UGC & Govt. Approved
Sonargaon University (SU)
সোনারগাঁও ইউনিভার্সিটি (এসইউ)

Thesis Report
on
Green Supply Chain Management Practices on Eon Group of industries.

A Study on Eon Group of Industries, Mawna, Sripur, Gazipur, Bangladesh.

Submitted by

Name: Md. Samim Reza

ID# EMBA2202026009

Program EMBA

Semester #Summer 2023

Submitted to: Department of Business Administration
Sonargaon University (SU)

Supervised By: Md. Masud Rana
Assistant Professor
Department of Business Administration

Date of Submission: 5 September 2023

Eon Group of industries

Green supply chain management

Eon Group Head Quarter is located at 304 Tejgaon Industrial Area, Dhaka-1208.

www.eongroup.net

Letter of Transmittal

Date: September 1 , 2023

Md. Masud Rana
Assistant Professor
Department Of Business Administration
Sonargaon University

Subject: Submission of Thesis Report.

Dear Sir,
With due respect, I would like to inform you that it is a great pleasure and privilege to present the Dissertation report titled **Supply Chain Management practice: A case study on Eon Group of Industries.** Mawna,Sripur, Gazipur, Bangladesh. which was assigned to me as a partial requirement for the completion of EMBA program. Throughout the study I have tried the best of my capacity to accommodate as much as information and relevant issues as possible and tried followed the instructions that you have suggested. I put my best effort to make this report such as much detailed as possible. I sincerely believe that report would satisfy and meet the requirement and will serve the purpose of my internship program.

I am grateful to you for your kind guidance and cooperation at every step of my endeavor during preparing this report. It would be a great help for me if you kindly take some time to go through the report and evaluate this. It will be a big reward for my effort if it adds value to the research literature.

Sincerely Yours,

…….
Md. Samim Reza
ID No. # EMBA2202026009
Department of Business Administration
EMBA supply chain management
Sonargaon University

Letter of Authorization

Certified that this Thesis report titled “Green Supply chain Management Activity of Eon Group ” is the bona fide work of Md. Samim Reza, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other report or Thesis based on which a degree or award was conferred on an earlier occasion on this or any other candidate.

.....

Md. Masud Rana

Assistant Professor
Department Of Business Administration
Sonargaon University (SU)

Acknowledgement

First of all, I would like to thank Almighty Allah who blessed me and made it possible for me to complete this Thesis Report. I wish to express profound gratitude to my honorable Thesis supervisor Md. Masud Rana Assistant Professor Department Of Business Administration Sonargaon University, for his persistent guidance, keen interest and continuous encouragement. I am very much grateful to Mr. Khondokar Nobiul Islam, DGM – Orations and Supply Chain Management, Md.Al-Mamun Production & Maintenance Commercial, Md. Shihab Uddin Khan AGM-HR, Retired Captain Md. Jakir Hossain GM Admin, Eon Group of Industries. Without their direction and suggestion, it would be difficult for me to prepare this report. I would also like to thank all others Managers, Executives, officers who gave me their valuable time in between their busy working hour and helped me to make my report resourceful providing necessary information.

Md. Samim Reza

ID No. # EMBA2202026009

Department of Business Administration

EMBA supply chain management

Sonargaon University

Executive summary

Eon group is a fast growing conglomerate in Agro-based industry working to provide inputs to farmers (crop & animal) to produce high yield and high-quality farm which is produced for consumers. This group is engaged in manufacturing, import and distributing all types of agricultural inputs primarily for the nation-wide local market and also for the global market. Our group is working with the vision to be a contributor to "Food Security and Safety" in Bangladesh.

Green supply chain management (GSCM) plays a significant role in increasing the competitive advantages of businesses by integrating environmental and economic targets into the supply chain operations.
Supply chain management is a major concern in many industries as companies realize the importance of creating an integrated relationship with their suppliers and customers. Managing the supply chain has become a way of improving competitiveness by reducing uncertainty and improving service. One aspect of successfully managing the supply chain requires that a company understand their logistical strategies and practices. Food & Agro industry has a great impact on our economy depend on Food & Agro industry directly or indirectly. For this reason, Food & Agro products and supply chain management practices should be updated and systemized to smooth this broadens industry. As an internship program, I have chosen **"Green Supply Chain Management Practices":** A case study on Eon Group of Industries, Mawna , Sripur, Gazipur, Bangladesh. This industry produces 100% Processing Food and Agro Based Product manufacturer and great opportunity for creating jobs. I have performed 03 months internship in this organization and observed productive procedure and its supply chain management. From this observation, I have to realize not only production but also a sound supply chain management meeting to achieve organizations goals. To prepare this report, I have discussed with officials as well as workers about the production and its supply chain management practices. Primary and secondary data help me build up a concrete information.
Some limitations were faced to prepare this report. I have drawn a small picture of Eon Group of Industries. Then I have given a short theoretical framework to understand supply chain management and its importance on Food & Agro industry to sustain in competitive markets in our country. The main functions of supply chain management practices of Eon Group of Industries. (EGI) have with this report. To make supply chain management practices of EGI betterment I have provided recommendations which will be efficacy for this industry.
The core objective of the Thesis is to fulfill the requirement of the MSCM program as I have been working as a Supply Chain Management professional of Eon Group of industries . for last one year. This is one of the best ways, where we can see the practical scenario of the corporate world. We can get fundamental idea about job, corporate culture, which is not possible to learn through reading book or performing classroom activities. The topic of the report is "Supply chain Management Activities EGI

Keywords— # Fast-Moving Consumer Goods (FMCG)#Food & Agro industry, #Supply chain, #Integrated supply chain, #Lead time, #Ready-made garment industry, #System dynamics analysis, #Inventory, # Raw material, #SWOT analysis.

Table of Contents

Letter of Transmittal ii
Acknowledgement iii
Non-Disclosure Agreement..... iv
Executive Summary v
Chapter 01: Introduction 1
1.1 Introduction 2
1.2 Origin of the Study 2
1.3 Rationale of the Study 2
1.4 Objectives of the Study 3
1.5 Scope of the study 3
1.6 Limitations of the Study 3
Chapter 02: Methodology of the Study 4
2.1 Methodology of the study 5
2.2 Type of report 5
2.3 Population and Sample: 5
2.4 Sample Size: 5
2.5 Sampling method: 5
2.6 Select variables: 5
2.6 Statistical Tools/Software Used 5
Chapter 03: Theoretical Framework of GSCM 6
3.1 The origin of GSCM 7
3.2 Definitional Analysis of GSCM 8
3.3 Importance and Benefits of GSCM:..... 9
3.4 Common Factors of GSCM 10
3.5 SCM (Supply Chain Management) Processes 11
3.6 Seven Principles of SCM..... 12
3.7 Common Challenges of SCM 13
3.8 Supply Chain Management Software 13
Chapter 04: Organization Profile 14
4.1 Company Information of Eon Group of Industries 14
4.2 Figure 3 14
4.3 Figure 4 14

4.4 SWOT analysis of Eon Group of Industries …. 15
4.5 Common Supply Chain Management of EGI 16
4.6 More Information about EGI: 17
4.6 Salary systems 18

Chapter 05: Supply Chain Management Practices in EGI 19
5.1 Supply Chain of EGI 20
5.2 Process flow of the supply chain activities of EGI 20
5.3 EGI competitive strategy: 21
5.4 The method of each unit is connected and works as an overall supply chain. 22
5.5 Procurement policy. 23
5.6 Challenges of the Procurement Department 23
5.7 Production Planning and Raw Material Planning: 23
5.8 The supply chain management Practices in EGI.: 24
Plan 24
Develop / Source of raw materials 25
Make/ Production 25
Production Process of EGI… 26
Functions of curding unit 27
Functions of ring frame unit 27
Functions of finished department 27
Functions of Ware house 27
Quality control department: 28
Procurement Process
..... 29
Deliver 30
Return 30
5.9 Sub department of Supply Chain Management in EGI 31
5.10 Supply Chain Cost of EGI: 31
Chapter 06: Performance Evaluation 32
6.1 Performance Evaluation. 33
6.3 Methods for performance measurements 33
Balanced scorecard 33
SCOR model 34

Benchmarking 34
System thinking in performance measurements 35

Chapter 07: Conclusion and Recommendation 36
Conclusion 36
Recommendations 36
References 37

Chapter 01: Introduction





1.1 Introduction

This Report is prepared on Eon Group of industries . It represents the supply chain operations of EON group . and an overview of the Food and FMCG industry of Bangladesh.

Supply chain is the network of all the people, organizations, resources, operations and technology engaged in creating and selling products, from the supplier's supply of source materials to the manufacturer, to its final shipment to the end consumer. In this report the current scenario of EON distribution networks, the critical situations they face, the process of managing the problems and what can be the prospective solution to those problems are going to be discussed.

In today's world of globalization many apparel retailers are building strong supply chains to gainadvantage over their competitors by offering the best value to their customers. The supply-chain management (SCM) has become very critical to manage risk, dynamism, and complexities of global sourcing. A totally integrated supply chain is required for the company to get gain the maximum benefits. The objectives of the supply chain and the performance measurements need to be understood in order to build the most effective supply chain. Performance measurements provide an approach to identify the success and potential of supply management strategies. One major aspect of the SCM is to select the right sources of supply in the global business environment that can support corporate's strategy. Contrary to the conventional adversarial relationships, effective SCM in the new competition suggests seeking close relationships.

1.2 Origin of the Study

This report on **Green Supply chain Management practices : A case study on Eon Group of Industries (EGI) Mawna, Sripur , Gazipur** is initiated as a part of the Thesis Program which is required as a student of EMBA to conduct a practical orientation in any organization. For fulfilling the requirements, . The reason behind creating this report is to complete a part of my E.M.B.A curriculum. The organization where I completed my thesis is EON Group . During the time of thesis, I learned about the real implementation of Supply chain. In this internship. This report has been drafted on the overall concept of how EGI. manages the supply chain process, gives logistic support and how it analyses the prospective scenarios for sales and distribution networks. The title of the report is 'Supply Chain Management of EON Group.

1.3 Rationale of the Study

Bangladesh as a developing economy has a lot left to be desired and there are lots of scopes for massive improvement. Fast-Moving Consumer Goods (FMCG) is a biggest source of earning remittance. In an economy like this, Industrial sector (especially Food & Agro industry) can play a vital role to improve the overall economic and social condition of the country. Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. There is believed in our country that practices of supply chain management is strictly followed in jargon or established industry. But small or new born industry does not follow supply chain management properly or scientifically as a result those industry is not sustaining long time or not creating business gap. But an industry can create enough business space by practicing supply chain management realizing the importance of supply chain management practices in Food & Agro industry, I have chosen this topic for my internship report. I believe this report will help to learn about supply chain management and importance of supply chain management practices especially of Food & Agro industry in Bangladesh.

1.4 Objectives of the Study

The objectives of the study will be divided into two parts, which are as follows:

Specific Objective
The main objectives of the report are to examine, evaluate and analyze Green supply chain management process and practices as well as identify key challenges and how they can be addressed.

Secondary Objective
- Evaluating the importance of Supply Chain Management Practices from organization's point of view
- Analyzing the performance of production department and its sub related department.
- Comparing the supply chain management activities of EGI with other renowned.
- Getting the practical knowledge about Food & Agro sectors and its environment.
- Evaluating the performance of SCM and the procedure to deals with their consumers.
- Identifying some recommendations to overcome the related problems about SCM.

1.5 Scope of the study

This study analyses the meaning of Green Supply chain management based on some theories available in literature. Green Supply Chain Management is evolving in its meaning and practice. The study discusses the role of supply chain management in Industrial development. Supply chain management is presently one of the most discussed topics. The purpose of the study is to provide deep understanding about the benefit of supply chain, accountability and show steps taken by the organization to sustain in global and competitive business world. The study has been taken to observe different supply chain management areas of other Food & Agro industry in Bangladesh and its contribution. This study found supply chain management of Food & Agro industry of Sonargaon Food & Agro Limited as well as others in Bangladesh. The study reveals that Food & Agro industry of Bangladesh is trying to swell their Contribution to accordance with their performance.

1.6 Limitations of the Study

Many limitations and constraints restricted the study work several times which, if absent, could make the effort fully successful. The limitations are as follows
- Due to lack of time
- Difficult to verify the accuracy of the collected data
- It was so difficult to collect the adequate and real data from the assigned organization
- Improper combination among various department
- Adequate books, publication and journals were not available
- The officials were very busy. They could me very little information to cover such broad functional area of a company
- I carried out such a study for the first time, so inexperience is one of main constraints of the report

Chapter 02: Methodology of the Study


Research
Professional abilities
funding literacy
Responsiveness
Communication
methods
Intellectual
development
management
Information
resources
knowledge
Self
Academic
Society
Public
Evaluating
Mentoring
Collaboration
dissemination
Responsibility
Collegiality
Continuing
planning
Income
Problem
Argument
delivery
Publication
intellectual
application
change
professional
leadership
Legal
Team
Financial
practice
Cognitive
working
Networking
Influence
Finance
Policy
Innovation
Working
Work-life
Ethics
practical
Respect
Commitment
Reputation
Synthesising
Perseverance
Analysing
Teaching
Equality
Knowledge
Preparation
Appropriate
Infrastructure
opportunities
Time
Supervision
Integrity
Subjects
Personal
numeracy
strategy
theoretical
media
Career
Enthusiasm
Critical
Impacts
Diversity
Languages
Global
Inquiring
Continuing
Health
Engagement
prioritisation
career
mind
others
Project
Collaboration
Responsibility
Collegiality
confidentiality
risk
Insight
Public
Financial
practice
Team
Cognitive
working
Legal
People
Influence
Networking
balance
Publication
intellectual
application
change
professional
leadership
engagement
Project
Collaboration
dissemination
Responsibility
Collegiality
confidentiality
risk
Academic
confidence
Evaluating
co-authorship
esteem
Mentoring
Income
planning
Continuing
Languages
Inquiring
Professional abilities
Problem
Argument
delivery
Society
Public
Financial
practice
Collaboration
dissemination
Responsibility
Collegiality
confidentiality
Project
generation
Insight
Team
Cognitive
working
Legal
People
Influence
Networking
balance
Publication
intellectual
application
change
professional
leadership
engagement

2.1 Methodology of the study

This report is prepared with several information and practical work experience. The sources of data of this report can be divided into two categories. One is primary and another is secondary sources. The primary data gathered through discussing informally with Eon Group of Industries Ltd.

2.1.1 Primary sources of Data

This report is made from daily operational work experience. Other than that, this report is made from the information provided by-

• Khondokar Nobiul islam Head of Operations

2. Secondary data refers to a data which is collected by someone who is someone other than the user. As this report is made from a daily experience so the internet data search is used for the discussion of some topics.

2.2 Type of report

This report is exploratory in nature focusing on qualitative analysis and description.

2.3 Population and Sample:

The population covers about 2400+ regular workers as well as staffs.

2.4 Sample Size:

I have taken 30 sample size in various departments of Eon Group of Industries Mawna, Sripur, Gazipur.

.

2.5 Sampling method:

Data have been collected through interview, conversation of previous documentary, evidence.

2.6 Select variables:

Dependent variables:

Our dependent variables are production (What products does the market want? How much of which products should be produced and by when?)

Independent variables:

Inventory: (What inventory should be stocked at each stage in a supply chain? How much inventory should be held as raw materials, semi-finished products?) Location: (Where should facilities for production and inventory stage be located? Where one of the cost-efficient locations for production and for storage of inventory?) Transportation: (How should inventory be moved from one supply chain location to another?) Information :(How much data should be collected and how much information should be shared?)

2.6 Statistical Tools/Software Used

The main statistical tools used for the collection and analyses of data project are

Chart

Table

Microsoft Excel

Chapter 03: Theoretical Framework of SCM



Figure 2: Factors of SCM

3.1 The origin of GSCM History using EGI

The earliest appearance of the term supply chain management as we know it today published in recognized media and literatures can be traced back to the early 1980s. More precisely, it first appeared in a financial times article written by Oliver and Webber in1982 describing the range of activities performed by the organization in processing and managing suppliers. However the earlier publications of supply chain management in the 1980s were focused on purchasing activities. The major development and significant increases of publication in the areas of supply chain integration and supplier buyer relationship came in 1990s when the concept as we know it today was gradually established.

3.2 Definitional Analysis of GSCM on Eon group

What is green supply chain management?

Green supply chain management involves functions both within and outside the organization.

According to the United Nations, "a company's entire supply chain can make a significant impact in promoting human rights, fair labor practices, environmental progress and anti-corruption policies".

Nonetheless, companies find the supply chain the most challenging part in improving their overall sustainability performance. Handling environmental, social and economic effects and encouraging good governance practices throughout a supply chain with dozens of nodes and thousands of partners, suppliers, clients, and shareholders is indeed a titanic task.

So, there is a dire need of different green supply chain management (GSCM) solutions for today's ever-changing supply chain challenges.

There are specific requirements for a sustainable supply chain management:

1. Green procurement. Ensure the supply chain and suppliers work together to achieve the same sustainable goals in logistics

2. Green manufacturing. Make sure your production process has the least negative implications on the environment

3. Green distribution. Establish optimum packaging techniques and transportation decisions that have the least impact on the environment

4. Reverse logistics and remanufacturing. Make sure the waste products of your manufacturing process are reversed to a "new" state where they are included in the manufacturing operations again

5. Electronic-waste treatment. Ensure that all the electronics nearing the end of their life are recycled or discarded safely, reducing the impact on the environment.

As you can see, there is a lot of green. Greening is associated with implementing practices that minimize or eliminate negative environmental impacts on several levels. But is "greening" enough?

Supply chain management (SCM) is the broad range of activities required to plan, control and execute a product's flow from acquiring raw materials and production through distribution to the final customer, in the most streamlined and cost-effective way possible. SCM encompasses the integrated planning and execution of processes required to optimize the flow of materials, information and financial capital in the areas that broadly include demand planning, sourcing, production, inventory management and storage, transportation or logistics and return for excess or defective products. Both business strategy and specialized software are used in these endeavors to create a competitive advantage. Chopra and Meindl (2007, p.3) believes that “a supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request. Within each organization, such as a manufacturer, the supply chain includes all functions involved in receiving and filling a customer request. These functions include but are not limited to new product development, marketing, operations, distribution, finance, and customer service. Chen and Paul raj (2004) stated that- a typical supply chain is a network of materials, information, and services processing links with the characteristics of supply, transformation and demand. There are three traditional stages in the supply chain: procurement, production and distribution. Each one of these stages may be composed of several facilities in different locations around the world (Thomas and Griffin, 1996). For example, in automotive industry assembly plants are located in others countries than suppliers of different components and distribution is worldwide. Mentzer et al. (2001, p. 4) describes a supply chain as “a set of three or more entities (Organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer”. Shapiro (2001) writes that the traditional objective of SCM is to minimize the total Supply Chain Cost to meet fixed and given demand.
This total cost may include the following
- Raw material and other acquisition costs.
- Inbound transportation cost
- Facility investment costs
- Direct and indirect manufacturing cost.
- Direct and indirect distribution cost
- Inventory holding cost
- Interfaculty transportation cost
- Outbound transportation cost

3.3 Importance and Benefits of GSCM on EON group : green supply chain management?

Green supply chain management is not only about mitigating the environmental impact of the supply chain; it can also offer value-driven opportunities for growth and innovation.

Simply put, if you try hard enough to reduce the CO2 emissions, you will start to acknowledge other tangible benefits, including and not limited to:

- higher efficiency of assets
- less waste accumulation and production
- reduction of production costs and profitability by repurposing and reusing raw materials
- a better perception of added value for the client base
- compliance with international principles and standards
- rule out investors' concerns over environmental aspects or fair labor practices and human rights
- positive brand image as the consumer support for sustainability grows
- injecting new values and visions that can breed innovation

A successful GSCM cannot happen without involving all the partners, shareholders, or providers. We can't even mention green supply chain management without considering collaboration, transparency and integration with all the supply chain partners.

Supply chain management creates efficiencies, raises profits, lower costs, boost collaboration and more. SCM enables companies to better manage demand, carry the right amount of inventory, deal with disruptions, keep costs to a minimum and meet customer demand in the most effective way possible. These SCM benefits are achieved through the appropriate strategies and software to help manage the growing complexity of today's supply chains.

3.4 Common Factors of SCM

There are a lot of factors to consider when deciding how to set up a Supply chain. Mattson (2002) mention:

- Number of suppliers
- Number of sub suppliers. Module suppliers or many sub suppliers
- Distance to supplier
- Size of supplier
- Co-operation with the supplier
- Direct shipments
- Storage location local, regional or central
- 3PL (third-party logistics) distributors (provides logistics services to other companies)
- Number of distribution alternatives

3.5 SCM (Supply Chain Management) Processes

Supply chain activities aren't the responsibility of one person or one company. Multiple people need to be actively involved in a number of different processes to make it work.

- **Planning** – the plan process seeks to create effective long- and short-range supply chain strategies. From the design of the supply chain network to the prediction of customer demand, supply chain leaders need to develop integrated supply chain strategies.

- **Procurement** – the buy process focuses on the purchase of required raw materials, components, and goods.

- **Production** – the make process involves the manufacture, conversion, or assembly of materials into finished goods or parts for other products. Supply chain managers provide production support and ensure that key materials are available when needed.

- **Distribution** – the move process manages the logistical flow of goods across the supply chain. Transportation companies, third party logistics firms, and others ensure that goods are flowing quickly and safely toward the point of demand.

- **Customer Interface** – the demand process revolves around all the issues that are related to planning customer interactions, satisfying their needs, and fulfilling orders perfectly.

3.6 Seven Principles of SCM Following on EON.

Principle1*: Segment customers* based on the service needs of distinct groups and adapt the supply chain to serve these segments profitably.

Principle2: Customize the logistics network to the service requirements and profitability of customer segments.

Principle3: Listen to market signals and align demand planning accordingly across the supply chain, ensuring consistent forecasts and optimal resource allocation.

Principle4: Differentiate product closer to the customer and speed conversation across the supply chain.

Principle5: Manage sources of supply strategically to reduce the total cost of owning materials and services.

Principle6: Develop a supply chain-wide technology strategy that supports multiple levels of decision making and gives clear view of the flow of products, services, and information.

Principle7: Adopt channel-spanning performance measures to gauge collective success in reaching the end-user effectively and efficiently

3.7 Common Challenges of SCM

The Supply Chain Council is assisting companies to take a close look at their supply chains in rooting out some major inefficiency. Their mission is advancement of supply chain knowledge and how to apply it in solving problems. Some of the followings are challenges faced in a supply chain and how the supply chain council proposes to assist in solving them:

Customer service is very important in the supply chain in delivering the right product, in the right condition, right quantity, right price, right location, right time, and right documentation. It does sound simple and straightforward but indeed, it is not. The council offers a supply chain operations reference model, which create a foundation for improvement. It will assist in evaluating cost performance; develop strategies for meeting customer expectations and respond to global as well domestic.

Cost control which are constantly under pressure in any supply chain and the council offers their SCOR mark-benchmarking portal in order to provide organizations with metrics as the basis in measuring.

Supplier and Partner relationship management is the other challenge addressed by the council with their SCOR program. Organizations as well as department inside an organization have their own methods in communicating and measuring performance results and expectations. They offer a common language across all boards from the classification and analysis of a supply chain. The use of a common language and framework make communications easier between teams enhances evaluation of best practices and speed up benchmarking efforts.

3.8 Supply Chain Management Software on EON Group

Years ago, before the Internet took over all basic technology and doing things such as managing inventory manually, supply chain managers used to battle to make their supply chains run effectively and smoothly. Software devotees made it possible for companies and organizations to connect their own supply chains with those of customers and suppliers and with this vast network they can optimize opportunities and costs for everyone. With the installation of supply chain management software, companies can choose to share data with suppliers as this eliminates too much stock or too little stock. Suppliers as well as manufacturers know exactly how much to supply and demand from another and manufacturers know exactly how much to manufacture whilst the supplier knows how much to stock. A retailer eliminates empty shelves if they share information with manufacturers and the accuracy of supply chain management software enables the manufacturing and shipping of only as many of a specific product as there is a market for. This enables companies to reduce inventory amounts they keep and significantly reduce costs, but companies have to find the package which is right for them. Some companies track supply, demand, logistics, manufacturing status and distribution for example and they may need to share data with suppliers. Supply chain managers must accurately enter information into supply chain management software otherwise their supply chain will never work or balance as the software is only as good as the person adding the data to it. By installing supply chain management software a producer manages all calculation insist of manual method. Proper management of a supply chain will be cost effective and productive and no more excess goods will be stores or paid to be produced where there is no demand.

Chapter 04: Company Profile

4.1 Key Information of Eon Group of Industries .

Eon group is a fast growing conglomerate in Agro-based industry working to provide inputs to farmers (crop & animal) to produce high yield and high-quality farm which is produced for consumers. This group is engaged in manufacturing, import and distributing all types of agricultural inputs primarily for the nation-wide local market and also for the global market. Our group is working with the vision to be a contributor to "Food Security and Safety" in Bangladesh. Our valued customers treat us as their one stop sustainable partners in Food & Agro arena and our aim is to serve all of the potential customers of Food & Agro Industry.

They have a fully dedicated Product Development (PD) facilities for development, innovation & introduction of new products. All new products are made in Pilot Batches using appropriate types of machinery and following proper Quality assurance protocol before commercial production. Eon's Product Development.Eon Group Established in 2000.

1	Total Employees	2400+
2	Total Distribution Center Nationwide	16
3	Manufacturing plant	8
4	Export	4 countries



Eon Group is engaged in manufacturing of various type of products for human, animal and plant agriculture. The major category represents nutritional & non-nutritional feed additives/supplement, bio-security, therapeutic drugs and feed for poultry, cattle, fishery and pet animals and also micro-nutrients and liquid fertilizer for crop application.

They care about the health, hygiene and the environment of our surroundings. Bangladesh is densely populated, hence possess a threat to health and hygiene of the citizens. We have a great range of environment-friendly solution to contain health, hygiene, and the environment by the management of sanitation, disinfection, pests, and eco-balance of microorganisms.

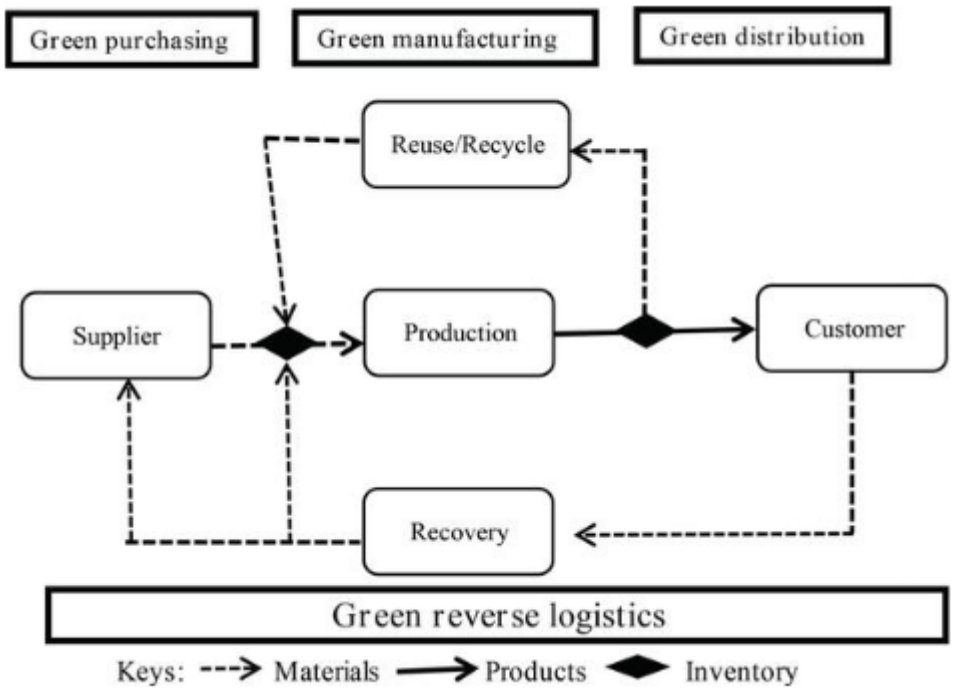




Eon Pharmaceuticals Ltd is dedicated to manufacture and distribute therapeutic drugs for all species of poultry, cattle, fishery and pet animals. We have a manufacturing plant along and also excellent Global Partners which allowed us to build a state-of-the-art product range for animal agriculture. We undertake long-term contracts for manufacturing and development of a various range of nutritional and non-nutritional feed additive/supplement, water-soluble nutrition, biosecurity, therapeutic drugs, and vaccines

Awarded as "Best Medium Enterprise 2006" by Federation of Chamber of Commerce and Industries (FBCCI) and Standard Chartered Bank Ltd for Animal Health Business Operation.
Achieved Global Standard of Quality Excellence Certification "ISo 9001:2008" for Animal Health Business Operation.
Eon Global has been rated as "Bangladesh's Top 500 companies" by UK-based most reputed Global Rating Agency "Dun and Bradstreet"
Eon Group got 2nd Best Stall prize at 2nd International Exhibition and Seminar of Dairy, Aqua and Pet Animal organized by Animal Health Companies Association of Bangladesh (AHCAB).
Eon Foods Ltd. got the 3rd prize in the food category at 19th Dhaka International Trade Fair (DITF), 2014 organized by Export Promotion Bureau and the Ministry of Commerce, Government of Bangladesh.
bb.q Bangladesh achieved "Winner" of "The Daily Star Foodiez Choice Awards 2015" as two different categories Continental & cafe by consumer voting.

EON FOODS



4.2 Figure 3: Green Supply Chain Management Process of EGI

4.4 SWOT analysis of Sonargaon Food & Agro Limited

SWOT analysis is a widely used tool for understanding internal strengths and weaknesses as well as external threats and opportunities of an industry and organization. It also helps to determine the competitive position in the market. The SWOT analysis of STL is given below:

Strength

- Having experienced and dynamic management officials to conduct the production process effectively
- Sufficient production capacity within the factory
- Following proper supply chain management
- Sonargaon Food & Agro Limited has strong reliability to the clients
- Getting support from local and worldwide Food & Agro industry
- Getting special benefits from government as a rural industry

Weaknesses

- Delay in case of delivering sample
- Lack of capital to extend its area to attract foreign customers
- Difficulties to cope with upgradable new technology
- Lack of new automated and modern machineries
- Lack of skilled and technical know-how personnel
- Lack of power and gas supply
- High transportation cost
- Lack of safety management practices

4.5 Common Supply Chain Management of EON group

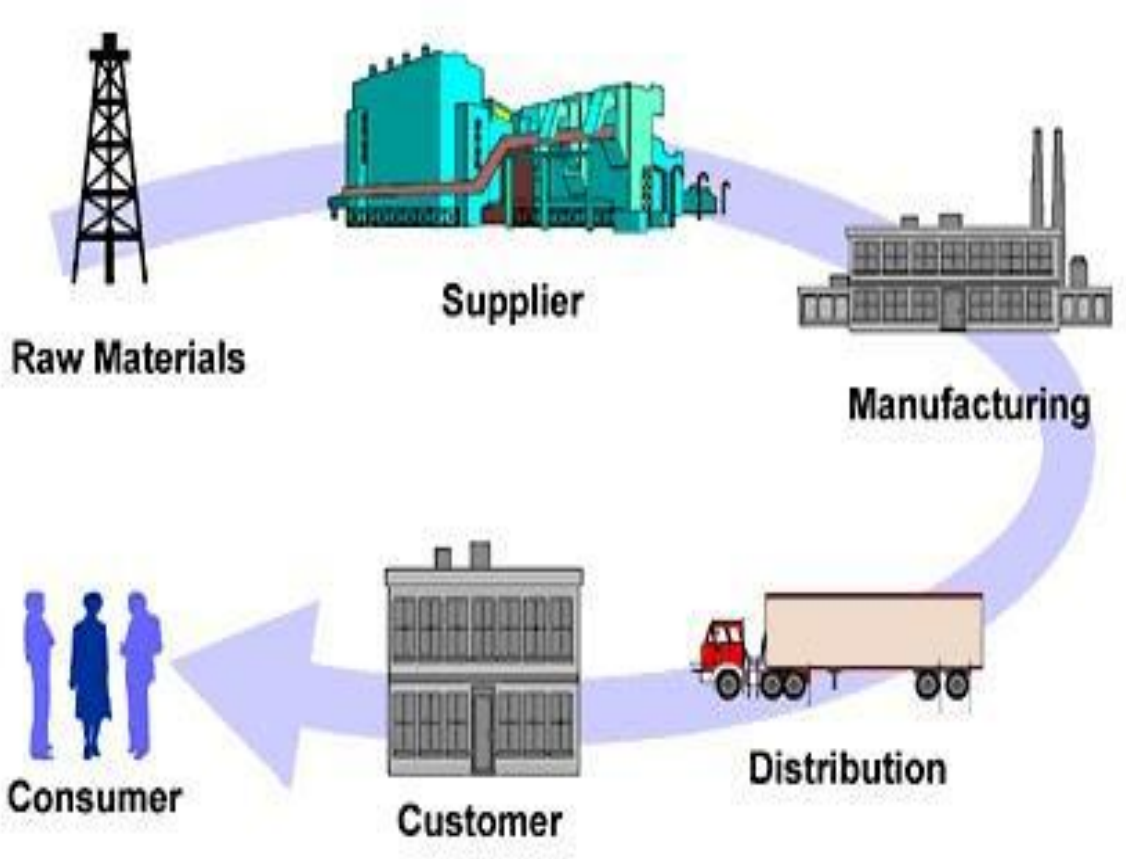


Figure1: Supply Chain Management process of EGI

Opportunities

- Labor cost and sound cooperation has always been an opportunity for Food & Agro sector.
- Production of high quality of Yarn.
- Food & Agro industry has the fastest growth rate with the RMG sectors.
- Emergence of joint venture projects.
- Establishment of joint venture projects
- Great possibility to increase infrastructural development in Barishal region.

Threats

- Emerging market of China and India and some few African countries.
- Increased competition with local Food & Agro industries.
- Political unrest is a notable threat to the smooth function of advance Food & Agro Ltd.
- Few unwanted occurrences (Fire breakout in Tazreen garments, Rana Plaza incident and Holy Artisan) have affected the image in the world.
- Rising price of raw material
- To pay more than two times the amount of electricity bills compared to the same nature and ranges of factories which is powered by gas.

4.6 More Information about EON Group :

Principal Activity:
The Company owns and operates a Food & Agro mill comprising 3 units of unit-1, unit-2 and unit-3 and its principal activities and operations and Processing Food and Ago Items.

Human Resources:
EGI considers its human resources as the most important asset. EGI offers opportunities for both professional & personal development to its employees. It practices a work environment of trust, co-operation & collaboration. We do so to develop the skills & enthusiasm of our employees to make the company achieve on a sustainable basis. EGI's Human spirit strength at the end of 2007. Eon Group of Industries group has created a great scope of women empowerment. About 50% female is selected for the workers team.

Facility
Eon Group of Industries has enough large areas and the entire floor has been tiled using industrial tiles which have ability to EGI light and also maintain the floor cleanliness. Each of the sections is clearly marked with yellow and red markings and there is a clear bifurcation between working areas and passage areas. Sufficient space has been allocated so that there is no hindrance and all work areas are safe. Safe drinking water is provided on the floor
and there is a routine check on the quality of water as well. Ceiling fans are provided for good circulation of air and also maintain the temperature accordingly. The organization has owned transportation system for their workers.

Employment policy
Employment policy is the most important policy in every organization. Sonargaon Food & Agro follows
a common policy for employment. For employment they follow two ways. One for employees and another for managers. In employee's perspective they hang upon a banner in front of their organization. Whereas they provide advertisement in their website for recruiting new managers and officials. The whole policy is conducted by the permission of project director. Most of the employees said that this policy so fruitful and accurate

Quality policy
EGI Food & Agro based factory. Its main objectives is to produce quality product.
For this they opened a quality control department. This department control the quality of the product. They are concerned about their quality because their product is exporting oversees. On the other hand by attaching foreign customers they produce standard quality product.

Waste policy
EGI Food & Agro producing a lot of waste every year but they are very much concerned about the waste disposal. They maintain environmental regulation and do not dispose their waste in the river. They manage it in a scientific way.



Salary system
Employees in EGI get their salary in monthly basis. They get it on the basis of their total working hour. Every year a lot of employees turn out the organization although another facility are good.

Managerial behavior
Managerial behavior is good enough for the employee. Managerial body always shows good character to the employee. But in case of poor salary system organization can't retain them employee.

Medical facility Most of the employee claims that medical facility is outstanding in the organization. In working time if anyone seriously injured then organization take necessary step to recover it. Besides, Eon Group of Industries provide transportation facilities, training facilities and many other facilities to the employees

Social accountability
Without social awareness no organization can't reach their goal. Society and their people are the main stakeholder in an organization. So, organization must focus on the society, environment, and donation in welfare activities and so on. EGI Food & Agro is very much concern about environment. They provide job opportunities to the people of southern part of Bangladesh. More ever they provide intern facilities to the university and Food & Agro students. They also provide training facilities to the outsider people. Sometimes they raise their help to build a mosque, temple and many welfare activities.

Chapter 05: Supply Chain Management Practices in EGI

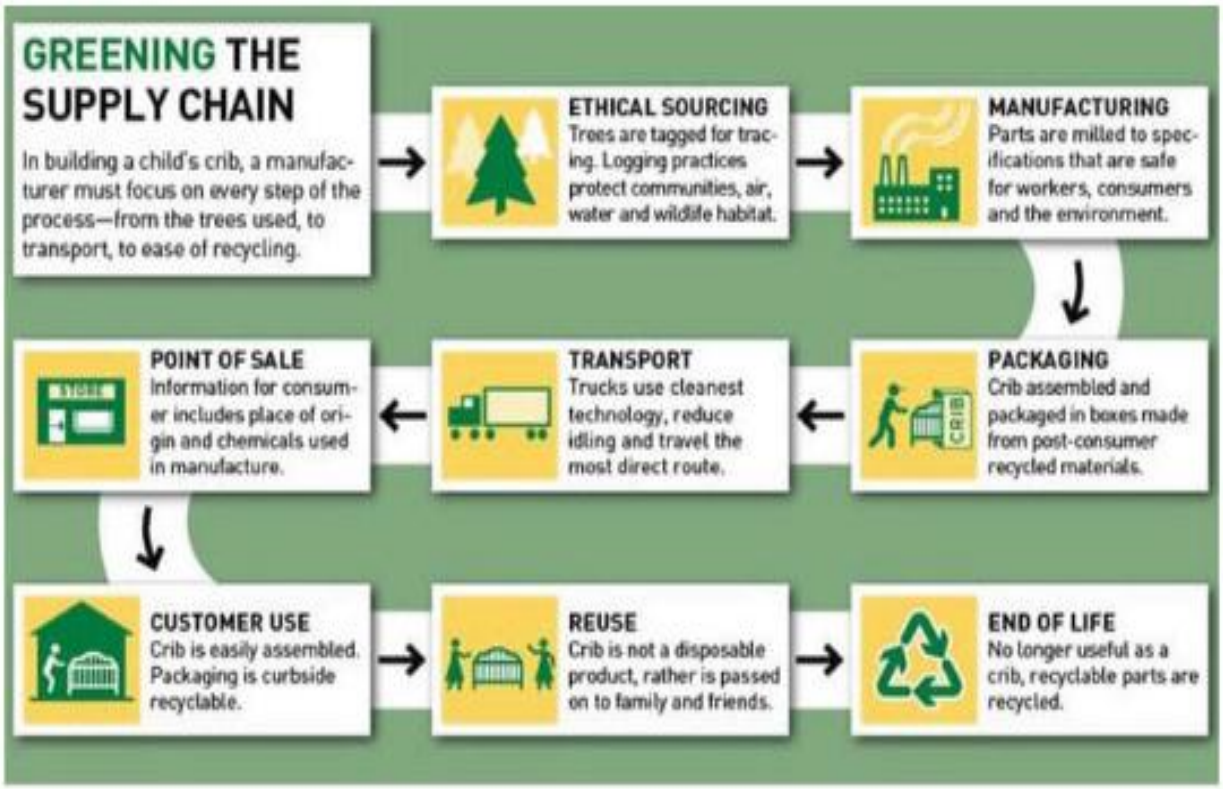


Figure 4: The process of GSCM

5.1 Supply Chain of EON group

Supply chain of EGI is complex and supply chain department is trying to maintain efficiency because its main aim is to achieve organizational goal by reducing cost and maintaining the 5 R (To ensure to procure the right product at the right price in the right time with the right quality and deliver to the right place). The team of supply chain is responsible for procurement all items required by the concern departments coordinating with sales and marketing, finance, store & logistics and other functional department. The supply chain of EGI involves procuring all the items and stores those items to warehouse. Planning, warehousing, inventory management, distributions and logistics support are also involved some way with supply chain.

5.2 Process flow of the supply chain activities of EGI

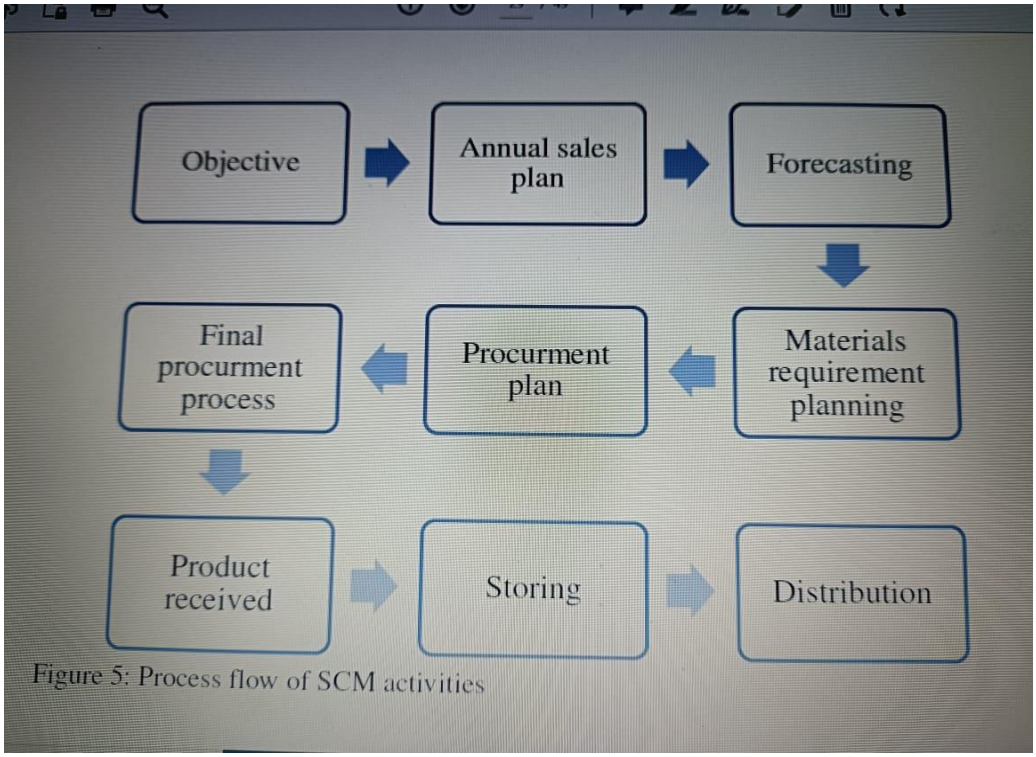


Figure 5: Process flow of SCM activities

Objective of EGI: The supply chain process of EGI starts when the goal is set by the management. The organizational goal is set by the management discussing with the head of the functional department and approved by the monthly Executive Committee meeting.

Annual Sales Plan: Based on the organizational goals of the company, Sales and Marketing department set their annual sales plan.
Forecasting: Sales and Marketing department prepare rolling forecast every month based on market demand and sales trend. They update this rolling forecast and send to supply chain department. Supply Chain Department prepare the material requirement planning.
Material Requirement Planning: The Material requirement planning is a report containing the requirement of major items as per monthly consumption. Usually, the minor Materials are not mentioned in this report.
Procurement Plan: Based on the Material Requirement Planning the Supply Chain department prepares the procurement plan. As per the company policy all imported materials are kept stock for 3-3.5 months and local materials are kept stock for 07- 30 days based on the availability, lead time and nature of the goods.
Procurement process: Considering the inventory status and sales forecast the supply chain starts the procurement process and places order for the materials and ensures uninterrupted supply of all materials.
Receiving & Storing: Purchased materials are received by Stores and arrange to store after ensuring the quality of goods as per our requirement by the concern department.
Distributions: EGI has a wide range of distributions network. Based on the market demand and sales forecast and storage then distribute goods through its own transportation, connection between planning, commercial, warehouse, logistics, and overall supply Chain.

5.3 EGI competitive strategy:

EGI does not have any written competitive strategy like other local organization for supply chain but it follows the competitive strategy to be efficient with some extent of responsiveness. This strategy dictates that the ideal supply chain will emphasize efficiency but also maintain an adequate level of responsiveness in terms of product availability. EGI uses the three logistical and three cross functional drivers effectively to achieve this type of supply chain efficiency and effectiveness.
Inventory: EGI maintains an efficient supply chain by keeping optimum level of inventory of major Brands and low inventory for other Brands that are available in market. It maintains inventory materials based on lead-time, availability and category of product. The other materials and supplies, EGI maintains the very good relationship with suppliers so that these can be made available within shortest possible time.
Transportation: EGI has its own transport facilities. It maintains efficiency with responsiveness in logistics.
Facilities: EGI maintains the efficiency in facilities.
Information: EGI tries to run with the modern technology to compete with competitor having a high speed internet with backup facility with both head office and outlets to response quickly in any situation. Whole premises are under control of Close Circuit Camera to monitor the activity of work centrally both from outlets and from head office. Senior management are continuously monitoring this.
Sourcing: The supply chain of EGI always sources materials, packaging materials to ensure quality of goods having the best value.
Pricing: EGI offers competitive price based on their local competitors ensuring quality of the goods.

5.4 The method of each unit is connected and works as an overall supply chain.

A simple supply chain is made up of several elements that are connected the movement of products along it. In our organization EGI, each unit is connected such as planning, commercial, procurement, warehouse, logistics works as an overall supply chain

Planning: The requirement triggered by the customer's sales order will be combined with other orders. The planning department will create an annual plan and procurement plan to procure and to make stock the products to fulfill the customer's orders.

Commercial: The commercial department works considering the demand of supply chain. To meet the goal of supply chain this department works together with the supply chain. It is a part of supply chain department. The responsibilities of this department are the responsible for supply chain activities.

Procurement: The procurement department receives a list of materials and sales forecast from the planning department and from sales and marketing department to complete customer's orders. The procurement department then starts process of procurement of materials

Warehouse: The materials are received from suppliers, checked for quality and accuracy and moved into the warehouse. The supplier will then send an invoice to the company for the items they delivered. The materials stored until they are required by the sales department and distributors.

Logistics: When the materials are ready in warehouse, the shipping department determines the most efficient method to deliver products so that they are delivered on or before the date specified by customer. When goods are received by customer, the company will send an invoice for delivering products.

5.5 Procurement policy.

EGI have a standard written procurement policy. But company is trying to develop the standard policy which is under development. Till today procurement functions of the company are conducted by written instruction of top management. Managing Director of the company approves all purchasing requirement directly and indirectly. The following common steps are implemented as mentioned:

- Concerned department raises requisition form with approval of concerned person and arranges final approval from top management.
- Supply chain department collects requisition and sits with concerned department and receives the specification.
- Supply chain department forms the procurement committee after taking final decision to procure goods.
- Procurement executive check the local & foreign market to procure goods.
- Procurement committee evaluates the quotation and selects supplier then gives advice to Supply chain department to procure goods from the selected supplier.
- After completing necessary formalities supply chain department place order giving delivery schedule.
- Supply chain department issues work order for local procurement and establish transaction for Customer.

Supply chain department ensures delivery schedule, quality, quantity and price monitoring with the supply.
Supply chain department arrange necessary funds to retire document from bank and necessary duties and taxes consulting with the finance department to clear goods from port.
Supply chain department arrange transport to bring goods from port.
Supply chain department primarily check the Bill against local procurement and request the finance department to release payment. After completing the audit finance department releases payment.
Supply chain department does all the procurement activities ensuring ethical practices and supply chain department of EGI always welcomes Audit to provide information against their query.

5.6 Challenges of the Procurement Department

Supply Chain of EGI faces some challenges to conduct procurement activities like other company. Some of the challenges that are faced by EGI are mentioned here:
Sourcing and supplier selection challenge
Safety and quality challenges
Shorter lead time, less inventory and better throughout
Accessing to latest technology
New supplier selection, supplier switching
Transparency and communication challenge
Lack of resources, fund
Lengthy process and formalities
Environment, global and natural challenge
.

5.7 Production Planning and Raw Material Planning:

STL follows two was which helps to perform Supply Chain management practices by Effective and efficiently

Responsibility of Production Planning Of Supply Chain

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

Raw Material Planning Responsibility

1. Raw material shifting
2. Plant to plant movement
3. Stock replenishment initiatives

5.8 The supply chain management Practices in EGI:

EGI Food & Agro has a strong supply chain management and produce 100% export oriented. Firstly, this organization collects its raw materials from its selected supplier. After collecting raw materials it produces its main products through a systematic way. Those products are directly transferred to garments by its own transportation. Performing this broaden activities other departments help to fulfill their supply management.

Plan

The initial stage of the supply chain process is the planning stage. They need to develop a plan or strategy in order to address how the products and services will satisfy the demands and necessities of the customers. In this stage, the planning should mainly focus on designing a strategy that yields maximum profit. For managing all the resources required for designing products and providing services, a strategy has to be designed by the companies. Supply chain management mainly focuses on planning and developing a set of metrics.

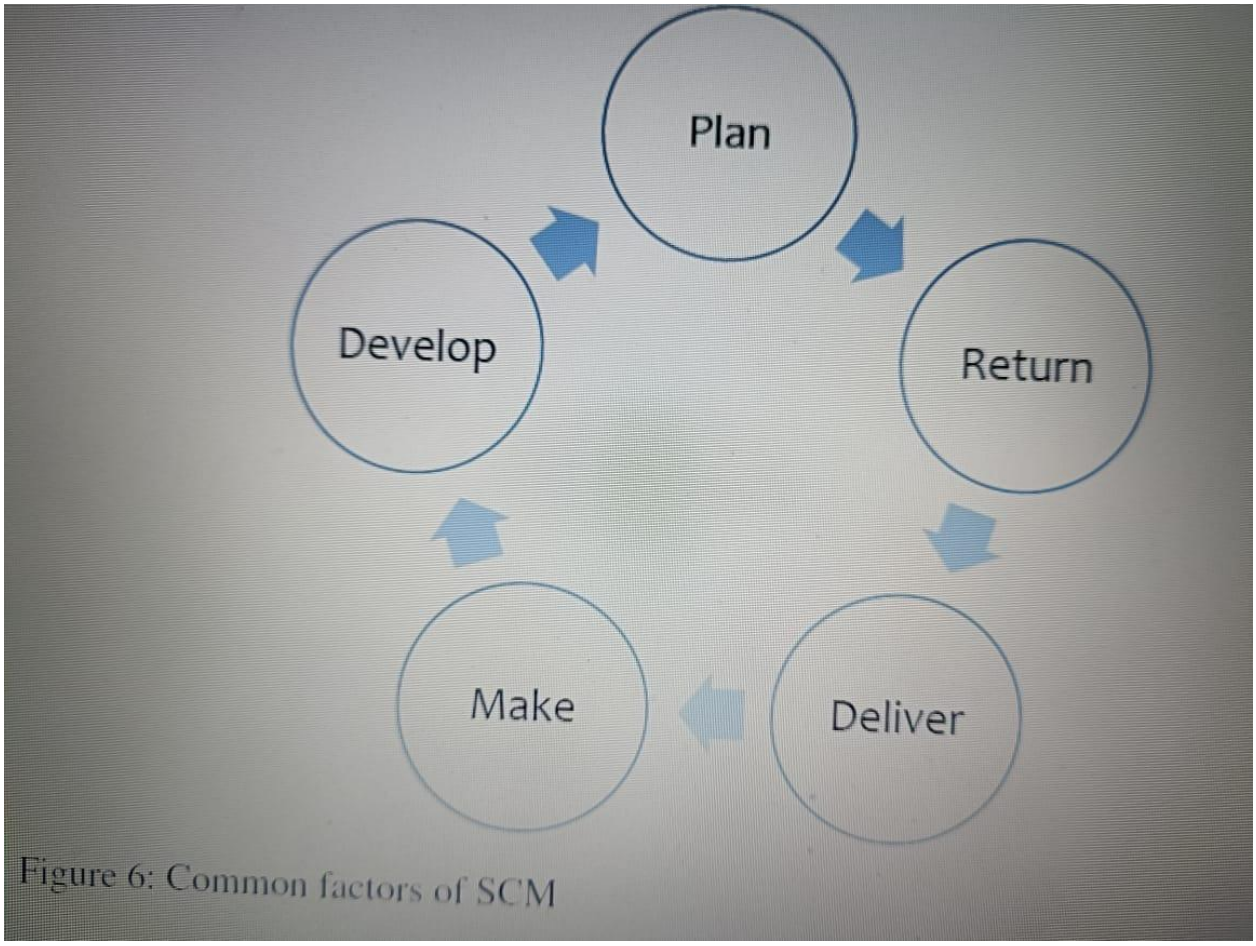


Figure 6: Common factors of SCM

Develop / Source of raw materials

After planning, the next step involves developing or sourcing. In this stage, they mainly concentrate on building a strong relationship with suppliers of the raw materials required for production. This involves not only identifying dependable suppliers but also determining different planning methods for shipping, delivery, and payment of the product. EGI needs to select suppliers to deliver the raw cotton whose require to develop their product. EGI basically collects their raw materials from India, Chain, Brazil, Vietnam ETC as well as Western Africa. So in this stage, the supply chain managers need to construct a set of pricing, delivery and payment processes with suppliers and also create the metrics for controlling and improving the relationships. Finally, the supply chain managers combine all these processes for handling their goods and services inventory. This handling comprises receiving and examining shipments, transferring them to the manufacturing facilities and authorizing supplier payments.

Make/ Production

The third step in the supply chain management process is the manufacturing or making of products that were demanded by the customer. In this stage, the products are designed, produced, tested, packaged, and synchronized for delivery. Here, the task of the supply chain manager is to schedule all the activities required for manufacturing, testing, packaging and preparation for delivery. This stage is considered as the most metric-intensive unit of the supply chain, where firms can gauge the quality levels, production output and worker productivity.

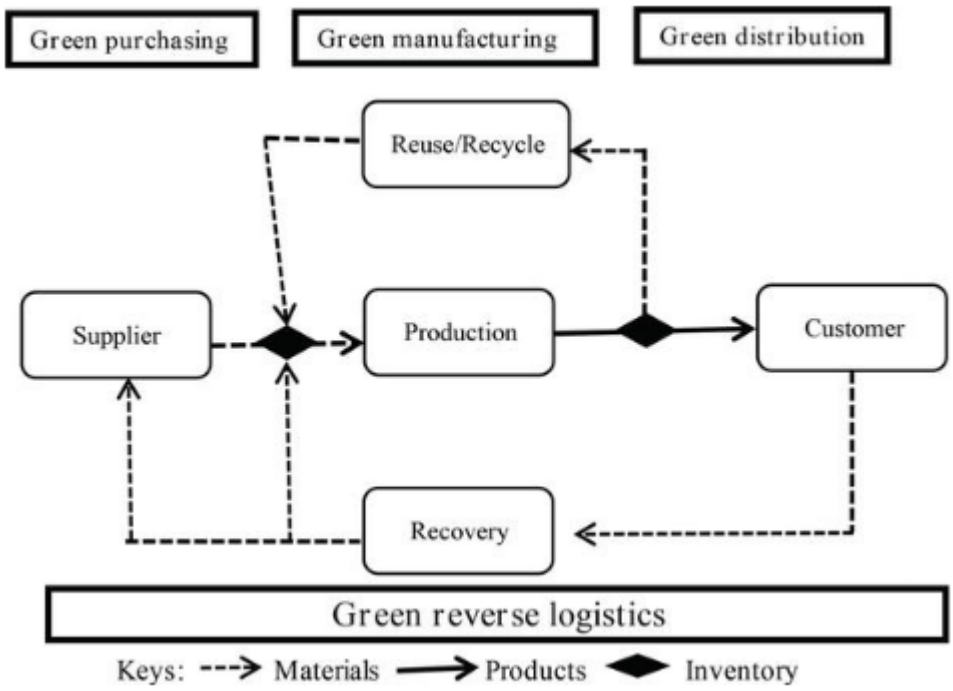


Figure 7: Production process of EGI (Own structured)

Production Process of EGI

EGI always follows a systematic production Method to fulfill their demanded products. About Three main functional sectors is performed to produce its final products. A dynamic team member always performs their best perform to achieve their goals.

The SCM department collect yarn from MCD (store) Department and knit the targeted . In Marketing department, the Fresh Food and FMCG of yarn are separate lot wise from each other by the regular worker. Everyday 30-40 tons are collected from MCD. There are sufficient workers as well as a skilled officer work in this department. There are a maintenance office to control this all activities of this department. Processing Plant. department produce 40 tons per day. After produce they Preparing to the Market by Distribution Chanel.

The prime functions of Distribution department

□□□ Distribution department receive Product from Production store.
□□□□□hey collect and maintain preprocess for dyeing such as Heat set.
□□□□Completing production and send to QAD department for quality check.

Functions of Quality Department.

After Receive from QAD check quality before Finishing.
After check QAD issue to Finishing Department for Finished the Product .

Functions of finished department

This is the most important department of all sectors of production in EGI. This department has many processes to finished the goods. Peace finish, Brush, Stenter, sulfurizing ETC, Finishing produce 40 tons per day. After finished their process they issue to QAD for final check. After final check they issue to Finished store for delivery.

Functions of Ware house

Firstly, officer of warehouse receives inventory and maintain FIFO method, and check expiration date, and tacked by ID, serial, batch number. Then, product can be hold to conduct inspection. Goods as per specification or approved sample are identified after inspection. Through inspection damaged and defective items are also identifies through inspection. After receipt order from head office, officer of warehouse department starts process to deliver goods as per requirement. The necessary actions are needed to complete before delivery goods to distributions point. Then, our warehouse management will manage picking of product at the unit level. Order can be consolidated or staged pending order completion and/or proper release date. After completion of all process

all procedures before deliver the goods, warehouse department arrange for outbound shipment to full fill customers demand.
Warehouse process flow:

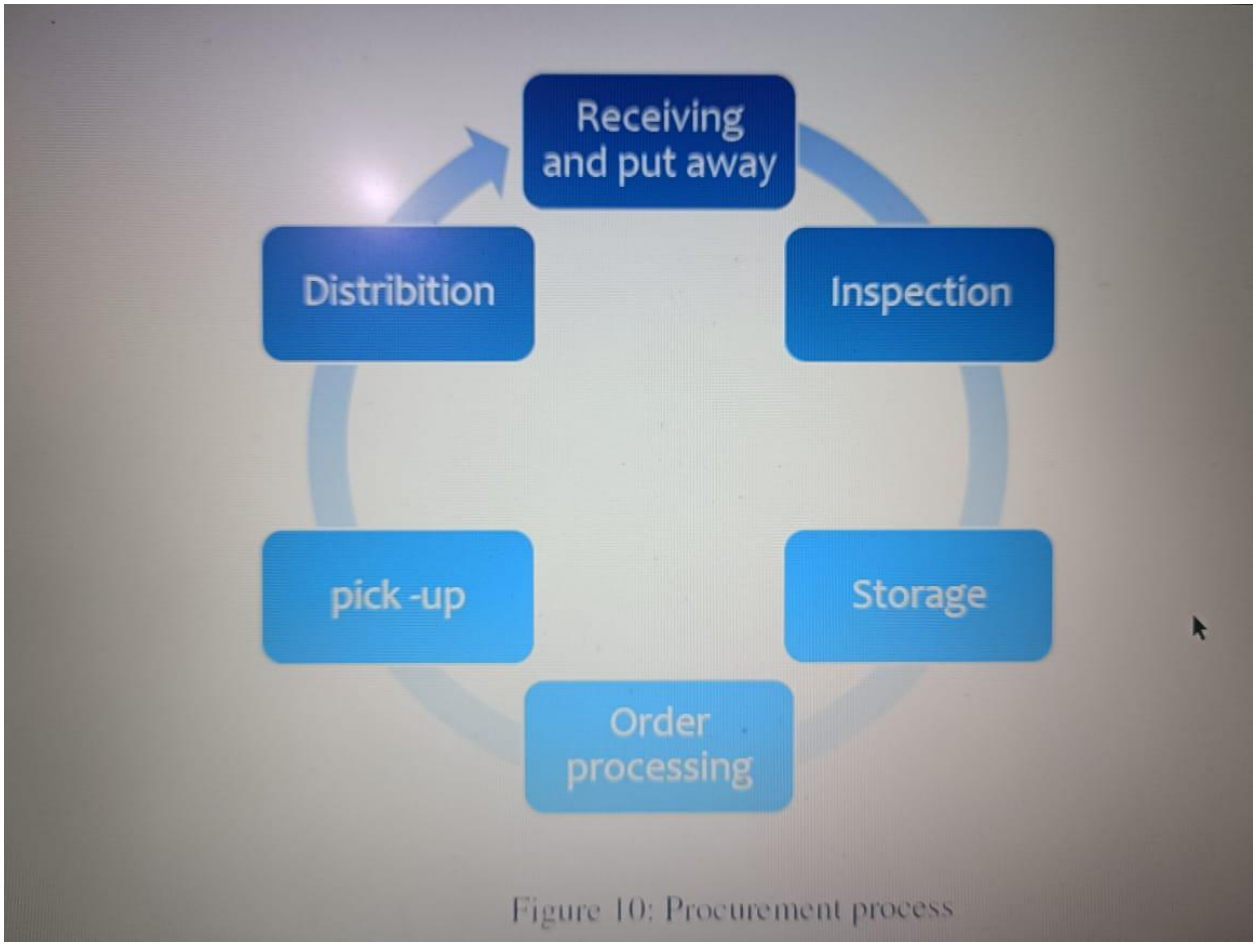


Figure 10: Procurement process

Figure 10: Procurement process

EGI has own ware house to keep the final products. Every is covered with a plastic poly bag. Before stored, the special likes GOTS, Oekotex, RCS, etc. are kept in a special plastic bag.

Quality control department:

Quality control department is one of the most important departments in an organization. EGI has own quality control department which controls every step of processing . This department is run by 100 skilled officials who are expert in measuring quality. Quality department tests and measures all measurements and ensure standard quality. After confirmation of this department issue for delivery.

Deliver

The fourth stage is the delivery stage. Here the products are delivered to the customer at the destined location by the supplier. This stage is basically the logistics phase, where customer orders are accepted and delivery of the goods is planned. The delivery stage is often referred as logistics, where firms collaborate for the receipt of orders from customers, establish a network of warehouses, pick carriers to deliver products to customers and set up an invoicing system to receive payments. EGI has own transportation. It has 4 trucks for transporting final products from factory. This organization delivered this final product to garments units. The head office maintain basically supple order this product to various RMG units on the demand of the production schedule.

Return

The last and final stage of supply chain management is referred as the return. In the stage, defective or damaged goods are returned to the supplier by the customer. Here, the companies need to deal with customer queries and respond to their complaints etc. This stage often tends to be a problematic section of the supply chain for many companies. The planners of supply chain need to discover a responsive and flexible network for accepting damaged, defective and extra products back from their customers and facilitating the return process for customers who have issues with delivered product.

5.9 Sub department of Supply Chain Management in EGI

- Commercial Department
- Accounting Department
- Quality Department
- Store Department
- Security Department
- Maintenance Department
- Others Department

5.10 Supply Chain Cost of EGI:

- Order handling
- Purchasing
- Stock handling
- Manufacturing
- Production cost
- Transportation cost
- Warehousing cost
- Inventory carrying cost
- Internal material handling cos

Internal Supply Chain Performance Measurement

Internal supply chain performance measurement primarily focuses on such measures as lead time, fill rate or on-time performance. These measures are generated within a company and do not evaluate the whole supply chain. It is for this reason why this literature seeks to address performance measures holistically and not restrictive to logistics performance measures. Taking only one company into account can lead to situations where seemingly good measures lead to inappropriate outcomes for the entire supply chain. The central roles of these internal supply chain performance measurement systems are measuring the performance of business processes, measuring the effects of the companies' strategies and plans, diagnosing of problems, supporting decision-making, motivating improvements and supporting communication within a company. Furthermore, its criticized such traditional roles of performance measurement as short-term and finance oriented, lacking strategic relevance, strong internal focus, avoiding overall improvements, inconsistent measures and the quantification of performance in numbers. Bearing these roles of internal performance measurement and the connected criticism in mind, it becomes obvious that these internal performance measurement systems cannot be adapted to external performance measurement systems, measuring the entire supply chain. Therefore in modern environment it has become necessary to develop external supply chain performance measurement systems which extend the limited scope of single companies and their individual functions.

Chapter 06: Performance Evaluation on Eon



Figure 11: Performance of GSCM

6.1 Performance Evaluation.

Performance measurements or evaluations are becoming more and more important when SCM is coming into focus. Neely (1999) presents 7 drivers for the increasing interest in performance measurements.

- The changing nature of work
- Increased competition
- Specific improvements initiatives ex JIT, TQM, BQR (Business process reengineering)
- National and international quality awards
- Changing organizational roles changing from control to empowering employees by management by objectives.
- Changing external demands. Firms in the public sector must present information about their performance.
- The power of information technology

.

6.2 Types of performance measurements

Performance measurements based on financial accounting have for a long time been the primary tool according to Adams et al. (1995). The changes in the business environment from controlling of cost to customer value have changed the focus in performance management.

- Quantitative and qualitative measurement
- What level SCM should be measured?
- Financial and non-financial measurement
- What measurement should be included?
- Internal and external measurement

6.3 Methods for performance measurements

Balanced scorecard

The Balanced Scorecard is a framework for measurements of the performance in an organization. The scorecard includes both financial and non-financial data. There is no general definition of what measurements that shall be included in the scorecard. The measurement criteria differ between companies and also between departments in the same company. Kaplan and Norton (1996) have identified four generals categories:

- Financial measures

- Customer-related measures
- Internal performance
- Learning

Financial measures focus on economic value added and return on investment. Customer-related measures are customer satisfaction and market share. Internal performance includes quality, response time and cost measures. The learning category includes employment aspects such as skill development, retention and information. The Supply chain mission shall be linked to the balanced scorecard framework. Management decides what shall be included in the scorecard. The scorecard can for example be divided into areas like financial, customer, competitive position, internal efficiency and employee.

SCOR model

The Supply chain Council has developed the SCOR model. The model is a reference model and SCOR stands for Supply Chain Operations Reference. The purpose for the model is to:

- Provide a standard language for SCM that can be used cross-industry
- Facilitate external benchmarking
- Establish a basis for analyze of Supply chains
- Compare the current Supply chain with the target for the future

The aim of SCOR is to provide a standard way to measure Supply chain performance and to use common metrics to benchmark against other organizations according to Christopher (1998).
The SCOR model is based on four management processes

- Plan: balances Supply and demand
- Source: procurement of products and services
- Make: transforming of products and services into finished goods
- Deliver: delivery of products and services.

The SCOR model has three levels:

- Top level: defines the scope and content for the Supply chain.
- Configuration level: designs the Supply chain
- Process element level: gives detailed information on each process.

Benchmarking

A formal definition of benchmarking is that it consists of a systematic procedure for identifying the best practice and modifying actual knowledge to achieve superior performance according to Camp (1989). Benchmarking is a process for comparison against best practice. It is important

with common metrics that can be used when comparing companies. Benchmarking has five basics

purposes described by Splendolini (1992):

- Strategy: planning for short and long term
- Forecasting: predict trends
- New ideas: stimulate new thoughts
- Process comparisons
- Setting objectives and targets: base them on best practice

Benchmarking can be used both internally within the own company and externally. The internal benchmarking can be used to compare different departments, but also the check how one department changes over time. External benchmarking can be used to compare the own company with competitors or with companies that have high performance.

System thinking in performance measurements

Beamon (1999) discuss the weakness of single Supply chain measurements. Beamon concludes that the most common weakness of a measurement is that it not covering the whole scope. It must measure all related aspects of the Supply chain and not be sub optimized.

Supply Chain Controlling

One of the main tasks of supply chain controlling is to implement a common knowledge and understanding of the processes in the whole supply chain. The phrase ‘supply chain controlling’ indicates the construction and steering of the interactions within the whole supply chain by using adequate controlling concepts

Chapter 07: Conclusion and Recommendation Conclusion

A chain is as strong as all its rings are. A chain is as weak as one of its rings is weak i.e.one single ring is more than enough to make the whole chain system dysfunctional. With the development of the service sector and enhancement of industrial wage, cutting and stitching operation was shifted to more profitable destinations. In the value chain of the Food & Agro business, production lies at the bottom, whereas this is the most critical and complex part of the business. Services like research and development, design, purchasing all these pre-production intangible functions and marketing, distribution, sales, etc. postproduction intangible activities in Food & Agro business carry a higher value than production - only tangible activity in the business chain. In the global value chain as a manufacturer, Bangladesh performs the lowest value retention functions. Food & Agro industry in our country so far has been enjoying very clear price competitiveness. The rate of minimum wage in our country is still lowest among our competitors. But we have huge pressure on lead time. Without proper management, in supply chain, only wage competitiveness can't ensure a sustainable business. So in present day's situation, undisrupted supply chain and proper planning can enhance our market share undoubtedly. EGI always tries to cope up with the completive market. EGI produce their products as demand of present market of our country. It collects their raw materials from various place and produce cotton yarn by following strong monitoring. Each debarment connects each with other and meets their goals. EGI believes that Chief labor does not help if they are not efficient. Only minimum wage competitiveness will not guarantee future business. Supply chain bottleneck develop needed. Earlier less than 40% efficiency, the price was more flexible, now above 50% efficiency factory run.

Recommendations

1. They should bring an innovative product in the market.
2. EGI Should develop Research and Development department to meet global market.
3. EGI should promote automatic machinery.
4. Production capacity should be increased to respond in increased demandable markets.
5. EGI should develop well defined corporate vision and mission.
6. They should increase promotional activities to concern their customer.
7. They should follow systematic warehouse and supply local supplier in Bangladesh.
8. They should arrange training Supply Chain Management program to their workers.
9. ERP can be implemented to increase productivity, reduction of lead time, inventory reduction, increase accuracy and facilitation of JIT.

References

1. Adams, S. M., Sarkis, J. & Liles, D. (1995). The development of strategic performance metrics. Engineering Management Journal, Vol. 17, No. 1, pp. 24-32.
2. Stockholm Atkinson, A. A., Waterhouse, J. H. & Wells, R. B. (1997). A stakeholder approach to strategic performance measurement. Sloan Management Review, spring, pp. 25-37.
3. Ayers, J. B. (2001). Handbook of Supply chain management, St. Lucie Press, USA, Florida.
4. Ballou, R. H. (2004). Business logistics/Supply chain management: planning, organizing, and controlling the Supply chain (5 Ed) Pearson Prentice Hall, Upper Saddle River, N.J.
5. Bancroft, J. A. Seip, H. & Sprengel, A. (1998). Implementing SAP R/3. Manning Publications Co, USA Beamon, B. M. (1998). Supply chain design and analysis: models and methods.
6. International Journal of Production Economics, Vol. 55, pp. 281-294.
7. Beamon, B. M. (1999). Measuring Supply chain performance. International Journal of Operations & Production Management, Vol. 19, No. 3, pp. 275-292.
8. Bowersox, D. J. & Closs, D. J. (1996). Logistical Management – The Integrated Supply Chain Process, McGraw-Hill Companies Inc., New York.
9. Camp, R, C. (1989). Benchmarking: The Search for Industry Best Practices That Lead to Superior Performance. New York: Quality Resources.
10. Chibba, A. (2007). Measuring supply chain performance measures – prioritizing performance measures.
11. Aktar, M. (2014). Green Insights of Food & Agro Industry in Bangladesh: A Case Study on Mozart Knitting Ltd. *Global Disclosure of Economics and Business, 3*(1), 93-108
12. Horvath Laura, Insight from Industry, Collaboration: the Key to Value Creation in Supply Chain Management, an International Journal of Supply Chain Management, UK, Vol 6, No. 5.
13. Habib, Md. Mamun, *"Supply Chain Management (SCM): Theory and Evolution*
14. Stevenson, William J. *Operations Management*. Management T.C Malhotra, Bangladesh: A growing Food & Agro Economy, Food & Agro World Asia, January, 2006
15.Mohammad Ali, Dr. Md Mamun Habib, *The material requirements planning system for readymade garments and inventory control,* Journal of Applied Management and Investments, Volume 1, Number 2, 2012.
16. Tielman Nieuwoudt, *Vietnam's Food & Agro industry: opportunities and challenges,* the supply Chain lab, April 10, 2010.
www.eongroup.net.bd

17. Samar Verma, *Supply Chain in Indian Food & Agro Industry,* IUP Publications Online, January 2003.
18. Chopra, S. and Meindil, P (2011) Supply Chain Management, 4th Editions, India: Dorling Kindersley Pvt. Ltd.
19 Islam, N. M. (2011), an Introduction to Research Methods, 2nd Editions, Bangladesh: Mullick & Brothers.
20 Kotler, P. and Armstrong, G (2010) Principles of Marketing, 13 Editions, India: Pearson Publications.
21Colin Scott, Henriette Lundgren & Paul Thompson, "Guide to Supply Chain Management"

Supply Chain Management, Edited by Pengzhong Li, Published by InTech, Janeza Trdine 9, 51000 Rijeka,Croatia.
22. Dr. Dawei Lu, Fundamentals of Supply Chain Management,(2011) Ventus Publishing ApS.
23. Vachon, Stephan; Klassen, Robert D. (1 January 2006). "Extending green practices across the supply chain: The impact of upstream and downstream integration". International Journal of Operations & Production Management. **26** (7): 795–821. *doi*:*10.1108/01443570610672248*.
https://en.wikipedia.org/wiki/Green_supply_chain_management