



Internship Report on Supply Chain Management of Coats Bangladesh Ltd.

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Supply Chain Management
of

Coats Bangladesh Ltd.

Letter of Transmittal

December 7, 2015.

Ms. Humaira Naznin,
Senior Lecturer,
BRAC Business School,
BRAC University.

Subject: Internship report on “*Supply chain management of Coats Bangladesh Ltd.*”

Dear Madam,

This is to inform you that I have completed my internship program at Coats Bangladesh. The internship report paper titled “*Supply chain management of Coats Bangladesh Ltd.*” has been prepared for the completion of my internship as per the requirements of my undergraduate program at BRAC Business School at BRAC University.

In writing this paper, I have tried my best to apply the concepts learnt in my program along with the actual experience learned while working for this project in my company. I have reflected in this report what I have done as per the requirement of the company and the decisions taken and the reasons for taking these decisions. However, I will be glad to clarify any discrepancy that may arise on this report.

I hope this report will entice your kind appreciation.

Sincerely,
Sk Abdullah Al Jameo,
09304075,
BRAC Business School,
BRAC University.

Acknowledgement

At first I desire to express my deepest sense of gratitude of almighty Allah.

As a part of our BBA program, I did my internship program at Coats Bangladesh Limited, a world renowned company who mainly supply industrial sewing thread in the garment sector.

With profound regard I gratefully acknowledge to my respected adviser Ms. Humaira Naznin, Senior Lecturer, Department of BBA and Faculty of BRAC Business School for her generous help and day to day suggestion during preparation of the report.

I have also thankful to some other people of Coats Bangladesh with whom I worked at CBL. At first I have to be thankful to Mr. Abu Saimun Manager (Commercial) and my supervisor at Coats Bangladesh Ltd. I am so thankful to Mr. Shahadat, Manager (Procurement) and also all people of Coats Bangladesh who helped and assisted me to work at Coats Bangladesh with a friendly environment.

We like to give thanks especially to my friends, colleagues and my line manager for their enthusiastic encouragements and helps during the preparation of this report by sharing ideas regarding this subject and for their assistance.

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Executive Summary

RMG sector is one of the biggest and most GDP earning sectors in Bangladesh. This sector works with some raw materials. One of those raw materials is industrial sewing thread. RMG sector could be stopped without industrial sewing thread. There are many companies world for supply threads and coats PLC is one of them and the largest one. Coats PLC runs its business named Coats Bangladesh Ltd. My report contains a brief study on this company and SCM process of sewing thread supplying industry in Bangladesh based on this company. For completing this report I went through the extended enterprise which includes key suppliers, manufacturers, and end customers of a specific company as well as industry. I tried to analyze the real situation for preparing the report.

Chapter 1

Introduction Part



1.1 Introduction

In a global marketplace an increasingly huge competition forces companies striving to find strategies that the competitive advantage over the competitors. Coats Bangladesh Ltd, a subsidiary of Coats Ltd UK is recognized as the most trusted and recommended thread manufacturer and market leader in supplying of Industrial Sewing Thread, started operation in Bangladesh in 1989 and in the year 1991 it opened its local production factory in port city, Chittagong , Bangladesh. Its main product is sewing thread which is used in garments industry but it has also zipper business. It has market in 150 countries and manufacturing operations in 68 countries around the world. The organization is doing B2B business which is related to marketing process between business to business like buyer companies and garments who are the customers. It is mainly indirect exporting source to global buyers.

From the Vie of market, Coats has the reputation of best in quality and specialty. This company is based on the sales and business development and customer service is the most important part of its system. For quality assurance and service Coats Bangladesh is best to its customers. All the wings are inter-related to each other, and customer service has its individual chained process. It is also connected to the supply chain and finance department including manufacturing, direct or indirectly.

In Bangladesh Coats has intense competition with some other sewing thread company such as well thread, A&E, Etafil or some of the local companies. As like as a global market share where its nearest competitor has 21% of the Total market share. In Bangladesh CBL also serve consumer threads or crafts and are trying to introduce zipper.

1.1.2 Merger with TOOTAL

In 1990, Coats expanded its business horizons in Bangladesh and started its operations as Tootal Thread Bangladesh Ltd. In 1997, a global merger with Coats and Tootal Thread formed which is presently recognized as Coats Bangladesh Ltd. At present, Coats Bangladesh Ltd has 2 state-of-the-art Dyeing plants established in Chittagong and Gazipur. With over 800 dedicated employees, Coats Bangladesh is one of finest examples of enriched human resources.

1.1.3 ISO & OEKO-Tex Certified

Coats Bangladesh was the pioneer in achieving the ISO 9002 Certificate in the Textile Sector. In its continual strive for excellence, Coats Bangladesh has recently achieved the ISO 9001:2000 Certificate. Not only that, Coats has been 'Oeko -Tex' Certified for having Eco Friendly products.

Even the 'Best' can be 'Better' -the drive for Coats continues with the focus of strengthening relationship with the customers ensuring enhanced product quality and valued services with every upcoming year.

1.2 Visions for the Future

At Coats Bangladesh Ltd. they make sure the quality, service and value they offer are the best available today and tomorrow. Staying competitive means innovating, analyzing, taking risks, responding to change and using it whether in markets, ideas or technology.

Committed people at Coats Bangladesh Ltd. they make sure the quality, service and value they offer are the best available today and tomorrow. Staying competitive means innovating, analyzing, taking risks, responding to change and using it whether in markets, ideas or technology.

Committed people are the key to achieving this. Coats Bangladesh believe in keeping the organization simple, with as few layers as possible, and taking decisions close to the point of impact.

Coats believe in openness and involving people in the decisions that affect them.

The objectives set are tough, but they are realistic and attainable by managers who can stretch themselves and share responsibility for building their own competencies. Coats expect a lot but it offer a lot in return.

Coats is fully committed to equality of opportunity in all aspects of employment regardless of race or religion as part of a truly global company, we value diverse cultural backgrounds. They are responsible for the country we work in too, through a strategic policy designed to minimize our impact on the environment.

1.3 Objective of the Study

✓ **Broad Objective**

- The main objective of the report is getting an overall idea about the Supply Chain Management of Coats Bangladesh or how CBL Supply chain management involves coordinating and integrating these flows both within and among companies.

✓ **Specific objectives**

There are some specific objectives of this report and these are,

- To know about the oversight of materials, information, and finances as they move in a process from supplier to manufacturer to wholesaler to retailer to consumer
- To have an overall idea about the Supply Chain department and its wings and activities of this wings.

1.4 Methodology of the Report

✓ **Type of Study**

- In this report I tried to find out the supply chain management of Coats Bangladesh. It gives a description about the company. So I used Descriptive Research because it describes a market or its characteristics. For this study I collected data from both Primary and secondary sources.

✓ **Sources of Data**

- For primary data I interviewed some employees of CBL. There was a structured questionnaire survey, Observational trials and participant/non participant observations. So all of the primary information is based on this experiments.
- My experiences on working at Coats Bangladesh also helped me to prepare the report.
- For secondary sources of information I used some reports on Coats Bangladesh and I also took some assistance from textbooks.

✓ **Sampling Technique**

- For this study I used Questionnaires, Observed behavior and activities of relevant groups and also studied through participant and non-participant observations. So I interviewed some employees of coats Bangladesh and from Observational trials I used **longitudinal** approaches to examine the behavior of the group of workers over a fairly lengthy period.

✓ **Sample Size**

- I took interview from 10 employees of various wings of Supply chain, Commercial and Sales department of coats Bangladesh. I prepared the report based on their feedback.

1.5 Limitations

- Every report has its limitations. This report was and is no different. There were several limitations in preparing this report. The main limitations were:
- The report lacks the overview, satisfactions of supplier and end user because it was difficult to interview them regarding the systems which are followed by Supply Chain Management of Coats Bangladesh Ltd.
- Some SCM applications are based on open data models that support the sharing of data both inside and outside the enterprise which are private and confidential due to interest of privacy of all parties.
- Very few secondary data can be collected from various Coats Bangladesh has not so much data in journals or internet.

Chapter 2

Company Overview



2.1 Literature Review

One of the few oldest companies in the world today is Coats Plc. With an age of more than 150 years in service, this company is truly a reflection of a classic organization with a long lifespan. Coats PLC is a company which is considered and is a global leader in what it does. It is the world's foremost and leading thread manufacturer in the world. The legacy of the company is such that it now boasts that it produces enough thread in every four hours to reach the moon and back. Its origins lie in the highlands of Scotland. Its founders were the first pioneers in thread manufacturing using cotton as a substrate. In reality this company was the pioneer in the textiles manufacturing sector after the industrial revolution. In every aspect of innovation in the textiles industry can be accredited to this company. From using polyester as the ingredients in thread manufacturing to the dyeing process mechanization, Coats has been the driving force innovation. Coats PLC is considered to be the truly global company. It operates in 150 countries and has locations in 67 countries round the world. It has become the leading producer in its industry and is the global leader in its product. With several mergers and acquisitions it has become a behemoth of an organization. But prior to becoming a private limited company, it was once a public limited company, with its shares listed in the London stock exchange. But after the takeover by a group called the Guinness Peats consolidated it pulled out its shares from the London Stock Exchange and became a Plc.

On the whole it was once considered to deal with everything related with the textiles industry. Then it decided to divest and concentrate on its core operations, which was thread manufacturing. Now it provides four categories of products. These are apparel threads, specially threads, zippers and accessories and crafts. It is the market leader in all of these except in the zipper and accessories division where it is number two to YKK.

2.2 Market Analysis

Bangladesh is a country where garment and knit industry is a large source of total GDP earning. As a part of overall garment industry, sewing thread industry also a large portion. Various multinational and native companies run their business in sewing thread industry. Among them Coats Bangladesh, A&E, Well thread, Etafil are mostly known companies. There are some other companies also who mainly run their business area wise. Among these companies, Coats Bangladesh is still market leader in this industry. A few years ago Coats Bangladesh have 55% market share. But this rate has been decreased and it comes to 35% of total. Though it is the market leader still, but it is highly following by other companies such as A&E whose market share is 22%, Etafil whose market share is 12% and well thread whose market share is 10%. Others native companies also have big portions of market share with 21% of total market.

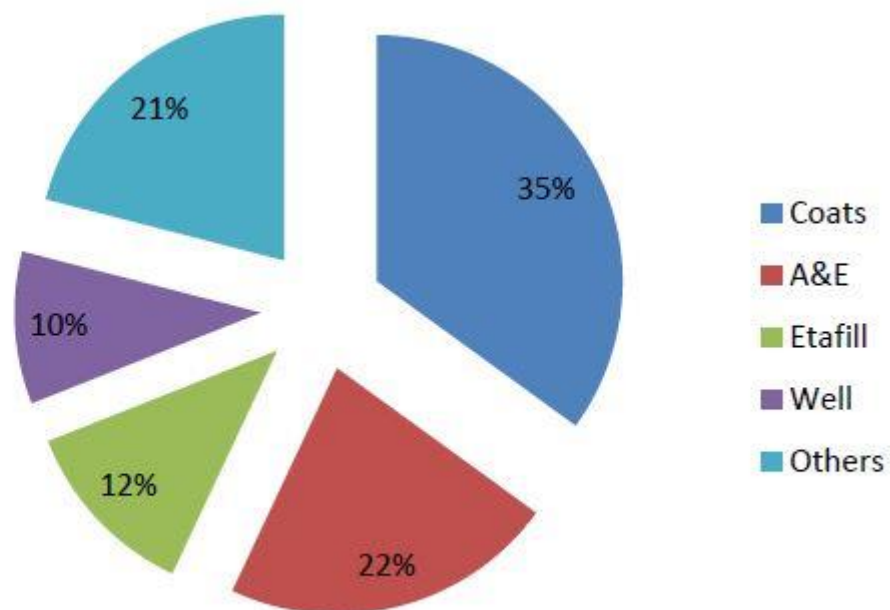


Figure 1: Market Share of the Industry

2.2 Operational Network Organogram or Business Process

Coats Bangladesh has four main departments for running the business. These departments are Marketing, Supply chain, Finance and HR. First three departments are directly involved in business process. Among these, marketing departments is the biggest and most working department. The total business process is interrelated one another's work. So we can see the total business process of Coats Bangladesh.

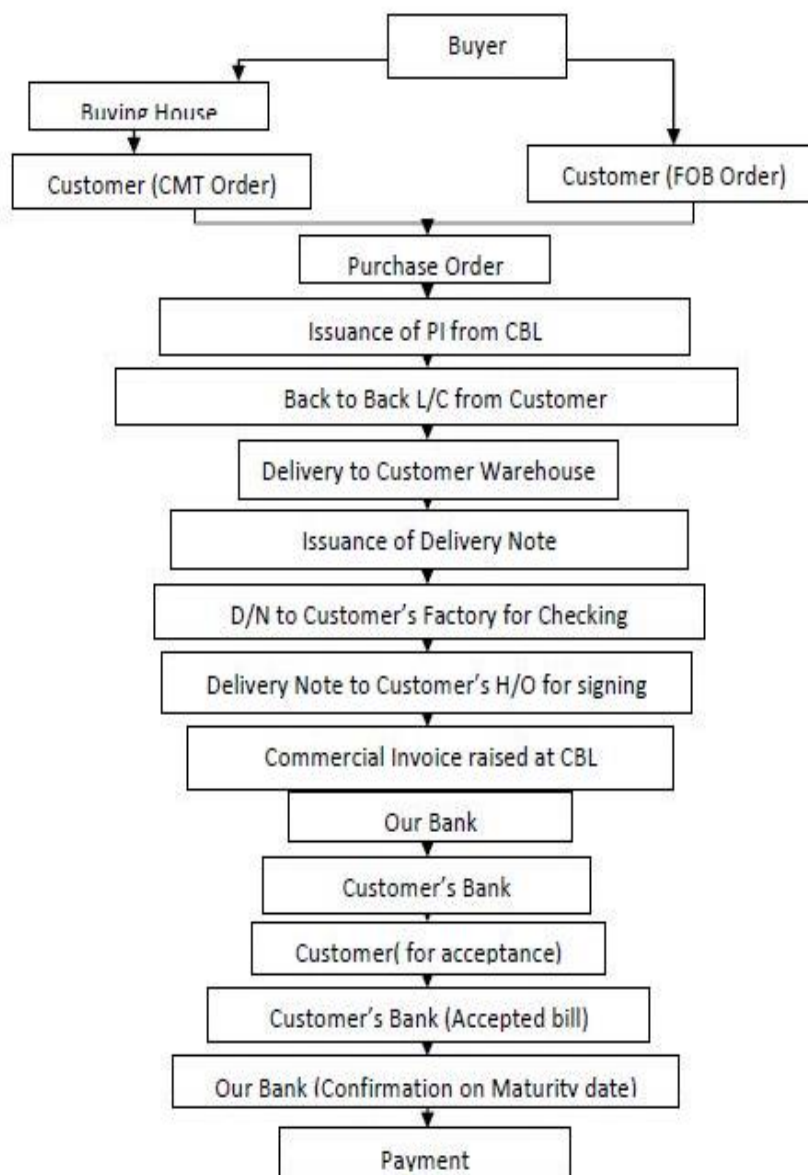


Figure 2: Business Process

2.2.1 Training and Support

"You can expect that Coats Bangladesh will do everything it can to help you develop and tap your fullest potential. In addition to general training sessions, you will receive specialized training specific to your job function. You also will have the opportunity to develop a relationship with a mentor, an experienced individual who will serve as a resource to you for both personal and career development."

- HR Director

Human Resources Structure

Career at Coats human resources is challenging. That's because Coats does not view human resources as a support function. They view it as a critical component of our success. They rely on it to establish a unique working environment and climate to attract, motivate, develop, and retain one of the country's finest groups of employees.

2.3 Management Team of Bangladesh

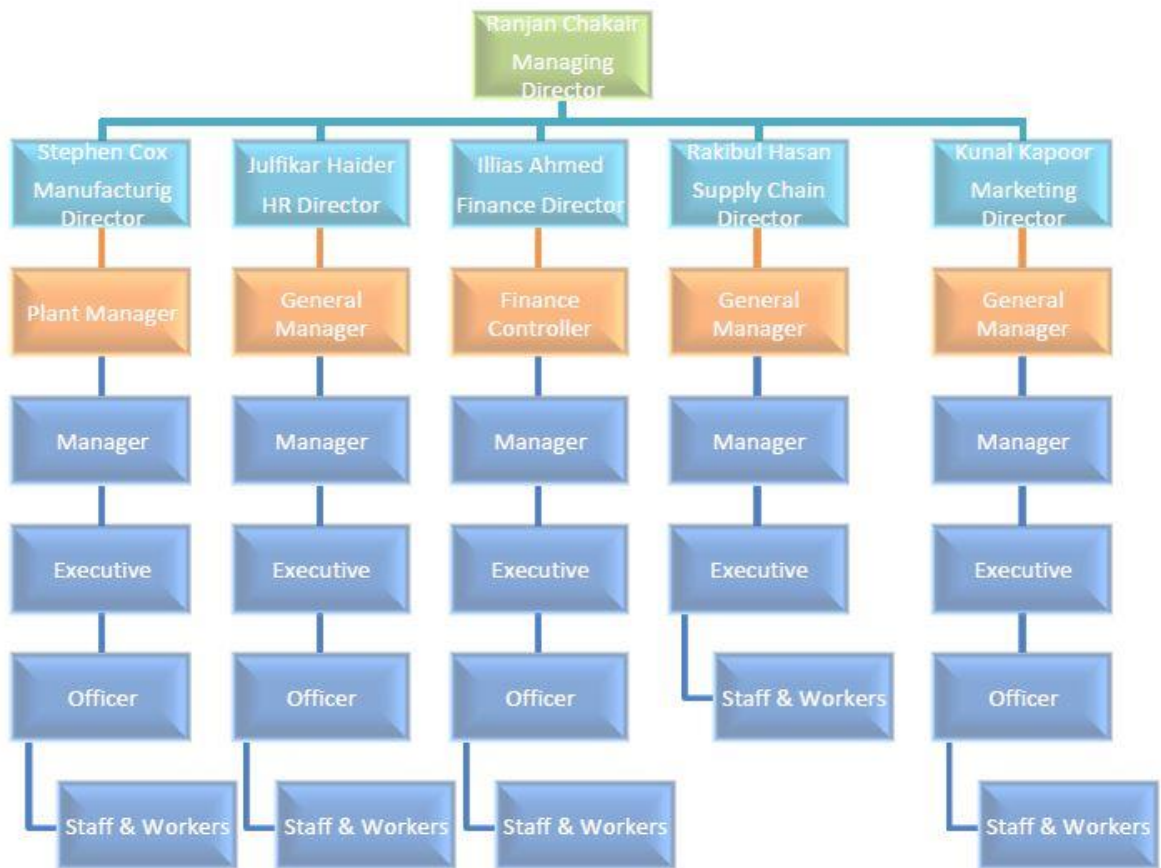


Figure 3: Functional Team Organogram

Chapter 3

Products and Offerings of Coats Bangladesh Ltd



3.1 Products Coats Offers

Coats Bangladesh is not a producer of thread. In reality it gets raw grey yarn from the group subsidiary in china and India. This has led to the problem of having longer lead times leading to a somewhat decreased quality of service in terms of speed of delivery. After the yarn is collected, it dyed and then finished in two factories in Chittagong and Gazipur. The Chittagong factory is termed as the bulk producing unit or BPU and the Gazipur factory is termed as the customer Service Unit or the CSU. The BPU goes for mass production and has a production capacity of 100,000 cones a day, whereas the CSU is used for emergency or customized order production. Coats Bangladesh supplies the full range of industrial sewing thread, including Staple Spun Polyester, Tribal Polyester (for embroidery applications) and Polyester Core spun Thread. The local company is an integral part of the worldwide “Global Offer” capacity of the Coats Group, supplying the full range of Coats global brands at determining international specifications. Coats Bangladesh has entered into the consumer market beginning 2001 with their TIGER Brand. The company’s commitment to quality was recognized with the receipt of ISO 9002 Certification and its emphasis on environmental issues is evident in the receipt of Oeko Tex certification. Even the “Best can be, Better”- The drive for Coats continues with the focus of strengthening relationship with the customers ensuring enhanced product quality and valued services with every upcoming year.

3.1.1 Coats Astra Rugged

Coats Astra Rugged is a polyester thread specially designed for high performance sewing of heavy duty denim garments. It is produced to our international specifications from high tech fiber exclusive to Coats.

Coats Astra Rugged is produced in a selected shade range for denim, using special dyestuff to withstand color change on bleach treatment under recommended wash down technique.

Coats Astra Rugged has many outstanding properties Superior to other spun polyester threads:

- Wide range of tickets catering to denim production.
- Excellent strength for size.
- Stabilized for high speed sewing.
- Resistant to perspiration and chemical attack.

- Low wet and dry heat shrinkage produces neat durable seams
- Built-in stretch facilitates seam extensibility.
- Fault levels are exceptionally low.
- Low elongation high tenacity fiber.

The color is commercially bleach fast and the other physical properties of Coats Astra Rugged are to standard specifications provided that the application remains within standard test conditions.

Applications may vary considerably in the use of thread. Therefore it is vital that the customer himself ensures that the color fastness as well as the other physical properties, such as contrast stitching performance, of the thread fully meet his requirements under intended conditions before use.

3.1.2 Coats Dual Duty

Coats Dual Duty is a state-of-the-art core spun thread combining the strength and durability of a polyester filament core with a natural cotton wrap for excellent seam wash down and sewing performance.

COATS DUAL DUTY comes to you from the World of Coats and is available in more than 60 countries. As the world's largest thread supplier, Coats guarantees global quality and performance, one color, one specification, worldwide.

Coats operates to a global specification for COATS DUAL DUTY with quality audited by one centrally located team.

Ideal Applications

- Classic jeans and outdoor wear
- Fine cotton, denim shirts and suits
- Leather goods, towels and home furnishings
- Fine fabrics and premium lingerie

Why choose COATS DUAL DUTY?

- "Faded" designer look on denim
- Cotton wrap protects poly core from needle heat and high ironing temperatures
- Certified to OKO-TEX standard 100, Class I, the most stringent class covering baby wear

Alkalis: Polyester is essentially unaffected by weak alkalis, but less resistant to stronger alkalis, especially at higher temperatures. Cotton swells in caustics with no appreciable strength loss.

Organic solvents: Polyester is generally unaffected, but soluble in solvents and some phenolic compounds. Cotton is degraded by some solvents.

Bleaching: Polyester is unaffected. Cotton is bleached by hypochlorite and peroxides.

Insects/microorganisms (Mildew, Rot): Polyester is unaffected. Cotton degrades but can be treated with special finishes.

3.1.3 Coats Epic

Coats Epic is a unique core spun thread which is produced by spinning a staple polyester sheath around a core of high tenacity continuous filament polyester. The filaments are brought together with the fibers in the yarn-spinning operation. Two or more of these composite yarns are then twisted together to give the necessary size and tensile strength. Coats Epic is exceptionally strong, size for size, when compared to spun polyester thread. The continuous filament core provides superior strength while the staple polyester cover helps to protect the inner core from damage due to needle heat, and ensures excellent sew ability. In addition, its resistance to abrasion helps ensure long seam life in a wide variety of materials.

Polyester core spun threads are of a very high quality and have excellent sew ability on all machine types lockstitch, chain stitch, over edge and flat lock. They are ideally suited for high speed sewing machines and for multidirectional sewing.

Main Uses

- Shirts & Blouses
- Dress & Slacks
- Intimate apparel
- Sportswear
- Jeans & work clothes
- Leather Garments

3.1.4 Key Benefits

- **Core Spun Construction** - Consists of a Continuous filament polyester core with a polyester fiber wrap spun around it, resulting in excellent seam strength.
- **Superior Strength** - To Fineness ratio - finer threads can be used for delicate fabrics without compromising on strength, thereby avoiding problems like seam pucker.
- **Unique, Low-Friction Lubrication** - Resists needle heat during high speed sewing, increasing seam strength.
- **Extensive Color Range** - A shade range of over 1000 international colors to choose from.
- **Eco Friendly** - OEKOTEX standard 100 certified. Absolutely free of toxic substances considered harmful to the human skin.

3.1.5 Astra Coats

Astra Coats is Coats Bangladesh's premium spun polyester thread, produced to our international specifications from high tenacity stabilized fibre exclusive to Coats plc. An advance low friction lubricant and uniform construction provide exceptional sewing performance in high speed and critical sewing operation.

3.2 Supply Chain Management (SCM)

Supply chain management (SCM) is the oversight of materials, information, and finances as they move in a process from supplier to manufacturer to wholesaler to retailer to consumer. Supply chain management involves coordinating and integrating these flows both within and among companies. It is said that the ultimate goal of any effective supply chain management system is to reduce inventory (with the assumption that products are available when needed). As a solution for successful supply chain management, sophisticated software systems with Web interfaces are competing with Web-based application service providers (ASP) who promise to provide part or all of the SCM service for companies who rent their service. Supply chain management flows can be divided into three main flows:

- The product flow
- The information flow
- The finances flow

The product flow includes the movement of goods from a supplier to a customer, as well as any customer returns or service needs. The information flow involves transmitting orders and updating the status of delivery. The financial flow consists of credit terms, payment schedules, and consignment and title ownership arrangements.

There are two main types of SCM software: planning applications and execution applications. Planning applications use advanced algorithms to determine the best way to fill an order. Execution applications track the physical status of goods, the management of materials, and financial information involving all parties.

Some SCM applications are based on open data models that support the sharing of data both inside and outside the enterprise (this is called the extended enterprise, and includes key suppliers, manufacturers, and end customers of a specific company). This shared data may reside in diverse database systems, or data warehouses, at several different sites and companies.

By sharing this data "upstream" (with a company's suppliers) and "downstream" (with a company's clients), SCM applications have the potential to improve the time-to-market of products, reduce costs, and allow all parties in the supply chain to better manage current resources and plan for future needs.

Increasing numbers of companies are turning to Web sites and Web-based applications as part of the SCM solution. A number of major Web sites offer e-procurement marketplaces where manufacturers can trade and even make auction bids with supplier.

SSPA	Staple Spun Polyester(A quality)
SSPC	Staple Spun Polyester (c quality)
PPC	Polyester Core Spun
TRP	Tri-Robal Polyester
TXP	Textured Polyester
CFP	Continuous Filament Polyester
PCC	Polyester Cotton Core Spun
COT	Cotton
PBT ^A	
MFP ^B	
UPP ^C	

**A, B, C Is Not Defined By the Company People*

3.2.1 Supply Chain

How supply chain works for coats Bangladesh limited?

Supply Chain has 2 parts:

1. Production Planning
2. Raw Material Planning

3.3 Responsibility of Production Planning Of Supply Chain

1. Maximum utilization of machine
2. Checking of the availability of Raw Materials and MUM (Make up materials)
3. Maintain FIFO
4. If there is buffer stock there is no need to go for producing

Raw Material Planning Responsibility

1. Raw material shifting
2. Plant to plant movement
3. Stock replenishment initiatives

(If there is shortage take initiatives)

Follow up- short time ETA (EXPECTED TIME OF Arrival)

ETD= Expected Time of Delivery

Example

Say requirement of grey is 230 kg for today

We have 240kg

So for today 10 kg raw materials is for extra. But a planner cannot order that use 230 kg raw materials for today's production because he need to think about that for next day 10 kg extra is only left which is not enough for proposing an order on next day. So he needs to think about that. Now what the planner will do now?

The thing he will do is like he will just shortlist consulting with the sales team that which companies product are important to deliver first or which product is emergent to deliver or otherwise he need to deliver the total fact with less quantity.

ATP= Availability to promise

DLD=OPT + MLT + DLT

DLD= Distribution Lead Time

OPT=Order Processing Time

MC Queue=Machine queue

MLT= Manufacturing Lead Time

DLT=Distribution Lead Time

Raw material planning process has 3 parts -

- 1) **Grey yarn/ Thread:** This is basically the main raw materials for producing the finished goods. The company basically imports from Pakistan, Egypt and from other European countries.
- 2) **Dyes Chemicals:** Whenever the company go for dying the product they basically buy from some of them from the local markets and also imports from some other countries. Clariant is a switch company which provides about 90% of the chemicals specially colors to the company. BASF is also another company which also provides colors. Whenever the product is being dying it may pass or fail. If fail then re dye it. After that hydro

extraction are being done which indicates it need to be totally out of water. Totally moisture free. After that it needs to be dried. Then winding cum lubrication. Which strengthen the durability of the thread. Because in garments while the threat is being sewing it may be torn out because most of the cases they use electrical machine.

3) **Make up Materials:** This includes almost 6 materials,

1. Plastic cone
2. Plastic poly
3. Sticker (imported)
4. Cartoon
5. Tapes
6. Stickers(imported)

3.3.1 Planning and Forecasting

A planning is very important to successfully manage time and effectively carry on the process. So the duties needs to be carried out carefully.

Duty as a supply chain planner,

- Schedule
- All material which is two days old. (Let there are no constraint).
- Schedule material at full quantity, no partial quantity.
- No breakdown the material quantity but transfers it to other plant.
- Do association as more as possible.
- Utilize stock & movement properly.
- Avoid manual priority.
- Make MTS item maintaining proper sequence. (MAA>MSA>MSB)
- Keep safety stock (all material) always in hand.
- Analyze first 40 materials from EA report in daily basis & do needful.
- Ready complete delivery sheet & schedule it daily.

- Make shortfall file & do needful.
- Do stock transfer daily (“BD11 to BD10” & “BD10 to BD11”).
- Always focus on recipe, don’t allow more than two days.
- Always clear priority 1 sample order.
- Make a GT shortage file daily & send it to GT planning team for GT movement.

Forecasting needs to be done carefully so the forecaster needs to study past and also present set of activities and also needs to give certain amount of trust in probability. The job is difficult but if the data is maintained and studied properly then it can be feasible. Coats commercial department has a dedicated set of employer who make sure that every data is available when needed.

3.3.2 Extra

First of all the supply chain department takes the order from sales department. They use a software called SAP. In Bangladesh there are 13 top level companies who uses this software to run the overall system for the company. Unilever currently using this system. However the question is what is the procedure of coats in its supply chain management.

First of all the planners of supply chain take the order from sales department which contains 13 digits. Which has been inputted to the system. Now the supply chain department start working on it.

Suppose the number= **6754 050 - BC401**

1ST 4 digit =article=art= brand= product

3 digit = ticket=tic

Hyphen-

5 digit= shade = color it may be included both alphabet and digit

Thickness of the product is the higher the thickness the less thin the threat will be.

For example

180	120	075	025
-----	-----	-----	-----

The ticket of 180 is the least thin and the product with 025 is wider.

The more for less formula.

200 means suppose the opex want 200 threat

Each an everyday lot of orders means this types of number is provided to the supply chain planner according to that they start for planning .

For example say 1038 this types of numbers means orders has been given to the supply chain department.

Say for one day a supply chain officer is planning and placing the order to the factory for both gazipur and Chittagong to produce the product and store it to the warehouse and also to supply to the buyer by using coats its own transportation.

Using the software they start making the plan how many goods the worker will produce everyway. They make the plan using the numbers which indicates the brand, thickness and color of the product.

3.3.3 Critical Observations and Recommendation

After analyzing the total marketing process of coats Bangladesh some problems we already have identified. It has also identified that Coats Bangladesh is losing its market share to some of its competitors.

- By carrying out line balancing in scheduling as it is done in high volume systems.
- Priority rules such as FCFS (First Come First Serve), EDD (Earliest Due Date) can be implemented and enforced while scheduling customer orders to streamline customer service.
- Electronic Data Interchange (EDI) can be implemented to increase productivity, reduction of lead time, inventory reduction, increase accuracy and facilitation of JIT.
- Total Quality Management (TQM) is very necessary for CBL. From management to warehouse's lower level employees, all should follow the Total Quality Management.
- Coats USP is quality service. So, price reduction is not possible. But Bangladeshi RMG sector is expanding day by day. New and world renowned many brands are also getting involved with Bangladeshi market. So a better promotional activity is needed.
- For getting the consumer market direct advertising can be used in TV or print media.
- In some parts of the world factory workers are not paid much money. Bangladesh is one of them. Coats have two factories here in Bangladesh. One in Razendrapur, Dhaka and other in Sagorika, Chittagong. Workers should be paid good money to avoid any sort of lacking in motivation.
- Rigid legacy code difficult to modify, slowing ability to address new business opportunities and requirements.
- PL/I programmers are difficult to find due to lack of exposure in this type of programming. PL/I ("Programming Language One") is a procedural, imperative computer programming language designed for scientific, engineering, business and system programming uses. It has been used by various academic, commercial and industrial organizations since it was introduced in the 1960s, and continues to be actively used as of 2009.
- Batch bottlenecks and conflicting data, delayed orders and shipments.

Conclusion

Coats Bangladesh Ltd is operating its business on its reputation, quality service and relationship of direct contacts with customers. The goals should always be eliminating parts flow waste. Assess and improve value stream flows within and between companies. Achieve six sigma quality and delivery; and collapse lead times and inventory. Assure that purchasing, logistics and other service functions enable lean flow. Build/facilitate a chain with the ability to monitor and improve performance.

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