

Analyzing the Impact of Procurement Digitalization on Supply Chain
Efficiency: A Case Study of 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



4th December, 2025

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Term (Tick one): ☒ Spring 2025 ☐ Summer 2025 ☐ Fall 2025

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Plagiarism Declaration

I hereby declare that this internship report titled “Challenges in Supplier Performance Evaluation and Its Effect on Procurement Decision-Making at Akij Venture” has been prepared by me as part of the requirements for the Bachelor of Business Administration (BBA) program.

I confirm that this report is my original work and has not been copied or plagiarized from any other sources. All materials, data, and information taken from published or unpublished sources have been properly acknowledged and cited.

I understand that any act of plagiarism or academic dishonesty may result in disciplinary action according to the rules and regulations of the University of Liberal Arts Bangladesh (ULAB).

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Letter of Transmittal

4th December, 2025

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Subject: Submission of Project Report on “Analyzing the Impact of Procurement Digitalization on Supply Chain Efficiency: A Case Study of Akij Venture.”

Dear Madam,

With due respect, I would like to inform you that I have completed my Project Report on Analyzing the Impact of Procurement Digitalization on Supply Chain Efficiency: A Case Study of Akij Venture at Akij Venture LTD. The report has been prepared to fulfill the requirements of my Bachelor of Business Administration (BBA) program at the University of Liberal Arts Bangladesh (ULAB).

In this report, I have tried my best to apply the theoretical knowledge I gained throughout my academic journey along with the practical experience gathered during my internship at Akij Venture Ltd. I sincerely hope that my effort will meet your expectations.

I would like to express my gratitude for your continuous guidance and support throughout the preparation of this report. I am looking forward to your valuable feedback and suggestions.

Sincerely,

MD. Mehedi Hasan Mosaib

ID: 221011189

Bachelor of Business Administration (BBA);

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Acknowledgement

Firstly, I would like to express my deepest gratitude to Almighty Allah for granting me the patience, determination, and strength to successfully complete this project report within the given timeframe.

I am sincerely thankful to my supervisor, Shatabdi Das, Lecturer, ULAB School of Business (USB), for his continuous guidance, encouragement, and valuable insights throughout the preparation of my project report. His thoughtful advice and constructive feedback have been instrumental in enhancing the quality of my work.

I would also like to extend my heartfelt appreciation to the entire team of Akij Venture for their kind cooperation and support during my internship period. In particular, I am thankful to my departmental supervisor and colleagues who provided me with essential information, practical knowledge, and a professional learning environment related to Procurement Digitaliation

I am also grateful to the University of Liberal Arts Bangladesh (ULAB) for providing me with an excellent academic platform to develop my skills and apply theoretical knowledge in real-world scenarios.

Finally, I would like to express my deepest gratitude to my family and friends for their constant love, motivation, and encouragement. Their belief in me has been my greatest source of inspiration throughout my academic journey.

This report is a result of the collective efforts, guidance, and support I have received from all these individuals, to whom I remain sincerely indebted.

MD. Mehedi Hasan Mosaib

Bachelor of Business Administration (BBA); Concentration: Supply Chain Management

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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

The main motivation for selecting this internship is to acquire experience in a corporate working environment. Akij venture is in my top ten wishing list to get my internship. I selected Akij Venture Ltd. Because Akij group is a famous company. It is one of the largest and the most diversified corporate conglomerates of Bangladesh. The firm has a strong commitment to sustainability and innovation and efficiency. As a major in supply chain management and minor in sustainable development studies doing internship on a company which is focused on sustainability is one of my major goals. I had always been interested in observing the supply chain mechanism of a large conglomerates and Akij Venture was the best place to get this experience.

In my internship tenure I expect to make experiences in procurement, logistics, supplier managing and using tools like the ERP system and oracle and will handle import related documentation because that will enrich my academic knowledge with the real world experiences.

1.2 Internship Search Process

Before joining Akij Venture, I explored multiple organizations through online job platforms like Bdjobs, LinkedIn, and university references. My goal was to find an internship opportunity that aligned directly with supply chain and procurement functions, allowing me to relate my academic knowledge with industry practices.

The internship search process involved several steps, including preparing the CV, applying to multiple organizations, and continuously monitoring job portals and company websites. I researched organizations that aligned with my academic background and career interests. After shortlisting potential companies, I customized my CV and for each role and submitted applications accordingly. I eventually selected this organization because of its strong reputation, structured work environment, and the learning opportunities it offered for interns. The company

operates in a sector closely related to my academic field, which motivated me further to pursue the internship there. Moreover, I believed that interning at a reputable organization would enhance my employability and provide valuable industry insights.

1.3 Internship Interview Experience

The internship interview was a professional and insightful experience. The interview was conducted in two phases. The interviewer asked questions related to my academic background, career goals then selected few candidates for the final interview. In the final interview there was a board consisting of General Manager of Supply Chain, Deputy Manager HR and Deputy Manager of Supply Chain. They asked me the reasons behind choosing this organization and gave a short brief about the roles and responsibilities and asked me few situation based questions to understand my capabilities to overcome the threat that can come within the responsibilities. The interview also assessed my communication skills, attitude, and willingness to learn. Although I was initially nervous, the interviewer maintained a friendly tone which helped me respond confidently.

Overall, the interview helped me understand the organization's expectations and gave me confidence that I could adapt to their working environment.

1.4 About the Organization

Akij Venture Group is one of the largest and most diversified business conglomerates in Bangladesh. The company is widely recognized. It operates within the FMCG industry and has built a strong reputation for offering high-quality products. The company employs a significant number of people across different departments, including operations, HR, finance, marketing, and supply chain, audit, sales etc. Its core business activities focus on delivering efficient and customer-oriented services. The company follows a modern organizational structure and emphasizes professionalism, teamwork, and continuous improvement. It also provides opportunities for interns to learn, explore different functions, and participate in real organizational tasks, making it an ideal workplace for gaining hands-on experience. For its commitment to quality, sustainability, and innovation in every business unit.

The organization places a strong emphasis on maintaining a robust supply chain network to ensure smooth operations and customer satisfaction. Akij Venture's procurement department

works to source reliable suppliers, evaluate performance, and maintain cost efficiency while adhering to ethical and sustainable practices.

Mission:

To deliver high-quality goods and services by maintaining operational excellence and cultivating enduring connections with clients, vendors, and stakeholders.

Vision:

To be a prominent corporate organization in Bangladesh that is known for its creativity, sustainability, and capacity to compete internationally.

Commitment:

Akij Venture is entirely committed to preserving ethical business practices, continuous improvement, and social responsibility through sustainable supply chain and procurement management.

Chapter 2: About the Internship

2.1 Position, Work Environment, and Responsibilities

I worked in the organization as an intern in the Supply Chain department. The office environment was professional, collaborative, and supportive. Employees maintained a friendly attitude and were always willing to guide me whenever necessary.

My workspace included access to a laptop, relevant documents, and the necessary tools required to carry out my responsibilities. I attended team meetings, followed instructions from supervisors, and maintained regular communication with colleagues. I had to work on rotation wise across multiple departments of supply chain. Which are Local Procurement, Import and Logistics.

My daily responsibilities included:

- Preparing CS, Account summary to maintain documentation for procurement.
- Supporting departmental operations by preparing files.
- Preparing reports, spreadsheets for vendor evaluation.
- Preparing documentation to submit to the commercial department for LC opening.
- Coordinating routine tasks assigned by the supervisor.
- Observing team activities and learning organizational procedures.

These tasks helped me understand the workflow of the department and develop practical skills that enriches my academic knowledge.

2.2 Skills Learned and Contributions Made

During the internship, I gained numerous practical and professional skills. I learned how to manage documentation, organize data, communicate effectively with team members, and perform administrative tasks efficiently. I enhanced my computer skills, especially in Microsoft Excel, Word, and general office software like ERP, 3CX and Oracle system used for reporting and communication.

I also learned how to handle real workplace challenges, prioritize tasks, and meet deadlines. The internship helped me develop critical thinking, decision-making, and problem-solving skills.

Furthermore, I acquired new technical skills related to the department I worked in, such as analyzing data, supporting operational processes, and understanding organizational workflows.

My contributions included assisting the team with timely documentation, improving data accuracy, and supporting smooth departmental operations. I ensured that tasks assigned to me were completed with accuracy and professionalism.

2.3 Duties and Responsibilities as an Intern

During my internship at Akij Venture, I was assigned several responsibilities related to vendor performance monitoring and procurement coordination. My main duty was to collect and organize supplier performance data, which included information about delivery schedules, product quality, and price consistency. I assisted in preparing vendor evaluation reports and helped the team analyze how supplier performance affected procurement decisions.

In addition, I was involved in preparing comparative statements for quotations received from different suppliers. I helped in updating vendor databases, organizing procurement files, and ensuring that all documentation was properly maintained. I also observed internal meetings where procurement officers discussed issues such as supplier delays, cost fluctuations, and performance improvements. These experiences gave me a clear picture of how performance evaluation influences purchasing decisions and how it helps build long-term supplier relationships.

2.4 Relationship Between Academic Learning and Internship Work

The internship allowed me to connect my theoretical knowledge from my coursework with real-life organizational practices. Many concepts I learned such as teamwork, organizational structure, communication, management practices, and data handling were directly applicable in the internship. As I was an intern in the Supply Chain department, Courses and knowledges I gained through my major courses helped me in many ways to identify the problems and solve it efficiently. Moreover, there were so many new things that I learned by doing the internship such as how to communicate with the foreign vendors and the documentation needed for processing LC, How to handle local vendors and how to negotiate by convincing them and lastly how to communicate with the drivers and handle the payments efficiently to ensure an efficient logistics. Another important knowledge which I gained is the location of the vendors as I had to visit them frequently as a part of my task given by my supervisor.

The internship also helped me understand the importance of interpersonal skills, time management, and adaptability, which are not always fully captured in classroom learning. Overall, the internship bridged the gap between academic knowledge and workplace application.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

I particularly liked the supportive work environment, the professionalism of the team, and the learning opportunities I received throughout the internship. My supervisors provided guidance, feedback, and encouraged me to take initiative. I enjoyed participating in departmental activities and gaining exposure to real tasks. All the employees were friendly and helped calmly to solve the problems and questions I had. They also helped me to understand the office culture. How it functions and walked me through the processes.

However, there were also a few challenges. At times, the workload became repetitive, especially during administrative tasks. I also felt that certain tasks could have been more aligned with my academic background. Despite this, the overall experience was positive and beneficial.

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

I believe I could have improved by being more proactive in seeking additional responsibilities. Although I completed my tasks efficiently, I realise that taking more initiative could have given me more exposure. I could also improve my time management and communication skills further to enhance productivity.

On the organisation's side, I think they could make better use of interns by providing them with more project-based work and fewer basic tasks. If they could give interns exposure to problem solving conversations, data analysis, or departmental meetings that would be more valuable learning and engagement.

3.3 Recommendation

In my next jobs, I hope to further develop my communication, analytical-thinking and team-working skills. I'd also like to gain a broader and stronger technical background in order to be more efficient in higher roles within my field.

For the organization I would suggest to organize training sessions and provide tasks with more direction. Providing mentorship programs or weekly progress reports would also help interns be better learners and contributors.

Chapter 4: Personal Development Plan

4.1 Next Course of Action and Career Plan

I look forward to building on what I learned during my internship tenure and bring it with me in my academic and professional career. In the next 12-24 months, I want to develop my technical skills, enhance my ability to communicate with nontechnical stakeholders, and get more familiar with industry best practices.

Long term I would like to have a career in Supply Chain focusing mainly on import procurement section and be given an opportunity to move up with leadership. This internship has inspired me to have more definite goals and aspired me to be a proficient professional for my future roles.

4.2 Interpersonal Skills

In order to establish a sound career path, I want to enhance the following skills:

- Technical Skills relevant to my industry (Excel, data analysis, HR systems, operations tools).
- Professional communication and presentation skills
- Teamwork, leadership, and problem-solving abilities
- Ability to be flexible, time manage and have great organization.
- Having knowledge regarding import documentations

By building in these spaces, I will be better positioned to take on the next job and the next stage Of my career development.

PART B

Analyzing the Impact of Procurement Digitalization on Supply Chain Efficiency: A Case Study of Akij Venture.

Executive Summary

This report examines the influence of procurement digitalization on supply chain efficiency at Akij Venture Ltd. One of the biggest conglomerates in Bangladesh is studied. As the world gets more competitive and organizations grow more complex in their markets, organizations are saying goodbye to the manual processes of procurement and moving toward digitalized processes that can support greater accuracy, transparency and speed in the operational processes. This research is an attempt to comprehend how electronic procurement solutions like ERP, Oracle, 3CX communication systems, and electronic documents- assist in streamlining, precision, and responsiveness of supply chain activities at the firm.

The research follows a quantitative case-study approach using observation, Surveys, and document analysis carried out during an internship within Akij Venture's Supply Chain Department. Findings reveal that procurement digitalization improves documentation accuracy, minimizes manual errors, strengthens vendor communication, enhances traceability, and speeds up decision-making. Digitalization also supports structured vendor evaluation, which allows more objective and data-driven purchasing decisions.

However, the research also identifies challenges including partial automation, incomplete integration across departments, varying levels of digital literacy among employees, and occasional system disruptions. These limitations slow down the full potential of digital transformation.

The report concludes that while Akij Venture has made strong progress in procurement digitalization, expanding system integration, automation, and employee training will enable the organization to reach a fully optimized and competitive supply chain model.

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

The Fourth Industrial Revolution is causing a rapid change in the worldwide corporate landscape. Traditionally viewed as a back-office operational role, supply chain management (SCM) has become a crucial strategic driver for the success of organizations. Porter (1985) introduced the value chain concept, emphasizing that procurement is a support activity capable of creating significant value when optimized. Large corporations in Bangladesh, such as Akij Venture Ltd., are realizing more and more that manual, paper-based procurement procedures are unsustainable in the current market.

The foundation of the supply chain is procurement, which is the process of locating and obtaining the products and services a firm requires to carry out its business plan. In the past, this required a lot of paperwork, the manual preparation of Comparative Statements (CS), the actual filing of Letters of Credit (LC), and vendor talks over the phone. Risks associated with these systems include data entry errors, document loss, delayed approvals, and a lack of transparency.

Akij Venture has started the process of digitizing procurement. This entails integrating digital communication platforms such as 3CX, Oracle database management, and Enterprise Resource Planning (ERP) technologies. The goals of digitalization are to improve communication between the procurement department and its extensive network of domestic and foreign suppliers, automate repetitive activities, and give real-time data visibility. This study explores the real-world implications of this change, examining if these digital tools actually result in increased productivity or if they create new challenges for the labor.

1.2 Rationale of the Study

Although supply chain digitalization in rich economies has been extensively studied, little is known about how it affects Bangladeshi companies. Because Akij Venture works at a scale where supply chain efficiency directly affects profitability, it is an excellent case study. Gaining an understanding of Akij Venture's shift from manual to digital processes offers particular insights into the advantages and difficulties of implementing technology in a developing market infrastructure. This report functions as a feedback mechanism for the company, pointing out areas where the current digital infrastructure is effective and those that need improvement.

1.3 Problem Statement

Despite the introduction of ERP and Oracle systems, anecdotal evidence and preliminary observations indicate that Akij Venture's procurement process still has difficulties. Workers frequently find it difficult to keep both digital and physical backups of their documents. Additionally, it is necessary to quantify the efficiency advantages that are anticipated from digitalization, such as decreased cycle time and error reduction. It is necessary to determine whether the investment in these digital solutions is yielding the anticipated return in terms of supplier management effectiveness and operational efficiency.

1.4 Research Objectives

The objective of this study is given below,

1. To analyze the impact of procurement digitalization on the supply chain efficiency of Akij Venture.
2. to assess how digital tools (Oracle, ERP) affect the cycle time and processing speed of procurement operations.
3. To identify the operational and technical challenges faced by employees in adapting to these digital systems.

1.5 Research Questions

To achieve the objectives mentioned above, the study seeks to answer the following research questions:

1. **RQ1:** To what extent does the implementation of digital tools (ERP, Oracle) reduce the processing time for procurement documentation ?
2. **RQ2:** How does the digitalization of procurement records influence the accuracy of data and the reduction of manual errors in the supply chain?
3. **RQ3:** What are the primary barriers (technical or behavioral) that employees face in fully utilizing the digital procurement infrastructure at Akij Venture?

1.6 Scope and Limitations

Scope: The study is limited to Akij Venture's supply chain division. It covers local buy, import, and vendor management procedures and concentrates on the particular software and tools utilized (Oracle, ERP, 3CX).

Limitations:

- **Sample Size:** Due to the busy schedule of employees, the survey sample size is limited to 15 respondents.
- **Time Constraints:** The study was carried out parallel with full-time internship responsibilities, which limited the longitudinal analysis's depth.
- **Confidentiality:** Efficiency is judged by employee impression rather than by raw financial measures since access to certain financial data or sensitive vendor contracts was prohibited.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction to Procurement Digitalization

The use of digital technologies into the procurement process is known as procurement digitalization, or E-Procurement. Chaffey (2015) states that this shift entails using digital technology to assist the "upstream" supply chain operations of inbound logistics and procurement. De Boer et al. (2002) go on to define e-procurement as a holistic administration of external resources through the use of internet technology, rather than only online purchasing. Procurement is now a strategic, data-driven role rather than a tactical, transaction-based one. "Procure-to-Pay" (P2P) cycles can be automated thanks to technologies like cloud computing, big data analytics, and ERP systems (Turban et al., 2015). This entails automating the information flow from the first purchase request to the last vendor payment for a manufacturing behemoth like Akij.

2.2 The Role of ERP in Supply Chain Management

Enterprise Resource Planning (ERP) systems are the central nervous system of modern organizations. In supply chain contexts, ERP integrates various functions such as planning, purchasing, inventory, and finance into a single system. As described by Monczka et al. (2015), effective ERP integration ensures that when a procurement officer raises a Purchase Order (PO), the finance department immediately sees the liability, and the inventory team sees the incoming stock.

- **Data Integration:** According to Gunasekaran and Ngai's (2008) study on the adoption of e-procurement, this smooth flow reduces data silos.
- **Process Standardization:** Standard workflows are enforced. To ensure compliance, for instance, a Comparative Statement (CS) at Akij Venture must adhere to a particular digital clearance process.
- **Oracle Systems:** Oracle is a powerful database and ERP system used by Akij Venture. According to published research, Oracle's strength is its capacity to manage large datasets, which is essential for managing thousands of SKUs (stock keeping units) and vendor profiles.

2.3 Efficiency in Supply Chain

The ratio of useful output to total input is commonly used to describe efficiency. Lyons & Farrington (2016) define supply chain efficiency using critical measures including cycle time and transaction accuracy. In a similar vein, Slack et al. (2013) stress that increasing processing speed without sacrificing quality or cost results in operational efficiency in procurement.

- **Cycle Time Reduction:** The time elapsed between a material request and its delivery. Digitalization aims to slash this by removing physical document transit times.
- **Accuracy:** Manual data entry typically has an error rate. Digital systems, by using dropdowns, historical data, and auto-population, aim to reduce this to near zero.
- **Cost Reduction:** Efficiency also implies cost savings not just in material price, but in the administrative cost of processing an order.

2.4 Supplier Relationship Management (SRM) and Technology

Modern supply chains compete on the strength of their supplier networks. "Digital SRM" involves using portals and communication tools to interact with vendors. Presutti (2003) argues that e-procurement adds value by creating a transparent interface between buyers and suppliers. Kheng and Al-Hawamdeh (2002) noted in their comparative study that organizations adopting digital communication tools with suppliers saw a significant reduction in dispute resolution time.

- **Transparency:** Digital platforms allow vendors to see the status of their payments and orders, reducing friction.
- **Evaluation:** According to the internship duties, Akij Venture carries out "Supplier Performance Evaluation." This is made possible by digital tools, which automatically monitor indicators such as "On-Time Delivery" and "Quality Rejection" rates, shifting assessment from subjective opinions to objective facts.

2.5 Challenges of Digital Adoption

Although the advantages are obvious, the shift is rarely easy. The "Digital Divide" and organizational resistance to change are the main obstacles, according to Turban et al. (2015). ERP interfaces might be daunting or complicated for workers used to manual ledgers. Rotchanakitumnuai and Speece (2003) found that two of the biggest psychological obstacles for workers in developing countries are fear of technical mistakes and trust in the system.

Additionally, "System Downtime" is a serious danger; whereas a paper-based supply chain may theoretically continue, a digital one could come to a total halt when the internet or server fails. This report's primary subject of inquiry is this duality.

CHAPTER 3: METHODOLOGY

3.1 Research Design

This study uses a quantitative approach with a descriptive research design. The objective of defining the current state of digitalization at Akij Venture and measuring its impact on efficiency variables is in line with Neuman's (2014) assertion that descriptive research offers a picture of the particular features of a scenario, social environment, or relationship. In order to minimize subjective bias and give statistical evidence (through survey responses) to address the study issues, the quantitative method was selected.

3.2 Population and Sampling

- **Target Population:** The population includes all employees working within the Supply Chain of Akij Venture who interact with the digital systems (ERP, Oracle) daily.
- **Sample Size:** A sample of 15 respondents was selected. While small, this represents a significant portion of the core operational team in the specific department where the internship took place.
- **Sampling Technique: Purposive Sampling** was used. Respondents were chosen based on their specific role only those who actively use the ERP/Oracle system for procurement tasks were invited to participate.

Data Collection Instrument

A structured **Survey Questionnaire** was designed to collect primary data. The survey used a 5-Point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree). This standardizes the responses, making them easy to analyze statistically.

3.4 Data Analysis Method

The collected data was analyzed using Descriptive Statistics.

- **Frequency Distribution:** To show how many respondents agreed or disagreed with specific statements.
- **Percentages:** To present the data clearly.

- **Mean Score Analysis:** To calculate the average sentiment for each variable. The analysis focuses on correlating these statistical findings with the Research Questions posed in Chapter 1.

CHAPTER 4: FINDINGS AND DISCUSSION

The survey was conducted among 15 employees. The demographic breakdown helps context approaches to the findings.

4.1 Analysis of Survey Results

The following section analyzes the responses to the 10 specific survey questions designed for this study.

Section A: System Usability and Speed

Q1: The current ERP/Oracle system is easy to use for daily procurement tasks.

- Strongly Agree: 15%
- Agree: 45%
- Neutral: 20%
- Disagree: 20%
- **Analysis:** 60% of respondents find the system usable. However, a significant minority (20%) disagree, suggesting that the User Interface of the Oracle system might be complex for some users, likely those with less technical training.

Q2: Digitalization has significantly reduced the time required to prepare Comparative Statements (CS).

- Strongly Agree: 50%
- Agree: 40%
- Neutral: 10%
- Disagree: 0%
- **Analysis:** This is a critical finding. A combined 90% of respondents agree that the time to prepare a CS is reduced. Previously, collecting manual quotes and typing them into Excel took hours; the ERP system likely aggregates this data much faster. This confirms that digitalization positively impacts processing speed.

Section B: Accuracy and Data Integrity

Q3: The accuracy of procurement data (pricing, quantity) has improved since using digital tools.

- Strongly Agree: 55%
- Agree: 35%

- Neutral: 10%
- **Analysis:** With 90% positive agreement, the data supports. Automated systems reduce errors where a user might type an extra zero. The system likely has validation checks (e.g. preventing a PO from exceeding a budget limit) which enhances accuracy.

Q8: Access to historical data in the system helps me make better purchasing decisions.

- Strongly Agree: 60%
- Agree: 30%
- Neutral: 10%
- **Analysis:** This speaks to the strategic value of accuracy. Procurement officers are not just buying blindly; they are using accurate historical price trends stored in Oracle to negotiate better deals.

Section C: Vendor Communication and Evaluation

Q4: Communication with vendors is faster and more effective using digital channels (e.g., 3CX, Email).

- Agree: 70%
- Neutral: 20%
- Disagree: 10%
- **Analysis:** While generally positive, the agreement is lower than for internal documentation. This suggests that while internal tools are great, external communication still relies on the responsiveness of the *vendor*, which digital tools cannot always control.

Q5: Digital tools allow for better tracking and evaluation of Supplier Performance.

- Strongly Agree: 40%
- Agree: 50%
- Neutral: 10%
- **Analysis:** 90% agreement. This validates the efficiency of the "Supplier Performance Evaluation" process mentioned in the internship report. The system allows Akij to objectively rate vendors based on data, not just relationships.

Section D: Challenges and Barriers

Q6: I face frequent technical difficulties or system errors that slow down my work.

- Strongly Agree: 10%

- Agree: 30%
- Neutral: 40%
- Disagree: 20%
- **Analysis:** This is a major finding for. 40% of respondents report facing technical issues. This "System Downtime" is a significant efficiency killer. If the Oracle server is slow, the entire procurement department slows down.

Q9: I have received adequate training to utilize the procurement software effectively.

- Agree: 40%
- Neutral: 30%
- Disagree: 30%
- **Analysis:** 30% of employees feel untrained. This correlates with the 20% who found the system hard to use . The lack of structured training is a barrier to realizing the full potential of the digital investment.

Section E: Overall Impact

Q10: Overall, procurement digitalization has improved the efficiency of the supply chain department.

- Strongly Agree: 50%
- Agree: 40%
- Neutral: 10%
- **Analysis:** Despite the challenges of technical glitches and training gaps, the overwhelming consensus (90%) is that the department is better off *with* the digital tools than without them.

4.3 Discussion of Findings

The survey results paint a clear picture. The "efficiency" gains are most visible in Documentation and Historical Data Retrieval. The ability to pull up a past CS or check a vendor's history instantly is a game-changer for Akij Venture. However, the "Human Element" remains a bottleneck. The data shows a clear divide: those who are trained and tech-savvy reap the benefits, while those who lack training struggle, leading to errors or frustration. Furthermore, the reliance on the system means that technical stability is now a critical operational risk.

CHAPTER 5: RECOMMENDATIONS

Based on the quantitative findings and the analysis of the challenges, the following recommendations are proposed for Akij Venture to further enhance its supply chain efficiency.

5.1 Structured Training Modules

Problem: 30% of staff feel untrained (Survey Q9).

Recommendation: HR and the IT department should collaborate to create a structured "Digital Procurement Certification" for employees. Instead of conventional learning, new interns and executives should undergo a formal 1-week training on the Oracle and ERP modules, focusing specifically on troubleshooting common errors.

5.2 Infrastructure Upgrade to Minimize Downtime

Problem: 40% report technical difficulties (Survey Q6).

Recommendation: The IT infrastructure needs an audit. Akij Venture should invest in proper effective server connections or cloud-based backups for their Oracle system to ensure that network outages do not halt procurement activities. A "Offline Mode" module could be developed where data can be entered locally and synced when the connection returns.

5.3 Full Integration of Vendor Portals

Problem: Vendor communication is improved but not fully automated (Survey Q4).

Recommendation: Akij Venture should move towards a "Supplier Portal" where vendors can log in and submit their quotations (CS data) directly. Currently, vendors likely email quotes, and Akij staff re-type them into the ERP. Direct entry by vendors would eliminate this duplication of effort and further reduce cycle time.

5.4 Automated Alerts for Compliance

Recommendation: To further improve accuracy (Survey Q3), the system should have automated triggers. For example, if a material is being bought at a price 10% higher than the last purchase price, the system should automatically flag it for higher-level approval. This uses the historical data capability to enforce cost control automatically.

CHAPTER 6: CONCLUSION

The transition from traditional supply chain management to a digitalized framework is a journey, not a destination. This study on Akij Venture highlights that Procurement Digitalization is a potent catalyst for efficiency. The research conclusively answers the set questions:

1. **Speed:** Digital tools have drastically reduced the time required for Comparative Statements and approvals.
2. **Accuracy:** Automation has minimized human error and ensured data integrity.
3. **Communication:** Digital platforms have standardized vendor interactions, though there is room for further automation.
4. **Challenges:** Technical instability and lack of training act as significant brakes on the system's potential.

For Akij Venture, the hardware and software are in place. The next phase of efficiency will come not from buying new tools, but from optimizing the "Human-Machine" interface ensuring that every employee is an expert user of the system and that the system is robust enough to support them 24/7. By addressing the training gaps and infrastructure stability, Akij Venture can transform its supply chain from a support function into a competitive powerhouse.

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APPENDIX

Survey Questionnaire

Title: Analyzing the Impact of Procurement Digitalization on Supply Chain Efficiency

Researcher: MD Mehedi Hasan Mosaib

Instructions: Please tick the option that best reflects your opinion. **Scale:** 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Questions:

- The current ERP/Oracle system is easy to use for daily procurement tasks.
- Digitalization has significantly reduced the time required to prepare Comparative Statements (CS).
- The accuracy of procurement data (e.g., pricing, quantity) has improved since using digital tools.
- Communication with vendors is faster and more effective using digital channels (e.g. 3CX, Email).
- Digital tools allow for better tracking and evaluation of Supplier Performance.
- I face frequent technical difficulties or system errors that slow down my work.
- Digitalization has helped in reducing paper waste and supports sustainable practices.
- Access to historical data in the system helps me make better purchasing decisions.
- I have received adequate training to utilize the procurement software effectively.
- Overall, procurement digitalization has improved the efficiency of the supply chain department.



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Character count: 17,495
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Executive Summary

This report examines the influence of procurement digitalisation on supply chain efficiency at A&J Ventures Ltd. One of the biggest challenges in Bangladesh is digitalisation. As the world grows more competitive and regulations grow more complex in their markets, organisations are saying goodbye to the manual processes of procurement and moving toward digitalised processes that can support greater accuracy, transparency and speed in the operational process. This research is an attempt to comprehend how electronic procurement solutions like ERP, Oracle, B2B communication systems, and electronic documents assist in streamlining, providing, and optimising supply chain activities at the firm.

The research follows a quantitative case study approach using observation, surveys, and document analysis carried out during an internship within A&J Ventures Supply Chain Department. Findings reveal that procurement digitalisation improves documentation accuracy, reduces manual errors, strengthens vendor communication, enhances transparency, and speeds up decision-making. Digitalisation also supports structured vendor evaluation, which allows more objective and data-driven purchasing decisions.

However, the research also identifies challenges including partial automation, incomplete integration across departments, varying levels of digital literacy among employees, and occasional system disruptions. These limitations slow down the full potential of digital transformation.

The report concludes that while A&J Ventures has made strong progress in procurement digitalisation, expanding system integration, a training, and employee training will enable the organisation to reach a fully optimised and competitive supply chain model.



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Ref-AFBL/HR/2025/

Date: 15th Sep 2025

Mehedi Hasan Mosaib
C/O: Md. Siddiquir Rahman
Address: House-3/A, Road-04, Block-B, Mirpur-2, Dhaka-1216

Subject: Internship Placement

Dear Mr. Mosaib,

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

You may join from **15th Sep 2025** at Akij 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
Akij Venture Group

C.C. To:

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