



Daffodil
International
University

Internship Report

on

An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.

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Program: MBA

Major in Supply Chain Management

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Date of Submission: 17 December, 2025

Letter of Transmittal

Date: 17 December, 2025

Professor Dr. A.F.M. Mafizul Islam

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Subject: Submission of Internship Report on “An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.”

Dear Sir,

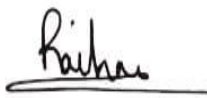
I am pleased to submit my internship report titled “**An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.**” which forms a key component of my MBA program.

In preparing this report, I have diligently reviewed relevant documents, materials, and records, observed operations, and collected primary data to gain insights into customer perspectives on digital marketing. I have made every effort to ensure the report is comprehensive and informative.

Please feel free to reach out if you require any further clarification or additional information.

Thank you for your consideration.

Sincerely,



.....
Raihan Sultana

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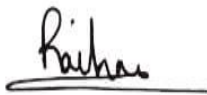
Daffodil International University

Declaration

I, Raihan Sultana hereby solemnly declare that the report titled “**An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.**” which I have prepared, is a partial fulfillment of the requirements for the Master of Business Administration degree at Daffodil International University.

This report is my original work and does not infringe on any existing copyrights. No part of this report has been copied from any previous work for a degree or otherwise.

I believe this report reflects a genuine and honest analysis, and I hope it will positively reflect on my efforts. Should you require any further explanations or clarifications, I would be happy to provide them. I would appreciate your favorable consideration of this work.



.....
Raihan Sultana

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Letter of Acceptance

This is to certify that the internship report entitled “**An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.**” is prepared by **Raihan sultana**, ID: 241-14-062, as a requirement of the MBA Program under the Department of Business Administration and The Faculty of Business and Entrepreneurship at Daffodil International University.

The report is recommended for submission.



.....
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 Almighty Allah for his grace and support in completing my internship report on time. This report focuses on Liwayway Food Bangladesh Company Ltd., specifically studying the company's supply chain management activities.

My gratitude goes to the concerned divisions of the “on Liwayway Food Bangladesh Company Ltd.” team. Their involvement helped me to gain experience and understanding of the organizational strategies which assisted me greatly in this coursework.

I also extend my sincere gratitude to my honorable supervisor, Professor Dr. A.F.M. Mafizul Islam, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University. Without his expert guidance and assistance, this report would not have been possible.

Finally, I wish to express my heartfelt thanks to my university for providing access to the library, laboratory facilities, and the knowledge imparted by my teachers. Their support was crucial in helping me complete this report.

Executive Summary

Liwayway Food Bangladesh Company Ltd., a subsidiary of the global Liwayway Group, operates in the fast-growing Bangladeshi snack food market under the brand name Oishi. Its supply chain management (SCM) system revolves around local manufacturing, strategic sourcing, and distribution to meet the high demand for processed snack foods. The company benefits from having a local production facility in Gazipur, which enhances control over quality, cost, and lead time. Raw materials are sourced both locally and through imports, which exposes the supply chain to risks such as foreign exchange fluctuations and customs delays. Distribution is managed through local networks, but infrastructure limitations and logistics inefficiencies present ongoing challenges. To strengthen its SCM, Liwayway Bangladesh should focus on improving supplier development, enhancing traceability, investing in digital supply chain technologies, and optimizing logistics operations. With its established brand and growing market, the company is well-positioned to turn its supply chain into a competitive advantage if it addresses these challenges proactively.

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Chapter: 1

Introduction

1.1 Introduction

This Report is prepared on Liwayway Food Bangladesh Company Ltd., a Philippines based renowned multinational company. It represents the supply chain operations of Liwayway Food Bangladesh Company Ltd. and an overview of the snacks industry of Bangladesh.

Supply chain is the network of all the people, organizations, resources, operations and technology engaged in creating and selling products, from the supplier's supply of source materials to the manufacturer, to its final shipment to the end consumer.

In this report the current scenario of Liwayway Food Bangladesh Company Ltd. distribution networks, the critical situations they face, the process of managing the problems and what can be the prospective solution to those problems are going to be discussed.

Liwayway Marketing Corporation was established in 1946 starting its humble beginnings with repackaging of starch and coffee. The famous starch named as Liwayway Gawgaw started to advertise in magazines and radios. Liwayway got their name during the post-war era which means optimism and hope, just perfect for the innate spirit of Filipinos. Mr. Carlos Chan is the owner of Liwayway Marketing Corporation.

Liwayway Marketing Corporation serves their customers a large variety of product offering through their brand Oishi. In fact, their first savory snack is widely known for the name of the brand, Oishi Prawn Crackers, that when a customer says he wants an Oishi, he particularly meant the Prawn Cracker. From then on, Oishi started to venture out to other category like Beverage, Milk, Cereals, and Cookies, Biscuit and Wafers.

1.2 Origin of the Study

The reason behind creating this report is to complete a part of my MBA curriculum identified as Internship. The organization where I completed my internship is Liwayway Food Bangladesh Company Ltd., a Philippines based snacks multinational. During the Internship I learned about the real implementation of Supply chain and project management. This report has been drafted on the overall concept of how Liwayway Food Bangladesh Company Ltd. manages the supply chain process, gives logistic support and how it analyses the prospective scenarios for distribution networks. The title of the report is **An Analysis of the Supply Chain Management of Liwayway Food Bangladesh Company Ltd.**

1.3 Objectives of the Study

The study has been carried out with the following objectives.

- i. To analyze supply chain activities of Liwayway Food Bangladesh Company Ltd.
- ii. To evaluate supply chain activities of Liwayway Food Bangladesh Company Ltd.
- iii. To Identify the problems related to the supply chain activities of Liwayway Food Bangladesh Company Ltd.
- iv. To make some recommendations to solve the problems.

1.4 Purpose of the Study

Supply chain management is one of the most important parts of an organization because it increases competitiveness and customer satisfaction. Currently, Supply chain management is an essential component of the achievement of a company. Efficient supply chain function enables companies to deliver products to the end user rapidly at a low price. It is a significant part of most businesses. Supply chain management process also helps to forecast the upcoming impacts of current distributors. The reason of this report is to do an in-depth analysis of Liwayway Food Bangladesh Company Ltd. about their concept and technique of optimizing prospective distribution network.

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.

Sources of data:

- **Primary sources of data**

Interviews: Semi-structured interviews were conducted with key personnel at Liwayway Food Bangladesh Company Ltd., 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.

1.6 Limitations of the Study

There were some limitations while making this report. Some of these limitations are stated below:

- Time was the crucial obstacle for making this report. Some more time was needed to notice and observe the actual condition, the working methods and everything.
- As an intern I do not handle all the Supply chain activities of the company. So, it was a bit difficult for me to write up about the whole SC activities.
- Privacy was another issue. Company never wants to disclose each and everything outside. Though my seniors helped and cooperated with me so much to make this report more informative, but since I am not a permanent employee here, there were some obligations to disclose every confidential thing to me.

Chapter: 2

Company Profile

2.1 Company Background

Liwayway Marketing Corporation or Oishi engages in distribution of snack products. It offers beverages, cookies, corn snacks, popcorn and peanuts, potato snacks, seafood, and vegetable snacks. In addition, it offers milk, sweets, and cereals. The company was founded in 1966 and is based in Pasay, Philippines. Liwayway Marketing Corporation operates as a subsidiary of Liwayway Holdings Company Limited.

Liwayway Marketing Corporation was established in 1946 starting its humble beginnings with repackaging of starch and coffee. The famous starch named as Liwayway Gawgaw started to advertise in magazines and radios. Liwayway got their name during the postwar era which means optimism and hope, just perfect for the innate spirit of Filipinos. Mr. Carlos Chan is the owner of Liwayway Marketing Corporation. Liwayway Marketing Corporation serves their customers a large variety of product offering through their brand Oishi. In fact, their first savory snack is widely known for the name of the brand, Oishi Prawn Crackers, that when a customer says he wants an Oishi, he particularly meant the Prawn Cracker. From then on, Oishi started to venture out to other category like Beverage, Milk, Cereals, and Cookies, Biscuit and Wafers.

2.2 History

Oishi, started in 1946 as Liwayway, was originally a family-owned corn starch (gawgaw) and coffee repacking business. The name of the business, "Liwayway," meaning "dawn" in Tagalog, was selected to reflect the optimism of the Philippines following the aftermath of World War II. By 1966, in addition to distributing starch, the company also was distributing basic commodities, coffee, and confectioneries. It was incorporated as the Liwayway Marketing Corporation (LMC) in 1966.

Brothers Carlos and Manuel Chan, at the time, were behind the company. Their brother Ben is the founder of BENCH/, a popular Philippine clothing brand. The parents of the Chan brothers are immigrants to the Philippines from Jinjiang county, Quanzhou, Fujian Province, China. The company began distributing Oishi Prawn Crackers and Kirei Yummy Flakes in 1974. The company claims to have used technology from Japan to make the products.

2.3 Expansion

Carlos Chan began prospecting on the expansion of Oishi to China in 1984, following the liberalization of the Chinese economy under Deng Xiaoping starting in 1978.

The company's China division, established in 1993, is headquartered in Qingpu District, Shanghai. To improve distribution in China, the company established a factory network there. Oishi also established a presence in Vietnam in 1997 and in Myanmar in 1999. In 2006, factories were opened in Indonesia and Thailand.

2.4 About Liwayway Food Bangladesh Company Ltd.

Liwayway Food Bangladesh Company, doing business as Oishi, is a snack food and beverage manufacturing company established in 2019 in Bangladesh with approximately 300 employees.

The company aims to cater to the local markets of Bangladesh providing a variety of high-quality food and beverage products at an affordable cost.

Overview

- Name: Liwayway Food Bangladesh Company Ltd., doing business as *Oishi*.
- Location: B Block, Holding 102, Jolarpar, Kaoultia, Gazipur Sadar, Gazipur, Dhaka region, Bangladesh.
- Industry: Snacks & beverages (manufacturing of food products)

History & Background

- Liwayway Group of Companies is a Filipino firm, best known for its “Oishi” snack brand.
- In 2018, Liwayway Group announced an initial investment of USD 10 million to establish operations in Bangladesh (including property acquisition and building a facility).
- The plan was to build a manufacturing facility in Dhaka (Gazipur area) to produce snacks tailored to local tastes, with considerations like halal certification.
- The company was established in Bangladesh in 2019.

Operations

- They manufacture a variety of snack foods and beverages. The product types include (but may not be limited to) chips, biscuits, snacks, etc.
- The facility is certified/works under standard food safety, quality control regimes (GMP, HACCP, etc.) as part of their QC and production roles.

Scale & Staff

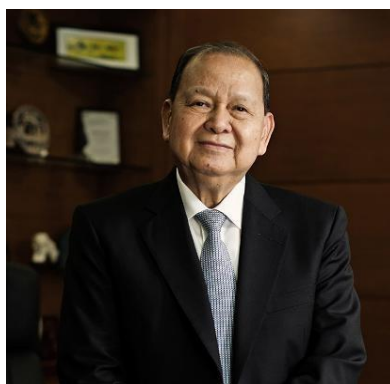
- Approximate number of employees: ~300.

- They aim to serve the local Bangladeshi market, offering “high-quality food and beverage products at an affordable cost.

Strategic Considerations

- Bangladesh with its large population and relatively under-penetrated snack food market was seen as a good opportunity.
- The entrance included adapting to local flavor preferences (for example flavors that suit Bangladeshi palates) and ensuring halal certification to meet local regulatory and cultural needs.

2.5 Founder of the Company



Carlos Chan

- Carlos Chan owns Oishi brand, which makes snacks like selling potato chips, candy and prawn chips.
- He started the business in 1993 in China, where he leased a state-run factory and sent his sons to run operations.
- He also has hospitality interests through a venture with Chinese brand Jin Jiang in partnership with Edgar Sia II.
- In August, Chan was reappointed as a special envoy to China by Philippine President Rodrigo Duterte to improve ties with Beijing.

2.6 Logo



2.7 Vision

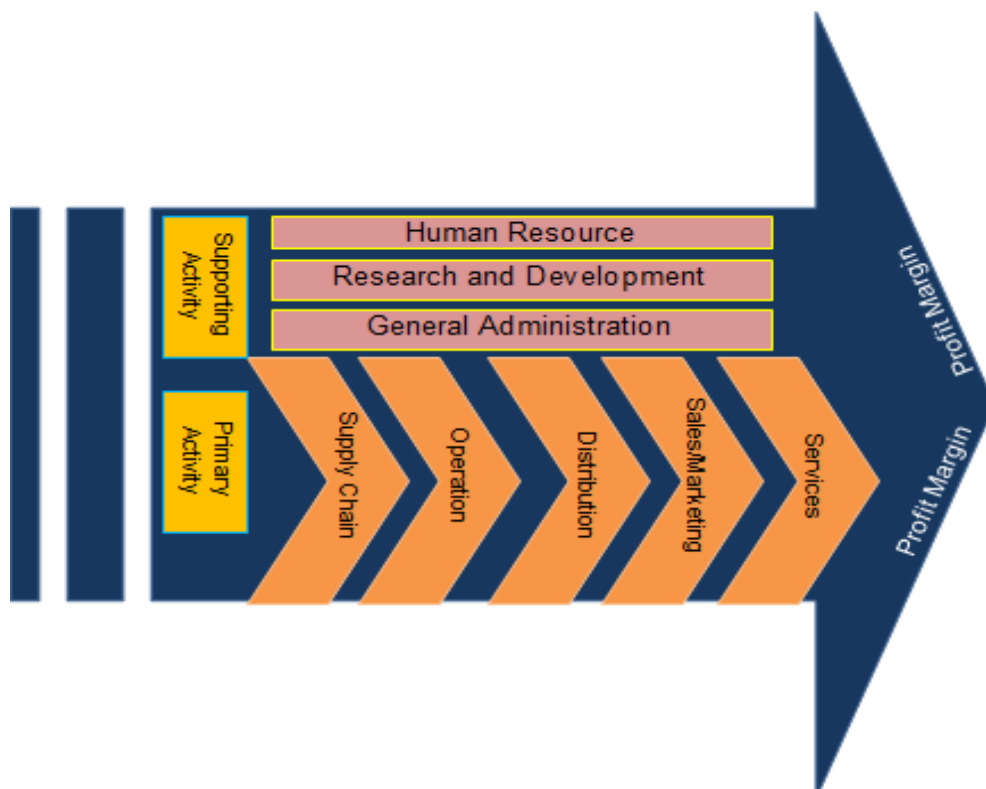
- Provide our consumers with the widest range of quality food products at best value;
- Live by and uphold the creed of business integrity in all our dealings;
- Develop and nurture long-term relationships with our suppliers, distributors, and consumers; and
- Maintain an excellent work force by being involved in the development of our employees' skills, knowledge, and attitude.

2.8 Mission

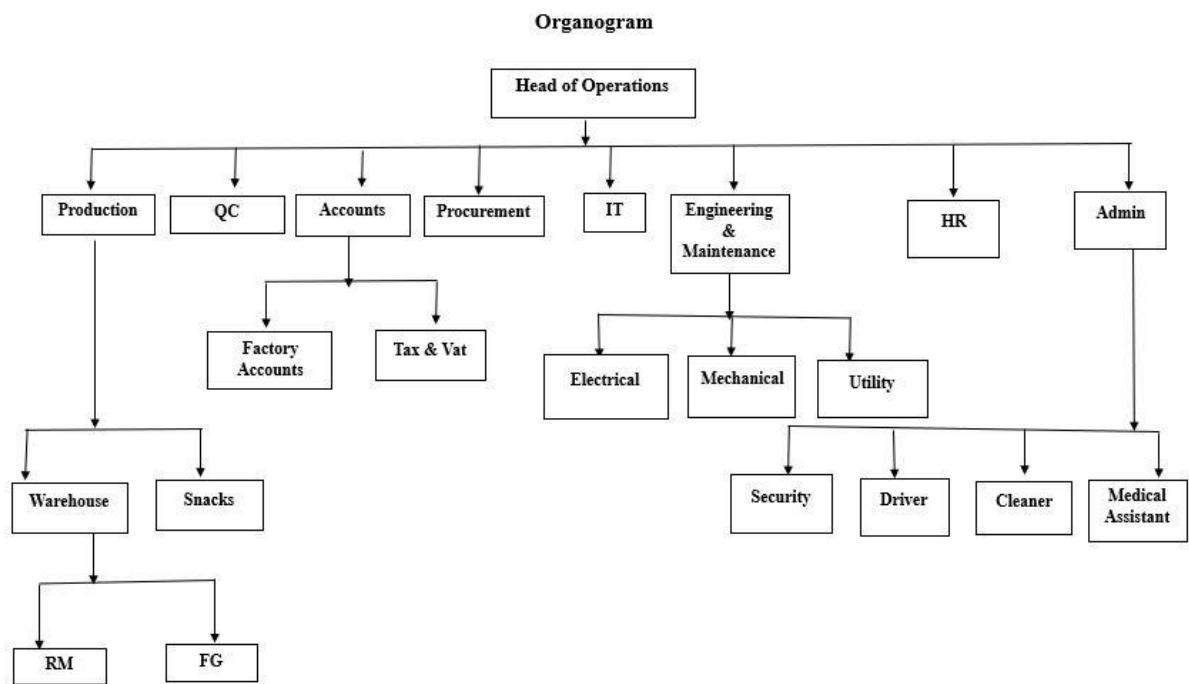
Aside from their ideals, they also believe in being a Good Chef. A Good Chef has the following principles:

- Clean equipment and good personal hygiene
- Choice ingredients and appealing presentation
- Precise and standardized process for consistent quality
- Efficient and not wasteful
- Cleanliness and safety in the kitchen

2.9 Value Chain Analysis



2.10 Organogram of Liwayway Food Bangladesh Company Ltd.



2.11 Products of Liwayway Food Bangladesh Company Ltd.





Secret of SCM









Chapter: 3

Literature Review

3.1 Introduction

Supply Chain Management is a network of facilities that produce raw materials, transform them into intermediate goods and then final products, and deliver the products to customers through a distribution system. It spans procurement, manufacturing and distribution (Lee & Billington 1995) the basic objective of supply chain management is to “optimize performance of the chain to add as much value as possible for the least cost possible”. In other words, it aims to link all the supply chain agents to jointly cooperate within the firm as a way to maximize productivity in the supply chain and deliver the most benefits to all related parties (Finch 2006).

Adoption of Supply chain management practices in industries has steadily increased since the 1980s. A number of definitions are proposed and the concept is discussed from many perspectives. However, Cousins et al. (2006); Sachan and Datta (2005); Storey et al. (2006) provided excellent review on supply chain management literature. These papers define the concept, principals, nature, and development of SCM and indicate that there is intense research being conducted around the world in this field they critically assessed developments in the theory and practice of supply management.

Gunasekaran and McGaughey (2003) extended the scope of SCM beyond material management, partnership, information technology to the Total Quality Management areas like management commitment, organizational structure, training and behavioral issues. As firms' survival lies on integration, a good understanding of the integration process is a key aspect in SCM. Mouritsen et al. (2003) discussed that basic hypothesis “the more integration (wider the scope) – the better the management of the chain” is not always true and proved that it depends very much on the “environment” of the supply chain and the power relations between the participants in the supply chain. Authors proposed a set of management techniques and tools to analyze successful SCM strategies.

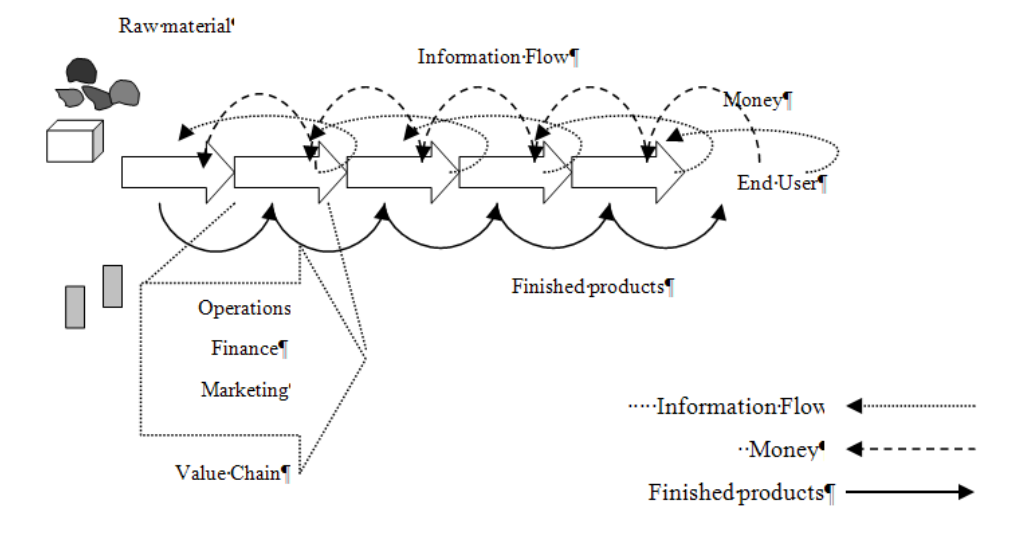
It is also observed that research is not limited to hypothesis testing and data analysis, but more advanced techniques like simulation, Artificial Neural Network, and Fuzzy logic are also used for optimization and decision making in SCM. Koh and Tan (2006) used the principles of fuzzy logic for analyzing and monitoring performance of suppliers based on the criteria of product quality and delivery time whereas Chiu and Lin (2004) showed how the concepts of collaborative agents and artificial neural networks (ANNs) can work together to enable collaborative supply chain planning (SCP).

It appears from literature review that researchers have studied supply chain management from a system perspective, or the systemic natures of interactions between the participants of supply

chain are observed. Although numerous studies views SCM from different perspectives, this paper gives the better understanding of supply chain activities.

3.2 Supply Chain Management

Supply Chain Management is management of material, money, men, and information within and across the supply chain to maximize customer satisfaction and to get an edge over competitors.



3.3 Evolution of SCM

In the 1950s and 1960s, most manufacturers emphasized mass production to minimize unit production cost as the primary operations strategy, with little product or process flexibility. In the 1970s, material requirements planning (MRP) was developed and managers realized the impact of huge WIP inventories on manufacturing cost, quality, product development, and delivery lead-time. The intense global competition of the 1980s forced world-class organizations to offer low-cost, high-quality, and reliable products with greater design flexibility.

Manufacturers utilized Just-In-Time (JIT) and other management programs to improve manufacturing efficiency and cycle time. The evolution of SCM continued into the 1990s as organizations further extended best practices in managing corporate resources to include strategic suppliers and the logistics function. Many manufacturers and retailers are embracing the concept of SCM to improve efficiency and effectiveness across the supply chain. The following table explain the evolution of supply chain management.

Table 1: Evolution eras of supply chain management (Jain et. al. 2010)

S. No.	Era	Description
1	Creation Era	The term supply chain management was first coined by an American industry consultant in the early 1980s. However, the concept of supply chain in management, was of great importance long before in the early 20th century, especially by the creation of the assembly line.
2	Integration Era	This era of supply chain management studies was highlighted with the development of Electronic Data Interchange (EDI) systems in the 1960s and developed through the 1990s by the introduction of Enterprise Resource Planning (ERP) systems.
3	Globalization Era	This era is characterized by the globalization of supply chain management in organizations with the goal of increasing competitive advantage, creating more value-added, and reducing costs through global sourcing
4	Specialization Era Phase One-Outsourced Manufacturing & Distribution	In the 1990s industries began to focus on “core competencies” and adopted a specialization model. Companies abandoned vertical integration, sold off non-core operations, and outsourced those functions to other companies.
5	Specialization Era Phase Two - Supply Chain Management as A Service	Specialization within the supply chain began in the 1980s with the inception of transportation brokerages, warehouse management, and non-asset-based carriers and has matured beyond transportation and logistics into aspects of supply planning, collaboration, execution and performance management.
6	Supply Chain Management 2.0 (SCM 2.0)	Web 2.0 is defined as a trend in the use of the World Wide Web that is meant to increase creativity, information sharing, and collaboration among users.

3.4 Supply Chain Management - Issues and Challenges

Successful implementation of SCM is seen as closely dependent upon the need for breaking down barriers not only between internal departments and business processes, but also across companies within the whole supply chain (Vollman et al., 1997). Its success is also associated with the challenging development of a new culture based on empowerment and on-going and shared learning and continuous improvement. Another challenging and difficult feature of SCM is linked with the emergence of the network organization, which can lead to a complex web of linkages to be coordinated and managed. This can imply difficulties which include lack

of common purpose, multiple and hidden goals, power imbalances, culture and procedures, conflict over autonomy and accountability, over-dependence and a continuing lack of openness and opportunistic behavior (Cox and Townsend, 1998).

3.5 Supply chain management objectives

The main reason and objective of SCM is to provide a strategic weapon to build up and enhance sustainable competitive advantage by cost reduction without compromising customer satisfaction (Mentzer et al. 2001). Moreover, the ability to understand the environment pressures that drive the SCM and clearly note the barriers and implement solutions or bridges enables supply chain performance to maintain competitive advantage (Fawcett et al, 2008, 37). The main goal and important aspect of SC is leveraging the expertise, experience, skills and capabilities of the SCP who comprise this competitive network (Mentzer et al., 2001).

3.6 Barriers, Bridges and Benefits to effective SCM

There are a number of hurdles that block the path of firms implementing an integrated SC practices and processes. Fawcett et al. (2008) reviewed recent scientific literature on the potential barriers to SCM. They classified the barriers into two categories namely inter-firm rivalry and managerial complexity. They noted the following barriers under inter-firm rivalry category, in order of significance; internal and external turf wars, poor SCM planning, lack of vision of SCM, lack of trust, executive commitment and poor SCM understanding. All these barriers work against agility in SC and management should reduce their impact. However, the worst barrier, internal and external turf wars need urgent attention by SCPs as its negative impact is fast and severe leading to the disruption of the SC. Poor planning and lack of vision are symptoms of failure by SCs, though their effects may be slow to appear their eventual impact is disastrous.

Managerial complexity includes misaligned SC processes, structures and major differences in SCPs' business culture (Fawcett et al., 2008). And in the managerial complexity category Fawcett et al. (2008) noted the following barriers in order of significance; IS/IT deficiencies, organizational structure/culture, lack SC measurement and lack of alliance guidelines. These problems are both at enterprise level and SC level and hence the need to tackle them at both fronts. The worst barrier IS/IT deficiencies mean loss in competitive advantage by the whole SC.

Fawcett et al. (2008) reviewed solutions to the SCM barriers proposed in the scientific literature. They noted the following plausible solutions in order of importance; information transparency, CFT/CF collaboration, collaborative planning, IT architecture/internet, formal performance tracking, adopt strategies SCM vision, attention to human factors, supplier certification/reduction, target segmented customers and shared investment/benefits.

Fawcett et al. (2008) reviewed key benefits of SCM proposed in literature and noted the following in the order of their importance; increased inventory turnover, increased revenues, SCM cost reduction, product availability, decreased order cycle time, responsiveness, economic value added, capital utilization, decreased time to market and reducing logistics costs.

3.7 Need for Managing Supply Chain

The next important issue is why the firms should consciously manage the supply chain. Supply chain involves the cost to convey the information, produce components, store them, transport them, and transfer funds and so on. The total cost of supply chain tends to increase due to many parameters like huge capital cost required for running global businesses, mounting real estate costs and freight charges (Koch, 2006). However, the perfect planning in SCM regarding material arrival, production schedule and distribution not only reduces the inventory and inventory cost but also reduces the wasted time and energy (Verma et al., 2006). Supply chain management drastically alters inventory investment across a range of industries, and helps to tackle economic fluctuations (Heng et al., 2005).

3.8 Issues in Supply Chain

It is found that SCM encompasses planning, manufacturing and operations management necessary to bring a product to the market place, from the sourcing of materials to the delivery of the completed product. This section would provide insights on the aspects and the issues that are to be managed in supply chain.

Information Technology and Information Management:

The advent of the Internet and electronic communication has enabled companies to be more responsive to their customers than ever. Sanchez and Perez (2003); Tarn et al. (2002); Wieder et al. (2006) examined functions,

current developments and the rationale for IT integration by analyzing the problems of enterprise resource planning (ERP), electronic data interchange (EDI) and presented the solutions of SCM. The rich experience of firms with ERPs tends to deliver higher overall performance, but no evidence was found of a similar effect on supply chain performance. On the contrary EDI adopters perceived more operational benefits, more external pressure and mutual understanding, and fewer technical and organizational difficulties than non-adopters of EDI.

Information sharing practices such as vendor-managed inventory (VMI) give manufacturers access to more accurate demand information. Småros et al. (2003) used discrete-event simulation to examine how a manufacturer can combine traditional order data available from non-VMI customers with sales data available from VMI customers in its production and inventory control and what impact this has on the manufacturer's operational efficiency. The key finding was that even for products with stable demand a partial improvement of demand visibility could improve production and inventory control efficiency. Other finding was that the value of visibility greatly depends on the target products' replenishment frequencies and the production planning cycle employed by the manufacturer.

Knowledge Management:

Knowledge is critical for organizations to satisfy customer needs for customized products and services, and speedier and improved service (Davenport and Klahr, 1998). Knowledge indicates a firm's intellectual capital: including work-related experience, expertise, know-how, and best practices, that can be acquired and shared. Global competition and accelerating technological changes, especially in information communication and Internet technologies makes competition knowledge-based thereby affecting supply chain management across firms (Lang, 2001). Desouza et al. (2003) linked the impact of organizational structure in knowledge transfer and utilization among the different participating functions in the perspective of systems theory.

Knowledge management (KM) involves individuals and groups, both within and between firms, managing tacit and explicit knowledge to make better decisions, take actions and deliver results to support the underlying business strategy (Horwitch and Armacost, 2002). Alavi and Leidner, (1999) defined knowledge management as the systematic and organizationally specified process of acquiring, organizing, and communicating knowledge so that employees can use it to become more effective and productive in their work.

Customers - Supplier Relationship Issues:

Customer satisfaction is absolute for staying abreast in competitive environment that can be achieved only by quickly responding to customer needs. Efficient consumer response (ECR) is a supply chain management strategy that attempts to address the inefficiencies in the supply chain. Hoffman and Mehra (2000); Harries et al. (1999); Sparks and Wagner (2003) discussed efficient consumer response (ECR) as a supply chain strategy by analyzing the adoption of ECR strategy in some industries. Jonsson and Zineldin (2003) proposed conceptual model including behavioural dimensions of supplier-dealer relationships and presented hypotheses about how to achieve satisfactory inter-organizational relationships. Lambert and Pohlen (2001) provided a framework for developing supply chain metrics that translates performance into shareholder value. The framework emphasized on managing the interface between customer relationship management and supplier relationship management at each link in the supply chain. It is concluded that long-term relationships between customer and supplier can lead to higher satisfaction.

Customer relations Issue:

A company's customer relations practices can affect its success in managing the supply base as well as its performance (Scott and Westbrook, 1991; Ellram, 1991; Turner, 1993). A key element of successful supply base management involves downstream integration of customers as well as the management of upstream suppliers. Each entity in the supply chain is a supplier as well as a customer. When a customer driven corporate vision is implemented simultaneously with effective TQM and supply base management practices, it can produce a competitive edge in a number of different ways. These include increases in productivity, reductions in inventory and cycle time, increased customer satisfaction, market share and profits. However, there is little empirical evidence in the literature linking customer relations practices and performance to support the conceptual foundation of customer driven corporate policy.

Issue of Supply chain Design:

Manufacturing firm's supply chain design is based on effective integration. Braganza (2002) and Power (2005) examined different perspectives on integration and suggested that integration of several functions at different organizational levels achieve above average financial and performance results. It is observed that current static approaches and theoretical models are ineffective in considering all variables and constraints for designing supply chain. Manson-Jones et al. (2000) demonstrated how the "lean" and "agile" paradigms might be integrated.

They designed a total performance metric and developed a route map for integration of lean production and agile supply in the total chain. Lalwani et al. (2006) suggested that one of the reasons for this might be the difficulty of grasping the full dynamic complexity of the processes and systems encountered. Authors proposed that current developments in systems thinking and continuous system simulation, when applied within the context of an operations management framework, may offer the good design of SC and improve in supply chain performance.

Logistics management:

Many years practitioners and professionals were confused between “logistics” and “supply chain management”, the usage of each term varied according to the industry. Lummus et al. (2001) examined the historical definitions of both terms, and proposed a hierarchy for the relationship between logistics and supply chain management. Srivastava and Srivastava (2006); Meade and Sarkis (2002) presented a framework to manage product returns in reverse logistics by focusing on product ownership data, average life cycle of products, past sales, forecasted demand and likely impact of environmental policy measures. It is observed that reverse logistics is one of the toughest supply chain challenges. Once the product has been manufactured it is very important that there should be an adequate structure to distribute it to the customers. Neves et al. (2001); Ma and Davidrajah (2005) proposed distribution channels planning model. Authors explored the use of an iterative approach for designing distribution chain in an agile virtual environment; and proved that quick adaptation to changing market situation and automation of supply chain management processes are essential.

Global Issues:

Shortened product life cycles and increasing global competition has tempted traditional manufacturers to contemplate on their competencies, such as product design and development, and a decision to outsource. Jennings (2002) and Zeng (2003) projected strategic benefits and problems relating to the outsourcing decision. These include issues of cost, quality, flexibility, strategic focus, and diversification, the potential loss of critical skills and knowledge, and appropriation of final product value. A model was developed, structuring the contextual factors: capability, cost, technology, supply and product market conditions, to enable a consideration of the outsourcing decision. Buxey (2005) and Svensson (2001) explored the linkage between firms' outsourcing activities and the occurrence of supply chain disruptions. Blowfield (2005) discussed the experience of employing global social and environmental standards, in terms of a global ethic. It was concluded that strategic development of SCM

capabilities such as efficient inbound and outbound transportation, warehousing, inventory control, production support, packaging, purchasing, order processing, and information dissemination enables a manufacturing firm to identify key performance measures.

Partnership Issues:

As global markets grow increasingly efficient, competition no longer takes place between individual businesses, but between entire value chains. Therefore, executives are developing supply chain partnerships/collaboration in an attempt to reduce costs, improve service and to gain competitive advantage. Horvath (2001) proposed that Collaboration through intelligent e-business networks would provide the competitive edge to all the participants in a value chain to prevail and grow. It is found that collaborative partnerships can be achieved both via trust and through electronically mediated exchange. Frankel et al. (2002) showed that one of the most common usages of partnerships is in the provision of transport and distribution services. Authors recommended that rather than devoting effort and resources to build an in-house supply chain it can often be much more cost-effective to form a partnership with a shipping company, and allow them to perform the job of distribution at a lower cost than the enterprise could manage itself.

Environmental issues:

Power (2005) presented a conceptual framework to investigate supplier relations, lean manufacturing, environmental management practices; and their relationship to one another. It is found that efforts to improve a supplier's environmental management practice raise critical issues of transaction costs and efficacy of approach for the buyer. It is recommended that an environmental bias is to be introduced into the decision-making process which would allow more environmentally conscious decisions to be made.

Trust & Commitment:

The two fundamentals' components of improving the relationship are trust & commitment (De Ruyter *et al.* 2001). The cooperation arises directly from both relationship trust & commitment (Morgan & Hunt 1994). According to past research, trust has two dimensions: "honesty" & "benevolence" (Kumar *et al.* 1995). There are several dimensions of trust in fresh produce supply chain performance such as confidence in preferred trading partner, always keeps promises, always honest, good reputation, trust in preferred trading partner, believe information provided, close personal friendship, trading partner always consider best interests (Batt 2003).

Trust is the belief that the partners will act in ways that will bring positive outcomes for the firms & does not want to take unexpected actions that may bring a negative outcome (Anderson & Narus 1990). Trust (Moorman *et al.* 1993) is the willingness to rely on an exchange partner in whom one has confidence. Or trust as a belief, a sentiment or an expectation about an exchange partner and results from the partner's expertise, reliability & intentionality. Trust is the extent to which the buyer believes that the supplier has the necessary expertise to perform the activity effectively & reliably (Ganeshan 1994)

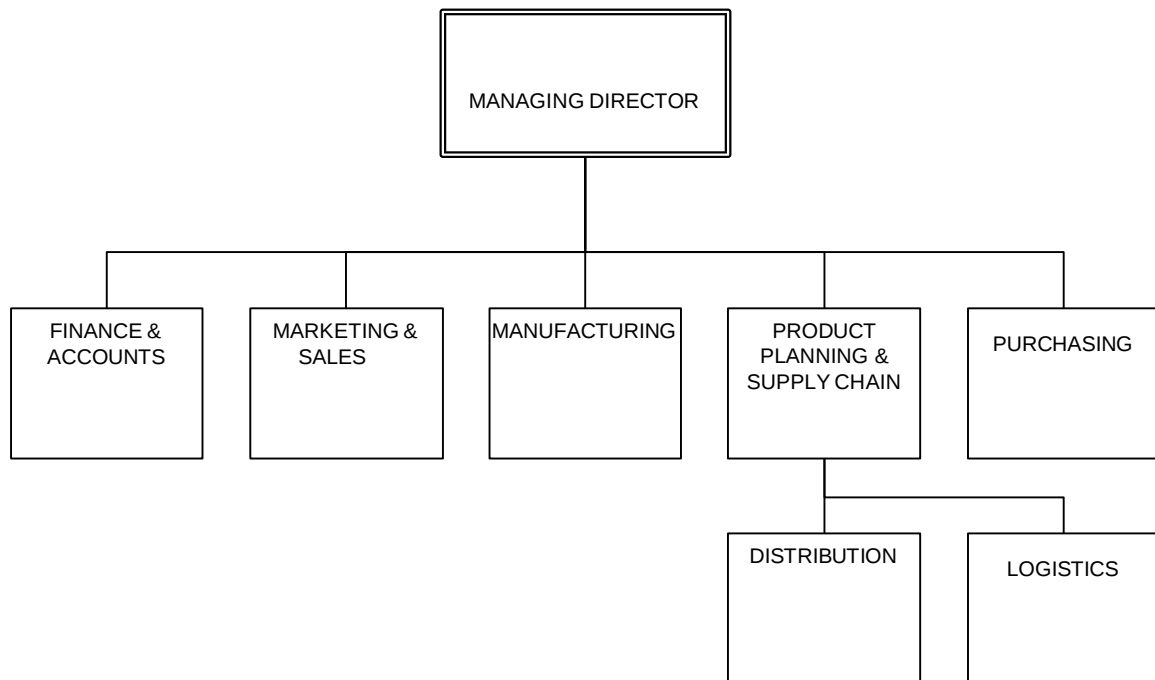
Performance Measurement in Supply Chain:

Performance measurement is very important as a strategic tool and also provides means to achieve the objectives required, fulfilling a firm's mission/strategy statement. Many firms have been observed to evaluate performance, primarily on the basis of cost and efficiency (Skinner, 1971). This has resulted in most measures focusing on financial data such as return on investment, return on sales, price variances, sales per employee, productivity and profit per unit production etc. As a result of globalization and competition the organizations have started adopting innovative business practices and performance improvement initiatives such as TQM, JIT and SCM. Following are the various supply chain performance evaluation criteria.

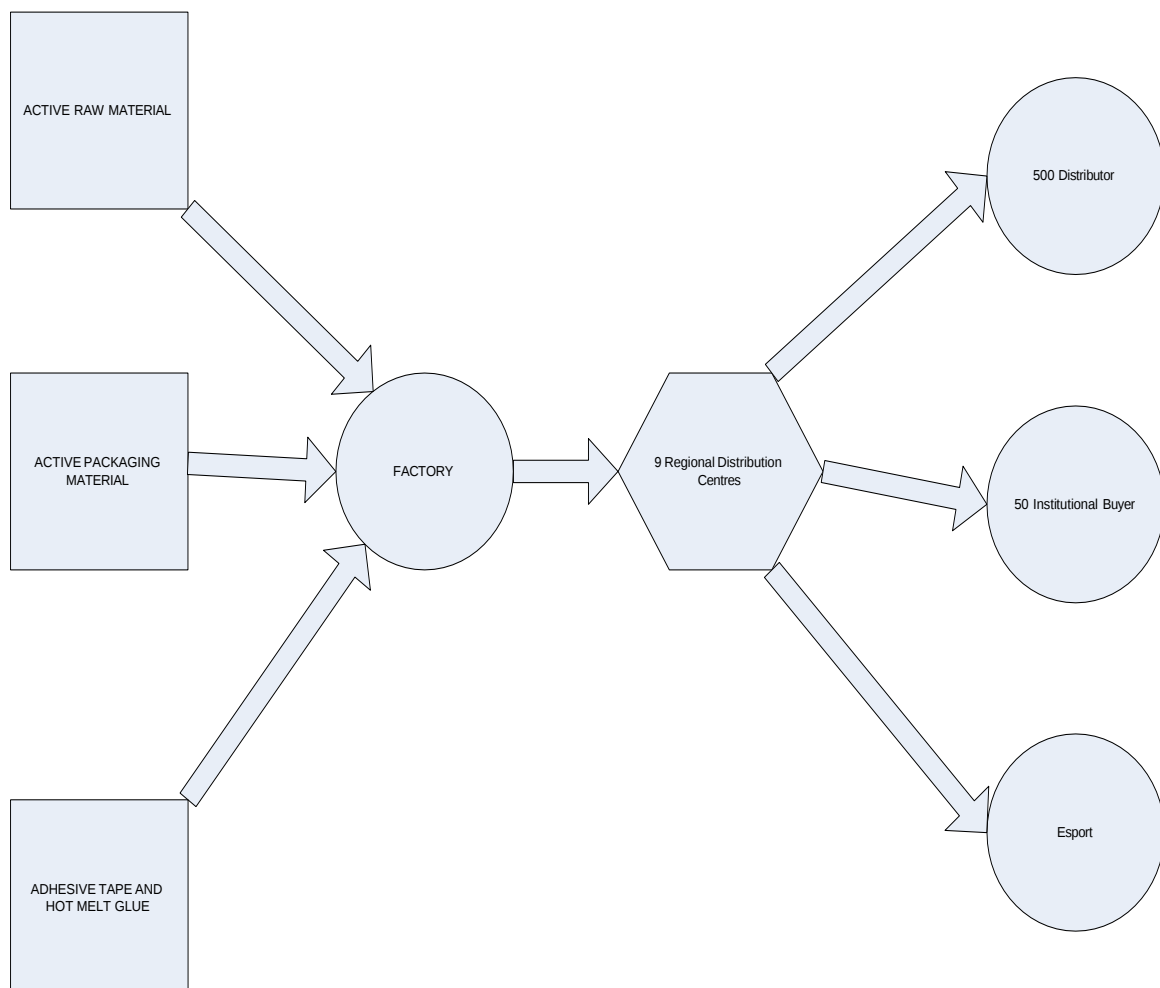
Chapter: 4

Supply Chain Activities in Liwayway Food Bangladesh Company Ltd.

4.1 Organogram of Supply Chain Management



4.2 Process Flow of Liwayway Food Bangladesh Company Ltd.



4.3 Supply Relation with Other Departments



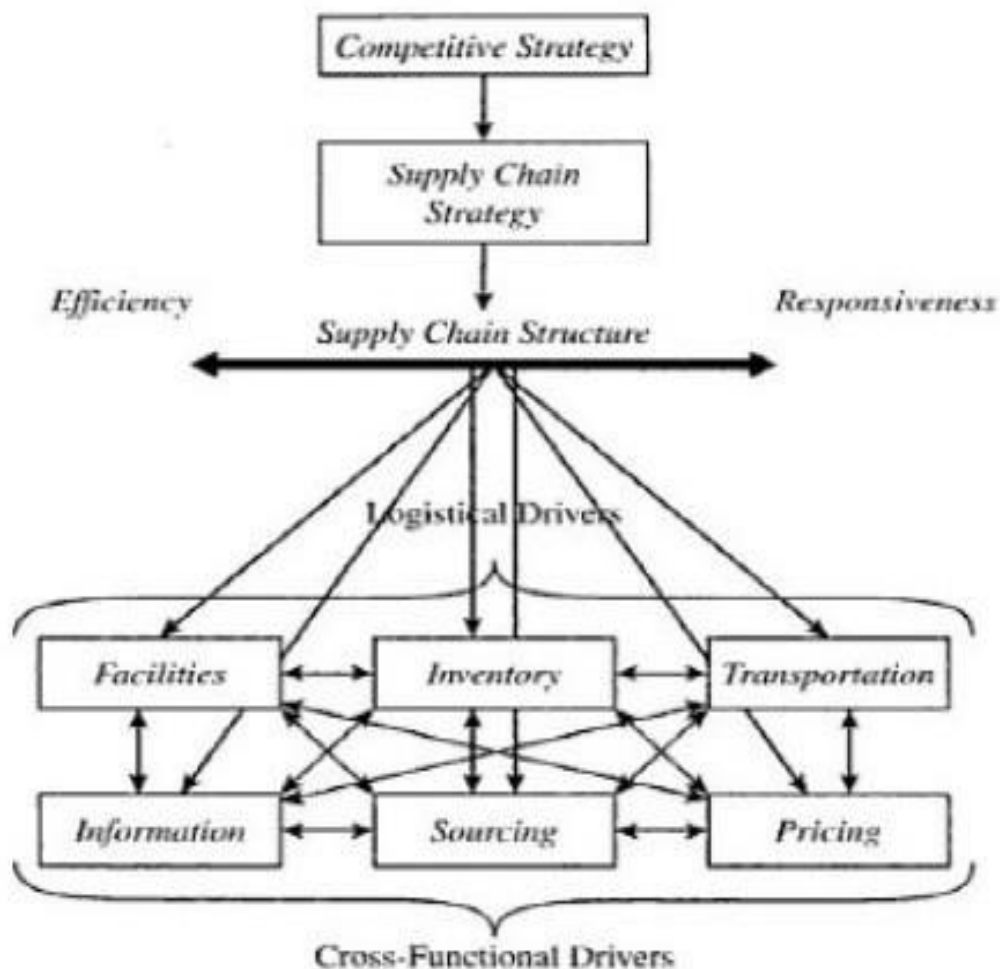
4.4 How each unit connected such as planning, commercial, Procurement, warehouse logistics and factory/production and works as an overall supply chain

Product Planning and Supply Chain connected with others department by the following way:

- Sales and Marketing provide three month rolling forecast to Product planning and supply chain manager.
- Supply chain Manager ensured three months Raw Material with Fonterra (Raw Material Supplier) and Packaging Materials from the local suppliers.
- Supply Chain Manager Open L/C for importing the raw materials
- Finance department provide all Bank and L/C charges for importing the raw materials.
- C & F agent release the raw materials from the custom department.
- Supply chain Manager use Third party transport to bring the raw materials from Chittagong to Dhaka.

- g) Factory Warehouse: Warehouse executive sent regular daily stock report to the product planning and supply chain manager to maintain the optimum stock of RM & PM.
- h) For customer complaint, supply chain manager maintain liaison with QA department.
- i) For importing spare parts, supply chain manager maintain liaison with engineering department.
- j) For local purchasing such as packaging material, supply chain manager gives the forecast of packaging materials to procurement department.
- k) Supply chain manager maintain liaison with BSTI for regulatory compliance of new product and renewal of existing product.
- l) Legal and Admin help supply chain manager to face others regulatory department such city corporation and Govt. audit department.

4.5 Strategic Fit (Responsive VS Efficient)



Facilities: Facilities are a key driver of supply chain performance in terms of responsiveness and efficiency. Liwayway Food Bangladesh Company Ltd. gained economies of scale as the product is manufactured and stored in only one location: this centralization increases efficiency

Inventory Driver: Inventory is held throughout the supply chain in the form of raw materials, work in progress and finished goods. Since Liwayway Food Bangladesh Company Ltd. supply chain strategy is responsive and packing lot of SKUs it has to maintain good number of inventories of different SKUs. The inventory cost is traded off with meeting the quick customer demand.

Transportation: Transportation has a large impact on both responsiveness and efficiency; faster transportation allows a supply chain to be more responsive but reduces its efficiency. Liwayway Food Bangladesh Company Ltd. uses own transport for inside and outskirts in Dhaka which increases responsiveness. But in outside Dhaka city, uses 3rd party transport facility which increases the efficiency.

Information: Information deeply affects every part of the supply chain and impacts every other driver. Good information on supply and demand can help improve the utilization and responsiveness of facility.

Liwayway Food Bangladesh Company Ltd. have maintained high speed internet facility with factory and head office. Raw material bidding is done by online. Still lot of improvement is required for connecting with distributor and retailers.

Sourcing: Sourcing decisions are crucial because they affect the level of efficiency and responsiveness. Liwayway Food Bangladesh Company Ltd. have policy for sourcing RM, PM and others which has discussed in procurement policy.

Pricing: Pricing is the process by which a firm decides how much to charge customers for its goods and services. Pricing affects the customer segments that choose to buy the product, as well as the customer's expectations. This directly affects the supply chain in terms of the level of responsiveness required as well as the demand profile that the supply chain attempts to serve. Liwayway Food Bangladesh Company Ltd. keep the price competitive to maintain the level of responsiveness to the customer.

4.6 Demand & Supply Planning

The demand planning is prepared by Product Planning Manager in liaison with head of Sales and Head of Marketing monthly based on the sales budgeted figure as a base, but it could be subject to change based on the following conditions.

- Government Regulations
- Competitor Activities
- Consumer Loyalty
- Special Promotional and Advertising Plan for the year or for the following month.

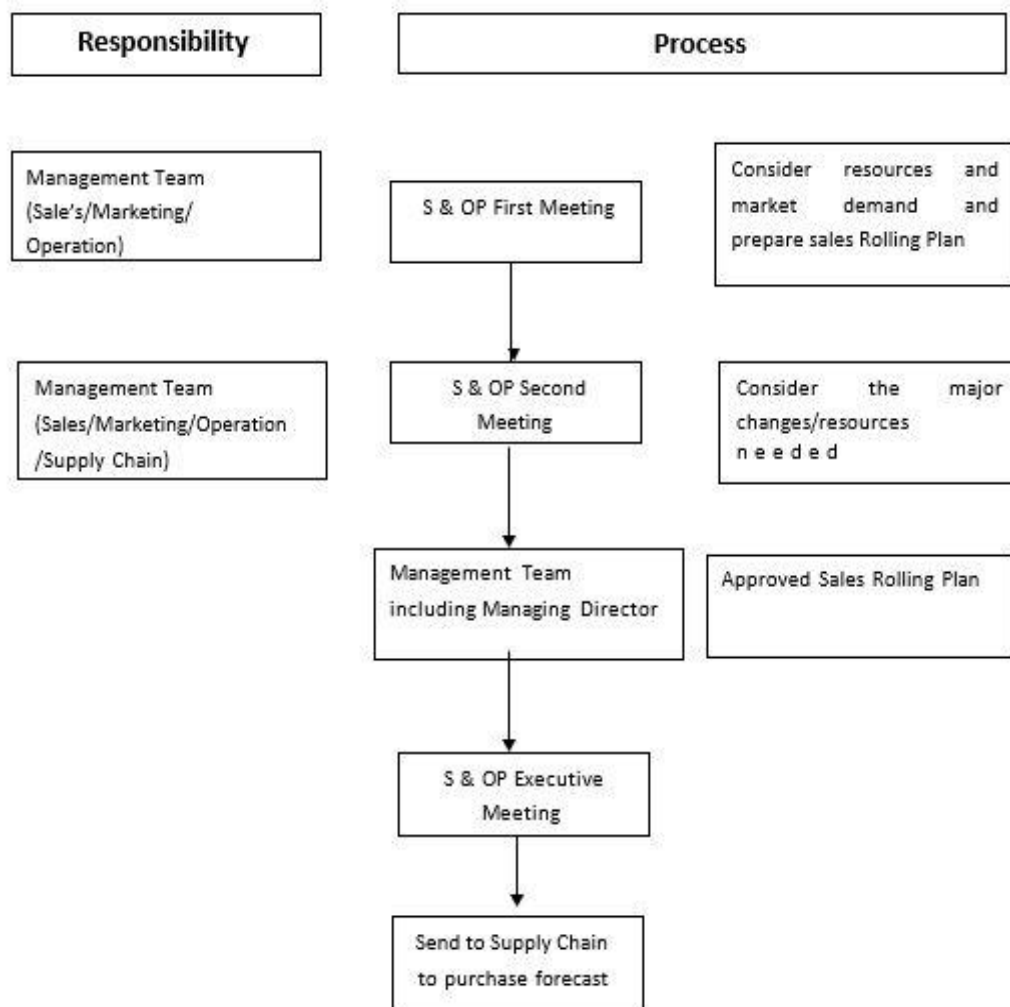
The monthly demand plan is circulated by the product planning Manager for approval to Head of Sales, Head of Marketing and Managing Director

Once the authorization is complete, a copy is forwarded to Factory Manager.

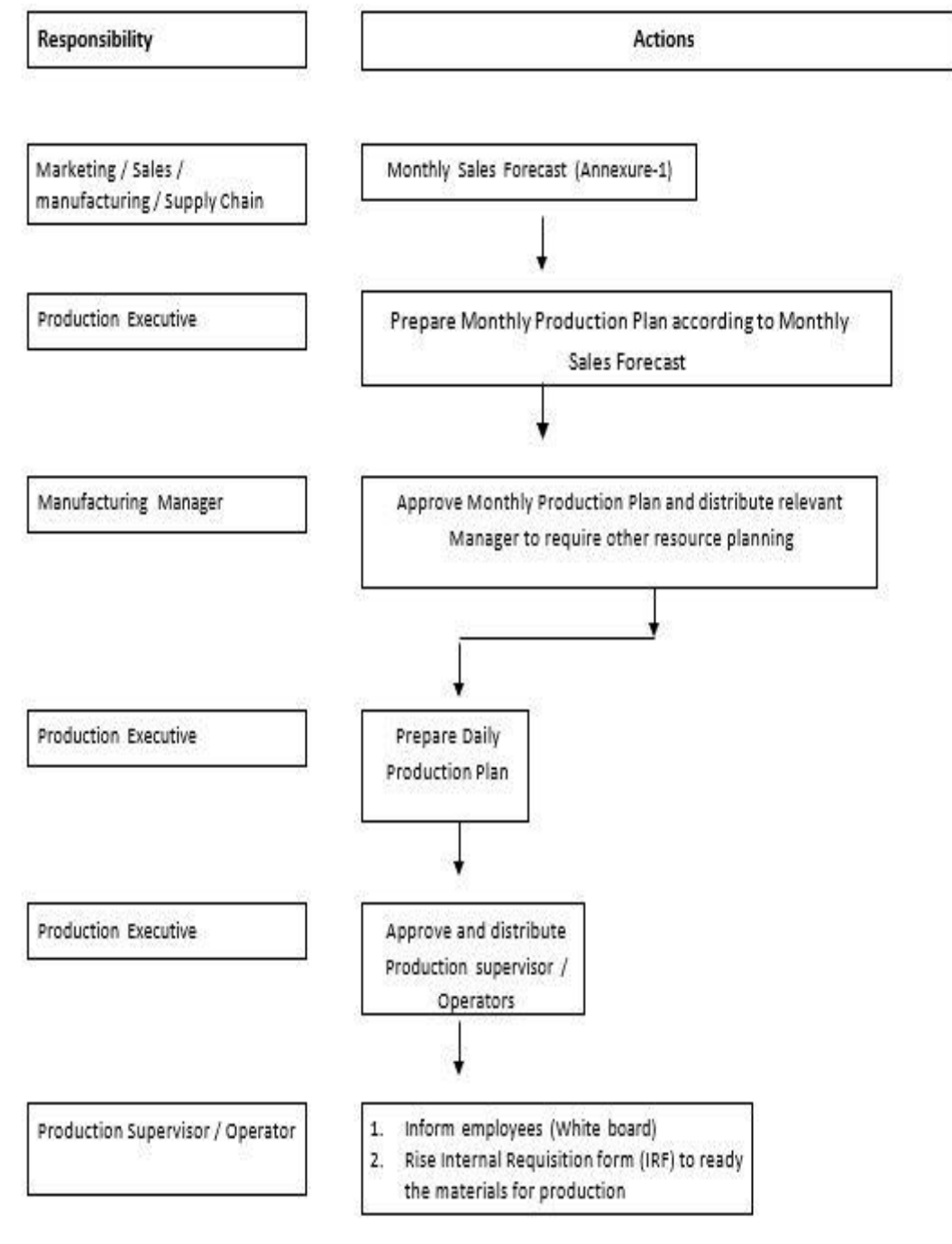
4.7 Forecasting & Demand Planning Process

Sales rolling forecast is made from historical demand data which give the forecaster the insight of current trends and seasonal pattern of product demand.

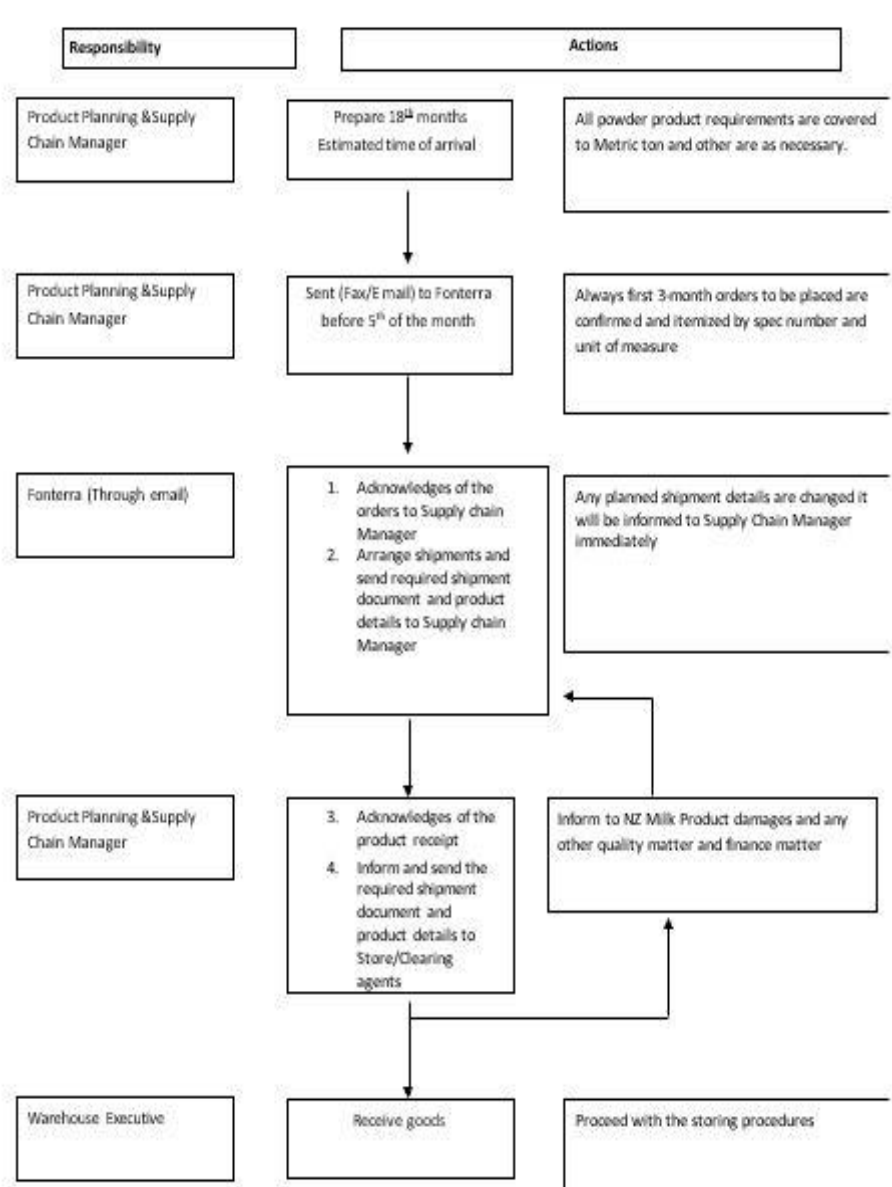
Flowchart of Forecasting & Demand Planning Process



4.8 Flowchart of Production Planning



4.9 Flowchart of Production Planning



4.10 Inbound Logistics

Inbound Logistics is an integral part of Supply Chain Management in Liwayay Food Bangladesh Company Ltd. Their tasks start right after getting the final shipment documents from Raw materials division. Inbound Logistics mainly works to release the imported items from Chittagong port or Dhaka Airport or Beanpole port. They arrange the Duty payment to govt. After getting the release they also ensure the transportation from port to factory. Their key tasks are:

- **Ensuring Supply:**

In ensuring supply, RM are bought from exporting country to the respective factory warehouse. Inbound Logistics maintains production availability throughout the process. Inbound logistics basically helps business to bring the imported product at right time and in right place. Its main operation is monitoring, follow-up the imported product so that supply is ensured. It is done with ensuring maximum advantage of the business.

- **Customs Clearance:**

Inbound Logistics monitors customs activity of imported materials as per compliance, ensuring proper commercial value and Duty & Taxes with H.S. Code (Harmonized Coding System). It facilitates all customs activity getting the important materials within a specified lead time.

- **Sea-Transport:**

Inbound logistics also look after sea transports related to imported materials. It dispatches load to country of origin to country of destination within the whole process. It contracts with shipping agents who are carrying goods from one country to another.

- **Inland Transport:**

Inbound logistics maintain inland transport services carrying the goods from different part to warehouse.

- **Legal Activity:**

Inbound logistics also accomplish legal activity such as resolving disputes at customs end for any variations of imported goods quantity or documents. It settles all disputes as per import Policy order, Valuation rules, Customs Act and NBR (National Board of Revenue).

- **Claim Settlement:**

Furthermore, inbound logistics facilitates insurance claims of imported goods if any damages occur. It also carries insurance as act retrieved all imported damaged shipments and also any other damage shipment. These all occurs as per Insurance norms defined for each and every condition.

4.11 Customer Service and Outbound Logistics

- CSD is a key function of Supply Chain who are mainly dealing with daily Primary Sale of Liwayay Food Bangladesh Company Ltd. with its distributors.
- Liwayay Food Bangladesh Company Ltd. 240 distributors around Bangladesh and it is divided into 10 Sales regions.
- Sales are categorized into three types and they are Primary Sales, Secondary Sales.
- Primary Sales- Primary Sales are Products that are sent to distributors throughout the year.
- Secondary Sales- Secondary Sales are Products that are sent from distributors to the assigned outlets.
- Customer Service is engaged in primary sales only.
- There is a Monthly target set for each Product and for which there is CDP (Consensus Demand Planning) which ensures proper delivery.
- Customer Service ensures that the monthly CDP is properly given to all the distributors.
- For each product there is a norm for the distributor coverage that they cannot keep a Particular product over the norm. Customer Service here manages the distributor norms also by checking their current stock and giving them new stocks as per their orders.
- For each product there is a stock, target and after finishing the process it is found how much of the stock remains.
- Shipping Planning is also done by Customer Service and also the truckload plan done that how much product will be carried out.

4.12 Inventory Policy

Inventory is defined as the stock of any item or resource used in organization. When a firm adopts a level strategy, an inventory of finished goods is required to buffer the cyclic demand for product from the level output generated by the transformation process. If the

demand for a product were to be known precisely, then it could be possible to produce products so that demand would be exactly met.

Organizations maintain inventories for several reasons:

- To protect against uncertainty
- To support a strategic plan
- To take advantage of economic of scale

Liwaway Food Bangladesh Company Ltd. inventory includes Raw materials, finished goods, Packaging materials, cartons and hot melt glue. The study is mainly focused on raw materials. Liwaway Food Bangladesh Company Ltd. receives raw materials from foreign supplier and Packaging materials and others from local suppliers.

Based on the different varying conditions Liwaway Food Bangladesh Company Ltd. do manage the inventory at their own. They do not follow exactly what the theory **(EOQ and ROP)** implies but analyzing the daily stock report, they go for the decisions that suit them most effectively and efficiently. The goal should not be to minimize inventory or to maximize customer service but rather to have the right amount to support the competitive priorities of the company.

Liwaway Food Bangladesh Company Ltd. maintain:

- Finished goods inventory at warehouse: 15 days Raw Material Inventory at warehouse: 1 Month
- Finished goods inventory at distributors: 15 days

4.13 Distribution of Liwayway Food Bangladesh Company Ltd.

Liwaway Food Bangladesh Company Ltd. have own warehouse

Warehouse	Raw Material	Finished Goods	Packaging Material
Height	27 ft	27ft	27ft
Area	17000 sq ft	27000 sq ft	5000 sq ft

Liwaway Food Bangladesh Company Ltd. uses own and 3rd PARTY transport facilities.

Liwaway Food Bangladesh Company Ltd. use logistics services in the following way:

1. Finished goods delivery: For Dhaka city Liwaway Food Bangladesh Company Ltd. use own transport system. For outskirts Dhaka, Liwaway Food Bangladesh Company Ltd. use 3rd Party transport. For intercity distribution, Liwaway Food Bangladesh Company Ltd. use transport agency.

2. C & F release the milk powder bag from the big container from the ship and use their dedicated transport agency for carrying out the Raw Materials from Chittagong to Dhaka factory.

Warehouse Process Function for Raw Material

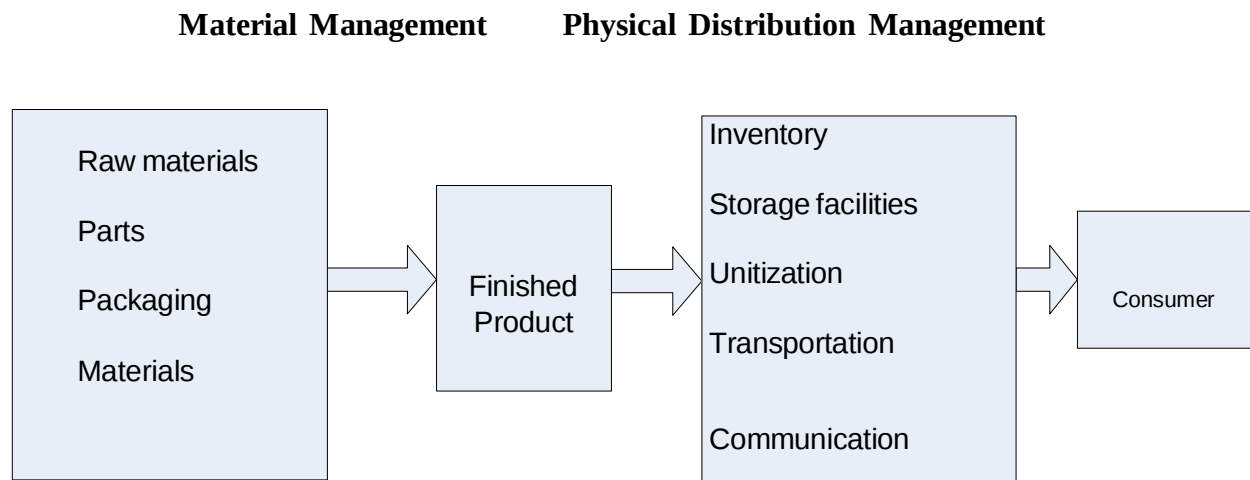
- Warehouse executive receives the shipping documents (Bill of Lading & Invoice) from Supply chain Manager and inform the warehouse assistance on delivery dates with the quantities.
- Warehouse assistance organizes necessary resources to accept and store the Bulk Milk Powder and Milk Powder Cans. I.e. Spaces, Pallets, Labor.
- On the arrival of containers Security shall inspect the container door seal/s and container number/s. If any problems are identified during the inspection this shall be brought to the immediate notice of the warehouse executive. Security shall prepare a Security Inspection Report and send to Warehouse executive for review.
- After inspecting the container seal/s and container no/s. the warehouse assistance shall open the container door by breaking the seal and if any problems are identified they shall be brought to the immediate notice of the Warehouse executive and it shall be recorded in the Cart Note.
- The warehouse assistance shall inspect for damaged bags, wet and moisture, insect or rodent attacks, packaging and unpleasant odors which shall be recorded in the remark column in the unloading Cart Note. If any problems are found which may affect the quality of the product, the warehouse assistance shall tag them as Hold and bring it to the immediate notice of the Quality Assurance Manager.
- Warehouse assistance shall update the Cart Note which contains following details. Also fill the format which is given for damages to locate the area in the container and necessary photograph shall be taken for future reference. Warehouse assistance shall fill the Rejection Form as per the available information.

- | | |
|-------------------------|--------------------|
| 1. Container No. | 1. Truck No. |
| 2. Seal No. | 2. In and Out Time |
| 3. Item | 3. Pallet Nos. |
| 4. Qty | 4. Location |
| 5. Cypher Nos/Unit Nos. | 5. Damaged Qty |
| 6. Lab samples | |

The Unloading workers shall unload the bags or milk powder cans into the pallet. All unloaded pallets are labelled with Bulk Powder Pallet Note which contains following details. Also, it will be used at the time of issuing by collecting the same and record them in the Issue Note by Forklift driver.

Cypher no.-	Unloaded date -	Container No -	Quantity –
Unloaded by -	Issued date -	Machine No -	Checked by.

Function of distribution department.



4.14 Procurement Functions

For ensuring systematic purchase the related departments have to fulfill some duties which are detailed below:

User Department:

- User department will raise the PR Form and will be liable for the followings:
- Fill up Purchase Requisition Form as per Company Procedure.
- Put full description / specification of item, if available, provide sample of the product to Procurement Department along with the PR Form.
- Write full justification for purchase including current stock levels, annual usage etc. (if required)
- Provide name of recommended suppliers (if any)
- Put estimated value of the product in PR Form.
- Put latest acceptable delivery date in PR Form.
- Put Budget Code, Cost Centre in PR Form.
- Acceptance of Goods or Services after delivery / completion.
- Checking and Approving bills.

Budget Department

- Budget Department will be liable for the following: -
- Checking Purchase Requisition form against Budget & Budget code, Items, Justification for Purchase, Estimated Value of the Product and match against Company's annual budget / specific program budget.
- Take Approval from authorized persons and forward to purchase department.

Purchase Department:

- Purchase Department is responsible for commercial aspects of the purchase. i.e.: -
- Identifying suitable suppliers for the required item.
- Obtaining quotations and agreeing final supplier selection in conjunction with the Requisitioning Department.
- Agreeing delivery terms & date with the suppliers.
- Agreeing Payment Terms & date with the suppliers.
- Raise PO with compliance with the Purchase Policy.
- Receiving Goods from Suppliers and handover to warehouse / user. (Except Factory Items & Services)
- Receive bills from suppliers and after initial checking process the bill in accordance with Company's Purchase Policy and submit to Finance.
- Should maintain & update a supplier's database with all details like name, address, correspondence number, products available etc.

Finance Department

- Finance Department will be liable for the following: -
- Check whether the PO value is within 15% variance of the PR's approved value. (To be checked against individual items)
- Checking the accuracy of all documentation and matching of the invoice to the Purchase Requisition, Purchase Order and Material Received note, supplier's quotation etc.
- Ensuring the documents are appropriately authorized prior to presentation to Cheque signatories for payment.

4.15 Procurement Policy

Authorized Department for Purchase:

Procurement of Goods and Services (Excluding Raw Materials for Milk Powder) for the Company will be conducted through the Procurement Department. Such Procurement shall be made in conjunction with the Department requesting the Goods or Service (User Department), Procurement Department and if required, any other person Technically Competent for the purchase of the required item.

Selection of Supplier:

Wherever possible, Company's Policy is to purchase directly from manufacturers or officially accredited dealers / main suppliers in order to ensure that the goods purchased are of the desired quality at a competitive price and where appropriate, the after sales service meets the company standards.

Basis of Purchase:

The Procurement Department shall proceed with the procurement process only once they receive a Completed and Approved Purchase Requisition Form in a prescribed format. Authority to approve the Purchase Requisitions to process for Purchase Order which may be subject to periodic review and change by the Managing Director.

Forms:

For any purchase / services, the types of forms are as follows:

- Purchase Requisition Form.
- Comparative Statement Form.
- Purchase Order Form.
- Car Maintenance Requisition Form.
- Travel Authority Form.
- Capital Item Requisition Form.

To ensure smooth operation of business, when time is crucial than money, in these cases the following mentioned departments are allowed to purchases in cash without having to go through the formal Purchasing Procedure (Pre-Approval of PR) and Procurement Department.

But Post Approval through raising PR should be made in this connection to the Minor Purchase (within 15 days of the purchase).

The authorized departments and authority limit are as follows:

Head of Finance	-	BDT 50,000.00
Head of Production	-	BDT 25,000.00
Head of Procurement	-	BDT 25,000.00
Head of Marketing	-	BDT 10,000.00
Head of Sales	-	BDT 10,000.00
Head of Administration		BDT 10,000.00
Head of Product Planning		BDT 10,000.00

4.16 CAPEX/OPEX Function

Purchase Requisitions are approved Preliminary by the Departments Heads afterwards if the expenditure requested is less than Tk.25,000/- then it is considered as operating expenditure, than Budget Department will forward the PR Form either to AFC or to Managing Director for approval. But if the expenditure exceeds more than Tk.25,000/- then it is considered as capital expenditure which needs direct approval from Managing Director.

Chapter: 5

Findings, Recommendations and Conclusion

5.1 Findings of the Study

1) Import-dependency:

Liwayway Food Bangladesh Company Ltd. always believes in delighting consumers with highest quality and that's why still the local suppliers are not ready with that quality. Almost 70% of Raw Materials are imported from different countries across the earth. This creates complicity in the import process and also costing.

2) Very High Lead time:

As most of the Raw materials are imported it has a very long lead time varies from 2 months to 4 months sometimes. This high lead time of Order to Factory Delivery process creates high risks in times of product shortages and also makes the process lengthy.

3) Unfavorable Govt. Policy:

Bangladesh Govt. has imposed very high import tax and duty for imported materials. There are unethical practices of some local companies so they don't even need to pay tax or duty at port. But Liwayway Food Bangladesh Company Ltd. gives very high import duty and this rate increasing day by day.

4) Political Unrest:

The Distribution function of Liwayway Food Bangladesh Company Ltd. Supply Chain is now catering the national demand of 240 distributors from one Distribution Warehouse. It becomes so tough to manage National supply during the Political Unrest as we don't have any regional depot. Even it becomes impossible to transport the imported Raw materials from Chittagong port to Gazipur Factory during the unrest. Our Supply Chain faced great problems during the continuous strikes in 2024 and 2025. This is a great threat that leads to Raw Materials Shortage or Finished Goods out of stock.

5) International Transfer Price fluctuations:

Liwayway Food Bangladesh Company Ltd. imports raw materials from many 3rd party suppliers across the earth. Like other companies here is a price agreement with the Supplier fixed for quarterly basis. With the international materials price fluctuations this price also fluctuates more and suddenly. Same raw materials imported in one quarter may be priced 25% higher in next quarter. This is a big threat for costing purposes of raw materials that cannot be predicted earlier.

5.2 Recommendations

1) Local Supplier Development:

Liwayway Food Bangladesh Company Ltd. need to develop local suppliers of our country to gain benefit in longer period of time. For this they should teach the local raw materials suppliers about the cultivation methods. Now-a-days in terms of quality products and materials our local companies are also doing well, especially for Milk Powder, Spices or Oil items, whole corn. This will save huge amount of money and time for Liwayway Food Bangladesh Company Ltd. and also will be beneficial for our country too.

2) Import Lead time reduction:

At present most of the raw materials are imported and for most of them the lead time (Order to Factory arrival time) is very high. Average lead time is 2 months to 4 months. Here Liwayway Food Bangladesh Company Ltd. need to reduce lead time by negotiation with international suppliers.

3) Regional Distribution coverage:

Liwayway Food Bangladesh Company Ltd. need to set up some regional distribution warehouses at least in the major Divisions like Chittagong, Khulna and Barisal so it will be beneficial for quick product supply in the political unrest situations.

4) Setting more alternate Supplier:

Setting more alternative suppliers will help during the crisis period especially when one supplier failed to supply materials on time, they can quickly get the materials from another supplier.

5) ERP System:

In order to practice a better supply chain management Liwayway Food Bangladesh Company Ltd. should use updated/upgraded/latest ERP packages.

5.3 Conclusion

This study covers primarily Liwayway Food Bangladesh Company Ltd. Supply Chain operations. It also includes my work duties as an intern. I was delighted to have completed my internship at Liwayway Food Bangladesh Company Ltd. I have attempted to define all the Supply Chain operations presently being carried out as well as the tasks to be carried out by Liwayway Food Bangladesh Company Ltd. well-developed dairy product distribution firm. With top velocity, Liwayway Food Bangladesh Company Ltd. is moving forward. It ensures commitment to the sale to its customer of the best quality product within the earliest period possible. Liwayway Food Bangladesh Company Ltd. is a well-positioned business and continues to innovate, focusing on its core competencies and quality engagement. Oishi was embraced as one of the most credible brands by people. The proper management system of the supply chain department has made it easier to contribute the products to the ultimate consumer. I believe this study will help others to understand the true significance of supply chain management, how it works, and what kind of operations a multinational FMCG business needs to carry out.

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