Sonargaon University (SU)
Dhaka, Bangladesh

Thesis Paper

on

Supply Chain Management Practices in Bangladesh:

A Case Study on Square Group

Submitted By:
Sumon
ID: EMBA2301028005
Program: Executive Master of Business Administration (EMBA)
Major: Supply Chain Management (SCM)
Department of Business Administration
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Semester: Spring-2024

Submitted to:
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Date of Submission
Date: 05 May, 2024



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Supervised by:
Md. Rasel Hawlader
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Date of Submission
Date: 05 May, 2024

Letter of Transmittal

Date: 05 May, 2024

To,
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University, Dhaka

Subject: Submission of Thesis Paper on Supply Chain Management Practices in Bangladesh: A Case Study on Square Group.

Dear Sir,

This is my pleasure to present my thesis paper entitled **"Supply Chain Management Practices in Bangladesh: A Case Study on Square Group."**

It is my pleasure to inform you that I have already finished my thesis paper in a reputed organization in **Square Group**. It was an interesting opportunity for me. The main purpose of this report is to learn about importance of supply chain management in FMCG sector in Bangladesh. Supply chain management of FMCG sector is very complicated, because of abnormal demand at unexpected period. I have tried my best to prepare this report. This report has been prepared based on the practical experiences and different ideas obtained during working at Square Group.

Therefore I sincerely hope that you will appreciate my effort and I shall be grateful if my report is accepted for the appropriate purpose.

Yours Sincerely,

_____

Sumon
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Major: Supply Chain Management
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Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as **"Supply Chain Management Practices in Bangladesh: A Case Study on Square Group."** has been prepared by Mr. Sumon, ID: EMBA2301028005, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in SCM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree Executive Master of Business Administration (EMBA).

_____

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Mr. Sumon, a student of Executive Master of Business Administration (EMBA), ID: EMBA2301028005 from Sonargaon University (SU) would like to solemnly declaration here that this Thesis Paper on **"Supply Chain Management Practices in Bangladesh: A Case Study on Square Group."** has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University.

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

Sincerely Yours,

Sumon
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Program: Executive Master of Business Administration (EMBA)
Major: Supply Chain Management
Sonargaon University (SU)

Acknowledgement

At first I would like to thank my honorable thesis paper supervisor from Sonargaon University, Md. Rasel Hawlader, Lecturer, Department of Business Administration for providing me such an opportunity to prepare an Thesis Paper on **"Supply Chain Management Practices in Bangladesh: A Case Study on Square Group"** .

I would like to place my gratitude to Khaled Md. Saifullah, Head of Supply Chain & OE Lead, Md. Rabindranath Pramanik, and DM (SCM) of Square Group of Industries, enable me to complete my thesis paper in their esteemed organization.

During my preparation of the project work I have come to very supportive touch of different individuals (respondents from Square Group) & friends who lend their ideas, time & caring guidance to amplify the report's contents. I want to convey my heartiest gratitude to them for their valuable responses.

Executive Summary

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player. SQUARE today is more than just an organization, it is an institute. In a career spanning across four and half decades it has pioneered the development of the local business in fields as diverse as Pharmaceuticals, Toiletries, Garments, Textile, Information Technology, Health Products, Food Products, Hospital, etc. With an average Annual turnover of over US$ 200 million and a workforce of about 3500 the SQUARE Group is a true icon of the Bangladesh business sector. SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958 and converted into a public limited company in 1991. The sales turnover of SPL was more than Taka 22.46 Billion (US$ 250.71 million) with about 32.43% market share (April 2021– March 2022) having a growth rate of about 31.72%. SQUARE first ventured into the textile sector with the establishment of the first unit of the SQUARE Textiles Ltd. in 1997. A year later the establishment of the second unit followed. SQUARE Toiletries Ltd. started its journey in 1988 with a single product as a separate division of SQUARE Pharmaceuticals. In 1994, SQUARE Toiletries Ltd. becomes a Private Limited Company. At present, STL is the country's leading manufacturer of international quality cosmetics and toiletries with over 50 products. STL always performs international standard production process which follows the Good Manufacturing Practice (GMP).Square Food & Beverage Limited started its operation as an individual company. Square Agro Development and Processing Ltd**.** SQUARE has setup a plant tissue culture laboratory to develop agricultural/agro processing sector in the country and is committed to bring improved quality planting materials and year round production through AgriBiotech. Aegis Services Limited is a sister concern of SQUARE Group. Square Air Ltd, a member of Square Group has launched helicopter service recently. In order to facilitate the movement safely and comfortably for top executives, as well as Air ambulance/ EMS service for Square Hospital, Square Air has purchased a brand new world renowned Bell 407 helicopter. SQUARE Hospitals Ltd., a concern of Square Group, is a 300 bed tertiary care hospital. Square Securities Management Ltd.SSML (Square Securities Management Limited), a concern of leading industrial group SQUARE having the Membership in Dhaka Stock Exchange Limited & Chittagong Stock Exchange Limited is dealing with trust in the Capital Market.

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Chapter: 01

Introduction

1.1 Introduction

A supply chain is a dynamic management system where involves the constant flow of information, products and funds between different stages. In this stages not only included the manufacturer and suppliers, but also included transporters, warehouses and retailers who are directly or indirectly related in fulfilling the customer requirement. The objective of every supply chain is to maximize the overall value of all stages. Basically supply chain performance is evaluated on the basis of qualitative measure (such as customer satisfaction and product quality) and quantitative measures (such as order-to-delivery lead time, supply chain response time, flexibility, resource utilization, delivery performance etc.).The quantitative performance is directly related with supply chain network. Effective supply chain network is viewed as the driver of reductions in lead times and costs, and improvements in product quality and responsiveness. Despite its benefits structuring supply chain network is a complex decision- making process. The typical inputs to such a process consists of a set of customer zones to serve, products to be manufactured and distributed, demand projections for the different customer zones, information about future. Supply chain management is a network of mechanism at organizations that are involved, through upstream and downstream linkages in the different working processes and activities that process value in the form of products and services in the hand of the ultimate consumer. Actually maintain a chain of command to be a successful supply chains can significantly benefit the competitiveness of the firms. Thus, the supply chain management (SCM) is a crucial problem in the process industry. This thesis aims to identify some major key problems in the processing industry SCM by developing optimization-based models, approaches and solution procedures using analytical or mathematical programming techniques for better future of SCM at any organization handle easily and earn expected gain in the company.

Supply chain management may contain all activities that transform raw materials to final products and deliver them to the customers. A number of stages are involved in a supply chain, typically including suppliers, manufacturers, warehouses, distribution centers, retailers, and customers.

1.2 Objectives of the Study

Broad Objective

- The study is to know the **Supply Chain Management Practices in Square Group**

Specific Objectives

- To know Logistics, Purchase process, Supply chain, Distribution, Marketing and Contingency theory apply in supply chain management (SCM)
- To know Basic operation process and performance for treatment and perceive information disclosure as a loss of power
- To identify the Companies is not seek to achieve cost reductions or profit improvement at the expense of their supply chain partners

- ➢ To know Chain level-supplier's supplier, customer's customer
- ➢ To determine Effective supply chain integration requires effective implementation
- ➢ To know Time and space variables making complexity of SCM

1.3 Methodology of the Study

The data were collected using a survey method, conducted among 200 employees of Square Toiletries Ltd. FMCG Sector in Bangladesh. The questionnaire consisted of 20 questions which are based on self-administered and previous studies as well. The research was conducted from January 2024 to April 2024.

1.3.1 Sources of Information

Primary information: Primary information is directly collect from to Khaled Md. Saifullah, Head of Supply Chain & OE Lead, Rabindranath Pramanik, DM (SCM), Abu Saleh Yeasir Arafat Samir Manager (HRD), Md. Ali Akbar Sr. Executive (AC), Md.Safi Uddin Manager (PPIC), Md. Hasibul Kabir Sr. Executive (Distribution), company training, directly supplier visiting information and my cooperative colleague of supply chain department.

Secondary information: Secondary data are collected from website of Square Group of Industries www.squaregroup.com, different reports on Square Group of Industries, and others internet, newspaper, magazine etc.

1.4 Limitations of the Study

During the thesis making time I face some Complexity which is:

- Time constraints of the semester require making a research but less time.
- May be ideal for an ethnographic study.
- Data collected from different sorts of sources.
- Moving around & waiting for Data. Etc.

So there may be some type of errors. But I am trying to collect the best of data from different resources.

Chapter 02

Literature Review & Theoretical Discussion

2.1 Literature Review

Supply chain management (SCM) stands as a critical function within organizations, serving as the backbone for operational efficiency and competitiveness in today's dynamic business landscape. As globalization continues to expand markets and intensify competition, effective SCM practices emerge as essential components for organizational success. This literature review aims to explore and analyze the various SCM practices implemented within organizations, focusing on their strategies, challenges, and impacts on performance.

The complexity of modern supply chains necessitates a multifaceted approach to management, encompassing diverse functions such as procurement, production, logistics, and distribution. Organizations strive to optimize these interconnected processes to enhance efficiency, reduce costs, and meet customer demands promptly. Key SCM practices include inventory management, demand forecasting, supplier relationship management, and lean manufacturing principles, among others.

Numerous studies have delved into the adoption and effectiveness of SCM practices across various industries and organizational contexts. These investigations provide valuable insights into the factors influencing SCM implementation, including technological advancements, regulatory requirements, and market dynamics. Additionally, researchers have examined the role of collaboration and information sharing among supply chain partners in improving overall performance and resilience against disruptions.

Despite the potential benefits, organizations encounter numerous challenges in implementing SCM practices effectively. These challenges range from aligning internal processes and systems to integrating external stakeholders into the supply chain network. Issues such as demand volatility, supplier reliability, and geopolitical risks further complicate SCM management, requiring agile strategies and robust risk mitigation measures.

Understanding the implications of SCM practices on organizational performance is crucial for decision-makers seeking to optimize their supply chain operations. Research findings offer valuable insights into the tangible outcomes of SCM initiatives, including cost reduction, lead time optimization, and enhanced customer satisfaction. Moreover, studies highlight the role of SCM in driving innovation, sustainability, and competitive advantage in today's global marketplace

Changiz Valmohammadi ,Operations and Supply Chain Management: An International Journal 6 (1), 36-42, 2014,Explore that The aim of this article is threefold, firstly to investigate the extent of supply chain management (SCM) practices implementation in Iranian manufacturing organizations, secondly, given contextual factors of the country to identify benefits and barriers of SCM implementation and thirdly, to survey if there is any relationship between SCM practices and organizational performance of Iranian manufacturing organizations, mainly based on a descriptive

analysis. Based on the review of literature main practices and also benefits and barriers of SCM implementation was identified. A self-administered questionnaire was designed and distributed among 127 logistics and manufacturing managers of Iranian manufacturing organizations, of which 97 complete questionnaires returned, yielding a response rate of about 76 percent. Through descriptive statistical analysis the extent of SCM practices, main benefits and barriers in the surveyed organizations and their ranking orders were determined. Results revealed that holding safety stock is the most implemented practice of SCM. Also, increased customer satisfaction and inadequate information sharing in the chain were ranked as the major benefit and barrier of SCM implementation respectively. The result of chi-square test showed that the implementation of SCM practices is positively and significantly related to organizational performance of Iranian manufacturing companies.

Tai Siaw Khang, Veeri Arumugam, Alain Yee-Loong Chong, Felix TS Chan International Journal of Modelling in Operations Management 1 (1), 84-106, 2010, Explained that Supply chain management (SCM) is one of the tools used by organizations to improve their business performances. This research aims to investigate the relationships between supply chain practices and organizations performance. Six supply chain practices are chosen in this research: customer orientation, knowledge sharing, information technology (IT) adoption, partnership, leadership and training. This study was conducted based on the service industry in Malaysia. Regression analysis was applied to test the model in this research. The findings showed that leadership, IT adoption, customer orientation and training have a significant influence on the performance of the service organizations. Our results will be useful for decision makers and top management in the service industry to formulate SCM strategies that can help them to enhance their organization performance.

Emad Alzubi, Renzo Akkerman, Cleaner production letters 2, 100005, 2022, Reported that Sustainable supply chain management (SSCM) is continuously gaining importance. It has been studied widely in developed countries and to some extent also in developing countries. This paper contributes to the latter by studying environmentally related SSCM practices in Jordanian manufacturing firms and provides a base for policy- and decision-makers as it assesses the current situation of the Jordanian manufacturing companies in terms of voluntarily adopting sustainable development practices or doing so under external pressure. This study ...

Inda Sukati, Abu Bakar Hamid, Rohaizat Baharun, Rosman Md Yusoff Procedia-Social and Behavioral Sciences 40, 225-233, 2012, Reviews that the purpose of this research is to explore the relationship between supply chain management strategy and chain management practices on supply chain performance. The main tools of data collection instrument used was a questionnaire which was administrated to a total sample of 200 managers are classified by job title and respondents are also classified by their job functions are corporate executive, purchasing, manufacturing/production, distribution/logistic, SCM, transportation, material, and operation from Malaysia manufacturing industry. The response rate was 62% while 51% was usable questionnaires. Sample selection was based on convenience sampling. The data were analyzed using mean, standard deviation and correlation between independent and dependent variables. The

analyses involved statistical methods such as reliability and validity tests and multiple regressions. The finding showed that supply chain management practices have a significant relationship with supply chain performance statically. However, supply chain management strategy is a weak predictor of supply chain management performance

Sonja Petrovic-Lazarevic, Amrik Sohal, Imam BaihaqiMonash University Faculty of Business and Economics, 2007,Reported that Supply chain management (SCM) is identified as a strategic tool for firms to improve their performance and secure their competitiveness. This research identifies five aspects of SCM practice: supplier and customer relations, internal operations, information sharing, information technology (IT) and training. The survey in the Australian manufacturing industry was conducted to study the extent to which SCM practices were implemented. It examined the relationship between SCM practices and firms' performance. The results show that SCM practices differentiate firms with low and high level of performance. The results specifically highlight the contribution of IT and information sharing to firms' operational performance. Also, the study found that training significantly contributes to most performance measures.

Suhong Li, Bhanu Ragu-Nathan, TS Ragu-Nathan, S Subba Rao Omega 34 (2), 107-124, 2006, Revealed that review Effective supply chain management (SCM) has become a potentially valuable way of securing competitive advantage and improving organizational performance since competition is no longer between organizations, but among supply chains. This research conceptualizes and develops five dimensions of SCM practice (strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement) and tests the relationships between SCM practices, competitive advantage, and organizational performance. Data for the study were collected from 196 organizations and the relationships proposed in the framework were tested using structural equation modeling. The results indicate that higher levels of SCM practice can lead to enhanced competitive advantage and improved organizational performance. Also, competitive advantage can have a direct, positive impact on organizational performance.

S Thomas Foster Jr, Cynthia Wallin, Jeffrey Ogden International Journal of Production Research 49 (8), 2285-2300, 2011, This paper reports the results of a comparative study of quality tools and methods adoption by operations and supply chain managers. A survey was administered to both types of managers in the Western United States. Performing a Kruskal Wallis analysis, we found support for the hypothesis that operations and supply chain managers approach quality management differently. We found that operations managers tend to manage supply chains through procedural methods such as ISO 9000 and supplier evaluation. Supply chain managers tend to be more collaborative, emphasizing supplier development and complaint resolution. We found that both types of managers adopted on the job training, data analysis, supply chain management, customer relationship management, project management and surveys. This paper represents another step in defining the field of supply chain quality management.
Subrata Mitra, Partha Priya Datta International journal of production research 52 (7), 2085-2107, 2014, Research on green supply chain management (GSCM) or sustainable supply chain management (SSCM) has attracted increased attention in recent years. Although GSCM/SSCM has been studied for developed and developing countries, there has been little information about the adoption of GSCM/SSCM practices in India. This article presents one of the earliest surveys

on GSCM practices in Indian manufacturing firms. The items for the survey were developed based on the extant literature and feedback from corporates. Some of the major findings of the survey are as follows. We found that the state of adoption of GSCM practices by Indian firms was still in its infancy, the awareness of environmental sustainability was quite low among consumers, and the regulatory framework was also lacking in terms of promoting environmental sustainability. Results of data analysis showed that supplier collaboration for environmental sustainability had a positive impact on environmentally sustainable product design and logistics, which in turn was positively related to competitiveness and economic performance of the firm. We compared the results with the observations made by other researchers for developed and developing countries and provided managerial implications for the government and manufacturers as to what steps need to be taken to generate awareness towards environmental sustainability and facilitate the adoption of GSCM practices among Indian firms to a greater extent. We conclude the paper by indicating directions for future research on GSCM/SSCM.

AC Thoo, Zuraidah Sulaiman, SL Choi, UHA Kohar,IOP Conference Series: Materials Science and Engineering 215 (1), 012014, 2017,Explained that Small and medium enterprises (SMEs) are a major source of dynamism, innovation and flexibility for emerging and developing countries, as well as for the economies of the most industrialized nations. However, the survival and growth of SMEs can be difficult in the current competitive business environment and global marketplace. It can be a real challenge to deliver the right product and service at the most opportune time and at the lowest possible cost to the right customer. The challenge stresses the importance of managing cross-boundary relationships between business partners. For gaining a competitive advantage, supply chain management (SCM) is an effective tool to SMEs. Therefore, this paper aims to review the tenet of SCM, its benefits and practices to SMEs.

Rajwinder Singh, HS Sandhu, BA Metri, Rajinder Kaur Vision 14 (3), 173-190, 2010, Reported that Effective supply chain management has become a potential way nowadays to improve organizational performance through matching supply chain practices and competitive advantages in the competitive world. Organizations focus on better supply chain management practices to gain competitive advantage for better organizational performance. This research conceptualizes and develops five secondary constructs for supply chain practices (use of technology, SC speed, Customer satisfaction, SC integration, and Inventory management). The research also identifies four primary competitive advantage constructs (Inventory Management, Customer Satisfaction, Profitability, and Customer Base Identification) and six primary organizational performance constructs (Market Performance, SC Competencies, Stakeholder Satisfaction, and Innovation and Learning). The data for analysis was collected from top 10 non-livestock organized retail players operating in Punjab, Haryana, Chandigarh, New Delhi and, Gurgaon in India. The relationships among supply chain practices, competitive advantage, and organizational performance, are tested in the proposed framework using structural equation modelling.The results indicate that Indian retailers know that competitive advantage has high impact on SCP but they fail in matching supply chain practices, competitive advantage and, organizational performance.

2.2 Theoretical Discussion

2.2.1 Supply Chain Management (SCM)

Investopedia 2 define supply chain management (SCM) as ‘Supply chain management is the management of the flow of goods and services and includes all processes that transform raw materials into final products. It involves the active streamlining of a business’s supply-side activities to maximize customer value and gain a competitive advantage in the market place.’

Techopedia 3 define SCM as ‘The management and oversight of a product from its origin until it is consumed. SCM involves the flow of materials, finances and information. This includes product design, planning, execution, monitoring and control.’



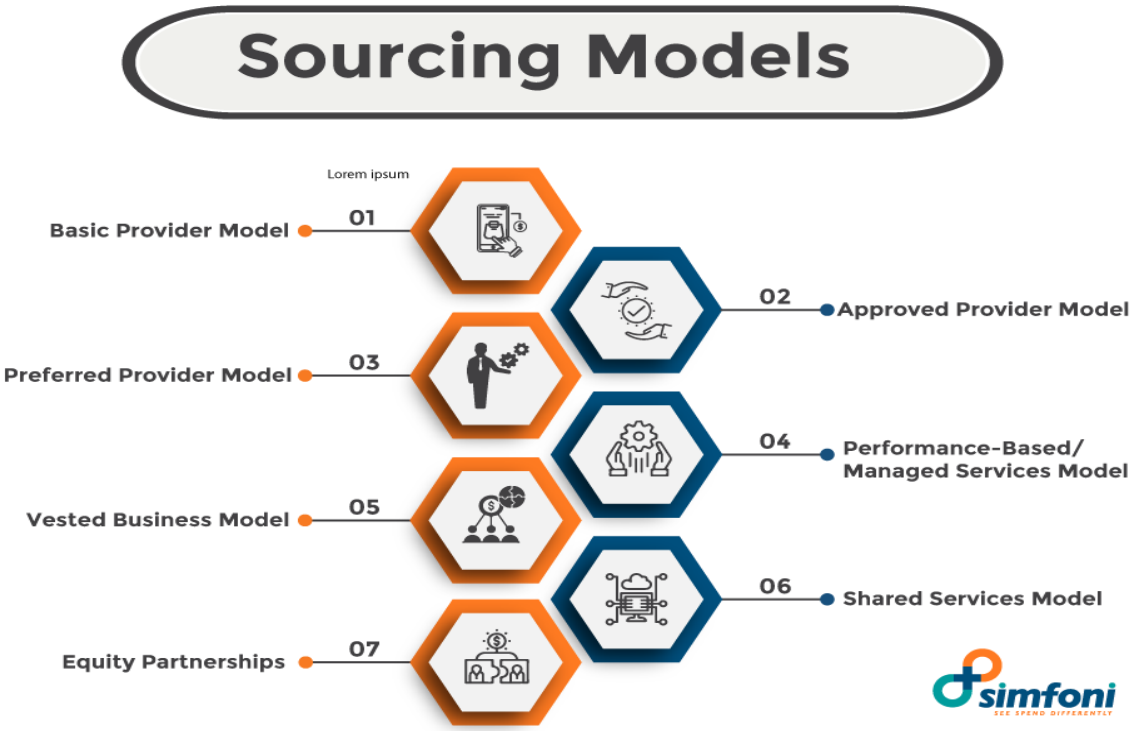


Fig: Supply Chain Management Flow

2.2.2 Sourcing

It is the process of identifying, selecting, and developing suppliers. It is that part of the procurement process concerned with 'how and where services or products are obtained'.

It is rightly argued as the most important part of the procurement process because if the right and correct source decision is made in a particular instance, then the buying organization's needs should be met perfectly.



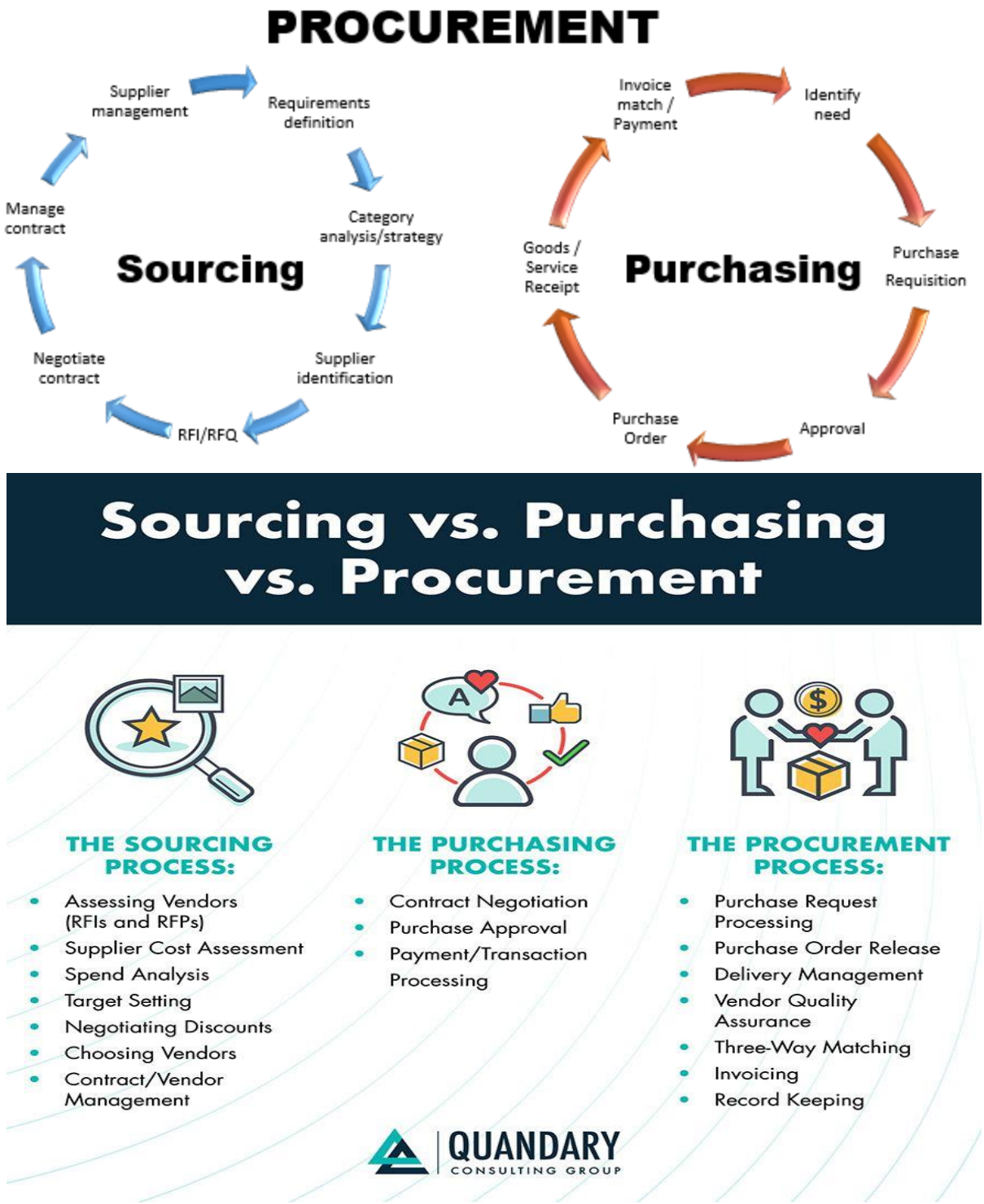


Fig: Differentiate of Sourcing, Purchasing & Procurement.

2.2.3 Define Procurement

CIPS Australia 1 motivated a debate on an agreed procurement lexicon. The following statements were proposed:

- Procurement is the business management function that ensures identification, sourcing, access and management of the external resources that an organization needs or may need to fulfil its strategic objectives.
- Procurement exists to explore supply market opportunities and to implement resourcing strategies that deliver the best possible supply outcome to the organization, its stakeholders and customers.

- Procurement applies the science and art of external resource and supply management through a body of knowledge interpreted by competent practitioners and professionals.

The author offers two more definitions of procurement.

- Procurement is a pro-active, strategic corporate activity to ensure a continuing supply of goods and services to enable world-class organizational performance.

- Procurement manages supply chain risks through effective negotiation of contracts, cost and price models, quality and other essential supply characteristics.



Fig: Procurement Process.

2.2.4 Materials Management

Materials management (MM) is concerned with the flow of materials to and from production or manufacturing and has been defined as:

"The planning, organization and control of all aspects of inventory embracing procurement, warehousing, work-in-progress and distribution of finished goods."

Some aspects of MM that may be included under the heading 'Materials flow' are listed in Table. 3.4. The factors influencing the activities assigned to MM include the following:

- Procurement is frequently the 'key' activity
- Production planning and control may be assigned to MM or the manufacturing function

Where this is separate – the former tends to apply when production is materials orientated, such as in an assembly factory; the latter when production is machine/ process orientated.

Materials flow	*Typical activities*
Planning	Preparation of materials budgets, product research and development, value engineering and analysis, standardisation of specifications
Procurement	Determining order quantities, processing works and stores requisitions, issuing enquiries, evaluating quotations, supplier appraisal, negotiation, placing contracts, progressing deliveries, certifying payments, vendor rating, supplier and contract management
Storage	Stores location, layout and equipment, mechanical handling, stores classification, coding and cataloguing, receipt of purchased items, inspection, storage or return, stock and store safety and security, stock integrity and rotation, stores environment management, issuing to production, providing cost data, stock records and verification, recycling or disposal of obsolete, surplus or scrap material
Production control	Forward ordering arrangements for materials, preparing production schedules and sequences, issuing orders to production, emergency action to meet material shortages, make-or-buy decisions, quality and reliability feedback and adjustment of supplies flow to production line or sales trend

Table: Materials flow activities

2.2.4.1 Inventory Management

"A list of items which are kept to the stock for future purpose" this is called inventory. Inventory management refers to the process of ordering, storing, using, and selling a company's inventory. This includes the management of raw materials, components, and finished products, as well as warehousing and processing of such items. There are different types of inventory management, each with its pros and cons, depending on a company's needs.

- **The Benefits of Inventory Management**

A company's inventory is one of its most valuable assets. In retail, manufacturing, food services, and other inventory-intensive sectors, a company's inputs and finished products are the core of its business. A shortage of inventory when and where it's needed can be extremely detrimental.

At the same time, inventory can be thought of as a liability (if not in an accounting sense). A large inventory carries the risk of spoilage, theft, damage, or shifts in demand. Inventory must be insured, and if it is not sold in time it may have to be disposed of at clearance prices—or simply destroyed.

For these reasons, inventory management is important for businesses of any size. Knowing when to restock inventory, what amounts to purchase or produce, what price to pay—as well as when to sell and at what price—can easily become complex decisions. Small businesses will often keep track of stock manually and determine the reorder points and quantities using spreadsheet (Excel) formulas. Larger businesses will use specialized enterprise resource planning (ERP) software. The largest corporations use highly customized software as a service (SAAS) applications.

Appropriate inventory management strategies vary depending on the industry. An oil depot is able to store large amounts of inventory for extended periods of time, allowing it to wait for demand to pick up. While storing oil is expensive and risky—a fire in the U.K. in 2005 led to millions of pounds in damage and fines—there is no risk that the inventory will spoil or go out of style.1 For businesses dealing in perishable goods or products for which demand is extremely time-sensitive—2021 calendars or fast-fashion items, for example—sitting on inventory is not an option, and misjudging the timing or quantities of orders can be costly.

For companies with complex supply chains and manufacturing processes, balancing the risks of inventory gluts and shortages is especially difficult. To achieve these balances, firms have developed several methods for inventory management, including just-in-time (JIT) and materials requirement planning (MRP).

- **Accounting for Inventory**

Inventory represents a current asset since a company typically intends to sell its finished goods within a short amount of time, typically a year. Inventory has to be physically counted or measured before it can be put on a balance sheet. Companies typically maintain sophisticated inventory management systems capable of tracking real-time inventory levels.

Inventory is accounted for using one of three methods: first-in-first-out (FIFO) costing; last-in-first-out (LIFO) costing; or weighted-average costing. An inventory account typically consists of three separate categories:

1. Raw materials — represent various materials a company purchases for its production process. These materials must undergo significant work before a company can transform them into a finished good ready for sale.
2. Work in process (also known as goods-in-process) — represents raw materials in the process of being transformed into a finished product.
3. Finished goods — are completed products readily available for sale to a company's customers.

- **Inventory Management Methods**

Depending on the type of business or product being analyzed, a company will use various inventory management methods. Some of these management methods include just-in-time (JIT) manufacturing, materials requirement planning (MRP), economic order quantity (EOQ), and day's sales of inventory (DSI). There are others, but these are the four most common methods used to analyze inventory.

1. Just-in-Time Management (JIT)

This manufacturing model originated in Japan in the 1960s and 1970s. Toyota Motor (TM) contributed the most to its development. The method allows companies to save significant amounts of money and reduce waste by keeping only the inventory they need to produce and sell products. This approach reduces storage and insurance costs, as well as the cost of liquidating or discarding excess inventory.

JIT inventory management can be risky. If demand unexpectedly spikes, the manufacturer may not be able to source the inventory it needs to meet that demand, damaging its reputation with customers and driving business toward competitors. Even the smallest delays can be problematic; if a key input does not arrive "just in time," a bottleneck can result.

2. Materials Requirement Planning (MRP)

This inventory management method is sales-forecast dependent, meaning that manufacturers must have accurate sales records to enable accurate planning of inventory needs and to communicate those needs with materials suppliers in a timely manner. For example, a ski manufacturer using an MRP inventory system might ensure that materials such as plastic,

fiberglass, wood, and aluminum are in stock based on forecasted orders. Inability to accurately forecast sales and plan inventory acquisitions results in a manufacturer's inability to fulfill orders.

3. Economic Order Quantity (EOQ)

This model is used in inventory management by calculating the number of units a company should add to its inventory with each batch order to reduce the total costs of its inventory while assuming constant consumer demand. The costs of inventory in the model include holding and setup costs.

The EOQ model seeks to ensure that the right amount of inventory is ordered per batch so a company does not have to make orders too frequently and there is not an excess of inventory sitting on hand. It assumes that there is a trade-off between inventory holding costs and inventory setup costs, and total inventory costs are minimized when both setup costs and holding costs are minimized. The formula used to estimate EOQ is as follows:

$$\text{Economic order quantity (EOQ)} = \sqrt{[(2 \times D \times K)/H]}$$

Where,

- D = Demand per year
- K = Ordering cost per purchase
- H = Holding costs per year, per unit

Minimum Order Quantity or MOQ

It is the minimum volume of stocks that a supplier wishes to sell to a producer. The only aim of the supplier here is to earn more profits while getting rid of the inventory more quickly.

Safety Stock

Safety Stock is the stockpile of inventory that a manufacturer retains in excess to ensure they are available to customers when demand spikes unexpectedly. Besides, it protects businesses against the unforeseen shortage in supply.

Also known as a buffer or emergency stock, it lets manufacturers cover up for the lead time until the new inventory reaches points of sale. However, it never crosses the level that increases holding costs.

Safety stock = (Max Daily Sales x Max Lead Time in Days) – (Average Daily Sales x Average Lead Time in Days)

Reorder Point

Reorder Point is the level at which businesses realize to reorder new inventory from the supplier to avoid stock outs. The replenishment of stocks considers factors like existing and potential demand and lead time before new inventory arrives. The formula used by businesses to determine a minimum level of inventories is as follows:

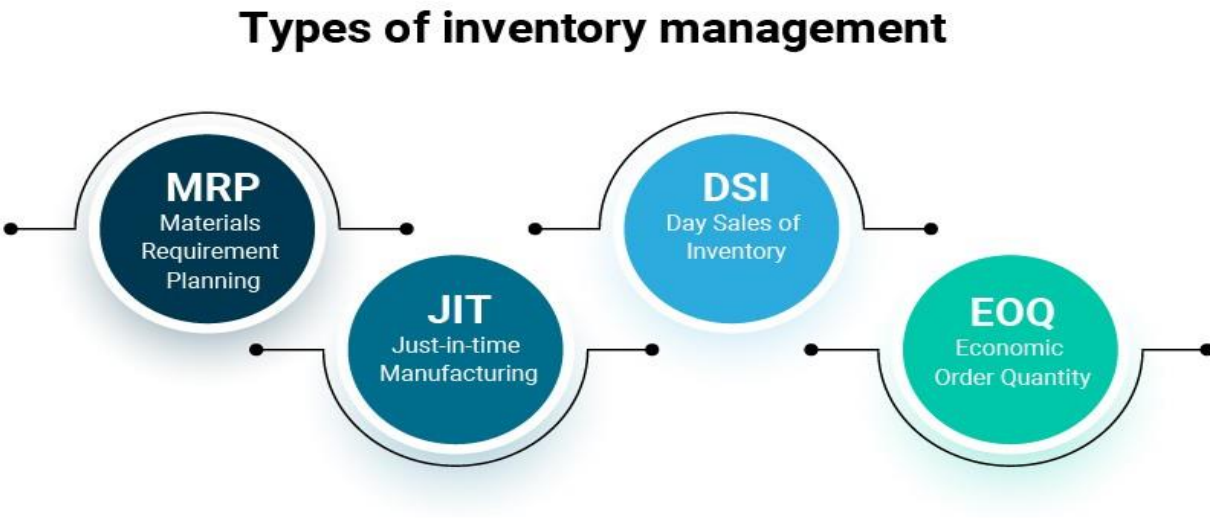
Reorder point = (Average Daily Sales x Average Lead Time in Days) + Safety Stock



4. Days Sales of Inventory (DSI)

This financial ratio indicates the average time in days that a company takes to turn its inventory, including goods that are a work in progress, into sales. DSI is also known as the average age of inventory, days inventory outstanding (DIO), days in inventory (DII), days sales *in* inventory or days inventory and is interpreted in multiple ways.

Indicating the liquidity of the inventory, the figure represents how many days a company's current stock of inventory will last. Generally, a lower DSI is preferred as it indicates a shorter duration to clear off the inventory, though the average DSI varies from one industry to another.



2.2.5 Distribution Management

The physical movement and delivery of goods and services to customers is a key objective of supply chain management. It is important for procurement to recognize their potential role in assisting distribution management to be highly efficient and cost effective.
Procurement should have a strategic role in defining the distribution strategy. Corporately, the strategy will be either:

- Own the assets (buildings, equipment and transport vehicles, or some of the assets)
- Lease or rent assets
- Outsource distribution in its entirety.

The distribution strategy is impacted by: economic factors, channels of distribution and their location, service centers and warehouses locations, and the nature of the goods or services. For example, there are noticeable differences between the distribution of perishable goods and engineering parts and equipment. In addition to the distribution strategy, warehouse operations, stock management and transport planning are other components of the strategy. The area of stock management is a key consideration wherein procurement can have a major impact. They can advise on such matters as:

- Negotiating consignment stock at key locations, including the client's premises.
- Negotiating lead times and contract terms and conditions when lead times not met.
- Negotiating minimum order quantities.
- Negotiating virtual inventory management.

2.2.5.1 Definition of Logistics Management

The management process which integrates the movement of goods, services, information, and capital, right from the sourcing of raw material, till it reaches it send consumer is known as Logistics Management. The objective behind this process is to provide the right product with the right quality at the right time in the right place at the right price to the ultimate customer. The logistic activities are divided into two broad categories they are:

- **Inbound Logistics**: The activities which are concerned with procurement of material, handling, storage and transportation
- **Outbound Logistics**: The activities which are concerned with the collection, maintenance, and distribution or delivery to the final consumer.

A part from these, other activities are warehousing, protective packing, order fulfillment, stock control, maintaining equilibrium between demand and supply, stock management. This will result in savings in cost and time, high-quality products, etc.

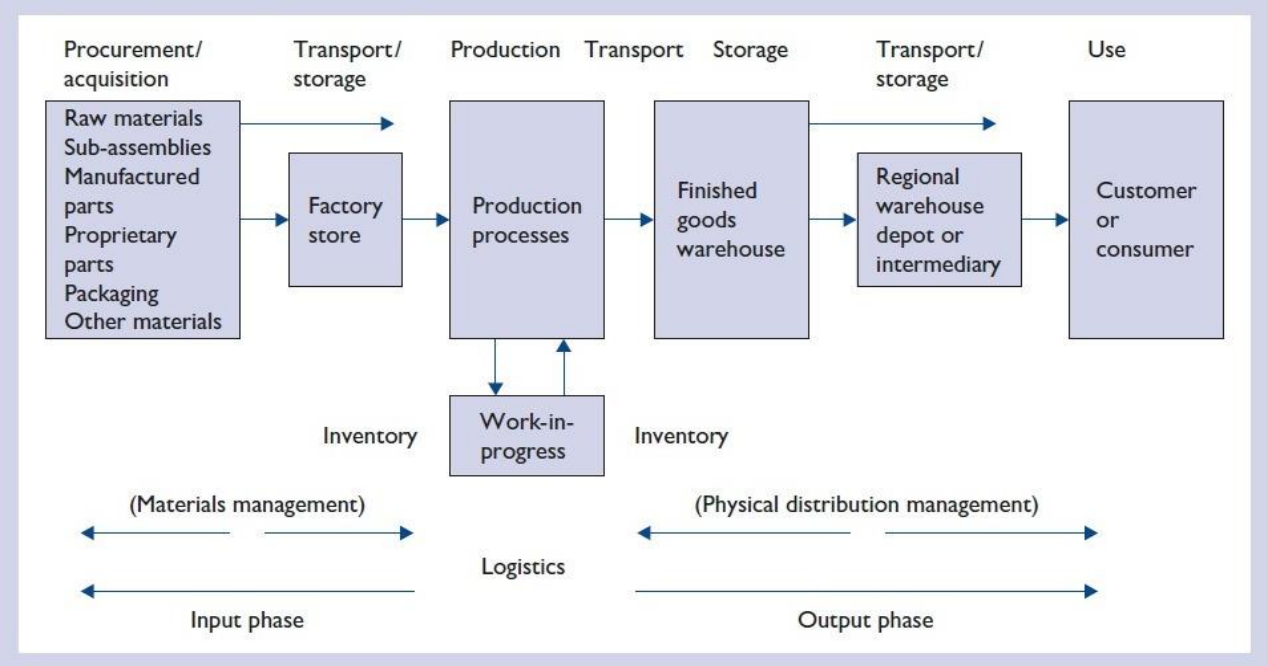


Fig: Logistic Management.

2.2.5.2 Warehousing

Warehouse management encompasses the principles and processes involved in running the day-to-day operations of a warehouse. At a high level, this includes receiving and organizing warehouse space, scheduling labor, managing inventory and fulfilling orders. Zoom in closer and you'll see that effective warehouse management involves optimizing and integrating each of those

processes to ensure all aspects of a warehouse operation work together to increase productivity and keep costs low.

Benefits of Warehouse Management

Warehouse operations are generally invisible to customers, but they play a vital behind-the-scenes role in ensuring on-time delivery. To achieve this goal, good warehouse management ensures all warehouse processes run as efficiently and accurately as possible. For example, warehouse management involves optimizing the use of warehouse space to maximize inventory storage; making inventory easy for staff to find; ensuring adequate staffing; efficiently fulfilling orders; and coordinating communication with suppliers and transportation companies so materials arrive and orders ship on time.

The benefits of good warehouse management—namely fast, high-quality service at low cost—can ripple out to the entire supply chain, strengthening relationships with suppliers as well as customers.

But given the many elements involved, optimizing warehouse management can be a complex task. That's why many organizations are turning to warehouse management systems for help.

What Is a Warehouse Management System?

A warehouse management system (WMS) is a software solution that aims to simplify the complexity of managing a warehouse. Often provided as part of an integrated enterprise resource planning (ERP) suite of business applications, a WMS can support and help to optimize every aspect of warehouse management. For example, a WMS can:

- Leverage data and automation to conduct demand analyses, forecast sales and create efficient daily operating plans.
- Provide real-time insight into inventory location and quantity.
- Share data with other ERP modules or standalone software products, such as accounting software and transportation management solutions, to increase the efficiency of business operations.

- Monitor and report productivity to offer a deeper understanding of how efficiently your warehouse is operating and where you can make improvements to warehouse geography and optimize space.
- Create step by step directions to guide users through daily processes—such as receiving, picking and packing orders—using predefined rules.

Inventory Management vs Warehouse Management

Before getting into the details of warehouse management, it may help to understand a few common terms. For example, the terms inventory management and warehouse management are often used interchangeably, but there are key differences:

Inventory management

Inventory Management is centered on efficiently and effectively ordering, storing, moving, and picking the materials needed to make products or fulfill orders.

Warehouse management

Warehouse Management is a broader term that includes other aspects of warehouse operations, such as warehouse organization and design, labor, order fulfillment, warehouse monitoring and reporting.

Stock Management

Stock management is often used as another term for inventory management, but it's important to recognize the difference between "stock" and "inventory," particularly for companies involved in manufacturing products. Stock generally refers to finished product ready for sale or distribution. Inventory, however, includes everything in the warehouse: raw materials, materials that are in the process of being built into products and finished products (stock).

Stock management is therefore a subset of inventory management that focuses specifically on holding as little stock as possible—to save space and costs—while still being able to meet customer demand.

Principles of Warehouse Management

Understanding the general principles of warehouse management can help you focus your efforts to optimize the way your warehouse operates. These principles include:

Know your purpose. A warehouse operation must first and foremost know its objectives. For example, do your customers have specific delivery requirements? Does your inventory need specialized storage? Additionally, all warehouse operations aim to use warehouse space, labor and equipment as efficiently as possible.

Comprehensive control. Warehouse management involves coordinating complex processes involving many moving parts: people, equipment, orders and inventory. Warehouse managers need to be able to track each process in order to ensure it's running smoothly and solve the problems that inevitably occur. Quality control is critical to ensure orders are fulfilled accurately.

Flexibility and resilience. Warehouse managers have to be able to change plans on the fly, whether it's because materials have arrived damaged or because inclement weather is delaying shipments. It's also important to be able to adjust workflows to maximize efficiency, whether that involves rearranging warehouse space or reimagining picking processes.

Customer focus. On-time delivery, with the correct product, is one of the most important metrics when it comes to customer service and satisfaction. To deliver on time, you need to be able to fulfill orders quickly and accurately.

Data-driven decision making. Even if every warehouse process appears to be running without a hitch, it doesn't mean processes are operating as efficiently as possible. A WMS can help you pinpoint and analyze areas that need improvement.

Warehouse Management Processes

Warehouse management includes six core processes. Each process influences the efficiency of the next, so every step must be optimized for the warehouse operation to run like a well-oiled machine:

- **Receiving.** Check in and log incoming items. Verify that you're receiving the right quantity, in the right condition, at the right time.

- **Put-away.** Move items from the receiving dock to their correct storage locations.
- **Storage.** Safely store and logically arrange inventory to enable fast and accurate picking.
- **Picking.** Collect the items needed to fulfill sales orders.
- **Packing.** Prepare the picked items for shipment. They must be safely packed into the correct packaging with an accurate packing slip.
- **Shipping.** Send out the finalized sales orders, ensuring that they are on the right vehicle, at the right time, with the correct documentation, so customers receive their orders on time.

Warehouse Optimization

Optimizing your warehouse operation involves fine-tuning each of these warehouse management processes. For example, when receiving goods, an organization can label items with mobile barcodes or attach RFID tags to make them easier to find when picking. During put-away, a well-managed warehouse operation stores items in the minimum amount of space to maximize the capacity of the warehouse. Other best practices for warehouse optimization include storing popular items in easily accessible areas and separating items that can easily be mistaken for one another.

Warehouse Management Fulfillment Strategies

Selecting fulfillment strategies that match the business's size and the volume and type of orders it receives can help the organization ship products faster, minimize waste and improve customer satisfaction. Applying picking strategies that match the type of orders that you receive can help maintain the most effective workflow. For example:

- Batch picking is a technique that can help you quickly fulfill multiple orders for the same product without wasting time by continually revisiting the same inventory location.
- Zone picking assigns pickers to different zones of SKUs. For each order, pickers are responsible for picking all SKUs from their designated zone.
- First expired, first out (FEFO) picking ensures perishable products and items make it to customers before specified expiration or sell-by dates. With FEFO, the products set to expire first are shipped first.
- First in, first out (FIFO) picking ensures the first products to come into the warehouse are the first to be distributed, which can help make sure older items are shipped before they can become obsolete.

Technology is also an important part of any warehouse management fulfillment strategy. Handheld mobile devices that display packing lists with item locations, serial numbers and lot numbers can help increase picking speed and accuracy. Software can recommend safe and cost-effective

packing based on product dimensions to ensure each item gets shipped securely, with as little waste—and wasted space—as possible.

Warehouse Monitoring & Reporting

Measuring and tracking key performance indicators (KPIs)—operational statistics that indicate how well the warehouse is operating—can help pinpoint problems and highlight opportunities to improve efficiency and fulfill customer orders more quickly and accurately. For example, you can set a target for improved picking and packing accuracy, then make changes to your picking processes and measure whether those changes are effective in helping you achieve your goal.

Warehouse KPIs

Warehouse managers often track the following KPIs, among others:

- **Receiving efficiency or productivity**: The volume of goods received per warehouse operator, per hour. Higher scores indicate greater receiving efficiency, while lower scores indicate that there may be problems that should be investigated.
- **Picking accuracy**: The number of orders accurately picked divided by the total number of orders picked (including incorrect or short orders). The closer to 100% accuracy, the better.
- **Order lead time**: The average time it takes for an order to reach a customer once the order has been placed. For the highest customer satisfaction, the shorter the lead time, the better.
- **Rate of product return**: The rate at which sold goods are returned by customers, calculated by dividing the number of items returned by the number of items sold. To get a full picture of this KPI, it's important to consider why products are being returned—a customer accidentally ordering the wrong product might not signify warehouse operation issues, but there is room for improvement if customers often receive incorrect products or damaged goods.
- **Inventory turnover**: How much inventory is sold and replaced in a given period of time. It's calculated by dividing the total cost of goods sold during the period by the average cost of inventory during that period. This KPI reflects how efficiently a warehouse manages inventory to meet demand. In general, higher inventory turnover is better. If a warehouse overestimates demand, inventory turnover may be low. Too much slow-selling inventory can be costly—especially for businesses dealing with goods that have a predetermined shelf life.



Fig: Warehouse Management System.



Fig: Benefits of warehousing.

2.2.6 Importance of Supply Chain Management

The main reasons for the importance of supply chain management includes the following:

- **Reduced Costs** - Supply chain managers are often focused on reducing the costs incurred at all steps within the supply chain. Improving production processes, relationships with suppliers, and inventory management are some of the ways that supply chain managers can attempt to further reduce costs. The overall benefit of reducing costs throughout the supply chain is an increase in firm profits. Even reducing the cost of items by a few cents can result in millions of dollars saved if you
- **Interconnected Supply Chain** - Supply chains can appear like independent strings of a few companies working together to reach a common goal of delivering products to consumers. However, it is much more complex than that as the world can easily be viewed as one large supply chain. Consumers, distributors, producers, and suppliers are consistently communicating with each other as materials and components are transformed into finished goods that ultimately end up in the hands of consumers. It is therefore crucial for supply chain managers to focus on visibility and communication between all components as well as on the growth of their organization, partnerships, and outsourcing.
- **Information Transfer and Communication** - Supply chain management (SCM) is a necessity for the foundation of all societies. Effective communication and information transfer in real-time is a necessity for the foundation of a robust supply chain. This starts by building strong relationships between all components of the supply chain and ensuring that communication is easy and that all parties are aligned towards a common goal. As information flows backwards from the end-consumer to the supplier, supply chain managers must reduce any delays or errors in the information that is transferred from one chain link to another. Many modern manufacturers are relying on advanced technology that can increase the visibility of order statuses to both consumers and suppliers in real-time to meet everyone's needs.
- **Better Customer Service** - Effective supply chain management can provide direct improvement to your customer service. This is because SCM processes will ensure that the correct quantity of the correct items will be delivered in a timely manner. Having an interconnected network of suppliers and distributors will reduce delays and improve customer satisfaction. In addition, supply chain management will usually increase visibility and allow both customers and customer service personnel to know of the status of each order at all times.
- **Agility** - Supply chain management is important to allow organizations to remain agile and be able to handle any unexpected issue or variability that may occur. By streamlining supply chain processes and increasing visibility, businesses will be able to diagnose problems and find appropriate solutions more quickly. In addition, having contingency plans and what-if scenario analyses of your production schedule will allow you to quickly evaluate your options and find the best solution for your company,

  A software that can aid with your overall supply chain is Planet Together Advanced Planning and Scheduling Software (APS). Planet together is a visual scheduling software that allows you to have

a clear representation of your production process. This allows you to quickly identify areas that are in need of productivity enhancement or constraint management.

Planet Together APS is a necessity for manufacturing operations that are looking to take their production up a notch, increase productivity, decrease costs, and deliver goods on time. Advanced Planning and Scheduling software is being implemented into manufacturing operations around the globe and is helping make the planet more productive, one factory at a time.



Fig: Importance of Supply Chain Management

Chapter 03

Profile of the Organization

3.1 Massage from Chairman & Managing Director

To our esteemed friends, patrons and business associates,

Since its inception, Square Group of Industries has been working towards delivering various products in the market, keeping in line with the growing economy. Our strategy is to create an industrial group, which is active in the production sector and acts as a catalyst in the country's economic and social development.

The brand Radhuni & Senora, under which most of our products are marketed, has been recognized as a symbol of trust and quality; we strive to streamline our operations in line with that promise. By having the experts in the field as our colleagues and deploying the most advanced machineries, we want to harness the potential of the people, raw materials and technology to support the future need of the country as well as expand in the international market.

Bangladesh is a country with robust growth fueled by its private sector. Square Group of Industries takes immense pride in playing its role in the form of creating employment for about 65,000 employees in its business with a few thousands more in the ancillary businesses. Also, we are honored to put the country in the international business forum
Through our achievements of various international quality and trade awards.
I would like to take this opportunity to thank my colleagues, loyal patrons and business partners for their support throughout and expect that this extends in the future as well. We hope to continue our expansion and diversification leveraging our knowledge and expertise. It is the people who deliver these and enable us to evolve and grow sustainably with confidence.



Samuel S Chowdhury
Chairman



Tapan Chowdhury
ManagingDirector

3.2 Overview of Square Group of Industries

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player. SQUARE today is more than just an organization, it is an institute. In a career spanning across four and half decades it has pioneered the development of the local business in fields as diverse as Pharmaceuticals, Toiletries, Garments, Textile, Information Technology, Health Products, Food Products, Hospital, etc. With an average Annual turnover of over US$ 200 million and a workforce of about 3500 the SQUARE Group is a true icon of the Bangladesh business sector.

3.3 Brief Profile of Square Group of Industries

The full name **:** Square Group of Industries.

Head office **:** Suvastu Suraiya Trade Center, Level 9-13, Plot-57, Road -21, Block-B, Banani, Dhaka-1213

Industrial Units **:** 52 & more to come

Business partners **:** 6,650 plus

Suppliers **:** 15,000 plus

Employees **:** 65000 + (Professionals, Skilled, Semi-Skilled) and casual labors

Brands **:** Senora, Supermom Baby Diaper, Radhuni, No.1

Products **:** Consumer goods, Real Estate, Pharmaceuticals, Toiletries, Textiles, Securities and Media.

Export Market **:** 35+ Countries like-(India, Bhutan, Nepal, UAE, Kuwait, Singapore, Malaysia, Hong Kong, Vietnam, UK, USA,)

3.4 History

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1958 :	Debut of Square Pharma as a Partnership Firm.
1964 :	Converted into a Private Limited Company.
1974 :	Technical Collaboration with Janssen Pharmaceutical, Belgium, a subsidiary of Johnson and Johnson International, USA.
1982 :	Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland.
1985 :	Achieved first position in the Pharmaceutical Market of Bangladesh among all national and multinational companies.
1987 :	Pioneer in pharmaceutical export from Bangladesh.
1988 :	Debut of *SQUARE* Toiletries Ltd. as a separate division of *SQUARE* Pharma.
1994 :	Initial Public Offering of *SQUARE* Pharmaceutical Shares.
:	*SQUARE* Toiletries Ltd. becomes a Private Limited Company.
1995 :	Chemical Division of *SQUARE* Pharmaceuticals Ltd. starts production of pharmaceuticals bulk products (API).
1997 :	Won the National Export trophy for exporting pharmaceuticals.
:	Debut of *SQUARE* Textiles Ltd.
1998 :	Second Unit of *SQUARE* Textile Ltd. is established.

:	Agro-chemicals & Veterinary Products Division on *SQUARE* Pharma starts its operation.
2000 :	*SQUARE* Spinning's Ltd. starts its Journey.
2001 :	*SQUARE* Knit Fabrics Ltd. is established.
:	*SQUARE* Fashions Ltd. starts its operation.
:	US Fda/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
:	*SQUARE* Consumer Products Ltd. Started its operation.
:	*SQUARE* InformatiX Established.
:	*SQUARE* Hospitals Ltd. Incorporated.
2003 :	Management Agreement with Bumrungrad Hospital International of Thailand for the management of *SQUARE* Hospitals Ltd.

3.5 Corporate Vision, Mission, and Values

Vision

"To be Bangladesh's most admired and progressive global conglomerate."

We are passionately creating sustainable economic value for our country and stakeholders by contributing to the industrial development of the nation and fundamental requirements of our consumers.

Mission

"Delighting our customers and maximizing value by innovative solutions, inspired employees, adaptation of technological advancements and living in harmony with environment."

Values

Square pays attention to the safety of people and products, acts pro-socially and is environmentally friendly. Square is sensitive to cultural differences, treats social and commercial partners with respect and facilities the development of its partners.



Integrity Respect Keeping Promises Customer Focus Team Work

3.6 FMCG Products & services

Health and Hygiene Products	
Senora	• Senora Feather Light • Senora Confidence • Senora Regular • Femina Antibacterial • Senora Confidence Super Long • Senora Eco Belt • Senora Eco Panty • Senora Heavy-Flow • Senora Bio-Degradable • Senora Teen
SUPERMOM	• Baby Diaper • Baby Wipes

Toiletries Products	
CHAMAK	• Chamak Fabric Whitener

Chaka Chaka Super White	• Chaka Ball Soap • Chaka Laundry Soap • Chaka Super White Washing Powder
Jui	• Jui Pure Coconut Oil • Jui Hair Care Oil
Meril	• Meril Splash Beauty Soap • Meril Milk Soap Bar • Meril Baby Gel Toothpaste • Meril Baby Lotion • Meril Baby Powder • Meril Baby Olive Oil • Meril Baby Soap • Meril Glycerin • Meril Olive Oil • Meril Petroleum Jelly • Meril Chap stick • Meril Lip gel • Meril Conditioning Nail Polish Remover
	•Kool After Shave Lotion •Kool After Shave Gel

	•Kool Deodorant Body Spray •Kool Shaving Foam •Kool after Shaving Cream •Kool Deo Talc Powder
	•Revive Perfect Fairness Talcum Powder •Revive Pimple Free Brightening Facewash •Revive Enhance & Repair Shampoo
	• Maxclean Dishwash Bar •Maxclean Dishwash Liquid
	• Shakti Liquid Toilet Cleaner

	• Select Plus Shampoo
	• Sepnil Hand Sanitizer • Sepnil Hand wash
	• Spring Air Freshener

	• White Plus Toothpaste
	• Xpel Aerosol
	• Zerocal Sachet • Zerocal Tablet

Major Brands of the company are Jui, Chaka, Senora, Magic, Meril Protective Care and Meril Baby. Square is also exporting its finished products to 13 countries- UAE, Germany, UK, Australia, Malaysia etc.

3.7 Corporate Social Responsibilities (CSR)

Beyond Business SQUARE cares. “SQUARE Pharmaceuticals Ltd.” is one of the signatory of **UN Global Compact** in Bangladesh. It supports global business community to uphold social issues in business operations and being convinced of the benefits which will accrue out of voluntary adherence to universally recognized social values in transaction of businesses.

Beyond their statutory obligation to comply with legislation “SQUARE Pharmaceuticals Ltd.” consider the interests of customers, employees, shareholders, communities and ecological considerations in all aspects of their operations. This obligation is seen to extend.

As socially conscious and responsible corporate body, SQUARE is committed to the improvement of the society as a whole. SQUARE is involved in the welfare program of the acid burn victims and sponsored **Meril-Prothom Alo** festival which has become a national calendar event. SQUARE helps many NGO's in their effort to make available healthcare to the disadvantage population of the Country. It sponsors programs to build awareness on the healthcare need. It is also a major sponsor of sporting events in the country.

Education	**Social Events**	**Medical community**
Annanda Gobinda Public Library	Effluent Treatment Plant (ETP) in Manufacturing Plants	Free medical campaign
Kindergarten	EAQUB filling station	Ensure safe & Healthy Workplace
School bus	Stand against all forms of corruption	
Award to higher education	SENORA acid victim campaign	
	SQUARE'S commitment toward environment	

Best Enterprise of the Year 2009



"An award is not just a trophy. It means Recognition of innovations, an inspiration that will make some local businesses confident to compete with global giants", said the winners of Bangladesh Business Awards 2009, given by The Daily Star and DHL Express.

Square Pharmaceuticals Ltd. the leading and the largest pharmaceutical company in Bangladesh has won the crown of “Best Enterprise of the Year 2009”. The award recognizes the $164 million-a-year-turnover company for its successful entry to overseas markets.

Bangladesh Bank Governor Atiur Rahman, who gave away the awards, saluted the private sector, saying that they are driving the economy towards global standards. Mr. Anjan

Chowdhury, Director, Square Pharmaceuticals Limited received the award on behalf of Square on 17th April 2010.



BSJA Sports Award

Bangladesh Sports Journalists Association (BSJA) on Tuesday gave away awards to 111 sports personalities for the last seven years— 'Kool BSJA Awards 2002-2008'— at a colorful function at the NSC Tower.

It turned into a get-together for the sports personalities at the NSC Tower on occasion of the Kool BSJA Awards. Star sportsmen, coaches, organizers, sponsors are among others were present to attend this colorful function

Information and Cultural Affairs Minister

Abul Kalam Azad graced the function as chief guest while State Minister for Youth and Sports Ahad Ali Sarker and Managing Director of Square Toiletries Anjan Chowdhury were also present as special guests.

The chief guest, Minister of Information and Cultural Affairs Abul Kalam Azad remarked that the award will motivate players, coaches, organizers and sponsors to give more to the development of sports in the country.

"I hope you will take this recognition as a motivation to raise our flag high in the international sports arena," Azad urged the awardees.

Besides, State Minister for Youth and Sports Ahad Ali Sarkar said, "The players should give all their efforts according to the capabilities." He said that the government will give all out support to the players.

One of the leading Men's grooming brands of the country - Kool, a popular brand of Square



Toiletries Ltd, was the title sponsor of the award giving program.

Ceylon National Chamber of Industries (CNCI) Gold Award

Square Pharmaceuticals Ltd. the leading and the largest pharmaceutical company in Bangladesh has been accorded Gold Award as an “Achiever of Industrial Excellence”, amongst the SAARC countries for the year 2007 by CNCI.

This award was conferred to SQUARE at a grand presentation ceremony attended by the dignitaries both from the SAARC and other foreign countries at the Grand Ballroom of Colombo Hilton Hotel on the 6th of July, 2007 in Sri Lanka.

The “CNCI Special SAARC Regional

Country Award”, is accorded to the best

business entities in the SAARC countries which have achieved the Highest Industrial Excellence in their home countries and have also gained international prominence in conducting business in the most professional and ethical manner.

By winning this highly prestigious award Square Pharma has proved once again to be a business entity with superior management practices, product excellence and business ethics.

3.8 SWOT Analysis of Square Team:

The SWOT analysis is a strategic tool that is used by researchers as well as businesses for the identification of various internal capabilities as well as shortcomings. The Square Team uses the SWOT analysis to identify internal strengths and weaknesses, as well as external opportunities and threats (Stead & Stead, 2014). This is then used for assessing and reviewing how the internal capacities of the organization, such as the square Team, can be used and organized for optimally exploiting the external opportunities, as well as mitigating away the risks and threats (Park, 2020).

3.8.1 STRENGTHS

Strengths refer to the internal capabilities and factors that allow the Henry Tam and the square Team to excel, exploit resources optimally, and improve performance. Strengths also help the Henry Tam and the Square Team maintain its differentiation in the industry as well as its competitiveness. Some of the strengths enjoyed by Henry Tam and the Square Team include:

A. Innovation

The Henry Tam and the SQUARE Team has a high focus on innovation. The Henry Tam and the SQUARE Team makes use of its strong facilities and trained employees, as well as structured NPD processes to gain first mover advantage in the market through innovation (Kim, 2002).

B. Research and development

The Henry Tam and the SQUARE Team continually invests in research and development. The Henry Tam and the SQUARE Team conducts market as well as consumer research to identify new buyer habits and purchasing trends, as well as consumption habits. This enables the company to tailor its marketing

communications accordingly, as well as identify potential gaps in the market for new product development.

C. Proactive to consumer trends and market behavior

With strong research and development facilities, the Henry Tam and the SQUARE Team is able to predict future consumer and market trends. As a result of this pro activeness, the Henry Tam and the SQUARE Team is able to develop multiple contingency plans. This, in turn, facilitates strategic planning and decision-making, as well as strategic implementation for the company.

D. Adaptive towards change

The Henry Tam and the SQUARE Team is increasingly flexible and adaptive to change. These include not only administrative and structural changes, but also strategic changes. Through being adaptive to change, the Henry Tam and the SQUARE Team is able to quickly respond to the changing external business factors and environmental variants – allowing the Henry Tam and the SQUARE Team to maintain its competitiveness and leadership position (DuBrin, 2013).

E. High access to market and consumer data

In addition to consumer and market research, the Henry Tam and the SQUARE Team has also collaborated with other research firms and agencies. As a result of this, the Henry Tam and the SQUARE Team has quick access to intensive market and consumer data, which helps it in making informed decisions.

its organizational processes to increase effectiveness and efficacy (Joyce, 2022).

F. High rate of new idea generation and new product development

The Henry Tam and the SQUARE Team's focus on innovation and business development has led the leadership to emphasize on new idea generation and new product development processes. The Henry Tam and the SQUARE Team supports a separate business unit for new idea generation and NPD processes to facilitate innovation.

G. Increased usage of automation

The Henry Tam and the SQUARE Team makes use of advanced technology. The Henry Tam and the SQUARE Team has increasingly made use of automation and integrated AI as well as machine learning in

H. Developed IT infrastructure

The Henry Tam and the SQUARE Team has a highly developed and structured IT infrastructure within the organization. This facilitated the Henry Tam and the SQUARE Team in maintaining quick and transparent communication, as well as allows sharing on information quickly and without hassles.

I. International expansion and exposure

The Henry Tam and the SQUARE Team has expanded to other international locations as well. This international expansion has allowed the Henry Tam and the SQUARE Team to gain relevant exposure and experience of working with different cultures.

J. High growth in revenue

The Henry Tam and the SQUARE Team has a high rate of revenue growth. This is because of continual strategic efforts operationally, financially as well as in the organization's marketing.

K. Strong sales

The Henry Tam and the SQUARE Team also has strong sales, which has allowed the company to maintain high revenue growth. The sales of the Henry Tam and the SQUARE Team are attributed to the product offerings as well as the highly trained and focused sales team along with multiple sales channels adopted by the Henry Tam and the SQUARE Team.

L. Economies of scale in the manufacturing and development process

The Henry Tam and the SQUARE Team has achieved high economies of scale in its operations which has allowed it to maintain and control the costs of doing business (Stead & Stead, 2014).

M. Increased access to capital

The Henry Tam and the SQUARE Team has high access to capital which makes it easier for the company to make strategic plans as well as engage in research and innovation for business growth.

N. Strong profitability

The high sales and revenue for the Henry Tam and the SQUARE Team are indicative of the high-profit levels which it enjoys.

O. Stable cash flows

The Henry Tam and the SQUARE Team also enjoys stable cash flows given its strong financial cushioning and positive financial performances (Škudienė, Li-Ying, & Bernhard, 2020).

P. Increased strategic marketing

The Henry Tam and the SQUARE Team invests in strategic marketing, and develops strong marketing and promotions material. This s needed to facilitate the Henry Tam and the SQUARE Team in appealing to new consumers, penetrating new and existing consumer groups and establishing effective communication with the consumer base.

Q. Low turnover

The Henry Tam and the SQUARE Team has a low employee turnover rate. The Henry Tam and the SQUARE Team enjoys high job satisfaction and job morale on the part of employees, which helps it maintain high-performance levels (Wunder, 2019).

R. High employee motivation

Through engaging tasks and investment in employee development, the Henry Tam and the SQUARE Team has been able to create an increasingly motivated workforce.

S. Learning culture

The Henry Tam and the SQUARE Team has a learning culture, underpinned by values of trust, transparency and honesty, as well as passion, zeal, and innovation. The company

culture allows the organization to maintain internal balance in the environment, as well as support training and development opportunities for effectively managing change.

T. Strong brand development

The Henry Tam and the SQUARE Team has undertaken in multiple brand-building activities. As a result, the Henry Tam and the SQUARE Team has developed a strong brand with positive associations, high real, and enjoys high awareness. This has led to the building of positive brand equity for the company (Moorthi, 2009).

3.8.2 WEAKNESSES

Weaknesses refer to those factors and internal capabilities that restrict the Henry Tam and the SQUARE Team from exploiting all resources available as well as from perfuming optimally. Weaknesses further hinder the Henry Tam and the SQUARE Team from benefitting from all the external opportunities present (Phillips & Moutinho, 2018). Some of the weaknesses of Henry Tam and the SQUARE Team are discussed below:

A. Restricted patent protection

With the high number of new product developments, and innovations, the Henry Tam and the SQUARE Team has only a limited time for patent protection. This leads to a loss in intellectual property for the Henry Tam and the SQUARE Team, and restricts its competitiveness as well.

B. Lag in customer service

The Henry Tam and the SQUARE Team focuses on product development and improvement. This makes it an increasing product-centric firm. In contrast, the Henry Tam and the SQUARE Team has mediocre customer service levels only, which leads to a deterioration in the customer experience with the company overall.

C. Compensation system

The Henry Tam and the SQUARE Team does not have a transparent compensation system. The bonuses and promotions are asked on managerial reviews alone, which often leads to nepotism and favoritism within the organization (Machado, 2019).

D. Succession planning

There is a lack of proper succession planning within the Henry Tam and the SQUARE Team. As a result of this, the Henry Tam and the SQUARE Team relies heavily on external hiring, which in turn leads to higher costs of business as well as increased costs of trainings (Valeri, 2021).

E. Restricted success in the niche market

Despite new product developments, the Henry Tam and the SQUARE Team has not been able to develop a niche market for its offerings. This has restricted the Henry Tam and the SQUARE Team from building a premium image, and earning a premium amount through ales.

F. Limited exploration of blue oceans

The Henry Tam and the SQUARE Team continues to operate in the mainstream industries and marketplaces, and within the existing parameters of the industry. The Henry Tam and the SQUARE Team has not explored blue oceans, and new opportunities,

and the ad has failed to create new markets with negligible competition as well.

G. Stagnant groups of target consumers

The Henry Tam and the SQUARE Team continues to operate with similar target consumer groups. This is true for all its offerings. As a result, the Henry Tam and the SQUARE Team has failed to explore the full potential of the market, and has restricted its competitiveness as well (Park, 2020).

H. No expansion in emerging economies

Despite the increased international expansion, the Henry Tam and the SQUARE Team has failed to take advantage of the emerging economies of BRICs. This has led to a loss in potential revenue build-up and first-mover advantage as well for the Henry Tam and the SQUARE Team.

I. Restricted use of social media marketing

The Henry Tam and the SQUARE Team has not made strategic use of social media marketing, and instead relies heavily on traditional marketing means. The Henry Tam and the SQUARE Team, as a result, fails to achieve optimal penetration, and fails to create a valid connection with the target consumer audiences as well.

J. Restricted use of influencers for marketing

The Henry Tam and the SQUARE Team also does not make use of influencers for marketing purposes. As a result, the Henry Tam and the SQUARE Team fails to reach a large number of its target audiences, as well as potential target audience groups. Through losing out on influencer marketing, the Henry Tam and the SQUARE Team also loses out on cost-effective marketing means, and instead burdens the company with costly traditional marketing channels (Parasuraman, Berry, & Zeithaml, 1991).

K. Failure in new markets

The Henry Tam and the SQUARE Team has also faced failure in new markets for new products, i.e., for diversification. This has created a negative impact on visiting consumers, and has led to the loss in brand equity for the Henry Tam and the SQUARE Team as well.

L. Limited brand extensions

The Henry Tam and the SQUARE Team is big on innovation. However, the combat fails to explore possible vertical and horizontal line a brand extensions. This may help the Henry Tam and the SQUARE Team expand existing consumers, and grow the company through mitigated and controlled risks.

M. Reliance on a single brand for revenue growth

The Henry Tam and the SQUARE Team has multiple offerings. However, the Henry Tam and the SQUARE Team relies heavily on only a few brands for revenue generation. These are the cash cows and the star products for the Henry Tam and the SQUARE Team. The Henry Tam and the SQUARE Team continues to invest in them largely instead of building other sustainable sources of revenue generation.

N. Large number of dogs and question marks in the portfolio

The company has a number of failed products that it continues to support in its portfolio.

The Henry Tam and the SQUARE Team is reluctant to let go of the dogs, and also continues to invest in the question marks without developing relevant insights regarding market reactions. This is a weakness, and causes increased costs of business operations for the Henry Tam and the SQUARE Team.

O. Positioning of the brand is unclear and confusing

The Henry Tam and the SQUARE Team continues to offer multiple services and products. Most of these are lumped under similar brand offerings, which causes an unclear and a confusing brand positioning, and leads to confusion over the brand function as well. As a result, this effects the potential sales of the products and the brand adversely.

P. Restricted use of Omni-channel sales methods

The Henry Tam and the SQUARE Team continues to operate largely through brick and mortar stores, and has not fully shifted towards using Omni channels optimally – which has restricted full sales potential for the Henry Tam and the SQUARE Team as well.

Q. No placement of products with online e-trailers

The Henry Tam and the SQUARE Team does not place its products with e-tailers such as amazon and eBay. This results in a loss of potential customers, as well as restricts the business growth and penetration.

R. Weak supplier bargaining power

The Henry Tam and the SQUARE Team faces challenges with suppliers also as suppliers have higher bargaining power. This leads to further increases in the cost of doing business. The higher supplier bargaining power is because there are an increased number of players in the industry purchasing from a restricted number of suppliers.

S. No use of sustainability initiatives

The Henry Tam and the SQUARE Team has not introduced green initiatives, and sustainability channels within its supply chain or operations. This has led to an increase in the criticism that the company faces as well as negative PR – leading to negative associations for the company as well.

T. High number of substitute products available

There are a large number of substitute products available in the market for Henry Tam and the SQUARE Team's offerings. As a result, the Henry Tam and the SQUARE Team needs to ensure higher quality, and is restricted in terms of price wars.

3.8.3 OPPORTUNITIES

Opportunities refer to the external factors and business conditions that a company can take advantage of. These factors will allow the Henry Tam and the SQUARE Team to increase its competitiveness. The Henry Tam and the SQUARE Team has the following opportunities:

A. Development of strategic alliances and partnerships

The Henry Tam and the SQUARE Team can develop strong partnerships and ventures with other companies – especially for purposes of expansion. This will help the Henry Tam and the SQUARE Team in mitigating possible risks, and keeping expenses under control as well (Stead & Stead, 2014). At the same time, it will give the company exposure for pursuing future growth.

B. Make use of market analytics

The Henry Tam and the SQUARE Team can incorporate market analytics in its decision-making. This would entail using machine learning and AI to identify possible market and consumer trends, and then using this data to make relevant business decisions for identifying and pursuing focused growth areas and opportunities.

C. Digital Marketing

The Henry Tam and the SQUARE Team can engage in, and make use of digital marketing for being able to reach a broader number of audiences, and improve penetration. At the same time, digital marketing will also allow the Henry Tam and the SQUARE Team to form engaging relationships with consumers – which in turn will lead to unique insights and developments.

D. Improved CRM culture and processes

The Henry Tam and the SQUARE Team is focused on innovation and product development with a shift towards consumer centralism, and the company will be able to improve its CRM processes and culture swell. Improved CRM will allow the company to benefit from improved consumer lifetime value (N'Goala, Pez-Perard, & Prim, 2019).

E. Focus on building a high service culture

The Henry Tam and the SQUARE Team can develop its service culture – throughout the consumer purchase journey and contact points – to differentiate itself from the competition. Consumers increasingly seek companies with commendable and quick services.

F. Green consumption trends and habits

As consumers increasingly become aware of green product consumption and include the same in their shopping routines, it would be wise for the Henry Tam and the SQUARE Team to also introduce green brands and products in its portfolio. This will strengthen the image of the Henry Tam and the SQUARE Team, as well as allow it to explore new target consumer groups (Buchanan & Huczynski, 2019).

G. Sustainability incorporation in internal operations

The Henry Tam and the SQUARE Team should also include sustainability factors and initiatives in its business units and operations throughout. This is needed to abide by new local and global regulations and requirements, as well as to ensure a lower environmental footprint. Further, consumers increasingly seek companies with sustainable operations as well for consumption purposes.

H. Build and communicate a clear value proposition

The Henry Tam and the SQUARE Team should also focus on its marketing

communication, and value propositions for multiple products and brands. The marketing communications should be clearly used for communicating singular value propositions for individualistic brands of the Henry Tam and the SQUARE Team to ensure clarity and positive associations.

I. Introduce new and special offers to expand customer base

The Henry Tam and the SQUARE Team can introduce new offers and special discounts to attract new consumer groups. This can be true for existing products, as well as new products by the Henry Tam and the SQUARE Team.

J. Focus on developing customer retention and loyalty programs

The Henry Tam and the SQUARE Team can focus on enhancing its CRM processes through building retention and loyalty programs – which reward consumers for repeat purchases. This will ensure higher sales, repetitive purchases, as well as trial generation.

K. Focus on buzz marketing

By using influencer marketing, as well as by incorporating tactics for viral marketing, the Henry Tam and the SQUARE Team can also create positive word of mouth and make use of buzz marketing. This will be cost-effective, as well as credible, and will increase sales for the Henry Tam and the SQUARE Team.

L. Focused diversification

The Henry Tam and the SQUARE Team can make use of focused diversification for growth as well. This will entail that the Henry Tam and the SQUARE Team makes a careful study of the different markets it operates in, its strengths and market gaps to innovate and for new product development. The innovation will aim to fill in the market gaps, giving the Henry Tam and the SQUARE Team first mover advantage as well in different markets.

3.8.4 THREATS

Threats refer to eternal conditions and factors that restrict the competitiveness of Henry Tam and the SQUARE Team. Threats also restrict the Henry Tam and the SQUARE Team from fully and optimally using from its strengths, and pose a possible risk and hard for the Henry Tam and the SQUARE Team (Wunder, 2019). The Henry Tam and the SQUARE Team is faced with the following threats:

A. High competition

The Henry Tam and the SQUARE Team faces high competition from an increased number of local as well as international players in the market and industry.

B. Government regulations and policies

The changing government regulations and policies increase the cost of doing business for the Henry Tam and the SQUARE Team, for example, through increasing import duties on raw materials.

C. Price volatility

The Henry Tam and the SQUARE Team faces high price volatility and fluctuations in the acquisition of raw materials, which impacts the schedule of internal operations and costs considerably.

D. Products are imitative

The competition can easily imitate Henry Tam and the SQUARE Team's products, which lowers its uniqueness and point of differentiation – leading to the high number of substitutes available in the market.

E. Market saturation

The current market is saturated with similar products and companies, which makes opportunities for growth restricted for the Henry Tam and the SQUARE Team (Mebert & Lowe, 2017).

F. Market maturity

The current market is mature, and players compete through price wars, which makes revenue stability a challenge for the Henry Tam and the SQUARE Team.

G. Changes in consumer behavior patterns and habits

Consumer behavior patterns are fast changing as they move towards digital shopping and green consumption. The Henry Tam and the SQUARE Team must pay attention to these changes, and make alterations in its business model accordingly to be able to survive and remain relevant.

H. High supplier costs

The Henry Tam and the SQUARE Team experiences high supplier costs, owing to the high bargaining power of the supplier in the industry. This makes the cost of doing business high for the Henry Tam and the SQUARE Team.

I. Outperformed by companies and startups that are data-driven

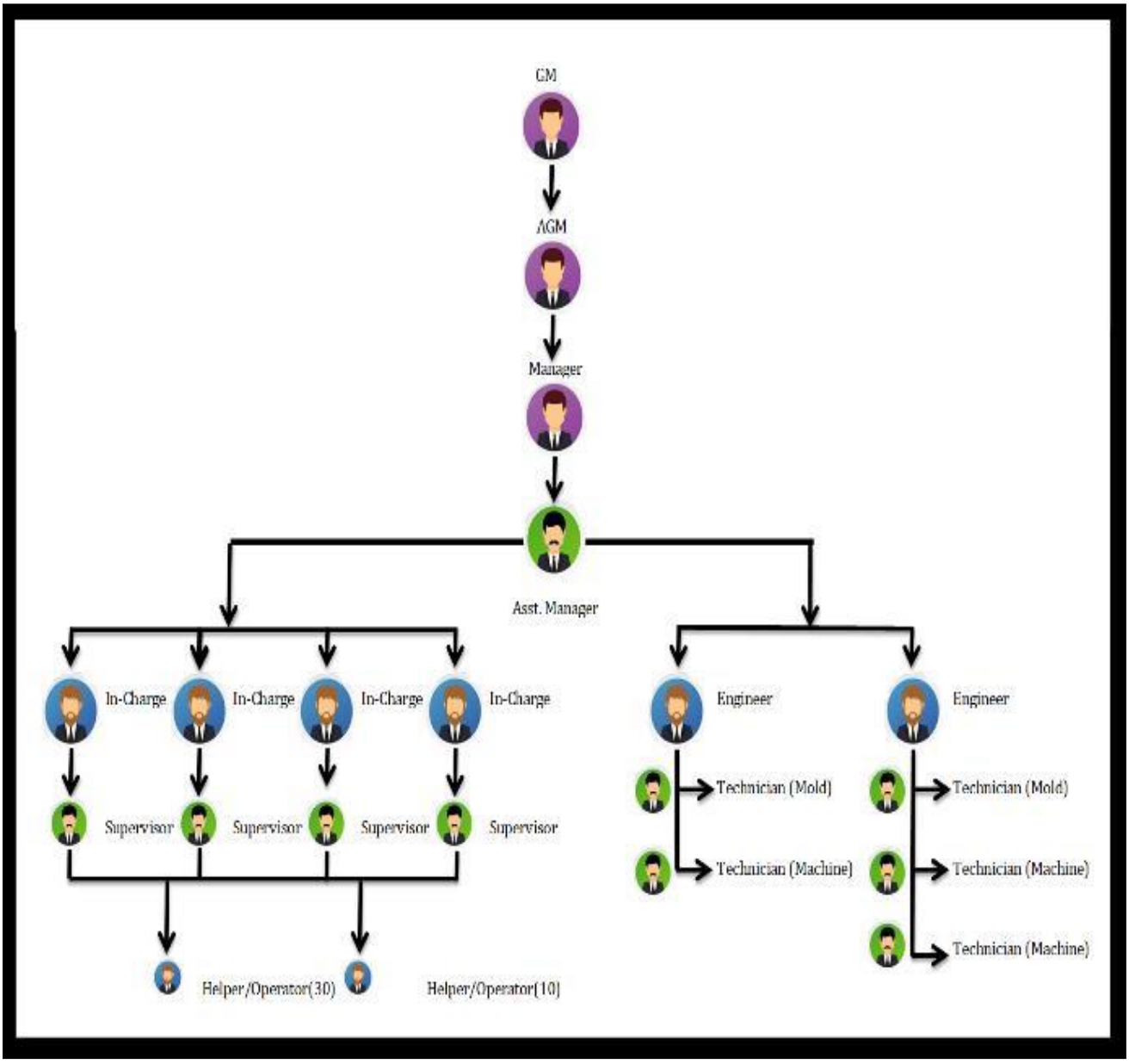
The Henry Tam and the SQUARE Team does not make use of a high number of machine learning models, and data-based analytics. As a result, the company is outperformed by other startups that are data driven, and use

market analytics for decision-making, and business development (Malik, 2018).

J. High inflation

The high inflation has restricted sales for the Henry Tam and the SQUARE Team. At the same time, it has also increased the cost of doing business, leading to a cumulative adverse impact on the revenue and profitability of the Henry Tam and the SQUARE Team.

3.9 Departmental Organogram:



3.10 Job Description:

In my 5 years work experience I go through different responsibilities, training, one to one conversation to know each person's responsibility and team meeting etc.

First two week of my job I go through different type of training and during this session I learn corporate culture of SQUARE industry, different rules and regulations, values etc. Next 3 week I assign with my senior colleague and learn how to use ERP SAP system, preparing different kinds of notes, rebate bill etc.

From the sixth week I assigned with specific task as like D.O creation and handle Sylhet depot. Gradually my responsibility increased and I learn how to handle work under pressure. Sometimes in absence of other employee I did their task beside my own responsibility. It helps me to learn other people task.

3.11 Elements of Supply Chain Management

Supply chain management involves coordinating activities across the supply chain. Central to this is taking customer demand and translating it into corresponding activities at each level of the supply chain. The key elements of supply chain management are listed in the following table

Element	Typical Issues
Customers	Determining what products and / or services customers want.
Forecasting	Predicting the quantity and timing of customer demand.
Design	Incorporating customers, wants, manufacturability, and time to Market.
Capacity Planning	Matching supply and demand.
Processing	Controlling quality, scheduling work.
Inventory	Meeting demand requirements while managing the costs of holding inventory.
Purchasing	Evaluating potential suppliers, supporting the needs of operations on purchased goods and services.
Suppliers	Monitoring supplier's quality, o- time delivery, and flexibility, maintaining supplier relations.
Location	Determining the location of facilities.

Logistics	Deciding how to best move information and materials.

3.12 SUPPLY CHAIN MANAGEMENT MODEL

The supply chain management model in Figure 1-1 viewed as a pipeline shows the scope of this definition. It is important to note that supply chain management is about the co-ordination of product flows across functions and across companies to achieve competitive advantage and profitability for the individual companies in the supply chain and the supply chain members collectively.

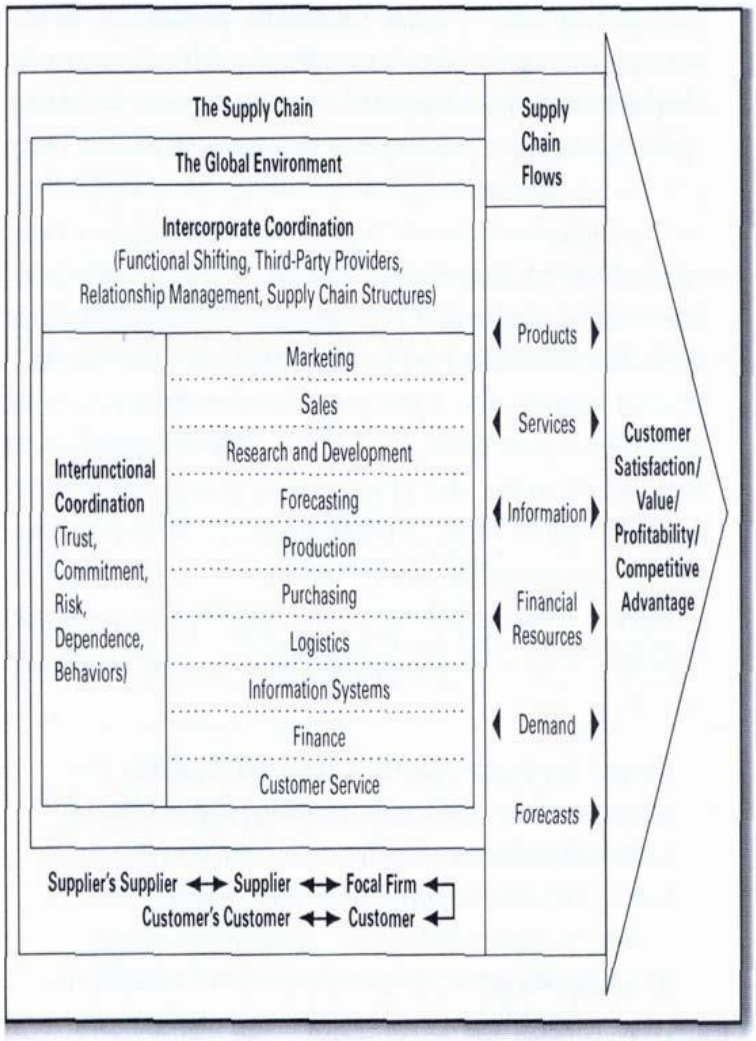


Figure 1-1 A Model of Supply Chain Management

3.13 KPI's of SQUARE:

More than ever before, business leaders recognize that top-performing organizations are driven by data. Management gurus have long been advocates of measuring, monitoring, and reporting on the numbers that matter most.

In the domain of supply chain management, a body of best practices has emerged that enables this kind of analysis to assess the performance of internal processes, suppliers, and service providers.

Here are the top 10 supply chain management KPIs that are used SQUARE to run a more effective, efficient, and prosperous SQUARE organizations.

3.13.1. Cash to Cash Cycle Time

The cash to cash cycle time represents the average length of time required to convert resources into cash flows, starting from the moment you pay for inventory to the time you collect money for the sale of that inventory. You measure it using three common financial metrics, namely, days of inventory (DOI), days of payables (DOP), and days sales outstanding (DSO). Add DOI and DOP, then subtract DSO to arrive at cash to cash cycle time.

The smaller that number is, the better. Some companies have even managed to achieve a negative cash to cash cycle time. Fresh Ceramics famously reached an average of around negative 70 days over a four-year period, meaning that they consistently collected the funds for the goods they sold over two months before they ever paid for those goods.

Although this may seem more like a financial metric, the cash to cash cycle time says a great deal about the efficiency of SQUARE's supply chain management practices.

3.13.2. Perfect Order Rate

This metric is quite simple to understand, although it can be a bit difficult to track on a routine basis simply because it incorporates a handful of variables related to processing and delivering orders to SQUARE's customers. Briefly stated, the perfect order rate represents the percentage of orders that are delivered in full, on time, without incident, and with documentation that is accurate and complete. Many organizations look to this as the single most important supply chain key performance indicator (KPI) because it directly impacts on customer satisfaction.

3.13.3. Fill Rate

Another important metric that impacts of customer satisfaction is the fill rate. This represents the percentage of orders that are successfully completed with the first shipment. In other words, it is the percentage of orders that do not require a second, third, or fourth shipment, and so on.

In fact, many supply chain managers break this metric down into several additional metrics, namely the Line Fill Rate (number of sales order lines fulfilled in the first shipment), and the Unit Fill Rate (the quantity of each order line that is fulfilled, relative to the total quantity ordered.) The Order Fill Rate and Line Item Fill Rate metrics call for a binary "yes or no" indication, followed by a quick determination of the percentage of "yes" answers (that is, what

percentage were completely filled on the first order). The Unit Fill Rate percentage is expressed as the quantity fulfilled as a percentage of total quantity ordered.

3.13.4. Customer Order Cycle Time

The customer order cycle time refers to the average amount of time (in days) that lapses between the date the customer places an order and the actual delivery date. If the cash to cash cycle is increasing but customer order cycle time is decreasing or staying the same, then there may be issues with the management of payables, receivables, or inventory.

3.13.5. Inventory Days of Supply

Historically, SQUARE's managers have shown a strong preference for maintaining minimal inventory levels. This reflects a tendency toward lean management, toward the most effective use of capital resources. If your money is tied up in inventory, sitting on the shelf in the warehouse, then it cannot be put to use elsewhere. Over the past 18 months, there has been a shift in thinking, due in large part to supply chain disruptions that came about as a result of the coronavirus pandemic.

Nevertheless, a low value for this metric is a strong indicator that you are running a lean operation. To calculate inventory days of supply, start with inventory on hand and divide by your average daily usage of inventory. As noted, there may be some legitimate business reasons for maintaining higher levels of inventory, especially if further supply chain disruption is to be expected. However, maintaining a low number for this KPI is generally a desirable goal.

3.13.6. Inventory Turnover

Inventory turnover is closely related to inventory days of supply, insofar as both metrics address the question of whether the company is maintaining more inventory than it needs. To calculate this KPI, start with the cost of goods sold for a specified period (e.g. for a month, quarter, or year.) Then divide by your average inventory level over the same period (which can be calculated by adding your beginning inventory to your ending inventory and dividing the result by two.) In this case, a high value generally means that you're managing inventory effectively and efficiently.

This is one of the most important supply chain KPIs for our organization to monitor. This KPI provides a barometer for the health of our organization because it shows how quickly we are able to move inventory. To formulate this KPI, calculate the cost of inventory sold during the period and divide the balance left over at the end of the year. A high inventory turnover rate is preferred, although it is important to compare our turnover rate to other organizations within the same industry.

3.13.7. Reasons for Return

Let's face it: customer returns wreak havoc on your supply chain practices. They cost SQUARE's organizations valuable time and money, and they are usually correlated with a negative customer

experience. Simply put, reasons for return refers to a metric that describes the factors that result in the return of product from customers. To track reasons for return, simply break down your customer returns into common categories, such as “defective item,” “damaged product,” “product no longer needed,” and so on.

An unusually high value in one or another category is indicative of a problem. For example, if the percentage of returns prompted by “product no longer needed” spikes, then it is likely you’ll see a corresponding drop in on-time deliveries. If a large number of returns came about due to a defective product, then you may have some serious quality issues.

3.13.8. On-Time Delivery

In a fast-moving world where virtually every business is struggling to meet customer demand amid supply-chain uncertainty, rapid delivery times are more important than ever. For both commercial customers and consumers, the ability to deliver products promptly is an increasingly important factor in purchasing decisions. If you can’t deliver what the customer needs when they need it, they’ll go somewhere else.

On-time delivery is generally measured as a percentage of orders delivered on or before the date by which they were promised. This has the benefit of being relatively simple; either you delivered the order on time, or you did not. Your on-time delivery percentage is a simple division calculation between the number of on-time orders and the total number of orders promised to customers.

3.13.9. On-Time Shipment

This one is very similar to the on-time delivery metric, with one small difference. On-time shipment measures (as the name would suggest) the percentage of orders that were *shipped* on time. Why the difference? Because variability between on-time deliveries and on-time shipments likely points to a problem with transportation and logistics. This might not be all that meaningful for companies that operate within a relatively localized geography. In an increasingly globalized economy, however, transportation and logistics are more important than ever.

3.13.10. Supply Chain Costs as a Percentage of Sales

There are a number of factors that can drive up the cost related to managing your supply chain. It’s not uncommon, for example, for manufacturers to expedite shipments of incoming raw materials to ensure that they can deliver a customer order on time. When you need something fast, it generally costs more. If suppliers know that you are on a short deadline, they’ll be in a position to demand higher prices for those incoming goods. Even if prices remain the same, there are usually additional costs involved with getting products shipped to you faster. While some of those costs will be incorporated into your cost of goods sold, others will simply show up as an expense item. In either case, there is a drain on profitability. Supply chain costs as a percentage of sales simply tracks the total amount of money you spend on supply chain costs as a percentage of your total sales for the same period.

3.14 Limitations and Constraints

3.14.1 Back Order Rate

There is no status of D.O report and challan report based **on hour**, at ERP. This report is necessary to calculate back order rate. More over if there is an option at ERP to write the **reason** why the product is undelivered, which will be helpful to illustrate and take essential steps against delay.

3.14.2 Inventory Accuracy

To count number of items physically, is not possible for us where inventory is located in factory and depot. It will be more effective if **physical quantity** recorded at ERP by hour/days. So this option should be developed at ERP.

3.14.3 Order Status

To calculate order status, we need information of **qty of order placed** vs **qty of D.O confirm status** vs **qty of challan (shipment) status** etc in one report which is not available at ERP. It should be developed at ERP which will provide accurate direction for taking further steps.

3.14.4 Carrying Cost of Inventory

We do not get any information which is related with carrying cost, through ERP. So everything which is related with carrying cost of inventory should be developed at ERP.

3.15 Ways to Popularize the Concept of Supply Chain in Bangladesh

Developing appropriate concept is a crucial starting move for businesses in Bangladesh. More Knowledge sharing, understanding the tools and techniques of successful implementation of SCM and transferring best practices should become top agendas for all professional Organizations, including consultants, training institutes, education providers such as universities, NGOs and donor organizations. This is perhaps the high time that the government heavily encourages and invites local and foreign assistance in implementing SCM as compliance in every business. Business organizations that are yet to implement SCM should at least start arranging dialogue with capable individuals and organizations that could help them demonstrate the benefits of SCM.

Chapter 04

Analysis of the Study

4.1 Analysis

➢ **Effect of logistics costs on profit at SQUARE:** Every cost is affect profit some are the lowest, and some are more. Here logistics is a turning factor of cost below:

- **Air freight cost:** An emergency or smooth of liquid materials then use airway otherwise it's a high-cost effect on making the final product.

- **Sea freight cost:** As import section supply chain management must decide to ship at sea freight in any country because the sea is always a measurable lowest cost for carried.

- **Road/Land freight cost:** when we import any materials from at neighboring country then we try to ship by road because it's given the lowest cost.

- **Import follow-up system:** A supply chain manager must follow up when materials or machines are shipped if a delay in releasing the goods then give the demurrage to customs.

- **Sourcing new suppliers at SQUARE:** Supply chain manager must source new suppliers local or international for reducing the materials purchase cost.

- **Delivery chain network:** A chain of networks to deliver the product from the manufacturer to the customer.

Price negotiation: When we purchase materials or machines from suppliers then must smoothly negotiate for a price reduction

4.2 Specific Responsibilities and Activities:

➢ Manage, organize & update relevant data using Advanced ERP (Software) to create customer & Sales Order sheet for Product Line B (Oil).

➢ Create financial & statistical reports, documents, proposing for credit limit and keep liaison with the accounts department, analyze and interpret other data and produce reports.

➢ Coordinate with assigned depot for their daily operation as like order sheet approval and credit limit settled with the assist of accounts department.

- Prepare daily delivery report of edible oil supplied to distributor for Tariff Commission of Bangladesh (TCB).

- DO (Delivery Order) and TO (Transfer Order) creation through ERP software based on sales demand for smooth delivery operation.

- Prepare all kind of notes i.e. DO cancel note, Rate adjustment, Rebate bill etc.

- Work closely with Sales Management, Finance & IS to ensure robust Sales Order Management process is implemented across entire Supply Chain.

- Monitor delivery & undelivered status of products (Product line – B) with regular liaison with production & other supply chain colleagues.

- Perform any other assigned jobs related to Supply Chain operation.

- Support on strategic decision by collecting and providing relevant information to retain old customers and attract new customers to fulfill increasing customers demand and gain competitive advantage over rivals.
- Resolve various depot related complex issues to enhance performance of the Organization in FMCG sector.

- Co-ordinate Deputy Manager in report preparation on inventory analysis of FMCG division.

- Assure & follow up the practice of SQUARE Values & Behaviors.

4.3 Description of the Project:

A supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these finished products to customers. Supply chains exist in both service and manufacturing organizations, although the complexity of the chain may vary greatly from industry to industry and firm to firm.

Traditionally, marketing, distribution, planning, manufacturing, and the purchasing organizations along the supply chain operated independently. These organizations have their own objectives and these are often conflicting. Marketing's objective of high customer service and maximum sales conflict with manufacturing and distribution goals. Many manufacturing operations are designed to maximize throughput and lower costs with little consideration for the impact on inventory levels and distribution capabilities. Purchasing contracts are often negotiated with very little information beyond historical buying patterns. The result of these factors is that there is not a single, integrated plan for the organization---there were as many plans as businesses. Clearly, there is a need for a

mechanism through which these different functions can be integrated together. Supply chain management is a strategy through which such integration can be achieved.

Supply chain management consists of developing a strategy to organize, control, and motivate the resources involved in the flow of services and materials within the supply chain. A supply chain strategy, an essential aspect of supply chain management, seeks to design a firm's supply chain to meet the competitive priorities of the firm's operations strategy. Supply chain management encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and all logistics management. Importantly, it also includes coordination and collaboration with channel partners. Here the channel partners can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.

According to **William J**. **Stevenson** "A supply chain is the sequence of organizations – their facilities, functions, and activities – that are involved in producing and delivering a product of service. The sequence begins with basic suppliers of raw materials and extends all the way to the final customer. Facilities include warehouses, factories, processing centers, distribution centers, retail outlets, and offices."

According to **Mentzer and other** "Supply chain management is defined as the systematic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole."

According to **Krajewski, Ritzman, and Malhotra** "Supply chain management consists of developing a strategy to organize, control, and motivate the resources involved in the flow of services and materials within the supply chain. A supply chain strategy, an essential aspect of supply chain management, seeks to design a firm's supply chain to meet the competitive priorities of the firm's operations strategy."

4.4 The Need for Supply Chain Management

In the past, most organizations did little to manage their supply chains. Instead, they tended to concentrate on their own operations and on their immediate suppliers. However, a number of factors make it desirable for business organizations to actively manage their supply chains.

The major factors are:-

- The need to improve operations
- Increasing levels of outsourcing
- Increasing transportation costs
- Competitive pressures
- Increasing globalization

- Increasing importance of e-commerce
- The complexity of supply chains
- The need to manage inventories

4.5 Process Measures

Three major processes related to supply chains are customer relationship, order fulfillment, and supplier relationship. It is important to monitor the performance these internal processes as well three major processes related to supply chains are customer relationship, order fulfillment, and supplier relationship. It is important to monitor the performance these internal processes as well.

Supply chain process measures:

Customer Relationship	Order Fulfillment	Supplier Relationship
1. Percent of orders taken accurately. 2. Time to complete the order placement process. 3. Customer satisfaction with the order placement process.	1. Percent of incomplete orders shipped. 2. Percent of orders shipped on tie. 3. Time to fulfill the order. 4. Percent of botched services of returned items. 5. Cost to produce the service of item. 6. Customer satisfaction with the order fulfillment process. 7. Inventory levels of work-in-process a finished goods.	1. Percent of supplier's deliveries on time. 2. Suppliers lead times. 3. Percent defects in services and purchased materials. 4. Inventory levels of suppliers and purchased components.

4.6 Successful Supply Chain Management: Required Steps

Integrating information is the first step in supply chain management. You must then analyze this information to determine which actions to take within the context of automated business processes. Furthermore, to be most effective this information should automatically trigger a corresponding product transition. The tight coupling of execution and decision-making is an essential ingredient to effective supply chain management.

Today's information technologies remove communication barriers, enabling an improved flow of information among all members of the supply chain. Early adopters of these technologies have intensified the competitive marketplace in which all businesses must now operate.

The most successful companies realize they need a step-by-step approach to chart a business's course toward high-performance supply chain management. Those steps include:

- Achieving execution excellence by fully automating and optimizing business practices.
- Extending the enterprise to embrace all members of the supply chain.
- Integrating business systems with those of customers, suppliers, and partners to create a common information foundation.
- Deploying real-time decision support to increase responsiveness.
- Investing in re-educating and re-orienting employees, vendors, and other members of the supply chain on the practices needed to optimize business processes.
- Making a company-wide commitment to creating and managing a more complex organization capable of tackling global business issues.

Effective coordination and trust based relationship among partners is the key to supply chain success. To achieve strong bond resulting from effective coordination, supply chain professionals should focus on the following:

- Obtain top management commitment to coordinate with supply chain partners.
- Devote resources for coordination.
- Align incentives and goals for all partners.
- Improve productivity by reducing duplication or through effective efforts at appropriate stages.
- Design effective conflict resolution mechanisms.
- Focus on effective communication at all stages in supply chain.
- Use technology to improve connectivity in supply chain.
- Share the benefits of coordination equitably among the partners.

4.7 Present Key Activities of SQUARE SCM Department

4.7.1 Procurement

Raw materials and packaging materials inventory purpose continuously coordinate with local and foreign trade department.

As per product requirements based on market demand, analysis has been accomplished to find out exact quantity within the right time of raw materials and packaging materials. This analysis report submitted to the top level management.

After getting the approval from management, based on requirements advised to raise SPR.

4.7.2 Inventory

Manage margins with a clear view into inventory costs, turn rates and inventory profitability

Effectively and efficiently meet customer demand, helping drive and maintain superior customer service levels.

4.7.3 Production

Based on forecast production plan provide to the factory and meet demand from the stock.

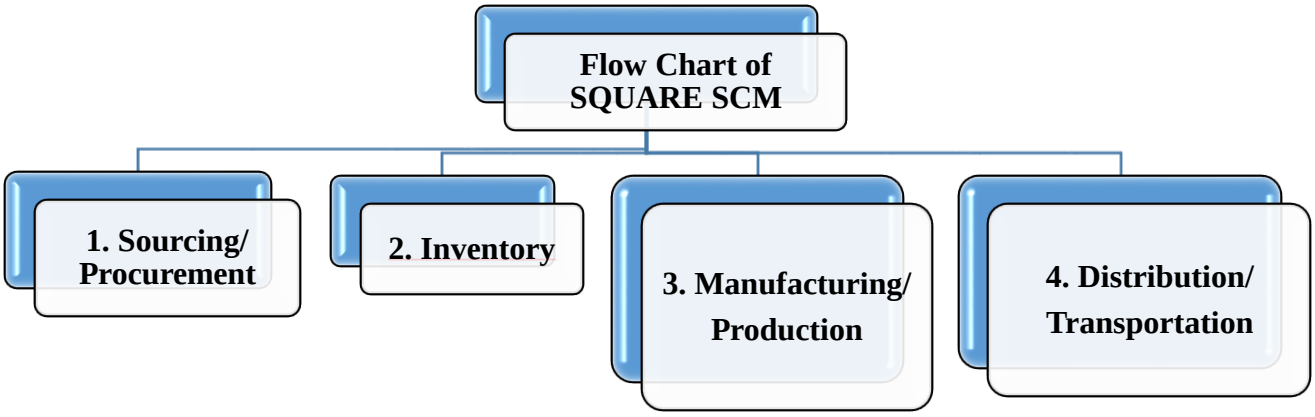
Ability to maintain low but sufficient covers stock to counter the challenge of market demand.

4.7.4 Planning

- Strategy for managing all resources that goes toward meeting customer demand for their product & services.
- Utilize resources at optimum level to achieve efficiency through inventory and production planning.
- Distribution planning to improve utilization levels of transportation.
- Depot management has done in a planned way to achieve efficiency and effectiveness.
- Optimize collaboration with suppliers, customers and partners.
- Increase transparency and reaction capabilities in the value creation chain.

4.7.5 Order Processing & Distribution

- Co-ordinate with receipt order from customer, take immediate steps for approval & make DO for fast delivery.
- Organize transport program, so that it is different in cost & service
- Use third party transport as well as own vehicle to distribute the product
- Abnormal situation like strike, hartal we use rail and cargo trailer to ensure smooth delivery process
- Developed cost effective distribution and kept undelivered in minimum status
- Instant decision has done to revised transport rate during the hartal to agree third party for smooth delivery, that's reduced use of company vehicle.
- Transport optimization through analysis of data.



4.7.6 Depot SQUARE.

1. Company owns 56-nos covered vehicle in total in depot for their daily distribution operation.

2. As per critical moment logistic support given to depot when required.

3. Third party transport contract and negotiation of rate has been done

4. Inauguration new depot in Tongi and Jessore.

5. Achieve efficiency and cost effective operation of depot.

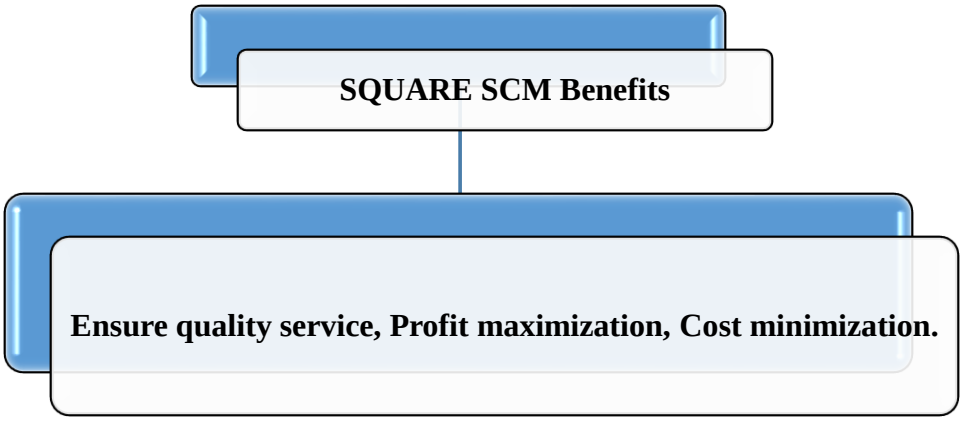
6. Damage return from depot.

7. Depot productivity increase (67 % by value) through increase sales order at depot and delivery support. **Annexure-05**

8. Small amount sales order taken from depot and distributed from there to minimize the transport cost and leading time.

4.7.7 Others

Cross functional work with Accounts, Sales and Brand department for smooth business operation. Support on strategic decision by collecting and providing relevant information to retain old customer and gain competitive advantage over rivals.


SQUARE SCM Benefits
Ensure quality service, Profit maximization, Cost minimization.

Chapter: 05

Findings

5.1 Findings

- **Communication with the supplier:** A bottom point of Supply chain management is smooth communication with suppliers at always times.

- **Network channel:** A goods channel with suppliers makes benefits others in the future of others' products into the market.

- **Supply chain network at SQUARE:** At the beginning to finish product how to supply of manufacturer to the ultimate customer at the below point.

- **Supplier:** A person who responded to supply raw materials, machinery, or others.

- **Manufacturer:** Getting materials and then starting to make the final product.

- **Warehouse:** A stock house of the factory that to the measurement of the present stock of materials or final goods.

- **Distribution:** Circle of the channel to distribute all things at ultimate purpose.

- **Retailer:** A nominee person who sells the final product to the consumer for making a profit.

- **Customer:** Ultimate customer who buys our company product for consumption.

- **Cost measurement:** If we make a final product, then include all costs such as materials, Shipping, Process, etc.

5.2 Lacking's in the Supply Chain Management and communication System of SQUARE:

Though SQUARE is trying to follow the best method to maintain supply chain management and communicate, SQUARE has some problems. The recommendations for the problems are as follows,

1. SQUARE follows all the channels of communication in their organization downwards and upwards and the employee can switch off any hierarchy in the immediate situation, which is the great advantage for communication. But the company does not follow the specific method of the letter and memo writing. They follow a single method to write the memo and letter, which may confuse the employees, and the external people who are related to the companies continue

operation (Suppliers, customer etc.). Because memo is written for the employees and letters are written for the external people like suppliers and customers. So, SQUARE should follow the traditional method to write the letters and memo.

2. SQUARE follows LAN in the organization's computer systems. But they don't use the Intranet in the system, which is a great disadvantage for the organization because anybody from the company can access another to the company's restricted web site .So, SQUARE should

Introduce intranet in their company.

3. SQUARE cannot follow the all channel method totally. As a result it is not getting the 100% benefit of all channel method .So; SQUARE should try to implement it as early as possible.

4. SQUARE has not yet introduced extranet facilities for the suppliers. As a result the suppliers cannot get enough information about the companies or organizations demand. So, SQUARE should introduce extranet in their company

5. SQUARE should give more concentration to improve the quality of workers in the floor of Shopno. Because, they are the person who directly deals with the people & suppliers directly. Which is very much important for maintaining supply chain management.

6. SQUARE also should be more concern about their transportation system for the supply. Because, they usually bring their agro based products from the very rural area. Their roads are not that much standard. So beside, trucks and covered van they also should take care of the transport which can be used on water. Refrigerating system is also important.

Chapter 06
Recommendations and Conclusion

6.1 Recommendations

After working with SCM department of SQUARE my observations are:

- ✓ Adequate training for employee
- ✓ Salary structure and government holiday
- ✓ Employee safety
- ✓ Good HR policy

SCM concept is new for Bangladeshi industry, so most of the employee does not have proper knowledge about SCM but still they are working in this department. Adequate training on SCM is very much essential for the Industry because Company can swim or sink with SCM. There is no standard salary structure in SQUARE industry, so some employee get very poor salary compare to other. It should be structured to motivate employee. During most of the government holiday employee has to do their office and they do not get any extra benefit. If company need to open during holiday they should provide proper compensation. In SQUARE industry in FMCG division at Uttara, they do not have enough fire extinguishers and elevator which is used is not fit for commercial usage which causes employee safety. They should practice good HR policy for their future growth.

Supply chain management in SQUARE Group of Industries should be approached in a more systematic manner based on integrated and documented processes. The various supply chain components like suppliers, manufacturers, warehouses and stores should be integrated in a single system, which makes supply chain management more effective. The team involved in the operational side on handling the supply chain should be highly trained in supply chain management function.

6.1.1 SCM Training for Internal Personnel

Training is a way to expert a supply chain manager for smoothly working with supplier and internal purpose of the company, each employee before joining must need training and after joining need monthly training. An expert SCM always working quickly and going right decision. So, I think training to be mandatory for all SCM.

6.1.2 Build a Proactive Plan and Roadmap

Without a proper plan and appropriate roadmap impossible to handling all work for supply chain manager, starting work before need to make a plan for working, how and which way do the work with supplier, manufacturer, operation manager and how to reach ultimate target.

6.1.3 Materials Planning

An operation manager must making a perfect materials planning for a period of time to time. Supply chain manager follow the materials planning and doing the next step. When need the materials and which way cost effect for shipment. As a result we reduce the cost for logistics and supply the materials at right time.

6.1.4 Cost Planning and Justification Math

To make a cost planning with account department for justify the effective cost for us. Compare the previous price and present price for making new cost of the materials. After making the cost to decide which is perfect or not?

6.1.5 Integrate Logistical Processes with Suppliers

No matter the size of a business, it remains important to integrate logistical processes with the suppliers for that organization. This is totally dependent on software systems, certain enterprise resources planning application. If a supplier is able to access the rate at which a business runs through its inventory, they are better able to meet any changes in demand, improving operation efficiency for both organizations.

6.1.6 Logistics Mechanism Comparison

Before shipping one must compare both shipment which is better for us or not. Without comparison can't expect perfect shipping way. The logistics system such as air, sea, road etc. each important but depend on kinds of materials or agency for production of goods. So if the company earn minimum profit must need comparison each.

6.2 Conclusion

Supply chain is basically a group of independent organizations connected together through the products and services that they separately or jointly add value on in order to deliver them to the end consumer. It is very much an extended concept of organizations which adds value to its products or services and delivers them to its customers. There are many methods in implementing SCM that can help the manufacturing companies operate their SCM efficiently. Besides that, good planning, strategy, infrastructure and management teams are necessary to improve the efficiency of SCM implementation and achieve the competitive advantages. From this report it is clear that SQUARE Group of Industries performance could be improved through effectively implements SCM and reduce the problems that occurred in the SCM implementation. The request for excellent communication skills is probably the most frequently seen requirement in job ads today. Employers and employees alike consistently rank communication skills at the top of the job skills list. Even in technical fields, communication skills are demanded. The chief executives of corporations spend huge sums of money on trainers and consultants to improve employees' supply chain management skills.

Organizations value these skills because good organizations successfully

(1) Make money (2) Save money.

Good communicators make money by performing well themselves and by motivating others to achieve. They are persuasive in promoting the organization's products, services, and reputation. Employees, too, appreciate the value of excellent communication skills. Such abilities enable them to complete their work efficiently and effectively – and to earn recognition and advancement. As individuals ascend the career ladder, oral and written communication skills become more important than technical skills. That's because managers spend most of the time communicating-supervising, delegating, evaluating, clarifying, and interacting. Even though writing on the job is an important skill, myths and misconceptions about it persist. So I think not only SQUARE every organization should emphasize on the proper way of communication

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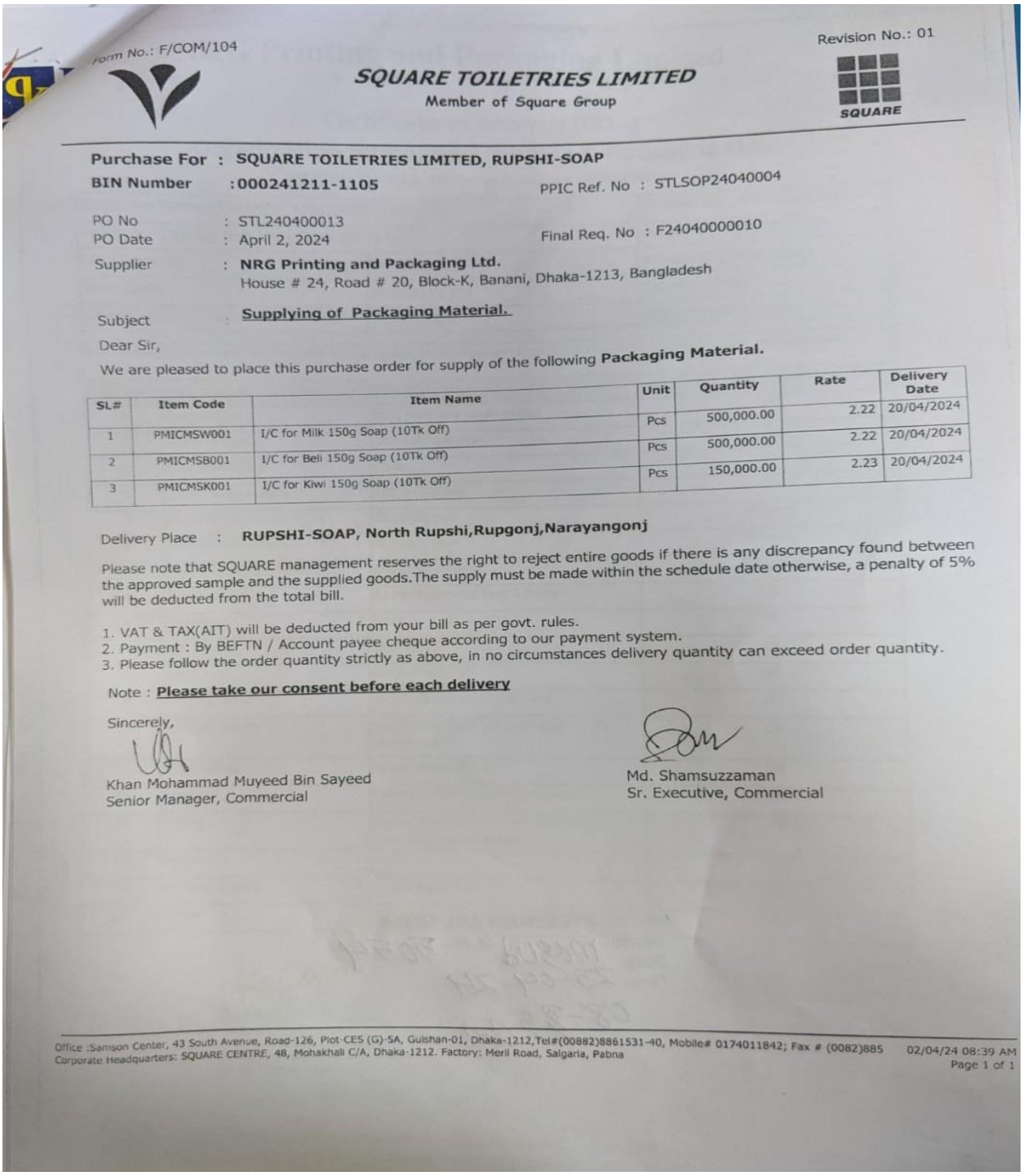
http://www.squaregroup.com

http://www.scmworld.com/home

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www.techopedia.com.

Appendix



Form No.: F/COM/104

Revision No.: 01

SQUARE TOILETRIES LIMITED

Member of Square Group

SQUARE

Purchase For : SQUARE TOILETRIES LIMITED, RUPSHI-SOAP

BIN Number :000241211-1105

PPIC Ref. No : STLSOP24040004

PO No : STL240400013

PO Date : April 2, 2024

Final Req. No : F24040000010

Supplier : **NRG Printing and Packaging Ltd.**
House # 24, Road # 20, Block-K, Banani, Dhaka-1213, Bangladesh

Subject : **Supplying of Packaging Material.**

Dear Sir,

We are pleased to place this purchase order for supply of the following **Packaging Material.**

SL#	Item Code	Item Name	Unit	Quantity	Rate	Delivery Date
1	PMICMSW001	I/C for Milk 150g Soap (10Tk Off)	Pcs	500,000.00	2.22	20/04/2024
2	PMICMSB001	I/C for Beli 150g Soap (10Tk Off)	Pcs	500,000.00	2.22	20/04/2024
3	PMICMSK001	I/C for Kiwi 150g Soap (10Tk Off)	Pcs	150,000.00	2.23	20/04/2024

Delivery Place : **RUPSHI-SOAP, North Rupshi,Rupgonj,Narayangonj**

Please note that SQUARE management reserves the right to reject entire goods if there is any discrepancy found between the approved sample and the supplied goods.The supply must be made within the schedule date otherwise, a penalty of 5% will be deducted from the total bill.

1. VAT & TAX(AIT) will be deducted from your bill as per govt. rules.
2. Payment : By BEFTN / Account payee cheque according to our payment system.
3. Please follow the order quantity strictly as above, in no circumstances delivery quantity can exceed order quantity.

Note : **Please take our consent before each delivery**

Sincerely,

Khan Mohammad Muyeed Bin Sayeed
Senior Manager, Commercial

Md. Shamsuzzaman
Sr. Executive, Commercial

Office :Samson Center, 43 South Avenue, Road-126, Plot-CES (G)-5A, Gulshan-01, Dhaka-1212,Tel#(00882)8861531-40, Mobile# 0174011842; Fax # (0082)885
Corporate Headquarters: SQUARE CENTRE, 48, Mohakhali C/A, Dhaka-1212. Factory: Meril Road, Salgaria, Pabna

02/04/24 08:39 AM
Page 1 of 1

NRG PRINTING & PACKAGING LTD.

Head Office : House-24,Road-20, Block-K, Banani-1213.
Factory : Jamirdia, Masterbari, Bhaluka, Bhaluka PS: Mymensingh-2240 , Bangladesh

DELIVERY INVOICE

Client : Square Toiletries Ltd.
Contact Person : Phone :
Address : RUPSHI- SOAP, North Rupshi, Rupgonj, Narayangonj.

Challan No : PPL-202404952
Date : 24-APR-2024
GatePass No : 11540
Vehicle No : D/M MA 13-0504
Driver Name : HANIF
Phone : 01671-981293
FSC COC Code : SGSHK-COC-410047

S.L	Job No#	Client Ref. Date	Item Description	Qty (PCS)	CTN/ BAG	VAT NO.	Remarks
1	PPL/7570	STL240400013 02/04/2024	I/C for Beli 150g Soap (10Tk Off)	100,800.00	84	2514	Code-PMICMSB001
			Total :	**1,00,800.00**	**84**		

Inword : **ONE LAC EIGHT HUNDRED PCS**
Remarks : **(84X1200)PCS**

G-4850

Md. Motiur Rahman
Prepared By
24/04/2024 03:22:23 PM

Receiver's

Accounts
24/04/24 03:25:39 PM

24/04/24
Authorised Signature

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

জাতীয় রাজস্ব বোর্ড

কর চালানপত্র

মূসক-৬.৩

[বিধি ৪০ এর উপ-বিধি (১) এর দফা (গ) ও দফা (চ) দ্রষ্টব্য]

নিবন্ধিত ব্যক্তির নাম : Premiaflex Plastics Limited

নিবন্ধিত ব্যক্তির বিআইএন : 001291898-0103

চালানপত্রের ইস্যুর ঠিকানা : Kewa Proshchim Khondo, Kewa , Sreepur; Sreepur PS;

ক্রেতার নাম : **Square Toiletries Ltd.**

ক্রেতার বিআইএন : 000241211-1105

ক্রেতার ঠিকানা : Meril Road, Shalgaria Pabna

চালানপত্র নম্বর : **INV-0424/11904**

ইস্যুর তারিখ : 25/04/2024
TWENTY-FIVE APRIL TWO THOUSAND TWENTY-FOUR

ইস্যুর সময় : 02:52:43 PM
TWO HOUR FIFTY-TWO MINUTE(S)

সরবরাহের গন্তব্যস্থল : Rupshi Rupgonj Narayangonj

যানবাহনের প্রকৃতি ও নম্বর : Cover Van , DMD 12-3691 /15-0623

ক্রমিক	পণ্য বা সেবার বর্ণনা (প্রযোজ্য ক্ষেত্রে ব্র্যান্ড নামসহ)	সরবরাহের একক	পরিমাণ	একক মূল্য [১] (টাকায়)	মোট মূল্য [১] (টাকায়)	সম্পূরক শুল্কের হার	সম্পূরক শুল্কের পরিমাণ (টাকায়)	মূল্য সংযোজন করের হার / সুনির্দিষ্ট করের পরিমাণ	মূল্য সংযোজন কর/ সুনির্দিষ্ট করের পরিমাণ (টাকায়)	সকল প্রকার শুল্ক ও করসহ মূল্য
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1	Kiwi(K)Wrapper 100gm(5tk Off)	Kg	620	500.00	310,000.00	0%	0.00	15.00 %	46,500.00	356,500.00
YPF2404420		**সর্বমোট=**	620		310,000.00		0.00		46,500.00	356,500.00

প্রতিষ্ঠান কর্তৃপক্ষের দায়িত্বপ্রাপ্ত ব্যক্তির নাম: **MD.Golam Mortuza**

পদবি: **VAT Officer**

স্বাক্ষর:

সিল: Md. Golam Mortuza
VAT Officer
Premiaflex Plastics Ltd.
Kewa Proshchim Khondo
Sreepur, Gazipur.

[১] "সকল প্রকার কর ব্যতীত মূল্য":
Apr 25 2024 2:53PM

User: Mortuza, Page 1 of 1

Premiaflex Plastics Ltd.

Factory : Kewa Poschim Khondo, Mawna, Sreepur, Gazipur.

Delivery Challan

Challan # 11904 Date 25-04-24

Name of Client ~~Square Toilet~~ Toiletries Ltd Gate Pass No. 12382

Address. Rupgonj Narayangonj

Purchase Order 2404000009 P.O. Date 2-4-24

Code	Description	Quantity	Remarks
	Wrapper Kiwi 100g 5TK off G-4852	Net wt. : 620 Kg. Gross wt. : 644 Kg. Pouch/Stuves: ____ Pcs Bobbin : 60 Cartons/Bag : ____	
	Received By, RM & PM Store (PPIC) Name: Shohel Sign: ..... Date: 26/4/24 Qty: 620 kg Po/Indent / Invoice No: ..... Square Toiletries Ltd. Rupshi	Net wt. : ____ Kg. Gross wt. : ____ Kg. Pouch/Stuves: ____ Pcs Bobbin : ____ Cartons/Bag : ____	

Supplier Part	Customer Part
Prepared by Checked by	Received by

Square Toiletries Ltd (Unit-2)
North Rupshi Bazar,
Rupshi, Narayangonj

Printochem Ltd.
Holding No# 312/1, Road No# 04,
Word No# 03, Block-C, Dagori,
Mirzapur, Gazipur Sadar, Gazipur-1700.

Delivery Challan

Challan No. D- 4848 Date : 25.04.2024

No.	Description	Quantity
01	Roto Gravure Printing Ink (For Surface Appliction)	
	(i) Light Pink :	100 kg (05 Drum's)
	(ii) Thinner-5 :	160 kg (01 Steel Drum)
	[Purchase Order No- STL2404 00002]	

Printochem Ltd. 25.04.24 Gazipur, Bangladesh

Receiver's Signature

For Printochem Ltd.

KASHPIA PRINTING & PACKAGING IND. LTD.

PRINTING & PACKAGING IND. LTD
MANUFACTURER & SUPPLIER OF EXPORT QUALITY
CORRUGATED CARTON & SELF ADHESIVE LABEL (ROLL)

ISO 9001:2015 REGISTERED

FSSC 22000

CHALLAN

Challan No. : 3502 **Date:** 27/04/2024

P.O. No. : STL240400219 **PO Date:** 25/04/2024

Name : SQUARE TOILETRIES LIMITED

Delivery Address : RUPSHI-SOAP, North Rupshi, Rupgonj, Narayangonj.

Sl. No.	Particulars	Code No.	Pack Size	Quantity Pcs.
	Printed Sticker Label			
1	**Sticker for 100gm Soap (Buy 2 at 99Tk)**	CPSRMMS003	26000 X 3 7000 X 1	85,000 **Pcs.**
	VAT CHALLAN NO.: 7659			
	Hiace DH-MET-THA 15-2015			
	Total=		**4 Ctn.**	**85,000 Pcs.**

Received By, RM & PM Store (PPIC)

Name: SHAKhodt Sign:.....

Date: 27.04.24 Qty:.....

Po/Indent / Invoice No: 240400219

Square Toiletries Ltd. Rupshi

Receiver's Signature

Md. Ebrahim Khalil
Manager (Commercial)
KASHPIA PRINTING & PACKAGING IND LTD.

www.kashpiappi.com

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