

Analyzing the Root Cause of the Quality Inconsistency in Materials From the Local Vendor in Akij Venture Ltd.

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Bachelor of Business Administration





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Letter of Transmittal

13th December, 2025

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Subject: Submission of Project report on “Analyzing the Root Cause of the Quality Inconsistency in Raw Materials From the Local Vendor”

Dear Sir,

With due respect, I would like to inform you that I have completed my internship report on my work experience at Akij Venture Ltd under AFBL and created a project titled “Analyzing the Root Cause of the Quality Inconsistency in Raw Materials From the Local Vendor” to fulfill the partial requirements of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB). In this report, I have made every effort to gather the ideas which I have learned in my Bachelor of Business Administration along with some experience gathered from my internship experience at AFBL. I hope that you will acknowledge it. I look forward to your insightful feedback.

Sincerely,

Shahriar Nafiz Rafi

ID: 212011070

Bachelor of Business Administration (BBA)

Concentration: Supply Chain Management

ULAB School of Business (USB)

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Acknowledgement

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I am grateful to my supervisor, Naima Khatun (Lecturer, ULAB), for her advice and encouragement. She patiently provided valuable suggestions, motivation, and thoughtful assistance throughout my report submission process. My successful study would not have been possible without her support and diligent efforts. I am grateful for the internet's ability to facilitate knowledge sharing and success in every domain. I collected all necessary data and documents for this report using the internet and Google.

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Lastly, I am deeply thankful to my family and friends for their unwavering love, support, and encouragement. Their faith in me, particularly my husband's constant encouragement throughout my undergraduate years at ULAB, has served as a guiding light. Despite my limited experience, I attempted to write a compelling and insightful project report that was infused with genuine understanding. Their unwavering support has truly been the foundation of my journey and achievements.

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PART A

Chapter One: Preparation of the Internship.

1.1 Motivation to Do an Internship

An internship plays a significant role in academic and careers of a student. It assists in closing the gap between the acquired knowledge and practice. The primary reason I did an internship was to have the hands-on knowledge of the nature of operations in the supply chain of a business organization. Being a learner in the University of Liberal Arts Bangladesh (ULAB) and majoring in Supply Chain Management, I had the desire to see the practical application of the concepts that I studied in the classroom.

The other reason why I did this internship was to acquire professional skills in the form of communication, teamwork and problem solving. Such are critical competences that one intending to work in a corporate setting needs. Another thing I desired to achieve was networking with industry professionals, which I think will assist me in my professional life to come.

In addition, I wanted to know the corporate culture and the manner in which employees socialize, take decisions and disciplines in an organization. The information about professionalism, time management and organization structure were also among my essential objectives. I also believed that an internship would prepare me to join full-time employment during my graduation. Generally, my drive was based on the need to study and develop, as well as make myself more marketable to the competitive job market.

1.2 Internship Search Process

Identifying the ideal internship experience is a major requirement in the academic life of any student. The Career Services Office (CSO) of ULAB was very instrumental in this process. The CSO also communicates internship opportunities to students on a regular basis and coaches them on resume preparation, cover letter, and interviewing skills.

I was informed about an internship opportunity in Akij Venture through the CSO. This was an opportunity of working as a Supply Chain Intern, which suits my academic background and areas of career interest. I handed over my CV to Career Service office (CSO). CSO then forwarded my CV to Akij Venture HR section and I was shortlisted to attend the interview.

The support of the university was of great assistance since they guided me on how to make professional contact with the recruiters and what to expect during the interview. It is possible that without the assistance of the Career Service Office I would not have been able to contact such a well-known organization as Akij Venture.

1.3 Interview Experience

The experience of the interview was an exhilarating and frightening one as it was my first time interviewing in a company. I was also keen on being good, yet I was also nervous as I did not have any prior experience in the interview. The whole procedure was in two rounds.

The preliminary interview was done by the HR representative and my internship supervisor at the Supply Chain Department. This round involved enquiring me regarding my academic experience, fundamental knowledge of supply chain and my reasons of seeking employment in this department. They attempted to evaluate my communication, and the attitude to learning and teamwork as well.

Having cleared the first round, I was invited to the second round which was the panel interview. Several HR representative, my supervisor (Deputy Manager of Supply Chain), and the General Manager of Supply Chain Management participated in this interview. The second was more technical oriented as it discussed local procurement questions, questions on vendor management and purchasing processes. They also wanted to see how I would go about the real life issues of supply chain like supplier management or quotation comparison.

Even though I was quite nervous at first, the interviewers were quite friendly and professional, and it made me feel more comfortable. This interview experience also taught me to always remain calm when under pressure and respond confidently. It also exposed me to a clear picture of the type of knowledge and attitude companies would require supply chain professionals to possess.

1.4 Short Biography of the Internship Organization.

My internship was with Akij Venture, which comes under Akij Food and Beverage Limited (AFBL)- one of the largest companies of Akij Group which is one of the biggest conglomerates in the Bangladesh. AFBL has a long reputation of production and marketing of numerous popular beverages and food products, which include Frutika, Mojo, Clemon, and Speed.

Akij Venture is a subsidiary of a group of business units of AFBL which is innovation-driven, efficient, and sustainable in business. The company has developed a good presence in both domestic as well as international markets. Its supply chain activities can be credited with being well-organised to ensure that there is smooth coordination amongst the procurement, production, and distribution divisions.

Akij Venture has a hierarchical organization structure where reporting lines are well defined and responsibilities are defined. My Workplace as the Supply Chain Department is crucial in efficiency in procurement and delivery of materials and services on time. This department does not leave without the vendors, production teams, and quality control units, as it makes sure the operations run smoothly.

My experience in such a professional organization with a good name provided me with the chance to see how the large scale supply chain processes are handled professionally. I also had the opportunity to experience the process of using technology and collaboration to meet the objectives of the business in a dynamic sector such as the food and beverage industry.

Finally, this preparation period of an internship was a beneficial experience that enabled me to leave the field of academic knowledge and enter the sphere of professional experience. Since I was motivated to get a real-life exposure, to the selection process, and the interviews, every step was a new lesson to me. The knowledge of the organization and its professional setting made me feel more confident since I embarked on an internship experience at Akij Venture under AFBL.

Chapter Two: The Internship about Chapter.

2.1 Activities of the Department

I worked as an Intern and my designation was Supply Chain Intern in the Supply Chain Management (SCM) department of Akij Venture based on Akij Food and Beverage Limited (AFBL). The department is crucial in the achievement of a smooth flow of materials, information and services between various organizational units.

My duties as a Supply Chain intern were primarily centered around vendor management, procurement assistance and documentation. Among my numerous responsibilities was that I had to help in the process of assessing vendors through market visit basing on their legal documents, quotations, quality and reliability. I acquired the skills of developing appropriate relations with suppliers to guarantee long-term collaboration and solutions especially regarding availability of materials in a timely manner.

The other significant responsibility was to assist in the preparation of Comparative Statements (CS) which are prepared according to quotations received by various suppliers. This is done through price, delivery terms, and product quality analysis in order to suggest the most appropriate vendor to be approved. I also helped to check the documents, verify information about suppliers and to maintain the procurement database.

These activities provided me with practical experience regarding the way a large-scale organization such as AFBL is able to sustain its supply chain operations. Another lesson that I received is that accuracy, coordination, and appropriate communication are vital elements in a business environment.

2.2 Takeaways from the Position

The Akij Venture internship was an excellent learning experience as I was able to relate the academic theories with practice. I have acquired some of the key professional competencies that can assist me in the future in the field of supply chain management.

Communication and Collaboration:

The close collaboration with my supervisors and other staff members enhanced my teamwork and communication abilities. I also got to know how to communicate my ideas, provide reports, and coordinate with other departments. The senior employees with whom I interacted with also made me realize the need to be professional at the work place.

Skills in market research and data analysis:

The preparation of Comparative Statements (CS) helped me to evaluate and compare data about suppliers in a rational manner. I was taught how to critique quotations and make decisions on cost-efficiency and quality of the products. This raised my level of analysis and observation.

ERP and Software Knowledge:

I have gotten acquainted with some of the internal systems that AFBL uses in order to monitor procurement and vendor information. I was able to work primarily under supervision; however, I could learn some fundamental information about the Enterprise Resource Planning (ERP) systems and their use to make business processes more efficient.

All in all, this internship program helped me understand how to use the classroom learning in the real world and provided me with confidence to accept the future challenges in the sphere of the supply chain.

2.3 Associating Educational Learning to Internship Roles.

I am a student of Supply Chain Management major at the University of Liberal Arts Bangladesh (ULAB) where I have studied Procurement and Inventory Management, Operations Management, and Business Communication. Most of these concepts in academic work were easily applicable to my everyday duties in my internship.

As an illustration, the procurement process I learnt in class was directly related to tasks that I performed, including the selection of the vendor and analysis of the quotations. The 4Ps of marketing concept (Product, Price, Place, Promotion) also served as a way to comprehend how AFBL has managed to be competitive due to the strategic sourcing and supplier management.

Market research skills were also applied when comparing vendors and analyzing quotations since I needed to gather and analyze information and make sound decisions. The techniques of communication

and persuasion I acquired in the university proved useful whenever I had to talk about the problems with suppliers or report the findings to my seniors.

Segmentation, Targeting, and Positioning (STP) was another theoretical concept that I considered relevant. Though it is mostly applied in marketing, it occurred to me that the concept can be also utilized in the area of supply chain management, e.g., determining which of the suppliers would suit best this or that product type or this or that requirement of the company.

All in all, my academic studies gave me the base to learn about the supply chain operations of the company, whereas the internship gave me the opportunity to see the practical implementation of those theories.

2.4 Learning outcomes and professional development

This internship has assisted me in development as an individual. I learnt that it is essential to be accurate in documentation, be able to meet deadlines, and be responsible to the delegation of duties. It was also my understanding that supply chain management is not necessarily about purchase or logistics but rather, it is about developing good relations with suppliers, maintaining the quality of products and keeping all the lines of communication open between the departments.

The second lesson that was of great importance is to learn to work under pressure. In some cases, procurement activities were to be done hurriedly, particularly when the production needs suddenly changed. This showed me how to prioritize and be organized in work.

Moreover, I also noted the importance of teamwork towards goal fulfillment of the company. All the departments of AFBL are dependent on each other and employee cooperation makes sure that the materials are received in time and the smooth run of operations.

This experience helped me realize how much I am able to do and how much I actually require to practice. The value of ethical sourcing, cost management, and trust in the suppliers of the supply chain industry also became more familiar to me.

Chapter Three: Self-Reflecting.

3.1 There are likes and dislikes about my workplace.

Through my internship with Akij Venture in the Akij Food and Beverage Limited (AFBL), I was able to get a glimpse of the professional life of a major organization in Bangladesh. I observed that the work place was generally positive, disciplined and supportive. The work environment enabled me to develop professionally and personally.

A friendly work atmosphere was one of the aspects that I enjoyed at my work place. My supervisors and colleagues were always ready to mentor me whenever I encountered problems with regard to comprehending any task. They made interns feel like they are a part of the team and they were free to ask questions. This free communication culture facilitated my learning new things.

The other thing that I valued was the growth and learning opportunity. The actual tasks that were assigned to me were adding value to the organization and included helping in the process of evaluating the vendors and drawing comparative statements. These roles helped me to believe that I was making a difference. I was given significant work with the team which gave me confidence.

Another thing that I liked was that the company adhered to the professional, but friendly culture. Employees were also time-conscious, well behaved and good team players. Each person had not ambiguous duties, and they used to meet regularly to talk about the progress. I also observed that the working conditions in AFBL were highly supportive of discipline and efficiency, which made me learn more about the corporate culture.

Nevertheless, there were some negative points or experiences just like any other experience. The workload was sometimes too much and during peak periods in procurement. It was hard to deal with the various vendor quotes and compose CS within very short deadlines. Being an intern, I had a few situations when I could not keep up with the speed and precision of more experienced employees.

Also, due to a low level of access to internal systems, I was not able to learn some aspects deeply. To illustrate this, I was unable to make maximum use of the ERP system as an intern and had to depend on my supervisors to obtain data.

These minor obstacles notwithstanding, the experience was generally positive and helped a lot to provide me with learning and development.

3.2 How I Can Improve and How They Can Make better use of me.

During my internship, I was continually striving to better myself and derive lessons out of all the experiences. Nonetheless, when I theorized over my work, I think there are some aspects that I could have possibly done to improve, and the organization could have used my potential more efficiently.

How I Could Do Better:

Initially, I gave myself time to learn the processes and documentation system in the company during the first week of my internship. I would say that had I been more proactive during the first few weeks of the course, I would have been able to do more in a shorter period. I came to know with time that it is better to ask questions at the very beginning and clarify the uncertainties rather than wait to be told what to do.

I also understood that I had to sharpen my technical and analytical knowledge and skills particularly in Excel and ERP systems. These are vital instruments in supply chain management and their proficiency would enable me to deal with data and reports more effectively.

Finally, I would have been more actively engaged in discussions and meetings. I was shy initially, but eventually I became confident and started to exchange ideas. Had I done the same sooner, it would have made me learn even quicker.

The ways that the Organization might make better use of me are:

On the organizational level, I feel that interns would be provided with a bit more exposure of current projects. I may have been deployed to help in a short-term procurement project or vendor audit to see the entire process through to the end.

Regular feedback between the interns and supervisors could also be added as another improvement. This would assist the interns to know their strengths and weaknesses better and to work on them as soon as possible.

Finally, mentorship or training of interns should be scheduled which may result into an even more effective way of learning. It would similarly assist in the gap between the academic and the corporate practice.

3.3 What They Can do to make the experience of future interns better.

Akij Venture already has a good interns learning environment. Nonetheless, as my experience shows, I think there are several ways they can make the experience of the internship more enjoyable to the students in the future.

To begin with, the company may organize an elaborate orientation program to the new interns. In the first week, I was forced to understand the company policies and procedures slowly through the colleagues. The orchestrated orientation would enable the interns to know more effectively the culture, the departments and the working process of the organization.

Second, the interns should be provided with role descriptions at the start of their work so that they would be more familiar with their daily tasks. This would avoid confusion and make interns more efficient in planning their work.

Third, it might be of great help to introduce a mentorship and buddy system. To find guidance and ask questions, as well as receive direct feedback, it would be easier to assign each intern a mentor or senior employee. It would make interns feel more affiliated and assured as well.

Lastly, it is possible to implement some flexible working options, like letting the interns participate in virtual meetings or work on some assignments at home, which would allow managing time more effectively, particularly students in universities who have to effectively combine both courses and internship.

Chapter Four: Personal Development Plan.

4.1 Personal Development Plan

The Akij Food and Beverage Limited (AFBL) internship, in Akij Venture, was instrumental in assisting me to determine my professional strengths and weaknesses as well as my future career objectives. It provided me with a good idea on what I should pay attention to be a successful supply chain professional. Having this experience I have set my short term and long term development plans.

Short-Term Goals (1-2 Years):

The primary objective that I will pursue in the coming one or two years is the development of technical and analytical skills connected with supply chain management. My intention is to learn more about procurement systems, vendor assessment, and inventory control. My other goal is to enhance my competence in Excel and familiarize with the ERP software that businesses operate to handle procurement and logistics information.

Further, I will also participate in the short training courses or workshops on data analysis, logistics, and warehouse services. They will assist me in knowing how to make improved and informed decisions. The development of my communication skills and report-writing abilities will also be included in my short-term plan in order to be able to act with more confidence in professional situations.

Long-Term Goals (3-5 Years):

Eventually, I would like to establish a career within the sphere of supply chain management as an employee of a reputable company where I could have a greater amount of responsibilities and make significant contributions. I would like to become a supply chain executive or a procurement specialist, where I will be in charge of relations with vendors and be leading the procurement projects.

My short term goal is also to enroll in professional certification like Certified Supply Chain Professional (CSCP) or any other applicable course that could enhance my knowledge about the global supply chain systems. I would eventually like to pursue strategic sourcing and sustainable supply chain management which is becoming more crucial to businesses in the present day.

I hope to become a capable and responsible supply chain practitioner through constant learning, flexibility, and ethical conduct at work.

4.2 Competencies that I would be happy to acquire in the future.

In order to reach my career objectives, I will strive to concentrate on technical and soft skills development. The internship has enlightened me to understand that to be successful in supply chain management, an individual must not only have analytical skills, but also be able to collaborate with others and leadership skills.

Technical Skills:

I will enhance the expertise in such areas as data analytics, demand forecasting, and inventory control. As a manager, one will need to learn to use Microsoft Excel (advanced functions), Power BI and ERP software (SAP or Oracle) to efficiently manage procurement and logistics. I also would like to read more about the supply chain automation systems and how technology can enhance efficiency and transparency of the procurement processes.

Soft Skills:

Also, in addition to technical knowledge, I would like to work on my communication skills, teamwork skills, and leadership skills. My interaction in a big company such as the AFBL has enlightened me on the need to coordinate well among different departments. Thus, I will participate in workshops, training or volunteering experiences that will improve cooperation, negotiation, and problem-solving skills.

The need to improve my time management and decision-making will also be included in my personal growth plan. These interpersonal skills will enable me to work effectively in a hectic situation and be flexible to changing working environments.

PART B

Analyzing the Root Cause of the Quality Inconsistency in Raw Materials From the Local Vendor

EXECUTIVE SUMMARY

This research aims to identify the root causes of the inconsistency in materials quality amongst local suppliers to Akij Venture Ltd. (AFBL), one of the largest manufacturing and food and beverage companies in Bangladesh. The aim of the study is to understand why suppliers are not able to maintain quality of their materials, why they have procurement processes in place but fail to follow them and what those deviations from the process mean for the purchasing department activity as well as production functions. A descriptive questionnaire was distributed to 30 purchasing executives in a descriptive quantitative research. In addition, informal discussions with local vendors bring supporting insights.

The findings indicate that quality has more than one root cause issue. The main reasons are relying too much on choosing the vendor with the lowest price, not checking technical capabilities enough, and repeatedly misunderstanding material specifications, especially when it comes to chemical composition. The matter is further compounded by internal shortcomings such as issues with equipment calibration and lack of documentation and traceability. And market volatility, the competitive race for better prices and the vendor's own supply chain problems are all external factors that add further variability.

The research also finds that the inconsistent quality is not a tragic disaster, but still quite a big operational problem. To get effective solutions, we must make our vendor development process better, standardize the specifications and criteria by which they compete, change how we measure vendors quality metrics, and move procurement from cost-centered to quality-centered decision making.. These measures can enable AFBL to create stronger relationships with its suppliers, reduce operational inefficiencies and ensure that performance remains steady.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Product quality in manufacturing supply chains starts with the source - materials. For the large FMCG companies like Akij Venture Ltd. (AFBL), which depends on its network of local suppliers, a continued consistent standard of material quality is crucial for facilitating a smooth production process, managing cost and cultivating brand reputation. It leads to production inefficiencies, reject rates, rework and ultimately, customer satisfaction in the case of varying quality input.

Bangladesh's supplier base is heterogeneous and varied in capacity. Most local vendors are SMEs, suffering from poor access to advanced machinery and testing equipment or stable upstream suppliers. One may have reputation of already having achieved the desired results while another supplier is just being considered because they can provide what you are asking. This is causing AFBL's buyers and QC teams to battle rejected deliveries and urgent reorders while having additional coordination with the production.

AFBL has its certain systems like vendor evaluation, comparative statements (CS), incoming inspections. Yet, these mechanisms have not been solely successful in avoiding repeated material inconsistency. The issue seems to be an inherent, rooted structural problem: vendor capability gaps and lack of clarity in specification communication, as well as internal process deficiencies and external constraints such as market volatility or vendors' own supply chain issues. To craft effective, long-lasting solutions, we must be able to make sense of how these forces combine.

1.2 Problem Statement

In spite of established procurement and quality checking procedures, AFBL was still at the mercy of inconsistent quality of certain materials from local vendors. Ingredients can pass once and fail later, resulting in additional checks, rework and disruptions to production schedules. usually low price and quick delivery have core values of basic Terahertz technology which helps to select the suppliers. Many rejections are the product of confusion over specifications, and whether there has been a breakdown in cooperation from the customer or not it should be avoided.

The quality control process is also compounded by internal system restrictions including lack of calibration accuracy, incomplete documentation and inadequate traceability. On the supply side, vendors experience market volatility in prices, scarce availability of high-grade inputs and testing infrastructure. and vendors import materials of third parties who do not even verify their sources and depend on AFBL's QC as the last sentinel. Despite widespread acknowledgement of the problem, the underlying causes have not been rigorously investigated to enable AFBL to focus on specific areas for improvement.

1.3 Research Questions

The main research question is:

RQ1: What are the fundamental reasons for changing quality of materials offered by local suppliers to Akij Venture Ltd.?

Supporting questions include:

RQ1. 1: There worse affected inconsistency factors, What Capacity of Vender?

RQ1. 2: How do communication and design problems impact vendor performance?

RQ1. 3: What types of internal purchasing or quality control are the most susceptible?

RQ1. 4: To what extent are external markets and environmental conditions predictive of vendor quality stability?

1.4 Research Objectives

RO1: To identify and examine the key drivers for quality inconsistency in materials procured from local suppliers by AFBL.

RO2: To give concrete recommendations to achieve the equality of quality by vendors in the procurement function at AFBL.

1.5 Scope of the Study

The work is based on the local suppliers at AFBL and in-house manner of operating of Purchasing Department. It is a look at vendor capability, specification communication, internal QC and external environment. It excludes distribution of finished goods, legal contractual disputes or logistics beyond incoming materials. Information was gathered from the procurement and vendor management team members directly while qualitative inputs inferences were drawn which were validated through interaction and direct conversation with local vendors.

1.6 Significance of the Study

At an organizational level the research will assist AFBL in understanding why material inconsistency still exists, and how procurement and QC practices can be improved. On the operational side, pinpointing root causes can cut down on rejections, delays and waste by streamlining production rates and stabilizing costs. Theoretically, the findings enrich our understanding of supplier quality problems in the context of a developing country. For the broader industry, the discoveries could serve as direction to other brands who encounter like exposure of vendor quality in Bangladesh.

CHAPTER TWO: LITERATURE REVIEW

2.1 Vendor Quality Management

SCM is a highly supplier quality-responsive system. Low quality from the vendor results in rework, late delivery of product and dissatisfied customers (Chopra & Meindl, 2016). TQM likewise rejects the notion that one can inspect in quality at the end and argues that it must be built into process (Oakland, 2018). When supplier quality isn't identified as stable it is usually by low process capability, no control systems and variability in upstream sourcing. There are limited resources and quality control practices for SMEs in Bangladesh while the performance of these firms broadly fluctuates (Kabir & Hasan, 2020). Lacking of structured developing the vendors, and buyers is usually put on transactional relationships, and this weakens quality enhancement (Monczka et al., 2015).

2.2 Capability of the supplier and technical constraints

Supplier capacity such as equipment, process control, personnel capabilities and quality improvement documentation. Suppliers operating with old facilities, untrained operators, or without reliable systems of calibration will be more likely to generate a variable product (Giunipero et al., 2017; Crosby, 2012). Capital limitation of the developing countries is the one that restricts SMES accessing to high-tech technologies and labs investment (Hossain, 2021). And many simply serve as intermediaries — importing materials from low-cost sources without verifying anything. In cases where suppliers do not have their own QA (Quality Assurance) system they depend on buyer inspection and thus the quality management is more reactive than preventive (Trent & Monczka, 2003).

2.3 Cost–Quality Trade-off in Procurement

Vendor selection based on cost can lead to a conflict between immediate costs and performance in the long-term. However, low prices may lower short-term purchase costs and inflate latent costs such as: reworking; rejection rates; or supply interruption (Christopher, 2016). Procurement frequently highlights the use of the lowest bid in price-sensitive markets, driving suppliers to take shortcuts and select low-cost inputs (Ho et al., 2015). Baily et al. (2008) posit that sustainable procurement needs to take into account process capability, reliability and innovation and not just unit cost.

2.4 Communication and Specification Misalignment

Supplier performance is contingent on unambiguous, thorough and consistent standards. Misunderstanding of engineering drawings, tolerances or chemistry are often contributing factors to poor quality (Handfield & Nicholas, 2019). And for most SMEs the suppliers don't have such technical staff to understand the specification thoroughly. Ellram and Tate (2015) claim that finalization of specification is a continuing process and specify clarification and feedback. Formulation is particularly vulnerable in cases where the supplier doesn't have lab support, resulting in “presumed compliance” with no scientific evidence.

2.5 PQM for Internal QC and Organization's Practices

The quality systems at the buyer side also play a role in final results. Inadequately calibrated instruments, variation in test methods and poor traceability lead to unreliable quality assurance such as by Talib et al. ISO 9001 also stresses record keeping and traceability to analyse trends and locate root causes (Slack & Brandon-Jones, 2019). Internal pressures (e.g., cost targets, production deadlines) may prompt risk-seeking behavior for decisions such as hurried vendor onboarding and accepting borderline material (Flynn et al., 2010; Clark & Fujimoto, 1991).

2.6 Open Market and Systemic Risks

Suppliers also work in a wider context of market risk, infrastructure bottlenecks and norms within industry. Undetermined material availability or price fluctuations lead to supplier switching or quality reduction (Rahman & Akhter, 2021). Their ability to ensure the quality is weakened because of restricted lab access and poor technical support (Tan et al., 2002). Under some circumstances, cultural tolerances of “acceptable variation” and fierce price competition further add-in incentives for suppliers to pay less attention in the stability quality performance building supported through winning orders (Khan, 2019).

2.7 Variables and Conceptual Framework

We consider the variables as per the literature, which are given below.

Independent variables: supplier technical ability, financial capacity, the way of purchasing material, specification sense, internal QC reliability to order producer and market condition price pressure.

Dependent variable: uniformity of quality of material supplied to AFBL.

Control variables: on-boarding method, procurement urgency and internal training.

The theory suggests material quality inconsistency arises from an interaction of vendor constraints, internal practice and external pressures; modifies (based on the clarity with which specifications are written and how reliable is the QC process) their effect on outcomes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

A descriptive quantitative design was used to identify trends among employee perceptions of inconsistent vendor quality. Those designs are appropriate when researchers want to describe a situation as it exists and determine or get an understanding of factors that dominate the phenomenon rather than demonstration cause-and-effect (Creswell, 2014). It takes as input survey data and quantifies how often various causes are observed in practice.

3.2 Sampling Method and Respondents

AFBL's Purchasing Department personnel were purposively selected for this purpose as they are actively involved in procurement matters and dealing with the suppliers. The sample was composed of 30 workers, traders and procurement managers (buyers) vendor-managers, professionals in teams concerned with the management of the supply chain and liaisons QC. They frequently have to draw up comparisons and assess quotations, as well as plan incoming inspections.

Loose comments were also received from 10 vendors selling AFBL locally. These findings were seen to corroborate internal survey results, and were not statistically analyzed to prevent bias and confidentiality issues.

3.3 Questionnaire Design

The questionnaire consisted of 15 single-choice questions, divided into five sections:

(Section A: Vendor capacity and choice.)

Section B: Communication and specifications

C: Internal processes and controls

D: External and systemic factors

Section E: Solutions and improvement

Four alternatives (a–d) describe four different possible aetiologies or situations. This format facilitated correspondence to the theoretical framework and prevented multicollinearity between variables.

3.4 Scale of Measurement and Analysis of Data

A nominal scale was used. All answers were rated as categories and analyzed for frequency and percentage. The results were also discussed in the light of reviewed literature on Chapter Two. Since the purpose of the study was identification (as opposed to measuring level-of-satisfaction or attitude) a more rudimentary categorical comparison was adequate and appropriate.

3.5 Data Collection Procedure

The questionnaires were handed to and taken from by participants over the period of the internship. Respondents filled in individual RPT-UNC in order to avoid peer-modeling. Feedback from vendors was obtained during informal meetings at AFBL's place of business or in delivering arrangements. All data collection was completed with no ERP transfer of any kind, confidential performance reports or financial information, in order to uphold anonymity of the organization.

3.6 Ethical Considerations

Attendance was at the discretion of participants, and no personal identifiers were recorded. The study objective was explicitly indicated to be academic research. Lots of companies will value their vendors' privacy. No individual level responses or feedback is available in the report. All the cited references in this literature review are provided correctly without any falsified data.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter reports and discusses the findings of a survey conducted among 30 purchasing department employees, which have also been interpreted with respect to literature. The analysis is structured around the same order as in the questionnaire: vendor capability and selection, communication & specifications, internal process and controls, external factors and improvement suggestions. Vendor's comments are added to the statistical data in order to interpret any patterns reported.

4.2 Vendor Capability and Selection

The half (50.0%) answers perceived over dependence on lowest bid price as the major weaknesses in selection of vendor follow by rushed onboarding as a result urgent need 33.3%. Few respondents (11%) cited poor technical verification, and no one indicated that there were too few site visits. This indicates that there are some kinds of due diligence in place, but they are easily outweighed by cost and time considerations. This also echoes with the warnings in the literature which state that cost-oriented procurement is likely to overlook quality and thus lead suppliers into lowering costs at the expense of quality.

As for capacity, all 3 contingencies (inadequate technical ability, lack of financial stability and unstable input quality in their own suppliers) scored the same ratio: 33.3%. Two thirds (66%) of respondents rated the suppliers as frequently not adequate/not at all based on AFBL's technical requirements. Unofficial vendor feedback did support this line of thought however: numerous vendors don't make their own materials, import from a low cost market, do not have labs and rely on AFBL's QC to identify issues. These results further validate the fact that vendors are constrained by capacity and resources, and inherently have structural limitations preventing them from supplying consistent quality.

4.3 Communication and Specifications

When questioning the most common areas for confusion, chemical or material properties were the choice of 50% of respondents and then dimensional tolerances were followed with 33.3%. This underscores the fact that chemical requirements are more difficult than dimensional ones, in that they must be verified by laboratory testing and have a greater technical content. Very few local contractors have such resources and hence are only guess estimates or rely on what is said by the supplier.

Two-thirds (66.7%) of the respondents believe unclear or lack of specification document to be the most important communication barrier. Misunderstandings often do not originate from language or expressions but from documents that are fragmented and out of date in an argument and sent round through informal channels. Feedback processes were also considered only moderately successful (66.7% reported that they brought about “quick fixes”). Some vendors will remedy one batch after a complaint, but then return to business as usual. This implies that the specifications or feedback mechanisms are not currently strong enough to yield sustainable improvement.

4.4 Internal Processes and Controls

Respondents said that internal quality control testing equipment calibration and documentation/traceability were the weakest/critically flawed areas in internal QC, both mentioned by 50% of respondents. Classes 2 and higher defects make inspection data less reliable, off-calibration consumables reduce the confidence in the quality of inspections results and weak documentation prevents AFBL from identifying hotspots or correlating failures with vendors, materials or seasons. Without good track history, it is hard to take evidence based decisions of the vendors performance.

There are cost and production pressures as well. Nearly two thirds (61%) of respondents cited cost reduction targets as the internal pressure that does most to undermine quality, although cuts to product teams and tight production schedules also attracted mentions. This proves that because of budget and urgency, the decision to buy, even initially are contradictory with quality.

Sentiments were divided on the vendor rating system, with one-third of respondents regarding it as comprehensive and helpful, while another third said they do not actually use it to make decisions. The rest believed it either was inconsistently applied or concentrated too much on timing of delivery. Combined, these answers suggest that where some form of vendor assessment is available, it seems not to be well integrated into the procurement process.

4.5 External and Systemic Factors

Market gyrations and material availability emerged as the external factor that most influences material quality, according to two-thirds of respondents. Vendors may change suppliers or use lower grade materials to keep costs in check and remain competitive, as input prices and availability vary. This aligns with what vendors have stated to us before: they often select the cheap import source in order to make their cost and price targets for you guys.

Likewise, 66.7% of the sample identified price competition in local business environment as the biggest threat to quality management. And because of the pressure to provide low prices, a so-called “race to the

bottom” emerges in which there are few incentives for vendors to spend on quality assurance or even technology. Half of those surveyed rated the main or lack thereof as a culprit in case turnaround times, suggesting varied experiences based on what type/size vendor is dealing with AFBL.

4.6 Solutions and Improvement Priorities

Two key interventions to increase vendor consistency were preferred by respondents: increased vendor training and technical assistance, and payment terms based on quality performance. This indicates a recognition by the fund that vendors require both capacity-building and incentives to change behavior.

For internal development two-thirds of the respondents identified that the most urgent need was for improved vendor performance measures and making them useful in decision-making. Lastly, the magnitude of this challenge was ranked in between “major” and “minor”, meaning that it is an important problem, but it should be manageable with a methodical approach.

4.7 Overall Interpretation

Altogether, the findings demonstrate that quality inconsistency is driven by three levels of interaction:

Lack of vendor capabilities (poor skills, absent labs, erratic inputs);

Internal Purchasing Behavior (Cost-based decision making, suboptimal onboarding, poor traceability);

External market forces (price pressures and volatility).

That means quality problems are not the result of one “bad vendor” or a single internal defect. They spring from an industry where the vendors are not sufficiently resourced, the buyers are under pressure to save money and proceed quickly, and low price is more valued in the market than reliability.

CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSION

5.1 Recommendations

Recommendations from the results of this study, the following recommendations may be made:

Go beyond pricing-oriented supplier choice.

AFBL must include quality (performance, technical capability and process maturity) in the selection of vendors. CS can implement a weighted score assessment wherein quality factors have heavier weights to be more significant than price.

Vendor development and training: Augment vendor capability for food security.

AFBL can organize workshops and technical training sessions for the explanation of requirements, sampling procedures and quality parameters. Best practices and templates can be shared to aid suppliers interpret requirements more effectively.

5.2 Conclusion

The present study examined the reasons behind material quality error issues from local suppliers of AFBL as follows: It discovered that inconsistency is fuelled by three areas: a lack of vendor capability, internal procurement practices and external market forces. Suppliers typically do not have the technology and funds to ensure quality, while AFBL's bid for cheap low cost purchase and haphazard procurement processes, beg short-term savings irrespective of long-term stability. Incomplete specifications, some tolerating feedback mechanisms and a poor traceability also minimize the sustained improvement.

But it's a high-class problem, as I say. AFBL shall take care of it by moving towards more Capability based procurement, to explore vendor development work culture will have to be improved, specification management needs up gradation and internal QC system need a boost. When applied systematically, these actions can help reduce variation in quality, balance cost over time and support AFBL in developing a more robust and resilient local vendor base.”

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APPENDIX

Appendix A: Survey Questionnaire

Section A: Vendor Capability & Selection

1) What do you think is the main weakness of our current vendor selection process locally?

- a) Over-reliance on the lowest bid price
- b) Insufficient checking of vendor technical capabilities
- c) Hurried onboarding as a result of urgent material needs
- d) Absence of formal site visits & facility audits

2) What factor most restricts a local vendor's ability to be consistent in quality?

- a) Obsolete or inadequately maintained machinery
- b) Inadequate technical knowledge and skilled labour
- c) Financial problems and insufficient working capital
- d) The inconsistency of the quality of their own material inputs

3) How would you rate the technological capability of most of the local vendors as compared to our quality requirements?

- a) Generally sufficient to meet our needs
- b) Sufficient for basic requirements only
- c) Often insufficient - need to be constantly monitored
- d) Being substantially behind our technical standards

Section B: Communication & Specifications

4) Where are there the most misunderstandings of our quality specifications?

- a) Technical drawings, dimensional tolerances
- b) Chemical make-up or material properties
- c) Packaging and labeling requirements
- d) Documentation/certification requirements

5) How good is our current feedback process when quality issues are found?

- a) Highly effective - leads to permanent corrections
- b) Moderately effective - temporary fixes are put in place
- c) Inconsistent - results are highly variable according to vendor
- d) Ineffective in General - same issues pop up a lot

6) What is the most important communication issue with local vendors?

- a) Language & technical terminological gaps
- b) Vague or incomplete specification documents,
- c) Absence of formal channels of communication
- d) Vendors' unwillingness to openly report problems

Section C: Internal Processes & Controls

- 7) What is the weakest part of our internal quality control process?
- a) Sampling techniques, adequacy of samples
 - b) Verifying equipment calibration & accuracy
 - c) Training and consistency of inspector judgement
 - d) Documentation and traceability procedures)
- 8) What is the most common internal pressure that causes violations of quality standards?
- a) Production schedule requirements and tight deadlines
 - b) Targets of cost reduction and budget constraints
 - c) Inventory shortage and inventory stock out risks
 - d) Management pressure to keep vendors
- 9) How would you describe our existing vendor rating system?
- a) Comprehensive and actively used for decisions
 - b) Nothing extant but inconsistently applied
 - c) Basic and mostly geared to delivery time
 - d) Not having meaningful impact on procurement decision making

Section D: External Factors & Systemic Factors

10) Which of the external factors plays the most important role in affecting the quality of the material?

- a) Local infrastructure problems (power, transportation)
- b) Variations in the seasons, weather conditions
- c) Volatility of the market and availability of materials
- d) Regulatory & compliance issues

11) The problem of our vendors own supply chain issues how significant?

- a) The basic root cause of quality problems
- b) A significant contributing factor
- c) Slight effect on quality
- d) Not a significant factor

12) What is the most difficult part of the local business environment in terms of quality management?

- a) Availability of quality-conscious vendors.
- b) Cultural tolerance to quality variations
- c) Dearth of supporting industries and services
- d) Price competition leading to compromising quality

Section E: Solutions & Improvement

13) Which one intervention would do the most to increase the consistency of vendor quality?

- a) Improved vendor training & technical support
- b) Increased and more strict audits of vendors
- c) Changed terms of payment tied up to quality performance
- d) Investment in better testing equipment and methodology

14) What is the area in need of greatest internal improvement?

- a) standardizing and digitalizing quality specifications
- b) Improving upon our incoming inspection protocols
- c) Creating better vendor performance metrics
- d) reinforcements to general cross-departmental communications about quality issues

15) Overall, what is your priority on the quality inconsistency issue?

- a) Critical - has a direct effect on product quality and customer satisfaction
- b) Significant - causing operational inefficiencies, increased costs
- c) Moderate - can be coped with using present resources and attention
- d) Minor - isolated incidences that are easily contained

Appendix B: Offer Letter



AKIJ FOOD & BEVERAGE LTD.

(A concern of AKIJ VENTURE)

Ref-AFBL/HR/2025/ 139875

Date: 15th Sep 2025

Md. Shahriar Nafiz Rafi

C/O: Md. Rafiqul Alam

Address: 7A, Hadi Villa, 4 Dina Nath Sen Road, Gendaria, Dhaka-1204

Subject: Internship Placement

Dear Mr Rafi,

With reference to your application, we are pleased to offer you 3 months Internship Program at our **Akij Food & Beverage 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,

A handwritten signature in black ink, appearing to read 'Emadul Haque', is written over a horizontal line.

Mohammad Emadul Haque
Head of HR
Akij 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: Barabaria, Shahabulissor, Dhamrai, Dhaka, Bangladesh || Call: 9553008-9, 7103011-5

Brings Quality to Life

Appendix C: Internship Proposal form



INTERNSHIP PROPOSAL FORM

Name:	Shahriar Nafiz Rafi
ID:	212011070
Department:	BBA
Supervisor's Name (Faculty):	Naima Khatun
Organization Name:	Akij Venture
Internship Title:	Analyzing the root cause of the quality inconsistency in raw materials from the local vendor in Akij Venture

Student's signature & date

Supervisor's signature & date

