

Challenges in Supplier Performance Evaluation and Its Effect on Procurement Decision-Making at Akij Venture.

Internship Organization
Akij Venture Ltd.

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



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Internship Report Approval Form

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Plagiarism Declaration

I would like to say that this report on the internship, specifically entitled as Challenges in Supplier Performance Evaluation and Its Effect on Procurement Decision-Making at Akij Venture Ltd, has been developed by me as a part of a course of the Bachelor of Business Administration (BBA) program. I attest that the report is my original work that has not been copied or plagiarized in any other source. All published or unpublished materials, data, and information considered in the paper have been cited. I realize that plagiarism or any other academic dishonesty could lead to disciplinary measures based on the rules and regulations of the University of Liberal Arts Bangladesh (ULAB).

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Letter of Transmittal

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Subject: Submitted Project Report, "Challenges of evaluating performance of Suppliers and its impact on procurement decision Making at Akij Venture Ltd "

Dear Sir,

With due respect I want to inform that I have done my Project Report on Challenges in Supplier Performance Evaluation and its Effect on Procurement Decision-Making at Akij Venture Ltd. The report has been prepared in order to complete the requirements of my Bachelors of Business Administration (BBA) course at the University of Liberal Arts Bangladesh (ULAB).

In this report, I have tried my best to put into practice the theoretical knowledge I have obtained throughout my academic pursuit along with the practical experience acquired during my internship in Akij Venture Ltd. I sincerely hope that my effort will conform to your expectations.

I would like to thank you for your ongoing guidance and support in preparing this report. I am looking forward to your valuable feedback and suggestions.

Sincerely,

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List of Abbreviations

Acronym	Full Abbreviations
SCM	Supply Chain Management
KPI	Key Performance Indicator
ERP	Enterprise Resource Planning
IT	Information Technology
SRM	Supplier Relationship Management
CSR	Corporate Social Responsibility
VMI	Vendor Managed Inventory
ROI	Return on Investment
SME	Small and Medium-sized Enterprises
ISO	International Organization for Standardization
QA	Quality Assurance
R&D	Research and Development

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PART A

Chapter 1: Internship Preparation

1.1 Motivation and What I Expect to Learn from This Internship

Being a student of the Supply Chain Management course in the University of Liberal Arts Bangladesh (ULAB), I was keen to learn how the concepts of supply chain works in a real business. My education background enabled me to have some theoretical knowledge in the areas of procurement, logistics, and supplier management but I desired to find out how these processes can make a company successful in its operation.

I was especially encouraged to attend Akij Venture Ltd, which is a well-known enterprise in Bangladesh, to learn how they control the relations with their suppliers and measure their performance to ensure procurement effectiveness and sustainability. In this internship, I hoped to understand how to conduct evaluations of vendors, documentation in procurement and decision making within a corporate setting. I anticipated that I would improve my analytical and communication skills and would also get the benefit of being practically exposed to professional supply chain operation.

1.2 Internship Search Process

I have researched in various organizations before joining Akij Venture Ltd using internet job portal such as Bobos, LinkedIn, and university reference. I wanted to get a chance to do an internship with supply chain and procurement functions so that I would be able to connect my studies with what was in the industry.

Through university networking, I got to know of the internship opportunity at Akij Venture Ltd after few applications and follow-ups. The post aligned with my interest in supplier management and procurement functions. I sent my resume and cover letter where I indicated my eagerness to get to know about the systems used by the company to procure and manage vendors. I was granted the internship position after a review and a session of interview, which was the start of a very exciting career life.

1.3 Internship Interview Experience

The Akij Venture Ltd internship interview was carried out at the head office of the company. The session was a conversation and it was aimed at learning my academic history, communication abilities, and desire to learn.

The questions I was asked during the interview covered the practices of procurement, the approaches used to evaluate the suppliers and the way I would approach real-life challenges in the supply chain. I provided my examples of course work and other projects I have done before that showed my analytical and teamwork skills. The interview experience was pleasant because of high professionalism and friendliness, which reduced my fear and provided me with a good impression of the working environment at Akij Venture Ltd.

1.4 About the Organization

Akij Venture Group is a fairly diversified and one of the largest business conglomerates in Bangladesh. It has various businesses such as consumer goods, construction materials, textiles, food and beverages and information technology business. The company has a reputation of ensuring quality, sustainability and innovation in all its business units.

This organization is highly concerned with the presence of a well-developed supply chain network that will help to facilitate the organization and customer satisfaction levels. The procurement unit at Akij Venture Ltd is in charge of finding quality suppliers, assessing performance and ensuring cost-effectiveness without compromising ethical and sustainable initiatives.

Mission:

To deliver quality products and services through operational excellence and long term relationships with the customers, suppliers, and other stakeholders.

Vision:

To become one of the business groups in Bangladesh that is innovative, sustainable, and competitive in the global market.

Commitment:

Akij Venture Ltd will adhere to ethical business practices, continuous improvement and social responsibility by means of sustainable supply chain and procurement management.

Chapter 2: About the Internship

2.1 Activities of the Department

My internship was in the Supply Chain Department of Akij Venture where I had an active experience of learning about the performance of the vendor and the influence of the vendor on the procurement decisions. The department was in charge of supplier information upkeep, estimating their performance in terms of delivery time, quality of the product and price and relaying the results to the procurement department.

The data analysis and comparison reports that are used to measure supplier performance gave me an opportunity to observe this. I helped to prepare the performance summaries, kept the vendor evaluation sheets and noted the utilization of the findings in making decisions on whether a supplier could be retained or not. I also assisted in preparing procurement paperwork and got to know that procurement decision-making is highly subjective to the reliability of the supplier. This practical experience allowed me to comprehend how supply chain departments and procurement departments collaborate to keep the operations of a large organization in a smooth flow.

2.2 Work Environment

Akij Venture Ltd had a collaborative and professional working environment. The department was well organized in terms of working with each team member having his or her assigned role and open and supportive communication.

Senior officers and supervisors were friendly and provided useful guidance and feedback on task assigned. The team embraced punctuality, teamwork and accuracy in documentation. The organizational culture promoted learning and self-development which made the internship experience to be very interesting and fruitful.

2.3 Duties and Responsibilities as an Intern:

My internship at Akij venture Ltd gave me a few roles pertaining to the monitoring of vendor performance and the coordination in procurement. My primary responsibility was to gather and systematize supplier performance data, which encompassed the information regarding the delivery schedules, quality of products, and price stability. I also helped with vendor evaluation

reports preparation and assisted the team in the analysis of the impact of the supplier performance on the procurement decision.

Moreover, I had to make comparative statements in preparation of quotation obtained in response to various suppliers. I assisted in maintaining of vendor databases, sorting of procurement files and making sure that, all the documentation was in order. I have also witnessed the internal meetings during which procurement officers have addressed problems of suppliers delays, cost variations, and improvement of performance. Through these experiences, I was in a position to have a clear understanding of how performance evaluation affects purchasing decisions and how it assists in the development of long-term supplier relationships.

2.4 Application of Educational Learning with Internship

The academic courses in the fields of Supply Chain Management, Procurement and Operations Management were directly relevant to my internship work. The ideas of supplier evaluation criteria, inventory management, and procurement cycle processes could help to comprehend the work of Akij Venture Ltd procurement department on a daily basis.

The internship enabled me to practically implement such theoretical ideas as supplier segmentation, negotiating with vendors, and the performance analysis. It allowed me to connect the classroom experience with the fieldwork experience and industry practice to improve my professional knowledge of supply chain systems.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

This internship experience was a great learning project that enabled me to acquire more knowledge on procurement activities and supplier performance analysis. I was exposed to the impact of decision making with regard to procurement on general efficiency of the supply chain operations.

Among the key lessons that I learnt was that reliability of suppliers and accuracy of data are essential in the procurement decision-making. I also got to know how to talk to the team members and suppliers effectively and still be a professional. The internship enhanced my confidence, discipline and flexibility at work.

3.2 How Could I Do Better and How the Organization Could Utilize Me Better

I might have also done better in enhancing my skills in Excel and data analysis to enable me to assess the performance of suppliers better. I also feel that attending more meetings with suppliers would have further improved my negotiating and analytical abilities.

On the side of the organization, it might be possible to give interns short training on the use of ERP or procurement software, and so forth, so that they can become more productive. To promote initiative and confidence, it may also be necessary to give the interns small-scale projects to work on their own.

3.3 Recommendation

To enhance its procurement activities, Akij Venture Ltd can use:

According to my experience, I would suggest Akij Venture Ltd to maintain its internship program and develop it to an even greater extent. The company may implement digital vendor evaluation system to ensure the process becomes more precise and efficient. It may also conduct regular procurement analytics and supplier management training or workshops to interns. Furthermore, combining every intern with a mentor would be beneficial in order to guide them more closely and enable to organize the process of learning during the internship term.

- **Digital Supplier Evaluation Tools** to increase the level of transparency and data-driven process.
- **Supplier Training** to assist suppliers in quality and performance improvement.
- **Intern Mentorship Programs** to better instruct students on how to apply the academic knowledge to the corporate practices.

Chapter 4: Personal Development Plan

4.1 Technical Skills

To improve my technical skills, I will acquire more information about supply chain and procurement software like ERP and Oracle. I would also be interested in enhancing my Microsoft Excel abilities to interpret the information about suppliers and create graphics reports. One of my objectives will also be to learn how to measure the performance of the suppliers using key performance indicators (KPIs). In my opinion, the acquisition of these technical skills will enable me to find it easier to manage the complex operations of the supply chain in future.

4.2 Interpersonal Skills

During the time of my internship, I understood the significance of interpersonal skills in a working environment. To achieve positive results, I will strive to develop my communication, adaptability, and leadership skills through group assignments and professional trainings. Another aspect that I would like to work on is trust in negotiations and teamwork because these skills are vital in dealing with suppliers and coordination of procurement activities. Positive attitude, patience and discipline will be developed and this will enable me to be competent in the future both in school and work.

PART- B

Challenges in Supplier Performance Evaluation and Its Effect on Procurement Decision-Making at Akij Venture.

Executive Summary

The report analyzes the main issues that Akij Venture Ltd encounters in measuring the supplier performance and the impact of the issue on the procurement decision-making. The evaluation of performance by suppliers is an important factor in the quality of product, cost control and efficiency of the supply chain. Nevertheless, the research determined that there are a number of operational and structural loopholes that curtail the effectiveness of the evaluation process in place.

According to the findings, there are four significant challenges:

- Absence of standardized evaluation criteria that results in inconsistent evaluation in the different departments.
- Lack of adequate and quality performance information, which makes it hard to gauge the quality of suppliers and their delivery and compliance.
- Lack of coordination and communication among the procurement, quality assurance and operations groups which lead to delays and poor decisions.
- Lack of digital or automated evaluation system which results in reliance on manual processes that are time consuming and subject to errors.

These obstacles influence the procurement decisions in a number of ways. They diminish the capability of informed supplier selection, weakening the bargaining strength, augment risks of selecting underperforming supplier, and establish processing delays in either renewing or terminating contracts. Consequently, the general performance of procurement and cost-efficiency of Akij Venture Ltd is affected adversely.

According to the analysis, the report gives recommendations such as the creation of an integrated supplier evaluation system, introducing digital performance monitoring systems, enhancing interdepartmental communication, and conducting a regular supplier evaluation meeting. These challenges will be addressed to enhance the procurement decision-making process and assist Akij Venture Ltd to have a more efficient and transparent supply chain.

Chapter 1: Introduction

1.1 Background of the Study

Evaluation of supplier performance is an important part of the contemporary supply chain and procurement management. In the case of large organizations such as Akij Venture Ltd, supplier reliability and performance are important in ensuring high consistency in product quality, delivery and minimization of operational risks. With the increasing competition and growing customer demands, organizations should embrace systematic assessment mechanisms in an effort to identify, assess and enhance the performance of their suppliers.

Supplier performance, as applied in the case of Akij Venture Ltd, has a direct impact on the production efficiency, inventory management and the sustainability of the business in general. Nevertheless, this issue has been critical in most organizations as they continue to develop a holistic evaluation framework by facing challenges of inconsistent criteria, inaccuracy of data and inadequate technological incorporation. All these problems tend to cause subjective assessment, lack of communication and slowness in making a procurement decision.

With the growing complexity of the supply chain operations, Akij Venture Ltd needs efficient supplier performance assessment system, which may aid in making evidence-based decisions. To enhance the effectiveness of the supplier selection, contract management, and the long-term procurement strategies, it is crucial to understand the obstacles of the current evaluation process. This paper would examine these issues and evaluate the influence of these issues on procurement decision-making within Akij venture Ltd, and hopefully, the research would make an insight on how to improve supply chain efficiency and performance of the organization.

1.2 Research Question and Objective:

The proposed research will help determine the key difficulties in the performance evaluation process of suppliers at Akij Venture Ltd and learn how these difficulties affect the process of procurement decision making. The importance of supplier performance evaluation is to guarantee quality, minimize operational risks, and have an efficient supply chain. But such problems as ambiguous assessments, insufficient data, ineffective coordination of departments, and poor technological assistance can influence the efficiency of the evaluation process. This research paper is thus aimed to respond to the main research question-

What are the major issues of supplier performance measurement of Akij Venture Ltd and how these issues affect the procurement decisions?

According to the research question provided above, the following objectives of the research are developed:

- To study the existence of a systematic and standardized supplier performance evaluation mechanism in Akij Venture.
- To establish the risk elements that make the evaluation of supplier performance hard, such as data constraints, communication, and time constraints.
- To determine the extent to which measurable measures like quality, delivery and cost determine the effectiveness of supplier evaluation.
- To determine the impacts of the coordination of the different departments and communication to suppliers on the evaluation process.
- To find the effect of the results of the supplier performance evaluation on procurement decisions, such as supplier selection, contract renewal and risk management.
- To assess the overall effects of supplier assessment on the efficiency of the supply chain and supply procurement strategy.

1.3 Scope of the Research:

This study is aimed at analyzing the issues of Akij Venture Ltd in terms of carrying out the supplier performance appraisal and the impact of the issues on the procurement decision-making process. The research is restricted to the supplier assessment measures, procurement operations, and the internal operational activity of Akij Venture Ltd. It takes into account the critical points like the assessment criteria, availability of data, coordination of the departments, communicating with suppliers, and the utilization of quantifiable performance parameters.

The study lies on primary data gathered by way of survey and interviewing with employees engaged in the procurement, supply chain and supplier management activities. Reviewing of secondary data is also conducted in the form of company documents, reports, and related literature to support the analysis. It is not limited to audits of suppliers, comparison of suppliers at market level, and acquisition by suppliers outside Akij Venture Ltd.

Focusing on inner evaluation systems and decision-making processes, the study is expected to give practical information that can contribute to Akij Venture Ltd to become more efficient in terms of managing suppliers, improving procurement strategies, and improving overall performance of the supply chain.

Chapter 2: Literature Review

To perform a deep analysis of the current practice of supplier performance evaluation and its impact on the procurement decisions, it will be necessary to start with an organized literature review (Smith and Johnson, 2022). In this section, the theoretical basis of the concepts, issues, and models of supplier assessment in the contemporary supply chain management is explained. The examination of the past research contributes to creating the essentiality of standardized criteria, sound data systems, cross-departmental coordination, and efficiency in communication to assess the suppliers. In the next section, we will examine the intricacies of supplier performance appraisal and discuss major influencing factors that condition the organization of procurement decision-making, especially in the context of operation of the organization like Akij Venture Ltd.

2.1 Supplier Performance Evaluation Systems:

Akij Venture Ltd follows a structured supplier evaluation and enlistment process to ensure transparency, compliance, and quality in procurement activities. As part of the initial screening, suppliers are required to submit essential compliance documents such as BIN, TIN, Trade License, Vat honor card and VAT registration, which help verify their legal and financial eligibility. After documentation, Akij evaluates suppliers using a set of standardized questionnaires covering several key areas. These include the quality of products and services, punctuality in delivery, responsiveness of the accounts department, and the reliability of customer support. The procurement team also assesses the suppliers' credit terms such as allowed credit period, flexibility in payment schedules, and consistency in financial dealings which play a significant role in determining long-term partnership suitability. This multi-criteria evaluation ensures that only credible, compliant, and performance-oriented suppliers get enlisted in Akij Venture's approved supplier list.

Supplier Performance Evaluation Systems are important in ensuring the effectiveness, the reliability of the supply chain of an organization. These systems offer a systematic method of evaluating suppliers on quantifiable factors including quality, performance in delivering, cost-effectiveness, compliance, and services ability (Monczka et al., 2020). An effective evaluation

system assists companies in the identification of the supplier that performs well, risk management and informed procurement in a manner that is able to meet the strategic objectives.

Recent research points to the significance of including the use of digital tools and automated data systems in the supplier evaluation process. Accuracy, less human error, and continuity can be achieved through technologies including ERP systems and supplier scorecards and real-time dashboards (Rajesh, 2021). Though these have been made it is still apparent that most organizations continue to struggle with issues like the incomplete data, absence of departmental coordination and unclear criteria of evaluation which undermine the effectiveness of the system.

In general, Supplier Performance Evaluation Systems, are both a base of organizational decision-making and management of supplier relationships in the long term. An effective and stable assessment system improves transparency, accountability by the supplier and helps the organization to plan the procurement strategy.

2.2 Challenges in Supplier Evaluation:

Supplier evaluation at Akij Venture Ltd has certain important challenges that directly impact on accuracy and effectiveness of the procurement decision. One major issue is the lack of transparent and reliable data, as many suppliers tend to hide or manipulate the real performance data it is hard to assess their actual performance capability. In addition, document delays, inconsistent record keeping and incomplete performance reports are further barriers for the procurement team. The evaluation process is also hindered by poor technical integration, leading to a slow process of data collection and verification. In addition, resource limitations such as inadequate skilled manpower and time pressures often limit the extent of supplier assessment. These challenges collectively result in the inability of Akij Venture Ltd to make data-driven, timely and accurate purchasing decisions.

Supplier evaluation is an important part of the supply chain and procurement management process, but there are usually a number of challenges to the process that impede the quality and efficiency of the evaluation process. Among the most usual ones is the absence of standardized and well-defined evaluation criteria, which leads to different assessments in different departments and makes it more likely that the process might be subjective (Kumar & Routroy,

2020). In absence of uniformity of criteria, procurement teams can be influenced by personal experience and not objective measures, producing gaps in ratings of suppliers.

The other major challenge is lack of enough or credible data especially in those organizations that have a heavy reliance on manual operations or incompleteness of databases. Basu (2021) observes that when there are no precise performance records (delivery times, defect rates, cost variations, etc.), the comparison between suppliers and areas of improvement is hard to achieve. This is more difficult to face when organizations do not have digital systems since the time spent on data collection will be a lot and the data may not be accurate.

Lack of coordination and communication between departments is also an obstacle to successful evaluation of suppliers. The procurement, quality assurance, and operations departments are commonly independent, which results in the lack of information exchange and uncoordinated reporting (Choi and Kim, 2022). The lack of interdepartmental communication slows down the process of decision making and lowers the efficiency of supplier evaluation.

There is also the problem of time constraint which makes it even harder to evaluate. Companies with multiple supplier relationships tend to find it difficult to evaluate the performance of suppliers in detail, as it is time-constrained by the workload, procurement timescale is brief, or they may require urgent sourcing. Consequently, assessments can be made hastily or partially.

Finally, the lack of automated tools and online platforms is also a significant threat. Research indicates that companies that operate on manual evaluation systems have more errors and slow decision making processes (Rajesh, 2021). Digital solutions help not only make the evaluation stream, yet they also contribute to the increase of transparency and assist in strategic planning of procurement.

Overall, issues like vague criteria, quality of received data, insufficient coordination, and communication with suppliers, time, and absence of digital tools are major barriers to the efficiency of supplier evaluation systems. These concerns need to be solved in order to enhance the decision-making process and to boost the overall performance of the supply chain.

2.3 Supplier Communication and Feedback:

Feedback also plays a major role in ensuring performance of suppliers. Frequent performance assessment and positive feedback can help suppliers to adjust their operations to the strategic plans of the company, enhance the quality of their services, and implement corrective actions when it is necessary (Handfield et al., 2019). In the absence of timely feedback, the suppliers will not know about the performance gaps, and it will result in repeated mistakes or delays in delivery or quality.

Akij Venture has a structured communication and feedback system to develop and strengthen ties with its suppliers to ensure continuous improvement in their performance. The procurement team is in constant communication with the client regarding requirements, delivery schedules, product specifications and quality standards by e-mail, phone calls, and formal meetings. This constant interaction serves to help minimize misunderstandings and ensures that the suppliers are in line with organizational expectations. Furthermore, Akij gives systematic feedback to suppliers on the basis of their performance on aspects of delivery accuracy, product quality, pricing consistency and responsiveness level. In the case of deviation, the company provides corrective feedback, so that suppliers are able to address problems quickly. Periodic review meetings and supplier performance reports also provide opportunities for two-way communications to enable the suppliers to share their challenges and suggestions. This feedback-oriented approach helps Akij Venture establish better connections with its suppliers and enhance the service quality and the procurement results.

Problems are likely to occur when the communication and feedback processes are either unstructured or irregular. In the example, the inability to share performance reports on time, absence of formal avenues through which discussion can take place or use of informal channels may obstruct the process of supplier improvement. Additionally, the cultural differences, physical distances, and the limitation of technology can act additionally as an obstacle to effective communication, especially when companies are dealing with a number of suppliers operating in different regions. Out of these challenges, modern organizations are increasingly relying on digital tools, as well as automated feedback systems, in order to effectively deal with them. Supplier portals, ERP-based dashboards, and real-time reporting systems are some of the platforms through which an organization can share information instantaneously, minimize human

error, and have a permanent history of supplier interactions (Rajesh, 2021). The tools also allow constant monitoring so that the feedback provided is timely, actionable and in line with strategic procurement goals.

2.4 Procurement Decision-Making Influenced by Supplier Performance:

The performance of suppliers is the key to determining the procurement decision in any organization. Procurement decision-making entails identifying the suitable suppliers, contract negotiation, contract risk, and control, as well as delivery of the quality products and services at the right time. Supplier performance evaluation offers necessary information that informs such decisions to ensure organizations remain efficient in their operations and attain strategic goals (Monczka et al., 2020).

The suppliers with high performance will make procurement processes smooth as they always deliver quality products at the right time and they are cost effective. On the other hand, suppliers who perform poorly, which include delays, quality, or non-compliance may create more operational risks, cause halt of production, and build high costs. Research indicates that organizations that base their supplier evaluation systems on systematism are more capable of detecting poor performing suppliers and implementing corrective measures, including renegotiating the terms, offering feedback, or even substituting suppliers (Kumar and Routroy, 2020).

The consequences of supplier performance in the decision making process of procurements are manifold:

- **Supplier Selection:** The performance information assists the procurement department to select suppliers who perform with consistency in their quality and cost and delivery.
- **Contract Management:** Results of the evaluation determine the conclusions on whether to renew a contract, terminate a contract, or change service-level agreements.
- **Risk Management:** By determining the performance gaps, organizations can reduce risks that relate to delays, defects in their products or supplier disruptions.
- **Cost Efficiency:** Trustworthy performance measures allow taking an informed decision to optimize procurement expenditure at the same time guaranteeing its quality.

- **Strategic Planning:** This will boost long-term procurement plans to maintain good relations with the supplier suppliers who perform well, and keep monitoring the performance of suppliers to act accordingly (Handfield et al., 2019).

Although procurement decision-making is very essential, it can be influenced in a negative way when the supplier evaluation systems are poor. Unfinished information, the inability to coordinate acceptable interdepartmental interactions decrease the quality of the decisions and can lead to non-optimal selection of suppliers or postponed procurement procedures.

2.5 Digitalization and Process Improvements in Procurement:

The digitalization has become the major contributor of efficiency and clarity in the contemporary procurement and supplier management processes. Digitization of processes by integrating digital solutions, including Enterprise Resource Planning (ERP), supplier portals, and real-time performance dashboards enable organizations to simplify their supplier reviews, track key performance indicators, and base procurement decisions on the data (Rajesh, 2021). Having decreased the number of manual procedures, digitalization decreases the number of human errors, speeds up the process, and increases the accuracy of the supplier performance information. Akij Venture Ltd has greatly improved the efficiency of its procurement process thanks to a constant digitalization process. The company has a centralized ERP system that controls purchase requisitions, supplier information, inventory data, and approval processes which minimizes human error and ensures greater accuracy. Besides ERP, Akij is slowly modernizing its internal systems using Oracle based software enabling quicker data processing, real time reporting and better integration of functions across the department. These digital tools help the procurement team track the performance of suppliers, monitor the lead times, verify the documents, and ensure that there is a record. Overall, the digitalization initiatives have led to an increase in operational efficiency, reduction of paperwork, and better decision-making in the supply chain.

More so, digital tools offer useful analytics and reporting features. The procurement teams can monitor the trends of the supplier's performance, recognize recurrent problems and undertake strategic decision making in terms of the selection of suppliers, renewing of their contracts and in

relation to mitigating risks. This data-driven model facilitates strong ties with suppliers in the long-term and alignment with organizational objectives (Handfield et al., 2019).

Although it has its benefits, the adoption of digital solutions in the procurement field is not without challenges, which include high upfront expenses, staff resistance and employee training. Companies should implement digital transformation programs thoroughly and combine them with the current evaluation activities to maximize the benefits (Kumar and Routroy, 2020).

Chapter 3: Methodology

3.1 Research Design

This research is guided by a quantitative research design to find out the challenges in supplier performance evaluation and its effect on purchasing decision at Akij Venture Ltd. A structured survey questionnaire was used to collect the primary data from employees involved in procurement, supply chain, operations-related departments etc., which will be acted as data sources. The quantitative approach is able to provide measurable analysis of employee perceptions which are based upon predefined questions with a Likert scale

3.2 Population and Sample

The population for this study is the employees of Akij Venture that get involved directly and indirectly in procurement and supplier evaluation activities. This includes designed by personnel from:

- Procurement Department
- Supply Chain Management
- Quality Control Operations
- Inventorying and Managing Stores

A purposive sampling technique was used to ensure that only those employees that have relevant knowledge and experience regarding the evaluation of suppliers participated in the study. This approach is suitable as it provides information from those directly concerned with the process.

3.3 Data Collection Method:

Primary data was obtained using a structured questionnaire which was divided into two sections:

Section A: Suppliers Performance Evaluation

This section consists of 10 Likert Scale statements (1 = Strongly Disagree to 5 = Strongly Agree) which assess the effectiveness, clarity, challenges and communication aspects of the current supplier evaluation system at Akij Venture Ltd.

Section B: Knowledge of Procurement Decision Making Is Affected

This section consists of 10 additional Likert scale statements that can gain an understanding of the role of supplier evaluation in procurement decisions, contract renewals, cost decisions, risk management, and general efficiency.

The questionnaire was shared among some selected employees using Google Forms and the internal channel.

3.4 Research Instrument

A 5-point Likert Scale to measure employee's perceptions. The scale ranges from:

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

This is a very popular instrument in management research, because of the simplicity, consistency, and quantifiability of the answers provided by this instrument.

To ensure credibility:

- The questionnaire was reviewed for content relevance by procurement professionals at Akij Venture Ltd.
- Clear and simple statements were included to avoid confusion.
- Multiple indicators were applied to measure each research aspect, which increased consistence and reliability.

3.5 Ethical Considerations

- Participation was completely voluntary.
- Identities and responses of respondents were kept confidential.
- Data was strictly used for academic research purpose.

3.6 Limitations of the Study

There are a number of limitations of this study. First, there was purposive sampling, which can also be biased since only employees who were engaged in procurement and supplier management were sampled. Consequently, the results might not give a complete reflection of the views of the entire departments in Akij Venture Ltd. Second, the sample size of 48 respondents is not very large to make generalizations about the findings, but it is enough to conduct a simple analysis. Third, the information is based on self-reported perceptions, which can involve some personal bias or inaccurate recollections. Also, there was time limitation which could have led to more qualitative exploration like long interviews or case studies.

Chapter 4: Data Analysis and Interpreting

This chapter presents the findings obtained through the primary data collected by using structured questionnaire administered on the employees working in the Supply Chain of the organization. The following sections show detailed analyses of the demographic characteristics of the respondents and descriptive statistics of key variables.

4.1 Descriptive Statistics

According to our research, a total of **60 employees** are currently working in the Supply Chain department of the organization. For this study, data was collected from employees across different roles and responsibility levels within the department.

The table below highlights the **gender distribution** of the respondents. Among the surveyed employees, a majority were male, while the remaining portion consisted of female employees. This distribution reflects the existing workforce composition within the Supply Chain department.

Table 1. Gender Distribution

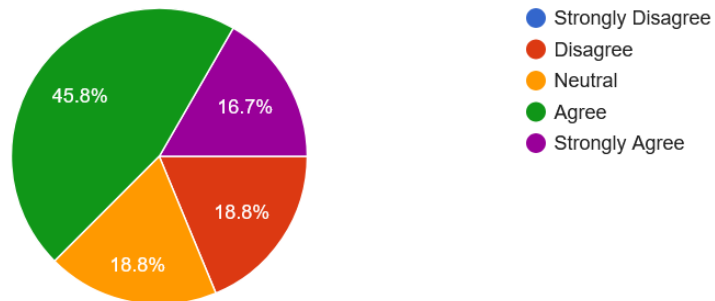
SL Number	Gender	Frequency	Percent
1	Male	50	90
2	Female	10	10

This table illustrates the distribution of employees based on gender, with **90% males** and **10% females** working in the department. In conclusion, the majority of employees in the study were male.

Gender Distribution of Respondents:

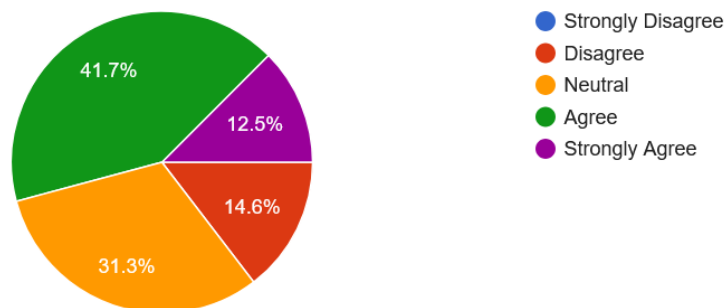
1. Akij Venture has a structured supplier performance evaluation system.

48 responses



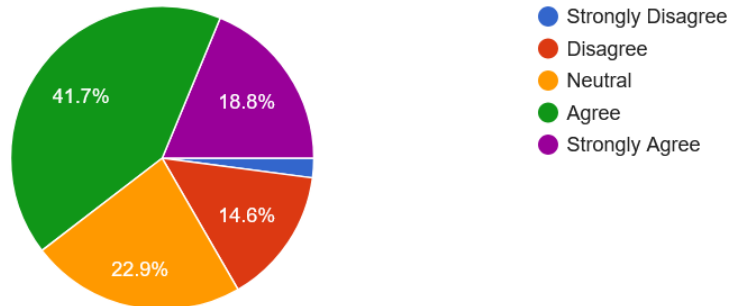
2. Supplier evaluation criteria are clearly defined and communicated.

48 responses



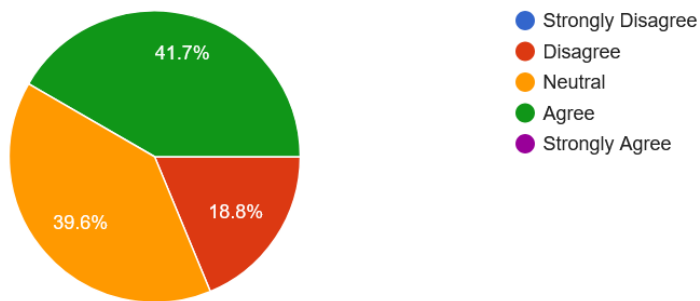
3.The company uses measurable indicators (quality, delivery time, cost, etc.) for evaluation.

48 responses



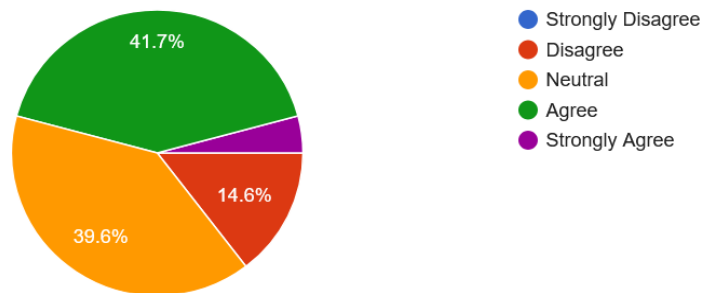
4. Lack of reliable supplier performance data is a major challenge during the evaluation process.

48 responses



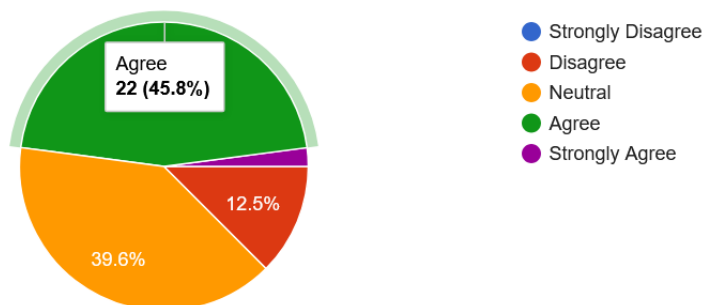
5. Time constraints negatively affect the effectiveness of supplier evaluations.

48 responses



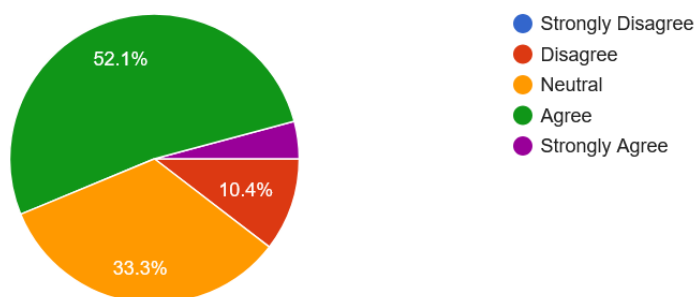
6. There is a lack of coordination between departments during supplier performance assessments.

48 responses



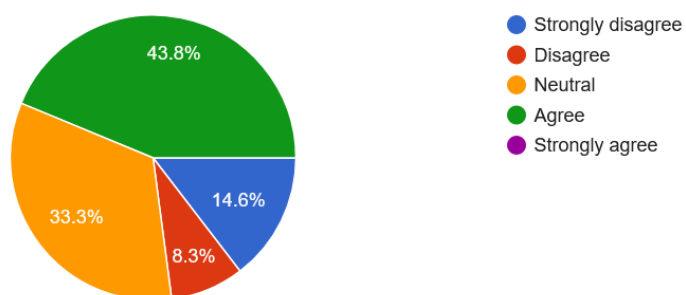
7. Communication with suppliers during the evaluation process is smooth and effective.

48 responses



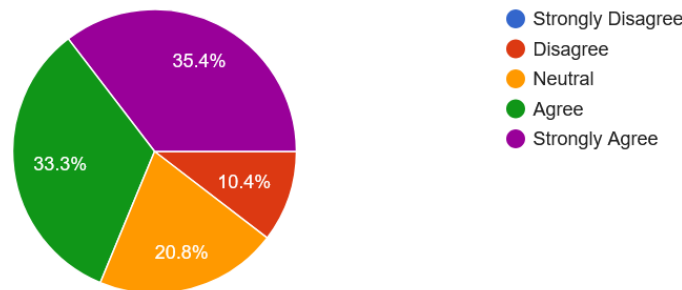
8. Supplier feedback is taken into account while making procurement decisions.

48 responses



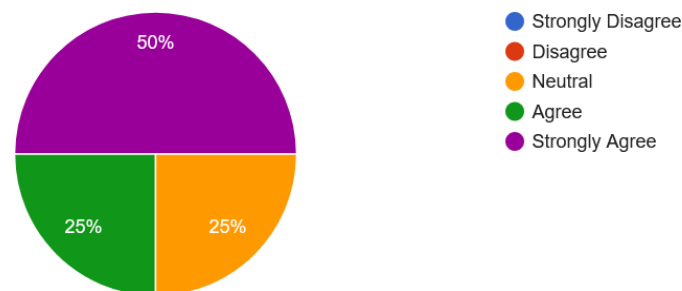
9. Regular review of supplier performance improves the overall supply chain efficiency.

48 responses



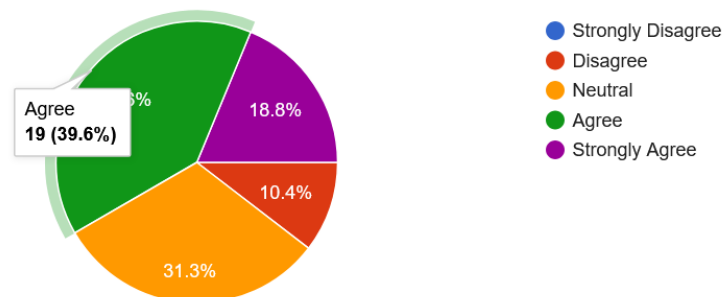
10. The supplier evaluation process helps identify areas of supplier improvement.

48 responses



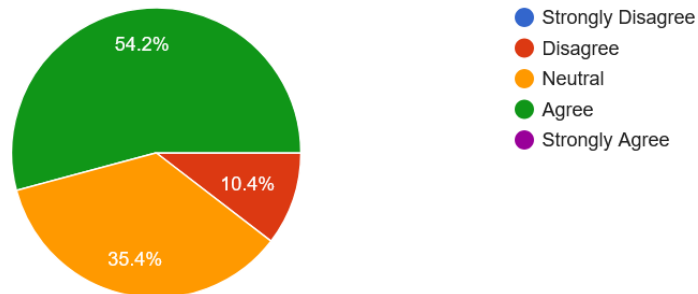
11. Supplier performance results are used in supplier selection and contract renewal.

48 responses



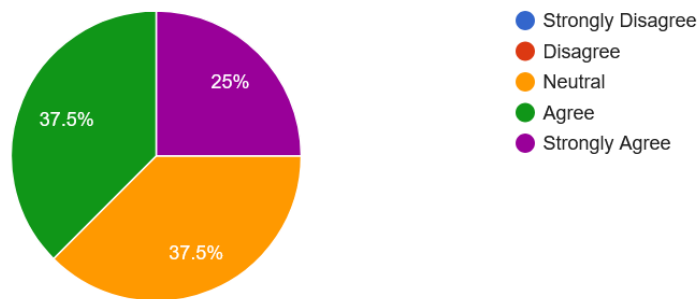
12. Procurement decisions are influenced by supplier ratings or evaluation outcomes.

48 responses



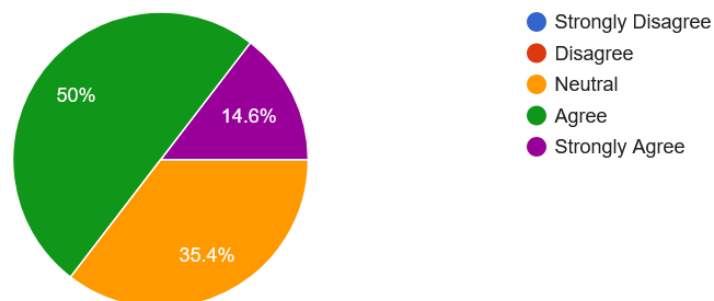
13. Poorly evaluated suppliers increase procurement risks (e.g., delays, low quality)

48 responses



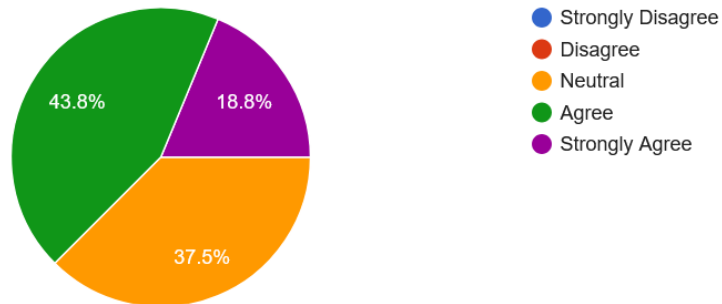
14. Supplier evaluation data supports cost-efficient purchasing decisions.

48 responses



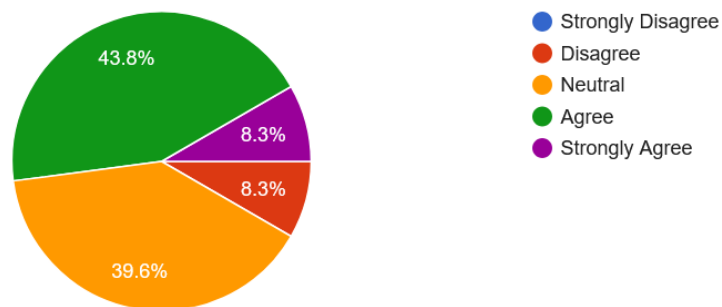
15. Procurement decisions are sometimes delayed due to incomplete evaluation data.

48 responses



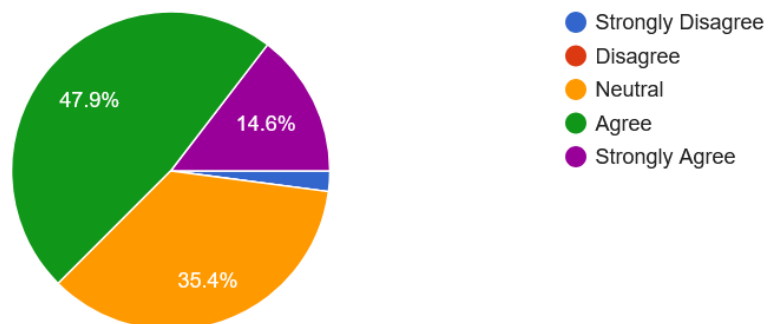
16. AKIJ's venture Supplier evaluation helps build long-term relationships with reliable suppliers.

48 responses



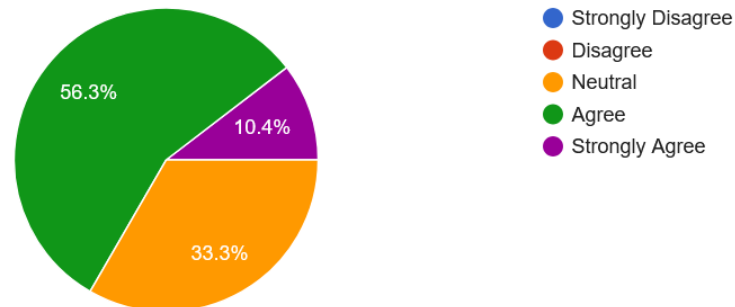
17. Performance evaluation contributes to the company's procurement strategy.

48 responses



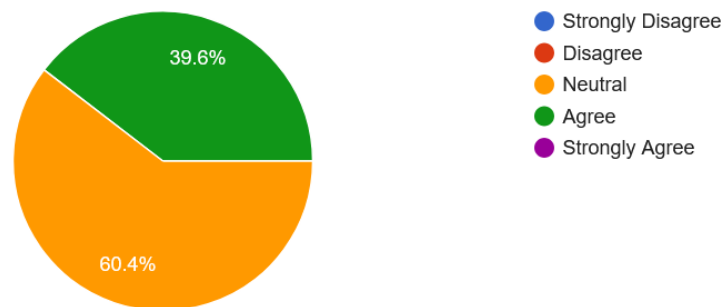
18.The company has clearly defined performance targets for its strategic suppliers.

48 responses



19.Inefficiencies in the procurement process slow down supplier performance outcomes.

48 responses



20.The digitization of procurement processes has improved supplier effectiveness.

48 responses

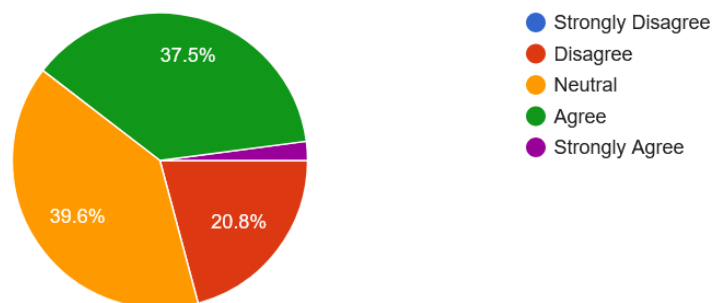


Table 2. Age Distribution:

Serial Number	Age Group	Frequency	Percent
1	20–25 years	20	33%
2	26–30 years	25	42%
3	31–35 years	10	17%
4	36 and above	5	8%

Sample Statement

This table presents the age distribution of employees in the department. The highest proportion of respondents (42%) fall within the **26–30 years’** age group, followed by **33%** in the **20–25 years** range. A smaller percentage of employees are aged **31–35 years** (17%), while only **8%** are above 36 years. Overall, the majority of employees belong to the young to mid-career age bracket. This table illustrates the age distribution of the 48 respondents from the department. The results show that the majority of employees fall within the younger to mid-career age groups, indicating a relatively youthful workforce. Overall, the age distribution suggests that most of the respondents are in the active working age range, contributing to the operational capacity of the department.

Table 3. Role/Function in the Organization:

SL Number	Role/Function	Frequency	Percent
1	General Manager (GM)	1	2.1%
2	Deputy General Manager (DGM)	2	4.2%
3	Assistant General Manager (AGM)	1	2.1%
4	Deputy Manager	5	10.4%
5	SCM Employees	39	81.2%

This table presents the distribution of respondents according to their roles within the organization. The majority of participants (81.2%) were SCM employees, followed by Deputy Managers (10.4%). A smaller portion of the respondents represented higher managerial positions, including GM (2.1%), DGM (4.2%), and AGM (2.1%). In conclusion, most respondents were operational-level SCM employees, with a limited number serving in managerial roles.

4.2 Respondent Insights (Direct Quotes)

To complement the survey findings, several respondents provided comments that illustrate the practical challenges faced during supplier performance evaluation at Akij Venture. These quotes strengthen the qualitative depth of the analysis and reflect employees' real experiences:

Quotes Related to Lack of Standardized Criteria

- *“Different departments use different evaluation formats, so the scores are not comparable.” — Respondent #05*

Quotes Related to Data Availability Problems

- *“Sometimes delivery and defect data are missing, which forces us to make decisions with incomplete information.” — Respondent #17*

Quotes Related to Communication Gaps

- *“Suppliers do not always receive formal feedback, so they keep repeating the same issues.” — Respondent #09*

Quotes on Interdepartmental Coordination

- *“QC and procurement often work separately, and important information is shared late.” — Respondent #14*

Quotes Related to Procurement Decision Delays

- *“We cannot finalize contracts on time because the evaluation process is slow.” — Respondent #19*

Findings

Based on the survey responses (48 participants) and observations within Akij Venture's procurement and supply chain operations, several major issues were identified that affect supplier performance evaluation and procurement decision-making:

1. Lack of Standardized Evaluation Criteria

Supplier performance is assessed, but different departments use varying criteria. This inconsistency leads to:

- Subjective assessments
- Difficulty comparing supplier performance
- Misalignment in procurement decisions across units
- Limited ability to track supplier trends
- Inaccurate decision-making

2. Communication Gaps with Suppliers

Feedback to suppliers is often informal or irregular. This causes:

- Suppliers not understanding performance expectations
- Repeated quality problems
- Slower corrective actions

3. Weak Interdepartmental Coordination

Procurement, Quality Control, Operations, and Inventory teams work in silos. This creates:

- Delays in sharing performance information
- Confusion regarding supplier compliance
- Slower procurement approvals and contract decisions

4. Limited Performance Data Availability

Several respondents noted missing records such as:

- On-time delivery reports

- Quality defect rates
- Cost variation history
- Service responsiveness
- Lack of data weakens the procurement team's ability to evaluate suppliers objectively.

5. Impact on Procurement Decisions

These challenges directly affect procurement outcomes by:

- Slowing down the supplier selection process
- Increasing the risk of choosing underperforming suppliers
- Weakening negotiation leverage
- Creating delays in contract renewal or termination
- Increasing hidden costs due to inefficiency

Recommendations

After analyzing the issues encountered by Akij Venture Ltd, some practical solutions have been proposed. The following recommendations describe the major steps that the company can take to enhance supplier evaluation and facilitate better decision-making.

Develop a Standardized Supplier Evaluation Criteria: Akij Venture Ltd must enforce a uniform and structured framework of evaluation so as to ensure fairness and consistency at all departments. This includes using the same criteria - including quality and delivery performance, cost, and compliance - for all suppliers. A standardized scorecard will decrease the subjective judgment and help to create a more transparent evaluation process. Additionally, employees should be trained on how to use these standardized tools in order to ensure that assessments are accurate and aligned throughout the organization.

Implement Digital Supplier Performance Monitoring System: To enhance the accuracy and efficiency, Akij Venture Ltd should increase their digitalization initiatives by adopting ERP based supplier dashboards. Automating data gathering for critical data such as delivery times and defect rates will ensure better monitoring of performance data. Real-time alerts can alert the procurement team when suppliers fail to meet requirements or show signs of non-compliance with required requirements. This digital approach will reduce any manual errors and help in making decisions faster through data-driven approaches.

Improve Interdepartmental Coordination: Effective evaluation of suppliers requires the integration of a few departments, such as Procurement, Quality Control, and Operations. Establishing a cross-functional Supplier Evaluation Committee would help centralize decision making and ensure smoother workflow. Monthly review meetings and structured ways to communicate will facilitate better information sharing and minimize delays and lack of communication between departments involved in the evaluation process.

Provide Structure Feedback to Suppliers: Sharing frequent and organized feedback is vital to improving the performance of suppliers over time. Akij Venture Ltd should give suppliers reports of their performance on quarterly basis and also lay out clearly the areas that need to be improved. Setting specific targets and holding review meetings will help suppliers understand the expectations and help the supplier to take corrective action. This form of two-way communication not only helps in strengthening the relationship with suppliers but also helps to achieve better performance results in the long run.

Maintain a Central Supplier Performance Database: A centralized database will assist Akij Venture in keeping an accurate historical database of activities of suppliers which includes time-line of delivery, deviation in quality, change in price, and service problem etc. This consolidated information can be used to compare suppliers in an objective fashion and make contract renewal decisions. A single performance database also eliminates the problem of information gaps and ensures that all departments can access the same reliable information.

Provide Training to the Employees: Continuous training is necessary to ensure that employees are capable to good supplier evaluation but also of the utilization of digital tools. Akij Venture should offer training-related supplier assessment techniques, measuring performance, and ERP or reporting dashboards. Skilled employees will result in more accurate evaluations, and be a part of a more efficient procurement process.

Link Evaluation Scores to the Procurement Decisions: Supplier performance scores should play an influential role in procurement cases to account for and spur improvement. Setting minimum score thresholds will be useful to weed out poor performing suppliers, while high scoring suppliers can be rewarded through preferred vendor status. Chronic low performing suppliers should be subjected to corrective actions or replacement. Such approach generates motivation for the suppliers to uphold high standards while facilitating strategic decision-making in procurement.

Conclusion

This study offers in-depth knowledge of challenges in evaluating the supplier's performance at Akij venture and what the impact that these challenges have on the effectiveness of procurement. Throughout the research process, it became clear that inconsistent evaluation methods, limited digitization, communication gaps and restricted access to reliable data all play a crucial role in reducing the efficiency of supplier assessment. Taken together, these factors make it difficult to make accurate decisions, they will delay procurement activities as well as increase supply chain risks. By making a discussion of actual functioning methods within Akij Venture Ltd, the research focuses on the importance of structured evaluation criteria, transparent communication with suppliers, and contemporaneous digital processes in guaranteeing smooth operating supplies. Effective evaluation of suppliers not only aids to sustain the quality of products while mingling plus minimize the uncertainties but also benefits in enhancing long-term organizational competitiveness in a dynamic business environment such as Bangladesh.

From personal learning point of view, this research experience has imposed a great influence on my understanding of the concept of supply chain management, particularly with respect to procurement and supplier management. I found out how theoretical concepts such as frameworks of evaluation, supplier scoring models and communication strategies really work in a real corporate setting. Investigating the challenges firsthand assisted me with understanding the importance of proper data reliability, documentation and tech integration. I also learned some practical knowledge on ERP system, Oracle software and digital reporting tools for better accuracy and less dependency on manual processes. Moreover, this study helped me to learn the importance of cross-departmental collaboration because efficient evaluation of suppliers involves coordination of efforts from the procurement, financing, and operations teams and the quality control teams. Overall, the research helped me better understand how large organizations manage complex supply chain-related activities and how important it is to continuously monitor to ensure that the quality of suppliers is continuously high.

At a personal level it was also a project that helped me understand areas that I can work on as a future supply chain professional. I realized the importance of developing a better analytical skill to better interpret the supplier performance data and knowing the technological tools used within the modern (new) procurement systems. Improving my communication and documentation skills will inspire me to communicate with suppliers and internal personnel with greater confidence. I also hope to add to my knowledge on ERP platforms, reporting dashboards, and digital evaluation systems so that I can contribute more efficiently to organizational processes in the future. This research experience has inspired me to take a more detail-oriented, systematic and data-driven approach for solving procurement problems. With these learnings and improvements, I feel better prepared to contribute to supply chain optimization and support evidence based decision-making in my future career.

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Appendices

1. Akij Venture has a structured supplier performance evaluation system.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. Supplier evaluation criteria are clearly defined and communicated.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. The company uses measurable indicators (quality, delivery time, cost, etc.) for evaluation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. Lack of reliable data makes supplier evaluation difficult. (AKIJ Venture has some shortcomings in maintaining the database for suppliers).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. Time limitations affect the effectiveness of supplier evaluations. (supplier send their products)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. There is a lack of coordination between departments during supplier performance assessments.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. Communication with suppliers during the evaluation process is smooth and effective.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. Supplier feedback is taken into account while making procurement decisions.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. Regular review of supplier performance improves the overall supply chain efficiency.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. The supplier evaluation process helps identify areas of supplier improvement.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. Supplier performance results are used in supplier selection and contract renewal.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. Procurement decisions are influenced by supplier ratings or evaluation outcomes.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. Poorly evaluated suppliers increase procurement risks (e.g., delays, low quality).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

14. Supplier evaluation data supports cost-efficient purchasing decisions.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. Procurement decisions are sometimes delayed due to incomplete evaluation data.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. AKIJ's venture Supplier evaluation helps build long-term relationships with reliable suppliers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17. Performance evaluation contributes to the company's procurement strategy.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. The company has clearly defined performance targets for its strategic suppliers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. Inefficiencies in the procurement process slow down supplier performance outcomes.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

20. The digitization of procurement processes has improved supplier effectiveness.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



AKIJ FOOD & BEVERAGE LTD.

(A concern of AKIJ VENTURE)

Ref-AFBL/HR/2025/ 139877

Date: 15th Sep 2025

Md. Jubayed Al Hasan Chowdhury
C/O: Hasanur Rahman Chowdhury
Address: 28/8 Tajmohol Road, Mohammadpur, Dhaka-1207

Subject: Internship Placement

Dear Mr. Jubayed,

With reference to your application, we are pleased to offer you 3 months Internship Program at our Aki Food & Beverage Ltd, at Aki House, Dhaka-1208, under Md.Mahbubur Rahman, Deputy Manager, Supply Chain Management, Aki Food & Beverage Ltd, at Aki House ,198 Bir Uttam, Mir Shawkat Sarak, Dhaka-1208.

You may join from 15th Sep 2025 at Aki House, Dhaka-1208. You are also advised to contact our Human Resources Department on the date of joining.

As per our policy, you are entitled to an internship allowance of TK. 10,000 (Ten Thousand) only per month.

(Internee should have specific working program, reporting manager will provide necessary working program & report to be duly submitted to the undersign through proper channel.)

Sincerely,

Mohammad Emadul Haque
Head of HR
Aki Venture Group

C.C To:

1. Payroll, HR & Admin Dept.
2. Finance & Accounts Dept.

HEAD OFFICE: AKIJ HOUSE, 198 Bir Uttam Mir Shawkat Sarak (Gulshan Link Road), Tejgaon, Dhaka-1208, Bangladesh
Call: 08 0001 21212, 096040 16774 || info@akijventure.com || www.akijventure.com
FACTORY: Barabari, Shahabnagar, Dhamrai, Dhaka, Bangladesh || Call: 9563008-9; 7169017-8

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ID	221011066
Semester Spring/Summer/Fall	Fall 2025
Department	BBA
Supervisor's Name (Faculty):	Sakib Hossian
Project Title:	Challenges in Supplier Performance Evaluation and Its Effect on Procurement Decision-Making at Akij Venture

Student Signature

Supervisor's Signature & Date

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