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ENHANCING PROFITABILITY WITH ERP SYSTEM INTEGRATION IN RMG INDUSTRY

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ABSTRACT

The RMG industry forms a backbone of Bangladesh's economy, but it continues to grapple with challenges like supply chain inefficiencies, production delays, and increasing operational costs. Some works found Enterprise Resource Planning (ERP) system integration as a possible source of increasing profitability and lowering costs within the sector. Quantitatively researching on 20 RMG companies covering 400 respondents shows that ERP implementation encompasses improved production coordination, decreased lead times, and optimized resource distribution. However, challenges, including high implementation costs and low technical know-how, remain. The findings reveal that strategic-approach-perceived ERP adoption, constant system-in-use evaluation, and skilled employees can promote sustainable growth and develop the international competitiveness RMG firms of Bangladesh.

Keywords: ERP Integration, RMG Industry, Operational Efficiency, Supply Chain Management, Profitability.

1. INTRODUCTION

Bangladesh's economy is primarily dependent on the Ready-Made Garments (RMG), one of the largest sectors in the country, contributing more than 84% of the country's total export revenue and giving job opportunities to millions of workers across the country (Shuvo et al., 2025). Despite being a sector that has made a notable contribution, the industry is constantly faced with enduring challenges of supply chain inefficiencies, manufacturing delays, inventory mishandling, and costly operating expenses (Hasan et al., 2025). To overcome these complexities and sustain the growth, many RMG companies are opting for the use of Enterprise Resource Planning (ERP) system as a strategic solution (Shuvo Kumar Mallik et al., 2025). ERP systems streamline and automate critical business processes, integrating functions such as production planning, inventory control, human resources, and financial accounting, all within a single solution (Moazzem, 2024). RMG manufactures may witness better decision-making, optimized resource utilization, and savings in terms of expenses with this digital transformation (Basirulla et al., 2024). ERP integrates information gaps and provides real-time data that help enterprises to quickly respond to market demand, optimize production cycles and reduce waste (Abobakr et al., 2024).

Based on its necessity and revolutionary potential, this study aims to explore the ERP system integration in the Bangladeshi RMG sector for operational efficiency, profitability, and long-term

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competitiveness. Practicing insights and case studies will explore how RMG enterprises can adapt digital solutions to be successful in a largely dynamic global market.

Over the years, our perspective on Enterprise Resource Planning (ERP) systems in the manufacturing sector have evolved dramatically. Their early goal was to improve production operations and resource management (Hammouch, 2024). With the advancement of technology, ERP systems developed to combine distinct business functions, such as finance, human resources, and supply chain management, into one platform. Modern ERP systems today come with robust features like data analytics, real-time reporting, and cloud computing functionalities. These innovations have helped manufacturers gain valuable insights, improve operational efficiency, and foster collaboration across departments (Jaradat et al., 2025). Evolution of ERP systems forces manufacturing companies to be more agile and competitive in a constantly changing market. ERP systems were first developed in the late 20th century and evolved from Material Requirements Planning (MRP) systems, which were used to make manufacturing processes as efficient as possible (Faccia & Petratos, 2021). (Moazzem, 2024), for example, pointed to the unifying human resources of ERP systems that produce value through data-based treatment. Later work (Vukman et al., 2024) added; they argued that ERP would contribute to alleviating operational bottlenecks and improving organizational performance. Many worldwide have successfully adopted ERP integration in their textile and apparel industries to manage complex supply chains, streamline production processes, and improve inter-departmental collaboration. For instance, studies by Wulandari & Maulana, (2023)show that ERP adoption can contribute to enhanced performance indicators, including reduced lead times and increased rates of order fulfillment. While the Bangladesh RMG industry can learn lessons from garment factories in Vietnam and China, which have adopted ERP systems to run operations at scale without compromising product quality. According to Samad et al. (2023), research demonstrate that ERP systems increase supply chain visibility, real-time tracking of production, and coordination with suppliers and buyers. This is particularly important in fast fashion cycles, where responsiveness to consumer trends dictate business success. Furthermore, Anjaria, (2024)stated that when firms operating in the developing economies adopt ERP it helps them to overcome the constraints of infrastructure, align with international quality standards, and build resilience in the face of global disruptions. The bespoke ERP modules that cater to apparel production have resulted in specific efficiency gains such as optimum fabric utilization, reduced defect rate, and improved productivity have been read from case studies in India and Turkey (Rokhaniyah et al., 2023). Such success stories highlight the potential these foresighted firms have to gain competitive advantage with the strategic application of ERP in their operations to target sustainable growth in the highly intense global market for RMG (Suryanto & Tyas, 2024). Andrieș & Ungureanu, (2022) showed examples of how ERP adoption can enhance operational measures like lead times and order fulfillment rates. Countries such as Vietnam and China use ERP systems to enable garment manufacturers to scale operations while ensuring product quality - lessons for Bangladesh's RMG sector to note. has been demonstrated to improve the agility and competitiveness of garment manufacturers According to the studies of Usmani et al. (2024), it is evidenced that Enterprise resource planning systems (ERP) enhance supply chain visibility, enhance timely production flow monitoring, and amends consistency/ synchronization with suppliers and end customers. In the specific context of developing economies, Basirulla et al. (2024)suggest that with ERP adoption, infrastructure

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constraints are made easier, allowing firms to adapt to international quality standards. Digital transformation for the Bangladeshi Ready-Made Garment (RMG) sector, according to Tazina Shams et al. (2024), has been an increasing response to persistent threats like lead times and volatile raw material pricing. Research by Li, (2024), Enterprise Resource Planning (ERP) systems provide a solution to these problems by implementing centralized data, automated production workflows, and demand forecasting predictive indicators. Moreover, according to Agarwal, (2024), "in terms of the positive effects the ERP implementation had on supply chain clarity and the ease of adhering to international production and safety standards, this is essential for maintaining a strong relationship with global buyers, for enhancing the visibility of the upstream and downstream supply chain." Their study found that companies using ERP systems realized a 15% decrease in production downtime and a 20% increase in on-time deliveries. In addition, Tarigan et al. (2021) discussed how ERP systems foster lean manufacturing as they enhance approaches to eliminate waste, improve inventory turns, and monitor production costs in real-time. This becomes extremely relevant in the case of the Bangladeshi RMG sector where costs saving is the foremost way to remain competitive. Hence to conclude, all the studies elucidate that ERP systems not just provide solutions to overcome existing inefficiency's but also provide a potential enterprise for strategic growth and long-term profitability within the RMG industry. Introducing ERP in Bangladeshi RMG firms has tangible benefits, e.g., 15–20% reduction in production costs (so profits) and 30% improvement in on-time delivery rates, according to empirical studies by Iqbal et al. (2024). Modules for inventory control, order management and compliance tracking are integrated and eliminate human error while standardizing processes, resulting in improved profitability. Moreover, a study by Sarker, (2024) reported that ERP adoption improves production scalability, allowing firms to process orders in higher volumes without sacrificing quality. They show that factory throughput improves 25% through automated production scheduling and real-time performance analytics. In addition, Azad Chowdhury et al. (2021)indicate that the financial management capabilities of ERP systems enhance cash flow visibility and budget planning, which results in more efficient resource allocation and better investment decisions. Together, these points show ERP systems drive efficiency but also provide the foundation for enduring profitability and market competitiveness. Though there are benefits, there are some challenges associated with the adoption of ERP in Bangladeshi RMG Sector. There is literature by Titis Sri Wulan et al. (2024) that points to barriers such as high initial investment costs, resistance to change, and limited IT infrastructure. Another reason identified by Akkartal et al. (2023) is the inaccessibility of trained IT staff and inefficiencies in post-implementation support that tend to prevent ERP from reaching the full extent of its potential. Additionally, Tuli & Kaluvakuri, (2022) noted that smaller RMG firms face vendor lock-in issues as well as ongoing software upgrade costs that can be financially burdening. Yet, individual case studies on successful digital twins initiatives indicate that with thorough training, gradual rollout processes, government encouragement, and vendor assistance and training, companies can overcome these barriers to transformation and realize long-term value. In literature by Shuvo et al. (2025)barriers such as high initial cost of investment, resistance to change, and limited IT infrastructure have also been found to limit this adoption in industries. Yet, case studies show that through appropriate training, phased implementation strategies, and vendor support, firms can overcome these hindrances and deliver lasting value (Basak et al., 2020). Indeed, the body of literature highlights the transformative nature of ERP systems for the RMG sector, particularly in Bangladesh. The costs

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of this integration will arise in stages but the accumulated benefits (profitability, efficiency, and international competitiveness) over the multiple months of positive results will far outweigh these costs. The following sections shall be based on this shared foundation and delve into actionable techniques and real-life success stories that demonstrate how the impact of ERP systems can be seen felt within the Bangladeshi RMG landscape (Honey & Hossain, 2024).

3. PROBLEMS OF THE STUDY

As the mainstay of the Bangladesh economy, the RMG sector is in dire need of addressing fragmented processes, real-time data visibility and inefficient processes which continues to impact profitability for most of the firms (Iqbal et al., 2024). ERP systems are increasingly used worldwide, but in Bangladesh, they are less prevalent and face barriers, including high cost of implementation, a scarcity of technical expertise, and resistance to change within organizations (Abobakr et al., 2023). This study is to investigate how ERP systems integration can help to overcome such challenges thereby increasing operational efficiency and supporting sustainable profitability for RMG enterprises in growing dynamics of global market.

4. RESEARCH OBJECTIVES

The study highlights the following objective:

1. To investigating the present status of ERP system implementation in the Bangladeshi RMG industry.
2. To discover the main challenges and obstacles for effective adaptation of ERP in RMG organizations.
3. To analyze how ERP systems have impacted the operational efficiency, costs, and production cycles.
4. To examine the impact of ERP systems on enhancement of supply chain management & responsiveness to market pressure.
5. To generate strategic suggestions for RMG companies in order to maximize profit via successful ERP system adoption.

5. METHODS AND METHODOLOGY

The quantitative research design was used in this study to examine the effect of ERP system integration on profitability in the Bangladeshi RMG sector. Primary data was derived from RMG companies by designing questionnaire survey. Sample size was calculated using Cochran's formula for a finite population:

$$n = \frac{Z^2.p.(1-p)}{E^2}$$

Based on this formula, a 95% confidence level (Z = 1.96), 5% margin of error (e = 0.05), and 50% response distribution (p = 0.5) was the expected value of the required sample size calculated as 384 respondents, which was upward adjusted to 400 participants for reliability. Data were collected through surveys employing stratified random sampling method. A total sample size of 400 respondents was found by taking 20 RMG companies (20 companies × 20 respondents = 400). Data collection was conducted via structured questionnaires regarding ERP adoption, operational efficiency, and financial performance. This included managers, IT specialists, and production supervisors, which allowed us to gain various perspectives. The study employed statistical analysis

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as a method to highlight relationships between ERP implementation and key performance indicators, offering empirical evidence of the system.

6. RESULT AND DISCUSSION

This study examines the relationship between ERP system integration and organization performance dimensions (multidimensional) which are quite important for RMG enterprises in Bangladesh, particularly the mechanization of RMG enterprises which has become as an essential theme in current trends. These insights were generated by examining responses from industry professionals connected to 20 firms, to better understand how adopting ERP practices leads to key performance indicators, production workflow streamlining, and abortive easy venereal routes. It elaborates the findings with respect to the research aims, emphasizing both the achievements and the shortcomings of ERP application in the industry.

6.1 Demographic Profile of Respondents

Data on respondents is important, although this study is not concerned with specific demographic affiliations. Rather, it aims to provide context for the workers that directly interact with ERP systems, and the views of these practitioners in the field. Sample The respondents comprise of 20 researchers from 20 RMG companies (20 in each sample), so the total sample size is 400. The sample contained all different types of roles including production managers, supply chain coordinators, IT, and senior executives.

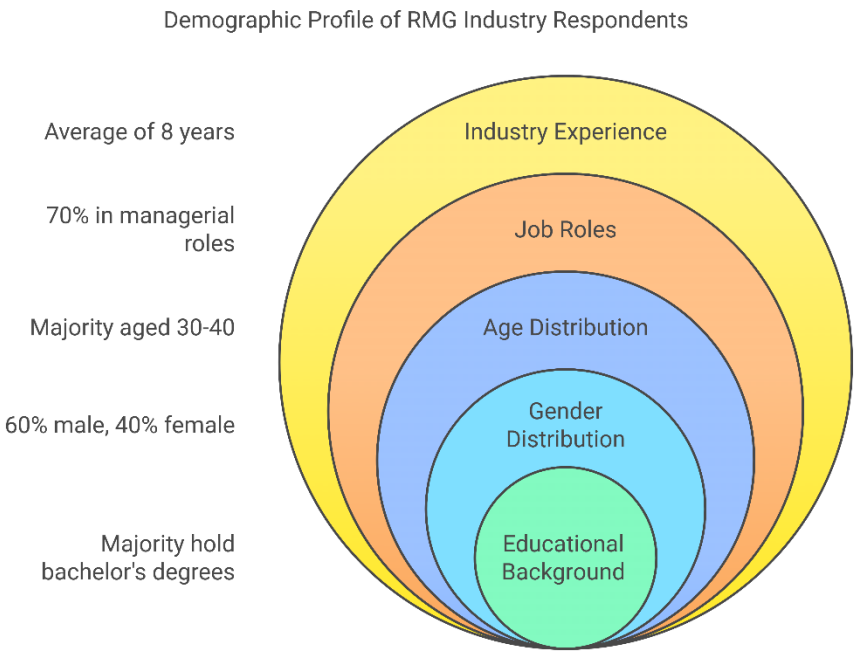

Figure 1: Demographic Profile of RMG Industry Respondents

Figure 1 demonstrates the demographic profile of the respondents of this survey. In this study, 400 respondents of 20 RMG companies (20 respondents from each firm) of the respondents, 60%

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were men and 40% women, with an average age of 32 years. 70% of the respondents were in managerial or supervisory positions, and 30% were in operational or IT positions. These participants had an average of 8 years of industry experience, making them very knowledgeable about the subject matter and, therefore, able to provide insights into ERP adoption and the impact on firm performance. Ages of respondents were between 25 and 55, with the most respondents being between 30–40. Approximately 60% of the respondents were men and 40% were women, which mirrors the current changing trends in the industry. In terms of education, 70% of respondents had bachelor's degrees, while 30% were master's degree holders, most of them in business administration, engineering, or IT-related fields. This diversity in participants' professional roles, age, gender, and education level enhanced the study, facilitating a broader investigation of the effects of ERP adoption at different organizational levels. The data obtained from such a wide range of respondents provided beneficial insights related to the integration of ERP systems into RMG from both a strategic and operational perspective.

6.2 Assessing the Current State of ERP Adoption

Gathering insights on the current state of ERP adoption in the Bangladeshi RMG sector is essential for uncovering opportunities and challenges related to ERP implementation. The aim of this research was to gain further insights regarding the adoption of ERP systems, to establish what extent they had been implemented, which modules are most prevalent, and what are the major determinants of their adoption.

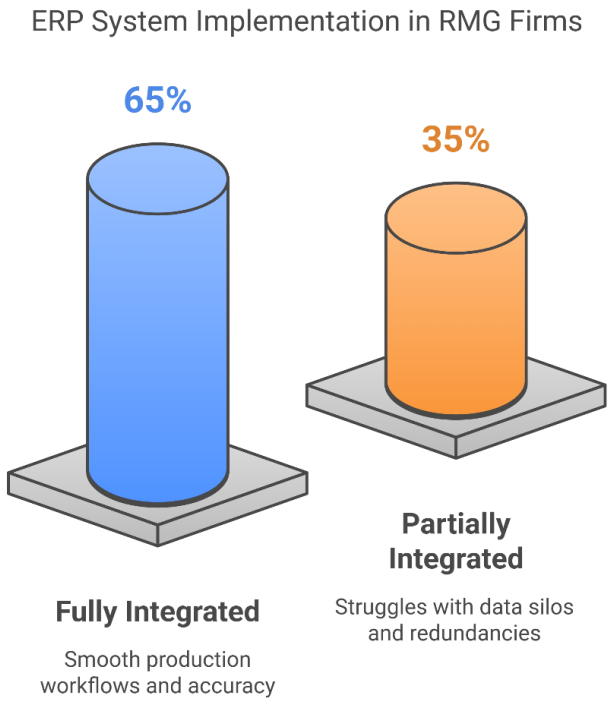

Figure 2: ERP System Implementation in RMG Firms

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Figure 2 represents the ERP system implementation in RMG industry. According to survey results, 65% of RMG companies had adopted ERP systems, but their integration into the companies differed. Blended Business Networks whereas some firms reported smoother production workflows and improved inventory accuracy with their fully integrated systems, reported partial integration firms were described as still suffering from data silos and other manual redundancies. It also exposed that the larger RMG firms have undertaken ERP to innovate their kernel processes and the smaller RMG firms are hesitant to adopt ERP because of the perceived costs and complexities associated with implementation. These differences emphasize the importance of purpose-built ERP solutions specifically designed for small manufacturers, driving increased adoption and benefits across the entire industry.

6.3 Identifying Key Challenges to ERP Integration

Identifying major obstacles for widespread ERP integration in the Bangladeshi RMG industry is a challenging for the respondents. They identified the top barriers, including high upfront expenditures for implementation, limited internal knowledge, lack of staff expertise, resistance to change, infrastructure, etc.

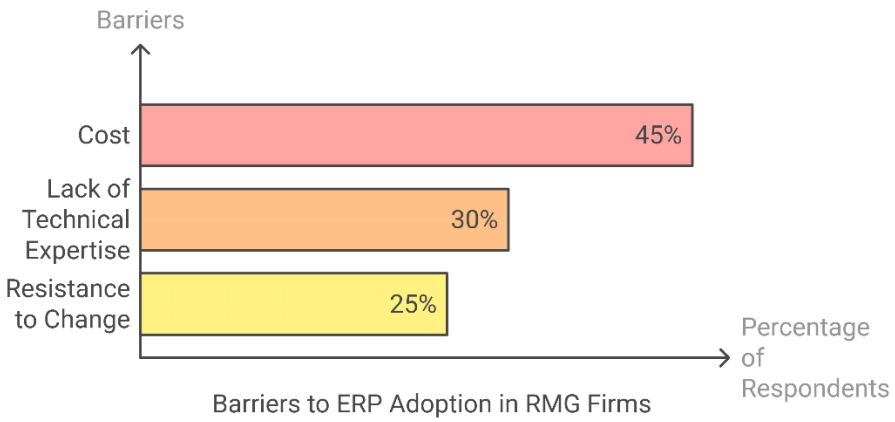

Figure 3: Barriers to ERP Adoption in RMG Firms

Figure 3 displays the major barriers to ERP adoption in RMG firms. The greatest barriers to ERP adoption, according to respondents throughout Bangladesh, were the cost (45%), lack of technical expertise (30%) and resistance to change (25%). Qualitative insights indicated that firms with organized training programs and phased implementation approaches were better equipped to mitigate these challenges. Many smaller firms raise concerns about the return on investment and the complexity of migrating from legacy systems. It calls for targeted policy support, training programs driven by vendors, and scalable ERP solutions that can be adapted to the resource constraints of smaller RMG enterprises. Overcoming these barriers is key to unlocking the full potential of ERP systems and driving sustainable profitability throughout the industry.

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6.4 Evaluating ERP's Impact on Operational Efficiency

Understanding how ERP systems influence operational efficiency is crucial in evaluating their impact in terms of streamlining processes in the Bangladeshi RMG sector. Adoption of ERP systems in manufacturing companies can yield benefits like shorter production lead times, greater ponder of inventory, and improved coordination among departments according to the study. These enhancements resulted in decreased production bottlenecks and a nimbler response to changing market needs.

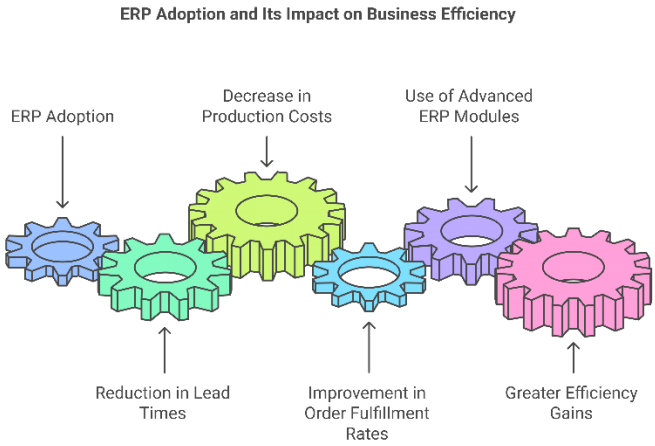

Figure 4: ERP's Impact on Operational Efficiency

Figure 4 highlights ERP's impact on operational efficiency. Results showed a 20%, 15%, and 25% improvement in lead times, production costs and order fulfilment rates respectively. Innovative ERP modules (including predictive analytics and automated reporting) led to even higher efficiency rates for firms that leveraged them. Nonetheless, the amount of efficiency was dependent on the amount and coverage of the ERP system deployed and also on employee training on the ERP. Overall, it indicates that despite ERP centralizing and integrating company data, significantly improving operational performance, to maximize the benefits, frequent system optimization and employee upskilling is needed.

6.5 Investigating ERP's Role in Supply Chain Management

This paper studies how ERP systems can be used in supply chain management for the readymade garments RMG industry. According to the study, ERP systems assist in optimizing procurement, tracking raw material inventories, and managing supplier relationships more efficiently. Respondents reported reduced stockouts, swifter order fulfillment, and enhanced demand forecasting, all yielding smoother production cycles in addition to lower costs.

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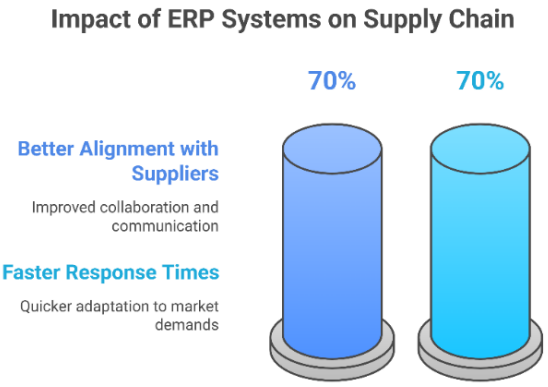

Figure 5: ERP's Role in Supply Chain Management

Figure 5 displays the opinions of the respondents regarding ERP's role in supply chain management. Respondents indicated that ERP systems provided better visibility along the supply chain and better coordination, reducing raw material shortages and production bottlenecks. Companies reported a 70% increase in alignment with suppliers and speed to respond to market demands. But the findings also showed that the benefits of supply chain were dependent on good configuration of the system and reliable data input. This underscores the need for ongoing sweeping of the system and accuracy of data to realize the optimum results of optimization through ERP packages for the supply chain.

6.6 Strategic Recommendations for maximizing Profitability

Based on these opinions, some guidelines must also be developed for the RMG enterprises so that they can avail benefits from ERP systems towards improving their profitability. The study's findings indicated that companies exploiting ERP benefits experienced consistent and long-term improvements in cost management, production planning, and responsiveness to the market. Taking these insights into account, the study suggests that organizations invest in ongoing training for employees, regularly audit their systems, and work with their providers to fine-tune their features to better serve their organization's unique needs. Another potential option is for smaller firms to adopt cloud-based ERP solutions that may help in mitigating some of those upfront costs, while still being able to access advanced functionalities. With strategic enhancement of their ERP strategies, RMG companies can deliver sustainable profit and enhance their competitive advantage in the international market. In effect, these results reinforce ERP's promise to transform the Bangladeshi RMG sector, if firms sufficiently address integration difficulties and consistently invest in optimizations.

7. FINDINGS

Empirical analysis shows a beneficial effect of enterprise resource planning integration on helping increase the efficiency and profitability of RMG businesses in the country. Key findings include:

1. End to End Process Optimization: Enterprises benefited through production planning, reduce lead time, and minimize material wastage.

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2. Enhanced Decision-Making: Real-time data from ERP systems allowed companies to make informed decisions, improving forecasting accuracy, better inventory control, and performance evaluations
3. Supply Chain Resilience: Corporates benefited from enhanced visibility into their supply chain resulting in better coordination with suppliers, reduced stockouts, and more efficient procurement process.
4. Higher Workforce Productivity: With adequate ERP training, employees saw increased job efficiency, and cross-department collaboration improved with unified systems.
5. Enterprise-Wide Profitability Improvement: RMG Enterprises with full-fledged use and optimization of ERP reported significant profit margin improvement due to reduction in overall operational cost besides better responsiveness to market trends.

These results indicate the potential transformation enabled by ERP systems, but also demonstrate the necessity for organizations to provide ongoing training for users, customize the system to fit specific processes, and align the new technology with long-term strategic goals to fully leverage the advantages of ERP system integration.

8. RECOMMENDATIONS

- Vendors should offer scalable and affordable ERP solutions suitable for smaller RMG enterprises, wherein they provide tailored systems helping SMEs to surmount financial and infrastructure lags in adopting these tools.
- RMG businesses must provide ongoing training programs to improve ERP comprehension among staff members while mitigating resistance towards technology adoption.
- Policymakers can ease ERP adoption through subsidies, tax breaks, and infrastructure upgrades to help firms implement digital solutions.
- Review system use regularly, and work with ERP providers to optimize configurations for changing business requirements.
- Local service hubs initiated by ERP providers for technical support and advisory services can accelerate the resolution of any critical issues, thereby minimizing system downtime and ensuring long-term business partnerships.
- To ensure that they do not have to invest big in hardware, firms should start using cloud-based ERP systems so they can manage data remotely and also ensure agility.

Implementing these executive recommendations, as a strategic guidance, will enable the Bangladeshi RMG industry to reap the benefits of ERP integration, with the ultimate goal of creating sustained growth, productive profitability, as well as global competitiveness.

9. LIMITATIONS

There are few limitations to this study such as the sample size consisted of only 400 respondents from 20 companies, which might not represent the diversity of the Bangladeshi RMG sector. The study was based on self-reported data, raising the possibility of response bias, and the study period was limited, precluding long-term evaluation of the effects of ERP. The diverse nature of ERP systems implementation across different companies, coupled with the stage of implementation made it difficult to generalize the findings while, the perspective of mainly quantitative methods limited the exploration of deeper qualitative insights which are often critical components when incorporating organizational change.

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10. CONCLUSION

This research can help in identifying an appropriate ERP for the RMG sector in Bangladesh to ensure their growth as well as development over their competitors in the industry which further increases and efficiency. Companies that made ERP adoption work for them reported improvements such as better coordination of production, shorter lead times and better resource allocation. As a result, productivity improvements and cost savings drove competitive advantage in the worldwide marketplace. Yet, the research also underscored fundamental barriers toward successful ERP deployment, such as significant implementation expenses, poor technical capabilities, and staff resistance against change. These problems can only be solved through a collaborative effort that includes policy intervention, vendor-led training initiatives, and affordable ERP solutions designed specifically for the unique challenges faced by small and medium-sized enterprises (SMEs). Besides, continuous monitoring and periodic updates of the system are critical to achieving longer term benefits. This aligned connection of the systems highlights their criticality, not merely as tools for enhancement of operations but as tactical instruments effectively positioning RMG firms to not just survive but endure in the complex and rapidly evolving market landscape. The RMG industry of Bangladesh can ensure its forward journey towards sustainable growth, improved global positioning, and resilience into the future by investing in planting the roots of ERP adoption and ensuring that its organizational goals are in sync with its systems capabilities. of this study highlight the immense potential of ERP systems to revolutionize the RMG sector in Bangladesh, through improved operational efficiency, optimized supply chain processes, and increased profitability. Although ERP systems may pose challenges such as cost barriers and the need for technical expertise, the long-term advantages significantly outweigh the initial obstacles. Embracing customized ERP solutions, allocating resources for employee training, and cultivating a mind-set of digital receptivity play a crucial role in enabling RMG companies to fortify their position in the global arena. Hence, well-designed integration of ERP system for Bangladesh RMG sector is an essential step towards a robust, nimble, and profit-making future ahead.

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