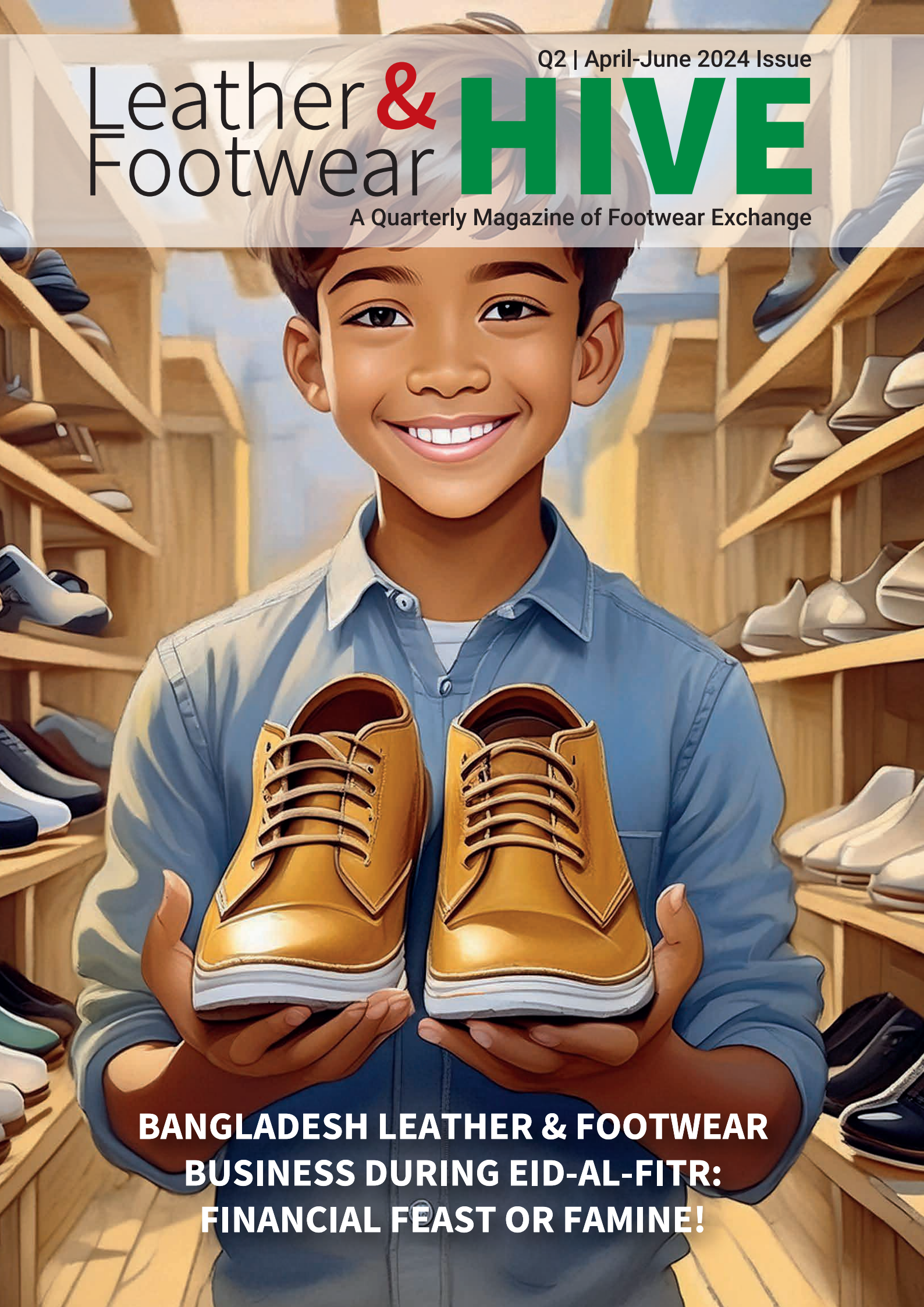


Q2 | April-June 2024 Issue

# Leather & Footwear **HIVE**

A Quarterly Magazine of Footwear Exchange

A vibrant illustration of a young boy with dark skin and short brown hair, smiling broadly. He is wearing a light blue button-down shirt over a white t-shirt. He holds a pair of bright yellow leather lace-up shoes with white soles. The background is a shoe store with wooden shelves filled with various styles of shoes, including loafers, sneakers, and dress shoes. The lighting is warm and inviting.

**BANGLADESH LEATHER & FOOTWEAR  
BUSINESS DURING EID-AL-FITR:  
FINANCIAL FEAST OR FAMINE!**





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# Editor's Note

## Eid Al-Fitr: A Financial Feast or Famine!

Welcome to the second issue of Leather & Footwear HIVE magazine!

Eid-Al-Fitr, the celebration marking the end of Ramadan, holds immense cultural and religious significance and presents a lucrative opportunity for businesses worldwide. As millions of Muslims around the globe come together to mark this auspicious occasion, savvy businesses can leverage the spirit of generosity, festivity, and community to unlock a financial feast. In this issue, we explore the businesses can capitalize on Eid-ul-Fitr and enhance their bottom line. We outline and analyze Facebook activities that key footwear brands of Bangladesh e.g. Apex, Bata and Bay took during this festival.

Europe is one of the world's most interesting markets for leather, leather products and leather fashion accessories and setting up a business relationship with a European buyer can be challenging. We published an article that will help you understand what the most important requirements and opportunities are in the European market. You will learn about the legal requirements for exporting leather and leather accessories to Europe. In the Best Practice section, we have discussed about 4 Golden Rules of Effective Meetings by Amazon CEO Jeff Bezos.

We would like to promote enterprises and entrepreneur who showed the courage to go outside their comfort zone and explore opportunities in the footwear industry. We have featured 'Frame House Footwear Ltd' this time to acknowledge their effort and shoes as testimony of investing in future booming sector of Bangladesh. We talked with their Managing Director to understand his journey with Frame House Footwear and other thoughts on this sector.

Soft skills become very important topic in today's manufacturing as they improve the well-being of employees, the working atmosphere at work, productivity, and the profit of the company, companies should not underestimate the power of it. We try to look what and why soft skills development is required for supervisors. In sustainability segment, we have talked about traceability that considered as a mandatory tool for modern leather supply chains. In Technology, the significance of the instep point and sole heel height discussed. Our regular relevant topics remain as usual that we feel you need to know.

I would like to take a moment to thank our staff for their contributions and hard work to the launch of this magazine.

Happy reading!

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### Leather & Footwear HIVE

Leather & Footwear HIVE is a quarterly magazine of Footwear Exchange, a 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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*In fact, they take extensive preparations that stretch over a month, including Ramadan. It is always interesting to see that besides observing the rituals of the holy month, Muslims also engage in various businesses and trades centering the Eid. Footwear brands come with a lot of newly designed shoes luring the consumers. People rush to buy new shoes for themselves, their children and relatives as the Eid day approaches.*

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*With EID, the festival of breaking the fast, brands are embracing the festive spirit while positioning themselves and their products with messages of positivity rolled into ad campaigns in a bid to engage their consumers. Since many brands that belong to the same sector have launched several campaigns, today we will do a recap of a certain sector, which is the footwear sector. The editorial team at Leather & Footwear HIVE was observing campaigns that Bangladesh's 3 top footwear brands Bata, Apex and Bay ran on Facebook to attract their customers and which one can win the best Ramadan campaign.*



## 32-34 REGULATIONS

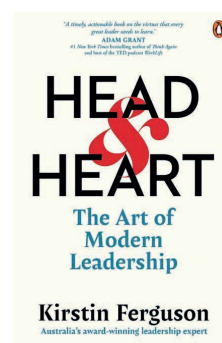
**EU Mandatory Regulations on Leather &  
Leather Products**

*One of the world's most interesting markets for leather, leather products and leather fashion accessories are in Europe. And, setting up a business relationship with a European buyer can be challenging. This report will help you understand what the most important requirements and opportunities are in the European market. You will learn about the legal requirements for exporting leather and leather accessories to Europe.*

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**Traceability: A Mandatory Tool of  
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*Traceability is the ability to identify, track something as it moves through a process and trace elements of a product or substance as it moves along the supply chain from raw goods to finished products.*



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## BATA GROUP PARTNERS WITH LEATHER WORKING GROUP TO DRIVE SUSTAINABLE LEATHER SUPPLY CHAIN PRACTICES

**Bata**



As part of Bata Group's dedication to establishing a responsible leather supply chain, reflecting its commitment to sustainability, conscientiousness, and responsibility, it has recently announced that it has joined the Leather Working Group (LWG). A global multistakeholder organization, LWG is committed to driving excellence in the leather industry, minimizing its environmental impact, and challenging industry perceptions through various tools and ESG certification.

Through its collaboration with LWG, Bata Group gains access to tools that facilitate the adoption of cleaner solutions, reduction of chemicals, optimization of energy usage, and mitigation of water pollution. This partnership enables active monitoring and enhancement of Bata Group's environmental footprint, recognizing the significant impact of the fashion industry and its supply chains on issues such as soil degradation, ecosystem conversion, and biodiversity loss, particularly through materials like leather sourced from agriculture. While acknowledging the potential of regenerative agricultural practices, Bata Group remains focused on immediate actions to mitigate environmental impacts within its supply chain.

The membership in LWG underscores Bata Group's ongoing commitment to transparency, accountability, and continuous improvement in its sourcing practices. Together with LWG, Bata Group aims to innovate, collaborate, and lead the way toward a brighter and more sustainable future.

Source: [Leathermag.com](https://leathermag.com)

## LEATHER'S ENVIRONMENTAL IMPACT SIGNIFICANTLY LOWER THAN PREVIOUSLY CLAIMED



According to a preliminary Life Cycle Assessment (LCA) of U.S. cowhide production, leather's environmental impact is significantly lower than previously stated by the Higg Index.

The independent study was conducted by Greg Thoma, Director of Agricultural Modeling and Lifecycle Assessment for the AgNext program at Colorado State University, and funded by the Leather and Hide Council of America (L&HCA) on behalf of the leather industry. It found that, depending on the category of impact calculated, the contribution of cowhide production to leather's environmental footprint was overstated by up to 8,000 times by the Higg Index. Higg Index tools are commonly used by brands and manufacturers to evaluate the environmental impact of materials and help them make "more sustainable choices."

The data used by the Higg Index is not available, but its calculations on greenhouse gas emissions, eutrophication, water scarcity, and fossil use were all found to overestimate the environmental impact of hides. Speaking at Economist Impact's 9th annual Sustainability Week summit in London (4-6 March 2024), Kevin Latner, Vice President, Sustainability, Leather & Hide Council of America, said, "We were pleased to see that processing of hides, a natural waste material, delivers a low carbon footprint. The new data shows that leather can be a renewable, sustainable material and suggests that it is better for the environment than oil-derived synthetics.

"The data also shows the challenges and opportunities ahead for the textile industry in pursuit of our shared environmental goals for the planet. The industry needs to publish credible and transparent data to inform discussions, understand supply chain issues, and enable businesses and consumers to make informed purchase decisions with standard metrics. All materials need to follow best practice in environmental impact assessment. We need to do better."

The life cycle assessment also sheds light on the impact of animal husbandry practices on the overall footprint of leather production. It found that grass-fed cattle tend to have a slightly higher carbon footprint than feed-finished cattle because they take longer to reach slaughter weight. On the other hand, feed-finished cattle tend to have a slightly higher carbon footprint than dairy cattle due to the environmental impacts allocated to the milk produced by the dairy cows.

The final LCA report will be available in April 2024 and subject to expert panel review.

Source: [thesustainabilityalliance.us](https://thesustainabilityalliance.us)

## 4S ADVANCE INVESTORS MEETUP 2024 HELD TO DRIVE BUSINESS EASE IN BANGLADESH



The Investors Meetup 2024 has brought together industry leaders, policymakers, and investors to chart a course for the dynamic growth of Bangladesh's manufacturing industry. The event, held 1 March at Hotel Le Meridien in Dhaka, commenced with a warm welcome address by A Fattah Asif, the founder of BDFairs and local vice president of JCI Dhaka Achievers, setting the tone for an evening of insightful discussions and collaborative initiatives, reads a press release.

Jahangir Alam, chairman of Deshone Apparels Ltd and retired director of Bangladesh Bank, gave the keynote speech at the event, shedding light on the challenges and opportunities the manufacturing sector faces. Panel discussions, focusing on themes such as enhancing business ease, attracting foreign direct investment, and exploring new market opportunities, provided a platform for robust dialogue and the exchange of innovative ideas by the guests, including the chief guest Saleh Ahmed, additional secretary and executive member of BEZA, and special guest Md Ariful Hoque, joint secretary and director general of Bida, Md Tanvir Hossain, executive director of Bepza, Omar Hazzaz, president of CCCI.

Panel discussions at the event focused on startup businesses in Bangladesh with innovative ideas. The panelists included Zia Ashraf, founder and COO of Chaldal Limited, Asikul Alam Khan, founder and CEO of PriyoShop, and Biplob G Rahul, managing director of eCourier Limited. They offered valuable insights into key industry challenges and proposed actionable solutions to foster growth and development.

*Source: The Business Standard*

## THE BANGLADESH GOVERNMENT HALVING THE SOURCE TAX ON LEATHER GOODS EXPORT.

Source taxes on leather-and leather-goods exports are going to be halved to help the sector meet high-cost compliance precondition of buyers, as export diversification comes under government's top priorities. The National Board of Revenue (NBR) cut the tax to 0.5 percent from the existing 1.0 percent on export earnings from leather and leather goods. The pared-down taxing rate will remain valid until June 30, 2025.

*Source: nbr.gov.bd*

## TANNERY TRADERS TO GET SHORT-TERM ENVIRONMENT CERTIFICATE: PM ADVISER



Prime Minister's Private Industry and Investment Adviser Salman F Rahman has said tannery industry businessmen will get short-term environmental certificates until Eid-ul-Azha to facilitate leather exports. "If they do not comply with the environmental ministry's regulations after Eid-ul-Azha, their operations will be shut down," he said after a meeting with the officials and businessmen related to the leather business in Hemayetpur, Savar. He said there is no obstacle if any tannery wants to build its Effluent Treatment Plant (ETP).

During the meeting, Environment, Forest, and Climate Change Minister Saber Hossain Chowdhury said tannery industries of Savar would not be allowed to pollute the environment considering the public health. Timelines will be enforced to start ETP in the factories, he added. Saber said the activities of cancelling environment clearance of illegal factories will begin after Eid-ul-Azha.

Industries Minister Nurul Majid Mahmud Humayun said: "The problems that have arisen in the tannery industry cannot be solved overnight. It will be reformed with plans of various durations. Work is being done with short and long-term plans to refurbish the CETP of tanneries."

*Source: The Business Standard*



## SAH75: SHAKIB AL HASAN'S FOOTWEAR BRAND BEGINS ITS JOURNEY



SAH75, the footwear brand, co-owned by cricketer Shakib Al Hasan, has started its journey. The new brand was officially launched in Dhaka in a joint venture with Step Footwear, a domestic non-leather footwear manufacturer. Step Footwear will manufacture and market footwear and activewear under the new brand. These products will be available in 95 Step Footwear showrooms across the country.

Shakib Al Hasan said at the event, "I have been working on this brand for a year. I need your help to make this brand big. Your good advice will help improve the quality of this brand's products. We have to get out of the mindset of buying foreign products with high prices and local products with low prices. SAH75 products will be of premium quality. So the price may be a bit high,"

Shamim Kabir, managing director of Step Footwear said, "We will produce some shoes under the brand, while the remaining products will be sourced from both domestic and international suppliers. The products will then be sold through Step showrooms, offering a range of items including shoes, sandals, boots, bats, pads, sportswear, and activewear.

*Source: The Business Standard*

## PICARD BANGLADESH and BLUE OCEAN FOOTWEAR WON THE SOCIAL DIALOGUE AWARD 2023

PICARD Bangladesh and Blue Ocean Footwear Ltd won the prestigious "Social Dialogue Award 2023" for their outstanding work in fostering a culture of inclusive dialogue and participation in the workplace.

Picard Bangladesh won the Social Dialogue Award for the participation committee as they introduced a free online doctor's (gynecologist and dermatologist) consultancy, while Blue Ocean Footwear was the runner-up with for providing ergonomic workstations for pregnant workers.

Social Dialogue Award 2023 is a recognition of excellence in showcasing their commitment to sustainability and becoming example of the best practices in their industries under the Sustainability in the Textile and Leather Sector (STILE) program, which is implanted in collaboration with GLZ, partnered by the Ministry of Commerce, and concern trade bodies.

Total 25 LFMEAB member factories implemented the STILE program and promoted worker-employer collaboration at the workplace level, creating a cooperative atmosphere where social and environmental compliance is improved.

*Source: LFMEAB*

## DEICHMANN TURNS 111 THIS YEAR!

Did you know that our to 1913? Back then, Heinrich our company, opened a ran together with his wife mainly miners, as they repairs. After the First World his first own shoes before opened in 1936. The rest is Deichmann has become Representing 34 countries employing almost 50,000 family business that has its foundation to the present and quality shoes for



company history goes back Deichmann, the founder of shoemaker's store, which he Julie. His customers were needed inexpensive shoe War, Deichmann produced the first store (pictured) history. 111 years later, Europe's market leader. with 4,700 stores and people. Deichmann is still a maintained its values from day: To produce affordable everyone.

*Source: Diechmann LinkedIn Page*



## LIGHTCASTLE PARTNERS PUBLISHED BANGLADESH STARTUP INVESTMENT REPORT 2023: YEAR IN REVIEW



LightCastle Partners, in collaboration with Startup Bangladesh Limited, Anchorless Bangladesh, ExitStack, and BD Startup Founders published BANGLADESH STARTUP INVESTMENT REPORT 2023: YEAR IN REVIEW Bangladesh's startup ecosystem.

Some of our key findings from this report include:

- Global startup funding totaled USD 285 Bn in 2023, reflecting a 38% year-on-year decline.
- Bangladesh's startup ecosystem experienced notable shifts, with total investments raised in 2023 amounting to USD 72 Mn across 45 deals.
- Leading sectors included Financial Services, Garments & Textiles, and Education, securing USD 49 Mn across 14 deals.
- Late-stage investments took precedence in 2023, signaling startup maturity and resilience.
- Global investors dominated in Q'4, comprising 99% of startup investments, a shift from the local-centric trend observed earlier.
- Venture Capital (VC) firms retained a strong position, contributing 50% to overall startup investments, totaling USD 36 Mn.
- Local investors actively participated in the highest number of deals, marking a substantial 1.1x increase from 2022.

Source: The LightCastle Partners

### Be our Eyes & Ears

Write as if you are sharing helpful information for footwear, leather and allied industries. We are looking for your news and views.



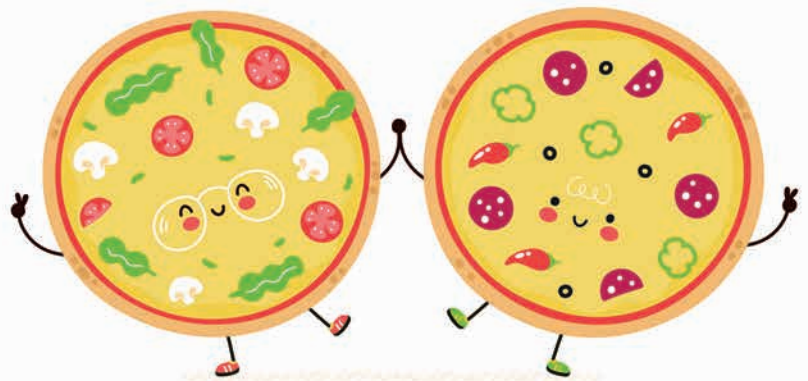
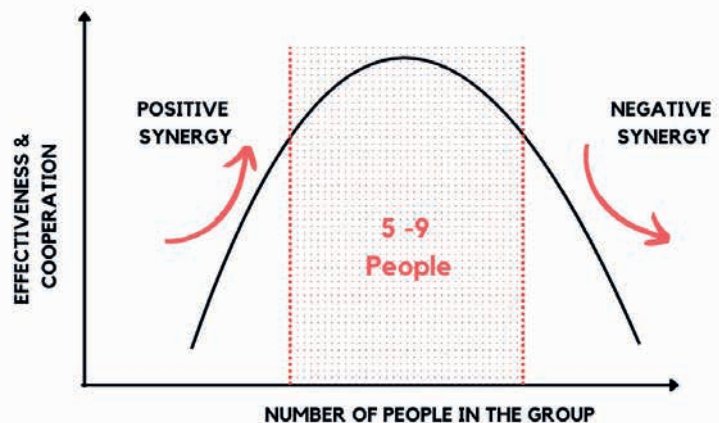
## BEST PRACTICE

# 4 GOLDEN RULE OF EFFECTIVE MEETING BY AMAZON CEO JEFF BEZOS

### RULE # 1 THE TWO-PIZZA

The two-pizza rule is a simple but effective management principle that involves limiting the size of a team to the number of people who can be fed by two pizzas. By keeping teams small and agile, Amazon is able to move quickly and respond to customer needs in real-time. The two-pizza rule is not only a way to manage teams but is also a reflection of Amazon's culture, which values innovation, speed, and customer obsession above all else.

Jeff Bezos, Amazon's founder, has spoken extensively about the two-pizza rule and its importance to the company's success. He explained, "If you can't feed a team with two pizzas, it's too large. So, the team that we can feed with two pizzas, we want to have that be the autonomous team." This emphasis on autonomy and agility has been a hallmark of Amazon's approach to management since its early days. The two-pizza rule, in particular, plays an important role in this culture by enabling small, autonomous teams to work quickly and efficiently, while also promoting accountability and ownership among team members.





**RULE # 2****THE ONE EMPTY-CHAIR**

At Amazon, a special seat or an empty chair is reserved for the "imaginary customer" in any size boardroom business meeting, whether five, ten, or fifteen people.

The "Empty Chair Pull Up" is a traditional Gestalt psychotherapy practise which help clients cope with and work through mental and emotional issues. It is designed to allow you to express your thoughts and feelings as if you were talking to a specific person, but in a safe, neutral environment. The chair reminds those gathered at any meeting at their headquarters that the most important person in the room is the customer.

The bottom line is that it forces every meeting participant and every discussion to focus on Amazon's customers.

**RULE # 3****NO POWERPOINT**

Amazon doesn't use PowerPoint during meetings. Bezos revealed that "narrative structure" is more effective than PowerPoint. According to Bezos, new executives are in for a culture shock in their first Amazon meetings. Instead of reading bullet points on a PowerPoint slide, everyone sits silently for about 30 minutes to read a "six-page memo that's narratively structured with real sentences, topic sentences, verbs, and nouns."

After everyone's done reading, they discuss the topic. "It's so much better than the typical PowerPoint presentation for so many reasons," Bezos added.

**RULE # 4****BEGIN WITH SILENCE**

Amazon boardroom meetings begin with 'half an hour of silence'. Staff are then encouraged to sit in silence at the start of each meeting and read the whole thing thoroughly before any discussion can begin.

He once said in an interview that his company has "the weirdest meeting culture you ever encounter", adding he encourages staff to write memos in a narrative form to make sure everyone can fully understand.

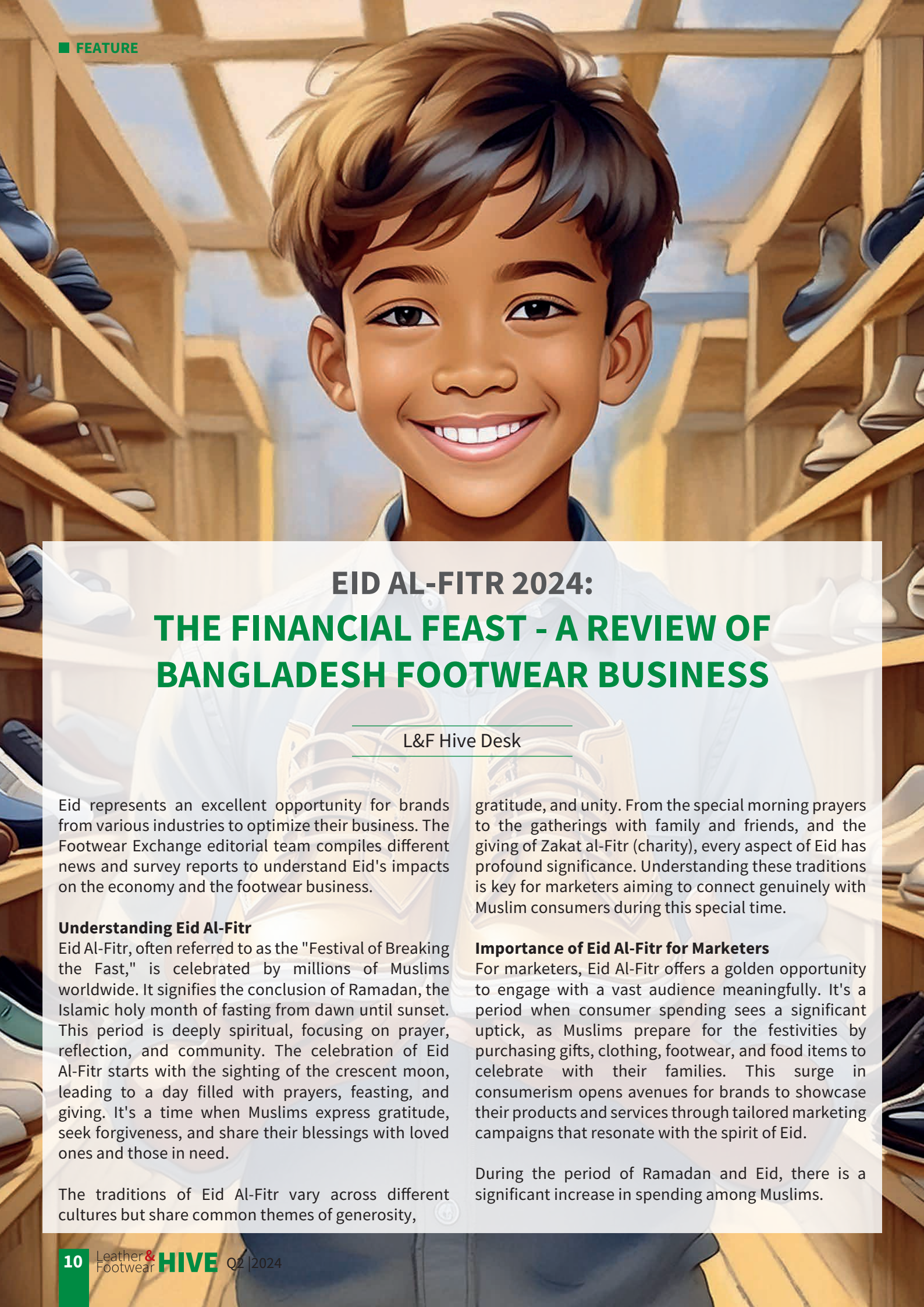
**Source:**

<https://www.linkedin.com/pulse/amazons-two-pizza-rule-secret-effective-management-doron-azran/>

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<https://www.standard.co.uk/news/world/amazon-boardroom-meetings-begin-with-half-an-hour-of-silence-a3827881.html>



## EID AL-FITR 2024: THE FINANCIAL FEAST - A REVIEW OF BANGLADESH FOOTWEAR BUSINESS

L&F Hive Desk

Eid represents an excellent opportunity for brands from various industries to optimize their business. The Footwear Exchange editorial team compiles different news and survey reports to understand Eid's impacts on the economy and the footwear business.

### Understanding Eid Al-Fitr

Eid Al-Fitr, often referred to as the "Festival of Breaking the Fast," is celebrated by millions of Muslims worldwide. It signifies the conclusion of Ramadan, the Islamic holy month of fasting from dawn until sunset. This period is deeply spiritual, focusing on prayer, reflection, and community. The celebration of Eid Al-Fitr starts with the sighting of the crescent moon, leading to a day filled with prayers, feasting, and giving. It's a time when Muslims express gratitude, seek forgiveness, and share their blessings with loved ones and those in need.

The traditions of Eid Al-Fitr vary across different cultures but share common themes of generosity,

gratitude, and unity. From the special morning prayers to the gatherings with family and friends, and the giving of Zakat al-Fitr (charity), every aspect of Eid has profound significance. Understanding these traditions is key for marketers aiming to connect genuinely with Muslim consumers during this special time.

### Importance of Eid Al-Fitr for Marketers

For marketers, Eid Al-Fitr offers a golden opportunity to engage with a vast audience meaningfully. It's a period when consumer spending sees a significant uptick, as Muslims prepare for the festivities by purchasing gifts, clothing, footwear, and food items to celebrate with their families. This surge in consumerism opens avenues for brands to showcase their products and services through tailored marketing campaigns that resonate with the spirit of Eid.

During the period of Ramadan and Eid, there is a significant increase in spending among Muslims.



A study conducted on the purchasing patterns of Muslims during these periods revealed a substantial purchase increase of 40.6% during Ramadan and 76.3% for Eid.

Moreover, Eid Al-Fitr's emphasis on community and sharing aligns perfectly with the values of social media, making platforms like Instagram, Facebook, and LinkedIn ideal for connecting with the target audience. By leveraging these platforms, marketers can enhance brand visibility and foster a sense of community among their subscribers and followers.

Here are some of Google's statistics for 2022, which may help marketers to understand the importance of Eid business:

- In the MENA region, grocery searches increased by 25% approximately two weeks before Ramadan 2022 started.
- There was a 170% rise in searches for "Eid dress" during Ramadan 2022
- During the first two weeks of Ramadan, "moisturizer cream" searches increased by 35%. Search interest for "Ramadan cards" rose by 180%
- In weeks three to four of Ramadan 2020, Eid preparations increased. For example, there was a 45% increase in "men's grooming" product searches. Food delivery app searches were also the highest during this period.
- During the post-Ramadan period (one to two weeks after Ramadan finishes), travel and holiday searches increase. This may be because many people like to take time off work. Also, remember that many gift purchases still happen after Eid during this time.

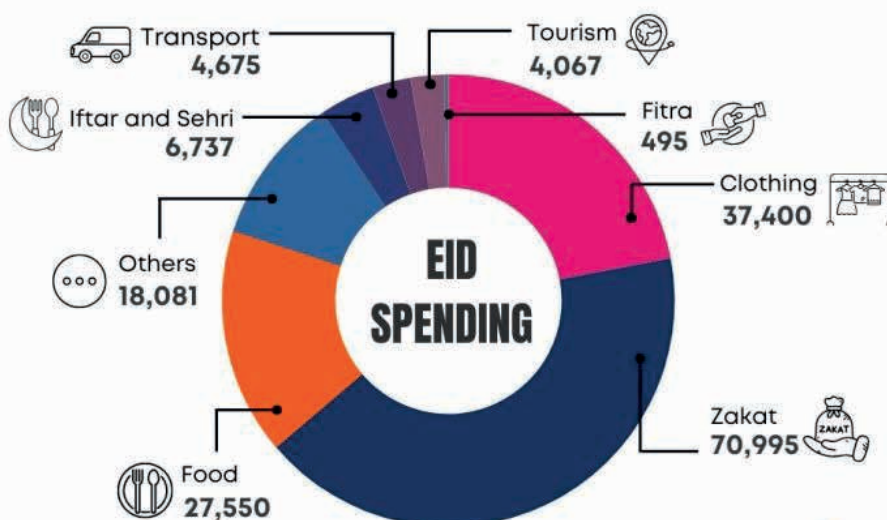
The statistics above are just a sample of the information available on Eid celebrations worldwide.

### Eid Al-Fitr & Bangladesh Economy

Businesses conducted ahead of Eid-ul-Fitr amount to about Tk 170,000 crore, according to a survey by the Bangladesh Shop Owners Association (BSOA). Of the sum, Tk 37,400 crore is spent on clothes and footwear. Much is also spent on goods ranging from prayer caps to milk, sugar and almost everything in between.

In tune with the occasion, the spirit of giving is also in full show. People support various charitable causes

## Bangladeshis to Spend BDT 170,000 Crore in this Eid



Source: Bangladesh Shop Owners Association



ahead of Eid, providing vital assistance to the poor so they too can take part in the festivities.

According to BSOA estimates, Tk 495 crore is given as Fitr, a form of alms-giving mandatory for every able Muslim. Even more is distributed through informal channels, especially as people return to their homes or ancestral villages ahead of the three-day celebration.

About 40-50 million passengers will travel on the occasion of Eid, making the occasion the busiest for the transport sector, said the Bangladesh Jatri Kalyan Samity.

All of these factors lead to a huge amount of cash transactions, which inject dynamism into the economy and contribute to the country's gross domestic product (GDP). Nearly all businesses enjoy good sales, with people spending money on decorating their houses and buying clothes, footwear, jewellery, furniture, and various items as gifts.

### Eid Al-Fitr & Bangladesh Footwear Business

There is no such kind of research or survey about footwear business during Ramadan and Eid. But it is considered that 30-35% of the whole year turnover of the footwear business happened during this time. According to research conducted by Eastern Bank

## Bangladesh Footwear (Domestic) Business Dynamics

CAGR 2024-2028

**5.66%**

Annual domestic demand for footwear

**200-250** Million Pairs

Annual Domestic Market Size

**17000** Crore BDT

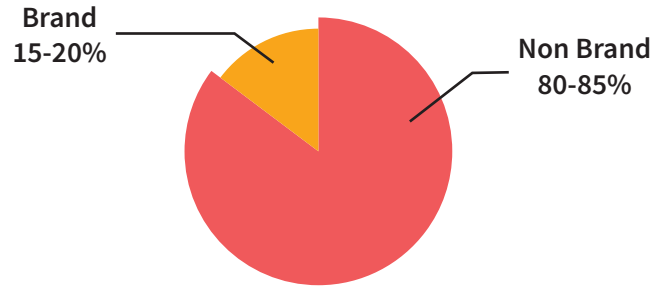
Brands Contribution of Annual Domestic Demand

**2600-3400** Crore BDT

Non-Brands Contribution of Annual Domestic Demand

**13600-14500** Crore BDT

### Revenue Distribution between BRANDS and NON-BRANDS



### Key Players for Domestic Market



Limited in 2019, the domestic market size of footwear was around BDT 17,000 crore in the fiscal year 2018-19. Every year 378 million pairs of shoes are manufactured in Bangladesh and the domestic demand for footwear is about 200 to 250 million pairs a year. Out of this BDT17000 crore demand, the contribution of brands like brand's footwear like Apex, Bata, Bay, Lotto, Walkar, Steps, Orion, Vibrant etc is reportedly 15-20%, that is BDT 2600-3400 crore. The non-brands and other sellers fulfill the 80-85% demand, which is BDT 13600-14500 crore.

Reportedly, 30-35% of annual business happened during Ramadan and Eid-Al Fitr, which amounted BDT 5000-6000 crore. Out of that, brands do 900-1200 Crore business and non-brand players do 4100-4800 crore business. This year Increasing demand for online shopping was observed. Consumers' spending is shifting towards cheaper goods amid declining purchasing power and sellers struggled to keep prices low for a high exchange rate for imported shoes.

#### Source:

1. How to prepare a business for Eid | WorldFirst
2. Financial Transactions Linked to Eid-ul-Fitr | Economics of Eid | The Daily Star
3. Why some people still prefer the handcrafted shoe shops of Dhaka | The Business Standard (tbsnews.net)
4. Footwear - Bangladesh | Statista Market Forecast
5. Fintech News BD

## Bangladesh Footwear Business During Eid-Al Fitr

% of Annual Domestic Demand

**30-35%**

Domestic business during Eid

**5000-6000** Crore BDT

Brands Contribution of Domestic Demand during Eid

**900-1200** Crore BDT

Non-Brands Contribution of Domestic Demand during Eid

**4100-4800** Crore BDT



Increasing demand for online shopping

Consumer spending is shifting towards cheaper goods amid declining purchasing power.



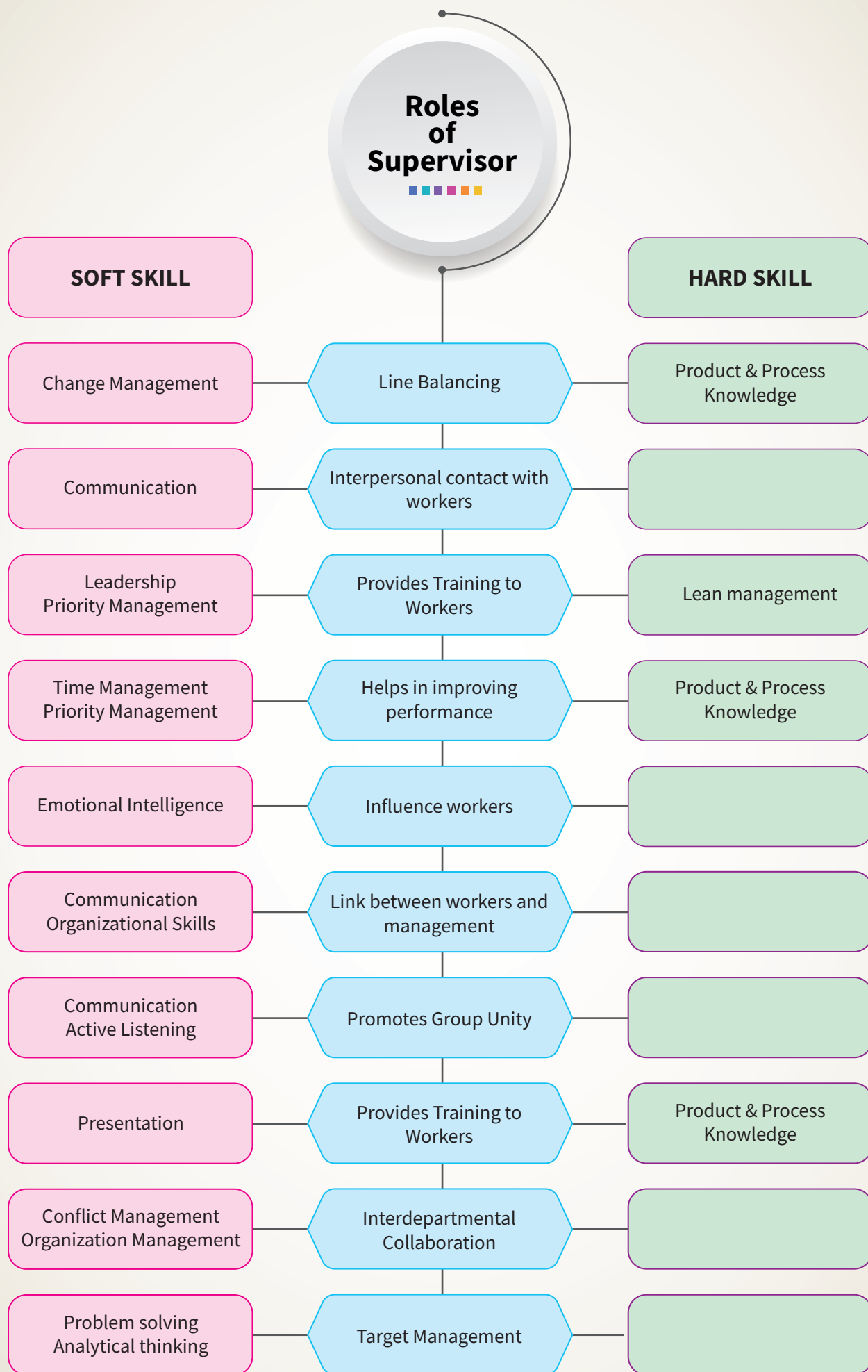
Sellers struggled to keep price low for high exchange rate



Shafiqul Islam

A **supervisor**, some time may be a lineman, is the job title of a low-level management position that is primarily based on authority over a worker or charge of a workplace. In many organizations – particularly manufacturing, **the supervisor** is responsible **for** people working under him and their activities. While a **manager** is responsible **for** people and things as well. **A supervisor in these environments** do not hire or fire employees, but they can recommend it. **In** contrast, the **manager** can hire or fire employees. The challenge is that many organizations are missing one especially important fact: supervision and management are not necessarily mutually exclusive.

1. Rates of employee retention and turnover
2. Employee morale when jobs remain open and turnover rates are high.
3. Hidden costs associated with poor hiring and high turnover (lost opportunities, training, recruitment, and selection expenses)
4. Loss of productivity due to high turnover, low morale, low levels of employee engagement
5. Reduced levels of customer satisfaction and increased levels of customer churn
6. Decreased revenue as employees who sell or produce goods are demotivated.
7. Inflated expenses (overtime, investigating employee complaints, waste, etc.)
8. Reduced profitability due to inflated expenses and decreased top-line revenue
9. Employer brand becomes impaired, resulting in a need to increase hiring and retention efforts in a competitive job market
10. Low emotional commitment by employees detracts from the company's ability to achieve goals and attain its Mission and Vision





Any one of these impacts should be cause for concern. Every one of them has serious consequences for businesses that don't take them seriously. Stagnating and underperforming businesses often improve when they take steps to develop supervisors in the most basic ways.

### WHY SOFT SKILLS DEVELOPMENT IS NEEDED FOR SUPERVISOR

Before understanding the necessity of soft skills for supervisors, let us see what responsibilities a typical manufacturing supervisor performs and what types of skills are required to perform those responsibilities.

It is clear from above that a supervisor should have below hard and soft skills.

#### SOFT SKILLS

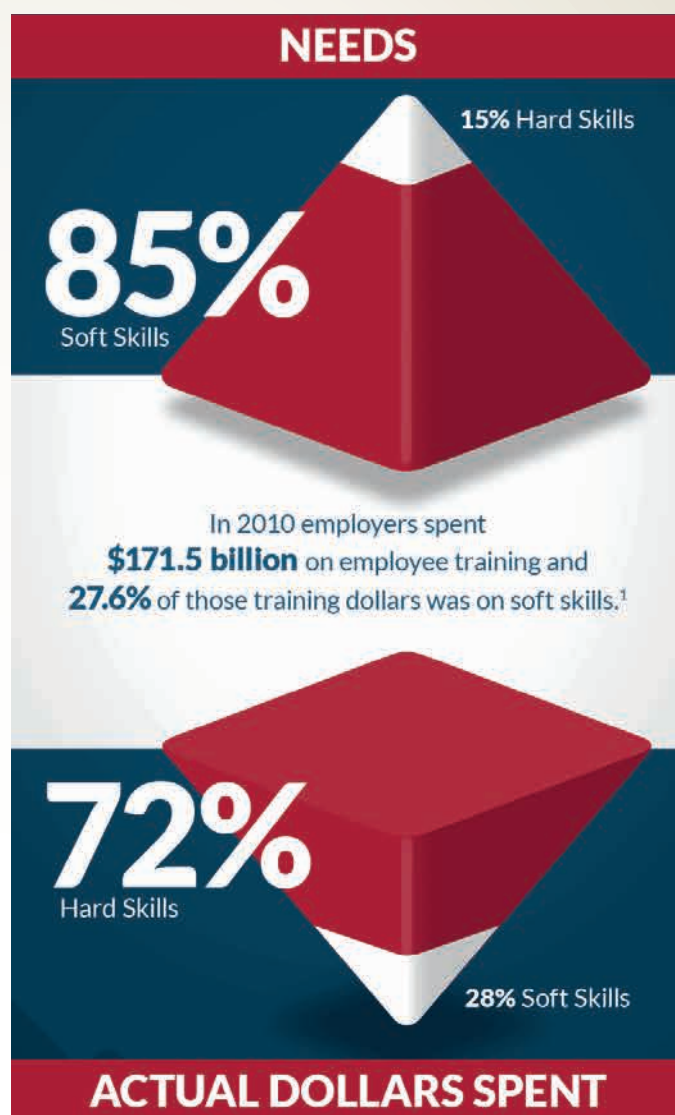
- Autonomy and a sense of responsibility.
- Ability to manage change.
- Ability to manage priorities, meet tight deadlines, and ensure follow-up.
- Ability to work in a quality- and results-driven environment.
- Adaptability.
- Ability to exert influence.
- Ability to communicate effectively and draft documents.
- Analytical expertise and skills.
- Process-focused with a concern for continuous improvement.
- Versatility and determination.
- Ability to handle stress.
- Organizational skills.

#### HARD SKILLS

- Product Knowledge
- Process Mastery
- Lean Management
- Efficiency

Footwear factories typically operate through assembly-line production. Large teams of up to 70 workers stitch and assemble all the components of footwear under the leadership of a line supervisor. In a fast-paced environment where success is measured by the ability to meet production targets, supervisors are often selected solely based on their technical skills. While it is common practice for managers in corporate or white-collar jobs to receive management training, Factory supervisors are rarely trained on the soft skills they need to harness the potential of large teams.

A research study conducted by Harvard University in conjunction with the Carnegie Foundation and Stanford Research Center, it was found that 85% of job success comes from having well-developed soft and



people skills, and only 15% of job success comes from technical skills and knowledge (hard skills).

Since supervisory role are an important leadership position for frontline employees, the supervisor must be educated and trained to handle extra responsibility. While many aspects of the job can be learned on the job and in workplace (than can consider hard skills), implementing specific soft skills training for supervisor will allow the to inspire, motivate and keep the employees more productive. By prioritizing soft skills training, companies can easily follow the path leading to growth.

#### About Author

**Mr. Shafiqul Islam**, is a distinguished Leather Engineer and Professional Trainer with an illustrious career spanning engagements with prestigious organizations such as the World Bank, Solidaridad, EC4J, BTA, and BFLLFEA. Holding a black belt in Lean Six Sigma and serving as a Lead Auditor for ISO 14001 and ISO 45001. He is a recognized expert in process optimization, quality management, environmental and occupational health & safety standards.



**Apex**



**Bata**



**Bay**

## EID AL-FITR 2024: A REVIEW OF BANGLADESH'S FOOTWEAR BRANDS CREATIVE CAMPAIGNS ON FACEBOOK

L&F Hive Desk

With EID, the festival of breaking the fast, brands are embracing the festive spirit while positioning themselves and their products with messages of positivity rolled into ad campaigns in a bid to engage their consumers. In fact, they take extensive preparations that stretch over a month, including Ramadan. It is always interesting to see that besides observing the rituals of the holy month, Muslims also engage in various businesses and trades centering the Eid. Footwear brands come with a lot of newly designed shoes luring the consumers. People rush to buy new shoes for themselves, their children and

relatives as the Eid day approaches. Since many brands that belongs to same sector have launched several campaigns, in this issue we will do a recap of Bangladesh footwear brands.

The editorial team at Leather & Footwear HIVE was observing campaigns that Bangladesh's 3 top footwear brands Bata, Apex and Bay ran on Facebook to attract their customers and which one can win the best Ramadan campaign according to your opinion. We go alphabetically. Note that, Facebook data were taken on 12 April 2024.





## Apex presents an exclusive preview of the Eid Collection through a Fashion Show!

On February 24, 2024, the Apex Bangladesh Fashion Legacy – Fashion Show took place in Dhaka. In this special fashion show, various sub-brands from the house of Apex including Moochie, Venturini, Nino Rossi, and Maverick showcased from their vast collection of over 2500+ designs curated for this Eid for men, women and kids. Alongside, contemporary clothing lines for women by Jatarea were also launched at this event. Apex brought their Eid collection this year, keeping in mind the suitability for any occasion or event throughout all seasons for all family members. Another notable point of this fashion show was that all the models showcased their style on the ramp wearing shoes from the house of Apex and featuring the exclusive Apex Eid collection.



**EID TVC**  
Launch: 3 March 2024  
Featuring: Tahsan & Tasnia Farin

Apex 3 Mar · 🌐

স্টাইল চাইলে এপেক্স আগে! এই ইদে ২৫০০+ ডিজাইন নিয়ে আপনার জন্য রেডি এপেক্স।  
স্টাইলে বাড়াবাড়ি, Let's go তাড়াতাড়ি।

#ApexEidCollection2024 #StyleEbarabari #LetsGoTaratari

Like 136K  
Comment 2.5K  
Share 1.7K  
Views 16.2M

Number of Eid Posts: 300+  
Video / Reels Post: 10+

This is Apex 4 You

Apex 2.4M likes · 2.5M followers

Leading manufacturer and exporter of leather footwear from Bangladesh

Message Like ...

Like 635K  
Comment 16.3K  
Share 3.2K  
Views 20M

**Apex Style On The Go**  
Featuring: Morshed Mishu, Sunidhi Nayak, Ejazur Rahman, Azra Mahmood

Apex 20 Mar · 🌐

Join the fashion frontrunners Morshed Mishu, Sunidhi Nayak, Ejazur Rahman, and Azra Mahmood as they unveil their exclusive insights and trendsetting tips for Eid styling.

#SOTG #Styleicons #Apex #StylerBarabari #LetsGoTaratari

COMING SOON

Like 54.5K  
Comment 72  
Share 82  
Views 1.98M





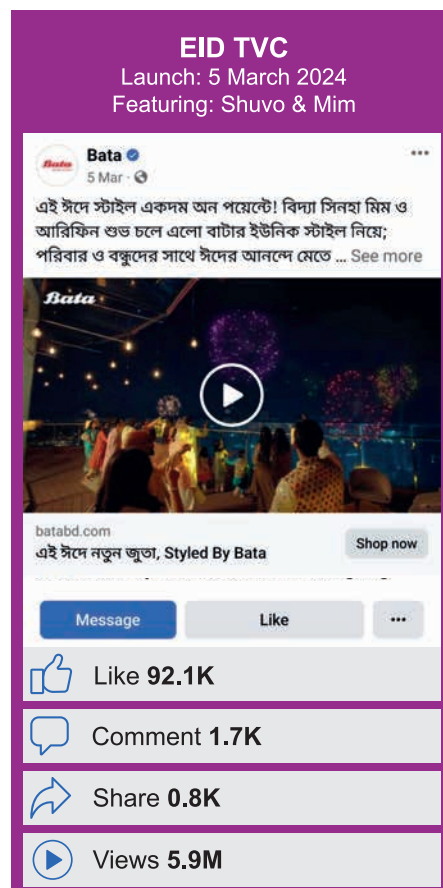
**1000+**  
LATEST DESIGNS  
JUST FOR YOU

Surprisingly  
**Bata**

# Bata

## Bata brings 1000+ new stylish collection for celebrating this Eid

Bata, a leading footwear brand, has brought 1000+ new stylish collections, along with 2500+ unique designs, to celebrate this Eid. The price range for men's shoes is between Tk 499 – Tk 16,999, women's shoes range from Tk 499 – Tk 5,999, and children's shoes range from Tk 499 – Tk 3,999. This year, Bata is offering cashback and coupons for consumers in different payment getaways/platforms like bank cards and mobile wallets. With 2500+ unique designs and a selection of 1000+ newly dropped styles especially for this Eid, Batabd.com boasts exciting weekly flash deals of 20 percent off and free shipping catering to the increasing demands of online customers. 'Bata's creative integration between style and comfort allows the consumers to be stylish and comfortable altogether. Bata's vast and diverse product range makes it the most loved brand in the country and as such the first choice for consumers.







# Bay

Bay has brought a range of new products on Eid. Bay is showcasing more than thousands of products in its showrooms. The products include different designs of formal shoes, casual shoes, sports shoes, kids' shoes, and ladies' shoes. Besides, there are various types of fashion accessories including bags, wallets, and belts available in the showrooms.



#### Report Source:

1. Various newspaper report
2. Apex, Bata, Bay's official Facebook Page.



Number of Eid Posts: 55+  
Video / Reels Post: 16+



**Bay Emporium Ltd.**

210K likes • 225K followers



Leading footwear brand. Specialized in leather footwear and accessories.

Message

Like

...

Like 26.8K

Comment 1.2K

Share 0.7K

Views 2.7M

**EID TVC**

Launch: 5 March 2024



amarbay.com Bay Emporium Shop now

Message

Like

...

Like 11.7K

Comment 0.13K

Share 272

Views 1.6M



# THE TOP 10 RETAIL PREDICTIONS FOR 2024

Source Fashion

## Consumer Behavior

1

### Calculated Spending

With the economic outlook for 2024 not looking any brighter, shoppers will remain conscious about what they are spending over the coming year. Value for money is the name of the game, but the definition of value will be different for individual shoppers and may change depending on the product category. Discounts and deals will still be a priority for many. For some consumers value for money will lie in product longevity and durability, which creates an opportunity for brands with a reputation for quality and reliability. Others will treat more expensive purchases as investments, looking for items that hold value and can be resold in the future. Product story is another way brands will prove value to the consumer. With shoppers being more calculated with their spending, retailers may need to make a strong emotional case for non-essential purchases. The visibility of re-commerce will grow as retailers look to expand the options for customers to keep buying from them – even if they can't justify constant new purchases.

2

### Unconscious Shopping Takes Over

Shopping used to be a conscious action. The consumer was deliberately looking for something they wanted or needed – whether shopping in-store or online. Now consumers are increasingly buying and discovering products while doing other things, such as browsing social media, playing games, and streaming content. This shift towards unconscious shopping will continue to grow in 2024. Unconscious shopping is all about discovery, so brands and retailers will increasingly develop content and experiences that have this in mind. Humans also love to talk about the things they find and love, so creating community spaces where consumers can share discoveries will also be key.

## AI

3

### AI as a Co-Creator

Artificial intelligence was the talk of 2023 and it's set to continue to dominate conversations over the next 12 months. One area where AI's role looks likely to grow is in product development. Both Coca-Cola and Becks have experimented with designing new flavors in partnership with AI. With more and more brands looking at applications for AI in their retail businesses, AI-designed products will start cropping up everywhere.

However, we won't be seeing AI taking over product development and design jobs entirely – at least not in the near future. The technology is best as a co-creator and a way to generate lots of ideas quickly. A human element is still essential to determine if something looks or smells or tastes good in real life.

4

### AI & Consumer Data

Another way that brands are using AI is to help customers find what they are looking for more effectively. Walmart has announced several new AI-powered search tools, including a shopping assistant that customers can get personalized product recommendations or ask questions – similar to the experience of visiting a physical store and talking to a member of staff. Brands who are using generative AI will need to get their AI data policy straight and clearly communicate to consumers about what data they are collecting and if it is being used to train AI. We may even see that retailers need to clearly label any AI-powered tools that they use, so that consumers can identify them when shopping online.

5

### Retail Media Comes to the Store

Retail media networks – where retailers sell ad space on their digital channels to third parties – are a growing part of many retailers' income. This is now spilling over into the physical store as retailers look to

monetize these spaces. From shelf edges to checkouts and even cooler doors, ad space opportunities are everywhere within the store and 2024 will see more and more retailers take advantage of these. However, retailers will need to be careful not to reduce the quality of the customer experience by using too much in-store advertising.

6

### Increase in Medium Term Pop-ups

The pop-up store has become a permanent fixture in the retail mix. But while pop-ups were originally all about the very short-term, we're increasingly seeing a trend towards medium-term pop-ups. Instead of just a few days or a week or a month, pop-up spaces are opening for 2-3 months or even a whole year. Brands know the value of physical retail but in a changeable world, a long-term commitment to a fixed store can be a risk. A medium-term pop-up offers the benefits of physical retail without the pressure. Short-term pop-ups can have a big environmental footprint if the materials, fixtures, and fittings can't be – or aren't – recycled. A longer-term pop-up also allows brands to invest a bit more in the quality of the space, making it a better experience for the consumer.

## Sustainability

7

### Radical Transparency

Brands are going to be more transparent than ever over the next 12 months in a bid to build better customer relationships. With consumers still watching their spending, customer perception will be a crucial factor in which retailers get their business. This means brands need to get honest. Sustainability is an area that brands are happy to shout about when they're improving, but many aren't very good at sharing the details of their journey. This radical transparency will also extend to calling out other brands and even government policy where necessary. A digitally savvy and well-informed population means that brands and retailers can't hide from customers. Those who embrace radical transparency – even when the news isn't good – will be in a better position than those who choose not to.

8

### Brand-led Positive Change

Sustainability will remain important to many consumers in 2024 but rather than just being told all the issues with the world, many want brands to offer some positivity. This is not a case of ignoring sustainable issues or minimizing their importance, but following years of consumer change, such as recycling, switching to reusable cups and bottles, and not choosing plastic

straws, there is a growing expectation that brands should put in more work. This feeling is made even stronger by the fact that many consumers are struggling with the cost of living and may not have the budget to choose more sustainable options – but still want progress to be made.

## Operations

9

### Supply Chain Resilience

If the last few years have shown the retail industry anything, it's that supply chain is everything. Not only can supply chain issues cause a business to grind to a halt, but a good supply chain is also crucial to fulfilling growth ambitions. Although the specific issues change, the global situation continues to be volatile and the next 12 months aren't likely to be any different. Retailers need to build agility into their supply chains and make them more resilient so they can deal with whatever comes next. Brands will continue to explore local sources of raw materials over the coming year to reduce reliance on overseas suppliers, but we may also see more and more explore non-traditional sources as well. This could include other companies' waste. Not only is this a more sustainable system that helps reduce waste, but it also highlights the opportunities for retailers to help brands to build better supply chain resilience by bringing them together. And a more resilient brand supply chain makes for a more resilient retailer supply chain as there will always be products to go on the shelves.

10

### Inventory Management will be Under Scrutiny

Shifts in consumer behavior mean inventory management will need to be closely monitored in 2024. Customers are causing buying seasons to become longer around big holidays and key buying events as they look to spread out their spending. This could see deals becoming polarized with the best prices for those who buy very early or very last minute. Longer buying seasons are also causing many retailers to extend their return periods, so that consumers have the confidence to buy. Retailers will continue to invest in inventory management technology and real-time stock data to better manage these issues. This includes the potential to dynamically price items, reducing those where it looks like there will be excess stock.

### About Source Fashion & List

Source Fashion is the UK's new sustainable sourcing show, bringing the international fashion supply chain under one roof at Olympia, London. This article has been published on their website where they have listed 10 retail predictions for 2024 that are going to be affecting the industry, the customer, and the way you do business.



# IN CONVERSATION WITH **SYED SHABBIR RAZA**

MANAGING DIRECTOR, FRAME HOUSE FOOTWEAR LTD.



We must remember that we are competing internationally with China and Vietnam. These two giant countries dominated this global sports shoe market for the past many years with their huge national production capacity, skilled workforces, and very strong backward linkage support. To switch orders from these two countries we must have to offer our strong competitiveness to our clients. No doubt at the initial stage it was a huge challenge for us to gain buyer confidence level to manage even small trial orders.

**Q. What inspires you to come into the footwear business?**

**A.** There was an interesting story back on this business setup in the year 2018. This factory was supposed to be an undergarments (lingerie) factory and construction work even started by focusing on lingerie industries. But we took a total U-turn halfway through the construction work and decided to move with the Footwear business instead of under garments industries. The factor that encouraged us to invest in this sector as we found this synthetic / sports sector would be a booming sector for Bangladesh besides China. We had a feeling this footwear sector contributes strongly to our economy besides the garments industries. Apart from all this, we thought to accept this business as a challenge and make this company a successful one.

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

**A.** We must remember that we are competing internationally with China and Vietnam. These two giant countries dominated this global sports shoe market for the past many years with their huge national production capacity, skilled workforces, and very strong backward linkage support. To switch orders from these two countries we must have to offer our strong competitiveness to our clients. No doubt at the initial stage it was a huge challenge for us to gain buyer confidence level to manage even small trial orders. As with other businesses Price/ quality and on-time delivery would be a vital deciding factor for our buyer to place an order in Bangladesh. We care very much about quality control and are committed to time delivery. Our business growth is an award for our commitment and dedication to business.

Apart from the above our company has accomplished a lot of certifications that are also considered a strong marketing tool. This surely cost us a lot but it has a good return at the end. You know this day buyers give their maximum attention to this social / safety and security audit matters. They always feel comfortable to place their orders with us.

**Q. What do you think are the biggest challenges our industry will face in the next 5 years. What is your next 5- and 10-years plan to mitigate challenges?**

**A.** This is always a big challenge for a new company to get orders and keep the feeding consistent as per the manufacturing capacity. We were not out of this strain and at the initial stage it was a huge task for us to attract customers to gain a small trial order. You know footwear itself is a very technical product and this synthetic / sports footwear is comparatively younger than our leather footwear industries in Bangladesh. Most of our clients/ buyers already experienced very good professional support service and quality products from China and Vietnam factories. So, it is a huge contest for Bangladeshi factories to offer the same level of service and quality products to grab orders from our international market competitors.

To produce a good quality product, other than the machine we have to ensure a good professional and skilled production and operation team. Now again it is a challenge to source readymade skilled workers for this sector. We are maintaining a workers' training center to produce trained production workforce from our internal arrangement.

Now comes about price, all our clients always consider Bangladesh as a cheap sourcing house for their orders. And this was more difficult for us to get orders with our expected price. So, it was a challenge to make buyers accept our price with a professional negotiation process. I can tell you we are following a reasonable pricing policy to cover both our and the client's business interests. In this point of pricing, it is very crucial for a factory to minimize per-hour production cost, in another way we need to be focused on increasing per-hour productivity to get better control on production costs and make us price competitive in the international market.

Another big bottleneck and challenge is that we are still very much dependent on China for raw materials sourcing for Synthetic footwear industries. It is also a barrier to keep us competitive in terms of price and delivery lead time.

To make this business unit a profitable one, in the future, we will need to have a development and sourcing house in China or other countries. This will be a must for investors to order via direct marketing to avoid any 3rd party agents. This will surely increase the profit margin in a wide way.

**Q.** Nowadays technology has become very important, and we are talking about Industry 4.0 where automation and AI will be important. How do you see this from a footwear industry perspective?

**A.** This is a very important and time-demanding business point where every investor needs to put their concern. As said Footwear is a complicated and technical product where particular shoe articles consist of many and variety of components. This is always a better option to introduce modern business thoughts and updated technology to ensure a standard production process flow. From our experience we understand that adopting modern technology may cost us a high investment, but this has a good return on Investment (ROI) when you see an increase in daily productivity with consistent quality production. This has a significant impact on cost and support to offer competitive prices to clients. We also need to keep in mind Bangladesh has penetrated this sports shoes market late whereas other country dominates this market for many years already so there is no alternative for us but to adopt all good modern technology and business practices to offer our country competitive and fight with our international competitors.

**Q.** Sustainability become a big issue worldwide. How do you see sustainability implementation in your industry?

**A.** Yes, sustainability in business is always an important topic for every business. To sustain our business, we establish a proper plan and operation process to gain client maximum satisfaction. We also concentrate on buyer new requirements and support this we introduced new modern machinery to march with new demand of product line. We increased our self-dependability to sustain this business.

To make us sustainable we have invested a lot of money in buyer-required certification and upgraded our factory status in terms of machine and environment. We are trying our best to give maximum health and risk protection for our workers as well our factory establishments.

**Q.** It seems now a lot of investors from China and other countries are looking for investment in Bangladesh. What would be your expectation from different stakeholders (government, development partners, and owners) to attract this investment?



**A.** It may sound good that many Chinese and other countries investors coming forward to invest in the Shoe and other shoe backward linkage sectors in Bangladesh but our concern authority needs to have a micro-level analysis before they endorse any foreign investment policy for this sector. We understand from our market research that there is a possibility of huge order migration from China and Vietnam to Bangladesh due to some global business and political matters. We should consider this an opportunity for our country and local investors should grab this chance. We should welcome our local entrepreneurs first before we open this business field for other foreign investors widely.

This is the right time for our government and other concerned authorities should set up a long-term foreign investment policy for this sector. But in my personal opinion, we should not invite any foreign company that comes with a hundred percent foreign investment, but we should welcome joint venture at this initial stage, this will help our local investor to learn all the good techniques and processes to increase productivity as well quality production. In my opinion, we can welcome foreign investment in the backward linkage of the shoe sector. This will help shoe factories to source materials locally which gives financial benefit to shoe factories as well supports foreign currency saving at the national level.

**Q.** **Some buyers are coming to Bangladesh as well. Why should big buyers come to Bangladesh?**

**A.** Bangladesh is already a branded country as a manufacturing garment. Most of the world-famous buyers already know Bangladesh from our long well-established garments manufacturing reputation. This strong background helps our shoe industries to invite these brand leaders for shoe orders.

So this is natural and obvious that world renowned shoe brand owners will come to Bangladesh to source their orders but we need to give them trust that we can produce their orders as per their world-class quality standard and we can ensure on-time delivery. Other than factory capability we also need to certify national-level logistic support for them.

At the same time to attract these world brand leaders, the factory needs to comply with a lot of compliance and technical audit matters to qualify to do their orders. This is surely a huge

budget matters and the factory should have that confidence and aggressiveness they can end the total certification process successfully otherwise this investment will turn into a loss for the company.

**Q.** **What is your leadership philosophy? What would you do to attract top talent?**

**A.** To be very honest I don't have any preset leadership philosophy but during my professional and business lifespan I always try to be honest, transparent, professional, and loyal to my work and responsibility. I also strongly follow the guidelines that I learned from my religion like patience in critical situations, honesty in any deal, importance of keeping commitment even in any difficult situation. All these practices help me a lot to organize my business in a good manner. So it is like I also love to see good values and principles to my other team mates within our business entity.

No company can't survive without good teamwork. To build up a good team, it is a challenge for a company to recruit good capable staff from market place. On other side to get good staff from the market a company also needs to offer a good competitive package including monetary and to offer a good working environment. In this modern day's staff's want freedom in their working area. In the end, every staff wants to see a transparent job appraisal and proper annual evaluation. We maintain a very fair and transparent annual appraisal process that gives extra job satisfaction to our staff. So it is like we offer a complete package to our suitable candidates and we also offer a clean career growth plan to our staff.

**Q.** **What would be your advice/suggestion for newcomers who would like to invest in the footwear/leather industry in the coming days?**

**A.** In short, I can tell there is a huge opportunity and prospect for the footwear industry in Bangladesh. Global business news and our last five years' sector business growth itself are proof of this message. This growth will be multiplied every year, but we need to make our side ready with a much bigger national capacity to accommodate this business. Also, new investors need to set up factories with modern concepts with modern equipment's to make them capable of all kinds of shoe articles.

# FRAME HOUSE FOOTWEAR LTD.,

## TESTIMONY OF INVESTING IN FUTURE BOOMING SECTOR OF BANGLADESH

L&F Hive Desk

Bangladeshi manufacturers are seeing a bright prospect for the synthetic footwear sector because of its multi-purpose uses across the country. It seems that the world's largest synthetic footwear producer China is gradually shifting focus away from synthetic finished products. Reportedly, the annual local synthetic market is worth about Tk 500 crore and it is expected to expand at a compound annual growth rate (CAGR) of 8-10% till 2030. So, the local manufacturer is investing massively in synthetic production and the story of Frame House Footwear begins here, though they not only produce synthetic footwear but no doubt it is their main strength.

One fine morning, we visited Frame House Footwear Ltd and our tour started with an intro to the Frame

House Footwear showroom, where all the classic and new models are displayed. A wide range of world-leading brands like CCC, LIDL, WALMART, PRIMARK, GEMO, DEICHMANN, and REDTAPE displayed and manifested the varieties and workmanship that they developed and produced after their inception.

We were lucky enough to visit on a day when all the major operations were manned, so we were allowed to follow the process of creating quality shoes from the very start to the final touches. We have visited shoe factories before and are quite familiar with the processes involved. This doesn't stop us from being deeply fascinated with how a pair of shoes come together, the machinery used, and the dedication to the craft from all involved.







Over **140**  
Production Staff



Over **1,650**  
Skilled Workforce



Per Day **10,000**  
Pairs of Shoes

We have started with a raw materials warehouse, which is something that most of Bangladesh's footwear factories either don't care about or do not realize how important it is to store raw materials that are using shoe production. Immediately, we moved to the cutting area, perhaps the most important area for any footwear manufacturing area as the profit of the product mostly depends on how a cutter uses the maximum of materials he or she receives.

Consequently, we moved to the stitching area, comprised of 14 lines without considering the preparation area where the various pieces of uppers have been marked up. This involves adding instructions for the sewing stations, where to start the seam, the path to follow, and where to end. Most of the workers in this area are women as they are considered more precise than men and who don't know that stitching needs precision. At this stage, there are a lot of odd-looking half-shoes hanging around, waiting to be given the necessary foot shape and having soles added.

The next big step in the process is to shape the uppers over the foot-shaped block known as the last. The process is called lasting. This involves using machines to stretch the leather over the last, toes first, heel next, and then the side. Frame House Footwear has 4 full-fledged lasting lines.





## Life at Frame House



### Frame House Footwear Environment

Maintain a safe, clean, healthy, and work-friendly environment with all levels of workforce.

### Work Premises Facility

In-house medical facilities, prayer room, clean restroom, well-organized dining room, available drinking water, well ventilation & adequate daylight on work station are always maintained in the corner of the required area.

### Worker Participation Committee (WPC)

Is available to preserve the best interest of the employees

### Training Center

To develop a skilled workforce and employees, Frame House Footwear has a well-equipped training center, every single workforce and employee has to go through the training program.

### Get in Touch:

Frame House Footwear Ltd.  
Factory: Dakhsin Para, Thana Bus Stand, Dhamrai, Dhaka-1350, Bangladesh.  
Mobile: +8801713302889  
E-mail: [info@framehousebd.com](mailto:info@framehousebd.com)  
web: [www.framehousebd.com](http://www.framehousebd.com)



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# THE INSTEP POINT AND SOLE HEEL HEIGHT: 2 KEY ASPECTS FOR CRAFTING THE PERFECT ATHLETIC SHOE

Naveed Anwar, PhD

In the dynamic world of sports footwear, understanding the nuances of shoe construction not only enhances performance but also ensures optimal comfort for athletes. A critical, yet often overlooked, aspect of this process is the instep point of a shoe and sole heel height. This article aims to demystify the concept of the instep point and sole heel height, elucidate the methodology for precise measurement, highlight its significance in athletic shoes, and explore its benefits for athletes. By integrating these insights, footwear manufacturers can unlock current and future opportunities for crafting the perfect shoe.

## Understanding the Instep Point: The Key to Designing the Perfect Athletic Shoe

### The Instep Point Explained

The instep point refers to the part of the shoe that corresponds to the foot's arch, lying between the ball and the ankle. It is a pivotal area that determines the fit and comfort level of a shoe, significantly impacting an athlete's performance and susceptibility to injuries. A well-designed instep can mean the difference between a shoe that feels like an extension of the foot and one that causes discomfort or, worse, impedes performance.

### Measuring for the Perfect Instep

Accurately measuring the instep is crucial for designing a shoe that fits perfectly. This process involves several steps:

- 1. Foot Mapping:** Begin by creating a detailed map of the foot using a Brannock device or a 3D scanner. This map should include length, width, and, crucially, arch height.
- 2. Instep Girth Measurement:** Measure the girth of the foot at the instep point. This is done by wrapping a measuring tape around the foot, ensuring it passes over the foot's highest arch point.
- 3. Dynamic Assessment:** Considering the foot's dynamic nature is essential. Measurements should account for changes in foot size and shape during movement, such as when running or jumping.

These measurements provide a foundation for designing shoes with an optimal instep fit, enhancing comfort and performance.

### The Importance of the Instep in Sports Shoes

In sports footwear, the instep point plays a vital role in providing support and distributing pressure evenly across the foot. A well-designed instep can help in:

- **Enhancing Performance:** By ensuring a snug fit, it

minimizes internal movement and maximizes energy transfer during athletic activities.

- **Preventing Injuries:** Adequate instep support reduces the risk of arch pain, plantar fasciitis, and other foot-related issues.
- **Improving Comfort:** A shoe that perfectly fits the instep area feels more comfortable, reducing fatigue and allowing athletes to focus on their performance.

### Benefits for Athletes

Athletes, particularly those in disciplines that require extensive running or jumping, stand to gain significantly from shoes designed with an optimal instep point. These benefits include:

- **Increased Stability:** A proper instep fit prevents excessive foot movement inside the shoe, leading to better balance and stability.
- **Enhanced Comfort:** Reduced pressure points and better support contribute to overall foot comfort, enabling athletes to perform longer without discomfort.
- **Improved Performance:** Shoes that fit well at the instep allow for more efficient movement, potentially improving an athlete's speed, agility, and endurance.

### Understanding Sports Shoe Heel Height: Its Importance and Impact on Comfort and Performance

#### The Importance of Heel Height in Sports Shoes

Heel height in sports shoes is not merely a matter of aesthetic preference; it's a critical component tailored to enhance athletic performance and prevent injuries. The appropriate heel height can help in aligning the foot, ankle, and leg, thus promoting optimal body mechanics during physical activities. This alignment is crucial in sports that involve running, jumping, or rapid directional changes, where the impact on the joints and muscles is significant.

#### Impact on Comfort and Shoe Fitting Research Insights

A study by Jones and Barton (2015) suggests that a higher heel height can reduce stress on the Achilles tendon during running, which is beneficial for athletes with tighter tendons. Conversely, a lower heel height might promote a more natural foot strike, which is essential for long-distance runners focusing on endurance and injury prevention.

Another significant study conducted by Smith et al. (2018) found that basketball shoes with higher heels effectively reduce the load on the forefoot when landing from a jump. This is crucial in sports requiring high jumps and quick landings, as it can reduce the risk

of forefoot injuries and enhance comfort during intense play.

### Practical Applications

From these insights, it is evident that the heel height of sports shoes must be chosen based on the specific requirements of the sport and the individual's physiological needs. For instance, sprinters may benefit from shoes with a slightly elevated heel to enhance their push-off power, whereas distance runners might opt for shoes with minimal heel-to-toe drop to support a more natural running gait.

### Future Advice and Suggestions

Moving forward, it is essential for sports shoe manufacturers and designers to consider these findings in their design processes. Incorporating adjustable heel heights or offering models designed for specific sports and biomechanical needs can lead to more personalized footwear. This not only improves performance but also increases the likelihood of comfort and injury prevention.

### Recommendations for Athletes

Athletes should consult sports scientists or podiatrists to understand their unique biomechanical needs before choosing a shoe. Trying different heel heights during training can also provide practical insights into what works best for their specific athletic discipline and body mechanics.

### Conclusion

The instep point of a shoe is a fundamental component that affects its fit, comfort, and performance, especially in the realm of sports footwear. By focusing on precise measurement and design tailored to the instep, footwear manufacturers can provide athletes with shoes that not only enhance performance but also offer superior comfort and injury prevention. At the same, the heel height of sports shoes is a fundamental element that can dramatically influence an athlete's performance and comfort. As research continues to evolve, it is clear that there is no one-size-fits-all solution. Each sport and athlete may require a different heel height for optimal performance and injury prevention. As the industry continues to evolve, leveraging technology and biomechanical insights to optimize the instep point and heel height will be crucial in developing the next generation of athletic footwear.

### About Author

**Mr. Naveed Anwar, PhD**, A committed and passionate professional footwear expert, has consistently been to transcend the limits of innovation and design within the footwear industry.



# TRACEABILITY

## A MANDATORY TOOL OF MODERN LEATHER SUPPLY CHAIN

Firoz Alam Talukder

Tracing involves the movement of assets forward and backward through specified stages of the extended supply chain. Traceability is the ability to identify, track something as it moves through a process and trace elements of a product or substance as it moves along the supply chain from raw goods to finished products. It may be both a regulatory and an ethical or environmental issue. Traceability is becoming a core criterion for sustainability efforts related to supply chains wherein knowing the producer, workers and other links stands as a necessary factor that underlies credible claims of social, economic, or environmental impacts. Traceability includes:

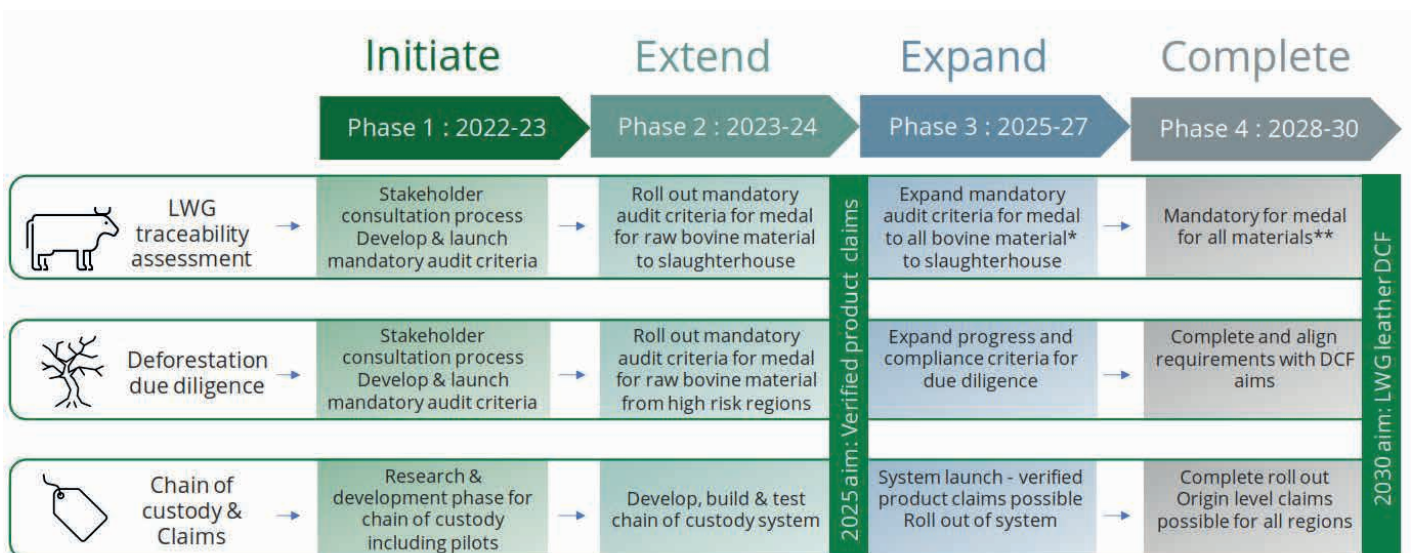
- Risk mitigation,
- Quality control,
- Ship or release faster & troubleshooting,
- Operational efficiency, and
- Proving compliance.

IT based Traceability program ensures standard to meet the customer's requirements providing necessary information-

- Auto-ID/Barcoding- The main identification system is the ear tag with barcode which contains the animal's data, which if updated for vaccinations, illnesses and change of proprietor, tells the life story of the animal. Once the animal is processed, the ear

tag ID can be associated with the meat and the hide or skin. The seminar showed different tools that can mark the hides and skins at slaughterhouse level in a permanent way so that they can be traced throughout the whole production process. If the buyer of the finished leather transfers the ID of the leather to his final product, we have the ideal situation of a pair of shoes, bags or a leather couch, that can be traced back to the birth of the animal. With this existence to trace the leather goods back to the farm, brands now want to source their leather only from suppliers that offer fully traceable leather.

- RFID- Radio Frequency Identification (RFID) technology uses radio waves to identify people or objects. A device that reads information contained in a wireless device or "tag" from a distance without making any physical contact. RFID technology solutions provide clear visibility of traceability with real-time data.
- Blockchain and IoT- Blockchain traceability retrieving and verifying data using pointers to off-chain data and cryptographic hashes proving proof of data content (e.g. digital fingerprint).
- The Certain T platform. It has three technology pillars (Tag, Test, Track) which allows raw materials and products to be tagged with a unique molecular identifier. With Applied DNA and CertainT,



Picture: LWG's Traceability roadmap.

customers can trust in the original tagged synthetic fiber and verify product-related sustainability claims.

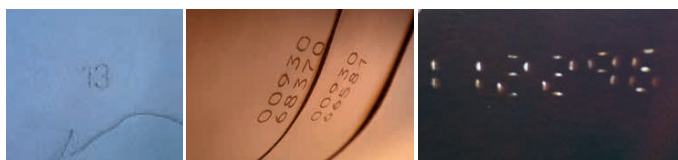
**Traceability of Leather supply chain-** Leather manufacturers /traders/agents got benefits from food industry technology. In Europe traceability is required by legislation for food safety and in fact each piece of meat can be traced back to the animal. The expansion of the meat industry traceability to hides and skins make the marking permanent and readable in spite of the chemical and mechanical processes.

Based on LWG audit protocol, two types of Traceability data have to identify and maintain by leather manufacturer. Incoming traceability assesses the ability of leather manufacturers to trace their incoming material back to the specific slaughterhouse or region of origin. It also provides a breakdown of country of origin and a description of the traceability system used. Outgoing traceability assesses the ability of leather manufacturers to trace their material through their manufacturing processes (drum load, recipe sheet or the origin of materials). Traceability by physical marking and paper both are accepted by auditor. Leather manufacturers have to maintain data as audit preparation of material that is traceable to the slaughterhouse, group of slaughterhouses or point of collection (for informal supply chains) is assessed and scored. Standard Traceability systems includes-

- Individual hide identification,
- Enable traceability of individual or batches of hides,
- Use an in- or on-product tracer,
- Linked to a robust data system that can identify the slaughterhouse of origin and all supplier transactions to finished leather.

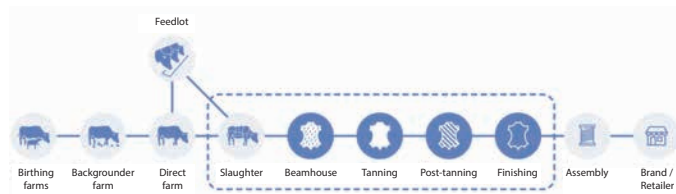
### Types of Traceability:

- Physical traceability means that material is traceable to an individual slaughterhouse through physical marking (e.g. stamp or laser mark) on the hide or skin.

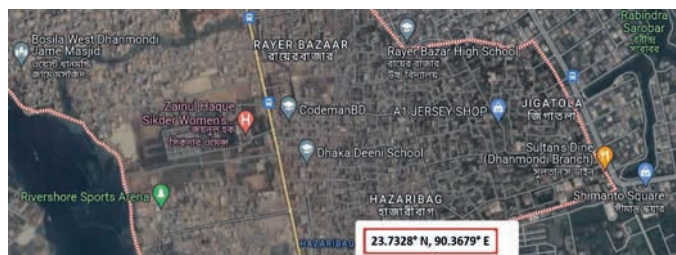


Picture: Physical Traceability marking on leather

- Documented traceability means that material is traceable to an individual slaughterhouse through documentation.



- Group traceability means that material is traceable either through physical or documented means to a group of supplying slaughterhouses.
- Regional traceability means that material is traceable to a geo-referenced point of collection. This type of traceability is applicable only to informal slaughter. Leather manufacturers have to identify the Geo-reference Longitude & Latitude to confirm the regional traceability. Example: Bangladesh's Longitude & Latitude are 23.6850° N, 90.3563° E. If raw Hide/ Skins are purchased from Hazaribagh, its regional traceability will be 23.7328° N latitude & 90.3679° E longitude.



Picture: Google Map

- Regional traceability is not applicable in the following regions: Australia & New Zealand, China, Europe, including UK, North, Central & South America.

So, let's move forward and actively participate in practical traceability systems. Proud to be establishing "Made in Bangladesh".

### About Author

**Mr. Firoz Alam Talukder**, has gained as a seasoned ESG practitioner of Leather and Footwear industries with both academic and professional track records. He is also certified auditor and practitioner for LWG internal auditing and preparation, SLCP, SEDEX, ISO14001, CMM, CrVI, H2S assessment, ZDHC (RSL/MRSL) and more sustainability performance indicators for the industry. He is also member of LWG Tannery of the Future Group and Traceability Working Group.





# EU MANDATORY REGULATIONS ON LEATHER & LEATHER PRODUCTS

L&F Hive Desk

One of the world's most interesting markets for leather, leather products and leather fashion accessories are in Europe. And, setting up a business relationship with a European buyer can be challenging. This report will help you understand what the most important requirements and opportunities are in the European market. You will learn about the legal requirements for exporting leather and leather accessories to Europe.

Suppose you want to sell leather fashion accessories in the European market. In that case, you need to comply with several requirements, some of which are mandatory, whether they are legal requirements or not. Others are voluntary but meeting them can give you a competitive advantage.

## MANDATORY REQUIREMENTS

Mandatory requirements include General Product Safety Directives (GPSD), the use of chemicals (REACH), labeling, intellectual property rights, and the use of endangered species of animals.

## GENERAL PRODUCT SAFETY DIRECTIVE (GPSD)

The General Product Safety Directive (GPSD) aims at protecting consumers' health and safety. It is applicable to any product that is placed on the EU market – either by European manufacturers or businesses importing products from outside the EU. The GPSD is also applicable to leather products, including furniture, shoes, and bags.

GPSD requires that importers and manufacturers assess product safety and risks to ensure that the product is not posing risks or threats to consumers. This assessment shall not be limited to adult consumers, but also the usage and behavior of children and infants.

Indeed, the risk profile is very different when importing basic products like wallets, compared to potential fire hazards such as furniture. That said, you must consider general safety regardless of the type of leather product you're selling.

## CE Marking

CE stands for "Conformité Européenne", the French for European conformity. If your product is covered by any CE marking directives, you are required to have the CE marking on your product. However, the GPSD is not a CE marking directive itself.



### REACH

Any leather fashion accessory exported to the EU must comply with the REACH Regulation, which stands for registration, evaluation, authorization, and restriction of chemicals. This

regulation restricts the use of many chemicals in leather and specific materials used for trims. The use of these chemicals in leather fashion accessories is either restricted or prohibited altogether.

Chemicals commonly used in leather fashion accessories production, which are restricted under REACH include:

- azo dyes that may release one or more of the 22 aromatic amines listed in Appendix 8 to the REACH Regulation, nonylphenol and nonylphenol ethoxylates, and heavy metals, such as mercury, cadmium, and lead;
- Chromium– widely used chromium III can transform into the hazardous variety chromium VI under certain production and storage circumstances.
- Formaldehyde;
- nickel – may occur in metal trims and accessories, such as zippers, buttons, and jewelry;
- polycyclic-aromatic hydrocarbons (PAHs), and phthalates may occur in PVC parts in wallets.

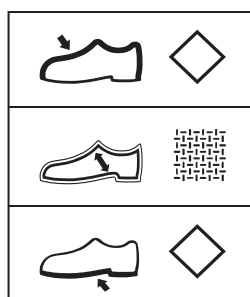
### Restricted Substances Lists (RSLs)

In addition to REACH, many brands and retailers have formulated their own restricted substances lists (RSLs), which are stricter than REACH. They are often inspired by the guideline on the use of safe chemicals from the Zero Discharge of Hazardous Chemicals (ZDHC) foundation.

Artificial leather (e.g. PU) may contain excessive amounts of REACH regulated substances, such as lead and mercury. This is also the case for coatings, dyes and printing inks used on authentic leather.

### EU LEATHER LABELING RULES

The EU set up regulations for clothing and footwear labeling which are applicable to leatherwear and footwear. In addition, some European countries such as France and Italy have introduced mandatory national labelling systems for leather and leather products, while others have implemented voluntary standards and labelling systems. In any case, it is recommended to include the material content on the label, to avoid confusion among consumers.





## ■ REGULATIONS

### *a. Leather Clothes*

The textile products' labeling regulation states that the use of leather must be clearly labeled on the products.



For example, if necessary you shall include a notice in the label that specifies that your product "Contains non-textile parts of animal origin." Additionally, you must also follow the basic labeling requirements of

textile products and provide the following information:

- General product information
- Material content
- Warning label
- User instructions
- Care label

The label should be attached or printed permanently on the products and visible to consumers.



### *b. Footwear*

The labeling of leather shoes is regulated by Directive 94/11/EC (Footwear Directive). The leather shoe label should include the information as below:

- Material description of the footwear
- Written indications for leather
- Country of origin

The label must be visible, securely attached to at least one article of footwear in each pair.

## INTELLECTUAL PROPERTY RIGHTS

The illegal copying of registered apparel trademarks and designs is considered a serious threat to the European fashion industry. If you are selling your own designs in the European market, you must make sure you are not violating any intellectual property (IP) rights. If your buyer provides the design, they will also be liable in case the item is found to violate a property right. You can check the EU's Intellectual Property Office (EUIPO) website for examples of designs and trademarks and a full database containing all IPs registered in the EU, but not necessarily in each European country.

Complying with intellectual property rights also means you cannot copy nor share designs from one buyer with another. European buyers expect you to handle their designs prudently.

## CITES

Using endangered animal species in your leather fashion accessories is restricted by EU legislation (EC 338/97). This regulation is based on the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). Some species of animals and plants are excluded from use altogether, while others are subject to severe import restrictions.

### *Source:*

1. <https://www.compliancegate.com/>
2. <https://www.cbi.eu>

## The European Union's Deforestation Regulation - A Breakdown

The European Union's Deforestation Regulation (EUDR) became law on the 30th of June 2023 and will become effective from January 2025. The regulation has been developed in response to the alarming rate of global deforestation and forest degradation and will apply to products sourced from regions affected by either legal or illegal deforestation.

The regulation is intended to strengthen the European Union's contribution to halting deforestation and to ensure that relevant products of deforestation are not placed on the market in - or exported from- the EU. It will have significant implications for leather.

The regulation applies to seven commodities, including cattle and soy, and to a list of relevant products made from or fed with those commodities. The list includes raw hides and bovine leather. At this time, it does not apply to leather products, meaning that leather products imported into the EU will not be subject to the same scrutiny. Details of EUDR will be published in our Q3 2024 edition of Leather & Footwear HIVE.

# BANGLADESH'S LEATHER & FOOTWEAR EXPORT STILL STRUGGLING AFTER 3<sup>rd</sup> QUARTER.

L&F Hive Desk

According to the Export Promotion Bureau of the Government of Bangladesh, in the first nine months of fiscal 2023-2024, total leather and footwear exports reached 1179.92 million US\$, decreased by 7.6%, on a comparable basis to the same period of last year. The figure was 16.8% lower than the strategic target set for the period.

However, it was the leather footwear segment that took the biggest hit. From July to March, Bangladeshi's leather footwear exports amounted to 391.7 million US dollars, which reflects a decline of 26.7%, as compared to the same period of the previous fiscal year. This figure was also down by 29.8% from the strategic target set for the period.

Leather goods exports increased by 2.7% year-over-year in the first nine months of the current fiscal year, reaching 300.1 million US dollars; nevertheless, this figure was 13.9% lower than the strategic target set for the period. On the other hand, finished and crust leather exports increased by 9.8% from the same period of the prior fiscal year, totaling 102.4 million US dollars, and increased 1.7% as the strategic target set for the period.

The compiled data also shows that other footwear exports increased by 7.7% in the first nine months of the fiscal year, comparable to a similar period of last fiscal year, amounting to 385.7 million US dollars. This value was lower than the strategic target set for the period by 6%.



Source: Export Promotion Bureau, Bangladesh ([www.epb.gov.bd](http://www.epb.gov.bd))



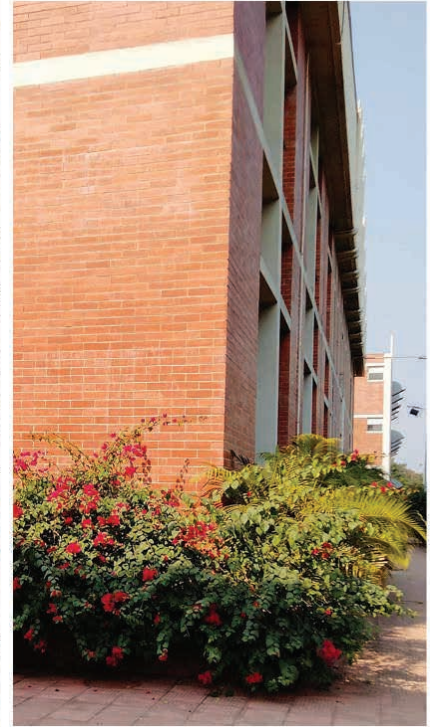


Photo: Shoeniverse Footwear Ltd.

## INVESTOR'S HANDBOOK: TECHNICAL INSIGHTS INTO MEP FOR FOOTWEAR FACTORY VENTURES

Engr. A.Fattah Asif

In this article, we aim to provide essential guidelines for establishing a footwear factory in Bangladesh, focusing on crucial technical considerations before commencing construction. Building upon the fundamental concepts outlined in our previous issue, we delve deeper into MEP (Mechanical, Electrical, Plumbing) design considerations to offer practical insights for integrating these systems into ongoing or upcoming projects.

**Electrical Distribution System:** Ensure a robust electrical distribution system is in place to meet the factory's power demands, with suitable sizing and capacity to accommodate production machinery and equipment. The foundation of an efficient distribution system lies in meticulous design and technology selection, aimed at minimizing investment and operational costs while reducing system and power losses during distribution to conserve energy. A

well-designed system can yield significant savings by optimizing cable/BBT size selection, streamlining the number of panels and equipment, and utilizing BBT for main power and machine connections to strike a balance between cost-effectiveness and technical superiority. Adequate circuit breaker sizing is crucial for machinery and facility protection, with strict adherence to BNBC 2022 guidelines throughout the design and installation process ensuring maximum efficiency, safety, and minimized utility expenses. Separating and sizing neutral and earthing connections according to BNBC 2022 regulations is imperative to safeguard both machinery and the entire electrical infrastructure. Proper installation of a lightning protection system (LPS) and earthing system as per BNBC 2020 guidelines is essential to shield the building and sensitive equipment from lightning strikes, ensuring overall safety and operational integrity.

**Utility Source:** Selecting the utility source is a critical decision to ensure uninterrupted power supply, with a preference for options avoiding load shedding vulnerabilities like the 11KV REB line, opting instead for the more reliable 33KV line for larger factory operations. Transformer sizing should align with machinery and equipment loads, factoring in future expansion plans and adhering to BNBC 2020 guidelines for a cost-effective and compliant electrical distribution system. Operating transformers at 70-80% load capacity optimizes performance, with machine data analysis guiding transformer size selection. Implementing Power Factor Improvement (PFI) Units maintains power factor levels within acceptable limits, enhancing electricity efficiency and regulatory compliance, with a mandatory requirement for PFI units at 60% of the total transformer size. Diesel generators serve as backup power sources to address power outages or load shedding, ensuring uninterrupted production during emergencies, and are essential additions to the site's infrastructure.

**Ventilation and HVAC Systems:** Efficient ventilation and HVAC (Heating, Ventilation, and Air Conditioning) systems are paramount in maintaining optimal indoor air quality, temperature, and humidity levels for worker comfort and safety within footwear factories. Natural and forced ventilation facilitated by exhaust fans effectively ensures regular air charging, with louvres and windows positioned on the south side and exhaust fans on the north side serving as a simple solution for adequate ventilation. Proper sizing and placement of exhaust fans and windows are essential, aligning with the building's volume and targeted air change rate to comply with BNBC 2022 guidelines. Given the harmful effects of glue/adhesive odors in footwear factories, regular air changes are imperative, necessitating adherence to prescribed air change rates. Additionally, the exhaust piping system must

effectively remove fumes and odors resulting from leather burning, laser cutting, stamping, and screen printing to maintain a safe and healthy working environment for employees.

**Lighting Design:** Ensure optimal lighting levels across production areas, warehouses, and office spaces by integrating energy-efficient LED fixtures, a crucial aspect of lighting design in footwear factories. Natural light provision through strategically placed windows on factory walls and semi-transparent roof sheets (not exceeding 5% of the total roof area) enhances illumination while reducing electricity consumption. Needlepoint areas require adequate lumens facilitated by appropriately positioned lighting systems, promoting productivity. Emergency lights, complemented by reliable power backup, ensure safety during unforeseen situations, underscoring the importance of comprehensive lighting planning for operational efficiency and worker well-being.

**Fire Safety System and Other Protections:** Ensure comprehensive fire safety measures compliant with regulatory standards by installing fire detection and suppression systems, such as addressable alarm systems, fire hydrants, sprinklers, and emergency exits, to safeguard personnel and assets. Adhere to BNBC 2022 guidelines mandating fire hydrant systems with sufficient water reservoir tanks, alongside emergency lights placed strategically at entry and exit points and main walkways. Essential firefighting equipment must be stationed as per designated locations outlined in fire safety plans, with evacuation plans visibly displayed at key points with clear instructions. While sprinkler facilities aren't compulsory for buildings up to 23-meter height, multi-storied structures should adhere to this safety standard. Despite limited necessity for steam boilers in most factories, proper fire separation and placement





## ■ INVEST

outside production floors are crucial. Additionally, the installation of air compressor systems, integral for footwear machinery operation, necessitates aligned piping and fittings, with isolated rooms equipped with adequate ventilation ensuring optimal safety protocols.

**Automation and Control Systems:** Enhance production efficiency and product quality through the implementation of advanced automation and control systems, enabling real-time monitoring of equipment performance and streamlining operations for consistent outcomes. Technologies available in the Bangladeshi market facilitate production flow data monitoring and efficiency assessment through integrated I/O devices and ERP software, pivotal for evaluating KPI performance. Automated machinery options reduce manual intervention, with multifunction and semi-automated machines optimizing floor space, labor requirements, and energy consumption. Popular technologies such as automatic CNC cutting machines, printing machines, and pattern stitching machines are already prevalent in current factories, while the adoption of robotics and integrated process production, exemplified by projects like DESMA's Amir, indicates a trend toward greater automation and efficiency in the industry.

**Green Project Consideration:** For a sustainable business model, investors must consider building green projects, incorporating small steps and considerations to qualify for USGBC LEED Certification. These initiatives not only promote environmental responsibility but also save on operational costs by conserving energy and recycling resources. Implementing rainwater harvesting systems can significantly reduce utility consumption and preserve groundwater levels, while small-scale sewage treatment plants offer sustainable waste management solutions. Integration of solar panels onto factory rooftops and utility buildings further enhances sustainability, providing cost-effective energy solutions in alignment with environmental standards. Both on-grid and off-grid solar panel systems can be employed to power emergency lighting, security surveillance, and other equipment, while measures to prevent light pollution should be observed for outdoor lighting. Compliance standards necessitate the installation of solar panels covering 10% of total lighting and HVAC load for ELB certification, to ensure that 50% of the total load can be backed up by solar energy through an on-grid system. Additionally, plumbing systems should be designed to meet the specific requirements of

production processes, wastewater treatment, and regulatory compliance, contributing to the overall environmental sustainability of the project.

**Environmental Compliance:** In pursuit of environmental compliance, it is imperative to strictly adhere to regulations governing wastewater treatment, air emissions, and hazardous waste management, while integrating eco-friendly technologies and practices into the factory design. Technical and MEP designs must align with international standards and certifications to ensure export-oriented compliance, thereby showcasing product quality and safety to global markets. Effective material waste and solid waste management protocols should be established, with designated zones such as a Waste Management Area or Wastage Godown facilitating proper waste disposal. Continuous monitoring of waste disposal practices by both local and international audit teams is essential to uphold environmental standards and regulatory requirements.

In conclusion, establishing a footwear factory in Bangladesh demands meticulous attention to Mechanical, Electrical, and Plumbing (MEP) considerations. This comprehensive guide has shed light on the critical aspects investors must navigate to ensure a successful setup. By adhering to international standards, incorporating eco-friendly technologies, and embracing sustainable practices, investors can not only meet export-oriented compliance but also demonstrate commitment to product quality and safety in global markets. With the right approach to MEP design and implementation, coupled with strategic planning and adherence to regulatory guidelines, investors can pave the way for a thriving footwear manufacturing venture in Bangladesh, poised for long-term success and sustainability in the industry.

### About Author

**Engr. A. Fattah Asif**, an AIUB B.Sc EEE graduate, worked in M&J group and 5 projects at Bay Group, now serves as Engineering Division Manager at WASO Engineers & Consultants BD Ltd for 8 years. Specializing in new factory setups, masterplans, machine layout and MEP designs, already contributed to 110+ industrial projects, including 33 export-oriented footwear and leather goods projects.

# DISCLAIMER ON Q1 2024 ISSUE

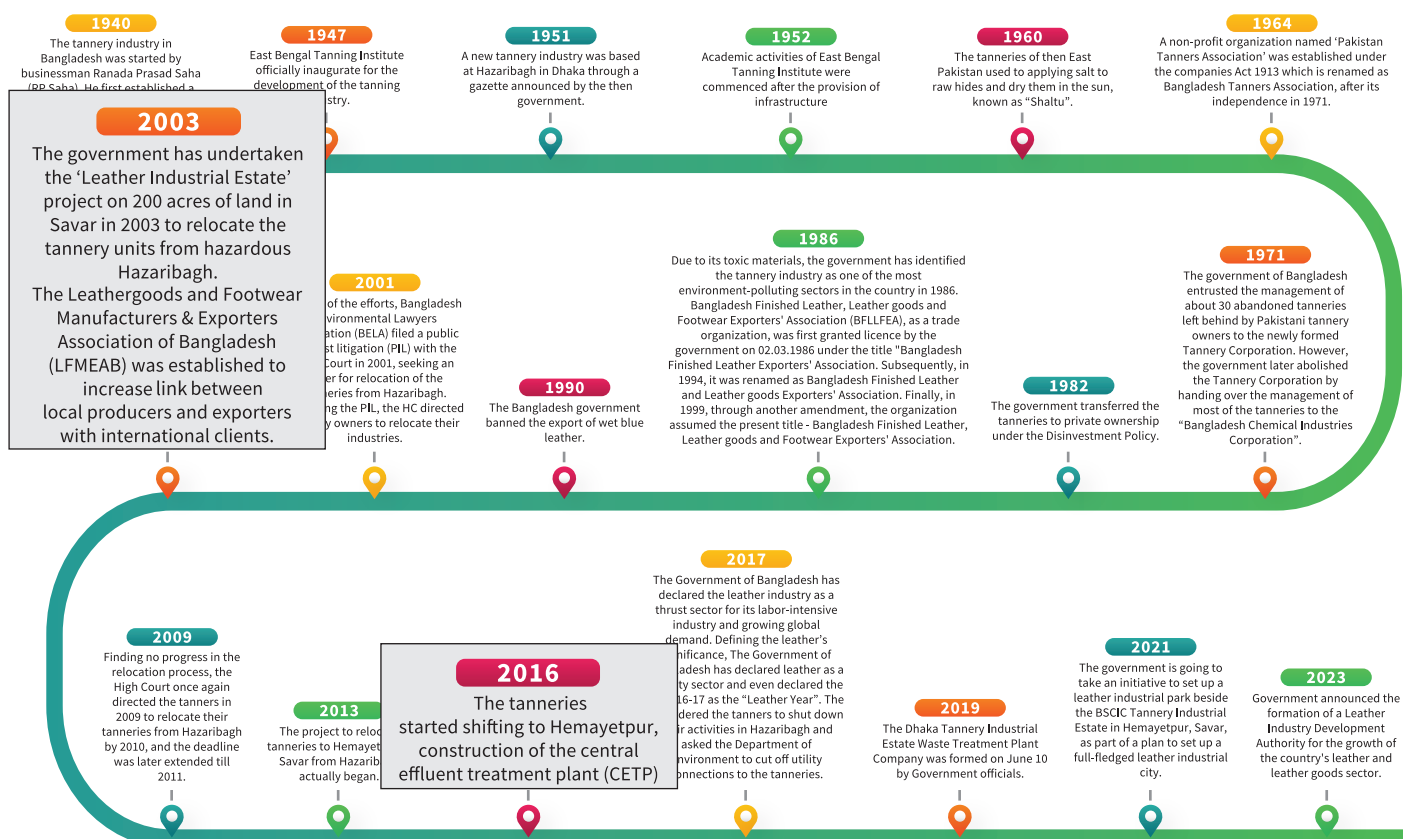
In our Q1 2024 issue, published in Jan 2024, page 20-21, we published an article titled 'KEY MILESTONE OF BANGLADESH TANNING INDUSTRY' where we tried to compile key milestones of the Bangladesh tanning industry. It was appreciated by our readers and we received some good feedback on that.

Unfortunately, we had a typing mistake for years 2003 and 2016. LFMEAB was established in 2003, which was shown in 2016 in our previous issue. The tannery started to shift in 2016 whereas it was shown in 2003 in the previous issue.

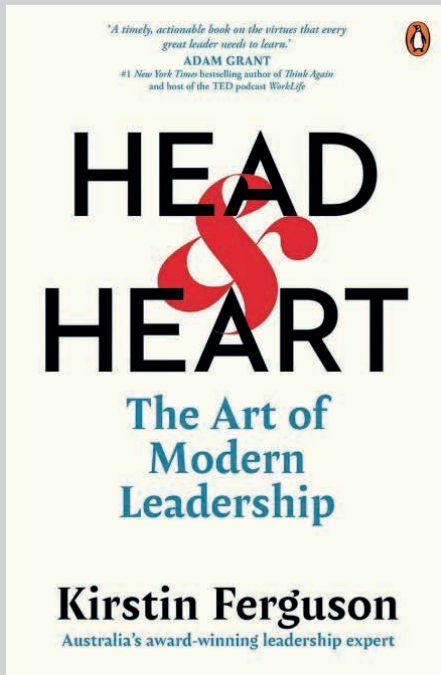
We didn't realize what happened until we received this from our reader. We immediately correct this information in our online version. We have corrected for copies that we have in our hand.

Thank you for your understanding.

## KEY MILESTONE OF BANGLADESH TANNING INDUSTRY







Dr Kirstin Ferguson AM is an award-winning leadership researcher, bestselling author, columnist, and keynote speaker. Ranked as one of the top 50 management thinkers in the world, Kirstin was also awarded the Thinkers50 Distinguished Leadership Award in 2023.

Kirstin began her career as an officer in the Royal Australian Air Force and has held roles during her career that have included chief executive officer of an international consulting firm and acting chair and deputy chair of the Australian Broadcasting Corporation. During a fifteen-year career as a company director, Kirstin sat on a range of large publicly listed, private company and non-profit boards.

Kirstin has a PhD in leadership and culture, as well as honors degrees in Law and History. She is an adjunct professor at the Queensland University of Technology Business School where she was named Outstanding Alumnus of the Year in 2020. In 2023 Kirstin was appointed a Member of the Order of Australia (AM) for her significant service to business and gender equality.

# HEAD & HEART: THE ART OF MODERN LEADERSHIP

KIRSTIN FERGUSON

Mizanur Rahman

Leadership is simply a series of moments and every moment allows you to leave a positive legacy for those you lead.

In this ground-breaking book, award-winning leadership expert and business leader Dr Kirstin Ferguson has written a much-needed practical guide for every modern leader. Whether you are the head of one of the largest companies in the world, supervising a small team, or guiding your family, it will be your ability to integrate your head and heart that will influence your success in leading others and navigating our complex world.

Combining studies from leading thinkers in the field with her new research and more than three decades of personal experience, Kirstin explains the eight key attributes of a head and heart leader and provides the tools to measure your approach. Along the way, she shares her conversations with modern leaders from a broad range of backgrounds whose stories will surprise you, challenge your thinking, and inspire you to be the type of leader the world needs today.

Dr. Kirstin Ferguson talks about the importance of creating a balance between our heads and hearts when leading, whether that is in the corporate world, at home with our family or in any other scenario where we can have an impact on others. According to Kirstin, a Modern Leader understands both reason and emotion. Both head and heart are equally important, and we need to learn when to use them, but that of course poses different challenges.

The book has chapters for the four Head attributes (curiosity, wisdom, perspective, capability) and for the four Heart attributes (humility, self-awareness, courage, empathy.)

“There is no one way of leading well. Everyone will do it differently. The more attributes of a head and heart leader you can draw upon, the more effective you will be in the widest range of situations you might find yourself leading in”.

The last part of the book is about integrating our Head and Heart for effective modern leadership. Kirstin developed a Head & Heart Leader scale and I really encourage everyone reading this review to go to <https://headheartleader.com> and take this self-assessment to understand their balance of head and heart leadership as a first step, and then, use the book to go deeper into each attribute and develop an action plan to find this balance.

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