

Made in Bangladesh

**Bangladesh garments industry creating shared value in
response to social issues related to work**

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Abstract <p>Bangladesh's garments industry is basically the lifeline for urban as well as rural poor in terms of being the only big labor-intensive business with tremendous job-generating potential. Given the RMG sector's remarkable growth, other important issues are precarious working conditions in the mines, and lack of social action. In 2013, Rana plaza and Tazreen Fashions represents the tragic tale of Health and Workplace Conditions in the apparel and textile industry in Bangladesh. It has been the topic of much discussion lately triggered by many recent deadly disasters taking hundreds of human lives and resulting in much controversy, both in the country itself and globally among stakeholders such as buying homes, manufacturers. To solve this problem Creasing shared value is one of the best options for the garments industry. Although garments industry is now adopting with green and eco friendly concept but still the social problem is not solved. Hence, the competition is growing through out the world. Creating shared value is now not a dream, it's a reality but requires of mind set. It's a shift a way on earning profit towered a border and long-term focus. So its not an option it's a future with a great opportunity and thousands of benefits along with solving the social problem.</p>		
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Contents

1	Introduction	Error! Bookmark not defined.
1.1	Background.....	Error! Bookmark not defined.
1.2	The Motivation for The Research.....	Error! Bookmark not defined.
1.3	The Research Question and Objective	Error! Bookmark not defined.
1.4	The structure of the thesis	Error! Bookmark not defined.
2	Literature Review	Error! Bookmark not defined.
2.1	What is Creating shared value (CSV)	Error! Bookmark not defined.
2.2	What is Corporate Social Responsibility (CSR)	Error! Bookmark not defined.
2.3	Creating Shared Value: A shift from CSR to CSV	Error! Bookmark not defined.
2.4	Theoretical Framework	Error! Bookmark not defined.
3	Methodology	Error! Bookmark not defined.
3.1	Research Approach.....	4
3.2	Research Context.....	5
3.3	Data Collection	12
3.4	Data Analysis	14
3.5	Verification of the result	14
4	Result	15
4.1	Targeting unmet needs drives incremental revenue and profits	16
4.2	Internal operations increase productivity and reduce risks	19
4.3	Creating an Enabling Business Environment.....	21
5	Discussion	24
5.1	Answering the research question	25
5.2	Answering the research question	26

5.3	Assessment of the results in the light of earlier literature	28
5.4	Limitations	29
5.5	Recommendations for future research	30
	References	31
	Appendices	39

Figures

- Figure 1. Trend & Growth of RMG Export and Its' Share (%) in Total Export **Error! Bookmark not defined.**
- Figure 2. Numbers of Garments factories in Bangladesh 10

Tables

- Table 1. Differences between CSR and CSV **Error! Bookmark not defined.**
- Table 2. Distinction between European Commission (2011) CSR and Porter and Kramer (2011) CSV **Error! Bookmark not defined.**
- Table 3. Fundamental differences between Qualitative Research and Quantitative Research **Error! Bookmark not defined.**

1.1 Research Approach

Qualitative Research

This thesis is a report on a descriptive study that used a semi-structured questionnaire for collecting the data. Therefore, the study was conducted from a qualitative viewpoint. Besides, in addition, both understandable graphs and tables are used for quick comprehension. Punch (1998,4) says that a qualitative analysis is an epidemiological study where statistics are not the actual evidence.

Mcleod (2019) says as follows, *“Qualitative research aims to understand the social reality of individuals, groups and cultures as nearly as possible as its participants feel it or live it. Thus, people and groups are studied in their natural setting.”*

Qualitative research helps in the understanding of the significance phenomena. Interviewees in a qualitative sample have their perspectives on the subject of the study, based on their expertise and personal experiences. The qualitative research observations ultimately become hypotheses (Creswell & Clark, 2007). Qualitative analysis is a valuable tool for creating a theory and developing new ideas from the information gathered (Eriksson & Kovalainen, 2008). Qualitative knowledge can be obtained by findings, reviews, records, and different media resources, both of which have their advantages and disadvantages. (Creswell 2009). For this analysis, I chose the qualitative study approach in order to explore the answers to the research questions and gather further information on the subject. This work involved top to bottom analyses, with participants sharing viewpoints and discussing evidence

1.2 Research Context

While Bangladesh is currently facing worrying situations in the textile factories, even if it could manage and take appropriate measures to improve the case, it could be the number one net exporter of fully ready-made textiles in the world. The country seeks to maintain the western buyers' confidence and trust. Bangladesh wants to ensure that the workers have the correct working climate and sufficient pay. In addition, the nation will incorporate massive commercial management into the textile industry to guarantee the reputation of the garment factory owners. The Bangladesh Government aims to maintain a strong logistics network. To improve the situation, Bangladesh introduces eco-friendly approaches to the green textile industry. The eco-industry is not like traditional factories that are harmful to the climate. A green factory is not all for manufacturing. Environmental protection and the preservation of human health are critical issues of a green plant. Hall and Dickson (2011) state that a green factory seeks to create a factory that blends economic concern with social and environmental aspects. In a broad context, a green factory requires small water usage, low carbon, fuel conservation, recycling, and solid waste collection. Moreover, the manufacturing plant is clean of toxic contaminants and it has decreased greenhouse gas emissions. A green business provides a roadmap for all sorts of development by growing its effect on the climate. The ecological impact may or may not be specifically linked to a real change, but it is strictly relevant to the ecosystem framework. A green Business helps to reduce prices, fight environmental trends, accept sustainable market growth and create new markets as well as reduce resource overuse. It is especially useful as it removes any method inefficiency and decreases waste. Enhanced resource quality, such as the usage of renewable resources and efficient utilization of water and products, enables properties to be maintained, decreases competition for natural materials by allowing more productive use of them as well as decreases impacts associated with mining, manufacturing and processing. (Peck & Chipman, 2007).

An eco-friendly manufacturing plant leads to economic prosperity, and incentives for workers often lead to reducing the degree of deprivation in the community. In the plastics industry in Bangladesh, for example, there is a tremendous potential for jobs. This is, however, considered as an unregulated field of work. A green factory can be a

source of decent wages, which would boost working standards and raise productivity (UNIDO, 2011). Buyer criteria in the green sector are placed differently. (ibid). As of 2013, the Obama administration revoked GSP (Generalized System of Preference) funding for Bangladesh's ready-made textile industry by arguing that Bangladesh did not fulfill the constitutional human rights criteria (USTR, 2015). The suspension of GSP will affect the state's prestige and might lack integrity as a partner in the industry. It will have a long-term effect on the likelihood of the potential growth of the state's exports. The European Union may pursue specific measures. Bangladesh's textile sector has encountered threats from the Coalition and Agreement in recent years (Islam, 2015). Accord and Alliance, these two organizations plan to work together in the direction of Bangladesh's sustainable and secure textile industry. Complying with the laws and health codes to construct protection and fire prevention has since been a big obstacle. To promote safe, accessible, organic and environmentally responsible activities in manufacturing production, industrial growth, plant architecture, building creation, all new designs and main improvements, the criteria of the system must be fulfilled to achieve the green growth designation. Bangladesh officially implements the LEED green building rating framework introduced by the United States Green Building Council (USGBC).

The LEED green building quality program is commonly used to introduce accessible, sustainable, hygienic, and environmentally safe construction and construction design activities. The rating structure has the function of certifying and standardizing industrial buildings and other forms of residential high-rise buildings. The accreditation process has several seven foundation categories and two bonus categories. e.g., Integrative Process (IP), Sustainable Sites (SS), Water Efficiency (WE), Energy and Atmosphere (EA), Materials & Resources (MR), Indoor Environmental Quality (IEQ), Innovative Design (ID), Regional Priority (RP).

Table 4. LEED-NCv3 and LEED-NCv4: Categories with allocated points (Pushkar, 2018)

LEED-NCv3	Pts	LEED-NCv4	Pts
Not applicable	-	Integrative Process	1
-	-	Location and Transportation	16
Sustainable Sites	26	Sustainable Sites	10
Water Efficiency	10	Water Efficiency	11
Energy and Atmosphere	35	Energy and Atmosphere	33
Materials and Resources	14	Materials and Resources	13
Indoor Environmental Quality	15	Indoor Environmental Quality	16
Innovation in Design	6	Innovation in Design	6
Regional Priority	4	Regional Priority	4
Total	110		110

LEED Integrative method provides for a holistic solution to infrastructure and building processes. We cannot find the Integrative System as checklists. This supports alignment in the early stages of architecture. It has three phases, such as exploration, architecture and development, and the running period, occupancy, output reviews. (USGBC, 2019).

The biggest fundamental issue that needs to be addressed during the construction is to pick the optimal position that offers appropriate conveniences for communication with the site premise. Which provides convenient access to established highways, links to the best transit services and reliable connectivity to infrastructures such as water, coal, power and sanitation systems. Transport pollution to the business ought to be reduced. The location will have a robust public transit network, minimize parking spaces and walking routes (USGBC, 2017).

A sustainable plan will not destroy any prior construction or negatively impact the ecosystems. Instead of a new institution that induces erosion or environmental improvements, this proposal gives priority to improving a previous project. However,

the biggest issue is to grow trees that are native to the environment to reduce the usage of water and soil disintegration. The usage of strategic building tools is essential. So that it can have enough electricity, which users need. (Ibid.).

The increased usage of water produces property destruction and one of the remedies is to manage energy better. This implies monitoring water network efficiency by water control program and metering. This means reducing the intake of drinking water by utilizing alternative water supplies for unclean water applications. The most crucial aspect is to limit the usage of drinking water for machines, appliances, showerheads and water systems, which do not require high water cleanliness. That has those carbon savings. Since the water has to be conserved and stored in a limited volume.

Throughout the case of the green industry, the most significant receptors are the environment and electricity. The success of energy conservation is related to environmental factors. It shows a plant's resources-efficiency output involving equipment, orientation and the actual usage of the resources by the client. Importance should be granted on energy efficiency results. Therefore, the energy conservation method is successfully carried out, ensuring the removal of dangerous gas releases into the atmosphere, e.g., chlorofluorocarbons (CFCs). Ultimately, the usage of renewable energies is granted substantial importance. It produces a fewer stream of carbon dioxide, producing positive environmental effects (USGBC, 2017).

The utilization of energy and equipment during the execution of a project is a significant parameter. Organized resource utilization ensures that resource exploitation may be high.

The internal environmental efficiency of the company is granted importance in terms of environmental concern. Structural engineering and management of air emissions such as regulating carbon dioxide, cigarette smoke, enhancing ventilation will maintain a high-quality internal ecological efficiency. The utilization of sunshine should reduce high electricity demand usages. Besides, the inhabitants should have exposure to the expected gain environment.

One will find the visible impacts of a situation that cannot be ignored, such a field as a top priority. Which involves negatives such as polluted watersheds, water scarcity,

or advantages such as ample sunshine, the environment that is ideal for collecting rainwater. The principal aim is to recognize some kind of environmental issues that may occur as a consequence of the site project development.

Earlier History

Dhaka was a different place of sourcing cloth in the 18th and 19th century. The 18th-century British historian Robert Orme said Dhaka was a place of all clothes for the king and king's seraglio. During the 1760s, Dutch tourist Stavorinus said "Bengal fabric muslins were made so fine that a bit of twenty yards long or much longer could be placed into a typical pocket "tobacco box" (Berg, 2015). In Taylor's era, the usual demand for Dhaka muslins fabric was declined dramatically because of the new British colonial rule. The British colonial new policy ruined the hand-loomed garment industry of Bengal. The British imposed rule to its citizens to become sole clients of machine produced garments from Britain. However, the Dhaka muslin fineness was much better than machine-made cloth of Britain. It continued to sell on a limited scale. Finally, the market of renowned Dhaka's muslins fabric came to an end. (Glassie & Mahmud, 2007).

Current, exporting of Bangladeshi readymade garment products began in the late 1970s. Initially, it was a tiny non-conventional export. But the concrete garments exporting journey was directed by the founder of Desh Garments in 1979. The Desh Garments was the first completely export-based company from Bangladesh. Late Mr Noorul Quader is the founder father of completely export-oriented ready-made garments industry in Bangladesh. He was a maverick and non-traditional businessman. He was secretary of Bangladesh Government until 1974. He was the founder of Bangladesh Parjatan Corporation (khan, 2015).

Over the three decades, Bangladesh has possessed thousands of RMG factories and became second to China in RMG exporting industry. Bangladesh has the highest number (90) of green garment factories in the world according to USGBC whereas 24 green garment factories are platinum ranked leadership in energy and environmental design (LEED) green garments factories. In addition, about fifteen garments factory buildings possibly will get the LEED certification soon from the US green building council as they are very close to completing the construction. Approximately, 250

green garment factories appealed and are on the queue to receive the LEED certification (Mirdha, 2019) which indicates how promising the RMG sector of Bangladesh is towards the green garments and sustainability.

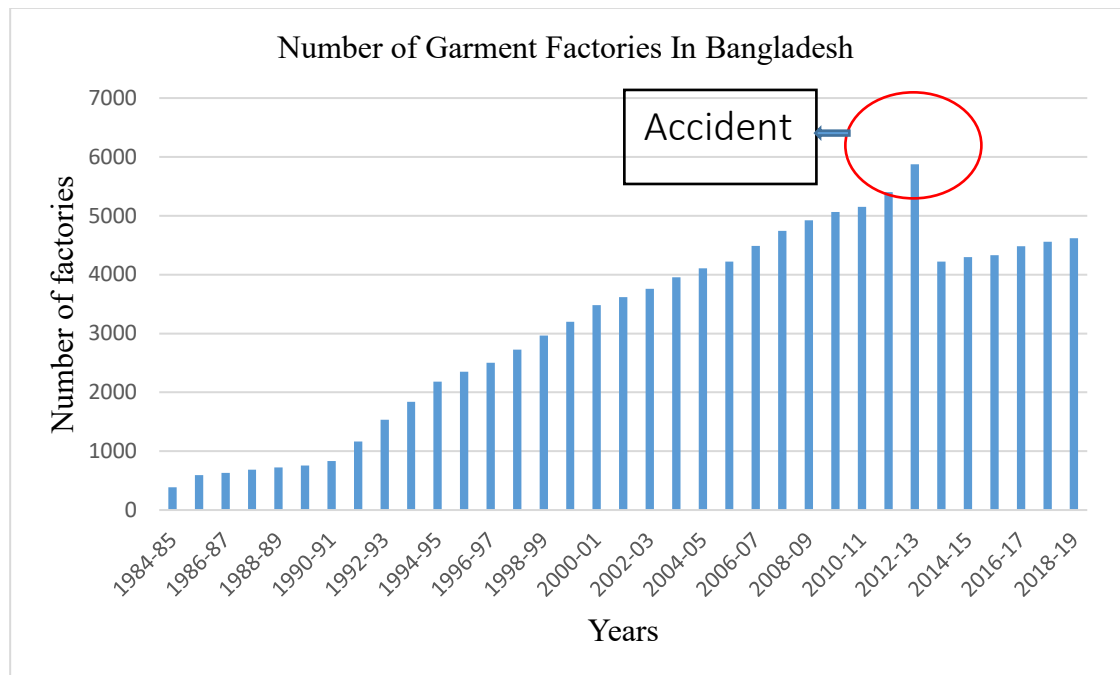


Figure 1. Numbers of Garments factories in Bangladesh (Bangladesh Bank: Quarterly Review on RMG: October-December FY19)

After the accident in 2013, the Accord and Alliance are two legitimate authorities in Bangladesh. These two organizations have a huge impact to ensure working safety in Bangladesh garments industry. These organizations are independent, they have a joint agreement with the Bangladeshi worker's organizations, for example, BGMEA, international trade unions, Bangladeshi Government, ILO, and global brands and retailers (Islam et al., 2016). This legally joint agreement was formed to ensure a healthy and safe Bangladeshi garment industry. After the few terrible accidents such as Tazrin fire and Rana Plaza building collapse, The Accord and Alliance are considered as an essential part of Bangladesh garments sector. Accord's statistics showed that they have inspected about 1,600 garment factories. Accord has completed more than 89 % remediation task in the Bangladeshi garment industry. 172 garment factories have achieved 100% remediation (Uddin, 2018).

In recent years, Bangladesh garment industry is facing challenges from the Alliance and Accord (Islam, 2015). The purpose of these two organizations is to work together

in the direction of the healthy and safe garment industry in Bangladesh. So, fulfill the rules and safety guidelines for building safety and fire safety have become a significant challenge. Often the condition forced by the Alliance and Accord needs joined efforts. Sometimes it requires large scale financial investment, for example, plant shifting, infrastructural redesigning and huge investment in factory fire safety.

To progress sustainable, affordable, healthy and environmentally friendly practices in factory projects, factory construction, factory designing, building development, any new development and key renovations need to fulfil program requirements to receive the green building status. For green accreditation, environmental rules, policy are required to implement. Typically utilized green building ranking and accreditation methods around the globe are known as Green Globes, Energy Star, NZEB, Passive House Institute US, WEEL Building Standard SITES, Leadership in Energy and Environmental Design (LEED) etc. Presently, Bangladesh is following the LEED green building scoring system implemented by the US Green Building Council (USGBC). As indicated by LEED guidance, construction site must be complete, permanent place for building, using a proper site boundary. The building structure should contain at least 1000 sq ft floor area to meet the floor requirements. Additionally, the construction site must share entire water usage, building energy (U.S. Green Building Council, 2009).

1.3 Data Collection

Yin (1994,19) says, *“Every type of empirical research has an implicit, if not explicit, research design.”* Dingwall et al. (2002) pointed to the idea that personal experience, facts, expertise, honesty, and imagination of the researcher for interpreting events will produce great qualitative analysis. The review uses only secondary sources to compile or obtain relevant knowledge. The origins contain interviews, newspaper, garments related websites. This work included top to bottom analyzes, with participants sharing viewpoints and discussing evidence. Thus, pure study, reports, papers, and different kinds of media resources will not meet the research's need in full. In this way, the collection of knowledge for this work was guided by a few semi-structured interviews to explore how can companies in Bangladesh garment industries, creating shared value in response to social problems related to working safety.

An excellent example of a qualitative research method would be Semi-structured interviews that generate qualitative data through the use of open questions. This allows the respondent to talk in some depth, choosing their own words. This helps the researcher develop a real sense of a person's understanding of a situation. Notice that qualitative data could be much more than just words or text. Photographs, videos, sound recordings and so on can be considered qualitative data. (Mcleod 2019)

The qualitative interview involves multiple methods such as organized, semi-structured, unstructured meetings with differing degrees of rigidity and consistency of format, terminology and substance of interviews (Kumar, 2007). This study utilized a semi-structured meeting of open-ended questions. The interviewees reflected diverse experiences. They had varying degrees of knowledge or expertise. So, it took a little adaptability in the layout, so terminology to get appropriate answers. Whole unstructured meetings, however, may have indicated the lack of control when discussing or challenging and distracting from the subject, thus risking knowledge similarity (Kumar, 2007). Semi-structured meetings or interviews provide the researcher with the ability to check further and receive answers, thus retaining a methodical or formal and consistent order (Berg, 2001).

Table 5. Information on data collection

Interviewee	Location	Duration of interview
Participant 1	Dhaka	50 Minutes
Participant 2	Savar	40 minutes
Participant 3	Savar	45 minutes
Participant 4	Dhaka	45 Minutes
Participant 5	Dhaka	40 minutes

The interviewees have chosen who have the USGBC LEED certificate and who are the pioneer the of garments industry. This garments industry is now following the rules and regulation of environment and maintaining their operation according to green garments. The questioners have design according to the theoretical framework and find out the how Bangladesh can develop CSV by considering porters three levels. As was mentioned earlier, knowledge for this study was obtained from qualitative interviews utilizing a semi-structured questionnaire for interviews. Data was collected and triangulated from multiple reliable primary and secondary data which is mainly from related newspaper and analyzed in the light of the theoretical framework using the method of content analysis (Denzin 1978; Krippendorff 2012). Primary evidence comes from five semi-structured interviews with employees of the top management of the green apparel industry in Bangladesh. The interviewees were deliberately chosen for testing purposes, and they all provide valuable perspectives into internal and external activities. Interview questions were formulated and tested on the basis of a theoretical structure. This prevented any potential confusion and established ideal conditions for in-depth discussion. I have taken a minimum of five meetings (Table 5) and all interviews have been conducted in the Bengali language, the native language of both the moderator and the interviewees with some use of English. Interviews lasted around 40-50 minutes each. The questioner is attached in Appendix 1. The interview outlines were then repeated and described in English. Summaries of the meetings were then reconfirmed to prevent the uncertainty of the original discussion and transcribed it manually.

1.4 Data Analysis

The phase of data processing for this work was performed by qualitative knowledge review, which implies the approach of analyzing the quality and significance of different forms of qualitative information (Eriksson & Kovalainen, 2008). I have usually adopted Creswell's (2009) guidelines for data analysis. Text data was first minimized and then structured using the filtering and sorting features of the MS Excel system with the aid of codes extracted from the research context. All the knowledge collected was analyzed and measured based on the study questions.

1.5 Verification of the result

David et al. (2004, 175) Say, " *Unless you can show your audience that the procedures you used to ensure that your methods were reliable and your conclusions valid, there is little point in aiming to conclude a research dissertation.*"

To maximize the transparency of the interviews, the interviews were documented with the consent of the interviewees and transcribed in the MS Excel system before review. Secondary evidence is accessible from the RMG Garments web site, official documentation as well as widely-published apparel databases. The fact that researchers have operated in the textile industry for several years and have learned about their activities and the textile industry in Bangladesh not only allowed access to primary and secondary data sources but also led to the understanding and study of data with experience and perspective. The use of codes in accordance with the theoretical framework guaranteed the internal validity of the tests. (Yin 2003).

2 Result

The purpose of this chapter is to find out the respondent's opinions on how the RMG sector can develop creating shared value in response to social problems related to working safety. Interviews were conducted to find out the main research question. The interviews were conducted with top and middle-level managerial personnel from five garment factories in Bangladesh. Most of these factories are located in Dhaka and Savar. The interviews were conducted in a process the interviewee can stay unknown.

There are big similarities between the activities of green garments and CSV. So, discussion was going on right now how the factories are doing business, what short of benefits they are getting from that, what are the actual result from they are getting from society and business. Hence there is similarities between this two, interviewer find out how RMG sector can create CSV on the basis of their operation.

Research shows that the authority garments industries did not hear about CSV concept. All are the interviewee they never heard about CSV; Even the interviewee doesn't know if they have CSV in another industry or what it does.

But all the interviewee knows about the CSR and green garments concept. And they can identify the difference between them. Now, at present, all the garments industries focus on green garment's idea that means maintain and follow the LEED requirement but not in CSR.

There were many reasons that garments were converting into green Factory. Out of them, eight are the most common factors for the interviewees. All the participants (100%) in this research have chosen environmental safety as the main factor for developing a green garment factory. The other factors by the respondents were safe working place (80%), factory's reputation (60%), less energy consumption (60%), attracting buyers (40%), buyer's pressure (40%), new rules and regulations (40%) and employee's satisfaction (20%)

After the accident of Rana Plaza and Tajrin Fashion, the majority of the factory was moving to sustainable development and environmentally friendly. After 2013, two interviewees said, by situational pressure, they were adopting sustainable

development, that time they were not thinking competitive advantage. And other interviewees said they are following the trend of green garments, although the cost of green garments is high.

After the Rana Plaza collapse, the pressure was created to improve the working environment of the garment factory. The call to protect the situation is, of course, much earlier. In that context, the journey of the new day of the ready-made garment industry has started. Entrepreneurs of the country's highest export earning sector have emphasized protecting the environment as well as improving the working environment. Entrepreneurs in the textile sector are not far behind. New eco-friendly garment and textile factories are being built. These international standard garments and textile factories are more gas-electricity-water efficient, low carbon emitting and more productive than other factories. (Karmakar 2016).

After achieving a sustainable situation, all interviewees said they were getting a lot of competitive advantage rather than a formal or standard factory. But the majority of them told about Increase Revenue (80%), Increase Market Share (100%), Reduce Energy Use (60%), Reduce Water Use (80%), Improve Profitability (80%) and Reduce Cost (20%) where the primary setup of green garments factory cost is high.

On the basis of questioner interviewer try to find out the three levels of CSV which is related to green garments concept. Basically, Factory owner are following the LEED instruction to get the competitive advantage of green garments. By this way companies are continuing and developing the society in a hidden way which is mainly related to CSV. But the problem is garments owner knows it as Green garments or LEED certificate.

2.1 Targeting unmet needs drives incremental revenue and profits

"Converting into Green Garments owners were getting some sort of extra benefits," as one interviewee said. By reducing carbon Footprint (80%), reduce water (80%) and reduction of energy (80%) are the main driver of incremental revenue and profits. Also, Reduce raw materials (60%) in production and operation and improved workers' health (40%). Mainly green garments help to reduce cost and by this, it

helps to increase profit by targeting unmet needs and distribute them into the society.

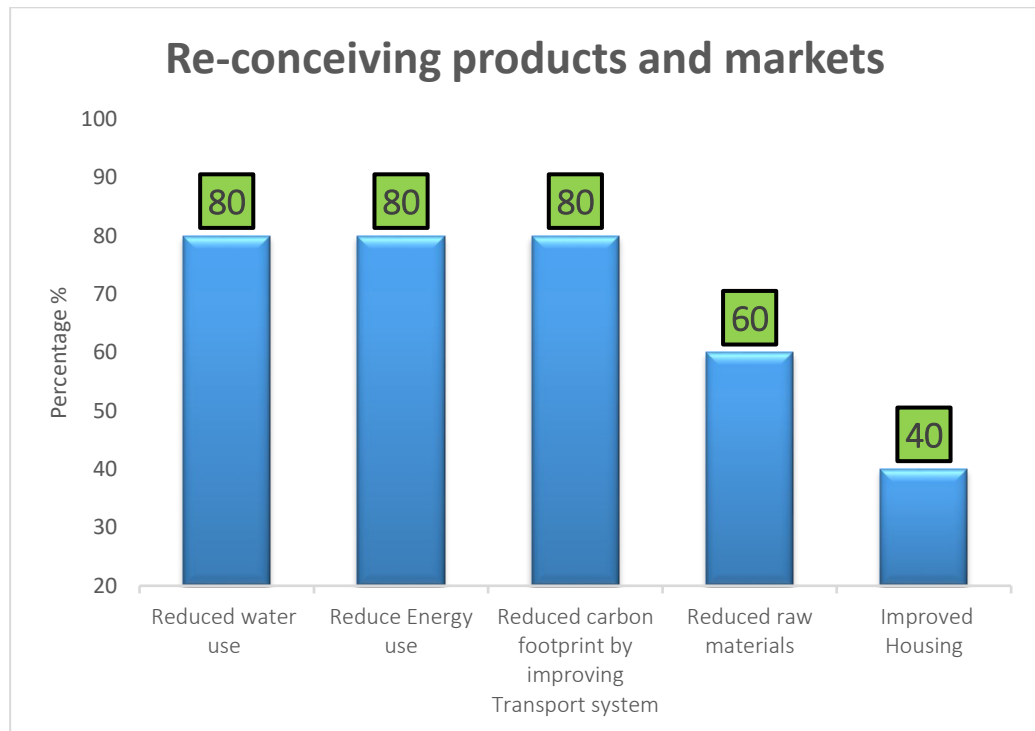


Figure 3. Reconceiving products and markets

Now On the first pillar of CSV focuses on designing and determining new products/services that fulfils the unmet needs and reaches unserved or underserved customers. As the interviewee said they are saving the water and energy. That is possible to take benefits or improve access to products and services that meet pressing societal needs and thereby create new market and revenue opportunities. (Porter and Kramer 2011). There is a huge market low cost of water and energy in Bangladesh where the country depends on agriculture and emerging industry.

Garments industries can build local markets for intermediate products created by extractive activity (e.g., drinking or irrigation water, electricity, transportation, housing). RMG sector use the solar system and use the sun light for lighting the working area, here save a lot of energy and they can serve it to near local communities where scarcity of electricity. On other side improving ecofriendly transportation system (Bus, Van) reduce the carbon foot prints as well as reduce the cost of carrying workers for pick up and drop facilities. Housing facilities improve workers health as well as tension free from housing cost. It saves money for workers and industry can get long term benefits from workers job switching problem.

Table 6. Philanthropic and created shared value approach

Re-conceiving products and markets (Adopted from Porter)

Philanthropic Approach	Approach Areas of Investments	Areas of Investments CSV Approach	Social Benefit
Drinking water/wells for local communities	Infrastructure e.g. water	Develop sustainable water utility leveraging business process	Provide water for communities that lack access to it
Low cost Electricity/wells for local communities	Infrastructure e.g. Electricity	Develop renewable energy-based Peer-to-peer trading platforms	Distribute electricity for local and nearby areas

Same as excess water, RMG sector can create a new market and there is a revenue opportunity for the new users and markets where drinking water or agriculture water needed. Also, RMG sector use it for their own dormitories where the worker lives and offices as well. Even though it could be possible for commercial uses.

The first interviewee said, " Generally, eco-friendly installations cost 5-20 percent more than other installations. However, long-term benefits are available even if we spend extra. To get a USGBC LEED Certificate, nine conditions have to be fulfilled in the construction of the facility. It has to use building materials that reduce carbon emissions. This requires bricks, cement and steel made through reproduction. To reduce the cost of electricity, you need to use sunlight, energy-saving lamps and solar power. In order to reduce the use of groundwater, rainwater needs to be conserved as well as recycled through water-efficient taps and used water. In addition, there is an obligation to have adequate open space in the installation. In all, eco-friendly installations can reduce electricity consumption by 24-50 percent, carbon emissions by 33-39 percent and water by 40 percent. This means that the higher the number of eco-friendly installations in the country, the less it will reduce the pressure on the environment."

Another Interviewee said, " The cost of electricity and water can be reduced by at least 25 percent through factories. It saves a huge amount of money. Apart from that, the productivity of the workers also increases due to the improved working environment in the eco-friendly factory."

The third interviewee said, " The main factory has been set up, leaving 62% of 21 bighas of land open. An adequate amount of sunlight penetrates due to the transparent glass around the two-story factory. The factory needs less electric light. Multiple reservoirs have been constructed underground to retain rainwater. In addition to using that water, water-efficient faucets have been installed in the

bathroom. Due to these reasons, the use of electricity and water in the factory is reduced by 40 percent.”

2.2 Internal operations increase productivity and reduce risks

The third question was to find out how interviewees can redefine their productivity in the value chain, which means why they can better management of internal operations increases productivity and reduces risks. According to the interview result, there were two types of benefits one is the Business benefit and the other is social benefits. Mainly the RMG sector gets lots of benefits by doing this operation. According to them, the majority were business benefits. By analysis the charts mainly it helps to reduce the logistic and operating costs (80%) and Reduce raw materials (80%) where other was Improved productivity (60%), Secured supply (60%) Improved quality (60%), Improved job skills and Improved employee income (40%).

The second pillar of CSV is addresses social and environmental issues, and maximizes the value creating activities in the value chain that in turn improves the efficiency of business operations i.e. internal productivity (energy use and logistic, resource use, and procurement). Is also refers that Improve local workforce capabilities, strengthen suppliers in the value chain, Increase local disaster and emergency preparedness, response, and rehabilitation capabilities. By increasing the productivity of the company by helping to solve the social and environmental problems that constrain quality and efficiency in its operations. (FSG 2011)

So Here the Interviewee said, by adapting green concept they are able to reduce logistics and operation cost, reduce raw materials and improve productivity as well as the secure supply of materials which makes the quality better and helps to improve the workers skills and secure their job.

Table 7. Philanthropic and created shared value approach

Redefining productivity in the value chain:

Philanthropic Approach	Approach Areas of Investments	Areas of Investments CSV Approach	Social Benefit
Provide broad-based skills training with no link to employment opportunities	Training, Internal operation	Create training program based on business and supplier needs and link it to jobs	Improve employability and wage-earning capabilities of local workforce
Funds construction of local clinic	Health Care, Increase local emergency response capabilities	Develop program to reduce disease burden among population living in Industrial area	Reduce the disease burden in local communities

So, improve the internal operation and proper training can minimize the risk and as well as the improve the local workforce. Work- or job-related training along with life style improvement training can help the employability and wage-earning capabilities of workforce.

The respondent 1 said, *“we are mainly doing business or surviving in this RMG sector by improving internal operation and that’s why our productivity and minimizing our internal and external risk as well as cost. If we do not make this, we cannot survive here. Thousands of factories were closed down after Rana Plaza and Tazrin Fashion accident”*.

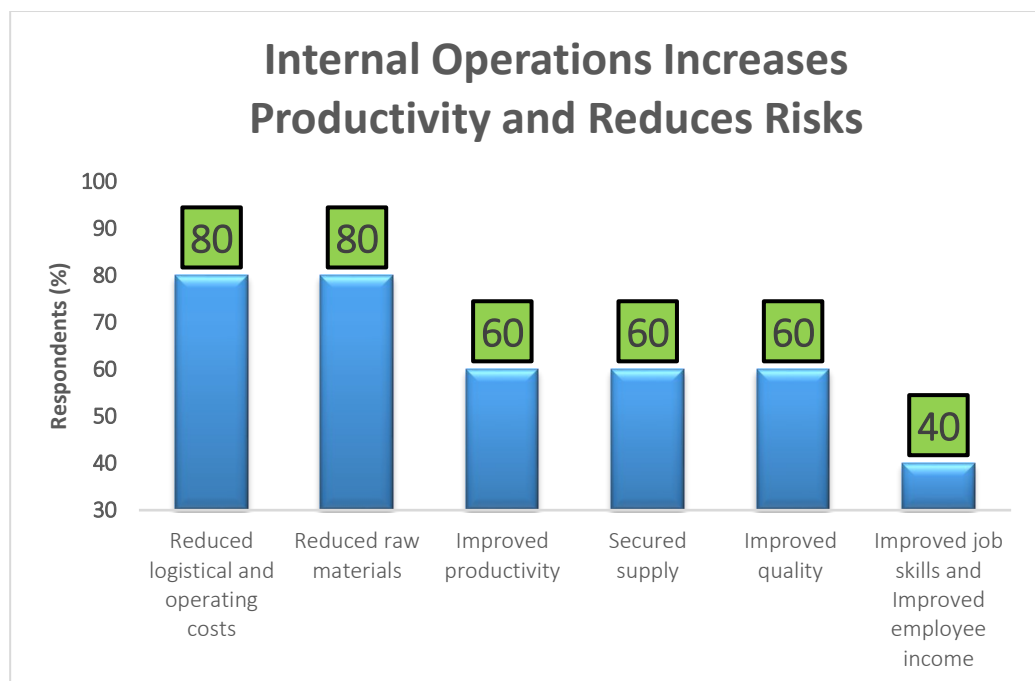


Figure 4. Internal operations increase productivity and reduce risks

Another Respondent said, " We are now following China, how they're doing business, planning and operation as well as Indonesia, minimizing cost and flat, smooth production throughout the year helps us to make a profit. We are set up a dedication and separate production control and planning team who are always monitoring our production and operation and give proper instruction to solve the problem and that helps us to improve productivity, improved quality and mainly operator job skills."

2.3 Creating an Enabling Business Environment

The fourth question was, what benefits do you get by changing the social conditions outside the organization by transforming into a green garment factory and does it accelerate the new growth and productivity of your organization? The majority of interviewees said that they get mainly the cost of reduction of transport and health and get support from emergency help in production. Mainly green garments help to improve health (80%) of workers and it reduces the absenteeism, then reduces cost (60%) of transportation and Secured Supply (60%). At the same time, improved worked force access and improved income were (40%), respectively.

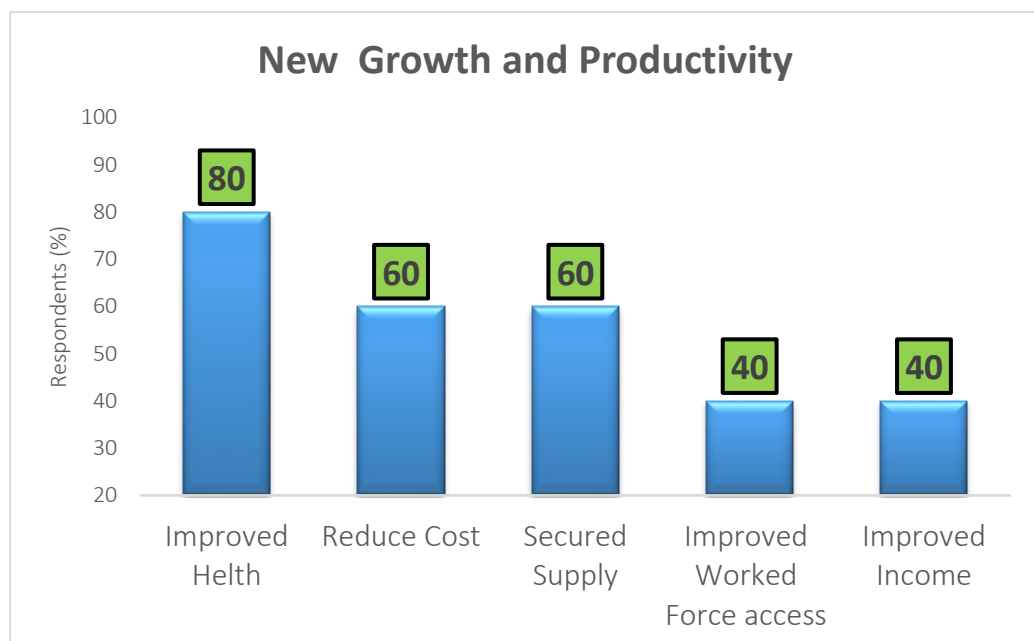


Figure 5. The component that Helps accelerate new growth and productivity

The last and final pillar of CSV is improving the external environment of the company; improving available skills through the education and training of workers; and strengthening local suppliers, contractors, institutions and infrastructures. (Porter and Kremer). It includes improve the operating context affecting business, such as

regulatory factors, local supplier quality, availability of skilled labor, health care, and infrastructure and logistics networks, thereby decreasing costs, improving quality, and increasing the value of a company's assets. (Porter and Kramer 2011)

Table 8. Philanthropic and created shared value approach

Creating an Enabling Business Environment

Philanthropic Approach	Approach Areas of Investments	Areas of Investments CSV Approach	Social Benefit
Invest in Environmental restoration unrelated to the business	Environment	Set up ETP plant for recycle the water and dispose the harmful things	Maintain the land fertilizer and river water
Provide scholarship for local students	Education	Facilitate alliance to improve secondary school educational outcomes in host community peer trading platforms	Improve educational achievement and job prospects for students

Consciously and unconsciously for getting the USGBC LEED certificate RMG sector maintain the rules for green garments. At this point schools should be within 500 square meters. So, the workers children can able to get the education, even sometimes they are getting jobs in the same factory. Now for getting the minimum job one worker have to compete the secondary school and higher secondary school. Effluent Treatment Plant (ETP) is one of main and biggest cost of a garments factory. After Rana plaza collapse government and some social organization and for the buyer's pressure factory owners now have to set the ETP plant and save the environment.

One of the Interviewee said, " There are nine conditions to get the LEED certificate. To obtain this certificate, a project under the supervision of USGBC has to maintain the highest standards in everything from construction to production. A significant condition is the use of building materials that reduce carbon emissions. This requires bricks, cement and steel made through reproduction. In addition, workers have to have accommodation, school, market, bus or tempo stand within 500 square meters of the factory. Because if it is far away, the workers will need a car to come to the factory. This will increase fuel consumption as well as carbon emissions. Apart from this, sunlight and solar power have to be used to reduce electricity consumption.

Reducing the use of groundwater requires rainwater harvesting as well as water-saving faucets."

Other Interviewee said, "The stigma attached to the garment industry in Bangladesh by the Rana Plaza or the Tazreen tragedy must be eradicated by improving the working environment of the factories. And that's not impossible, as garment owners have proven."

3 Discussion

The research mainly identifies the how RMG Sector can solve the social problem in Bangladesh. The economy of Bangladesh is depending on RMG Sector and its exports. The Ratio of increase exports of garments product indicate that Bangladesh is doing well in that sector. But for this there RMG sector are creating several social problems which is related to work safety. After there was ups and downs in the RMG industry due to several reason, now the industry again running back in the right track. Omitting the social problem through green production along with competitiveness against its rivals, RMG Industry are moving forward with its own Strength. Government, the authority of the industry and each of the garments try to improve the social problem but it's very difficult to implement due to increase the cost of product and buyers wants to pay less for it.

Creating Shared value can give the competitiveness to RMG sector and solve those social problems with additional benefits. Garments industry now focusing on green economical production for their better future where CSV give the emerging new markets and new product with new customers. It gives the high growth opportunity and cost saving option at the time obviously solving the social problem. By this in the least developing countries like Bangladesh, companies can serve the disadvantages communities and improve their lifestyle development.

In chapter 1, explain the present scenario, the problems of the industry, future perspective, the completion of garments industry and opportunity. So, to capture the opportunity, the following research question is arising and find the way to solve the problem.

- **How can companies in Bangladesh garment industries, creating shared value in response to social problems related to working safety?**

For solving these questions, interview has taken who are involve the green garments industry, explore how they are running the RMG sector, facing the problem and find out the way to solve those problems.

3.1 Answering the research question

First, the research finds out the social problems RMG and how they are solving these problems. In Chapter 5, identify several problems and find out the way to solve those problems. But there are some contradictions and confusion how RMG sector solve those problem.

An Interview were conducting to find out the research question. The interviewers were chosen who are now working on RMG sector and must be working in the green garments factories. The factories are the pioneer of green garments and present the good image of the industry. Those factories are the market leaders of Garments industry and mainly deal with big buyers.

Green Factories are deals with social problems and they are always trying to solve the problem with many ways. But its directly related with cost. That's why factories are only follow the instruction and maintain the USGBC rules and regulations. Factories are blamed the problem of the environments, society and local economy for concern as threats of profit.

This Research finds that, now a day's garments industries are focusing the present problem, that means if a problem arises, immediately they are solve the problem. But the RMG sector are not thinking for long term solution which is automatically solve the social problem related to work safety. Even the green industry is happy to maintain the LEED certificate where there are 4400 factories are not maintaining the basic rules and regulation.

CSV is the great option if the industry wants to solve the social problem. It gives the opportunity along with cost saving, competitiveness and new markets with potential buyers. This is more strategic and is embedded at the core of companies implementing it. In fact, companies adopting CSV recognize that their own long term sustainably and growth are directly linked to those of their communities and the environment. A company booms better if the community that hosts it is better. CSV can be the fundamental way for RMG sector of Bangladesh to do business and it can be the strong foundation of compliance and stainabilities.

3.2 Answering the research question

By conducting the topic, there are some points that should be discuss. Factory owner are focusing on present profit and benefits. So, there are some contradictories with CSV and green garments concept. To improve the situation of social problems green garments concept is an option but not for long term benefits for the companies and societies.

Three levels of CSV can give the business benefits and as well as social benefits.

So, it is a great chance to take the opportunities for the industry to make profit and contribute society.

Table 9. Levels of share Value related With Business and Social Result

Levels of Shared Value	Business Results	Social Results
<p>Re-conceiving products and markets:</p> <p>How targeting unmet needs drives incremental revenue and profits</p>	<p>Increased revenue</p> <p>Increased market share</p> <p>Increased market growth</p> <p>Improved profitability</p>	<p>Reduced carbon footprint</p> <p>improved nutrition</p> <p>Improved education</p> <p>Improve patient care</p>
<p>Redefining productivity in the value chain:</p> <p>How better management of internal operations increases productivity and reduces risks</p>	<p>Improved productivity</p> <p>Reduced logistical and operating costs</p> <p>Secured supply</p> <p>Improved quality</p> <p>Improved profitability</p>	<p>Reduce Energy use</p> <p>Reduced water use</p> <p>Reduced raw materials</p> <p>Improved job skills</p> <p>Improved employee incomes</p>
<p>Enabling cluster development:</p> <p>How changing societal conditions outside the company unleashes new growth and productivity gains</p>	<p>Reduced costs</p> <p>Secured supply</p> <p>Improved distribution infrastructure</p> <p>Improved workforce access</p> <p>Improved profitability</p>	<p>improved education</p> <p>Increased job creation</p> <p>Improved health</p> <p>Improved incomes</p>

In this table it clearly shown that there are some business and social benefits. So only the green garments have the benefit, the scenario is not like that. To establish the CSV, Garments industry should identify the social issue and shorting those priority base which gives the opportunities to make profit and revenue as well as reduce cost. By this the majority of social needs can be fulfill and the new market and business will be open. Social improvement is related to business development, growth and performance. Each of garments factories can targets different markets and analyzing the potential markets if its profitable.

There will be huge opportunity for re-conceiving products and markets. Now its time to identify the new markets and new customers to deliver the additional product. It will increase the revenue, market share, market growth and increase profit as well as it also improves some social problem like Improved education, Improved nutrition, Reduced carbon footprint, and improve patient care.

In the second level of CSV, garments industry can improve their internal operation. It also has the business benefits as well as social benefits. It also Improved productivity, reduced logistical and operating costs, secured supply, improved quality, Improved profitability which is related with business benefits. To adapted this second level of CSV it also contributes the social benefits like as Reduced water use, reduced raw materials Improved job skills, Improved employee incomes and reduce energy use.

So here is the opportunity to create the new business and market for the potential buyers and customers. By ignoring this opportunity for a long time RMG sector put their business at risk, but identifying them and performing gives the high growth rate with reducing the social problem.

The third level of CSV indicates that adopting with the outside changing of organization gives the both business and social benefits as well. By Reducing costs, secured supply, Improved distribution infrastructure, Improved workforce access and Improved profitability. It also helps to improve societal condition Improved education -Increased job creation, Improved health, Improved incomes. So Social and business benefits associated with the levels of shared value.

3.3 Assessment of the results in the light of earlier literature

Companies achieve profitability by providing strategic edge. The strategic edge of a company derives directly from the business approach implemented to combat the economic environment (Porter 1980; 1985) Likewise, as mentioned in the previous segment, the success of an organization in the CSV definition derives from economic incentives, generating social and corporate ideals at the same time by addressing social problems that affect the company's competitive background (Porter and Kramer 2011)

The conception of the CSV model derives from the desire of an organization to address societal problems while at the same time gaining economic advantages in order to stay profitable and to reach long-term sustainability. This will be formed by the socially creative mechanism of the internal strength of a business (interest and community, wealth, skills and expertise) and the external environment (opportunities for maximizing mutual benefit initiatives); guided by income maximization or competitive mechanism of the strategic actions and management competency of a business (engagement, confidence, loyalty, trust); and assisted by relational approaches.

The framework comprises four main components: socioeconomic problems, CSV, market incentives and firm profitability. Such elements are tightly correlated. A organization that follows this method starts by defining the societal problem from which they will achieve the maximum power. The CSV definition includes process and strategy then utilizes one of the CSV foundations to turn the social problem into a market opportunity. The market potential the organization should take advantage of utilizing the CSV definition can be split into two groups. (Porter et al. 2012).

The first group is linked to the moral ideals correlated with social problem improvements. Which can involve improved health and safety; decreased injury rate; enhanced education; decreased usage of electricity, water and raw materials; better work qualifications and abilities; increased employment creation; etc. The second group, which is the most significant, is correlated with competitive advantage growth and economic and profit-related advantages. It can involve increased sales and demand growth; strengthened competitiveness, efficiency, consistency, delivery

network, and workforce access; reduced logistics and operational costs; protected supply; strong cooperation with subcontractors, vendors, and other local entities to expand potential business operations in the developing markets; enhanced recruiting and retention strategy.

Eventually, these investment prospects would offer market performance, promoting sustainable growth and company creation, and eventually improving firm profitability (Outcome). The CSV idea then provides a win-win environment that thrives both community and companies.

3.4 Limitations

The research is mainly conducted based on Interview. In Bangladesh there are 4400 garments industries and they are not only producing garments also the accessories, machineries and others equipment. Here in this research the researcher only took five garments industries interview who are now working with green garments and maintain the eco-friendly factory. This is not the full scenario of garments industry. The Normal or standard factory have some other limitation. Maybe they are not thinking about social problem along with workers safety.

The other problem is that management is not interested to talk about problems even the social problem. The mindset of this industry is narrow and afraid due to several reason. When researcher select 15 interviews in different standard of garments from their only five are agreed to give interview due to the topic. This is one of limitation of this research. So that this research is external reliability as all the interview are the same filed and their operation is almost same.

3.5 Recommendations for future research

Based on the research there are some future recommendation. Firstly, the research shows Garments are in Bangladesh are thinking the present situation and problem. Even the garments are not thinking about future. It is very important to think about future how a garment do their operation for a long time. Long term solution is the only way to avoid such kind of problem. Short term action gives the immediate solution and but it's the main barriers for long term profit.

Secondly, the most important, research shows that garments industry are not thinking about social problem. Garments are thinking about how they are doing business with cost saving method. Interviewers are clearly indicating the cost saving area again and again. Cost saving is a good option to survive any industry but as well as looking the society is important. Solving the social problem by exiting operation is a good competitive advantage for garments industry. Also, the big opportunity for new business and increase market share by analyzing the external environment.

Lastly, there is a big part of government and society. It's not only a role for the garments Industry to establish the CSV to eliminate or to minimize the social problem. Especially where the economy depends on RMG. So, Government, society and industry have a joint role to take decide "Bangladesh garments industry creating shared value in response to social issues related to work".

Thus, it is recommended that future studies look at a larger interview within this topic for more findings.

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Appendices

Appendix 1.

(Research Questions)

1. Do you hear about Creating Shared Value and the difference between CSR, CSV and Green garments concept? (আপনার গার্মেন্টস কি কর্পোরেট সোশ্যাল রেসপনসিবিলিটি এন্ড ক্রিয়েটিং শেয়ার্ড ভ্যালু সম্পর্ককে বা এর ডিফারেন্স জানেন কিনা?)
2. Your garments are working on sustainable development, for that do you get any competitive advantage from it? If so, what are those? (আপনার গার্মেন্টস টেকসই উন্নয়ন নিয়ে কাজ করছে, এতে আপনারা প্রতিযোগিতামূলক সুবিধা পান কিনা? পেলে তা কি কি ধরনের?)
3. How do your garments target unmet needs to drive incremental revenue and profits? (তোমারা কিভাবে তোমাদের অতিরিক্ত জিনিস দিয়ে রাজস্ব আয় আর লাভ কর)
4. How better management of internal operations increases productivity and reduces risk? (কীভাবে অভ্যন্তরীণ অপারেশনগুলির আরও ভাল পরিচালনা উত্পাদনশীলতা বাড়ায় এবং ঝুঁকি হ্রাস করে?)
5. What benefits do you get by changing the social conditions outside the organization by transforming into a green garment factory and does it accelerate the new growth and productivity of your organization??) (সবুজ পোশাকের কারখানায় রূপান্তরের মাধ্যমে সংগঠনের বাইরে সামাজিক অবস্থার পরিবর্তন করে আপনি কী কী সুবিধা পান এবং এটি কি আপনার সংস্থার নতুন বৃদ্ধি এবং উত্পাদনশীলতাকে ত্বরান্বিত করে??)