

Finding reliable supplier in Bangladesh

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Abstract <p>Nowadays, business success is largely dependent on the global supply chain. Bangladeshi ready-made garment/apparel products suppliers are well-known throughout the world for exporting good quality products at comparatively low prices. For this reason, foreign buyers are more interested to purchase their products from Bangladeshi suppliers. However, sometimes, foreign suppliers are facing some difficulties in dealing with Bangladeshi suppliers because of not having adequate knowledge of the exact supplier's capacity, quality or performance and the real scenario of political stability or the inland transportation system of Bangladesh.</p> <p>Therefore, the thesis focused on helping foreign buyers to find more effective and the most reliable Bangladeshi suppliers. The qualitative research approach was used to demonstrate the Bangladeshi exports phenomenon and a SWOT analysis method to make a reliable supplier selection.</p> <p>This analysis method was hoped to provide a wider understanding of the suppliers beforehand, so that the buyers would have the freedom to choose several potential suppliers and test them in order to make a reliable supplier selection. It is strongly believed that this SWOT analysis method for supplier selection will help the foreign buyers who are interested in purchasing products from Bangladeshi suppliers.</p>		
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1 Introduction

1.1 Research Topic

In present days, relatively inexpensive countries have become very tempting exporters in the global supply chain. The Finnish textile business largely depends on imported ready-made garments from cheap Asian exporting countries such as Bangladesh. For an effective business purchasing, finding reliable suppliers is a must in order to ensure lower risk, more profit and company sustainability.

The present study focused on the selection of a reliable supplier from Bangladesh and purchasing related issues in the global supply chain sector. In my thesis, I searched for answers to a few related questions in order to reach my research goal with my logistics knowledge and experiences. I strongly believe that my thesis will help those business related to the international trade and that it will widen my knowledge and that this experience will develop my professional competence in logistics.

1.2 Research Target and Limitations

Today's world knows that Bangladesh has plenty of suppliers who exports products or materials worldwide. However at present there are significant complications in relations among the buying company and foreign international suppliers. Besides, it is really important to find reliable suppliers among these suppliers who deliver at a comparatively low cost and good quality products on time because any business depending upon the global supply chain needs to ensure these criteria.

The questions below were used as criteria for evaluating and selecting sustainable suppliers in Bangladesh:

- A. What makes a reliable supplier in Bangladesh?
- B. What are the current challenges and benefits with Bangladeshi suppliers in co-operation or reliability?
- C. How to select reliable supplier in Bangladesh?

Research Limitations

Bangladesh is known for exporting plenty of products world-wide. However, this study describes only Bangladeshi garment and textile exporters because Bangladesh is world famous for exporting high quality garment materials at comparatively lower prices than other countries.

2 Research Methodology

The supplier selection process would be simple if only a few criteria were used to compare potential suppliers. However, it is a hazardous phase and method for evaluating the criteria which are reliable even if a few of them have some boundaries. Quantitative and qualitative are the two methods for the most efficient research outcome. Today both techniques are used in combined models constructed for the supplier selection process.

Quantitative research is implemented by using mathematical, physical, computational and statistical procedures. Quantitative research includes collecting data in the numerical form for analysis so that it can be characterized, graded or assumed in units. Quantitative approaches are usually more structured than qualitative methods.

Qualitative research gathers information for describing a topic more than quantifying. Qualitative research does mainly not emphasize statistics or numerical information, but mainly focuses on the clarification of empirical data and offering a clear understanding of a phenomenon and clarification of additional ways of its growth. Interviews, group discussions, experiments, observations and simulations are the most widely used techniques for qualitative research.

SWOT Analysis

The performance of any supplier depends on how proficiently they can respond to their buyers and supply quality products. The SWOT analysis is a popular method for estimating business factors. The SWOT analysis is a very vital tool for any type of research because it helps to evaluate strengths as well as capabilities. In addition, the SWOT method can recognize whether any serious issues can be identified in the business. Alternatively, the SWOT analysis is an investigation of the inside strengths

as well as weaknesses of a company. This method also investigates a company's external opportunities and threats (see Figure 1).



Figure 1: A SWOT analysis diagram for suppliers assessment.

Methods in thesis

In this thesis both qualitative and quantitative methods will be used. Quantitative information will be collected via internet when collecting information of research suppliers. Qualitative data will be gathered by making interviews. After that, final analysis and comparison will be made by the SWOT analysis.

3 Purchasing

3.1 Purchasing and Procurement

According to Weele (2010, 3), purchasing is the management of an organization's external resources in such a way that the supply of all goods, services, capabilities and knowledge, which are necessary for running, maintaining and managing the company's primary and support activities is secured under the most favorable conditions. Purchasing includes all activities for which the company receives an invoice from outside parties. Purchasing is also responsible for managing and developing a company's external resources/suppliers. (ibid., 3.)

Donald Waters (2003) states in his book that “Procurement and purchasing are often taken to mean the same thing. Usually, though, purchasing refers to the actual buying, while procurement has a boarder meaning.” (228.)

Procurement is responsible for acquiring all the materials needed by an organization and consists of all the related activities needed to get goods, services and any other materials from suppliers into an organization. On the other hand, purchasing usually refers to the actual buying. (ibid., 228.)

Elliott-Shircore and Steele defined the difference as follows: “Purchasing is more concerned with establishing and managing a commercial relationship, whereas procurement is also concerned with the more physical material or service delivery control aspects after the contract has been let or the order placed.” (Quayle 2006, 3)

According to Donald Waters (2003, 231), the overall aim of procurement is to guarantee the supply of materials from reliable suppliers. He defines some immediate goals for procurement as follows:

- close cooperation with the user department
- finding good suppliers, working closely with them, building
- a good business relationship
- buying the right materials, with the right quality, at the right time and from the right place
- negotiating good terms and conditions
- keeping stock low but availability at the right level
- moving materials through the supply chain
- keeping abreast of the conditions on the market

According to Weele (2014, 10), In the theory and practice, many ideas and conjectures currently are used in the purchasing fields. Moreover, no corresponding covenants remain about the definition of these concepts and thoughts. Van Weele demonstrates (see Figure 2) the key actions inside the purchasing model. (Weele 2014, 8.)

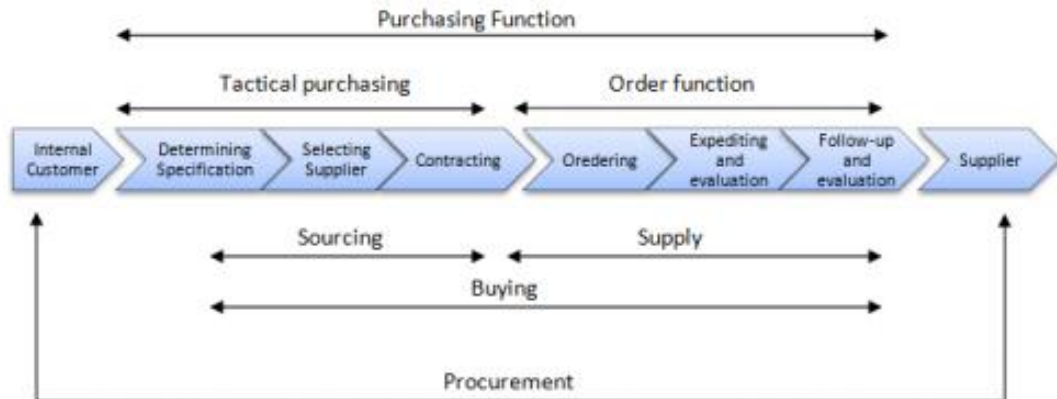


Figure 2: Purchasing process model. (adapted from Weele 2014, 8.)

3.2 Purchasing Strategy

Michael E. Porter (1979) demonstrates strategic purchasing with a five force framework. In this framework, he illustrates valuable sections for understanding successful purchasing in business strategy development (see Figure 3).

Five Forces Analysis (Porter)

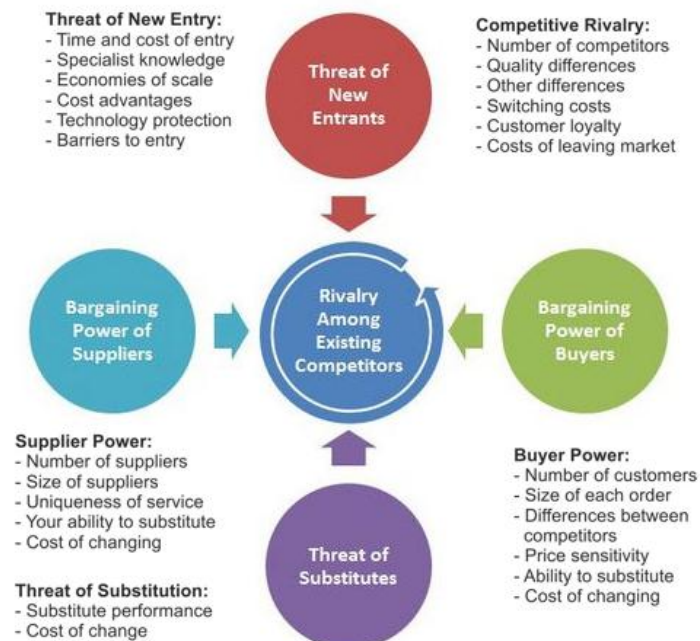


Figure 3: Porter's five forces framework. (Redrawn from Porter 1985, 5.)

3.3 Sustainable Purchasing

According to e Miemczyk, Johnsen and Macquet (2012), a company is no more sustainable than the suppliers from which it sources. This put purchasing and supply management in a central position on the road to achieving sustainability. However, fully understanding a company's sustainability profile largely depends on the suppliers.

Walker and Brammer describe sustainable procurement as follow: "Sustainable procurement is consistent with the principles of sustainable development, such as ensuring a strong, healthy and just society, living within environmental limits, and promoting good governance." (2009, 128)

3.4 Suppliers Selection

Donald Waters (2003, 233) illustrates a few criteria for choosing reliable suppliers. According to him, organizations look for suppliers who:

- are financially secure with good long-term prospects
- have the ability and capacity to supply
- can deliver accurately, reliably and with short delivery times
- deliver materials of guaranteed high quality
- quote acceptable prices and terms
- are flexible
- are experienced and have a good reputation
- use convenient and easy procurement systems
- are able to develop long-term relationships

He also mentions that choosing the best supplier may be a very time-consuming process. Different procedures to choose the supplier are used depending on (ibid., 234):

- the value of the materials
- number of suppliers available

- earlier arrangements with the supplier
- time available for the process
- company policy concerning the supplier selection

Vasina (2014, 14) mentions basic framework of the administrative judgment procedure for potential supplier selection that includes few stages (see Figure 4). The particular movements can vary through the different aspects of different organization.

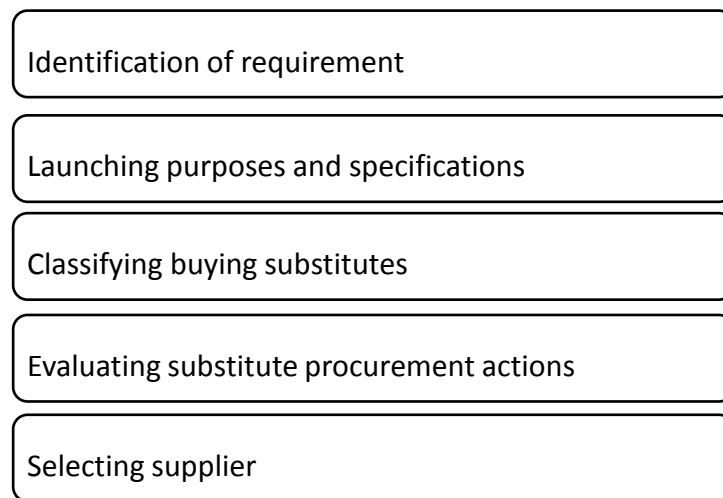


Figure 4: Organizational decision stages. (adapted from Vasina, 2014)

The four main stages (see Figure: 5) linked with strategic supplier selection to widen the area of value creation. (ibid., 17.)

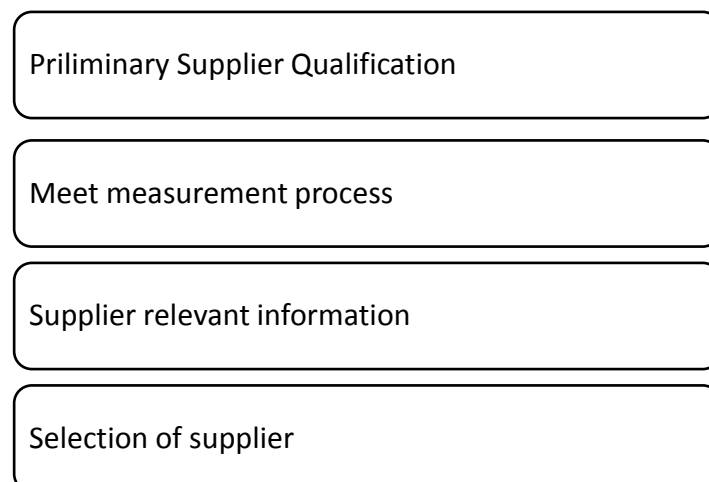


Figure 5: Strategic supplier selection. (Adapted from Vasina, 2014)

3.5 Single Source Vs Multiple Sources Suppliers

Donald Waters writes in his book about single sourcing and multi-sourcing suppliers. According to him, some organizations say that single sourcing leaves them vulnerable to the performance of an individual company, and they have severe problems if something goes wrong. If a single supplier of a vital component has financial problems, an organization may, through no fault of its own, have to stop production. To avoid this, some organizations have a policy of buying the same materials from a number of competing suppliers. (2003, 235.) According to him, the advantages of a single supplier:

- Stronger relationship
- Higher commitment to success in the relationship
- Economies of scale, price discounts, larger orders
- Easier communication, reduced administration and simpler procedures for regular orders
- Less variation in materials and their supply
- Easier to keep issues confidential

The advantages of multi-suppliers are:

- Competition reduces prices
- Less chance of disrupted supplies
- Easier to deal with varying demands
- Involving more organizations can give access to wider knowledge and information
- More likely to encourage innovation and improvement
- Not relying on one external organization

3.6 Business Co-operation

According to Dirk Holtbrügge (2014), in earlier period international management concept did not push much importance on the schooling of international business co-operation. In recent years, international tactical business co-operation has concerned great attention in cooperation with international management concept and practice. International strategic cooperation has at least three distinct determinations:

A. Scale advantages

Cooperation agrees the partner firms to attain scale economies as well as reduce excess size by combining analogous resources that fit to the similar stages in the value-adding procedure.

B. Resource advantages

Cooperation possibly will also be intended for combining balancing resources, skills, and assets that belong to diverse stages in the value-adding procedure. Resource benefits are especially significant for businesses between firms from developed as well as developing countries where the earlier provide organization know-how, financial properties, and technological competences, while the concluding contribute access to local clients, suppliers, and legislative officials.

C. Learning advantages

Cooperation can as well be a resource for learning and adopting new skills. This motive is mostly relevant in high-tech trades where the capability to obtain and spread over knowledge is a significant achievement aspect.

3.7 Suppliers Selection Process Stages

It is easily understandable from earlier writings that there is no solitary way for purchasing and choosing the supplier. Suppliers selection process can vary in many specific steps. Based on previous above information, I have summarized supplier selection process steps. The chart below denotes how a corporation can evaluate and choice the reliable supplier to attain better outcomes and progress the business excellence.

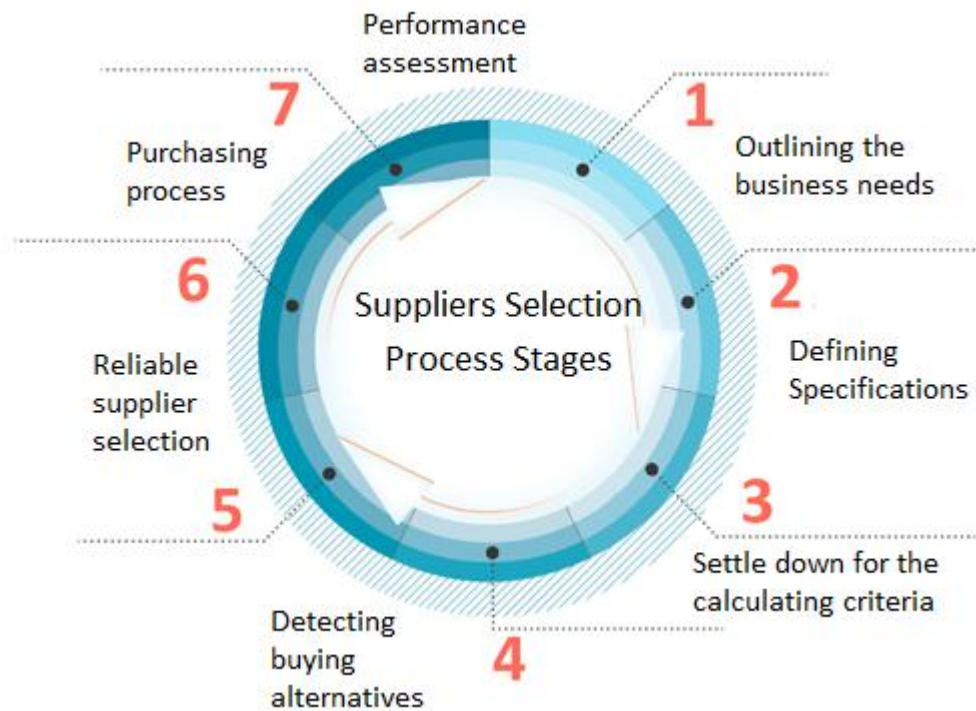


Figure 6: Steps for supplier selection. (Adapted from Vasina, 2014)

Outlining the business needs

The key business phase is to realize commercial needs. For this in the starting point, it is very important to know every action related to the business specially beginning business strategy, present business status, purchasing procedure, negotiations, risks, sells, customer satisfactions, supports and continues business development to make upgrading profits.

Defining Specifications

In this phase, the organization can easily get involved in categorizing the product specifications to purchase the exactly demanded materials from the potential suppliers to arrange the business in such a way to make maximum business profits through providing high level of customer satisfaction.

Settle down for the calculating criteria

Supplier selection and assessment criteria topic fascinated many scholars to observe what the most significant aspects that affects in supplier selection. Collecting potential supplier's data is always very important for any purchasing company. Company needs to compare their requirements corresponding the supplier's

performance and then added for calculating measurements. All the products requirements criteria are mentioned in this process to involve more potential suppliers. This process creates extraordinary benefits for the both parties involving the business.

Detecting buying alternatives

The step four is detecting buying alternatives. Only two questions are enough to cover-up this step: the most reliable supplier and where to find information about this supplier, and what kind of sourcing strategy need to choose. The primary question is relatively simple. There are plenty of sources to get information. Of course, the easiest technique is the internet. Alternative question is how to find information about reliable supplier. Currently, it does not create any major problem to get reliable information on internet. Sourcing options about supplier identification shows in Figure 7. Vasina (2014, 21.)

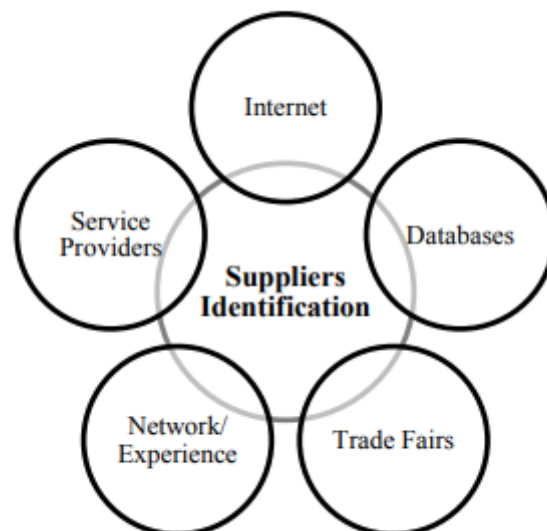


Figure 7: Sourcing options for supplier identification information. (Based on Vasina, 2014)

Sourcing strategy as well as supplier's location would be the next topic to be considered before making any purchasing decision. Supplier's location can be local or global. For the global supplier transport, customs, imports etc. need to be considered at the beforehand. All these issues play very significant role for every commercial trade.

Reliable supplier selection

For any purchasing department, finding maximum reliable supplier is very vital. It includes several tasks to make the final decision for selecting final supplier in any organization. The process starts with gathering potential supplier's information according to product requirements. After that, it needs deep analysis in those supplier's data to find the most potential supplier for the company. In the end of this process, the company can make the decision for selecting final supplier for them. Reliable supplier selection option is shown in through below design. (ibid., 22.)



Figure 8: Supplier selection. (Based on Vasina, 2014)

Purchasing process

Last two steps are about making negotiation and contractual agreements for the terms and conditions and finally approving of the selection of supplier. Since the agreement contract is the utmost valuable lawful documents. Contract makes safety rights for both parties and should contain every issue in details such as data about the partners, complete products description and amount, pricing, compensation terms, concessions available, delivery time, restrictions, proceeds, carriage, warranty, preservation, situations for breaking contract etc. After negotiation is completed and the final step of approving on the contract terms and conditions are confirmed, the supplier can be accepted by the administrative, and the operative process of physical procurement materials can be started. According to Weele

(2014), all the credentials agreement information should be conserved between purchasers and suppliers.

Performance assessment

Performance assessment defines the company's business status over a period. In this section, a company can view their overall previous decisions making, actions, purchasing, suppliers, risks, damages, products developments, customers satisfaction etc. Moreover, the company needs the judgements actions to make business profits in future as present situation. This performance assessment tools help the company to make proper decision over the whole business strategy. Actually, purchasing performance process is a continuous phenomenon of business development through appropriate strategy. (Weele, 2014)

4 International Purchasing From Bangladeshi Suppliers

4.1 The Role of International Purchasing From Bangladesh

Companies are revenue focused. Usually, executives are passionate to give emphasis on sales profits – the incoming revenue. Currently, due to severe competition and growing materials cost has converted to a tough strategic choice. Therefore, increasing emphasis has been specified to the price – the outgoing transactions. Naturally, procuring as the prime expenses to a business has been getting progressively amount of care, attention and effort. Table 1 shows advantages and disadvantages of outsourcing on international perspective, Seyoum (2009, 414-416).

Table 1: Advantages and Disadvantages of Outsourcing. (Seyoum 2009, 414-416.)

Advantages and Disadvantages of Outsourcing	
Advantages	Disadvantages
1. Lower price	1. Difficulty in evaluating and selecting qualified suppliers
2. Higher-quality products (qualified suppliers)	2. Potential problems with quality and delivery times
3. Supply of products not available domestically	3. Political and labor problems
4. Advanced technology available from foreign sources	4. paperwork and extra documentation as well as added costs such as freight, insurance import duties, cost of letter of credit, travel, marketing, etc.
5. Safety countertrade obligations	5. Currency fluctuations and payment problems
6. Improve international competitiveness	6. Harder to quickly respond to market changes

4.2 Reason for Choosing Bangladesh as Apparel Sourcing

Ready-made garment (RMG) industry is the strongest sector of Bangladesh economy. The RMG trade of Bangladesh began in the late 1970s and converted to a prominent performer in the economy in a little period and has become major source as exporting value for the Bangladesh economy.

Table 2: Important matters associated to Bangladesh RMG trade. (Hasan et al. 2016)

Year	Issue
1970-1980	Early period of growth
1982-1985	Boom days
1985	Imposition of quota restriction
1990	Knitwear sector developed significantly
1993	Child labor issue and its solution
2003	Withdrawal of Canadian quota restriction
2005	Phase out of quota restriction
2006	Riots and strike by garments labor
2007-2008	Stable growth
2008-2015	Continuous growth

The trade has involved to export earnings, overseas exchange earnings, creation of employment, poverty mitigation as well as the empowerment of women. In Bangladesh export-quota scheme and the accessibility of cheap labor are the two key reasons behind the achievement of the industry.

Table 3: Dimensions of Bangladesh garment Industry. (Hasan et al. 2016)

Sub-sector	No. of unites	Installed machine capacity	Production capacity (m)	Manpower
Textile spinning	341	7.20 ml. spld 0.18 ml. rotor	1,600 kg	400,000
Textile weaving	400	25,000 SL/SLL	1,600 mtr	80,000
Specialized textile and power loom	1,065	23,000 SL/SLL	400 mtr	43,000
Handloom (GF/F)	148,342	498,000 handloom	837 mtr	1,020,000
Knitting, knit dyeing (GF):				
(a) Export-oriented	800	12,000 knit/Dy/M	3,600 mtr	300,000
(b) Local market	2,000	5,000 knit/M	500 mtr	24,000
Dyeing and finishing (FF):				
(a) Semi-mechanized	180	-	120 mtr	10,000
(b) Mechanized	130	-	1,600 mtr	23,000
Export oriented RMG	4,500	-	475 doz	2,000,000

In the 1980s, the ready-made garment industry of Bangladesh was focused mainly in producing and exporting the woven products. Since the early 1990s, in Bangladesh the knit section of the manufacturing has begun to expand. Sweaters, shirts, trousers, T-shirts and jackets are the key products factory-made and exported by the trade. Bangladesh exports its ready-made garment products largely to the United States of America and the European Union. According to Hasan et al. (2016) these two areas cover more than a 90 percent portion of the country's entire earnings from apparel exports. The RMG sector share almost 81 percent of the export earnings of Bangladesh (RMG export earnings is 24.49 billion USD in 30.19 billion USD overall export incomes in the fiscal year 2013-14).

Table 4: Bangladeshi garment exports data. (Bhattacharja et al. 2017)

Market share of major RMG exporters in the world (%)					
Calendar Year	China	Bangladesh	India	Viet Nam	Turkey
2012	37.16	5.64	3.32	3.84	4.12
2013	34.61	5.99	3.28	4.27	3.95
2014	32.36	6.09	3.37	4.59	3.90
2015	32.12	6.90	3.49	5.42	3.72
2016	29.54	7.48	3.43	5.70	3.84

The RMG sector has made 19.2 billion USD as turnover in 2011 as well as in 2014 turnover was 24.5 billion USD. The EU (as a region) has been the major market with 55 percent of the entire RMG export income followed by the USA exports 23 percent and 14 percent of the whole exports of Bangladesh exported to developed markets such as China, Australia, Japan, South Africa and Brazil.

Table 5: Export data of Bangladesh to major exporting countries (Hasan et al. 2016)

Country	2009-10	2010-11	2011-12	2012-13	2013-14
Germany	1282.77	2022.05	2039.97	2168.13	2573.70
UK	725.74	990.98	1103.30	1259.84	1335.25
USA	891.61	1119.04	1013.95	1130.90	1197.85
France	692.00	999.71	855.18	892.45	964.27
Spain	384.55	595.92	660.73	702.90	856.28
Italy	379.04	525.17	571.46	554.94	731.91
Canada	283.86	432.92	401.82	461.97	445.10
Netherlands	528.57	591.07	325.28	246.77	385.48
Belgium	155.79	299.74	320.46	317.19	440.63
Denmark	178.24	256.32	318.72	375.62	450.71

4.3 Competitiveness In The RMG Industry Of The Bangladesh

Competitiveness In The United States Export Market

In recent years, Bangladesh has qualified some merchandise diversification for export of apparels to the United States market. Bangladeshi garments suppliers are continuously exporting their ready-made products to the US markets. Bangladesh has drawn world-wide attraction in this garment exporting sector as the low-cost product supplier.

Competitiveness In The European Union Export Market

According to Haider (2007), Bangladesh has qualified both numerical and qualitative variations in exporting textiles and apparels to the European Union fields during the period 1996-2005. The textile and apparel export incomes of Bangladesh from the European Union improved from 1.2 billion euros in 1996 towards 3.7 billion euros in 2005. Apparel products produce the major portion of Bangladesh's export incomes from the European Union. For instance, apparel products produced more than 95 percent part of the whole textile and apparel exports to the European Union from

Bangladesh throughout the period 1996-2005. On the other hand, the corresponding portions for China and India position at below 80 percent and 75 percent respectively. In 1996, the topmost five product sets contributed 76 percent of the whole garment export incomes of Bangladesh from the European Union and in 2005, that portion improved to 82 percent. Alternatively, the corresponding changes for China and India were from portions of 34 per cent and 62 per cent in 1996 to in 2005, 45 percent and 54 percent respectively. Throughout the period 1996-2005, Bangladeshi Knit garments have added extraordinary access to the European Union market.

Duty free and quota free contact of apparel products factory-made within two-step as yarn to fabrics as well as fabrics to garment have enhanced the exports of Bangladeshi knit garment goods to the European Union. The garment exports from Bangladesh to the European Union has improved significantly throughout the period 1996-2005. As example, from Bangladesh the portions for jackets, overcoats, suits, sweaters and some further garment exports to the EU have developed in current periods. These enhancements reveal that garments suppliers are attaining attention from foreign purchaser as a high apparels diversification quality in terms of supplying to the Europe countries. Furthermore, a gender investigation designates that Bangladesh has attained some advancement of its goods now a days in terms of exporting clothing products to the European Union.

4.4 Bangladesh as Next Worldwide Sourcing Hot Spot

Since the begin of its apparel export manufacturing in the 1970s, Bangladesh has perceived its RMG export stages grow progressively and has developed a top international exporter. Bangladesh's long-term involvement in worldwide apparel exports sector attract global buyers as a strong sourcing country for selection criteria of capacity, quality and price as well as merchandise portfolio offered. According to Karim (2018), Bangladeshi exports sector is mostly as apparel exporting related.

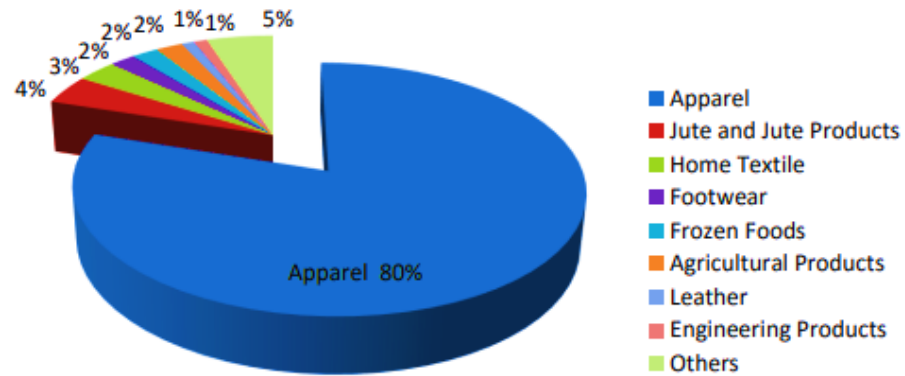


Figure 9: Apparel domination exports in Bangladesh. (Karim 2018)

Huge amount of the international buyers directly performs sourcing activities with Bangladesh and suppliers focus on working directly as global sourcing. In the last 15 years, Bangladesh's part of garments imports to the US and Europe has become more than doubled that denotes for holding Bangladesh's the 4th place between US importers and 3th place between importers to the EU. The last 3 years, huge amount of companies have enlarged their portion of sourcing in Bangladesh through more than 30 percent. Bangladesh's evolution in global garments exporting sector has been familiar. Bangladesh bids the three key hard benefits – price, quality and capacity. Bangladesh offers satisfactory excellence levels, particularly in worth and entry-level middle market garments products, while satisfactory speed as well as risk points can be attained over careful management. Cheap price level is obviously the main advantage in Bangladesh. And it is strongly assumed that Bangladesh's price stages will remain extremely inexpensive in the future. There is also capacity category in Bangladeshi supplier's garments exports sector need to be mentioned as the second major benefit of Bangladesh's RMG industry. Bangladesh is obviously in advance of South Asian RMG suppliers in standings of accessible capacity. Because currently, Bangladesh have 5000 RMG garments industries employing about 3.6 million labors. Whereas Indonesia has around 2450 industries, Vietnam has around 2000 industries and Cambodia has 260 industries.

For most CPOs, Bangladesh will be the No. 1 sourcing hot spot over the next 5 years

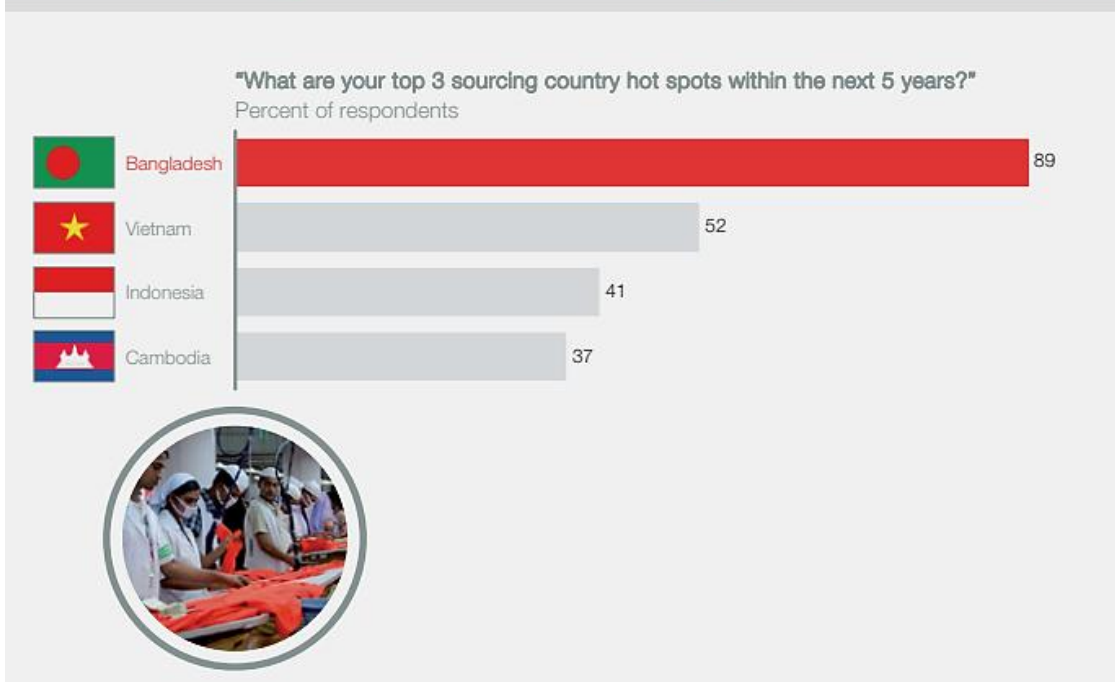


Figure 10: There is no substitute to Bangladesh. (Berg et al. 2011)

For Bangladesh supplier capability third place ranked as the prominent global garments exporter cited by 30% of respondents in Mc Kinsey European and US CPOs survey. Moreover, the present salutation of capability is very attentive: Bangladesh's suppliers are recognized for supplying respectable quality and gigantic order sizes for the worth and lower middle market. At the similar time, suppliers have initiated to develop into extra value-added services. In addition to quality, price, capability and capacity a top portion of European CPOs mightily emphasize the benefits of sourcing in Bangladesh in reason for favorable business agreements. The expansion of the EU-GSP instructions on tax-free imports of clothes from Bangladesh to contain products with two- step procedure finished sourcing from Bangladesh which more attractive. A modification from the presently leading knitwear to a further stable sourcing merchandise portfolio can be predictable. This beneficial starting situation in standings of capability, price, capacity and business rules offers the base for encouraging RMG progress in Bangladesh. And the huge demand of global buyers from the US, Europe and developing markets will enlarge it in the future.

Suppliers are starting to move beyond pure CMT and to upgrade their service levels

"Which services do you offer?"

Suppliers, percent of respondents

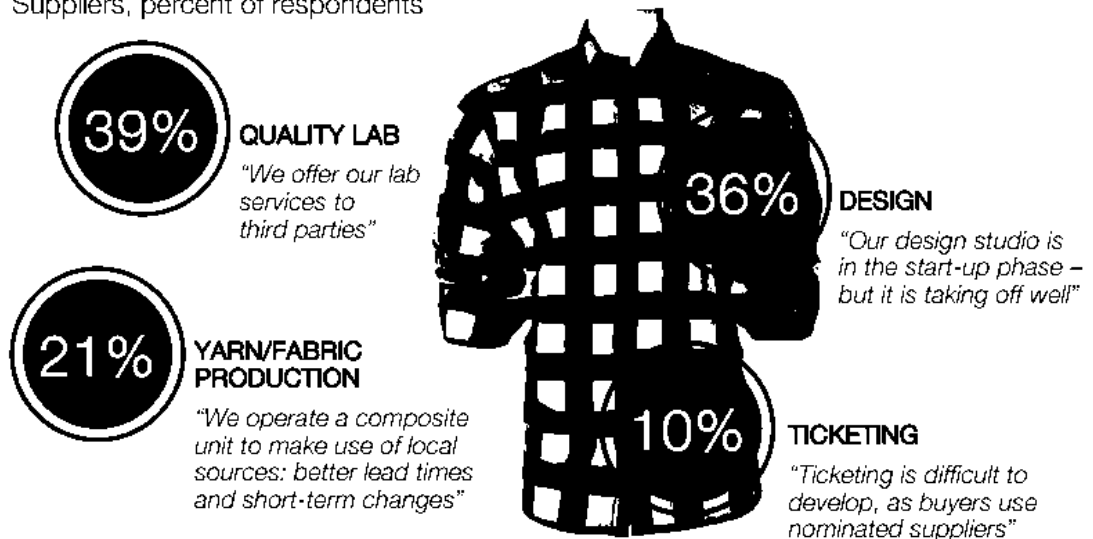


Figure 11: Bangladeshi Suppliers upgrading their service levels. (Berg et al. 2011)

It predicts a continuation in the top development of Bangladesh's RMG area. As global sourcing trends in Bangladesh's present place, European and US purchasers will continue increasing their sourcing arrangements in Bangladesh. Furthermore, new procurement trades are also becoming progressively significant as sourcing clients for Bangladeshi garments suppliers. European and US chief procurement officer intent to considerably raise their purchase of sourcing in Bangladesh. Various companies which produce about 13 percent of their sourcing worth in Bangladesh nowadays, have strategy to raise their portion to 20% to 25%. Motivating to mention is that new period of attractive clients for Bangladesh's RMG manufacturing is rising rapidly. Particularly regional nations need to advantage from the compensations Bangladesh has to proposal. Not unexpectedly, suppliers in Bangladesh realize China as the state obtaining most status for them through the following ten years, by India succeeding suit under a position of third. Two-sided contracts, such as the current duty-free agreement among India and Bangladesh broadcasted in September 2011, are introduced in order to short-term enlarged trade.

5 Bangladeshi Suppliers Facts

5.1 Supplier Performance and Workforce Supply

While Bangladeshi suppliers signify some brilliant compensations in certain scopes, an amount of challenges could produce hurdles for businesses looking for sourcing from Bangladeshi garments suppliers. If these facts and challenges would be adjusted, will Bangladeshi suppliers RMG exports trade fascinate to global purchaser.

It has been assumed that, the Bangladeshi supplier's garments export business will raise about 7 to 9 percent over 2020. Buyers are keen to source more classy and stylish goods from Bangladesh. On the other hand, mid-market purchasers are also starting to source fashionable products. To manage the growth demand, Bangladesh garment suppliers will need to raise improved performance and confirm the supply of standard products produced by expert workers. Bangladeshi Supplier's efficiency needs to progress for mitigating remaining production gap in contrast to other sourcing states. Noteworthy efforts are essential to close the efficiency gap with China and further markets.

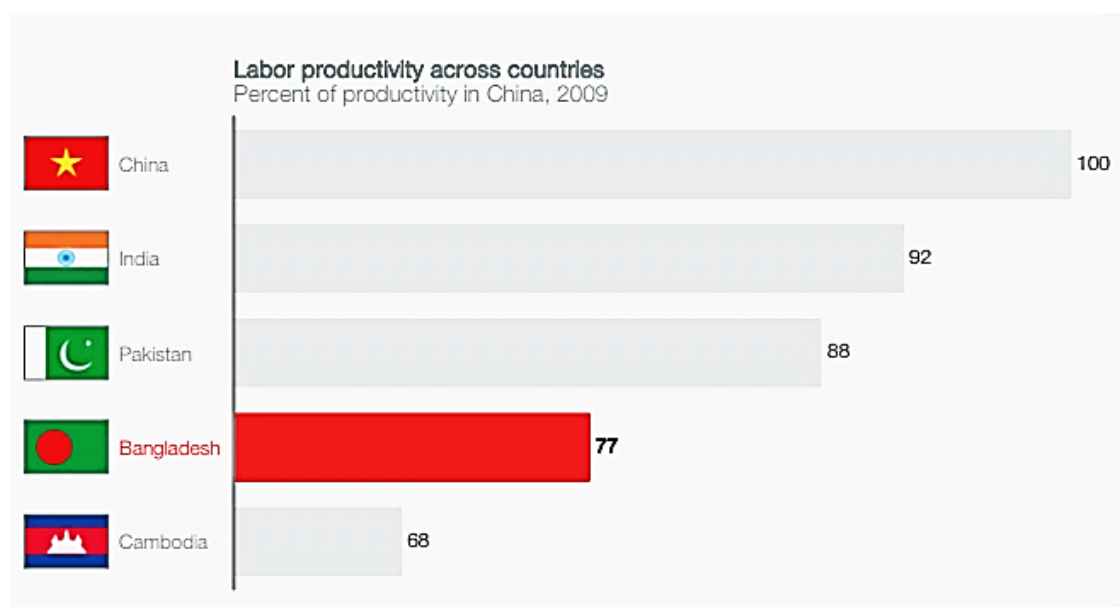


Figure 12: Production efficiency gap between Bangladesh and other countries. (Berg et al. 2011)

Furthermore, a gap between purchaser requirements as well as supplier abilities is also needed to be developed. Purchasers want to enlarge their sourcing merchandise

mix into additional sophisticated types. Presently, though only few garment suppliers of around 100 are able to supply at an advanced production in terms of apparel categories, efficiency, facilities, and agreement.

In addition, an absence of investment in update machinery, knowledge and technologies, the present inadequate proportions of expert labor force also obstructs an increase in production. Also, current challenges will increase if suppliers aren't intelligent to fill advanced ability middle managing situations and if the volume of skilled workforces required in Bangladesh's RMG business is not secured. In Bangladesh, the RMG industry's status is not good-looking enough to draw attention of young top workforces and graduates. Therefore, the little educational level of labors contributes to extra inefficiency in apparel factories. Experts evaluates that there is presently a 25 percent lack of expert workforces in Bangladesh's RMG factories. The majority of labors obtain training only at a undeveloped level on the work in the industries. Correspondingly, the movement circumstances of labors approaching from underprivileged distant areas to the garment hubs Dhaka and Chittagong as well as partial worker loyalty in the small-salary occupations mean that suppliers continuously face huge employment levels of around 5 percent per annual. Along with massive workers turnover, the upcoming progress of RMG exports considering above production rises will need up to 6 million workforces by 2020. With maximum of the suppliers being attentive on Dhaka – capital and largest city of Bangladesh, healthy and sustainable development – from a commercial and a social accountability point of assessment – will require geographic broadening into countryside zones in order to additional efficiently utilize the accessibility of Bangladesh's labor force.

5.2 Compliance

As a growing nation, Bangladesh is below close inspection by nongovernmental organizations as well as corporate social responsibility investors concerning compliance. Both corporate social responsibility specialists and purchasers report upgraded labor as well as social compliance values, nevertheless there is yet a wide-ranging of compliance perceived between suppliers. In Bangladesh's garments trade,

resolving these matters and accomplishing ethical worker values and sourcing performs are key fundamentals facts.

Local attentiveness of Bangladesh's ready-made garments industry offers a comparatively better visibility of compliance circumstances. Corporate social responsibility stakeholders can look over a sufficient quantity of suppliers within a comparatively short period. This environment offers extra opportunity to generate better transparency concerning supplier conduct. On the other hand, creating that opportunity is difficult in countries like China or India, because their manufacturing locations are further spread out. International purchasers may also arrange dynamic use of surprise visits to realize transparency.

The European and America's chief product officers state that the compliance level in Bangladesh has strongly improved within previous years. Most of the garments industries have increased transparency by executing CSR reporting. Purchasers should frequently push to raise and preserve compliance levels by educating labors and maintaining full transparency in the local sourcing supply.

According to Haider (2007) The most advanced suppliers realize that compliance is an important factor in attaining corporate success and getting lucrative orders from worldwide recognize purchasers. Besides these, they are also maintaining the ethical values of eradication in child labors and environmental friendly production standards. Informal employment, low knowledge stages, salary disparity, irregular payment are very conventional practices in the ready-made garments industries in Bangladesh. Bangladeshi garments industries have low labor cost benefit in manufacturing apparel products. Moreover, hired factory sites, narrow stairways, closed surroundings, absence of relaxing rooms, absence of hygienic drinking water are additional concerns in the apparel factories of Bangladesh. Bangladesh ready-made garments companies need to improve these issues for the sake of effective business throughout the world.

5.3 Raw Materials and Lead Time

Recently, the high unpredictability of raw materials costs seen throughout the previous years which has broaden buyer's concern to raw materials costs. and ease

of access in sourcing countries. Moreover, Bangladeshi suppliers provides quality fabrics using standard levels of raw materials. On the other hand, average lead time for Bangladeshi supplier is more than other countries suppliers like China or India. So, the most vital significance job for Bangladeshi suppliers is to shorten the product sending lead time. Garments factories are trying to create a central hub of warehouse for storing raw materials that will be exported abroad as global supply chain for reducing lead time. (Haider, 2007)

5.4 Linkage Expansion

The Bangladeshi garments industry need to invent appropriate strategies to continue competitive in global markets. The below table reveals that manufacturing volume of Bangladesh raised enough in 2004 related to 2000. (Haider, 2007)

The consumption and manufacturing difference of yarn declined over period, although real consumption improved every year. The textile production capacity of Bangladesh also improved in previous year. Such a movement shows that the linkage expansion progression of the Bangladesh ready-made garments manufacturing business has already in progress, although the motion of expansion fluctuates from step to step. Still, various garment suppliers in Bangladesh are attracted in using good quality foreign raw materials as an alternative of using regional raw materials because of price variances. The cost of ready-made garments involvements supplied by regional sources is comparatively high. Therefore, establishment the linkage expansion is immensely vital for Bangladeshi garments industry. This expansion will facilitate to higher value composition in the country economy and added the easy accessibility of raw materials.

5.5 Product and Market Composition

The product and market composition of apparel industry from Bangladesh needs superior attention to confirm the future sustainability of the Bangladesh ready-made garments industry as eminent supplier throughout the world. Bangladesh is however focused on producing lower-end apparels materials, while currently the country has developed enough as middle or high-end manufacturer. Progression of the

procedure of advancement products is very significant for the Bangladesh ready-made garments suppliers whether it is to develop its competitiveness. The suppliers need to be well-organized of adjusting its producing capacity to rapid changes in purchaser needs. In addition to improving products, the supplier should attempt to accomplish product and market diversification for diversify risks, growth approach to new markets or purchasers and improve export volume. (Haider, 2007)

5.6 Transportation Infrastructure

For all corporate stakeholders, transportation system is the single major issue hindering Bangladesh's ready-made garments industry. Purchasers today are required to sensibly choice the type of garments to source from Bangladesh, whereas congested highways, inadequate internal transport alternatives as well as limited of deep-sea port add incompetence to apparels lead time. In reason for sourcing more stylish, less lead time products in Bangladesh, consistent and quick transport is highly emergency issue. The transport problems need to be accomplished quickly to eliminate a breakdown in the transport system. As the Bangladeshi ready-made garments industry is extremely reliant on the Dhaka-Chittagong road and Chittagong port as the key transport ways, the subsequent examples are warning the effectiveness of Bangladesh's garment business:

The highway is mostly congested as high transportation volume in this area. Lead time for sea transport is raised by around ten days owing to the need of a deep-sea port. Efficiency at Chittagong harbor suffers from unproductive manual system, inadequate crane capacity. On the other hand, the Dhaka-Chittagong railway transportation also provides limited capacity.

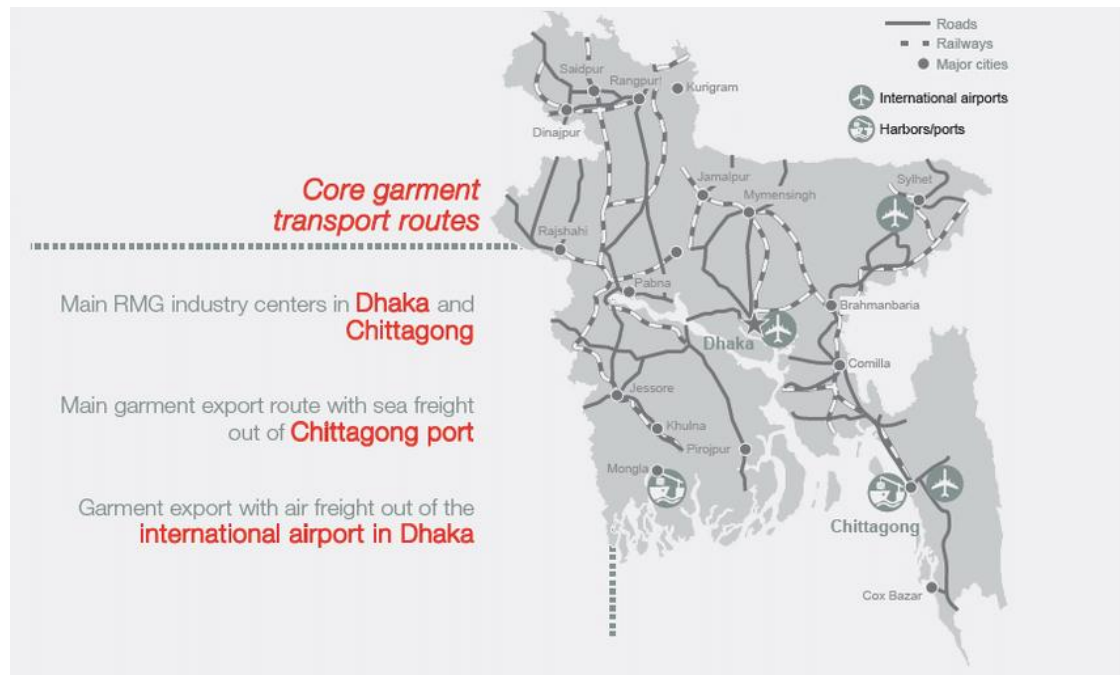


Figure 13: Transportation infrastructure map of Bangladesh. (Berg et al. 2011)

The current Bangladeshi government confirmed several projects to improve transportation routes throughout the ports and country's highways. The government has recently developed the Dhaka-Chittagong highway as expanding to four lanes, planned to introduce a modern deep-sea harbor in Chittagong with more heavy container loading capacity as well as advance productivity at Dhaka airport in capital zone. (Berg et al. 2011)

5.7 Economy and Political Stability

Bangladeshi economy and political government stability are also very important part of risk while sourcing from Bangladesh. Bangladeshi suppliers will definitely lose their value image of sourcing from Bangladesh in case of political stability goes to decrease. Political unrest as well as frequent strikes are always a big threat for sourcing from Bangladesh. Bangladesh's multi-group democracy is categorized through two big opposite parties as well as a five-year voting cycle. The changing aspects of the country's management has partially offered to disruptions in short-term scheduling as well as execution of longer-term missions. Although strike doesn't always directly affect the ready-made garments industry in current times but political unrest as well as mass strikes can create serious delays in the global supply chain. Foreign purchasers should be enough aware about Bangladeshi political unrest

phenomenon while dealing with Bangladeshi ready-made garments products suppliers. Though Bangladesh's place in the Transparency Corruption Index has upgraded over the previous years.

According to Berg et al. (2011), Bangladesh's RMG development can be more appreciated as the progression in these areas of infrastructure, supplier performance and workforce supply, linkage expansion, raw materials, product and market composition, compliance, economy and political stability are attempted.

6 Thesis Implementation

6.1 Thesis Implementation Stages

I have implemented my thesis by synchronizing four major steps to reach my research goal. The below figure illustrates my research execution phases.



Figure 14: Thesis Implementations phases.

Creating Supplier Selection Process and criteria

In the very beginning of my research, I draw supplier selection process in my mind to achieve my thesis goal and set some important factors to be considered about Bangladeshi ready-made garments suppliers as assessment criteria in the supplier selection process. Company would define criteria for supplier selection process as below:



Figure 15: Supplier selection process.

Collecting Supplier's Information

There are so many ready-made garments suppliers in Bangladesh. Among them, I gather information about seven top most renown garments products suppliers through discussion with my personal contacts, conversation with employees and staffs, websites, journal and publications.

SWOT Analysis

After collecting all the possible information, I put these data to the SWOT analysis four steps. I evaluate each step's score for the certain suppliers and in the end combine all steps performance scores for that suppliers. And I finally after getting the analyze for every supplier, I make comparison among these suppliers scores results to get my research results.

Final Supplier Selection

After getting the SWOT analysis results, then I proceed for analyzing the results. I check the supplier's final scores to make decision for supplier selection. In the end of the analysis, I am successfully able to select the most reliable ready-made garments supplier from Bangladesh.

6.2 Criteria for Suppliers Evaluation

The most driven evaluation criteria for the supplier is product quality. If the products don't meet the quality performance scale, then the product will be useless in a sense that products can't be sold in the market and that will forward to business loss of profits. On the other hand, supplier's products production capacity is another important criterion for choosing suppliers due to the dynamic international supply chain competition market a potential supplier needs to be able to produce demanded amount of production to sustain in this competitive world and for this reason suppliers should have adequate skilled workforce with suitable machineries.

Moreover, products price is one of the significant driving aspects for selecting a potential supplier decision. The lowermost price does not regularly confirm the best quality, so the product price will be at the balancing situation where products will be ensured lowest price without compromising the quality.

Supplier production facilities should be considered as vital criteria for the supplier selection. The current fashion trend is always changing, that's why customer always demand product modification. If the suppliers don't able to show positive attitude to product changing, then there will be great problem to sustain in this complete global supply chain and it will bring negative impact for the supplier. Suppliers location and delivery lead time are also play important role in supplier evaluation process. If the suppliers don't have worldwide distribution center, then it will generate longer delivery lead time in products supply. On the other hand, if the supplier's location is nearby to ports or airport that increase faster international supply.

Sustainability, business ethics and CSR issues are also play vital role for reliable supplier evaluation. Supplier's corporate responsibility depends on vision in accordance with foreign purchaser's vision and mission of the purchaser. Being aware of purchaser's business and providing the most optimal products bring significant influence on maintaining effective relationship and association amongst both parties which is significant for the long-term business, innovation and success. Business should be confirmed with green environment, better employee benefits and values to the cus-

customer satisfactions. Without these reliability factors or business transparency supplier reputation will decrease. To sustain this competitive world, suppliers should have strong positive background with consistent business reliability.



Figure 16: Suppliers evaluation criterias.

6.3 Bangladeshi Ready-Made Garments Suppliers

Based on the interviews and collected public information following supplier data summaries were created.

Supplier 1 Data

Big company with huge production capacity, operational factories and several decades of supplying experiences. The company has several large distribution centers in various regions which immensely ensure faster products delivery. They produce and supply quality and reliable ready-made garments to the customers. They have highly trained and professional workforce and maintain ethical values. Besides, they are aware of sustainability, care to the nature and responsible for positive influence on society and environment. Company supply only knitted ready-made garments that limits the purchaser for their products variation.

Company has positive attitude to change and believes in changing to be one step ahead from competitors in global market. Supplying to Europe demands better successful trade, because they have a lots of exporting experiences to Europe.

They handle huge portion only to Europe. So, there can create a big diversity problem in supplying to other zones due to less experience to these other areas.

Table 6: Supplier 1 Information

Established	1994
Location	Dhaka, Gazipur, Narayangonj, Chittagong, Bangladesh
Markets and clients	Exports to Europe around 90% and another to small portion in USA and other areas. Purchasers are Original Marines, S.Oliver, H&M, Marks & Spencer, Celio, G-star, C&A
Employees	More than 8500
Production facilities	Around 3500 work station
Production capacity	92,000 pieces RMG per day
Production line	78 sewing lines
Types of products	T shirt, Cardigan and other knitted products.
Product quality	They produce quality ready-made garments
Sustainability	Company is conscious about sustainability and responsible for nature and environment impacts.

Supplier 2 Data

Newly started company has achieved fast growth in ready-made garments production as well as international supply chain because their company business strategy is managed by skilled and professional workforce to ensure quality ready-made garments supply.

Small company with low production lines as well as absence of ad-equate supplying experiences and workforce. The company has only one distribution center which creates extended lead time with high cost products.

Growing company which is building up trust amongst the purchaser through reliable ready-made garments products supply.

Lack of adequate industrial and business linkage in the company that could be a major hindrance in future business success. They have huge business threats because they supply only knitted garments to only few customers that indicates a lack of experiences in dealing with diverse supplying experience through the competitive international supply chain.

Table 7: Supplier 2 Information

Established	2010
Location	Narayanganj, Bangladesh
Clients	Exports to Finland, Portugal, Dubai, Switzerland, Germany, Denmark, Spain, Italy, Netherlands. Purchasers are Inex Patners Oy, Sacoor Brothers, Charles Vogele, Prenatal, Wehmeyer, ATC, Scapino
Employees	1000
Production facilities	knit garments,
Production capacity	10,000 Pcs per Day
Production line	10
Types of products	T-Shirt, Shorts, Pajama, Knitwear as well as all kinds ready-made Knit Garments and Fabrics manufacturer
Product quality	The company products quality not so high comparatively other suppliers
Sustainability	The company is concern about sustainability

Supplier 3 Data

Large company with 30 years of exports experience reputation, massive apparels production capacity and great quality products suppliers. They have plenty of textile and garments production facilities including Dyeing, Spinning, Knitting and Printing. They believe in continuous learning and growth, adaptability to change and business excellency.

The company don't have much distribution center to exports their products due to bring extended lead time and high cost products in the market.

Company care about workplace and environment safety and ensure sustainability by working with numerous international development organization. Company operates transparent supply to build up long term relationships with their purchasers.

They have plenty of production facilities but supply only knitted type ready-made garments which limits the future diversity products development or variation for the purchasers.

Table 8: Supplier 3 Information

Established	1991
Location	Dhaka, Gazipur, Bangladesh
Clients	Europe, USA and Canada. Lidl, Guess, H&M, Ovs, Walmart, Puma, C&A, Esprit, G-Star
Employees	33,000 employees
Production facilities	Dyeing, Spinning, Knitting, Printing, Apparels
Production capacity	4,33333 apparels per day
Production line	5000 Machines for knit garments
Types of products	Ready-made knitted garments products
Products quality	Company supply excellent quality products
Sustainability	They are highly motivated to sustainability issues

Supplier 4 Data

One of the most innovative and multi-diversification ready-made garments supplier company in Bangladesh which ensure complete business transparency, quality garments supply and on time delivery. Company have several distribution centers near to the ports that denotes quick delivery of products.

The company supplies only knitted type of apparels in the global market.

Company practices appropriate review, make evaluations and observe operational performance measurement to secure quality policy and continuous relationship improvement between purchasers by developing products with trend and tradition according market de-mand. Company believes in future sustainable growth as well give attention to preservation the nature as well as ecological balance.

As prominent supplier, they demand high product cost and bulky amount which can be a great issue for the small or growing startup purchasers.

Table 9: Supplier 4 Information

Established	1997
Location	Dhaka, Gazipur, Narayangonj, Chittagong, Bangladesh
Clients	Puma, Esprit, G-Star, Mexx, Pierre cardin, S.Oliver, H&M, Marks & Spencer, Hugo-Boss, P&C, BONiTA
Employees	13,000
Production facilities	Cutting, Sewing, Printing, Embroidery, Knitting, Dyeing
Production capacity	1,05000 pcs per day
Production line	77 Cutting machines, 120 Sewing Lines
Types of products	Readymade Knit Apparels like T-Shirt, Sport Wears, Shirts, Jackets, Knitted Blazers, Pants, Sweater, Trouser, Skirts
Products quality	The company supply quality products
Sustainability	The company highly concern about sustainability

Supplier 5 Data

One of the leading garments suppliers in Bangladesh with several decades of apparels supplying experiences, greater production facilities line and capacity. Company all about confirm for quality products and faster delivery. The company operates their business from Chinese branch to confirm fast-moving products delivery around the world.

Company operates business both from home country-Bangladesh and abroad country-China, but they produced their apparel products in Bangladesh, that's create little bit business complexity to run business from abroad branch with home country made products.

Company has huge workforce with highly skilled and aware of sustainability policy that confirm harmless disposal of garments factory waste with a lowest impact on nature and environment. Company established enhanced product development design studio to ensure demanded product variation in the international supply

chain. In Bangladesh, company has distribution center which is only 15 kilometers far from Chittagong International Seaport and 9 kilometers from Railway station that will increase day by day the market demand of their products in international purchasers.

Bangladesh lack of woven suppliers. As they supply both qualities knitted and woven apparels, they demand higher products supply cost to the international purchasers.

Table 10: Supplier 5 Information

Established	1992
Location	Chittagong, Dhaka, Bangladesh. Hong Kong, China.
Clients	LC Waikki, JCPenny, Macy's, PVH, Kmart Sears, Carter's, H&M, Walmart, Target, Garanimals
Employees	More than 30000
Production facilities	More than 15000 Sewing Machines
Production capacity	7,50000 per day
Production line	16 production unit
Types of products	Woven, Knitting, Apparels
Products quality	They supply excellent quality products
Sustainability	They are highly concern about sustainability and care about environment.

Supplier 6 Data

The company is the one of the most reliable garments supplier from 30 years of huge experience. They have great amount of skilled workforce with plenty of production factories, production lines and capacity. They supply quality woven and knitted garments products to worldwide renown fashion brands. It has overseas office in China for faster products supply in international supply chain.

They provided wide range of knitted and woven ready-made garments, but they demand high cost for apparels products supply.

They have their own transportation services inside Bangladesh to support all kinds of logistics carriage related to the supply chain that's provide shorter lead time. They have owned C&F offices in ports to enable fast clearing and forwarding apparels

delivery services. They are practicing for solar power using and established carbon emission meters to maintain green environment.

Their excess production may affect in future environment and bring consequence negative outcome in sustainability.

Table 11: Supplier 6 Information

Established	1984
Location	Dhaka, Bangladesh. Hong kong, China.
Clients	Denim, Tom Tailor, Next, Tommy Hilfiger, Mango, H&M, GAP, Vf, Pvh, Lindex, Zara, Denim, Jcpenney, Napapijri, Kohl's, American Eagle, Esprit, Louis Raphael, Reitmans, Oshkosh Defense
Employees	Around 50,000
Production facilities	26 garment factories
Production capacity	2,33334 pcs per day
Production line	300 production line in 6 different places
Types of products	Trouser, Skirts, jeans, Dresses, Shirts, Jackets
Product quality	They supply best quality products
Sustainability	They are highly focused to sustainability

Supplier 7 Data

One of the most prominent ready-made garments supplier which supply high quality apparels international supply chain. They maintain top class supervision from sourcing to end products.

Little company with low production lines and lack of adequate skilled workforce. The company has only one distribution center which generates extended lead time with high cost products.

As a small supplier they focus on limited demand and reliable products supply with low cost.

Less practices on environmental sustainability and neglecting nature care can bring affect to earth as well as their economic development.

Table 12: Supplier 7 Information

Established	1997
Location	Savar, Dhaka, Bangladesh
Clients	Prominent brands in USA, Canada & Europe
Employees	Around 2500
Production facilities	Ready to produce garments
Production capacity	20,000 pcs/ Day
Production line	19
Types of products	Men's Shirts, Ladies Blouses
Product quality	They supply medium quality products
Sustainability	The company needs to create awareness of sustainability

6.4 SWOT Analysis for Efficient Suppliers

Supplier 1	
Strengths	Huge production capacity, Large distribution centers, faster products delivery and trained workforce.
Weaknesses	Supply only knitted products and lower products quality.
Opportunities	believes in changing, sustainability, business ethics and CSR.
Threats	Diversity problem in supplying and lower location facilities.

Supplier 2	
Strengths	Newly started but fast growth, good location.
Weaknesses	Lower product quality, higher price.
Opportunities	Building up trust by reliable supply with shorter delivery lead time.
Threats	Lower production capacity, business ethics and CSR.

Supplier 3	
Strengths	Large company, long exports experience, production capacity and great quality products supply.
Weaknesses	Extended lead time and supply higher cost products.
Opportunities	Environment safety, sustainability, production facilities, continuous growth and adaptability to change.
Threats	Supply only knitted products and lower location facilities.

Supplier 4	
Strengths	Good location facilities with shorter delivery lead time.
Weaknesses	Products quality and high cost price.
Opportunities	They believe in future sustainable growth and business ethics.
Threats	Not ready for bulky amount as lower production capacity

Supplier 5	
Strengths	Several decades of supplying experiences, greater production facilities, shorter lead time, China branch and location facilities.
Weaknesses	Business ethics and CSR.
Opportunities	Skilled workforce, harmless waste disposal, product design R&D studio.
Threats	Products quality and sustainability.

Supplier 6	
Strengths	Long experience, skilled workforce, best quality product, best location facilities, China branch and shortest lead time.
Weaknesses	Lower production capacity
Opportunities	Own transportation services, owned C&F offices in ports, practicing for solar power and sustainability.
Threats	Costly products and business ethics and CSR.

Supplier 7	
Strengths	Lower price, short lead time.
Weaknesses	Products quality, production capacity.
Opportunities	Location facilities and reliable product supply.
Threats	Sustainability, business ethics and CSR.

6.5 Final Supplier Selection

Table 13 summarizes the final supplier selection of the SWOT analysis. Seven suppliers were selected for the SWOT test and they were scaled from 1 to 5. Marking 5 illustrates the best and marking 1 illustrates a comparatively low potential excellency.

Table 13: Final selection of reliable supplier through the analysis.

Selection Criteria	Suppliers						
	Supplier1	Supplier2	Supplier3	Supplier4	Supplier5	Supplier6	Supplier7
Products quality	2.5	1	4.5	3	4.5	5	2
Cost effectiveness	3	2	3.5	3	5	4.5	3
Production capacity	3	1	4	3	5	4	2
Delivery lead time	3	3	3	3.5	4.5	5	3
Sustainability	3	3	3.5	3.5	4.5	5	3
Location and facilities	3	3	3	3.5	4.5	5	3
Business ethics and CSR	3	2.5	3.5	3.5	4.5	4.5	3
	20.5	15.5	25	23	32.5	33	19

The SWOT analysis for the final ready-made garments supplier from Bangladesh demonstrates the aggregate results. In this analysis supplier 6 appears as the best ready-made garment's supplier from Bangladesh. Supplier 6 has excellent product quality, production capacity, shorter lead time, good location and production facilities, sustainability and business ethics with the best CSR except for a slightly costly and production capacity. Supplier 5 turned out to be the second-best choice in high production capacity with comparatively cheaper product supply. Supplier 3 ranked third in terms of good production capacity and quality products. Suppliers 4, 1 and 7 were placed as respectively 4, 5 and 6 in this analysis. On the other hand, supplier 3 appears to be the lowest potential supplier because of their production quality and capacity with high cost products.

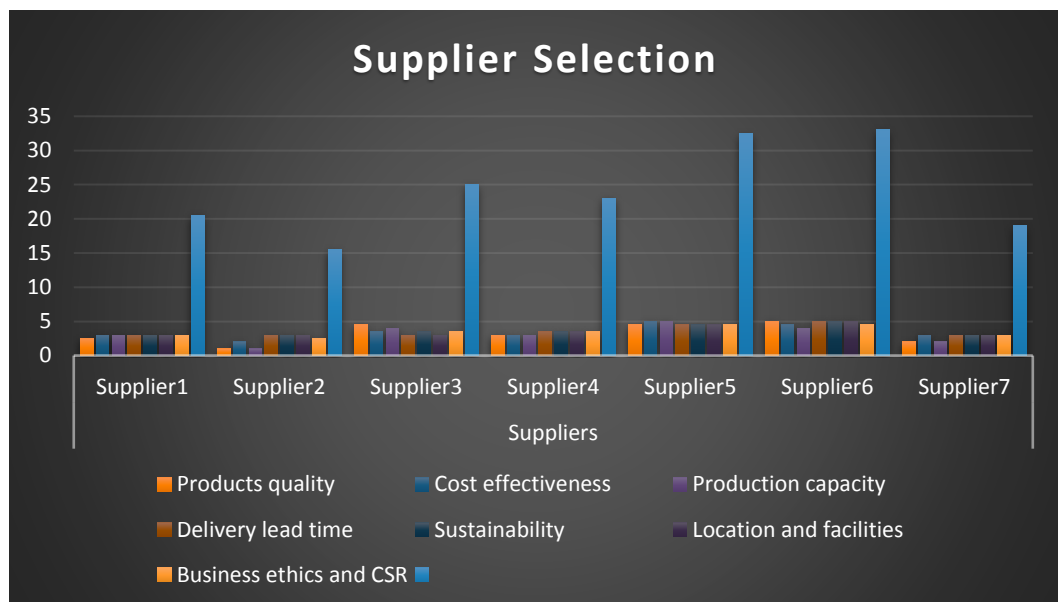


Figure 17: Final Supplier evaluation through SWOT analysis.

7 Discussion and Conclusion

Currently, the world garments trade is full of sourcing competition between global suppliers for low cost products imports. That is why, in order to gain true business success, purchasers should always need to be aware of low-cost products including product quality, supplier's location, lead time, sustainability, ethics, CSR etc.

Bangladesh is the second largest ready-made garments supplier in the world. There are a plenty of ready-made garments suppliers in Bangladesh. However, foreign purchasers face numerous problems while dealing with Bangladeshi suppliers. This research was hoped to help those purchasers who are interested exporting their garments products from Bangladesh.

In this research, supplier data was collected to achieve the research goals by using the SWOT method. It is strongly believed that this research reveals a good estimated observation about Bangladeshi garments suppliers. The foreign buyers will get freedom to choose several potential suppliers and put their information data to the SWOT testing analysis to check the supplier's reliability performance in beforehand.

However, this thesis does not sufficiently discuss how the Bangladeshi suppliers deal with Incoterms while exporting products in the global supply chain. Future research should, therefore, focus on "Bangladeshi ready-made garments suppliers with regard to customs formalities and the Incoterms".

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Appendix: Interview Questions

Questions	Information
Company location and Clients	
Employees, Branches	
Delivery lead time	
Sustainability, Business ethics & CSR	
Products variation and development	
Technologies, Production capacity	

Product quality	
Issues as a supplier	