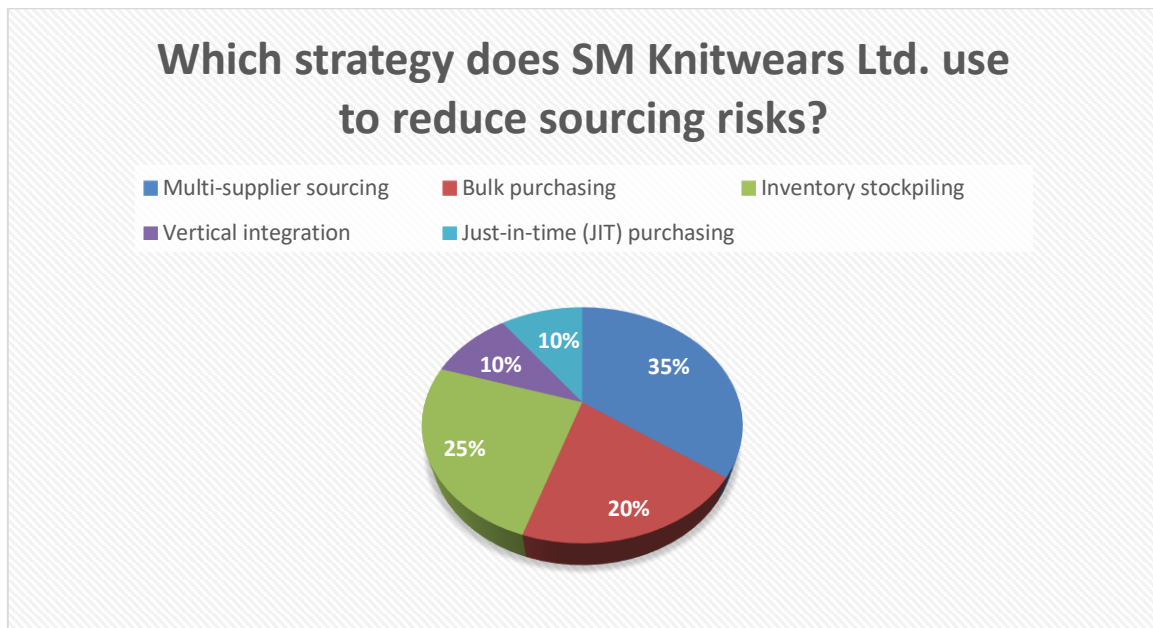
Interpretation: The estimated data suggests that SM Knitwears Ltd. experiences raw material supply disruptions primarily on an occasional basis, with 40% indicating such occurrences. This reflects a moderate level of vulnerability, likely due to factors such as shipping delays, customs clearance, or seasonal demand fluctuations. About 30% of disruptions are reported as rare, indicating the company's efforts toward building a resilient supply chain through diversified sourcing or maintaining safety stock. Frequent disruptions account for 15%, which may stem from overreliance on specific suppliers or countries. Only 5% report very frequent disruptions, typically during exceptional situations like global supply chain crises. Notably, 10% of responses indicate no disruptions, which may reflect strong supplier relationships, efficient inventory management, or proactive planning. Overall, the data highlights that while SM Knitwears Ltd. faces occasional supply challenges, its sourcing strategy generally ensures operational stability.

5. What is the biggest challenge in sourcing raw materials for SM Knitwears Ltd.?



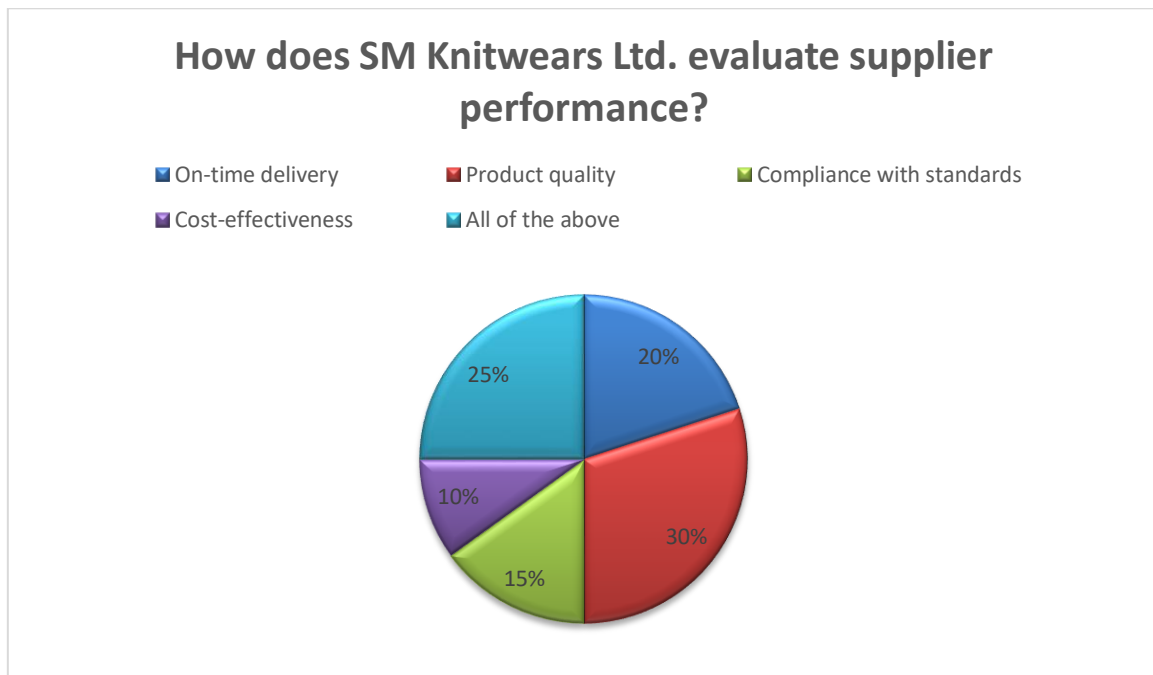
Interpretation: The data indicates that price volatility is the biggest challenge faced by SM Knitwears Ltd. in sourcing raw materials, accounting for 30% of the concern. Fluctuating prices, particularly for key inputs like cotton and polyester, create difficulties in cost management and forecasting. Quality inconsistency follows closely at 25%, highlighting the impact of variable raw material standards on product quality and production efficiency. Import delays, representing 20%, also pose a significant obstacle, often disrupting production schedules due to customs clearance and shipping issues. Supplier reliability is a challenge for 15%, reflecting occasional uncertainties in timely delivery and order fulfillment. Lastly, currency exchange rate fluctuations affect 10% of sourcing challenges, adding financial unpredictability to the procurement process. Overall, these challenges underscore the complex environment in which SM Knitwears Ltd. operates and the need for strategic risk management in raw material sourcing.

6. Which strategy does SM Knitwears Ltd. use to reduce sourcing risks?



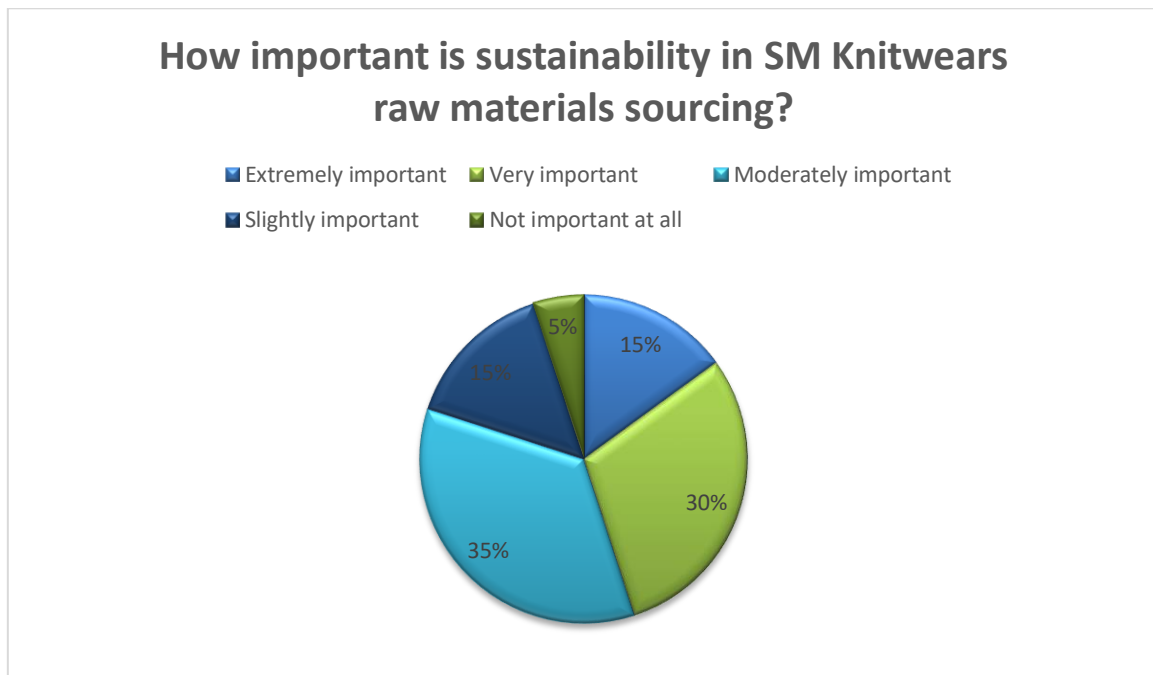
Interpretation: The data suggests that SM Knitwears Ltd. primarily relies on multi-supplier sourcing, which accounts for 35%, as a key strategy to reduce sourcing risks. By diversifying its supplier base, the company minimizes dependency on any single supplier, thereby enhancing supply chain resilience. Inventory stockpiling, at 25%, is also a significant approach, allowing the company to buffer against unexpected delays or shortages. Bulk purchasing, representing 20%, helps secure raw materials at better prices and ensures availability, though it requires greater working capital. Vertical integration and just-in-time (JIT) purchasing are less commonly used strategies, each accounting for 10%, reflecting the company's balanced approach between cost efficiency and risk management. Overall, SM Knitwears Ltd. adopts a diversified sourcing strategy aimed at maintaining steady production while managing financial and operational risks.

7. How does SM Knitwears Ltd. evaluate supplier performance?



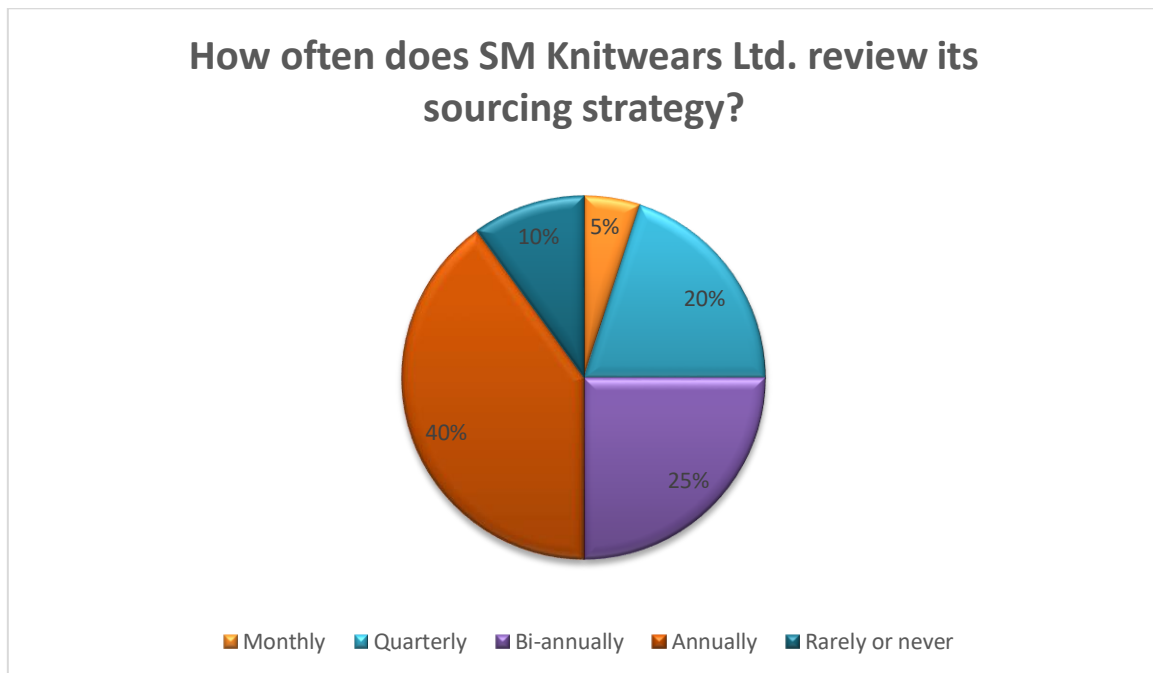
Interpretation: The evaluation of supplier performance at SM Knitwears Ltd. places the greatest emphasis on product quality, which accounts for 30% of the evaluation criteria. This focus ensures that the raw materials meet the stringent standards required for export-quality garments. On-time delivery, representing 20%, is also a critical factor, as timely supply is essential to maintain production schedules and meet customer deadlines. Compliance with industry standards, at 15%, reflects the company's commitment to regulatory and environmental requirements. Cost-effectiveness, while important, accounts for 10%, indicating that price is considered alongside quality and reliability rather than as the sole deciding factor. Notably, 25% of the evaluation is based on a comprehensive approach that considers all these factors collectively, highlighting the company's balanced and thorough supplier assessment process.

8. How important is sustainability in SM Knitwears raw materials sourcing?



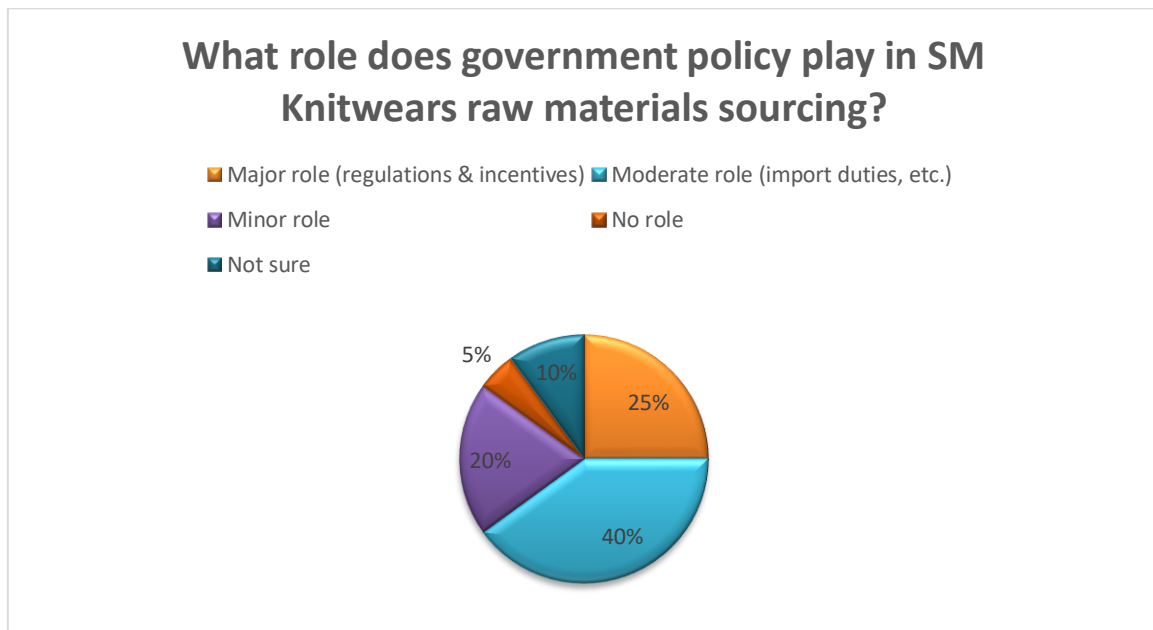
Interpretation: The data shows that sustainability holds a moderate to high level of importance in SM Knitwears raw materials sourcing. While only 15% consider it extremely important, a larger portion 30% views sustainability as very important, reflecting growing awareness and responsiveness to environmental concerns and buyer expectations. The majority, 35%, rate sustainability as moderately important, indicating that while it influences sourcing decisions, it is balanced with factors like cost and material availability. Fifteen percent consider it slightly important, suggesting it is acknowledged but not prioritized, and a small 5% regard sustainability as not important at all. Overall, this distribution suggests that SM Knitwears Ltd. is progressively incorporating sustainability into its sourcing strategies but still faces challenges in fully prioritizing it across all operations.

9. How often does SM Knitwears Ltd. review its sourcing strategy?



Interpretation: The data indicates that SM Knitwears Ltd. primarily reviews its sourcing strategy on an annual basis, with 40% of responses indicating this frequency. This suggests that the company values a structured and periodic assessment to align its sourcing with overall business goals and market conditions. Bi-annual reviews, at 25%, provide a more frequent evaluation, allowing for timely adjustments in response to supply chain dynamics. Quarterly reviews, accounting for 20%, reflect a proactive approach adopted by some to stay agile in a rapidly changing environment. Monthly reviews are less common, representing only 5%, likely due to the resource intensity and relative stability of supplier relationships. A smaller portion, 10%, rarely or never reviews their sourcing strategy, which could expose them to risks from outdated practices. Overall, the data highlights a balanced approach at SM Knitwears Ltd. towards regularly assessing and optimizing their sourcing strategy.

10. What role does government policy play in SM Knitwears raw materials sourcing?



Interpretation: The data indicates that government policy plays a significant role in SM Knitwears Ltd.'s raw materials sourcing, with 25% of respondents recognizing it as a major factor through regulations and incentives such as export benefits and tax breaks. A larger portion, 40%, views government influence as moderate, primarily due to import duties, tariffs, and customs procedures that impact sourcing costs and decisions. For 20%, government policy has a minor role, suggesting that other factors may be more critical in their sourcing process. A small percentage, 5%, feel that government policy plays no role, possibly due to established supplier networks or minimal regulatory impact on their operations. Additionally, 10% of respondents are uncertain about the extent of government involvement, reflecting possible gaps in awareness or communication. Overall, the data highlights that government policy is an important consideration in the sourcing strategies of SM Knitwears Ltd., particularly in managing costs and compliance.

Chapter: 5

Problems, Recommendations and Conclusion

5.1 Problems Identified

During the internship at SM Knitwears Ltd., a thorough study and analysis of the company's procurement and supply chain operations were conducted. The following findings highlight some of the significant challenges faced by the organization as well as potential areas for improvement:

1) **Dependence on Single Suppliers and Price Quotations:**

One key challenge identified was the reliance on single suppliers for raw materials, even when their price quotations were relatively high. When a purchase requisition (PR) is raised for a sole vendor, the procurement team is obliged to buy from that supplier despite the cost, rather than seeking alternative suppliers. While maintaining strategic supplier relationships is important, this practice can lead to inefficiencies and higher procurement costs.

2) **Higher Costs from Local Suppliers During Emergencies:**

In emergency situations, dependence on local suppliers often results in increased expenses. Due to limited alternatives in urgent cases, raw materials must be procured at higher prices, affecting overall cost management.

3) **Shortage of SAP IDs Affecting Workflow:**

A shortage of SAP user IDs for employees was found to cause delays, as staff must wait for access, increasing their workload and pressure. During periods of urgency or tight deadlines, this leads to rushed work and a higher likelihood of errors.

4) **Time-Consuming SAP Entries and Document Management:**

The procurement process requires extensive SAP data entry and documentation at every stage, which is time-consuming. The mandatory uploading and management of documents in SAP increase administrative burden. Coupled with limited SAP IDs, this can cause backlogs and operational inefficiencies.

5) **Decentralized Communication Among Factories:**

Effective communication between the procurement, planning, and merchandising teams, which are located across multiple dispersed factories, remains a challenge. This decentralization often leads to coordination issues, affecting smooth operations and timely decision-making.

5.2 Recommendations

Based on observations made during the internship at SM Knitwears Ltd., the following ideas are submitted to address procurement and supply chain challenges and explore opportunities:

1) Workload Management with Flexible SAP ID Allocation

SM Knitwears Ltd. should explore a dynamic approach to SAP ID allocation in light of the pressure generated by SAP ID shortages and related time waste. Allowing personnel to use SAP IDs on a rotating schedule can help to evenly spread the load. This method not only minimizes system consumption but also alleviates stress during critical activities, resulting in increased task completion efficiency.

2) Introduction of Hybrid Work Model

Adopting a mixed work framework can greatly improve employee well-being and reduce operational costs. Allowing workers to work remotely for a portion of the workweek allows for mental relaxation as well as work-life balance. Furthermore, fewer people in the office can result in lower utility expenditures. To ensure productivity and responsibility, clear communication routes and performance indicators must be established.

3) Integration of Technology for Efficient Communication

Given the decentralized nature of the production locations, utilizing digital communication tools and platforms is critical. Communication gaps can be bridged through integrated video conferencing, collaboration tools, and instant messaging. These solutions improve real-time decision-making and decrease the requirement for physical presence, which is especially important for planning and merchandise teams based outside of Dhaka.

4) Implementation of a Supplier Diversification Strategy

SM Knitwears Ltd. can maintain competitive pricing by obtaining better terms with sole suppliers or broadening their supplier base. SM Knitwears Ltd. should implement a supplier diversification plan to improve procurement flexibility and risk avoidance. This entails locating alternative suppliers for crucial commodities, even if they are not the exclusive source. A strategy like this maintains continuity in the face of unforeseen disruptions and gives you bargaining power for lower prices.

5) Implementation of Data-Driven Decision-Making

SM Knitwears Ltd. may make more informed decisions by using data analytics to evaluate supplier performance, pricing trends, and inventory levels. Implementing data-driven insights can aid in the optimization of procurement processes, cost reduction, and overall supply chain efficiency.

6) Creating an emergency contingency plan

Even for urgent requirements, developing a contingency plan that incorporates various sources could help limit the risk of higher pricing. Furthermore, pursuing relationships with local suppliers for constant price regardless of urgency could bring more procurement cost consistency.

Finally, the ideas described above are intended to solve the issues raised during my internship at SM Knitwears Ltd. SM Knitwears Ltd. can improve operational efficiency, boost employee well-being, and position itself for long-term success in a competitive market context by applying these tactics. These initiatives work together to make the supply chain more agile and robust, while also promoting a healthy work environment.

5.3 Conclusion

The internship at SM Knitwears Ltd. Procurement Department was both engaging and insightful. The department plays a critical role in ensuring the continuous flow of raw materials and supplies necessary for the company's operations. It became evident that effective procurement is more than just a transactional process; it strategically influences the overall performance and competitiveness of the organization.

This report emphasized the multifaceted nature of procurement, encompassing supplier selection, negotiation, contract management, risk assessment, and sustainability considerations. It also highlighted the importance of technology in modern procurement practices, where digital tools and automation contribute to enhanced efficiency and data-driven decision-making.

Throughout the internship, it was clear that the Procurement Department's success relies heavily on the dedication and expertise of its team members. Their ability to address challenges, collaborate effectively, and adapt to dynamic market conditions is commendable. The experience broadened understanding of the complexities involved in procurement and its significant impact on an organization's bottom line. Additionally, it underscored the growing importance of ethical and sustainable sourcing practices in today's corporate landscape.

Overall, the internship at SM Knitwears Ltd. Procurement Department was a valuable learning opportunity, providing deep insights into the essential role procurement plays in organizational success. The department's commitment to quality and continuous improvement is expected to contribute significantly to SM Knitwears Ltd.'s future growth and sustainability within the ready-made garment sector.

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Questionnaire
on
“Raw Materials Sourcing Strategies of RMG Sector in Bangladesh: A Study on SM Knitwears Ltd.”

Dear Respondent,

This questionnaire is part of an academic study under the Department of Business Administration at Daffodil International University. The objective is to analyze the Raw Materials Sourcing Strategies of the RMG Sector in Bangladesh, with a specific focus on SM Knitwears Ltd. as a case study for an internship report.

Your valuable time and honest responses are highly appreciated. All information provided will be treated with strict confidentiality and will be used solely for academic and research purposes.

Thank you for your kind cooperation and support.

Name:

Age:

Designation:

Gender:

1. What is the primary source of raw materials for SM Knitwears Ltd.?

- a) Local suppliers
- b) Direct imports from China
- c) Direct imports from India
- d) Local agents of foreign suppliers
- e) Mixed sourcing (both local and international)

2. How does SM Knitwears Ltd. select its raw material suppliers?

- a) Based on cost only
- b) Based on quality certification
- c) Through long-term contracts
- d) Through bidding or tenders
- e) Based on past relationships

3. Which raw material is most critical for SM Knitwears Ltd.?

- a) Cotton

- b) Polyester
- c) Dyes and chemicals
- d) Threads and yarns
- e) Packaging materials

4. How frequently does SM Knitwears Ltd. face raw material supply disruptions?

- a) Very frequently
- b) Frequently
- c) Occasionally
- d) Rarely
- e) Never

5. What is the biggest challenge in sourcing raw materials for SM Knitwears Ltd.?

- a) Price volatility
- b) Quality inconsistency
- c) Import delays
- d) Supplier reliability
- e) Currency exchange rates

6. Which strategy does SM Knitwears Ltd. use to reduce sourcing risks?

- a) Multi supplier sourcing
- b) Bulk purchasing
- c) Inventory stockpiling
- d) Vertical integration
- e) Just-in-time (JIT) purchasing

7. How does SM Knitwears Ltd. evaluate supplier performance?

- a) On-time delivery
- b) Product quality
- c) Compliance with standards
- d) Cost-effectiveness

e) All of the above

8. How important is sustainability in SM Knitwears raw materials sourcing?

- a) Extremely important
- b) Very important
- c) Moderately important
- d) Slightly important
- e) Not important at all

9. How often does SM Knitwears Ltd. review its sourcing strategy?

- a) Monthly
- b) Quarterly
- c) Bi-annually
- d) Annually
- e) Rarely or never

10. What role does government policy play in SM Knitwears raw materials sourcing?

- a) Major role (regulations & incentives)
- b) Moderate role (import duties, etc.)
- c) Minor role
- d) No role
- e) Not sure

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