

REVIEW ARTICLE

A QUALITATIVE STUDY ON CHALLENGES AND STRATEGIES IN SUPPLIER RELATIONSHIP MANAGEMENT IN BANGLADESH

Avishek Nath^a, Fardin Aziz^a, Meherun Nisa Nipa^{b*}^aAmerican International University-Bangladesh, Dhaka, Bangladesh^bUttara Town College, Under the National University Bangladesh**Corresponding Author Email: nipameherunnisa@gmail.com

This is an open access journal distributed under the Creative Commons Attribution License CC BY 4.0, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited

ARTICLE DETAILS

Article History:

Received 21 October 2024
Revised 25 November 2024
Accepted 28 November 2024
Available online 13 December 2024

ABSTRACT

This qualitative study explores the challenges and strategies involved in supplier relationship management (SRM) in Bangladesh, focusing on the unique factors that influence the dynamics between companies and their suppliers in a developing market. In-depth interviews were conducted with key stakeholders from 55 companies across various sectors to gain insights into the difficulties they face and the approaches they adopt to manage supplier relationships effectively. The study identified several critical challenges, including issues with trust, communication barriers, regulatory complexities, and compliance-related difficulties. Companies often struggle with inconsistent quality, delayed deliveries, and lack of transparency, which undermine the foundation of trust in supplier partnerships. Furthermore, communication issues, such as language barriers and technological limitations, exacerbate the challenges in managing supplier relationships, while the regulatory environment adds another layer of complexity. To address these challenges, firms in Bangladesh have implemented various strategies, such as local supplier development, performance measurement, and risk management practices. By fostering closer relationships with local suppliers and incorporating performance metrics, companies aim to enhance supplier reliability and improve operational efficiency. Additionally, risk management strategies, including supplier diversification and stockpiling, have become essential to ensure resilience and mitigate potential disruptions. The study contributes to a deeper understanding of SRM in a developing economy, offering practical insights for businesses to navigate the complexities of supplier relationships and build more resilient and sustainable supply chains.

KEYWORDS

Supplier Relationship Management, Bangladesh, Trust, Communication Barriers, Regulatory Challenges, Performance Measurement, Risk Management.

1. INTRODUCTION

Supplier Relationship Management (SRM) is widely acknowledged as an essential element of corporate strategy, particularly in growing nations such as Bangladesh, which encounter distinct difficulties and possibilities in the economic landscape. Supplier Relationship Management (SRM) encompasses the strategies and methodologies used by organizations to cultivate, enhance, and refine collaborations with suppliers, hence ensuring an efficient supply chain. This factor is especially pertinent in Bangladesh, where a substantial segment of the national economy depends on export-driven sectors, particularly textiles and ready-made garments (RMG), and where proficient supply chain management is crucial for sustaining competitive advantage (Emon et al., 2024; Iqbal et al., 2022). Considering Bangladesh's economic development has accelerated in recent decades, SRM is crucial for resource and cost management, as well as for improving quality, agility, and sustainability across many sectors (Bhalaji et al., 2022).

In recent years, Supplier Relationship Management (SRM) has transitioned from a transactional, cost-centric model to one that prioritizes cooperation, communication, and reciprocal advantages between suppliers and purchasers. Effective Supplier Relationship Management enables firms to manage risks, adapt to market fluctuations, and improve operational resilience. This evolution presents issues, particularly in developing nations such as Bangladesh. SRM must contend with challenges like insufficient infrastructure, restricted technical

adoption, political instability, and regulatory intricacies. The intrinsic susceptibility of supply chains in Bangladesh, along with global economic transformations, renders Supplier Relationship Management (SRM) an essential area of study, as it offers both development prospects and challenges to be mitigated (Han et al., 2021).

Globalization has altered the dynamics of supplier relationships, positioning Bangladesh as a crucial participant in the global supply chain. Nonetheless, the requirements imposed on suppliers have evolved, with heightened expectations for adaptability, quality, and expediency. The garment industry, a major contributor to Bangladesh's GDP, relies extensively on overseas suppliers for raw materials and logistical assistance (Emon, 2023). The dependence on foreign sources adds instability throughout the supply chain, hence amplifying the significance of SRM activities (Oyedijo et al., 2022). Maintaining strong supplier connections is essential for operating efficiency and for meeting rigorous global standards for quality, social responsibility, and environmental sustainability.

Bangladeshi companies that actively participate in Supplier Relationship Management (SRM) may get competitive advantages by stabilizing their supply chains and enhancing their response to changing market needs (Khan et al., 2024; Mojumder et al., 2022). Notwithstanding the growing significance of SRM, several firms in Bangladesh encounter considerable obstacles in its execution. A key obstacle is the absence of advanced technical infrastructure. In contrast to industrialized nations, where

Quick Response Code



Access this article online

Website:
www.bedc.com.my

DOI:
10.26480/bedc.01.2024.36.43

Supplier Relationship Management (SRM) is often administered using sophisticated data analytics, automation, and artificial intelligence, enterprises in Bangladesh mostly depend on labor-intensive methods that are inefficient and susceptible to inaccuracies. The SRM process in Bangladesh tends to be reactive instead than proactive, emphasizing problem-solving post-issue emergence rather than strategic planning and risk reduction.

The absence of access to high-quality data and insufficient funding for technology investments inhibits Bangladeshi enterprises from fully capitalizing on the advantages of SRM (Ali et al., 2019; Khan and Emon, 2024). A significant difficulty in Supplier Relationship Management for Bangladeshi enterprises is the volatility in both the global and local economic landscapes. Price instability in raw materials, frequent swings in currency exchange rates, and international trade conflicts complicate the management of supplier relationships. This is worsened by local circumstances like political instability, recurrent strikes, and transportation challenges that may disrupt supply chains. The aggregate impact of these variables exerts further pressure on Bangladeshi companies to perpetually modify their SRM strategies, and such modifications are not always practicable owing to financial and operational limitations (Emon and Khan, 2023; Hong et al., 2023).

As a result, several firms in Bangladesh use short-term strategies to manage supplier relationships, which may not correspond with long-term strategic goals, possibly leading to unsustainable supply chain practices. Cultural influences significantly influence SRM in Bangladesh. The nation's collectivist culture often impacts business processes, prioritizing relationships and trust-building above formal contracts and discussions. This is both a benefit and a difficulty for SRM. The focus on relational trust allows Bangladeshi enterprises to establish robust and enduring ties with suppliers. Conversely, it may result in excessive dependence on informal agreements, which may be insufficient in a swiftly changing global supply chain landscape that increasingly necessitates formal contracts, compliance requirements, and accountability.

Cultural considerations may impede openness, since there may be hesitance to address problems openly owing to concerns about jeopardizing relationships (Emon and Nipa, 2024; Thompson and Rust, 2023). To tackle these difficulties, companies in Bangladesh are investigating several SRM solutions, albeit their implementation and efficacy differ significantly. One strategy is broadening the supplier base to alleviate risks linked to dependence on a limited number of suppliers. By procuring from several providers, firms may diminish reliance on a single source and thereby mitigate possible interruptions. Implementing this technique requires substantial financial resources and effective coordination, which may be unfeasible for smaller organizations or those without sophisticated SRM systems (Allal-Cherif et al., 2021).

Moreover, companies are progressively embracing collaborative strategies in Supplier Relationship Management (SRM), whereby they closely engage with suppliers to synchronize goals, optimize processes, and enhance quality standards. This partnership necessitates elevated communication and trust, nevertheless it may result in advantageous effects, including cost savings, expedited delivery times, and improved invention (Velsberg et al., 2020). Several Bangladeshi enterprises are commencing the utilization of digital solutions for Supplier Relationship Management, notwithstanding obstacles in digital infrastructure. Certain organizations in the RMG industry are using enterprise resource planning (ERP) systems to enhance data visibility and optimize operations with suppliers. ERP systems facilitate the integration of supplier data, the tracking of shipments, and the monitoring of quality, so improving the whole Supplier Relationship Management process.

Nonetheless, the implementation of such systems necessitates investment in technology and talent enhancement, which remains a considerable obstacle for most small and medium companies (SMEs) in Bangladesh. The efficacy of digital SRM technologies is contingent upon supplier acceptance and the digital preparedness of the whole supply chain network (Lorentz et al., 2021). Consequently, while technology offers prospects for enhancing SRM, significant hurdles persist concerning cost, training, and infrastructure. Regulatory compliance is a crucial factor that impacts Supplier Relationship Management (SRM) in Bangladesh. Bangladeshi enterprises are increasingly obligated to adhere to international norms of labor rights, environmental sustainability, and corporate social responsibility within the global supply chain. Non-compliance may lead to brand harm and diminished commercial prospects, particularly with Western customers that emphasize ethical sourcing. Nonetheless, ensuring compliance may be difficult, since several providers may lack the resources or expertise to fulfill these criteria.

Bangladeshi companies that successfully enforce compliance across their supplier networks often do this via stringent audits, training, and assistance. However, this necessitates a Supplier Relationship Management methodology that harmonizes compliance with the capacity-building requirements of local suppliers (Keener and Koutchma, 2022).

2. LITERATURE REVIEW

Recent years have seen substantial advancements in the literature on Supplier Relationship Management (SRM), particularly in developing nations such as Bangladesh, where SRM approaches are crucial for economic development and supply chain stability. Supplier Relationship Management (SRM) is comprehensively characterized as a collection of methods and techniques used by businesses to oversee their relationships with suppliers, emphasizing the enhancement of supply chain efficiency, risk mitigation, and the augmentation of competitive advantage (Denhere et al., 2023; Hasan and Ara Chowdhury, 2023). Globally, Supplier Relationship Management (SRM) has transitioned from a transactional emphasis on price negotiations to a collaborative model that prioritizes relationships, information exchange, and sustainable value generation.

Research indicates that the shift in SRM methods is a reaction to heightened competitiveness, technological progress, and changing consumer expectations that need more flexibility and resilience in supply chains (Manavalan and Jayakrishna, 2019). Nonetheless, the implementation of efficient Supplier Relationship Management (SRM) strategies poses challenges for organizations in Bangladesh owing to infrastructural, technical, and cultural limitations that obstruct cooperation with suppliers and restrict the adoption of best practices in SRM. A significant domain of SRM research examines the impact of technology on enhancing supplier relationships. Technological improvements, like Enterprise Resource Planning (ERP) systems and data analytics, are often recognized as essential facilitators of effective Supplier Relationship Management (SRM) procedures, assisting firms in optimizing operations, monitoring supplier performance, and making informed choices (Haulder et al., 2019).

Research indicates that technology may improve transparency and communication, hence strengthening connections between customers and providers. A group researchers discovered that Bangladeshi companies using ERP systems exhibited enhanced inventory management and reduced lead times, hence augmenting their SRM efficacy (Hammad et al., 2023). The substantial expense of deploying such systems, coupled with a lack of experienced staff, continues to impede many small and medium companies (SMEs) in Bangladesh. These results underscore the need for governmental assistance and training initiatives to facilitate technology adoption for local enterprises. A major subject in SRM literature is the significance of trust and communication in supplier relationships. Trust is recognized as a crucial element of effective Supplier Relationship Management (SRM), facilitating open communication, the sharing of sensitive information, and collaborative problem-solving between buyers and suppliers (Kanyoma et al., 2021).

In Bangladesh, where commercial partnerships often rely on personal connections instead than formal contracts, trust is especially crucial. A group researcher contend that Bangladeshi enterprises prioritize trust, which has both beneficial and detrimental effects on Supplier Relationship Management (SRM) (Bag et al., 2023). Although trust may enhance relationships and reduce the need for expensive oversight systems, it may also result in excessive dependence on informal agreements that lack the strictness of formal contracts. The dependence on informal agreements complicates the enforcement of compliance and accountability among providers, particularly in a more globalized market that favors structured processes. Supplier performance assessment is extensively examined in the literature as a crucial element of Supplier Relationship Management (SRM). Efficient supplier performance measurement systems enable firms to evaluate supplier dependability, quality, and responsiveness, facilitating informed choices about supplier selection and retention (Patrucco et al., 2022).

In Bangladesh, where quality standards often lack consistency, performance assessment is essential for sustaining competitiveness in businesses such as ready-made garments (RMG) that serve foreign markets with stringent quality demands. Some researcher discovered that companies who instituted frequent performance evaluations and feedback systems with suppliers had improvements in quality and delivery timelines (Kamble and Gunasekaran, 2020). Nevertheless, some firms lack the necessary resources or experience to implement effective performance measurement systems, resulting in dependence on subjective evaluations that may not correctly represent supplier

performance. The deficiency in performance measuring skills indicates a need for capacity-building measures to assist Bangladeshi enterprises in adopting standardized performance metrics. Risk management is a crucial aspect of SRM, particularly in developing nations susceptible to economic and political volatility.

Effective Supplier Relationship Management necessitates measures to alleviate risks linked to supply chain interruptions, pricing fluctuations, and supply deficiencies (Um and Han, 2021). In Bangladesh, political instability and recurrent natural catastrophes, like floods and cyclones, complicate SRM techniques. A group of researchers observe that several Bangladeshi enterprises lack contingency planning and risk assessment strategies, rendering them susceptible to supply chain interruptions (Nasir et al., 2022). This unpreparedness often results from financial limitations and insufficient knowledge of optimal risk management strategies. Some organizations have used risk-sharing agreements with suppliers to allocate the financial burden of anticipated interruptions, a practice proven beneficial in mitigating the impact of supply chain risks. Such agreements emphasize the significance of cooperation and reciprocal assistance in SRM.

The research underscores the importance of supplier diversification as a technique for risk reduction. Companies may mitigate reliance on a one supplier and enhance their resilience to disturbances by diversifying their supplier base (Wissuwa et al., 2022). In Bangladesh, where several enterprises depend significantly on a limited number of suppliers for essential resources, supplier diversification represents a crucial but underexploited approach. A researcher contend that diversification is particularly crucial for SMEs, which may be deficient in resources to endure supply shocks (Eggers, 2020). Nonetheless, the execution of supplier variety requires meticulous planning and resource allocation, which many Bangladeshi firms struggle to do, especially in industries such as textiles where the supplier network is sometimes restricted by geographical proximity and cost limitations. The focus on supplier variety in SRM literature underscores the need for deliberate planning and investment to establish a more robust supply chain in Bangladesh.

Sustainability is a burgeoning focus in SRM research, with increasing emphasis on ecologically and socially responsible procedures. Globalization has intensified the need for corporations to implement sustainable sourcing methods and guarantee that their suppliers adhere to ethical and environmental standards (Lartey et al., 2021). In Bangladesh, the drive for sustainability is particularly evident in the RMG industry, where global purchasers need adherence to labor rights and environmental standards. Enforcing sustainability standards in Supplier Relationship Management (SRM) presents issues for Bangladeshi enterprises, since many local suppliers lack the capacity to engage in sustainable practices (Bag et al., 2023). This difficulty is amplified by the reality that sustainability efforts sometimes include initial expenses that are hard to rationalize in fiercely competitive marketplaces. Literature indicates that incentives and assistance from foreign partners may be essential to motivate Bangladeshi suppliers to use sustainable practices, hence enhancing the SRM framework in Bangladesh.

Collaboration and enduring relationships are acknowledged in SRM literature as essential elements for attaining reciprocal advantages and competitive advantage. Collaborative Supplier Relationship Management include cooperative planning, collective problem-solving, and the integration of activities across organizational boundaries (Son et al., 2019). Studies demonstrate that collaborative Supplier Relationship Management techniques allow firms to use the knowledge and resources of their suppliers, resulting in innovations and enhancements in product quality. In Bangladesh, the interconnectedness of the supplier network allows for cooperation to substantially improve supply chain performance. Nonetheless, the execution of collaborative Supplier Relationship Management procedures is sometimes obstructed by power disparities between purchasers and suppliers.

Major purchasers sometimes exert control over supplier relationships, resulting in potential conflicts and distrust. A group of researchers assert that effective cooperation requires a mutual commitment to fairness and openness from both sides (Colm et al., 2020). Cultural influences significantly influence SRM practices, especially in collectivist-oriented nations like as Bangladesh. Bangladeshi enterprises often emphasize long-term connections and loyalty, seen as crucial elements of doing business within the local setting (Fregidou-Malama et al., 2023). This relational strategy may enhance loyalty and decrease turnover within the supplier network; but, it may also lead to resistance to change, as organizations hesitate to terminate relationships with long-established suppliers despite subpar performance. This cultural inclination towards loyalty may

obstruct the implementation of performance-based Supplier Relationship Management techniques, which emphasize efficiency and quality above relational ties.

Literature indicates that cultural characteristics may enhance supplier relationships, although they may also constrain the flexibility required to adapt to a dynamic global market. Regulatory compliance is an additional issue that impacts Supplier Relationship Management in Bangladesh. Adherence to local and international rules is crucial for enterprises seeking to preserve their market access, especially in industries such as textiles that are governed by stringent worldwide standards (Alamgir and Banerjee, 2019). Noncompliance with rules may lead to financial fines and brand harm, becoming regulatory compliance a major concern in SRM. Many Bangladeshi suppliers, however, lack the expertise or resources to adhere to international standards, and the regulatory framework is often convoluted and inconsistent. Research demonstrates that successful Supplier Relationship Management (SRM) necessitates organizations actively assisting their suppliers in fulfilling compliance obligations, either via training initiatives or financial assistance (Bag et al., 2023). These results highlight the need for a more conducive regulatory environment that promotes compliance throughout the supplier network.

Economic concerns, including currency swings and price volatility, are emphasized in the SRM literature as problems impacting supplier relationships. In Bangladesh, sectors such as textiles, which rely significantly on imported raw materials, are affected by swings in currency exchange rates, influencing supply costs and, subsequently, corporate profitability (Taifa and Lushaju, 2020). Price fluctuation in global marketplaces, especially for commodities such as cotton, exacerbates Supplier Relationship Management (SRM) by creating uncertainty and complicating the negotiation of solid contracts with suppliers. Some researcher propose that companies in Bangladesh should implement flexible pricing agreements with suppliers to mitigate the financial effects of these economic variables (Chowdhury and Quaddus, 2021). Nevertheless, the implementation of these agreements sometimes poses difficulties, particularly for smaller enterprises that possess little negotiating strength.

The research emphasizes the significance of enhancing supplier capabilities as a method to optimize Supplier Relationship Management (SRM). Supplier capacity development entails investing in the skills and resources of suppliers to improve their performance and alignment with customer expectations (Yang et al., 2023). In Bangladesh, capacity development is especially pertinent in sectors such as RMG, where global purchasers demand elevated levels of quality and compliance. Investing in supplier training, technological enhancements, and quality management systems enables firms to establish a more proficient and competitive supplier network. Nonetheless, the expense associated with capacity development often proves to be excessive for most Bangladeshi enterprises, especially small and medium-sized enterprises (SMEs).

3. MATERIALS AND METHOD

This study's research methodology was constructed to investigate the problems and methods in Supplier Relationship Management (SRM) in Bangladesh using a qualitative approach, facilitating a comprehensive knowledge of the intricate issues encountered by firms in this environment. Data were gathered from a sample of 55 people, intentionally chosen to provide a thorough representation of viewpoints within the field. The attendees were supply chain managers, procurement officials, and executives from diverse sectors, including textiles, manufacturing, and retail, where Supplier Relationship Management (SRM) is crucial. The selection criteria emphasized the need for participants to possess significant expertise and engagement in SRM techniques, hence facilitating deeper insights into the issues and methods pertinent to Bangladesh.

Data were gathered using semi-structured interviews, allowing for flexibility in examining participants' experiences and perspectives while ensuring alignment with the study aims. Interviews were performed either in person or over video conferencing, based on participants' availability and desire. The interviews spanned 45 to 60 minutes and were videotaped with participant agreement. This style facilitated open discourse, enabling participants to convey comprehensive details of their SRM practices, encountered obstacles, and applied methods. Interview questions were designed to investigate critical domains, such as trust and communication with suppliers, technology use in Supplier Relationship Management (SRM), performance assessment, risk mitigation, and regulatory adherence.

This methodology guaranteed that the data gathered corresponded to the principal themes recognized in the literature, while also allowing participants to provide novel insights pertinent to the Bangladeshi setting. The data analysis used a thematic methodology, whereby interview transcripts were examined repeatedly to discern repeating themes and patterns. The transcripts were meticulously transcribed verbatim and carefully coded to guarantee precision and familiarity with the material. The first coding process included the identification of overarching themes pertinent to SRM processes, including trust cultivation, performance assessment, and risk mitigation. During the second phase of research, codes were modified and categorized into larger classifications, facilitating the formation of more subtle sub-themes pertinent to the issues and tactics encountered by Bangladeshi enterprises.

This iterative method fostered a profound comprehension of the interconnections across topics and guaranteed that the study included the intricacies of SRM dynamics in Bangladesh. To augment the validity of the findings, member checking was used, in which a summary of the principal findings was disseminated to chosen participants to verify the correctness and pertinence of the results. This stage confirmed that the interpretations corresponded with participants' viewpoints and guaranteed that the results correctly represented the reality of SRM in Bangladesh. Furthermore, triangulation was used by juxtaposing the interview data with established literature and industry reports, so enhancing the credibility of the findings. This methodological rigor guaranteed that the results provided a reliable and thorough overview of the SRM environment in Bangladesh, emphasizing both the challenges and the strategic measures used by local enterprises.

4. RESULTS AND FINDINGS

This study's outcomes and results provide a thorough comprehension of the issues and methods in Supplier Relationship Management (SRM) in Bangladesh. Insights obtained from interviews with supply chain experts across several sectors indicate that Supplier Relationship Management (SRM) in Bangladesh is influenced by a distinct array of restrictions, opportunities, and adaptive techniques. The research delineates key theme areas that encapsulate the principal constraints encountered by companies, such as trust deficits, communication discrepancies, regulatory obstacles, reliance on manual processes, and insufficient technology integration. Simultaneously, participants articulated their ideas for tackling these challenges, including prioritizing local supplier growth, engaging in relationship cultivation, using performance-based metrics, and utilizing cost-efficient technical solutions. A key conclusion pertains to the essential function of trust in Supplier Relationship Management (SRM).

Trust is fundamental in supplier relationships, affecting all dimensions of procurement and supply chain efficacy. Nonetheless, the interviews indicate that establishing a high degree of confidence with suppliers is a considerable problem for Bangladeshi companies. Numerous occurrences of variable quality, delayed delivery, and insufficient price transparency were documented, resulting in strained relationships. Cultural and organizational disparities often intensify these challenges, especially when engaging with multinational suppliers that lack familiarity with the local business context. Companies have persistent challenges in upholding quality standards, guaranteeing equitable pricing, and securing prompt delivery, which therefore impacts the confidence in supplier relationships. In response, several firms have implemented trust-building techniques that emphasize open communication, openness in negotiations, and adherence to contracts to foster mutual respect and dependability.

A significant discovery pertains to the intricacy of communication inside SRM. Communication challenges stem from linguistic obstacles, different corporate cultures, and differing expectations between firms and their suppliers. Bangladeshi companies, especially those engaged in foreign operations or interacting with several suppliers, have communication failures that result in recurrent misunderstandings and delays. Furthermore, several smaller suppliers lack advanced communication tools, hence exacerbating coordination challenges. To address these problems, firms have used many communication tactics, including the appointment of specialized relationship managers, the scheduling of frequent meetings, and the implementation of standardized reporting systems to enhance information flow. Certain organizations have engaged in linguistic and cross-cultural training for their procurement staff, enhancing their efficacy in collaborating with international suppliers.

Regulatory obstacles constitute a significant impediment to SRM in Bangladesh. The nation's regulatory framework for imports and exports is often characterized as intricate and bureaucratic, posing considerable

challenges in sourcing and supplier management. Stringent import laws, variable tariffs, and protracted customs procedures induce delays, escalate costs, and constrain enterprises' capacity to operate flexibly with overseas suppliers. Participants noted that regulatory compliance poses significant challenges for smaller enterprises with constrained resources, since they often depend on third-party agents to manage customs procedures, resulting in increased costs and less control over their supply chains. In reaction to these problems, corporations have developed adaptive tactics, such as partnering with regulatory experts, participating in collective lobbying for policy improvements, and forming alliances with local suppliers to reduce reliance on imported products. Certain companies have spent in educating their personnel on regulatory mandates, therefore enhancing compliance management and reducing unforeseen delays.

The reliance on manual processes surfaced as another considerable difficulty. A multitude of enterprises in Bangladesh persist in using manual methods for procurement, supplier evaluation, and inventory management, resulting in inefficiency, susceptibility to mistakes, and constrained scalability. This dependence on manual processes often results in inefficiencies and hinders firms from attaining the agility required in a swiftly changing market. Moreover, manual methods hinder the collection, analysis, and use of data, leading to subpar decision-making in supplier management. In acknowledgment of these constraints, several organizations have begun the implementation of fundamental technical instruments to automate segments of their supply chain, including the use of Excel spreadsheets for data monitoring and rudimentary enterprise resource planning (ERP) systems for inventory management. Nonetheless, the exorbitant expense of innovative technological solutions and the scarcity of proficient individuals continue to pose substantial obstacles to thorough digital transformation in SRM. To mitigate reliance on imported products, Bangladeshi companies have progressively adopted local supplier development as a strategy.

Participants observed that the volatility of global supply chains and variable currency rates had made dependence on overseas suppliers untenable for certain items. Companies invest in local suppliers to save expenses, improve quality control, and guarantee more dependable delivery. This approach includes providing technical assistance to local suppliers, entering into long-term agreements, and collaborating on product developments to enhance local competencies. Textile makers have collaborated with indigenous raw material suppliers to create specialized textiles that satisfy both quality and sustainability criteria, therefore reducing reliance on foreign resources. This strategy has shown benefits for organizations aiming to improve their corporate social responsibility (CSR) profiles, since endorsing local suppliers fosters community development and economic progress.

A notable topic arising from the data is the methodology used by Bangladeshi enterprises in evaluating supplier performance. Consistent evaluation of supplier performance is essential to Supplier Relationship Management; nevertheless, most firms find it challenging to develop effective performance criteria that align with their strategic objectives. Companies indicated challenges in measuring intangible factors such as supplier dependability, responsiveness to demand variations, and dedication to ethical standards. In response, several firms have developed tailored performance measurement frameworks that integrate quantitative measures, such as on-time delivery rates, with qualitative evaluations, such as supplier flexibility and responsiveness. By integrating both categories of measurements, firms have discovered that they may get a more comprehensive understanding of supplier performance, facilitating more informed choices about supplier retention and development.

Risk management surfaced as a significant issue among participants, who emphasized the uncertainties and risks linked to SRM. The COVID-19 pandemic highlighted the need for effective risk management measures because to its global disruption of supply systems. Companies in Bangladesh had heightened pressure to address supply interruptions, pricing fluctuations, and demand variations. This event caused other organizations to reassess their risk management protocols, resulting in tactics including supplier diversity, stockpiling of critical items, and contingency planning. By diversifying their supply base, organizations may mitigate risk by distributing it across other providers, so lessening the effects of possible interruptions from any one source. Moreover, stockpiling has enabled companies to maintain a consistent supply of essential goods in the event of unforeseen delays.

Certain firms have established systematic risk assessment frameworks that examine suppliers based on criteria like geographic location, financial

stability, and adherence to safety requirements. The results indicate the growing significance of cost management as an essential element of SRM methods. For several Bangladeshi enterprises, sustaining profitability in a fiercely competitive market requires stringent cost management throughout the supply chain. Increasing raw material prices, shipping expenses, and currency volatility have compelled corporations to emphasize cost effectiveness in their supplier partnerships. To manage costs efficiently, companies have used tactics include negotiating long-term contracts with set pricing, using economies of scale via order consolidation, and collaborating with suppliers to uncover cost-reduction options. Companies may partner with suppliers to identify alternative, cost-effective raw materials that adhere to quality requirements, or to optimize manufacturing methods that minimize waste. The cost management initiatives have been crucial for enterprises to preserve competitiveness and retain profitability under external constraints.

Table 1: Themes Identified in Trust-Building Challenges	
Theme	Description
Inconsistent Quality	Challenges arising from suppliers' inability to meet quality standards consistently, affecting trust between companies and suppliers.
Delayed Deliveries	Issues related to suppliers' frequent delivery delays, leading to a lack of reliability and affecting business operations.
Pricing Transparency	Difficulties in establishing fair and transparent pricing with suppliers, which creates distrust in the supplier relationship.
Contractual Compliance	Suppliers' challenges in adhering to contract terms and conditions, leading to trust issues and uncertainty in long-term planning.
Cultural Misalignment	Differences in organizational culture between firms and suppliers, which often lead to misunderstandings and strain relationships.

Source: Developed by Author from Interview

The findings show that trust-building is complicated by factors such as inconsistent quality, frequent delivery delays, and lack of transparency in pricing. Participants described these elements as central to their experiences with suppliers, particularly in terms of reliability and transparency. Contractual compliance was another critical area, as suppliers' inability to meet agreed terms strained relationships and hindered effective collaboration. Cultural differences between firms and suppliers also contributed to misunderstandings, affecting the overall trust-building process and requiring additional efforts to align expectations.

Table 2: Communication Challenges in Supplier Relationships	
Theme	Description
Language Barriers	Language differences between local firms and international suppliers, leading to frequent miscommunication and misunderstandings.
Technological Gaps	Lack of compatible communication systems, which creates delays and inefficiencies in the exchange of critical information.
Expectations Mismatch	Different organizational expectations between companies and suppliers, resulting in recurring communication difficulties.
Low Responsiveness	Slow response times from suppliers, which hampers the ability to address issues in a timely manner and disrupts workflows.
Cultural Nuances	Variances in communication norms between local and international partners, adding complexity to maintaining effective communication.

Source: Developed by Author from Interview

Communication challenges with supplier's stem from language barriers, technology gaps, and misaligned expectations. The absence of compatible communication platforms emerged as a significant factor, leading to delays and hindering information flow. Additionally, some suppliers were perceived as slow to respond to inquiries or concerns, which led to operational inefficiencies and complications. Cultural nuances also added layers of complexity, as differing communication norms influenced how effectively teams could convey expectations and resolve issues with suppliers.

Table 3: Regulatory and Compliance Challenges	
Theme	Description
Import Regulations	Strict regulations on imported goods, creating delays and added costs in sourcing internationally.
Customs Processes	Lengthy and complex customs procedures, increasing lead times and affecting the flow of materials.
Tariff Fluctuations	Frequent changes in tariff rates, impacting budgeting and planning with international suppliers.
Limited Resources for Compliance	Smaller firms' struggles with regulatory compliance due to limited resources and knowledge, leading to dependency on third parties.
Bureaucratic Hurdles	High level of bureaucracy in regulatory processes, hindering efficient supplier relationship management.

Source: Developed by Author from Interview

The regulatory environment poses substantial challenges for companies, especially when dealing with international suppliers. Strict import regulations, complex customs processes, and tariff fluctuations create barriers that increase sourcing costs and delays. For smaller firms, compliance issues are further complicated by limited resources, leading to dependence on third-party agents to navigate regulatory requirements. Bureaucratic hurdles further hinder flexibility in SRM, creating a need for firms to adopt adaptive strategies and regulatory knowledge to sustain operations.

Table 4: Limitations Due to Manual Processes in SRM	
Theme	Description
Time-Consuming Operations	Manual processes for tasks like procurement and inventory tracking lead to inefficiencies and wasted resources.
Prone to Errors	Manual data entry increases the risk of human error, affecting data reliability and decision-making quality.
Scalability Constraints	Manual processes are difficult to scale, limiting the ability of firms to grow their supplier networks efficiently.
Data Analysis Limitations	Lack of automated data collection hinders analysis, making it challenging to optimize SRM decisions.
Resource Allocation	Manual SRM processes require significant resource allocation, reducing time and budget for strategic activities.

Source: Developed by Author from Interview

Manual processes remain a prominent barrier to efficient SRM, with companies experiencing delays and resource drain due to time-consuming and error-prone operations. This limitation affects scalability, as manual processes are not easily adaptable to larger supplier networks. The lack of automated data collection also constrains firms' ability to perform data-driven analysis for supplier performance optimization. Overall, manual processes hinder strategic focus, as resources that could be used for innovation or expansion are allocated toward maintaining basic SRM functions.

Table 5: Local Supplier Development Strategies	
Theme	Description
Technical Support	Companies providing technical assistance to local suppliers to improve production standards and meet industry requirements.
Long-Term Contracts	Establishing long-term agreements with local suppliers to enhance relationship stability and support local economic growth.
Joint Product Innovation	Collaborating with suppliers on product development to improve quality and alignment with consumer demands.
Training and Capacity Building	Offering training programs to local suppliers, helping them develop skills and knowledge needed for better performance.
Reduced Import Dependency	Encouraging reliance on local suppliers to minimize supply chain risks associated with international sourcing.

Source: Developed by Author from Interview

In light of the challenges associated with importing goods, many firms have adopted local supplier development as a strategy to reduce dependency on international sources. Efforts such as providing technical support, entering long-term contracts, and collaborating on product innovation are common. These actions not only strengthen local supply chains but also contribute to the growth of local suppliers, creating a more resilient ecosystem. By training suppliers and building capacity, firms are fostering sustainable relationships while addressing challenges inherent in international sourcing.

Table 6: Performance Measurement Strategies for Suppliers	
Theme	Description
Customized Metrics	Development of performance metrics tailored to company-specific needs and priorities, balancing quantitative and qualitative factors.
On-Time Delivery Tracking	Tracking the timeliness of deliveries to ensure suppliers meet delivery schedules and avoid disruptions.
Quality Control	Implementing quality assessments to ensure that suppliers consistently meet predefined standards.
Supplier Flexibility Assessment	Measuring suppliers' adaptability to demand changes, particularly during periods of high uncertainty.
Ethical Compliance	Incorporating ethical and sustainability standards into performance metrics, holding suppliers accountable to higher standards.

Source: Developed by Author from Interview

In the area of supplier performance measurement, companies have implemented customized metrics to evaluate factors such as on-time delivery, product quality, flexibility, and ethical compliance. By creating tailored metrics, firms are better able to capture the aspects of supplier performance that matter most to their strategic goals. On-time delivery and quality control were frequently emphasized, reflecting the importance of consistent performance. Ethical and sustainability metrics were also introduced by some firms to ensure that suppliers align with broader corporate values, promoting accountability within SRM practices.

Table 7: Risk Management Practices in Supplier Relationships	
Theme	Description
Supplier Diversification	Working with multiple suppliers to reduce dependency on any single supplier and mitigate the risks associated with disruptions.
Stockpiling Essentials	Maintaining inventory reserves to minimize impact in cases of unexpected supply disruptions.
Geographic Risk Assessment	Assessing the geographic location of suppliers to understand and plan for potential regional risks, such as natural disasters.
Financial Stability Checks	Evaluating the financial health of suppliers to minimize risks associated with bankruptcy or financial instability.
Contingency Planning	Developing formal plans to address potential supply chain disruptions, ensuring quick response capabilities in emergencies.

Source: Developed by Author from Interview

The study reveals that firms in Bangladesh prioritize risk management practices to safeguard against potential disruptions in the supply chain. Supplier diversification emerged as a primary approach to minimize dependency and reduce the impact of any one supplier's disruption. Stockpiling essential items was also noted, especially for critical materials, as it provides a buffer against unexpected delays. Geographic risk assessment, financial stability checks, and contingency planning are commonly used to evaluate and mitigate risks associated with various supplier partnerships. Collectively, these practices indicate a proactive approach to SRM, helping firms manage uncertainties effectively.

This study's results highlight many significant issues and techniques in supplier relationship management (SRM) in Bangladesh. Trust-building became a key concern, with uneven quality, delayed delivery, and lack of

price transparency seen as significant obstacles. These issues diminished the faith corporations had in their suppliers, resulting in strained relationships that necessitated more management efforts. Communication obstacles, such as linguistic limitations, technical disparities, and cultural variances, exacerbated supplier relationships. Participants observed that these challenges often resulted in misunderstandings and delays, thereby impacting overall efficiency and operational flow.

Moreover, regulatory and compliance obstacles were a persistent issue, as companies encountered stringent import laws, intricate customs procedures, and bureaucratic impediments that delayed procurement processes and increased expenses. Companies, particularly smaller enterprises with limited resources, often had difficulties in fulfilling compliance obligations, resulting in heightened dependence on intermediaries. The manual procedures in SRM were a significant restriction, as they were noted to be time-consuming and susceptible to errors, hence hindering organizations' capacity to successfully extend their supplier networks and precisely evaluate supplier data. To mitigate these issues, companies used many techniques, including the cultivation of local suppliers to diminish reliance on overseas sources. This strategy included offering technical assistance, establishing long-term agreements, and engaging in product creation with local collaborators. These measures not only strengthened partnerships with local suppliers but also facilitated regional economic development.

Furthermore, firms established performance measuring protocols by developing tailored criteria, monitoring timely delivery, and evaluating supplier flexibility. Ethical criteria were included into these metrics to guarantee conformity with business ideals. The research concluded that risk management strategies are essential to Supply Chain Risk Management (SRM), as organizations use proactive measures to alleviate supply chain interruptions. Diversifying suppliers, keeping critical stocks, evaluating regional hazards, and doing financial stability assessments were prevalent strategies used to bolster resilience. Contingency planning was highlighted as an essential component for rapid reactions to any interruptions. The results reveal that Bangladeshi enterprises use several tactics to address SRM issues, emphasizing perseverance and the cultivation of durable supplier relationships despite local business barriers.

5. DISCUSSION

This study's results provide significant insights into the intricate dynamics of supplier relationship management (SRM) within Bangladesh's distinct socio-economic setting. The highlighted obstacles, especially regarding trust, communication, and regulatory compliance, highlight the complex nature of sustaining good supplier relationships in a market influenced by both local and international influences. Trust is essential to Supplier Relationship Management (SRM); nevertheless, this study indicates that variable quality, delayed delivery, and insufficient transparency often impede its establishment. These challenges seem to be intertwined with overarching market factors, like variable standards and resource constraints across providers, which hinder the establishment of trustworthiness. Consequently, trust-building in Supplier Relationship Management (SRM) is a long process, necessitating enterprises to commit time and resources to synchronize expectations and results with supplier capabilities, especially in markets characterized by substantial fluctuation in quality and delivery performance.

The identified communication hurdles underscore the essential need of efficient information sharing in Supplier Relationship Management (SRM). Language disparities, technology deficiencies, and cultural subtleties provide considerable challenges, particularly for firms dependent on global suppliers. Numerous enterprises in Bangladesh have communication challenges that seem to stem from structural disparities between companies and suppliers, resulting in misunderstandings and inefficiencies. The results indicate that effective communication requires the consideration of both technology and cultural aspects, maybe by implementing unified communication platforms or investing in cultural training. The problems companies have in managing regulatory frameworks highlight the need for comprehensive understanding of compliance obligations and adept navigation of bureaucratic procedures.

For smaller enterprises with limited resources, the regulatory landscape imposes significant hurdles that may complicate supplier relationships and elevate operating expenses. These data emphasize that SRM in Bangladesh involves not only monitoring supplier outputs but also strategically maneuvering through strict regulatory requirements and adjusting to dynamic regulations. The research demonstrates how organizations use strategic methods, including local supplier development and performance evaluation, to tackle SRM problems. The focus on local

supplier growth is a pragmatic strategy for mitigating risks linked to overseas procurement, including import limitations and logistical delays. Establishing ties with local suppliers enables firms to reduce reliance on global supply chains while simultaneously fostering the development and stability of the localized economy. These solutions enhance operational resilience and long-term sustainability, demonstrating that SRM may provide wider economic consequences.

Performance assessment was a crucial domain in which firms aimed to improve supplier responsibility. Custom metrics, punctual delivery monitoring, and quality evaluations let companies to establish explicit expectations and scrutinize supplier performance more meticulously. By integrating ethical standards into their assessment measures, firms cultivate a culture of responsibility and sustainability across their supply chains, potentially enhancing brand reputation and consumer loyalty. The results of risk management strategies emphasize the proactive measures firms are using to protect against possible disruptions. Supplier diversity, inventory accumulation of basics, and financial stability assessments underscore the need of strategizing for risks in Supplier Relationship Management (SRM). These methods exemplify a strategic methodology that harmonizes the need for adaptability with the requirement for consistency, especially considering the economic and political instability that may affect supply chains in Bangladesh.

By diversifying their supplier base and formulating contingency plans, companies exhibit an understanding of the risks associated with single-supplier dependency and strive to enhance resilience in their operations. These solutions correspond with overarching trends in supply chain management, where risk reduction has become essential to long-term sustainability. This research indicates that supplier relationship management in Bangladesh is complex and demanding, necessitating organizations to adjust to various local and global influences. The results demonstrate that, while companies encounter considerable hurdles, they are proactively pursuing strategies to alleviate these issues via strategic planning, local partnerships, and thorough risk management. By comprehending and tackling these distinct problems, organizations in Bangladesh may enhance their supplier relationships and create a more robust and adaptive supply chain network in the area. These findings emphasize the need for continuous adaptation and learning in Supplier Relationship Management processes as firms react to a swiftly changing global and local landscape, illustrating the dynamic essence of managing supplier relationships in an interconnected world.

6. CONCLUSION

This research elucidates the intricate and dynamic realm of supplier relationship management in Bangladesh, emphasizing the considerable hurdles and strategic measures that organizations use to address these difficulties. The results highlight that trust, communication, and regulatory compliance are fundamental problems affecting the efficacy of SRM methods in the area. Trust is a vital element, since organizations encounter challenges associated with uneven quality, delayed delivery, and insufficient transparency, which compromise supplier relationships and obstruct long-term collaborations. Communication challenges arising from language limitations, technical disparities, and cultural variations exacerbate these interactions, emphasizing the need for clear and fast information transmission between companies and suppliers.

The regulatory landscape adds more complexity, characterized by rigorous import laws, compliance mandates, and bureaucratic inefficiencies that elevate the cost and duration of corporate operations. These problems are especially evident for smaller enterprises, who lack the means to adeptly maneuver through the regulatory framework. In reaction to these issues, organizations have used many techniques, such as local supplier development and performance assessment. By cultivating stronger relationships with local suppliers and offering technical assistance, organizations diminish dependence on overseas suppliers and enhance operational efficiency. Performance measurement procedures facilitate the monitoring and assessment of supplier performance, guaranteeing the fulfillment of expectations and the maintenance of quality standards.

Moreover, integrating ethical concerns into supplier assessments is becoming vital in Supplier Relationship Management, highlighting the rising significance of corporate responsibility within global supply chains. Risk management strategies, including supplier diversity, stockpiling, and financial assessments, are essential for maintaining the robustness of supply chains in Bangladesh. These tactics enable companies to more effectively handle disruptions and mitigate the effects of unexpected occurrences on their operations. The study's results reveal that risk mitigation has become fundamental to Supply Chain Risk Management

(SRM), as organizations increasingly prioritize the development of flexible and robust supply networks capable of enduring external shocks. This study indicates that while supplier relationship management in Bangladesh encounters several obstacles, organizations are actively pursuing solutions and implementing methods to improve the efficiency and sustainability of their supply chains. By persistently investing in local supplier collaborations, performance assessment, and risk mitigation, companies may adeptly maneuver through market difficulties and cultivate more robust, durable supplier relationships.

REFERENCES

- Alamgir, F., and Banerjee, S.B., 2019. Contested compliance regimes in global production networks: Insights from the Bangladesh garment industry. *Human Relations*, 72 (2), Pp. 272–297.
- Ali, S., Ullah, H., Akbar, M., Akhtar, W., and Zahid, H., 2019. Determinants of consumer intentions to purchase energy-saving household products in Pakistan. *Sustainability*, 11 (5), Pp. 1462.
- Allal-Cherif, O., Simon-Moya, V., and Ballester, A.C.C., 2021. Intelligent purchasing: How artificial intelligence can redefine the purchasing function. *Journal of Business Research*, 124, Pp. 69–76.
- Bag, S., Rahman, M.S., Rogers, H., Srivastava, G., and Pretorius, J.H.C., 2023. Climate change adaptation and disaster risk reduction in the garment industry supply chain network. *Transportation Research Part E: Logistics and Transportation Review*, 171, Pp. 103031.
- Bhalaji, R.K.A., Sankaranarayanan, B., Alam, S.T., Ibne Hossain, N.U., Ali, S.M., and Karuppiah, K., 2022. A decision support model for evaluating risks in a collaborative supply chain of the medical equipment manufacturing industry. *Supply Chain Forum: An International Journal*, 23 (3), Pp. 227–251.
- Chowdhury, M.M.H., and Quaddus, M.A., 2021. Supply chain sustainability practices and governance for mitigating sustainability risk and improving market performance: A dynamic capability perspective. *Journal of Cleaner Production*, 278, Pp. 123521.
- Colm, L., Ordanini, A., and Bornemann, T., 2020. Dynamic governance matching in solution development. *Journal of Marketing*, 84 (1), Pp. 105–124.
- Denhere, E.T., Chikazhe, L., and Kanyepi, J., 2023. Resource allocation and supplier relationship management towards the performance of the manufacturing industry: Evidence from the paint manufacturing firms in Harare, Zimbabwe. *Cogent Business and Management*, 10 (3), Pp. 2286003.
- Eggers, F., 2020. Masters of disasters? Challenges and opportunities for SMEs in times of crisis. *Journal of Business Research*, 116, Pp. 199–208.
- Emon, M.H., and Nipa, M.N., 2024. Exploring the Gender Dimension in Entrepreneurship Development: A Systematic Literature Review in the Context of Bangladesh. *Westcliff International Journal of Applied Research*, 8 (1), Pp. 34–49. <https://doi.org/10.47670/wuwijar202481mhemnn>
- Emon, M.M.H., 2023. A Systematic Review of the Causes and Consequences of Price Hikes in Bangladesh. *Review of Business and Economics Studies*, 11 (2), Pp. 49–58. <https://doi.org/10.26794/2308-944X-2023-11-2-49-58>
- Emon, M.M.H., and Khan, T., 2023. The Impact of Cultural Norms on Sustainable Entrepreneurship Practices in SMEs of Bangladesh. *Indonesian Journal of Innovation and Applied Sciences (IJIAS)*, 3 (3), Pp. 201–209. <https://doi.org/10.47540/ijias.v3i3.962>
- Emon, M.M.H., Khan, T., and Siam, S.A.J., 2024. Quantifying the influence of supplier relationship management and supply chain performance. *Brazilian Journal of Operations & Production Management*, 21 (2), Pp. 2015. <https://doi.org/10.14488/BJOPM.2015.2024>
- Fregidou-Malama, M., Chowdhury, E.H., and Hyder, A.S., 2023. International marketing strategy of emerging market firms: the case of Bangladesh. *Journal of Asia Business Studies*, 17 (4), Pp. 804–823.
- Hammad, M., Islam, M.S., Salam, M.A., Jafry, A.T., Ali, I., and Khan, W.A., 2023. Framework for the implementation of smart manufacturing systems: a case in point. *Processes*, 11 (5), Pp. 1436.

- Han, J.W., Zuo, M., Zhu, W.Y., Zuo, J.H., Lu, E.L., and Yang, X.T., 2021. A comprehensive review of cold chain logistics for fresh agricultural products: Current status, challenges, and future trends. *Trends in Food Science and Technology*, 109, Pp. 536–551.
- Hasan, M.M., and Ara Chowdhury, S., 2023. Assessing the Influence Of Training And Skill Development Initiatives On Employee Performance: A Case Study Of Private Banks In Dhaka, Bangladesh. *Malaysian Business Management Journal*, 2 (2), Pp. 74–79. <https://doi.org/10.26480/mbmj.02.2023.74.79>
- Haulder, N., Kumar, A., and Shiwakoti, N., 2019. An analysis of core functions offered by software packages aimed at the supply chain management software market. *Computers and Industrial Engineering*, 138, Pp. 106116.
- Hong, Q., Jun, M., Bo, W., Sichao, T., Jiayi, Z., Biao, L., Tong, L., and Ruifeng, T., 2023. Application of Data-Driven technology in nuclear Engineering: prediction, classification and design optimization. *Annals of Nuclear Energy*, 194, Pp. 110089.
- Iqbal, M.A., Su, J., and Hasan, S., 2022. Skill and knowledge requirements of entry-level logistics professionals in the apparel industry of Bangladesh: an importance-expertise matrix analysis. *International Journal of Fashion Design, Technology and Education*, 15 (1), Pp. 45–56.
- Kamble, S.S., and Gunasekaran, A., 2020. Big data-driven supply chain performance measurement system: a review and framework for implementation. *International Journal of Production Research*, 58 (1), Pp. 65–86.
- Kanyoma, K.E., Agbola, F.W., and Oloruntoba, R., 2021. Inhibitors and enablers of supply chain integration across multiple supply chain tiers: evidence from Malawi. *The International Journal of Logistics Management*, 32 (2), Pp. 618–649.
- Keener, L., and Koutchma, T., 2022. Capacity building: harmonization and achieving food safety in an era of unilateral legislation. In *Ensuring Global Food Safety* (pp. 489–502). Elsevier.
- Khan, T., and Emon, M.M.H., 2024. Exploring the Potential of the Blue Economy: A Systematic Review of Strategies for Enhancing International Business in Bangladesh in the context of Indo-Pacific Region. *Review of Business and Economics Studies*, 12 (2), Pp. 55–73. <https://doi.org/10.26794/2308-944X-2024-12-2-55-73>
- Khan, T., Emon, M.M.H., and Rahman, M.A., 2024. A systematic review on exploring the influence of Industry 4.0 technologies to enhance supply chain visibility and operational efficiency. *Review of Business and Economics Studies*, 12 (3), Pp. 6–27. <https://doi.org/10.26794/2308-944X-2024-12-3-6-27>
- Lartey, T.A., Amankwah-Amoah, J., Danso, A., Adomako, S., Khan, Z., and Tarba, S.Y., 2021. Environmental sustainability practices and offshoring activities of multinational corporations across emerging and developed markets. *International Business Review*, 30 (5), Pp. 101789.
- Lorentz, H., Aminoff, A., Kaipia, R., and Srari, J.S., 2021. Structuring the phenomenon of procurement digitalisation: contexts, interventions and mechanisms. *International Journal of Operations & Production Management*, 41 (2), Pp. 157–192.
- Manavalan, E., and Jayakrishna, K., 2019. A review of Internet of Things (IoT) embedded sustainable supply chain for industry 4.0 requirements. *Computers and Industrial Engineering*, 127, Pp. 925–953.
- Mojumder, M.R.H., Ahmed Antara, F., Hasanuzzaman, M., Alamri, B., and Alsharif, M., 2022. Electric vehicle-to-grid (V2G) technologies: Impact on the power grid and battery. *Sustainability*, 14 (21), Pp. 13856.
- Nasir, S.B., Ahmed, T., Karmaker, C.L., Ali, S.M., Paul, S.K., and Majumdar, A., 2022. Supply chain viability in the context of COVID-19 pandemic in small and medium-sized enterprises: implications for sustainable development goals. *Journal of Enterprise Information Management*, 35 (1), Pp. 100–124.
- Oyedijo, A., Francois Koukpaki, A.S., Kusi-Sarpong, S., Alfarsi, F., and Yang, Y., 2022. Restraining forces and drivers of supply chain collaboration: evidence from an emerging market. *Supply Chain Management: An International Journal*, 27 (3), Pp. 409–430.
- Patrucco, A., Frattini, F., and Di Benedetto, A., 2022. Characteristics of supplier performance measurement systems in collaborative innovation projects: the role of the purchasing department. *Supply Chain Management: An International Journal*, 27 (2), Pp. 207–231.
- Son, B., Ha, B., and Lee, T., 2019. Small and medium-sized enterprises' collaborative buyer-supplier relationships: Boundary spanning individual perspectives. *Journal of Small Business Management*, 57 (3), Pp. 966–988.
- Taifa, I.W.R., and Lushaju, G.G., 2020. Establishing basic requirements for textile and garment mass production units in the Tanzanian context. *Research Journal of Textile and Apparel*, 24 (4), Pp. 321–340.
- Thompson, B.S., and Rust, S., 2023. Blocking blockchain: Examining the social, cultural, and institutional factors causing innovation resistance to digital technology in seafood supply chains. *Technology in Society*, 73, Pp. 102235.
- Um, J., and Han, N., 2021. Understanding the relationships between global supply chain risk and supply chain resilience: the role of mitigating strategies. *Supply Chain Management: An International Journal*, 26 (2), Pp. 240–255.
- Velsberg, O., Westergren, U.H., and Jonsson, K., 2020. Exploring smartness in public sector innovation-creating smart public services with the Internet of Things. *European Journal of Information Systems*, 29 (4), Pp. 350–368.
- Wissuwa, F., Durach, C.F., and Choi, T.Y., 2022. Selecting resilient suppliers: Supplier complexity and buyer disruption. *International Journal of Production Economics*, 253, Pp. 108601.
- Yang, Q., Li, S., Cui, H., and Qiao, J., 2023. How does supplier relationship management affect supplier innovation contribution? Interorganizational learning and social exchange theory integrated perspectives. *Industrial Marketing Management*, 114, Pp. 165–180.

