Thesis Report

on

Implementation of Green Supply Chain Management in the RMG Sector in Bangladesh: A Case study on Texville Garments Ltd.

Submitted by

Yeasmin Quoreshi

ID: MSCM2302029008

Program: MBA in Supply Chain Management (MSCM)

Major: Supply Chain Management (SCM)

Semester: Spring-2025

Submitted to

Department of Business Administration

Sonargaon University (SU)



Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 28 April, 2025

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Submitted to

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)



Sonargaon University (SU)
147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 28 April, 2025

Letter of Transmittal

April 28, 2025

To,

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of thesis report on "Implementation of Green Supply Chain Management in the RMG Sector in Bangladesh: A Case study on Texville Garments Ltd."

Dear Ma'am,

This is a great pleasure to submit the thesis report "Implementation of Green Supply Chain Management in the RMG Sector in Bangladesh" as a partial requirement for the fulfillment of my MSCM degree under the Department of Business Administration of the Sonargaon University (SU).

I have given due efforts to make this thesis report as fruitful one and to make it as informative as possible. I hope that this report will not be the formality of academic course completion rather it will be a source of information for other purpose on this topic.

Yours sincerely

Yeasmin Quoreshi

ID: MSCM 2302029008

Program: MBA in Supply Chain Management (MSCM)

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

I do hereby declare that the thesis report titled on "Implementation of Green Supply Chain Management of the RMG Sector in Bangladesh: A Case study on Texville Garments Ltd." prepared solely by me and which has been submitted to the Department of Business Administration, Sonargaon University (SU) for achieving the MSCM degree.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this thesis anywhere for awarding any degree, diploma, or certificate.

_____

Yeasmin Quoreshi

ID: MSCM 2302029008

Program: MBA in Supply Chain Management (MSCM)

Department of Business Administration

Sonargaon University (SU).

Letter of Authorization

This is to certify that the thesis report on "Implementation of Green Supply Chain Management in the RMG Sector in Bangladesh: A Case study on Texville Garments Ltd." has been prepared as a part of completion of the MSCM program from Department of Business Administration, Sonargaon University (SU), carried out by Yeasmin Quoreshi Md., bearing ID: MSCM 2302029008 under my supervision. The report or the information will not be used for any other purposes.

I wish her every success in life.

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

Nothing can be accomplished alone. Without the help of the number of persons the success remains silent. I am very much fortunate to get the sincere guidance and supervision from a number of people. First of all, I am very much grateful of Almighty Allah who gave blessings, courage and ability to prepare this report.

I am very much grateful to Shakila Yesmin, Lecturer, Department of Business Administration, Sonargaon University (SU) for guiding me to complete my thesis report. I am also highly indebted to her for the scholarly and constructive suggestion, which was of much assistance to prepare this thesis paper on "Implementation of Green Supply Chain Management in the RMG Sector in Bangladesh: A Case study on Texville Garments Ltd.". I am deeply grateful to all concerned persons who provide valuable guidance, suggestions and advices in collecting information, analyzing and preparing the thesis paper. I am particularly indebted to them whose efforts and cordial cooperation of this thesis.

I am also thankful to some other people of Texville Apparel Ltd. with whom I worked at TAL. At first, I have to be thankful to Mr. M. A Matin Executive Director and Mr. Kamrul Islam Production Manager at Texville Apparel Ltd. I am so thankful to Mr. Shohidul Islam, Supply Chain Manager & Store In charge and all people of Texville Apparel Ltd. Who helped and assisted me to work at Texville Apparel with a friendly environment.

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

Abstract

Green Supply Chain Management covers all supply chain activities, which are performed directly or indirectly in fulfilling customer request. Supply chain entails six drivers such as facilities, inventory, transportation, information, sourcing and pricing which influence all the decision and activities performed in supply chain process. Supply chain process encompasses three major areas such as customer relationship management that covers the function of marketing, pricing, sales, call center and order management; internal Green Supply Chain Management that covers the function of strategic planning, demand& supply planning and fulfillment of actual orders; and supplier relationship management that covers the function of selecting supplier of raw materials, negotiating, buying and design & supply collaboration with suppliers. Proper planning, cooperation and collaboration among the concerned parties are key for meeting supply chain goal. RMG sector is one of the biggest and most GDP earning sectors in Bangladesh. My report contains a brief study on Textile Apparel Company and SCM process of the industry in Bangladesh based on this company. For completing this report I went through the extended enterprise which includes key suppliers, manufacturers, and end customers of a specific company as well as industry. I tried to analyze the real situation for preparing the report.

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Chapter 01

Introduction

1.1. Introduction of the study

Texville Garments Ltd. is a Bangladesh-based garment manufacturer and exporter specializing in woven and knit apparel. The company is registered with the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) under Registration No. 6156. Established on March 20, 2016, Texville Garments Ltd. operates from its factory located in Mirer Changao, Ashulia, Savar, Dhaka.

Texville Garments Ltd. is part of a broader network of companies under the "Texville" brand, which includes Texville Apparel Company Ltd. in Hong Kong. Established in 1998, Texville Apparel Company Ltd. serves as a merchandising company and garment producer, delivering products worldwide, primarily to markets in the European Union, Canada, South Africa, and South America. They produce a variety of garments, including jackets, knitwear, pants, boardshorts, shorts, polo shirts, and t-shirts. The company operates its own factory in Xiamen, Fujian, China, with additional production facilities in Shijiazhuang, Anhui, and Bangladesh, providing flexibility and capacity to meet diverse customer needs.

1.2. Background of the study

As a part of MSCM program I have to accomplish my thesis. And in this process I have completed my thesis on **Texville Garments Ltd**. Texville Garments Ltd. is one of the largest organizations in our country and I am involve in almost all activities related with marketing. This company has many sections and I am involved in the Green Supply Chain Management department. I have worked only in Branch office of this company. The report mainly concentrates on the process system of Green Supply Chain Management in the Texville Garments Ltd**.**

1.3. Scope of the study

Implementation of Green Supply Chain Management of the RMG Sector in Bangladesh. It has international supply chain activities. I had the great opportunity to have experience of supply chain activity of Texville Garments Ltd.

The scope of the study may be stated as under:

- The study would help top management in planning and decision marketing strategy.

- The study would help management in identifying the key areas of weakness and strength.
- The study would aware the top management to take corrective and appropriate measure timely to improve the company is marketing strategy and other performance.

1.4. Objective of the Study

- To know the internal Green Supply Chain Management of Texville Garments Ltd.
- To know the drivers of Supply Chain performance of Texville Garments Ltd.
- To know the process view of Supply Chain of Texville Garments Ltd.

1.5. Methodology of the Report

In this report, I tried to find out the green supply chain management practices in Texville Garments Ltd. It gives a description about the company. So I used Descriptive Research because it describes a market or its characteristics. For this study I collected data from both Primary and secondary sources.

1.5.1. Source of data:

Primary Sources

- Face to face conversation with the General Manager of Supply Chain Department (Ashulia office)
- Face to face conversation with the Manager of Supply Chain Department (Ashulia office)
- Direct observations of the functions of Green Supply Chain Management of Ashulia office of TGL.
- Study of the relevant files as instructed by General Manager

Secondary Sources

- Annual Reports
- Website
- Magazine

1.6. Limitations of the study

The present study was not out of limitations. Some restraints are disclosed bellow:

- The main constraint of the study is insufficiency of information, which was required for the study. There are various information the official cannot provide due to security and other corporate obligations.
- Due to time limitations, many of the aspects could not be discussed in the present report.
- Every organization has their own secrecy that is not revealed to others. While collecting data through interviewing the employees, they did not disclose much information for the sake of the confidentiality of the organization.
- Since the officials were very busy, they could provide me very little time to cover such a broad functional area of a company
- I carried out such a study for the first time, so inexperience is one of the main constraints of the study.

Chapter 02

Company Overview

2.1. Overview of company

Texville Garments Ltd. is proud to be one of the garments manufacturers of Bangladesh. It has started its journey in 2015 and with continued success now has expanded our territories. TEXVILE Garmentss Ltd. are specialized on T-Shirt, but we have our own team of professionals having long experience in Knit independently. We have the experience of producing all kinds of high quality, knit items for our honorable buyers from Europe.

Ours have a dynamic group of professionals who are very much concern with quality and timely delivery. Simultaneously, TEXVILLE APPERAL LTD has the own unit of Knit & Woven factory to meet the requirements of our buyers from Japan, Canada, Singapore, China, Spain, Korea, France and America.

TEXVILLE APPARAL Ltd. is a model in many aspects in the Knitwear manufacturing industry in Bangladesh and holds a distinctive reparation as a source of quality knit garments, working in

Collaboration with reputed brands in Europe, Canada and the USA with reliability and confidence. With a vertical integrated setup, it offers a comprehensive solution to the entire range of the knit garments manufacturing industry with state of the art machineries in Knitting, Fabrics Dyeing & Finishing, Yarn Dyeing, Lab and R&D, Embroidery and Printing. Because of the automation in lots of production stages, we have less number of workers and high production capacity

Products and Services: TEXVILLE GARMENTS LTD. serves its buyers with Knit Garmentss in all three-market segments Men's wear; Ladies' wear; and Children wear. The type of garments that are done most are:

- T-shirt
- Polo shirt
- Sweat Jacket
- Tank Top
- Men's Underwear
- Legging
- Trousers
- Different Types of Jersey

The types of fabrics those are knitted and manufactured using in-house facilities are Single Jersey (Light & Heavy); 1 x 1 Rib; 2 x 1 Rib; 2 x 2 Rib, French Rib (Flat back); drop Needle Rib, Sweat Fabric; Interlock; Pique (all types), Fleece (Brushed & Un-Brushed).

For knitting, TEXVILLE uses both local and imported raw materials. The main material required for the RMG industry is the yarn. There are several types of yarns. TEXVILLE usually uses all basic types of yarns from local sources. However, the fancy yarns, that requires complex engineering before and during the spinning process, are generally imported from abroad-mainly from India. The types of yarn that TEXVILLE uses for its products are combed yarn, carded yarn, compact yarn, slub yarn, mixed composition in yarn-for mélange effect in fabric, organic cotton, supima/ pima cotton etc. in different qualities.

2.2. Vision, Mission, Objectives and Principles

Vision

To be the number one exporting company worldwide within 2040

Mission

To be a World Class Socially Responsible Outdoor Enterprise in achieving the following goals:

- A balanced portfolio of diversified profitable businesses.
- A Learning and most effective organization.

Objectives

- 100% delivery on time
- 100% Safety record
- 100% Commitment
- 100% Quality first time
- 100% Utilization of resources

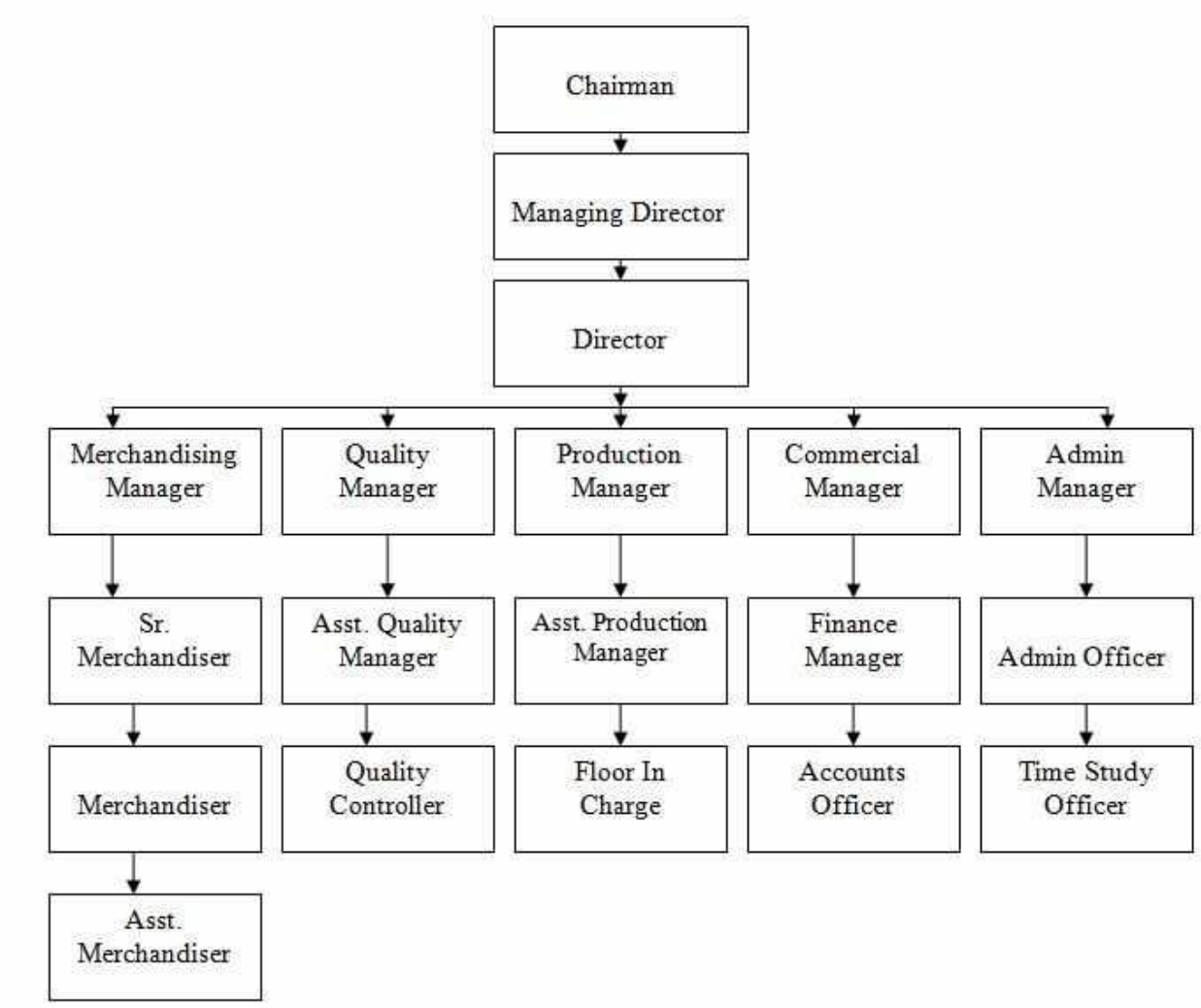
Principles

- To deal fairly, openly and honestly with all employees, customers & suppliers
- To combat corruption whenever or wherever it occurs

- To value and support each other contribution
- To ensure equality of opportunity for all & combat discrimination whenever or wherever it occurs
- To always obtain the best value from the resource available

2.3. Management Structure

TEXVILLE Garments Ltd. The organizational structure starts from the chairman and ends till the workers indifferent levels and departments of Texville Garments Ltd. The general organizational structure of the organization is given below.



Chapter 03

Green Supply Chain Management

3.1 Green Supply Chain Management

In commerce, Green Supply Chain Management (GSCM), the management of the flow of goods and services, involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain. Supply-chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally."

GSCM practice draws heavily from the areas of industrial engineering, systems engineering, operations management, logistics, procurement, information technology, and marketing and strives for an integrated approach. Marketing channels play an important role in Green Supply Chain Management Current research in Green Supply Chain Management is concerned with topics related to sustainability and risk management, among others, whereas the "people dimension" of GSCM, ethical issues, internal integration, transparency/visibility, and human capital/talent management are topics that have, so far, been underrepresented on the research agenda

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

Green Supply Chain Management flows can be divided into three main flows:

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

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

Supply Chain has 2 parts:

1. Production Planning
2. Raw Material Planning

3.2. Responsibility of Production Planning of Supply Chain

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

3.3. Raw Material Planning Responsibility

- Raw material shifting
- Plant to plant movement
- Stock replenishment initiatives (If there is shortage take initiatives)
- Follow up- short time ETA (EXPECTED TIME OF Arrival) ETD= Expected Time of Delivery

Example

Say requirement of grey is 230 kg for today. We have 240kg, so for today 10 kg raw materials is for extra. But a planner cannot order that use 230 kg raw materials for today's production because he need to think about that for next day 10 kg extra is only left which is not enough for proposing an order on next day. So he needs to think about that. Now what the planner will do now?

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

ATP= Availability to promise
DLD=OPT + MLT + DLT
DLD= Distribution Lead Time OPT=Order Processing Time MC Queue=Machine queue MLT= Manufacturing Lead Time DLT=Distribution Lead Time

Raw material planning process has 3 parts -

1. Grey yearn/ Thread: This is basically the main raw materials for producing the finished goods. The company basically imports from Pakistan, Egypt and from other European countries.

2. Dyes Chemicals: Whenever the company go for dying the product they basically buy from some of them from the local markets and also imports from some other countries. Clariant is a switch company which provides about 90% of the chemicals specially colors to the company. BASF is also another company which also provides colors. Whenever the product is being dying it may pass or fail. If fail then re dye it.

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

3. Make up Materials: This includes almost 6 materials.

- Plastic cone
- Plastic poly
- Sticker (imported)
- Cartoon
- Tapes
- Stickers (imported)

3.4. Planning and Forecasting

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

Duty of a supply chain planner-

- Schedule all material, which is two days old. (Let there are no constraint).
- Schedule material at full quantity, no partial quantity.
- No breakdown the material quantity but transfers it to other plant.
- Do association as more as possible.
- Utilize stock & movement properly.
- Avoid manual priority.
- Make MTS item maintaining proper sequence. (MAA>MSA>MSB)
- Keep safety stock (all material) always in hand.
- Analyze first 40 materials from EA report in daily basis & do needful.
- Ready complete delivery sheet & schedule it daily.
- Make shortfall file & do needful.
- Do stock transfer daily ("BD11 to BD10" & "BD10 to BD11").
- Always focus on recipe, do not allow more than two days.
- Always-clear priority one sample order.
- Make a GT shortage file daily & send it to GT planning team for GT movement.

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

3.5. Characteristics of Green Supply Chain Management

3.5.1. Service Response: -

Service response logistics relates to the co-ordination of non-material activities to fulfill service efficiently and effectively. Physical logistics & service response logistics are mutually dependent. The service response activities must operate in

systematic manner & in good co-ordination. Almost all products have services attached to them, & many services have attached products.

3.5.2. Integration of information:-

Information is the soul of Green Supply Chain Management Integration. Information integration is sharing of information among supply chain members. It is exploiting the information collectively by all the people. In Green Supply Chain Management, the information factor is moving to & from the top to bottom & bottom to top. From bottom it flows as data. As against from top to bottom it moves as decision taken on the basis of data received. There has to be total transparency of demand information not just between immediate business partners but across all business people.

3.5.3. Technology Assimilation:-

Technology enabled network solution is essential for sustained future prosperity. It is essential to see that the accepted technology has to be assimilated properly within the people. Supply chains should access the market through both physical channel & cyber-based channel to serve the needs of the consumer.

3.5.4. Workflow co-ordination:-

It is the efficiency of order fulfillment processes for the products in the supply chain. To achieve excellence is to adopt the logistics & supply chain model to balance the costs of holding inventories against the need to serve end consumers quickly & reliably. It is essential for companies to design the SC that balances economies of the product in terms of cost, quality, delivery &flexibility.

3.5.5. Synchronization:-

Time is important factor in Green Supply Chain Management. There has to be appropriate matching of the time period at all the stages. If there is no synchronization of the time inventory level will go up at all the places. The goal of synchronization in supply chain. Integration is to develop production & delivery mechanisms & processes that can produce goods to the actual end-user rate of demand for the smallest time-period manageable.

3.6. Key Trends in Green Supply Chain Management

Changing business dynamics and intensifying competition have brought about new challenges for supply chain professionals. Globalization, shortened product lifecycles, stringent regulations and volatile markets have made effective Green Supply Chain Management a prerequisite for business success and growth. So supply chain professionals are constantly assessing their supply chains to make sure that gaps are filled and inefficiencies corrected promptly. And these market demands and economic conditions have brought about some interesting and noteworthy trends in Green Supply Chain Management:

More Emphasis on Visibility:

Increasingly supply chain professionals are realizing the need for more visibility in supply chains. So today's supply chain solutions focus on offering analytics data that facilitate decision-making, as opposed to merely providing static visibility. These solutions provide consolidated, real-time analytics and share them with relevant stake-holders, thereby making information more actionable.

Improved Responsiveness:

Traditionally supply chains have been driven by forecasts, and supply of inventory has been based on predicted demand. However, this model does not work in the current dynamic market scenario. Manufacturers are now expected to be highly responsive to changing market demands. And this has led to the emergence of tools which enable better visibility, communication, and collaboration, and empower manufacturers by making their supply chains more responsive, flexible and versatile.

Enhanced Collaboration & Communication:

Globally distributed operations, outsourced manufacturing, and multiple regulatory standards necessitate better co-ordination and timely communication in supply chains. And these are crucial aspects in Green Supply Chain Management today. So there is growing emphasis on the need for efficient collaboration and communication, to enable judicious decision-making. Hence supply chain solutions are also increasingly catering to this need.

Low Investment & High ROI with Advanced Software:

Unfriendly economic conditions have forced manufacturers and supply chain professionals to cut down on their IT budgets. This has led to the growing use of Sass-based applications in Green Supply Chain Management, which offer advanced, and integrated information management capabilities. Unlike traditional applications these solutions are on-demand services which can be deployed easily without having to install complex software or hardware. These do not require high capital investment or expensive maintenance. These are low cost solutions, but guarantee high ROI.

Increased Use of Supply Chain Consulting:

Manufacturers have realized that today's supply chains are highly dynamic in nature and therefore require dedicated time, and resources. Hence they are now resorting to supply chain consultant, who offer their expertise to help resolve issues and manage supply chains more efficiently. Their vast experience helps in overcoming challenges and in making supply chains more flexible and responsive. Globalization of manufacturing has revolutionized economies worldwide. While low-cost regions are being used for manufacturing, they also pose a unique set of challenges which need to be addressed. Global supply chain models are susceptible to increased risks, lack of visibility, reduced control and collaboration. And the above-mentioned trends in Green Supply Chain Management reveal that manufacturers are trying to overcome the limitations of global supply chain models in order to build seamless supply chains.

3.7 Drivers of Supply Chain Performance

3.7.1. FACILITY:

Facility is the actual physical locations in the supply chain network where product are stored, assembled or fabricated. The two major types of facilities are :Production sites(factories)Storage sites(warehouses)Factories can be built to accommodate one of two approaches to manufacturing: Product Focus: A factory that takes a product focus performs the range of different operations required to make a given product line from fabrication of different product parts to assembly of these parts. Functional focus: A functional focus approach concentrates on performing just a few operations such as only making a select group of parts or doing only assembly.

3.7.2. Warehousing:

There are three main approaches to use in warehousing: Stock keeping unit (SKU) storage: In this approach all of a given type of product is stored together. Job lot storage: In this approach all the different products related to the needs of a certain type of customer or related to the needs of a particular job are stored together. Cross docking: In this approach, product is not actually warehoused in the facility; instead the facility is used to house a process where trucks from suppliers arrive and unload large quantities of different products. These large lots are then broken down into smaller lots. Smaller lots of different products are recombined according to the needs of the day and quickly loaded onto outbound trucks that deliver the product to their final destination. So the fundamental trade-off that managers face when making facilities decision between the cost of the number, location & type of facilities (efficiency) & the level of responsiveness that these facilities provide the company's customer.

3.7.3. INVENTORY:

Inventory encompasses all the raw materials, work in process, and finished goods within a supply chain. Changing inventory policies can dramatically alter the supply chain's efficiency & responsiveness. There are three basic decisions to make regarding the creation and holding of inventory: Cycle Inventory: This is the amount of inventory needed to satisfy demand for the product in the period between purchases of the product. Safety Inventory: inventory that is held as a buffer against uncertainty. If demand forecasting could be done with perfect accuracy, then the only inventory that would be needed would be cycle inventory. Seasonal Inventory: This is inventory that is built up in anticipation of predictable increases in demand that occur at certain times of the year.

3.7.4. TRANSPORTATION:

Transportation entails moving inventory from point to point in the supply chain. Transportation can take the form of many combinations of modes & routes, each with its own performance characteristics. There are six basic modes of transport that a company can choose from: Ship which is very cost efficient but also the slowest mode of transport. It is limited to use between locations that are situated nest to navigable waterways & facilities such as harbor & canals. Rails which is also very cost efficient

but can be slow. This mode is also restricted to use between locations that are served by rail lines. Pipelines can be very efficient but are restricted to commodities that are liquid or gases such as water, oil & natural gas. Trucks are a relatively quick & very flexible mode of transport. Trucks can go almost anywhere. The cost of this mode is prone to fluctuations though, as the cost of fuel fluctuates and the condition of road varies. Airplanes is a very fast mode of transport and is very responsive. This mode is also very expensive mode & is somewhat limited by the availability of appropriate airport facilities. Electronic transport is the fastest mode of transport and it is very flexible & cost efficient. However , it can be only be used for movement of certain types of products such as electric energy, data, & products composed of data such as music, pictures & text.

3.7.5. INFORMATION:

Information serves as the connection between various stages of a supply chain, allowing them to coordinate & maximize total supply chain profitability. It is also crucial to the daily operations of each stage in a supply chain for e.g. a production scheduling system. Information is used for the following purpose in a supply chain: Coordinating daily activities related to the functioning of other supply chain drivers: facility, inventory & transportation. Forecasting & planning to anticipate& meet future demands. Available information is used to make tactical forecasts to guide the setting of monthly & quarterly production schedules & time table enabling technologies: many technologies exist to share & analyze information in the supply chain. Managers must decide which technologies to use & how to integrate these technologies into their companies like internet, ERP, RFID.

3.7.6. SOURCING:

Sourcing is the set of business processes required to purchase goods & services. Managers must first decide which tasks will be outsourced & those that will be performed within the firm. Components of sourcing decisions In-House or outsource: The most significant sourcing decision for a firm is whether to perform a task in-house or outsource it to a third party. This decision should be driven in part by its impact on the total supply chain profitability. Supplier selection: It must be decided on the number of suppliers they will have for a particular activity. The must then

identify the criteria along which suppliers will be evaluated & how they will be selected like through direct negotiations or resort to an auction.

3.7.7. PRICING:

Pricing determines how much a firm will charge for goods & services that it makes available in the supply chain. Pricing affects the behavior of the buyer of the good or services, thus affecting supply chain performance, for example, if a transportation company varies its charges based on the lead time provided by the customers, it's very likely that customers who value efficiency will order early & customers who value responsiveness will be willing to wait & order just before they need a product transported. This directly affects the supply chain in terms of the level of responsiveness required as well as the demand profile that the supply chain attempts to serve. Pricing is also a lever that can be used to match supply & demand. Components of Pricing Decisions: Fixed Price versus Menu pricing: A firm must decide whether it will charge a fixed price for its supply chain activities or have a menu with prices that vary with some other attribute, such as response time or location of delivery. Everyday low pricing versus High-Low pricing.

3.8. Supply Chain Activities / Functions:

Green Supply Chain Management is a cross functional approach to managing the movement of raw materials into an organization and movement of the finished goods out of the organization toward the end consumer.

Supply Chain activities can be grouped into strategic, tactical and operational level of activities.

3.8.1. Strategic activities:

- Strategic network optimization, including the number, location, and size of warehouses, distribution centers and facilities.
- Strategic partnership with suppliers, distributors, and customers, creating communication channels for critical information and operational improvements such as cross docking, direct shipping, and third-party logistics.

- Product design coordination, so that new and existing products can be

optimally integrated into the supply chain, load management

- Information Technology infrastructure, to support supply chain operations.
- Where to make and what to make or buy decisions
- Align overall organizational strategy with supply strategy

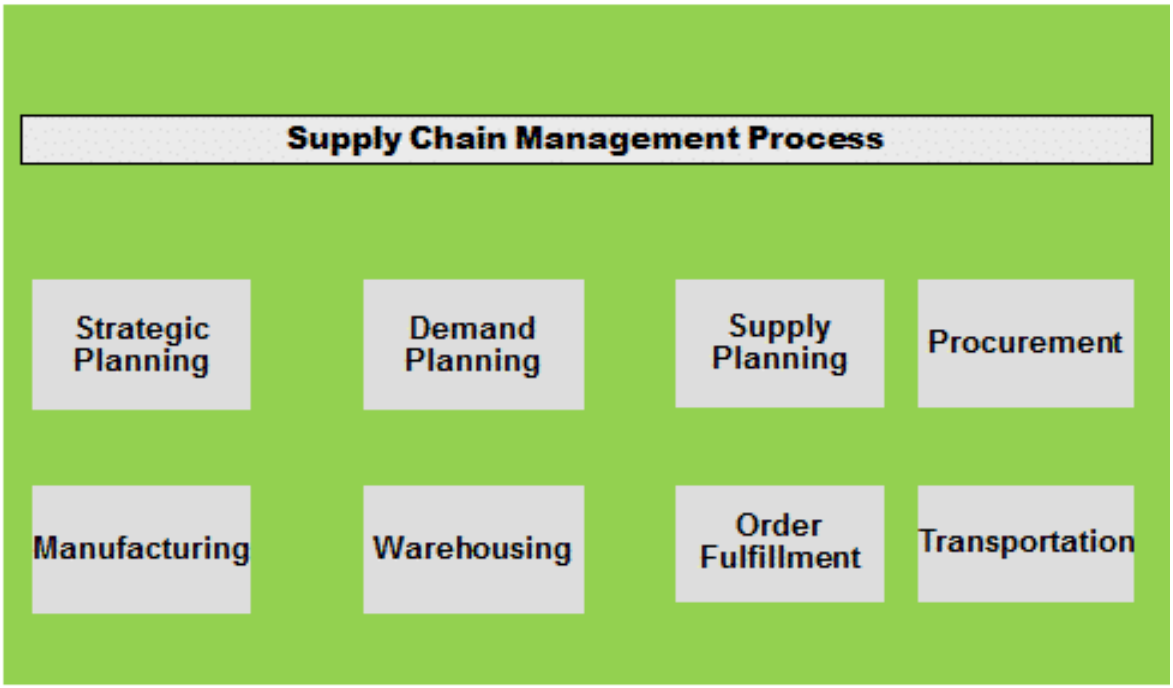
3.8.2. Tactical activities:

- Sourcing contracts and other purchasing decisions.
- Production decisions, including contracting, locations, scheduling, and planning process definition.
- Inventory decisions, including quantity, location, and quality of inventory.
- Transportation strategy, including frequency, routes, and contracting.
- Benchmarking of all operations against competitors and implementation of best practices throughout the enterprise.
- Milestone payments

3.8.3. Operational activities:

- Daily production and distribution planning, including all nodes in the supply chain.
- Production scheduling for each manufacturing facility in the supply chain (minute by minute)
- Demand planning and forecasting, coordinating the demand forecast of all customers and sharing the forecast with all suppliers.
- Sourcing planning, including current inventory and forecast demand, in collaboration with all suppliers.
- Inbound operations, including transportation from suppliers and receiving inventory.
- Production operations, including the consumption of materials and flow of finished goods.
- Outbound operations, including all fulfillment activities and transportation to customers.
- Order promising, accounting for all constraints in the supply chain, including all suppliers, manufacturing facilities. Distribution centers and other customers.
- Performance tracking of all activities.

3.9. Green Supply Chain Management Process



3.9.1. Strategic Planning Process

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.

3.9.2. Demand Planning Process

Demand planning is a multi-step operational Green Supply Chain Management (GSCM) process used to create reliable forecasts. Effective demand planning can guide users to improve the accuracy of revenue forecasts, align inventory levels with peaks and troughs in demand, and enhance profitability for a given channel or product.

3.9.3. Supply Planning Process

Supply planning is the component of Green Supply Chain Management involved with determining how best to fulfill the requirements created from the Demand Plan. The objective is to balance supply and demand in a manner that achieves the financial and service objectives of the enterprise. A supply plan is another component of the Sales and Operations Planning (S&OP) process and falls under the right side of the demand and supply planning structure.

3.9.4. Procurement Process

Procurement "is the process of getting the goods and/or services your company needs to fulfill its business model. Some of the tasks involved in procurement include developing standards of quality, financing purchases, negotiating price, buying goods, inventory control, and disposal of waste products like the packaging. In the overall supply chain process, procurement stops once your company has possession of the goods. To make a profit, the cost of procuring your goods must be less than the amount you can sell the goods for, minus whatever costs are associated with processing and selling them.

3.9.5. Manufacturing Process

Manufacturing processes are the steps through which raw materials are transformed into a final product. The manufacturing process begins with the creation of the materials from which the design is made. These materials are then modified through manufacturing processes to become the required part. Manufacturing processes can include treating (such as heat treating or coating), machining, or reshaping the material. The manufacturing process also includes tests and checks for quality assurance during or after the manufacturing, and planning the production process prior to manufacturing.

3.9.6. Warehousing Process

A warehouse is a commercial building for storage of goods. Warehouses are used by manufacturers, importers, exporters, wholesalers, transport businesses, customs, etc. They are usually large plain buildings in industrial areas of cities, towns and villages.

They usually have loading docks to load and unload goods from trucks. Sometimes warehouses are designed for the loading and unloading of goods directly from railways, airports, or seaports. They often have cranes and forklifts for moving goods, which are usually placed on ISO standard pallets loaded into pallet racks. Stored goods can include any raw materials, packing materials, spare parts, components, or finished goods associated with agriculture, manufacturing and production. In Indian a warehouse may be referred to as a Go down.

3.9.6.1. Types of Warehouse Space

- Commercial: in rented building used for business.
- Government or state: such as at the ports or harbors. This is common in emergency situations.
- Transit: for temporary storage of goods destined for different locations and need storage for a very short time.
- Bonded warehouses: for storage of goods whose duty is unpaid and especially where the goods are destined to another country. Pre-positioned stock is often held in bonded warehouses so that export is quick and can be stored for long periods sometime.
- Open storage: not ideal for perishable products but in emergencies, sometimes the only alternative.
- Space that is owned and managed by the organization.
- Pre-fabricated warehouses where there are no permanent structures available. This is common practice in emergencies.

TGL maintains all types of warehouse spaces for smooth supply chain activity.

3.9.7. Order Fulfillment Process

Order fulfillment is a key process in managing the supply chain. It is the customers' orders that put the supply chain in motion, and filling them efficiently and effectively is the first step in providing customer service. However, the order fulfillment process involves more than just filling orders. It is about designing a network and a process that permits a firm to meet customer requests while minimizing the total delivered cost. This involves more than logistics, and it needs to be implemented cross-functionally and with the coordination of key suppliers and customers. In this paper the order fulfillment process is described in detail to show how it can be implemented within a company, and managed across firms in the supply chain. The, activities of each sub-process are examined; the interfaces with functional silos, processes and firms are evaluated; and, examples of successful implementations are provided.

3.9.7.1. Order management:

- View orders, create invoice/receipt and shipment records for Sales Orders and issue Credit Memos (refunds) for customers.

- Customers can re-order previous orders from their account, while administrator users are able to view full order histories and create orders in the backend.
- Order Management Offering
- View, edit, create and fulfill orders from admin panel.
- Create one or multiple invoices, shipments and credit memos per order to allow for split fulfillment
- Print invoices and packing slips
- Call Center (phone) order creation

Includes ability to create new customer, or select existing customer and view shopping cart, wish list, last ordered items, and compared products list, as well as select addresses, give discounts and assign custom prices

- Create re-orders for customers from administration panel.
- Email Notifications of Orders

3.9.7.2. Picking, packing and shipping of actual order:

After producing finished goods, those goods are kept in designed warehouse. Then products are packed according to instruction and made ready for shipment. The shipment of goods is related to exporting formalities, which is shown below:

3.9.7.3. Export Formality

1) Purchased Order received from Texville buyer /foreign buyer
2) Issue Pro-forma invoice/commercial invoice and necessary customs/shipping documents for TGL buyer /foreign buyer.
3) Arrangement of all permission & carrier for sending the sample to Buyer(by Commercial)
4) Receive L/C (letter of credit) from Buyer
5) Ensure the L/C (letter of credit) is valid through Advising Bank (Commercial)
6) Request letter to buyer for necessary amendments.
7) Prepare Shipping documents such as invoice, sales contract(S/C), bill of exchange etc. (Commercial)
8) Issue Production Requisition

9) Issue Thread & Fabric requisition if it is quilting order to Coats & SDF.

10) Obtain Sub-contract permission from BEPZA & make agreement with Buyer (Commercial).

11) Obtain EP (Export Permission) From BEPZA.

12) Contact with Buyer to know their delivery schedule as well as arrange C&F, Transport & Forwarder. (Commercial enroll the Customer Service Rule)

13) Submit the Bills to Bank for collection the payment within stipulated time of Shipment & Expiry date (Commercial)

14) Ensured /Collection Maturity date from L/C opening Bank (Commercial)

15) For foreign export have to book the space in advance in vessel by sending necessary docs like invoice indicating weight and CBM.

16) Keep regular contact with forwarder and shipping line to finalize the sailing.

17) Confirmation of BL (bill of leading) after checking all the parameter like importer address, invoice no, Exp no, Qty, Pc, Pkg, Weight etc.

18) Send shipping documents (invoice, S/C, BL, Insurance etc.) ultimate buyer through international courier.

19) Payment Collection & Bank reporting (Commercial)

20) PRC from our Advising Bank (Commercial)

21) BTMA/BGMEA works i.e. preparation of related papers for obtaining the necessary certificates for GSP (global secure position) purpose both local and sister concern.

3.9.8. Transportation Process

Transportation is the movement of material across the Earth's surface by water, wind, ice or gravity. It includes the physical processes of traction (dragging), suspension (being carried) and saltation (bouncing) and the chemical process of solution.

During transportation, water preferentially carries away small particles in the process called washing. Wind does the same in the process called winnowing.

The material not carried away may be left behind as a lag deposit or a pavement.

Transportation and weathering are the two phases of erosion. Mass wasting is usually considered separately from transportation.

3.10. Internal Green Supply Chain Management

Internal Green Supply Chain Management Various processes included in IGSCM are as follows:

- Strategic Planning – focuses on the network design of the supply chain.
- Demand planning – consists of forecasting demand and analyzing the impact on demand of demand management tools such as pricing and promotions.
- Supply planning – Factory planning and inventory planning capabilities are typically provided by supply planning software.
- Fulfillment – Links each order to a specific supply source and means of transportation.
- Field service – Service processes focus on setting inventory levels for spare parts as well as scheduling service calls.

3.11. Supplier relationship management:

Selecting suppliers is undoubtedly one of the most challenging tasks organizations contend with. Between findings, evaluating and selecting suppliers that will meet existing needs with room to grow doesn't have to be an arduous process. While requirements do vary greatly depending on industry, company size, demand, etc., the process of supplier selection can be simplified using a general road map that reduces much of the risks and cost.

3.11.1. Supplier's selection process:

Evaluate TGL's needs– Where supplier selection and most other things are concerned, planning is key. Organizations need to carefully evaluate the internal and external factors that affect the kind of supplier they need. Not only is it a good idea for organizational strategy purposes, but potential suppliers will likely find this information useful for quoting purposes as well. TGL has found that feedback relating to poor choices in supplier selection is mainly attributed to poor communication. In other words, failure to meet expectations usually happens when expectations are not well defined and/or communicated to all.

Find potential suppliers using a concentrated checklist– Once TGL has figured out what it needs, imagines the ideal supplier. In fact, brainstorm all of the characteristics

that this perfect supplier would have. Then, take that list of wants and needs and concentrate it down to a handful of attributes. If TGL finds it difficult to narrow down, sees if any of the items can be characterized into a broader category and then assign weighted values. It is a good idea to incorporate values regardless so analyzing the options becomes easier. Scouting often starts with online searches using marketplaces such as Alibaba.com. Follow-up interviews using the checklist as a guideline keeps everything in perspective.

Analyze the options–

1. Supplier qualification

Quality management system

As a minimum requirement, TGL expects its suppliers to prove that they have an effective quality management system meeting the requirements of the standard series ISO 9001 / 2000. For suppliers whose products are used in the automotive industry, the standard requirements according to ISO/TS 16949 are applicable. A current certificate by an authorized certification body is considered to be a proof of the introduction of one of the above mentioned systems. The supplier must immediately report any change in his certification status to the responsible TGL buyer.

Environmental management system

TGL suppliers should be certified like TGL according to EMAS or DIN ISO 14001 or, at least, be able to present a documentation about regular improvement measures regarding the environment. The supplier commits to observe the legal limit values during the production of the parts and regarding the materials used for the manufacturing processes, even though those values represent only minimum requirements. Modifications of these requirements by legislation have to be taken into account, but need not be communicated to TGL. Examination results as well as information on the supplier and environmental management must be presented without request.

2. Self-assessment

New suppliers are first evaluated on the basis of a standard self-assessment form. This form includes general questions about the

- Company size

- Structure
- Legal form
- Technology
- Resources
- QM system
- Quality
- Reliability
- Experience
- Timely delivery
- Price

The commodity team consisting of the Lead Buyer, SQE (Supplier Quality Engineer) as well as the SLE (Supplier Lead Engineer, technical support) decides on the further procedure.

3. Pre-Audit and Process Audit

Before placing an order, TGL carries out a pre-audit for potential suppliers which are based on the TGL checklist. The purpose of the pre-audit is to check the ability of a new supplier to fulfill TGL requirements in order to provide one of the bases for deciding on a further cooperation with the supplier. When the audit is finished, the supplier will be informed on the audit result within one working week. If the audit result requires improvement measures, the supplier must elaborate an action plan and send it to the TGL Lead Auditor within the agreed period of time. A second audit is not intended as a process audit will be obligatory when the order is placed. All open questions resulting from the pre-audit can then be cleared during the process audit. The pre-audit is carried out either by the commodity team or by the respective IPO (buyer responsible for the buying area in question) and quality support is provided by the respective TGL subsidiary. Usually, this depends on the production site of the supplier.

For a final process approval, a Process Audit will be conducted around the time of the first article producing. The Process audit is conducted by the Supplier Quality Engineer of the related Commodity Team. With a process audit. WIKA may also require improvement measures. A follow-up audit is possible.

The audits include the elements 1-4 of the questionnaire according to TGL. The results of both the pre-audit and the Process Audit are rated / assessed according to TGL.

4. Rating and approval

A degree of compliance (in percent) is determined on the basis of the
Individual assessments. The supplier can be rated as follows:

- >= 90 percentage points -> A rating
- >= 80 < 90 percentage points -> B rating
- < 80 percentage points -> C rating

5. Feasibility declaration

The feasibility assessment is made to evaluate whether a requested part can be manufactured according to the requirements (drawing / specification) under series production conditions. The supplier is responsible for the feasibility assessment which offers him the chance to contribute his experience and to make proposals for the benefit of both parties. Ideally, this should be done in cooperation with the responsible TGL project procurement department or engineering department. Given tolerances under statistical aspects as well as the function and load of the product must be particularly observed. Furthermore, a statement is to be made as to whether the supplier's capacity is sufficient for the delivery of the planned quantities and whether the scheduled delivery dates can be met.

Methods which can be used for feasibility assessments are for instance:

- Design of Experiments (DOE)
- Failure Mode and Effects Analysis (FMEA)
- Process capability analysis (SPC)
- Fault tree analysis / Ishikawa diagram

6. Supplier development

The TGL supplier development offers the possibility of advancing existing QM systems according to the standard requirements of ISO/TS 16949. YBL will be pleased to assist its suppliers with information, knowledge and experience. This can be done for instance by regular supplier assessments, a clear definition of the

documents and procedure required for sampling inspection, training to use the TGL-specific tools and general quality tools (e.g. FAI, 8D, Ishikawa, 5 Why), conclusion of a Quality Assurance Agreement (QAA), definition of clear goals (e.g. Reliability of delivery). In addition, TGL reserves the right to carry out a system, process and/or product audit, in order to check on site that the quality management system is effective. Furthermore, the supplier is responsible for the development of his sub-suppliers.

3.11.2. What suppliers must demonstrate?

Potential suppliers must demonstrate within their submission their financial, commercial and technical capability to fully meet the requirements of the contract. TGL also takes account of renderers'' past performance with reference to contracts of a similar nature, both with ourselves and other organizations. Additionally, TGL wants a clear demonstration of compliance to equal opportunities in employment, commitment to the environment and to safe systems of working. TGL requests references from previous and/or existing customers, bankers and business information companies. Additionally, site reference visits may be arranged in conjunction with the tenderer and nominated referees

Make a decision– When selecting suppliers; TGL maintains perspective regarding its requirements and weights of various attributes as noted during the information gathering process. It is very easy to look at the bottom line and compromise on salient issues. Trust own information. And, be sure to follow-up with any potential prospects TGLdid not select.

Develop a relationship– Developing a relationship with suppliers is critical to long-term success. It is difficult to find a company that disagrees with this, but much easier to find one that truly dedicates the time and resources towards accomplishing it. Documented expectations and open communication reduce the headaches associated with poor quality, missed shipments or ultimately the process of switching suppliers. Regular follow-up is an invaluable and cost-effective way to identify potential issues early on.

Monitor performance– Ongoing evaluation of suppliers is necessary for continuous improvement. Gathering and analyzing performance data (inspection defect information, return rates, etc.) on a regular basis, in addition to intermittent on-site audits, identifies areas of improvement and insures expectations are being met. Where necessary, corrective action can be incorporated to resolve issues prior to customer impact and possibly even before they start.

3.11.3. Negotiation of pricing and delivery terms with suppliers:

Negotiate the right deal with suppliers

Negotiating the right deal with TGL suppliers does not necessarily mean getting what it wants at the cheapest possible price .It wants to negotiate other factors such as delivery times, payment terms or the quality of the goods. TGL views a good deal as one that meets all their requirements. But there are many other factors to consider, such as whether TGLwants to do business with a particular supplier again .Both sides conclude a negotiation feeling comfortable and happy with the agreement.

Following guide sets out how to negotiate a deal, including setting your objectives, understanding your supplier's position and using the right tactics.

- Setting objectives when negotiating with suppliers
- Understand supplier
- Developing a negotiating strategy
- Negotiating team
- Conduct negotiations
- Negotiating on price
- Running checks on supplier
- Drawing up a contract for purchase

Setting objectives when negotiating with suppliers

There's a range of key considerations TGL bears in mind when setting objectives for purchase negotiations. These might include:

- Price
- Value for money
- Delivery
- Payment terms

- After-sales service and maintenance arrangements
- Quality
- Lifetime costs of a product or service
- Whether or not the product or service is essential to your business

Before TGL starts to negotiate, draw up a list of the factors that are most important to TGL. Decide what TGL are - and are not - prepared to compromise on. For example, if TGL is ordering supplies in bulk TGL might want to find a supplier that will offer TGL a discount. The key is to establish TGL's preferred outcome. But remain realistic - if TGL is not prepared to compromise, the negotiations will not get far. TGL also considers what offer the supplier is likely to make and how TGL responds. Although getting the best possible deal in the short-term is important, a good relationship in the future may help TGL gets even cheaper prices or other perks, such as priority delivery. TGL doesn't underestimate the importance of goodwill.

Understanding of supplier

By conducting some basic research into a potential supplier TGL works out how valuable TGL'S business is to them. TGL's bargaining power increases in direct proportion to TGL's potential supplier's need for TGL's business .If the supplier runs a near monopoly it is likely to have the upper hand because:

- It has enough business already
- TGL only has a few other sources to select from

However, if the supplier has a number of competitors - or is a new entrant to a particular market - TGL be in a much stronger position. Also, the supplier may already be offering good deals in a bid to increase its market share .Alternatively, a supplier may need TGL's business to get rid of old stock or to fill spare production capacity. TGL identifies the key staff in the supplier's business to negotiate with. There's no point trying to squeeze concessions out of a junior member of staff who does not have the authority to grant them. Negotiating at the right time can be an important strategic tool. For example, a salesperson may need to meet a monthly sales quota.

Developing a negotiating strategy

It is essential to plan strategy in writing before beginning negotiations. This helps set clear goals and work out where draw the line and walk away from the deal. Start by defining what TGL's priorities are, such as low price, high specification goods or a specific delivery schedule. Think about different offers the supplier could make and what TGL is willing to concede or compromise on. For example, TGL may decide that TGL only pay the full price in exchange for fast turnaround. Write down TGL is negotiating strengths and how TGL uses them to get the concessions TGL requires. Consider ways of defending the weaker parts of TGL's argument and negating the supplier's main strengths.

Negotiating team

Once TGL has set out your strategy, it is also essential to get BLC's negotiating team right. Make sure it has skills in all the necessary areas. TGL needs to ensure you match the seniority of the supplier's representatives. For example, TGLdoes not send a junior account manager to bargain with their managing director. Make sure each member of the team is familiar with TGL's negotiating strategy. The more confident they sound about what they want, the more likely they are to get it.

Conduct negotiations

Before TGL starts negotiating, state the aspects of the deal TGL is happy with and the points TGL wants to discuss. Ask the supplier to do the same. TGL makes sure both sides are satisfied with what is being negotiated. Get the supplier to restate any discounts offered and payment terms. Keep these key bits of information to hand .If TGL has enough bargaining power, insist on using TGL's own terms and conditions of purchase. Do not indicate that there are things TGL is prepared to concede or compromise on too early in the negotiations. Try to give the impression TGL is approaching the negotiations positively without revealing TGL's position. For important or large purchases suggest setting out the key points of the deal in writing. For example, for the purchase of company cars, these might state your requirements, such as the make, year, model, and the interior specification and delivery times. TGL is also aware of common negotiating tactics. If the other party keeps referring to urgent deadlines or a person they need to confer with, remember they may be using pressure tactics. Use such tactics yourself with caution. TGL doesn't allow pressure to

force into agreeing to a point TGL is not happy with. Each time TGL agrees to a point, clarifies that TGL has understood it correctly and writes it down .In some trades, suppliers set artificially high prices that are then permanently discounted. If this scenario applies to TGL,'s business then ensure that any concessions the supplier gives are real -negotiate discounts that go beyond the standard level.

Negotiating on price

Some price negotiating techniques will be familiar if you've ever bartered at a market. TGL Never accepts the first offer - makes a low counter-offer in return. The other party is likely to come back with a revised figure. Always asks what else they can include at the given price. If the price is suspiciously low, asks negotiating team why. Are the goods of sufficiently high quality? Do they really offer value for money? What will after-sales service be like? TGL also tries to make the asking price look high by exposing any ongoing costs. Ask about repair costs, consumables and other expenses. If the current state of the supplier's market means prices is falling, point this out. If the price includes features TGL doesn't need, tries to lower it by asking to remove those features from the deal. TGL uses bargaining power to get a good deal. For example, if TGL decides to buy big bulk, it asks for bulk discounts. But TGL remembers that if squeeze the price too low - perhaps by threatening to walk away from the negotiations - TGL may end up getting a poor deal. The supplier may have to cut costs elsewhere - in an area such as customer service, which could prove costly to you in the long run. Even if TGL is a supplier's main customer and enjoy most of the bargaining power, forcing it to meet prices at which it could go out of business won't protect TGL's reputation as a highly valued customer. The supplier will soon look for other customers and is likely to feel resentful.

Running checks on supplier

Before signing a contract with any supplier it's essential to carry out due diligence to check it can fulfill the agreement. TGL makes credit check of potential suppliers to ensure they have the cash flow to deliver what TGL wants, when TGL needs it. This is especially important when TGL is entering into a long-term contract. For example, if TGL's supplier is the only available supplier of Customer Relationship Management (CRM) TGL is providing, TGL needs to be sure it isn't at risk of going out of business. The supplier also runs checks on TGL to ensure TGL has the means

to pay for its goods or services. It's also a good idea to get references for the supplier from other customers. The supplier be happy to put TGL in touch with some of its previous clients. If not, ask yourself what he is trying to hide. However, remember that he's unlikely to put you in touch with a dissatisfied customer. Sometimes a manager in a business bids for contracts and then passes the account to someone else. If this is likely to be the case, make sure TGL is happy with whoever is being assigned to do the work - and that TGL is able to deal with the manager if any problems arise.

Drawing up a contract for purchase

Once all the points have been negotiated and a deal has been agreed to its best to get a written contract drawn up and signed by both parties. Although verbal contracts are acceptable and legally binding, they're very hard to rely on in court.

Both parties agree on what the contract covers. Typically, it includes:

- Details of price, payment terms and delivery schedule
- A clause stating the supplier's right to ownership of the goods until they're fully paid for.
- A clause limiting the seller's contractual liability - taking into account the purchaser's statutory rights

Depending on who holds the bargaining power in the negotiations, the terms and conditions used may be TGL's own, the supplier's or a mixture of the two. TGL considers getting legal advice when drawing up TGL's standard terms and conditions. Aim to get a contract that protects TGL's interests and that shifts legal responsibility for any problems to the supplier. TGL notifies the supplier in writing how TGL intends to use its supplies and ask for written confirmation that what it is selling TGL is suitable .It's a good idea to explicitly ask about any hidden problems and to keep a written record of all assurances given. Make sure that TGL's contract covers the level of after-sales service TGL requires. Build into the contract what will happen if there are any problems with the goods or services. For example, will the supplier replace individual faulty goods or the whole batch and within what time period? Agree on penalties for failure to meet delivery times or quality standards, such as a future discount. TGL also considers including any dispute resolution or exit procedures that must be followed if either party is dissatisfied with the relationship or

wants to end the contract. After completing all requirements regarding buying of raw materials TGL goes for following import formalities:

3.11.4. Import formalities

Three way import: A) Through TGL Home/Office

B) Through Import LC.

C) Through sister concern.

1. Raw material position and requisition forwarded to TGL Home/Office. DHAKA
2. TGL send shipping document (invoice, S/C, BL/AWBL) according to the requirement.
3. Obtain Import Permission from BEPZA through automation or manually with relevant shipping docs.
4. Open import LC through valid quotation from the different supplier subject to approval of prior consultation.
5. Apply to our advising bank for opening LC with LCA, insurance, IMP etc. with a forwarding.
6. Import Permission hand over to nominated C&F agents for clearing the goods either from CTG port or from airport.
7. Regular coordination with C&F agent, shipping line and forwarder to track the pipeline of cargos and right time receiving at factory i.e. before finishing the inventory.
8. Follow up with MCD and floor for smooth production operation through the stock raw materials.
9. Make bank guarantee for container where need.
10. Maintain of all procedure for the acceptance of YO/YMSA bills/negotiation and at sight payment for import LC.
11. Prepare monthly raw-material/spare parts statement of received by factory.
12. Ensure air or courier import cargo.
13. Have to visit CTG port and ICD to ensure import cargo.

3.11.5. Placement of replenishment order:

Integrated supply chin activities of TGL helps properly placed the replenishment order. This allows for continuous updating of inventory and upcoming requirements, making the end-to-end supply chain process more efficient. Efficiency is created through the decrease expenditures for merchandising, inventory, logistics, and transportation across all trading partners.

Chapter 04

Findings

4.1. Findings

After analyzing the Green Supply Chain Management of Texville Garments Ltd. I identified some problems. It has also identified that Texville Garments Ltd. is losing its market share to some of its competitors.

Major findings are as follows-

- There is lack of teamwork, which is very important in competitive business world.
- There is more scope to upgrade the training facilities among the workers.
- Lack of co-ordination among various functional area of supply chain department.
- Website of TGL is not well organized to reflect the directory of the company.
- Lack of production schedule flexibility.
- Over dependency on parent company named Texville Corporation for raw materials.
- There is no scope to sell the defected product in the secondary market.
- There is more scope to upgrade transportation facilities.
- There is more scope to expand corporate social responsibility (CSR)
- TGL does not sub-contract and outsourcing result in missing opportunity to expand business.
- There is lack of motivation among the employees.
- There is more scope to escalate the office facilities.

Chapter 5

Recommendations and Conclusion

5.1. Recommendations

Considering the above problems, I recommend some suggestions for overcoming these problems. If TGL follows the below recommendations & suggestions and reforms their activities of supply chain, I hope and expect that it will provide positive result.

- Team work must be improved by following effective team work guidelines to get the maximum benefit from supply chain activity.
- Training facilities must be improved to get the work done by the workers.
- Co-ordination among various functional area of supply chain department must be upgraded through proper planning and strong communication system.
- Website of TGL must be well organized to reflect the directory of the company so that buyer and supplier can get required information to precede the business with TGL.
- Production schedule flexibility must be ascertained by maintaining safety stock, three shifts working manner and short term planning.
- Reducing Over dependency on parent company named Texville Corporation for raw materials and sourcing some raw materials available in Bangladesh with cheap price.
- Selling the defected product in the secondary market to minimize loss should be ensured.
- Transportation facilities must be developed to meet required demand.
- Corporate social responsibility (CSR) should be increased for business purposes.
- TGL should do sub-contract and outsourcing to grasp the business opportunities.
- Motivation among the employees must be ensured through providing various incentives to get the best output from the human resource pool.
- Office facilities must be ensured for smooth functioning.

5.2. Conclusion

Supply chain encompasses all the activities of various parties involved in value chain activity that is all required function to make a product/rendering service. It is very demanding and pressing issue in the dynamic business world. It is a distinguishing factor for national and multinational company for outstripping the other company and for retaining leading edge in the extreme competitive business era as well as dominating the world market. To get the toughing edge in the world textile/garment market and meet the vision, TGL must escalate and sustain the supply chain activities through sustaining effective and efficient Green Supply Chain Management system that covers proper planning, coordination and collaboration among the various parties Through strong communication system involved in supply chain process which is maintained to meet customer satisfaction.

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