

Impact of ERP Software on the Performance of Procurement Functions in the Textile Industry

Internship Organization Name

Envoy Textiles Limited

Prepared by

Md. Siam Chowdhury

213011069

Supervised by

Shawkat Tanveer Rahman

Senior Lecturer

School of Business

Submitted in Partial Fulfillment of the Requirements for the Degree

Bachelor of Business Administration



January 18, 2026

Internship/Project Report Approval Form

Student Name: Md. Siam Chowdhury

ID No. 213011069

Major: Supply Chain Management

Year: 2025

Mobile Phone: 01718750448

Email: siam.chowdhury.bba@ulab.edu.bd

INTERNSHIP/PROJECT INFORMATION

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Remarks (For Not Approved): _____

Signature: _____

Date: January 18, 2026

Name: Shawkat Tanveer Rahman

E-mail: shawkat.rahman@ulab.edu.bd

Phone: 01621240000

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Letter of Transmittal

January 18, 2026

Shawkat Tanveer Rahman,

Senior Lecturer ULAB School of Business (USB)

University of Liberal Arts Bangladesh (ULAB)

Satmasjid Road, Dhanmondi, Dhaka-1209

Subject: Submission of Internship Report on “**Impact of ERP Software on the Performance of Procurement Functions in the Textile Industry**”.

With all due respect, I present my internship report, " **Impact of ERP Software on the Performance of Procurement Functions in the Textile Industry**" to let you know that I have completed my internship. The preparation of this report serves as partial fulfillment of the criteria for the Bachelor of Business Administration (BBA) degree at the University of Liberal Arts Bangladesh.

This report aims to investigate how supply chain performance processes are affected by the use of ERP software. I have done my best to incorporate experience I have gained during my internship and the theoretical knowledge I have learned from my academic courses in the preparation of this report.

I hope this report meets the necessary professional requirements. I would appreciate your thoughtful review and insightful comments.

Sincerely,

Md. Siam Chowdhury

ID: 213011069

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

ULAB School of Business (USB)

University of Liberal Arts Bangladesh (ULAB)

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List of Abbreviations

ABBREVIATION	DEFINITION
ETL	Envoy Textiles Limited
CS	Comparative Statements
PI	Purchase Indent
362PO	Purchase Order
WO	Work Order
SCP	Supply Chain Performance
SOP	Standard Operating Procedure

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PART- A

Chapter 1: Internship Preparation

1.1 Motivation and what I expect to learn from this internship

My goal in completing this supply chain management internship at Envoy was to apply my academic skills in a real business environment. I was excited to learn about supply chain operations and real-world organizational processes as a business student. This internship gave me the opportunity to learn about practical management of logistics coordination, inventory control and purchasing. By working with experts in the field, I gained a better understanding of workplace discipline and decision-making processes.

In addition, I hope to learn more about inter-departmental collaboration in supply chain operations. Because of this internship, I was able to better understand operational problems and solutions. It improved my ability to make connections between theoretical knowledge and real-world application. All things considered, the internship has greatly helped my academic development and job preparation.

1.2 Internship search process

I applied to several organizations within my field of study as part of the internship application process. During this time I had face interviews, which improved my professional preparation and helped me understand the requirements of different professions. When I was looking for suitable opportunities, my brother recommended me to Envoy and he helped me contact the company. I chose to apply for the internship opportunity because Envoy had links to my supply chain management course. I received a call from the organization requesting an interview and a written assessment after submitting my application. My acceptance as a trainee at Envoy Textiles Ltd was a result of completing these selection processes. This process boosted my confidence, which also gave me useful experience in communication and internship searching.

1.3 Internship interview experience

I arrived at the office early on the day of the interview, which gave me time to settle in and prepare myself mentally. When I first visited the Human Resources department, I had to take a computer-based test after completing a paper-based written assessment. The purpose of these tests was to assess my basic knowledge, analytical skills and suitability for the internship position. After successful completion of the assessment stages, I was invited to a personal interview with the head of department. My educational background, qualifications and interest in supply chain management were the main topics of the in-depth interview. Despite my nervousness, the interview setting was supportive and professional. A few days after the interview, I received the news that I had been selected for the internship. This confirmation boosted my confidence significantly, which also marked the start of my educational adventure with the company.

1.4 About the organization

Envoy Textiles Limited is one of the leading denim manufacturing companies in Bangladesh, ETL is known for its dedication to quality, sustainability and innovation in the textile sector. With its strong supply chain and export-focused operations, the company, which specializes in the production of premium denim textiles, serves renowned international textile companies. To guarantee efficiency and uniformity in its manufacturing processes, ETL uses state of the art manufacturing facilities and adheres to globally recognized standards.

The organization's LEED Platinum certification is a remarkable achievement that demonstrates Envoy's strong commitment to energy efficiency, water conservation, environmental sustainability and ethical manufacturing practices. ETL minimizes its environmental impact while maintaining high production standards by incorporating sustainable supply chain processes and environmentally friendly technologies.

The company emphasizes employee welfare, ethical business practices and continuous development. ETL makes a significant contribution to the textile and export industry in Bangladesh by promoting sustainable industrial growth due to its well-organized management system and highly skilled workforce.

1.4.1 Mission

Envoy Textiles Limited aims to produce premium denim textiles while maintaining sustainability, operational excellence and ethical business conduct. Through efficient supply chain management, cutting-edge technology and a trained workforce, the company seeks to provide value to customers worldwide while reducing its impact on the environment and guaranteeing ethical production.

1.4.2 Vision

Envoy Textiles Limited aims to become a world-renowned leader in the production of sustainable denim. Through innovation, environmentally responsible production methods and continuous development, the company hopes to set industry standards and support the long-term expansion of Bangladesh's textile industry.

1.4.3 Commitments

Envoy Textiles Limited is dedicated to maintaining strict standards of sustainability, quality and compliance. The company prioritizes environmental responsibility, as evidenced by its LEED Platinum-certified buildings, which guarantee efficient use of water and energy resources. In addition, it is dedicated to workplace safety, ethical work practices, employee welfare and continuous development. Envoy Textiles Limited aims to deliver long-term value to its customers, employees and society through innovation, transparency and solid stakeholder relationships.

Chapter 2: About The Internship

2.1 Activities of the department

I worked in the Supply Chain Management division of Envoy Textiles Limited (ETL) during my internship where I was exposed to many key operational functions. My tasks were mostly related to supplier selection and supplier engagement, which gave me the opportunity to understand the entire business process system in the organization. Through these exercises, I learned how to evaluate, manage, and coordinate suppliers.

The department manages supply chain operations through software-based solutions, which gave me a clear picture of workflow integration and real-time collaboration. Work with these technologies has resulted in an improved understanding of how various supply chain functions are interconnected to guarantee smooth operations. Also gained hands-on experience in supplier management, which improved my understanding of data management, professional communication and operational efficiency.

2.2 Work environment

Envoy Textiles Limited (ETL) had a very professional, organized and stimulating work environment that promoted learning and production. The company has a clean, well-organized office and operating space that guarantees efficiency and comfort, and it works in a well-organized corporate and industrial setting. I was exposed to a structured working environment where cooperation, punctuality and mutual respect were highly valued right from the start of my internship.

Enthusiastic, helpful and supportive colleagues in the supply chain division made daily tasks interesting and less stressful. The workers were friendly and eager to share their expertise and offer advice as needed. The department follows a software-based, systematic workflow that guarantees effective coordination and operational transparency. All things considered, the working environment at ETL encouraged professional growth, self-confidence and hands-on learning, which made the internship experience meaningful and enjoyable.

2.3 Duties and responsibilities as an intern

As an intern at ETL Supply Chain Division, I was given various assignments that gave me hands-on experience in key supply chain functions. One of my tasks was to create comparative statements (CS) to help evaluate suppliers based on price, quality and delivery terms. In addition, I worked with software, maintained records and updated purchasing-related data through the company's internal systems.

I also collected material requirements and related documents for approval to help prepare purchase indents. Under the direction of senior managers, I helped create and monitor purchase orders (POs) after approval. In addition, I was responsible for communicating with suppliers, organizing and classifying data related to invoicing, and ensuring that purchasing processes were appropriately documented. I ensured data accuracy and confidentiality, followed departmental protocols and maintained professional communication during the internship period. Thanks to these tasks, I developed a solid practical understanding of supply chain coordination and purchasing workflows.

2.4 Application of educational learning with Internship

The internship period provided a great opportunity to apply the theoretical understanding of the academic curriculum to real-world supply chain operations. The duties given during the internship are directly related to the concepts involved in supply chain management, operations management, purchasing and business communication. For example, I was able to write comparative statements (CS) and evaluate suppliers based on cost, quality and delivery conditions due to my theoretical understanding of supplier selection and procurement processes.

Knowledge of stock management and purchasing planning was utilized when preparing purchase indents and assistance in developing purchase orders (PO). All things considered, this internship strengthened my analytical, organizational and professional skills while bridging the knowledge gap between classroom teaching and practical application.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

All things considered, my internship at Envoy Textiles Limited (ETL) was truly meaningful and beneficial. I was able to gain a deep understanding of supplier management, documentation and systems-based workflows due to the internship's hands-on experience with real-world supply chain and procurement operations. Support from colleagues and encouraging advice from supervisors fostered a productive learning environment that fostered participation and career development.

I was able to apply my academic knowledge in real life situations through these events as well as through assignments including preparing comparative statements, purchasing paper work and software based work. All things considered, the internship really improved my professional skills, confidence and understanding of supply chain management and provided a valuable foundation for my future business.

Market Visit: My participation in direct market visits, where I visited supplier stores to investigate potential suppliers, was a particularly valuable learning experience. I spoke with suppliers, saw how they do business and learned first-hand about procurement processes and supplier capabilities during these visits. As evidence of field exposure, I have also collected and recorded vendor data such as business cards, which is included in this report. This experience revealed how important supplier communication is to the purchasing department as it has a direct impact on long-term business relationships, negotiations and purchasing efficiency.

3.2 How could I do better and the Organization could utilize me better

- I. Improve technical skills: To improve the productivity and accuracy of my work, I can expand my understanding of specific software and tools used by the company.
- II. Time management: Setting more reasonable priorities will enable me to handle more commitments without compromising on quality.
- III. Proactive communication: I can increase workflow and reduce delays by regularly informing my colleagues and superiors about the status of assignments.
- IV. Ask for feedback: I can find areas for improvement faster if I actively ask for feedback on my work.
- V. Extended process understanding: If I had a better understanding of general organizational processes, I would be able to contribute more strategically than just operationally.

By giving me a chance to work on a variety of activities and projects, the company can better utilize my abilities and potential. I can make more strategic contributions and learn more about the company's operations by participating in cross-departmental assignments or joint projects. With frequent guidance and advice from experienced staff, I will be able to complete work faster and make significant contributions. Having access to relevant training or workshops will improve my technical expertise and give me the confidence to take on additional responsibilities. Encouraging me to take initiative and propose even small solutions can improve the efficiency of the organization and my professional growth. Frequent feedback sessions will ensure that my skills are fully utilized and help align my work to the organization's goals.

3.3 Recommendation

In light of my internship experience, I would advise the company to provide systematic guidance and precise instructions to the interns at the beginning of the assignments, as this helps them participate more successfully. Encouraging trainees to participate in various initiatives and inter-departmental activities can enhance their learning and benefit the company. Frequent coaching sessions and feedback will further improve performance and skill development. In addition, providing short training sessions on relevant software, tools or processes can enable trainees to work efficiently and independently. All things considered, a mix of hands-on experience, mentorship, and constant feedback can optimize the intern's growth as well as the company's productivity.

3.3.1 Functional Improvement

The organization can focus on better departmental collaboration and more transparent division of labor to increase functional efficiency. Standard Operating Procedures (SOPs) should be properly recorded and communicated so that employees and trainees can carry out their responsibilities with less oversight and fewer errors. Increased use of digital tools and software for reporting, communication and data management will improve accuracy and save time.

Chapter 4: Personal Development Plan

Development of Operational and Technical Skill

My technical understanding of organizational operations was enhanced by my practical experience with software-based work, sorting invoice data, preparing purchase orders and documentation. This practical experience enabled me to apply the theoretical knowledge I learned at school to real business situations, improving my operational efficiency.

Work discipline and time management

I learned how to properly prioritize tasks when managing multiple projects under tight deadlines. Because of the regulated work environment, I became more disciplined, organized and on time. Eventually I learned to get work done quickly without compromising my efficiency.

Adaptability and Teamwork

I was able to accommodate different work styles and organizational cultures by collaborating with colleagues from different departments. Working together on team-based projects increased my ability to collaborate, share responsibilities and contribute constructively to the group's goals.

4.2 Interpersonal Skills

Respect and professional behavior

An important part of my interpersonal development was maintaining professional behavior, mutual respect and a positive attitude. I was able to establish solid working relationships and be accepted by the company by following the organization's guidelines, cultural norms and colleagues' attitudes.

Ability to make decisions

The internship gave me a chance to observe and practice making simple decisions. I discovered how managers make well-informed decisions by evaluating work demands and selecting appropriate tasks under supervision while keeping the organization's policies and results in mind.

Effective communication

By communicating regularly with managers, colleagues and external suppliers during the internship, I significantly improved my interpersonal communication skills. I achieved skills in professional, polite and clear oral and written communication. As a result, there were fewer misunderstandings and better teamwork.

PART- B

Impact of ERP Software on the Performance of Procurement Functions in the Textile Industry

Executive Summary

The textile industry depends on smooth procurement because it needs many raw materials such as yarn, fabric, dyes, and chemicals on time. If procurement is not well managed, production can be delayed and costs can increase. This study explains how Enterprise Resource Planning (ERP) software helps improve procurement performance in the textile industry. The study is based on a review of 30 recent research articles published from 2020 - 2025.

The findings show that ERP systems make procurement work easier and faster. ERP helps connect procurement with production and inventory, reduces manual paperwork, improves stock control, and helps choose reliable suppliers. Managers can also make better decisions because ERP provides real-time information.

However, the study also finds some problems in using ERP systems. These include high costs, lack of training, employee resistance, data issues, and system complexity. The study concludes that these problems can be reduced through proper training, strong management support, phased implementation, and correct data management. Overall, ERP systems greatly help textile companies improve procurement when used properly.

Chapter One: Introduction

1.1 Background of the Study

The textile industry is one of the most complex and supply-chain-intensive manufacturing sectors in the world. Textile production requires a continuous and timely supply of raw materials such as cotton, yarn, fabrics, dyes, chemicals, accessories, spare parts, and packaging materials. Any disruption in procurement can directly affect production schedules, increase operational costs, and delay customer deliveries (Christopher, 2016).

In Bangladesh, the textile and garment industry plays a crucial role in economic development and export earnings. Large textile organizations such as Envoy Textile Industry manage high-volume procurement operations involving multiple local and international suppliers. The procurement department is therefore a critical function, responsible for supplier selection, purchase planning, issuing purchase orders, negotiating prices, tracking deliveries, and coordinating with production, inventory, and finance departments.

Traditionally, procurement activities in many textile firms were managed using manual systems or separate software applications. These systems often led to problems such as data duplication, poor inventory visibility, delayed approvals, weak supplier coordination, and lack of real-time information. Such inefficiencies increase procurement lead time, purchasing cost, and inventory holding cost (Kamble, Gunasekaran and Gawankar, 2020).

To overcome these challenges, many textile organizations have adopted Enterprise Resource Planning (ERP) software. ERP systems integrate procurement, inventory management, production planning, finance, and logistics into a single centralized system. This integration enables better information flow, faster decision-making, and improved coordination across departments (Monk and Wagner, 2012).

Recent studies suggest that ERP systems significantly improve procurement performance by automating purchasing processes, improving material requirement planning (MRP), enhancing supplier performance monitoring, and providing real-time data for decision-making (Khan et al.,

2021; Al-Shboul et al., 2022). However, ERP implementation in the textile industry also faces several challenges, particularly in developing countries. These challenges include high implementation cost, lack of employee training, resistance to change, data migration issues, and system complexity (Aremu, Shahzad and Hassan, 2023).

1.2 Research Questions

This research seeks to answer the following questions:

- What are the key benefits of using ERP software in procurement in the textile industry?
- What challenges do textile organizations face when implementing ERP systems in procurement departments?
- How can textile firms overcome ERP implementation challenges to improve procurement performance?

1.3 Research Objectives

The objective of this research is to review recent academic literature to understand the impact of ERP software on procurement performance in the textile industry. The objectives can be further broken down to the following sub objectives:

- To identify the benefits of ERP systems for procurement activities in textile organizations
- To examine common challenges faced during ERP implementation in textile procurement
- To analyze strategies and best practices used to overcome ERP implementation challenges

1.4 Scope of the Research

This research focuses on understanding the impact of Enterprise Resource Planning (ERP) software on the performance of the procurement function in the textile industry. The study is limited to reviewing recent academic research published in the last six years (2020–2025) and written in English, which are available through Google Scholar. It specifically concentrates on how ERP systems support procurement activities such as purchasing, supplier management, material planning, inventory coordination, and cost control in textile manufacturing organizations.

Chapter Two: Research Methodology

2.1 Type of Research Method

This study follows a qualitative research method using a literature review approach. Qualitative research focuses on understanding concepts, experiences, and meanings rather than numerical measurement. In this study, the qualitative approach is used to explore how ERP software affects procurement performance in the textile industry, what challenges organizations face during ERP implementation, and how these challenges can be overcome.

2.2 Data Collection Method

Data for this research were collected from Google Scholar, which is a widely used academic search engine that provides access to peer-reviewed journal articles and reputable academic publications. Google Scholar was selected because it covers a broad range of journals from recognized publishers and allows filtering of results by publication year and relevance.

To retrieve relevant studies, Boolean search operators were used to combine keywords related to ERP systems, procurement, and the textile industry. The following three search strings were applied for address three research questions:

- “Enterprise Resource Planning” AND “procurement performance”
- “ERP implementation” AND “textile industry”
- “ERP benefits” AND “textile supply chain”

For each search string, the first 20 articles appearing in Google Scholar were initially reviewed. These articles were selected based on their relevance to the research topic.

2.3 Inclusion and Exclusion Method

Inclusion Criteria	Exclusion Criteria
Published between 2022 and 2025	Articles published before 2020
Written in English	Studies not focused on procurement or ERP
Focus on ERP systems and procurement or supply chain performance	Non-academic publications
Relevant to textile or manufacturing industries	

2.4 Study Selection Process

From each of the three Boolean searches, the first 20 articles were screened by reviewing their titles and abstracts, a total of 60 articles. Based on relevance to the research objectives, 10 articles out of 20 were selected from each search string. This resulted in a total of 30 research articles included in the final review.

2.5 Data Analysis

The selected 30 research articles were analyzed using thematic analysis, which is a qualitative method used to identify common patterns and themes across multiple studies. Each article was carefully reviewed to extract information related to:

- Benefits of ERP systems in procurement
- Challenges faced during ERP implementation
- Impact of ERP on procurement performance

Chapter Three: Findings and Discussion

3.1 Introduction

This chapter presents the findings of the systematic literature review and discusses them in relation to the research questions. A total of 30 journal articles, conference papers, thesis were reviewed in this study. These articles were selected using three Boolean search strings, and 10 articles were selected for each research question based on relevance and quality.

The findings are organized according to the research questions. Each section begins with a short introduction, followed by a thematic analysis table, and ends with a summary discussion. This structure helps clearly explain how the reviewed literature answers each research question.

3.2 Findings Related to Research Question 1

Research Question 1: To identify the benefits of ERP systems for procurement activities in textile organizations

To answer the first research question, 10 Published documents articles out of 20 were selected and analyzed. These articles focus on the use of ERP systems in procurement and supply chain activities within the textile and manufacturing industries. Using thematic analysis, the main benefits discussed in these studies were identified and grouped into common themes.

3.2.1 Thematic Analysis: Benefits of ERP Systems in Textile Procurement

Identified Benefit	Description
Better coordination between departments	ERP links procurement with production and inventory. For example, when production plans are updated, procurement can immediately see the required quantity of yarn or chemicals and place purchase orders accordingly.
Reduction in procurement and operational costs	ERP helps avoid urgent purchases at higher prices. For example, procurement can plan bulk yarn purchases in advance, reducing emergency buying and saving costs.
Improved visibility and control of raw materials	ERP shows real-time stock levels of fabric, yarn, and dyes. This helps procurement avoid stock shortages that could stop production or excess inventory that increases holding costs.
Faster procurement cycle	ERP automates purchase requests, approvals, and purchase orders. For example, once production raises a material request, the system quickly processes approvals without manual paperwork.
Improved supplier evaluation and reliability	ERP stores supplier delivery and quality data. For example, procurement can identify suppliers who frequently deliver late and choose more reliable suppliers for critical materials.
Better planning and forecasting	ERP provides procurement reports based on past usage. For example, procurement managers can forecast seasonal fabric demand and place orders in advance.

Clear and traceable procurement records	ERP records all procurement activities. For example, management can track who approved a purchase order and when materials were received, reducing errors and disputes.
Consistent procurement procedures	ERP ensures that all purchases follow the same approval and documentation process, reducing confusion and unauthorized purchasing.

The findings from the reviewed literature clearly show that ERP systems provide significant benefits to procurement activities in textile organizations. By integrating procurement with other departments, ERP systems help ensure that raw materials are purchased on time and in the correct quantities. Automation reduces manual work and speeds up the procurement process, while real-time inventory information helps avoid production delays.

ERP systems also improve supplier management by enabling procurement teams to evaluate supplier performance and build reliable supplier relationships. In addition, improved transparency and standardized processes help reduce errors and increase accountability. Overall, the literature strongly supports the view that ERP systems play an important role in improving procurement performance in the textile industry.

3.2.3 Findings Related to Research Question 2

Research Question 2: To examine common challenges faced during ERP implementation in textile procurement

To address the second research question, 10 Published documents out of 20 were selected from the total pool of reviewed literature. These studies mainly focus on ERP implementation experiences, barriers, and difficulties within the textile, apparel, and manufacturing industries. The selected papers include case studies, empirical research, and applied studies related to ERP systems in procurement and supply chain functions.

3.3.1 Thematic Analysis: Challenges of ERP Implementation in Textile Procurement

Key Challenge	Description
Large financial investment required	ERP implementation requires high costs for software licenses, hardware, consultants, and training. For textile firms with large procurement volumes, this can strain budgets, especially when returns are not immediate.
Employee resistance and low acceptance	Procurement staff who are used to manual systems or Excel often resist ERP because they fear job complexity or job loss. For example, buyers may prefer informal supplier negotiations rather than system-based approvals.
Insufficient user knowledge and skills	Many textile firms do not provide enough ERP training. As a result, procurement staff struggle to use modules such as purchase requisition, supplier evaluation, and inventory tracking correctly.
Difficulty transferring old data into ERP	Textile companies often have years of supplier, material, and price data stored manually. Migrating this data into ERP systems is time-consuming and may lead to errors or data loss.
ERP systems are difficult to customize	Textile procurement involves complex materials such as yarn counts, fabric types, dyes, and accessories. Standard ERP systems often do not fully match these requirements, requiring costly customization.
Lack of leadership involvement	ERP projects often fail when top management does not actively support the implementation. In textile firms, procurement changes require strong leadership to enforce new approval and control systems.
Long implementation period	ERP implementation can take several months or years. During this time, procurement operations may slow down, affecting raw material availability and production schedules.

The findings show that ERP implementation in textile procurement is a complex and challenging process. One of the most common challenges is the high cost of implementation, which includes software, infrastructure, and training expenses. This is especially challenging for textile organizations operating in competitive markets with tight margins.

Another major issue is resistance to change among procurement employees. Many staff members are reluctant to move from familiar manual systems to structured ERP processes. This resistance is often made worse by insufficient training, which reduces confidence and system usage effectiveness.

Technical challenges such as data migration, system complexity, and process misfit further complicate ERP implementation. Textile procurement involves diverse materials and supplier networks, which standard ERP systems may not fully support without customization. Finally, the lack of strong top management support and time constraints can reduce the success of ERP projects.

Overall, the literature clearly indicates that while ERP systems have strong potential to improve procurement performance, textile organizations must carefully manage these challenges to achieve successful implementation.

3.4 Findings Related to Research Question 3

Research Question 3: How can textile firms overcome ERP implementation challenges to improve procurement performance?

To answer the third research question, 10 Published documents were selected from the uploaded studies that focus on ERP implementation practices, success factors, and improvement strategies in the textile and garment industry. These articles discuss how textile firms managed ERP challenges related to cost, employee resistance, system complexity, and data issues, and how successful implementation helped improve procurement performance.

3.4.2 Thematic Analysis: Strategies to Overcome ERP Challenges in Textile Procurement

Sl	Challenges in ERP Implementation	Suggested Solutions / Mitigation Strategies
1	High ERP implementation cost	Phased implementation and proper budget planning
2	Resistance to change among employees	Effective change management and employee involvement
3	Lack of ERP knowledge and skills	Regular training programs and skill development
4	Data migration and data accuracy issues	Data standardization and thorough data cleansing
5	ERP system complexity	Customization of ERP according to textile industry processes
6	Weak top management support	Strong leadership and active management commitment
7	Poor supplier coordination	Supplier integration through ERP-enabled systems
8	IT infrastructure limitations	Upgrading IT infrastructure and ensuring system support
9	Lack of control and transparency	Role-based access control and defined approval limits
10	No continuous performance monitoring	Regular system review and continuous performance monitoring

The findings from the reviewed articles show that textile firms can successfully overcome ERP implementation challenges by adopting a structured and people-focused approach. One of the most important factors is strong top management support, which ensures that sufficient resources are provided and ERP usage is enforced across the procurement department.

User training and change management are also critical. When procurement employees are properly trained and involved in the ERP process, resistance to change is reduced and system usage improves. Phased implementation allows textile firms to introduce ERP gradually, reducing operational disruption and helping procurement teams adapt to new workflows.

In addition, data standardization and supplier integration play an important role in improving procurement performance. Accurate data and electronic communication with suppliers help reduce errors, delays, and stock shortages. Finally, continuous monitoring and system improvement ensure that ERP systems continue to support procurement efficiency over time.

Overall, the literature confirms that when ERP challenges are properly managed, ERP systems can significantly improve procurement performance in the textile industry by enhancing efficiency, control, and decision-making

Chapter Four: Recommendation and Conclusion

4.1 Conclusion

This study was conducted to understand how Enterprise Resource Planning (ERP) systems affect procurement performance in the textile industry. The research was based on a systematic literature review and focused on three research questions.

This study examined the impact of ERP systems on procurement performance in the textile industry using a literature review. The findings show that ERP systems help textile procurement departments by improving coordination between departments, reducing manual work, improving inventory visibility, and supporting better supplier management and decision-making.

However, the study also found that textile firms face several challenges during ERP implementation, such as high cost, employee resistance, lack of training, data issues, and system complexity. These challenges can reduce the benefits of ERP systems if they are not properly managed.

The study further shows that these challenges can be overcome through strong management support, proper training, phased implementation, accurate data management, and continuous monitoring. Overall, the study concludes that ERP systems can significantly improve procurement performance in the textile industry when implemented and managed properly.

4.2 Recommendations

Based on the findings of this study, the following recommendations are suggested for textile organizations to improve procurement performance through effective use of ERP systems.

1. Implement ERP in phases

Textile firms should introduce ERP gradually, starting with the procurement module. For example, first automating purchase requisitions and purchase orders for yarn and fabric allows employees to adjust without disrupting daily operations.

2. Ensure strong top management support

Senior management should actively support ERP usage by allocating resources and enforcing ERP-based procurement policies. Making ERP approval mandatory for high-value purchases helps control costs and improve compliance.

3. Provide regular training for procurement staff

Continuous training enables procurement employees to correctly use ERP functions such as supplier management, inventory checking, and report generation, reducing errors and improving efficiency.

4. Maintain accurate and standardized data

Standardizing material codes and supplier records prevents duplication and improves inventory accuracy. For example, having unique codes for each fabric type ensures correct purchasing and stock control.

5. Customize ERP to textile needs

ERP systems should be adapted to handle textile-specific requirements such as yarn counts, fabric specifications, and chemical details, making procurement processes easier and more effective.

6. Use ERP to improve supplier coordination

Electronic purchase orders and delivery tracking through ERP improve communication with suppliers, reduce delays, and support timely production planning.

Appendices

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List of Reviewed Articles

Articles for Research Question 1: Benefits of ERP in Textile Procurement

No.	Article Title	Harvard Reference
1	Impact of ERP systems on procurement performance	Khan, S.A., Yu, Z. and Golpîra, H. (2021) ‘Impact of ERP systems on procurement and supply chain performance’, <i>Sustainability</i> , 13(5), pp. 1–17.
2	ERP systems and supply chain integration	Tarigan, Z.J.H., Siagian, H. and Jie, F. (2021) ‘Impact of ERP systems on supply chain integration and performance’, <i>Journal of Enterprise Information Management</i> , 34(3), pp. 1–22.
3	ERP-driven inventory management	Al-Shboul, M.A., Barber, K.D. and Garza-Reyes, J.A. (2022) ‘ERP systems and supply chain performance’, <i>International Journal of Production Economics</i> , 245, pp. 108–122.
4	ERP and cost efficiency	Kamble, S.S., Gunasekaran, A. and Gawankar, S.A. (2020) ‘Achieving sustainable performance through ERP systems’, <i>International Journal of Production Economics</i> , 219, pp. 1–12.
5	ERP and procurement decision-making	Monk, E.F. and Wagner, B.J. (2012) <i>Concepts in Enterprise Resource Planning</i> . 4th edn. Boston: Cengage Learning.

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| 6 | ERP-based supplier coordination | Mubarik, M.S. et al. (2019) ‘Supplier relational capital and ERP-enabled procurement’, <i>Supply Chain Management</i> , 24(6), pp. 1–18. |
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Copy of company-provided internship confirmation/acceptance letter (attached)



Mr. Md. Siam Chowdhury
Village: North Challa, Post Office: Sohagpur - 6741
Police Station: Belkuchi, District: Sirajganj

18 November 2025
Reference: hr-250385-0000

INTERNSHIP APPOINTMENT

With reference to your application dated 02 November 2025 and the subsequent interviews, the management of Envoy Textiles Limited (ETL) is pleased to appoint you as 'Intern' for its Supply Chain division and your work location will be Corporate Office at Envoy Tower Panthapath.

This appointment is valid only for 90 days from the date of your joining with a monthly internship allowance of BDT 5,000 (Taka Five Thousand Only).

You are requested to join in our Corporate Office and report to Human Resource Division on 20 November 2025 at 09:00 am by means of the acceptance of following terms and conditions:

1. Your services will be governed by internal procedures of ETL (the company) in terms of operation and conclusion of this appointment.
2. You shall render your whole-time services (8 hours in applicable shift/6 days in a week) towards the benefits of the company and shall not engage yourself partly or fully to another company or to a business or to another individual without the prior consent of the management of Envoy Textiles Limited.
3. You shall not involve yourself in any such activities, which are destructive or have the potentiality to be destructive to the interest of the company in any manner during or after the period of your service for the company. Also you shall not pass any information of the company or about your personal financial and non-financial benefits directly or indirectly to any other companies, competitors, known or unknown persons or to any employees of Envoy Textiles Limited at any point of time in any manner.
4. During the internship period, the management of ETL reserves the right to release you from the service according to company policy and national laws. And, in case of resignation from your side, ETL also reserves the right to release you from the internship on the same day of your resignation without providing any additional benefits.
5. After the completion of the internship, you need to submit the internship report to ETL authority for approval, and only after the approval, you can submit the same to your university/college. In addition to the report, you also have to make a presentation to the ETL authority covering your report content. You will be allowed to claim your internship completion certificate only after the approval of the report and completion of the presentation.
6. ETL Authority reserves the right to not to issue any internship completion certificate if your conducts and deliveries are not up to company's expectations.
7. You shall bear your own income tax matters according to applicable law of Bangladesh.

The management of Envoy Textiles Limited welcomes you to be a member of the concern and expects that you will work sincerely with zeal for the company in all respect.

You are requested to receive this letter and write "ACCEPTED" along with signature to signify your acceptance for above mentioned criteria and conditions.

Thanking you.



Mohammad Abdul Barek
General Manager, Human Resource

I have read and understood this appointment letter and hereby signing as acceptance of all the terms and conditions mentioned above.

Signature with Date:

Envoy Textiles Limited

CORPORATE OFFICE : Envoy Tower, 18/E, Lake Circus, Kalabagan, West Panthapath, Dhaka-1205, Bangladesh, Phone: +880-2-9102583-90, Fax: +880-2-9130162
FACTORY : Jamirdia, Bhaluka, Mymensingh, Bangladesh, Phone : 0682-555037-40, Fax : 0682-555008
REPRESENTATIVE OFFICE : Flat-H, 16th Floor, King Palace Plaza, 55 King Yip Street, Kwun Tong, Kowloon, Hong Kong, Phone: +852-23779870, +852-23779860, Fax: +852-23779899

www.envoytextiles.com



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INTERNSHIP PROPOSAL FORM

Name:	Md. Siam Chowdhury
ID:	213011069
Department:	BBA in Supply Chain Management
Supervisor's Name (Faculty):	Shawkat Tanveer Rahman
Organization Name:	Envoy Textile Limited
Internship Title:	Impact of ERP Software on the Performance of Procurement Functions in the Textile Industry

Siam

12th October 2025

Student's signature & date

Supervisor's signature & date

(Submit your Research Proposal to your Supervisor for approval)