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# Footwear Exchange

Magazine

Q1 | January-March 2021

Bangladesh  
Footwear Industry  
at Cross Roads



# 中部树脂化工有限公司

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# Editor's Note

## A new beginning....

What you have in your hands is the very first issue of a brand-new magazine of 'Footwear Exchange'. Congratulations!

It is with great pleasure that we write this lead-off editorial in 'Footwear Exchange Magazine', a publication for everyone interested in the world of leather, footwear, leather goods, accessories, chemical and allied industries. The objectives of this magazine is to develop a positive image of Leather, Footwear and allied sector of Bangladesh through information based community, to link between industries in home and abroad and to integrating research, survey activities in positive approaches. This magazine will be published on quarterly basis (either in digital, printed or in both form) with the aim of covering the leather, footwear, leather goods, chemical and allied industries.

For the very first issue, we have chosen our theme 'A new beginning', considering our initiative and world reality. Starting from 2020, covid-19 is still key driver of our everyday life. Today's world is not the same world that we usually live. No matter it is personal or professional, a new beginning is must to go forward.

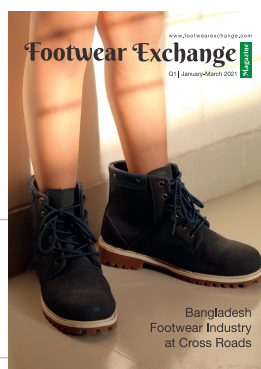
We are observing lot of challenges during this pandemic; at the same we have seen lot of good initiative, for people and process. Despite of our challenges, we also have big hope, we are now in cross-road of moving next level. There is always a debate of leather and non-leather footwear – what is future! Bangladesh government has taken lot of initiative to facilitate growth of sector, still our factories decentralization is far away. Thanks to some intreprenuer who showed their courage to go outside comfort zone. Efficiency and distance quality management become more important than ever. Researcher proof that leather may alternate but never copied. All these topics we have tried to cover in our very first issue.

All the best and happy reading!

*From Footwear Exchange Family*

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## FOOTWEAR EXCHANGE MAGAZINE

Footwear Exchange magazine is a quarterly publication of Footwear Exchange, platform of people from all around the world who make the footwear, leather and allied industry work. Our mission is to advance all stakeholder of footwear, leather and allied industry through gathering and sharing knowledge.

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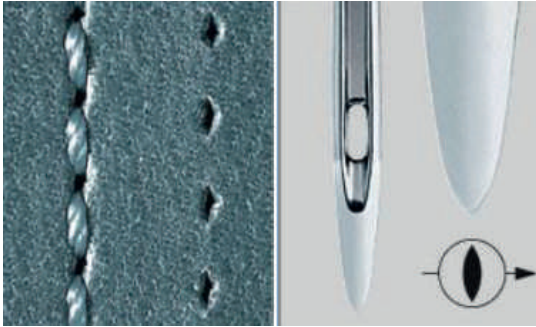
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*Bangladesh footwear industry is at a X crossroads and the next 2 years will define if Bangladesh can taste the same success from its footwear sector as it did from its Textile Sector. Vikash Vajargyan, who worked before with Bangladesh footwear industry express his comments about way forward of Bangladesh Footwear Industry.*

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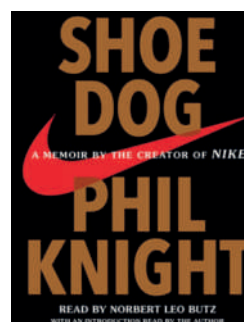
*Story of Nazma Khatun, an ordinary woman came from a remote village in Rajshahi. This story is all about her journey to become entrepreneur, the way she builds her shoe factory, her shoe brand. We realize her extraordinary, never give up journey towards her dream.*

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## The 129th Canton Fair will be held online between April 15 to 24



The 129th China Import and Export Fair will be held online between April 15 and 24.

Continuing to hold the 129th session online will consolidate the gains in the prevention and control of the COVID-19 epidemic, as well as social and economic development. The Fair will further play its role as a platform for all-round opening-up and help maintain the smooth operation of the industrial and supply chains of foreign trade.

The exhibition themes of this session are basically the same with the previous one. The National Pavilion will include 16 product categories in 50 sections while the International Pavilion 6 themes.

Instead of being divided into three phases, all exhibitors from different industries will exhibit at the same time 24 hours a day for a total of ten days from April 15.

Buyers and exhibitors can trade remotely by searching for Exhibitor/Exhibit, Watch Live Streaming, to Send Sourcing Request.

## Apex opens its first international outlet in Nepal

Apex Footwear, the leading Bangladeshi footwear manufacturer, retailer and exporter, has launched its first international outlet, finding its niche in Kathmandu, the capital of the Himalayan Kingdom of Nepal.

Apex Footwear is conducting market studies in Sri Lanka and Bhutan in order to open outlets.

## LightCastle and COEL published 'Impact of COVID-19 Pandemic on Leather and Footwear SMEs' report

LightCastle Partner, in association with Centre of Excellence for Leather Skill Bangladesh Limited (COEL) published 'Impact of COVID-19 Pandemic on Leather and Footwear SMEs' report. To gauge the impact of the pandemic on leather product and processing factories, LightCastle conducted a survey on 30 factories in the Bhairab and Kishorgonj area during July, 2020.

The interviews have led to insights that give a real-life picture of the actual reach of proposed support systems and the policy course corrections that are pertinent. This paper suggests key support areas that are to be fixated in order for the sector to survive the downturn.

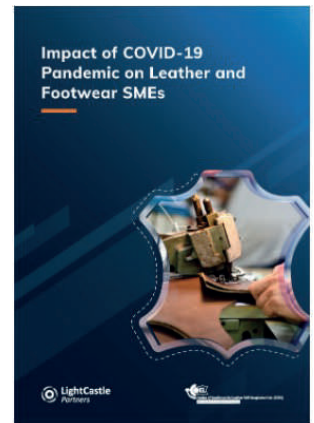
- According to survey report,
- Local demand has decreased sharply resulting in lower revenue for most SMEs. At least 57 percent of factories report a 50 to 75 percent decrease in revenue due to factory closure during the pandemic.
  - During the lockdown, at least 47

percent of SMEs have experienced a decrease of 10 percent of sales and in-turn on profit.

- At least 87 percent of respondents have moderately agreed that they faced some form of disruption in supply chain due to the pandemic. At least 73 percent of factories expect to lay-off more than 50 percent of their employees.

Only one-third had any outstanding loan and majority borrowed from Banks and majority have received no interest deferral options during the pandemic. Only 36 percent of factories so far have managed to meet their loan payment time period without incurring additional expenses.

\*source: www.lightcastlebd.com

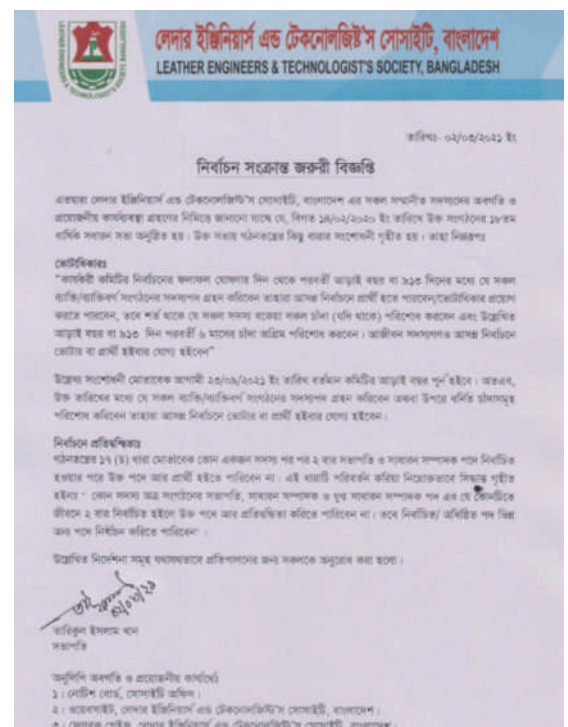


## LETSB amended its constitution for electoral reform

Leather Engineers and Technologists Society, Bangladesh (LETSB) is none other than the bonafide organization of Leather, Footwear and Leather Products Engineers / Technologists in Bangladesh, established in 1989, amended its constitution for electoral reform in their 18th AGM held on 14th Feb 2020.

According to amendment any member will be entitled as voter or candidate for upcoming election, if he or she become member within 2.5 years or 913 days from result publish date of current executive committee. Also, he or she must pay all membership dues (if any) plus pay membership fee for next 6 months in advance. All life member can be entitled for as voter or candidate as well.

Any member can not be candidate for President, General Secretary, Joint Secretary post if he or she already elected 2 times in his or her lifetime for the same. Note that he or she can be candidate for other post than his or her 2 terms elected/nominated post.





## LWG releases a new version of the Leather Manufacturer Audit Protocol – P7.0

The Leather Working Group's flagship environmental certification is evolving, with the release of an updated auditing standard for leather manufacturers, featuring more robust criteria and new social, traceability and chemical management requirements.

After a six-month period, Protocol 7.0 will replace the existing Protocol 6.7 from 22 August 2021, becoming mandatory across all audits of leather manufacturing facilities.

Some of the major changes in Protocol 7.0 include:

**Chemical Management:** The LWG Chemical Management Module, previously a standalone assessment, has been fully integrated into the main audit protocol. New requirements are fully aligned with AFIRM's risk based RSL for leather. Additionally, all LWG certified members have been granted free access to the ZDHC Gateway, that they will be able to use during an audit to demonstrate their MRSL compliance.

**Traceability:** The existing traceability section has undergone significant

revision and now becomes an integrated scored section, with additional due diligence measures to tackle deforestation risk. This has been developed in collaboration with the National Wildlife Federation. It also included additional levels of traceability to start assessing a broader scope for leather traceability.

**Social Responsibility:** For the first time, LWG will recognize third-party social audit certifications as a scored element in the protocol. LWG recognize this is a critical element of responsible sourcing and we will now be covering both the environment and social responsibility with the LWG audit.

**Effluent Treatment:** Management of all waste and discharges to the environment are a critical part of the LWG assessment as they impact the environment directly. For P7, LWG introduced stricter requirements for the treatment of effluent and differentiate LWG criteria between direct discharge from on-site effluent treatment plants and indirect discharge from central and municipal effluent treatment plants.

source: [www.leatherworkinggroup.com](http://www.leatherworkinggroup.com)

## Footwear exports worldwide fell by 17 billion dollars (31.1%) in the first semester of 2020

World Footwear published 1st Semester 2020 report of International Footwear Trade: The Impact of the Pandemic. This report describes the evolution of footwear trade worldwide in the first semester of 2020, using the data available as of September 2020. The figures presented, both for the current and previous years, correspond only to the countries that had reported their trade statistics by that date.

According to report, Footwear exports worldwide fell by 17 billion dollars (31.1%) in the first semester of 2020. The world's largest footwear exporter (China) and importer (USA) were particularly hit. Leather footwear exports fell some 7 billion dollars (-32.7%), compared with the same period of the previous year, the largest loss by category of product. The situation deteriorated continuously in the

first months of the year, reaching its lowest in April, when exports were only 42% of January's. In the following two months, there was a significant recovery but, by June, exports were still less than 80% than in January.

Most countries' individual evolution does not deviate much from these general patterns.

Asian markets seem to have stood the pandemic better than those of Europe and America. Korea's imports fell only -2.8% in the first semester and China's actually increased 2.3%. In several Asian countries, imports contracted significantly in February but have since shown no definite trend. In other parts of the world, there was a continuous decline until April, and sometimes May, before the first signs of recovery appeared. [www.worldfootwear.com](http://www.worldfootwear.com)

## APEX has been awarded the Most Loved Brand Award 2020 by BBF

To inspire brands of the country, Bangladesh Brand Forum have been honoring the most loved brands through Best Brand Award for the last 12 years. The objective of the Best Brand Award is to demonstrate and celebrate the success of the brands, achieved through tough and achievable initiative. The 12th edition of the Best Brand Award has taken place Dec 30, 2020, by Bangladesh Brand Forum (BBF), in partnership with Nielson Bangladesh and in association with The Daily Star.

In 2020, a total of 105 brands were recognized across 37 categories. In shoe retail category, Apex become The Most Loved Brand in Bangladesh, followed by Bata and Lotto.

Most Loved Brand



Most Loved Brand 02



Most Loved Brand 03



## Bata donated over one million shoes during pandemic

Bata's commitment to health care workers, community organizations, volunteers and their families during this pandemic is stronger than ever. Last year Bata made a commitment to donate 1 million pairs of shoes to health care workers, volunteers and their families as a gesture of solidarity to the courageous frontline workers of the COVID-19 pandemic. On 24th March 2021, they have announced that this goal has not only been reached but exceeded! By 24th March, they have donated 1,007,752 pairs of shoes in more than 15 countries across all their five regions.

From the beginning of this crisis, Bata has mobilized the entire company to make protecting communities as their top priority. That has resulted in an unprecedented movement to engage with long-standing foundations, charitable partners, government collaborators and other organizations on the ground to do what they do best.

# LEATHER: OFTEN COPIED, NEVER EQUALLED

Footwear Exchange Desk

Recently a study was published in MDPI - A pioneer in scholarly open access publishing, based in Basel, Switzerland named Comparison of the Technical Performance of Leather, Artificial Leather, and Trendy Alternatives by Michael Meyar, Sascha Dietrich, Haiko Schulz and Anke Mondschein.

They have carried out research in 3 different aspect of leather and different materials.

1. Nature of Material
2. Analysis of Materials properties
3. Analysis on critical substance

## 1. Nature of Materials

Materials Name	According to manufacturer information	Research Findings	How it Feels
Desserto	made from vegetable matter, using dried cactus material, mixed with non-toxic chemicals; mouldable; polyester-cotton fabric (knitted or woven) on the reverse side; no further details on the ingredients.	PUR-coated textile with solid and partially foamed layer underneath; the foamed layer is filled with heterogeneous particles of polyacrylate of organic origin; made by reverse coating process; the textile backing is polyester.	soft and malleable, but the surface comparatively rough and artificial.
Pinatex	non-woven fabric made of pineapple leaf fibres and PLA (polylactic acid); coated with pigmented resin or over-moulded with a high-strength PUR film.	Non-woven fabric made from natural fibres; coated with a thin polymeric layer (similar to polyacrylate).	stiffer material with a surface that is perceived as uneven, hard and artificial.
Apple leather	coated fabric produced by a coagulation process; coating filled with 50% dry powder from apple residues from juice production; breathable, smooth, durable.	a textile (polyester) impregnated with PUR; coated with a foamed layer (PUR); filled with organic particles; finished with thin compact layers (PUR).	malleable material; evenly structured surface.
Leather (Reference)	a chrome-tanned full-grain cowhide, lightly embossed, suitable for everyday use.	full-grain cowhide; dyed brown; typical leather structure; provided with a very thin and open top layer.	firm and voluminous material with a finely structured surface; soft feel.
Synthetics (marketed under the term artificial leather)	PUR-coated textile produced by a coagulation process; thin compact layer and foamed layer underneath; fillers inside; polyester-based woven textile.	a coagulated PUR fabric with a thin compact top layer and an under layer of composite material with fillers based on microcrystalline cellulose.	soft, malleable material; blocky surface; feels not authentic.
Vegea	plant-based alternative material; use of renewable raw materials from biomass such as vegetable oils and fibres from agro-industry (e.g. wine residues); use of biopolymers for coating; vegan; application in fashion, furniture, packaging, automotive and transport.	a PUR-coated textile with compact layer and partially foamed layer underneath, the compact layer is filled with some particles.	soft and malleable material, artificial feel.



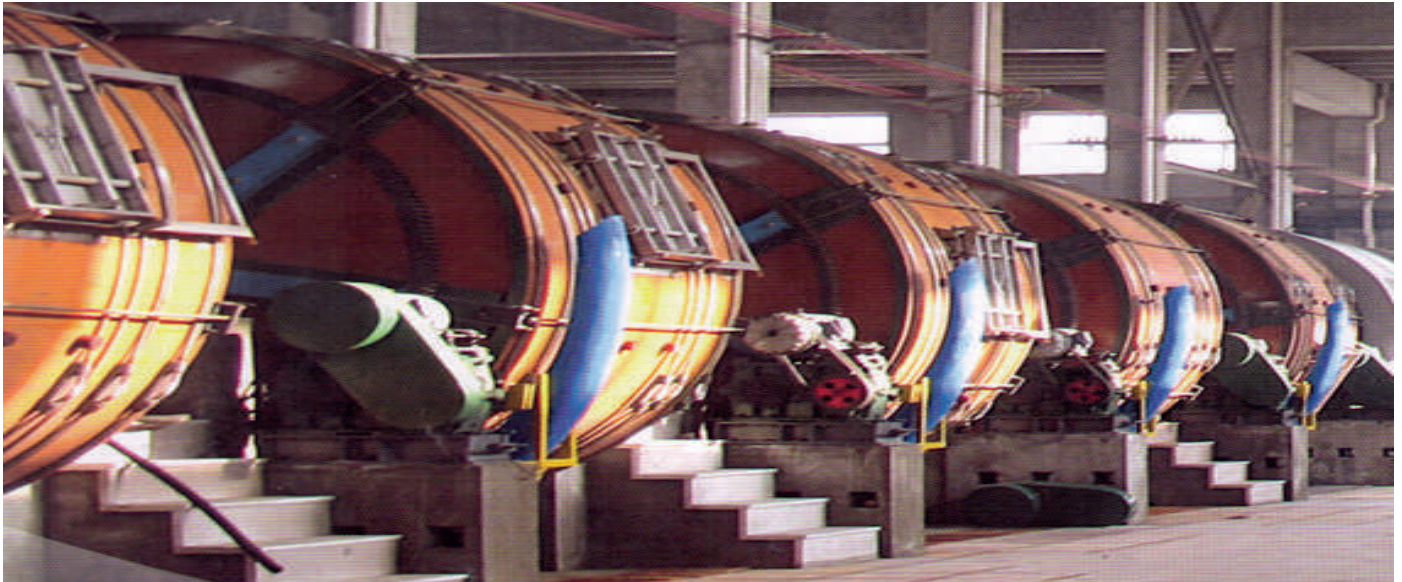
Materials Name	According to manufacturer information	Research Findings	How it Feels
Kombucha	a sustainable fabric made from green tea fermented with symbiotic yeast and bacteria; versatile, imitates leather, canvas and silk.	a dense and compact polysaccharide-based material; yellowish translucent, with some heterogeneous inclusions.	unevenly soft material, very sticky surface; unpleasant smell.

## 2. Properties of the materials (Reference: Shoe upper leather)

The properties required by leather or any other material are determined by the final application. For example, the leather of a shoe should stretch during use, but not lose its shape after use. Where the leather/material has been sewn, it must be able to withstand the stresses of use. The limits given in

the relevant standards (ISO 20942, ISO 14930 and ISO 14931) are appropriate for the stresses in the shoe. As a general rule, any material must be able to withstand the stress scenarios caused by use in order to be suitable for the corresponding application

Test Name	Why this test?	Standard Reference	Finding of different materials
Stress and elongation properties / tensile strength (Tensile Strength)	It measures how quickly a material will "wear out" or lose its shape. The material should not permanently deform during processing and stress.	The standard specifies that a value of at least 15 N/mm <sup>2</sup> should be achieved.	Leather achieved a value of 39.5 N/mm <sup>2</sup> .  Values of more than 15 N/mm <sup>2</sup> were achieved by : Desserto (20.8 N/mm <sup>2</sup> )  All other materials were clearly below this.
Tear Load	A shoe has to be sewn and glued. Therefore, it is important that the material does not tear/continue to tear at the seams or at the cut edges. In order for this not to happen, the material must reach certain values.	According to the standard, a value of over 20 N should be achieved.	Leather, as a reference, achieves 142 N.  Pinatex (53 N), Desserto (33 N) and Apple skin (32 N) are also above 20 N in this test. The other materials were below this, sometimes very clearly, such as Kombucha (2 N).
Water vapour absorption	This is about comfort in use. If the material can absorb moisture from the air in the shoe, feet will not feel damp or sweaty. The higher this value, the longer you can wear the shoe without getting damp feet.	The test measures how much water vapour can be absorbed. A limit or standard value is not specified here.	In our test, leather achieved a value of 8.4 mg/cm <sup>2</sup> .  Kombucha achieved a value of 9.2 mg/cm <sup>2</sup> , which is slightly higher than leather. All other materials were considerably below these values.
Flex resistance	If materials consist of several layers, this test gives an indication of how likely the material is to crack due to folding. Moisture and dirt penetrate such cracks and damage or break the material. The durability of the material can be deduced from this.	The number of flexes the material can withstand without cracking are counted. For example, for shoe applications, the ISO 20942 specification defines a minimum of 80,000 flexes without cracking.	The shoe upper leather achieved more than 200,000 folds.  This value was also achieved by "artificial leather", Pinatex.  All the other materials were below the specified value.



### 3. Critical Substance

#### *Why did we want to know this?*

We live in a world that has improved significantly in terms of environmental protection. However, increasingly precise measurement methods show that we must continue to remain alert here. As consumers, we want to be as sure as possible that the production of materials is environmentally friendly, but we also want the materials we use not to have adverse effects on our immediate environment. So, we wanted to know whether the materials we examined release critical substances.

#### *How we measure?*

We measured critical components that are released, for example, when the material is exposed to heat. The method is used for textiles, carpets, leather, plastic parts, etc. to determine emissions.

#### *Research Findings?*

No critical emissions were recorded for leather, MuSkin, SnapPap, Naoni or Teak Leaf.

Critical substances were measured in the remaining materials. For example, pesticides were measured in Desserto. Plasticisers were measured in Desserto and Pinatex. Further substances such as butanoxime, toluene, free isocyanate, etc., were found and are reported in the study. Note: In this context, we found it at least critical that Noani is advertised as vegan, but was to contain leather fibre, i.e. that animal components were used.

### 4. Conclusion

Leather is unique. So far, it has not been possible to replace leather.

From our point of view, the materials that are claimed to be alternatives to leather can be divided into three broad clusters:

<p>1. Materials with a natural base, with small proportions of non-natural materials.</p>	<p>We include materials that have a natural base, similar to leather. Such as MuSkin, Kombucha, SnapPap, real and genuine attempts to do without plastics as much as possible.</p>
<p>2. Material, predominantly plastic, but with proportions of natural materials.</p>	<p>With these materials, one is predominantly in the area of plastics. In some cases, so-called bioplastics are used and certain components such as fabrics or fillers are replaced by materials with a natural base: Apple leather, Desserto, Pinatex, Vegea, Teak-Leaf.</p>
<p>3. Materials made of synthetics, which include "artificial leather".</p>	<p>These materials differ greatly and cannot achieve the properties expected of a shoe upper leather. Thus, these materials cannot be called "leather", either according to the definition of leather or according to the properties of leather.</p>

Consumer must be able to decide what they want. To do so, they must know what they are buying. This study provides clarity and makes it clear that leather is a special, natural material that humanity, even with a great deal of know-how, has not yet been able to reproduce with all its properties.

#### **Source Referecne:**

1. Information of this article was taken from Annex: Summary of the FILK Study on Leather and alternatives published by CONTACE – Confederation of National Associations of Tanners and Dressers of the European Community.
2. You can read the results in FILK's final report on the study here: <https://www.mdpi.com/2079-6412/11/2/226>.

# FORTUNE & PREMIER: SHOES EXPORTER FROM SOUTHERN BANGLADESH

Footwear Exchange Desk

Aiming for rural development, women empowerment and to get strategically shipping advantage, Fortune Shoes is located its state-of-the-art facility at the heart of Barisal city called Venice of East, and only industry of its kind in southern Bangladesh.

When we have been entering Barishal BSCIC Industrial Park where Fortune Shoes Ltd located, we saw some local buses entering same route. We came to know these buses are using for pick and drop of employees of both shoe factories from nearby villages where they are permanently resident. Later when we interviewed Mr. Mizanur Rahman, chairman of Fortune group informed us that one of reason he decided to established his production unit in Barishal to support people nearby where he born and grow-up his childhood. According to him 'It was very tough decision as I knew I am out of footwear manufacturing cluster but at the same I knew in long run it will pays me back. And now after nearly 10 years I can proudly say that it was good decision.'

Was it only for support your native village or area people?







**\$40 million**  
Investment



Over **2,500**  
Skilled Workforce



Per day **20,000**  
Pairs of Shoes



**\$28.08 million**  
Investment



'I understand what you mean. Off-course that was not only reason but surely one of main reason. You should be aware that south part of country provide a huge number of footwear industry's manpower and I was thinking if I establish factory near their home, I could attract them.' Mr. Rahman immediately added.

The Fortune Shoes was established in 2012. Before establish shoes factory, Mr Mizan has worked as a business manager at a shoe company for twelve years. Then he set up a small factory in Chattogram in 2008 and got subcontracts from large companies that encouraged him to establish large one in 2012.

Now it owns 3 sister concern, Premier Footwear Ltd, Uniworld Footwear Technology Ltd, and MJ Industries. It has 9 production line and current capacity of 20,000 pairs of shoes daily.

Aiming for rural development, women empowerment and to get strategically shipping advantage, Fortune Shoes is located its state-of-the-art facility at the heart of Barisal city called Venice of East, and only industry of its kind in southern Bangladesh. Though Mr. Mizan claim that his factory is only large volume export industry in south part of Bangladesh, not only in shoes segment but also all export sector.

**All facilities under ONE ROOF**

Footwear production is always a complicated process. You need different kind of materials, separated by season and styles. You have some tooling and machine to make sole, you need knives to cut the materials. Sometimes foam required for padding winter product. And that become a difficult part to manage everything on a planned timeline. Any components missing will have consequence of delaying production. To avoid those, Fortune invested in all the key processes of shoes production. Apart of their production unit of finished shoes, they have invested on own Foam plant, Outsole Plant, Direct Injection facility, PU pouring facility, In-house Printing facility, Lab facilities, Knives making facility and Carton and Packaging facilities. According to Mr. Mizan, 'it will

ensure us a better control of process and on-time delivery.'

**Fortune work with bellow famous brand:**



DEICHMANN



PRIMARK\*

**For any enquiry:**

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Web: [www.fortuneshoesbd.com](http://www.fortuneshoesbd.com)





## Life at Fortune



Fortune encourage their employees to work with twin agendas of pursuing growth and achieving common goals. They believe that happy and healthy employees make the happy and healthy workplace. Most of their employees are from their own areas where they grow. As like other production facility in Bangladesh, 60% of their workforce are women. These women may not be able to earn money if there is no factory. Now they contribute their family, at the same they can look their elderly as most of them are from their own village.

We have interviewed some female workers to know their life at Fortune

### *Working environment for women..*

At fortune, we have very good working environment for women. Supervisors and management treated us very good. We can use childcare facility that company provide us free. If we get sick, we have medical center here where we get immediate treatment. In case emergency, management takes us in sher-e-bangla medical college if needed.

### *During COVID...*

During covid, we enter factory after washing our hand. Company offer us free mask and check our temperature. They also set a disinfection tunnel to disinfected our cloths.

In manufacturing, we would like to introduce and promote your manufacturing unit each issue.

If you interested, please communicate to us:  
[magazine@footwearexchange.com](mailto:magazine@footwearexchange.com)



# IN CONVERSATION WITH MD. MIZANUR RAHMAN

CHAIRMAN, FORTUNE SHOES LTD.



Md. Mizanur Rahman was born in 1973 in Babuganj, Barishal. He has completed his master in Physics from Chattogram University. After completing his education, he has joined renowned shoes company called Excelsior Shoes Ltd in Chattogram as Marketing Executive and soon became Marketing Manager. He started his import business by that time and started thinking his own venture. In year 2010, he started his journey and established his first venture 'Fortune Shoes Ltd' in BSCIC Industrial area, Barishal.

Footwear Exchange's ambassador **Sakina Islam** and **Afsana Akther Mimi** have talked with Mr. Mizan about his venture, struggles and vision.

We ensure one stop service in Fortune Group. We have our office in China that ensure very good backward linkage. We have our own Foam plant, Outsole Plant, Direct Injection facility, PU pouring facility, In-house Printing facility, Lab facilities and Carton and Packaging facilities. I don't think many factories have those facility under one roof.

**Q.** You were working for a shoe company before you start your own venture. How did you get your idea or concept for the business / how was your experience in this company?

**A.** I have worked with Excelsior shoes Limited before I started my own company. Though I started my own business during my student life where I have imported accessories and some other things. Suddenly my father died, as like other family I had lot of responsibilities for my families. There was no way but taking job for a fix income, but I continued business locally at the same. I believe entrepreneurship is god gifted. Yet you must have determination to be a successful in life. Of course, you must struggle. It's a lifelong journey. You must work and believe in you that if you work hard you can achieve your target.

**Q.** Why did you choose the factory in Barishal? What challenges do you have for this location?

**A.** We wanted to do something for the unemployment problem in Barishal as I was born there. And we believed that we get workforce as footwear industry's source of workforce was from southern part of country. We had our confident to turn normal worker into skilled workforce. That also makes us happy as we are contributing the nation by making technical expert and earning foreign currency for our beloved motherland. For our initiative, industrialization is getting decentralized as per the policy of the government.

We are mitigating challenges day by day by government support. Though government encourage for industrial decentralization, still most administrative process needs to be performed in Khulna or Dhaka. Transportation is another issue, hope Payra port will help us in long run.



**Q.** Why did the buyer order from your factory? What are specific advantages you have that others don't?

**A.** Buyer should encourage our commitment and dedication to them. A strong supply chain, merchandising and production team help us to ship goods on time. We continuously working for efficiency that help us to be competitive in market, both in price offer and for quality of product.

We ensure one stop service in Fortune Group. We have our office in China that ensure very good backward linkage. We have our own Foam plant, Outsole Plant, Direct Injection facility, PU pouring facility, In-house Printing facility, Lab facilities and Carton and Packaging facilities. I don't think many factories have those facility under one roof.

**Q.** How do you manage your business during covid? What are situations now?

**A.** We followed strict compliance of health safety for COVID 19. Regular health check by our doctors and nurse. We have signed MOU with Sher-e-Bangla medical College for our officers and workers. We paid salary and bonus to the workers timely manner, thanks for government Incentive. Now situation is getting better but still we are following health safety as usual. We are doing very good and the appreciation in published in "Forbes" Magazine 3 as under a Billion Company (Dec 2020) by maintaining our professionalism. It is the First Shoe Company of Bangladesh that is listed in Forbes.

**Q.** What challenges do you foresee in the coming days after covid? What actions are you considering?

**A.** We forecast that there might be shortage of orders from Buyers. We are spreading our marketing team to new countries. Like now, we are exporting our product to India and Middle east. There could be price drop as the world economy will be under challenged. We have to be careful about overhead cost. Our marketing team is exploring world market to get new buyers. After COVID, there will be obviously some challenges, but we are ready to face the unexpected challenges.

**Q.** What could be the most important responsibilities as the business owner?

**A.** You need to have control of your organization. Good liaison with other government and non-government organization will help you. Ethical business practices are very important as well. Employee need to be trained, acknowledged, and get incentives for their service.

**Q.** What do you think about overcoming existing drawbacks of Fortune group?

**A.** All government offices relating to Footwear export should have its office at Barishal Division. Pyara Port

should develop its port facilities as soon as possible. Government incentives should be continued for footwear industries. In this regard incentives should be at least 18% of total cost in compare to other countries.

**Q.** Does your company help the community where it's located?

**A.** Apart of taking care of our direct workers and family, we have taken lot of CSR activities in Barishal every year. Till now we have donated BDT 6 Million for food and medicine of poor people around our factory. We provide support COVID-19 affected lower income people that worth BDT 20 Million.

**Q.** Where do you see yourself in 5 and 10 years?

**A.** In 5 years, we shall continue to increase our Shoe manufacturing facilities so that Customers/ Buyers do not go back from us. Group wants to have 15 production line and want to produce 35000 pairs of shoes daily. We also aiming to enter local market with our own brand. We also plan to have a production unit in Dhaka. Fortune Cable Factory will be established soon as per expansion policy of Fortune Group. Fortune Out sole plant and Aziz Footwear Limited will be established. Fortune group will have its own hospital called FORTUNE HOSPITAL LIMITED near BSCIC. It will augment the Medicare facilities of our officer and workers.

In 10 years (Vision 2031), Fortune Group will incorporate its own Aviation Wing and Fortune Leather and Footwear University will be built to develop the shoe manufacturing knowledge of the nation.

**Q.** Any advice for someone who is just starting out?

**A.** Since the situation is not yet normal due to COVID epidemic, so my suggestion is, it is not the right time to start a new business. You may wait till situation is improved. To be successful owner of a factory, you must struggle a lot, you should be honest, and you have to keep your commitment to the buyers. A new beginner must work hard, pass lot of sleepless night and lot of struggle in getting the thing as per his desire. He must keep in mind that in Business there will be loss at times, but he should not loose heart and should not be frustrated.

“ A new beginner must work hard, pass lot of sleepless night and lot of struggle in getting the thing as per his desire. ”



# THE FUTURE OF BANGLADESH LEATHER & NON-LEATHER FOOTWEAR: THE 'S' CURVE!

Hossain Tawhid Imam

**B**efore initiating the topic of footwear and the 'S' curve, it's important to go through the memory lane of leather industry of Bangladesh. What has been done so far?

I am sure, we all will agree, the first and 2nd generation of leather and footwear professionals and industrialist have done a spectacular job for the country; and, eventually, when we, the 3rd generation is suppose to understand the pulse of the market, we are at the brink of failing to co-construct our vision to push the industry towards a clear direction.

An industry is playing a strong role in country economy for last six decades. Starting it's venture of leather processing and export from 40's with wet blue. By 1981, policy was adapted aiming to raise the level of value addition in the industry provided the incentive for new private interest in the leather industry. The export of wet blue leather was prohibited from June 1990; and this regulation motivated industrialists to build modern leather tanning units to produce finished leather and later more value added products; i.e, leather goods and especially leather footwear.

**Elite-expensive-high margin low volume leather footwear? Or,  
Low cost-low margin-non-leather high volume footwear?**

# LEATHER, LEATHER GOODS & FOOTWEAR EXPORT (\$bn)



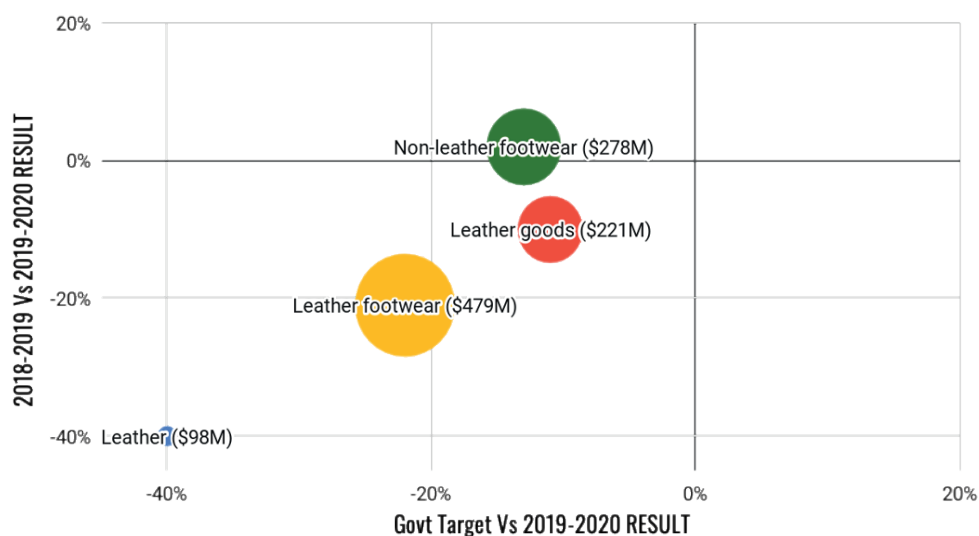
Till 2004, the industry did not justify to its potential with an export value of only \$152 million. Leather footwear represented 28% of the fair profit from leather and leather items in 2007-08, while the offer of leather and other leather items were 68% and 4% separately.

By 2011-2012, the contribution of the leather industry to the Bangladesh economy was More than US\$500 million,

representing 3-4% of nation's export. Recent export trends demonstrate that the footwear sector (value added stock), is becoming the fastest.

Total exports of the leather industry in Bangladesh in fiscal year 2019-20 declined by more than 20%, with drops across all categories. Exception made by exports of 'other footwear'.

## 2019-2020 TO Vs TARGET & PY (Y-1)



**NON-LEATHER FOOTWEAR** out performed all with a **GROWTH** in 2019-2020.  
Is it getting interesting?



■ INSIGHT

Bangladesh govt along with sectoral leaders, define an ambition of export for 2021-2015 considering 2015-2016 as the base year as below,

In the export ambition of Bangladesh, dependency on footwear export is more than 65%! Interesting part is,

**Though it's called leather footwear officially (!), in reality the growth plan is strongly (67%) dependent on non-leather footwear!**

That's where the problem arrives; if we don't identify the potential of non-leather footwear loud and clear, How to push the right action at right place? Is not it deceiving? Should not we work on the policy specific to non-leather footwear?

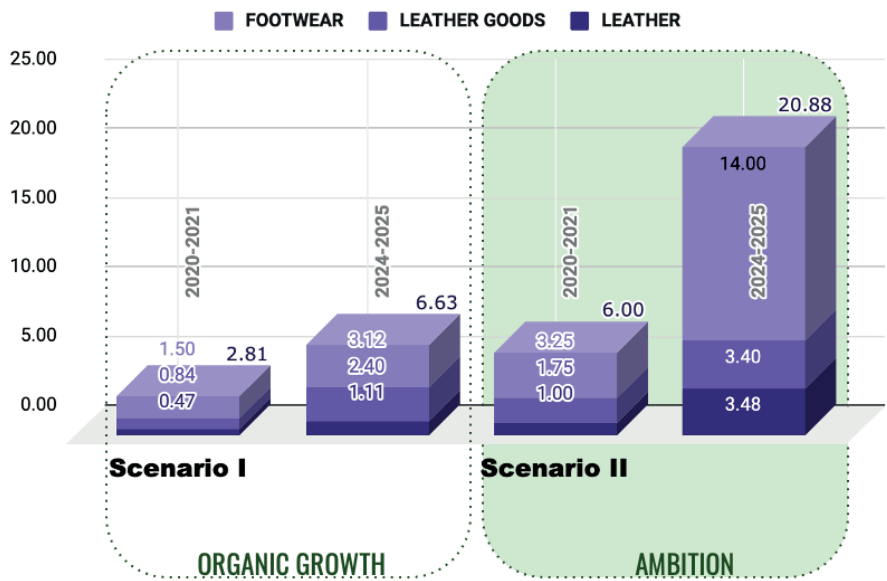
IN LAST 10 YEARS,

How many non-leather footwear factories are built compared to leather footwear? How many leather footwear factories have either converted or invested in non-leather footwear facility?

NUMBERS WILL SPEAK IT ALL.

Let's dig into the declining business of leather and leather footwear; This race of extinction is a global issue for leather footwear; it was not invited by the emerging sports footwear in Bangladesh. And I got a theory to share with you but before that, here are the most commonly discussed reasons of leather footwear demand-decline WW,

**5 Yr Export PLAN \$bn**



**Fashion & fast fashion:**

Trendy, ease of use & comfortable.

Life style:

Fitness and sports has become a part of daily routine.

Price point:

Leather products are way costlier than non-leather.

Competitive market:

Most of the countries are importer as well as exporter (producer).

Location of production:

Buyers are purchasing more and more 'CLOSER TO MARKET'

Environment:

Leather has a image of polluting environment; is it true?

Is it not wise to adapt with the market shift rather than sticking to traditions? What about a typewriters in 2021? Did not we adapt and embrace the solution of future? A solution accepted widely for the right reason?



WHAT IF WE DECIDED TO STICK TO TYPEWRITERS?

And this is the exact reality we are facing with our leather footwear sector; and we can't fight the natural shift of choices of this modern fast fashion market. An open world where users define the market not the producer any more. Customers are masters in real sense.

Let's talk about a theory fitting into our case of leather and footwear sector. Are you aware of S-CURVE?

In mature industries (Leather footwear industry?) firms may be at risk of "disruption" as new technologies, products and new business models emerge to satisfy customer needs more effectively (Fast fashion - non-leather footwear?).

Firms that don't "jump" the S-curve may be left behind by those who adopt the new ways of doing things and offering new products as per the need of the market.

The car disrupted the horse and carriage business and digital streaming disrupted music publishing.

If I consider our leather footwear industry as a single unit entity of mature industry and put all our competitor countries as our rival companies, the sad example of Kodak or Nokia fits in perfectly. They had every means to rule the market to stay as leaders; but they were out played by relatively new players as they were,

- **Too proud of themselves:** We are proud to be competitive forever!
- **Lack of vision:** Do we have a vision for our footwear industry; We live on 'today!'
- **Did not know what to do with their 'present product line':** What is our plan with Leather?
- **It's always difficult to move an 'elephant':** Whole industry to transform!

Time to take a call, time to decide to be a KODAK or a TESLA, to live in PRIDE OF PAST or SHAPING THE FUTURE?

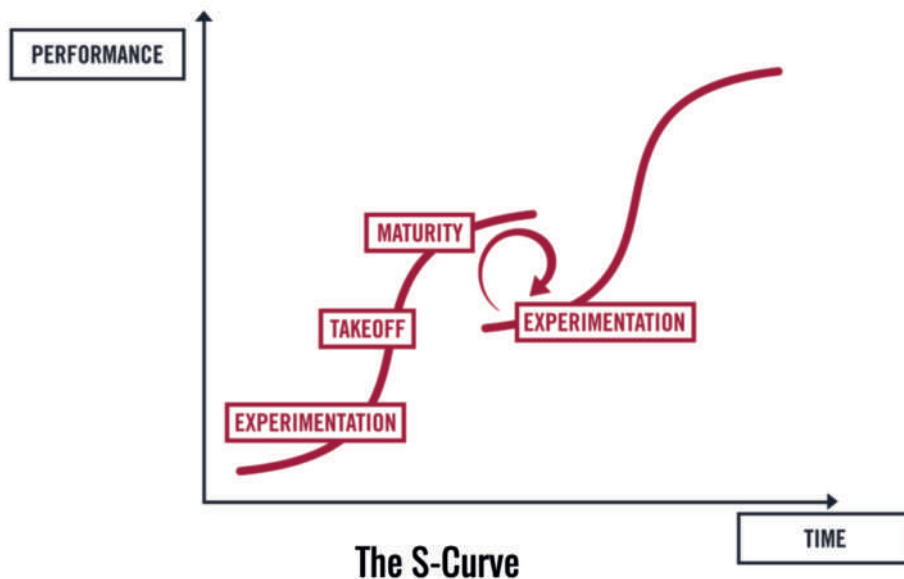
We need to make a decision quick enough to be in the race, THAT BETTER BE THE RIGHT ONE.

Source Referecne:

LEATHER EXPORT DATA:  
<https://www.lightcastlebd.com/insights/2019/05/bangladesh-leather-industry-from-hazaribagh-to-savar>

DEVELOPING LEATHER INDUSTRY:  
<https://www.adb.org/sites/default/files/publication/467956/adb-brief-102-bangladesh-leather-industry.pdf>

CONSUMER BEHAVIOR:  
[https://digitalcommons.odu.edu/cgi/viewcontent.cgi?article=1053&context=ots\\_masters\\_projects](https://digitalcommons.odu.edu/cgi/viewcontent.cgi?article=1053&context=ots_masters_projects)



LEATHER INDUSTRY IN BANGLADESH (HISTORY)  
<https://www.grin.com/document/416080>

WORLD FOOTWEAR  
<https://www.worldfootwear.com/news/bangladeshs-leather-industry-with-declining-quarter/5608.html>

RECOMMENDATION FOR BANGLADESH  
<https://www.fashionpress24.com/leather-footwear-sector-export-roadmap-of-bangladesh/>

SPORTS WEAR  
<https://www.statista.com/statistics/640867/favorite-sports-apparel-brands-of-us-consumers-by-gender/>

**Time to take a call, time to decide to be a KODAK or a TESLA, to live in PRIDE OF PAST or SHAPING THE FUTURE?**

**We need to make a decision quick enough to be in the race, THAT BETTER BE THE RIGHT ONE.**

About Author

**Hossain Tawhid Imam**

A manufacturing industry passionate working as STRATEGIC INDUSTRIAL BUYER with the responsibility to build and deploy worldwide mid and long-term purchasing strategy for Footwear Industrial Division of a Multinational Company.



## SHOES BEHIND MICHAEL JACKSON'S FAMOUS ANTI-GRAVITY DANCE MOVE

Nahid Bin Hasan

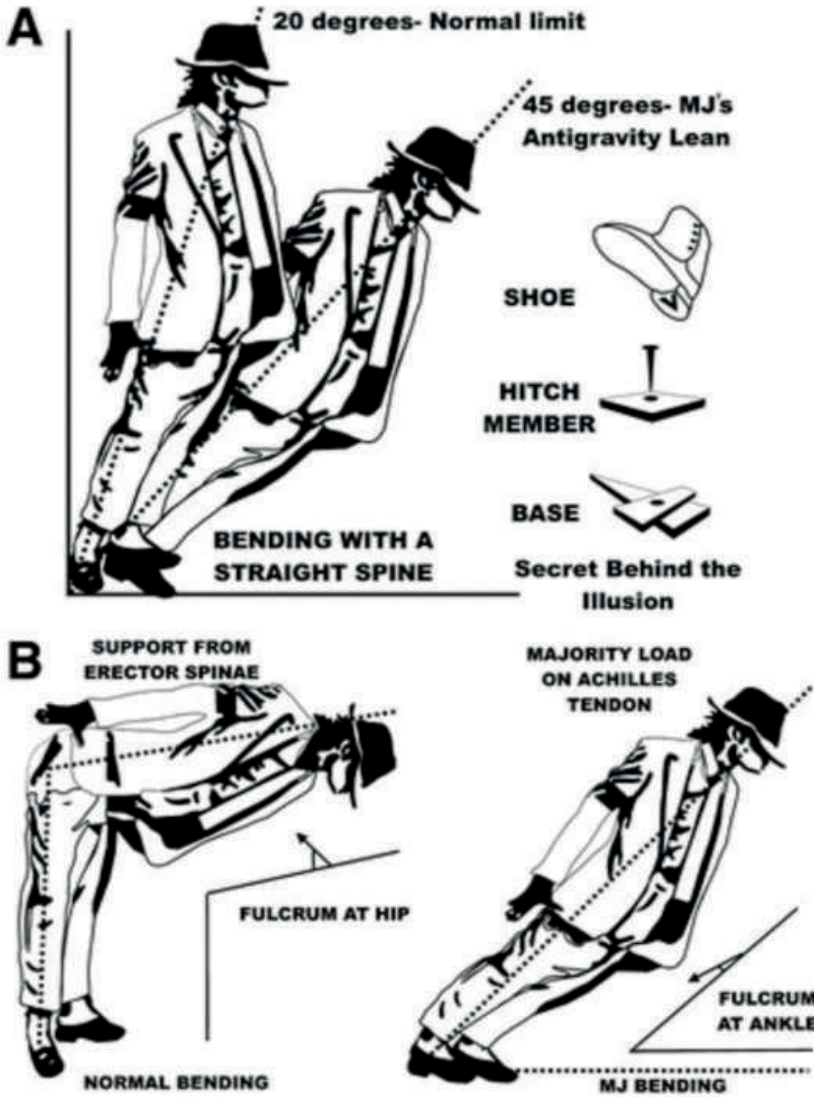
**T**here may have been a lot of controversy and speculation due to Michael Jackson's changing appearance, relationship, behavior and lifestyle but there is no doubt that Michael Jackson was and is the greatest influencing figure in music industry. His impact on dance has been remain powerful as always. Fans around the world have tried to imitate his smooth slides and spins, his racy crotch grab and pelvic thrust and, of course, his trademark moonwalk, with varying degrees of success.

But there's one move that stunned the watching world: the

gravity-defying tilt he debuted in his 1988 music video for Smooth Criminal. In one scene, Jackson and a few of his dancers lean forward 45 degrees, backs straight, feet flat upon the floor, and hold the pose until they return upright with little apparent effort.

"It's not really possible physically to do it," said neurosurgeon Dr. Nishant Yagnick, a longtime Jackson fan who practices at the Postgraduate Institute of Medical Education and Research in Chandigarh, India. "He was cheating gravity." (1)





The scientists added that despite the trick, MJ's physical abilities were highly commendable. The trio explained, "Even with specially designed footwear and the support of the hitch member, the move is incredibly hard to pull off, requiring athletic core strength from strengthened spinal muscles and lower-limb anti-gravity muscles." (3)

The design was patented by the two in 1992. But in 1996, an incident where the heel came loose nearly injured the pop star. It was reworked to be safer for future performances. Michael Jackson's shoes went on sale for \$USD 600,000 and are now displayed at the Hard Rock Cafe in Moscow. (4)

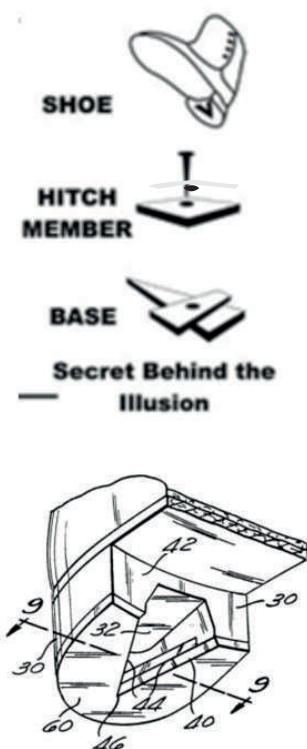
Source Reference:

1. Michael Jackson's Impossible Dance Move, Explained | UNRESERVED | Intelligence Is Sexy (unreservedmedia.com)
2. How did Michael Jackson challenge our understanding of spine biomechanics? in: Journal of Neurosurgery: Spine Volume 29 Issue 3 (2018) (thejn.org)
3. Scientists reveal secret behind Michael Jackson's 45-degree tilt (tribune.com.pk)
4. Michael Jackson Lean - The Secret Behind His Patented Shoes | New Idea Magazine

A: Drawings showing the "antigravity tilt" (> 45° forward bend), the dance move introduced by Michael Jackson, in comparison to the normal limit of a human tilt (20° forward bend), as well as the conceptualized shoe designed by MJ and coinventors. B: Shift of the fulcrum from the sacrum to the Achilles tendon in MJ's antigravity tilt. (2)

Now, let see how he cheated gravity?

In fact, Michael Jackson used 'anti-gravity shoes' that were specifically designed to recreate it on stage. Created in collaboration with MJ's costume designer Dennis Tompkins, Michael Jackson's 'lean shoes' had slots in the heels, which would then connect to a protruding 'peg' on the stage. Once the 'leaning shoes' were in place, bending forward 45 degrees goes from impossible to merely difficult.



Michael Jackson's patented shoe. Photo: United States Patent

# BANGLADESH EXPORT JUL 20-FEB 21 UPDATE

## LEATHER II LEATHER PRODUCTS II FOOTWEAR

(All Data Source: Export Promotion Bureau (EPB), Bangladesh)

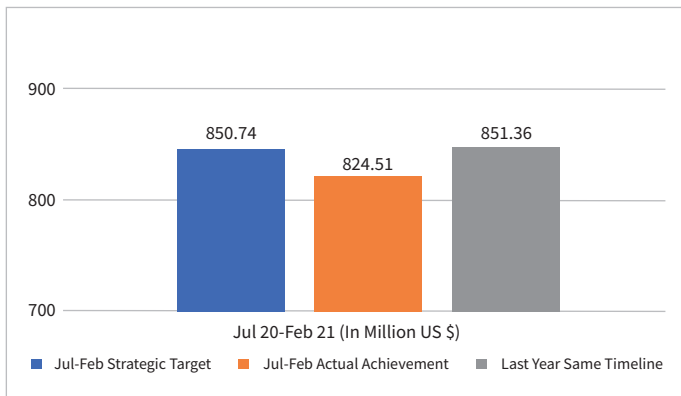


Fig 1: Leather Sector Export Result Jul-20 to Feb-21

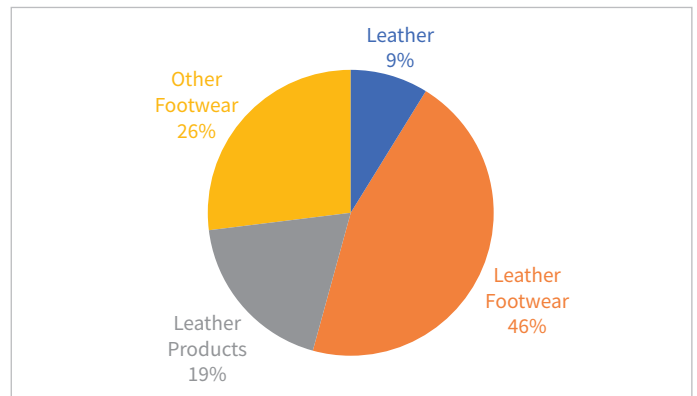
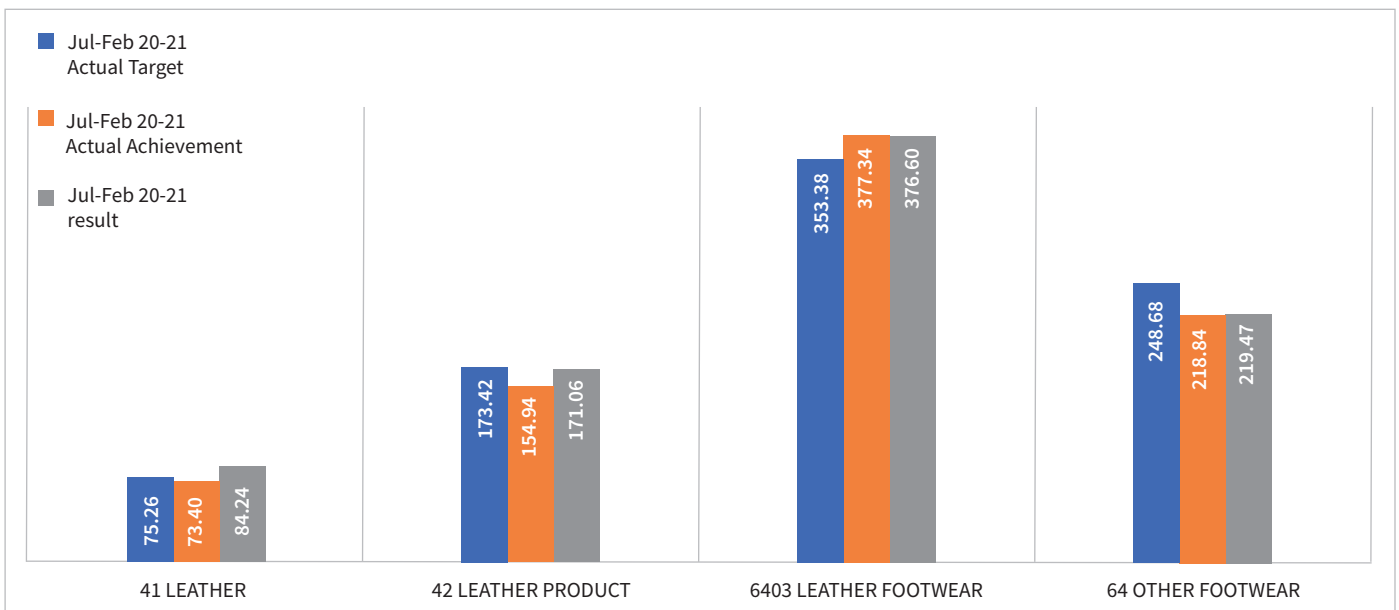


Fig 2: Percentage Share



Product	Jul-Feb 2020-21 Strategic Target	Jul-Feb 2020-21 Actual Achievement	Jul-Feb 2020-21 Result	% vs Target	% vs Last Year
41 Leather	75.26	73.40	84.24	-2.47%	-12.87%
42 Leather Product	173.42	154.94	171.06	-10.66%	-9.42%
6403 Leather Footwear	353.38	377.34	376.60	6.78%	0.20%
64 Other Footwear	248.68	218.84	219.47	-12.00%	-0.29%

Fig 3: JUL 20 to FEB-21 Bangladesh Export Result Leather, Leather Products, Leather Footwear & Other Footwear

**HS CODE 41 II LEATHER**

Bangladesh  
Export 20-21  
**JUL 20 – FEB 21**

**73.40**  
Million US\$

**-2.47%**  
VS Target

**-12.87%**  
VS Last year

**Top 5 Export Country (Jul 20-Feb 21)**

Country	Value in Mil\$	%
CN: China	34.8	47%
HK: Hong Kong	11.5	16%
IN: INDIA	5.1	7%
IT: Italy	5.1	7%
JP: Japan	3.1	4%
<b>Total</b>	<b>59.6</b>	<b>81%</b>

**HS CODE 42-43 II LEATHER PRODUCTS**

Bangladesh  
Export 20-21  
**JUL 20 – FEB 21**

**154.94**  
Million US\$

**-10.66%**  
VS Target

**-9.42%**  
VS Last year

**Top 5 Export Country (Jul 20-Feb 21)**

Country	Value in Mil\$	%
US: United States	38.4	25%
JP: Japan	34.9	23%
IN: India	16.8	11%
HK: Hong Kong	13.9	9%
BE: Belgium	11.0	7%
<b>Total</b>	<b>115.0</b>	<b>74%</b>

**HS CODE 6403 II LEATHER FOOTWEAR**

Bangladesh  
Export 20-21  
**JUL 20 – FEB 21**

**377.34**  
Million US\$

**+6.78%**  
VS Target

**+0.20%**  
VS Last year

**Top 5 Export Country (Jul 20-Feb 21)**

Country	Value in Mil\$	%
US: United States	134.2	36%
DE: Germany	46.7	12%
PL: Poland	34.0	9%
NL: Netherlands	31.0	8%
CA: Canada	24.9	7%
<b>Total</b>	<b>270.8</b>	<b>72%</b>

**HS CODE 64 II OTHERS FOOTWEAR**

Bangladesh  
Export 20-21  
**JUL 20 – FEB 21**

**218.84**  
Million US\$

**-12.0%**  
VS Target

**-0.29%**  
VS Last year

**Top 5 Export Country (Jul 20-Feb 21)**

Country	Value in Mil\$	%
ES: Spain	63.1	29%
FR: France	30.2	14%
PL: Poland	15.0	7%
NL: Netherlands	14.4	7%
IN: India	13.8	6%
<b>Total</b>	<b>136.5</b>	<b>62%</b>

**II DATA INTELLIGENCE II**

Data intelligence is an initiative of Footwear Exchange where collects, analyses and interprets footwear, leather and allied industry data on sourcing, supply chains, distribution, retail and technology





# BANGLADESH FOOTWEAR INDUSTRY AT CROSS ROADS

Vikash Bajargyan

**B**angladesh footwear industry is at an X crossroads and the next 2 years will define if Bangladesh can taste the same success from its footwear sector as it did from its Textile Sector. Last Year a pandemic brought things in perspective and existing problems to forefront while the data still is to be out if the first half is a benchmark then the leather footwear is in the red declining by > 16% compared to the previous year while Exports of other footwear increased by >20%.

## Bangladesh in the Footwear World

In order to bring this into perspective lets understand where Bangladesh is and the opportunity in front of it in the footwear sector.

As we can garner from table Bangladesh is in the Top 10 footwear production countries in the world but not even in the Top 10 in the Export market for Footwear (18th) mainly due to its manufacturing for domestic consumption and historical dependence on Leather footwear exports to Europe.

This aggravated by the Pandemic has put the industry in crossroads as the global demand for the leather footwear continues to decline and the Athleisure start is multi year dominance. We can see this with the growth and rise of footwear industry in Vietnam. There are only a few athleisure brands that source footwear from Bangladesh and there are several reasons for it which we will delve in to at a later stage.

The Bangladeshi footwear industry is one of the fastest growing in the world. The industry has benefited from a number of political support initiatives including the Leather and Leather Products Development Policy of 2019 which aims at promoting the industry and attracting foreign investment. Bangladesh's limited imports in 2019 came almost exclusively from China.

I have personally been lucky to have visited Bangladesh every year since 2005 and witness the growth and rise of the footwear industry while the growth has been amazing with the above tables. I think it would be clear to any one the huge opportunity that lies ahead of Bangladesh footwear Industry

and government to tap and become a top 10 exporter and like the garment industry be a force to be reckoned with.

So how can Bangladesh take its journey forward, let's take a look at its strengths and weaknesses:

TOP 10 FOOTWEAR PRODUCERS			
Rank	Country	Pairs ( Millions )	World Share
1	China	13475	55.50%
2	India	2600	10.70%
3	Vietnam	1400	5.80%
4	Indonesia	1228	5.10%
5	Brazil	908	3.70%
6	Turkey	535	2.20%
7	Pakistan	481	2.00%
8	Bangladesh	407	1.70%
9	Mexico	251	1.00%
10	Italy	179	0.70%

TOP 10 FOOTWEAR EXPORTERS			
Rank	Country	Pairs ( Millions )	World Share
1	China	9542	63.60%
2	Vietnam	1419	9.50%
3	Indonesia	427	2.80%
4	Germany	350	2.30%
5	India	286	1.90%
6	Trukey	275	1.80%
7	Belgium	269	1.80%
8	Italy	201	1.30%
9	Netherlands	183	1.20%
10	Cambodia	165	1.10%

### Strengths:

1. Worldwide demand for good quality & cheaper Footwear products
2. The flexible labour market for continuous improvement & growth
3. Local tannery supplier for leather needs
4. Having export relation with > 150 countries
5. Socially & environmentally compliant factories

### Weaknesses:

1. Lack of technology-oriented types of machinery & production system in the footwear industry
2. Unable to go with the flow of product diversification & short lead time (Dependent on Leather footwear)
3. Lack of forecasting & hypothetical analysis of order taking.
4. Dependency on some very specific buyer order leads to the low FOB price
5. Higher bank interest & insurance policy

BANGLADESH FOOTWEAR INDUSTRY					
	Value		Quantity		Price
	Millions USD	World Rank	Millions Pairs	World Rank	USD
Exports	1067	17	79	18	\$13.52
Imports	74	96	22	80	\$3.44
Production			407	8	
Consumption			350	13	

### Why Bangladesh government needs to focus on the footwear Sector?

As per industry estimates the sector has the capacity to generate 250 jobs for every investment of BDT 10 Million & for every 1000 pairs produced and sold a potential to create 425 jobs spanning manufacturing, allied industries, and retail.

So now let's imagine the potential millions of pairs = 425000 people employed and this has a snowball effect on the Economy and people's lives. Like there has been a success in Bangladesh in the textile sector and deeper approach in promoting and attracting investment would uplift and support the economic development of Bangladesh.

### The Demand Drivers

#### 1. The rise of Athleisure

With the pandemic changing consumer lifestyle alongside increasing consciousness towards fitness is pushing the demand for athleisure footwear to new heights. The global athleisure footwear market is valued at USD 114.8 Bn by 2022, growing at a CAGR of 2.1 per cent during the forecast period

2016 – 2022. Presence of prominent players such as Nike, Adidas, PUMA, Decathlon, Reebok, Asics Corporation have further fuelled the growth of the athletic footwear market size by sales expansion through online channels, innovative product launches, and attractive marketing and promotional strategies.

#### 2. Decrease in Leather production

Leather is being consistently replaced by non-leathers material due to increasing awareness about sustainability and leather being relatively more expensive material. Going forward, the usage in leather is going to be restricted for mostly niche products. This is where Bangladesh has historically been dependent upon in footwear exports.

#### 3. Emergence of organize retail in Asia

The retail market in Asia has undergone a major transformation and witnessed tremendous growth in the last 10 years. Factors that make Asia so attractive include its large population, a middle-class of 2.5 Bn people, increasing urbanisation, rising household incomes, connected rural consumers and increasing consumer spending. Apparel and footwear brands in the continent are exhibiting a growing consciousness about their retail presence. The brands are looking to tap the emerging opportunities available in tier-2 and 3 Cities and Country markets. So, this rise gives Bangladesh a unique opportunity to produce for Asia and look for brands and customers in Asia instead of the tradition EU / US markets. Bangladesh itself included to cater to the growing needs.

There are others that we can look in to the above are enough to give a snapshot of why and where the footwear sector needs to be transformed now we move the most important question what needs to be done.

#### Lack on Supply of Footwear Components

The ongoing coronavirus pandemic across the globe is severely affecting the production, import, and export of leather and non-leather footwear, which, in turn, is anticipated to negatively affect the growth of the global market. Supply of raw material imports such as laces, shoe lining, buckles, ornaments, insoles, outsoles, cellulose board, shank board, foam and packing material from China had stopped for a period.

As Bangladesh imports > 50% of its footwear components it is important to get the components localized with local investment or investment from outside. The government needs to incentivize manufacturing of raw material and

## INSIGHT

footwear components through change in policies for reducing import dependence and help in reducing the overall manufacturing costs.

Few actions that can facilitate this are

- Bonded Warehouse stock and sales facility to (as in other Asian countries)
- Reduction of Duty on footwear components
- Special Promotion and investment vehicle approval for footwear components

### Infrastructure and Scale:

One of the biggest challenges faced by the sector is the small size of production units and fragmented nature of manufacturing. This makes it difficult for the domestic industry to reap the benefits that large economies of scale have to offer. The bigger size of companies would also allow for investment in technologies which would allow them to tap into higher value-added items. There is a need for robust infrastructure development which can be done through the development of leather and footwear products complex with plug and play facilities ready for factories to move in.

It would be the key to improve the lead times which would allow Bangladesh to be globally more competitive. This would also involve investments in improvement of inland logistics through infrastructural development in roads and ports. Furthermore, there are very few 'Very Large Capacity Containers' (VLCC) that come to Bangladesh ports to load cargo and thus, exports must be trans-shipped through Colombo which increases costs.

### Skilling the Skilled:

One of the youngest countries in the world, Bangladesh has the advantage of a productive workforce owing to its promising demographic profit. Bangladesh's footwear industry has the lowest cost structure in terms of labour in the world, making it highly competitive in this segment. However, entry-level operators, cutters, stitchers, skivers, finishers have limited knowledge on machine handling and troubleshooting aspects, directly affecting productivity since training provided to process line workers is time consuming and eats into the production time. There is a need to extend financial support formulate skilling of shop floor workers. A separate scheme for training qualified industrial engineers with defined minimum qualifications for implementing modern industrial engineering techniques on shop floors may be introduced.

### Collaboration between the government and Industry for Skill Development:

There should be investments in improving skills as a collaborative effort between the private sector and the

Country	Logistic Cost (\$/KM road transport)	Time Taken At Port for customs and clearance (days)	Time Taken for shipping from port to US east coast (days)
China	2.4-2.5	1.5	14
Vietnam	7.0	6	14
Bangladesh	3.9	10	21

government. Abundant availability of trained and certified manpower should become the norm and efforts must be made to achieve per man hour, per machine output in terms of quality and quantity of the levels prevailing in competing countries. Existing skill development initiatives through educational institution should be appropriately scaled up in partnership with the industry along with putting in place a credible mechanism for assessing quality and productivity of workers to hold them more accountable.

Bangladesh has witnessed a boom in entrepreneurial spirit with fresh graduates from various institutes opting for entrepreneurship. The government needs to work with various entrepreneurship development institutes for initiating courses on entrepreneurship in footwear manufacturing and designing. This would help in creating a pool of energetic youth transforming the sector. Introduction of specific courses in various educational institutions may also hold the key to ensure that we have abundant workforce with specialised skills required for footwear manufacturing, designing, and retailing.

### Building Brand BANGLADESH

The nature of the footwear industry in Bangladesh is highly fragmented, comprising mainly of MSME players which are often unable to give due importance to marketing and branding activities unlike the large players such as NIKE, PUMA, ADIDAS and others, that place major emphasis on strategic branding. At a company level, low marketing budgets result in ineffective and short-term marketing campaigns which do not go beyond generating awareness. Hence, it is imperative to create a larger 'Brand Bangladesh' that can subsume the marketing activities of such MSME players in the footwear industry.

To change the perception of quality associated with Bangladesh footwear, marketing efforts must be made to showcase India as a manufacturing destination for quality products at competitive prices. Stepping up execution of "Made in Bangladesh" branding through co-funding would expand the attributes such as sustainability, which both global as well as domestic buyers, value. Investing in "go-to-market" strategies by supporting the exporters to participate in large global trade events of a significant scale would allow Bangladesh players to create 'Brand Bangladesh' and collectively create a place in the Global Ecosystem.

Source Reference:

1. World Footwear Report 2020
2. Economic Suvey

About Author

**Vikash Bajargyan**

Currently working as Regional Sales Director - Asia at Texon International Group Limited. Prior to join Texon, Vikash Vajargyan has worked Decathlon International.



# My5

Five Principles that I follow in my life  
by Mir Asadur Rahman

“ All career paths come with pros and cons, everyone know that. But when anyone know what matters most to themselves, they can be sure that they are choosing the right career path. Guiding principles help anyone to stay focused on what's important and keep in alignment with our values even when the herd is pushing a different way. In My5, we would like to share what principles a successful someone follow. ”



## 1 Maintain Emotional Balance

Our emotions let us know when we need to support our colleagues, our friends and family; it also pushes us fight for others, for our family, colleagues and sometimes it tells us when we need to leave a situation. Feeling our emotions is part of survival and can lead to living a more fulfilled life. Having emotional balance helps us to attain flexibility and promotes stabilization between our mind and body.

## 2 Acknowledge mistakes and learn from it

Making mistakes allows you to learn what you value, what you like, what you don't want, and what you don't need. When you shift your mindset, it allows you to understand that there are no mistakes, only lessons and learning opportunities. Admitting when you are wrong builds trust and shows integrity. Taking responsibility demonstrates that you are on top of issue and value integrity over the easier paths of laying blame or hoping their mistake won't be exposed.

## 3 Be Proactive

Being proactive can help us to be more relaxed, prepared, and in control, as we are able to establish precautionary steps for potential situations. When anyone is proactive at work, he or she is doing things to improve his or her work and make positive changes. Proactive people tend to feel more energized and alive.

## 4 Sense of purpose

Purpose can guide life decisions, influence behavior, shape goals, offer a sense of direction, and create meaning. It is important to know that Sense of Purpose not only helps you to find and do things that add meaning to your life, it also helps when things go wrong. A healthy Sense of Purpose helps you to put those events in perspective, to refocus on the things that are meaningful to you, and to move ahead and enjoy life.

## 5 Stop making excuse

Generally, excuses reduce motivation because they tend to blame others rather than ourselves. The problem with finding excuses is that this bad habit can hold you back, which means that you may never reach your financial or life goals. You're giving up before you've even begun.

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# ELEMENTS TO ENSURE DURABLE SEAM FOR FOOTWEAR AND LEATHER PRODUCTS

Ariful Islam Mim

Stitching is a complex process that allows to join two layers of material by passing through a needle and thread. The seam joining of two or more pieces is accomplished by means of a flexible element (thread, cord, string) that passes through the holes made by a working device (the sewing needle in the case of sewing machines for uppers). The seam maintains the integrity of the joined pieces at various stresses both in the manufacturing process and during the use of the product.

The priority in stitching is to get a durable seam. In addition to strength, the aesthetic of the seam, influenced by fashion and trends, is becoming more and more important. Seam construction involves many elements, all of which are critical to correct functioning of the seam in service. These elements include

- the stitching machine,
- the material being sewn, must be of the correct specifications for the product
- the size and type of thread, must be correct
- the size and type of needle, must be of the correct size and type for the product and used at the optimum stitch density.

### The Stitching Machine:

The stitching machine must of course be regularly maintained, and settings adjusted each time they are used for different types of work.

### The material used for product

The materials being sewn is very important for stitching management. Correlation between materials used for upper, usage of appropriate needle types and right choice of threads are very important to ensure durable seam. Ideally, broader materials type that we used are Leather, Fabric (both knitted and woven) and artificial leather or synthetics.

### The size and type of thread




There are different types of threads using widely in footwear and leather goods industry. They have different specification and uses as per need of product.

Type of Machine	Name of Machine
Multipurpose Machine	Flat bed Stitching Machine
	Post bed Stitching Machine
Special Purpose Machine	Cylinder Arm Stitching Machine
	Zigzag stitching machine
	Heavy Stitching machine
	Automatic Machine

### The size and type of needle:

The choice of needle size depends on the material, the number of layers as well as the sewing thread. Material combinations and the characteristics of the different materials are of great importance. Only the right needle size for the occasion ensures undisturbed and high-quality sewing.

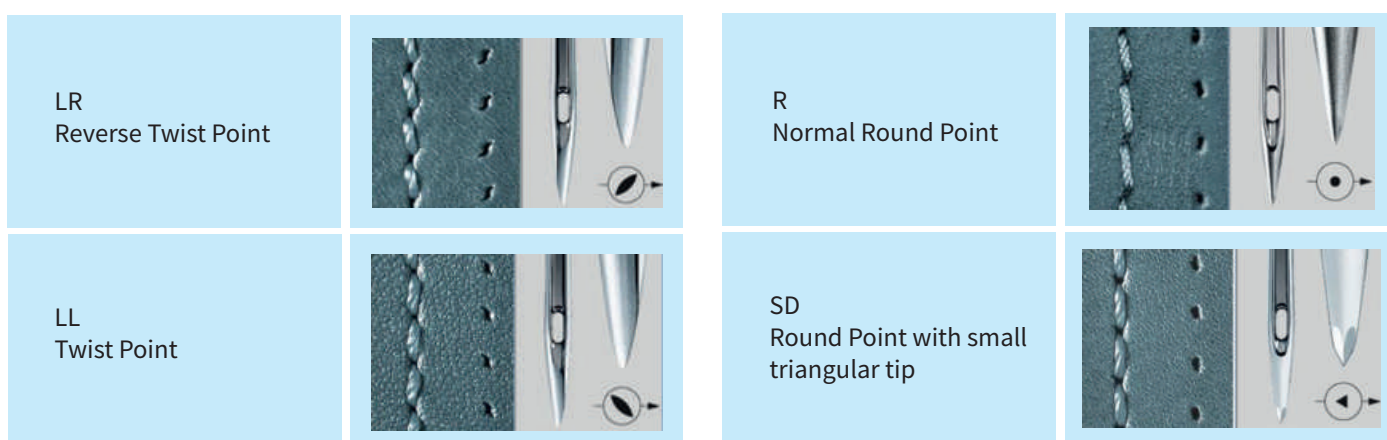
For a smooth production process, the right choice of point style is as important as needle size. For the sewing of knitted and other fabrics round and ball points are used in practice. The shoe industry uses the normal round point “R” and the light ball point “S”.

Type of Threads	Picture	Uses
Continuous Filament (CF) Threads		Made from Synthetic materials. High level of strength, elasticity and flexibility. Could melt by heat, can be avoided by using a thin layer.
Staple or Spun Fibre		Made from either synthetic or natural materials. Good heat resistance and stitchability. Weaker than CF threads.
Corespun Thread		Is combination of CF and spun threads. Each ply of thread has a continuous filament surrounded by spun fibre.



For sewing leather and laminated leather, mostly cutting points but also round points are used. This depends on the number of layers and the consistency of the leather.

Depending on material structure and number of layers, round or small cutting points should be used for sewing faux leather and laminated faux leather.



**Relationship between materials type, needle and thread size:**

Material	Type	Needle Size		Thread size, measured in TEX*		
		NM	Symbol	Cotton	Silk	Synthetic
Woven Fabric		0.60-1.40	60-140	-	-	-
Knitted Fabric		0.60-0.80	60-80	-	-	-
Leather	Goat leather, velour	0.60	60	85/3	80/3	120/3
	Pressed or patent leather	0.70	70	60/3	80/3	100/3
	Swine leather	0.75	75	60/3	80/3	70/3
	Leathers with thickness less than 1 mm	0.80	80	60/3	80/3	70/3
	Leathers with thickness more than 1 mm	0.90	90	40/3	60/3	50/3
	Heavy leather	1.15	115	54/3*3	-	30/3

Tex = Unit of size 1 g/1000 m (e.g. 75 tex = 1000 m yarn weigh 75 g)

Source Reference:  
SATRA Bulletin,  
Technical Sewing information for Shoes and footwear by SCHMETZ  
Different stitching manual



# WHERE BANGLADESH LEATHER, FOOTWEAR AND LEATHER GOODS EXPORT INDUSTRY LOCATED?

Footwear Exchange Desk

## Disclaimer:

In this report, Footwear Exchange research team analyses different location of Bangladesh Leather, footwear and leather-goods export industries. All information contained herein is obtained by footwear exchange from sources believed by it to be accurate and reliable. Because of the possibility of human or mechanical error as well as other factors, however, all information contained herein “As IS” without warranty of any kind.

## Leather Industry Segment

The major leather production hub of Bangladesh has been in Dhaka, moved from Hazaribagh to the industrial park in Savar. The Hazaribagh area in Dhaka was primarily the central hub of tanneries with 220 tanneries operating for processing raw hide into processed leather. Due to environmental concerns, based on High Court order, the government removed power and gas connections of tanneries in Hazaribagh and relocated the tanneries to the purpose-built Savar Industrial leather park. The Savar Industrial Park has the capacity of 205 industrial plots under six categories. As of now, 155 factories have shifted to the park. <sup>(1)</sup>

Besides Dhaka, many tanneries of Chattogram which once made brisk business and contributed to the economy of the country have now been compelled to wind up their businesses. According to the tanners, once there were a total of 18 tanneries in Chattogram before 1971. After the liberation of Bangladesh, the tanneries witnessed a boom and the number rose to 21. Of the 21 leather manufacturing industries, only two enterprises - Madina Tannery and Riff Leather Ltd (now closed for environmental issue) managed to survive in Chattogram. <sup>(2)</sup>

And there is a tannery called SAF Leather Ltd, the located in Jessore District, Khulna Division.

Apart of Tannery, currently some 600 SMEs offer peripheral services to the sector in the area, mostly located in Dhaka. <sup>(3)</sup>

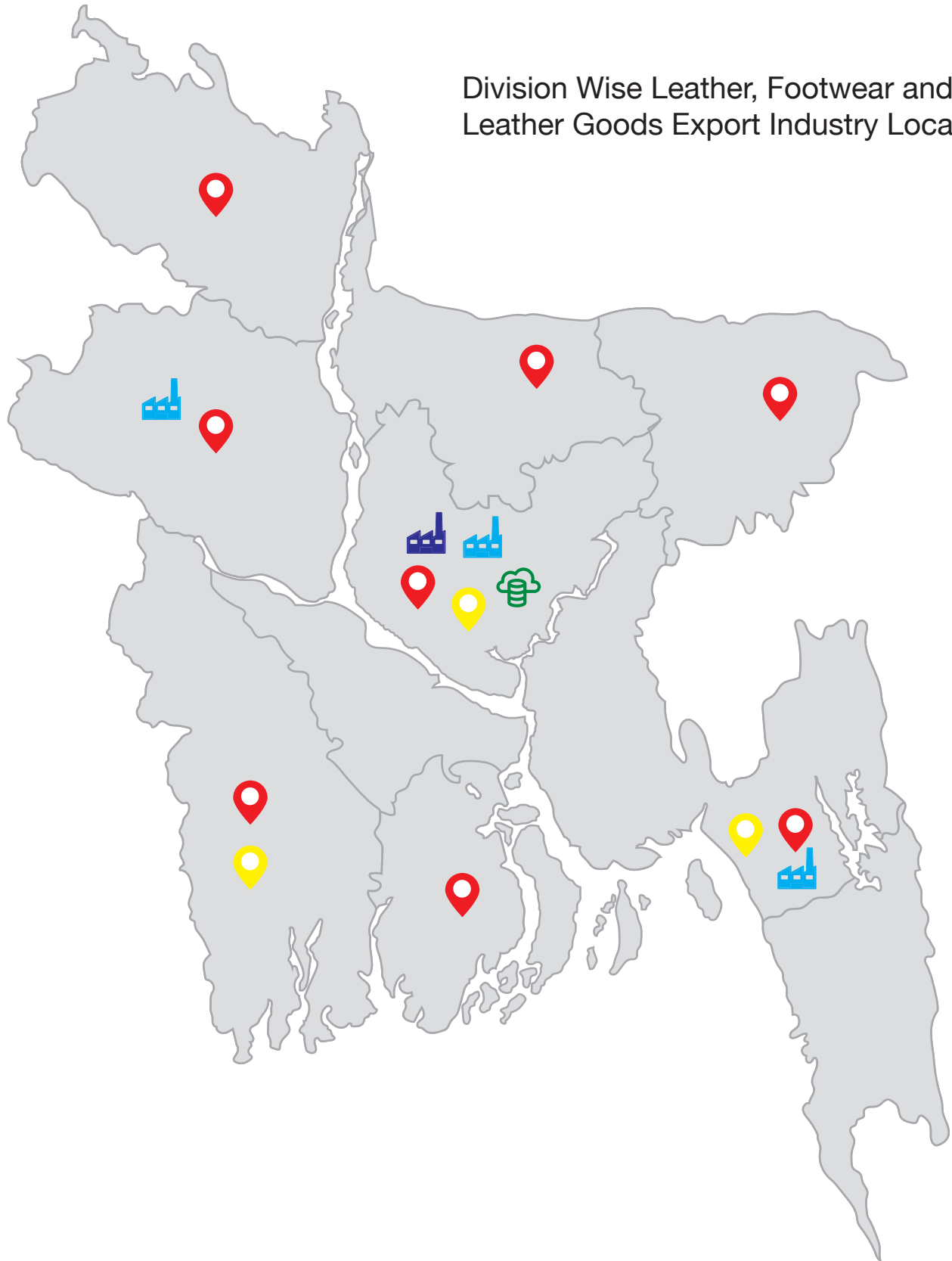
Additionally, in order to strengthen the sector and boosting the export earnings, Bangladesh Small and Cottage Industries Corporation (BSCIC) has taken an initiative to set up three footwear and leather goods industrial parks in the country. The parks are projected to be set up at Puthia in Rajshahi, adjacent area of Savar tannery industrial estate and Mirersarai Industrial Park in Chattogram. <sup>(4)</sup>

## Footwear and Leather Goods Industry Segment

As Bangladesh footwear and leather goods industry primarily established as leather industry bi-product, the major footwear and leather goods production hub of Bangladesh also located in Dhaka. According to Footwear and leather goods exporter list published by Bangladesh Export Promotion Bureau, Out of 178 exporters 166 factories (93% in share) of footwear and leather goods industry are located in Dhaka and Chattogram Division. Besides Dhaka and Chattogram division, there are 4 factories location in Mymensingh, 3 in Khulna, 2 in Barishal and each for Rajshahi, Rangpur and Sylhet division. <sup>(5)</sup>

Apart of export industry location, most of the Bangladeshi leather goods manufacturers are small to medium-sized enterprises. These SMEs work-force range is 30-120 in most case. They are in different areas in Bangladesh, there are 2 clusters well recognised. One is Bhairab and Kishoreganj and another Old Dhaka: Kotuali Thana, Siddik Bazar, Bokshi Bazar, Kamrangirchar

## Division Wise Leather, Footwear and Leather Goods Export Industry Location



**Shoe Cluster**

- 1. Bhairab, Kishoreganj
- 2. Old Dhaka



**Leather Tannery**



**Footwear & Leather Goods Industry**



**BSCIC Industrial Park (Proposed)**

- 1. Puthia, Rajshahi
- 2. Mirersarai, Chattogram
- 3. Adjacent Area of Savar Tannery Estate.

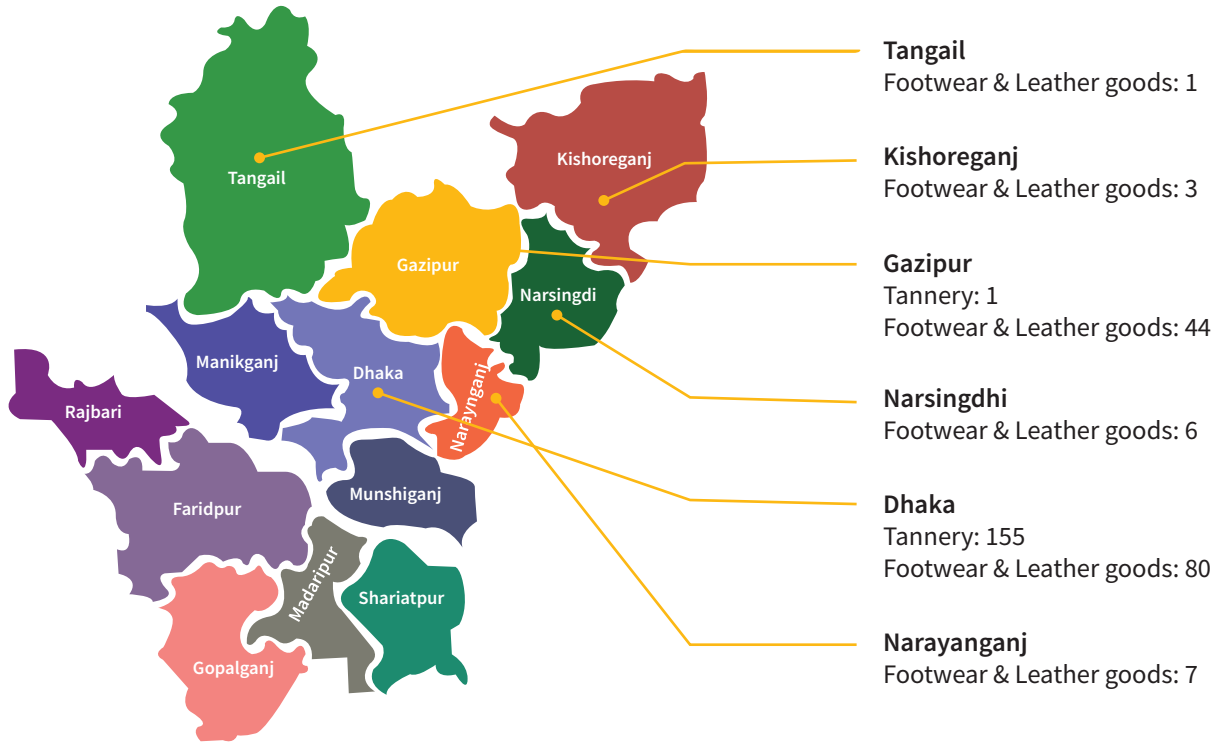


**BSCIC Industrial Park (Tannery Estate)**

- 1. Savar, Dhaka

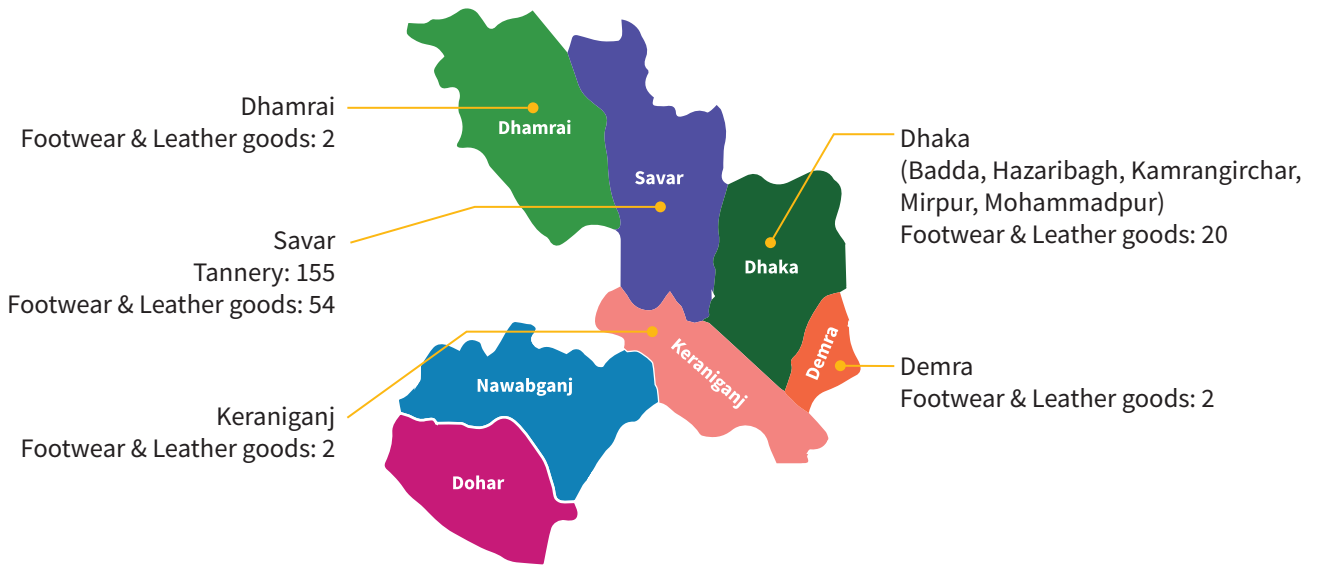
**Division Wise**

In Dhaka Division, Most of the factories are in Savar Upazila of Dhaka District and Gazipur District. Out of 141 listed footwear and leather goods factories, 98 factory located in this area. All the 155 tanneries (except Apex Footwear Tannery Unit) are in Savar Upazila.



Dhaka Division Leather Sector Map

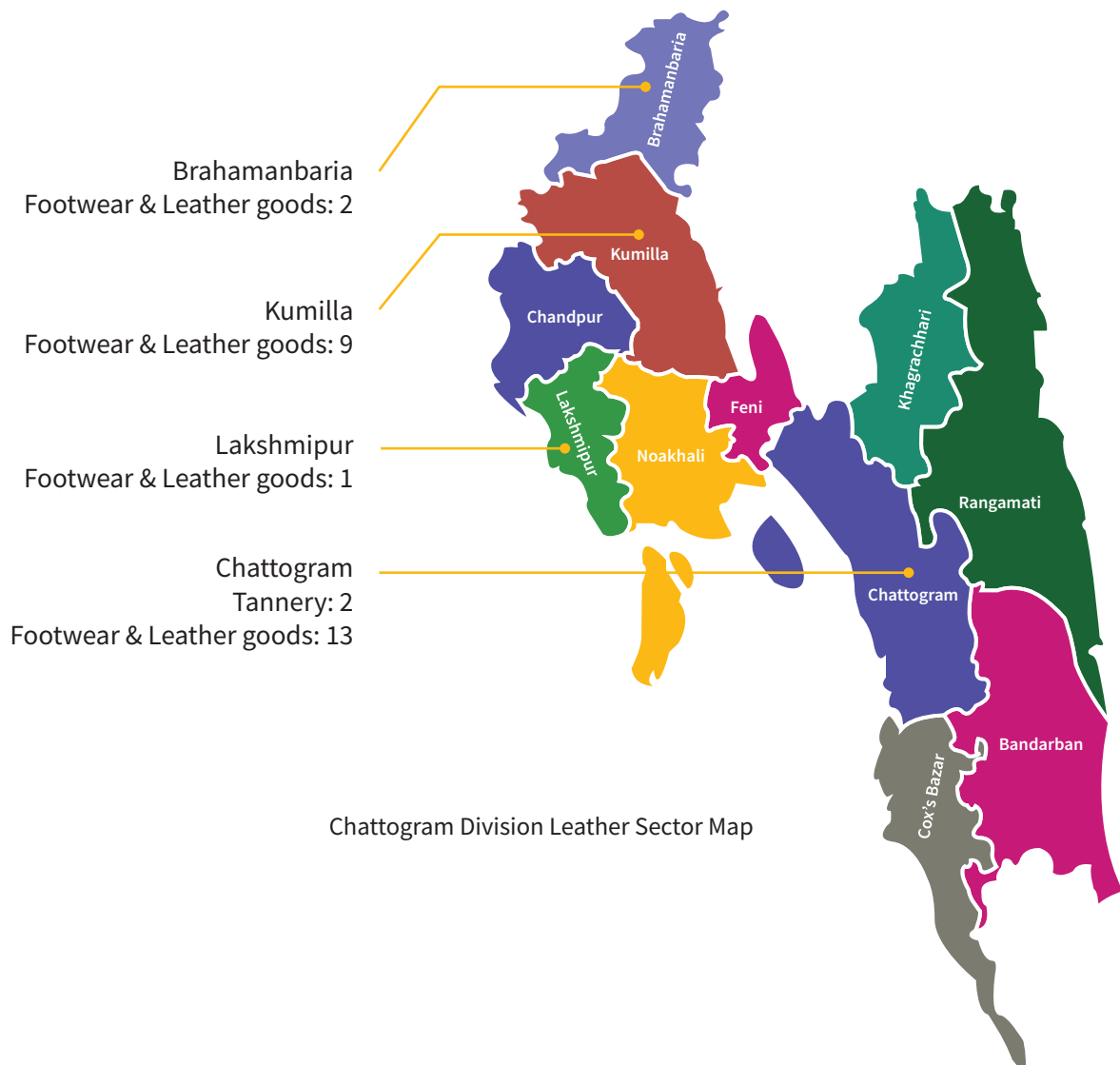
In **Dhaka District**, most of the factories are in Savar Upazila. Tanneries are in BSCIC Tannery Industrial Estate, Hemayetpur. There are some footwear and leather goods factory also in Hemayetpur Area. Others are in Asulia, Ziraboo, Baipail Union.



Dhaka District Leather Sector Map



In **Chattogram Division**, most of the factories are in Chattogram and Kumilla District. There are some factories located in Chattogram EPZ and Kumilla EPZ. Youngone Group invested shoe factory in Korean EPZ Anwara, Chattogram, claimed as only eco-friendly EPZ in the country.



#### WHY INVEST IN LEATHER FOOTWEAR AND LEATHER GOODS SECTOR?

- Bangladesh has a large domestic raw material base and strongly moved towards environmentally sustainable production of processed rawhide and leather products.
- Availability of a young, skilled and semi-skilled labour force and qualified leather technologists.
- Can utilize tariff-free access to the European Union (through the EU's Generalized System of Preferences, GSP), Canada, Australia and Japan. Bangladesh also enjoys DFQF in major Asian markets such as China, Turkey, and in some Latin American Countries.
- Emerging as a sourcing hub for leather goods and footwear.
- Giant leather export countries such as China, are shifting their production units in Bangladesh due to increasing production cost.
- Almost 90% value addition is possible.
- The Government is establishing a state-of-the-art DESIGN & TECHNOLOGY CENTER.
- Bangladesh leather sector aspires to be the next apparel (RMG) industry for Bangladesh, which is the world's second largest apparel producer.

#### Source Reference:

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2. Ctg tanneries in doldrums, The Independent. Accessible at: <https://www.theindependentbd.com/post/11063>
3. Impact of COVID-19 Pandemic on Leather and Footwear SMEs. Accessible at: <https://www.lightcastlebd.com/insights/2020/10/the-impact-of-covid-19-pandemic-on-leather-and-footwear-smes>
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5. Exporters Database: Exporter List (Goods). Leather and Leather Goods Exporters. Accessible at: [http://epb.gov.bd/site/files/aca7df47-0d5b-4ebb-84eb-427907272ac6b0/Exporter-List-\(Goods\)](http://epb.gov.bd/site/files/aca7df47-0d5b-4ebb-84eb-427907272ac6b0/Exporter-List-(Goods))
6. INVESTMENT PROSPECTS IN BANGLADESH LEATHER SECTOR Third Edition

# DISTANCE QUALITY MANAGEMENT (DQM)- A NEW NORMAL FOR NOW & FUTURE

Shaikh Mahabub-ul Islam

Emerging from the Pandemic to business in the “New Normal”, the main challenge become to know, how the end customer has changed & what they want. From few surveys of different organization, it has been found that the buying pattern is shifting from Physical stores to Virtual, where the end customer has the flexibility to return the goods & claim the defects. It means they can change the product, if it does not match with the picture they have seen online or have any dissatisfaction on quality. As a result, the quality is getting higher priority.

From manufacturing to retail, companies are now facing

To secure the specific/random Sample from production, buyer can use Special type of Pack/Envelope/Seal etc. During the virtual visit (using messenger app) to the factory, the QA may ask for a sample which is packed with the specific shared package. Its sealed and shared to 3rd party Lab for Random testing.

Regarding the Quality Controlling (QC), the process can be followed up over messenger (Online app.) Like: Trial Run, Pre-production meeting, Initial Inspection can be done by Video meeting.

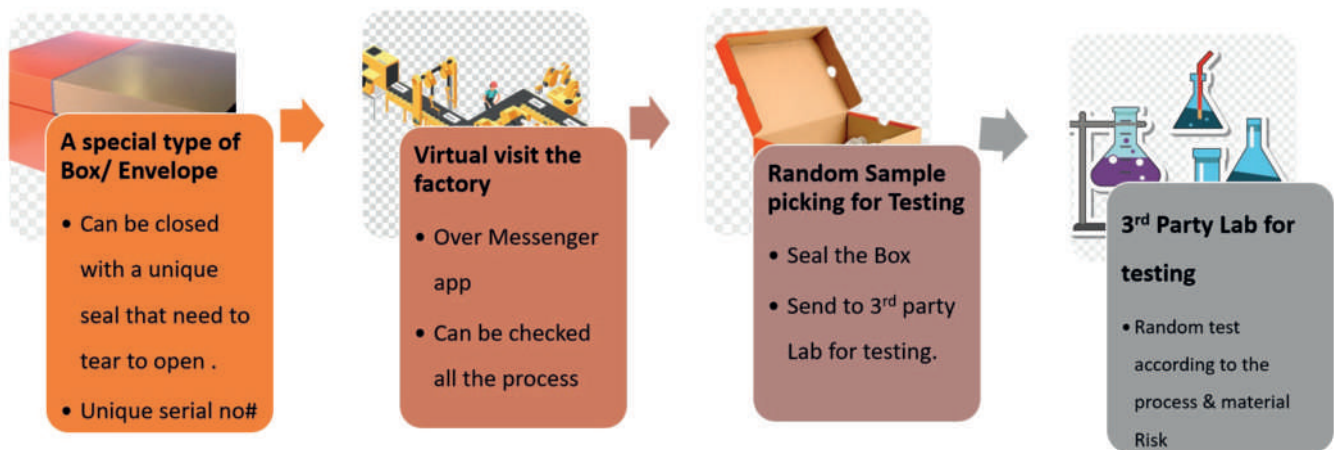


Fig1: Process flowchart to do Random checking of goods.

unprecedented challenges in creating a safe work environment that can still deliver quality goods. Different organizations/ people are trying to find out their own solutions for it. Among the solutions some are giving better result, and some are not.

As the Physical Quality Management (QM) has become challenging, the customer is planning for short term and long term quality management approach.

**1) Short term:** During the Pandemic situation, the factories that are difficult to visit due to travel or any other issue can be managed as below:

The Quality Assurance (QA) part can manage by risk assessment according to product, material source, capability, process etc. that is shared to the factory and the samples are checked with 3rd party Lab. In this regard a risk matrix can be developed accordingly that will help QA to identify the priority risks to secure. According to the risk the QA can take initiative to reduce the defects.

Even, during the inspection the Specific Shoe Box can be used to collect Sample to check physically that will be sent by the factory. Also, multiple Camera can be used to check from different angle as well as the room condition.

**2) Long term:** Need to develop the Quality management process for the factory that will understand the quality standards / the expectations. To develop such system may need to change few traditional concepts of the factory, Like:

- a) Mindset of the top management.
- b) Experience about the QM.
- c) Knowledge about the quality standards .
- d) The Culture/ Practices for QM
- e) Willingness etc...

**a. Management Mind set:** Traditional mind set need to be replaced with the modern concept. In traditional concept about the Quality Management is, it increase cost, reduce productivity, creates conflict etc...(Fig:02)

The factory management need to see impact of the poor

quality from the real viewpoint instead of conventional. From the traditional view the impact shows very less (Fig:03) as the floating part of an ice berg. But the real impact is like a full ice berg.



Fig2: Traditional Concept Vs Modern concept of Top management of a footwear factory.

Need to distribute the findings to all the team to improve their idea that creates impact on the customer. (Fig: 03)

Many factories believe that “The relation between the Productivity & Quality is inversely proportional”. In the modern concept its totally reverse. All the existing team need to understand it.

**b. Willingness of the Production team:** Team should have the willingness to achieve the quality through the teamwork with the Quality Management Team. In this regard the Top management should take initiative to motivate the executive management.

**c. Technology adaptation:** There is always scope of improvement which need to understand by everyone in the factory. There is always an option for each different operation. Need to verify the best option to get better output / quality (Like: IE implementation, automation, DFMEA, CTQ etc.). Conventional thinker does not agree to accept the new technology very easily.

**d. Manpower & Process development:** Traditional management do not emphasize on the manpower development. But the Right manpower gives the right quality with proper productivity. There are 2 part for Quality management.

### The QA can be used through developing:

1. Internal Lab that will help the factory to justify the result of regular manufacturing operations. Like: Bonding, Color fastness, Aging, Flexing etc...

2. Risk matrix according to material & different operation that helps to find out the focusing area for the procurement & production team. Like:

a. The unauthentic material source needs to check properly.

b. The process which is new for the factory need to focus by the responsible

3. QA team development that will have the knowledge to analyses the risk according to the construction of the product.

4. Daily basis activities guideline of the QA team that will secure batch wise production in respect of quality. Etc.

### The QC can be utilized by developing:

1. Online Video Inspection that will help to understand the production standard. Special box / tag / seal can be sent earlier the inspection, for any confusion the sample can be send to buyer to check physically.

2. Product Audit that will create awareness among the team to follow the SOP.

3. 3rd party Inspection which is used to check the random inspection.

4. Develop factory to do self-inspection. By this way factories quality inspector can understand the standard level of the customer & distribute among the production team.

5. Customer Claim Analysis. Through this, the factory can improve/ secure the mistakes.

6. Combining different methods.

7. Develop Operators to do self-inspection of own operations.

Finally, it is found that to do the Distance View management of Quality need to develop the working & thinking process of the factories. That will secure the product in absence of the buyer or customer which is called self-reliant supplier.

### About Author

**Shaikh Mahabub-ul Islam**

A quality expert, working in a multinational Company.

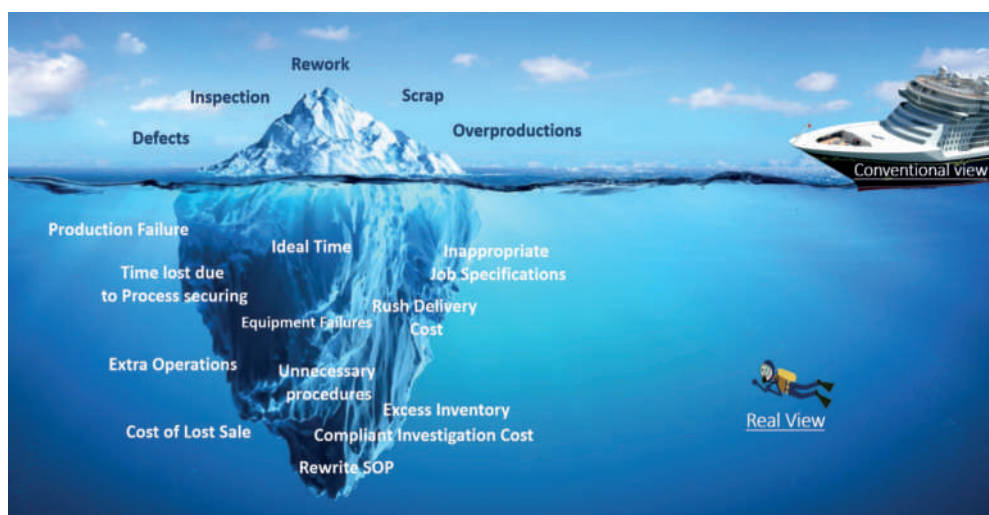


Fig3: Traditional View Vs Real view of poor quality.



# DR. MARK & VINCA

A SHOE BRAND OF NAZMA KHATUN'S KUSHUM KALI SHOE FACTORY

Arfa Anan



If you knew Kushum Kali Shoes Factory already, a small local shoes factory who even year ago supplied shoes for others brand, then you may wonder by knowing that they have launched their product line or brand in Radison Blue Water Garden. They have invited 200+ dealer from across the country and 3 motorcyles and 3 laptop were gifted among them. If you don't know them, you may wonder by questioning why it is a news, anybody can book a 5-star hotel ball room and can launch their product. But if you know the incredible journey of Nazma Khatun, owner of Kushum Kali Shoe Factory, you realize that why it is news? You realize that there is no wonder. It is obvious.

## Journey begins in 2005...

Nazma Khatun, an ordinary woman came from a remote village in Rajshahi, had a very tough life. She became mom before her SSC exam. She completed her SSC in 1995 and a diploma in paramedics in 1999. In 2000, she got a paramedical job at one of Medical Center in Banani. That time her husband was a marketing manager at a local shoe company. After much thought, they have decided to start a shoe company. It was only a wish long time as they couldn't manage initial capital to invest for the project. In 2005, she managed to took a loan of Taka 20,000 from a co-operative society in the medical center, where she used to work. With that loan, Nazma and her husband set up a small manufacturing facility. It was a small rented room at BDT 1400 monthly, 2 workers and started making sandal from synthetic upper that they supplier to local markets. Her husband take order from different store in old Dhaka and their factory used to produce those.

From 2005-2009, it was a pick and drop of business. They used to manage some more loan and at the same it was hand to mouth situation. They went very traditional way of shoe selling. Her husband had to make a certain amount of cash sales every day. He used to take

sample products to various shoe retailers and collect orders from them. At the end of every day, he went to the customers to deliver their ordered products and receive the payment.

In 2009, Kushum Kali got a big order from Bay Emporium and with their product quality, commitment, no give up attitude, they eventually became their enlisted supplier. Business flourished. Within the next 3 years, they started to get orders from Bata and Jenny's, besides Bay Emporium. By that time, they already had had a full-fledged production unit with 65 workers working at the factory. They rented a 4,000-sq.ft. factory located in East Badda which was later moved to Gazipur.

In 2012, disaster struck, and Kushum Kali factory caught fire. Everything that built 7 years with lot of pain and success, turned into ashes. And here Nazma Khatun again came up with her extraordinary conviction and courage. Soon the business became stable and was growing fairly.

In 2013, Nazma Khatun started to look for expansion opportunities and was aiming for international market. She found out that foreign companies could open production facilities and run businesses in Malaysia. They raised the required capital and flew to Malaysia to establish a company there. Now Kushum Kali factory have our own showroom in Kuala Lumpur where they offer shoes on both retail and wholesale levels.

That same year, they have created their own brand in a small and lean way as a part of their expansion drive. That's how **VINCA** came to exist.

In 2021, Kushum Kali have made grant launch of their another brand **DR. MARK** in Radison Blue, the story you knew already.

In meet my store, we would like to introduce and promote your small business, products, digital initiative. If you interested, please communicate to us [magazine@footwearexchange.com](mailto:magazine@footwearexchange.com)



# GEMBA WALK: A VERY EASY AND EFFECTIVE LEAN TOOL FOR EVERYDAY USAGE

Mushfiqur Rahman

## What is GEMBA and GEMBA walk?

Gemba (or genba “現場”)

: a Japanese word meaning “the real place”.

: It’s where value creation happens, but also where most problems occur.

: In manufacturing or service, the idea of gemba is that the problems are visible, and the best improvement ideas will come from going to the gemba.

: In quality management, the idea is that if a problem occurs, the concern must go there to understand the full impact of the problem, gathering data from all sources.

### Gemba walk

: denote the action of going to see the actual process, understand the work, ask questions, and learn.

: is an opportunity for staff to stand back from their day-to-day tasks to walk the floor of their workplace to identify wasteful activities

## What is MBWA?

Management By Walking Around (MBWA) basically refers to managers spending some part of their time listening to problems and ideas of their staffs, while wandering around an office or plant.

## Why need GEMBA walk?

### Top-level

Increase productivity;

Increase OEE (Overall Equipment Effectiveness);

Reduce health and safety hazards;

Increase management and workers autonomy;

Shift from reactive to proactive supervision.

### Mid-level

Increase management credibility;

Increase proactive supervision;

Reduce time spent on reactive problem solving; Increase time spent on improvement generation; Simplify problem management.

### Floor-level

Day to day problems solution management

Increase implication in the improvement projects;

Decrease waiting time;

Decrease stress;

Improve processes and tools; Increase feedback.

TOPICS	GEMBA	MBWA
Different Goals	Is to examine the current state of a particular process by observing it in action at the place where it occurs. This aim is narrow, focused and very specific.	Involves seeing what’s going on more broadly (or, done badly, just saying hello and visiting people in the workplace).
Different Destinationst	Takes the manager or executive to a specific place to observe a particular activity.	The destination is undefined by design
Different Tactics	Asks very in-depth questions about the process being observed.	Does not involve that degree of depth. Nor, does usually focus on asking open ended questions.



## 7 Steps to do GEMBA walk?

### 1 Pick a theme

- Productivity
- Wastage
- Efficiency
- Safety
- Quality of product
- Housekeeping

### 2 Prepare the team

- Understanding of what a Gemba walk is
- Clear objective
- Clear idea how to do Gemba walk
- Talk, talk, talk between each other to be clear
- Preferably mix team
- No expertise needed
- Understand working flow / value stream
- 1-5 team member
- Understand check list for each role / theme

### 3 Follow the Flow

- To start at the end of a process or product line and follow it backwards to the beginning

### 4 Focus on process, not people

- Gemba walk is not an employee's performance evaluation.
- You are not looking for 'right answer'  
No criticism, no question on personal ability

### 5 Documents your observation

- Write down everything that grab your attention  
Record if needed
- Offering no solution
- Leave analysis for later

### 6 Avoid assumption

- Assumption are not facts. Get the facts.

### 7 Follow-up



About Author  
**Mushfiqur Rahman**

A quality professionals, working in a multinational Company



# LTSE CO-OPERATIVE SOCIETY LTD.- THERE IS STILL NEED

Abidur Rahman Avro

Back in 2009, a group of young but bold graduates from Bangladesh College of Leather Technology i.e., BCLT (now: Institute of Leather Engineering and Technology i.e., ILET, University of Dhaka) came up with an idea to serve the leather and allied sector with a purpose to leverage each-other's expertise and decided to set up their own enterprises. They formed a group with 23 SME entrepreneurs and named it LTSE : LEATHER TECHNOLOGIST SMALL & MEDIUM ENTREPRENEURS CO-OPERATIVE SOCIETY LTD. This beginning was a small approach like the flapping of a butterfly's wings but just like the Chaos-theory it raised a storm and generated a large number of applauses for those 23 SME entrepreneurs. Their group was registered under the department of cooperative, People's Republic of Bangladesh in 2013.



well-reputed and renowned company of Bangladesh arranged a buyer-seller meeting where 4 LTSE entrepreneurs were enlisted and became the supplier of Aarong, while seven entrepreneurs got 12 million taka as single digit interest rate with collateral free loan from MOC, ITC-Geneva with the assistance of SMEF and Eastern Bank Ltd. Which was a huge achievement for LTSE entrepreneurs.



- Develop a cluster approach
- Easy Market Access
- Common brand
- Common facility center
- Boost up production
- Access to Finance
- Incubation for new entrepreneurs

LTSE got the attention of international platform of leather sector also. Besides various international leather and allied fair LTSE entrepreneurs attended IVLP at USA. European Secretariat of Cluster Analysis awarded LTSE with European Cluster Excellence Initiative Bronze Label Certificate for 2015-2017. LTSE also linked up with BMO, USAID, International Trade Centre etc.

However, the aim of this group was to provide an easy market access with a developed cluster approach. Aarong; a

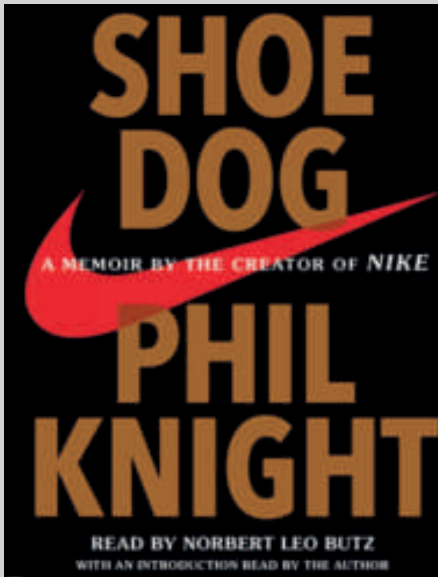
New entrepreneurs in leather and allied sector can join with LTSE in their journey to share expertise and create a clustered impact on relevant sector, any new tread-licensed or registered entrepreneur in leather and allied sector could apply for get a membership of LTSE.



### Who can join join LTSE?

LTSE is open for all graduates from Leather Engineering Dept, KUET and ILET, DU who has valid business documents of Footwear and Leather Accessories business.

To join, please contact LTSE secretariats.  
Mr. Amirul Islam (Babu), Email: [aislam27@hotmail.com](mailto:aislam27@hotmail.com)  
Mobile: +8801711273843



### About Shoe Dog:

Shoe Dog is a memoir by Nike co-founder Phil Knight. Fresh out of business school, Phil Knight borrowed fifty dollars from his father and launched a company with one simple mission: import high-quality, low-cost running shoes from Japan. Selling the shoes from the trunk of his car in 1963, Knight grossed eight thousand dollars that first year.

At twenty-four, Knight decides that rather than work for a big corporation, he will create something all his own, new, dynamic, different. He details the many risks he encountered, the crushing setbacks, the ruthless competitors and hostile bankers—as well as his many thrilling triumphs. Above all, he recalls the relationships that formed the heart and soul of Nike, with his former track coach, the irascible and charismatic Bill Bowerman, and with his first employees, a ragtag group of misfits and savants who quickly became a band of swoosh-crazed brothers.

Together, harnessing the electrifying power of a bold vision and a shared belief in the transformative power of sports, they created a brand—and a culture—that changed everything.

# SHOE DOG

A MEMOIR BY THE CREATOR OF NIKE

Mizanur Rahman

“

Bill Gates named Shoe Dog one of his five favorite books of 2016 and called it “an amazing tale, a refreshingly honest reminder of what the path to business success really looks like. It’s a messy, perilous, and chaotic journey, riddled with mistakes, endless struggles, and sacrifice. Phil Knight opens up in ways few CEOs are willing to do.”

”

I think most of the people in the world know Nike. As a shoe professional, I know the impact of Nike in shoe industry. So no wonder I will be interested to read a memoir by the creator of this fantastic company. While I believe that different books hold varying appeal for different people, with some enjoying exploring the halls of Hogwarts and others learning the recounting of the troubles in Wall Street during the financial crisis. But I strongly believe that everyone should at least give Shoe Dog a shot. Even if you’ve never read a biography before. Or even if you haven’t read a book in years. I can almost guarantee this will single-handedly remind you of what you’ve been missing — as it reminded me.

Three immediate takeaways that I took after reading this book.

#### Number 1:

Develop a business in which you have a personal stake, always try to connect personal interest what you are doing, even though sometimes it doesn’t come spontaneous.

#### Number 2:

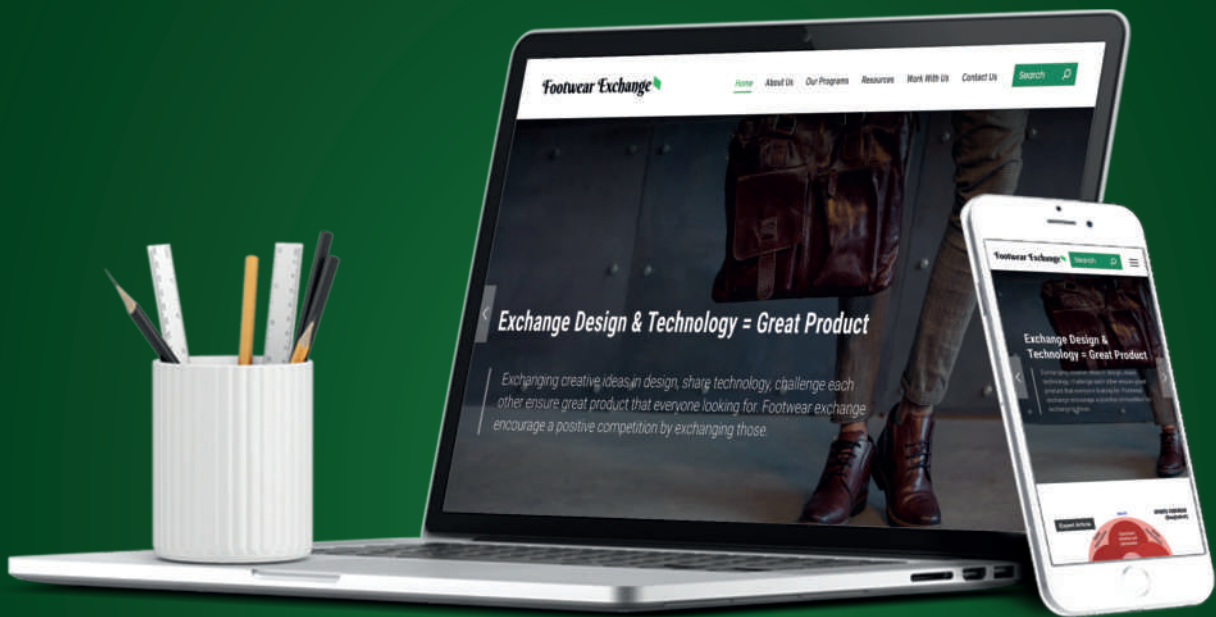
Strat locally but always remain global. Global means you don’t need to visit or sell product other country, but you should always keep eyes open to see the changes and opportunity outside.

#### Number 3:

Diversity understanding is key if you do global business or work in a global company.



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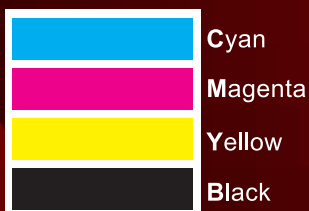
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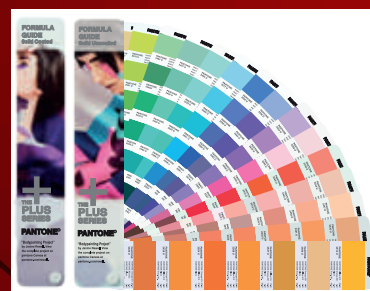
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