

# INTERNSHIP REPORT

**BUS-400**

*FALL-2018*



Inspiring Excellence

**Submitted To,**

**Mr. Shamim Ahmed**

*Lecturer, BRAC Business School*

*Assistant Coordinator, BBA Program, BRAC Business School*



grameenphone

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# ‘Delivering the GOODS’:

An Empirical Evaluation of the Efficacy of Supply Chain Sustainability Initiatives of Grameenphone Ltd.



Tasneem Omar Ava, BRAC Business School  
11/29/2018

29<sup>th</sup> November, 2018

Mr. Shamim Ahmed

Lecturer

BRAC Business School,

BRAC University

**Subject: Letter of Transmittal for Submission of Internship Report**

Dear Sir,

With due respect, I hereby submit my internship report titled as “‘Delivering the GOODS’: An Empirical Evaluation of the Efficacy of Supply Chain Sustainability Initiatives of Grameenphone Ltd” for your perusal. As per the requirement, for the completion of undergraduate studies at BRAC Business School, submission of this report marks my completion of the credit course BUS-400 (internship).

This report reflects upon the summation of the supply chain sustainability initiatives of the largest telecommunication service provider of Bangladesh-Grameenphone Ltd. Additionally, I have conducted an empirical study on the said initiatives under the Sustainability department of Grameenphone Ltd to assess the efficacy of the existing practices in ensuring, maintaining and enhancing sustainability in the supply chain of the company.

In cooperation from the assigned internship supervisor at Grameenphone Ltd-Mr Tamim Ahmed (Lead Manager, Sustainability, GP) and your guidance on successful completion of the report, I have conducted a survey based quantitative analysis on thirty samples as the foundation of the efficacy assessment.

I truly look forward to your feedback or suggestions on the report and request your approval and acceptance thereby.

Much obliged,

\_\_\_\_\_

Tasneem Omar Ava,

ID: 13204096

BRAC Business School

Intern, Sustainability, Corporate Affairs’ Division, Grameenphone Ltd.

## ACKNOWLEDGEMENT

This report aims to reflect upon the quantitative assessment of the Supply Chain Sustainability initiatives of Grameenphone Ltd in order to draw a conclusion on its efficacy to truly establish sustainability in the supply chain. For the successful completion of this report, support and cooperation from both BRAC Business School and Grameenphone Ltd's (referred as GP from hereon) end was much required. I am truly privileged to have received such support and cooperation throughout the process.

To begin with, from the advising for assigning the course of BUS-400 (internship) till the completion of the report, my faculty advisor at BRAC Business School- Mr. Shamim Ahmed's support has been instrumental. Alongside providing me with the structural guidance to complete the report, he has invested his valuable time and efforts to provide me with consultation support on a weekly basis. His guidance and support therefore, has contributed immensely towards the successful completion of this report and I am truly grateful for all his contributions.

Additionally, I was recruited as an intern for the Sustainability department, part of the Corporate Affairs' division of Grameenphone Ltd whereby, Mr. Tamim Ahmed (Lead Manager, Sustainability, GP) has played a crucial role in aligning my role at GP to my career aspirations and passion for the UN Sustainable Development Goals (SDG). Mr. Tamim has been tremendously supportive and cooperative throughout the process of completing my internship period. He has been the mastermind towards planning a well thought-out 'empirical' research based report. Thus, to facilitate the successful completion of the report that demands practical field work and data collection, he assisted me in shortlisting an extensive list of thirty samples from over a thousand of vendors and suppliers of GP. Furthermore, he has facilitated me with the opportunity to conduct audit/inspections of these samples, which also included inspections in Chittagong, to gain practical experience on the ground.

Additionally, I have also had the rare opportunity to attend a confidential strategy workshop conducted by the Head of Sustainability department of GP-Ms. Rasna Hasan, which has been immensely insightful for me. Henceforth, I cannot be thankful enough to Mr. Tamim Ahmed and also, Ms. Rasna Hasan for the enormous support, guidance, efforts and cooperation they have provided me with for the successful completion of the report.

## EXECUTIVE SUMMARY

The research report titled “‘Delivering the GOODS’: An Empirical Evaluation of the Efficacy of Supply Chain Sustainability Initiatives of Grameenphone Ltd.” aimed at investigating about and empirically assessing the efficacy of the four distinct initiatives taken by the Sustainability department of the largest telecommunication service provider of Bangladesh-Grameenphone Ltd. Grameenphone being rooted at Norway, under the supervision of their mother company Telenor ASA, has established an unprecedented standard for responsible business conduct in the context of Bangladesh. In reference to that purpose, to enhance and maintain such business conducts in the supply chain of the company, this telecommunication giant has initiated four distinct approaches to ensure supply chain sustainability. Even though, according to researchers and professionals, the concept of sustainability is a trendy yet much debated topic of discussion; it is fairly a new concept to be implemented as well as integrated in the business context of Bangladesh. Moreover, despite the plethora of initiatives taken by different organizations in the developed part of the world to ensure sustainability, an appropriate measurement procedure to calculate the efficacy of these initiatives is yet to be certified. That being said, this research paper measured the efficacy level of the sustainability initiatives of Grameenphone on the basis of ‘four building blocks for measuring sustainability’ recommended by the World Economic Forum. The building blocks are namely, institutional mechanism, data and analytics, evaluation and feedback. To assess the efficacy of GP Sustainability initiatives, a questionnaire was developed to run through a sample of 30 vendors and suppliers of GP, the answers to which has been rated on a weighted scale ranging from one to five. Hereby, each questions represented different aspects of the four supply chain sustainability initiatives by GP (contractual commitment, capacity building, monitoring and controlling). In the assessment of institutional mechanism, a hypothesis test was conducted using IBM SPSS whereby the null hypothesis claimed that, GP Sustainability initiatives is effective at an above average standard on the scale of one to five, which is above three. Based on the data collected from the samples, the result of the hypothesis test reflected an acceptance of the null hypothesis, proving that GP Sustainability initiatives are indeed at the above average standard. In the data and analytics process, the data collected from the samples have been graphically interpreted and analyzed which resulted in a similar outcome to the hypothesis test. Furthermore, in the step for evaluation, a holistiv

overview has been provided from the data and analytics portion of the report. Lastly, in the feedback part of the report, sufficient recommendations have been made based on not only the evaluation of the research but also the findings from personal experience and insights which could be impactful for affecting (positively or negatively) the efficiency of supply chain sustainability initiatives of GP in the long run. In a nutshell, it has been concluded that, the purpose of GP supply chain is not limited to delivering goods and services, rather, delivering GOODness to the society, environment and economy in the process.

grameenphone



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Part I

# ORGANIZATION

## PART

পথে পথে একে দাঁড় তোমার পায়ের চিহ্ন

# চলো চলো

সবচেয়ে শক্তিশালী নেটওয়ার্ক আর ইন্টারনেট নিয়ে  
সাথে আছে গ্রামীণফোন। সবসময় সবখানে

## ORGANIZATION OVERVIEW

Known as the largest telecommunication service provider in Bangladesh, Grameenphone Ltd (abbreviated as GP) is a multinational corporation in Bangladesh with an aim to empower the society at large. GP started its operation in Bangladesh in 1997 as a joint venture between Norwegian telecommunication giant Telenor and Noble Laureate Dr. Muhammad Yunus's non-profit venture Grameen Bank's sister concern-Grameen Telecom Corporation. The majority of the corporation is owned and controlled by Telenor ASA with a hold of 55.8% of GP's shares, whereas, 34.2% of the corporation is owned by Grameen Telecom Corporation. In addition to that, 10% of the company's stocks are publicly traded in Dhaka Stock Exchange and hence, owned by public institutions and citizens.

The journey of reaching 70 million customers across Bangladesh and covering 99% of Bangladesh's geographic regions by Grameenphone Ltd was envisioned by Dr. Muhammad Yunus and Mr. Iqbal Quadir. Mr. Iqbal was inspired by the idea of Grameen micro-finance banks that would transform lives of the rural people in Bangladesh and dreamt of launching a similar business model where a cellphone could be used as not only a source of income but also a source of empowerment. With this collaborated vision and efforts, both the founders joined in with Telenor ASA and officially launched the operation of GP in Bangladesh on the Independence Day in 1997.

Grameenphone has a strong focus towards connecting people and business as well as creating value for their customers, investors, people and communities they operate in. Thus, they function with the belief that, 'Connected societies are empowered societies'.

### Vision:

#### *Empower Societies*

*We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all*

### Mission:

#### *We are here to help our customers*

*We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote us.*

## Values:

### Be Inspiring



We're creative. We bring energy and imagination to our work. Everything we produce should look fresh and modern.

### Be Respectful



We acknowledge and respect local cultures. We want to be a part of local communities wherever we operate. We want to help customers with their specific needs in a way that suits the way of their life best.

### Make it Easy



Everything we produce should be easy to understand and use. We should always remember that we try to make customers' lives easier.

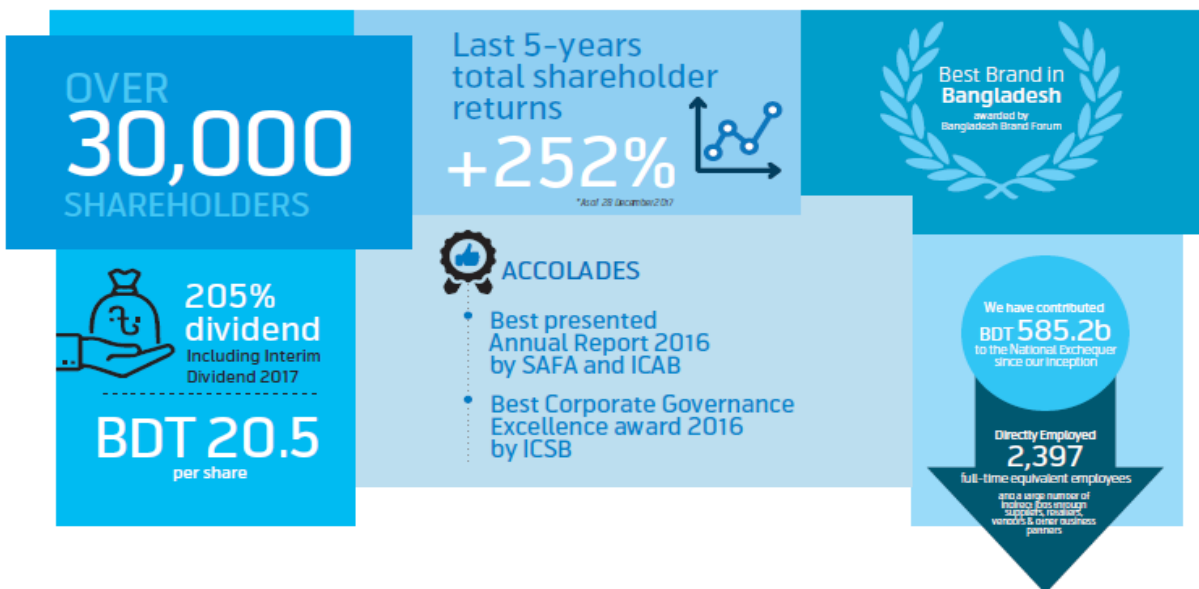
### Keep Promises



Everything we do should work perfectly. If it doesn't, we're there to put things right. We're about delivery, not over-promising. We're about actions, not words.

## Value Creation for Investors:

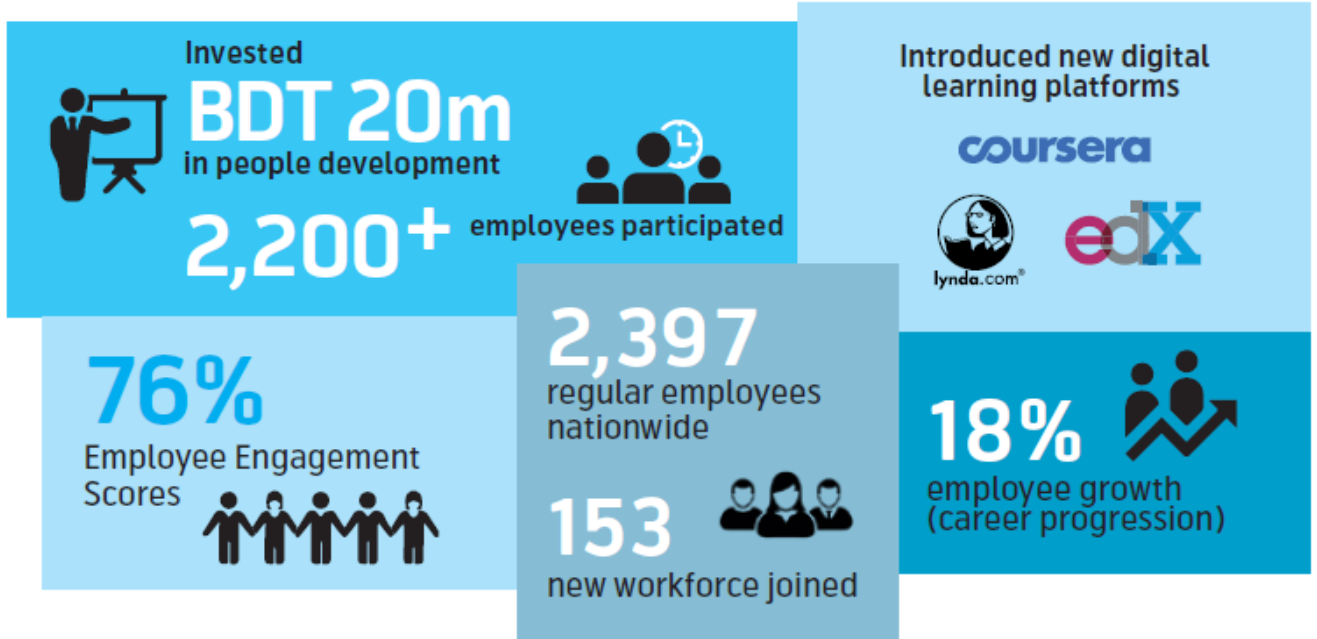
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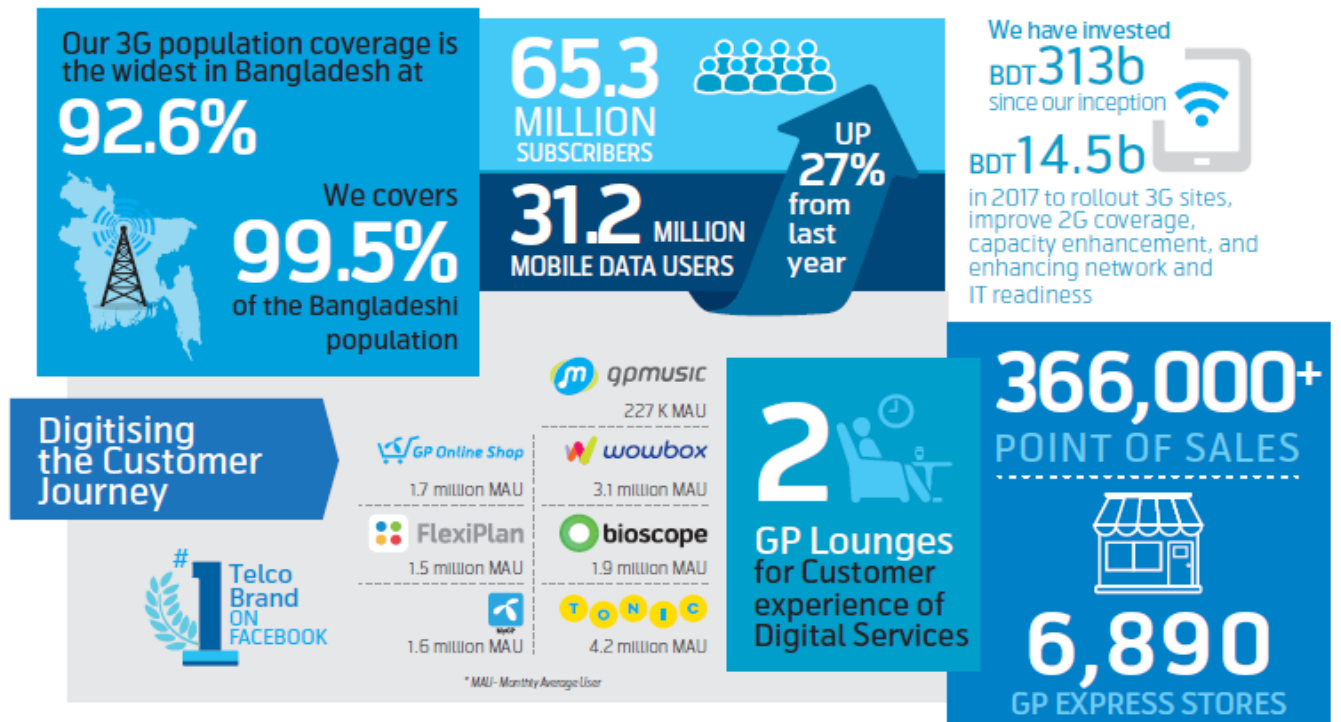
<sup>1</sup> Courtesy of GP Annual Report 2017



## Value Creation for Employees:



## Value Creation for Customers:



## Value Creation for Society

### Child online safety

Directly educated more than

**52,000**  
**Students**

in over 250 schools of 54 districts



Over

**400**

employees volunteered  
to participate

### GP Accelerator Program

To encourage innovation  
and empower tech  
start-ups, we have  
created a platform under  
GP Accelerator program



we supported

**10**

start-ups  
organisations  
with over

**BDT 5.9m**

in cash grants

**BDT 25m+**

non-financial support

### Disaster Response

We contributed over

**BDT 116m**

to support more than  
**300,000 people**  
during disaster interventions

**BDT 2.5m**

contribution by  
1,050 employees



<sup>2</sup> Courtesy of GP Annual Report 2017

## History and Milestones:

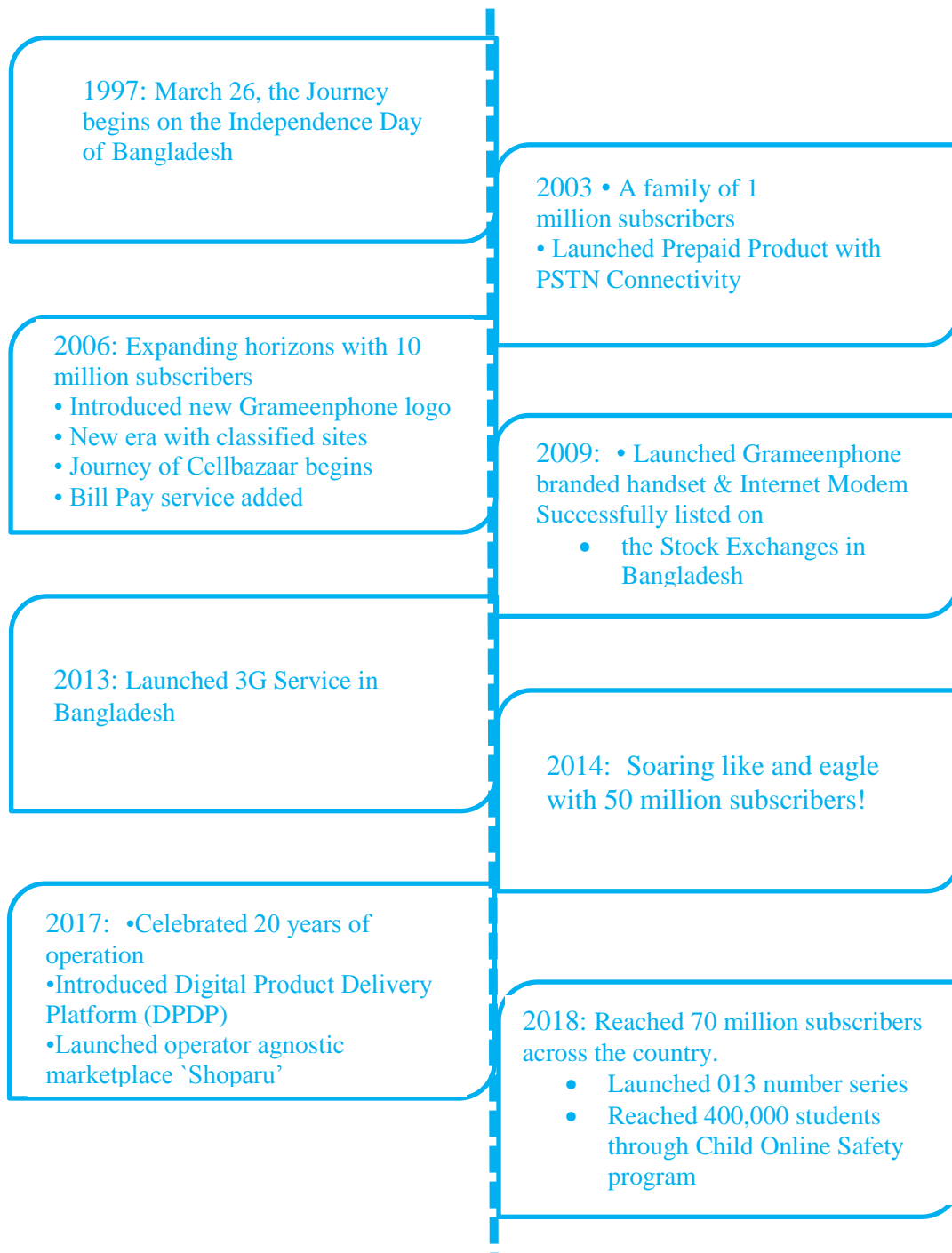


Fig: 1



## Divisions of the Corporation:

Grameenphone Ltd is closely governed by Telenor ASA based in Norway to ensure a global standard of operation. Given the fact that, majority of the shares of Grameenphone Ltd. is owned by Telenor ASA, primary decision making roles in the company is assigned to the board representatives from Telenor ASA thereby. Under the supervision of Telenor ASA, there are Group representatives in different regions where Telenor has its operation. Being located in a South Asian country, Grameenphone is operated under the supervision of the Asia-Pacific Group representatives of Telenor ASA.

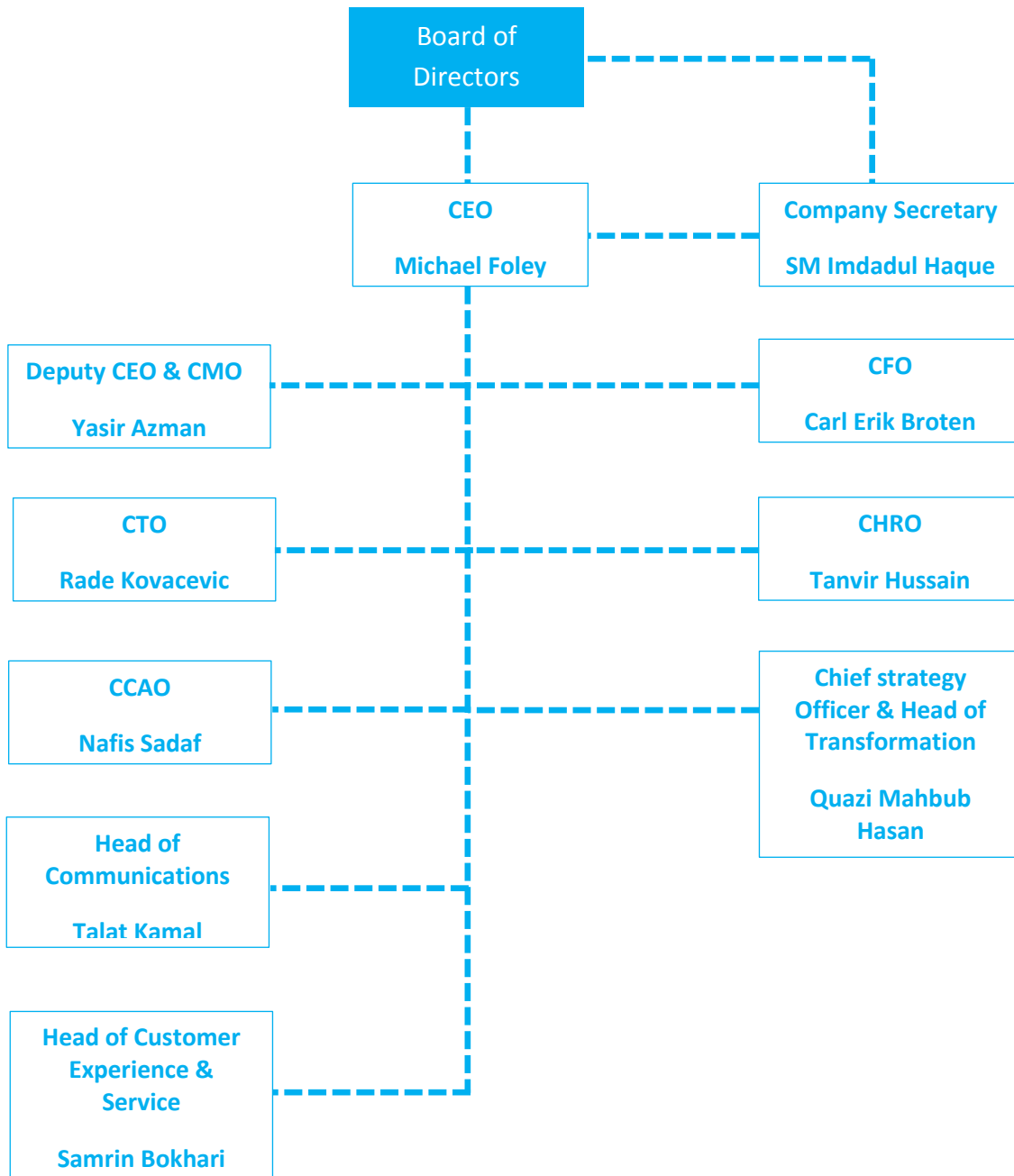
Within the company, Grameenphone Ltd has over 2400 employees scattered across *eight* different divisions of the corporation. Each division has multiple departments within, depending on the types of operation being conducted. The divisions are namely:

1. Technology
2. PNO
3. Finance
4. Customer Experience and service
5. Commercial
6. Digital
7. Enterprise Business
8. Corporate Affairs'

All the divisions of Grameenphone Ltd are structured under the supervision of the CEO and Board of Directors (BoD) of the company. The current CEO of Grameenphone-Mr. Michael Foley supervises the Deputy CEO, officers at CXO levels and the heads of different departments of the company.

The organizational structure of Grameenphone Ltd in reference to the level of authority in the organization and leadership positions are as follows:

## Organizational Structure:



3

Fig: 2

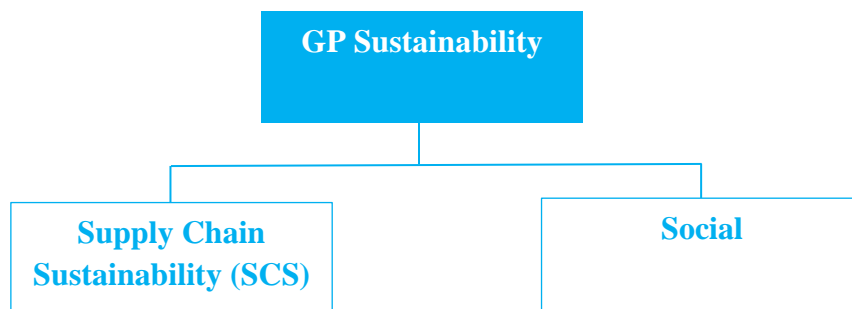
<sup>3</sup> Organizational Structure: Courtesy of GP Annual report of 2017

## SUSTAINABILITY DEPARTMENT

Grameenphone's department of Sustainability operates under the division of Corporate Affairs' of the organization. GP is among the very few organizations in Bangladesh that has a dedicated department for ensuring sustainability, corporate social responsibility and corporate citizenship behavior.

As an intern at the Sustainability department of Grameenphone, I had the privilege to have hands on experience and learning on the operations, purpose, strategies and significance of the tasks conducted by this department. This report is a broad reflection of my in depth learning and perspectives of the experience that I have gained throughout the internship period in this particular area of operation of GP.

GP Sustainability department has two distinct aspects to it:



*Fig: 3*

As seen from the chart above, GP Sustainability caters to Supply Chain Sustainability and Social whereby, the SCS part of the team solely focuses on ensuring sustainability in the supply chain of Grameenphone Ltd whereas, the Social team focuses on launching projects that would 'reduce inequalities' in the society to successfully contribute to the fulfillment of UN Sustainable Development Goal 10.

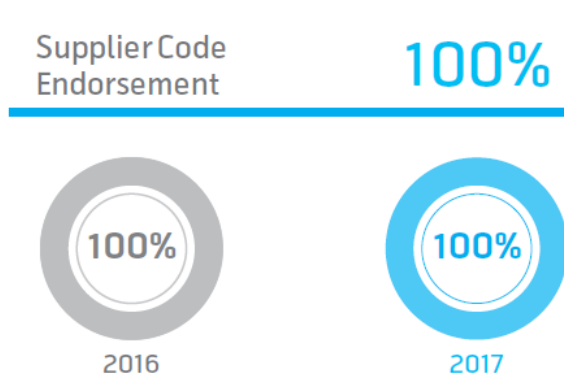
As an intern working at GP Sustainability department, my job primarily rolled around the SCS part of the team hence, in this report deals fundamentally with the sustainability aspects in reference to the SCS part.

## Supply Chain Sustainability (SCS):

To ensure constant attention and input in the supply chain operations of Grameenphone, GP Sustainability is a dedicated team working to maintain an international standard of performance in the supply chain. The purpose of this department is to ‘maintain and enhance’ responsible business conduct in the supply chain of the company. GP Sustainability has four steps to ensure high level of international standards as per the requirement of UN Global compact principles, International Labor Organization (ILO) and Bangladesh labor Laws. These are the four steps followed by GP Sustainability:

### (a) Supplier Code Endorsement:

GP has developed an agreement on responsible business conduct, also known as the ABC that legally and contractually binds all its suppliers and vendors to comply with GP Sustainability’s Supplier Conduct Principles (SCP). An important condition set out in the ABC is to ensure that suppliers maintain the ripple effect of the contract by extending the principles in their own supply chain and among their sub-suppliers as well.



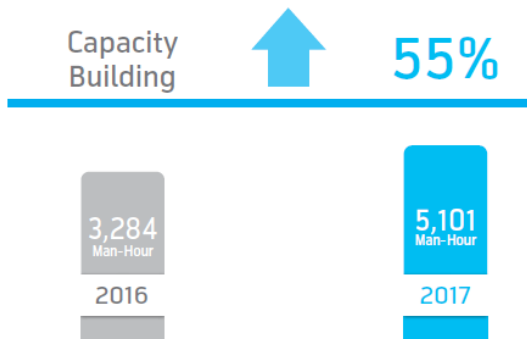
As per the annual report of GP, GP sustainability ensured 100% of their suppliers/vendors are contractually committed to follow the SCP policies and principles by signing the ABC contract with them.

However, the succession rate in maintaining the policies appropriately and ensuring the true sustainability depends to a large extent on the suppliers and vendors themselves.

### (b) Supply Chain Capacity Building:

GP Sustainability has a dedicated team of inspectors and auditors who conduct capacity building programs among the suppliers of GP. The purpose behind this initiative is to train and build the capacity of the suppliers as well as the sub-suppliers in their network about the Supplier Conduct Principles, labor laws, health and safety initiatives to be taken, measures to be taken to avoid risks of fatality or accidents etc. The program entails workshops, forums, on-site briefings process support and more. The curriculum also involves critical and contemporary topics as

women empowerment, diversity and the like, which are much needed to be considered in the cultural context of Bangladesh.



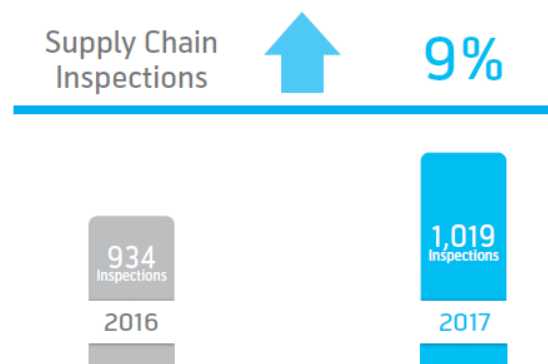
According to the GP Annual report of 2017, GP Sustainability’s efforts for capacity building among their suppliers/vendors increased by 55% from the year 2016 to 2017, as they invested 5,101 man hours in the program compared to 3,284 man hours invested in the year 2016. As an intern I have also come to learn that, in the year 2018 alone, GP

Sustainability team has invested 6000+ man hour for capacity building purposes, which exceeds the status of the previous years as well.

**(c) Supply Chain Monitoring:**

GP Sustainability conducts inspections and audits all year round to establish sustainability in the supply chain. The primary focus of this initiative is to follow through their suppliers and vendors compliance with the SCP and ABC policies and practices as demanded by GP. Often times these inspections are conducted on an unannounced basis to ensure that the real scenario of the suppliers’ on ground operations and treatment towards their staffs and labors are captured.

Over the years GP Sustainability has ensured that an adequate number of unannounced inspections are carried out to assess the maintenance and compliance with the ABC and SCP policies and practices of GP by their suppliers as well as sub-suppliers. The rate of inspections thereby was increase by 9% from the year 2016 to 2017 with over 1000s of inspections conducted by the team.



**(d) Controlling:**

In the year 2018, the Sustainability team launched a fourth initiative to ensure sustainability in the supply chain of GP known as ‘Controlling’. The idea of controlling is to acknowledge suppliers who comply with GP Sustainability policies through rewards or Negatively reinforce

those who do not comply with the policies whereby the negative reinforcement maybe done by some steps as warning, show cause, refrain, terminate, blacklist etc.

The foundation of this research is based on these four initiatives taken by GP Sustainability team as I would be assessing the efficiency of these initiatives in truly establishing sustainability in the supply chain of Grameenphone Ltd in the next part of the report.

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<sup>4</sup> Sustainability department: Courtesy of GP Annual Report of 2017



চালা চলছে

গ্রামীণফোন

এই তো  
সময়,  
বাংলাদেশ

Part II

PROJECT PART

গ্রামীণফোন মানেই  
super network



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## INTRODUCTION TO THE REPORT

### Rationale of the study:

The idea of sustainability may seem to be a contemporary subject to ordinary citizens of Bangladesh or countries in the global south. However, it has been a subject matter of interest as well as debate in the western world and the developed countries across the globe. The idea of sustainability deals with the rationale that, individuals, society and businesses must use resources in a manner that does not exhaust resources for the future generation to come. However, it is important to note that, the concept of sustainability is very broad ranging from sustainable utilization of resources, sustainable consumption and production, fair treatment towards labors/underprivileged/marginalized people, ensuring equity and fairness in the society, keeping the environment into consideration while making any decisions or taking any actions etc.

The United Nations has launched the 17 Sustainable Development Goals (SDG) in the year 2015 to emphasize on the importance of ensuring sustainability through our activities, actions, decisions' be it individual, societal or as an organization or entity. Therefore, even though the concept of sustainability is fairly new, studies need to be conducted relevant to this subject of interest.

### Statement of the problems:

The trend of launching sustainability project has been established as a standard in majority of the organizations especially in large corporations based in the developed countries. However, in the context of Bangladesh, having a dedicated department for sustainability or initiatives taken to ensure sustainability is only evidential in few remarkable multinational companies. Grameenphone happens to be one of those very few organizations that is dedicatedly working to ensure sustainability specifically in their supply chain. The reason behind these efforts is rooted in the fact that, the mother company of GP-Telenor ASA is based in the Scandinavian zone of Europe, precisely in Norway that is well known for promoting and practicing sustainability as a part of their culture. The cultural context of Norway therefore, makes the establishment of sustainability very pertinent and less questionable.

However, in the cultural context of GP, the launching of sustainability initiatives in Bangladesh is not only a new and fresh concept but also a concept that demand shift of the mindset of the



local people, be it customers, suppliers or vendors of the company. Therefore, it is important to design the initiatives in a manner that is tailored to meet the cultural context of Bangladesh and is effective to ensure true sustainability in the supply chain. Many of the researches have been conducted to figure out about initiatives that is best suited to ensure sustainability however, only a limited number of researches have been dedicated to measure the efficacy of such initiatives. Henceforth, considering both the cultural contextual challenges to establish true sustainability in the supply chain as well as the lack of initiatives to measure the efficacy of the initiatives over simply launching it; makes it a matter of paramount importance to conduct this research.

### **Scope and delimitation of the study:**

As an appointed intern at Grameenphone Sustainability department, the task of conducting this research had been simplified. Currently, GP has 550 suppliers in the upstream of their value chain and 410 GP Distribution houses and 75 GP franchises in the downstream of the value chain. Therefore, the scope of GP Sustainability department is 1035 of these suppliers/vendors; hence, these group can be considered as the population for this research. However, for the simplicity and ease of conducting this research, the Lead Manager at GP Sustainability Mr Tamim Ahmed has facilitated me with a list of 30 suppliers/vendors from both the upstream and downstream of the value chain of GP, to be considered as my sample and scope for this research.

On the other hand, it also important to note that, the initiatives of GP Sustainability to establish sustainability in the supply chain of the company depends both on the effectiveness of these initiatives which relies on GP and on the suppliers/vendors compliance to these initiatives. The compliance from the suppliers and vendors might be affected by the efficacy of the initiatives of GP to a very large extent, which has been assessed in this report. But, a major delimitation of this report is the fact that, the compliance factor from the suppliers/vendors' have not been assessed here which might have had a considerable impact on the outcome of this research.

### **Objectives of the report**

The primary objective of this research has been rooted in measuring and assessing the efficiency of the four distinct initiatives taken by GP Sustainability department to truly ensure sustainability in the supply chain of the corporation. Besides, there are few other objectives met by this report, they are as follows:

- 🔗 Learning about the background, history, mission, vision, organizational structure of Grameenphone Ltd.
- 🔗 Having in depth knowledge about the operations of the sustainability department of GP.
- 🔗 Learning about the four distinct initiative launched by GP Sustainability to ensure supply chain sustainability.
- 🔗 Measuring the efficacy of the GP Sustainability initiatives to ensure true sustainability in the supply chain of the company.
- 🔗 Learning about the background and foundation of sustainability concepts.
- 🔗 Learning more about the practice of sustainability in Bangladeshi corporations.
- 🔗 Learning more about the challenges and limitations faced while establishing sustainability initiatives in the context of Bangladesh.
- 🔗 Conducting a hypothesis test to measure the efficacy of the respective topic.
- 🔗 Further analysis and interpretation of the hypothesis test results.
- 🔗 Analyzing the findings of the research and making appropriate recommendations on the matter.
- 🔗 Interpreting the outcome of this report in the broader context of the telecommunication industry in Bangladesh's sustainability.

## REVIEW OF RELATED LITERATURE

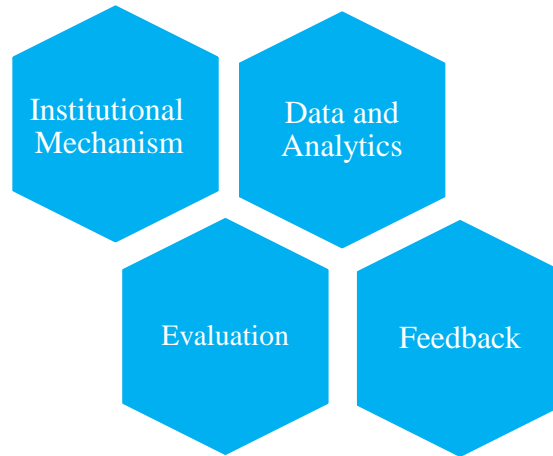
Research focused on ‘sustainability’ is gaining increasing popularity among both academics and professionals; the primary reason behind maybe identified as the contemporary debate regarding the significance of sustainability (Jochen Markard, 2012). However, given the concept of supply chain sustainability is merely a latest addition to the dictionary, the definition of supply chain sustainability needs to be clarified in order to understand the necessity for measuring the effectiveness of actions required to initiate and establish that. Organizations may initiate and take actions to ensure that, their delivery of products or services through their supply chain is having a positive effect on the society, environment as well as the economy. However, sustainability in the supply chain ensures compliance from the suppliers’ part towards these actions and initiatives taken by the organization. An important aspect to keep in consideration is that, to

ensure supply chain sustainability, both suppliers and sub-suppliers in their network must be compliant with the initiatives (Powell, 2013). In other words, supply chain sustainability has been defined as a culmination of management and encouragement; whereby, management must deal with social, environmental and economic impact whereas, encouragement must be done to ensure that the lifecycle of the goods and services being delivered is properly governed (United Nations Global Compact, 2010). Even though, the idea of supply chain sustainability has been drawing a lot of attention these days, the performance measurement of this area is a very immature field of research (Paolo Taticchi, 2013). In reference to the field of performance measurement of sustainability, the reason behind the growing need for such actions can be identified as the demand for increased transparency and accountability when it comes to environmental, social and governance issues. Hence, figuring out the most appropriate option to measure the performance of supply chain sustainability in itself has been scrutinized to debate (Siew, 2017). According to World Economic Forum, four building blocks must be taken into consideration while measuring sustainability of any aspect; namely, institutional mechanism, data and analytics, evaluation, feedback (World Economic Forum, 2017). Henceforth, this report has fundamentally taken these four building blocks into consideration while conducting the research. It is also of paramount importance to note that, there are international standards that must be integrated in the management plan of any organization before designing their sustainability initiatives such as: OHSAS 18001, AS/NZS 4801, SA8000, ISO14001 etc (Siew, 2017). In case of Grameenphone Ltd, the global standards of labor law by the International Labor Organization (ILO) and the Bangladesh Labor law are the fundamental basis of constructing their labor policies for sustainability which can be reflected further with the attachment of their Agreement of (Responsible) Business Conduct (ABC) contract at the annex of this report. The meticulous hypothesis testing based on primary sample data and interpretation of the results are depicted in the following parts of the report.

## **METHODOLOGY OF THE STUDY**

To conduct this research study, I have followed the four building blocks method suggested by the World Economic Forum to measure sustainability. According to research conducted by WEF,

there are four building blocks to measure sustainability of any organization or institution; they are as follows:



*Fig: 4*

On the basis of these four building blocks, this research has been segregated in several parts. Each building blocks suggested by WEF has been challenged, assessed or analyzed through a structured procedure in this paper in order to reach an ultimate conclusion at the end of the paper.

For instance, firstly, in order to justify the institutional mechanism of GP Sustainability, a hypothesis test has been conducted on the ground of a weighted rating scale based questionnaire that was run through 30 samples. This part has been described in details as part of the ‘methodology of the study’ in the report.

Secondly, the data and analytics part of the report is developed primarily based on the hypothesis test conducted in the first step. In this step, the results from the first step has been analyzed in more details through relevant graphs and charts. The assessment and analysis of data in this step will provide with a broader perspective on the efficacy and suppliers’ compliance with the SCS initiatives of GP. The data and analytics will be reflected in more details in the ‘Analysis and Interpretation of the Data’ part of the report.

Thirdly, the evaluation part of the measurement will draw a conclusion based on the results of the first two building blocks. This will reflect a bottom line on the efficacy level of the SCS

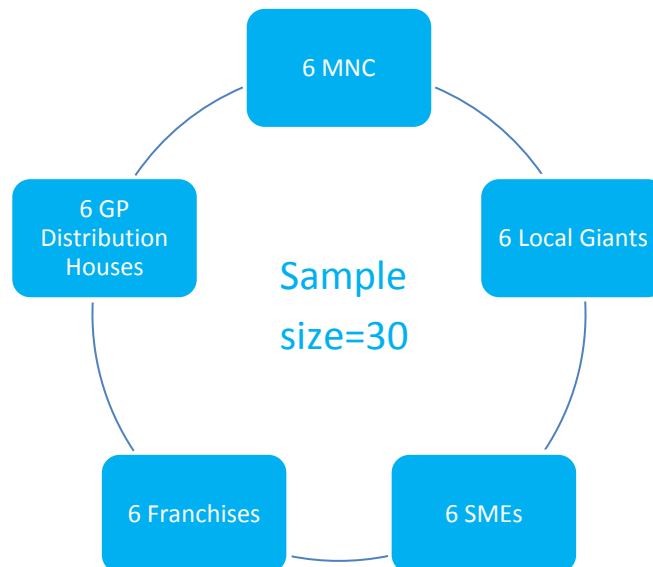
initiatives of GP Sustainability. This building block will be more elaborately focused on in the ‘findings of the report’ part.

Lastly, the fourth building block-Feedback will mostly describe the suggestions and recommendations from the researcher’s point of view. Hence, the feedback part of the report will be drawn in the ‘recommendations’ portion of the report.

The measurement of GP sustainability initiatives based on the WEF recommended four building blocks as mentioned above, proceeds as follows:

### **(I) Institutional Mechanism:**

In order to conduct this research empirically, figuring out the justified methodology for doing so has been crucially important. To stay true to the idea of conducting an empirical research, I have solely focused on collecting primary data as a foundation to this research. In order to satisfy thus conditions, I conducted thirty inspections/audits facilitated by my supervisor at GP Sustainability department. The sample for the inspection/audit had a market segmentation that successfully covered five different types of vendors and suppliers that GP has affiliation with. In consultation with my GP supervisor, I had selected the market segmentation for the audit/inspection in the following manner:



*Fig: 5*

In the process of conducting the audits/inspections, the vendors and suppliers were asked to complete a set of questionnaires consisting of 13 questions relevant to the four different sustainability initiatives practiced by GP Sustainability (Contractual commitment, Supply chain capacity building, Supply chain monitoring, Controlling). Each of the 13 questions carried a certain weight on a scale of one to five, in order to make it easier and simpler to quantify the effects of the initiatives to ensure sustainability in the supply chain of the company through a hypothesis test. The weights assigned to the questions are formulated based on the following rating scale:

5	• Strongly Favorable
4	• Favorable
3	• Neutral (Average)
2	• Unfavorable
1	• Strongly Unfavorable

Upon the completion of the audits/inspections and collection of the data based on the questionnaires, I received a broader and more quantifiable perspective from the suppliers/vendors' part on the efficacy of the sustainability initiative by GP that are in place. The weighted answers of the questionnaire provided me with the scope for calculating the mean value of the each of the sample. These data were further utilized as inputs to conduct the hypothesis testing in IBM SPSS whereby, the null and alternative hypothesis of the research are as follows:

Null Hypothesis, H<sub>0</sub>: *'The supply chain sustainability (SCS) initiatives of Grameenphone Ltd are average/above average effective to ensure true sustainability of the supply chain through ethical and socially compliant business practices'.*

Hence,  $\mu \geq 3$

Alternative Hypothesis, H<sub>1</sub>: *'The supply chain sustainability (SCS) initiatives of Grameenphone Ltd are below average effective to ensure true sustainability of the supply chain through ethical and socially compliant business practices'.*

Hence,  $\mu < 3$

Hereby, according to the weighted rating scale mentioned above, 3 is the assigned weight for neutral or average performance. That is why, the population mean,  $\mu$  is considered to be 3 here. Therefore, we will consider that, GP sustainability initiatives are average or above average efficient if the population mean,  $\mu$  is more than or equal to 3. On the other hand, if the population mean score is less than or below 3, we will conclude that, GP SCS initiatives are effective below the average standard. Based on the hypothesis test conducted on IBM SPSS, the results will either indicate acceptance or rejection of the null hypothesis which will ultimately reflect the results of the calculation.

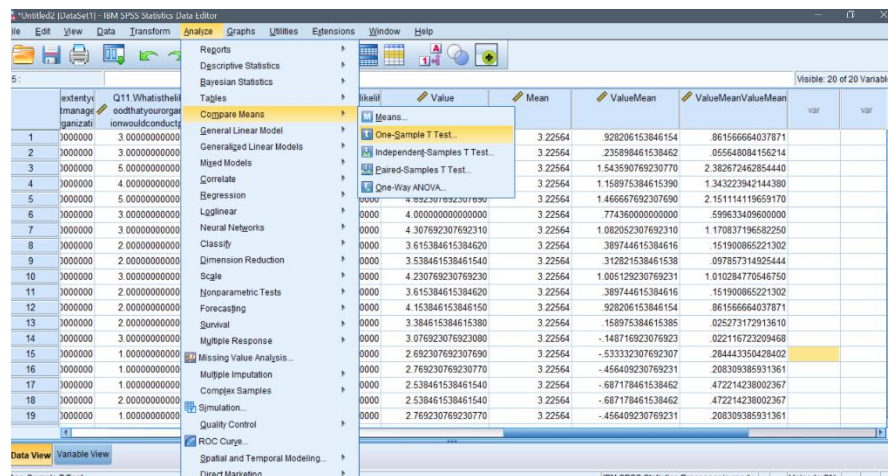
### Hypothesis Test:

Following the five steps methods of hypothesis testing, the test was conducted in IBM SPSS in this manner:

**Step 1:** Let the null hypothesis to be tested be,  $H_0: \mu \geq 3$  against the alternative hypothesis,  $H_1: \mu < 3$

**Step 2:** Let us assume the significance level to be at 0.05

**Step 3:** A one-sample t-test is to be carried out



Analyze>Compare Means>One sample t-test

Fig: 6

Select mean values as 'Test Variable'>Set 'Test Value' at 3>Set confidence level at 95%>Run the t-test

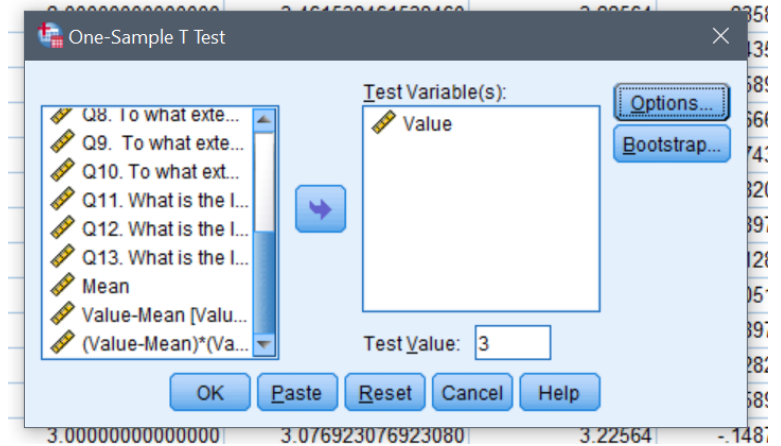


Fig: 7

**Step 4:** The output looks like this-

**T-Test**

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Value	31	3.225641026	.7707506353	.1384309006

**One-Sample Test**

Test Value = 3

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Value	1.630	30	.114	.2256410256	-.057072590	.5083546411

Fig: 8

According to the test output, the t-value here is 1.630 with the degree of freedom at 30. The Sig. (2-tailed) value is 0.114. However, given I conducted a one-tail test, the p-value here is therefore,  $0.114/2=0.057$  which is greater than the significance level of 0.05. Hence, we cannot reject the null hypothesis in this case.

**Step 5:** There is sufficient evidence to say that, the supply chain sustainability (SCS) initiatives of Grameenphone Ltd are average/above average effective to ensure true sustainability of the supply chain through ethical and socially compliant business practices.



Based on the hypothesis test above, I have assessed the ‘institutional mechanism of GP Sustainability and have found it out to be effective at the average/above average standard to ensure sustainability in the supply chain.

## **ANALYSIS AND INTERPRETATION OF THE DATA**

The first step dealt with collection of data from the samples, deriving a conclusion out of the data through a hypothesis testing; whereas, in this step, the collected data from the first step will be analyzed and interpreted through relevant graphs and charts to provide a wholesome view on the sample data. This step will also satisfy the second criteria suggested by World Economic Forum to measure sustainability: Data and Analytics.

### **(II) Data and Analytics:**

Each of the samples consisting of GP suppliers/vendors had answered 13 questions (questionnaire attached in the appendix section) as mentioned in the previous section. Answer to each of the questions has been weighed based on a rating scale of 1 to 5 whereby, 1 indicates strongly unfavorable and 5 indicates highly favorable and 3 indicates average/neutral scoring.

In this part of the report, answer to each of the questions will be distinctly represented in graphs. Given the fact that, each of the question is relevant to the SCS initiatives taken by GP Sustainability, the graphical representation will indicate the compliance level of the individual vendors/suppliers within the sample and in turn will also reflect upon the efficiency level of the sustainability initiative relevant to respective questions. On the other hand, an overall representation of the results from the entire questionnaire will be projected as well, to give a holistic view on the compliance level from the vendors/suppliers’ part and in turn the efficiency level of GP Sustainability initiatives.

The graphical interpretation and analysis of the data are as follows:

**Question 1: To what extent you believe that your organization do not employ any people below 18 years of age?**

## Q1. To what extent you believe that your organization do not employ any people below 18 years of age?

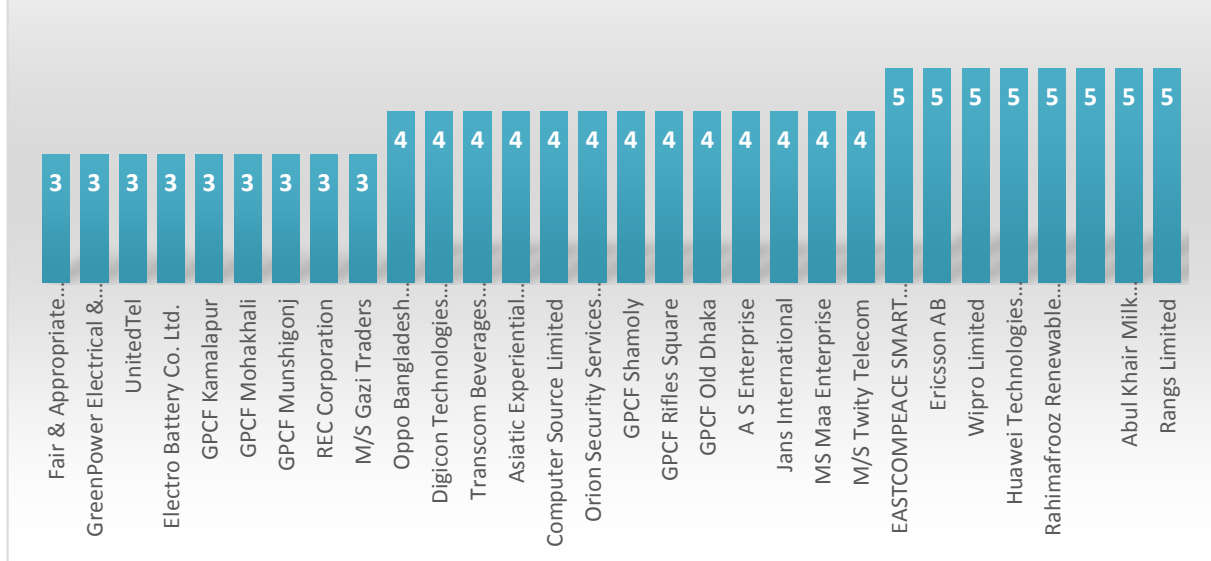


Fig: 9

in the supply chain of the suppliers or vendors of GP. Involvement of child labor in the supply chain is not only violation of labor laws according to national and ILO standards, but also reflects incompliance with the ‘contractual commitment; initiative taken by GP Sustainability. As the graph represents, out of 30 samples, 13

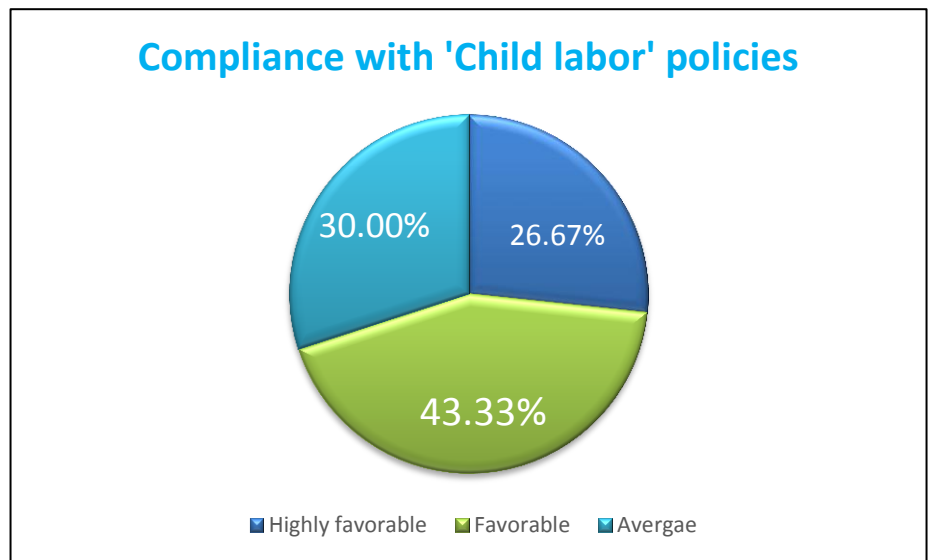


Fig: 10

of them have scored approximately four and 8 of them have scored approximately 5 representing compliance with the initiative in an above average standard. On the other hand, only 9 of the

samples have scored approximately 3 on the scale of 5, reflecting neutral/average level of compliance from their end.

If this data is further represented in a pie chart, we can conclude that, all of the supplier/vendors of GP are compliant with the child labor policies whereby, majority of them (70%) of them are maintaining above average standards in that regard. This, reflects that, GP’s SCS initiative to ensure contractual commitment has been effective to maintain the ‘child labor’ policies and practices according to local and ILO standards in the supply chain.

**Question 2: To what extent you believe that your organization does not keep any original documents (Educational Certificate, national ID card etc.) or money as security deposit during employment?**



Fig: 11

This chart represents the answer to the second question that assesses the possibility of having forced labor in the supply chain of the suppliers or vendors of GP. Involvement of forced labor in the supply chain may be subjected to violation of labor laws according to national and ILO

standards depending on the context of countries. Moreover, it also reflects incompliance with the ‘contractual commitment; initiative taken by GP Sustainability.

As reflected by the chart above, the ratio and percentage of compliance in this regard is identical to the previous chart. It projects that, all of GP suppliers/vendors are maintaining the forced labor policies and majority (70%) of them are ensuring an above average standard in such context. This also indicates high level of compliance towards GP Sustainability initiative for ‘contractual commitment’ from suppliers/vendors’ part and effectiveness of GP Sustainability initiative from the company’s part.

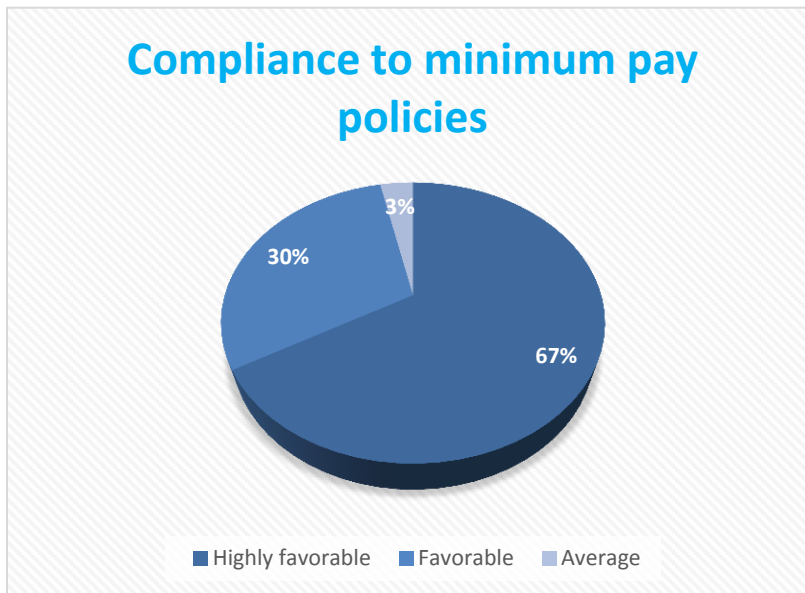
**Question 3: To what extent you believe that your organization ensure payment of minimum salary to its staffs?**



Fig: 12

This chart represents the answer to the question that assesses the level of compliance with the labor laws in regards to national and ILO standards, in the supply chain by the suppliers or vendors of GP. Not maintaining the minimum pay standards for the staffs/labors involved in the supply chain is not only violation of labor laws according to national and ILO standards, but also reflects incompliance with the ‘contractual commitment; initiative taken by GP Sustainability.

As reflected by the chart, the suppliers/vendors of GP show a very high standard of compliance when it comes to maintaining the minimum pay level for the labors/staffs in the supply chain.



67% of the suppliers/vendors maintain approximately highly favorable standards in ensuring compliance to minimum pay policy in the supply chain. Whereas, 30% of them maintain an above average standards and only 3% of them maintain an average/neutral standard that can be negligible.

Fig: 13

This also reflects high level of efficiency from GP’s part in establishing the sustainability in the supply chain through ‘contractual commitment’ initiative.

**Question 4: To what extent you believe that your organization has provided employment contract to all of its work force?**

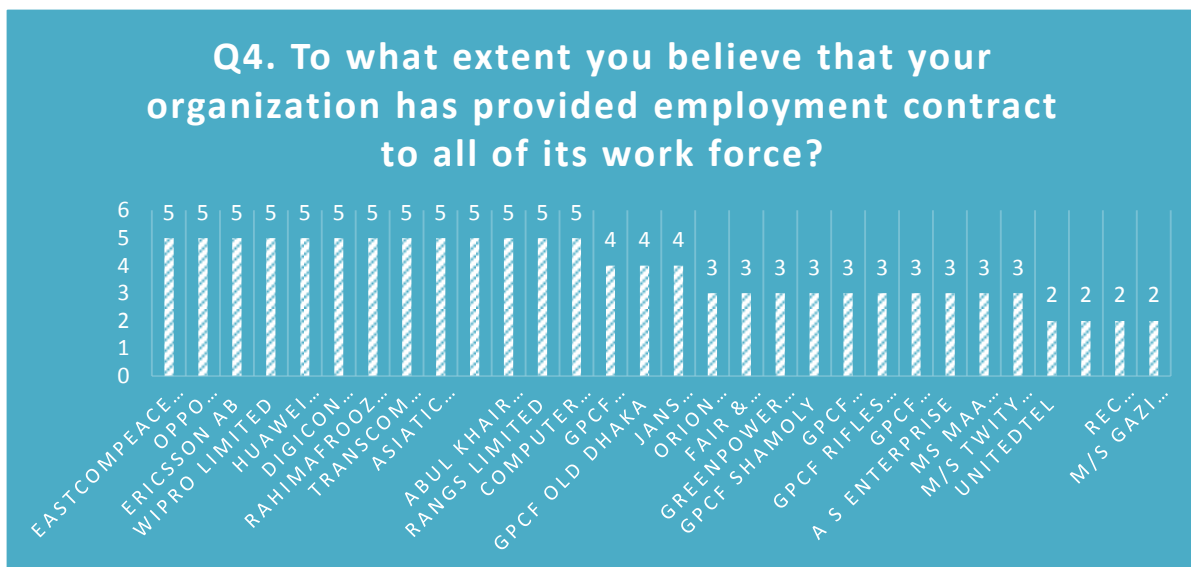


Fig: 14

This chart represents the answer to assess a very important aspect of ensuring contractual commitment from GP’s part; providing employment contract to the workforce involved in the supply chain-employed by the suppliers/vendors. This is a crucial condition of the ABC (Agreement on (Responsible) Business Conduct) that all the vendors/suppliers of GP have to contractually comply and bind to. Not ensuring such compliance in the supply chain is a major violation of the labor law as well as a breach of the GP Sustainability contract that ultimately reflects inefficiency of the initiatives carried out by GP Sustainability.

As reflected by the chart, 16 out of 30 samples have scored above average (approximately 4 to 5) on the weighted scale. Whereas, 10 of the samples have scored approximately an average score on the scale, alongside 4 of the samples who have scored below average.

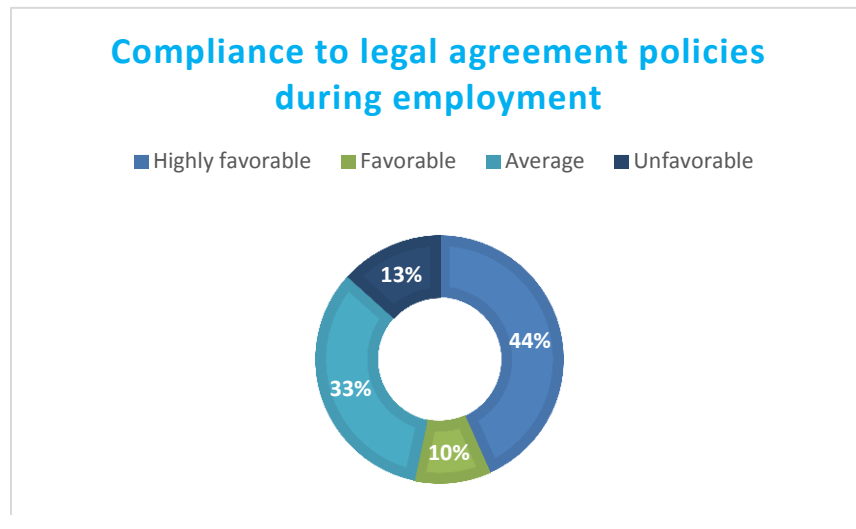


Fig: 15

The chart at the left gives a more holistic view on the compliance level in this regard from the suppliers/vendors’ part. As reflected, majority of the suppliers/vendors are compliant to the policies in regards to legally employing staffs/labors according to

labor law and GP policies, however, a considerable portion of the sample reflects average or below average performance in this regard which may turn out to be alarming for GP in the long run. Based on the analysis and assessment here, it is pertinent that, GP Sustainability initiative in this aspect is moderately effective.

**Question 5: To what extent you believe that your organization provide leave as per the labor law including 14 days of annual, 10 days of casual and maternity leave for the concerned employees?**

**Q5. To what extent you believe that your organization provide leave as per the labor law including 14 days of annual, 10 days of casual and maternity leave for the concerned employees?**

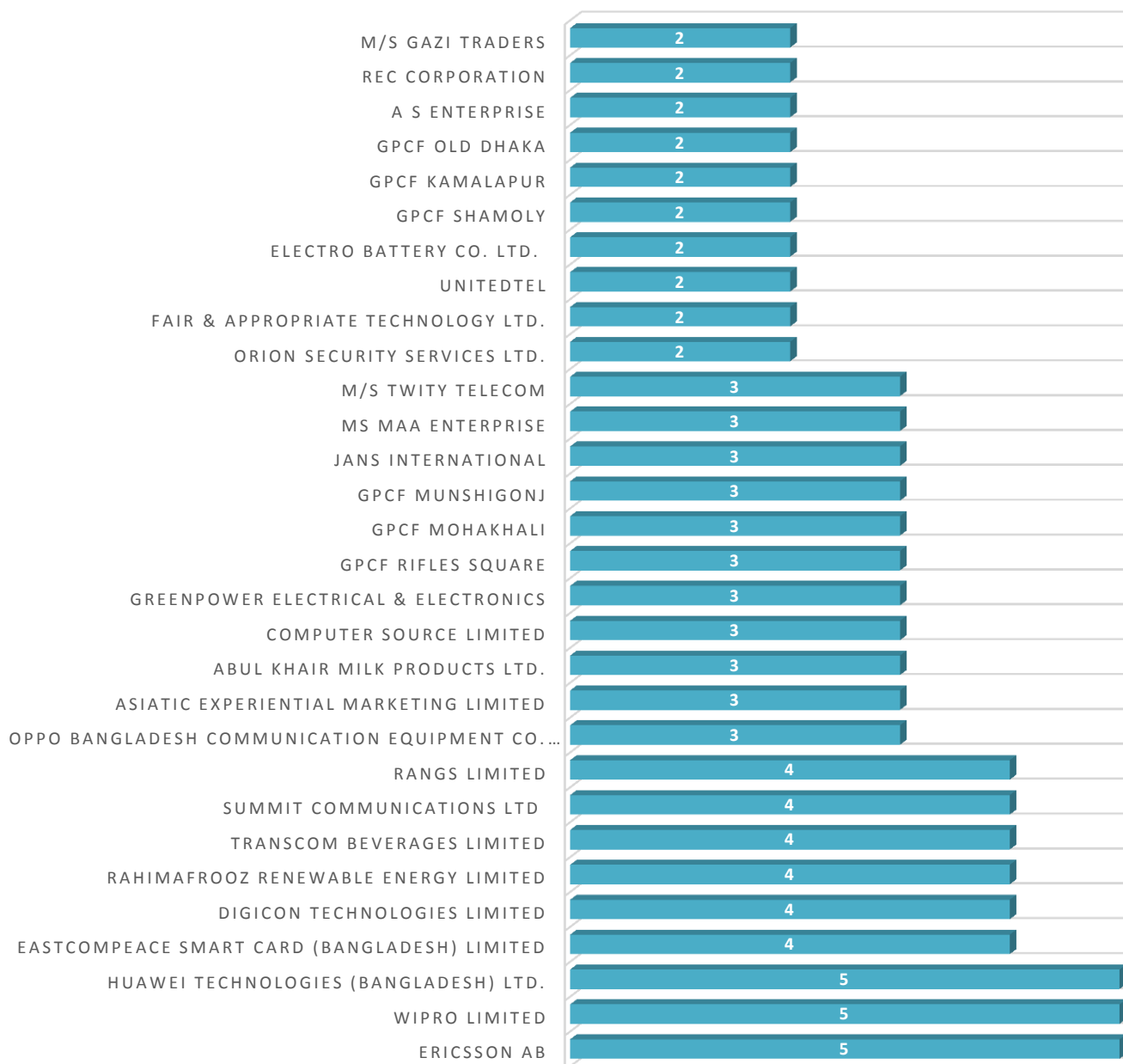


Fig: 16

This question is purposed to assess another important aspect of the labor law policy that deals with leave policies for the staffs/labors of the vendors/suppliers in accordance with the national and ILO standards. As reflected by the chart above, among 30 respondents, 10 of them have scored an unfavorable standard in this aspect whereas, 11 of the respondents have scored average. On the other hand, only 9 respondents out of 30 have scored above the average standards.

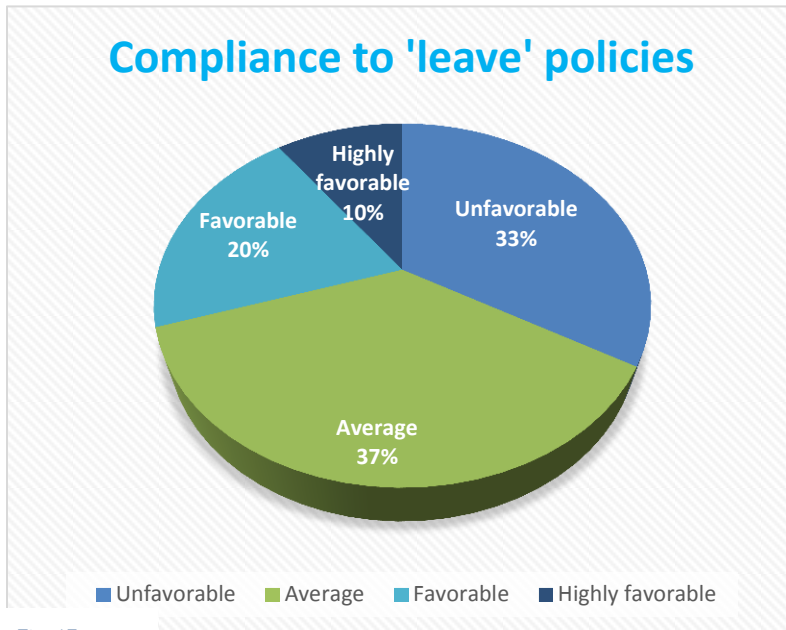


Fig: 17

Therefore, majority of the respondents (70%) have shown a below average level compliance in this aspect whereby, 33% have shown unfavorable level of compliance. In comparison to that, only 10% of the sample has shown highly favorable compliance to the mentioned policy. This reflects inefficiency of the ‘contractual commitment’ initiative taken by GP

Sustainability which may pose as a potential threat in the forthcoming future for the company in terms of ensuring sustainability in the supply chain.

**Question 6: To what extent you believe that your organization has governance instruments to ensure good corporate governance? (For example – written codes of conduct, organizational policy procedure and memorandum)**





As reflected from the table above, majority (46.67%) of the suppliers/vendors are in an unfavorable stance when it comes to being compliant in respect of this aspect. Therefore, this reflects major inefficiency in the ‘contractual commitment’ initiative taken by GP Sustainability.

**Question 7: To what extent you believe that your organization is concerned about health – safety of the work force?**

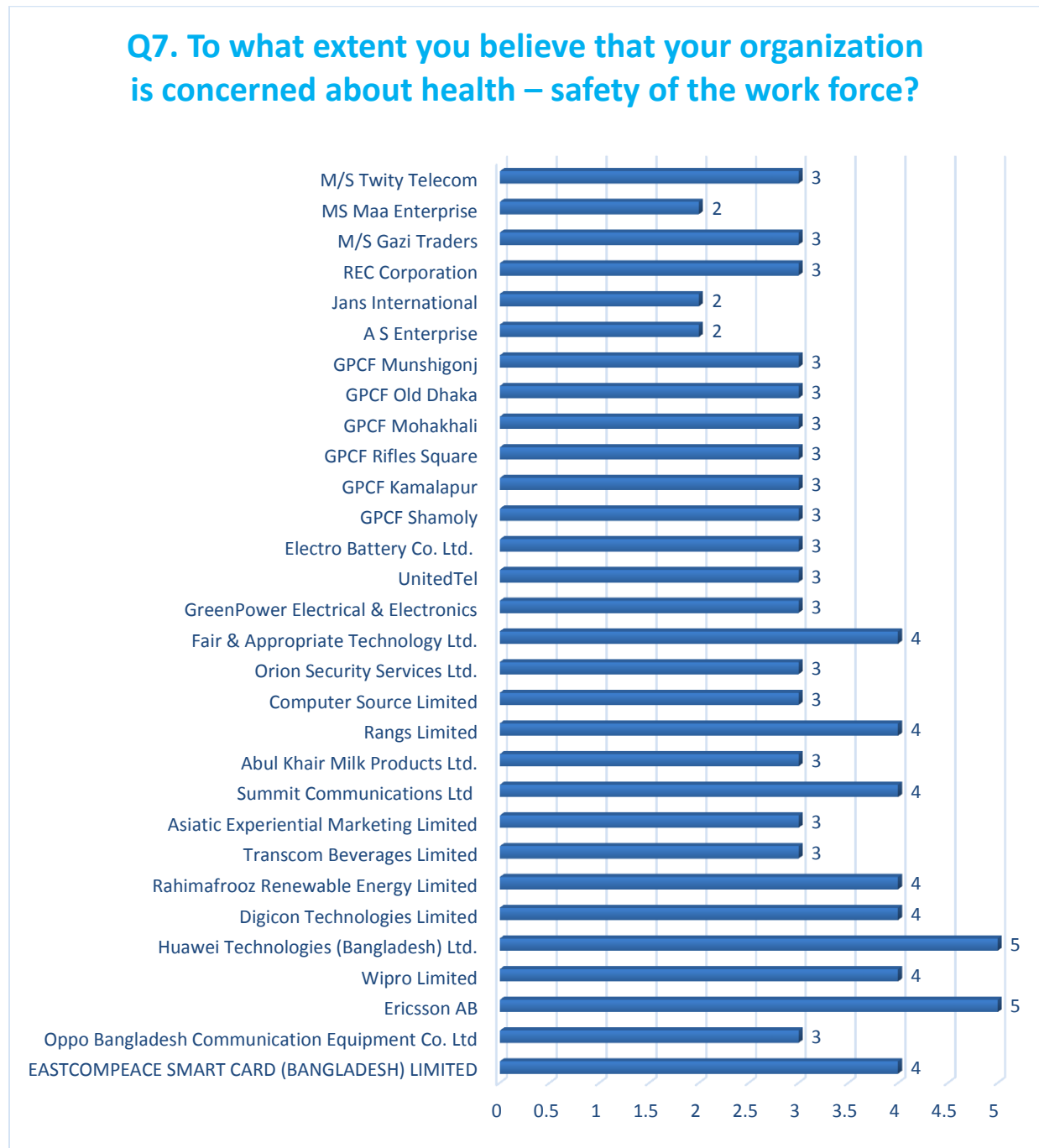


Fig: 20

This chart assesses and interprets the compliance level of ‘contractual commitment’ in regards to maintaining labor laws in the supply chain, specifically in the aspect of ensuring health and safety initiatives from the suppliers/vendors’ part. This assessment further shades light on the efficiency of the sustainability initiative taken by GP Sustainability to ensure such practices in the supply chain. It is to be noted that, incompliance to this practice have significant impact as lack of health and safety initiatives in the supply chain may lead to unpredictable accidents, fatalities, physical impairment etc. This may tarnish the positive image of GP as well given the company’s association with the suppliers/vendors.

As reflected from the chart above, majority (18 out of 30) respondents, that is 60% have scored average in the assessment whereas, 7 of them scored approximately above average or favorable and only 2 of them have scored highly favorable level of compliance. It is to be noted that, 3 of the respondents have also scored unfavorable level of compliance in this regard. Henceforth, this assessment makes it vivid that GP sustainability initiatives in this aspect holds an average stance in terms of efficiency.

**Question 8: To what extent you believe that your organization has an unbiased platform to report unethical business practice?**



Fig: 21

This question is fundamental in predicting efficiency of sustainability initiatives to ensure proper, ethical business conduct in the supply chain. The primary sustainability initiative of GP Sustainability is to bind the suppliers/vendors contractually through the ABC contract that fundamentally ensures responsible business conduct or practices in the supply chain. On the other hand, the third and fourth initiatives by GP Sustainability, namely, Supply chain monitoring and Controlling are also dedicated to a very large extent towards ensuring ethical and responsible business conduct. Which is why, this question is crucially important to assess the efficiency of GP Sustainability initiatives because, having an unbiased platform in place to report any unethical practices indicate that, the respective company has taken measures to avoid unethical business practices-reflecting on the efficacy of the GP Sustainability initiatives as the ones mentioned above.

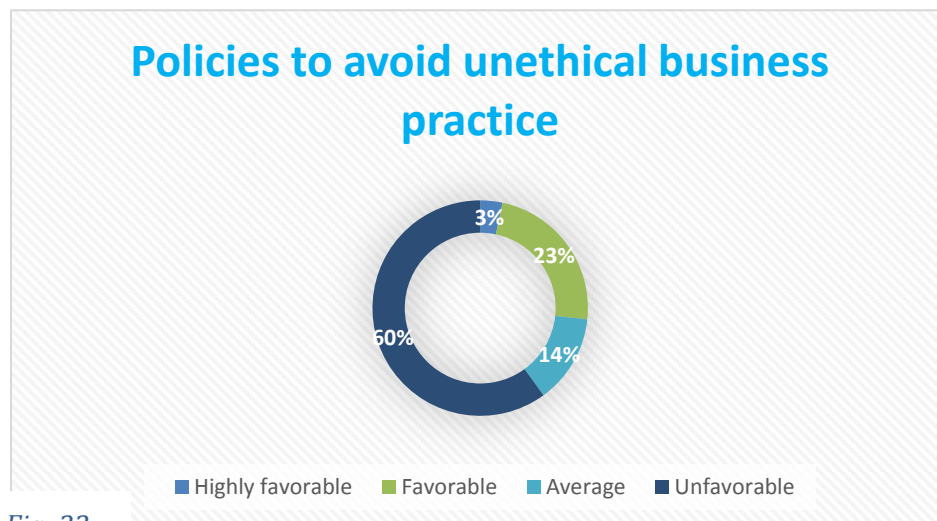


Fig: 22

However, according to the data collected from the sample, it has been pertinent that, 60% (18 out of 30) of the suppliers/vendors of GP does not have any such bodies in their organization to report unethical practices/conducts.

On the other hand, only 26.67% (8 out of 30) samples have responded that they have an above average level of compliance to this policy. This is evidence of inefficiency of GP sustainability initiatives and must be taken into consideration.

**Question 9: To what extent you believe that your organization promote and secure human rights? (8 hours of working hour, pure drinking water and toilet facilities, equal employment opportunity)**

**Q9. To what extent you believe that your organization promote and secure human rights?( 8 hours of working hour, pure drinking water and toilet facilities, equal employment opportunity)**

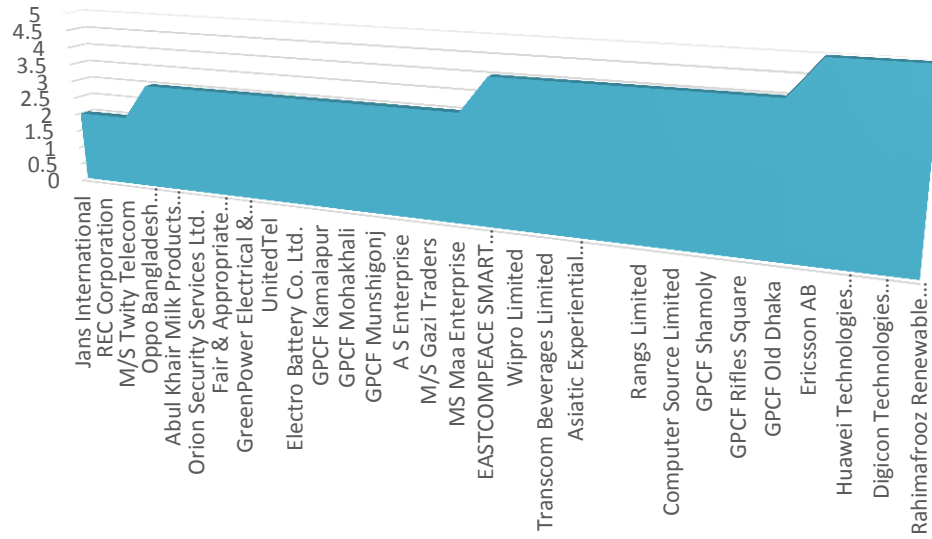


Fig: 23

This question particularly deals with another important aspect of the labor rights according to the national and ILO standards; concerning the working hours, facilities and opportunities of the labor/staffs employed by the vendors/suppliers of GP. This compliance level of this aspect would indicate efficiency of all four of the GP Sustainability initiatives.

As reflected from the chart above, 3 out of 30 samples have responded to have unfavorable level of compliance in this aspect. On the other hand, 13 of the samples have scored an average level of compliance in addition to 14 of them who have scored above average (favorable and highly favorable).

Level of compliance	No. of Vendors/Suppliers	Percentage
Highly favorable	4	13.333%
Favorable	10	33.33%
Average	13	43.33%

Unfavorable	3	10%
		100%

Fig: 24

This table shows that, majority of the suppliers/vendors are in an average-favorable position in respect to this question which reflects an above average level of efficiency of GP Sustainability initiatives.

**Question 10: To what extent you believe that management of your organization promotes freedom of association or forming trade union?**



Fig: 25

The right to unionize for labor/employees of any organization is mandated by the labor law in not only the national standards of Bangladesh but also by ILO. This question particularly deals with the assessment of the GP Sustainability initiatives like contractual commitment, supply chain capacity building and monitoring.

As per the chart above, 17 out of 30 samples have scored unfavorable/below average in terms of ensuring the flexibility to unionize for the workers/labors. Up against that, 10 of the samples have scored average whereas, only 3 of the samples have scored above average/favorable. This reflects, a below average/unfavorable level of effectiveness of the sustainability initiatives taken by GP which may be alarming in the long run.

**Question 11: What is the likelihood that your organization would conduct periodical audits/inspections of sub-suppliers and partners?**

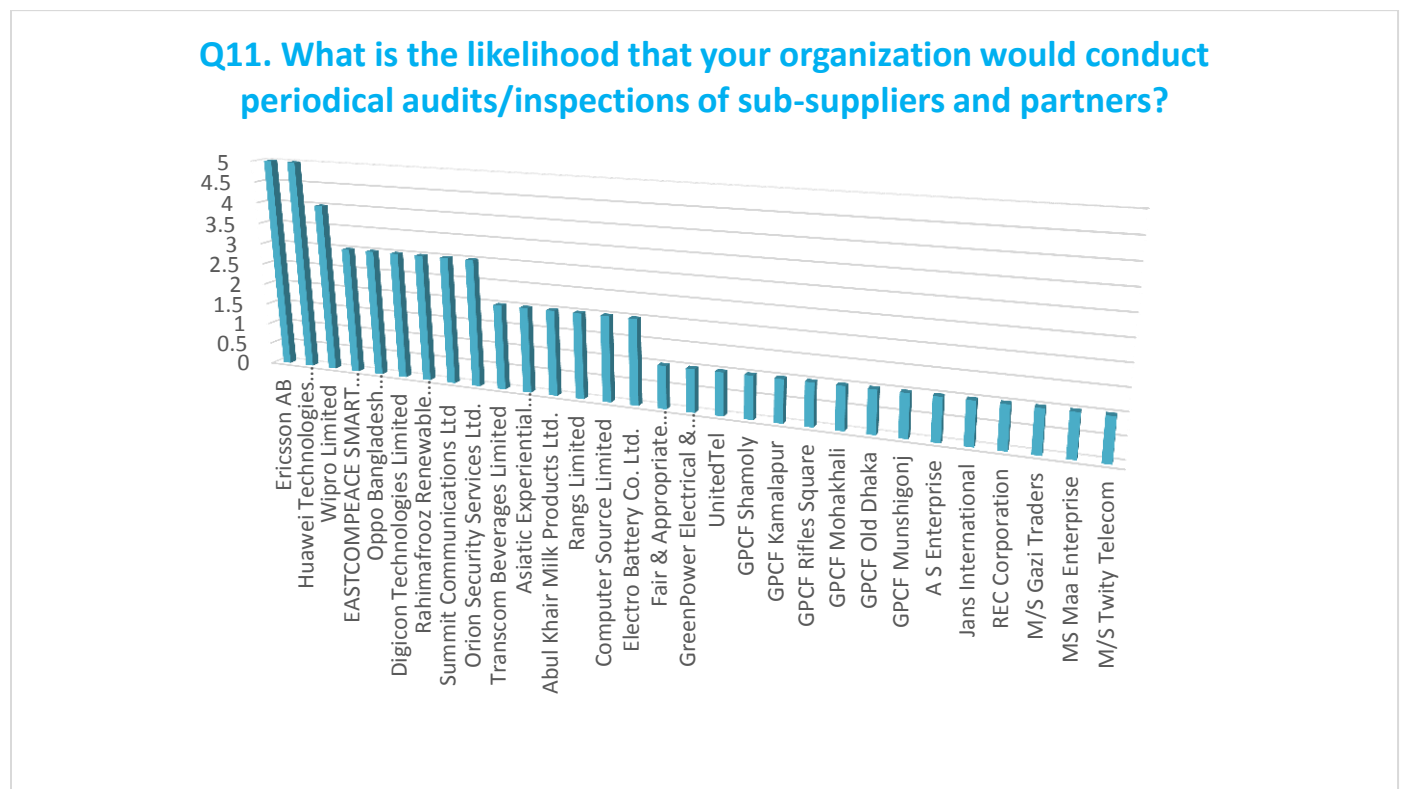


Fig: 26

This question comes in reference to the clause developed by GP legal team, to be materialized by GP Sustainability-that, all the vendors/suppliers of GP will ensure that, their (suppliers') sub-

suppliers will also follow through the ABC agreement that the suppliers are mandated to sign with GP. Furthermore, the clause also demands the suppliers to ensure that, their sub-suppliers are being trained to maintain the policies, are being audited and monitored periodically, controlled in a manner that ensures sustainability in the supply chain with a ripple effect.

This question therefore, assesses the efficiency of the overall sustainability initiatives of GP Sustainability in effect on not only the suppliers of GP but also their (suppliers') sub-suppliers. As per the data collected from the samples, 70% (21 out of 30) samples have responded that, their compliance level of n regards to this aspect is below average/unfavorable to highly unfavorable. Whereas, only 9 samples have scored in the range of average to highly favorable whereby, only 2 of the samples have scored the latter. Based on this assessment and analysis, it is vividly clear that, GP sustainability initiatives are highly ineffective in this aspect.

**Question 12: What is the likelihood that, rewarding and recognizing your organization by purchaser for improved social performance would motivate your organization to conduct responsible and sustainable business practices?**



**Q12. What is the likelihood that, rewarding and recognizing your organization by purchaser for improved social performance would motivate your organization to conduct responsible and sustainable business practices?**

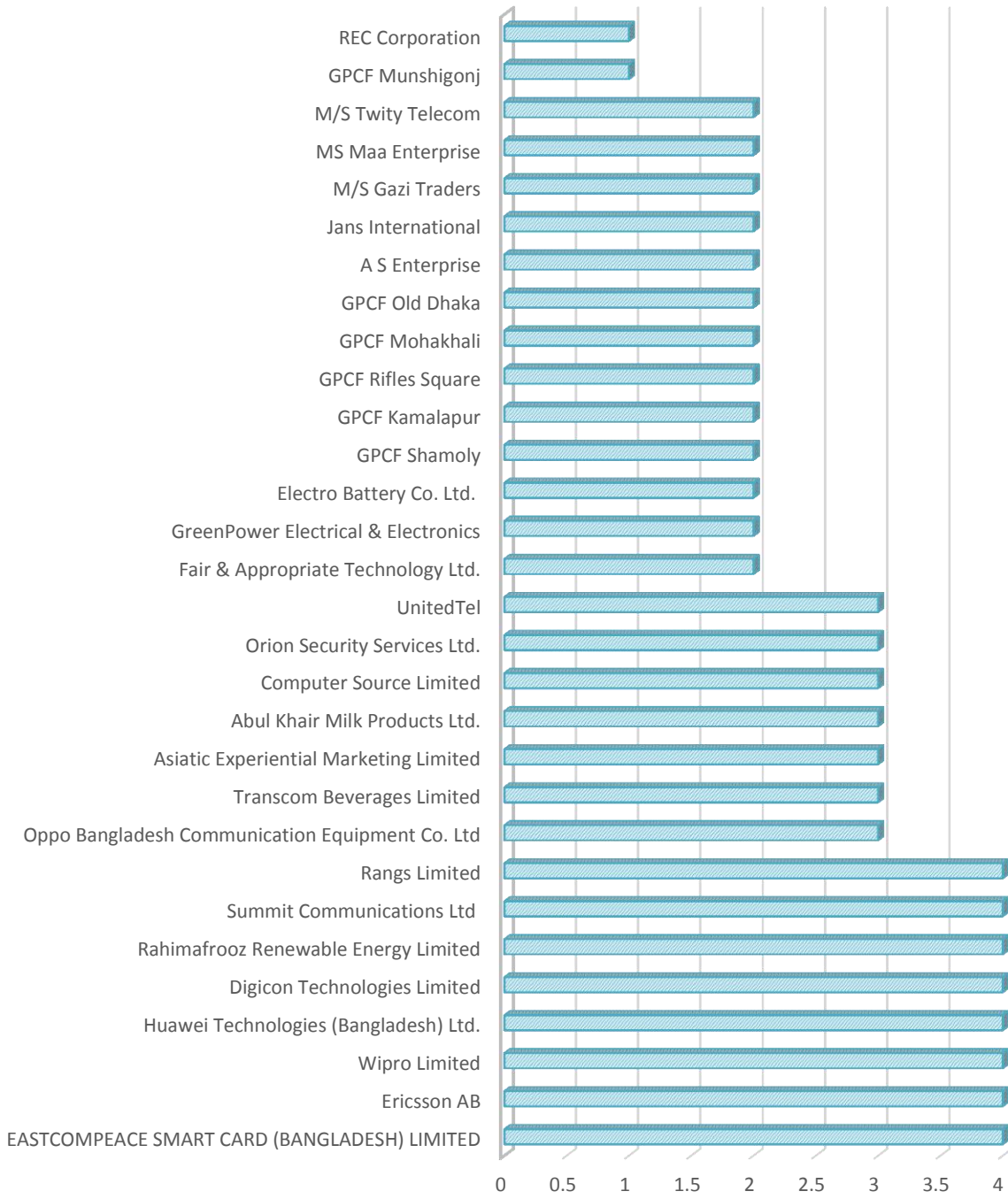


Fig: 27

This question is specifically catered to assess the ‘positive controlling’ initiative by GP Sustainability. As a purchaser, GP acknowledges and rewards their suppliers/vendors to motivate them to keep up the positive work. This question here assesses the efficiency of this initiative to motivate suppliers/vendors to ensure sustainability in the supply chain.

As per the responses received, 50% of the samples (15 out of 30) scored below average (below 3), whereas, only 7 out of 30 (23.33%) samples have responded an average level of compliance. On the other hand, 8 out of 30 samples (26.67%) have scored above average/favorable in terms of the compliance to this initiative by GP Sustainability. This shows that, this initiative by GP Sustainability is moderately efficient in establishing sustainability in the supply chain.

**Question 13: What is the likelihood that SCS controlling initiatives (such as warning, show cause, suspend, blacklist, terminate) would ensure maintenance of sustainability practices in the organization?**

**Q13. What is the likelihood that SCS controlling initiatives (such as warning, show cause, suspend, blacklist, terminate) would ensure maintenance of sustainability practices in the organization?**

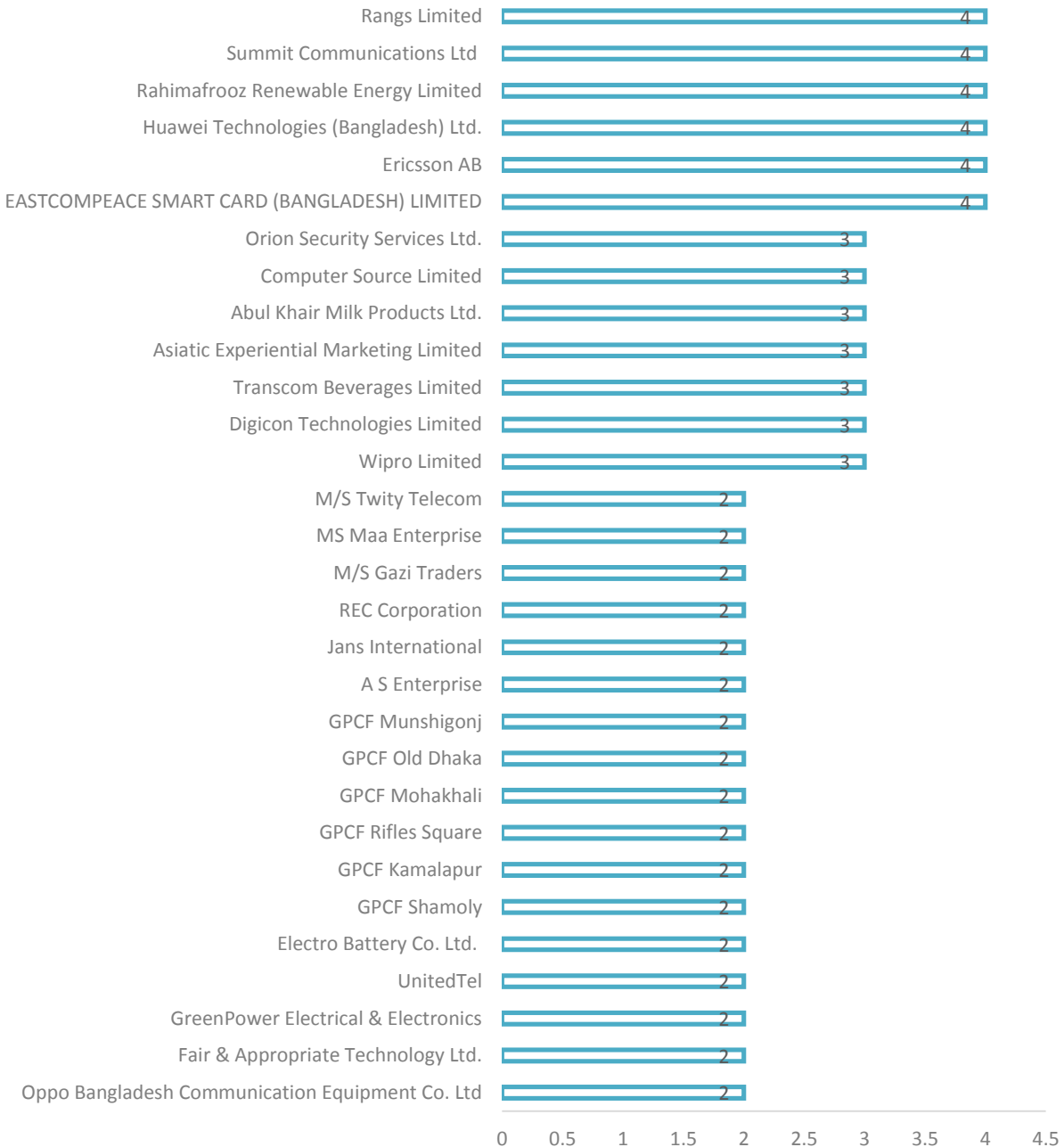


Fig: 28

This question is also specifically directed towards ‘Negative Controlling’ initiative taken by GP Sustainability to ensure supply chain sustainability. Opposed to the idea of ‘positive controlling’, GP Sustainability also promotes negative controlling where suppliers/vendors who fail to meet the sustainability goals, are put through certain consequences (warning, show cause, suspend, blacklist/refrain, terminate) to negatively reinforce the sustainability initiative.

Based on the chart above, 17 out of 30 samples (56.66%) have scored below average/unfavorable whereas, the rest of the samples have scored average or above average/favorable in terms of their compliance to this sustainability initiative. This reflects below average efficiency in regards to this sustainability initiative by GP.

## **FINDINGS OF STUDY**

The core purpose of this report was to measure the efficacy level of the sustainability initiatives of Grameenphone Ltd. to ensure supply chain sustainability. The primary finding from this report has been derived through the hypothesis test conducted in the ‘Methodology of the study’ part of this report; the results of which shows that, the sustainability initiatives by GP are moderately efficient in truly establishing sustainability in the supply chain.

A major limitation of this report is the fact that, this research has the capacity to measure the efficacy of the SCS initiatives that are upheld, promoted and practiced by GP, from GP’s point of view only. However, the suppliers/vendors are also an important player in this aspect since they are responsible to ensure sustainability in the supply chain by effectively following the practices and policies initiated by GP Sustainability. The actions and compliance from the suppliers/vendors’ part plays a significant role in contributing to the efficacy of the sustainability initiatives of GP which has not been considered while conducting the hypothesis test in this report.

### **(III) Evaluation:**

Bethinking the fact mentioned above, this research has allowed me to formulate a holistic image as well as understanding about the efficacy of the sustainability initiatives of Grameenphone, whereby each initiative has been assessed distinctly however, a wholesome result have been drawn from the hypothesis testing. Thereby, the bottom-line snapshot of this report or in other words, major findings from this report can be evaluated through the following graphs:

### Holistic Evaluation of the Findings:

The data collected and assessed on the basis of the questionnaire, reflects an overall view on the efficiency level of the sustainability initiatives of GP apart from the results of the hypothesis test. Based on the results of hypothesis test, the SCS initiatives by GP Sustainability stands slightly above the average standards of efficiency.

Whereas, the chart below reflects upon the average score of the 30 respondents in the sample on the questionnaire provided for the assessment. Bethinking the average score, it can be seen from the chart that, at least 15 of the sample suppliers/vendors of GP have scored around or above the average standard of efficiency. Based on this interpretation and graphical representation, it can be concluded that, GP Sustainability initiatives are moderately/average efficient in regards to ensuring sustainability in the supply chain.

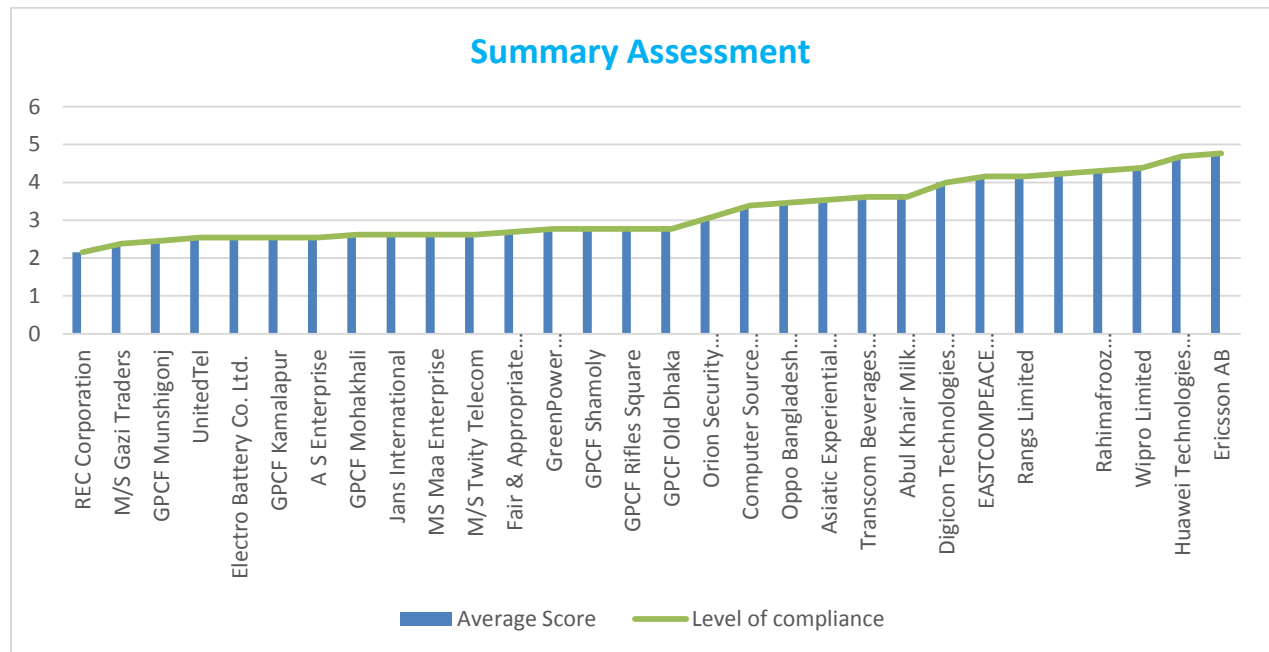


Fig: 29

Additionally, the following chart provides another holistic view of the assessment on the efficiency level of each of the initiatives taken by GP Sustainability, given the condition that, each of the 13 questions in the questionnaire is targeted for the assessment of the initiatives by GP Sustainability.

As it can be seen from the chart, among the 13 questions, 8 of the questions had an average score of more than 3 on a scale of 5 whereas, 5 of the questions had an average score that is below 3. This appropriately matches with the results from the hypothesis test that showed, GP Sustainability initiatives are efficient at a standard that is slightly above the average standards.

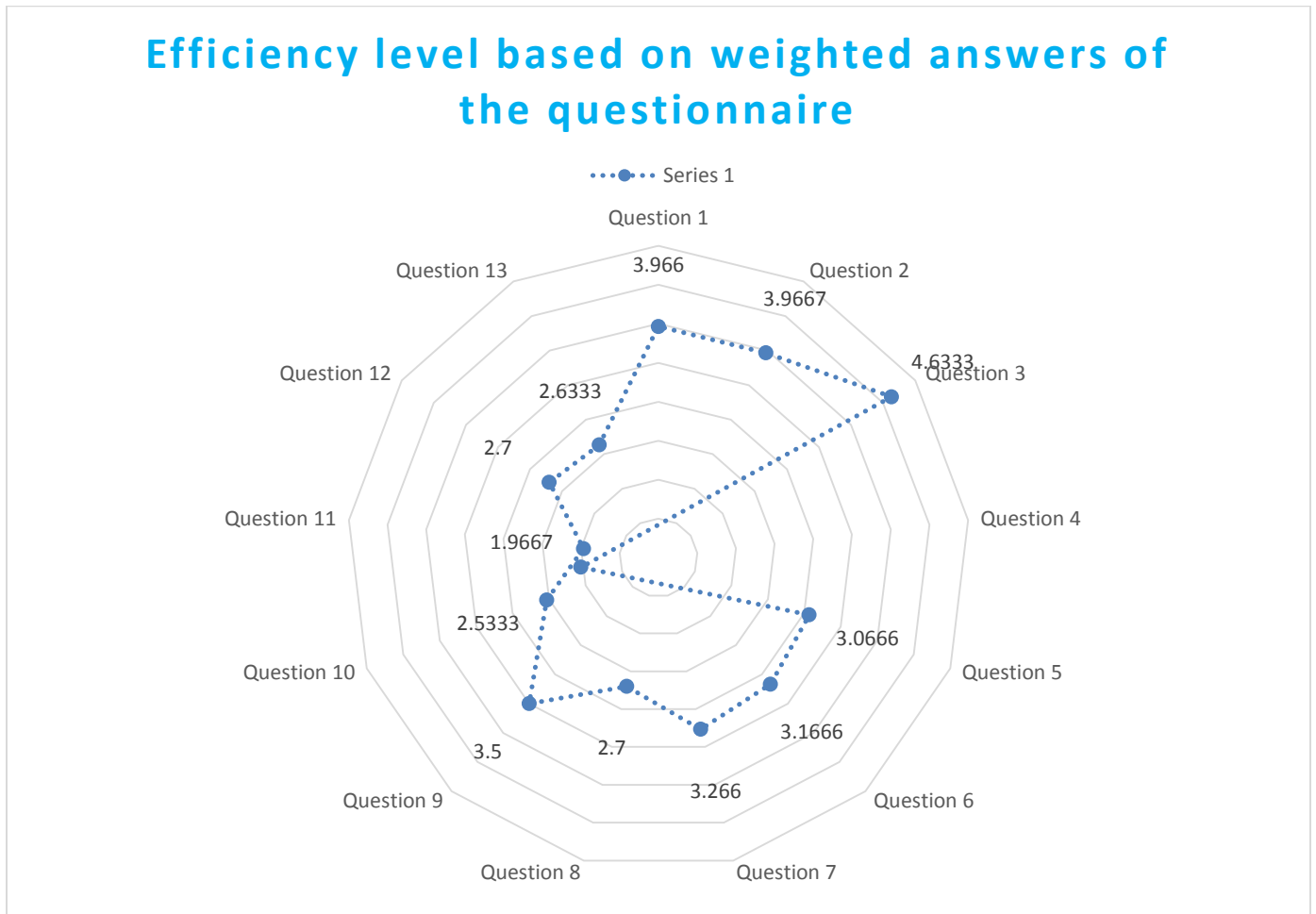







Fig: 30

Henceforth, the primary finding from this report based on the evaluation above is that, GP Sustainability initiatives are indeed effective in respect to both the hypothesis test results and the data and analytics interpretation.

Besides this primary findings, there are other major findings that need to be take into consideration. They are as such:

-  In the context of Bangladesh, the suppliers/vendors are often unaware of the consequences of their actions on the society or environment in regards to sustainability. Hence, it is really difficult to educate them about the significance of sustainability initiatives of GP.
-  The knowledge gap about sustainability among the supplier/vendors is the root of a bigger circumstance that leads to severe issues as incompliance from their part despite frequent reinforcement of the initiatives from GP's part which may hamper the efficacy level of GP Sustainability initiatives.
-  Even though GP has taken sufficient measure to deal with the knowledge gap through conducting capacity building workshops, training etc, the success of these measures are often negatively affected because of poor compliance from the suppliers/vendors' part. This, also has negative affect on the efficacy level of the GP Sustainability initiatives.
-  Another finding from this research is that, many of the vendors/suppliers often go through ethical dilemma or in other words, they often fall victim of the culture of corruption and poor politics in Bangladesh. Therefore, trends of bribery and such zero tolerance activities are becoming prominent in the supply chain, making it difficult for GP Sustainability to track and tackle these occurrences.
-  Lastly, it has also been identified that, there are not enough initiatives dedicated to reward or recognize fair compliance of the suppliers/vendors in order to motivate them with incentives and perks. However, it is expected that, the launch of the fourth initiative for 'Controlling' will be fruitful here to mitigate this issue.

## RECOMMENDATIONS

Based on the research data analysis and findings, I have made some recommendations to mitigate those issues or frontiers, in consultation with my internship supervisor at Grameenphone. The recommendations are depicted here as the fourth building block towards measuring the sustainability, feedback:

### (IV) Feedback:

A fundamental feedback to tackle the negative findings in respect to GP Sustainability initiatives could be to construct a 'risk map' and a 'competence map' to gain an idea about the percentage

of potentially risky suppliers/vendors who are working with GP and who might negatively affect the efficacy level of the sustainability initiatives of GP in the future endeavors.

The risk map will allow GP to take more of a ‘prevention over cure’ approach towards solving these issues and mitigate the riskiness of negatively affecting sustainability in the supply chain.

<b>Probability (P)</b>	H	Yellow	Red	Red
	M	Green	Yellow	Red
	L	Green	Green	Yellow
<b>Risk Mapping</b>		L	M	H
		<b>Consequence (C)</b>		

Fig: 31

The risk map will be beneficial for assessing the probability of any occurrences defined as threatening towards the sustainability of GP supply chain as well as the consequence that occurrence may have in the overall supply chain, the company as well as the society at large. Given that, different incidents might have different level of magnitude, thus they can be assessed based on a scale rated from high to low. This will allow the organization to not only assess the risk factors but also the gravity of those occurrences on the supply chain sustainability operations.

On the other hand, competence mapping can be structured in a very similar manner as the risk manner, but with a different goal. The objective behind competence mapping could be determining the capacity of any supplier/vendor to comply with the SCP and ABC policies as demanded and required by GP Sustainability. As GP’s vendors/suppliers may range from MNCs to SMEs based in Bangladesh, the capacity and level of compliance may vary based on certain variables. Thus, a smart approach to assess their competency to comply with GP’s sustainability policies could be to evaluate them based on the two major variables:




<b>Intention</b>	H	Yellow	Red
	L	Green	Yellow
<b>Competence Mapping</b>		L	H
		<b>Capability</b>	

Fig: 32

suppliers’ intention to follow through the policies and practices and their capability to do so. The assessment could also be ranked on a scale of high to low and the data required may be collected by assessing the past performance of the suppliers/vendors, their relationship with other buyers and such variables.



Apart from these initiatives, the following steps can be taken to mitigate the issues found from this research:

-  Separate initiative may be launched as a subset of the ‘capacity building’ initiative with a focus to create awareness as well as shift mindset of the stakeholders towards the significance of the sustainability initiatives.
-  To tackle the incompliances, an improvement plan may be recommended to the suppliers/vendors and periodical checking should be conducted to ensure that the stakeholders are following through the plan to meet the goals set by GP.
-  Above everything, given the context of Bangladesh, ensuring social compliance should be a matter of primary concern for GP and similar organizations who are launching initiatives to maintain sustainability in their value chain as well as the organization. Therefore, it is crucial to develop social compliance through establishing formal governance, monitoring framework and similar initiatives; not only from the organizational scope but also from the societal and governmental scope.

## CONCLUSIONS

This research paper was aimed at analyzing and assessing the sustainability scenario, initiatives of a leading MNC of Bangladesh-Grameenphone Ltd. The efficacy level of the sustainability initiatives taken by GP potentially reflects upon the bigger picture of corporates and organizations in Bangladesh and their success rate of the methodologies implemented by them to ensure sustainability in their supply chain and other aspects of the company.

Even though companies, be it local or international, SMEs or multinationals, have been having upstream and downstream value chains in place as a fundamental part of their operations; very limited number of organizations have truly come up with initiatives to integrate sustainability in the process. In most cases, the supply chain is ideally utilized for the purpose of delivering goods and services to the customers. However, delivering the goods and services keeping environmental, social, economic goodness in mind-that is a rare perception that needs to be promoted and practiced at a global level.

That is why my research paper aimed at measuring the sustainability initiatives of GP Sustainability whereby, I have found out that, GP initiatives are effective at an above average standard in maintaining sustainability throughout their supply chain. Suffice to say, at the end of my research I can conclude, Grameenphone is not only delivering their goods and services through their supply chain, but also delivering GOODness in the society by ensuring sustainability in their supply chain, in the process of maintaining and enhancing responsible business conduct.



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## APPENDIX

### Questionnaire:

No	Question	Strongly Unfavorable	Unfavorable	Moderate	Favorable	Strongly Favorable
		1	2	3	4	5
1	To what extent you believe that your organization do not employ any people below 18 years of age?					
2	To what extent you believe that your organization does not keep any original documents (Educational Certificate, national ID					

	card etc.) or money as security deposit during employment?					
3	To what extent you believe that your organization ensure payment of minimum salary to its staffs?					
4	To what extent you believe that your organization has provided employment contract to all of its work force?					
5	To what extent you believe that your organization provide leave as per the labor law including 14 days of annual, 10 days of casual and maternity leave for the concerned employees?					
6	To what extent you believe that your organization has governance instruments to ensure good corporate governance? (For example – written codes of conduct, organizational policy procedure and memorandum)					
7	To what extent you believe that your organization is concerned about health – safety of the work force?					
8	To what extent you believe that your organization has an unbiased platform to report unethical business practice?					
9	To what extent you believe that your organization promote and secure human rights?( 8 hours of working hour, pure drinking water and toilet facilities, equal employment opportunity)					
10	To what extent you believe that management of your organization promotes freedom of association or forming trade union?					
11	What is the likelihood that your organization would conduct periodical audits/inspections of					

	sub-suppliers and partners?					
12	What is the likelihood that, rewarding and recognizing your organization by purchaser for improved social performance would motivate your organization to conduct responsible and sustainable business practices?					
13	What is the likelihood that SCS controlling initiatives (such as warning, show cause, suspend, blacklist, terminate) would ensure maintenance of sustainability practices in the organization?					

## Report Proposal:

### Introduction:

“The dream of doing good works and making a good profit will go unfulfilled unless orderly supply chain literally and sustainably “deliver the goods” (Mahler, 2007). The statement in itself is evidential of the magnitude of the importance of ensuring the effectiveness of the policies/actions taken in order to maintain a sustainable supply chain in any organization. The idea of sustainable supply chain is often fascinating to industry players to simply enhance brand value. However, it is also fundamentally crucial to maintain a truly sustainable supply chain as research suggests, ‘Customers do not just buy the products, they also buy the supply chains that deliver the products’ (Mahler, 2007). Bethinking these factors, most of the multinational companies and local giants globally and especially in global south countries like Bangladesh have established policies and practices to ensure a sustainable supply chain. What still remains a question is to what extent have these efforts been successful and how effective have their policies/actions been to ensure sustainability of supply chain in the truest form. This report aims to answer these questions in the light of an empirical research analysis conducted on the actions taken to ensure sustainable supply chain management by the ‘Sustainability’ department of the

leading multinational of Bangladesh- Grameenphone Ltd, to quantitatively testify the efficacy of their actions/policies.

### Research Hypothesis

The report titled “Delivering the GOODS’: an Empirical Evaluation of the Efficacy of Supply Chain Sustainability Practices of Grameenphone Ltd.” is centered on the following **empirical hypothesis**:

*‘The policies and practices of Grameenphone Ltd is effective to ensure true sustainability of the supply chain through ethical and socially compliant business practices’*

The testing of the empirical hypothesis would be based on the output from four to six ancillary hypotheses, each of which will have a **null and an alternative hypothesis**. These ancillary hypotheses would stem from the foundation of four fundamental policies/practices by Grameenphone Ltd that is in place to ensure sustainability of the supply chain. The aim of these hypotheses will be to testify the empirical hypothesis through trial and error in the process of either accepting or rejecting the supplementary null hypotheses.

### Definition(s)

**Supply Chain Sustainability:** The practice of bethinking factors of environmental, social and economic impacts; from the production to sales of goods and services, even beyond sales-throughout the lifecycle of such, promoting socially and ethically complaint behavior and governance is known as Supply Chain Sustainability.<sup>[1]</sup>

[1] (United Nations Global Compact, 2010)

### Research Plan

This nature of this research is **conclusive** as fundamentally it tries to define the efficacy of ethical and social compliance business practices in the supply chain of Grameenphone Ltd and ultimately conclude the hypothesis through a definite affirmative or negative. The hypotheses to prove the empirical claim would be analyzed on either **relational** or **causal** basis to reach the ultimate conclusion. This research will be a **cross-sectional** one in reference to time. As the information collected from the sample will be obtained only once throughout the research period.

One limitation of the output of this research can be the threat of having **exceptional fallacies**. This paper solely studies the efficacy of sustainable supply chain practices of Grameenphone Ltd which essentially is a case of exception (individual) that can be generalized to draw a conclusion about the efficacy of socially compliant, ethical supply chain practices of the telecommunication industry of Bangladesh or the like developing countries-which would therefore, refer to a group conclusion based on the exceptional case. This, by definition may lead this report to entail **exceptional fallacies**; however this fallacy can be eliminated or mitigated by considering aspects of the empirical hypothesis in the context of the other telecommunication brands of Bangladesh such as: Robi Axiata, Banglalink etc.

### Implementation Plan

The approach to this research will be a **deductive** one, also known as the **waterfall approach**. Therefore, I plan to start off with the *theory* that details the supply chain practices/policies that are in place by Grameenphone Ltd. to ensure sustainability as well as social compliance and ethical business practices for the case.

In the next phase, based on the output from the initial stage, an empirical *hypothesis* will be established. The hypothesizing will allow rooms for analysis and observations.

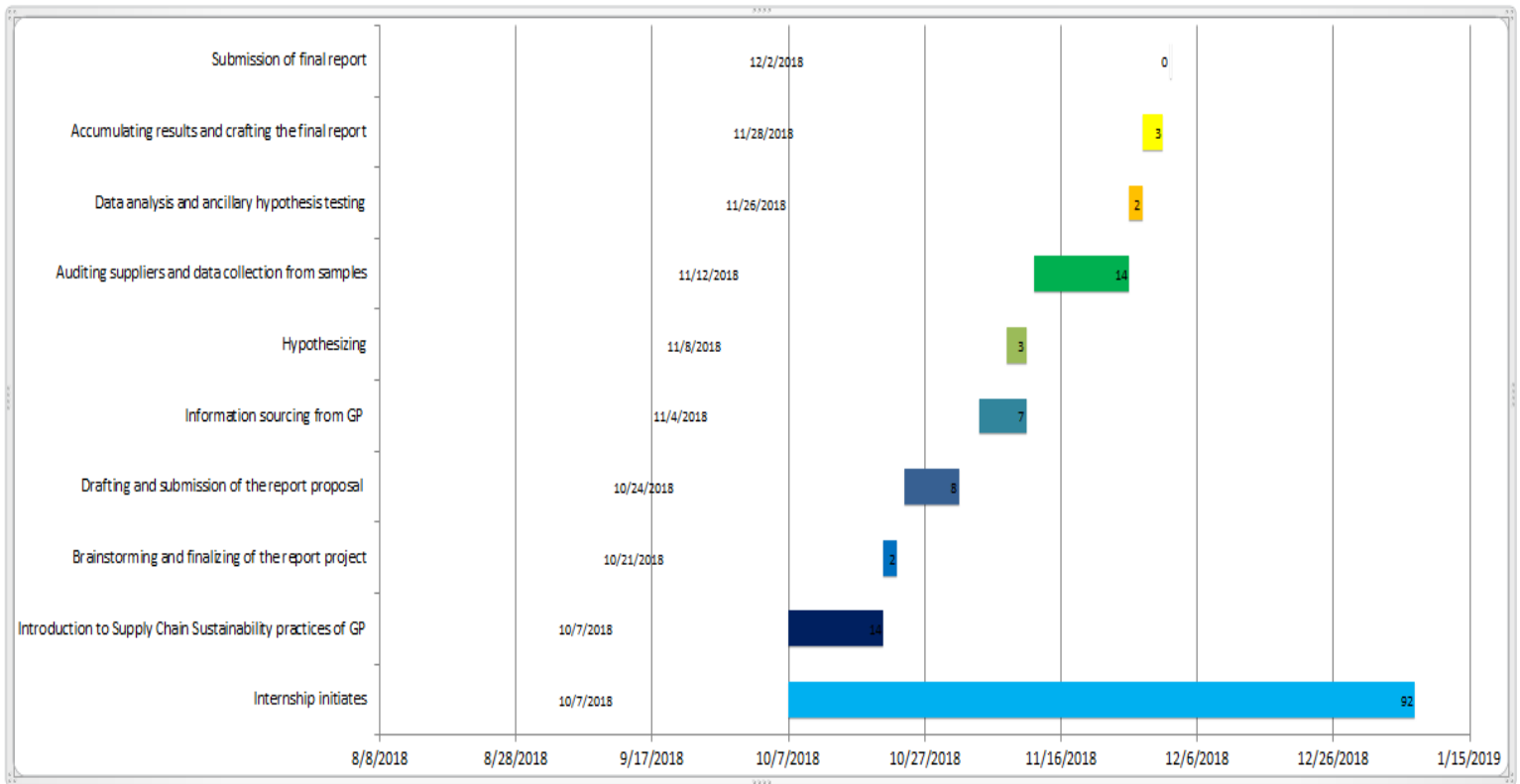
Hence, I will establish *observations* relevant to the hypothesis by collecting primary data from a minimum of thirty samples. Hereby, samples refer to suppliers and partners of Grameenphone Ltd. ranging from small and medium enterprises to MNCs.

Lastly, based on the analysis of the observations, a confirmed result can be reached. This top-down approach aims to reach a *confirmation* from thorough analysis of premises, which is very effective for proving a hypothesis empirically.

### Timeline

The successful completion of this report requires my input from the initiation of my internship in the Sustainability department of Grameenphone Ltd up until a considerable period of time of my tenure (45 days or more). My first-hand experience, support and assistance from the respective authority of Grameenphone Ltd, supervision of my Lead manager at GP Sustainability department-Tamim Ahmed and guidance from my internship faculty adviser-Shamim Ahmed sir (Lecturer, BRAC Business School; Assistant Coordinator of BBA Program, BBS) is crucially

important to successfully craft this report. Considering the opportunities as well as the constraints of timing, the completion of the report will tentatively proceed according to the following [timeline](#).



### Expected Conclusion

This report will give an evidence based analysis of the supply chain sustainability efficacy factors; henceforth will attempt to redefine the fundamentals of having a sustainable supply chain in the organization that goes beyond enhancing the brand value. It must entail strategically ensuring that, the action plan integration, policy making and successful implementation of strategies to establish a sustainable supply chain is effectively delivering the desired results by making the supply chain sustainable in genuine sense. It is anticipated that, based on the conclusion of this report, multinational companies in Bangladesh or global south countries alike will stress more on measuring the efficacy of their practices/policies to fortify sustainability impact and effectiveness in the supply chain. Moreover, the outcome of this report will provide corporations with scopes for finding out inadequacies in their sustainability practices whereas,



the recommendations will assist them to identify action plans to mitigate or eliminate those factors. Hence, this report will have the potential to redefine the landscape of supply chain sustainability practices among the study population, by shifting focus to the paramount importance of having effective practices to deliver credible sustainability in supply chain management.

### **Declaration**

This report proposal has been prepared for my internship faculty adviser Shamim Ahmed (Lecturer, BRAC Business School) sir, whose guidance and approval have been tremendously helpful. Furthermore, the vigilant supervision, support and insights from my internship supervisor Mr. Tamim Ahmed (Lead Manager, Sustainability, Corporate Affairs', Grameenphone Ltd) have contributed as a foundation for developing my report plan as well as crafting the proposal on the efficacy of supply chain sustainability of GP. This report proposal only reflects the groundwork and tentative plan that would redirect to a fully crafted research report on the respective topic.

For the successful completion of the report within the delegated period and my tenure of service as an intern at the Sustainability department of Grameenphone Ltd, I request continuous support, approval and guidance from my faculty adviser and internship supervisor. I would hereby request your approval to initiate construction of the report with the belief that, your full affirmation, support and guidance will allow me to reach my goal of redefining the landscape of supply chain sustainability practices among the study population, by shifting focus to the paramount importance of having effective practices to deliver credible sustainability in supply chain management.

Much Obligated,

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Tasneem Omar Ava.



