

Sonargaon University (SU)
Dhaka, Bangladesh

Thesis Paper

on

The Challenges in Establishing Sustainable Supply Chain in Bangladesh:

A Case Study on Square Toiletries Limited

Submitted by:
Javed Akter
ID: EMBA2301028004

Program: Executive Master of Business Administration (EMBA)
Major: Supply Chain Management (SCM)
Department of Business Administration
Sonargaon University (SU)
Semester: Spring-2024

Submitted to:
Department of Business Administration
Sonargaon University (SU)
Dhaka-1215

Date of Submission
Date: 11 May, 2024



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

Date of Submission
Date: 11 May, 2024

Letter of Transmittal

Date: 01 April, 2024

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

Subject: Submission of Thesis Paper on the "Challenges in Establishing Sustainable Supply Chain in Bangladesh: A Case Study on Square Toiletries Limited"

Dear Sir,

This is my pleasure to present my thesis paper entitled **"Challenges in Establishing Sustainable Supply Chain in Bangladesh: A Case Study on Square Toiletries Limited."**

It is my pleasure to inform you that I have already finished my thesis paper in a reputed organization in **Square Toiletries Limited (STL)**. It was an interesting opportunity for me. The main purpose of this report is to learn about importance of supply chain management in Toiletries FMCG sector in Bangladesh. Supply chain management of Toiletries 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 Toiletries Limited (STL).

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,

_____

Javed Akter
ID: EMBA2301028004
Department of Business Administration.
Sonargaon University (SU).

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as **"Challenges in Establishing Sustainable Supply Chain in Bangladesh: A Case Study on Square Toiletries Limited."** has been prepared by Javed Akter, ID: EMBA2301028004, 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 the Executive Master of Business Administration (EMBA).

_____

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

Student's Declaration

This is Javed Akter, a student of Executive Master of Business Administration (EMBA), ID: EMBA2301028004 from Sonargaon University (SU) would like to solemnly declaration here that this Thesis Paper on **"Challenges in Establishing Sustainable Supply Chain in Bangladesh: A Case Study on Square Toiletries Limited"** has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer & Coordinator, 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,

_____

Javed Akter
ID: EMBA2301028004
Major: (SCM)
Semester: Spring 2024
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

At first I would like to thank my honorable thesis paper supervisor from Sonargaon University, Md. Rasel Hawlader, Lecturer & Coordinator, faculty of Business Administration for providing me such an opportunity to prepare an Thesis Paper on **"Challenges in Establishing Sustainable Supply Chain in Bangladesh: A Case Study on Square Toiletries Limited"** .

I would like to place my gratitude to Safi Uddin, manager, Supply Chain Management, Md. Ahshanul kobir, DM (SCM) and Hasibul Islam DM (SCM) & Niloy Ahmed Sumon Executive, (Production) of Square Toiletries (STL), 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 Toiletries (STL)) & 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 Toiletries Limited was established in 1988 as a subsidiary of Square Group, one of the largest and most diversified conglomerates in Bangladesh. It was founded by Mr. Samson H. Chowdhury and Mr. Anwarul Abedin, visionary entrepreneurs who aimed to address the growing demand for quality personal care and household products in the country. SQUARE Toiletries Limited (STL) works to create happy consumers by helping them “look well & live well” with 20 renowned household brands and 50 quality products in Personal Care, Health & Hygiene, Fabric Care, Baby Care, Hair Care, Home Care and Oral Care categories. We are proud that every day 8 out of 10 Bangladeshi households use any of our products. Since its inception in 1988, the company has been symbolizing “Quality” & “Care”. It has achieved Good Manufacturing Practice (GMP) Certificate and ISO 9001:2015 Certification for Excellent Process Management. Over the span of time, STL has transformed itself into one of the most respected and trustworthy companies of the country. As a caring company, we always prioritize the health of people. Senora being the first ever Sanitary Napkin in Bangladesh, is actively working to break the taboo regarding menstruation since 1989 by establishing the first Sanitary Napkin Factory in Bangladesh. More than 6 million girls are sanitized about menstrual health and hygiene by the initiative of Senora. The first ever quality sanitary napkin (Femina) at an affordable price targeting RMG workers in Bangladesh has been launched by STL. Babies are the country's future; they are unique in their own way and require specialized products. With this belief, Meril Baby & Supermom not only provides the highest quality products for babies, but also works to raise awareness about "vaccination" and "breastfeeding. Beyond business, we care. We have introduced first ever “toll-free” telecare center for all Bangladeshi people where they can get free service from specialized doctors and psychological counselors under the supervision of renowned Psychologist Dr. Mehtab Khanom. Reaching rural customers with best quality products and empowering more than 1 lac rural women has always been a priority for us. We tagged with BRAC, ‘JITA’ - a social business concern of CARE Bangladesh; Kollyani - anti-social project, ‘Nirapod’ - a Merrie Stopes project and many more which are aimed at ensuring daily essential products at rural doorsteps while empowering the rural women as an earning source. While our rural footprints are expanding, our products are also exported outside the country. We are currently reaching 30 countries around the world with our brands like Sepnil, Jui, Kool, Magic etc. Our brands Senora, Jui and Sepnil are recognized and awarded as top brands nominated by industry experts and loved by consumers. With our leading brands for instance Meril, Senora, Jui, Chaka, Magic, Kool, Revive, Sepnil, Zerocal, Supermom, etc. we are contributing around 10% of the SQUARE Group Turnover and we are committed to continue our journey for the betterment of people, environment and economy.

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Chapter: 01

Introduction

1.1 Introduction

The pursuit of sustainable supply chain management has become increasingly vital in today's globalized world, where consumers, investors, and governments alike demand greater accountability and responsibility from businesses. In Bangladesh, a country known for its pivotal role in various industries such as textiles, agriculture, and manufacturing, the establishment of sustainable supply chains is crucial not only for environmental conservation but also for social development and economic stability. In the modern era of global commerce, the concept of sustainability has emerged as a pivotal consideration for businesses across industries. As companies strive to meet the demands of an ever-changing market while addressing environmental concerns and societal expectations, the integration of sustainable practices into supply chain management has become increasingly imperative. One such company that has embraced this paradigm shift is Square Toiletries Limited. Square Toiletries Limited (STL) is a leading consumer goods manufacturer in Bangladesh, renowned for its diverse product portfolio ranging from personal care items to household essentials. Established with a commitment to excellence and innovation, STL has recognized the significance of adopting sustainable practices within its supply chain operations to mitigate environmental impact, enhance operational efficiency, and foster long-term resilience. In this paper, I delve into the sustainable supply chain management perspective of Square Toiletries Limited, exploring its strategic initiatives, challenges encountered, and the benefits accrued through its journey towards sustainability. By examining the company's approach to sourcing raw materials, production processes, distribution channels, and stakeholder engagement, we aim to provide insights into how Square Toiletries Limited has aligned its operations with principles of sustainability while simultaneously driving business growth and social responsibility. Square Toiletries Limited recognizes its responsibility to minimize environmental degradation throughout its supply chain. This entails sourcing raw materials from sustainable and ethically responsible suppliers, optimizing energy consumption in manufacturing processes, and implementing waste management strategies to reduce, reuse, and recycle resources. STL places a strong emphasis on ethical sourcing practices, ensuring that its suppliers adhere to labor standards, fair wages, and safe working conditions. By prioritizing partnerships with suppliers who share its commitment to social responsibility, STL promotes fair trade principles and contributes to the well-being of communities involved in its supply chain. Sustainability is integrated into the core of Square Toiletries Limited's product development process. Through continuous research and innovation, the company seeks to enhance the eco-

friendliness of its products, utilizing biodegradable materials, eco-friendly packaging, and reducing the use of harmful chemicals, thereby minimizing its ecological footprint.

In conclusion, Square Toiletries Limited exemplifies the transformative power of integrating sustainability into supply chain management practices. By prioritizing environmental stewardship, ethical sourcing, innovation, collaboration, and stakeholder engagement, STL not only mitigates risk and enhances operational efficiency but also reinforces its commitment to creating shared value for society and the planet. Through continuous improvement and strategic foresight, Square Toiletries Limited sets a precedent for responsible business practices in the fast-paced global marketplace.

1.2 Objectives of the Study

Broad Objective

➢ To investigate and analyze the challenges faced by Bangladeshi companies, using Square Toiletries Limited as a case study, in establishing a sustainable supply chain within the country

Specific Objectives

- To know Sourcing sustainable packaging materials and managing waste generated from their products.
- To know Ensuring fair labor practices throughout their supply chain, including suppliers and distributors.
- To know Mitigating the environmental impact of their production processes, such as water usage and energy consumption.
- To know Assessing the environmental footprint of Square Toiletries Limited's supply chain operations, including resource consumption, waste generation, and carbon emissions.
- To know Investigating the company's adherence to social responsibility standards such as labor rights, employee welfare, and community engagement throughout its supply chain.
- To know Examining the economic feasibility of implementing sustainable practices within Square Toiletries Limited's supply chain, including cost implications and potential returns on investment.
- To know Understanding the level of engagement with various stakeholders including suppliers, distributors, customers, and regulatory bodies concerning sustainable supply chain initiatives.
- To know Assessing the extent to which Square Toiletries Limited complies with local and international regulations related to environmental protection, labor standards, and product safety within its supply chain.

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), Md.Safi Uddin (PPIC),, Head of Supply Chain , Abu Saleh Yeasir Arafat Samir Manager (HRD), Md. Ali Akbar Sr. Executive (A&F), 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 Toiletries limited (STL) https://squaretoiletries.com , Different reports on Square Toiletries limited (STL), and others internet, newspaper, magazine etc.

1.4 Limitations of the Study

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

- Limited access to comprehensive and detailed data
- 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

Sustainable Supply Chain Management (SCM) has emerged as a critical field within business operations, addressing the environmental, social, and economic dimensions of sustainability. This literature review aims to provide an overview of the key perspectives, theories, frameworks, and practices that have shaped the discourse on sustainable SCM.

The concept of sustainable SCM has evolved from traditional SCM practices, emphasizing the integration of environmental and social considerations into supply chain decision-making. Early literature focused on the environmental impacts of supply chains, such as pollution, waste generation, and resource depletion. Over time, scholars began to recognize the interconnectedness of environmental, social, and economic dimensions, leading to the development of broader sustainability frameworks.

One of the foundational perspectives in sustainable SCM is the Triple Bottom Line (TBL) approach, which considers the economic, environmental, and social impacts of supply chain activities. This perspective advocates for the alignment of business objectives with sustainability goals, aiming to create value for all stakeholders, including shareholders, society, and the environment. TBL frameworks provide a comprehensive lens for evaluating the sustainability performance of supply chains.

Life Cycle Thinking (LCT) is another important perspective in sustainable SCM, focusing on the environmental impacts associated with the entire life cycle of products, from raw material extraction to end-of-life disposal. LCT frameworks, such as Life Cycle Assessment (LCA), enable organizations to identify hotspots and opportunities for environmental improvement across the supply chain. By considering upstream and downstream impacts, LCT contributes to more holistic decision-making and product design.

The concept of the Circular Economy (CE) has gained prominence in sustainable SCM literature, emphasizing the reduction, reuse, recycling, and recovery of materials within supply chains. CE frameworks advocate for closing the loop of resource flows, minimizing waste, and promoting resource efficiency. Through strategies such as remanufacturing, product-as-a-service models, and closed-loop supply chains, organizations can transition towards more sustainable and circular business models.

Management of Environmental Quality: An International Journal 31 (5), 1147-1182, 2019

Sustainable supply chain management (SSCM) is a relatively new sub-field of supply chain management (SCM). The performance of SSCM is based on the triple bottom line approach encompassing people-planet-profit, hence being defined not in only in social and environmental terms, but also the economic. The purpose of this paper is to develop an integrated study which uses antecedent-practices-performance principles in order to determine the drivers of SSCM practices, and the impact of these practices on sustainable supply chain performance. The importance of the study lies in the fact that the Indian Government is making significant efforts

to boost the manufacturing sector, and sustainability is among the significant imperatives for Indian manufacturing to be competitive globally.

International Journal of Production Economics 164, 216-233, 2015

Sustainability is a broad area, and few researchers have attempted to classify studies on supply-chain management, such as those on processes for supply-chain use and regarding products and technology for implementing cleaner supply-chain management (CSCM). This paper offers in-depth reviews of published studies on cleaner practices at various stages of the supply chain, including strategic planning, product and service design and development, purchasing, production, distribution, information technology/information systems, and human resources in two prominent production-related multidisciplinary journals over the course of a decade. By proposing a CSCM framework of practices and performance, discussing the importance of cleaner methods, and presenting performance indicators for various supply-chain stages, we highlight future topics in the area of cleaner management for supply-chain researchers to foster highly competitive organizations.

Journal of Cleaner Production Volume 262, 20 July 2020, 121389

Due to an increased pressure to be environmentally sustainable, many manufacturing organizations, especially from developing countries like Bangladesh, are attempting to make necessary changes in practices and supply chains. However, those attempts need to be applied strategically with the objective to be both environmentally sustainable and economically viable. This paper offers a decision-making methodology by integrating a fuzzy cognitive map (FCM) and data envelopment analysis (DEA) for evaluating strategies for environmental sustainability based on their impact on the overall supply chain network of an organization. This paper first identifies 18 generic strategies for environmental sustainability and three supply chain performance measurement (PM) factors. Afterwards, the cause-effect relationships among these strategies and PM factors are utilized to capture the complicated relationships by FCM. The extended delta rule (EDR) learning algorithm was used in association with FCM to quantify the impact of those strategies on supply chain PM factors. Finally, DEA is used to prioritize strategies using these impact values. A real-life case using a fast-moving consumer goods (FMCG) manufacturer from Bangladesh is presented to justify the applicability of the proposed methodology. The results reflect the usefulness of this methodology for evaluating strategies for environmental sustainability in a supply chain (SC), specifically in the FMCG sector of an emerging economy. Thus, other manufacturing organizations from any industry can use this methodology to evaluate strategies for environmental sustainability.

Measurement Volume 184, November 2021, 109931

This study presents a sustainability performance measurement model integrating the Balanced Scorecard (BSC) perspective and the Fuzzy multiple-criteria decision-making (FMCDM) approach. First, this study proposes a list of twenty-one indexes of sustainability, based on four BSC-based dimensions, in line with triple bottom line sustainability dimensions, derived from the literature and experts' inputs. Then, the relative weight of each sustainability index was evaluated using the Fuzzy Analytic Hierarchy Process (FAHP). To demonstrate the proposed approach, we practically measure the sustainability performance

using three MCDM methods — Simple Additive Weighting (SAW), fuzzy Technique for Order Preference by Similarity to Ideal Situation (TOPSIS), and fuzzy Multi-Criteria Optimization and Compromise Solution (VIKOR). Finally, strategies for improving sustainability performance for a real-word case are suggested. The proposed measurement model can be an appropriate tool for industrial managers seeking to evaluate the efficacy of their sustainability strategies.

The Invisible Side of Managing Sustainability in Global Supply Chains: Evidence from Multitier Apparel Suppliers Shobod D. Nath, Gabriel Eweje, Ralph Bathurst

Supply chain scholars, industry leaders, and policy makers have begun to recognize the importance of managing sustainability in global extended supply chains. However, scant attention has been paid to investigating the implementation of sustainable supply management practices from the perspective of multitier suppliers located in challenging institutional contexts. Drawing on institutional theory, this qualitative study examines how institutional pressures, mechanisms, and challenges influence the sustainability implementation of a developing country's multitier apparel suppliers. The study not only captures the viewpoints of 46 owner–managers across 33 multitier suppliers, but also provides complementary evidence from a wide range of institutional actors. The findings show that first-tier and second-tier suppliers experience more collective coercive pressures than mimetic and normative pressures toward sustainability implementation. However, only coercive pressure from second-tier suppliers influences third-tier suppliers' sustainability implementation. The identified key collective coercive pressures were stemming from the selection and assessment requirements of direct buyers, followed by third-party auditors, governments, and newly emerged collective buyers' consortia. Finally, building on empirical findings, this study presents a framework and research propositions for understanding the diffusion of sustainability to multitier suppliers.

Critical success factors of green supply chain management for achieving sustainability in Indian automobile industry Sunil Luthra Dixit Garg & Abid Haleem

The aim of this study was to identify and analyses the key success factors behind successful achievement of environment sustainability in Indian automobile industry supply chains. Here, critical success factors (CSFs) and performance measures of green supply chain management (GSCM) have been identified through extensive literature review and discussions with experts from Indian automobile industry. Based on the literature review, a questionnaire was designed and 123 final responses were considered. Six CSFs to implement GSCM for achieving sustainability and four expected performance measures of GSCM practices implementation were extracted using factor analysis. Interpretive ranking process (IRP) modelling approach is employed to examine the contextual relationships among CSFs and to rank them with respect to performance measures. The developed IRP model shows that the CSF 'Competitiveness' is the most important CSF for achieving sustainability in Indian automobile industry through GSCM practices. This study is one of the few that have considered the environmental sustainability practices in the automobile industry in India and their implications on sectoral economy. The results of this study may help the mangers/SC practitioners/Governments/Customers in making strategic and tactical decisions regarding successful implementation of GSCM practices in Indian automobile industry with a sustainability focus. The developed framework provides a comprehensive perspective for assessing the synergistic impact of CSFs on GSCM performances and can act as ready reckoner for the practitioners. As there is very limited work presented in

literature using IRP, this piece of work would provide a better understanding of this relatively new ranking methodology.

Sustainable supply chain management in developed vs. emerging economies: evidence from the UK and China's manufacturing industry Ali Esfahbodi, Yufeng Zhang

In the last few decades, manufacturing firms have shown increasing concerns in relation to the environmental impact of their supply chain activities. Sustainable supply chain management (SSCM) has been considered by manufacturers in both developed and emerging markets as a feasible approach to reducing the environmental impact of operations while simultaneously improving economic performance. However, recently emergent studies have presented mixed views on this issue, expressing that SSCM adoption may not always secure financial benefits. Although research on sustainable supply chains in developed economies has made many valuable contributions, there is a dearth of empirical evidence and theoretical reflection on the characteristics of SSCM in developing and emerging economies. Therefore, this research raises the proposition that SSCM practice can be both environmentally necessary and profitable in both developed and emerging economies. This study examines and compares SSCM practice and the associated performance gains within two different economies on different trajectories- the UK and China.

Journal of Purchasing and Supply Management Volume 27, Issue 5, December 2021, 100722

In a geographically dispersed multi-tiered supply chain, managing sustainable practices throughout the entire upstream network is increasingly challenging for the lead firm. But often, it is the lead firm that is held responsible for the lack of non-sustainable practices by any of its suppliers in the network. This can potentially damage the reputation of the lead firm. Moreover, complex inter-relationship among multi-tier sustainable supply chain management (MSSCM) barriers tends to constrain the cascading of sustainability. Consequently, the strategies in overcoming the MSSCM barriers show limited impact. Thus, exploring the mutual interaction among MSSCM barriers is crucial as removing one barrier can intensify or diminish the effect of another barrier. This research unpacks the intra-firm, inter-firm, and contingency barriers for multi-tiered supplier network. A grey-based multi-criterion decision-making approach is adopted in establishing mutual relationships among MSSCM barriers. In addition, a combined resource-based theory and resource-dependence theory supports the theoretical anchoring. The MSSCM barriers are studied for supply networks which involve three lead firms, five tier-one suppliers, and ten lower-tier suppliers selected from automobile, beverage, and home appliances industries. The research provides a granularity of the MSSCM barriers' by analyzing the meaningful relationship at the individual tier-firm level and aggregated level.

Journal of Cleaner Production Volume 153, 1 June 2017, Pages 405-416

Operation management models have been developed according to changes in society's demands, such as better working conditions, clean production, recyclable and reusable products, and improving social conditions. Thus, new challenges in developing sustainable management models, particularly for

manufacturing processes, have emerged. Lean Manufacturing and Value Stream Mapping (VSM) have been widely used to develop manufacturing processes without wastes in the production flow. However, current indicators of the VSM tool have not identified the economic, social and environmental factors. This work aims to propose a conceptual method to integrate a new group of sustainability indicators into the VSM tool to assess manufacturing processes. The development of sustainability indicators was performed through analysis of the assessment models of sustainability and sustainability indicators in the period of 2009–2014. The method was applied in three case studies, and the results demonstrated that the proposed method identified different levels of sustainability of manufacturing processes and thus enabled the development of improved scenarios. In this sense, the results contributed to the literature with the proposition of new sustainability indicators related to the manufacturing process. The case studies enabled evaluation of the interaction of a new group of sustainability indicators in different manufacturing processes.

International Journal of Production Research Volume 61, 2023 - Issue 14: Multi-tier Sustainable Supply Chains Management for Global Sustainability

The pulp and paper industry has significant sustainability implications and necessarily requires a careful consideration of direct and lower-tier suppliers for effective sustainable supply chain management. This paper utilized an extensive literature review and semi-structured interviews of experts in the Chinese pulp and paper industry to unearth the factors that highly influence multi-tier supply chain sustainability. A Technological-Organizational-Environmental (TOE) and Human-Organizational-Technological (HOT-fit) based theoretical framework was employed to classify the identified factors. Then, an Analytical Hierarchy Process (AHP) based methodology was applied to determine the relative importance of the factors. A comparison analysis of the relative importance of the factors as determined by the experts in the focal companies, Tier-1 suppliers and Tier-2 suppliers of the Chinese pulp and paper industry is presented. The results show that institutional and technological factors are most critical to actualizing multi-tier supply chain sustainability. Thus, the study outcomes present relevant theoretical and practical implications for the managers and practitioners in the pulp and paper industry on how to facilitate multi-tier supply chain sustainability for increased competitiveness. Furthermore, this study provides guidelines for other industries as well and sets the stage for subsequent theorization and exploration of multi-tier supply chain sustainability for expected performance gains.

Supply Chain Sustainability Risks: A Systematic Review Yasser El Ouarrak, Aziz Hmioui

In line with growing global awareness of sustainability issues, supply chain (SC) actors have begun to integrate sustainability practices into their activities, to create a more sustainable SC. However, this integration cannot be effective unless the various risks that could adversely affect the sustainability of the SC are managed. Indeed, managing these risks involves first identifying and classifying them, then assessing them, and subsequently suggesting the measures needed to mitigate them. To provide practitioners with a roadmap of supply chain sustainability risks (SCSRs), numerous articles have been published in the literature focusing on the identification, categorization, and assessment of SCSRs. This study carried out a systematic literature review, based on the preferred reporting items for systematic reviews and meta-analyses (PRISMA) flow

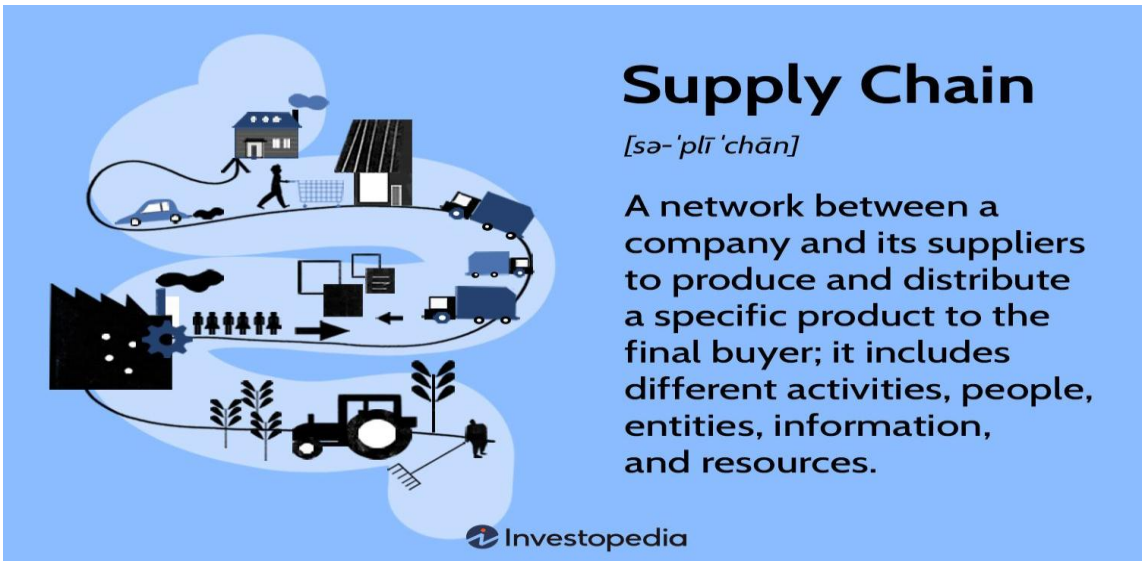
diagram, to systematically analyze these articles. The review highlighted different areas in which SCSRs were identified, classified, and assessed. It also presented various SCSR evaluation frameworks developed in the literature. Finally, it underlined the importance of stakeholder involvement in dealing with SCSRs.

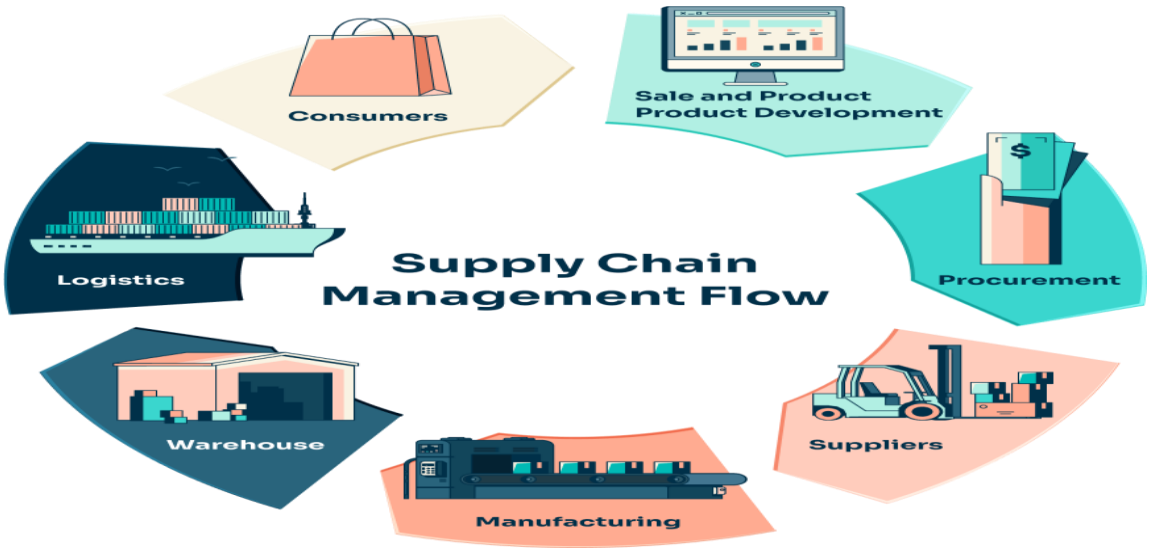
2.2 Theoretical Discussion

2.2.1 Supply chain management (SCM)

Supply chain management (SCM) is all about managing the flow of goods and services. But it's not just about moving things around. It's about efficiently and effectively coordinating all the activities involved in getting a product from its raw materials to the final customer.

Supply chain management (SCM) can be defined as the **oversight of the entire flow of goods and services** within a business. This includes all the steps involved in transforming raw materials into final products and delivering them to the customer.





2.2.2 Sourcing

In Supply Chain Management (SCM), sourcing refers to the strategic process of finding, evaluating, and establishing relationships with suppliers who can provide the goods, services, and raw materials a company needs to operate. It's essentially finding the right vendors to fit your needs.

In supply chain management (SCM), sourcing refers to the process of finding, evaluating, and selecting suppliers to provide the necessary goods, materials, or services needed to manufacture or deliver a product. It involves identifying potential suppliers, negotiating contracts, and establishing relationships with those suppliers to ensure a reliable and cost-effective supply chain.

Sustainable sourcing refers to the practice of procuring goods, materials, or services in a manner that minimizes negative environmental, social, and economic impacts, while also promoting positive benefits for people and the planet. It involves considering the entire lifecycle of a product, from its production and distribution to its disposal or recycling.



Sustainable sourcing process

The sustainable sourcing process is all about acquiring goods and services with a focus on three key areas: environment, society, and economics. It's not just about getting the best price; it's about choosing suppliers who are responsible throughout their operations. Here's a breakdown of the typical steps involved:

Develop a Sustainable Sourcing Policy

Define your company's sustainability goals and how they relate to procurement.

Establish clear criteria for what constitutes a responsible supplier across environmental, social, and economic aspects (often called ESG).

Identify and Evaluate Suppliers

Look for suppliers with strong ESG practices. Research certifications or request information on their environmental impact, labor practices, and economic responsibility.

Communicate Expectations

Clearly outline your sustainability requirements to potential suppliers. This could involve things like waste reduction plans, fair labor standards, or responsible sourcing of their own materials.

Integrate Sustainability into Purchasing Decisions

Don't just base choices on price. Factor in a supplier's sustainability practices when making purchasing decisions.

Build Supplier Relationships

Collaborate with suppliers to help them improve their sustainability performance. Offer training or resources to support their efforts.

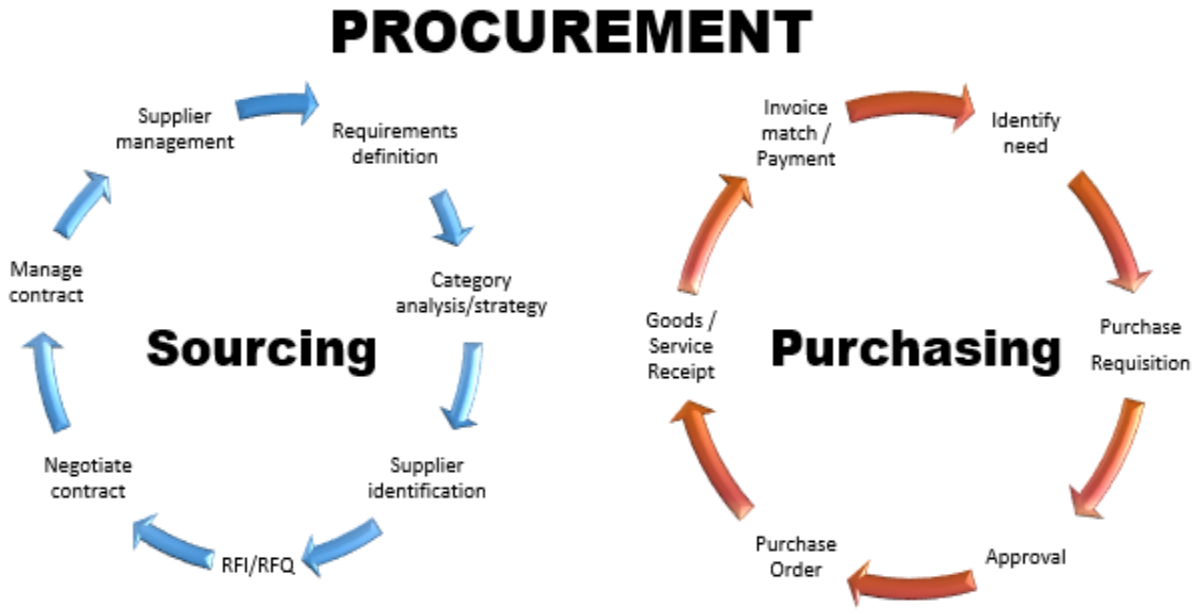
Monitor and Improve:

Regularly assess your suppliers' performance against your sustainability criteria.

Continuously improve your own sourcing practices based on what you learn.

2.2.3 Define Procurement

Procurement refers to the process of obtaining goods, services, or works from an external source, often through purchasing or contracting. It involves the acquisition of goods or services that are essential for an organization's operations or projects. Procurement activities typically include identifying needs, sourcing suppliers or vendors, negotiating contracts, and managing supplier relationships. Effective procurement aims to ensure that goods and services are acquired in a timely manner, at the best possible price, and with the required quality and quantity to meet the organization's objectives.



Sustainable procurement management

Sustainable procurement management is the process of acquiring goods and services in a way that considers the environmental, social, and economic impacts throughout the entire supply chain. It's about going beyond just getting the best price to consider the long-term impact of your purchases.

Here are some key aspects of sustainable procurement management

Balancing the Triple Bottom Line: This means considering environmental, social, and economic factors alongside traditional cost considerations. Environmental factors include things like energy use, pollution, and resource depletion. Social factors include labor practices, human rights, and community development. Economic factors include long-term cost savings, supply chain resilience, and innovation.

Supplier Relationships: Building strong relationships with suppliers who share your commitment to sustainability is crucial. This means working collaboratively to identify and implement sustainable practices.

Life Cycle Thinking: Considering the entire life cycle of a product, from raw material extraction to disposal, helps identify areas for improvement. This can lead to things like choosing products made from recycled materials or that are designed to be durable and easy to repair.

Transparency and Accountability: Being transparent about your sustainable procurement practices and holding suppliers accountable for theirs is essential. This can be done through things like sustainability reporting and supplier audits.

Sustainable procurement management can benefit your organization in a number of ways, including

Reduced Costs: Sustainable practices can lead to cost savings in areas like energy use, waste disposal, and raw materials.

Enhanced Brand Reputation: Consumers are increasingly interested in supporting companies that are committed to sustainability.

Improved Risk Management: By considering social and environmental factors, you can mitigate risks associated with ethical sourcing and environmental regulations.

Innovation: A focus on sustainability can drive innovation in product design, manufacturing processes, and supply chain management.

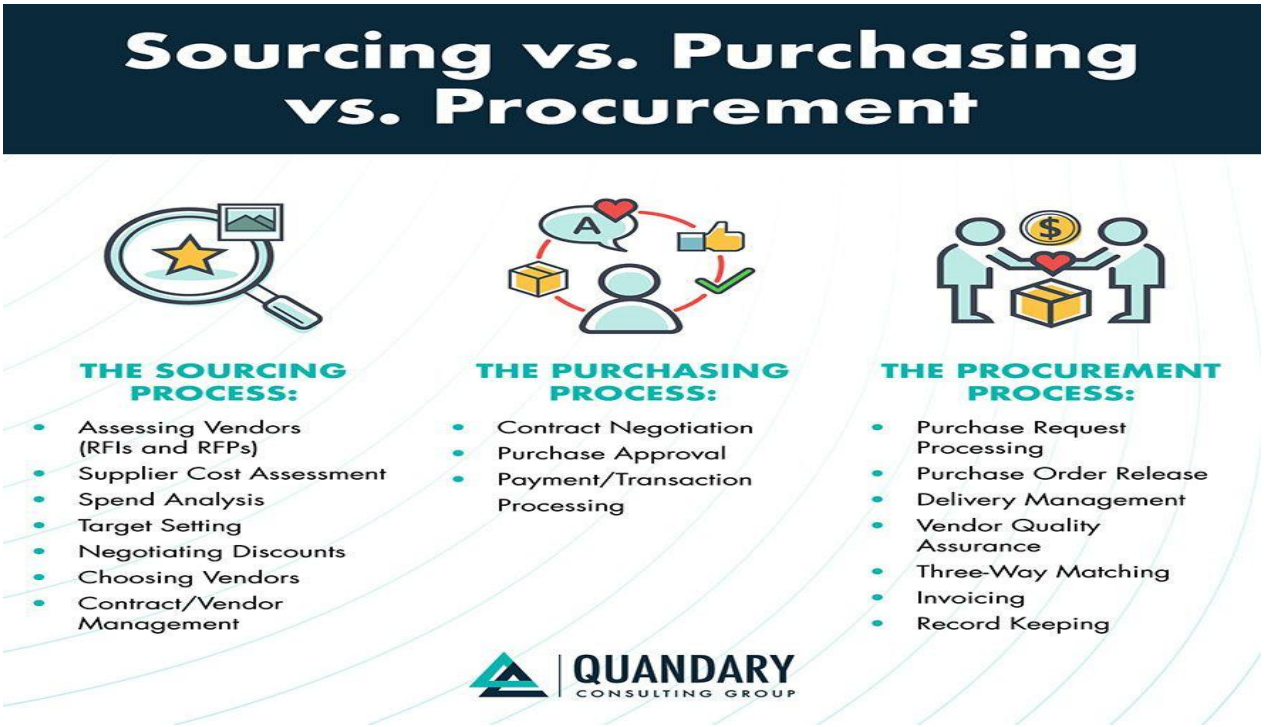
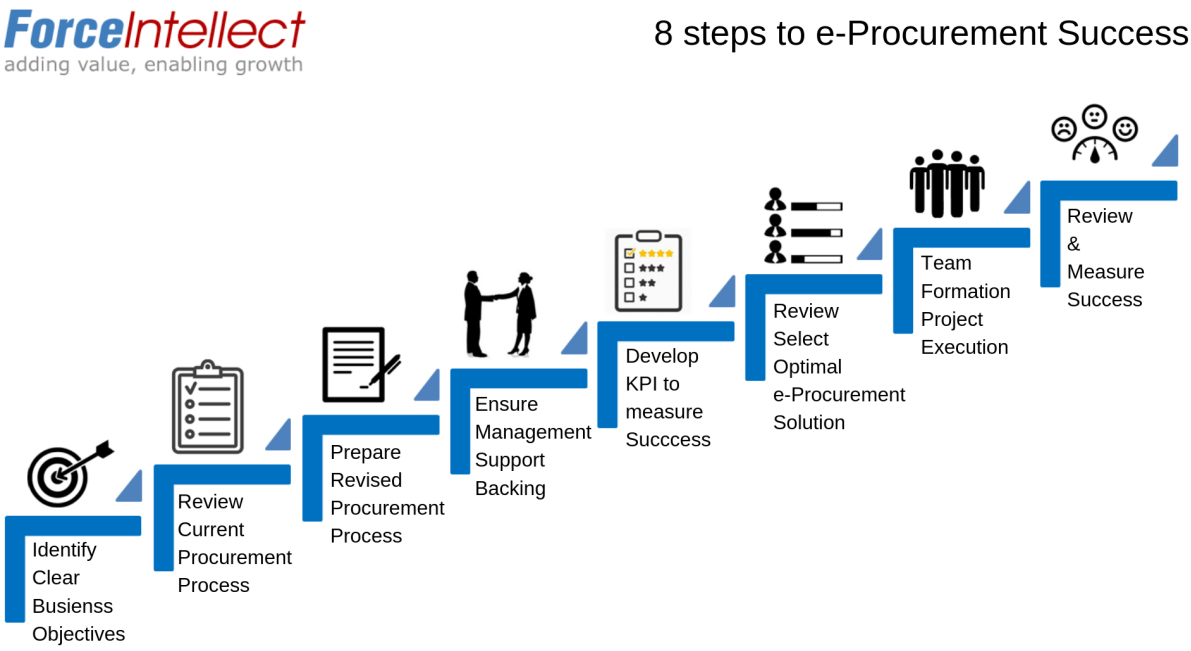


Fig: Differentiate of Sourcing, Purchasing & Procurement.



2.2.4 Materials management

Materials management is the process of planning, organizing, and controlling the flow of materials from the point of origin to the point of consumption within a supply chain. It includes all the activities involved in sourcing, purchasing, receiving, storing, and issuing materials. The main goal of materials management is to ensure that the right material is available at the right time, in the right quantity, and at the right place, at the lowest possible cost.

Material management refers to the systematic process of planning, organizing, procuring, storing, controlling, and disposing of materials in an efficient and cost-effective manner to support the goals of an organization. It encompasses various activities involved in managing the flow of materials within an organization, from the initial procurement of raw materials to the final delivery of finished products to customers. Effective material management ensures that the right materials are available in the right quantity, at the right time, and in the right place to meet production schedules and customer demands while minimizing costs and maximizing productivity.

Key components of material management include:

Procurement: This involves sourcing and purchasing raw materials, components, and supplies from suppliers. It includes activities such as identifying suppliers, negotiating contracts, and placing purchase orders.

Inventory Management: Inventory management involves maintaining optimal levels of inventory to meet production requirements and customer demand while minimizing holding costs and the risk of stockouts. It includes activities such as forecasting demand, setting reorder points, and implementing inventory control measures.

Warehousing and Storage: This involves the efficient storage and handling of materials within warehouses or storage facilities. It includes activities such as receiving, storing, picking, packing, and shipping materials.

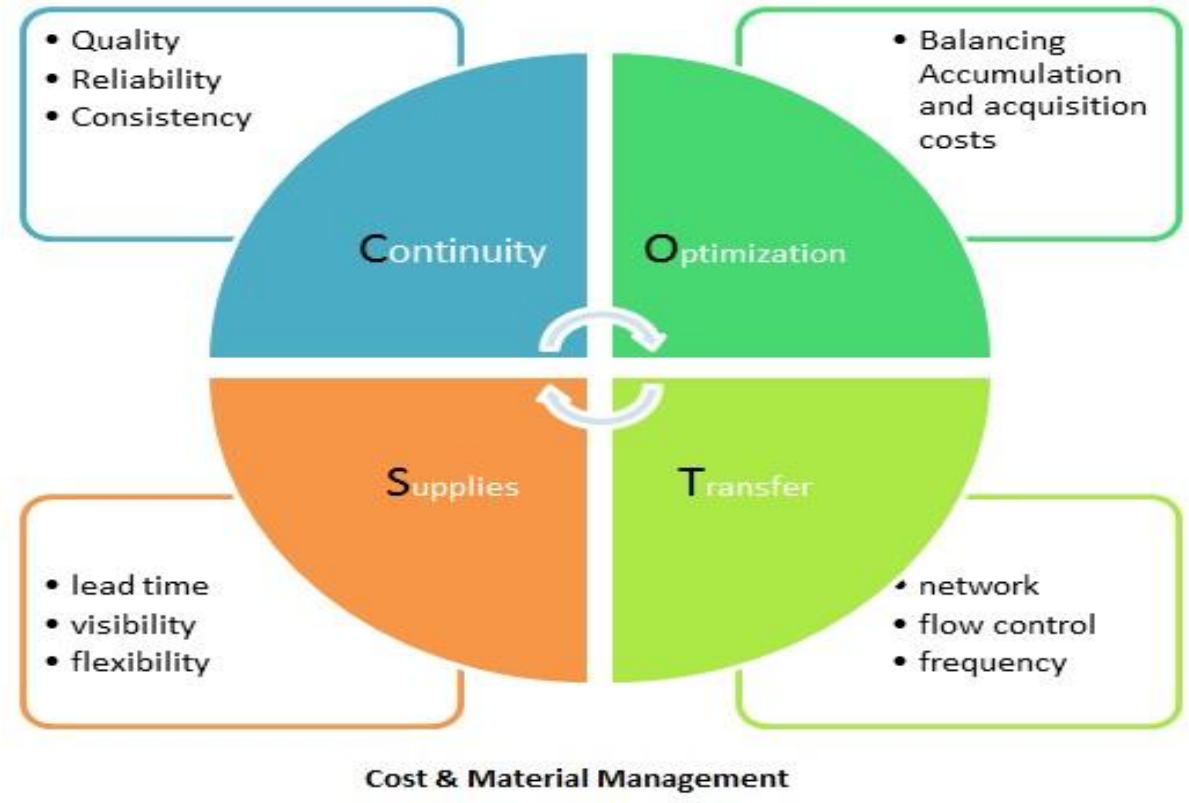
Logistics and Transportation: Logistics involves the planning and coordination of the movement of materials from suppliers to production facilities and from production facilities to distribution centers or customers. It includes activities such as transportation management, route optimization, and freight forwarding.

Quality Control: Quality control ensures that materials meet the required quality standards before they are used in production. It involves inspecting incoming materials, conducting quality tests, and implementing quality assurance processes.

Supplier Relationship Management: This involves building and maintaining strong relationships with suppliers to ensure timely deliveries, high-quality materials, and favorable terms and conditions. It includes activities such as supplier evaluation, performance monitoring, and collaboration on continuous improvement initiatives.

Disposal and Waste Management: This involves the proper disposal or recycling of materials that are no longer needed or have become obsolete. It includes activities such as waste reduction, reuse, recycling, and environmentally responsible disposal.

Overall, effective material management is essential for optimizing supply chain operations, reducing costs, improving product quality, and enhancing customer satisfaction. It requires careful planning, coordination, and continuous monitoring of material flows and processes to achieve the desired outcomes.



Cost & Material Management

2.2.4.1 Inventory Management

Inventory management is all about efficiently overseeing the stock a business holds. This includes things like raw materials, finished products, and everything in between. The goal is to have the right amount of inventory on hand at the right time, avoiding stock outs (running out) or having too much inventory taking up space and tying up cash.

"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**

Effective inventory management is essential for any business that deals with physical products. It's the practice of overseeing a company's inventory, from ordering and storing to selling. By having a handle on your stock levels, you can reap a number of benefits, including:

Cost Savings: Inventory ties up cash. With good management, you can avoid overstocking, which reduces storage costs and frees up capital for other areas. You can also optimize ordering to minimize the risk of stock outs and the need for emergency purchases, often at a premium price.

Improved Efficiency: Inventory management helps streamline processes. Accurate data on what you have in stock means you can fulfill orders faster and avoid wasting time searching for misplaced items.

Happier Customers: Stock outs lead to frustrated customers. By having the right amount of inventory on hand, you can ensure that you can meet customer demand and avoid disappointing them.

Better Forecasting: Inventory data provides valuable insights into sales trends. This allows you to forecast future demand more accurately and adjust your ordering practices accordingly.

Reduced Risk: Inventory can be vulnerable to damage, spoilage, or theft. Good management practices help minimize these risks.

Inventory management systems can automate many tasks, saving time and reducing errors. In short, a well-organized inventory management system is a key factor in business success.

Inventory management methods are all about strategically controlling the flow of goods in and out of your business. This ensures you have enough stock to meet customer demand without tying up too much cash in excess inventory.

Sustainable Inventory Management

Sustainable inventory management is all about optimizing your stock levels to meet customer needs while minimizing environmental impact and promoting social responsibility throughout your supply chain. It's a win-win for the environment, your wallet, and your reputation.

Here are some key benefits of sustainable inventory management

Reduced environmental impact: Less waste from unused products, lower energy consumption for storage and transportation, and potentially using eco-friendly packaging materials.

Cost savings: By keeping a lean inventory, you reduce storage costs, waste disposal fees, and potentially transportation expenses.

Enhanced reputation: Consumers are increasingly interested in supporting sustainable businesses.

Here are some ways to implement sustainable inventory management practices:

Reduce: Minimize the amount of inventory you hold by improving demand forecasting, negotiating smaller deliveries with suppliers, and employing just-in-time inventory methods.

Reuse: Find ways to reuse packaging materials, pallets, and other shipping containers.

Recycle: Implement recycling programs for materials like cardboard, paper, and plastic within your warehouse.

Sustainable sourcing: Partner with suppliers who prioritize sustainable practices, like using recycled materials or reducing emissions in their manufacturing processes.

Optimize transportation: Consolidate shipments to reduce the number of deliveries and explore alternative transportation options that have a lower environmental footprint, like rail or electric vehicles.

Warehouse efficiency: Implement practices like 5S (Sort, Straighten, Shine, Standardize, Sustain) to improve warehouse organization and reduce energy consumption.

- **Inventory Management Methods**

Here are some of the most common inventory management methods:

FIFO (First-In, First-Out): This method assumes the oldest items in your inventory are sold first. This is important for perishable goods or items with expiration dates.

LIFO (Last-In, First-Out): This method assumes the newest items are sold first. This can be beneficial in times of inflation when the cost of replacing inventory is higher.

Just-in-Time (JIT): This method minimizes the amount of inventory a business holds by ordering materials only when they are needed for production. This reduces storage costs but requires a reliable supply chain.

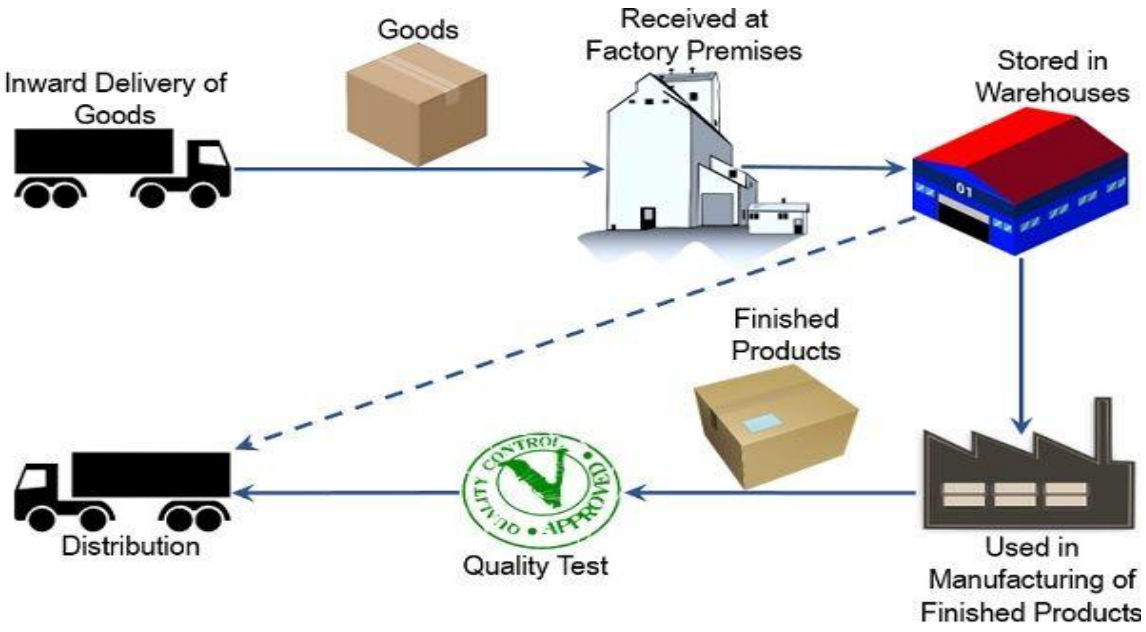
Economic Order Quantity (EOQ): This formula helps determine the ideal order quantity to minimize total inventory costs, considering factors like ordering costs, storage costs, and demand.

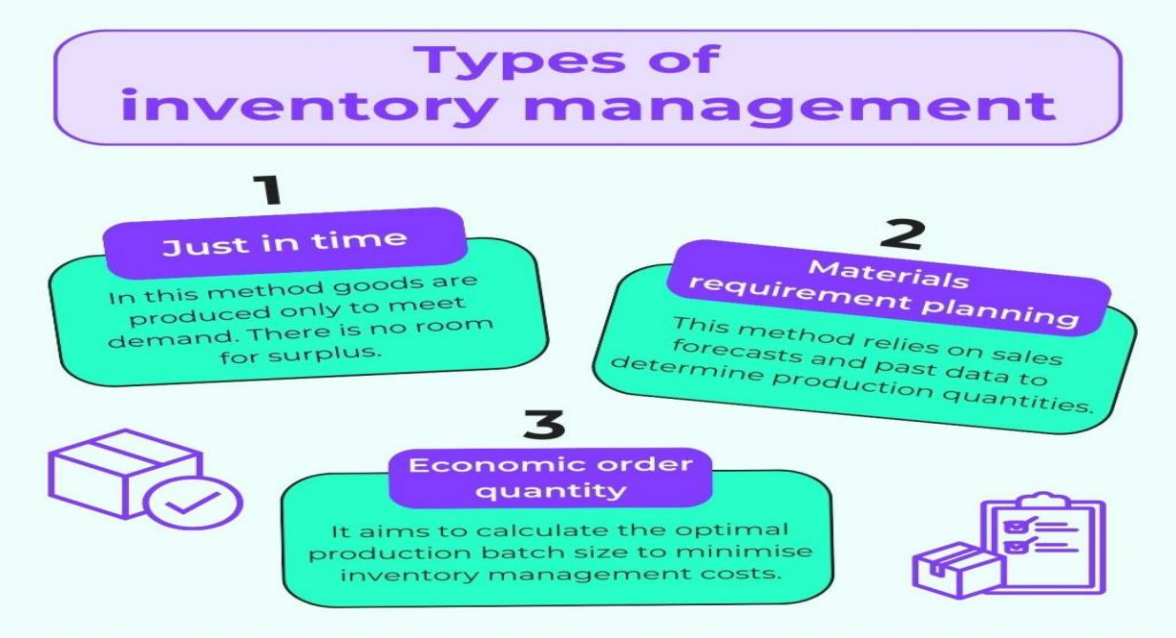
ABC Analysis: This method classifies inventory items into three categories (A, B, and C) based on their value and turnover. High-value items (A) get the closest attention, while low-value items (C) can be managed with less strict controls.

Perpetual Inventory System: This system tracks inventory levels in real-time using inventory management software. This allows for more accurate stock counts and faster identification of potential stock outs.

Cycle Counting: This method involves physically counting a smaller subset of inventory items on a regular basis to ensure accuracy of the perpetual inventory system.

The best inventory management method for your business will depend on several factors, such as the type of products you sell, your customer demand patterns, and your supply chain. It's important to consider all of these factors and choose a method that will help you achieve your inventory management goals.





2.2.5 Distribution management

Distribution management is all about efficiently moving goods from manufacturers or suppliers to the end customer. It's a crucial part of the supply chain, making sure products get where they need to be on time and in good condition.

Here's a breakdown of distribution management:

What it involves: It oversees the entire journey of a product, from suppliers to warehouses, then to retailers or directly to consumers. This includes activities like packaging, inventory management, warehousing, transportation (logistics), and sometimes even integrating with block chain technology for better tracking.

Benefits: Effective distribution management can significantly benefit businesses. It can help:

Reduce costs by minimizing waste and optimizing storage space.

Improve customer satisfaction through faster deliveries and accurate orders.

Increase profits by ensuring a smooth flow of goods and efficient inventory turnover.

Different channels: There are various distribution channels, depending on the product and target market. Some common ones include:

Wholesalers: They buy products in bulk from manufacturers and then sell them to retailers.
Retailers: They sell products directly to consumers, either in physical stores or online.

Direct-to-consumer (D2C): Manufacturers or brands sell directly to customers without involving intermediaries.

Overall, distribution management is a complex but essential function for businesses of all sizes. By effectively managing the flow of goods, companies can ensure their products reach the right customers at the right time, ultimately leading to a successful and profitable operation.

Sustainable Distribution management system

A sustainable distribution management system (SDMS) focuses on delivering goods to customers while minimizing environmental and social impact. It considers the entire distribution process, from warehousing and packaging to transportation and returns.

Here are some key elements of a SDMS

Network Optimization: Minimizing transport distances by using local suppliers and warehouses, and optimizing delivery routes to reduce fuel consumption. This can involve route planning software and consolidation centers.

Green Transportation: Shifting from road freight to more sustainable modes like rail or sea freight whenever possible. Utilizing electric vehicles or hybrid options for shorter trips.

Sustainable Packaging: Reducing packaging waste through practices like using minimal, recyclable, biodegradable, or compostable materials. Encouraging customers to reuse packaging or participate in take-back programs.

Warehouse Efficiency: Utilizing energy-efficient lighting and climate control systems in warehouses. Optimizing warehouse layouts to minimize travel distances for picking and packing.

Implementing a SDMS can benefit businesses in several ways:

Cost Savings: Reduced fuel consumption, optimized routes, and less packaging material can lead to significant cost reductions.

Enhanced Brand Image: Customers are increasingly interested in supporting sustainable businesses. A SDMS demonstrates a commitment to environmental responsibility.

Compliance with Regulations: Many countries are implementing stricter environmental regulations. A SDMS helps businesses stay ahead of the curve.

Here are some resources to learn more about sustainable distribution management systems:

Sustainability Guide on Distribution: sustainabilityguide.eu

Eco-Friendly Logistics: Sustainable Distribution Strategies

2.2.5.1 Definition of Logistics Management

Logistics management is the backbone of any business that deals with physical products. It's essentially the art of getting the right things, to the right place, at the right time, and for the right cost. Here's a breakdown of the definition:

Planning and Coordination: It involves strategically planning all the activities involved in moving goods from the point of origin (where they are made) to the point of consumption (where they are used by the customer). This includes things like choosing the most efficient transportation methods, selecting warehouses, and managing inventory levels.

Efficient Movement and Storage: Logistics management is all about ensuring a smooth flow of goods. This includes not just transportation but also efficient storage and handling of products at warehouses and distribution centers.

Information Management: In today's world, information is key. Logistics management also involves tracking the movement of goods, managing inventory data, and ensuring clear communication between all parties involved.

Customer Satisfaction: Ultimately, the goal of logistics management is to satisfy customer needs. By getting products to customers on time and in good condition, logistics plays a critical role in building customer satisfaction and loyalty.

In a nutshell, logistics management is the behind-the-scenes hero that keeps businesses running smoothly and efficiently. It's a complex field that encompasses a wide range of activities, but its core objective is to ensure the seamless flow of goods from origin to destination.



2.2.5.2 Warehousing

Warehousing is the process of storing goods before they are sold or distributed. This can be done in a variety of ways, from a small business using a spare room to a large company leasing a dedicated warehouse facility. Warehouses are essential for businesses that sell physical products. They provide a place to store inventory, which can then be shipped to customers as needed. Warehouses can also be used to stage products for fulfillment, or to repackage products for different sales channels.

There are a number of factors to consider when choosing a warehousing solution, such as the size and type of inventory, the location of the warehouse, and the budget. Some businesses may also choose to outsource their warehousing needs to a third-party logistics (3PL) provider.

Benefits of Warehouse Management

Effective warehouse management can bring a number of advantages to a business. Here are some of the key benefits:

Improved Inventory Control: Warehouse management systems (WMS) can track inventory levels in real-time, reducing the risk of stock outs and overstocking. This can lead to lower carrying costs and improved order fulfillment times.

Enhanced Efficiency: Warehouse management helps streamline processes like picking, packing, and shipping. This can lead to faster order fulfillment and reduced labor costs.

Increased Accuracy: Warehouse management systems can help to minimize errors in order picking and shipping. This can lead to happier customers and fewer returns.

Better Space Utilization: Warehouse management systems can help you optimize your warehouse layout, ensuring you use space effectively.

Improved Customer Satisfaction: By ensuring accurate and timely orders, warehouse management can lead to happier customers.

Reduced Costs: Warehouse management can help you reduce labor costs, inventory carrying costs, and transportation costs.

Overall, warehouse management can help businesses to improve efficiency, reduce costs, and provide a better service to their customers.

What Is a Warehouse Management System?

A warehouse management system (WMS) is essentially software that acts as the brain of a warehouse or distribution center. It helps streamline all aspects of day-to-day operations, from the moment goods arrive to when they're shipped out.

Here are some of the key functions of a WMS:

Inventory tracking: A WMS keeps tabs on every item in the warehouse, including its location, quantity, and expiry date (if applicable). This enables real-time visibility of stock levels, which helps prevent stock outs and overstocking.

Warehouse optimization: A WMS helps optimize warehouse space by suggesting the most efficient storage locations for different items. This can take into account factors like item size, weight, and popularity.

Order fulfillment: A WMS helps with picking and packing orders accurately and efficiently. It can generate pick lists that optimize picking routes, which saves time and reduces errors.

Labor management: A WMS can help allocate tasks to workers based on their skills and experience. It can also track employee performance and identify areas for improvement.

Overall, a WMS aims to improve warehouse efficiency, reduce costs, and ensure that orders are fulfilled quickly and accurately.

Warehouse Management Processes

Warehouses are the backbone of many businesses, and efficient warehouse management is essential for smooth operations. There are several core processes that keep warehouses running efficiently, and optimizing each one is crucial for success. Here's a breakdown of the key warehouse management processes:

Receiving: This is the first step, where incoming goods are checked in and verified against purchase orders. This involves ensuring the correct quantity, condition, and timely arrival of the items.

Putaway: Once received, items need to be strategically placed in the warehouse for efficient storage and retrieval. This involves choosing appropriate storage locations based on factors like size, weight, and demand.

Storage: Effective storage practices ensure the safety and organization of inventory. This involves proper labeling, binning, and stacking to optimize space utilization and facilitate easy access during picking.

Picking: When a customer order comes in, warehouse personnel pick the required items from storage. Accuracy and efficiency are critical in picking, as mistakes can lead to delays and dissatisfied customers.

Packing: Picked items are then prepared for shipment. This involves selecting the appropriate packaging materials, ensuring everything is secure, and properly labeling the packages with shipping information.

Shipping: Finally, the packed orders are shipped to the customer. This may involve coordinating with shipping carriers or using your own delivery network.

In addition to these core processes, some warehouses may also include:

Slotting: This involves analyzing product characteristics and demand to assign optimal storage locations for faster picking.

Inventory Management: This involves tracking stock levels, identifying low inventory situations, and managing reorder points to avoid stock outs.

Reporting: Generating reports on warehouse performance metrics like picking accuracy, order fulfillment times, and inventory turnover helps identify areas for improvement.

By efficiently managing these processes, warehouses can ensure the smooth flow of goods, minimize errors, reduce costs, and ultimately deliver a better customer experience.



Fig: Warehouse Management System.

Sustainable Warehouse Management System

A traditional Warehouse Management System (WMS) focuses on efficiency and accuracy of warehouse operations. A Sustainable Warehouse Management System (SWMS) expands on this to consider environmental impact alongside those factors.

Here's how a SWMS can contribute to a sustainable warehouse

Reduced Energy Consumption:

Data-driven decisions: The WMS can analyze historical data to optimize picking routes, minimizing travel distances for forklifts and staff. This reduces fuel and energy use.

Energy-efficient practices: The WMS can integrate with building management systems to schedule lighting and HVAC based on occupancy and real-time needs.

Smarter Inventory Management:

Optimized storage: The WMS can recommend high-density storage solutions to maximize space utilization, reducing the energy needed to cool or heat larger warehouses.

Demand forecasting: Improved forecasting helps maintain optimal inventory levels, reducing unnecessary storage and transportation of goods.

Minimized Waste:

Replenishment strategies: The WMS can implement smart put-away rules to minimize product movement within the warehouse, reducing wear and tear.

Packaging optimization: The WMS can suggest right-sized packaging to minimize wasted materials.

Returns management: Efficient tracking and processing of returns through the WMS can prevent unnecessary deliveries and re-deliveries.

Additional factors for a sustainable warehouse:

Renewable energy sources: Integrating solar panels, wind turbines, or geothermal systems can power warehouse operations.

Water conservation: The WMS can monitor water usage and suggest water-saving fixtures or rainwater harvesting systems.

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



Anjan Chowdhury
ManagingDirector

3.2 Overview of Square Toiletries Limited

Square Toiletries Limited is a renowned Bangladeshi company specializing in personal care and household products. Established in 1988, it has grown into one of the leading consumer goods manufacturers in the country. Square Toiletries produces a wide range of products including skincare, haircare, oral care, and hygiene products. With a commitment to quality and innovation, the company has earned the trust of consumers both domestically and internationally. Its diverse product portfolio, stringent quality control measures, and extensive distribution network have contributed to its success in capturing significant market share. Square Toiletries Limited continues to strive for excellence in meeting the evolving needs of consumers while maintaining sustainability and social responsibility.

3.3 Brief Profile of Square Toiletries Limited

The full name	**:**	Square Toiletries Limited.
Head office	**:**	Suvastu Suraiya Trade Center, Level 9-13, Plot-57, Road -21, Block-B, Banani, Dhaka-1213
Industrial Units	**:**	4 & more to come
Business partners	**:**	20 plus
Suppliers	**:**	3500 plus
Employees	**:**	5000 + (Professionals, Skilled, Semi-Skilled) and casual labors
Brands	**:**	Senora, Supermom Baby Diaper, Sepnil.
Products	**:**	Consumer goods, Toiletries, Personal Care, Health Care
Export Market	**:**	13+ Countries like-(India, Bhutan, Nepal, UAE, Kuwait, Singapore, Malaysia, Hong Kong, Vietnam, UK, USA,)

3.4 History

Square Toiletries Ltd. is a renowned Bangladeshi company specializing in personal care and household products. Established in 1988, it has grown into one of the leading FMCG (Fast-Moving Consumer Goods) companies in Bangladesh. Square Toiletries initially focused on manufacturing and distributing basic toiletries like soap and toothpaste. Over time, it diversified its product range to include skincare, haircare, oral care, and household cleaning products.The company's commitment to quality, innovation, and affordability has helped it gain a strong foothold in the market. Its brands, such as Square Toiletries, Senora have become household names in Bangladesh, known for their reliability and effectiveness. Square Toiletries has also expanded its presence internationally, exporting its products to various countries. With a focus on continuous improvement and customer satisfaction, Square Toiletries continues to be a prominent player in the FMCG sector in Bangladesh and beyond.

1958 :	Debut of Square Pharma as a Partnership Firm.
1964 :	Converted into a Private Limited Company.
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.
:	*SQUARE* Toiletries Ltd. becomes a Private Limited Company.

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

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)

SQUARE Toiletries Ltd. is not just a business; it's a beacon of corporate responsibility and social consciousness in Bangladesh. Committed to upholding universally recognized social values in business operations, SQUARE goes beyond mere compliance with legislation. They prioritize the interests of customers, employees, shareholders, communities, and ecological concerns in every facet of their operations.

Their commitment to societal betterment extends to tangible actions. SQUARE actively engages in welfare programs for acid burn victims, sponsoring events like the Meril-Prothom Alo festival, which has become a significant national event. Moreover, their support extends to NGOs working tirelessly to provide healthcare to marginalized populations. SQUARE sponsors initiatives to raise awareness about healthcare needs, recognizing the importance of education in fostering a healthier society.

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	



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 Toiletries Team:

Square Toiletries Limited, a renowned Bangladeshi company, possesses several strengths, including its diverse product portfolio, strong brand reputation, extensive distribution network, and commitment to quality and innovation. Additionally, its focus on customer satisfaction and adherence to ethical business practices contributes to its overall strength in the market.

3.8.1 STRENGTHS

Diverse Product Portfolio: Square Toiletries Limited offers a wide range of products spanning various categories such as personal care, household cleaning, toiletries, and healthcare. This

diversification allows the company to cater to different consumer needs and preferences, reducing dependency on any single product line.

Strong Brand Reputation: Over the years, Square Toiletries Limited has built a strong brand reputation characterized by reliability, quality, and affordability. Its brands are well-known and trusted by consumers, which contributes to customer loyalty and repeat purchases.

Extensive Distribution Network: The Company has established an extensive distribution network covering both urban and rural areas of Bangladesh. This widespread reach ensures that its products are easily accessible to consumers across the country, enhancing market penetration and sales potential.

Commitment to Quality and Innovation: Square Toiletries Limited places a strong emphasis on product quality and innovation. It invests in research and development to continuously improve its products, stay ahead of market trends, and meet evolving consumer preferences.

Focus on Customer Satisfaction: Customer satisfaction is a priority for Square Toiletries Limited. The company strives to understand and fulfill the needs of its customers, offering superior products and services to ensure positive experiences and long-term relationships.

Ethical Business Practices: Square Toiletries Limited is committed to conducting its business with integrity, transparency, and social responsibility. It adheres to ethical standards in all aspects of its operations, including sourcing, manufacturing, and employee welfare, earning the trust and respect of stakeholders.

3.8.2 WEAKNESSES

Limited Product Range: If Square Toiletries Limited relies heavily on a narrow range of products, it could be at risk if there are shifts in consumer preferences or if competitors offer a wider variety of options.

Dependency on Suppliers: If Square Toiletries Limited heavily relies on a few suppliers for raw materials or components, any disruptions in the supply chain could impact production and distribution.

Market Concentration: If Square Toiletries Limited primarily operates in a single geographical market or caters to a specific demographic, it may be vulnerable to economic downturns or regulatory changes in that area.

Competitive Pressure: If Square Toiletries Limited faces intense competition from larger, more established companies or newer entrants with innovative products, it may struggle to maintain market share and profitability.

Brand Perception: Negative publicity, quality issues, or product recalls could damage Square Toiletries Limited's brand reputation, leading to decreased customer trust and loyalty.

Regulatory Challenges: Compliance with various regulations and standards in the toiletries industry can be costly and time-consuming. Square Toiletries Limited may face challenges in staying abreast of changing regulations and ensuring full compliance.

Technological Disruption: Advancements in technology could render Square Toiletries Limited's manufacturing processes or product offerings obsolete if it fails to adapt and innovate accordingly.

3.8.3 OPPORTUNITIES

Market Expansion: This opportunity involves identifying regions or countries where there is a demand for toiletry products but where Square Toiletries Limited currently has limited or no presence. Conducting market research to understand consumer preferences, purchasing behaviors, and regulatory requirements in these new markets is essential. By expanding its reach, Square Toiletries Limited can tap into new revenue streams and reduce dependency on existing markets.

Product Diversification: Square Toiletries Limited can explore diversifying its product portfolio by introducing new categories of toiletry products or expanding existing lines. This could include items such as skincare products, hair care products, baby care items, or oral care products. Market research and consumer feedback can help identify gaps in the market and opportunities for new product development.

Innovation: Investing in research and development (R&D) to innovate and create new products with unique features or formulations can set Square Toiletries Limited apart from competitors. Innovation could involve developing products with advanced technologies, natural ingredients, or addressing specific consumer needs such as sensitivity or sustainability. Collaborating with universities, research institutions, or partnering with suppliers can facilitate the innovation process.

E-commerce: With the increasing popularity of online shopping, establishing a strong presence on e-commerce platforms can provide Square Toiletries Limited with access to a broader customer base. This involves optimizing online channels, enhancing the user experience, and implementing effective digital marketing strategies to drive traffic and sales. Additionally, exploring direct-to-consumer (DTC) models through its own e-commerce website can further strengthen its online presence.

3.8.4 THREATS

Market Competition:

Intense competition within the toiletries industry from both established players and new entrants poses a threat to Square Toiletries Limited.

Competitors may introduce similar products with competitive pricing, better marketing strategies, or stronger distribution networks, eroding Square Toiletries' market share.

To address this threat, Square Toiletries needs to differentiate its products through unique features, branding, or quality, and continually innovate to stay ahead of competitors.

Changing Consumer Preferences:

Consumer preferences in the toiletries industry can shift rapidly, influenced by factors such as health consciousness, sustainability, and lifestyle trends.

If Square Toiletries fails to anticipate and adapt to these changing preferences, it risks losing customers to competitors offering products that better align with current trends.

Square Toiletries can mitigate this threat by conducting market research, staying attuned to consumer insights, and adjusting its product portfolio to meet evolving demands.

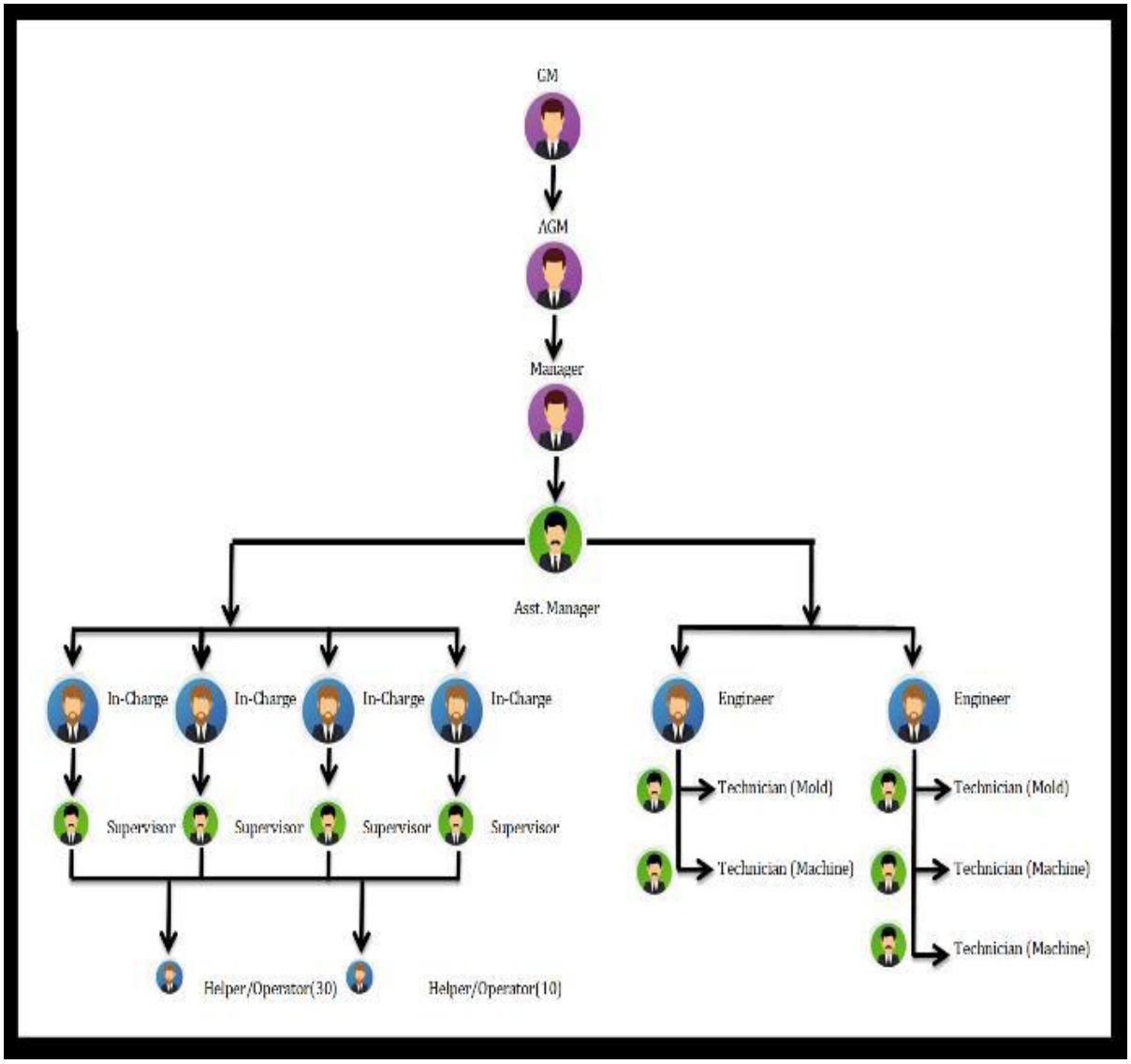
Regulatory Changes:

The toiletries industry is subject to various regulations governing product safety, labeling requirements, environmental standards, and ingredient restrictions.

Changes in regulations can require Square Toiletries to invest in compliance measures, reformulate products, or update packaging, leading to increased costs and potential disruptions to operations.

To manage this threat, Square Toiletries should closely monitor regulatory developments, maintain robust compliance programs, and proactively engage with regulatory authorities to ensure adherence to standards.

3.9 Departmental Organogram:



3.10 Job Description:

Over my five years of experience, I've embarked on a dynamic journey within SQUARE industry, where each step has been a learning opportunity. The initial fortnight was like a crash course into the ethos of the organization, its regulations, and values. It was a deep dive into understanding the corporate culture that SQUARE prides itself on.

Following this immersive induction, I was paired with a seasoned colleague for three weeks. Together, we navigated the intricacies of the ERP SAP system, mastering the art of creating various documents and managing rebate bills. This hands-on experience was invaluable, laying a

solid foundation for my role ahead. As the weeks progressed, I found myself entrusted with specific tasks, such as D.O creation and overseeing operations at the Sylhet depot. This marked the beginning of a journey where my responsibilities expanded steadily, and I found myself evolving professionally with each challenge. One of the most rewarding aspects of my journey was the opportunity to step up in the absence of colleagues, seamlessly integrating their tasks into my own workload. This not only showcased my adaptability but also allowed me to gain insights into diverse roles within the organization. Through it all, I've learned to thrive under pressure, honing my skills and evolving into a versatile professional capable of handling multifaceted responsibilities. My journey at SQUARE has been a testament to the power of continuous learning and adaptability in a dynamic corporate environment.

3.11 ELEMENTS OF SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Sustainable supply chain management (SSCM) involves integrating environmentally and socially responsible practices into the sourcing, production, and distribution of goods and services. Here are some key elements:

Supplier Selection and Management: Choosing suppliers who adhere to ethical and sustainable practices is crucial. This includes evaluating suppliers based on their environmental impact, labor practices, and adherence to regulatory standards.

Transparency and Traceability: Establishing transparency throughout the supply chain helps in identifying areas for improvement and ensuring accountability. Traceability allows companies to track the origin of raw materials and monitor their journey through the supply chain.

Risk Management: Identifying and mitigating risks related to environmental, social, and governance (ESG) issues is essential for sustainable supply chain management. This includes assessing risks such as resource scarcity, climate change impacts, and human rights violations.

Collaboration and Partnerships: Collaborating with suppliers, industry peers, NGOs, and other stakeholders can foster innovation and drive sustainability initiatives across the supply chain. Partnerships can also provide access to expertise, resources, and best practices.

Product Design and Material Selection: Designing products with sustainability in mind, such as using recycled materials or designing for recyclability and disassembly, can reduce environmental impacts throughout the product lifecycle.

Energy and Resource Efficiency: Optimizing energy and resource use in manufacturing processes, transportation, and distribution can reduce costs and environmental footprints. This may involve adopting renewable energy sources, implementing energy-efficient technologies, and reducing waste generation.

Transportation and Logistics Optimization: Minimizing transportation distances, improving logistics efficiency, and utilizing low-emission transportation modes can reduce greenhouse gas emissions and environmental impacts associated with transportation.

Circular Economy Practices: Embracing circular economy principles, such as reuse, remanufacturing, and recycling, can reduce waste generation and promote resource efficiency within the supply chain.

Ethical Labor Practices: Ensuring fair labor practices and safe working conditions for workers throughout the supply chain is crucial for social sustainability. This includes monitoring and auditing suppliers for compliance with labor standards and promoting worker empowerment.

Continuous Improvement and Measurement: Regularly assessing performance, setting targets, and measuring progress against sustainability goals are essential for driving continuous improvement in sustainable supply chain management. This may involve using key performance indicators (KPIs) and sustainability metrics to track performance and identify areas for enhancement.

By integrating these elements into their supply chain practices, organizations can enhance their competitiveness, reduce risks, and contribute to environmental and social well-being.

3.12 SUSTAINABLE SUPPLY CHAIN MANAGEMENT MODEL

Ethical Sourcing: This involves ensuring that raw materials are sourced from suppliers who adhere to ethical labor practices, fair trade principles, and environmental regulations.

Reducing Environmental Impact: SSCM aims to minimize the environmental impact of the supply chain by reducing waste, energy consumption, and emissions throughout the production and distribution process.

Optimizing Transportation and Logistics: Efficient transportation and logistics strategies can help reduce carbon emissions and improve overall sustainability by optimizing routes, consolidating shipments, and utilizing eco-friendly modes of transportation.

Supplier Collaboration: Building strong relationships with suppliers and collaborating on sustainability initiatives can lead to shared goals and improved sustainability performance throughout the supply chain.

Product Design for Sustainability: Designing products with sustainability in mind, such as using eco-friendly materials, reducing packaging, and designing for recyclability or reuse, can have a significant impact on the sustainability of the overall supply chain.

3.13 KPI's Of SQUARE TOILETRIES LIMITED:

SQUARE Toiletries Ltd. monitors various Key Performance Indicators (KPIs) to ensure efficient supply chain management. These KPIs encompass aspects like timely deliveries, inventory turnover, order fulfillment speed, accuracy in orders processed, consistency in supplier lead times, optimization of warehouse space, cost-effectiveness in transportation, minimal returns due to quality issues, precision in demand forecasting, and maintaining a healthy balance between supply chain costs and revenue. By tracking these metrics, SQUARE Toiletries Ltd. aims to enhance operational effectiveness, minimize risks, and meet customer demands effectively.

3.13.1. Cash to Cash Cycle Time

Square Toiletries Ltd, a player in the toiletries sector, meticulously tracks its Cash-to-Cash Cycle Time (C2C) as a pivotal Key Performance Indicator (KPI) in supply chain management. C2C signifies the duration required to convert inventory investments into cash, crucial for optimizing operational efficiency and cash flow. To calculate C2C, Square Toiletries Ltd dissects its components, encompassing Days Inventory Outstanding (DIO), Days Sales Outstanding (DSO), and Days Payables Outstanding (DPO). By refining inventory management, enhancing accounts receivable procedures, and negotiating favorable payment terms with suppliers, the company endeavors to streamline its C2C cycle. Continuous monitoring enables Square Toiletries Ltd to detect trends, inefficiencies, and areas necessitating improvement, thereby bolstering liquidity, reducing working capital requirements, and augmenting overall supply chain performance. Through meticulous attention to C2C, Square Toiletries Ltd sustains its competitive edge in the market while fortifying its financial resilience and operational agility.

3.13.2. Perfect Order Rate

Maintaining a high Perfect Order Rate (POR) is paramount for Square Toiletries Ltd in optimizing its supply chain management (SCM) processes and ensuring customer satisfaction. POR encapsulates the accuracy and efficiency of order fulfillment, reflecting the percentage of orders delivered to customers without errors or issues. To calculate POR, Square Toiletries Ltd meticulously evaluates the on-time delivery, completeness, and damage-free delivery rates. By collecting and analyzing data on orders fulfilled, including delivery timeliness, order completeness, and product condition upon arrival, the company gains insights into its performance across these critical dimensions.

3.13.3. Fill Rate

Square Toiletries Ltd recognizes the critical importance of the Fill Rate as a key performance indicator (KPI) in its supply chain management (SCM) strategy. The Fill Rate measures the percentage of customer demand that the company successfully fulfills from its available inventory, directly impacting customer satisfaction and overall operational efficiency. To calculate the Fill Rate, Square Toiletries Ltd meticulously analyzes both the total customer demand and the actual units shipped or delivered during a specific period. By comparing these figures, the company derives insights into its inventory management effectiveness and its ability to meet customer needs in a timely manner.

3.13.4. Customer Order Cycle Time

Customer Order Cycle Time is a vital Key Performance Indicator (KPI) for Square Toiletries Ltd's supply chain management (SCM). This metric measures the duration from the moment a customer places an order until they receive the products, reflecting the efficiency of the company's fulfillment process. By calculating the average time taken for order fulfillment, Square Toiletries Ltd can gain insights into their SCM effectiveness and identify areas for enhancement. The formula for this KPI involves dividing the total time taken to fulfill orders by the number of orders processed within a given period. Lower cycle times signify swift order processing, contributing to heightened customer satisfaction and potentially reduced inventory costs.

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.

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.

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.

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.

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.

3.14 Limitations and constraints

Inventory management operates within various constraints, including physical space limitations in warehouses, budgetary constraints governing spending on procurement and distribution, and technological constraints affecting software capabilities. Compliance with regulatory standards and logistical challenges like transportation capacity and lead times further shape inventory decisions. Strategic planning and resource allocation are necessary to optimize inventory handling and storage amidst these constraints.

3.14.1 Back order rate

The back order rate, calculated by dividing the number of unfulfilled orders by the total orders and multiplying by 100, offers insights into inventory management efficiency. A high back order rate signifies issues like inaccurate forecasting or supply chain disruptions, leading to customer dissatisfaction and lost sales. Managing back orders requires enhancing forecasting accuracy, strengthening supply chain resilience, and implementing efficient replenishment strategies.

3.14.2 Inventory Accuracy

Inventory accuracy, ensuring recorded inventory aligns with physical stock, is crucial for efficient operations and customer satisfaction. Methods such as regular cycle counts and technology utilization improve accuracy, mitigating risks of stockouts and overstocking. Inaccurate data can disrupt order fulfillment and erode customer trust, emphasizing the importance of continuous monitoring and process improvements to maintain 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

Order status tracking, from pending to delivered or canceled, facilitates effective order management and customer communication. Each status represents a stage in the fulfillment

process, enabling businesses to manage expectations and streamline operations. Transparent communication of order progress enhances customer satisfaction and fosters repeat business. Integrated order management systems automate status updates, ensuring seamless processing and timely customer updates. Efficient order status tracking is integral to providing positive customer experiences and maintaining a competitive edge.

3.14.4 Carrying cost of inventory

The carrying cost of inventory encompasses the expenses incurred by a business to hold and manage its inventory over a specified period. It includes various components such as storage costs (rent, utilities), handling costs (labor, equipment), opportunity costs (lost potential returns), insurance premiums, obsolescence, depreciation, risk factors, and taxes. Efficiently managing these costs is crucial for optimizing inventory levels and improving overall financial performance.

3.15 WAYS TO POPULARIZE THE CONCEPT OF SUSTANAIBLE SUPPLY CHAIN IN BANGLADESH

In Bangladesh, popularizing the concept of sustainable supply chains requires a multi-faceted approach that integrates education, incentives, and partnerships. Firstly, fostering awareness through educational campaigns targeting businesses, policymakers, and consumers is crucial. This involves highlighting the environmental, social, and economic benefits of sustainable practices.

Chapter 04

Analysis of the Study

4.1 Analysis

At SQUARE, the impact of logistics costs on profit is a nuanced interplay of various factors, each contributing differently to the bottom line. Let's dissect these components:

Air Freight Cost: Utilizing air freight can be imperative for urgent or perishable goods, ensuring smooth operations or maintaining product integrity. However, its high cost demands careful consideration to avoid disproportionate impact on final product costs and profitability.

Sea Freight Cost: Leveraging sea freight often presents a cost-effective solution, especially for international imports. Its affordability can significantly contribute to cost savings in the supply chain, enhancing overall profitability.

Road/Land Freight Cost: Opting for road freight, particularly for neighboring countries, offers a balance between cost efficiency and logistical feasibility. Minimizing transportation expenses through strategic routing positively influences profit margins.

Import Follow-up System: Vigilant management of import processes is crucial to avoid delays and associated costs like demurrage. Efficient follow-up ensures timely delivery, preventing unnecessary financial setbacks and preserving profitability.

Sourcing New Suppliers at SQUARE: Diversifying the supplier base, whether locally or internationally, is instrumental in securing competitive pricing for materials. This proactive approach to p rocurement optimizes cost structures, bolstering profitability over the long term.

Delivery Chain Network: Establishing a robust delivery network streamlines the movement of products from manufacturer to customer. Efficient logistics operations enhance customer satisfaction while minimizing overheads, positively impacting profit margins.

Price Negotiation: Skillful negotiation with suppliers is paramount to secure favorable pricing terms. Effective bargaining not only reduces procurement costs but also strengthens supplier relationships, fostering mutual benefit and sustained profitability.

4.2 Specific responsibilities and activities:

- Data Management: Utilizing Advanced ERP software to manage, organize, and update relevant data for creating customer and Sales Order sheets.
- Financial and Statistical Reporting: Creating financial and statistical reports, proposing credit limits, and liaising with the accounts department for analysis and interpretation of data.
- Depot Coordination: Coordinating with assigned depots for daily operations, including order sheet approval and credit limit settlement with assistance from the accounts department.
- Delivery Reporting: Compiling daily delivery reports of edible oil supplied to distributors for Tariff Commission of Bangladesh (TCB).
- Order Management: Creating Delivery Orders (DO) and Transfer Orders (TO) through ERP software based on sales demand to facilitate smooth delivery operations.

- Document Preparation: Preparing various types of notes such as DO cancel notes, rate adjustments, and rebate bills.
- Collaboration: Working closely with Sales Management, Finance, and Information Systems (IS) to ensure a robust Sales Order Management process is implemented across the entire Supply Chain.
- Monitoring: Monitoring delivery and undelivered status of products (Product line – B) with regular liaison with production and other supply chain colleagues.
- Additional Tasks: Performing any other assigned jobs related to Supply Chain operations and supporting strategic decision-making by collecting and providing relevant information to retain and attract customers, and resolving complex depot-related issues.
- Inventory Analysis: Coordinating with the Deputy Manager in preparing reports on inventory analysis of the FMCG division.
- Adherence to Company Values: Ensuring adherence to SQUARE Values & Behaviors.
- Assure & follow up the practice of SQUARE Values & Behaviors.

4.3 Description of the project:

Supply chain management is the art and science of orchestrating the intricate dance of materials, services, and information as they flow through a network of interconnected entities. It's about weaving together the diverse functions of procurement, production, distribution, and customer service into a harmonious symphony of efficiency and responsiveness.

In the traditional model, each link in the supply chain operated in its own silo, with its own set of goals and priorities often conflicting with those of other links. Marketing aimed for high customer satisfaction and increased sales, while manufacturing focused on maximizing output and minimizing costs, often neglecting the impact on inventory levels and distribution capabilities. Meanwhile, purchasing decisions were often made without full visibility or consideration of broader supply chain implications.

The result? A fragmented landscape where each entity pursued its objectives independently, leading to inefficiencies, bottlenecks, and missed opportunities. Clearly, there was a pressing need for integration—a mechanism to align the disparate functions and forge a unified vision.

Enter supply chain management—a strategic approach to organizing, controlling, and motivating the resources involved in the flow of goods and services. It's about breaking down the barriers between departments and fostering collaboration and synergy across the entire supply chain ecosystem.

At its core, supply chain management is about designing a cohesive strategy that not only optimizes the internal operations of a firm but also aligns with the broader objectives of the supply chain as a whole. It encompasses everything from sourcing raw materials to delivering finished products to end customers, with a keen focus on efficiency, agility, and customer satisfaction.

Moreover, supply chain management extends beyond the boundaries of individual companies, encompassing the entire network of suppliers, intermediaries, and customers. It's about forging strong partnerships, sharing information, and working together towards common goals.

Sustainable SCM takes a holistic approach that considers the environmental, social, and economic impacts of every decision and activity within the supply chain. It seeks to optimize operations not only for efficiency and profitability but also for sustainability and ethical responsibility.

Sustainable SCM involves reducing resource consumption, minimizing waste generation, and adopting renewable energy sources to mitigate environmental impacts. This may include implementing eco-friendly packaging, optimizing transportation routes to reduce emissions, and sourcing materials from sustainable suppliers.

In essence, supply chain management is the engine that drives modern business, enabling organizations to navigate the complexities of global markets, respond to changing customer demands, and stay ahead of the competition. It's not just about managing the flow of goods—it's about orchestrating the flow of value from raw materials to the hands of satisfied customers.

4.4 THE NEED FOR SUSTAINABLE SUPPLY CHAIN MANAGEMENT OF SQUARE TOILETRIES LIMITED

- Environmental Impact: Traditional supply chains often contribute to environmental degradation through activities such as excessive energy consumption, deforestation, water pollution, and greenhouse gas emissions. Sustainable supply chain management aims to mitigate these impacts by adopting practices that reduce resource use, minimize waste generation, and lower emissions. This may include sourcing materials from renewable sources, optimizing transportation routes to reduce fuel consumption, implementing energy-efficient technologies in manufacturing processes, and investing in recycling and waste management programs. By reducing their ecological footprint, companies can help preserve ecosystems, mitigate climate change, and protect natural resources for future generations.

- Social Responsibility: Sustainable supply chain management addresses social issues such as fair labor practices, human rights violations, and community development. Many industries rely on global supply chains, where workers may face exploitation, unsafe working conditions, and inadequate wages. SSCM involves ensuring that suppliers adhere to ethical standards such as fair wages, safe working conditions, and respect for human rights. This not only benefits workers but also enhances the reputation of companies as socially responsible entities. Additionally, SSCM may involve supporting local communities by providing job opportunities, investing in education and healthcare initiatives, and engaging in philanthropic activities.

- Risk Management: Traditional supply chains are vulnerable to various risks, including natural disasters, political instability, and supply chain disruptions. Climate change further exacerbates these risks, leading to extreme weather events, resource scarcity, and regulatory changes. Sustainable supply chain management helps companies anticipate and mitigate these risks by diversifying suppliers, investing in disaster preparedness and resilience measures, and promoting transparency and collaboration throughout the supply chain. By identifying and addressing potential risks proactively, companies can minimize disruptions, maintain business continuity, and protect their reputation and bottom line.

- Cost Savings: While implementing sustainable practices may require upfront investment, they often result in long-term cost savings. For example, reducing energy consumption through efficiency improvements can lower utility bills, while minimizing waste generation can reduce disposal costs. Sustainable supply chain practices also enhance operational efficiency by optimizing processes, reducing waste, and improving resource utilization. Moreover, sustainable sourcing practices may lead to lower procurement costs by promoting relationships with reliable suppliers and reducing the risk of supply chain disruptions. Over time, these cost savings can contribute to improved profitability and competitiveness.
- Regulatory Compliance: Governments worldwide are increasingly enacting regulations to address environmental and social issues, such as emissions standards, labor laws, and product safety requirements. Sustainable supply chain management helps companies stay compliant with these regulations by monitoring and managing their supply chain activities, ensuring that suppliers adhere to relevant laws and standards, and maintaining accurate documentation and reporting. Failure to comply with regulations can result in fines, legal penalties, reputational damage, and even the loss of business licenses. By integrating sustainability into their supply chain practices, companies can reduce regulatory risks and demonstrate their commitment to legal compliance and corporate citizenship.

- Competitive Advantage: As consumers become more environmentally and socially conscious, companies that prioritize sustainability can gain a competitive edge in the market. Sustainable supply chain management allows companies to differentiate their products and services by highlighting their environmental and social credentials, attracting environmentally conscious consumers, and building brand loyalty. Moreover, sustainability initiatives can foster innovation and creativity, driving product differentiation and market leadership. By embracing sustainability as a core business value, companies can strengthen their brand reputation, enhance customer trust, and secure long-term success in a rapidly evolving marketplace.

4.5 PROCESS MEASUERS OF SQUARE TOILETRIES LIMITED:

4.5.1 Customer Relationship

Percent of Orders Taken Accurately:

Calculation: Divide the number of orders captured correctly by the total number of orders placed.

Additional Insight: Track the number of order changes required due to errors during initial capture. This helps identify areas for training or improvement in order entry systems.

Time to Complete the Order Placement Process:

Calculation: Measure the average time taken from initiating an order (phone call, online form) to final confirmation.

Additional Insight: Track the time it takes to resolve customer inquiries during order placement. This identifies potential bottlenecks or areas where additional support might be needed.

Customer Satisfaction with the Order Placement Process:

Measurement: Conduct surveys or include satisfaction ratings at the end of the order placement process. Open-ended feedback can provide valuable insights into customer experience.

4.5.2 Order Fulfillment

Percent of Incomplete Orders Shipped:

Calculation: Divide the number of orders shipped with missing items by the total number of orders shipped.

Additional Insight: Analyze the reasons for incomplete orders. This could point to inventory discrepancies, picking errors, or communication issues.

Percent of Orders Shipped on Time:

Calculation: Divide the number of orders delivered by the promised date by the total number of orders shipped. This is a crucial KPI for delivery reliability.

Time to Fulfill the Order:

Calculation: Measure the average time taken from order confirmation to shipment. Look for ways to streamline processes and reduce fulfillment time.

Percent of Botched Services of Returned Items:

Calculation: Divide the number of instances where returns were mishandled (e.g., wrong refund amount, delays) by the total number of returns processed.

Additional Insight: Track the reasons for returns. This can help identify product issues or improve communication about return policies.

Cost to Produce the Service of Item Fulfillment:

Calculation: Track labor costs, equipment usage, and other expenses associated with order picking, packing, and shipping.

Additional Insight: Analyze cost components to identify areas for efficiency gains or cost reduction strategies.

Customer Satisfaction with the Order Fulfillment Process:

Measurement: Similar to customer relationship, gather feedback on delivery speed, communication during fulfillment (e.g., order tracking updates), and ease of returns.

Inventory Levels of Work-in-Process & Finished Goods:

Measurement: Track the average amount of materials in production and completed products ready for sale.

Additional Insight: Use inventory management techniques to optimize stock levels. This helps minimize storage costs while ensuring enough product is available to meet customer demand.

4.5.3 Supplier Relationship OF SQUARE TOILETRIES LIMITED

Percent of Supplier's Deliveries on Time:

Calculation: Divide the number of deliveries received on time by the total number of deliveries expected. This measures supplier reliability and directly impacts your ability to fulfill customer orders.

Supplier Lead Times:

Measurement: Track the average time it takes for a supplier to deliver an order from the moment it's placed. Understanding lead times helps with production planning and scheduling.

Percent Defects in Services and Purchased Materials:

Calculation: Divide the number of defective items received by the total number of items purchased. This tracks quality control at the supplier level.

Additional Insight: Collaborate with suppliers on implementing stricter quality control measures or explore alternative suppliers if defect rates are consistently high.

Inventory Levels of Suppliers and Purchased Components:

Measurement: Monitor your suppliers' inventory levels of components you rely on. This provides insights into potential supply disruptions and helps you manage your own inventory buffer effectively.

Remember:

Focus on a manageable number of KPIs: Prioritize the most critical metrics for each area to avoid information overload.

Set targets and track trends: Establish performance goals for each KPI and monitor progress over time to identify areas for improvement.

Analyze the data: Don't just collect data. Analyze it to understand root causes of issues and take corrective actions.

Consider industry benchmarks: Compare your performance against similar companies in your field to understand your competitive advantage or potential areas for improvement.

By effectively monitoring and analyzing these supply chain process measures, you can gain valuable insights to:

Enhance customer satisfaction through accurate order capture, timely deliveries, and efficient return handling.

4.6 SUCCESSFUL SUPPLY CHAIN MANAGEMENT: REQUIRED STEPS

Successful supply chain management requires meticulous planning and execution across various stages. It begins with a deep understanding of customer needs, followed by strategic supplier selection and nurturing strong relationships. Accurate demand planning and forecasting inform inventory management strategies, optimizing stock levels and reducing wastage. Efficient logistics and transportation management streamline the movement of goods while integrating information technology enhances visibility and decision-making. Quality management ensures products meet standards, while risk mitigation strategies safeguard against disruptions. Continuous improvement fosters innovation and agility, while collaboration and communication among stakeholders promote synergy and responsiveness. These interconnected steps culminate in a resilient and customer-centric supply chain. Those steps include:

4.6.1 Understanding Customer Needs

- Conduct market research to understand customer preferences, buying behaviors, and expectations.
- Analyze historical sales data and gather feedback through surveys, focus groups, or social media to identify trends and patterns.
- Use customer relationship management (CRM) systems to track interactions and preferences, allowing for personalized service.
- Supplier Selection and Relationship Management:
- Develop selection criteria based on factors such as quality, reliability, cost, and ethical practices.
- Evaluate potential suppliers through audits, site visits, and reference checks.
- Establish clear communication channels and mutual goals with chosen suppliers.
- Collaborate with suppliers to improve processes, reduce costs, and innovate products or services.

4.6.2 Demand Planning and Forecasting

- Collect and analyze historical sales data, market trends, and external factors (e.g., seasonality, economic indicators).
- Utilize statistical models, such as time series analysis or machine learning algorithms, to forecast future demand.
- Collaborate with sales, marketing, and finance teams to incorporate insights and validate forecasts.
- Adjust forecasts regularly based on changing market conditions and feedback from the field.
- Inventory Management:
- Classify inventory based on value and demand using techniques like ABC analysis.
- Set appropriate reorder points, safety stock levels, and lead times for each inventory category.
- Implement inventory control methods such as Economic Order Quantity (EOQ) or Material Requirements Planning (MRP) to optimize inventory levels.
- Utilize inventory management software to track stock levels, monitor turnover rates, and identify slow-moving or obsolete items.

4.6.3 Logistics and Transportation Management

- Select transportation modes (e.g., road, rail, air, sea) based on factors like cost, speed, reliability, and environmental impact.
- Optimize transportation routes to minimize distance traveled, fuel consumption, and transit times.
- Implement efficient warehouse layouts and material handling processes to reduce loading and unloading times.
- Utilize technology solutions such as GPS tracking, route optimization software, and warehouse management systems (WMS) to streamline logistics operations.
- Information Technology Integration:
- Invest in supply chain management software that integrates planning, execution, and monitoring functions.
- Implement technologies like RFID tags, barcoding, and IoT sensors for real-time visibility into inventory levels, location tracking, and product condition.
- Use data analytics and business intelligence tools to derive insights, identify trends, and make data-driven decisions.

- Foster a culture of digital transformation by providing training and support for employees to adopt new technologies effectively.

4.6.4 Quality Management

- Establish quality standards and specifications for products or services in collaboration with suppliers and customers.
- Conduct regular quality inspections and audits at various stages of the supply chain to identify and address deviations.
- Implement corrective and preventive actions (CAPA) to address root causes of quality issues and prevent recurrence.
- Continuously monitor and improve quality processes through feedback loops and performance metrics.

4.6.5 Risk Management

- Identify potential risks (e.g., supplier disruptions, natural disasters, geopolitical events) through risk assessments and scenario planning.
- Develop risk mitigation strategies, such as dual sourcing, inventory buffers, or contract diversification.
- Establish business continuity plans to ensure supply chain resilience in the event of disruptions.
- Monitor key risk indicators and regularly review and update risk management strategies as needed.

4.6.6 Continuous Improvement

- Implement lean principles and Six Sigma methodologies to eliminate waste, improve efficiency, and enhance quality.
- Encourage employee involvement in process improvement initiatives through training, empowerment, and recognition.
- Foster a culture of innovation by soliciting ideas from employees, suppliers, and customers to drive continuous improvement.
- Measure and track performance metrics (e.g., on-time delivery, inventory turnover, cost savings) to monitor progress and identify areas for improvement.

4.6.7 Collaboration and Communication

- Establish clear communication channels and protocols for sharing information among supply chain partners.

- Use collaboration platforms and tools to facilitate real-time communication and collaboration, such as video conferencing, document sharing, and instant messaging.
- Conduct regular meetings, performance reviews, and joint planning sessions with key stakeholders to align goals and address challenges.
- Foster a collaborative mindset by building trust, transparency, and mutual respect among supply chain partners.4.9 Present Key Activities of SQUARE SCM Department

4.7 Procurement of Square Toiletries Limited

Maintaining a synchronized inventory of raw materials and packaging materials serves the purpose of seamless coordination with both local and foreign trade departments. This ensures that the right quantities are available at the right time to meet market demands. Through thorough analysis, we determine the exact quantities needed based on market trends and product requirements. This analysis report is then presented to top-level management for approval. Upon receiving their approval, we proceed to raise Supply Purchase Requisitions (SPRs) to procure the required materials in accordance with the established requirements.

4.7.1 Inventory

Certainly! Ensure optimal margins by closely monitoring inventory expenses, turnover rates, and overall profitability. This involves maintaining a transparent understanding of costs associated with holding inventory, tracking how quickly products are sold and replenished, and evaluating the profitability of each item. By doing so, you can adeptly respond to customer demands, ensuring timely and satisfactory service levels. This proactive approach not only drives customer satisfaction but also sustains a competitive edge in the market.

4.7.2 Production

Given the projected production plan provided to the factory and the need to fulfill demand from existing stock, it's crucial to strike a balance. Maintaining a lean yet adequate stock cover is essential to effectively navigate market demand fluctuations.

4.7.3 Planning

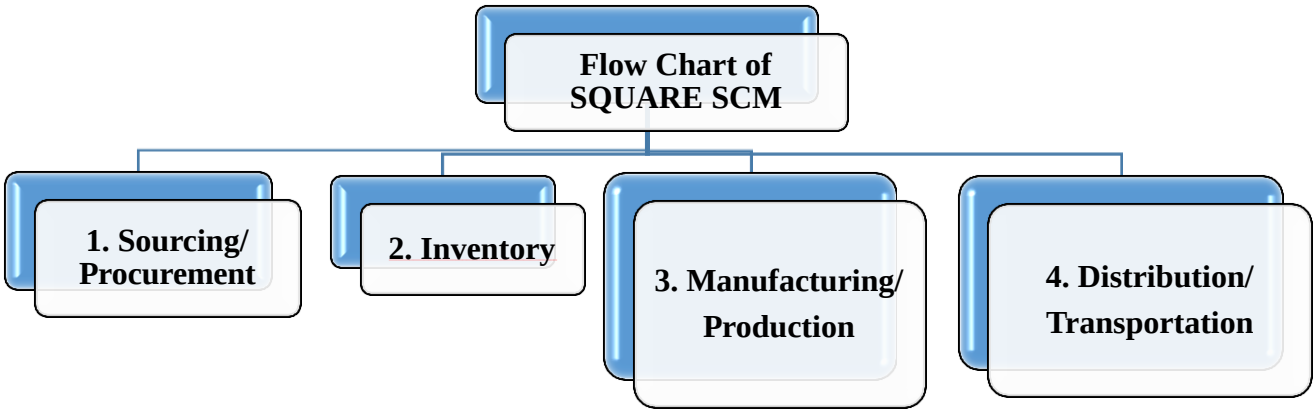
- Implement advanced inventory management techniques such as Just-In-Time (JIT) to minimize excess inventory and improve production planning.
- Utilize lean manufacturing principles to reduce waste and improve resource utilization.
- Invest in technologies like Enterprise Resource Planning (ERP) systems to streamline resource allocation and scheduling.
- Use data analytics and predictive modeling to optimize transportation routes and reduce costs.

- Implement route optimization software to improve delivery schedules and reduce transit times.
- Collaborate with logistics partners to consolidate shipments and maximize vehicle capacity.
- Standardize depot operations and workflows to minimize bottlenecks and improve throughput.
- Invest in automation technologies to streamline depot processes such as loading/unloading and inventory management.
- Implement performance metrics and continuous improvement programs to drive efficiency gains in depot operations.
- Foster strong relationships with suppliers through collaborative planning and forecasting.
- Engage customers in demand planning processes to better align production with actual demand.
- Develop strategic partnerships with key stakeholders to share resources and optimize value creation.
- Implement real-time monitoring systems to track key performance indicators (KPIs) across the value chain.
- Utilize data analytics and machine learning to identify potential bottlenecks and proactively address them.

4.7.4 Order processing & Distribution

- Coordinate with receipt of orders from customers promptly.
- Take immediate steps for approval to expedite the process.
- Generate Delivery Orders (DO) for fast delivery.
- Organize a transportation program that emphasizes both cost-efficiency and service quality.
- Utilize both third-party transport services and company-owned vehicles for product distribution.
- In abnormal situations like strikes or hartals, utilize rail and cargo trailers to ensure smooth delivery processes.
- Develop cost-effective distribution strategies to minimize undelivered statuses.
- Make instant decisions to revise transport rates during hartals, facilitating agreements with third-party services to reduce reliance on company vehicles.

- Optimize transportation routes and methods through thorough analysis of data.

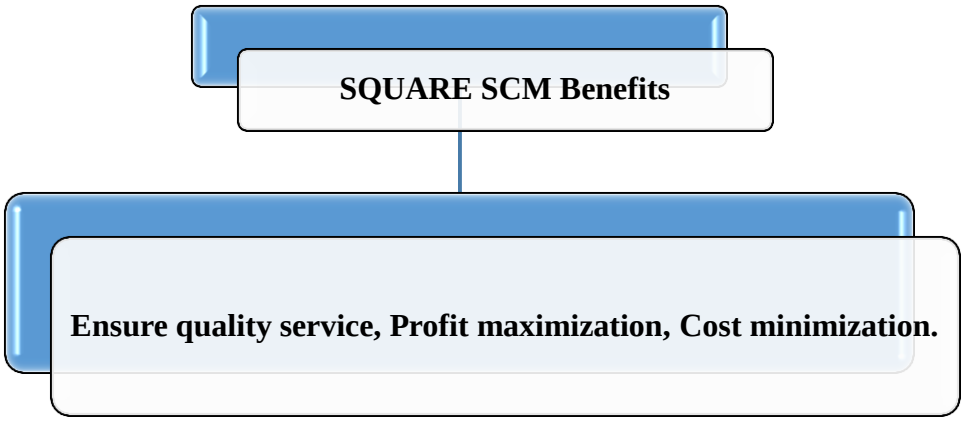


4.7.5 Depot of Square Toiletries Limited

1. The company manages a fleet of 56 covered vehicles for daily distribution operations across its depots.
2. Critical logistic support is provided to depots as needed, ensuring smooth operations during peak moments.
3. Negotiations for third-party transport contracts have been successfully conducted, optimizing rates for efficient transportation services.
4. Recently, new depots have been inaugurated in Tongi and Jessore, expanding the company's operational reach.
5. The primary focus remains on achieving efficiency and cost-effectiveness within depot operations.
6. Measures are in place to address and minimize damage returns from depots, ensuring product integrity throughout the distribution process.
7. Depot productivity has seen a significant increase, with a 67% rise in value attributed to boosted sales orders and enhanced delivery support. (Refer to Annexure-05 for details)
8. To streamline operations and minimize transport costs and lead times, small sales orders are fulfilled directly from depots, optimizing logistics and enhancing customer service.

4.7.6 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

- **Supplier:** SQUARE Toiletries Ltd. maintains smooth communication with its suppliers to ensure a steady flow of raw materials and other resources.

- **Manufacturer:** The Company procures materials from suppliers and manufactures final products in its facilities.

- **Warehouse:** SQUARE Toiletries Ltd. operates warehouses to efficiently manage and track its inventory of raw materials and finished goods.

- **Distribution**: The Company has a robust distribution network to deliver its products to retailers across the country.

- **Retailer:** SQUARE Toiletries Ltd. sells its final products through a network of retailers who then sell to the end consumers.

- **Customer:** The ultimate consumers purchase SQUARE Toiletries Ltd.'s products for personal use.

- **Cost measurement:** The Company carefully measures all costs involved in the production process, including materials, shipping, and operational expenses, to ensure profitability and efficiency.

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

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

- **Differentiation between Memo and Letters:** It's important for internal and external communication to follow appropriate formats. Memo writing primarily serves internal communication purposes, while letters are directed towards external stakeholders. Implementing traditional methods for each can enhance clarity and professionalism in communication.

- **Introduction of Intranet**: Utilizing an intranet can streamline internal communication and improve access to company resources while maintaining security protocols. It provides a centralized platform for employees to access information, collaborate, and stay updated on company policies and procedures.

- **Implementing All Channel Method:** Adopting the all-channel method can enhance communication effectiveness by ensuring information flows freely across various channels within the organization. Implementing it comprehensively can maximize its benefits and improve overall communication efficiency.

- **Introducing Extranet for Suppliers:** Providing suppliers with access to an extranet can facilitate smoother communication and collaboration. It allows suppliers to access relevant information such as demand forecasts, order status, and product specifications, leading to improved supply chain management.

- **Investing in Worker Quality Improvement:** Enhancing the skills and capabilities of shop floor workers is crucial for maintaining effective supply chain management. Providing training and development opportunities can improve their ability to interact with customers and suppliers, ultimately contributing to better overall performance.

- **Improving Transportation System:** Given the challenges of transportation in rural areas, diversifying transport options, such as utilizing water transport where feasible, can help mitigate risks and ensure timely delivery of products. Additionally, investing in refrigeration systems can maintain product quality during transit, particularly for perishable goods.

Chapter 06
Recommendations and Conclusion

6.1 Recommendations

SQUARE Toiletries Ltd., like many companies, faces challenges in implementing sustainable supply chain management (SCM) practices. Here are some recommendations to address these challenges:

6.1.1 Supplier Collaboration for Sustainability

Encourage suppliers to adopt sustainable practices by providing incentives, sharing best practices, and offering training and support. Work closely with suppliers to ensure compliance with environmental and ethical standards throughout the supply chain.

6.1.2 Life Cycle Assessment (LCA)

Conduct a thorough LCA of products to identify areas for improvement in terms of environmental impact. This assessment should cover raw material sourcing, manufacturing processes, distribution, product use, and disposal.

6.1.3 Green Packaging Initiatives

Explore alternatives to traditional packaging materials that are more environmentally friendly, such as biodegradable or recyclable materials. Reducing packaging waste can have a significant positive impact on sustainability.

6.1.4 Energy Efficiency and Renewable Energy

Implement energy-efficient practices in manufacturing facilities and warehouses to reduce carbon footprint. Additionally, invest in renewable energy sources such as solar or wind power to further decrease reliance on non-renewable energy sources.

6.1.5 Transportation Optimization

Optimize transportation routes and modes to minimize fuel consumption and emissions. Consider consolidating shipments, utilizing rail or water transport where feasible, and investing in fuel-efficient vehicles.

6.1.6 Waste Reduction and Recycling

Implement strategies to reduce waste generation at all stages of the supply chain. This may include recycling programs, waste reduction initiatives, and partnerships with recycling facilities.

6.1.7 Supplier Diversity and Ethical Sourcing

Ensure that suppliers adhere to ethical labor practices and promote diversity and inclusion within the supply chain. Conduct regular audits and inspections to verify compliance with labor standards and human rights.

6.1.8 Continuous Improvement and Innovation

Foster a culture of continuous improvement and innovation within the organization to drive sustainability initiatives forward. Encourage employees to propose new ideas and technologies that can enhance sustainability efforts.

6.1.9Stakeholder Engagement and Transparency

Engage with stakeholders, including customers, employees, investors, and community members, to communicate sustainability goals and progress. Be transparent about challenges and successes in implementing sustainable SCM practices.

6.1.9.1 Investment in Technology

Leverage technology such as block chain, IoT, and data analytics to improve visibility and traceability throughout the supply chain. This can help identify inefficiencies and areas for improvement, ultimately driving greater sustainability.

6.2 Conclusion

In essence, Square Toiletries Ltd. emerges as a quintessential example of resilience, adaptability, and strategic foresight within the realm of consumer goods manufacturing. Through a comprehensive analysis, it becomes evident that Square Toiletries Ltd. has not only navigated through various challenges but has also carved a niche for itself in the highly competitive market landscape.

Firstly, the company's commitment to innovation and quality has been a cornerstone of its success. By investing in research and development, Square Toiletries Ltd. has consistently introduced products that resonate with the evolving needs and preferences of consumers. This dedication to innovation has not only enabled the company to stay relevant but has also fostered a sense of trust and loyalty among its customer base.

Moreover, Square Toiletries Ltd.'s emphasis on sustainability and corporate social responsibility sets it apart as a conscientious industry player. By incorporating eco-friendly practices into its operations and actively contributing to social welfare initiatives, the company has demonstrated a firm commitment to both environmental stewardship and community development. Such initiatives not only enhance the brand's reputation but also reflect its intrinsic values and principles.

Furthermore, the strategic expansion of Square Toiletries Ltd. into international markets underscores its ambition and global vision. By leveraging its robust distribution network and understanding of local consumer dynamics, the company has successfully penetrated diverse geographical regions, thereby diversifying its revenue streams and mitigating risks associated with market saturation

In conclusion, Square Toiletries Ltd. stands as a beacon of success in the consumer goods landscape, driven by a relentless pursuit of excellence, a commitment to sustainability, and a customer-centric approach. As it continues to chart its course in the global market arena, the company's unwavering dedication to innovation, quality, and corporate responsibility will undoubtedly pave the way for continued growth and prosperity in the years to come**.**

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