



**An Analysis of the Supply Chain Management of Kazi
Farms Group**

Date of Submission: 17 December, 2025



**“An Analysis of the Supply Chain Management of Kazi Farms
Group”**

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Date of Submission: 17 December, 2025

Letter of Transmittal

17 December, 2025

To

Professor Dr. A.F.M. Mafizul Islam

Distinguished Professor

Department of Business Administration

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Daffodil International University

Subject: Submission of the internship report on “An Analysis of the Supply Chain Management of Kazi Farms Group”

Dear Sir,

I am very pleasure to submit the report titled “**An Analysis of the Supply Chain Management of Kazi Farms Group**” Here, I tried my best to make this report resourceful and informative. My main incentive was to plan this report according to your instructions and to get an amazing experience in compliance with your directions. It helps me to examine “Kazi Farms Group” supply chain management sector in a brooder way. Throughout my journey in this industry, I have been internship by this organization since September-2025 in the SCM department, and I am confident that the report-writing I have done will be of great use to me in the future.

Additionally, I am extremely appreciative of the chance you gave me to showcase my talent. I hope you will recognize and be pleased with the work I put forward.

Sincerely yours,



.....
Md. Mahir Sadman

ID: 241-14-049

Program: MBA

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Student's Declaration

I hereby declare that the internship report titled “**An Analysis of the Supply Chain Management of Kazi Farms Group**” is my original work, prepared following the completion of my internship at Amazing Fashions Limited. The report was developed under the guidance of **Professor Dr. A.F.M. Mafizul Islam**, Distinguished Professor, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University. I further declare that this report has been prepared solely to fulfill my academic requirements. It has no other purpose, although the contents may prove to be useful for relevant stakeholders and for the improvement of future activities.



.....
Md. Mahir Sadman

ID: 241-14-049

Program: MBA

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Department of Business Administration

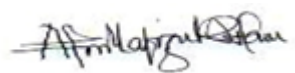
Faculty of Business & Entrepreneurship

Daffodil International University

Certificate of Supervisor

This is to certify that **Md. Mahir Sadman**, a student of the MBA program, ID No: **241-14-049**, under the Department of Business Administration, has successfully completed his internship program entitled “**An Analysis of the Supply Chain Management of Kazi Farms Group**” as a partial requirement for the fulfillment of the MBA degree.

The internship was carried out under my supervision and guidance. During this period, he demonstrated dedication and sincerity in completing the assigned tasks. I believe the knowledge and experience gained through this program will greatly contribute to his professional development and future career endeavors.



.....

A.F.M. Mafizul Islam

Distinguished Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Acknowledgement

First and foremost, I would like to thank the Almighty Allah for granting me the ability, patience, and strength to successfully complete this report.

I would like to express my heartfelt gratitude to all those who supported me throughout the preparation of this report. I am especially thankful to my academic supervisor, **Professor Dr. A.F.M. Mafizul Islam**, Distinguished Professor, Faculty of Business & Entrepreneurship, Daffodil International University, for his continuous guidance, valuable insights, and encouragement, which enabled me to complete this report on time and in an organized manner. I am also sincerely grateful to the entire team of **Kazi Farms Group** for their cooperation, support, and for allowing me access to relevant information and documents essential for the preparation of this report. Their kind assistance played a significant role in helping me gain practical knowledge and strengthen my professional skills.

Executive Summary

This report presents a comprehensive analysis of the supply chain management practices at Kazi Farms Group in Bangladesh, undertaken as part of my Master of Business Administration (MBA) degree. It captures key findings, responsibilities, and experiences during my internship, providing insights into the company's operations, challenges, and strategic positioning within the fast-moving consumer goods FMCG in Bangladesh. The report also discusses quality control tools, document control, education and training programs, and the importance of a supplier feedback loop for ongoing improvement. Procurement processes are analyzed, focusing on demand planning, supplier selection, contracting, order placement, and monitoring supplier performance. Inventory management and quality assurance practices are also covered, highlighting their significance in ensuring efficient operations and product quality. Risk management strategies are discussed, emphasizing the need for proactive sourcing, supplier assessment, negotiation, and constant enhancement of supplier relationships. Methodological approaches used in this report include qualitative and quantitative data collection techniques. The scope of the report is defined, along with the limitations faced during the research process. The objectives and significance of the report are articulated, underscoring its relevance to both academic and professional spheres. Key findings and insights from the internship are presented, including the identification of operational challenges and the implementation of effective solutions. The report highlights the skills and knowledge gained during the internship, such as problem-solving, strategic planning, and supply chain optimization.

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Chapter: 1

Introduction

1.1 Introduction

In today's increasingly competitive and globalized market, efficient supply chain management has become a critical factor for business success particularly in industries like oil and gas where operations span vast geographies and involve complex logistical challenges. Kazi Farms Group, a prominent player in the petroleum sector, operates in a highly dynamic environment where timely delivery, cost control, and risk mitigation are essential for maintaining both profitability and customer satisfaction.

This study aims to explore the structure, performance, and strategies of the supply chain system at Kazi Farms Group. By examining key components such as procurement, transportation, storage, distribution, and supplier relationships, the research provides insight into how the company manages its resources from upstream extraction to downstream delivery. The analysis also highlights areas where the supply chain is optimized, as well as challenges faced in terms of infrastructure, regulation, and market volatility.

Understanding the supply chain framework of Kazi Farms Group not only sheds light on its operational efficiency but also contributes to broader discussions on best practices in supply chain management within the energy sector.

1.2 Background of the Study

The Daffodil International University (DIU) MBA Program requires completion of an internship related to the major subject and the writing of a report. As an MBA student, I was required to finish a four-month internship at Kazi Farms Group. I appreciate the chance to work with Kazi Farms Group as an Internee from May-2025. I have worked with Kazi Farms Group in the supply chain management department. Supporting the logistics process for the development of new products, inventory control, shipping and delivery, and product returns was my key responsibility. Finding cost-effective solutions for supply chain operations, establishing and carrying out purchasing strategies, generating cost estimates, and upholding budgets, as well as overseeing day-to-day warehouse operations, such as quality control, inventory management, space management, logistics, floor productivity, shipping, and customer service.

1.3 Scope of the Study

The study incorporates all of the knowledge I have gained from the various jobs I have been given by Kazi Farms Group. Both qualitative and quantitative versions of this data are offered. The

majority of the assigned tasks were finished via the company's computer-generated website and phone calls to the various parties involved.

In order to help higher authorities reach the necessary conclusions, the document also argues how I collected and presented a variety of data from the field sales force.

My understanding of a multinational company and my experiences with it are reflected in this report, especially with regard to the manner in which the sales team generates and keeps data and reports to support it.

1.4 Objectives of the Study

The objectives of this report can be viewed from two perspectives:

1. Broad Objective:

The broad objective of the study is to analyze the supply chain management activities of Kazi Farms Group.

2. Specific Objectives:

The specific objectives of this report are as follows:

- i. To analyze supply chain activities of Kazi Farms Group.
- ii. To evaluate supply chain activities of Kazi Farms Group.
- iii. To find out some problems of those activities.
- iv. To make some suggestions to overcome the problems.

1.5 Methodology of the Study

Methodology defines how we go through all the processes of research and how have proceeded on. Here include the steps of conducting the report and the explanation of the sources of data. This report has been prepared on the basis of experience gathered during the period of internship.

i. Nature of the study:

The study is exploratory in nature focusing on qualitative analysis and description. The report is based on primary sources of information. Interviewing the managers and officers of the Company, talking to the customers.

ii. Sources of data:

- **Primary sources of data**

Interviews: Semi-structured interviews were conducted with key personnel at Kazi Farms Group including senior management and operational staff, to gain insights into their experiences, challenges, and strategies in the supply chain management activities.

- **Secondary sources of data**

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

iii. **Target population:**

The target population for this evaluation includes at Kazi Farms Group. existing and potential customers, marketing and sales employees, company management, industry experts, and distribution partners. These groups provide key insights into the effectiveness and impact of the company's supply chain management activities.

iv. **Sample Size:**

There is total 25 respondents. Collected data from supply chain management and marketing officers of at Kazi Farms Group.

v. **Sampling method:**

A convenience sampling method has been performed for selecting samples.

vi. **Method of Data Collection:**

The information that was required to do this report was collected by the Supply Chain department. The whole department was so supportive and provided me with all the information and support. This report is based on previous data and calculation of Kazi Farms Group.

vii. **Data Analysis Technique:**

MS Excel was used for data analysis.

viii. **Procedure for Gathering Data:**

I gathered all kinds of data from Kazi Farms Group across several departments during my internship. In Kazi Farms Group, there are two main methods for gathering the crucial information needed to comprehend the current state of affairs and make judgments based on it.

The first is a report generated by software, and the second involves calling the sales force to get various data. Market visits, market research, speaking with retailers and wholesalers, TSO, and, lastly, asking customers for their opinions are some of the methods. I had the chance to gather information from all of the aforementioned sources.

1.6 Limitations of the Study

I ran into a number of obstacles during my three-months internship that made it difficult for me to get the most out of the educational opportunity. The workplace transfer process, which took about a week, presented one significant obstacle. I could not bring my laptop or get the tools and resources I needed to keep working during this change. I consequently lost out on important learning opportunities and experienced a disturbance in my productivity during that time. Furthermore, I had restricted access to important systems, tools, and resources because I was an intern. Although these limitations made sense from a security perspective, they frequently kept me from getting firsthand experience with important corporate procedures and made it more difficult for me to really comprehend how the organization actually operates. This restriction made it difficult to apply academic information to practical situations and gain a deeper understanding of the corporate environment.

Despite these obstacles, I took advantage of any chance that came my way and adjusted to the situation as best I could. In addition to highlighting areas where businesses may improve to better support interns and new team members, these stories provide insightful information on the challenges encountered in a professional setting.

Chapter: 2

Company Profile

2.1 History of Kazi Farms Group

The Kazi Farms Group is widely recognized as a successful poultry business in Bangladesh. The managing director of the company, Kazi Zahedul Hasan was recognized as the Business Person of the Year in Bangladesh in 2004. On the bulk of the company's desktop computers, it runs Linux and other free and open-source operating systems like that. Before entering into the corporate history, I'd like to share the relevant information of Kazi Farms Group:

 Kazi Farms	
Kazi Farms Group	
Type	Private
Industry	Poultry
Founded	1996
Founder	Kazi Zahedul Hasan
Headquarters	House No. 35, Road 02, Dhanmondi, Dhaka 1205.
Owner	Kazi Zahedul Hasan
Number of employees	10,000
Website	www.kazifarms.com

Kazi Farms, which has been in business in Bangladesh for the past 26 years, is among the top chicken farms of Bangladesh. In 1996, it began operations as a hatchery for eggs that were imported from another country. The following year, it began overseeing the operations of its parent farm. On the farms that belonged to their grandfather (GP), production kicked off in 2004 and hasn't stopped since then. It continues to provide the most cutting-edge products and services while keeping both the customer and the client in mind at all times. Because of this, Kazi Farms has become able to gain the trust of the customers as well as keeping its high performance in its business. They were able to establish what is considered to be the most technologically advanced and largest feed mill in the country in 2006 owing to the aid of Cargill

USA and other companies in the industry. In addition to this, they produce their breeder feed for eating.

The town of Buhler is located in the canton of Zug in Switzerland. It is important to highlight the fact that Kazi Farm Group is a reputed USA grandparent franchisee, which is actually the world's superior broiler.

It is also important to note that in comparison to Aviagen USA's popular Ross broiler, they have a smaller number of grandparental lines. They distribute the Hy-line USA layer breed. This makes them the authority on layer breeds in Bangladesh. Kazi Farms Group is the first Bangladeshi company who started exporting hatching eggs as well as day-old chicks to the other countries around the world. Since its inception in 1992, the Kazi Farms Group has created more than seventy broiler parent farms, seventy broiler grand-parent farms and seventy-layer farms across the entirety of Bangladesh, in addition to hatcheries, feed mills, and sales offices. All of these facilities were built by Kazi Farms. The interconnectedness of nutrition, sanitation, and farming practices is something that Kazi Farms understands better than most other farms. They can accomplish this goal thanks to the robust bio-security science that they have and the local customer base they have. Since Kazi Farms is at the superior level financially and it has diversified products, the company ensures other countries that the company will be the pioneer in the agricultural industry. This guarantee is made because Kazi Farms is developing new products and services. In addition to this, it ensures the development of additional value for both the consumers it seeks to attract and the investors it attracts.

2.2 Mission

Kazi Farms' missions are-

- Providing better chicks and feed to the poultry producers for them to become wealthy and productive.
- Producing safe chicken and safe eggs that customers may eat reliably.
- To produce organic fertilizer that replenishes soil structure enhances long-term nutrition, and protects farmers' income.

2.3 Vision

- In order to better satisfy the needs of its most important clients, Kazi Farms is increasing the range of products and processes it offers

- In order to support their business operations, they need to invest in the strategic alliances with the experts who gives more priority on the food quality, food safety, innovations, societal responsibility, expertise.
- In order to draw a niche clientele to their core strengths, they will actively maintain their brand identity and reputation.
- They will help us discover and improve novel ideas that will be beneficial to all of us by using their continually evolving systems.

2.4 Products and Services

1. Broiler parent chicks and broiler chicks

It is understood that the broiler breeds known as Avigen Indian River and Cobb-Vantress are the world's greatest broiler breeds. Kazi Farms Group operates the franchisee business for both of these companies. The broiler chicks produced by Kazi Farms Group are priced higher than those produced by other breeds of broiler chickens because they are regarded as having the highest level of performance in the local market.

2. Layer chicks & Table Eggs

In addition, Kazi Farms Group distributes the Hy-line brown as well as the white layers throughout the Bangladesh market. In addition to being the oldest chicken breeding organization in the world, Hy-line International is also the most successful layer breeder in the industry. As Kazi Farms is the only company in Bangladesh who has own commercial layer farms, in terms of the commercial table eggs, Kazi Farms is the leading manufacturer of Bangladesh.

3. Feed

In 2006, Kazi Farms Group began manufacturing chicken feed as part of an expansion of its business. Within a relatively short amount of time, it has established itself as the industry standard bearer in terms of both volume and quality. The Gajaria feed mill was established with the assistance of technical experts from the United States and Europe in order to guarantee the quality of the feed.

They are in full compliance with all of the relevant dietary requirements imposed by the Bangladeshi government. They do not include any MBM in the feed that they produce. (Meat

by- product meal, often known as MBM, is a low-cost protein that is produced by cooking and drying out slaughterhouse waste.)

4. Kazi Organic Fertilizer

Kazi Farms is the market leader in composted organic fertilizer production. This product has numerous advantages for farmers. It is created through the composting action of aerobic bacteria on poultry manure, resulting in a natural fertilizer rich in organic matter. Because of the high frequency of cultivation and the excessive use of chemical fertilizers, many soils in Bangladesh are deficient in organic matter. Increased organic content in soil improves water retention and hence lowers irrigation costs. Increased water retention also reduces chemical fertilizer run-off waste caused by rainfall.

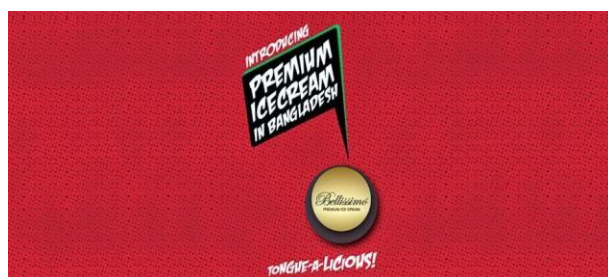
2.5 Kazi Farms Groups' Partners & Sister Concerns

Every product at Standard Finis Oil Company passes a number of meticulous testings to guarantee our customers' safety and satisfaction. Beyond these essential aspects, our research and vision for every product provide a plethora of advantages. SFOC seeks to develop brands and products that are ethically produced, user-friendly, and environmentally conscientious.

Kazi Food Industries Limited

Bellissimo & Zaa n' Zee

Kazi Food Industries Limited (KFIL), which was founded in 2012, is a relatively new member of the Kazi Farms Group. KFIL, which has its base in Beron, Ashulia, is in the business of producing and distributing luxury dairy ice cream. In accordance with international requirements, this ice cream must have a minimum of 10% milk fat, and it is marketed and sold under the brand name Bellissimo. Zaa n' Zee is also a concern of the Kazi farms group and it provides economy-quality ice cream.



Kazi Farms Kitchen

Kazi Farms Kitchen is an identity under the Kazi Farms Group which manufactures frozen foods and distributes to the markets. Some chickens are not given antibiotic within 7 days prior to the slaughter. Those remaining antibiotics are then abandoned. According to the European Union laws, it is ensured that the meats have come from those chickens which are not given meat and bone meals. The foods of meat are totally free from the MSG and nitrates.



Sysnova

In Bangladesh, open-source enterprise resource planning software was first introduced by Sysnova. They have implemented Idempiere ERP at more than one hundred of Kazi Farms Group's locations, as well as at Central Women's University, Deepto TV, and Dhaka Tribune. They are providing Bangladesh with open-source ERP and Cyber-Security software in order to push the country forward in terms of innovation as well as cost savings.



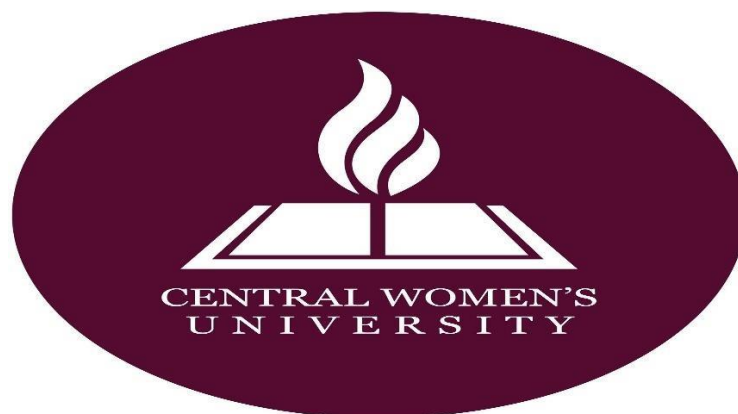
Kazi Media

Deepto TV is a privately owned Bangladeshi video-on-demand (VOD) platform and television network. It is a subsidiary business owned by Kazi Media Limited, a subordinate of Kazi Farms Group. In November 2015, the channel was introduced to the market.



Central Women's University

Central Women's University (CWU) is a well reputed university in Dhaka which launched in 1993 following the passage of the Private University Act of 1992. Professor Beggzadi Mahmuda Nasir led a group of enlightened and energetic individuals in establishing the institution (founder and Vice Chancellor of the university). In this age of globalization, they intended to provide women with the opportunity to seek higher education and acquire the information and skills essential to secure meaningful employment. The university was inaugurated on the Central Women's College site at 3 Abhoy Das Lane, Dhaka, after receiving approval from the government.



Hawkeye

Kazi Farms Limited has recently established a new company, which goes by the name Hawkeye Digital. Hawkeye Digital is a marketing business that works to improve organizations' understanding of digital marketing and gives these improvements to their clients. They contribute to a company's ability to generate the intended impact by providing information that is both intelligent and tailored.



2.6 Objectives of Kazi Farms Group

The main objectives of Kazi Farms Group are giving below:

- The main objective of farms is maximization profit along with the benefits of employees and customers.
- They are carrying recent farming capacity to the approach of general public through diverse farming services.
- It's affecting economic propensity amongst people.
- They are participated in the growth of the country's economy through useful growth of the farm's properties, as well as superior diverse societal activities.
- They are linking to up-to-date farming apply by the greatest application superior news and technology.
- They get inspiration to carry on and believe proud of farming with Kazi Farms Group.

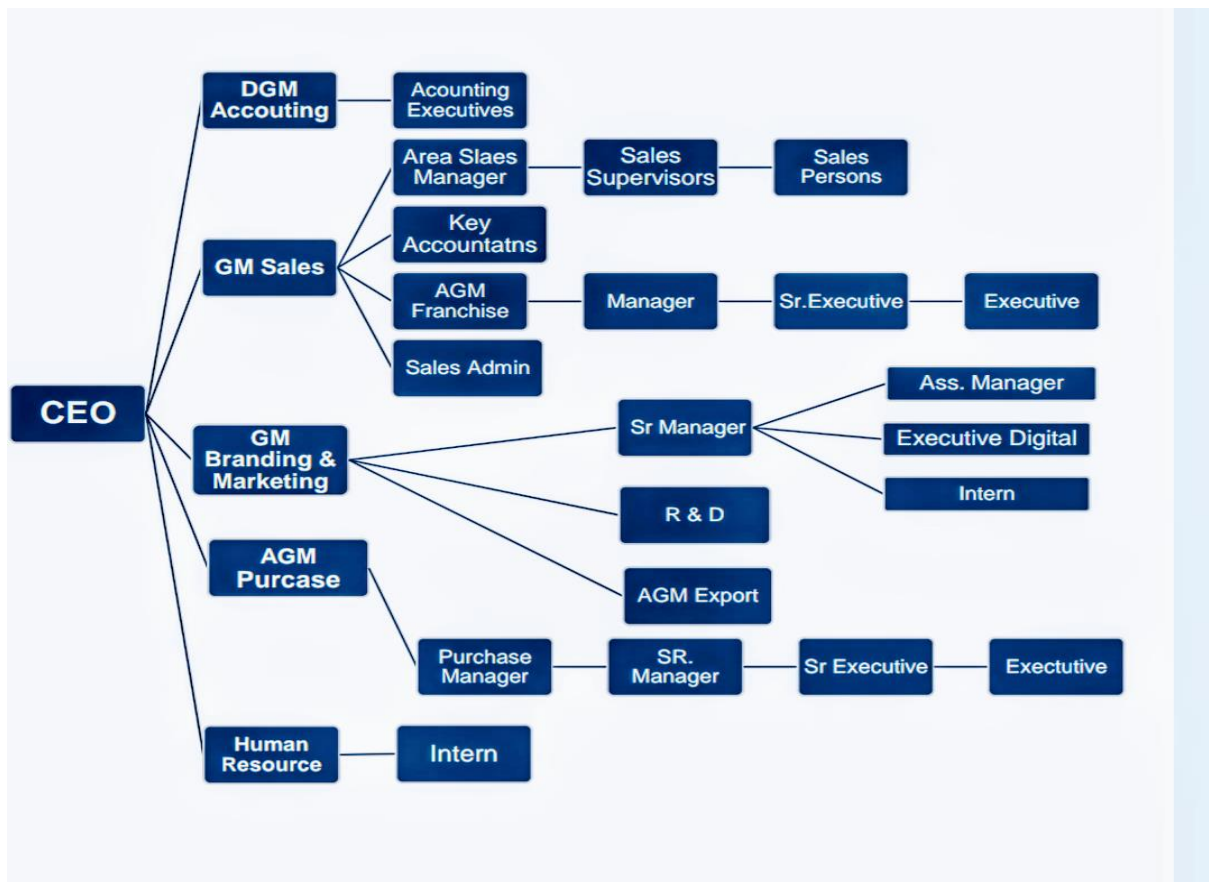
2.7 Value of Kazi Farms Group

- They exhibit unruly integrity and ethics.
- Their people are the source of progress.
- They are obsessive about their customers.
- They supply perfect quality.
- They connect improvement to drive mission serious solutions.
- They balanced environmental stewardship social responsibility and also profitable growth.

2.8 Features of Kazi Farms Group

- Extremely capable and competent professionals manage the company.
- The computerized operation system in all corporate office of Kazi Farms.
- The company delivers excellence food to the market.
- The inner environment and group work encourage all quality employees to gain ultimate objective of Kazi Farms Group.
- The strict leadership along with the supervision of brilliant management directs all the offers.

2.9 Organogram of Kazi Farms Group



Chapter: 3

Literature Review

3.1 About Supply Chain

Supply chain management (SCM) is the system of people, organization, activities, technology, information and resources combined together to transfer a particular product or service from manufacturer to customer. It basically transforms the natural resources, raw materials and components into finished products and delivers it to final consumers. Supply chain is mainly a dynamic process that involves the constant flow of information, product and funds within different stages of an organization and also with other organizations. It is a chain of process that ensures steady flow of products or services moving from suppliers to manufacturers to distributors to retailers and lastly to end consumers. Supply chain, within its array of networks, include not only manufacturer and supplier but also engrosses warehouses, transporters, retailers and sometimes customers also.

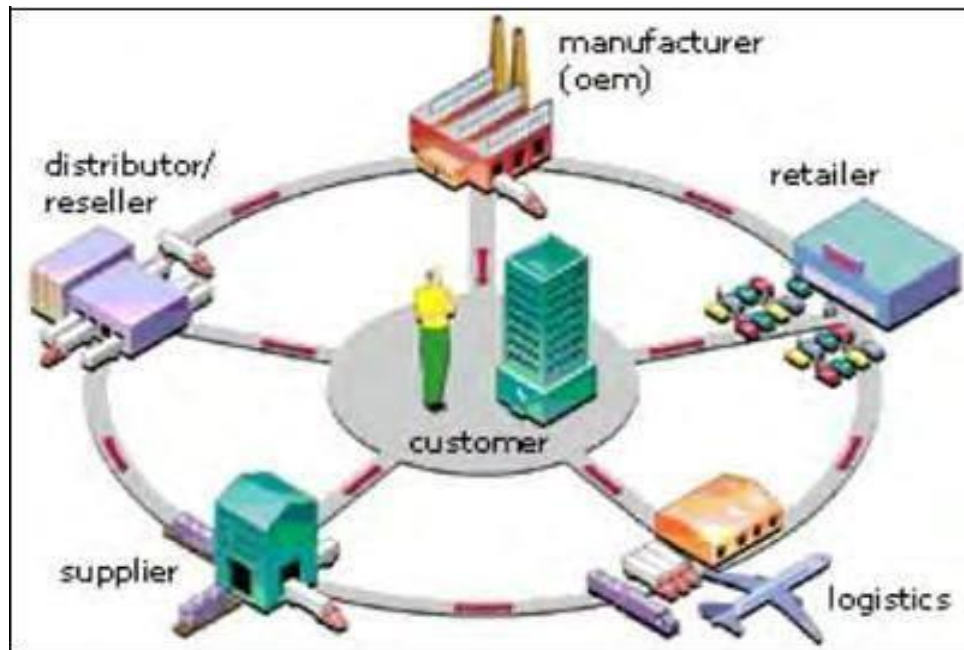
Supply chain management in every business is crucial as, an optimized SCM chain will enable a cost minimization along with fast production process. It is such a network that allows companies to produce and accordingly distribute through this particular framework. SCM is based on mainly two core ideas, first being the fact that normally every product that do reaches to its end consumers represents the collective effort of multiple organizations, and these firms are jointly refer as the supply chain. However, the second fact is that most organizations, for a long time, paid attention to those activities that actually occurred within their territory. On the contrary, few companies understood this entire chain and as to that the result was disjointed and ineffective supply chain.

The Global Supply Chain Forum identified eight key processes that make up the core of supply chain management (Croxtton, Dastugue, & Lambert, 2001, p. 14):

- Customer Relationship Management
- Customer Service Management
- Demand Management
- Order Fulfillment
- Manufacturing Flow Management
- Procurement
- Product Development and Commercialization
- Returns.

The Supply Chain Management Program integrates topics from manufacturing operations, purchasing, transportation, and physical distribution into a unified program. Successful supply-chain management, then, coordinates and integrates all of these activities into a seamless

process (Zigiaris, January 2000). SCM, therefore, falls under the active management to exploit customer value and also to achieve sustainable competitive advantage. Thus, it covers all the activities ranging from development of product, sourcing, production, logistics and also includes the information system and other related works needed to coordinate and manage these actions effectively. In simpler terms, SCM deals about what to manufacture and process in-house along with the roles that supplier and buyers play within each other's business decision and operational activities.



In general, SCM comprises of five parties to complete its value chain that is used to create value of products right from its manufacturing till its delivery to the hand of final end consumers. In order to complete the entire process (the chain) the sixth important aspect is the customer to whom actually all the initiatives are targeted. However, these components include:

- Manufacturer
- Logistics
- Distributor/reseller
- Retailer
- Supplier
- Custom

Primary objective of Supply Chain:

Like other business activities' goals, the basic core goal of supply chain is ultimately to ensure that the manufactured products or services reach safely and in sound condition to target

customers' hands and also to satisfy them. In addition to this, another important motto it shares is the profit it can generate for the organization. Hence the ultimate motive is to maximize the overall value it creates within its chain. Thus, the greater is the profit extent the more successful the supply chain is.

The prime goal of any supply chain is to ensure its manufactured product or service is produced and distributed-

- At the right quantities
- To the right locations
- At the right time

Satisfying service level requirements while minimizing overall system-wide costs

3.2 Types of Supply Chain Management

There are two types of Supply Chain Management System:

- 1) Open-Loop Supply Chain Management System
- 2) Closed-Loop Supply Chain Management System

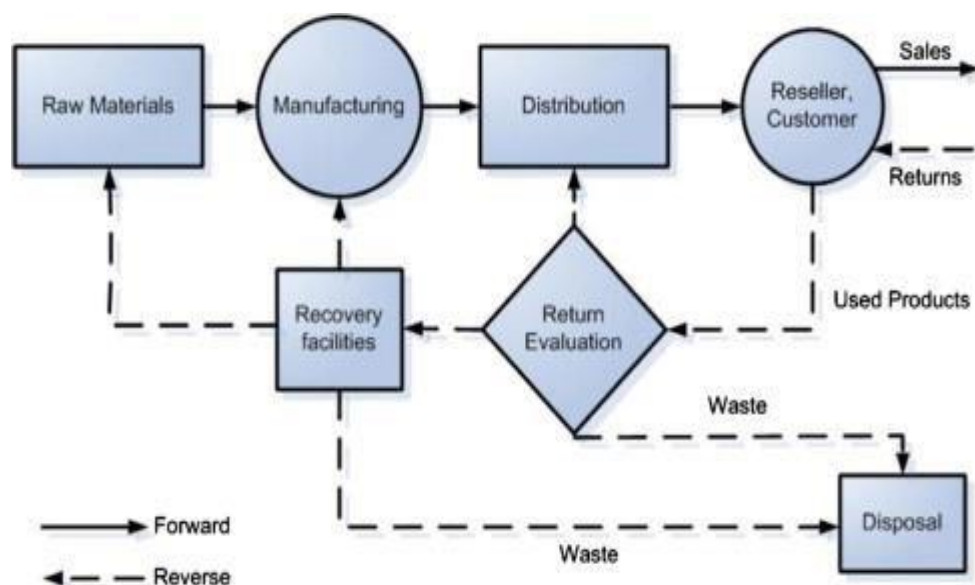
In the Open-Loop Supply Chain Management/traditional Supply Chain Management, products are not returned to the actual producer for recycling rather are received by such parties who are willing to either recycle the materials/products or to dispose of the same. Thereby, the Open-Loop Supply Chain Management/traditional Supply Chain Management includes a number of costs centers and costs for holding inventory is one of the heaviest ones. Reverse logistics include the process of transportation for inspecting, sorting and disposing the products. Additionally, there is no rule of thumb for reverse supply chain management rather it should be tailor made for each of the products and should include the economy of the reuse of the products (Harrington, 2010). However, this process can be streamlined if it considers the quality of the return product and uses different updated technologies such as bar codes, sensors and other technologies such as testing, tracking etc. If these decisions can be taken at the early stages of the process, majority of the costs in the logistics systems can be eliminated and the process of remanufacturing and marketing can be made faster (Harper, J.B.R.R., 2015).

Selection of suppliers is another vital part of the Supply Chain Management system. It includes identification, evaluation and relationship build up with suppliers. This entire process also involves significant financial involvement of a firm. The firms in return expects highly quality products/services from the suppliers (Society, 2004).

In today's highly competitive business environment, the success of any business depends to a large extent on the efficiency of the supply chain. Competition has moved beyond firm-to-firm rivalry to rivalry between supply chains. Managers in many industries now realize that actions taken by one member of the supply chain can influence the profitability of all others in the supply chain. Companies like Wal-Mart are trying to squeeze more costs out of their supply chain to offer everyday cheaper price to the customers. On the other hand, more and more companies are focusing on their core competencies while outsourcing the rest. But without efficient and effective supply chain, companies cannot benefit from outsourcing (Drake, 2012).

3.3 Supply Chain Management System

In the earlier stages of Supply Chain Management, main focus had been given on the Reverse Supply Chain Management and Closed Loop Supply Chain Management by way of increased awareness in the public sector. Later on, to make this sector more organized government and other legislations came into action and bound the producers to take care of the products' End of Life (EOL). In the classical form, the supply chain means a combination of the components which fulfil the requests and needs of customers demand and these include all possible stakeholders such as suppliers of raw materials, manufacturers, transporters, warehouses, retailers and customers themselves. When the forward and reverse supply chains are combined together, the result is the closed loop supply chain. The below figure is a generic supply chain for both forward and reverse supply chain Management System. Forward supply Chains are represented by solid lines whereas reverse supply chains are presented by dash lines in the below figure.



3.4 Supply Chain Management Maintained at Kazi Farms

In our selected organization for this thesis, there prevails a very effective and efficient Supply Chain Management as well as has been implementing its dynamically organized principle. Kazi Farms primary concern is to ensure effective procurement and supply chain system. One of the key spokespeople of the organization stated, “Most of the Kazi Farms investments are for the upcoming generations; they don’t do business for expiry” (Anyo, 2016). With a view to fulfil these objectives, Kazi Farms Group gives its efforts in understanding the capabilities and limitations of each of the elements in their supply Chain. He added “We always thrive to partner with our suppliers in order to address and identify both opportunities and risks”.

3.5 Classification of the Supply Chain of the Company

Two major types of Supply Chain Management System are prevalent there:

1. Forward Supply Chain.
2. Reverse Supply Chain.

In the forward system, the process starts from the rearing of grandparent breeds inherited from the breeder farm, distributors, broilers/layer farms, hatchery (consumers of the day-old chicks’), processor, retailers and processors.

Day old chickens are supplied to the distributors towards the distribution to the ultimate producers of the eggs and meat for general people. When these day-old chickens mature, they are sold to the open markets such as restaurants and other processing units. In this whole Supply Chain Management many issues are considered such as social, environmental and economic factors.

On the other hand, reverse logistics include the process of transportation for inspecting, sorting and disposing the products. Additionally, there is no rule of thumb for reverse supply chain management rather it should be tailor made for each of the products and should include the economy of the reuse of the products (Harrington, 2010). However, this process can be streamlined if it considers the quality of the return product and uses different updated technologies such as bar codes, sensors and other technologies such as testing, tracking etc. Although, in real sense, considering the perishable nature there is less chances of recycle of products, retrieval or reconditioning in this industry, reverse supply chain is relatively a very new concept in this sector. Now a days, by recycling poultry wastage, industries can make valuable products like fertilizers, biogas, pillows, charcoal bakery items etc. (Kachitvichyanukul, 2015).

3.6 Sustainability of Effective Procurement System

The above review on the literature in this industry shows that earlier there were no empirical evidence on the combined supply chain management on poultry industry such as combination of forward and reverse supply chain. Below are the examples of how Kazi Farms Group Foods and Feeds maintaining a sustainable procurement system as well as supply Chain Management System.

Forward VS Reverse Supply Chain System for Kazi Farms Group:

In the Open-Loop Supply Chain Management/traditional Supply Chain Management, products are not returned to the actual producer for recycling rather are received by such parties who are willing to either recycle the materials/products or to dispose of the same. Thereby, the Open-Loop Supply Chain Management/traditional Supply Chain Management includes a number of costs centers and costs for holding inventory is one of the heaviest ones. Reverse logistics include the process of transportation for inspecting, sorting and disposing the products. Additionally, there is no rule of thumb for reverse supply chain management rather it should be tailor made for each of the products and should include the economy of the reuse of the products (Harrington, 2010). However, this process can be streamlined if it considers the quality of the return product and uses different updated technologies such as bar codes, sensors and other technologies such as testing, tracking etc. If these decisions can be taken at the early stages of the process, majority of the costs in the logistics systems can be eliminated and the process of remanufacturing and marketing can be made faster (Harper, J.B.R.R., 2015).

Selection of suppliers is another vital part of the Supply Chain Management system. It includes identification, evaluation and relationship build up with suppliers. This entire process also involves significant financial involvement of a firm. The firms in return expects highly quality products/services from the suppliers (Society, 2004).

Some key factors in the Supply Chain Management are the estimated demand for products, value addition process, Current Performance history, interruptions in the process such as delays, system breakdowns, lags in transmission, changes in the stock level, order level frequencies, requisitions for productions etc. (Harper, 2015). Strategically, forward supply chain thrives either to be efficient, deliver the products at low costs and responses in a faster manner. However, there is a trade-off between these two classifications of Supply Chain Management. If we search for the low-cost supply chain management system, we would have to forego the faster responsiveness of the supply chain management and vice versa (Harper, 2015).

On the other note, although reverse supply chain can be made more efficient; this system can be structured more or made more responsive depending on the type of the products returned. This method of supply chain management system can also be made economic by making a little delay in the different stages of the returned product cycle such as: sorting, grading, testing unless they are returned to the central locations (Blackburn et al., 2015).

Effective Procurement System:

An effective planning for procurement of raw materials is very important for any organization. At Kazi Farms Group Foods and Feeds Limited, there exists a very well-planned procurement system. The reasons of an effective procurement system are:

- 1) Saving money, energy and time
- 2) To attain the ultimate objectives of the entity.
- 3) To comply with the regulatory requirements.
- 4) to guide procurement officers in the attainment of their individual tasks and responsibilities.

There are many critics of the effective procurement planning of a supply chain such as it slows the overall procurement time cycle. However, there are some reverse critics in this issue that, if the above factors are disregarded in the procurement process, it might faster the steps of the supply chain process but the ultimate results will be that, the products will be below quality, costly, incompliant with laws, non-durable and not reliable etc. as a result it will be a loss the government and they will rethink in purchasing the same products in the future. So, it will ultimately be a loss to our time, energy and other resources (Thai, 2008).

The planners of an effective procurement system must also consider the impacts the above factors in the procurement process on the ultimate users of the goods, services and works. For example: if the entity is going to establish any road, school, hospital or other infrastructures, they have to ensure higher literacy, durable infrastructure system and overall, a healthy society (McNabb, 2009).

Another important advantage of a well-planned procurement system is that, it helps the entity to meet the regulatory requirements at different jurisdictions of the country. Some of the key regulatory requirements include: General Commission's Audit, Post Procurement Audits by Public Procurement & Concessions Commissions post audits etc. these entities' beginning of the year's planned procurement guideline works as the benchmark in evaluating the performance of the procurement system at the fiscal year end (Kachitvichyanukul, 2015).

Finally, a well-planned supply chain/procurement system helps the individuals in attaining their individual tasks and responsibilities. Well planned/effectively organized procurement policy/supply chain management system brings in well-organized organizational goals and objectives. Thereby, the individuals also have organized tasks and responsibilities in lined with the organizational goals and objectives. It also helps the organization in bringing positive changes and growth.

3.7 Supply Chain Management Software

Supply chain managers used to struggle to make their supply chains run efficiently and effectively years ago, before the Internet superseded all core technology and activities like physically keeping inventories. In vivo communication technology we use several software for maintaining the data, track the data and efferently handle all the operation. For maintaining all the warehouse activity vivo employs Warehouse Management System (WMS) & ERP software. Also, for controlling the scanning, PCBA, mobile phone tracking and controlling purposes employs MES & MES panda software. For logistics operation and shipment tracking purpose PMC, warehouse team of supply chain management employs the Transportation Management System (TMS). Also, for material identification verify, produce, bind unbind all operation associated export and import warehousing uses the VLM system. By applying that technology vivo playing a great function in current advance planet. The software is only as good as the person supplying the data to it; consequently, supply chain managers must enter data into it appropriately if they want their supply chains to function and balance. A producer may perform all computations without utilizing a manual approach by installing supply chain management software. With proper supply chain management, there won't be any more surplus products stockpiled or paid to be made when there is no demand for them.

Chapter: 4

Supply Chain Activities in Kazi Farms Group

4.1 Supply Chain Management Process

The supply chain department of Kazi Farms Group is dedicated to fulfilling its short-term and long-term goals through a systematic and well-organized strategy. By adopting a number of strategic measures, the department assures the efficient movement of goods, information, and resources from suppliers to end consumers. These processes are aimed to streamline operations, save costs, and maintain high standards of quality and customer satisfaction. This section gives an in-depth review of the supply chain management (SCM) processes followed by the company, highlighting significant practices that contribute to its operational excellence and alignment with corporate objectives.

4.2 Vendor Selection

The Kazi Farms Group supply chain department follows several procedures when choosing vendors to make sure they are trustworthy, reasonable, and excellent partners. Here's a general outline of the procedure:

Determine Needs: Recognize the needs of the supply chain division, including the products or services required the amount, the quality standards, the delivery dates, etc.

Supplier Identification: Look up possible suppliers using a variety of resources, including internet databases, industry associations, trade exhibits, trade directories, recommendations, and market research.

Pre-qualification: Consider factors including reputation, financial soundness, expertise, capacity, quality standards, technology capabilities, geographic reach, and regulatory compliance when assessing vendors. This could entail conducting preliminary interviews or distributing pre-qualification surveys.

RFP (Request for Proposal): Request comprehensive estimates or proposals from qualified vendors detailing their services, costs, terms and conditions, delivery schedules, and guarantees.

4.3 Assessment and Comparison

Using pre-established assessment criteria, evaluate the vendor proposals that you have received. Consider variables including cost, value, dependability, adaptability, customer support, past results, and compatibility with the objectives and ideals of your firm.

Start negotiating with the suppliers you choose to confirm the terms and conditions, prices, delivery dates, terms of payment, service level agreements, warranties, and any other important components of the agreement.

Due Diligence: Verify the credentials, references, competencies, and compliance with legal and regulatory requirements of the chosen vendors by conducting rigorous due diligence on them.

Contract Finalization: Draft and finish a contract that describes the parties' rights, Performance Monitoring: Set up methods to evaluate and review vendors' performance concerning set standards and metrics. This may require periodic evaluations, examinations, and feedback systems to assure adherence to contractual duties and continued development.

4.4 Relationship Management

Through efficient communication, performance evaluations, feedback channels, and reciprocal assistance cultivate a strong and mutually beneficial connection with chosen vendors. Develop a partnership mentality to reach long-term success and common objectives, expectations, duties, and commitments on both sides. To reduce risks and prevent miscommunication, make sure the contract language is precise and unambiguous.

4.5 Continuous Improvement

Continuously assess the effectiveness of the selection process and the performance of the vendors. Identify areas that need improvement and take corrective action to maximize the supply chain and increase overall effectiveness and efficiency.

By following these guidelines, businesses can streamline their procurement processes, increase income, and choose suppliers for their supply chain department more effectively.

Quality Test: To ensure that first-mover consumer goods meet all specifications and expectations prior to being put on the market, the supply chain department must implement a quality check procedure. Here is a detailed description of the process:

Define Quality Standards: For first-mover consumer items, set measurable, explicit standards of quality. This should cover things like the product's specs, packaging specifications, safety laws, and any other relevant needs.

Supplier Qualification: Make sure suppliers fulfil your quality criteria by collaborating closely with them. Conduct in-depth analyses of their quality monitoring practices, production processes, and compliance with standards set by the industry.

Incoming Inspection: Before components and raw materials are used in production, a thorough initial inspection procedure should be put in place to guarantee their quality. This might include testing, sampling techniques, and inspections through sight.

In-Process Inspection: Maintain an attentive eye on the production process to identify potential issues early on. At various stages of production, conduct routine inspections to make sure that quality demands are being maintained.

Final Inspection: Before issuing the finished goods for distribution, do a final examination. This should entail an in-depth evaluation of the product to ensure that it exceeds all requirements.

4.6 Quality Control Tools

To track and improve the quality of the products across the supply chain, use quality control tools and techniques including statistical process control, Six Sigma, and quality management systems.

Document Control: Maintaining thorough records of every quality assessment and inspection performed during the supply chain procedure. Records of inspections, test outcomes, corrective actions implemented, and any additional relevant information should be included in this paperwork.

Education and Training: Ensure that employees engaged in the quality check process have an in-depth knowledge of the standards and procedures by supplying them with training. To keep quality control at a high level, skill development and ongoing training are essential.

Continuous Improvement: To find areas for improvement, review and assess the quality check procedure on an ongoing basis. Ask stakeholders for their thoughts.

Supplier Feedback Loop: Develop a feedback loop with the vendors you use so that you can resolve any issues or concerns with quality. Through cooperation, problems can be proactively addressed, and similar problems are unlikely to occur in the future.

Through compliance with these guidelines and ongoing assessment and enhancement of the quality control procedure, you may guarantee that first-mover consumer goods satisfy the most exacting specifications concerning reliability as well as excellence throughout every stage of the supply chain.

4.7 Procurement

The Fast-Moving Consumer Goods (FMCG) sector uses several essential procedures in its procurement process that ensure the timely sourcing of components, raw materials, and finished goods. A description of the typical procurement procedure in the FMCG industry is provided below:

Demand Planning: To predict future product demand, procurement teams study market trends, historical data, and sales projections in the first phase of the process. This aids in figuring out the kinds and quantities of commodities required.

Supplier Selection: Procurement teams look for prospective vendors of the products or components needed after the need has been identified. They evaluate suppliers according to criteria like cost, reliability, quality, and delivery capacity. Since prompt delivery and response are essential in the FMCG industry, building strong relationships with suppliers is necessary. The procurement departments negotiate with selected vendors over terms and conditions, such as expenses, terms of payment, delivery dates, and quality standards. Securing the most beneficial deals while making sure the provider can fulfill the necessary standards and timelines is the aim.

Contracting: Following conversations, official contracts with the terms decided upon by both sides are drafted. Usually, these contracts include information on prices, quantities, delivery dates, quality requirements, and any other pertinent terms and conditions.

Order Placement: Upon signing contracts, procurement groups place orders with the chosen suppliers by the conditions that were previously agreed upon. The size and frequency of orders can fluctuate based on inventory levels and demand projections.

Monitoring Supplier Performance: During the procurement process, procurement teams keep an eye on the performance of suppliers to make sure they fulfill their responsibilities. This entails monitoring delivery schedules, product quality, conformity to requirements, and issue or concern response times.

Inventory management: To maintain ideal stock levels of raw materials, components, and completed goods, procurement teams collaborate closely with inventory management. To minimize shipping expenses and prevent running out or surplus inventory, supply and demand must be balanced.

Quality Assurance: In the FMCG industry, quality control plays a crucial role in the procurement process. To make sure that products and materials fulfill the necessary quality

requirements, procurement teams collaborate closely with suppliers. This could entail carrying out quality control checks, audits, and inspections at every stage of the supply chain.

4.8 Risk Management

Procurement teams recognize, and address risks related to the procurement process, including price swings, supply chain interruptions, quality problems, and geopolitical considerations. Creating backup plans, diversifying sources, and keeping up with industry trends are a few examples of strategies.

Lastly, to maximize effectiveness, lower expenses, and minimize risks, procurement teams continuously assess and refine the procurement process. This could entail using best practices, optimizing workflows, and making use of technology.

Procurement teams may effectively manage the procurement process in the FMCG industry to meet the changing demands of the market by adhering to these stages and keeping an emphasis on efficiency, quality, and responsiveness.

Sourcing: The process of supply chain sourcing entails the methodical identification, assessment, choice, and administration of suppliers to guarantee the prompt and economical procurement of goods and services necessary for business operations. This is a thorough explanation of each phase in the supply chain sourcing procedure:

Find the Needs for Sourcing: Recognize the needs of the company or undertaking, including the kinds of products or services required their quantities, their quality requirements, and their delivery schedules. To determine sourcing priorities, examine developments in the market, inventory levels, and demand projections.

Identification of Supplier: To find possible vendors who can meet the needs of the company, conduct market research. To find fresh suppliers, make use of web resources, trade exhibits, industry directories, and supplier networks. Consider variables including supplier reputation, competencies, cost, location, and compliance with regulations.

Assessment and Pre-qualification of Suppliers: Assess possible suppliers according to predetermined parameters, including technical proficiency, regulatory compliance, production capacity, financial stability, and quality control procedures. Utilize surveys, site inspections, audits, and reference checks to pre-qualify vendors to determine whether they meet the requirements of the company.

Information Request: RFIs should be sent to the vendors who made the shortlist to obtain comprehensive data regarding their qualifications, offerings, costs, terms, and conditions.

Utilize the data acquired to refine the list of prospective providers and evaluate the suitability of each supplier in further detail.

RFQ (Request for Quotation): Send out requests for proposals, or RFQs, with specified needs, requirements, and assessment standards to chosen vendors. Request quotations or proposals from suppliers detailing their services, rates, terms of delivery, procedures for quality control, and any other value-added services.

4.9 Negotiation and Supplier Selection

Consider criteria including price, quality, dependability, adaptability, and alignment with the organization's objectives and core values when assessing supplier quotations or proposals.

To settle on terms and conditions, including price, terms of payment, delivery dates, warranties, and service levels, negotiate with your selected vendors.

Strive to reach a win-win solution that maximizes value for the supplier and the company.

Entering a contract: Use purchase agreements or contracts to formally establish the arrangement with the chosen suppliers. Make sure contracts expressly state each party's rights, obligations, responsibilities, and performance standards.

Incorporate clauses about intellectual property rights, confidentiality, and dispute settlement, among other pertinent issues.

Relationship Management with Suppliers (SRM): Develop and preserve a relationship of trust, cooperation, and openness with chosen suppliers. Regularly assess the performance of suppliers about key performance indicators like cost, responsiveness, quality, and delivery. Effectively communicate with suppliers, take quick action to resolve problems, and look for ways to improve continuously.

Risk Control: Determine and evaluate the risks connected to the sourcing process, such as changes in regulations, supply chain interruptions, quality problems, and geopolitical concerns. To lessen the impact of future interruptions, implement risk mitigation techniques like dual sourcing, supplier diversification, inventory buffers, and backup plans.

4.10 Constant Enhancement

To improve productivity, save expenses, and lower risks, the sourcing process should be reviewed and optimized regularly.

Get input from internal teams, suppliers, and stakeholders to pinpoint areas that need work and implement best practices.

Streamline sourcing processes, enhance decision-making, and propel strategic initiatives using technology and data analytics.

Organizations can achieve improved supply chain performance, cost optimization, risk mitigation, and successful supplier relationship management by implementing a methodical approach to supply chain sourcing and adhering to these guidelines.

Manufacturing Process:

- Set up a manufacturing facility or partner with a contract manufacturer.
- Follow Good Manufacturing Practices (GMP) to ensure product quality and safety.
- Blend and mix the raw materials according to your formulation.
- Test the product for quality and make any necessary adjustments.

Packaging:

- Design attractive and functional packaging that aligns with your brand.
- Source packaging materials and work with a packaging manufacturer.
- Implement quality control measures during the packaging process.

Regulatory Compliance:

- Ensure compliance with regulatory requirements for labeling Ingredient listing and safety standards.
- Obtain necessary certifications for your hair oil.

Distribution and Logistics:

- Establish distribution channels, considering both traditional retail and online platforms.
- Develop relationships with distributors, retailers, or set up your own e-commerce platform.
- Implement efficient logistics and inventory management systems.

Marketing and Branding:

- Develop a strong brand identity and marketing strategy.
- Utilize digital marketing, social media, and traditional advertising to create awareness.
- Consider partnerships with influencers or beauty professionals for endorsements.

Sales and Customer Service:

- Train your sales team or customer service representatives on product knowledge.
- Provide excellent customer service and address customer queries and concerns promptly.
- Feedback and Continuous Improvement:
- Collect customer feedback and reviews to identify areas for improvement.
- Continuously innovate your product and packaging based on market trends and customer preferences.

Expansion and Diversification:

- Explore opportunities for expanding your product line or entering new markets.
- Stay informed about industry trends and adapt your strategies accordingly.

Remember that each of these steps requires careful planning and execution. Paying attention to quality control, regulatory compliance, and customer satisfaction will contribute to the long-term success of your hair oil manufacturing business.

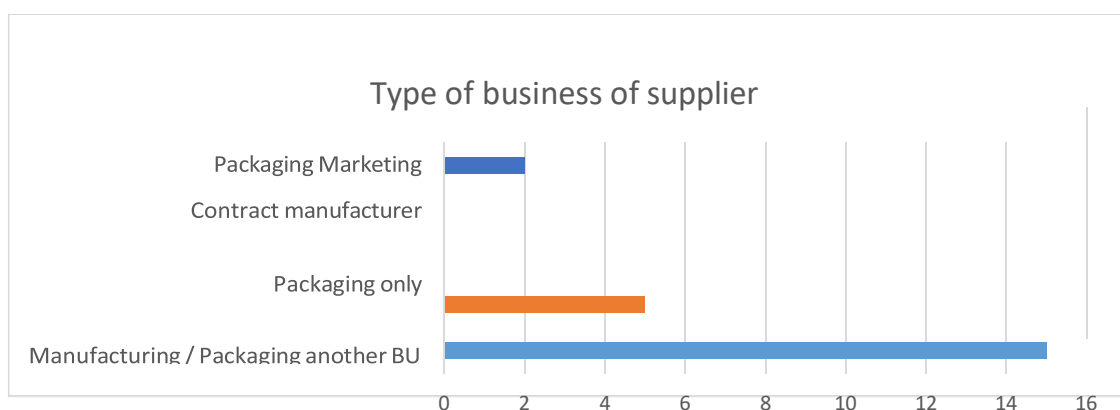
4.11 ORACLE Business Process Management System

Kazi Farms Group uses the ORACLE E suite supply chain management system. To secure the database and information of the entire supply chain management, this taken has taken the provision of using this technology. Its cloud module is being used for controlling and storing all types of information on importer, exporter, freight and others. With the default use of Business Process Management (BPM) suite, ORACLE helps different organizations to deliver industry leading and excellent service in the overall process of Supply Chain Management. This software includes the use of optimization tools, user-friendly modelling, tools for system integration, dashboard on business activity monitoring and other capabilities for end users through rich task and case management capabilities. So, an integrated BPM software ensures faster time to value, businesses to IT collaboration, reduce in the total costs, ownership etc. Integrated BPM software includes simple to highly complicated or easily designed, deployed and managed software.

4.12 Analysis of Questionnaire

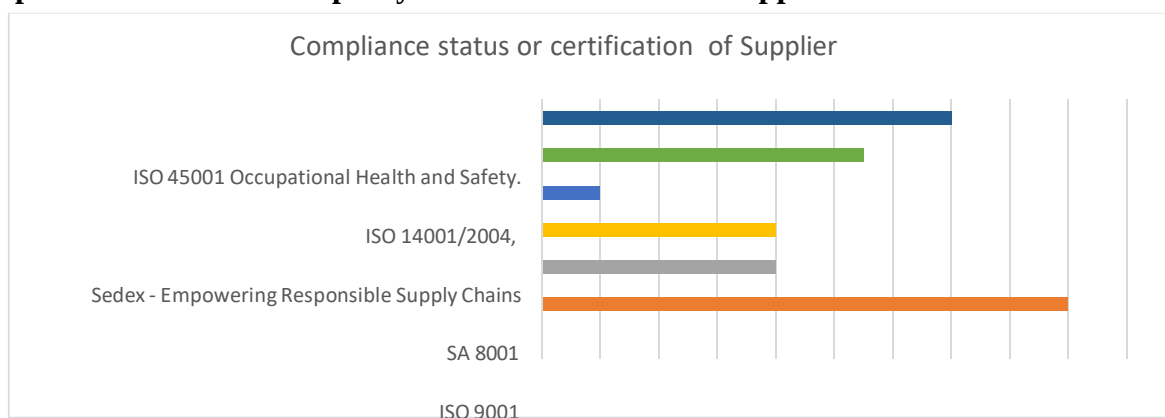
Structured questionnaire was developed and survey conducted among 25 suppliers. Questions are selected based on suppliers of Kazi Farms Group product specification, suppliers' capability and suppliers' willingness to maintain quality products. All the data was collected through the systematic way or direct interview method. In this chapter collected data was analyzed. Quantitative data was presented in the graphical format. At the same time, collected data was analyzed. It results in the improvement of the actions. It results in the modification of the actions of the organization. Details analysis is given below-

1. Type of Business:



By this question investigator tries to investigate the type of business of supplier. Total 25 supplier participated in survey. 15 participants have own facility for production of their material, 5 have manufacturing facility in their business unit, 2 company are only packaging material manufacturer and 2 company are the marketing company of raw materials. There was no contract manufacturer in the supply network of Kazi Farms Group.

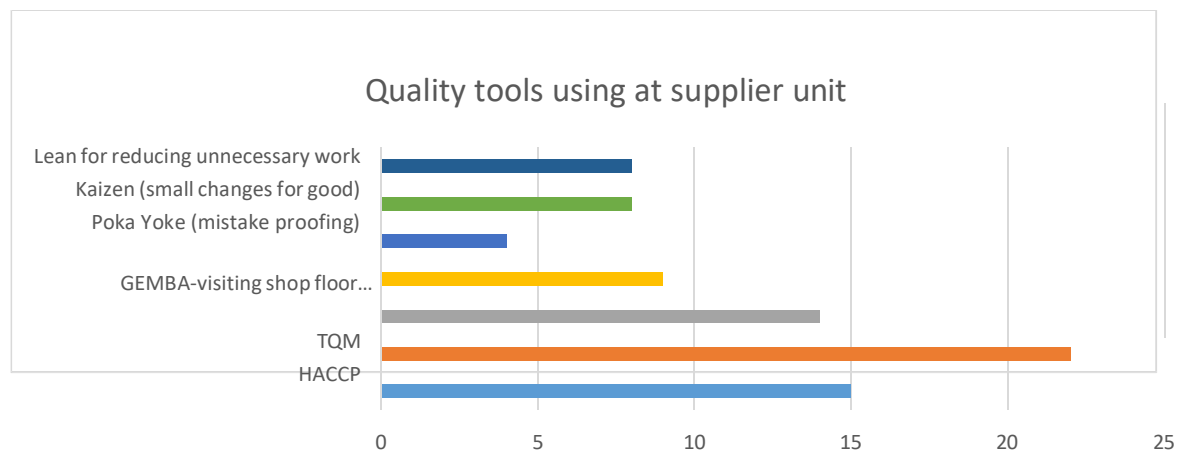
2. Compliance status or third-party certification status of Supplier.



Most of the compliance programs depend on the search in the primary tool. It helps to review the compliance status of the organization. To be a part of Kazi Farms Group supply network certification of ISO 22000, FSSC, ISO 9001 or ISO 450001 or ISO 14001 is mandatory. From

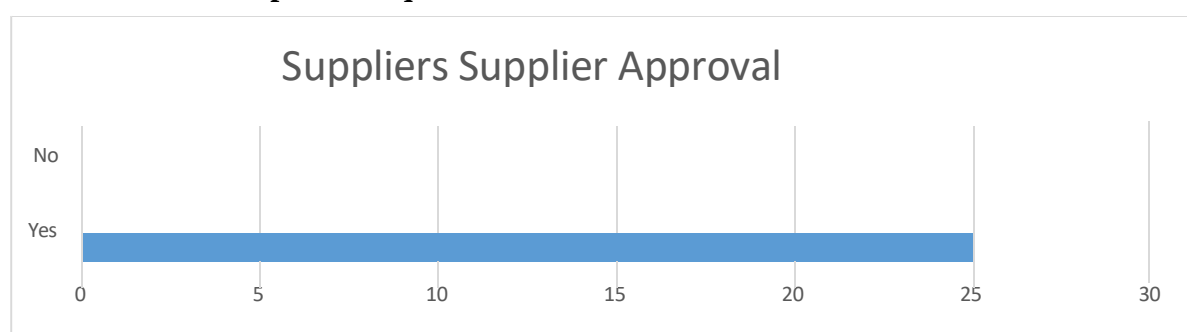
above table we can observe 18 suppliers are ISO 22000/ FSSC certified, 8 suppliers are ISO 9001, 14 supplier ISO 45001, 11 Suppliers ISO 14001, 8 suppliers are SA 8001 certified from third party certification company. From above chart we can summarize all the supplier meets the mandatory requirements to be a part of Kazi Farms Group supply network.

3. What quality tools you are using at your manufacturing unit.



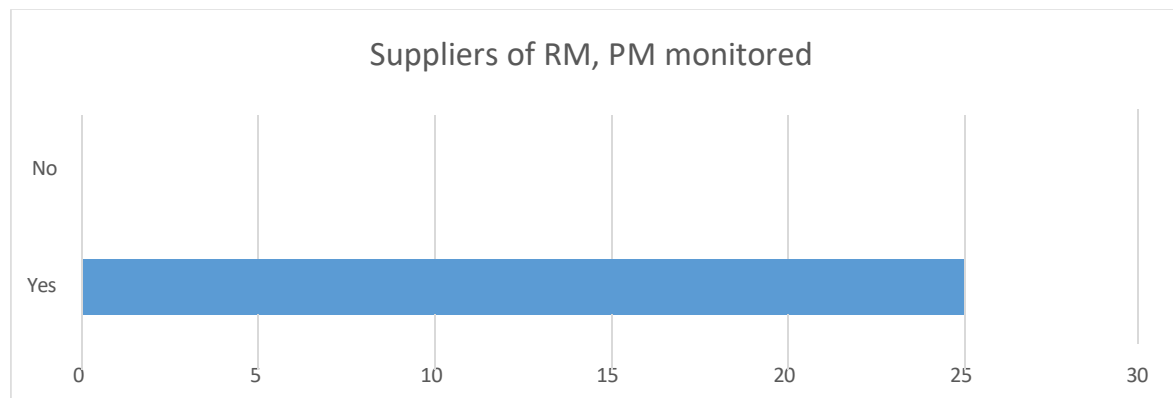
Ensuring product quality and meeting products specification is one of major criteria of Kazi Farms Group suppliers. Kazi Farms Group has a strict RM-PM monitoring program. If any parameter of RM-PM fails the specification Kazi Farms Group can reject material. To meet the Kazi Farms Group specification supplier implemented HACCP, 5 S, TQM, GEMBA, Kaizen, Poka-yoke, lean etc. During analysis of survey results we observed 22 supplier implemented requirements of HACCP, TQM implanted by 14 suppliers, % S implemented by 15 suppliers. Others quality tools like GEMBA, Kaizen, Poka-yoke, lean implanted by 9, 8, 4, 8 suppliers respectively. Few suppliers implemented multiple quality tools to meet specification and to reduce wastage.

4. Is there a Supplier Quality Assurance procedure in place, laying down the criteria for selection, approval, review and ongoing approval, to ensure that the supplied products and services meet the expected requirement.



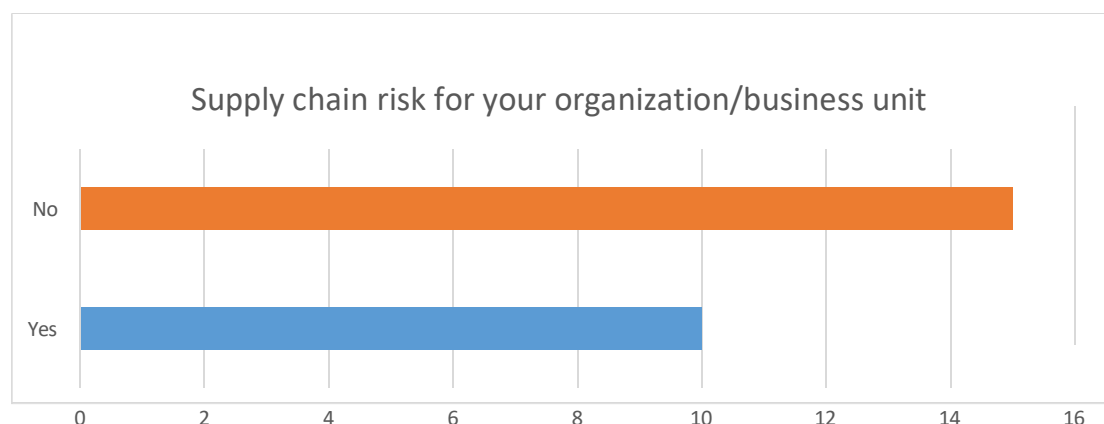
100 % suppliers have a supplier Quality Assurance procedure in place, laying down the criteria for selection, approval, review and ongoing approval, to ensure that the supplied products and services meet the expected requirements. From this questions Kazi Farms Group get assurance that suppliers have a program for supplier's supplier approval process, which assures quality of tier-1 and tier 2 supplier of Kazi Farms Group.

5. Are the Quality Assurance procedures of suppliers of raw and packaging materials monitored?



100 % suppliers have a supplier Quality Assurance procedure in place, laying down the criteria for selection, approval, review and ongoing approval, to ensure that the supplied products and services meet the expected requirements. From this questions Kazi Farms Group get assurance that suppliers have a program to monitor and control the suppliers incoming materials assurance program.

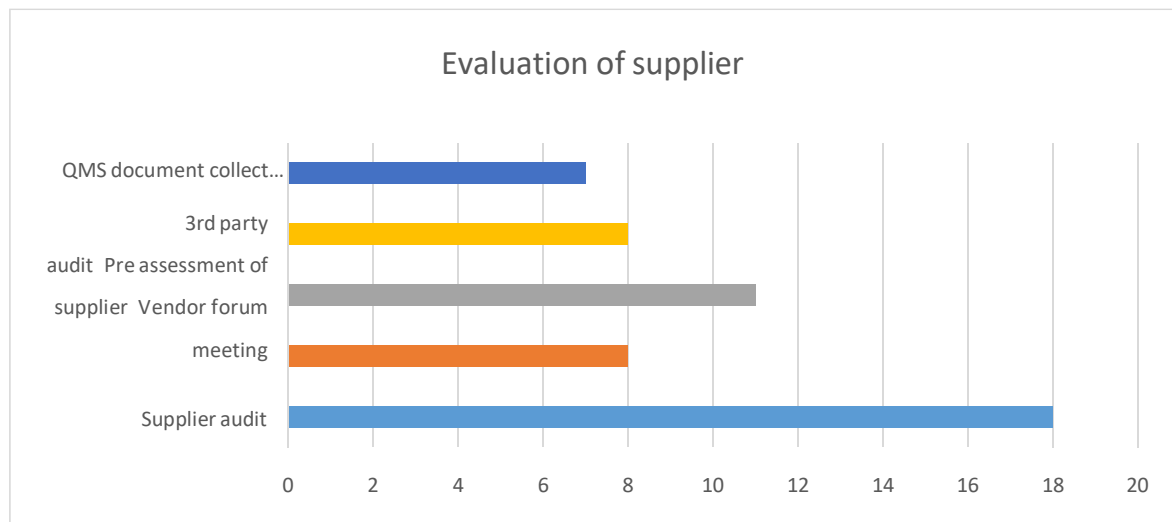
6. Have you established an ongoing process of assessing supply chain risk for your organization/business unit.



The organization shall have a documented and implemented risk assessment procedure in place that: identifies potential risks, develops control measures, and prioritizes them against the identified vulnerabilities. To identify the vulnerabilities, the organization should assess the

susceptibility of its products. During analysis of survey results we came to know 40 % of supplier (10 Nos) have a process for analyzing supply chain risk rest 60 % supplier (15 Nos) have no process for analyzing supply chain risks. Those organizations who are not analyzing supply chain risks should give analyze the supply chain risks for uninterrupted supply of materials.

7. How you are evaluating your supplier?



Supplier of Kazi Farms Group should have a process for supplier selection, assessment, approval or conditional approval, audit for continual improvement and sustainability, evaluation of performance, supplier development related with the manufacturing of Kazi Farms Group. Most of the supplier (72 %) (18 Nos) have a process of supplier audit and remaining 28% supplier (8 Nos) has a process of audit using a third-party audit company. 11 suppliers of Kazi Farms Group pre assess the supplier before audit and 7 suppliers collect QMS document during pre- assessment. *Supplier conduct vendor forum meeting to escalate any issue, recommendation, suggestions for improvement of an interrupted supply.

8. In what way you manage your supply chain?



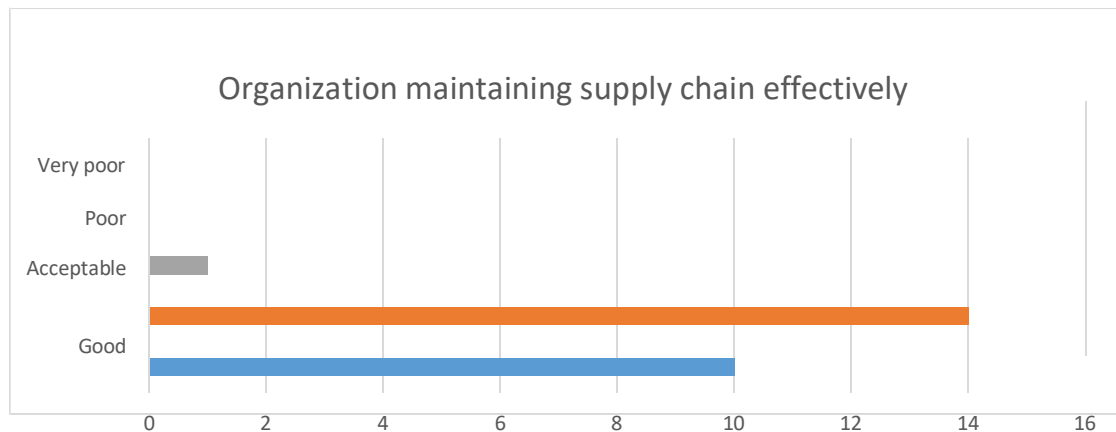
Managing risks in supply chain is one of the processes for an uninterrupted supply. This process includes the process to identify risks, risk mitigation, risk elimination, risk prevention and risk reduction. Risk treatment can involve:

Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;

- Taking or increasing risk in order to pursue an opportunity;
- Removing the risk source;
- Changing the likelihood and changing the consequences
- Sharing the risk with another party or parties (including contracts and risk financing); and retaining the risk by informed decision. (ISO 22000:2018)

For managing risks 15 suppliers collect supply chain risks from buyers and mitigate the issue. 20 suppliers have a process of documented contract with suppliers. 14 suppliers have a strategic supplier for their strategic supplier, 5 suppliers have JIT supply, 9 suppliers maintain safety stock for a certain period. To avoid supply chain and quality risk no supplier has outsourced their materials.

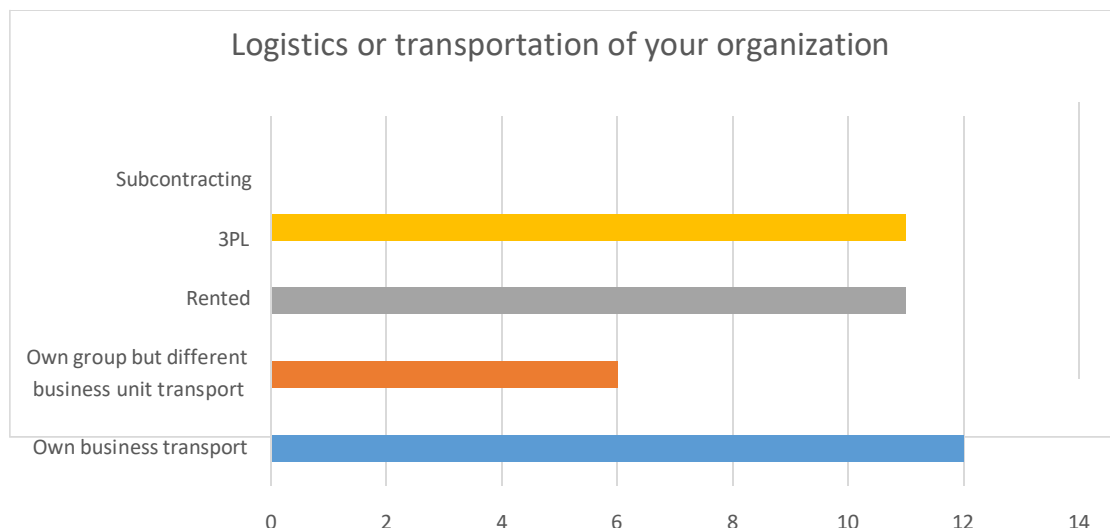
9. Do you think your organization maintaining supply chain effectively?



40% supplier (10 Nos) supplier think organization maintaining supply chain in excellent way and 56 % think in a good way and rest 4 % (1 supplier) think it's acceptable.

For maintain supply chain effectively supply chain visibility required including automated and IT engagement. It also includes training programs with good plan. To implement supply chain visibility, it is crucial that companies take into consideration everything from sourcing raw materials, manufacturing and supply to the buyers.

10. Logistics or transportation of your organization?



For avoiding supply chain risks on supply chain management, logistics, and procurement focus to be given on logistics and transportation. During survey we observed 48 % supplier (12 Supplier) has own transport and 24 % have transport in own group but in different business unit. If own transport is inadequate, then rented transport used by 44 % supplier (11 Nos) and 3 PL transport used by 44 % supplier (11 Nos).

Chapter: 5

Findings, Recommendations and Conclusion

5.1 Findings of the Study

The study of Kazi Farms Group's supply chain and procurement strategy reveal a structured and strategic approach aimed at operational excellence, risk mitigation, and quality assurance. The company integrates industry best practices to ensure efficient product flow from suppliers to end consumers, aligning its practices with long-term business goals.

1. Strategic Supply Chain Management

Kazi Farms Group adopts a systematic SCM approach, focusing on cost-efficiency, quality control, and timely delivery. The process ensures optimal coordination between procurement, production, quality control, and distribution.

2. Robust Vendor Selection Process

Vendor selection is handled with a comprehensive methodology that includes pre-qualification, financial and technical assessments, and rigorous due diligence. The use of Request for Proposal (RFP) processes ensures transparency and allows the company to compare multiple suppliers on key parameters like quality, cost, compliance, and capacity.

3. Vendor Performance and Relationship Management

A continuous monitoring system is in place to evaluate vendor performance against clearly defined KPIs. The company emphasizes building long-term, collaborative partnerships through performance reviews and clear communication, which contributes to supply chain resilience and mutual growth.

4. Emphasis on Quality Control

Quality assurance is a major pillar in the company's supply chain. Through multiple inspection stages such as incoming, in-process, and final inspections quality standards are maintained. Quality control tools like Six Sigma and statistical process control are used to track and improve processes consistently.

5. Procurement Efficiency in FMCG Context

Procurement activities are tightly integrated with demand planning and inventory management. The company employs forecasting techniques, maintains close supplier coordination, and practices agile procurement to respond effectively to the volatile nature of FMCG markets.

6. Risk Identification and Mitigation

The organization proactively manages risks by diversifying suppliers, setting up contingency plans, and monitoring geopolitical and economic trends. This allows for continuity in supply even in the face of disruptions.

7. Sourcing and Contracting Strategy

Sourcing decisions are driven by a well-documented process of supplier identification, pre-qualification, and competitive bidding. Contracts clearly outline deliverables, performance standards, and legal requirements, which reduces ambiguity and builds accountability.

8. Continuous Improvement and Innovation

Continuous assessment and feedback mechanisms are embedded across all functions. The company not only monitors internal performance but also collects stakeholder feedback to refine processes and respond to changing market dynamics.

9. Manufacturing and Packaging Integration

Manufacturing follows Good Manufacturing Practices (GMP) to ensure product safety and quality. The packaging process is aligned with branding strategies and quality controls, enhancing customer appeal and regulatory compliance.

10. Customer-Focused Distribution and Sales Strategy

The company blends traditional and digital distribution models to optimize reach and efficiency. Sales and customer service teams are trained to deliver product knowledge and resolve issues quickly, thereby enhancing customer experience and loyalty.

5.2 Recommendations

1. Strengthen Digital Integration Across the Supply Chain

To improve coordination, reduce lead times, and enhance visibility, the company should invest in integrated supply chain software that allows real-time tracking of goods, automated reporting, and predictive analytics. This will help in making more accurate decisions based on real-time data.

2. Expand Supplier Base for Resilience

To reduce dependency on a limited number of suppliers and mitigate risks associated with supply disruptions, Kazi Farms Group should consider diversifying its vendor portfolio both geographically and by scale (e.g., including local and international suppliers).

3. Formalize a Supplier Development Program

Establish a structured approach to developing and improving suppliers' capabilities, especially around quality control, compliance, and delivery performance. This will enhance long-term reliability and foster stronger vendor partnerships.

4. Refine Risk Management Framework

Proactively monitor external and internal risks by creating a formal risk register and contingency plans for potential disruptions such as geopolitical tensions, inflation, or logistic constraints. Dual sourcing and maintaining buffer stock for critical items should be part of this plan.

5. Invest in Continuous Staff Training and Capacity Building

Ongoing training programs should be implemented for procurement, production, and quality control teams to keep them updated with current practices, regulatory changes, and technical skills. Cross-functional training should also be encouraged for better collaboration across departments.

6. Enhance Supplier Relationship Management (SRM)

Move beyond transactional vendor relationships and build long-term strategic alliances by implementing a formal SRM system. This includes setting mutual goals, conducting joint reviews, and working on continuous improvement initiatives together.

7. Tighten Quality Control and Compliance Monitoring

Strengthen quality assurance measures across all stages of the supply chain—from sourcing raw materials to final delivery—by regularly updating testing protocols, increasing the frequency of inspections, and ensuring compliance with industry standards and safety regulations.

8. Improve Packaging and Branding Alignment

While the packaging is already designed with brand aesthetics, further market research and customer feedback can be used to innovate packaging that is both sustainable and consumer-friendly, enhancing appeal while complying with environmental standards.

9. Optimize Inventory and Warehouse Management

Adopt lean inventory practices and integrate inventory forecasting tools to avoid overstocking or shortages. Collaborate closely between the procurement and sales teams to ensure demand-driven inventory planning.

10. Expand Distribution Networks Strategically

To reach a wider consumer base, the company should explore opportunities in untapped regional and international markets. This includes forming strategic partnerships with logistics providers, exploring franchise models, and strengthening online distribution channels.

11. Enhance Customer Engagement and After-Sales Services

Establish systems for collecting and responding to customer feedback efficiently. Building loyalty through responsive customer service and actively addressing product concerns will help sustain long-term consumer trust and satisfaction.

12. Foster a Culture of Continuous Improvement

Create mechanisms for regular internal audits, employee suggestion systems, and performance reviews to drive innovation. Encourage cross-departmental collaboration to identify inefficiencies and opportunities for cost reduction and process optimization.

5.3 Conclusion

My internship with Kazi Farms Group has been a life-changing opportunity that has given me a thorough grasp of the dynamics and difficulties of supply chain management in the fast-paced FMCG industries. Through this chance, I was able to observe directly how important efficient supply chain operations are to maintaining a competitive edge in the market, improving customer satisfaction, and propelling organizational success. I worked with a variety of supply chain processes throughout my internship, such as quality control, risk management, procurement, vendor selection, and continuous improvement projects. I have to handle issues like vendor optimization for these engagements. The activities' practical application helped me close the gap between theory and practice, greatly enhancing my analytical, strategic planning, and problem-solving abilities. One of the most important lessons learned from this event was how crucial it is to keep supply chain operations flexible and promote a continuous improvement culture. My contributions such as enhancing procurement tactics and quality assurance systems showcased the observable effects of such initiatives on overall operational performance. The information acquired and the contributions made during my tenure are attested to in this report. Additionally, it provides Kazi Farms Group with practical suggestions, focusing on topics like advanced quality testing methods, vendor relationship management, and using technology to maximize supply chain effectiveness. In addition, this internship has greatly influenced my professional growth and comprehension of supply chain management. It gave me a strong basis for my future professional goals and gave me the tools I needed to take advantage of the chances and overcome the obstacles in the industry. Without a question, the knowledge and understanding I have obtained will help me grow and contribute to the industry going forward. All things considered, this experience has not only helped me better understand supply chain management, but it has also reaffirmed how important teamwork, creativity, and strategic thinking are to success. I have no doubt that future professionals hoping to succeed in the field of supply chain management will find great value in the experiences and information included in this study.

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Appendix

Assessment Questionnaire

(multiple answer may choose)

Name of Company:

1. Type of Business:

- a. Manufacturing / Packaging on site
- b. Manufacturing / Packaging within group
- c. Packaging only
- d. Contract manufacturer /
- e. Packaging Marketing

2. Compliance status or third-party certification status of Supplier

- a. ISO 22000/ FSSC 22000
- b. ISO 9001
- c. SA 8001
- d. Sedex - Empowering Responsible Supply Chains
- e. ISO 14001/2004,
- f. ISO 45001 Occupational Health and Safety.

3. What quality tools you are using at your manufacturing unit

- a. 5 S
- b. HACCP
- c. TQM
- d. GEMBA-visiting shop floor in manufacturing
- e. Poka Yoke (mistake proofing)
- f. Kaizen (small changes for good)
- g. Lean for reducing unnecessary work

4. Is there a Supplier Quality Assurance procedure in place, laying down the criteria for selection, approval, review and ongoing approval, to ensure that the supplied products and services meet the expected requirements?

- a. Yes
- b. No

5. Are the Quality Assurance procedures of suppliers of raw and packaging materials monitored?

- a. Yes
- b. No

6. **Have you established an ongoing process of assessing supply chain risk for your organization/business unit.**
 - a. Yes
 - b. No
7. **How you are evaluating your supplier?**
 - a. Supplier audit
 - b. Vendor forum meeting
 - c. Pre assessment of supplier
 - d. 3rd party audit
 - e. QMS document collect and doc review
8. **In what way you manage your supply chain?**
 - a. Close collaboration with supplier
 - b. JIT Supply
 - c. Safety stock holding /Optimize inventory
 - d. Strategic sourcing
 - e. Cost ownership of product or service.
 - f. Contract management with supplier and buyer
 - g. Outsourcing
 - h. Collect risk periodically from buyers and Risk minimization through review
9. **Do you think your organization maintaining supply chain effectively?**
 - a. Excellent
 - b. Good
 - c. Acceptable
 - d. Poor
 - e. Very poor
10. **Logistics or transportation of your organization?**
 - a. Own business transport
 - b. Own group but different business unit transport
 - c. Rented
 - d. 3PL
 - e. Subcontracting

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