

***An Analysis of
Procurement & Supplier Management Practices
in the Supply Chain of Fortis Group***

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This report is submitted to the School of Business and Economics, United International University, as a partial requirement for the fulfillment of the degree of Bachelor of Business Administration.

**“An Analysis of Procurement and
Supplier Management Practices in the Supply Chain
of
Fortis Group”**

Submitted To:

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Date of submission: March 11, 2026

Letter of Transmittal

Date: March 11, 2026

Dr. Mimnun Sultana
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Subject: Submission of Internship Report on “An Analysis of Procurement and Supplier Management Practices in the Supply Chain of Fortis Group”

Dear Ma'am,

Assalamu-Alaikum. I am pleased to submit my internship report titled “An Analysis of Procurement and Supplier Management Practices in the Supply Chain of Fortis Group.” This report fulfills partial requirements for my Bachelor of Business Administration degree at United International University, majoring in Supply Chain Management.

The report outlines the insights and practical experience gained during my internship as an Intern (MTO - Supply Chain Management) at Fortis Group. I was involved in key procurement tasks, such as supplier meetings, sample coordination, quotation collection, comparative statement preparation, cost analysis, ERP tracking, and payment documentation support. It covers procurement processes, supplier strategies, challenges with large orders, and efficiency recommendations.

Thank you for your guidance and support, which have been invaluable in completing this report.

Sincerely yours,
Sakib Bin Sayeed Arnob
ID: 111 211 030

Certification of Similarity Index

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Declaration of the Student

I, Sakib Bin Sayeed Arnob, a student of the School of Business and Economics (SoBE), United International University (UIU), hereby declare that this internship report is an original work by me in partial satisfaction of the requirements of the Bachelor of Business Administration (BBA) program, majoring in Supply Chain Management. The report is grounded on the practical knowledge and experience that I have acquired during my internship as an Intern (MTO - Supply chain management) at Fortis Group. I can testify that the material of this report is the result of my personal observation, work, and examination. All the sources of information are properly referred to and credited. I also confirm that this report has not been submitted before, either wholly or in part, for securing any award of any degree or diploma in any institution. To write this report, I have been guided by the instructions given to me by my supervisor strictly and in a very ethical manner.

Sakib Bin Sayeed Arnob

ID: 111 211 030

BBA, Major: Supply Chain Management

School of Business and Economics (SoBE)

United International University (UIU)

Corporate Evidence

Fortis Group



Date: 8 March, 2026
Ref: FG/HR/HO/CC/26/98

CERTIFICATE OF COMPLETION OF INTERNSHIP

This is to certify that **Sakib Bin Sayeed Arnob**, C/O: GM Sayeed has successfully completed the internship program in the **Supply Chain Management** department at KA Design Ltd., under **Fortis Group** from 1 January 2026 to 28th February, 2026.

During this period, Sakib Bin Sayeed Arnob demonstrated professionalism, dedication and a strong commitment to learning and growth in the Marketing & Merchandising department.

We appreciate his contributions to the organization and wish him the best in his future endeavors.

Yours faithfully,



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Acknowledgement

To begin with, I want to say that I am extremely grateful to Almighty Allah who gave me the strength, intelligence, and strength to achieve my internship and write this report successfully. I wish to thank **Dr. Mimmun Sultana, Assistant Professor**, School of Business and Economics, United International University, profusely and considerately with regard to her invaluable guidance and unceasing support that I received during the entire process of developing this internship report. She has a keen eye, which has helped organize and perfect this work through her supervision.

I am extremely thankful to Fortis Group for giving me the chance to have an internship in the Supply Chain Management department. The mentorship, collaboration, and willingness of my on-site supervisor, **Jafira Hasan Tuspa, Senior Manager**, Supply Chain, and the overall supply chain team are of the utmost importance in furthering my experience in the apparel sector in terms of procurement and supplier management, and I would like to extend my special appreciation to them.

Lastly, I am grateful to my family and friends who would always encourage me and support me through this time. This internship experience has been a rich learning experience, and I am glad to have the contributions of all those who made it effective and meaningful.

Executive Summary

This internship report is an analysis of the procurement and supplier management activities of Fortis Group as per my practical experience as an Intern (MTO - Supply Chain Management). Fortis Group is one of the major apparel production companies in Bangladesh with diversified production units that deal with knitwear, woven garments, outerwear, and footwear. Effective sourcing and supplier integration are very important in the continuity of production and competitiveness in the ready-made garments (RMG) business in the global market.

This report primarily aims to analyze the procurement system of Fortis Group and to know how supplier selection, price comparison, and supply chain coordination can help in efficient production management. The report is also meant to relate the theoretical learning in supply chain management courses with the real-life industry experiences that were realized during the internship period.

The huge scale order of sublimation print jerseys with about two million items was one of the biggest practical experiences at the internship. The production capacity, as well as the rigid deadlines imposed to meet the orders, necessitated the involvement of various suppliers to control this order. The Supply Chain Management department was at the center stage in terms of supplier evaluation, cost negotiation, procurement documentation, and supplier performance monitoring to deliver materials on time.

In general, the internship experience was a good practical experience of the supply chain business operations and served to close the gap between academic and professional practices of the industry.

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List of Acronyms & Abbreviations

Abbreviations	Elaboration
ERP	Enterprise Resource Planning
CS	Comparative Statement
BOM	Bill of Material
PO	Purchase Order
LC	Letter of Credit
KPI	Key Performance indicator
RMG	Readymade Garment
RFQ	Request for Quotation
QC	Quality Control
LT	Lead Time
PP Meeting	Pre-production Meeting
PI	Proforma Invoice
RTGS	Real-time Gross Settlement
SCM	Supply Chain Management
RFQ	Request for Quotation
RSC	Ready-Made Garment Sustainability Council

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Bangladesh is one of the leading exporters of ready-made garments in the global market and currently ranks second after China. The garment exports of the country have been ranked the highest in terms of export of apparel globally in the past few years. As shown in 2024, Bangladesh RMG exports were up to approximately 38.48 billion, and the export activity has remained robust despite the world challenges. The global market exports are about 7.9 percent of the global market, and this illustrates how Bangladesh is playing an important role in the global apparel supply chain.

Fortis Group is an established apparel production company based in Bangladesh and has several production units. The company produces an extensive variety of clothes, such as knitwear, outerwear, activewear, woven clothes, and footwear. The efficiency of procurement and supplier arrangements will be extremely important because of the diversified product line and massive scale production capacity, to ensure efficiency in running the operations. There must be effective communication between the supply chain, merchandising, production, quality control, and accounts departments in order to have timely execution of orders.

The current internship report is prepared on the basis of my practical experience working as an Intern (MTO - Supply Chain Management) at Fortis Group. At my internship, I was engaged directly in the procurement-related activities such as supplier meetings, coordination of sample development, collection of quotations, preparation of comparative statements, cost analysis, ERP tracking, and support documentation of payment processing. Another experience that gave me a benefit in understanding the practical implications of supply chain issues was the large order of sublimation print jerseys, which presented me with the challenges of supply capacity constraints, delivery time issues, risk, and coordination of the production process in real life.

1.1.1 Importance of Supply Chain Management in the Apparel Industry

The rising volume of Bangladesh garment exports has made the competition between manufacturers stiff. The international purchasers require shorter lead times, uniform quality, high standards of compliance, and competitive prices. Under this, supply chain management is of immense significance in ensuring efficient operation and competitiveness in the global dynamics.

Supply chain activities in the apparel industry include sourcing of raw materials, supplier management, production coordination, quality monitoring, logistics, and timely shipment. One of these activities is procurement and supplier management, which directly affects the cost structure and production continuity. Even the slightest inconvenience in the delivery of trims or accessories can cause a breakdown of the whole production line, resulting in a delay of shipment and waste of money.

Big orders in apparel usually come with a number of suppliers, complicated coordination, and high adherence to deadlines. As such, enterprises will have to establish formal regimes of supplier evaluation, price comparison, risk assessment, and performance monitoring. Supply chain management can be effective to make sure that the materials are provided at the right time, at the right cost, and of the right quality.

Due to the global change of fashion cycle to a shorter duration and the shift of the buyers toward the fast-fashion models, supply chain efficiency is becoming a strategic benefit instead of just an operational necessity. This renders procurement and supplier management to be one of the most crucial operations in the garment manufacturing firms.

1.2 Objectives of the Report

1.2.1 Primary Objective

The main aim of the present report is to examine the procurement and supplier management practices at the supply chain operations of Fortis Group with practical experience gained from an internship.

1.2.2 Secondary Objectives

The secondary purposes of the report are:

- To get the general supply chain structure of a garment manufacturing organization.
- To examine the process of supplier selection and assessment that is used by the company.
- To investigate the application of comparative statements (CS) in the process of making procurement decisions.
- To analyze the cost analysis and price negotiation practices.
- To determine risk factors in the supply chain and difficulties in disruption in case of ordering in large volumes.
- To connect the academic knowledge acquired in Supply Chain Management courses with the actual practices in the organization.

1.3 Research Methodology of the Study

The information in this internship report is based on both primary and secondary sources of information. The procurement and supplier management practice in the Fortis Group was learnt on a mixed-method basis.

Primary Data:

Primary data were gathered by participation in regular activities of the daily operations of the Supply Chain Management (SCM) department. Primary data collection involved the following sources as an Intern - Management Trainee officer (MTO) in the Supply Chain Management:

- Natural involvement in the purchase operations.
- Supplier meetings and internal meetings.
- Supplier sample development process observation.
- Attendance at sample evaluation meetings.
- Factory visit to supplier factories.
- CS preparation in the process of supplier price analysis.
- E-mail correspondence with suppliers in terms of sample development and prices.

Through these activities, practical knowledge on the selection of suppliers, procurement decisions, and coordination of the supply chain in the organization was also gained.

Secondary Data:

The secondary information was gathered using organizational reports and scholarly sources. The main sources included:

- Internal documents and purchasing records of the company.
- Comparative Statement (CS) files are prepared in the process of procurement.
- Purchase order documentation.
- The presentations of companies and organizational profiles.
- Academic texts and other relevant textbooks on supply chain management.
- Industry reports dealing with the ready-made garments industry in Bangladesh.

The primary sources as well as the secondary sources were combined to offer an inclusive insight into the operations of procurement at Fortis Group.

1.4 Internship, Position, Duties & Responsibilities.

1.4.1 Position

I was appointed by KA Design Ltd., a sister concern of Fortis Group Ltd., as an Intern (Supply Chain Management) starting on 1st January 2026. The internship program was initially designed to continue for a period of three to four months. However, based on my performance and contribution during the internship period, and upon the recommendation of the Senior Manager and the General Manager of the department, the internship duration was shortened and formally concluded on 28th February 2026. Following this evaluation, I was offered a full-time position within the organization. I subsequently joined the company as a full-time employee starting from 1st March 2026 and continue to work with the organization.

1.4.2 Duties and Responsibilities.

My most important duties during the internship time were:

1. Meeting new and existing suppliers to assess their capabilities, machinery, compliance standards, and business background.
2. Managing sample development and comparing them with various suppliers.
3. The process of communicating with the suppliers via formal email message in terms of specifications, expectations in quality, volumes of orders, and time of delivery.
4. Gathering quotations and making Comparative Statements (CS) such as prices, payment terms, lead time, etc.
5. Aiding in the decision-making process on suppliers by organizing price and quality comparisons.
6. Tracking delivery timeframes and following order status with the help of ERP systems.
7. Ensuring that there is inventory before making new purchases.
8. The forwarding of the necessary comparative statements and related documents to the accounts and commercial department supported documentation processing for supplier payments.
9. Visiting factories to evaluate the capacity and compliance needs of suppliers.

1.5 Skill Development as a professional.

My professional and analytical abilities were boosted during the internship at Fortis Group. As a result of the practical experience of working in procurement and supplier management, I have acquired:

- Real-life experience on supplier assessment and selection.
- Price comparison and cost analysis skills.
- Payment knowledge and commercial documentation.
- Time management/ deadline monitoring skills.
- Supply chain risk management awareness.
- Skills in cross-functional coordination.
- Order and delivery schedule tracking with the use of ERP.
- Negotiation exposure and professional communication.

The internship experience has helped me fill the gap between learning and the reality of supply chain activities.

1.6 Limitations of the Study

In the process of conducting this internship report, there were a number of limitations that were faced during the study. These constraints affected the level of the analysis and access to some information.

- Organizational policies of confidentiality did not allow the disclosure of specific financial data, supplier contracts, and pricing structure because of the need to maintain confidentiality in this report.
- Due to the same confidentiality reasons, the names of the suppliers with which the company has business relationships could not be stated.
- The internship period was fairly short, and this did not provide a chance to see long-term procurement performance and supplier relations results.
- The limited amount of time did not allow for carrying out a more profound quantitative examination of the procurement data and supplier performance indicators.
- Some of the strategic operational decisions are undertaken at upper levels of management, which restricts their access to the level of strategic planning and information about the decisions made.

Nevertheless, the limitations do not prevent the report from being realistic and analytical in terms of the presentation of the procurement and supplier management practices at Fortis Group basing on direct internship experience and practical observations.

CHAPTER 2 - ORGANIZATIONAL OVERVIEW.

2.1 Overview of the Company.

Fortis Group is a jointly owned organization by Bangladesh and Germany and functions in the manufacturing and export of clothes. The company has, over the years, diversified its operations to include several areas in addition to its garments, like real estate, hotel and resort management, sports club management, development of infrastructure, and agriculture. This diversification is an indication of the long-term growth vision and investment strategy of the company.

Nevertheless, the fundamental strength of Fortis Group lies in the production of apparel and exporting. The group is a producer of numerous production plants in Bangladesh and a supplier to international customers of various types of garments. Fortis Group has a high number of employees and high production capacity, making it a competitive force in the ready-made garment industry.

The company has aimed at international compliance standards, sustainability in production, and efficiency in its operations. Its factories are designed in such a way that they maintain quality control, time sensitivity, and cost-effectiveness, which are the key elements in the international apparel market.

2.2 History of the Company

Fortis Group started in the apparel industry with a mission to create a solid manufacturing foundation that can cater to global consumers. With time, the organization increased its production capacity by establishing various production plants in various places in Bangladesh.

Each new division in the production base of the company enhanced it and enabled it to diversify into other garment lines like knitwear, woven garments, outerwear, active wear, and footwear. With constant inflation of equipment, human resources, and environmental standards, Fortis Group worked its way to the top.

The expansion of the company indicates that it is strategic in terms of operational efficiency, customer satisfaction, and sustainability. Fortis Group has ensured that there has been consistent improvement in the competitive apparel industry by growing production plants and supply chain coordination.

2.3 Mission, Vision, and Values

1. Mission

The Fortis Group's mission is to provide quality apparel products to global customers at low costs, while maintaining quality and on time.

2. Vision

The company is expected to achieve a worldwide brand as an apparel company with excellent operations, sustainable processes, and good supply chain management.

3. Core Values

- Commitment to quality
- Adherence to global practices.
- Transparency in operations
- Team collaboration
- Constant enhancement and development.

These are some of the values that direct the day-to-day operations of the company and its long-term strategic choices.

2.4 Products & Factories

Fortis Group produces a variety of apparel products, which include:

- Knitwear (T-shirts, polo shirts, sweatshirts)
- Activewear and leisurewear
- Outwear (padded jackets, softshell jackets, fleece jackets)
- Woven garments
- Workwear and rainwear
- Swimwear
- Denim and woven bottoms
- Footwear products and accessories.

The wide variety of products demands a great level of coordination between the procurement team, the production team, the quality control team, and the logistics team to guarantee the smooth running of the activities.

2.5 Production Plant and Capacity.

Fortis Group has set up six large manufacturing plants in various industrial hubs in Bangladesh. The facilities are fitted with innovative machines, and their standards of compliance are high, such as LEED Platinum certification and RSC (Ready-Made Garment Sustainability Council) compliance in some of them.

The six manufacturing units include:

1. **KA Design Ltd** (Boro Beraid, Dhaka, 2009, Boro Beraid)

- Production Lines: 18
- Machines: 540
- Manpower: 1300
- Capacity: 650,000pcs/monthly
- Product Categories: Activewear, leisurewear, T-shirts, Polo shirts, sweatshirts, soft shell jackets
- Certification: LEED Platinum, RSC Score 100



2. **Habitus Fashion Ltd** (Started in 2014, Rajendrapur, Gazipur).

- Production Lines: 61
- Machines: 1924
- Manpower: 3636
- Capacity: 1.5mil pcs/ monthly
- Product Categories: Outerwear, jackets (every kind)
- Certification: LEED Platinum, RSC Score 100



3. **Quattro Fashion Ltd** (Founded 2019, Gazipur).

- Production Lines: 30
- Machines: 2294
- Manpower: 3000
- Capacity: 600,000pcs/ monthly
- Product Categories: Casual & formal shirts, padded jackets, Seam-sealed/ski/rain wear jackets, workwear
- Certification:



4. **Fortis Garments Ltd** (Founded 2010, Shofipur, Gazipur).

- Production Lines: 31
- Machines: 991
- Manpower: 1495
- Capacity: 1mil pcs/ monthly
- Product Categories: Activewear, leisure wear, knit T-shirts, polo shirts, hoodies, and joggers.
- Certification: RSC Score 100



5. **Arrow fabrics Ltd** (established 2017, KEPZ, Chattogram).

- Production Lines: 18
- Machines: 989
- Manpower: 1473
- Capacity: 600,000pcs/ monthly
- Product Categories: Woven & denim pants, chino/cargo pants
- Certification: RSC Score 100



6. **Rapida Shoes & Bags Ltd** (Founded 2021, Sreepur, Gazipur).

- Production Lines: 10
- Machines: 346
- Manpower: 750
- Capacity: 220,000pairs/ monthly
- Product Categories: Footwear & bags
- Certification: BSCI, ISO 14001:2015



Fortis Group has numerous specialized units, thus producing in knit, woven, outerwear, and footwear segments. The diversified capacity takes care of bulk order processing and reduces the operational reliance on one production site.

2.6 Organizational Structure

Fortis Group is a company that is structured in terms of functional organization. The Managing Director heads the company, and there are various operating and administration departments that work under him.

The main line of operation departments:

- Supply Chain Management (SCM)
- Merchandising
- Production
- Quality Control (QC)
- Commercial Department
- Accounts & Finance
- Human Resources

The Supply Chain Management department becomes the key organizing unit between suppliers and the production units. It also procures materials, negotiates prices, oversees the performance of suppliers, and facilitates the delivery of materials at the right time.

The Merchandising department liaises with buyers directly, gathers specifications of orders, and disseminates technical information with the SCM and production teams.

The production department deals with the line planning, manpower, and manufacturing implementation. Quality Control makes sure that the specifications of the buyers are followed and that the products are of the required quality throughout production.

The Commercial department deals with export documentation, level of clearance, and shipment. The Accounts and Finance department deals with payment of suppliers, LC processing, and financial transactions.

Fortis Group has a diversified business other than apparel operations through Fortis Properties Ltd (Fortis Builders Ltd), hospitality (Sarah Resort, Fortis Downtown Resort), agriculture (Fortis Agro Ltd), and other infrastructure projects. Nevertheless, the production of clothes is the main area of operation of the organization.

The organization also has an HRIS employee portal system that is used to control the information of employees, leave records, and internal communication. Premeditated leave policies and digital Hr management indicate internal management.

With this functional structure, it is possible to coordinate various production units as well as have control of operations in procurement, production, and export.

2.7 SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> i. Strong manufacturing capacity supported by multiple production facilities. ii. Diversified product portfolio including knitwear, woven garments, outerwear, and footwear. iii. Well-established supplier network for sourcing trims, accessories, and raw materials. iv. Compliance-oriented operations aligned with international buyer standards. v. Experienced management team and skilled workforce supporting operational efficiency. vi. Structured procurement practices including supplier comparison and price evaluation. 	<ul style="list-style-type: none"> i. High dependency on external suppliers for trims and accessories procurement. ii. Delivery timelines can be affected by supplier capacity limitations and operational delays. iii. Complex coordination required among multiple departments such as SCM, merchandising, production, and quality control. iv. Limited control over external supply chain disruptions affecting procurement timelines. v. Limited internal production of certain trims and accessories, leading to greater reliance on external sourcing. vi. High operational pressure during large-volume orders due to strict delivery deadlines and coordination requirements.

Opportunities	Threats
<ul style="list-style-type: none"> i. Increasing global demand for ready-made garments, especially from emerging markets. ii. Growing demand for sustainable and environmentally responsible garment production. iii. Adoption of digital supply chain technologies and ERP systems to improve operational efficiency. iv. Opportunities to strengthen long-term strategic partnerships with reliable suppliers. v. Expansion of export markets due to Bangladesh's strong position in the global apparel industry. 	<ul style="list-style-type: none"> i. Political instability and external disruptions are affecting logistics and manufacturing activities. ii. Supplier production capacity constraints during large-volume orders. iii. Intense competition from other garment-exporting countries such as Vietnam and India. iv. Fluctuation in raw material prices and global supply chain uncertainties. v. Strict compliance and sustainability requirements from international buyers.

2.8 Supply Chain Structure of Fortis

The Fortis Group's supply chain structure is organized and better coordinated flow of processes starting with buyer order confirmation to ultimate shipment. It is done through several departments that closely coordinate to make sure that it is executed in time.

After an order has been confirmed by the buyer, product specifications, bill of materials, and necessary delivery timelines are communicated by the Supply Chain Management (SCM) department based on the information provided by the merchandising department. The SCM department then starts the procurement process by finding out the right suppliers of trims, accessories, fabrics, and services like printing.

Once suppliers have been selected and their purchases confirmed, they are shipped to production units. Production planning is a plan of work in manufacturing that schedules the work based on the availability of materials. The Quality Control (QC) department oversees the production to guarantee compliance and quality for the buyers. Lastly, there is the commercial department that engages with billing, export documentation, and shipment procedures.

This organized flow provides interdepartmental coordination and sets the opportunities of minimizing operational delays. The procurement function is a major determinant in the efficiency of this system, since without the availability of the materials on time, the production will not start.

2.9 Compliance and Sustainability Practices.

The global apparel industry depends on the aspects of compliance and sustainability. Global consumers are becoming more mindful of morally sourced products, environmental friendliness, and safety in the workplace. Fortis Group is compliant with the standards in all its production facilities to satisfy the buyers.

The company has up-to-date production facilities that are well equipped with cutting edge machine and that adhere to systematic working policies to promote the safety of workers and the quality of products. Sustainability practices, such as the use of power-efficient factories and international standards, reinforce the reputation of the organization in the market.

Routine operational procedures involve compliance audits, quality inspection, and assessing suppliers. Supplier factories are also reviewed to deliver the desired standards before they are allocated huge production volumes. This minimizes reputational risk and guarantees a hassle-free execution of orders.

2.10 Departmental Co-ordination and Communication Structure.

Large-scale order management needs to be coordinated by the department. In Fortis Group, the Supply Chain Management department is in close collaboration with Merchandising, Production, Quality Control, Commercial, and Accounts departments.

Frequent meetings are held to check the progress of orders, the availability of materials, and the progress of production. To avoid bottlenecks, it is required to carry out frequent follow-up and communication during high-volume orders.

The SCM department reports to the production planning teams on the updates on suppliers. The material arrival delay is discussed immediately to ensure that the production schedules can be amended. On the same note, corrective measures are passed to suppliers once quality feedback provided by QC is received.

This team communication tool makes sure that the delivery engagements and operational programming are under the commitment and expectation of buyers.

**CHAPTER-3: PROCUREMENT AND SUPPLIER
MANAGEMENT PRACTICES (CASE-BASED ANALYSIS).**

3.1 Introduction to the Major Order

One of the experiences that I had during my internship period was to engage in an order of a large-scale international buyer-sponsored sublimation print jersey, with the number of pieces being approximately 2 million. The significance of this order was not only due to its large volume, but also because it represented one of the largest sublimationprint garment orders processed in the country. The scale of the order involved the massive coordination of the departments and effective supplier management to accomplish it in time.

The order entailed the acquisition of several trims, accessories, packaging materials, and printing services. Supplier capability, machinery strength, requirement to ensure compliance, and delivery commitment were important because sublimation printing was the main production process. The supply chain department was the core focus in designing the sources of materials to be sourced efficiently, in addition to keeping costs and quality to the required standard.

3.2 Materials Purchased in Internship.

The procurement activities that were undertaken during the internship period included mostly sourcing trims and accessories that were needed in the manufacture of the garments.

- Some of the materials that were dealt with at the procurement process were:
- Sewing thread
- Poly bags to be used in garment packaging.
- Heat-seal labels
- Gift cards to package garments and brand them.

These products procurement activities included sample development of suppliers, quality assessment, price comparison using Comparative Statements, and negotiation to deliver cost effectiveness and not jeopardize the required quality levels.

By participating in the activities, I was able to acquire practical knowledge about supplier coordination, procurement documentation, and cost analysis in the supply chain management process.

3.3 Supply Chain Department in the Order.

The Supply Chain Management (SCM) department had the responsibility of making sure that they had the necessary materials when needed before the production due dates. The main goal of the team was to obtain the finest quality materials at reasonable prices, remain compliant, and deliver them on time.

In the case of this order, the SCM department was required to:

- Find suppliers who are able to supply sublimation printing and trims.
- Coordinate sample developments.
- Bargain prices and terms of trade.
- Follow up on supplier performance and delivery schedules.
- Have payment processing documentation.
- Coordinate with merchandising, production, and quality control departments.

As the total number of garments was very high, and since the total needs needed to be obtained within a short deadline, the number of suppliers had to be split according to their manufacturing ability and ability to deliver. This meant that all the suppliers had to be monitored and communicated with constantly to prevent production bottlenecks.

3.4 Process of Supplier Selection and Development of Sample.

The process of selecting the supplier was initiated through meetings with new and current suppliers. In these conferences, the suppliers provided details about:

- Location of the factory and its capacity.
- Machinery specifications
- Past business experience
- Compliance standards
- Production capability

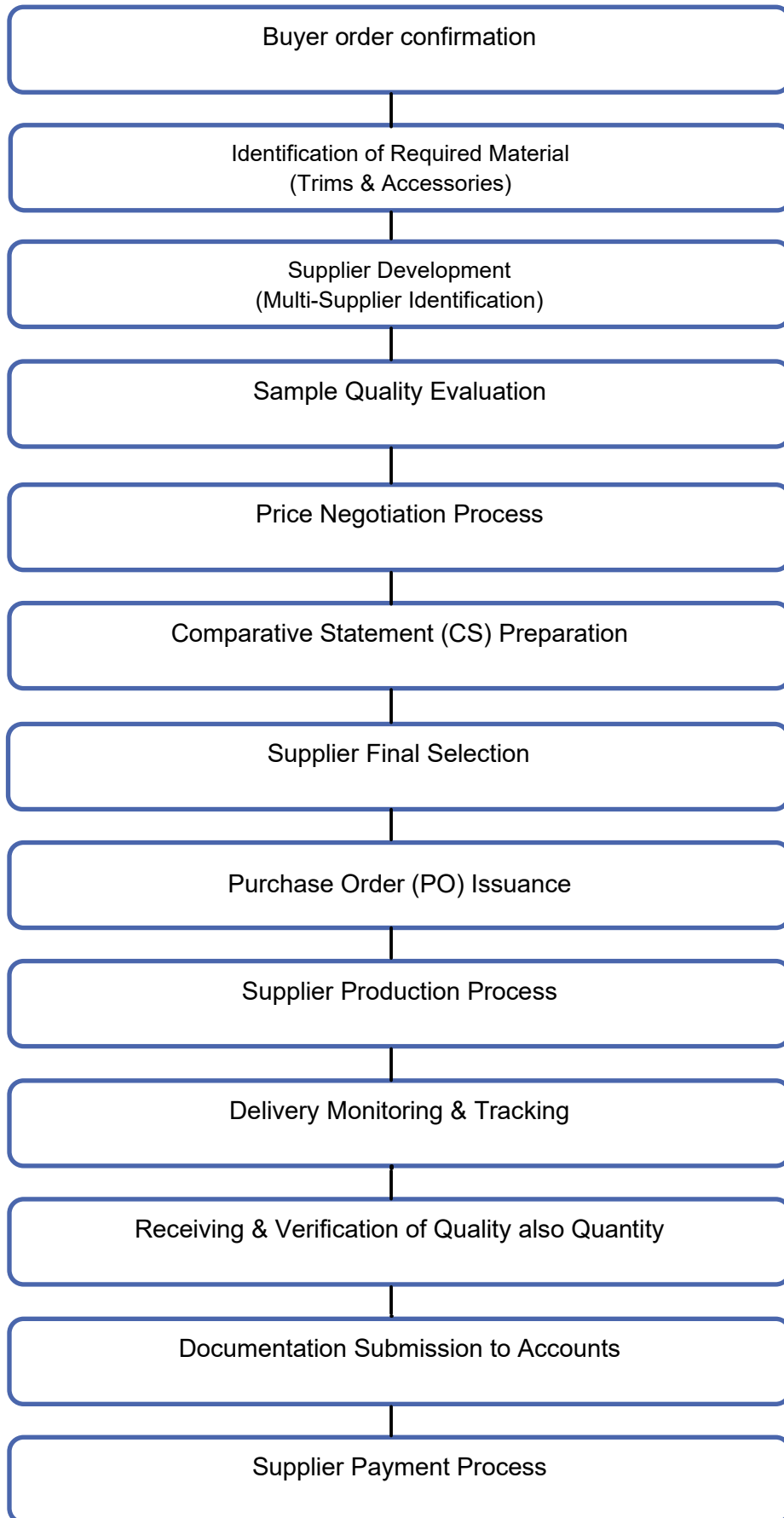
In the case of the sublimation order, several suppliers were requested to come up with samples using the same specifications. This multi-supplier development strategy was such that it was able to compare quality, consistency, and pricing before final selection. After developing samples were provided to the suppliers, they were evaluated by the SCM team as well as the merchandising and quality control departments. The criteria used in the evaluation were:

- Print quality consistency
- Color accuracy
- Fabric compatibility
- Finishing standard
- Adherence to the specifications of buyers.

The discussion on pricing was finalized only when quality was confirmed. The cost was optimized through professional negotiation to guarantee commitment on behalf of the supplier.

The process is indicative of concepts learned in Global Sourcing and Procurement, and supplier evaluation is done on the basis of a qualitative and quantitative evaluation.

Fig 1: Conceptual framework: Procurement & Supplier Management



3.5 Hypothetical Supplier Evaluation Scorecard Application.

A hypothetical example is provided below in order to illustrate a practical implementation of the Supplier Evaluation Scorecard Model with a case scenario on sublimation printing supplier comparison.

Suppose that three suppliers, namely Supplier A, Supplier B, and Supplier C, have passed the required qualification screening (sample quality approval, compliance verification, and verified lead time).

Table 3.1: Assessment Criteria and Weight Distribution.

Criteria	Weight (%)
Price Competitiveness	30%
Quality Performance	20%
Delivery Reliability	20%
Compliance	10%
Production Capacity	10%
Commitment & Communication	10%
Total	100%

Scoring Scale:

- 1 = Very Poor
- 2 = Below Standard
- 3 = Acceptable
- 4 = Good
- 5 = Excellent

Step 1: Supplier Scoring at the individual level.

Supplier A

Criteria	Weight (%)	Score (1-5)	Weighted Score
Price Competitiveness	30%	5	1.50
Quality Performance	20%	4	0.80
Delivery Reliability	20%	3	0.60
Compliance	10%	5	0.50
Production Capacity	10%	4	0.40
Commitment & Communication	10%	4	0.40
Total	100%	4.20	4.20

Supplier B

Criteria	Weight (%)	Score (1-5)	Weighted Score
Price Competitiveness	30%	4	1.20
Quality Performance	20%	5	1.00
Delivery Reliability	20%	5	1.00
Compliance	10%	5	0.50
Production Capacity	10%	5	0.50
Commitment & Communication	10%	4	0.40
Total	100%		4.60

Supplier C

Criteria	Weight (%)	Score (1-5)	Weighted Score
Price Competitiveness	30%	3	0.90
Quality Performance	20%	4	0.80
Delivery Reliability	20%	4	0.80
Compliance	10%	4	0.40
Production Capacity	10%	3	0.30
Commitment & Communication	10%	3	0.30
Total	100%		3.50

Step 2: Supplier Evaluation Results Analysis.

The outcomes of the scorecard indicate that systematic analysis can be used in balanced procurement decisions, not only based on price comparison.

Supplier A scored highest in terms of price competitiveness, which means that it was able to provide the lowest price quotation of all the suppliers assessed. Nevertheless, the supplier scored a relatively low score on the reliability of delivery. Production schedules are closely connected to the delivery of materials in large-scale garment orders, and delivery reliability is very important in this case. This is because a delay in trims and printing services would interfere with the operations of sewing lines, which would eventually influence the shipment deadlines. Supplier A thus scored moderately in delivery, resulting in a decreased overall weight of the supplier despite having the lowest price.

Supplier B was seen to score the highest in the total score among all suppliers that were evaluated. Its price was a little higher compared to Supplier A, but the supplier proved to have a better performance with regard to quality, reliability in delivery, and production capacity. The score of high reliability on delivery shows an increased capacity to sustain the promise of lead times, which is important in large-scale orders. Also, the supplier has a high production potential, which implies that it is able to deal with high production without creating a bottleneck in the production schedule. All of these aspects led to an increase in the weighted score of Supplier B and made it the most appropriate supplier when it comes to bulk order implementation.

Supplier C had an average performance in most assessment parameters. Although the supplier had satisfactory quality and delivery rates, it was not competitive in terms of price and volume of production in comparison with the rest of the suppliers. When moderate in all criteria is used in making the procurement decisions, the overall score is usually lower

compared to the suppliers who perform well in the main areas of priority. Consequently, the total score of Supplier C was the lowest among the rated suppliers.

Strategically speaking, in terms of procurement, the results of this evaluation indicate that the selection of the supplier cannot be done based on the cost factor only. In large-scale manufacturing systems, reliability in delivery and production capacity is also significant so that the production continuity can be ensured and deadlines in shipment can be met. Thus, Supplier B is found to be the most equitable choice as it comprises a mix of competitive price, guaranteed delivery commitment, and adequate production capacity.

This case scenario explains how the structured scorecard model promotes objective decisions through the incorporation of both quantitative and qualitative parameters in the selection of the supplier.

3.6 Comparative Statement (CS) System.

A Comparative Statement (CS) was compiled after getting quotations from the suppliers to aid in decision-making. The CS included:

- Unit price
- Style No.
- Total value
- Quantity
- Payment terms
- Size
- Lead time
- UOM
- Incoterms
- Supplier nomination status
- The other commercial terms.

The CS enabled the management to be able to compare suppliers directly in one view. It reduced the subjectiveness of judgments and favored systematic purchase decisions.

I made comparative statements on all the trims and accessories needed in the order, which was 2 million pieces. The order was in large quantities, and therefore any price variation, even a minor one, greatly affected the total cost. Hence, it was critical to do a cost analysis in detail to be profitable.

Cost analysis principles learned in Production and Operations Management and Procurement Management are consistent with the usage of CS.

3.7 Automation and Standardization of the CS Template

At the time I was hired into the department, a conventional CS template was already being used. Nevertheless, I found the chances to minimize the number of errors in manual calculations and enhance efficiency. On the basis of this observation, I created an automated CS template in Excel with superior functionality.


The template was improved and contained:

- The additional total value calculation is automatic.
- Calculation of savings in an automated way.
- Conditional formatting of the lowest price identification.
- Structure of standardized comparison of suppliers.
- Reduced manual input fields

This plan aimed to harmonize the format such that every member of the team would be using a single format. This reduced human error, enhanced clarity, and enhanced reporting efficiency.

My line manager reviewed and approved the template, which is being used to analyse procurement. The initiative is an indicator of continuous improvement models mentioned in Supply Chain Management and Operations Management.

Fig 3.2: Comparative Statement template

 We believe in the Relationship more than business.		CS No:		CS validity: 6 Months after approval					CS Date								
		Comparison Statement (CS)							Required Buyer:		Item Category	No of Supplier	3				
Sl	Item Description:	Req. Style	Color	Size	Quantity	Market price	UOM	Currency	Unit Price					Best Total	Saving/Loss	Best Supplier	
									Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5				
1								USD									
2								USD									
3								USD									
4								USD									
5								USD									
6								USD									
7								USD									
8								USD									
9								USD									
10								USD									
Total					0											\$0.00	
																CS Summar: I. Items: II. Supplier Compared: III. Recommended Supplier: IV. Total CS value: V. Total Saving:	
Prepared By:		Sr. Manager:		AGM - SCM:		Audit Department:		Head of Marketing and Management:		Honorable MD Sir:							

3.8 Procurement Performance, ERP Tracking and Documentation.

The execution stage was started after suppliers were settled. This involved:

- Tracking manufacturing activity.
- Monitoring deliveries in parts.
- Preliminary inventory examination before new purchase.
- Making sure that materials were delivered to production levels on time.

Production was spread across several suppliers in the country since no individual supplier was in a position to supply all the sublimation products within the stipulated time. Monitoring of the delivery was also essential since one supplier might delay, and this would interfere with the whole production program.

They were tracked by the ERP systems:

- Order quantities
- Delivery dates
- Payment terms
- Supplier performance

Once materials were received and confirmed, payment processing documentation was made. The CS was sent to the commercial and accounts offices together with the supporting documents. The payment was made either by LC, by check, or by cash, depending on the negotiated terms.

Such a process is a practical incorporation of the concepts of Inventory Management and Logistics Management.

3.9 Supply chain risk/disruption management.

The order execution stage had several external challenges, which include:

- Breakdown in the machinery in the supplier plants.
- Government holidays
- Political unrest
- Capacity limitations

These delays affected the delivery schedules. Even slight delays in a large-scale production will cause a domino-like effect, and sewing lines and overall production will be impacted. There were instances where the production units were forced to wait because of the material arrival delays.

The SCM team should deal with these risks by:

- Shared manufacturing between several vendors.
- My follow-up was regular.
- Visited the factory and observed compliance and progress.
- Working hand in hand with production planning groups.

This echoes the concepts of Supply Chain Disruption Management and Risk, where diversification and reacting to monitoring make a company less vulnerable in operations.

3.10 KPI and Cost Efficiency

The effectiveness of the SCM department is measured by cost reduction, quality assurance, compliance, and delivery observance. The approval of the materials at the most reasonable price without affecting the quality is the primary goal.

In the case of large orders such as the sublimation jersey project, cost control is important. Such little price cuts per unit will produce extensive savings given high volume.

Thus, price comparison, professional negotiation, and supplier performance assessment are structured, and they directly influence the profitability of the company.

3.11 Academic Reflection

The case study has enabled me to relate academic learning and practice. The internship experience was a practical implementation of:

- International Sourcing and Procurement.
- Inventory Management
- Logistics Management
- Production and Operations Management.
- Supply Chain Risk and Disruption Management

This project helped me realize that supply chain management does not just exist in theoretical frameworks but is an ongoing process of coordination and monitoring, along with making decisions under uncertainty.

**CHAPTER 4: PROCUREMENT AND SUPPLIER
MANAGEMENT ANALYSIS FINDINGS.**

In this chapter, the key operational lessons that have been gained throughout the internship time at Fortis Group are summarized. The results are founded on the real-life observations of procurement processes, supplier coordination processes, and implementation of large-scale orders within the Supply Chain Management (SCM) department.

The discussion points out essential operational practices together with challenges that affect the procurement efficiency and supply chain performance.

4.1 Multi - supplier development strategy.

Among the key procurement practices as it is incorporated within the Fortis Group is the need to develop samples among several suppliers before establishing bulk orders. The SCM department normally forms the same sample across multiple suppliers as opposed to using a single supplier.

This plan enables the organization to level the playing field both in terms of technical capability and the level of commercial competitiveness, and then take the procurement decisions.

Table 4.1: Key Benefits Observed

Benefit	Operational Impact
Reducing risks	Reliance on one supplier is reduced.
Fair prices	Several quotes will make the negotiation powerful.
Comparison of quality	Quality benchmarking is possible with different samples of suppliers.
Supplier Flexibility	Alternate sourcing is available.

4.2 Comparative Statement (CS) and its roles in Procurement Decision Making.

The Comparative Statement (CS) is an important component of the procurement process that can be utilized as a critical analytical measure of evaluating suppliers. It allows comparative analysis of supplier quotes in a structured manner over many parameters.

Common assessment variables were:

- Unit price
- Total order value
- Lead time
- Payment terms
- Supplier nomination status

Table 4.2: Evaluation of Procurement with CS.

Assessment Factor	Intention
Comparison of price	Find the most cost-effective supplier.
Lead time study	Make the production schedule feasible.
Terms of payment	Assess financial terms.
Supplier reliability	Take into account past performance.

Within the internship tenure, the adoption of an automated CS template enhanced procurement efficiency to a large extent. The use of automated calculations was useful in reducing the error of manual calculations and also helped prepare quick procurement summaries to be reviewed by the management.

This automation also resulted in increased transparency in the decision-making in procurement.

4.3 Delivery Timeline Management issues.

One of the most important issues in the operation of procurement was discovered to be the maintenance of delivery timelines. Timely delivery of trims and accessories is very crucial in production scheduling in garment manufacturing.

Delays in the delivery of materials may lead to inconveniences in production lines, leading to idle capacity of production, and might lead to shipment delays.

Table 4.3: Key Factors that influence Supplier Timelines in delivery.

Factor	Relationship to Procurement
Equipment failure/ breakdown	Slows down supplier production.
Transportation postpones	Slows down the delivery of materials.
Government holidays	Disturbs the work of suppliers.
Political instability	Disrupts logistics and manufacturing.

Such external factors emphasize the need for proactive supplier coordination and continuous monitoring to maintain a stable and reliable supply chain.

4.4 Large Orders in Supplier Capacity Constraints.

The other operational observation that was made in the course of the internship was the restriction of the production capacity of suppliers with large volume orders.

In some of the instances, one supplier failed to deliver the complete volume of the required quantity within the given time frame.

Table 4.4: The response strategy of procurement

Situation	SCM Strategy
High volume of order	Order shared with different suppliers.
Low supplier capacity	Capacity-based allocation.
Scheduling of new products	Simultaneous production among the suppliers.

This strategy has the benefit of making sure that production schedules can be kept, although the capacity of individual suppliers may be low.

4.5 The Significance of Continuous Supplier Monitoring.

High procurement order involves unending review of the supplier's production status. The SCM department communicates with the suppliers regularly to monitor the manufacturing status and the delivery schedule of delivery.

The supplier monitoring activities are:

- Following supplier manufacturing development.
- Vindication of shipment schedules.
- Monitoring the quantities of delivery.
- Liaising with departments within the organization.

4.6 Cost Efficiency as the SCM Major Performance Indicator.

One of the performance indicators used by the Supply Chain Management department is cost efficiency. This aims at acquiring materials at the most competitive price without compromising quality and delivery assurances.

Under high-volume garment manufacturing, the unit price can have a great influence on the overall cost of production, given that the unit price fluctuates by small margins.

Example of Cost Impact

Unit Price cut down	Quantity of Order	Saving of the whole cost.
\$0.01	2,000,000 pcs	\$20,000
\$0.03	2,000,000 pcs	\$60,000
\$0.06	2,000,000 pcs	\$120,000

This explains the significance of price comparison using Comparative Statements and negotiation with the suppliers as an important role of the SCM department.

Table 4.5: Summary of Key Findings

Finding Area	Key Insight
Supplier development	A multi-supplier strategy enhances flexibility.
Procurement analysis	CS will increase decision accuracy and transparency.
Operational issue	Timeline management is an issue.
Supplier capability	Large orders are sensitive to capacity constraints.
Coordination	Continuous monitoring enhances the reliability of delivery.
Monetary influence	The cost-effectiveness has a direct effect on profitability.

4.4 Overall Assessment

In general, Fortis Group can be shown to have a well-organized and performance-oriented procurement system. The supply chain department is very important in maintaining cost-effectiveness and continuity of production. Yet, as most organizations that are working in a dynamic industrial environment, it is confronted with issues of supplier capacity as well as external disruption.

The results show that, inasmuch as the current system is operationally robust, strategic advancements in the management of supplier performance and risk planning can help increase efficiency and resilience.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS.

5.1 Conclusion

What was acquired during the internship with Fortis Group as an Intern (MTO - Supply Chain Management): it involved a good practical exposure to the practices in procurement and supplier management in the industry of ready-made garments (RMG). This report aimed to study the procurement process by studying the operational activities in the management of a large- scale international order of sublimation printed jerseys.

The results suggest that procurement and supplier management are highly involved in the continuity of production, cost-effectiveness, and the ability to meet orders on time. The Supply Chain Management (SCM) department has efficient control of sourcing activity and availability of materials through effective supplier evaluation, comparative statement analysis, and constant follow-up with suppliers.

Close interaction among various departments like SCM, merchandising, production planning, and quality control also comes out as a critical part of the analysis of the case. Implementation of large-scale orders needs to be executed successfully through proper risk management, communication, and documentation. Supplier diversification practice, examination of quality, and hierarchical pricing are among the practices that help in ensuring competitiveness in the apparel export sector.

In addition, the internship period enabled the practical implementation of the theoretical knowledge gained in the undergraduate classes of Global Sourcing and Procurement, Inventory Management, Logistics Management, Supply Chain Risk and Disruption Management, and Production and Operations Management. These concepts were observed in a real organization setting, which was helpful in closing the gap between the theoretical information and the practice in the industry.

5.2 Recommendations

The recommendations to improve the efficiency of procurement and supplier management practices at the Fortis Group are based on findings and practical observation during the internship period, and they are as follows:

1. Formulation of a Formal Supplier Performance Evaluation System.

It can introduce a systematic supplier evaluation system, which will regularly test the performance of suppliers. The important evaluation factors can comprise reliability of delivery, consistency of quality, responsiveness, and competitiveness of costs. This type of system would enable the organization to monitor the performance of suppliers in a better manner and assist in managing long-term supplier relationships.

2. Enhancing Strategic Supplier Partnership.

In the case of critical materials and high-volume orders, it is possible to form a long-term strategic collaboration with the suppliers who can deliver goods more reliably and provide more efficient procurements. Trust and coordination may be improved, and uncertainties within the supply process can be reduced through long-term collaboration.

3. Improvement of the Risk mitigation strategies.

Operation risks associated with large procurement orders include delays by suppliers, equipment failures, or external disturbances. Formulating contingency measures to preclude contingent suppliers, hold small safety stocks of vital materials, and so on, could contribute to the minimization of the effect of unforeseen supply unavailability.

4. Scaling up Automation in the Procurement.

The automated Comparative Statement (CS) template that was created in the course of the internship showed the advantages of decreasing the amount of manual calculations and enhancing efficiency. Further automation of procurement documentation, supplier tracking, and reporting systems would help eliminate more human errors and enhance the transparency of operations.

5. Enhancing Interdepartmental Interrelations and Co-ordination.

Though this is already very much in place, with coordination between departments, the introduction of structured progress tracking tools like weekly procurement dashboards or order monitoring systems may better show procurement progress. This may justify quicker decision-making and also better management of large-scale projects.

5.3 Personal Reflection

Furthermore, the internship experience helped me acquire first-hand experience on how supply chain management works in the garment manufacturing sector. The engagement in the procurement processes, like coordination with suppliers, studying the comparative costs, order tracking using the ERP system, and documentation of the procurement, enabled me to learn how the supply chain decisions impact the efficiency of production and performance of an organization.

The engagement in a large-scale order also contributed to the fact that I developed a better insight into the negotiation with suppliers, control of the delivery scheme, and risk considerations related to the supply chain. These experiences helped in enhancing my analytical thinking, professional communication, and working in a coordinated business environment.

Altogether, the internship has contributed to deepening my knowledge of procurement as a strategic activity in supply chain management and given me a distinguishable experience that will aid in my further career growth in this aspect.

5.4 Final Remarks

The internship experience in the Fortis Group was an excellent experience to learn how the procurement decisions impact the performance of the entire supply chain in the ready-made garments sector. Working and collaborating with the supplier development, price comparison, and procurement documentation enabled me to know the operational significance of structured sourcing practices.

It also showed that the effective procurement management demands not only the control of costs but also a high level of coordination between departments, good relationships with the suppliers, and active control of the delivery schedule. This internship allowed me to have a practical exposure to the actual issues in business and a better understanding of the strategic importance of supply chain management in a manufacturing company.

This field course has helped me realize that I am interested in the field of supply chain and procurement management, and has given me a firm base to work in that direction and have a professional career in the same field.

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