Master Thesis

Master's Programme (120 credits) in Strategic Entrepreneurship for International Growth

The Case Studies of Bangladesh Ready made Garments: Supplier Sustainable Practices for International Markets

A Multiple Case Study

International Marketing

Halmstad 2020-05-29

Mousumi Das, Mohammad Shafiquzzaman

HALMSTAD UNIVERSITY

The Case Studies of Bangladesh Ready made Garments: Supplier Sustainable Practices for International Markets

A Multiple Case Study

Mousumi Das & Mohammad Shafiquzzaman

Master's Programme (120 credits) in Strategic Entrepreneurship for International Growth

2020-05-19

Abbreviation:

- ETP: Effluent Treatment Plant
- TBL: Triple Bottom Line
- CSR: Corporate Social Responsibilities
- SSM: Sustainable Supply Management
- SSCM: Sustainable Supply Chain Management
- IMP: Integrated Marketing Program
- TCE: Transaction Cost Economics
- SRC: sustainability-related conditions
- MNC : Multi National Company
- ISO: International Organization for Standardization
- LEED: Leadership in Energy and Environmental Design
- COC: Code of Conduct

Table of Contents

List of figures and tables:

Abstract

The purpose of this paper was to investigate the overview of sustainability in apparel manufacturing industry and why environmentally and socially sustainable practices are being adopted by developing country suppliers and how the implementation process is both hindered and enabled. Currently the worldwide survival of the apparel industry is the main significant question. The most spoken about issue is for the sustainability of fashion in the world. Many organizations and fashion-conscious personalities have come forward to uphold the further extension of tomorrow 's good environment campaign, but the garments and textile industries in Bangladesh are far beyond this awareness, posing a risk of losing the world market. On the other hand, one of the key concepts for humanity and sustainability point of view is fashion for the moral or ethical issues. It is high time specific sustainability strategies and approaches were implemented. Improvements in social and environmental support migrant employees, help manufacturers establish longer-term partnerships with transnational companies and lead to production. The Bangladeshi garments industries are currently facing great challenges in terms of the working environment. Fire injuries are frequent in garments factories and the recent collapse of buildings poses a significant danger to their future. In addition, the workers earn the world's lowest salaries which make them unsatisfied, sometimes causing clashes and violence during low-wage protests. This paper has looked at the work environment, fire and health problems facing Bangladesh's garments industry and proposes major steps to strengthen the environment and sustainability.

Keywords : Sustainability, supplier, Environmental, Social, Developing countries

Acknowledgement

This master’s thesis is the last course of a two years Master's Programme in Strategic Entrepreneurship for International Growth at Halmstad University. The aim of the study to examine the sustainable practice are used by the suppliers as sustainable tools in relation to the international market in case of Bangladeshi readymade garments suppliers.

First of all, we would like to express our sincere gratitude to our supervisor Venilton Reinert for the help and support that you have given us. We are very grateful and without his support this would not have been possible.

We also want to give thanks to our opponents for giving useful feedback to make improvements in our work. We would like to thank the people who have given their time and agreed to be interviewed. Last but not the least; I would like to give thanks to our family members for their unconditional support, love and encouragement.

Sincerely,

Mousumi Das & Mohammad Shafiquzzaman

Chapter One: Introduction

This chapter discussed the background of the inquiry and the synopsis of the research gap under problem discussion. This discussion has been followed by the purpose of the research and generating the research questions.

1.1 Background:

Multinational corporations (MNCs) face intense scrutiny on the sustainability of their economic, social, and environmental performance. The stakeholders range from workers, clients and industry groups to government agencies and Non-Governmental Organizations (NGOs) (Vachon and Klassen, 2006, Meehan and Bryde, 2011, Yakovleva et al., 2011). Such scrutiny extends not only to their own performance but also to that of their supply chain partners upstream (Vachon and Klassen, 2006, Seuring and Müller, 2008b, Walker and Jones, 2012). For example, businesses such as Nike, Disney, Benetton and Adidas have been held responsible for their suppliers ' actions, e.g. when they damage the environment (Preuss, 2001) or violate labor laws (Graafland, 2002). As a result, aspects of environmental and social sustainability are now fundamental to MNCs buying and sourcing decisions (Carter and Rogers, 2008, Vachon and Klassen, 2008, Pagell and Wu, 2009). There is substantial literature on sustainability's environmental dimension, and research on sustainability's social dimension lags behind (Carter and Rogers, 2008, Seuring and Müller, 2008a, Pullman and Dillard, 2010, Reuter et al., 2010, Sarkis et al., 2010). Recently, social sustainability has entered the mainstream management literature, motivated by increased exposure to ethical problems in the developing world (Harrison and Freeman, 1999, Quazi and O'brien, 2000), and the business case for social reform: changes in social sustainability have been related to increased productivity (Porter and Kramer, 2006, 2011).

1.2 Problem:

Most discussions have centered solely on the buying firm's perspective; more attention is needed to the supplier's point of view. It follows that more work on social and environmental sustainability is required, especially in the context of developing world suppliers to MNCs (Ehrgott et al. 2011 and Gimenez and Tachizawa 2012). Studying the suppliers of developing countries is particularly

important because they often find it difficult to incorporate Western design social norms into their factories, e.g. due to cultural differences (Hofstede and Hofstede, 2005, Gugler and Shi, 2009).

Expectations are steadily increasing for sustainable business practice. Buying firms have for many years been pressured by their stakeholders to improve their suppliers sustainability-related conditions (SRCs) (Foerstl, Reuter, Hartmann & Blome, 2010; Klassen & Vereecke, 2012), especially with regards to emerging-market sourcing (Ellram, 2013; Jiang, 2009). Increased competition, rapid technological change, and shorter life cycles of goods are only a few of the constants that many companies face in today's competitive markets. Most businesses have responded to these conditions by concentrating on their core competencies and outsourcing non-core tasks that have been conducted in-house previously. Nevertheless, increased outsourcing yields fewer vertically integrated companies whose ability to produce profitable goods or services depends on their supply chain competencies. Supply chains consist of individual suppliers, and varying supplier efficiency. Representatives of buying firms have identified the need for supplier changes in many areas lacking core competencies. Of course not all suppliers show vulnerabilities. Nevertheless, buying firms that encounter defects in supplier efficiency or capacity may be hindered in their ability to compete in their respective markets.

Beside that developing suppliers may also be a competitive tool for the buying company (Krause et al., 2000). Watts et al. (1992) argued that the buying role would engage internally with the manufacturing and organizational strategies and externally with the capacities of the suppliers as a boundary-spanning unit within the business. The buying feature plays a significant role in promoting the strategy of operations of the company by ensuring that the efficiency and capacities of the suppliers are matched with the strategic objectives of the buying company**.** For example, buying companies in a new industry might invest capital to develop a supply base similar to the efforts of Ford’s in the automotive industry early in this century. (Seltzer, 1928; . Helper and Levine, 1992). Supplier production may play a pivotal role in establishing a base of competent suppliers of high-quality component parts and subassemblies for firms seeking to gain a competitive foothold in global markets. Such an initiative explains Hyundai's activities over the 1970s and 1980s in South Korea (Frazier et al., 1988)

1.3 Purpose:

The conventional approach of U.S. companies to buyer-supplier relationships includes buying from several suppliers and making use of competitive bidding, fully defined bidding requirements and short-term contracts to achieve a low buying price (Hahn et al.,1986). This conventional approach reflects a pragmatic approach to supplier success and needs little trust between the buying firm and the supplier (Monczka and Trent, 1991). This viewpoint is of a more collaborative and pragmatic nature and contrasts sharply with the conventional partnership between buyer and supplier. The active participation of buying companies in the production of suppliers is another step away from the conventional partnership between buyer and supplier (Dyer. and Ouchi, 1993). Such behavioral changes must however be accompanied by a shift in the attitude of the buying company towards its suppliers.

Suppliers used some methods for the supplier appraisal, which expresses the expectations of the supplier's efficiency and capabilities by the buying company (Krause, Scannell, and Calantone 2000). Supplier development may be used for product selection (Ellram 1990), supply-base decrease decisions (Harrington, Lambert and Christopher 1991), product growth (Krause et al. 2000) and benchmarking (Porter 1991) for the buying organization. The supplier assessment will provide information for the suppliers on the views of the buying company on the strengths and deficiencies of the supplier's process and results (Hahn, Watts and Kim 1990). Such correspondence will affect the engagement of the supplier to the buying organization, and indirectly the efficiency of the supplier (Prahinski and Benton 2004). The strategic viewpoint of a buying business towards a supplier is reflected when the client participates in the suppliers development. Buying companies vary in their relationships with suppliers, with some moving toward a more cooperative style, while others adopting a more conventional approach (Monczka and Trent, 1991). The current supplier development literature indicates that increased market demand and the increased speed of technological innovation are two key factors driving the needs of companies for world-class suppliers and the creation of suppliers (Hahn et al., 1990). Accordingly, buying firms in industries with relatively high market competition levels or high technological change levels will take a more strategic approach to managing their suppliers 'output than their counterparts in industries with relatively lower technological change rates or less competition.

Currently, with the increasing concern for the environment, many companies ' business strategies have shifted from local or internal sustainability optimization to integrated upstream and downstream supplier operations (Kleindorfer and Saad, 2005). This kind of strategy or evolving concept leads the sustainable to flourish. As a result, management of sustainability continuously merging and becoming increasingly important for different industries. However, there are still many areas where the adoption of sustainability from the concept to the practical implementation of the supply chain is immature. One of the root causes is that the topic requires multidisciplinary integration where problems and concerns occur (Linton et al., 2007). Initially, many companies were driven to adopt sustainability in their supply chain due to regulations, public pressure, potential marketing benefits, cost reduction or long-term profitability. While the top managers think more about sustainability, due to new obstacles and uncertain risks they may be more reluctant to introduce it.

In this study, we defined sustainability influential tools as the essential that would have significant impacts on the Sustainability implementation success. This exploratory study seeks to identify:

(a) How are Bangladesh readymade garments suppliers adopting sustainability practices (strategies) in order to be attractive in the international market?

1.4 Definitions:

Sustainability has been described as a development that meets present-day needs without sacrificing future generations ' ability to meet their own needs (Bruntland 1987). But this definition only offers a broad macro perspective that doesn't define what services individual organizations need to meet their needs (Carter and Rogers 2008). Elkington's (1998) Triple Bottom Line (TBL) sustainability viewpoint covers a broader variety of issues like economic, environmental, and social results. Organizations function within a network of interdependent relationships from a global supply chain perspective, and it has been argued that understanding the economic, environmental and social aspects of sustainability is crucial (Vachon and Klassen 2008). Therefore, several conceptualizations of sustainability have been made directly in a supply chain sense, including those by Carter and Rogers (2008) and Ahi and Searcy (2013). Meanwhile, Seuring and Muller (2008, p. 1700) described sustainable supply chain management as 'managing

resources, knowledge and capital flows, as well as cooperation between companies along the supply chain, taking into account objectives from all three dimensions of sustainable growth, i.e. economic, environmental and social, derived from customers and stakeholders. Consideration of the relationships, synergies and trade-offs among sustainability's cultural, environmental, and social "pillars" is critical (Hutchins and Sutherland 2008; Haffar and Searcy 2017). However, to achieve "real" sustainability, it is difficult to incorporate all three aspects simultaneously in practice and to capture them all in research (Pagell and Shevchenko 2014). Therefore, the trend in research into ethical supply chain management has been to either concentrate on environmentally sustainable supply chain management (Ahi and Searcy 2013) or on socially sustainable supply chain management (Haq et al. 2014). From the various recent literature reviews, it is clear that upstream social problems related to human / people survival have been under-researched in contrast with the environmental agenda (Yawar and Seuring 2015; Zorzini et al . 2015; Kim et al . 2016).

However, Touboulic and Walker (2015) observed that more emphasis has been focused on correlations between environmental and economic performance than on environmental and economic results, as environmental performance is more quantifiable. However, social sustainability needs more work on its own; however, it could be difficult to study the phenomenon.

The following section establishes the theoretical background of the study. The first subsection reviews the literature, which is aimed at elaboration of the research question and development of an initial theoretical framework.

Chapter Two: Frame of References

In this chapter the author discussed the literature relevant to supplier sustainability practices in the supply chain. Theoretical frame includes sustainable supply management, new product development, environmental, economical and social issues, contemporary buyer and supplier relationship context and chapter ends with developing a theoretical framework based on the research purpose and relevant theoretical discussion.

Supplier development activities reflect outsourced activities in the context that companies use the external market to instigate changes in supplier efficiency. Competitive pressure is applied to the suppliers by a buying company if it selects more than one manufacturer for a purchased good or service, or if it so wishes, it is willing and able to turn to another manufacturer. (Dyer & Ouchi, 1993; Giunipero, 1990). By seeking competitive bids from various vendors, the company applies the competitive power of the industry and may use fully defined pricing requirements and short-term contracts to reach a low purchasing price. Buying firms that buy a particular product or manufacturing input from multiple suppliers to keep suppliers competitive in terms of price, delivery or whatever performance supplier characteristic the purchasing company considers essential (Spekman, 1988; Hahn, Kim, & Kim, 1986). Supplier Assessment efforts by buying firms reflect in-depth evaluations of the quality, delivery, cost, technical and managerial capabilities of the suppliers (Giunipero, 1990; Hahn, Watts, & Kim, 1990). An significant part of the assessment process involves providing the suppliers with evaluative feedback. The feedback helps to explain the requirements of the purchasing firm and to provide guidance for change for the supplier. The assessment and feedback process also reflects the market's competitive power, so that a buying firm can notify the supplier of its success compared with its rivals and motivate it to enhance its efficiency.

There are some problems faced by buyers from suppliers like current suppliers do not supply goods that have been requested by buyers, suppliers either do not meet sustainable demands or specifications and quality offered by suppliers does not make buyers competitive, buyers are faced with problems due to the lack of market availability of able suppliers. In this section, the literature on the sustainable supply management (SSM), supplier development programs & evaluations process, buyer-supplier relationship,, is presented.

2.1 SSM (Sustainable supply management) as a purchasing capability

According to the World Commission on Environment and Development, (1987) sustainable development is defined as fully filling the current demand without negotiating the capacity of the coming generation to fill up their own needs. Moreover, it has three different areas such as people, planet and profit which is called the triple bottom line (Elkington, 1997).

According to Elkington (1997) companies should also measure their operations based on their neighbouring society and environment and not only the return on investment from traditional finance expected for their owners. Besides, sustainability depends on the supplier's operations and supply chain management involves actions such as child labour free as well as hazardous chemicals protecting the environment from pollutions (Blome et. al., 2014; Brammer and Walker, 2011; Carter and Rogers, 2008; Fabbe-Costes et at., 2014; Giovanni, 2012; Jeffers, 2010; Pullman et at., 2009; Roehrich et al, 2014; Seuring and Muller, 2008; We and Pagell, 2011).

Nevertheless, supplier firms compliance operations insured with social and environmental standards needed for major activities. Especially the sourcing departments need to ensure this requirement and also build capacity and develop the compliance standard (Barney, 1991; Makadok, 2001; Teece et al., 1997). Going ahead to this contemporary issue, firms need institutional educational development both internally and externally to develop the sustainability supply management in purchasing capability. Moreover, buying firms need coordination needed in the development of the supplier firm through integration, build and reconfigure with the organizational process for enhancement financial strength. And also gain competency in social and environmental capabilities in the supply chain (Reuter et at., 2010). Here three determinants are defined below.

First of all, organizing supplier compliance programs within organizations for implementing social and environmental developmental initiatives. According to Ketokivi and Schroeder (2004) organizations need to take different resource base action in relations with performance development. The logic behind these approaches so that it cannot be copied and impossible to relate the consequence and situation distinctly. As a reason for that they offer value for the company so that they can utilize it. Moreover, these approaches are fixed in a system with company

daily activities and create effective value as additional actions (Bessant et. al., 2001). So social and environmental advance program that help supplier to increase compliance actions in the organization (Blome et al., 2014; Prajogo et al. 2014; Pullman et al., 2009)

Second, concern about the balance transactions between the competitive priorities (Skinner, 1969). The idea is that technology systems have constrained operations success and cannot have it all. To be successful in a particular market, companies need to have prioritized within the boundaries of competitive priorities in performance capabilities to encounter the specific market demand. Primarily, four competitive priorities have been recommended such as cost, quality, delivery and flexibility. Afterwards, Kause et al. (2009) introduce the identical approach of competitive priorities for supply, innovation and sustainability as additional priorities. It recommends that sustainable development is highlighted as a competitive priority for cost reduction in supply management (Krause et al., 2009)

The third concern is synchronizing all sourcing units as competitive priorities link with comprehensive strategies of the companies for developing the business performance (Koufteros et al., 2012). The hidden phenomena of these capabilities of the supplier are shown as the asset of the buyer. If the buying firm purchasing strategy linked with the sustainable business goal of the organization. Then the supplier selection and decision should be linked to the overall strategy of the organization during their sourcing manifested published (Krause et al. 2009).

2.2 Sustainable Apparel products

Sustainability is characterized as the design of human and industrial processes to ensure that the use of natural resources and cycles by humans does not result in decreased quality of life, either due to losses in potential economic opportunities or adverse impacts on social conditions, human health and the environment (Lewis and Chem 2006). Sustainability is characterized in environmental science as the quality of not being detrimental to the environment or depleting natural resources and thus maintaining long-term ecological balance. Sustainable textile products can be described as textile products manufactured using raw materials, electricity, various resources and other ingredients derived from renewable resources that can not be exhausted and therefore do not affect the next generation (Muthu et al., 2010). Designers need to be aware of the

environmental effects and integrate environmental consciousness into the design to achieve sustainable development (Adams and Frost 2008). Brand sustainability is the easiest thing to improve for a brand of clothing, as it is here that a company has the most direct influence over design and product creation. Sustainability of product production can be accomplished through various aspects such as fiber / textile selection, manufacturing processes, usage habits, and reuse / recycle strategies. Stock selection is also the first step designers and product creators must take towards raising the garment's environmental effects. Environmentally preferred fibers / textiles can significantly reduce the impact on the environment and increase the resourcefulness of a clothing product throughout the garments life cycle without altering the design practice or the processes of product development (Allwood et al . 2006)

2.3 Environmental Impact of Textile and Garments Products

The apparel industry has many complex negative environmental and social impacts and occurs at various stages of the apparel life cycle. The Fast Fashion Development has amplified the impacts due to the increasing volume of apparel products and sold at low prices (Laursen et al. 2007). The apparel has a long and complicated manufacturing and extraction, fiber and yarn manufacturing, textile manufacturing, apparel assembly , packaging, transport and distribution, consumer use, recycling and final disposal (Islam and Khan 2014). Apparel's environmental effects are varying in the processes, difficult to determine for individual garments, and are subject to the type of raw material used, dyeing, and washing. During its life cycle, the major environmental impacts associated with the production and use of apparel include wastewater emissions from dyeing, finishing and washing processes, increased pollution, solid waste production and significant depletion of resources from water, fossil fuels and raw materials consumption (Islam et al., 2014). Energy is used for washing, transportation, machine operations for various processes, the manufacture of primary materials , especially man-made fibers such as polyester (a petroleum-based product) and natural fibers such as cotton yarn (Laitala and Boks 2012). Conventional cotton processing uses high volumes of water and employs harmful chemicals that can affect human health and the environment (Allwood et al. 2006). Chemicals are also released from processes such as pretreatment, dyeing, finishing, and washing in wastewater. These chemicals are both environmentally disruptive and aquatic-based (Ruskino 2007). Solid waste is produced at the end of their lives during natural fiber yarn, textile and apparel fabrication and disposal. Since the bulk

of clothing and material waste ends up in landfills rather than being recycled or reused (Goworek 2011), there are serious problems with clothing waste. Once the product is introduced into the market, however, environmental impacts cannot be addressed and more attention should be given to eco-environmentally friendly product design. Improvements in product design can be made by enhancing the flow of life Cycle knowledge and eco-design guidance, incorporating environmental issues into production processes and engaging relevant stakeholders in evaluating the approach (Steinberger et al. 2009).

2.4 Theory in the Social Sustainability Research Reviewed

As Carter and Easton (2011) have noted in the wider sense of SSCM studies, relatively few researchers have used theory when researching social sustainability. The few theories used are: stakeholder theory (Belal, 2002, Pagell et al., 2010, Park-Poaps and Rees, 2010, Liu et al . , 2011, Wu and Pagell, 2011); the Resource Based View (RBV) (Carter and Rogers, 2008, Pagell et al., 2010); Transaction Cost Economics (TCE) (Carter and Rogers, 2008, Jiang, 2009, Pagell et al., 2010); structuration theory (Pullman and Dillard, 2010); and, contingency theory (Walker and Jones, 2012). For example, Belal (2002) used stakeholder theory to analyze to what degree social audits meet the needs of stakeholders. The author made a distinction between the management of customers, where only a supplier does enough to retain customer satisfaction and transparency to stakeholders where the manufacturer is truly committed to the interests of the consumer and feels a greater social responsibility. Some authors have put together theories like the stakeholder theory described above. Pagell et al . (2010), for example , found that the RBV and TCE have contradictory reasons for the changing use of SSCM buying portfolios, but stakeholder theory may help reconcile the two viewpoints. Some theoretical applications include Walker and Jones (2012), who used contingency theory to establish a typology of SSCM strategies and to analyze SSCM influencing factors. A final example is Jiang (2009), who applied TCE to establish and justify a conceptual model that describes how relationships with governance contribute to compliance with codes of conduct for suppliers. The author evaluated the model using data from compliant and non-compliant suppliers, finding that the buying firm is always responsible for non-compliance, such as conducting an audit and leaving a supplier with an unreasonable collection of problems to address without assistance. While Jiang (2009) applied it, Carter and Easton (2011) found that TCE is one of the lesser-used theories in the supply chain management sustainability analysis, and

that this is an opportunity for future studies. Additionally, Grover and Malhotra (2003) have established TCE as an important method for assessing buyer-supplier relationships.

2.4.1 Transaction Cost Economics (TCE) Theory

Coase (1937) introduced the initial TCE concept and further developed it by Williamson (e.g., Williamson, 1971, 1975, 1985), who suggested that transaction costs consisted of both the direct costs of maintaining relationships and the opportunity costs of making bad or inferior decisions. TCE makes two key statements about human behavior (Williamson and Ghani, 2012): 1) bounded rationality (from Simon, 1957), i.e. that decision-makers are constrained by their capacity to cognize, interact and process information, which may result in additional costs (Williamson, 1975, 1985); and, (ii) opportunism that implies that decision-makers that, out of self-interest, act dishonestly or infringe agreements (Rindfleisch and Heide, 1997), suggesting that businesses have to incur partner monitoring or asset-safeguarding costs to fix the problem. The main TCE constructs include: asset specificity, complexity, and structures of governance (Grover and Malhotra, 2003). Asset specificity refers to the transferability of transaction-supporting properties, which can be either human (e.g. training) or physical (e.g. investment in equipment) specific. Costs that have little to no interest beyond a certain relationship of trade are extremely asset-specific investment. Uncertainty means sudden shifts in circumstances Surrounding a transaction and may be either ex ante, i.e. environmental uncertainty (e.g. uncontrollable issues at the contract stage) or ex post, i.e. behavioral uncertainty (e.g. performance assessment issues). Eventually, governance frameworks apply to the procedures and systems used to ensure coordination with the different parties' policies and goals (Oshri et al., 2011, pp 178). Governance may be either market or hierarchically driven, although proposals have also been made for hybrid types (e.g. Powell, 1990, Williamson, 2008). Coordination of goods and services happens in market governance through demand and supply powers. There is a dominant entity under hierarchical (or vertical) governance which controls and directs the flow of materials and services.

2.5 Research on Social Sustainability in Buyers & Suppliers: Developing Countries

Beschorner and Müller (2007) emphasized the important role that stakeholder pressure plays in promoting social sustainability in developing countries. Similarly, the Luken and Stares (2005)

stressed the demand from customers who make socially acceptable activities an order prerequisite. Kortelainen's other primary studies of developing countries include (2008), Tencati et al. (2008), Lim and Phillips (2008), Yu (2008), and Lee and Kim (2009). In Chinese high-tech industries, Kortelainen (2008) used case studies to determine whether auditing labor conditions are successful in improving social standards, concluding that it is beneficial but that auditors needed to upgrade their skill set. While, Tencati et al. (2008) concentrated on the effect on 25 Vietnamese suppliers to EU and US MNCs of sustainable sourcing policies. The authors concluded that while there is a business case for sustainability, activities appear to be placed on suppliers in such a way that they can not be maintained in the long run; and that a collaborative and educationally oriented solution is required. Importantly, both Lim and Phillips (2008) and Yu (2008) concentrated on the dyadic relationships within the footwear industry between developed world MNCs and developing country suppliers.

2.6 Supplier development programs—supplier evaluations:

Hartley and Jones (1997) concentrated on supplier development processes and saw supplier development as a four-step cycle, evaluating the readiness of the supplier to change, building interaction through cooperation, introducing system-wide improvements, moving from the supplier's organization, developing follow-up and recognition procedures (Wagner S.M, 2010) Indirect. Handfield et al. (2000) presented a method map for supplier growth in their article entitled "Stop the Pitfalls in Supplier Growth." They listed seven steps for the creation of suppliers, such as identifying critical goods, identifying critical suppliers, forming a cross-functional team, meeting top management of suppliers, identifying key projects, defining agreement information, monitoring the status and modifying strategies. Supplier development plan mainly has two aims. First is to minimize the problems of suppliers by making drastic changes in the operations of suppliers and second is to seek to increase the efficiency of suppliers so that suppliers can make their own improvements (Krause D. R., & Ellram, L. M., 1997). Most supplier development projects are outcome-oriented and centered on solving supplier specific problems. Such results-oriented projects should bring changes in the efficiency and expense of their suppliers. Results-oriented supplier growth improves supplier efficiency but does not allow suppliers to increase their continuous improvement capabilities.

2.7 Buyer–supplier relationships

Supply chain business activities are interconnected between buyer and supplier relations (Håkansson and Snehota, 1995; Morgan and Hunt, 1994; Grönroos, 1990; Bucklin, 1996; Alderson, 1954; Stigler, 1951). Business activities depend on communication between buyer and supplier transaction processes in the supply chain. The importance of buyer and supplier relationship, the contemporary study emphasizes the dependence as the theory of study demanded in a couple of decades. Time and practical dependency concerns are more important in the logistic study. But the relational concern is less addressed in the empirical study.

However, in marketing theory relational dependency address in relationship, marketing channel and business network. For instance, in the integrated marketing program (IMP), the communication and channel approach are identified as the relational dependency as an important aspect for buyer and supplier relationship (Håkansson and Snehota, 1995). Moreover, service marketing has also addressed the relationship dependency on service encounters (Shosktack, 1997; Grönroos, 1990). Relationship marketing especially illustrated the emphasis on relational dependency. In addition, relationship dependency is an important factor in industrial marketing, international marketing and service marketing. This also gets more importance in consumer marketing (Kotler, 2000) including the field of planning, implementation and control of lean buyer and supplier relationship.

2.8 Theoretical Framework

From the above literature review it is evident that sustainability plays a significant role in improving supplier efficiency in the international market in today's business world. In the theoretical review the researcher sought to convene the point of view of scholars on the role of sustainability in relation to buyer attraction to get orders.

The theoretical structure has been built based on the extant literature which has been outlined in Figure 3. As explained in the context, sustainable implemented by the company greatly affects its buyers in both direct and indirect ways (Bhattacharya and Sen, 2001).Sustainability practices implemented by a supplier produces many business advantages or results such as brand identity (Yoon et al., 2006). The corporate identity through sustainable suppliers will build partnership

with buyers (Yoon et al., 2006) and achieve buyer loyalty (Bhattachariy and Sen 2003). Firm build credibility by enforcing sustainability practices and thereby establish optimistic buyers experience (Becker-Olsen et al., 2006).

As shown in Figure 1, company's sustainability activities as well as advantages and therefore sustainability can be described as a strategic strategy in relation to buyers. The analytical approach should be used to analyze the similarity / difference (if any) between theory and experience via the empirical analysis.

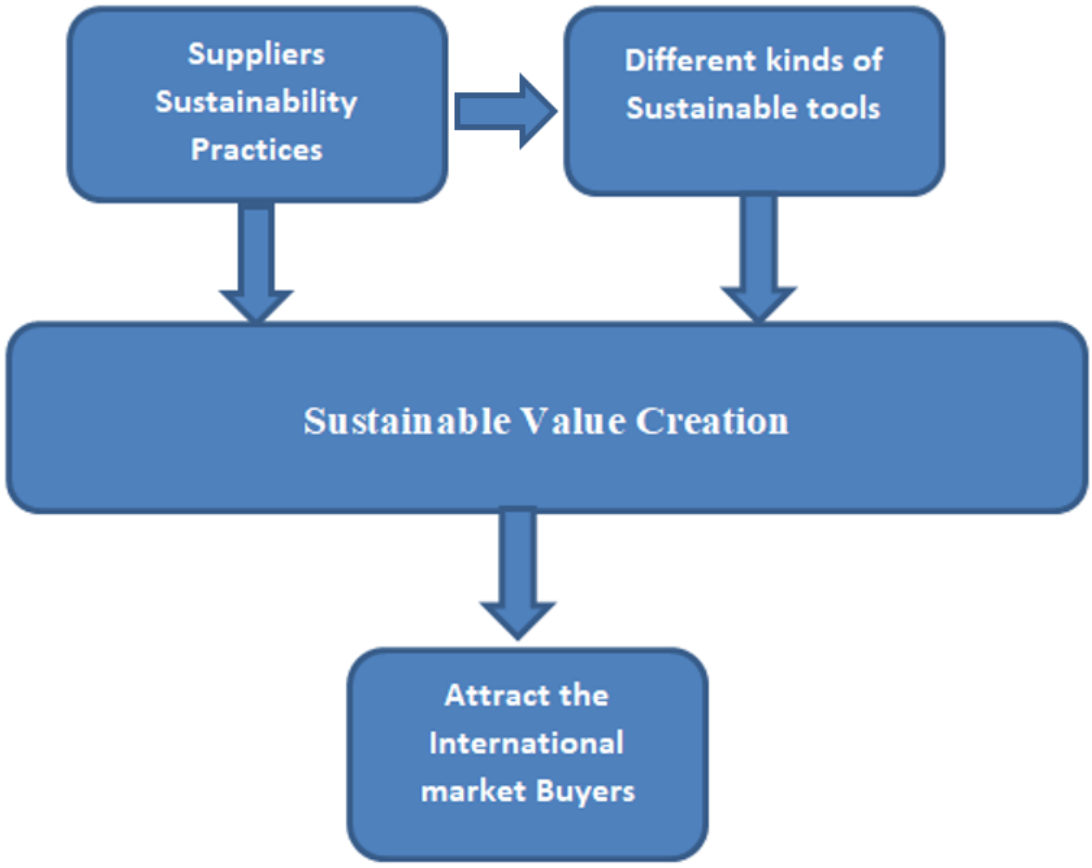

Figure 1: Supplier's sustainability practices (tools) to attract buyers (Own)

Chapter Three: Methodology

In this chapter the author discussed the methodology adopted as a strategy for the studies as a motivation and discussed the answer in detail as well as making it easy for the readers to understand the concept. Moreover, illustrated the case selection, data collection, interview mechanism and interpretation to pursue towards the next chapter.

According to Cresswell (2013), research methods can be qualitative, quantitative, or mixed. To measure the specific issues of phenomena through numbers and statistical methods and tend to be used in a quantitative method (Thomas, 2003). To explore the specific problem such as human behaviour or nature through a distinct methodological approach used as a query in qualitative method (Cresswell, 2013). Exploring human behaviour motives point up is very important in behavioural science (Kothari, 2004).

Here, the concept of supply chain management and sustainability are used for more investigation. Moreover, a comparative approach is used to explore the issue because evaluating multiple cases can demonstrate valuable theory based on empirical evidence from different contemporary issues. In addition, this will help to demonstrate insights through illustration of the contrast and similarities between the cases and also help to explore the wider view of the research questions and larger theoretical examination (Yin, 2009).

As the methodology of this paper majorly focuses on primary data through semi structured interviews and secondary data sources like journals, websites & case studies. As the methodology part, here data has collected journal & master's thesis papers from Google Scholar at the university library.

3.1 Research Paradigm:

According to Krauss (2005) a scientific structure developed the ground through the theoretical paradigm and the philosophical presumption. Moreover, the concept developed through expectations in the nature of reality and humanity, the theory of understanding that explains the research and the way to acquire the information as a method (Denzin & Lincoln, 2005; Tuli, 2010). The practitioners have viewed the nature of knowledge and phenomenon in different way. These

guided them to describe the methods and approaches needed. Nevertheless, the social science has two distinctive streams that stands on the fundamental research such as the functional or scientific paradigm and interpretive or constructive paradigm (Shah & Corley, 2006; Scotland, 2012)

The Scientific paradigm has a phenomenological layout that comprises social phenomena, which is the basic understanding of the physical identity of social actors (Bryman & Bell, 2012) and that is a unique perspective or thoughts (Hudson & Ozanne, 1988). However, the practitioners want to explore the facts by taking a controlled and structural way to analyze it through a transparent research material, developing accurate hypotheses, and follow a convenient research methodology (Churchill, 1996). The perfect researchers follow the coherent correlation between the scientific issues and insight, which obtain from the background of observation (Chalmers, 2013). Consequently, the perfect researchers follow the quantitative research methods (Sanunders, Lewis & Thornfill, 2012).

In the view of social constructionism is a research philosophy that combines the social world through socially built up (Saunders, Lewis and Thornfill, 2012). Believing the social formation developed based on the practical issues (Remenyi et al., 1998). In the conclusion, social constructionism can be determined that phenomenological issues include the social development and activities of the actors that create value in the process (Bryman and Bell, 2007). From the expectations, social facts are not exceptional things rather than developed based on human experience and social context. However, the good practice is analyzing the abstract in its multiple branches (Bhattacherjee, 2012). The positivity of these studies, exploring the social phenomena through “sense making” instead of practicing hypothetical analysis (Maxwell, 2012).

Multiple methods paradigms are a research philosophy that explain the working scope of the two sides of the coins such as perfectionist and informative sides (Crosswell, 2013). This is implacable to real life experience, correlating multiple views to obtain and represent the data (Saunders, Lewis and Thornfill, 2018). The best way to process the social research questions is to follow the pragmatic approaches. As a result of that it's an easiest way for scholars to approach social science work by combining qualitative and quantitative methods within the similar project.

In the view of pragmatic, scholars mostly focus on the research problem and applied varied approaches to explore the phenomena rather than selecting the method (Rossman and Wilson, 1995). Moreover, the global pragmatic perspective are as follows (Cresswell's, 2013):

- Initially, it has no specified rules in philosophy and reality rather than it follows common methods in research.
- Scholars can choose their preferred methods, techniques and processes, which they would like to adopt instead of choosing a single approach qualitative or quantitative.
- Pragmatists watch authenticity as "what works at the time". While they implement both methods to get correct answers from the research problem.
- Finally, scholars search for answers to the questions of What and How according to the research base with future implications. Hence, practitioners wide the window of research by using multiple methods, divergent global view and expectations including multi method data collection and analysis.

It is evident that this is very difficult to separate knowledge and social actors in the context of supply chain management. Researchers usually study the specific social actors such as suppliers, manufactures, suppliers and customers. It is very challenging to explore the appropriate results from this area. However, constructionists include the study embodied by experiences and social context in reality instead of considering in reality the singular or objective (Bhattacheree, 2012). For this reason, while exploring the hidden issues, it is important to utilize the social actors to obtain inner facts. Since, the global view is different, reality is outer side facts. Nevertheless, scholars have freedom to select the best approach to answer the research questions regardless of examining facts or subjective significance. The excellent approach is following the qualitative method to explain the issues in a comprehensible manner. Here, to create trustworthiness of the paper, utilize the best research methodology by adopting the clear concept.

3.2 Research Methods:

3.2.1 Research Strategy:

In this section illustrated multiple approaches, which has been adopted as a strategy to investigate the research through detailed discussion.

3.2.2 Qualitative Approach:

This exploratory study has been organized in three different cases of ready made garments in developing countries. The case method gives in-depth knowledge to explore the inner factors (Yin, 2003) and also necessary for understanding common bottom line capabilities (Eden and Ackermann, 2000). As research approaches it could be attained in both methods in qualitative and quantitative. In this study, the author chose a qualitative approach. Hence, the quantitative method guide to investigate the in depth and detailed insight of a phenomena (Hancock, Windridge and Ockleford, 2007). According to Myers (2013) recognizing the factors to influence in the decision making process as research in qualitative approach. It is crucial to explain the situation and make understanding why others execute these approaches. The main data were collected from this paper through in depth interview as primary data and other theoretical background were collected as secondary source. Snowball sampling is used for selection of respondents randomly. According to Potter (1996) snowball technique illustrated the determinant sample who can provide the key important information within the area. Snowball sampling can be utilized in a broader set of searching doctrinaires that want to capture the favor from the social network to select the respondents and help researchers to explore the bigger set of probable connections (Spreen, 1992). The development of the research based on predictions such as “bond” or “link” prevailed during the beginning sampling and counted randomly respondents in this target population. Considering the respondents from a sequence of referrals within the circle of friends (Berg, 1988). The interviews were informal and composed of individuals and directed through open-ended questions. Respondents request to provide the key information based on business nature in sustainability and international market context. Moreover, consider the view of entrepreneurial and competence angels. They were also asked to discuss competence, how they had built up and were being utilized. The source of the interview data was collected from Bangladesh ready made garments

manufacturers. East respondents data were captured and recorded, transcribed and sent out to the respondents for correction and verifications.

Secondary data were collected from annual reports, internal reports, regulatory bodies websites personal contacts etc. Due to heterogeneous approach increase the difference face, address apprehension and analysis and has two side: first of all enhance the empirical studies with detail background, which helps to enhance the trustworthiness and content validity (Rouse and Daellenbach, 1999) and second, strengthen the reliability utilizing the triangulating steps in the data and method (Cresswell, 1994).

3.2.3 Inductive, Deductive and Abductive Approach:

According to business research studies, deductive and the inductive are the leading way (Saunders, Lewis, and Thornhill, 2009). A deductive approach applies in searching literature and building the theoretical structure that frequently verified the evidence. However, the inductive approach structures research the evidence and build the theories that connect it with the literature. Universally deductive approach follows quantitative research and inductive approach follows qualitative research (Bryman & Bell, 2007). Abductive method approach is a way forward to reduce the limitations correlated with inductive and deductive approaches. This approach begins with a surprise which investigates the puzzle and explains the probable surprising encounters researchers during the empirical investigation. This includes the alternating approaches to explore the phenomena from theories in relation with literature (Bryman and Bell, 2015)

This study followed deductive approaches. Initially, the paper reviewed through the body of literature of supply chain and sustainability. Specially reviewing the connections between supply chain and sustainability effects on supplier adaptability in international market development. Subsequently, verifying the systematic literature review that searches for the compatible issues to verifying the multiple cases of developing countries ready-made garments (RMG) suppliers adopting sustainability approaches. Moreover, the research framework has verified through abductive approaches to investigate sustainability adaptation as a strategy that suppliers adopt in business to business context. Since the abductive approach is the most appropriate strategy to investigate empirical evidence through alternating verification with the theories in case of multiple

case studies (Doubois and Gadde, 2002). Hence, these include the semi structure in depth interview via telephone and skype call.

3.3 Case Selection:

According to Saunders et. al. (2009) from the inception social sustainability was treated as exploratory research. To analyze the case study best method is exploratory research when the issues are growing phase and the variables are not explored accurately (Voss, 2008). Case analysis gives the inside view of the circumstances (Eisenhardt, 1989, Yin, 2009). This will permit us to gather large data via multiple approaches in addition to interview, observation and archive search, grant for cross validation (Yin, 2009).

Most of the sustainability research of case studies developed on a single case and layer of the supply chain (Seuring, 2008, Carter and Easton, 2011). However, multiple case studies would be perfect when researching a new phenomenon. This can add in external legitimacy and avoid biases (Handfield and Melnyk, 1998; Voss, 2008; Barratt et. al., 2011). This can improvise the research process more robust and verified approach rather than a single case approach (Eisenhardt, 1989, Meredith, 1993, Yin, 2009). In this dissertation paper selected multi case path way and developed on four Bangladeshi ready-made garments suppliers.

According to Stake (2005) always determining respondent samples from a larger set of populations is not important. The motivation for choosing case studies because of convenience and easy to access information (Merriam, 1998). Since, the majority of the readymade garments in Bangladesh doesn't have capacity to adopt sustainability because of limited financial capacity, regulatory challenges, human capital and resource based capabilities etc. Here, the author selected large and medium categorie readymade garments as cases to investigate the phenomena. Who has previous experience and present background on sustainability practices to attract the global market. However, selected four suppliers' information are perfectly matched with research objectives and easily connected with investigating phenomena. Additionally, here selected suppliers targeted based on economic contribution in national GDP, more than a decade operating in the international market and adopted sustainable practices in Bangladesh. Constantly growing and enhancing their capacity and also serving multiple markets internationally.

Hence, all the suppliers are in a mature stage in life cycle. They are practicing as a socially responsible and utilizing the sustainable tools to attract the global market. However, selected respondents are interviewed based on who has in depth knowledge, expertise and background of long time in this readymade garments industry. Specially, selected respondents from industry practitioners, buying firms (Intermediator, who work as a middle man between international buyer and suppliers) have been studied to investigate the real picture of the industry as well as confirm the validity and reliability of the scope.

3.4 Data Collection:

In terms of qualitative studies, dialogue with respondents the structure of the interview can be determined in three classified layers such as structured, semi-structured and unstructured interviews (Saunders, Lewis and Thornhill, 2009). Structured interviews are determined as obtained data through quantifiable (King, 2004), and unstructured interviews are applied to obtain universal space without having specified questionnaires (Easterby-Smith, Thorpe and Jackson, 2008). Lastly, the semi-structured interview followed through a list of questions and dialogue between interviewer and respondents (Saunders, Lewis and Thornhill, 2009).

In this dissertation, the author followed the semi-structured interview method to collect the data. To investigate the phenomena, here determine the variables that anticipate suppliers' appraisal of sustainability value in the supply chain. As stated in secondary data is collected and previously researched by scholars in journals, master's thesis and doctoral papers. In this paper, the secondary data was formed on literature about supplier philosophy on sustainability adaptation as well as literature about supply chain assess the value on sustainability. The secondary data were collected from numerous bibliographic databases such as OneSearch, Google Scholar, Web of Science, Scopus etc.

3.5 Interview Mechanism:

The selection criteria of interviewees based convenience and easy to access company information via personal connections and referral, who are basically working in readymade garments industries and buying firms (intermediaries between international buyer and suppliers). Beside choosing respondents one of the criteria, who has background knowledge about sustainability practitioners

in the industries from a long time and constantly developing and enhancing the business internationally. The questionnaires were developed based on theoretical framework and study objective. Hence, the research approach is qualitative studies. Here, in total 9 respondents are selected for a semi-structured in depth interview (Saunders et al. 2009) via telephone calls in appendix II. However, the dialogue was an open ended question to all interviewers and used Bengali language to understand the phenomena clearly and give a detailed view. All interviews have been recorded and transcripted as notes and total duration of the interview was 30 to 45 minutes discussion. Private networks help to discuss the phenomena informally and freely to exchange information as a reliable and trustworthy point of view (Bryman and Bell, 2015). All the questions answered are not accurately captured due to mediator information. Otherwise it is a difficult task to access information during this sensitive Covid 19 pandemic time duration. Since, an open discussion explores the abrupt information, which leads to generating further research scope.

3.6 Analysis:

Miles and Huberman (1994) describes the qualitative data analysis comprising data reduction, data display and concussion based on three parallel followings of activities. According to the data reduction system electing, directing, cut down, abstracting and converting the statistics that come out as recorded notes or documented. Generally, the reduction of the observational data assembled for this research prompt after the interview. During the stage of data reduction development through recognizing, coding and sorting the primary structure in the data; alternatively, researching the content of interviews, notes and the observations. The investigation starts after going through analyzing all the areas of recorded documents from the interview and the notes and then breaks up according to the subject issue. Hence, there are three cases with multiple respondents in unique, it is essential to integrate and classify their response to follow a rational way. The structure and coding was outlined according to the theory. Secondly, demonstrating the inputs is the important activity. Typically, coordinating the data in systematic structure that gives a coherent conclusion. Mostly in qualitative research, data representation has been extended, discussion notes are captured broader area according to classifications of analysis to draw the research conclusion. Finally, the research activity is drawing the conclusion and verification. In these steps scholars

determine the definition by perceiving consistency, arrangement, expression, potential structure, casual flows and hypothesis (Miles and Huberman, 1994).

According to Eisenhardt (1989) analyzing the data are the most critical steps and organizing the frame of case study. To minimize the deficiency of the research, two ways of approach can be adopted such as analyzing the end results from the view of cases and a cross case analysis point of view. In the analysis of four cases, the evidence of the cases analyzed separately through validation with a frame of references. Which is composed of theories of Sustainable supply management, buyer-supplier relationship, global sourcing, supplier development program and supplier diversity helps to understand the case. In the analysis, the fluctuation correlated with the frame of reference has demonstrated within case analysis. Once the case analysis completes as the next step to execute the cross case analysis to explore the untapped area. Therefore, the studies will follow on the contemporary issues and background that can be implied by comparing the case. For validity reasons, the results were scripted in case descriptions. All the responses captured unique understanding through respondents' manuscripts and amended the document before finalizing the draft. The results are also verbally presented and discussed with colleagues.

3.7 Reliability and Validity:

This is very essential to explain the reliability and validity of the research. Since, there are possibilities to make mistakes in empirical studies. According to Merriam (1998) scholars demand for clarifications of the study in measures such as credibility of the study and peer views. Since this study is multiple case study. The purpose has been examined through four different ready made garments suppliers. Interviews are conducted over telephone with friends who have connection and knowledge about the companies and taking the view of suppliers. Since, the case study which helps to confirm and certify the information gets from multiple sources. The dependability of study depends on bias free analysis and gives credibility to the author. Since, there are possibilities for suppliers to exaggerate their sustainable activities information during interviews. Moreover, analysts check the feedback from supervisor, instructors and other students as peers’ perceptions to minimize the bias and subjectivity of the study.

However, validity of the study also depends on reliability. According to Malhotra and Birks (2007) validity indicates the efficiency of the researcher's appraisal on what intended to measure. To assure the validity of the study the maximum effort to develop the relevant questions for the interview and describe those unbiased content with theories. In the documentation process here authors preserve the raw data effectively and transcribed to ensure the validity.

Chapter Four: Empirical Data

In this chapter discussed about the empirical data, overview of Bangladesh readymade garments industries and their sustainability practices through discussion over four different cases of readymade garments.

Sustainability in the supply chain may be described as 'the strategic integration of supply chain business in order to mitigate risks from the economic, social and environmental perspectives of system management and optimize corporate values, including the value of the shareholders' (Rodríguez et al., 2016; Seuring and Müller, 2008a; Tseng et al., 2008; Vermeulen and Seuring, 2009; Wang et al., 2014). Sustainability is also referred to as the triple bottom line (TBL) (Elkington, 1997), in which the fiscal, social and environmental aspects of business are taken into account concurrently (Formentini and Taticchi, 2016). As a developing country in Asia were compared in terms of sustainable supply chain while examining influential practice: Bangladesh, a rapidly growing economy country.

4.1 An Overview of Ready Made Garments (RMG) in Bangladesh

It goes without saying that apparel manufacturing has emerged as Bangladesh's leading exporting market. Since the 1970s this export-oriented industry has been expanding (Yunus, M., & Yamagata, T. 2012). The productivity obtained from the apparel manufacturing sector is higher than that of the agriculture sector. Probably about three million people have been directly and indirectly active in Bangladesh's garment industry. Compared to other industries, the history of the developing garment industry in Bangladesh is very recent. The textile industries started to expand after emancipation during the late 70's. (Table -1). Only nine garment factories were founded in 1978 (K. M. Ayatullah Hosne Asif, A., 2017). These were used mainly for domestic manufacturing. They also began small-scale exporting. One of the oldest garment factories called 'Reaz Garments' was founded as a tailor shop in 1960. It was later renamed M / S Reaz Garments Ltd in 1973, and received export orders in Bangladesh's garment history for the first time. In 1978, it exported men's shirts to France. It only valued 13 million francs. The rapid expansion of this sector creates employment opportunities as well as encourages poverty reduction and increased social security. Hence Bangladesh's economic growth over the last decade has been remarkably

steady and slowly growing. Even during the time of world economic downturn, Bangladesh suffered relatively little from the crisis. Bangladesh is currently the world's third-largest producer and exporter of garments (Kakuli, A., & Risberg, V. 2012). Though the garment manufacturing industries have become the backbone of the economic growth and social security of the country. In terms of foreign currency earnings RMG is the leading sector in Bangladesh. Next to China, Bangladesh is the second largest exporter of garments. In the 2012-2013 FY (fiscal year) Bangladesh achieved an export value of USD 21b (billion) (USD 21515.73 m (million), in FY 2013-2014 Bangladesh's Export Promotion Bureau set a strategic target of USD 24147.31 m (Hossain and Roy, 2016). The main importers are the EU, the USA and Canada. Knit clothing is exported to 148 countries and woven clothing is exported into 132 countries. Wal-Mart, Target, Marks and Spencer, Tesco, Levi's, Zara, JC Penny, Void, C & A, UNIQLO etc. The readymade garment (RMG) industry serves as the backbone of Bangladesh 's economy and as a catalyst for the country's growth. The people of Bangladesh take pride in the sector that has gathered billions of dollars as export earnings and generated jobs for millions of people in the region. The abolition of the quota system by developed countries that imported clothing and raised labour costs in that decade has impeded the growth of this industry in East Asian nations and produced new opportunities for Bangladesh 's sector (Hossain and Roy, 2016). Since the 1990s the industry has played a major role in Bangladesh's ever-growing export sector (Hossain and Roy, 2016).The RMG sector had a 1.1 per cent stake in total exports in 1982-83. This rose to 79.63 per cent in 2012-13. It accounts for 10 percent of GDP (Hossain and Roy, 2016)., 14-15 per cent when combined with complementary industries. In 2012-13, this sector generated USD 21.1 billion in export earnings. Exports of knit and woven products appear to grow at a similar rate, but woven exports have surpassed knit exports over the past 5-6 years in terms of value. The woven exports also stood at US$ 17.24 billion this year, while the knit exports stood at US$ 16.88 billion. (Figure-2)(Textile Focus, 2019)

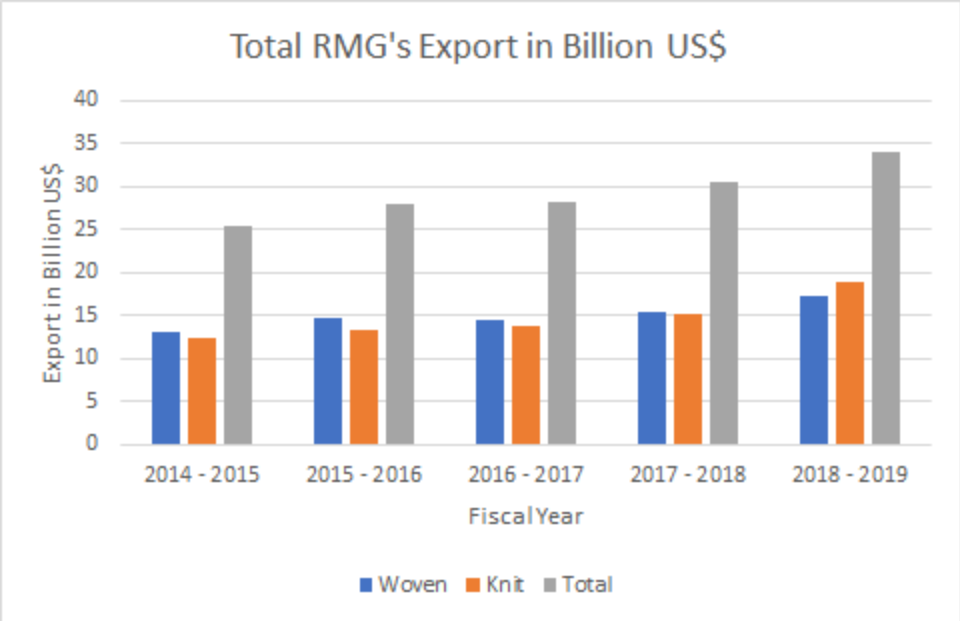

Figure 2: Woven and Knitwear export value from FY15 to FY19 (Textile Focus, 2019)

Although the garment manufacturing industries have become the backbone of economic growth and social security for the country, it also recently poses some unexpected threats. There are a number of fire incidents that have caused the death of hundreds of garment workers and in the present situation, fires have become a frequent issue. In addition, some recent incidents relating to labour unrest and the collapse of garment building in Savar have turned into a hot issue in both Bangladesh and the rest of the world as a result of its thousands of death labors (Islam, S. M. 2013). This incident raises the issue of health and sustainability of Bangladesh's garment industries. A number of foreign buyers of ready-made clothing items have already announced that they do not have any deal with the country due to lack of protection and proper environment. In addition, many purchaser companies are demanding more environmentally friendly products. Some garment manufacturing industries in our country have already started branding their goods as green products and have included some environmental indicators in their website or product labeling; such as implementing Life Cycle Assessment, CO2 emissions , Water footprint due to their manufactured products. They've already started updating their consumers about the activities related to their manufacturing to make a product. Fashion in Bangladesh is now a topic for much discussion around the world as well as the whole. There was growing consciousness for the day-to-day use of clothing and fashion as well. It is a part of growing sustainable design philosophy

and trend that is environmentally friendly with social responsibility. Sustainable fashion is part of a broader sustainable design movement where a product is made or manufactured with environmental and social (including moral) effect over the entire lifespan, including its "carbon footprint." Here the ecologism used to manifest itself in the fashion world by donating a percentage of a product 's sales to a charitable cause. Fashion designers are environmentally aware and re-introduce environmentally sustainable practises through the use of environmentally safe fabrics and socially responsible manufacturing processes. Designers claim they are making an attempt to integrate sustainable techniques rather than dusty, hippy clothes into contemporary clothing. Sustainable fashion is, however, typically more expensive than conventionally made clothing. But it is a matter of great sorrow that the majority of our country's textile factories or manufacturers are still not aware of the increasing demand for environmentally sustainable or environmentally safe goods. They do not yet adopt the environmentally friendly way and fail to include sustainability metrics for their goods. Currently, Bangladesh's textile factories face the most risk of losing the world market, which can rapidly lead to the country's economic collapse.

While Bangladeshi clothing products' foreign market has risen sharply over the past few years, the country faces many challenges in its daily growth rate of exported clothing products. Besides that, there are several factors that work behind the challenges facing the garment industry. The main problems facing the Bangladeshi garment industries are their security and safety concerns. There are also fire accidents, including some building collapse incidents involving the deaths and injuries of thousands of employees. For international buyers as well as its customers worldwide, these concerns are a burning subject. Rising textile production costs are the biggest challenge facing most small industries. Depreciation of Bangladeshi currency results in high raw material import prices, as well as machinery imports. In addition, the machinery and equipment used in most of the garment sectors are not new or fitted with the latest technology. The daily need to upgrade machinery and equipment is therefore a threat to global competitiveness in the textile sector. Most garment factories use old equipment and conventional methods of doing so. Power shutdown is a common thing as a result of Bangladesh's electricity crisis particularly during the summer. Regular power shutdown prevents smooth manufacturing and lowers output volume.

This sector accounts for approximately four-fifth of the country's exports and contributes 10 percent of South Asian developing nations' GDP (The Guardian, 2015). The historical history of Bangladesh's garment industry is shown in Table 1

Years	Issues
1977-1980	Early period of growth
1982-1985	booming years
1985	imposition of quota system
1990s	Significant development in knitwear sector
1993-1995	Child labor issue and its solution
2003	Withdrawal of Canadian Quota restriction
2005	Phase out of export-quota system
2000-2011	Export showed five-fold growth
2011-2013	Fire accident and factory collapse

Table 1: The brief historical progress of garments industry of Bangladesh (source: Garments Merchandising 2015; Werner et al. 2014; Khan, and Rodrigues, 2015; Bangladesh Bank, 2015)

4.2 Bangladesh Ready Made Garments Industry and Sustainability:

While Bangladesh's garment or apparel manufacturing industry is growing dramatically every day, it has already begun to face multiple problems in various aspects. Most readymade garment factories begin at the initial stage as local domestic tailoring outfits. It starts sub-ordering from other major garment exporting companies in Bangladesh after a certain period, and slowly grows up later as a major independent garment factory. Therefore no industrial building framework or regulations are practiced from the very beginning of the set-up. In addition, many of the workers come to work in these small factories directly from the village area which used to work in agriculture before or without work experience. These poor people will become the most victims of garments violence and tragedy, due to the lack of skill and gap in living style from village to city area.

4.2.1 Poor Wages:

It is a matter of great sorrow that Bangladesh 's garment workers are having the world's lowest salaries. This is the key factor behind the low cost of production that attracts foreign purchasers to buy at a cheap price. Since 1994 the salaries of the garment workers have been three times. At that time the minimum wage was 930 taka (8.3 Euros) per month which was increased to 1662 taka (15 Euros) in 2006 after a long period (K. M. Ayatullah Hosne Asif, A., 2017). But that wasn't enough to maintain the cost of living. And the workers have continued to demonstrate against low wages. As a result, the wage board raised the minimum wage to 3000 taka (Euros 27) per month in 2010. Though the workers' wage demand was 5000 taka (45 euros) (Kakuli, A., & Risberg, V. 2012). The most recent updated minimum wage (November, 2013) was set at 50 Euro per month (K. M. Ayatullah Hosne Asif, A., 2017). The wage board is an agency under the Ministry of Labor and Jobs that determines on the pay scale from the perspective of the government.

4.2.2 Overtime working

Excessive work overtime is another problem. Workers also do overtime as they need extra money to offset the high cost of living. In many cases, the workers are compelled to work overtime because they meet the supplier’s demand in time. Eight hours a day comprises a standard working day and six days a week, according to Bangladeshi labor law 2006. It is therefore considered that 48 hours per week can be extended to a maximum of 60 hours, including overtime. Garments workers in Bangladesh do an average of 76 hours per week that is far from the standard work week. The Labor Act 2006 also states that within 7 working days of completion a worker should have been paid out (K. M. Ayatullah Hosne Asif, A., 2017). Unfortunately this is virtually not followed by most factories. In general, around 50 percent of the industry's net profit goes to workers ' wages, which are commonly practiced worldwide, but only 30 percent of net profit is spent on workers ' wages in Bangladesh (Yunus, M., & Yamagata, T. 2012).

4.2.3 Gender Equality

The expansion of Bangladesh's garment industries has provided enormous opportunities for women workers. Of the 1,8 million garment employees in 3480 factories in 2004, 1.5 million were women workers (K. M. Ayatullah Hosne Asif, A., 2017). The lack of schooling and lack of job

skills encourages women even with low wages to work in the garment industry. Many of them were unemployed before they were employed, and used to do household or farm work. The garment owners took this opportunity to provide these newly relocated women with lower salaries from village areas. A researcher estimated that approximately 40 to 50% of female workers were married and even working mothers (K. M. Ayatullah Hosne Asif, A., 2017). Poverty, family conflict and divorce are the major factors that drive them to engage in garment industries (Kabeer, N. 2004). Working in the garment industries provides women with better economic skills, even with low wages, as well as social skills as they gain new job identities. There are several inequities at work in the garment manufacturing industries which represent a large portion of female workers. Compared to men , women are typically working in jobs with little to no technical ability. Therefore, female workers get paid lower than the man with equivalent jobs. Another common crime is sexual abuse of female staff. Most female workers in a night shift have abusive encounters when having salaries or working. Some cases are abused by the boss or senior superiors, rather than by their male colleagues. A majority of female workers do not complain to authorities or police because they fear the job will be lost. Lack of an informal recruitment process, lack of skills and proof of employment, social negligence to victims lead them to remain silent on sexual violence. Often, in the name of the so-called development fund, female workers are forced to cut certain sums of money and a reluctance to resist contributes to physical violence. Many female workers get no allowance during pregnancy. In reality they lose their work in several situations.

4.2.4 Fire Safety and Security Risk Factors:

Bangladesh's garment factories have one of the worst safety records in the world. Fire accidents have occurred frequently in recent years due to poor management of the infrastructure and security risks. The recent collapse of the factory building has added another form of threat to the garment industries. Around 414 garment workers died in 213 factory fires during the periods 2006 to 2009, according to the Bangladesh Fire Department (K. M. Ayatullah Hosne Asif, A., 2017). Several relevant factory incidents since 2005 are listed in Table 2

Name of the factory	Date of incidence	Number of victims	Types of hazard
Palmal Group	8-Oct-13	10 workers	Fire
Tung Hai	9-May-13	9 workers killed	Fire
Rana Plaza	24-Apr-13	1129 workers killed, 2515 injured	Building Collapse
Smart Garments	Feb-13	9 workers killed	Fire
Tazreen Factory	24-Nov-12	122 workers killed, 200 injured	Fire
Eurotex	3-Dec-11	2 dead, 64 injured	Fire
Sportswear (Hameem Group)	14-Dec-10	29 dead, 11 injured	Fire
Garib and Garib	25-Feb-10	21 dead, 50 injured	Fire
System Fashions	6-Mar-06	3 dead, 50 injured	Fire
Phonenix Building	25-Feb-06	22 dead, 50 injured	Fire

Table 2: Major factory incidents in the history of Bangladesh since 2005 (K. M. Ayatullah Hosne Asif, A., 2017)

4.2.5 Trade Union

The garment industry trade unions aren't fully operational. Trade federations and labor unions are largely related to political parties in the state. Rather of concentrating on problems affecting the garment worker, union leaders are frequently kept occupied with the country's ruling political party problems. Therefore the trade unions are not available in most industries. There are very few involved trade unions. The poor trade union system offers the workers right failure as well as the poor outcome of various practical issues such as wage estimation, gender inequity, abuse and aggression.

4.2.6 Building Collapse

Building collapse has emerged as the second most important type of hazard in the garment industry. The key explanation behind this is because of the building's unauthorized and unplanned construction. Most garment factories unlawfully expand their construction upwards without proper authorization. Building foundation does not withstand extra load, and the structure collapses as a result. For instance, Savar's Rana Plaza was an eight-story building, but it only allowed four floors. The upper four floors were rendered without permission, and in April 2013 it collapsed and killed 1129 employees (K. M. Ayatullah Hosne Asif, A., 2017).

4.2.7 Sustainability Issues Regarding Apparel Industry

Sustainable industrialization is a long-term transformation process towards an industrialized economy's desired vision that contributes to wealth creation, social development, and environmental sustainability. Sustainability in industrial growth means that when industries go on business and make economic gains (economic sustainability), they do so hand in hand by preventing actions that damage the atmosphere and spending some percentage of their income in restoring and preserving the atmosphere.

Bangladeshi's garments factories are well behind in terms of sustainability. By discussing the three environmental domains, there are a number of things that are lacking. From Bangladesh garment industries' environmental, social and economic viewpoint, only the economic conditions will produce fair and good results. In this scenario the profit growth value goes straight to the owners. The environmental aspects of the garments industry indicate bad conditions. Most textile factories have not developed ETP for their handling of effluents. Rather, they dump their polluted water and toxic wastes directly into nature and lead to tremendous pollution and degradation. The use of chemical and fertilizer is also significant for the production of raw materials. In addition, recycling involves a complex industrial processing that requires the use of some energy, water and chemicals in order to effectively and efficiently convert the waste materials into secondary raw materials in order to produce new products or at least recover energy from the waste materials as heat. There is tremendous economic and ecological wisdom in recycling all the goods and services used by society for mass consumption. Reuse and recycling of garment products will have a healthier ecosystem (Higginson, H., Saio, N., Swinnerton, A., Williams, D. 2010). The toughest situation is for the social dimension of the garment industry. Workers' living standards are very poor as they get the lowest salary. Gender equality is not adequately enforced for a wage and work role.

On the other hand, it does not practice environmental economic conditions at all. There is no energy usage database; power supply is still not reliable and always unpredictable. Very often they need to use a fuel based generator to manage alternative energy sources. With all the negative accomplishments, Bangladesh's garment manufacturing industries are trying to gain sustainability for a better, more concrete future; but progress is too slow. Reconsider and improvement of the whole system for the textile industry is important.

4.3 Case Studies:

4.3.1 Epyllion Group : Supplier A

The Epyllion Group started its journey as a house of Readymade Garments (RMG), which has been engaged in the manufacture and export of Knit Apparels since 1994 and is today considered one of the largest conglomerates with the significant establishment of its backward linkage of all forms of knit fabric, yarn, wet processing and accessories for fabric. It has the state-of-the-art facilities for manufacturing garments vertically integrated to ensure one stop service for buyers. Starting at Mirpur, Dhaka with just 2 sewing lines and a total of 200 workforce. With 13,500 workforces with 92 sewing lines in several locations in Dhaka and Gazipur, Epyllion Group has swelled up fresh. The core philosophy of the group is human spirit, ethical business practice and protecting the environment that represents the social obligation to society. It focuses on the idea that human resources play a critical role in its growth. It provides training programs for personal development, arranges cultural programs, educational support systems for company workers children, workplace medical assistance, newborn gift, free vaccine, and employees quarterly publication to lift their own voice.

The group also plays an important role in protecting the environment in each and every operation and has thus received an iconic image of a green corporate house. As far as environmental concerns are concerned, they are also ecologically certified by the global LEEDs Gold Certificate which requires waste management, energy-efficient factory construction and is therefore called Eco Factory. They are using environmentally friendly technologies such as energy-efficient water pumps to ensure water is misused. They also execute a program of tree plantations at various educational institutions.

They practice corporate governance at international level in line with ISO practice. The organization thus called itself a "global corporation" dedicated to practicing ethical actions and contributing to economic growth along with enhancing the quality of life of its workers and their families, as well as of the local community and the entire society.

CSR (corporate Social Responsibility) Practice:

CSR is a sustainable way of business management to execute a company's commitment and responsibility towards the people (Employee and community) ,planet (natural environment) and the profit (economic development).

Epyllion CSR practice:

- The Epyllion group contributed 1 million BDT on 30 April 2013 to BGMEA as an aid for the victims of savar tragedy.
- Epyllion group organized an eye camp and free medicine services for the workers and staff of Dhaka zone business units on 28 August,2013.
- The Epyllion group organized an eye camp and free medicine services for the workers and staff of the Textile Division ,Gazipur zone on 25 september,2013.
- A vitamin A campaign was held in epyllion style limited collaboration with our buyer. Children from 6 months to five years received vitamin A capsule from this campaign.
- Free coaching center in Narayanganj.
- Renovated Rasulpur south government primary school.
- The Epyllion group extended its hand to assist the victims of extreme winter every year with winter cloth and blanket. In 2012 to 2014, more than 8500 pcs of winter wear and blankets were distributed among unprivileged persons in Rangpur, Nilphamari, Kurigram and Faridpur.
- Epyllion group provided sponsorship to Earth Club environmental beneficiary project 2014,where 1000 potted plants provided among the faculty members North South University

4.3.2 Givensee Group: Zahintex Garments: Supplier B

Zahintex Garments Ltd is a textile manufacturing unit of Givensee Group which initiated business since 1984. This business group is involved in CSR activities beyond its compliance of code of conduct set by international buyers. The founder Chairman of the Givensee Group established an Old Rehabilitation Centre near the capital city with his own finance to make a shelter for the older people above 60 years who are very underprivileged in the social context of Bangladesh. Later

they opened another branch of this old home in a rural area. All basic facilities like accommodation, foods, clothes, medicines and other facilities are provided free of cost to the older people till death. This old home has its own health care center and sufficient staff are there all time to take care of the elders. It has an accommodation facility for about 1200 people. This is a very rare example of such huge investment in the CSR program in the context of Bangladesh (Givensee Group, 2013).

It is one of the best garments manufacturing units in Bangladesh due to its compliance issues. It has a recycling unit where cotton is manufactured from waste fabrics of different knit garments industries. Besides this old home, they are also involved in other CSR programs such as scholarship for students, allowance to freedom fighters, HIV/AIDS awareness campaign, social contribution school, rehabilitation of prisoners.

4.3.3 Viyellatex: Supplier C

One of the leading integrated textile manufacturing groups in Bangladesh since 2001. It's a small family owned business started in 1996 as a knit apparel manufacturing. Since then it has emerged as one of the fastest growing conglomerates in multi-dimensional end to end apparel solution providers. It consists from sourcing the cotton to providing logistics service to clients. By adopting state of the art technology, a highly skilled and dedicated work force enables Viyellatex to achieve world one of the successful brand names as a trusted and reliable supplier in premium textile products. Moreover, the company also lifts up Bangladesh in the global market as a sustainable manufacturer in the ready made garments industry. Achieved multiple international awards in business, social and environmental performances. The key initiatives in corporate social responsibilities (CSR) are encouraged socially to grow and develop through education and health programs (Viyellatex, 2013).

According to Viyellatex (2013) Viyellatex achieved 20% growth per year and expanded business volume 180 million USD during the period 2009 to 2010. The company comprises 11 business units with 300 management staff and 15,000 employees. However, the business units are yarn, fabric, apparel, logistics, education, textile accessories manufacturing, woven green factory, knit green factory, energy & engineering, spinning mills and plantation. Major business partners are

Puma, G-star, Marks & Spencers, Esprit, Andrew Marc, Calvin Klein, Bestesller, Hugo Boss, John Lewis, Olymp, Tommy Hilfiger, Harmont & Blaine Fast React, SAP etc. The mission of the company is to provide quality service on time, ensure the favorable method to delight their business partners and stakeholders.

Since inception Viyellatex Group recognizes the concern of sustainable responsible business. The main plan of the company to assure stable economic sustainability over environmental and social sustainability. Consequently, as a liability Viyellatex ensured employees, community and the society from the beginning operations. They kick off so many initiatives such as ecological and social activities to secure nature and develop social benefit. The vision state of Viyellatex is "We want to build sustainability in everything we do so that our profitable growth makes a positive impact on our society." They have built up four sustainability values for developing the business sustainable (Viyellatex, 2013):

- Maximum profit and superior rate of investment for investors of the organization.
- Assure excellent customer experience and superior client service to delight customers.
- Good work life for their staff members and social welfare through corporate philanthropy.
- The procedure assures efficient utilization of air, water, land and other natural resources while manufacturing.

During the starting time, build organizational cultural mindset within the company wide and develop an agility for thriving sustainable business and follow the consistency effort for green activities, healthy industry practice and price accumulation with regard to better bottom-line. However, all the employees from top management to workers within the organization ager to achieve sustainability by following innovative approaches and practical initiatives. They always encourage new ideas and that can be executed within the company as a leadership approach to consistently develop the progress (Viyellatex, 2013).

The ambition of the company to accomplish the sustainable goal settings through a responsible approach. They want to realize the goal by following all three theoretical instructions in the articles social, environmental and economic sustainability. The success behind sustainability depends on

competent and adequate administrative practice. Authority use cost savings, compliance and quality enhancement are the key to delight customers (Viyellatex, 2013).

Most of the companies in developing countries utilize cheap labour for profitability. Viyellatex compensation and benefits to employees are better wages then other traditional garments manufacturers. Moreover, companies facilitate employees with health insurance and alternative welfare to their family members including parents. At regular intervals organize training and development programs to improve the hard and soft skills for their employees. To minimize the air and water pollution, they examine the cost structure of the company. They always acknowledge environmental cost as future investment for developing business efficiency. As a result these assist companies to earn higher profitability and growth (Viyellatex, 2013).

As a sustainable initiative Viyellatex group lunches lots of innovative and employee favorable pathways. These initiatives include the sustainability of economic, environmental, social and employee welfare activities (Viyellatex, 2013).

In the economic sustainability initiatives, they adopted an exclusive Japanese processes system. According to this system, they can ensure on time delivery, standard product at minimal price. It helps to minimize the operating cost through minimal inventory storage and enhanced nature. As a result of that company announced a lean strategy to track and remove the wastages. Lean production strategy secured minimum manufacturing cost, enhanced better output, shorter production lead time and maximum resilience. Furthermore, they introduce a visual management system. Because of that they control and monitor the performance of the production quality such that the production supervisor can visualize the flags green, red and yellow, which signaled the quality, caution and defects in the system accordingly. Consequently, it helps to decrease the extra work and rejection rate. In addition to that visual status board helps to get knowledge in advance to top management about the overall production efficiency, status, rework, rejection rate, no of equipment and machineries are running as well as the number of manpower are working in the line etc. Moreover, the visual charts are planted all over the factory to locate the “8-Zero” (zero waste, zero defects, zero downtime, zero injuries, zero customer complaints, zero changeover time, zero loss and zero days). To grow these cultural mindset, management arranges regular training programs for all levels of employees from management to workers. Implemented cellular

manufacturing system in the garments sewing section to reduce the man hour waste because of line inequality (Viyellatex, 2013). Under gender equality and empowering women, Viyellatex provides equal treatment to both male and female workers and employees in respect of salaries and position. Hence, handicapped women are underprivileged in the society to contribution

In the environmental sustainability initiatives, they adopt strategies to decrease carbon emission on the environment and achieve a green production environment in the industry. As a result of that they achieve signatory of United Nations Global Compact (UNGC) certificates. Some key results are recorded and save on operation cost in million dollars annually (Viyellatex, 2013).

- Re-concise fatigue steam produces 80^0C pre-heated water, which connects into a 12MT boiler tank as a result to control the high temperature to 50-55^0C and reduce hefty energy and decrease global heat. It assures a 30% cost saving in water & energy.
- Recycled 300000 liters of water from toilets which is used by 8000 workers daily and it saves about 93 million liters water annually.
- To element pollution and saving energy through redirect 2.7MT exhaust steam from 10MW gas generator to the chiller feeder and co-generation chiller producing 900MT air cooling pressures that circulated among the production floors.
- An unique and innovative capacity developed fabric dyer exhaust transmitted through air inlet and connected into the burner to utilize energy efficiently. It decreases the energy consumption by 15% through gas flaming.
- Filter and preserve monsoon rain water to utilizing in fabric production, which annually saves 55 million liters of water.
- Daily food wastage from lunch dying 8000 workers are residue for raw materials for generating organic fertilizer, which saves additional cost.
- To reduce the carbon emission in the environment, they implemented 6 million permanent trees in 1703 acres in the tea state.

In the social sustainability initiatives, Viyellatex consider people are the utmost important resource and arrange better facilities for their workers. And also to motivate the employee, they provide 20% additional salary compared to base wages set by Bangladesh labour law and Bangladesh Manufacturing & Exporters Association (BGMEA). Moreover, they give 5% profit share among

the workers. Free medical services during working hours. In addition to that they provide free ultra-sonogram service to pregnant workers both on the or off the job. Post maternity, every permanent employee is eligible to avail maternity leave that includes 112 days with 50% advance salary and rest amount given after joining. Subsequently, every working mother can work less stress about caring for their child. Viyellatex provides day care centers within the campus so that working mothers can drop their kids and day care centers take care of everything including food and medicine at free of cost (Viyellatex, 2013).

4.3.4 Babylon Group: Supplier D

Babylon Group started their business activity in 1986 and their business portfolio consists of 18 different business units. All the individual business units operate autonomously but control and monitoring are managed by group headquarter. Their mainstream products are knit and woven. The group is self-reliant and is involved in woven wear manufacturing, knitwear manufacturing, washing plant, printing house, knitting unit, dyeing and finishing of knitted fabrics, embroidery, trims manufacturing, paper converting and packaging, apparel trading etc. It also has fashion wear retailing outlets to satisfy the growing local demand. The company currently employs over 11,500 skilled employees and had a turnover of $127 million in the year 2011. However, the company organized employee development programs within the entire production oriented staff members by going through intensive training and development to build highly skilled and standard of production set by the management. In light of international regulatory rules & regulations and compliance, they followed sustainable business strategies such as maintaining medical and day care services, scholarship programs and other benevolent initiatives for the employees and their family members. As a social responsible organization, they establish a general public health care center. Moreover, participate in social activities such as disbursement of relief products or cash benefits to any victimized person in any corner of the nation during natural disaster flood, cyclone etc. Their major business partner include KOHL’s, J C Penney, Tesco, Mothers Work, JONES, CHARMING SHOPPES Inc., Walmart, Sears, Inditex, HAGGAR, K-MART, PVH, Arcadia Group PLC, Dimensions, New Look, CELIO, JULES, MONOPRIX, H & M (Hennes & Mauritz), ZARA and many more.

According to the sustainability report Babylon Group (2011), as a socially responsible Babylon group, they are more concerned about the environment and its pollution. The group has established an advanced ETP at its dyeing and washing plants for proper treatment of industrial waste before it is released in the environment. Each factory has standard sanitation facilities and gardening for maintaining a healthy working environment. Moreover, they facilitate financial aid to underprivileged students, blood donation programs and health camp. In addition to creating a healthy work environment, they organize welfare development activities such as financial assistance for employee children. Organize social development initiatives such as art and handwriting programs for socially discriminated children, rehabilitation assistance and donation.

Table 3: An Overview of Suppliers' Companies (own)

Group name (Unit)	Business Since	Ownership	Workers	Turnover (in mUSD)	Products	International Buyer	Certification
Epyllion Group (Garments Division)	1994	Family owned	4,180 (Female: 80%;Male: 20%)	200.00	Knit Polo/T shirt, Sweatshirt,Cardigan, knitted bottom	C&A, MandS, GStar, HandM, Celio, Original Manner, Next, S-Oliver	WRAP, Organic Content, CTPAT, Oeko-tex 100, BSCI, Sedex, GSV, ISO 26000, LEED Gold
Givense Group (Garments unit)	2002	Family owned	4,500 (Female:2 500 Male: 2000)	25.00	Sweater items	Terranova, HandM, Takko Fashion, Zeeman, Miltonia, Bershka,Tema, Klingel, NKD	ISO 9001-200 Oeko-Tex standard 100 Sedex, BSCI

Viyellatex	1996	Family owned	15000	180	Apparel & Textiles		BASF Carbon Footprint of Textiles, Lab Accreditation by Marks and Spencer
Babylon Group	1986	Family owned	11500	127	Knit and woven products	J C Penney, Tesco, Mothers Work, JONES, CHARMING SHOPPES Inc., Walmart	Accreditation from the international standardization Oeko-Tex® and WRAP

Chapter Five: Data Analysis

The purpose of this thesis is to investigate how sustainability practices can be used in the supply chain by the readymade garment suppliers of developing countries. Going back to the research questions and interview questions asked, the respondents do not give answers in one sentence or a simple "yes" or "no". Nevertheless, in the analysis so many issues can be brought but for the clarity, the analysis part has been reviewed in line with the research purpose and theoretical framework.

5.1 Sustainable practices by the Ready Made Garments Suppliers in Bangladesh:

According to Vogue, the fashion magazine (May, 2007), sustainable practice is very important for developing countries in ready made garments industries. The suppliers are now conscious in enforce of sustainable activities. The suppliers have identified the key areas of social and environmental international regulations for improving their business. According to Islam, (2013) most of the RMG suppliers are focus on following compliance, international rules and guide line provided by the buyers. Despite some worst incidents happened in ready made garments sector about losing human life's. The suppliers are more concern about sustainability implementation tools for attracting the foreign buyers and workers. Otherwise they will have to follow negative consequences.

According to Beschorner and Müller (2007), buyers are monitoring suppliers activities depending on sustainable implementations in economic, environmental, social and employee welfare activities, which drive the suppliers to enhance their operations efficiency through strategic adaptation of sustainability. Hossain and Roy, (2016) argues that due to lack of importance in sustainability and worker welfare issues rise employee unrest, violence, fire, factory collapse, workers death etc. which leads to a vulnerable situation of the total industry image around the world. These types of incidents create buyer pressure on suppliers to follow the compliance. Therefore, suppliers are now following the buyer compliance to make the business sustainable for both parties by implementing the sustainable initiatives such safety, wages, health & hygiene, efficient utilization of energy and water, structural integrity and legitimately follow up the compliance development.

Moreover, apart from buyer compliance and international regulations, suppliers take extra initiatives under sustainability programs such as free medical support, education support for children, day care facilities to female workers, free medicine, medical checkup during pregnancy etc. Suppliers recognize that employee engagement or development are one of the key areas to build sustainability (Beschorner and Müller, 2007). The supplier understands that if they assure employee welfare and better pay off, which helps to attract and retain employees. These leads to achieve multiple business benefits such as developing trust and reliability among employees. These positive inputs enhance the business performance, productivity, stability, quality product etc. As a result these help organizations to reduce cost and gain competitive advantage in the market.

According to the World Business Council for Sustainable Development (2002), "The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life". These definitions clearly emphasize sustainable practices as the key factors in business performance as well as develop employee welfare, their families and society.

The overall sustainable practices of garments suppliers in Bangladesh can be categorized as below:

- Workplace safety regarding fire and construction
- Health and hygiene issues
- Wages and benefits
- Working hour and overtime
- Environmental protection
- Social welfare related activities

5.2 Sustainability in relation to Buyers:

The manufacturers of the apparel are judged mainly by international buyers in terms of their sustainable activities. Compliance with the Code of Conduct (COC) is the key criterion for eligible suppliers while buying (Luken and Stares, 2005). By applying the code of conduct of buyers as well as different suppliers of sustainable operations, third-party audit bodies receive certification which ultimately produces a favorable identity (Yoon et al., 2006) and establishes a positive

reputation (Bronn and Vrioni, 2001). Although compliant with code of ethics the minimum requirement to have certain major suppliers ordered by buyers is now going ahead in introducing additional sustainable practices to build a positive suppliers identity and draw foreign buyers. This eco factory offers numerous benefits such as plant identity enhancement, health and safety protection, and improved worker efficiency ensuring a healthy atmosphere (The Daily Star, 2015). While sustainability serves as a conduit of creativity (Kramer, 2006), from which manufacturers gain multiple benefits (e.g. cost savings, productivity and competitive edge) while attracting international buyers. Researchers noted that sustainability programs offer a firm meaning by developing a favorable outlook towards buyers (Becker-Olsen et al., 2006).

Suppliers are aware of the rights and security of workers as it affects the global market that affects the attraction of buyers. That motive drives them towards more social activities and social compliance related to employee welfare. According to Smith (2005), social sustainable activities lead to the acquisition of competitive advantage by recruiting and retention of professional workers. Actually certain major suppliers conduct corporate social responsibilities (CSR) practices relating to the health of workers rather than the minimum criteria of buyers to draw big buyers in the international market. Suppliers have recognized that they will benefit from social and environmental related activities by practicing employee welfare by gaining good corporate image, competitive advantage and sustainability.

With regard to social and environmental problems, buyers primarily emphasize the concerns of workers and suppliers have recognized that workers are the center of productivity. Suppliers' social employment policies potentially benefit them in several ways: attracting more buyers and improving competitiveness by enhanced productivity of jobs, maintaining worker and employee retention and reduction of employee search cost (Weber, 2008). This observable fact goes hand in hand with Brønn 's argument, and Vrioni (2001) who referred to different kinds of sustainability as powerful tools as it builds and shapes the reputational status of a company and gives a competitive edge to the company.

5.3 Interpretation of Theoretical Framework:

Figure 3 revisited and interpreted the earlier illustrated theoretical framework (Figure 1), based on the empirical finding and analysis. As shown in Figure 3 it is observed that by adopting sustainability practices garments suppliers can attain various sustainable values to gain competitive advantage by recruiting better workers, retaining staff, and increasing productivity.

On the other hand, the key criterion of the international buyer is sustainable activities of the manufacturers pertaining to staff well-being, health and environmental concerns. Thus, the implementation of sustainability can attract and gain more business from international buyers, as well as through the benefits derived from sustainable suppliers.

Empirical results and data analysis, however, indicate that sustainability benefits serve as an effective weapon to win business from foreign buyers – as shown in Figure 3. Suppliers can thus use the sustainability mechanism as a tool to attract international buyers.

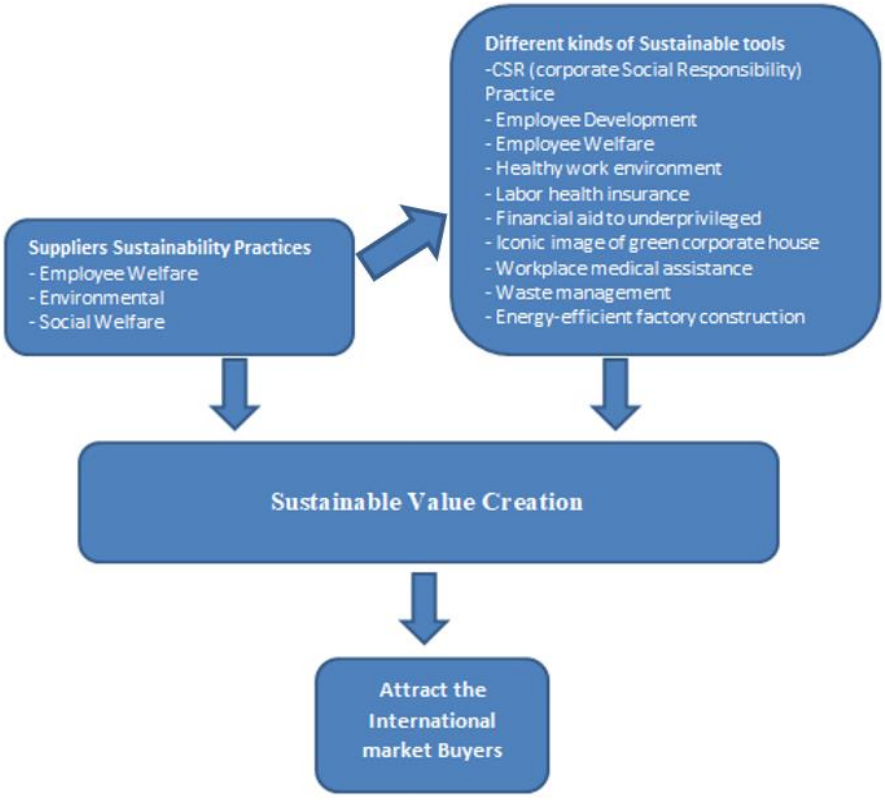

Figure 3:, Supplier sustainability tools to attract international market (Own)

5.4 Summary of Findings:

The studies provide detailed scope to unveil the facts that developing countries readymade garments manufacturers practice sustainability as comparability.

- Supplier sustainable practices include economic, environmental, social and employee welfare activities.
- Unique sustainable practices built a strong brand reputation in the international market as well as in the local market.
- The best practice of sustainability gives competitive edge in terms of quality product, healthy work environment, economic scale and social responsible supplier.
- Sustainability gives suppliers an opportunity to attract international markets with larger volumes of business.
- Last but not the least, sustainable tools create a unique proposition for suppliers in comparison to other suppliers in competition to international markets.

Table 4: Summary of Findings from Analysis (Own)

Evidence from Empirical data and Literature Key Issues Discussed	Empirical Data				Literature Support
	Supplier A	Supplier B	Supplier C	Supplier D	
Sustainability practices by suppliers					
International regulatory compliance requirements, employee and social benefits	*	*	*	*	Lewis and Chem 2006
Sustainability Benefits					
Sustainability creates good image and reputation which attract foreign buyers and workers	*	-	*	*	Allwood et al . 2006
Sustainability creates opportunities	*	-	*	-	Lewis and Chem 2006
Sustainability helps to gain competitiveness	*	-	*	-	Krause et al., 2009

Other issues during interview					
Suppliers are aware of the significance of sustainability implementation	*	*	*	*	**Findings from study**
Buyers and workers are important stakeholders in readymade garments industry	*	*	*	*	**Findings from study**
Innovation are important tools for sustainability	-	-	*	*	**Kause et al. 2009**

Table 5: A synopsis overview of the cross case (Own):

Supplier	Environmental	Social	Economical
A	● Green corporate house ● Ecological certified ● Ethical business practice	● Employee welfare ● Medical treatment ● Education financial support	-
B	● Waste fabrics recycling	● CSR activities	-
C	● signatory of United Nations Global Compact (UNGC), ● Reduction of carbon dioxide emission ● Recycle steam uses to minimize global warming	● Workforce welfare ● Salary benefits ● Medical treatment ● Maternity leave ● Women empowerment ● Employment privilege to handicapped woman	● Japanise process system ● Quality product ● On time delivery ● 8 Zero ● Lean manufacturing ● Visual management ● Visual status board
D	● Advance ETP establish for industrial waste recycling	● Health and hygiene	-

Chapter Six: Conclusion

This chapter draws the conclusion of the research. The concluding discussion starts with answering of the research questions and findings of the study. Moreover, in this section represent the contribution of the study in relation to managerial implications followed by limitations, future research and recommendation.

The aim of the study to examine the sustainable practice are used by the suppliers as sustainable tools in relation to the international market in case of Bangladeshi readymade garments suppliers. To achieve the research from formulated research questions, here discussed below the findings.

Research Questions: How developing country suppliers are adopting sustainability practices (strategies) in order to be attractive in the international market.?

The readymade garments suppliers of developing countries are practicing charitable works mostly. Majority of the suppliers are involved in various types of social activities. But sustainable practices emerged last decade in the industry as an initiative and big concern for suppliers to attract the foreign market as well as build a strong image locally to retain skilled workers and employees. As a sustainable tool suppliers are using environmental projects such waste management, efficient energy utilization, green corporate house, corporate social responsibilities, health and safety issues, protecting the environment from hazards such as reducing the emission of carbon dioxide, water purification and recycling system, employee welfare etc.

Apart from this suppliers practice corporate social responsibilities as one of the major activities are to be highlighted. Hence, preceding times developing countries readymade garments industries suppliers face massive difficult times in terms of compliance and regulatory concern. For example several accidents, labour discriminations and worker unrest, environmental pollution due to industrial inadequate waste management, misuse of natural resources such as electricity and diesel etc. To mitigate the challenges, suppliers take sustainability projects to build the industry environment energy efficient, green corporate house, socially, economically and environmentally sustainable supplier in the international market. Moreover, supplier sustainable practice and certifications from accreditation from the international standardization directly influence the international market to do business with those suppliers.

6.1 Managerial Implications:

The insights it offers will help executives strengthen their supply chains' social and environment sustainability. For example, becoming aware of the main motivators, obstacles and enablers will help managers encourage sustainable practice and anticipate the difficulties they are likely to encounter in improving their supply chains' sustainability resilience, helping them to either be prevented or resolved. The managers should be encouraged to encourage and develop innovative sustainability systems in the garments industry in order to be conscious of the advantages gained by different kinds of sustainable effective tools. If managers can define the source of gains from sustainability operations, they can develop more productive social and environmental sustainability systems to be used successfully as effective tools to attack the international market.

6.2 Limitation and Further Research:

This work should be considered a source of suggestion and interpretation rather than a definitive one. The researcher had established the study's following limitations:

- Due to Corona pandemic limitations of access to get the raw data through interviews. Since the world wide Corona crisis prolong in effect that Bangladesh is locked down still on going.
- The work was only carried out on four manufacturers of apparel based in Bangladesh. The case companies serve the large-scale suppliers (1st tier) while the rest of the suppliers in the industry are small (2nd tier). And as a analysis, it will be important to examine both the understanding of profitability of small and large suppliers and the experience of execution in relation to the buyers.
- One of the research results shows that suppliers need manufacturer incentive in terms of financial assistance or mutual cooperation with respect to adoption of different kinds of sustainable activities. This factor can be taken into account for future research which will be an interesting discussion in the field of the global supply chain for sustainability.
- Throughout the analysis, a further fascinating topic was found that the inspiration behind sustainability application varies from supplier to supplier. Many suppliers conclude that

adhering to the social obligations of buyers is necessary to attract buyers whilst others are inspired to introduce different kinds of environmental strategies to attract buyers.

6.3 Recommendations for Sustainable Environment:

There is no denying that the manufacture of garment products is not only related to the manufacture of a final product, but also to the processing of different raw materials. The process relating to the production of cotton for cotton processing must therefore be considered. To build longevity in the garments manufacturing sector, certain garments process guidelines need to be taken seriously.

- The modern processing of cotton requires a significant amount of pesticides. Therefore sustainable cotton production and the use of natural pesticides should be promoted. Cotton recycles, reprocessing and reuse should be the focus**.**
- The implementation of sustainable processing will facilitate both the removal of pollution and the recirculation of treated water during the device cycle.
- Waste minimization is the big policy and can result in a significant reduction in the amount of pollution, as well as costs of production and operation of treatment.
- The worker involved in the dyeing process requires extra high protection and the company working doctor will have daily safety checks.
- Industries should take appropriate measures to develop ETPs and run them routinely for effluent care.
- If the set-up cost of the ETP (**Effluent Treatment Plant**) is high, neighboring small factories may create specific ETPs to treat their effluents in the same industrial region. Small-scale factories in that area would create work opportunities for neighboring residents.
- Building systems explicitly for the clothing manufacturing industry should be legal and have local government permission. The structure will follow normal building specifications.
- Must have enough fire in every factory to prevent equipment and fire exit doors.
- Prepare a concrete sustainability policy for garments.

- Government inspection teams should maintain routine inspections of one or more businesses every day with a team to the factories to have approval over a certain amount of time before the next inspection.
- Establish a special zone for the garment industry and not permit a factory to be built in residential or commercial areas.

References:

Ahi, P., & Searcy, C. (2013). A comparative literature analysis of definitions for green and sustainable supply chain management. *Journal of Cleaner Production*, 52, 329–341.

Adams, CA & Frost, GR. (2008). Integrating sustainability reporting into management practices.

Alderson, W. (1954), "Factors governing the development of marketing channels", in Clewett, R. (Ed.), *Marketing Channels for Manufactured Products*, Richard D. Irwin, Homewood, IL, pp. 5-34.

Allwood, JM, Laursen, SE, de Rodriguez, CM, & Bocken, NMP. (2006). Well dressed? The present and future sustainability of clothing and textiles in the United Kingdom. Cambridge, UK: University of Cambridge, *Institute of Manufacturing*.

Babylon Group (2011). CSR, online report. Retrieved 8 May 2020 from http://www.babylongroup.com/

Barney, J. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, Vol. 17 No. 1, pp. 99-120.

Berg, S. (1988) 'Snowball sampling', in Kotz, S. and Johnson, N.L. (Eds.): *Encyclopaedia of Statistical Sciences*, I Vol. 8, John Wiley and Sons, Chichester.

Bhattacherjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. Textbooks Collection. Book 3 - Available at: http://scholarcommons.usf.edu/oa_textbooks/3

Blome, C., Paulraj, A. and Schuetz, K. (2014), "Supply chain collaboration and sustainability: a profile deviation analysis", *International Journal of Operations & Production Management*, Vol. 34 No. 5, pp. 639-663.

Brammer, S. and Walker, H. (2011), "Sustainable procurement practice in the public sector: an international comparative study", *International Journal of Operations and Production Management*, Vol. 31 No. 4, pp. 452-476.

Barratt, M., Choi, T. Y. and Li, M. (2011), "Qualitative Case Studies in Operations Management: Trends, Research Outcomes, and Future Research Implications", *Journal of Operations Management*, Vol. 29 No. 4, pp. 329-342.

Beschorner, T. and Müller, M. (2007), "Social Standards: Toward an Active Ethical Involvement of Businesses in Developing Countries", *Journal of Business Ethics*, Vol. 73 No. 1, pp. 11-20.

Bryman, A. & Bell, E. (2007). *Business Research Methods*. 2nd Ed., Oxford: Oxford University Press.

Bryman, A. & Bell, E. (2012). *Social Research Methods* 4th Ed., Oxford: Oxford University Press.

Bryman, A., & Bell, E. (2015). *Business research methods (Vol. 4th)*. Glasgow: Bell & Bain Ltd.

Bruntland, G. (1987). *Our common future: The world commission on environment and development*. Oxford: Oxford University Press.

Bucklin, L.P. (1966), *A Theory of Distribution Channel Structure*, University of California, Berkeley, CA.

Belal, A. R. (2002), "Stakeholder Accountability or Stakeholder Management: A Review of UK Firms' Social and Ethical Accounting, Auditing and Reporting (Seaar) Practices", *Corporate Social Responsibility and Environmental Management*, Vol. 9 No. 1, pp. 8-25.

Brønn, P.S. and Vrioni, A.B., 2001. Corporate social responsibility and cause-related marketing: an overview. *International Journal of Advertising*,20(2), pp.207-222.

Bangladesh Bank (2015). *Quarterly Review on RMG*: January to March, 2015. [Online] Available at: https://www.bb.org.bd/pub/quaterly/rmg/jan-mar2015.pdf [Accessesed on 5th April, 2016]

Bhattacharya C.B. and Sen, S., 2003. Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2), pp.76-88.

Becker-Olsen, K.L., Cudmore, B.A. and Hill, R.P., 2006. The impact of perceived corporate social responsibility on consumer behavior. *Journal of Business Research*, 59(1), pp.46-53.

Creswell, J. (1994) *Research Design: Qualitative and Quantitative Approaches, SAGE Publications*, Thousand Oaks.

Creswell, J., (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 3th Ed. Thousand Oaks: Sage Publications.

Creswell, J., (2013). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 4th Ed. Thousand Oaks: Sage Publications.

Carter, C. R. and Easton, P. L. (2011), "Sustainable Supply Chain Management: Evolution and Future Directions", *International Journal of Physical Distribution & Logistics Management*, Vol. 41 No. 1, pp. 46-62.

Carter, C. R., & Rogers, D. S. (2008). A framework of sustainable supply chain management: Moving toward new theory. *International Journal of Physical Distribution & Logistics Management*, 38(5), 360–387.

Clean Clothes Campaign, (2012). Hazardous workplace: *Making the Bangladesh garment industry safe*, Project Brief funded by EU.

Chalmers, A. (2013). *What Is This Thing Called Science*, 4th Ed. Open University Press.

Churchill, G.A. (1996). *Basic Marketing Research*, 3rd Ed., Fort Worth, TX: The Dryden Press.

Coase, R. H. (1937), "The Nature of the Firm", Economica, Vol. 4 No. 16, pp. 386-405. Creswell, J. W. (2009), Research Design: *Qualitative, Quantitative, and Mixed Methods Approaches, Sage Publications*, Thousand Oaks, Calif.

Denzin, N.K. & Lincoln, Y.S. (2005). "Introduction: The Discipline and Practice of Qualitative Research," *Handbook of Qualitative Research*. Thousand Oaks: Sage.

Dyer, J.H., Ouchi, W.G., 1993. Japanese-style partnerships: giving companies a competitive edge. *Sloan Management Review* 35 Ž. 1 , 51–63.

Dubois, A. and Gadde, L.E., 2002. Systematic combining: an abductive approach to case research. *Journal of Business Research*, 55(7), pp.553-560.

Easterby-Smith, M., Thorpe, R. & Jackson, P.R. (2008). *Management Research*, 3rd Ed. London: Sage.

Eden, C., & Ackermann, F. (2000). Mapping distinctive competencies: a systemic approach. *Journal of the Operational Research Society*, 51(1), 12-20.

Eisenhardt, K. (1989), "Building Theories from Case Study Research", *Academy of Management Review*, Vol. 14 No. 4, pp. 532-550.

Eisenhardt, K.M. and Graebner, M.E., 2007. Theory building from cases: Opportunities and challenges. *Academy of Management Journal*, 50(1), p.25.

Elkington, J., & Rowlands, I. H. (1999). Cannibals with forks: the triple bottom line of 21st century business. *Alternatives Journal*, *25*(4), 42.

Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st century business. *Environmental Quality Management*, 8(1), 37–51.

Eden, C. and Ackermann, F. (2000) 'Mapping distinctive competencies: a systemic approach', *Journal of the Operational Research Society*, Vol. 51, No. 1, pp.12–21.

Eisenhardt, K.M. (1989) 'Building theories from case study research', *Academy of Management Review*, Vol. 14, No. 4, pp.532–551.

Ellram, L. M. (2013). Offshoring, reshoring and the manufacturing location decision. *Journal of Supply Chain Management*, 49(2), 3–5.

Ehrgott, M., Reimann, F., Kaufmann, L. and Carter, C. R. (2011), "Social Sustainability in Selecting Emerging Economy Suppliers", *Journal of Business Ethics*, Vol. 98 No. 1, pp. 99-119.

Ellram, L.M. ''The Supplier Selection Decision in Strategic Partnerships,'' *Journal of Purchasing and Materials Management*, (20:4), 1990, pp. 8-14.

Elkington J 1997. Cannibals with Forks. *The Triple Bottom Line of 21st Century Business*, Capstone: Oxford.

Epyllion Group (2016). *Corporate Social Responsibility*. [Online] Available at:http://www.epylliongroup.com/pages/csr.php [Accessed on 9th April, 2016]

Fabbe-Costes, N., Roussat, C., Taylor, M. and Taylor, A. (2014), "Sustainable supply chains: a framework for environmental scanning practices", *International Journal of Operations & Production Management*, Vol. 34 No. 5, pp. 664-694.

Frazier, G.L., Spekman, R.E., O'Neal, C.R., 1988. Just-in-time exchange relationships in industrial markets. *Journal of Marketing* 52, 52–67.

Foerstl, K., Reuter, C., Hartmann, E., & Blome, C. (2010). Managing supplier sustainability risks in a dynamically changing environment—Sustainable supplier management in the chemical industry. *Journal of Purchasing and Supply Management*, 16 (2), 118–130.

Formentini M, Taticchi P 2016. Corporate sustainability approaches and governance mechanisms in sustainable supply chain management. *Journal of Cleaner Production* 112(3): 1920–1933. DOI:10.1016/j.jclepro.2014.12.072.

Grönroos, C. (1990), *Service Management and Marketing*, ISL Fo¨rlag, Go¨teborg.

Giunipero, L.C., 1990. Motivating and monitoring JIT supplier performance. *Journal of Purchasing and Materials ManageŽ. ment* 26 3 , 19–24.

Giovanni, P.D. (2012), "Do internal and external environmental management contribute to the triple bottom line?", *International Journal of Operations & Production Management*, Vol. 32 No. 3, pp. 265-290.

Graafland, J. J. (2002), "Sourcing Ethics in the Textile Sector: The Case of C&A", Business Ethics: *A European Review*, Vol. 11 No. 3, pp. 282-294

Gimenez, C. and Tachizawa, E. M. (2012), "Extending Sustainability to Suppliers: A Systematic Literature Review", Supply Chain Management: *An International Journal*, Vol. 17 No. 5, pp. 531-543

Gugler, P. and Shi, J. (2009), "Corporate Social Responsibility for Developing Country Multinational Corporations: Lost War in Pertaining Global Competitiveness?", *Journal of Business Ethics*, Vol. 87 No. 1, pp. 3-24.

Goworek, H. (2011). Social and environmental Sustainability in the fashion industry: a case study of a fair trade retailer. *Social Responsibility Journal*, 7(1), 74-86

Grover, V. and Malhotra, M. K. (2003), "Transaction Cost Framework in Operations and Supply Chain Management Research: Theory and Measurement", *Journal of Operations Management*, Vol. 21 No. 4, pp. 457-473.

Garments Merchandising (2015). *Readymade Garments Industry of Bangladesh* [Online] Available at:http://www.garmentsmerchandising.com/readymade-garments-industry-ofbangladesh/ [Accessed on 11th April, 2016]

Givensee Group (2013). *Profile of Old Rehabilitation center*. [Online] Available at: http://givenseegroup.com/ [Accessed on 9th April, 2016]

Harrison, J. and Freeman, R. (1999), "Stakeholders, Social Responsibility, and Performance: Empirical Evidence and Theoretical Perspectives", *Academy of Management Journal*, Vol. 42 No. 5, pp. 479-485

Hudson, L.A. & Ozanne, J.L. (1988). "Alternative Ways of Seeking Knowledge in Consumer Research," *Journal of Consumer Research*, Vol. 14, 508–521.

Hancock, B., Windridge, K. and Ockleford, E., 2007. *An introduction to qualitative research*: The NIHR RDS EM/YH [Internet].

Helper, S., Levine, D.I., 1992. Long-term supplier relations and product-market structure. The *Journal of Law, Economics and Ž. Organization* 8 3 , 561–581.

Hines, P., 1994. *Creating World Class Suppliers*: Unlocking Mutual Competitive Advantage. Pitman Publishing, London.

Håkansson, H. and Snehota, I. (1995), *Developing Relationships in Business Networks*, Routledge, London.

Hahn, C.K., Kim, K.H., Kim, J.S., 1986. Costs of competition: implications for purchasing strategy. *Journal of Purchasing Ž. and Materials Management* 22 4 , 2–7.

Harrington, T.C., D.M. Lambert and M. Christopher. ‘‘A Methodology for Measuring Vendor Performance,’’ *Journal of Business Logistics*, (12:1), 1991, pp. 83-93.

Hahn, C.K., C.A. Watts and K.Y. Kim. ‘‘The Supplier Development Program: A Conceptual Model,’’ *Journal of Purchasing and Materials Management*, (26:2), 1990, pp. 2-7.

Handfield, R. B. and Melnyk, S. A. (1998), "The Scientific Theory-Building Process: A Primer Using the Case of TQM", *Journal of Operations Management*, Vol. 16 No. 4, pp. 321-339.

Hokey Min, The Best-Practice Supplier Diversity Program at Caterpillar, Supply Chain Management: *An International Journal*, 14(3), 2009, 167–170.

Hutchins, M. J., & Sutherland, J. W. (2008). An exploration of measures of social sustainability and their application to supply chain decisions. *Journal of Cleaner Production*, 16(15), 1688–1698.

Higginson, H., Saio, N., Swinnerton, A., Williams, D. (2010). *Centre for Sustainable Fashion*, London College of Fashion, Pearl Academy of Fashion. Volume 5.0

Haffar, M., & Searcy, C. (2017). Classification of trade-offs encountered in the practice of corporate sustainability. *Journal of Business Ethics*, 140(3), 495–522. https ://doi.org/10.1007/ s1055 1-015-2678-1.

Huq, F. A., Stevenson, M., & Zorzini, M. (2014). Social sustainability in developing country suppliers: An exploratory study in the ready made garments industry of Bangladesh. International *Journal of Operations & Production Management*, 34(5), 610–638.

Hofstede, G. and Hofstede, G. J. (2005), Cultures and Organizations: Software of the Mind: *Intercultural Cooperation and Its Importance for Survival*, McGraw-Hill, New York, NY.

Hartley Janet L., Jones Gwen E., Process Oriented Supplier Development: Building the Capability for Change, *Journal of Supply Chain Management*, 33(3), 1997, 24–29.

Handfield R. B., Krause D.R., Scannell T.V., Monczka R.M., Avoid the Pitfalls in Supplier Development, *Sloan Management Review*, 41(2), 2000, 37-49

Hossain, M. and Roy, I., 2016. Supply Chain Management for Sustainable RMG Growth in Bangladesh. *International Journal of Science and Research (IJSR)*, 5(4), pp.1242-1248.

Higginson, H., Saio, N., Swinnerton, A., Williams, D. (2010). *Centre for Sustainable Fashion*, London College of Fashion, Pearl Academy of Fashion. Volume 5.0

Islam, MM, Khan, MMR, & Elias, K. (2014). *American Journal of Engineering Research* (AJER), 03 (12), 62-68

Islam, S. M. (2013). *Approaching sustainability in textile and garment industries*, Bangladesh. Trita xx:xx

Jiang, B. (2009). The effects of interorganizational governance on supplier's compliance with SCC: An empirical examination of compliant and noncompliant suppliers. *Journal of Operations Management*, 27, 267–280

Kabeer, N. (2004). Globalization, labor standards, and women's rights: dilemmas of collective (in) action in an interdependent world. *Feminist Economics*, *10*(1), 3-35.

Kakull, A., & Risberg, V. (2012). *A Lost Revolution?: Empowered But Trapped in Poverty: Women in the Garment Industry in Bangladesh Want More*. Swedwatch. report #47.

Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*. New Age International.

Kopnina, H. (2007). The world according to Vogue: The role of culture (s) in international fashion magazines. *Dialectical Anthropology*, *31*(4), 363-381.

Krause, D.R., Vachon, S. and Klassen, R.D. (2009), "Special topic forum on sustainable supply chain management: introduction and reflections on the role of purchasing management", *Journal of Supply Chain Management*, Vol. 45 No. 4, pp. 18-25.

Krause, D. R., Scannell, T. V., & Calantone, R. J. (2000). A structural analysis of the effectiveness of buying firms' strategies to improve supplier performance. *Decision sciences*, *31*(1), 33-55.

Krause, D. R., Handfield, R. B., & Scannell, T. V. (1998). An empirical investigation of supplier development: reactive and strategic processes. *Journal of operations management*, *17*(1), 39-58.

Krause, D. R. (1997). Supplier development: current practices and outcomes. *International Journal of Purchasing and Materials Management*, *33*(1), 12-19.

Krause, D. R., & Ellram, L. M. (1997). Success factors in supplier development. *International Journal of Physical Distribution & Logistics Management*, *27*(1), 39-52.

King, N. (2004). "Using Interviews in Qualitative Research," in Cassell, C. & Symon G. (2004) *Essential Guide to Qualitative Methods in Organizational Research*. London: Sage.

Klassen, R. D., & Vereecke, A. (2012). Social issues in supply chains: Capabilities link responsibility, risk (opportunity), and performance. *International Journal of Production Economics*, 140(1), 103–115.

Kotler, P. (2000), *Marketing Management*, millennium ed., Prentice-Hall, Englewood Cliffs, NJ.

Kothari, C.R. (2004). *Research Methodology*: Methods and Techniques. New Age International.

Krauss, S. E. (2005). *Research paradigms and meaning making*: A primer. *The qualitative report*, 10(4), 758-770.

Kim, S., Colicchia, C., & Menachof, D. (2016). Ethical sourcing: An analysis of the literature and implications for future research. *Journal of Business Ethics*. https ://doi.org/10.1007/s1055

1-016-3266-8.

K. M. Ayatullah Hosne Asif, A., 2017. An Overview of Sustainability on Apparel Manufacturing Industry in Bangladesh. *Science Journal of Energy Engineering*, 5(1), p.1.

Kleindorfer PR, Saad GH 2005. Managing disruption risks in supply chains. *Production and Operations Management* 14(1): 53–68.

Kortelainen, K. (2008), "Global supply chains and social requirements: case studies of labour condition auditing in the People's Republic of China", *Business Strategy and the Environment*, Vol. 17 No. 7, pp. 431-443.

Kakuli, A., & Risberg, V. (2012). A lost revolution? Enpowered but trapped in poverty. *Women in the garment industry in Bangladesh want more*, Swedwatch report #47.

Khan, Z.R. and Rodrigues, G., 2015. Human before the garment: Bangladesh tragedy revisited. *Ethical manufacturing or lack thereof in garment manufacturing industry*. World, 5(1).

Kabeer, N. (2004). Globalization, labour standards, and women's rights: dilemmas of collective (in) action in an interdependent world. *Feminist Economics*, 10 (1), 3-35

Linton JD, Klassen R, Jayaraman V 2007. Sustainable supply chains: an introduction. *Journal of Operation Management* 25(6): 1075–1082.

Lewis, VD, & Chem. (2006). The life of piece of cloth: Developing garments into a sustainable service system. *International Journal of Environmental, Cultural, Economic and Social Sustainablity*, 2(1), 197-207.

Laursen, S.E., Hansen, J., Knudsen, H.H., Wenzel, H., Larsen, H. F., and Kristensen, F.M. (2007). EDIPTEX: environmental assessment of textiles. *Danish Environmental Protection Agency*.

Laitala, K, & Boks, C. (2012). Sustainable Clothing Design: use matters. *Journal of Design Research*, 10(1), 121-139

Liu, A. M. M., Fellows, R. and Tuuli, M. M. (2011), "The Role of Corporate Citizenship Values in Promoting Corporate Social Performance: Towards a Conceptual Model and a Research Agenda", *Construction Management and Economics*, Vol. 29 No. 2, pp. 173-183.

Luken, R. and Stares, R. (2005), "Small business responsibility in developing countries: a threat or an opportunity?", *Business Strategy and the Environment*, Vol. 14 No. 1, pp. 38-53.

Lim, S.J. and Phillips, J. (2008), "Embedding CSR values: the global footwear industry's evolving governance structure", *Journal of Business Ethics,* Vol. 81 No. 1, pp. 143-156.

Lee, K.-H. and Kim, J.W. (2009), "Current status of CSR in the realm of supply management: the case of the Korean electronics industry", Supply Chain Management: *An International Journal*, Vol. 14 No. 2, pp. 138-148.

Malhotra, N.K. and Birks, D.F., 2007. *Marketing research*: An applied approach. England: Pearson Education Limited.

Makadok, R. (2001), "Toward a synthesis of the resource-based and dynamic-capability views of rent creation", *Strategic Management Journal*, Vol. 22 No. 5, pp. 387-401.

Maxwell, J.A. (2012). *Qualitative Research Design: An Interactive Approach*. Vol. 41, Sage Publications.

Meredith, J. (1993), "Theory Building through Conceptual Methods", *International Journal of Operations & Production Management*, Vol. 13 No. 5, pp. 3-11.

Merriam, S.B., 1998. *Qualitative Research and Case Study Applications in Education*. Revised and Expanded from. San Francisco: Jossey-Bass Publishers,.

Miles, M. and Huberman, M. (1994) *Qualitative Data Analysis: An Expanded Sourcebook*, SAGE Publications, Thousand Oaks.

Myers, M.D., 2013. *Qualitative research in business and management*. London: Sage Publications Ltd.

Monczka, R.M., Trent, R.J., (1991). Evolving sourcing strategies for the 1990s. *International Journal of Physical Distribution Ž.*

Morgan, R.M. and Hunt, S.D. (1994), "The commitment-trust theory of relationship marketing", *Journal of Marketing*, Vol. 58 No. 3, pp. 20-38.

Muthu, SS Li, Y Hu, JY, Mok, PY, Ding, X, Wang, X, & Weibang, C. (2010). Eco-impact of shopping bags: consumer attitude and government policies, *Journal of Sustainable Development*, 3, 71-83.

Meehan, J. and Bryde, D. (2011), "Sustainable Procurement Practice", *Business Strategy and the Environment*, Vol. 20 No. 2, pp. 94-106.

Nishiguchi, T., 1994. *Strategic Industrial Sourcing*: The Japanese Advantage. Oxford University Press, New York.

Oshri, I., Kotlarsky, J. and Willcocks, L.P. (2011), *The Handbook of Global Outsourcing and Offshoring*, Pagrave Macmillan, New York, NY

Pagell, M., & Shevchenko, A. (2014). Why research in sustainable supply chain management should have no future. *Journal of Supply Chain Management*, 50(1), 44–55.

Potter, J.W. (1996) *An Analysis of Thinking and Research About Qualitative Methods*, Lawrence Erlbaum Associates Inc., New Jersey.

Porter, A.M. ‘‘Supplier Evaluation Revisited,’’ *Purchasing*, (111:6), 1991, pp. 58-68.

Prahinski, C. and W.C. Benton. ‘‘Supplier Evaluation: Communication Strategies to Improve Supplier Performance,’’ *Journal of Operations Management*, (22:1), 2004, pp. 39-62.

Prajogo, D., Tang, A. and Lai, K.-H. (2014), "The diffusion of environmental management system and its effect on environmental management practices", *International Journal of Operations & Production Management*, Vol. 34 No. 5, pp. 565-585.

Pullman, M.E., Maloni, M.J. and Carter, C.R. (2009), “Food for thought: social versus environmental sustainability practices and performance outcomes”, *Journal of Supply Chain Management*, Vol. 45 No. 4, pp. 38-54.

Preuss, L. (2001), "In Dirty Chains? Purchasing and Greener Manufacturing", *Journal of Business Ethics*, Vol. 34 No. 3, pp. 345-359

Pagell, M. and Wu, Z. (2009), "Building a More Complete Theory of Sustainable Supply Chain Management Using Case Studies of 10 Exemplars", *Journal of Supply Chain Management*, Vol. 45 No. 2, pp. 37-56.

Pullman, M. E. and Dillard, J. (2010), "Values Based Supply Chain Management and Emergent Organizational Structures", *International Journal of Operations & Production Management*, Vol. 30 No. 7, pp. 744-771.

Porter, M. E. and Kramer, M. R. (2006), "The Link between Competitive Advantage and Corporate Social Responsibility", *Harvard Business Review*, Vol. 84 No. 12, pp. 78-92.

Porter, M. E. and Kramer, M. R. (2011), "The Big Idea: Creating Shared Value", *Harvard Business Review*, Vol. 89 No. 1-2, pp. 63-77.

Pagell, M., Wu, Z. and Wasserman, M. E. (2010), "Thinking Differently About Purchasing Portfolios: An Assessment of Sustainable Sourcing", *Journal of Supply Chain Management*, Vol. 46 No. 1, pp. 57-73.

Park-Poaps, H. and Rees, K. (2010), "Stakeholder Forces of Socially Responsible Supply Chain Management Orientation", *Journal of business ethics*, Vol. 92 No. 2, pp. 305-322

Powell, W.W. (1990), “Neither market nor hierarchy: network forms of organization”, in Staw, B.M. and Cummings, L.L. (Eds), *Research in Organizational Behavior*, Vol. 12, JAI Press, Greenwich, CT, pp. 295-336.

Quazi, A. M. and O'brien, D. (2000), "An Empirical Test of a Cross-National Model of Corporate Social Responsibility", *Journal of Business Ethics*, Vol. 25 No. 1, pp. 33-51.

Remenyi, D., Williams, B., Money, A. & Swartz, E. (1998). *"Doing Research in Business and Management: An Introduction to Process and Method*. London: Sage Publication.

Rouse, M.J. and Daellenbach, U.S. (1999) 'Rethinking research methods for the resource-based perspective: isolating the sources of sustainable competitive advantage', *Strategic Management Journal*, Vol. 20, No. 5, pp.487–494.

Roehrich, J., Grosvold, J. and Hoejmose, S. (2014), "Reputational risks and sustainable supply chain management: decision making under bounded rationality", *International Journal of Operations & Production Management*, Vol. 34 No. 5, pp. 695-719.

Rouse, M.J. and Daellenbach, U.S. (1999) 'Rethinking research methods for the resource-based perspective: isolating the sources of sustainable competitive advantage', *Strategic Management Journal*, Vol. 20, No. 5, pp.487–494.

Reuter, C., Foerstl, K., Hartmann, E. and Blome, C. (2010), "Sustainable Global Supplier Management: The Role of Dynamic Capabilities in Achieving Competitive Advantage", *Journal of Supply Chain Management*, Vol. 46 No. 2, pp. 45-63.

Ruskino, C. (2007). Green manufacturing: an evaluation of environmentally sustainable manufacturing practices and their impact on competitive outcomes. IEEE: *Transactions on Engineering Management*, 54(3), 445-454

Rindfleisch, A. and Heide, J.B. (1997), "Transaction cost analysis: past, present, and future applications", *the Journal of Marketing*, Vol. 61 No. 4, pp. 30-54.

Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Student*, 5th Ed., FT Essex: Prentice Hall.

Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business students Pearson*.

Seltzer, L., 1928. *A Financial History of the United States Automobile Industry*. Houghton Mifflin, Boston

Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710.

Seuring, S. and Müller, M. (2008a), "Core Issues in Sustainable Supply Chain Management-a Delphi Study", *Business Strategy and the Environment*, Vol. 17 No. 8, pp. 455-466.

Shostack, G.L. (1977), "Breaking free from product marketing", *Journal of Marketing*, Vol. 41 No. 2, pp. 73-80.

Song Hua, Chatterjee Samir Ranjan, Achieving Global Supply-Chain Competitiveness: Evidence from the Chinese Auto Component Sectors, *Chinese Management Studies, 4(2)*, 2010, 101-118.

Spreen, M. (1992) 'Rare populations, hidden populations and link-tracing designs: what and why?', *Bulletin Methodologie Sociologique*, Vol. 36, pp.34–58.

Stake, R. E. (2005). *Qualitative case study*. In Denzin, N. K. and Lincoln, Y.S. (eds.). *The Sage Handbook of Qualitative Research*. Thousand Oaks: Sage Publications Inc..

Stigler, G.J. (1951), "The division of labor is limited by the extent of the market", *The Journal of Political Economy*, Vol. LIX, June, pp. 185-93.

Skinner, W. (1969), "Manufacturing: missing link in corporate strategy", *Harvard Business Review*, Vol. 47 No. 3, pp. 136-145.

Seuring, S. and Müller, M. (2008b), "From a Literature Review to a Conceptual Framework for Sustainable Supply Chain Management", *Journal of Cleaner Production*, Vol. 16 No. 15, pp. 1699-1710.

Sarkis, J., Helms, M. M. and Hervani, A. A. (2010), "Reverse Logistics and Social Sustainability", *Corporate Social - Responsibility and Environmental Management*, Vol. 17 No. 6, pp. 337-354

Steinberger, JK, Friot, D, Jolliet, O, & Erkman, S. (2009). A spatially explicit life cycle inventory of the global textile chain. *The International Journal of Life Cycle Assessment*, 14(5), 453-455.

Simon, H.A. (1957), *Models of Man*, Wiley, New York, NY.

Sen, S. and Bhattacharya, C.B., 2001. Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(2), pp.225-243

Smith, T., 2005. Institutional and social investors find common ground. *The Journal of Investing*, 14(3), pp.57-65

Thomas, R.M. (2003). *Blending Qualitative and Quantitative Research Methods in Theses and Dissertations*, Thousand Oaks, CA: Corwin Press.

Teece, D., Pisano, G. and Shuen, A. (1997), "Dynamic capabilities and strategic management", *Strategic Management Journal*, Vol. 18 No. 7, pp. 509-533.

Thomas, R.M. (2003). *Blending Qualitative and Quantitative Research Methods in Theses and Dissertations*, Thousand Oaks, CA: Corwin Press.

Textile Focus, (2019). RMG Industry Outlook 2019. Retrieved from URL: http://textilefocus.com/rmg-industry-outlook-2019/?fbclid=IwAR0iN-cgUrBCBCtzR4xQhSKNhEq9Hq5Ay33NJ6O9xi9sz-YEVpCu8yOXTkA

Touboulic, A., & Walker, H. (2015). Theories in sustainable supply chain management: A structured literature review. *International Journal of Physical Distribution & Logistics Management*, 45(1/2), 16–42. https ://doi.org/10.1108/IJPDL M-05-2013-0106.

Tencati, A., Quaglia, V. and Russo, A. (2008), "Unintended consequences of CSR: protectionism and collateral damage in global supply chains: the case of Vietnam", *Corporate Governance*, Vol. 8 No. 4, pp. 518-531.

Tseng ML, Wu WW, Lin YH, Liao CH 2008. An exploration of relationships between environmental practice and manufacturing performance using the PLS path modeling. *WSEAS Transactions on Environment and Development* 4: 487–502.

The Guardian (2015). Bangladesh garment workers suffer poor conditions two years after reform vows [Online] Available at:http://www.theguardian.com/world/2015/apr/22/garment-workersin-bangladesh-still-suffering-two-years-after-factory-collapse [Accessed on 15th April, 2016]

The Daily Star (2015). Garments exporters going green to grab more orders. [Online] Available at: http://www.thedailystar.net/business/garment-exporters-going-green-grab-more-orders-77426 [Accessed on 15th April, 2016]

Viyellatex. (2013). *Corporate Sustainability Report* 2011-12. Dhaka: Viyellatex

Vermeulen WJV, Seuring S 2009. Sustainability through the market – the impacts of sustainable supply chain management: introduction. *Sustainable Development* 17: 269–273.

Walker, H. and Jones, N. (2012), "Sustainable Supply Chain Management across the UK Private Sector", Supply Chain Management: *An International Journal*, Vol. 17 No. 1, pp. 15-28.

Watts, C.A., Kim, K.Y., Hahn, C.K., 1992. Linking purchasing to corporate competitive strategy. *International Journal of PurŽ. chasing and Materials Management* 28 4 , 15–20.

Wagner S.M., Indirect and Direct Supplier Development: Performance Implications of Individual and Combined Effects, *IEEE Transactions on Engineering Management*, 57(4), 2010, 536-546.

Wu, Z. and Pagell, M. (2011), "Balancing priorities: decision-making in sustainable supply chain management", *Journal of Operations Management*, Vol. 29 No. 6, pp. 577-590.

World Business Council for Sustainable Development. 2000. Corporate Social Responsibility: Making Good Business Sense. *World Business Council for Sustainable Development*: Geneva

Wang X, Chan KH, White L 2014. A comprehensive decision support model for the evaluation of eco-designs. *Journal of the Operational Research Society* 65: 917–934.

Wu, Z. and Pagell, M. (2011), "Balancing Priorities: Decision-Making in Sustainable Supply Chain Management", *Journal of Operations Management*, Vol. 29 No. 6, pp. 577-590.

Williamson, O. E. (1971), "The Vertical Integration of Production: Market Failure Considerations", *The American Economic Review*, Vol. 61 No. 2, pp. 112-123.

Williamson, O. E. (1975), Markets and Hierarchies: *Analysis and Antitrust Implications*, Free Press, New York.

Williamson, O.E. (2008), "Outsourcing: transaction cost economics and supply chain management", *Journal of Supply Chain Management*, Vol. 44 No. 2, pp. 5-16.

Williamson, O. E. (1985), *The Economic Institutions of Capitalism*: Firms, Markets, Relational Contracting, Free Press, New York.

Williamson, O. and Ghani, T. (2012), "Transaction Cost Economics and Its Uses in Marketing", *Journal of the Academy of Marketing Science*, Vol. 40 No. 1, pp. 74-85.

Wagner S.M., Indirect and Direct Supplier Development: Performance Implications of Individual and Combined Effects, *IEEE Transactions on Engineering Management*, 57(4), 2010, 536-546.

Werner, A., Becker, V., Liu, J. and Aridov, M., 2014. CSR in the Textile Sector: European Fashion Firms and the Bangladesh Safety Accord. *Journal of European Management and Public Affairs Studies*, 2(1), pp.23-30.

Weber, M., 2008. The business case for corporate social responsibility: A company-level measurement approach for CSR. *European Management Journal*, 26(4), pp.247-261.

Voss, C., Tsikriktsis, N. and Frohlich, M., 2002. Case research in operations management. *International Journal of Operations and Production Management*, 22(2), pp.195-219.

Voss, C. (2008), "Case Research in Operations Management", in KARLSSON, C. (Ed.), *Researching Operations Management*, Routledge, pp. 162-195.

Viyellatex. (2013). *Corporate Sustainability Report* 2011-12. Dhaka: Viyellatex

Vachon, S. and Klassen, R. D. (2006), "Extending Green Practices across the Supply Chain: The Impact of Upstream and Downstream Integration", *International Journal of Operations & Production Management*, Vol. 26 No. 7, pp. 795-821.

Vachon, S. and Klassen, R. D. (2008), "Environmental Management and Manufacturing Performance: The Role of Collaboration in the Supply Chain", *International Journal of Production Economics*, Vol. 111 No. 2, pp. 299-315.

Yin, R.K. (2003) *Case Study Research: Design and Methods*, SAGE Publications, Beverly Hills.

Yin, R. (2009), *Case Study Research: Design and Methods*, Sage, Thousand Oaks.

Yunus, M., & Yamagata, T. (2012). The garment industry in Bangladesh; Chapter 6. Dynamic of the garment industry in low income countries: *Experiences of Asia and Africa*. Chousakenkyu Houkokusho, IDE- JETRO.

Yakovleva, N., Sarkis, J. and Sloan, T. (2011), "Sustainable Benchmarking of Supply Chains: The Case of the Food Industry", *International Journal Of Production Research*, Vol. 50 No. 5, pp. 1297-1317.

Yawar, S. A., & Seuring, S. (2015). Management of social issues in supply chains: A literature review exploring social issues, actions and performance outcomes. *Journal of Business Ethics*, 1–23.

Yu, X. (2008), "Impacts of corporate code of conduct on labor standards: a case study of Reebok's athletic footwear supplier factory in China", *Journal of Business Ethics*, Vol. 81 No. 3, pp. 513-529.

Yoon, Y., Gürhan-Canli, Z. and Schwarz, N., 2006. The effect of corporate social responsibility (CSR) activities on companies with bad reputations. *Journal of Consumer Psychology*, 16(4), pp.377-390.

Yoon, Y., Gürhan-Canli, Z. and Schwarz, N., 2006. The effect of corporate social responsibility (CSR) activities on companies with bad reputations. *Journal of Consumer Psychology*, 16(4), pp.377-390.

Zorzini, M., Hendry, L. C., Huq, F. A., & Stevenson, M. (2015). Socially responsible sourcing: Reviewing the literature and its use of theory. *International Journal of Operations & Production Management*, 35(1), 60–109. https ://doi.org/10.1108/IJOPM -07-2013-0355.

Appendix

I. Interview Questions:

1. What framework or certification system are you using?

2. Have you published a Sustainability or Corporate Responsibility Report?

3. Are you tracking, reporting and reducing your energy use?

4. What are your "green" product trends?

5. How are you addressing social equity?

6. Are you making compliance with legal and other requirements (i.e., environment, health & safety, social and financial) part of how EVERY employee does his or her job every day?

7. Are all three responsibilities (i.e., environmental , social equity and well being and financial prosperity) integrated in your sustainability program?

8. Do you require your contractors and suppliers to adhere to a "Code of Conduct" that helps them operationalize sustainability in their businesses?

9. Why is sustainability important to practice in the organization?

10. Does sustainability implementation matter in getting orders from the buyers?

11. What sustainability activities have been so far adopted by the company?

12. What difficulties do you face to implement social, environmental and economic sustainability? Please describe it, preferably with some examples!

13. Do you consider specific buyers needs (international retailers) while designing social and economic programs? Do you think the different kinds of sustainability adoption influences your buyers to improve sales performance or marketing performance? Please give an explanation if there is any proof.

14. Do you think sustainability practices differentiate your company from other competitors? How and why?

15. Would you please explain the challenges in implementing different kinds of sustainability program in the context of Bangladesh?

16. What support do you get from the buyers to implement sustainability in the company?

II. Table: Overview of suppliers interviewed

Suppliers	Interviewers	Industry
A	· Sourcing Merchandiser · Merchandiser · HR Officer	· Buyer Sourcing Office · Local Buying House · Readymade Garments
B	· Executive Officer · Production Supervisor	· Readymade Garments · Readymade Garments
C	· HR Officer · Compliance Executive	· Textile Manufacturing · Readymade Garments
D	· Audit Officer · Production Merchandiser	· Readymade Garments · Buyer Sourcing Office

This dissertation dedicated to our parents, who have given us the opportunity to enlighten us with knowledge and wisdom. Moreover, given us the strength to accomplish the largest task and a great deal of patience.

PO Box 823, SE-301 18 Halmstad
Phone: +35 46 16 71 00
E-mail: registrator@hh.se
www.hh.se