SHANTO-MARIAM UNIVERSITY OF CREATIVE TECHNOLOGY

Module Name: Supply Chain Management
Module Code: AMM- 3309
TOPIC: Importance of supply chain management of Bangladesh as a third world country.

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ACKNOWLEDGEMENT

At First, I would like to thank the Almighty Allah for giving us this opportunity to work as a student of one of the most renowned university, Shanto-Mariam . The work on preparing this file is a great experience for me in light of this program .

I think **Noorul Muqaddim** sir, Assistant Professor of Apparel Manufacturing Management &Technology, Shanto-Mariam university of Creative & Technology for their sincere & utmost guidance to prepare this file & to gather huge practical & realistic Knowledge to make me understand the topics & terms.

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What is supply chain management? Supply chain management (SCM), the management of the flow of goods and services, involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods as well as end to end order fulfillment from point of origin to point of consumption. Interconnected, interrelated or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain. Supply-chain management has been defined[4] as the "design, planning, execution, control, and monitoring of supply-chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally." SCM practice draws heavily from the areas of industrial engineering, systems engineering, operations management, logistics, procurement, information technology, and marketing and strives for an integrated approach. Marketing channels play an important role in supply-chain management . Current research in supply-chain management is concerned with topics related to sustainability and risk management, among others. Some suggest that the “people dimension” of SCM, ethical issues, internal integration, transparency/visibility, and human capital/talent management are topics that have, so far, been underrepresented on the research agenda.

Although it has the same goals as supply chain engineering, supply chain management is focused on a more traditional management and business based approach, whereas supply chain engineering is focused on a mathematical model based one.

Supply chain management (SCM) is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage. It represents a conscious effort by the supply chain firms to develop and run supply chains in the most effective & efficient ways possible. Supply chain activities cover

everything from product development, sourcing, production, and logistics, as well as the information systems needed to coordinate these activities.

The concept of Supply Chain Management (SCM) is based on two core ideas:

1. The first is that practically every product that reaches an end user represents the cumulative effort of multiple organizations. These organizations are referred to collectively as the supply chain.
2. The second idea is that while supply chains have existed for a long time, most organizations have only paid attention to what was happening within their “four walls.” Few businesses understood, much less managed, the entire chain of activities that ultimately delivered products to the final customer. The result was disjointed and often ineffective supply chains.

Origin of the term and definitions

In 1982, Keith Oliver, a consultant at Booz Allen Hamilton introduced the term "supply chain management" to the public domain in an interview for the Financial Times. In 1983 Wirtschafts Woche in Germany published for the first time the results of an implemented and so called "Supply Chain Management project", led by Wolfgang Partsch.

In the mid-1990s, more than a decade later, the term "supply chain management" gained currency when a flurry of articles and books came out on the subject. Supply chains were originally defined as encompassing all activities associated with the flow and transformation of goods from raw materials through to the end user, as well as the associated information flows. Supply-chain management was then further defined as the integration of supply chain activities through improved supply-chain relationships to achieve a competitive advantage.

In the late 1990s, "supply-chain management" (SCM) rose to prominence, and operations managers began to use it in their titles with increasing regularity.

Other commonly accepted definitions of supply-chain management include:

The management of upstream and downstream value-added flows of materials, final goods, and related information among suppliers, company, resellers, and final consumers.

The systematic, strategic coordination of traditional business functions and tactics across all business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole.

A customer-focused definition is given by Hines (2004:p76): "Supply chain strategies require a total systems view of the links in the chain that work together efficiently to create customer satisfaction at the end point of delivery to the consumer. As a consequence, costs must be lowered throughout the chain by driving out unnecessary expenses, movements, and handling. The main focus is turned to efficiency and added value, or the end user's perception of value. Efficiency must be increased, and bottlenecks removed. The measurement of performance focuses on total system efficiency and the equitable monetary reward distribution to those within the supply chain. The supply-chain system must be responsive to customer requirements."

The integration of key business processes across the supply chain for the purpose of creating value for customers and stakeholders.

According to the Council of Supply Chain Management Professionals (CSCMP), supply-chain management encompasses the planning and management of all

activities involved in sourcing, procurement, conversion, and logistics management. It also includes coordination and collaboration with channel partners, which may be suppliers, intermediaries, third-party service providers, or customers.[6] Supply-chain management integrates supply and demand management within and across companies. More recently, the loosely coupled, self-organizing network of businesses that cooperate to provide product and service offerings has been called the Extended Enterprise.

A supply chain, as opposed to supply-chain management, is a set of organizations directly linked by one or more upstream and downstream flows of products, services, finances, or information from a source to a customer. Supply-chain management is the management of such a chain.

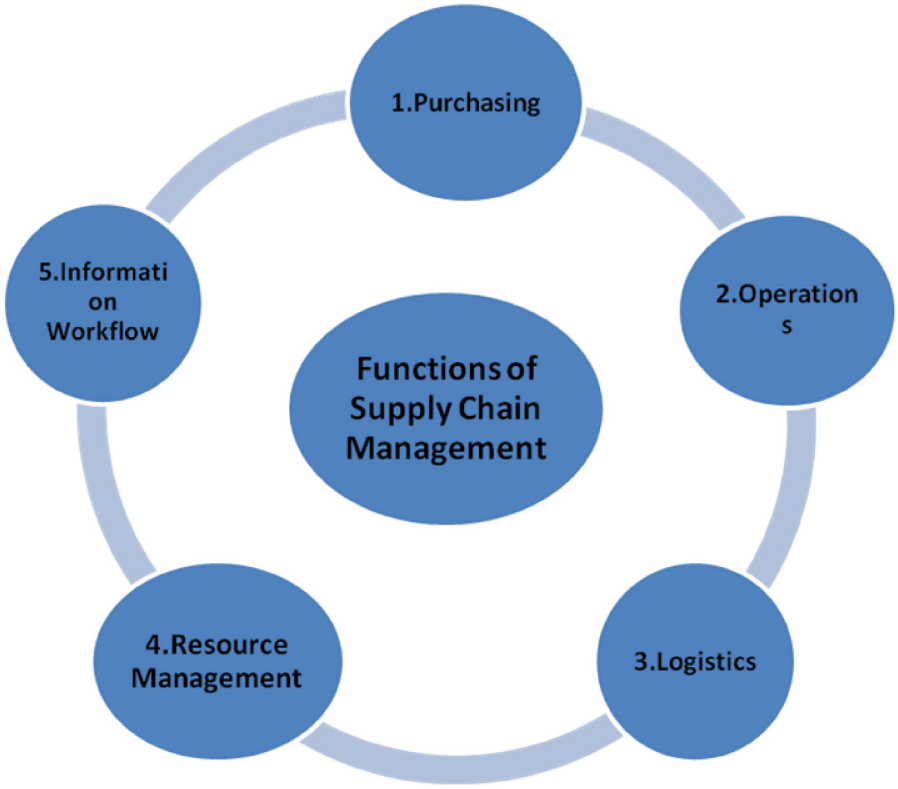
Supply-chain-management software includes tools or modules used to execute supply chain transactions, manage supplier relationships, and control associated business processes. Supply-chain event management (SCEM) considers all possible events and factors that can disrupt a supply chain. With SCEM, possible scenarios can be created and solutions devised.

In many cases, the supply chain includes the collection of goods after consumer use for recycling. Including third-party logistics or other gathering agencies as part of the RM re-patriation process is a way of illustrating the new endgame strategy.

Functions

Supply-chain management is a cross-functional approach that includes managing the movement of raw materials into an organization, certain aspects of the internal processing of materials into finished goods, and the movement of finished goods out of the organization and toward the end consumer. As organizations strive to focus on core competencies and become more flexible, they reduce their ownership of raw materials sources and distribution channels. These functions are increasingly being outsourced to other firms that can perform the activities better or more cost effectively. The effect is to increase the number of organizations involved in satisfying customer demand, while reducing managerial control of daily logistics operations. Less control and more supply-chain partners lead to the creation of the concept of supply-chain management. The purpose of supply-chain management is to improve trust and collaboration among supply-chain partners thus improving inventory

visibility and the velocity of inventory movement.[citation needed][22] in this section we have to communicate with all the vendors, suppliers and after that we have to take some comparisons after that we have to place the order.



6 components of SCM

1. Planning
2. Sourcing
3. Making
4. Delivering
5. Returning
6. Enabling

1. **Planning**—Enterprises need to plan and manage all resources required to meet customer demand for their product or service. They also need to design their supply chain and then determine which metrics to use in order to ensure

the supply chain is efficient, effective, delivers value to customers, and meets enterprise goals.

2. **Sourcing**—Companies must choose suppliers to provide the goods and services needed to create their product. After suppliers are under contract, supply chain managers use a variety of processes to monitor and manage supplier relationships. Key processes include ordering, receiving, managing inventory, and authorizing supplier payments.
3. **Making**—Supply chain managers coordinate the activities required to accept raw materials, manufacture the product, test for quality, package for shipping, and schedule for delivery. Most enterprises measure quality, production output, and worker productivity to ensure the enterprise creates products that meet quality standards.
4. **Delivering**—often called logistics, this involves coordinating customer orders, scheduling delivery, dispatching loads, invoicing customers, and receiving payments. It relies on a fleet of vehicles to ship product to customers. Many organizations outsource large parts of the delivery process to specialist organizations, particularly if the product requires special handling or is to be delivered to a consumer's home.
5. **Returning**—the supplier needs a responsive and flexible network to take back defective, excess, or unwanted products. If the produce is defective it needs to be reworked or scrapped. If the product is simply unwanted or excess it needs to be returned to the warehouse for sale.
6. **Enabling**—to operate efficiently, the supply chain requires a number of support processes to monitor information throughout the supply chain and assure compliance with all regulations. Enabling processes include finance, HR, IT, facilities, portfolio management, product design, sales, and quality assurance.

Supply chain management examples

Wal-Mart and Procter & Gamble began to work together in the late 1980s and are the classic example of supply chain collaboration. Before these two companies began working to connect their supply chains, retailers and manufacturers shared little information. After Wal-Mart and P&G demonstrated that shared information reduced cost, other retailers became more willing to consider the possibility. In the

early 1990s Wal-Mart formalized its Retail Link system and cajoled (some would say strong armed) other retailers to connect.

Over time, the Wal-Mart POS system was able to aggregate sales of individual P&G products at each store. When the POS indicated that inventory for a particular product had fallen to a predetermined threshold, the Walmart distribution center was notified to ship additional product to the store. As inventory in the Walmart distribution center fell to its threshold, the P&G distribution center was automatically alerted to ship additional product.

Benefits of supply chain management:

Supply chain management produces benefits such as new efficiencies, higher profits, lower costs and increased collaboration. SCM enables companies to better manage demand, carry the right amount of inventory, deal with disruptions, keep costs to a minimum and meet customer demand in the most effective way possible. These SCM benefits are achieved through choosing effective strategies and appropriate software to manage the growing complexity of today's supply chains.

Why is supply chain management important?

SCM has significant impacts on both the enterprise and the consumer.Supply chain management activities can improve customer service. Done effectively, they have the ability to ensure customer satisfaction by making certain the necessary products are available at the correct location at the right time. By increasing customer satisfaction levels, enterprises are able to build and improve customer loyalty.SCM also provides a major advantage for companies by decreasing operating costs. SCM activities can reduce the cost of purchasing, production and the total supply chain. Lowering costs improves a company's financial position by increasing profit and cash flow. Furthermore, following supply chain management best practices can minimize overuse of large fixed assets -- such as warehouses and vehicles -- by allowing supply chain experts to redesign their network, for example, to maintain customer service levels while operating five warehouses instead of eight, reducing the cost of owning three extra facilities.Perhaps lesser known and underappreciated is SCM's critical role

in society. SCM can help ensure human survival by improving healthcare, protecting people from climate extremes and sustaining life. People rely on supply chains to deliver necessities like food and water as well as medicines and healthcare. The supply chain is also vital to the delivery of electricity to homes and businesses, providing the energy needed for light, heat, air conditioning and refrigeration. SCM can also improve quality of life by fostering job creation, providing a foundation for economic growth and improving standards of living. It provides a multitude of job opportunities, since supply chain professionals design and control all of the supply chains in a society as well as manage inventory control, warehousing, packaging and logistics. Furthermore, a common feature of most poor nations is their lack of developed supply chains. Societies with strong, developed supply chain infrastructures -- such as large railroad networks, interstate highway systems and an array of airports and seaports -- can efficiently exchange goods at lower costs, allowing consumers to buy more products, thus providing economic growth and increasing the standard of living. Over the last twenty years, the supply chains of manufacturers and retailers have become ever more tightly linked. In many industries, retail sales trigger replenishment orders to manufacturers. Manufacturers with a well-tuned, just-in-time supply chain can automatically restock retail shelves as products are sold. As collaboration has increased, additional data from supply chain partners has allowed companies to use advanced analytic tool to further improve results. Examples include: Identifying potential problems before they occur. When a customer orders more product than the manufacturer can deliver, the traditional response has been to short the order. This leaves the buyer feeling unimportant and convinced the manufacturer’s service is poor. Manufacturers who anticipate the shortage before the buyer is disappointed may be able to offer a substitute product or other incentive to keep the buyer happy. Optimizing price dynamically. Seasonal products, particularly fashion products, have a limited shelf life. Any that don’t sell by the end of the season are scrapped or sold at deep discounts to empty the warehouse. Airlines, hotels, and other companies with a limited, but perishable product, adjust prices dynamically to meet demand. While this is more difficult with clothing and other products where the supply can vary widely, similar forecasting techniques can improve margins. Improving the allocation of available to promise inventory. Today’s tools dynamically allocate resources and schedule work based on the sales forecast, actual orders, and promised delivery of

raw materials. Manufacturers are able to confirm a product delivery date when the order is placed, significantly reducing incorrectly filled orders.

What is the impact of globalization on the supply chain?

Twenty-five years ago, one of the main reasons companies created global supply chains was to take advantage of lower wages in other countries. In general, it was fairly easy to off-set the increased shipping costs resulting from remote manufacturing. However, salary arbitrage advantages are eroding as wages in lower cost countries are rising, improved process and robotics allows plants to be operated with far fewer people, and local firms are becoming strong competitors in virtually every industry. One of the advantages of the global supply chain has been the ability to scatter patents and manufacturing sites around the globe. This allowed companies to report profits in countries with low corporate taxes. However, many of these arrangements are being challenged. In 2016, the European Commission ordered Apple to pay Ireland €13bn in back taxes, ruling that Apple's tax agreement with Ireland amounted to illegal state aid. The antitrust chief of the European Union, Margrethe Vestager, recently began investigating Amazon's European tax practices. Google and other technology firms are also being investigated by the EU.

Supply chain management processes

Each major phase of a product's movement through the supply chain -- from materials to production and distribution has its own distinct business processes and disciplines. Most of them began decades ago as paper-based methods but now are usually handled in specialized software. The SCM process starts with figuring out what products customers want -- the early stages of supply chain planning, traditionally considered one of the two overarching categories of SCM, along with supply chain execution.

Supply chain planning starts with demand planning, a process for gathering historical data, such as past sales, and applying analytics and statistical modeling to create a forecast or demand plan that the sales department and operational departments -- such as manufacturing and marketing -- can agree on. The forecast determines the

types and quantities of products to be manufactured. Some companies perform demand planning as part of a formalized process called sales and operations planning (S&OP), which prescribes an iterative process of data gathering, discussion, reconciling of demand plans with production plans and management approval. Some companies include S&OP in a broader process called integrated business planning (IBP) that incorporates other departments' plans in a single, companywide plan.

In the next major step, production planning, the company nails down the specifics of where and how the products called for in the demand plan will be manufactured. (Production planning is also used in other industries, such as agriculture and oil and gas.) A more fine-tuned variation typically automated in specialized software -- called advanced planning and scheduling seeks to optimize the resources that go into production and make them more responsive to changes in demand. Material requirements planning (MRP) is a process dating back to the '60s that most manufacturers use to ensure sufficient materials and components (such as subassemblies) are available for use in the manufacturing process by taking inventory of what's on hand, identifying gaps and buying or making the remaining items. The central document in both MRP and production planning is the bill of materials (BOM), a complete list of the items needed to make a product. MRP is sometimes done as part of manufacturing resource planning (MRP II) which broadens the MRP concept to other departments such as HR and finance. MRP and MRP II were the predecessors of enterprise resource planning (ERP) software, which is designed to integrate the major business processes of companies in any industry. Two complex processes play important roles in most of the major steps of SCM: inventory management and logistics. Inventory management consists of various techniques and formulas for ensuring adequate supply -- from raw materials in a manufacturing plant, perhaps managed in an MRP system, to packaged goods in a retail store -- for the least expenditure of time and resources. Manufacturers are faced with a variety of inventory management issues, many of which involve coordinating demand planning with inventory at both ends of the production process. For example, sometimes material requirements planning leads to more inventories, especially when the system is first implemented and the manufacturer must work to synchronize MRP parameters with the inventory already on hand. Logistics is everything having to do with transporting and storing goods from the start of the supply chain, with delivery of parts and materials to manufacturers, to delivery of

finished products to stores or direct to consumers and even beyond for product servicing, return and recycling -- a process called reverse logistics. Inventory management is threaded throughout the logistics process. Procurement, sometimes called sourcing, is the process of finding suppliers for goods, managing those relationships, and acquiring the goods economically -- along with all the communication, such as sending out requests for bids, and paperwork, including purchase orders, invoices, etc. It is a major component of supply chain management, given how much is bought and sold at all points along the chain. Most players in the supply chain -- suppliers, manufacturers, distributors and retailers -- have dedicated procurement staff. Strategic sourcing is an elevated and more sophisticated type of procurement that aims to optimize a company's sourcing process by taking advantage of its consolidated purchasing power and align it with overall business goals. Supplier relationship management (SRM), in contrast, addresses sourcing issues by focusing on the suppliers the company deems most critical to success and systematically strengthening relationships with them while fostering optimal performance.

Key features of effective supply chain management

The supply chain is the most obvious "face" of the business for customers and consumers. The better and more effective a company’s supply chain management is, the better it protects its business reputation and long-term sustainability.

IDC’s Simon Ellis in The Thinking Supply Chain[3] identifies the five “Cs” of the effective supply chain management of the future:

- **Connected:** Being able to access unstructured data from social media, structured data from the Internet of Things (IoT) and more traditional data sets available through traditional ERP and B2B integration tools.
- **Collaborative:** Improving collaboration with suppliers increasingly means the use of cloud-based commerce networks to enable multi-enterprise collaboration and engagement.
- **Cyber-aware:** The supply chain must harden its systems and from cyber-intrusions and hacks, which should be an enterprise-wide concern.
- Cognitively enabled: The AI platform becomes the modern supply chain's control tower by collating, coordinating and conducting decisions and actions across the chain. Most of the supply chain is automated and self-learning.

- **Comprehensive:** Analytics capabilities must be scaled with data in real time. Insights will be comprehensive and fast. Latency is unacceptable in the supply chain of the future.
- Many supply chains have begun this process, with participation in cloud-based commerce networks at an all-time high and major efforts underway to bolster analytics capabilities.

Efficiency of Supply Chain Management of Bangladesh Readymade Garments Industry

Efficient implementation of Supply Chain Management (SCM) is very imperative for Bangladesh RMG sector to remain competitive in the global market. Bangladesh is struggling with meeting customer lead time, quality problem and with productivity comparing with other RMG producing nations. Moreover, the industry experienced few setbacks relating to building collapse and fire incident which forced the industry into more challenging situation. The country has no alternative to implement proper SCM in order to achieve the desired export goal of US$ 50 billion set by government within year 2021. But unfortunately the level of practice and efficiency level of SCM is not satisfactory. This study measures the efficiency level of SCM in RMG sector following Supply Operations Reference Model (SCOR) and found it unsatisfactory. The analyses suggest that all the operational dimensions are linked with one another and companies need to improve on all dimensions for improving SCM efficiency. The study provides a model for measuring SCM efficiency with eight latent factors.

INTRODUCTION

The Readymade Garment (RMG) Industry of Bangladesh has turned in to the largest foreign exchange earning sector which is exporting all kinds of apparel to the USA, Europe and other developed countries of the world. The country started exporting apparel products in 1978, but the growth since the early 1980s has been simply extraordinary. Bangladesh is world's second biggest apparel exporter country after China. The export of ready-made garments (RMG) from Bangladesh has been increasing rapidly for the last two decades. Bangladesh started exporting RMG at an annual value of about US$32 million in 1983-84 but experienced a continuous massive growth in subsequent years. Bangladesh Government now has set $37

billion export target for 2016-17 fiscal year mainly depending on appeal sector (Export Promotion Bureau, Bangladesh, 2016). The export value of RMG was 76% of total export in 2008 and 80% in 2016 (Export Promotion Bureau, Bangladesh, 2016).

RMG plays a vital role in generating employment opportunities especially for women in Bangladesh. The sector is struggling in generating more opportunities since 2010 and it further aggravated since 2013. Under this situation it has become difficult for new entrepreneur to make profitable investment thereby contribution by this sector in generating employment opportunity becoming reduced. Currently, there are more than 4,300 RMG firms in Bangladesh. More than 95 per cent of those firms are locally owned with the exception of a few foreign firms located in export processing zones (Gonzales, 2002). The sector accounts for 81% of total export earnings of the country (BGMEA, 2017). The industry is facing few challenges in present era of competitive market. Bangladesh has set a target of achieving USD 50 billion in RMG exports by 2021 and a roadmap was jointly prepared by BGMEA and RMIT University, Melbourne to outline avenues and plans to achieve the RMG Vision 2021. After lifting of Multi fiber Agreement (MFA) & General System Privilege (GSP), the industry is facing stiff competition from countries including China, Vietnam, Cambodia, Sri-lanka etc.

Moreover, the RMG demand has also reduced globally. These all made the market truly competitive. The market has become truly global and competitive. In order to survive in this global competitive market, Efficient SCM is required to ensure its share of pie. Few researches have been conducted in Bangladesh RMG sector as such the literature is very scanty. Moreover, evaluating the efficiency of SCM is even scarce that triggered this particular research endeavor.

OBJECTIVES

The objectives of the study are as follows:

- ✔ To study the over view of existing SCM in RMG sector in Bangladesh.
- ✔ To measure the efficiency of SCM in RMG sector of Bangladesh using SCOR model.

✔ To provide some suggestions and recommendations on the basis of findings.

OVERVIEW OF EXISTING SCM IN BANGLADESH RMG SECTOR

The overall SCM practices in Bangladesh RMG sector require more improvement. People working in this sector are not generally aware about the recouping the benefits of implementing proper SCM. Only 5-7% of the companies have separate SCM department (BGMEA, 2016). The general elements of supply chain process in Bangladesh Garment Industry are Supplier, Garment Industries, Individuals, Raw Materials, Finished Goods, Payment etc. In addition to that following activities are conducted as part of company's SCM are Inventory management, Transportation service procurement, Materials handling, Inbound transportation, Transportation, Operations management etc. Other elements of SCM including collaborative planning use of appropriate technology, procuring new machine to improve productivity, training company personnel, improving quality on a continuous basis are not very satisfactory in Bangladesh. Moreover, the poor backward linkage and other infrastructural facilities including port efficiency and custom clearance made the efficient implementation of SCM in the sector more challenging. Few of the key characteristics of the RMG industry are short life cycle, highly fluctuating end demand which is changing over time, variety of designs and styles evolving everyday worldwide, and yarn and cotton supplies from many countries is very dynamic and difficult to manage (Sen, 2008). So, RMG manufacturing companies should manage the supply chain in a way that satisfies the needs of the end consumers (Gunasekaran et al., 2008). Bangladesh RMG manufacturers are importing most of the raw materials including woven fabrics from China, Pakistan, India, and Indonesia. So, the lead time is becoming longer which is putting a negative impact on competitiveness. Lead time reduction is possible through integrating supply chain among upstream and downstream partners for making RMG manufacturers competitive (Nuruzzaman and Haque, 2009). Through using collaborative planning between fabric suppliers and garment manufacturers in Bangladesh it is possible to produce fabrics before taking orders, Nuruzzaman et al. (2010) pointed out that along team is a barrier to become competitive in the world market. Nuruzzaman et al., (2010) mentioned that Bangladesh can create a notable position in the world's

market by managing different partners involved in supply chain for reducing lead time.

CONCLUSION

A chain is as strong as its weakest link is. It simply means that one single link is enough to make the whole chain dysfunctional. The Bangladesh RMG sector has been enjoying price competiveness since long as the minimum wage of Bangladesh is still the lowest amongst all garments manufacturing countries. The lead time now Bangladesh can offer is not very competitive. RMG business is a time sensitive one; delivering products after scheduled time is of no use. The ability of supplying small lot size of different styles within short possible time is considered to be competitive advantage for RMG companies. Reducing the dependency on imported raw materials and removing middlemen are very vital in making the RMG SC stronger.

Without proper implementation of SCM in the sector, it will be very difficult for the sector to be become competitive in the global market. The leaders in the RMG sector should align the SC strategy, use appropriate technology and software, integrate all SC partners, and share required information with all strategic partners, follow best practices through benchmarking, adapt ever changing technologies, reduce lead time and improving port and customs efficiency would make this sector more sustainable and competitive.

RECOMMENDATION

The SCM process of Bangladesh RMG sector is not efficient enough comparing to global standard. In order to improve efficiency, Bangladesh RMG sector needs to do the followings:

- The instable political situation and workers' unrest put challenge on efficient SCM for Bangladesh RMG sector. Undisrupted power supplies, coping with new technologies, removing inefficiencies in port and customs clearance process can play an important role in promoting efficiency of SCM in RMG sector of Bangladesh.
- There is acute shortage of man power who understand the complex SCM of RMG sector as such man power need to be trained on SCM.
- Buyers now are emphasizing on total cost of ownership (TCO) in purchasing RMG products instead of price alone. TCO can be minimized through efficient implementation of SCM in this sector by linking all parties involved in the chain.
- Vertical and horizontal integration of all the parties involved in the extended SC can ensure desired lead time by the customers.

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