

Report On
**“The Effectiveness of Aarong’s Zero-Days Payable for
Producing finished Goods.”**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
August 2023

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Declaration

It is hereby declared that.

1. The internship report submitted is my/our own original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate reference.
3. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Rahin Akter
18204052
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Supervisor's Full Name & Signature:

Mr. Tausif Bari
Manager, Advancement, and Lecturer
BRAC Business School

Letter of Transmittal

Mr. Tausif Bari

Manager, Advancement, and Lecturer,
BRAC Business School
BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

This is my pleasure to display my experience of academic internship at BRAC- Aarong, (BRAC Social Enterprise), head Office, Tejgoan.

I have attempted my best to finish the report with the essential data and recommended proposition in as compact and comprehensive a manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Rahin Akter

18204052

BRAC Business School

BRAC University

Date: 30th August 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Aarong and the undersigned student at BRAC University, Rahin Akter.

Acknowledgment

I would like to express my sincere gratitude to my academic internship supervisor, the honorable Mr. Tausif Bari (Manager, Advancement & Lecturer, BRAC Business School). His unwavering guidance and support were instrumental throughout my entire internship journey. Under his mentorship, I completed my report seamlessly, encountering no significant challenges. I'm deeply appreciative of his care and assistance from day one.

Additionally, I want to extend my heartfelt thanks to my on-site internship supervisor, Mr. Intisar Obaid Iftee (Senior Manager of Aarong-Financial Planning & Analysis and Head of Aarong Earth), and my co-supervisor, Mr. Nasheed Zaman Mahboob (Officer of Aarong-Financial Planning & Analysis). It was under their tutelage that I was able to broaden my understanding of Financial Planning and Analysis. Their substantial support and guidance made the process of conducting research for my internship report remarkably smooth. I am particularly grateful to Supervisor Intisar Obaid Iftee, who helped me select a distinctive topic for my report.

Furthermore, I'd like to acknowledge the Finance and Accounts department of Aarong for their invaluable assistance in gathering the data necessary for my internship report. I extend my sincere appreciation to all those who aided and supported me on this remarkable journey.

Executive Summary

The study of the report is the overall activities of the Accounts payable team, department of finance and accounts in BRAC-Aarong, one of the most popular retail chains in Bangladesh. Here, in the first chapter, the overview of the internship is included. In the second chapter I have covered the whole organization's overview where I have mentioned their management practice, marketing practice, financial performance, and accounting practice, Porter's 5 forces model. SWOT Analysis, and business model canvas of Aarong. In chapter 3, in my project part, I have introduced the effectiveness of zero days payable for producing finished goods, A few references that I utilized to get the data for this report are provided at the conclusion.

Keywords: *Zero-days Payables; effectiveness for producers; finance & Accounts; ratio analysis; industry competitive analysis.*

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List of Acronyms

| | |
|--------|--|
| Ast. O | Assistant Officer |
| DBBL | Dutch Bangla Bank Limited |
| DM | Deputy Manager |
| Ex. O | Executive Officer |
| HRM | Human Resource Management |
| O | Officer |
| POS | Point On Sales |
| SCPD | Social Compliance and Producer Development |
| SE | Senior Executive |
| Sr. O | Senior Officer |
| STP | Segmenting, Targeting, Positioning |
| SWOT | Strength, Weakness Opportunity, Threat |
| UCBL | United Commercial Bank Limited |

Chapter 1: Overview of Internship

1.1 Student Information

- Name: Rahin Akter
- ID: 18204052
- Program: Bachelor of Business Administration.
- Major: Finance and Accounting

1.2 Internship Information

1.2.1 Period: 3 months, 12 weeks (17th May 2023 to 17th August 2023)

Organization: BRAC-Aarong

Department: Finance & Accounts

Address: Aarong Centre (Head Office) 346 Tejgaon I/A, Dhaka-1208

Telephone. +88-02-8891418, Email: marketing.aarong@brac.net

1.2.2 Organization Supervisor Information

Name: Intisar Obaid Iftee

Designation: Senior Manager, Financial Planning & Analysis, Finance & Accounts

Email: intisar.o@brac.net

Mobile: +8801704166233

1.2.3 Job Description, duties, Responsibilities:

- Worked with the Accounts Payable Team and managed the end-to-end billing process for independent producers and suppliers ensuring timely invoicing, tracking, and verification.
- Created forecasted financials, and business update reports for the Grassroot Café (one of the strategic business units of Aarong) while working with the Financial Planning and Analysis (FP&A) team of Aarong.
- Verified the ledger postings with the vouchers to ensure accuracy in the financial reporting works.
- Worked with outlet (Gulshan) accountant for 3 days.

1.2.4 Work Plan

| Weeks | Responsibilities |
|--------------|---|
| 1 | Orientation from HR team. Met with Accounts payable team and Finance team of Aarong. I have gathered some knowledge about their roles and responsibilities. |
| 2 | I have analyzed Aarong's financial statement and analysis with some insights of organization's ratio. The General manager of finance and Accounts gave me a task about "The presentation of finance and Accounts". I had prepared a power point slide in terms of gathering knowledge about the roles and responsibilities of Aarong. |
| 3 | Training on "Business Communication and Professionalism" from learning and development team of HR. where I have learned some communication way in corporate. |
| 4 | I have worked on final prepared for my final presentation about operations of finance and accounts. It helped me to get confident, learnings about corporate culture, and as well as the operations of finance and accounts of Aarong. |
| 5 | Training on Excel and some formulas from the learning and development team of HR. Analyzed Grass Root café for creating forecasted financials, business update reports. Along with I have worked for my Internship Report and Report proposal. |
| 6 | In the whole week, I have learnt to create forecasted financials, business update reports, and created dashboard with the help of my co-supervisor. He inspired me to learn Excel and my supervisor gave me this responsibility to me to create this business update reports. This helped me to learn how to create financial analysis. |
| 7 | I have attended a training on "Gender responsiveness workplace" where I have learnt about some corporate culture at Aarong, words, manners, etiquette, what to do and what not to do at the office. |
| 8 | In this week, I have got on job training from our accounts of central services. As a responsibility of a teller, I knew how to detect fake money, how to count cash by teller machine, cash related work like receive and payment, "I Owe You" related payments, cash book preparation. It was hand on hand experience that I have got from accounts. |

| | |
|----|---|
| 9 | In the whole week, for 3 days I have experienced to work accountant of Gulshan outlet. I have gained some knowledge regarding outlet operations, cash collections, retail money management, POS sales reconciliation, current account reconciliation. Moreover, for 1 day, I was also experienced with sales associate where I had to interact with customers. Rest of the days, I have explained the experience to my supervisor to ensure what I have learnt from these activities. |
| 10 | My general manager gave me a case to enhance my skills in case solving. I had prepared it and it truly enhanced the capacity and knowledge of case solving ability. He arranged a dummy interview to prepare myself for the next stage of my career. I have worked and gathered information for writing my final report. |
| 11 | In week 11, I completed my internship report with the help of my supervisor, Intisar Obaid Iftee and sorted out some problems and solution based on the feedback from my university faculty. |
| 12 | This week, my internship journey came to an end. On 16 th August,2023 I got my farewell from my department and HR. |

Table 1.1: Work plan that I followed during my internship

1.3 Internship Outcomes

1.3.1 Contribution to the company

As an Intern in Finance and Accounts of Aarong, my primary goal was to contribute my skills and knowledge towards the growth and success of the organization. During my internship period, I actively participated in various Financial and Accounts operations such as Cash Management, end-to-end billing process for both producer & supplier, created Business Update Reports for Grass Root café (one of SBU's of Aarong), Visited Outlets and worked with Outlet Accountant.

I believe that my contribution to the organization as a Finance Intern has been significant.

1.3.2 Benefits to the Student

During the internship journey, I was able to develop my communicational, organizational, and analytical skills, which helped me to become a valuable member of the team. I consistently demonstrated a positive attitude and willingness to learn, which helped me to adapt quickly to the corporate environment.

Overall, my internship experience at BRAC-Aarong has been extremely beneficial for my personal and professional growth. I am confident that the skills and knowledge that I have acquired during my internship journey with Aarong will be valuable in my future career endeavors. I have learnt so much practical knowledge and skills about my related field.

1.3.3 problems/ Difficulties (Faced During Internship)

I was working as a finance intern at Finance & Accounts Department, Financial Planning and Analysis team, I would like to say, I am fortunate enough that, I have got an opportunity with this team. I did not face any difficulties during my internship, rather I have got so many inspirations and motivations from there. Overall, the team was so supportive of me. With their support, I could manage everything very flexibly. Each of the members of this team was so nice in behavior and inspired me to learn new things.

1.3.4 Recommendation (for further Internship)

Every member of Finance & Accounts team of BRAC-Aarong, are highly skilled leaders. In particular, my supervisor and co-supervisor provide detailed feedback on the intern's performance, highlighting specific examples of their strengths and areas for improvement in my further career. They met with me at various times and received internship related feedback.

If interns are looking for an internship opportunity at Aarong, I must say, it would be a great place to learn for them. They will get an opportunity to grow and develop their skills further. I can highly recommend choosing Aarong for their career growth.

Chapter 2:

Organization Part



Ayesha Abed (Spouse of Sir Fazle Hasan Abed) & the main inspiration of BRAC and Ayesha Abed Foundation.



Dr. Martha Chen, American academic and social scholar (Co-founder of Aarong)



Sir Fazle Hasan Abed (Founder of BRAC and Aarong)

Figure 1.1: The heart and soul of BRAC-Aarong

2.1 Introduction

Aarong Bengali means “Village Fair”. The beginning of Aarong's history may be found in the late 1970s when a non-governmental organization (NGO) by the name of BRAC stepped forward to assist and encourage rural craftsmen. BRAC's objectives of empowering women in rural areas of Bangladesh led to the development of Aarong. In places where employment possibilities were few, especially for women, Aarong's work with artisans provided an opportunity for her to make money. BRAC wanted to give Bangladesh's rural artisans and craftswomen a platform to showcase their skills and make a living by sustainable means since it recognized their talent and potential. In 1970's an American and Social scholar, Dr. Martha Chen (Co-founder of Aarong) who worked with BRAC and in 1980's worked closely with working women living in poverty in village and urban settlements. She was closely familiar with the life and work of late Ayesha Abed. Accompanied her on numerous field work, directing research unit of BRAC's women program, editing BRAC newsletter. Ayesha Abed was known as Bahar. After Ayesha Abed died in 1981 Ayesha Abed Foundation established by her spouse Sir Fazle Hasan Abed and Martha Chen, (Co-founder) to honor the contribution of Ayesha Abed.

The Bangladeshi city of Dhaka is where BRAC first opened Aarong as a retail location in 1978. The main objective of Aarong was to establish a market for traditional crafts and to

jointly link rural artists to urban customers. Because of its commitment to maintaining and encouraging historical crafts while also updating them to fit current trends, Aarong has grown in popularity over the years. It gained a reputation for innovating goods of exceptional quality, creativity, and cultural significance that reflected Bangladesh's rich traditions. Besides its retail operations, Aarong is important in enhancing the quality of life for artisans and their communities. It provides access to financial services, many social development initiatives, and training programs to enhance artisans' skills.

2.1.1 Logo: The Aarong logo displays a peacock, which is absolutely stunning because of the radiant, iridescent, varied color pattern on its tail. Orange is the peacock's color in the logo. Because it represents energy. Aarong expresses with this logo that its products are just as beautiful and unique as a peacock. Additionally, it wishes to draw attention to its natural, eco-friendly products through the symbol.



2.1.2 Mission:

Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice.

2.1.3 Vision:

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

2.1.4 Goal:

To achieve large-scale, positive changes through social and economic programs.

2.1.5 Values:

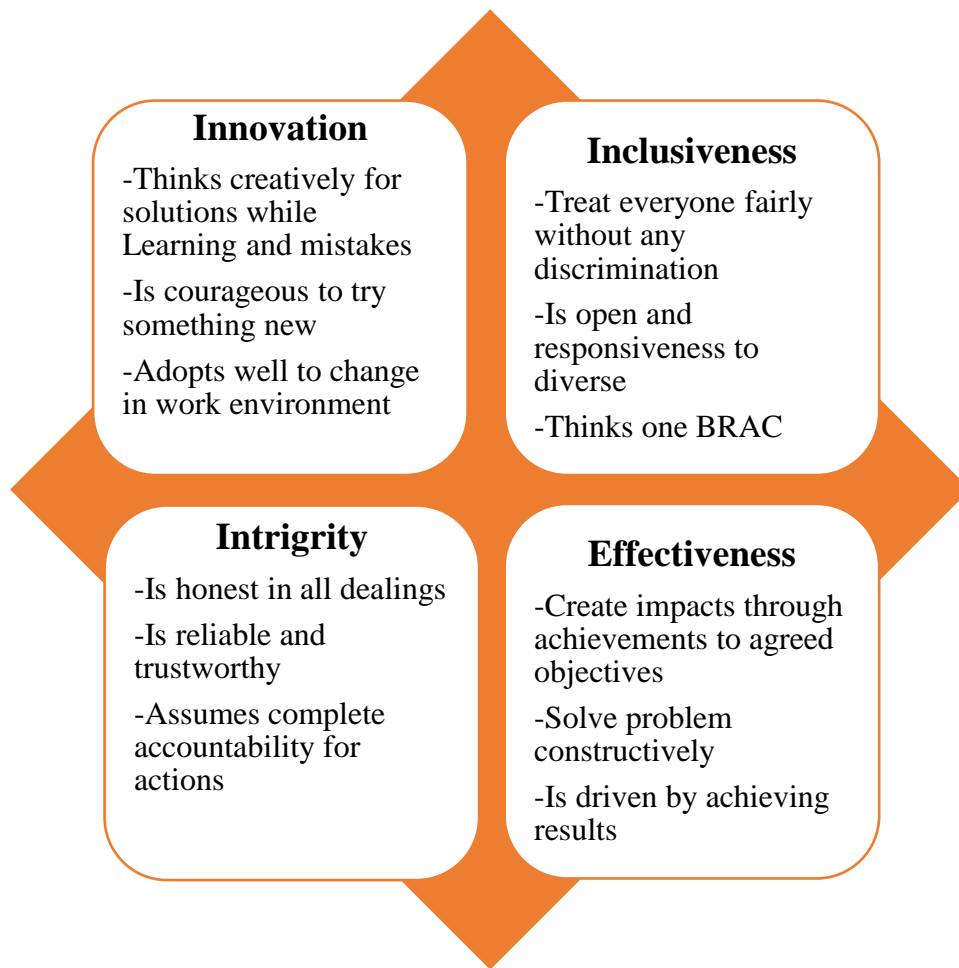


Figure 1.2: Values of BRAC-Aarong

2.1.5 Strategic Business Units (SBU) of Aarong

Strategic Business Units are small independently managed divisions of a large organization with their individual own mission, vision, and goal. It is mainly dealing with particular goods and services.



Figure 1.3: Strategic Business Units of Aarong

A. APC-1 (Aarong Production Centre)

- Ayesha Abed Foundation
- Textile Products are made.
- Operations are in 15 districts.
- 750+ hand embroidery sub-center



B. APC-2 (Aarong Production Centre)

- Cotton and yarns are made.
- Operations are in 3 sectors in Bangladesh (Belkuchi, Madhobdi, Tangail)



C. Central Service

- All the operations of business are controlled.
- Departments (HR, Finance and Accounts, Design, Marketing, SCPD, Procurement, Merchandising)
- Located at Tejgoan, Industrial Area



D. Outlets:

Aarong has a total of 28 outlets all over Bangladesh.

| | | | |
|------------------------|---------------------------|--------------------|-------------------|
| Dhanmondi 1 (Lalmatia) | Dhanmondi 2 (Science Lab) | Banasree | Rajshahi |
| Tangail | Faridpur | Bashabo | Khulna |
| Gulshan | Rangpur | Wari | Kushtia |
| Uttara | Sylhet | Jamuna Future Park | Feni |
| Mirpur 1 | Jashore | Narayanganj | CTG (Sholoshohar) |
| Mirpur 2 (Mirpur 12) | Bogura | Moghbar | CTG (Halisahar) |
| Banani | Mymensingh | Bashundhara City | Cumilla |

Table 1.2: outlet list of Aarong

D.1 Outlet Operations and Management:

As I got a chance from the central services of Finance and Accounts to work with an accountant of Gulshan Outlet. So, I have reviewed it all based on my learnings.

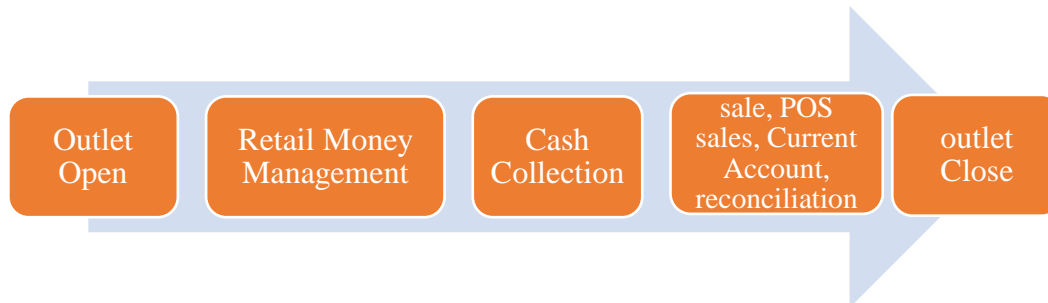


Figure 1.4: outlet operations and Management process

D.2 Outlet Opens:

| | |
|-------------|--|
| At 8:30 AM | For service staff (Cleaning, Refill and organizing products) |
| At 9:45 AM | Sales Associate- Briefing by manager about last days sale, today's sale target, notice / campaign details, appreciation for last days achievement. |
| At 10:00 AM | For regular customer |

D.3 Retail Money Management:

- For all cash counter sales associates are maintaining their own retail money (1 taka to 100 taka) bag

D.4 Cash Collection:

- 2 shifts (Morning – 10:00am to 2:45 pm), (Evening- 3:00 pm to 8:00 pm)
- Sales Associates transfer their 500, 1000, foreign currency to their outlet accountant to avoid problems regarding money.
- Mobile Financial Service- 2 ways (TAP and Bkash)
- In terms of collecting foreign currency, sales associates are providing a form to a foreigner including name, nationality, foreign currency types, passport number, amount of money and their signature then send it to the Bangladesh bank.
- Aarong is receiving only US Dollar, UK Pound, Euro
- Point of sales (POS) machine provider only by 6 banks including BRAC Bank, City Bank, DBBL, UCBL, Eastern Bank.

D.5 Reconciliation:

| | |
|-----------------------------------|--|
| Total sales reconciliation | <ul style="list-style-type: none"> - Stock wise - Payment, discount, department wise - Cash certificate |
| POS sales | <ul style="list-style-type: none"> - Specific POS sales entry - Bank wise daily POS sales <p>If POS sales is charged more, contact with bank to refund customer's money</p> |
| Current account | <ul style="list-style-type: none"> - Product received, transfer, fixed assets, office supplies, office maintenance, retail management maintained by central services. - Internal transaction outlet to outlet <p>The Treasury team of Aarong are responsible for reconcile the current account</p> |

Outlet close: The outlet closes at 8:00 pm for regular customers.

E. E-commerce:

- Different channel (Omni Channel)
- aarong.com now shipping 6 new countries (United States, United Kingdom, United Arab Emirates, Singapore, Malaysia, Australia)



- Operation site located at an old outlet of Gulshan.

F. Grass Roots Café

- Located in 4 outlets of Aarong (Dhanmondi, Uttara, Moghbazar, Sylhet).
- To make your shopping break more delighted with delicious foods



2.1.6 Linkage between Aarong and Ayesha Abed Foundation

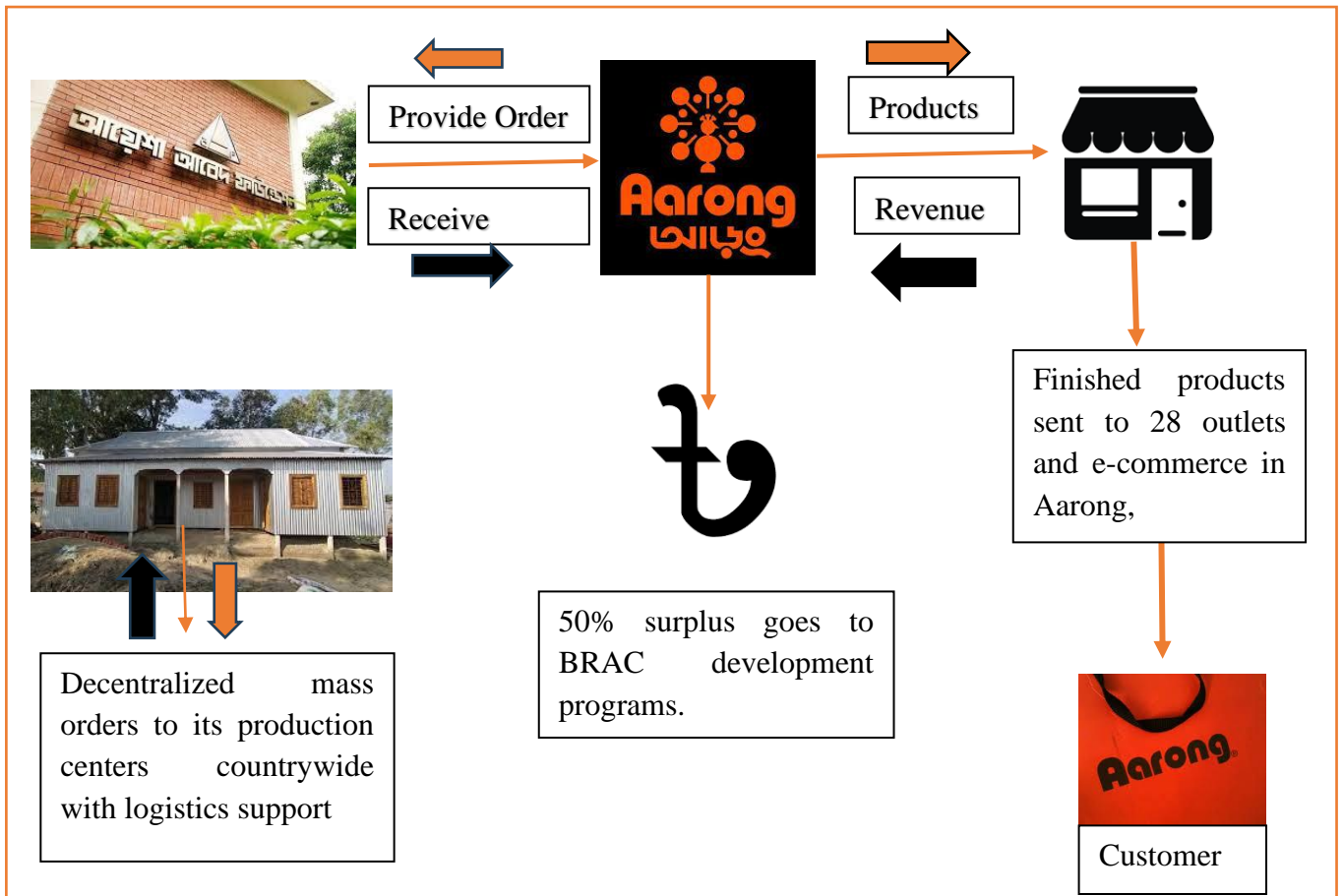


Figure 1.5: Linkage with Aarong and Ayesha Abed Foundation

2.1.7 Journey of Aarong

Aarong's journey



1978

Aarong opened its first outlet in Shukrabad, Dhaka to ensure market linkage for marginalised women



1982

The Ayesha Abed Foundation, Aarong's production hub was established to develop women's skills in various crafts



1995

Aarong organised one of Bangladesh's first major fashion shows at Pan Pacific Sonargaon Hotel



1989

Aarong opened the country's largest retail store of its time in Dhanmondi



2011

Aarong Flagship outlet, the country's largest retail store of its time was established in Uttara

2008

Aarong launched a 2-part exhibition 'Story of Stitches' (2008) on nakshi kantha and 'Story of Pride' (2010) on jamdani at Shilpakala Academy



2021

The 35,000 square feet outlet is Aarong's first multi-brand outlet in Tejgaon sitting on an expansive property with outdoor parking, unlike any other retail location seen before in Dhaka

2020

Aarong went global through its e-commerce platform aarong.com and the Aarong app



2023

Today, through 28 retail outlets across Bangladesh with over 100 fashion & lifestyle product lines and delivering to 6 countries, Aarong supports 70,000 artisans with fair terms of trade

2.1.8 Sub-Brands of Aarong:



Figure 1.6: Sub-Brands of Aarong

2.1.9 Corporate Culture of Aarong:

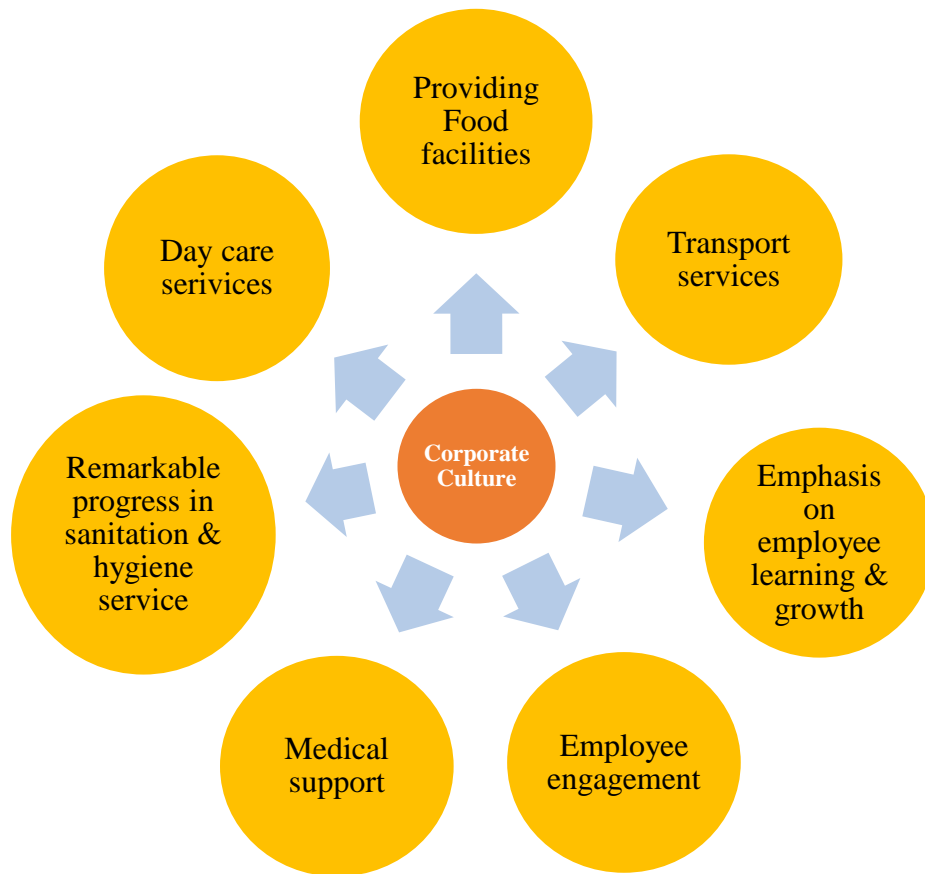


Figure 1.7: Corporate Culture of BRAC-Aarong

✓ **Providing Food Facilities:**

For daily meals Aarong is charged only a minimal amount for their employees, Producers, and suppliers.

✓ **Emphasize on Employee learning and Growth:**

There is a Training & Development Team of Human Resource Management who are responsible for employee Training and Certification program to enhance and motivate them on the job and off the job.



✓ **Transportation Facilities:**

Aarong provides transport facilities for their employees. Anywhere inside Dhaka, it is charged only 2700 Taka (Two Thousand and Seven Hundred) BDT and outside Dhaka (Gazipur) it is charged only 3000 Taka (Three Thousand Taka) from their monthly remunerations.

✓ **Day-Care Service:**

Aarong also provides on-site day care service “Ador” to the employees. Where 6+ months to 5 years children are taking advantage to stay with their single parents where they are getting care, creative activities, safety, and security also it helps to create strong relationship with children and their single parents. To get day care service, employed need to pay a service fee based on their grade which is below 5000 (Five Thousand Taka) BDT.



✓ **Employee Engagement:**

Aarong also motivate and inspire their employees and concern about employee’s recreation and refreshments. So, they celebrate every event such as Women’s Day, Pahela Baishakh, Falgun, Summer Fruit Festivals, and the annual Picnic. This helps them to build strong relations with each of the employees and get motivation in the workplace.



✓ **Remarkable Progress in Menstrual Hygiene Service:**

Employees of Aarong are getting pure drinking water and hygienic foods and environment and



maintaining cleanliness. One more important thing is that female employees of Aarong are getting Sanitary pads by using “the Sanitary Napkin Vending machine” which can save embarrassing episodes in public places during office hours.

✓ **Medical Support:**

Aarong provides medical support by in house doctor to their employees, producers, suppliers for 3 days a week (Sunday, Tuesday, Thursday). They can consult with doctors with a very minimal amount.



2.1.10 Aarong at a Glance:

| | |
|---|---|
| Name of the organization | Aarong |
| Linkage with | BRAC |
| Year of Established | 1978 |
| Origin | Bangladesh |
| Expansion | 6 Countries (UK, US, UAE, Germany, Singapore, Malaysia) |
| Founder | Sir Fazle Hasan Abed |
| Inspiration | Ayesha Abed |
| Managing Director | Tamara Hasan Abed |
| Sister Concern (BRAC Enterprise) | 11 (Aarong, BRAC Dairy, BRAC Seed, BRAC Agro, BRAC Fisheries, BRAC Nursery, Grass Root Café, Aarong Earth, BRAC Recycle and Printing, BRAC Health Care, |
| Products & services | Women’s ethnic wear, Men’s ethnic attire, Natural skin care, Handmade textile items, Jute Items, Leather Items, Bamboo Items, Paper Items) |
| Outlets | 28 outlets all over Bangladesh |
| Total Producer | 65000+ |
| Working Manpower | Female 2400 Male 2574 Diversified 1 |

Table 1.3: Aarong at a glance

2.2 Management Practices

2.2.1 Organization's leadership style:

Aarong follows participatory leadership which is known as democratic leadership that helps to collaborate, decision making and also involve employees in organization direction. Democratic leadership encourages employees to get and provide feedback. Every department of Aarong follows this leadership style and respects everyone's point of view. So that employees feel valued, committed to achieving the organization's goal and as well as getting inspiration to work.

For example, when Aarong needs any changes or development in their department they collaborate with whole team, make a discussion session where everyone is providing their plans, decisions, communicate with other and make right decision based on their needs. That represents equality, respect, and value to each employee. Democratic leadership helps to solve the problem in a short period of time.

2.2.2 Objectives of Human Resource Management

Human resource management is the activity that deals with the human capital of an organization. That is to say, the objective of the management of human resources is to attract and develop a competent workforce for the effective functioning of the company, as well as to position employees where it will provide the best results.

2.2.2 a) Departments of HRM:



Figure 1.8: Departments of Human Resource Management

2.2.3 Human Resource Recruitment Team:

They are responsible for recruitment and employee branding for both service grade and regular grade of Aarong and Ayesha Abed Foundation.

For regular grade, Advertisement post to select. Selection is based on requisition from the departments.

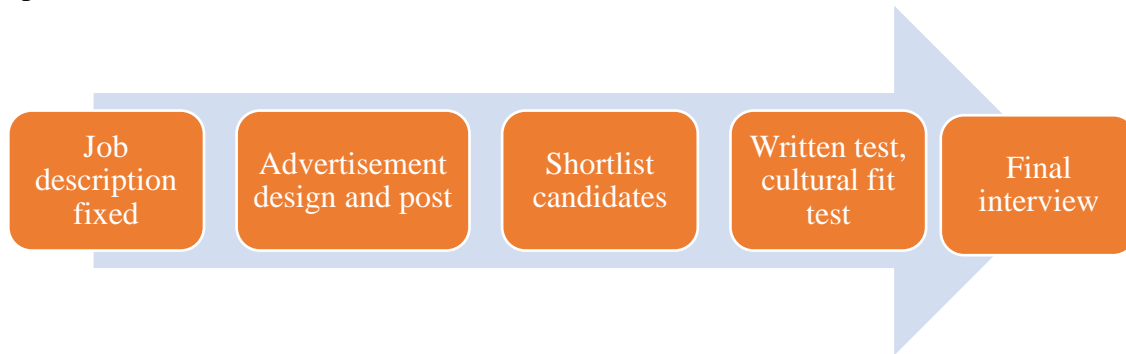


Figure 1.9: Recruitment process for regular grade

There is no written exam for Senior Manager position or above rather they take cultural fit test (whether the candidates are fit for this environment or not), also presentation (vary department to department) and then final interview.

Written Test:

- ✓ Aptitude test (English and Math)
- ✓ Cultural fit test
- ✓ Subject related questions

Interview:

- ✓ If the candidate individually passes in written test, then they get call for interview.
- ✓ Panel member decided – HR, Concern Department (who are mainly looking for candidates), 3rd department (Neutral but relevant to concern department).
- ✓ Interview questions must have safeguarded related, subject related. HR maintained assessment sheets with some questions for their candidates.

2.2.4 Leave Management Policy

- **Maternity Leave:** Working mothers are to be allotted 6 months of absence from work before and after the birth of her child with pay.
- **Paternity Leave:** Saff can avail this leave for 1 month (30 days) and it must be anytime within 6 months from the date of delivery or adoption.

- **Sick Leave:** Staff can avail an absence from work permitted because of illness for 5 days.
- **Annual Leave:** Total annual leave 20 days anytime in the whole year.
- **Bereavement Leave:** Employees will get a total of 3 working days which provide time off granted to them following the loss of their family members or close relatives.
- **WfH Opportunity:** Employees are also entitled to have 52 days of work from home in the year based on the circumstances.

2.3 Marketing Practices

In order to build brand awareness, promote profit and growth, attract, and keep consumers, and improve engagement, marketing is a very useful tool for businesses. To build a significant presence in the market and establish a connection with the target audience, effective marketing methods are essential.

2.3.1 Marketing Mix of Aarong

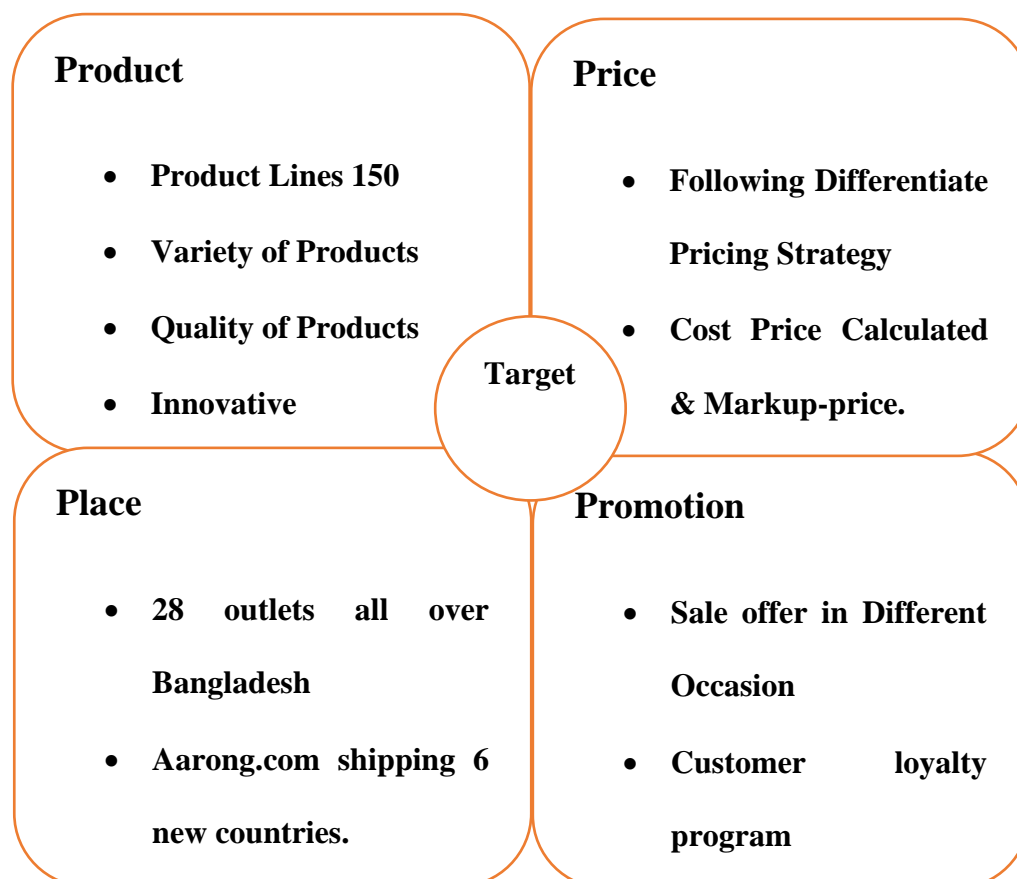


Figure 1.10: 4p's (Marketing mix) of Aarong

2.3.2 STP of Aarong

STP refers to segmentation, Targeting, Positioning, which introduces whom you market and how to and helps to create marketing communication more focused to your customers. It is mainly segmenting the market and targeting the best consumer.

2.3.2 a) Segmentation of Aarong

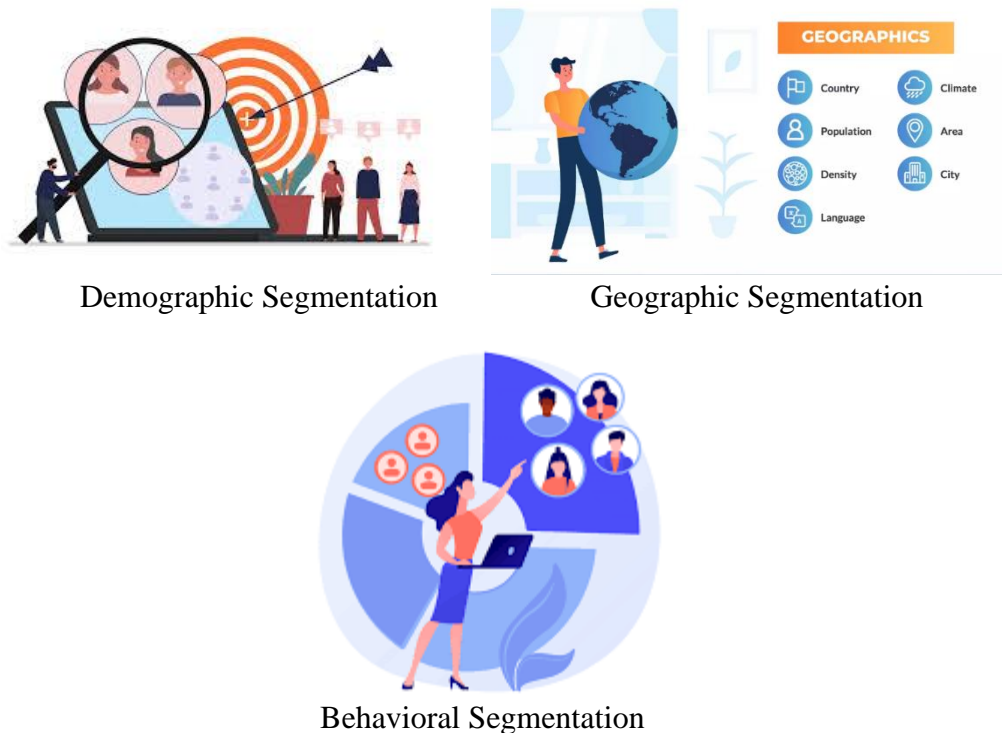


Figure 1.11: Segmentation on products of Aarong

Demographic Segmentation: Aarong Segmented their products lines based on demographic segmentation (Age, Gender, Occupation, marital status, race, family size, education). Aarong has innovative and variety of products for women, man, maternity, youth, children.

Geographic Segmentation: Aarong also segmented their products based on Geographic Segmentation. It is used to target product based on who live in, work in and shop in. for example: Aarong.com shipping 6 new countries including United Saudi Arabia, United States, United Kingdom, Singapore, Germany, Malaysia. Besides they made their brand image to rural area. Aarong has 14 outlets outside Dhaka among the total 28 outlets all over Bangladesh.

Behavioral Segmentation: Aarong follows behavioral segmentation when making purchase decisions. The knowledge they have about the products, the loyalty of products, interaction with brand and experiences. Aarong launch different campaigns on different occasions like

Eid-ul-Fitr, Eid-ul-Azha, Durga Puja, Pohela Baishakh, Falgun, Wedding, and other seasonal occasions where they introduce new products for their customers. It additionally partitioned the availability of its customers to help them by giving sufficient information.

2.3.2 b) Targeting of Aarong:

Targeting is a marketing strategy that breaks the markets into segments. Aarong has wisely determined the target customers. In the segmentation (Demographic, Behavioral, Geographic) we can be clear about the target customers of Aarong.

2.3.2 c) Positioning of Aarong:

The STP framework's final phase is positioning. Aarong has successfully positioned itself in the market because of the wide range of products it provides, their high quality, and its effective marketing campaigns.

2.3.3 Promotional Mix

Promotional mix is the marketing strategy and a way of communicating with the target audience. From the beginning to till now, Aarong reaches new heights. In terms of promoting their products Aarong follows different promotional mixes to reach its customers.

2.3.3 a) Advertising: One of the most popular promotional mixes for the startup and existing organizations. From the start of has been using a traditional form of advertisement such as Newspapers magazines, Billboard, banners, Television and, brochures to grab the attention of a large number of people at the same time.



Figure 1.12: Advertising in newspaper and magazine of Aarong

2.3.3 b) E-commerce:

On 16th July 2014 Aarong started E-Commerce and F-commerce, LinkedIn platform to grab attention and promote their products to the customers about latest news, offers and campaigns. Besides, they have monthly model shots of new and existing products which are promoted through their website and social media platforms. Aarong.com reaches 6 new countries

including United States, United Kingdom, Germany, Singapore, Malaysia, United Arab Emirates.



Figure 1.13: E-commerce of Aarong

2.3.3 c) Sales Promotion:

Aarong introduces fresh marketing initiatives each month to increase sales. Additionally, they do campaigns for Eid-ul-Fitr, Eid-ul-Azha, Durga Puja, Falgun, Pahela Baishakh and seasonal sales like Monsoon sales. Furthermore, Aarong offers its customers “Aarong reward points”. The Aarong reward point is available to any consumer making a purchase of goods worth at least 10,000 tk. The points are added to each purchase made at Aarong stores and online. Customers can use these points to receive rebates on subsequent purchases.

At the end of the year, they also hold an annual discount sale when they offer significant savings on a variety of clothing, accessories, and other products for men, women, and children.



Figure 1.14: Sales promotion of Aarong

2.3.3 d) Public Relation:

Public relations are a strategy of communication way to build a strong relationship with customer. Aarong is also involved in this type of promotion with the purpose of communicating the organization’s product & services and positive image to the public. In 2022, Aarong’s managing director, Tamara Hasan Abed won the C-Suite award. Moreover, Taaga sponsored to BRAC University Hult Prize Champion, 2023. Additionally, Aarong arranged a career fair for student welfare in 2023 at Bangabandhu Bangladesh- China Friendship Exhibition Center. To build strong relations between customers and Aarong, Aarong is playing a great role.



Young Professional Awards-2023



Taaga sponsored HULT prize champion.

Figure 1.15: Public Relation of Aarong

2.4 Financial Performance & Accounting Practice

2.4.1 Organogram of Finance & Accounts:

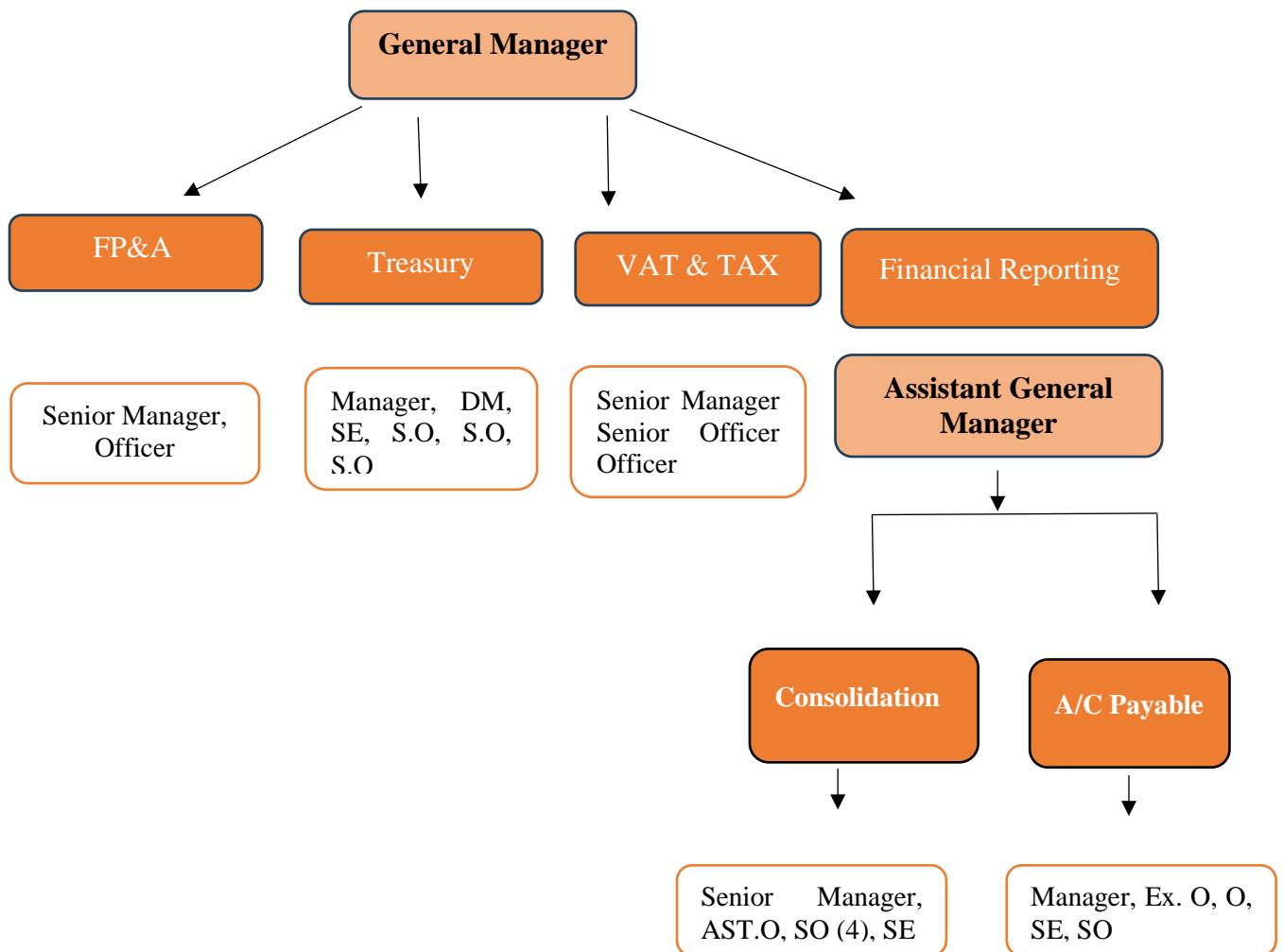


Figure 1.16: Organogram of BRAC-Aarong's Finance & Accounts

2.4.2 FP & A (Financial Planning and Analysis):

Capital Budgeting:

- First the sales budgeting is done.
- Collaboration takes place with all the departments for the costs and revenue generation.
- Capex budgeting is also done by departmental collaborations.

Financial Feasibility-New Units

- Collaboration takes place with the retail team regarding the expansion projects.

Financial Feasibility- Promotional Campaign

- Check sells generation & discount expenditure gross profit gain, then move forward.
- Analyze sell data, price range, invoice number, Additional sales regarding the feasibility study.

Monthly Forecasted Financials

- This report is created by collaborating with the outlet accountants and managers.
- The sales per day and past data regarding sales and expenses are also taken into consideration.

Monthly Business Update Reports

- This report is created by using the monthly actual financials and data provided by the retail and e-commerce department.

Capital Expenditure Business Cases

- The capex requisition needs to be approved by the FP&A team after matching it with the departmental capex budgets.
- If there isn't any budget, the asset purchase is done through budget relocation or MD's approval upon discussion with the department that raised the budget.

2.4.3 Treasury:

Managing Fund

- Maintain a current account with BRAC on its interest rate 8%
- Share 50% of annual surplus with BRAC development programs and other 50% is reinvested.

Gifts Material Management

- Gift Vouchers
- Gift Cards
- Estimated based on historical data.
- Forward to the procurement team of Aarong

Foreign Currency management

- Money exchange license
- Monthly foreign currency report
- Encashment
- Yearly renewal of documents

Banking and MFS

- Maintaining Point on Sales machine
- Monthly Point on Sales report
- Point on Sales reconciliation.

Alliance Management

- Signing “Memorandum of Understanding” (MOU) with Banks
- Card Holders
- Managing Voucher & redeeming points.

Legal aspects of fund management

- Mitigate any legal operations with Bangladesh Bank
- Keep upgraded regarding any new notice or compliances.
- To comply with the legal aspects

Reconciliation

- Monthly card sells report.
- Check whether dues are settled or not.

AD Hoc activities

- Gift Cards policy-making with Bangladesh Bank
- Initializing E-commerce sell as export.
- Various customer refund processing

2.4.4 VAT & TAX

6 types of Assessment value of VAT and Tax are followed by Aarong.

- Customs Duty 25%
- Regulatory Duty..... 3 to 5%
- Supplementary Duty..... 10 to 500%
- Value Added Tax..... 5%
- Advance Vat..... 5%
- Advance Income Vat 5%

2.4.5 a) Financial Reporting of Consolidation Team:

Fixed Asset management:

- a) Schedule
- b) Cost Reconciliation
- c) Life Expiry
- d) Depreciation
- e) Recognize
- f) Monitor
- g) Disposal

Rent Payment:

- House Rent
- Monthly Rent
- Advance Adjustment

Tax Calculation:

- Monthly Tax Provision Adjustment
- Payment as per Assessment Order

Insurance Management:

- Insurance on Product, Vehicles, Health
- Cost Allocation to Strategic Business Unit's

Transaction Elimination:

- When the current account is managed with BRAC in terms of stock or finished goods, inter Strategic Business Unit's transactions must be eliminated to avoid redundancy.

2.5.6 Financial Reporting of Accounts Payable Team:

- Receive Bills from Parties
- Check the payable bills.
- Create debit voucher.
- Payment of these bills

2.5.7 Accounting Practices

2.5.7 (a) Core principle: Aarong is following Bangladesh Financial Reporting Standards (BFRS) and follows the guidelines when reporting financial data. This entity will recognize revenue to depict the transfer of promised products to customers in an amount.

2.5.7 (b) The method of Accounting: Aarong follows the accrual basis method in accounting practices. This accrual basis indicates that transactions must be reported as soon as they happen rather than waiting until funds are actually transferred. It provides a more accurate picture of a company's operations and financial situation.



Figure 1.17: Actual basis methods of accounting

2.5.8 (c) The depreciation method:

One of the most common methods for distributing the cost of a tangible asset over its useful life for accounting and tax purposes is the method known as straight-line depreciation, which Aarong uses. The straight-line technique equally allocates the depreciation expenses throughout the asset's useful life. This is how it goes:

- Calculate the asset's initial cost, including the purchase price and any expenses incurred in preparing the item for use (such as installation expenses).
- Calculate how many years or production units the asset is expected to bring the company. The useful life should be determined by elements including decline, depreciation, and technological advancements.
- Calculating Depreciation Expenses: Use the following calculation to get the yearly depreciation expense:

Cost of Asset - Residual Value / Useful Life = Depreciation Expense

- Record a yearly depreciation expense in the financial statements of the firm. As a result, the asset's value decreases on the balance sheet and the contra-asset account for cumulative depreciation rises.

The asset's value will eventually be decreased in order to show its residual value during its useful life on the balance sheet.

2.6 According to BRAC, The Financial Statement for the year 2020-2021

Horizontal Analysis of Balance sheet and Income statement for the year 2020-21:

| Statement of financial position | At June 2021 | At June 2020 | Inc./Decrease | % in./Dec |
|--|---------------|---------------|---------------|--------------|
| ASSETS | | | | |
| Non-current assets | | | | |
| Property, plant, and equipment | 2,674,263,998 | 2,371,736,141 | 302,527,857 | 13% |
| Intangible assets | | | | |
| Investments in related undertakings | | | | |
| Investments in securities and others-non-current portion | | | | |
| Total non-current assets | 2,674,263,998 | 2,371,736,141 | 302,527,857 | 13% |
| Current assets | | | | |
| Inventories | 5,251,045,581 | 5333867975 | -82,822,394 | -2% |
| Grants and accounts receivable | 248,138,374 | 167,641,827 | 80,496,547 | 48% |
| Microfinance loans | | | | |
| Advance, deposits, and prepayments | 393,349,200 | 520,000,219 | -126,651,019 | -24% |
| Inter-programme current account | 568,455,202 | 2,368,763 | 566,086,439 | 23898% |
| Investments in securities and others-current portion | | | | |
| Cash and bank balances | 77,421,239 | 206,022,600 | -128,601,361 | -62% |
| Total current assets | 6,538,409,596 | 6,229,901,384 | 308,508,212 | 5% |
| TOTAL ASSETS | 9,212,673,594 | 8,601,637,525 | 611,036,069 | 7% |
| CAPITAL FUND AND LIABILITIES | | | | |
| Capital fund | 6,332,703,991 | 5,801,543,607 | 531,160,384 | 9% |
| Liabilities | | | | |
| Current liabilities | | | | |
| Liabilities for expenses and materials | 911,808,521 | 1,025,189,377 | -113,380,856 | -11% |
| Bank overdrafts | | | | |

| | | | | |
|--|---------------|---------------|---------------|-----|
| Term loans-current portion | | | | |
| Members' savings deposits-current portion | | | | |
| Grants received in advance account | | | | |
| Loan loss provision | | | | |
| Provision for taxation | 1,655,529,444 | 1,466,885,937 | 188,643,507 | 13% |
| Total current liabilities | 2,567,337,965 | 1,466,885,937 | 1,100,452,028 | 75% |
| Non-current liabilities | | | | |
| Term loans-non-current portion | | | | |
| Members' savings deposits-non-current portion | | | | |
| Deferred income | | | | |
| Other long-term liabilities | 312,631,637 | 308,018,604 | 4,613,033 | 1% |
| Total non-current liabilities | 312,631,637 | 308,018,604 | 4,613,033 | 1% |
| Total liabilities | 2,879,969,602 | 2,800,093,918 | 79,875,684 | 3% |
| TOTAL CAPITAL FUND AND LIABILITIES | 9,212,673,594 | 8,601,637,525 | 611,036,069 | 7% |

Table 1.4 Horizontal Analysis of balance sheet for the year 2020-21

| Income Statement | At June 2021 | At June 2020 | Inc./Dec. | %inc./Dec |
|--|---------------------|---------------------|------------------|------------------|
| Donor grants | | | | |
| Social enterprises | 8,200,682,701 | 5,834,882,844 | 2,365,799,857 | 41% |
| Microfinance programme | | | | |
| Self.financing social development programme | | | | |
| Investment income | | | | |
| Other income ·internal | | | | |
| Other income | | | | |
| Community contribution | | | | |
| House property | | | | |
| Total income | 8,200,682,701 | 5,834,882,844 | 2,365,799,857 | 41% |
| Expenditure | | | | |
| Social enterprises | 7,440,105,876 | 5,647,405,436 | 1,792,700,440 | 32% |
| Microfinance programme | | | | |
| House property | | | | |
| Agriculture and food security | | | | |
| Community empowerment programme | | | | |
| Education programme | | | | |
| Gender, justice, and diversity | | | | |
| Health programme | | | | |

| | | | | |
|--|---------------|---------------|---------------|-------|
| Human rights and legal aids services | | | | |
| Policy advocacy | | | | |
| Water, sanitation, and hygiene programme | | | | |
| Ultra poor programme | | | | |
| Forcibly•displaced Myanmar Nationals | | | | |
| Disaster management and climate change | | | | |
| Skills development programme | | | | |
| Migration programme | | | | |
| Social development programme | | | | |
| Other development projects | | | | |
| Grants | | | | |
| Total expenses | 7,440,105,876 | 5,647,405,436 | 1,792,700,440 | 32% |
| Net surplus stated in statement of income | | | | |
| & expenditure before inter•program allocation | 760,576,825 | 187,477,408 | 573,099,417 | 306% |
| Inter•programme allocations | | -521,672,986 | 521,672,986 | -100% |
| Net surplus stated in statement of income | | | | |
| & expenditure after inter-program allocation | 760,576,825 | -334,195,578 | 1,094,772,403 | -328% |
| BRAG Contribution to support Donor | | | | |
| Funded Programmes | | | | |
| Surplus/(deficit) of income over expenditure | | | | |
| before taxation | 760,576,825 | -334,195,578 | 1,094,772,403 | -328% |
| Income tax expense | -229,416,440 | -60,930,157 | -168,486,283 | 277% |
| Net surplus for the year | 531,160,384 | -395,125,735 | 926,286,119 | -234% |

Table 1.5 Horizontal Analysis of Income Statement for the year 2020-21

Vertical Analysis of Financial Statement for the year 2020-21.

| | At June 2021 | At June 2020 | Vertical Analysis |
|--|---------------|---------------|-------------------|
| ASSETS | | | |
| Non-current assets | | | |
| Property, plant, and equipment | 2,674,263,998 | 2,371,736,141 | 28% |
| Intangible assets | | | |
| Investments in related undertakings | | | |
| Investments in securities and others-non-current portion | | | |
| Total non-current assets | 2,674,263,998 | 2,371,736,141 | 28% |
| Current assets | | | |
| Inventories | 5,251,045,581 | 5333867975 | 62% |
| Grants and accounts receivable | 248,138,374 | 167,641,827 | 2% |
| Microfinance loans | | | |
| Advance, deposits, and prepayments | 393,349,200 | 520,000,219 | 6% |
| Inter-programme current account | 568,455,202 | 2,368,763 | 0% |
| Investments in securities and others-current portion | | | |
| Cash and bank balances | 77,421,239 | 206,022,600 | 2% |
| Total current assets | 6,538,409,596 | 6,229,901,384 | 72% |
| TOTAL ASSETS | 9,212,673,594 | 8,601,637,525 | 100% |
| CAPITAL FUND AND LIABILITIES | | | |
| Capital fund | 6,332,703,991 | 5,801,543,607 | 67% |
| Current liabilities | | | |
| Liabilities for expenses and materials | 911,808,521 | 1,025,189,377 | 12% |
| Bank overdrafts | | | |
| Term loans-current portion | | | |
| Members' savings deposits-current portion | | | |
| Grants received in advance account | | | |
| Loan loss provision | | | |
| Provision for taxation | 1,655,529,444 | 1,466,885,937 | 17% |
| Total current liabilities | 2,567,337,965 | 1,466,885,937 | 17% |
| Non-current liabilities | | | |
| Term loans-non-current portion | | | |

| | | | |
|---|---------------|---------------|------|
| Members' savings deposits- non-current portion | | | |
| Deferred income | | | |
| Other long-term liabilities | 312,631,637 | 308,018,604 | 4% |
| Total non-current liabilities | 312,631,637 | 308,018,604 | 4% |
| Total liabilities | 2,879,969,602 | 2,800,093,918 | 33% |
| TOTAL CAPITAL FUND AND LIABILITIES | 9,212,673,594 | 8,601,637,525 | 100% |

Table 1.6: Vertical Analysis of Balance sheet for the year 2020-21

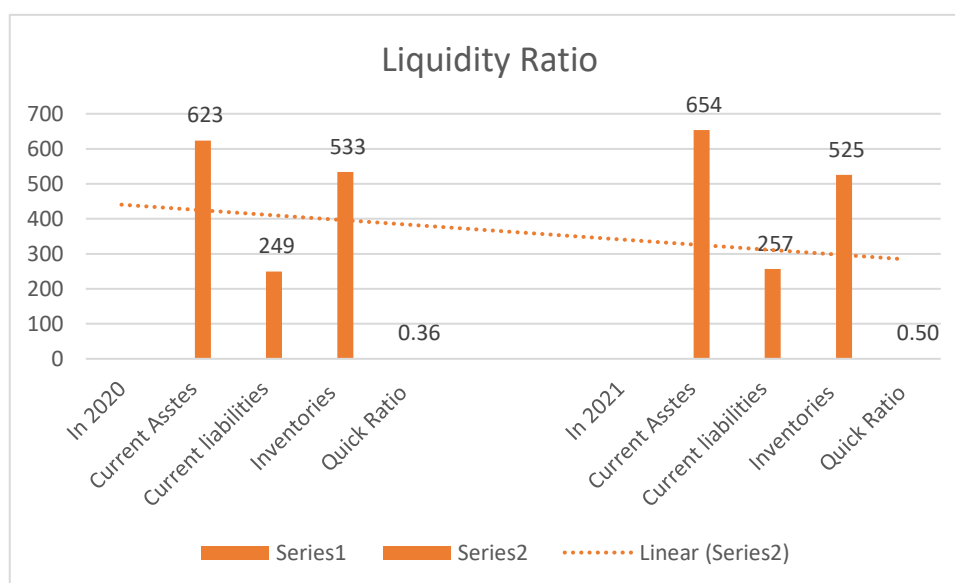
According to the income statement for the year 2019, there is no data about net sales so, it makes us unable to do a vertical analysis for this year.

Insights on Aarong's financial performances:

2.7.a) Liquidity Ratio Analysis for the year 2020 to 2021:

- Quick ratio/ Liquidity ratio = (Current Assets- Inventories)/ Current Liabilities

| Quick ratio/ Liquidity ratio | | |
|------------------------------|---------------|---------------|
| | In 2020 | In 2021 |
| Current Asstes | 6,229,901,384 | 6,538,409,596 |
| Current liabilities | 2492075314 | 2,567,337,965 |
| Inventories | 5333867975 | 5,251,045,581 |
| Quick Ratio | 0.36 | 0.50 |



Bar Chart 1.1: Visual Representation of Liquidity ratio

Illustration:

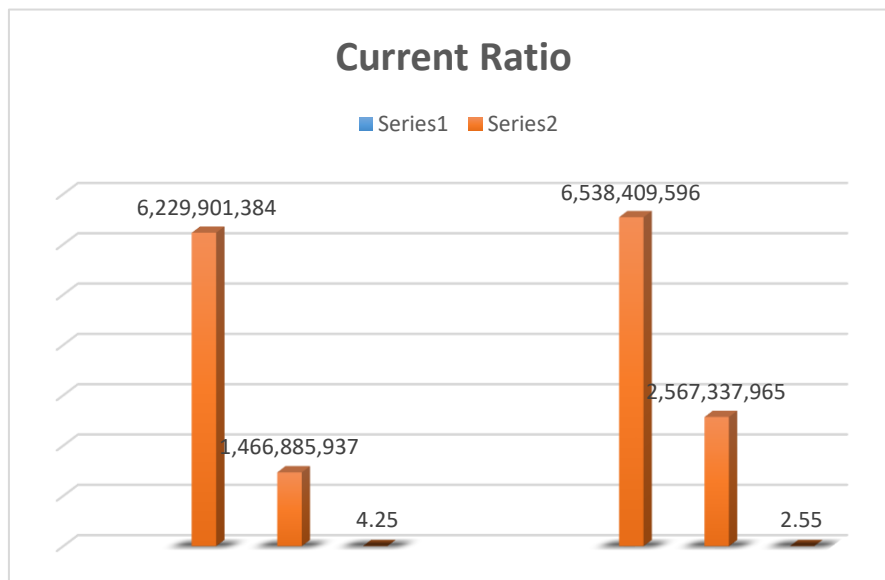
In 2020 and 2021 the liquidity ratio is 0.36 and 0.50

Compared to the year 2020 and the year 2021, the Quick ratio is increasing than its previous year 2020 which are 0.36 for 2020 and 0.50 for 2021. It reflects that Aarong has limited liquid assets which satisfy short-term obligations.

2.7.b) Current Ratio Analysis for the year 2020 & 2021:

- **Current ratio = Current Assets/ Current Liabilities**

| Current Ratio | | |
|----------------------------|----------------|----------------|
| | In 2020 | In 2021 |
| Current Assets | 6,229,901,384 | 6,538,409,596 |
| Current liabilities | 2,492,075,314 | 2,567,337,965 |
| Current Ratio | 2.50 | 2.55 |



Bar Chart 1.2: Visual Representation of current ratio

Illustration:

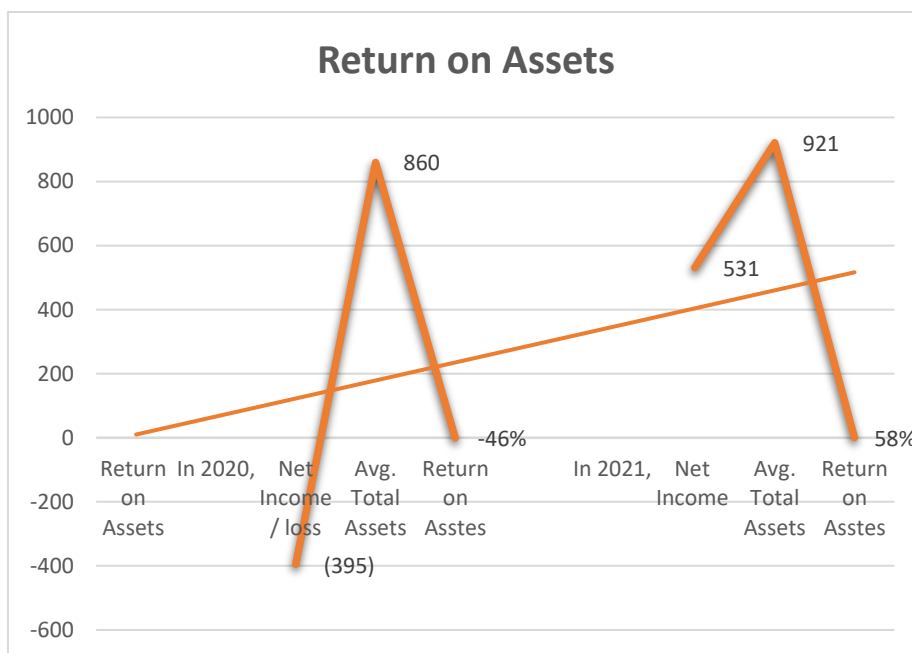
In 2020, The current ratio is 2.50, and in 2021, the current ratio is 2.55.

While Comparing to the Years 2020 and 2021, the current Ratios of Aarong, current Assets > current Liabilities and the Ratios are Greater than 1 (2.50 and 2.55) which are desirable to the company and Aarong is enough to pay its short-term obligations.

2.7.c) Return on Asset Ratio Analysis for the year 2020 & 2021:

- Return On Assets= Net income or loss / Average Total assets

| Return on Assets | | |
|-------------------|---------------|---------------|
| | In 2020 | In 2021 |
| Net Income / loss | (395,125,735) | 531,160,384 |
| Avg. Total Assets | 8,601,637,525 | 9,212,673,594 |
| Return on Asstes | -5% | 6% |



Bar Chart 1.3: Visual Representation of Return on Asset ratio

Illustration:

In 2020 and 2021, the return on asset ratio is (5%) and 6%

Compared to the year 2020 with 2021, Return on Assets is increasing from -5% to 6%. It reflects the better utilization of the company's assets and measures how efficient a company's management is to generate profit from the total assets on their financial statement.

N.B: According to the BRAC (NGO), compared to 2019 and earlier, they represented their financial analysis differently. But nowadays they are adjusting some entries in recent financial statements. So, it makes unable me to do ratio analysis for the last 3- 5 years.

2.11 Operations Management and Information System Practices:

At Aarong, there are 2 teams in the design department: Fabric team and product team.

Fabric team: Analyze trends and select design based on the trends.

Product team: select appropriate types of products, value addition.

Both teams worked with independent producers and artisans.

The Visual Merchandising Team is responsible for.

Select a complete mannequin outfit, outlet design, looks, and decoration in outlets. Visualizer executes this based on color coordinates.

The Merchandising Team is responsible for.

Analyzing what types of orders and the quantity of those orders, capacity, costing, lead time, and rate revision based on the market price of the raw materials and products. They are working as relationship managers.

The departments of Aarong are practicing operation management and information based on in house **ERP (Enterprise Resource Planning)**. They have their own platform.

Product and fabric teams have their own individual module which are known as FTP (Fabric Tech Back) and PTP (Product Tech Back). Where all the data related to fabric and products are stored then the products lifetime starts. After confirming the order by merchandising accounts payment will settle for the procurement team, they have their own procurement module which is known as SAS (Software as A Service) interface. They can easily access product tech back and fabric tech back modules and respond in raising requisition. Then the product passes through a quality check (Central store and Warehouse module). And then pos software to POS sales.

For employees to record their profile they have their own software name “MY BRAC”.

Budget module: every department of the Aarong can log in and see the details about the budget, right now spendings.

The whole production process at a glance:

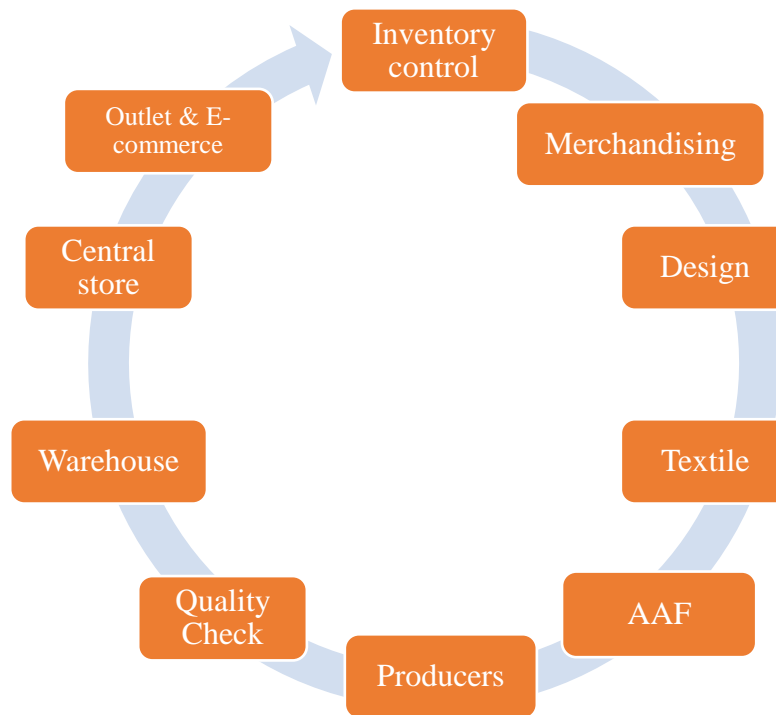


Figure 1.18: The whole production process at a glance

- **Inventory Control:** Estimate production target based on sales reports received from outlets.
- **Merchandising:** Production planning processing store, costing and provide product codes, and work order.
- **Design:** Theme selection, fabric type selection sample.
- **Textile:** Communicate with Aarong Production Center (APC) enter finalize fabric purchase ensure color materials through paper wrap weft combo.
- **AAF (Ayesha Abed Foundation):** Sample Product Tech Back bulk order receive, planning and distribution.
- **Producers:** Product details from design team and receive order sheet.
- **Quality Check:** Receive order sheets Return altered products and maintain the value addition.

- **Warehouse:** Non-textile producers are stored and disbursed from here.
- **Central store:** Textile products are stored and disbursed from here.
- **Outlet & E-commerce:** Customers are ready to purchase.

2.5 Industry and Competitive Analysis

2.5.1 SWOT Analysis:

SWOT analysis is a tool that can mainly help to identify what does Aarong best now and evaluate where Aarong stands in a competitive market and what steps Aarong needs to be taken for further strategic planning and decision making.



Figure 1.19: SWOT Analysis of BRAC-Aarong

Strength

- 👉 **Innovative:** without an innovation skill, Aarong could not produce a variety of products by using bamboo, wood, jute, leather, and clothes. It has a total of 109 product lines.
- 👉 **Brand Value:** when you want to give someone, one brand that comes to your mind is Aarong. It has strong brand value and is one of the popular retail chains in Bangladesh.
- 👉 **Trustworthy service provider:** Aarong offers a diverse range of high-quality, traditional handicrafts and artisanal products that are often difficult to find elsewhere. This uniqueness can attract and retain loyal customers who value these products. If

Aarong offers loyalty or membership programs that provide exclusive benefits, discounts, or rewards to repeat customers, this can encourage continued engagement and loyalty.

- 👉 **Well functional operation systems & Resources:** key resources are important assets for an organization. Key resources include Intellectual (Knowledge, information, or other intangible assets), Financial (investment, funds), Human (employee, staff), physical (Outlets)

Weakness

- 👉 **Dependency on Paperwork:** There is a lot of manual work to do in some departments. Sometimes it is wasting paper and time.
- 👉 **Lead Time More Than 6 Months:** As Aarong is working with rural producers from different areas. They are taking time to produce finished goods.

Opportunity

- ✌️ **Expand Globally:** Aarong.com shipping to 6 new countries including Australia, Germany, Singapore, United Arab Emirates, the United Kingdom, and the United States.
- ✌️ **Variety of Products & Services:** Aarong has a total of 150 products line with various innovative products that are made of bamboo, wood, clay, and cloth.

Threats

- 👉 **Sudden Economic Downturn:** During the lockdown in covid Aarong faced recession at that time. when you look at Aarong's Financial statement for the year 2020.

2.5.2 Porter's 5 Forces Model:

It is a very useful way of understanding the main competitive forces at work in Aarong and pinpointing areas where Aarong can adjust its strategy to improve profitability.

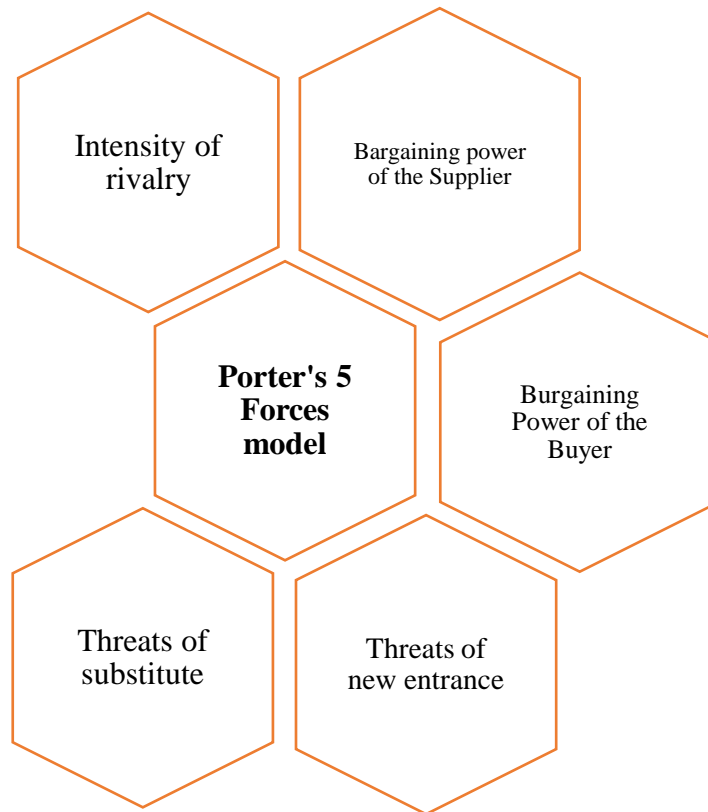


Figure 1.20: Porter's 5 Forces Model

Threat of New Entrants:

Aarong might face a relatively moderate threat of new entrants due to factors such as: Aarong benefit from its established brand, artisan network, customer loyalty. However, if the handicraft artisan market in Bangladesh is relatively easy to enter and new competitor could emerge. They need to work with artisans and build a similar brand reputation that might deter potential entrants. Overall, the threat of new entrants could be moderate, depending on the barriers to entry.

Bargaining Power of Suppliers (artisan):

The bargaining power of artisans could be significant for Aarong. The organization relies on skilled artisans to create unique and high-quality products. If artisans have limited alternatives or if their skills are in high demand, they could exert bargaining power. However, Aarong's established brand and commitment to supporting artisans might mitigate this power to some extent.

Bargaining Power of Buyers (customer):

Aarong's strong, unique products and emphasis on traditional craftsmanship can give it some degree of power over buyers. Customers who have authenticity and traditional crafts might have limited alternatives. However, if there are other sources of traditional products or if customers are price-sensitive their bargaining power could increase.

Threat of Substitutes Products:

The threat of substitutes might be relatively low for Aarong. Its focus on traditional handicrafts and artisans creates a unique value proposition that might not have direct substitutes. However, there could be indirect substitutes such as mass-produced items from other retailers or imported goods, which could impact customer choice.

Intensity of Rivalry:

Aarong operates in a niche market, focusing on traditional crafts and artisan products. The direct intensity of competitive rivalry might be moderate due to a limited number of similar brands. However, it could face indirect competition from large retailers and E-Commerce platforms offering a variety of products. Aarong emphasis on preserving cultural heritage and supporting local artisans and producers might set it apart and reduce direct rivalry.

2.5.3 Business Model Canvas:

It helps to gain a deeper understanding of their overall business plan to sell.



Figure 1.21: Business Model Canvas of Aarong

2.12 Summary & Conclusion:

A popular and long-running lifestyle retail brand with operations in Bangladesh is called Aarong. It is well known for promoting and offering a wide selection of handcrafted goods manufactured by rural craftsmen and crafters that are modern as well as traditional. The company has grown in reputation for its dedication to safeguarding local communities, cultural heritage, and providing premium goods with unique designs. Clothing, accessories, furniture for the house, and several other handcrafted goods are available from Aarong. Aarong aims to bridge the gap between traditional craftsmanship and contemporary consumer desires by placing an enormous value on authenticity and cultural importance. In order to give clients easy access to its products, it has also entered the Internet market. Aarong seeks chances for cooperation, sustainability, CSR activities, and tailored consumer experiences as it continues its growth while maintaining.

2.13 Recommendations:

As Aarong is more dependent on paperwork so.

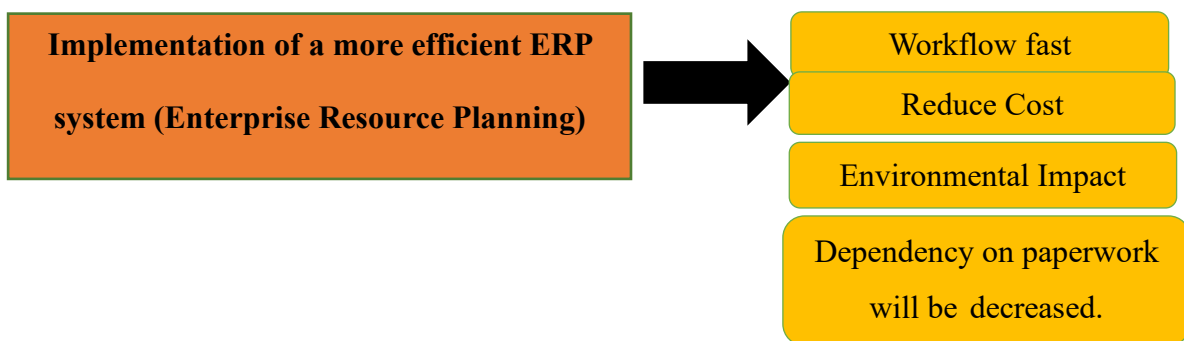


Figure 1.22: Recommendations of Aarong

Chapter 3: Project Part

3.1 Introduction:

Aarong is providing zero days payable for producing finished goods for its independent producers, and artisans where, "Zero days payable" refers to a situation in which a Aarong pays its suppliers or producers immediately upon receiving goods or services, effectively having no delay or credit period for making payments. In other words, Aarong settles its accounts payable obligations without any delay from the time the invoice is received.

Providing zero days payable for producing finished goods, will impact both commercially for instance, the "commercial impact" of a company's new product launch is how that product impacts generating revenue, shares of the market, customer satisfaction, and ultimately financial performance and social for example, social entrepreneurship will arise, poverty will remove, will practice gender equality, community development, to the independent producers and suppliers. Producers feel motivated and they do not need to manage working capital, they can easily buy or manage raw materials for producing finished goods very easily. As producers are from SMEs and micro cottages, they are facing troubles in managing loans, lack of access to the market, and limited financial resources, facing challenges in branding and marketing. Moreover, Aarong has a strong brand value and also customer loyalty, working to sustain the community and environment, practice fair trade, social innovation and artisan and independent producers can showcase their products.

3.1.1 Background

The main objective of Aarong is to establish a market for traditional handicrafts to link rural artisans to urban. Aarong empowers its artisans by providing zero days payable for producing finished goods. The major objective of this research is to introduce the impacts on artisans for zero days payable for producing finished goods and its effectiveness that how it impacts their artisans. The literature review highlights that no research on this type of topic has been done before. Research Aarong Enhancing Efficiency Level in Central Service from the Producer's Perspective, (Campu, B.13), a study on the health security scheme of Ayesha Abed Foundation artisan (workers) of Aarong, and its effectiveness (Zahra, F. T. 18) have been done before. However, research on this specific topic "The effectiveness of Aarong's zero-days payable for producing finished goods" has not been found in Google scholars or any other research.

The accounts payable team of Aarong is responsible for this. Let's see the whole process of providing zero days payable for producing finished goods and their effectiveness.

Financial reporting has 2 teams. 1. Accounts payable team 2. Consolidated team



Figure 1.23: Team of Financial Reporting

1.1 Accounts Payable team of Aarong.

Outgoing payments to suppliers, producers, and other creditors of Aarong are managed by an accounts payable team. Their main goal is to make sure the business fulfills its financial responsibilities accurately and on time.

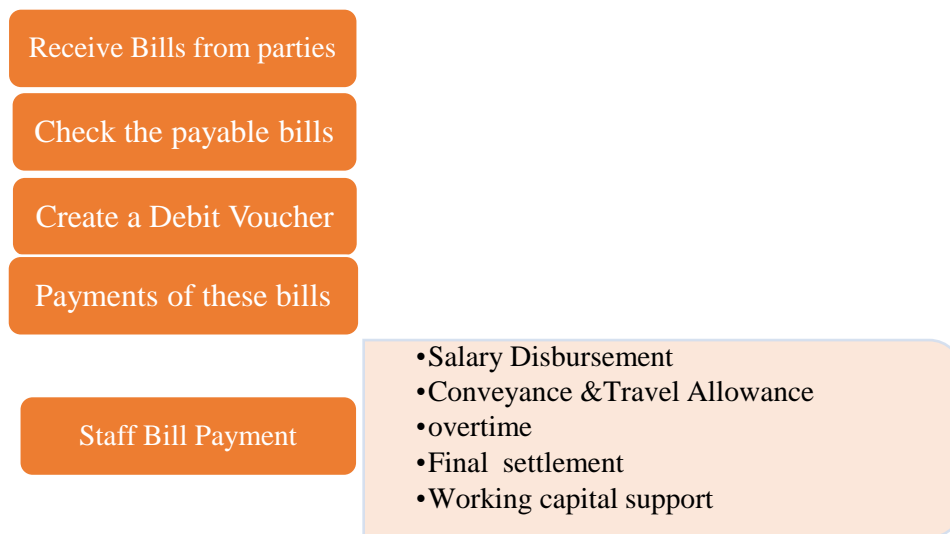


Figure 1.24: The activities that an Accounts Payable team does at Aarong.

1.2 There are 3 Types of purchase that an accounts payable team do.

- Asset purchase
- Finished goods purchase.
- Operating expenses purchase (for daily Activities)

1.3 To purchase, there are some steps to follow.

- Requisitions from outlets based on the previous sales analysis, and trends.
- Research current revenues (what types of products are selling more)
- Merchandising department order to the producer
- Producers make final goods and do quality checks from the warehouse (non-textile products), Aarong Center (Textile products)
- After collecting products from the producer.

| | |
|-----------------|--------|
| Purchase | Debit |
| Account Payable | Credit |

Statement of the financial position;
Liability will increase.

- During Billing by the Accounts payable team, the Accounts payable team checks sufficient or appropriate documents (purchase order, costing)

| | |
|--------------------|--------|
| Accounts payable | Debit |
| Cash/ Bank account | Credit |

Statement of the financial position;
Liability will decrease.

(If the payments are done by BRAC bank, producers get their payments on this day)

1.4 Types of Products Aarong Receives from Producers.

- Finished Products** are 100% cost bear by the producer, and they are known as independent or non-credit producers. The Design Department provides them with designs based on analyzing trends. The deposit amount for non-credit producers is 5%.
- Value Adding producers or Tailoring producers** They are known as independent credit and non-credit producers and the deposit amount for credit producers is 10%. For instance, Aarong provides raw materials and design to the artisan and artisans are responsible for cutting or sewing and making finished goods according to the requirements.

Let's Assume, Aarong provided raw materials and the design department provided designs to the artisans to produce Taaga. For raw materials, Aarong provided 10,000 Taka.

Journal Entry for this situation.

| | | |
|-----------------------------|--------|-------|
| Receivable (increase) Debit | | 10000 |
| Purchase | Credit | 10000 |

(Raw materials are provided to make finished goods)

Producers made the products according to the requirements and after a quality check from the warehouse or Aarong center, Artisans will get only the amount for cutting or sewing (what they have produced by using those raw materials). Let's assume they spent 17000 Taka. So, they will get $(17,000 - 10,000 = 7000)$ Taka. So, the journal entry would be.

| | | |
|------------------|--------|------|
| Purchase | Debit | 7000 |
| Accounts Payable | Credit | 7000 |

(Amount paid to the Artisans)

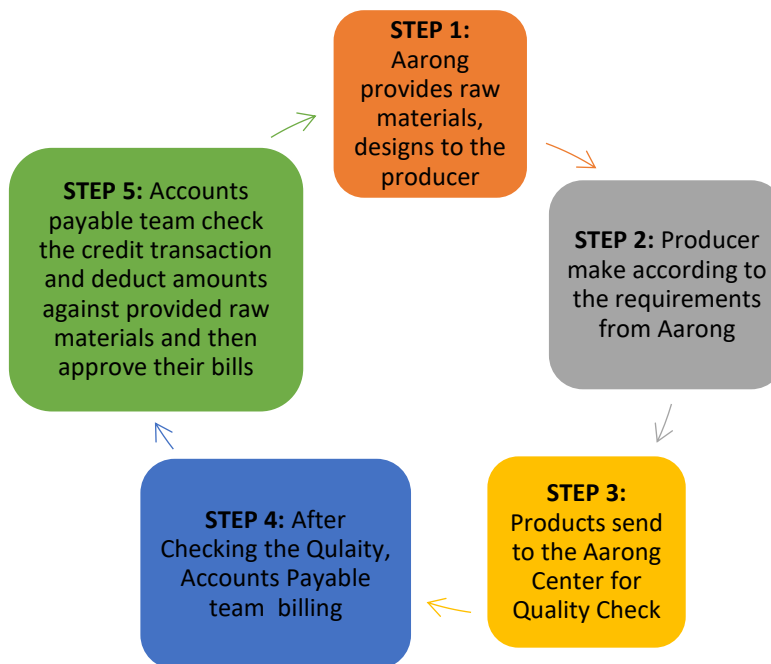


Figure 1.25: How does Aarong receive products from credit producer.

Capital Expense order process.

The user of Capital assets raises their requisitions and there is a concerned procurement team who collects “Request for Quotation” from requisition suppliers with some specifications. The

procurement team compares the statement and purchase from their specific requisition at a lower price.

1.5 There are 4 types of producers billing that Aarong follows.

- i. Credit Voucher (5% refundable deposit)
- ii. Non-credit Voucher (10% refundable deposit)
- iii. APC-1 Voucher (Aarong's own Artisans and 10% refundable deposit)
- iv. IPDC payment (Producers get loans against their order)

For instance, Artisans need loans for producing goods so, Accounts payable team of Aarong provides IPDC a guarantee to get loans against the order. IPDC verify and approved to get certain amounts of money as a loan. Meanwhile, Aarong creates Mutual understanding on Net payable against IPDC. After that, Aarong directly pays IPDC.

Moreover, the Accounts payable team of Aarong also provides working capital support to the producer. If the amount is above 2,00,000/= (Two Hundred Thousand) taka, they have to pay 12% interest also if the amount is between 2,00,000/= (Two Hundred Thousand) taka they have to pay 10% interest. The duration for this working capital support is within 12 months or 1 year.

1.7 Producer withdraws requirements.

- 5000/= Five thousand Taka has to be deposited on their balance
- If they have a loan, they have to pay 50% of their loan and then withdraw the rest of the amount from their balance.

1.6 The impacts on artisans after getting zero days payable for producing finished goods:

After conducting an interview with almost 18 artisans, and producers of Aarong, they have been saying that they are satisfied with Aarong's zero days payable system where they are getting lots of benefits for their business and livelihood. One of their female artisans is producing shirts and has been engaged with Aarong for 8 years. She mentioned that she has got so many advantages after receiving the payments on time such as she could buy raw materials for producing finished goods, could clear employees (who are involved in producing) wages on time, and she could lead her life very comfortably. Moreover, Md. Babul Hossain, who is looking after his father's business after his father's death. Their production has been engaged with Aarong for 45 years. They produce Zamdani Sharee. He said that, after receiving the payment on time, his business has now expanded on a large scale. Abdul

Kaiyum, Aarong's independent producer who is working on Sharee, responded that he had his own business but at certain times he had faced some problems in managing funds because he did not get enough orders. Then he came to Aarong directly and he has been engaged with Aarong for the last 15 years. Now, he can lead his life very comfortably and can manage money as well as enough orders. Jomir Ali, who supplies Zamdanee Sharee, had his own business where he had faced payment problems and losses. After supplying his Sharee to Aarong with the help of another producer, he can get the surety of getting money on time and he does not need to worry about payments. Furthermore, Hosne Ara Begum, who studied charukola now produces non-textile items (Toy). Before that, she supplied her products to the local market but did not get enough capital and faced a problem in managing raw materials. She claimed that after coming to Aarong directly she gets her payments early, and only because of the fair-trade policy at Aarong she does not face any problems regarding pricing. Selim Ahmmed produces leather shoes, before that, he supplied his leather shoes to well-known reputation shoe companies where he had faced problems regarding pricing. After coming to Aarong as a supplier he can now generate money, and easily pay wages to his employees.

After conducting interviews with independent producers and suppliers of Aarong they responded that the zero-day payable system helps them in managing funds, a platform to showcase their products, gives them surety to get their money.

So, from their point of view, zero days payable for producing finished goods is at a satisfactory level. They are getting lots of advantages as well as zero days payable system inspired and motivated them to achieve large-scale, positive changes through social and economic programs which is mainly a goal of BRAC-Aarong.

1.7 Comparison between Aarong and major competitors in relation to zero days payables:

At Aarong, as it is working with rural artisans and producers, it has its specific department of SCPD (Social Compliance and Producer Development). Roles and responsibilities of the SCPD department include assisting with segmenting the market, sales of Aarong, and providing daily payment for producers and artisans in a rural area to empower them, enhance and showcase their handicraft skills across the country. Aarong is not a business, rather it is owned by the non-profit development organization BRAC. Artisans and independent producers and suppliers of Aarong are satisfied with their payment methods in which Aarong provides them with zero days payable for producing finished goods.

However, when I conducted an interview with Anjan's people thought some products of Anjan's are as similar to Aarong. For example, they also provide handicraft products (for kids' gents and ladies) to customers. On February 15, 1994, Anjan's, started operation with the objective of building a sizable market for Bangladeshi-made clothes. Anjan has always worked to emphasize the significance of product quality, design, and customer service. Bangladeshi heritage and culture have traditionally dominated garment design. The majority

of fabrics used in the production of clothing are made from local raw materials, especially fabrics from textiles and textile factories. Anjan's offers clothing for all ages of family members. Along with apparel, there are home textiles, accessories, jute products, leather goods, and a wide range of handicrafts. In terms of zero-day payable, Md. Monir Hossain, Mirpur branch manager of Anjan's claimed that their artisans are doing tailoring jobs to their business where they get monthly payments or wages for producing finished goods. The provision period for their workers is 3 months, female workers can get 3 months maternity leave with pay and there is no paternity leave for employees and workers, and no health security scheme as well.

As I conducted an interview with Jatra Bangladesh Limited, (The word "Jatra" which means "journey" perfectly captures the tastes, sounds, textures, and colors of Bangladesh) Join us on an adventure into reconciling by boarding a flying rickshaw, Jatra is a trip that exposes Bangladesh's colorful past. Working together with craftsmen to create unique crafts and clothes while upholding traditional trends, concepts, and methods. Founded in 2000 and recently working with 2000 employees and craftsmen. They also showcase other brands under the same roof as Amlaki brand's products. But the thing is the sales manager of Jatra Bangladesh Limited, Md Rajibul Haque Peyash said that they do not think Aarong, or other brands can be their competitor. They just showcase their and other brands a very minimal amounts of products and they are working with a small number of artisans. More importantly, their artisans get their payments on time, and there is no delay with payments (monthly) and artisans get 10% profit from the sales. They do not get loanable support, but rather new entrepreneurs get order support.

So, compared to other retail shop and Aarong, in terms of zero days payable, Aarong is more effective to its independent producers and suppliers than another retail store in Bangladesh. As Aarong is working with a large number of communities with a view to sustainable community growth, social welfare, empowering rural artisans, removing poverty as well as preservation of handicraft culture and environment sustainability. The vision, mission, and goal of BRAC-Aarong is different from other retail in Bangladesh and the 50% surplus goes to the BRAC Development program.

3.1.2 Objectives

The primary objective of this research is to determine the effectiveness of Aarong's zero days payable and its effects on artisans.

- How this process is conducted (which will include what are the responsibilities that an accounts payable team and how they deal with their artisans)
- The impacts on artisans
- Comparison between Aarong and major competitors in relation to zero days payables.

3.1.3 Significance

My report “The Effectiveness of Aarong's Zero-Days Payable for Producing Finished Goods” illustrates how Aarong deal with their artisans and its impacts. Meanwhile, I will also make a comparison between Aarong's payable system to other retail competitors' payable systems. My research will contribute to Aarong's accounts payable team by providing recommendations on this overall process. As there is no other research on this topic, my research will introduce the uniqueness of Aarong as well as its artisans. I believe that my research will also shed light on future research in related fields.

3.2 Methodology

Sources of the data: The report is being prepared based on the primary and the secondary data.

- **The primary data** was collected by conducting in-depth interviews (IDI) with the different key personnels of the finance team, specifically from the accounts payable team of Aarong. And the data I received from the finance team. In addition to that I also applied observation methods and maintained daily Notes throughout my internship phase.
- **The secondary data** was collected from various published literature available on the online platforms.

Data analysis and reporting:

In my report, I have covered the purchase process, the steps of the purchase process that Aarong follows, the producer billing system additionally the solution if they want to withdraw their deposit and its requirements.

Scope and limitation of the report:

This report offers valuable insights into Aarong's payment systems, catering primarily to artisans and independent credit and non-credit producers. Nonetheless, it is essential to acknowledge that the limited data access may restrict the report's ability to fully capture all relevant factors.

3.3 Findings

Through the research on “The Effectiveness of Aarongs zero days payable for producing finished goods”, data revealed that Aarong has effectiveness on payment of zero days payable to the producers and artisans for their livelihood, managing, funds, and as well as expanding their business. They get surety of getting their orders and payments. However, the independent producers and artisans of Aarong are restricted to supply their products to other channels in terms of preserving trends and unique designs of Aarong and its brands.

The study was meant to highlight Aarong’s zero days payable process and its impact on rural artisans. However, despite my best efforts, I did not get any notable insights, or any findings related to this topic.

3.4 Summary & Conclusion

This report presents the findings of a research study conducted to investigate this research to determine the effectiveness of Aarong’s zero days payable for producing finished goods and its effects on artisans. How this process is conducted (which will include what are the responsibilities that an accounts payable team and how they deal with their artisans). The impacts on artisans. The study utilized based on primary and secondary data. Primary data is collected from conducting the interview and secondary data are collected from published literature on the internet, primary data source involving 3 producers. Overall, this report contributes to the understanding of the effectiveness of zero days payable for producing finished goods and informs potential strategies for further decision making.

3.5 Recommendations

As Aarong's zero days payable for producing finished goods has a great impact on artisans so, I do not have any major recommendations against this report. This system is at a satisfactory level and artisans are getting advantages in their production as well as their livelihood. As one of its female artisans mentioned during Eid or any off-pick season, it's difficult for her to receive money during the evening approximately at (8:00 pm or 9:00 pm). She wanted to collect money earlier. There are circumstances or limitations on Bank hours.

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Appendix A.

Report on
“The Effectiveness of Aarong’s Zero-Day Payable
Process”

By

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BRAC University

August, 2023

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Problem Statement

The effectiveness of Aarong's zero-days payable for producing finished goods.

Research Objective

The primary objective of this research is to determine the effectiveness of Aarong's zero days payable and its effects on artisans.

- How this process is conducted (which will include what are the responsibilities that an accounts payable team and how they deal with their artisans)
- The impacts on artisans
- Comparison between Aarong and major competitors in relation to zero days payables.

Background

The main objective of Aarong is to establish a market for traditional handicrafts to link rural artisans to urban. Aarong empowers its artisans by providing zero days payable for producing finished goods. The major objective of this research is to introduce the impacts on artisans for zero days payable for producing finished goods and its effectiveness that how it impacts their artisans. The literature review highlights that no research on this type of topic has been done before. Research Aarong Enhancing Efficiency Level in Central Service from the Producer's Perspective, (Campu, B.13), a study on the health security scheme of Ayesha Abed Foundation artisan (workers) of Aarong, and its effectiveness (Zahra, F. T. 18) have been done before. However, research on this specific topic "The effectiveness of Aarong's zero-days payable for producing finished goods" has not been found in Google scholars or any other research.

Preliminary methodology

The report will be prepared based on primary and secondary data. The primary data will be collected via interviews with the accounts payable team of Aarong and notes that I will take during my internship. The secondary data will be collected from published literature on the internet. In my report, I will cover the purchase process, the steps of the purchase process that Aarong follows, the producer billing system additionally the solution if they want to withdraw their deposit and its requirements.

Significance of the issue

My report "The Effectiveness of Aarongs Zero-Days Payable for Producing Finished Goods" illustrates how Aarong deal with their artisans and its impacts. Meanwhile, I will also make a

comparison between Aarong's payable system to other retail competitors' payable systems. My research will contribute to Aarong's accounts payable team by providing recommendations on this overall process. As there is no other research on this topic, my research will introduce the uniqueness of Aarong as well as its artisans. I believe that my research will also shed light on future research in related fields.

Timeline of the report

On 5th June 2023 attended an initial meeting with the supervisor and provided my offer letter through the mail. On week 5, 24th June 2023 submitted an initial proposal on the project part to the supervisor through email. In the same week, on 26th June 2023 supervisor gave feedback regarding the initial project proposal by conducting a Google meeting. On 5th July I submitted my final project proposal through email and on the next day 6th of July 2023 my supervisor finalized my final project proposal. I have planned to provide my first draft to my supervisor within the 11th week, (4th August 2023). After receiving the feedback on 9th August 2023, I had to make the necessary changes to my first draft. Then I submitted my second draft by the 12th week, which was (15 August 2023) through email. After receiving feedback on my 2nd draft on 17th August 2023, I have incorporated the feedback into my final draft which I have been submitting the final draft to the library on the same day.

BRAC-Aarong

Statement of financial position as of June 30, 2019

| | |
|---|----------------------|
| Income | |
| Donor grants | |
| Social enterprises | 5,834,882,844 |
| Microfinance program | |
| Self-financing social development program | |
| Investment income | |
| Other income -internal | |
| Other income | |
| Community contribution | |
| House property | |
| Total income | 5,834,882,844 |
| | |
| Expenditure | |
| Social enterprises | 5,647,405,436 |
| Microfinance programme | |
| House property | |
| Agriculture and food security | |
| Community empowerment programme | |
| Education programme | |
| Gender, justice, and diversity | |
| Health programme | |
| Human rights and legal aids services | |
| Policy advocacy | |
| Water, sanitation, and hygiene programs | |
| Ultra poor program | |

| | |
|---|----------------------|
| Forcibly-displaced Myanmar Nationals | |
| Disaster management and climate change | |
| Skills development program | |
| Migration program | |
| Social development program | |
| Other development projects | |
| Grants | |
| Total expenses | 5,647,405,436 |
| Net surplus stated in statement of income | |
| & expenditure before inter-program allocation | 187,477,408 |
| Inter-program allocations | -521,672,986 |
| Net surplus stated in statement of income | |
| & expenditure after inter-program allocation | -334,195,578 |
| BRAC Contribution to support Donor | |
| Funded Programs | |
| Surplus of income over | |
| Expenditure before taxation | -334,195,578 |
| Income tax expense | -60,930,157 |
| Net surplus for the year | -395,125,735 |
| | |

2.6.b) Profit and Loss statement for the year 2020:

BRAC-Aarong

Statement of financial position as of June 30, 2020

| | |
|---|----------------------|
| Income | |
| Donor grants | |
| Social enterprises | 5,834,882,844 |
| Microfinance program | |
| Self-financing social development program | |
| Investment income | |
| Other income -internal | |
| Other income | |
| Community contribution | |
| House property | |
| Total income | 5,834,882,844 |
| | |
| Expenditure | |
| Social enterprises | 5,647,405,436 |
| Microfinance programme | |
| House property | |
| Agriculture and food security | |
| Community empowerment programme | |
| Education programme | |
| Gender, justice, and diversity | |
| Health programme | |
| Human rights and legal aids services | |
| Policy advocacy | |
| Water, sanitation, and hygiene programs | |
| Ultra poor program | |

| | |
|---|----------------------|
| Forcibly-displaced Myanmar Nationals | |
| Disaster management and climate change | |
| Skills development program | |
| Migration program | |
| Social development program | |
| Other development projects | |
| Grants | |
| Total expenses | 5,647,405,436 |
| Net surplus stated in statement of income | |
| & expenditure before inter-program allocation | 187,477,408 |
| Inter-program allocations | -521,672,986 |
| Net surplus stated in statement of income | |
| & expenditure after inter-program allocation | -334,195,578 |
| BRAC Contribution to support Donor | |
| Funded Programs | |
| Surplus of income over | |
| Expenditure before taxation | -334,195,578 |
| Income tax expense | -60,930,157 |
| Net surplus for the year | -395,125,735 |
| | |

Table 1.4: Income statement of Aarong for the year 2020

2.6.b) Balance Sheet of Aarong for the year 2020:

BRAC-Aarong
Statement of financial position as of June 30, 2020

| Description | Amount |
|--|----------------------|
| ASSETS | |
| Non-current assets | |
| Property, plant, and equipment | 2,371,736,141 |
| Intangible assets | |
| Investments in related undertakings | |
| Investments in securities and others-non-current portion | |
| Total non-current assets | 2,371,736,141 |
| Current assets | |
| Inventories | 5333867975 |
| Grants and accounts receivable | 167,641,827 |
| Microfinance loans | |
| Advance, deposits, and prepayments | 520,000,219 |
| Inter-programme current account | 2,368,763 |
| Investments in securities and others-current portion | |
| Cash and bank balances | 206,022,600 |
| Total current assets | 623 |
| TOTAL ASSETS | 8,601,637,525 |
| CAPITAL FUND AND LIABILITIES | |
| Capital fund | 5,801,543,607 |
| Liabilities | |
| Current liabilities | |
| Liabilities for expenses and materials | 1,025,189,377 |
| Bank overdrafts | |

| | |
|---|----------------------|
| Term loans-current portion | |
| Members' savings deposits-current portion | |
| Grants received in advance account | |
| Loan loss provision | |
| Provision for taxation | 1,466,885,937 |
| Total current liabilities | 2492075314 |
| Non-current liabilities | |
| Term loans-non-current portion | |
| Members' savings deposits-non-current portion | |
| Deferred income | |
| Other long-term liabilities | 308,018,604 |
| Total non-current liabilities | 308,018,604 |
| Total liabilities | 2,800,093,918 |
| TOTAL CAPITAL FUND AND LIABILITIES | 8,601,637,525 |

Table 1.5: balance sheet of Aarong for the year 2020

2.6.c) Profit and Loss statement for the year 2021:

BRAC-Aarong

Statement of comprehensive income and expenditure for the year ended June 30, 2021

| | |
|----------------------|---------------|
| Income | |
| Donor grants | |
| Social enterprises | 8,200,682,701 |
| Microfinance program | |

| | |
|--|---------------|
| Self. Financing social development program | |
| Investment income | |
| Other income · internal | |
| Other income | |
| Community contribution | |
| House property | |
| Total income | 8,200,682,701 |
| | |
| Expenditure | |
| Social enterprises | 7,440,105,876 |
| Microfinance program | |
| House property | |
| Agriculture and food security | |
| Community empowerment program | |
| Education program | |
| Gender, justice, and diversity | |
| Health program | |
| Human rights and legal aids services | |
| Policy Advocacy | |
| Water, sanitation, and hygiene programs | |
| Ultra poor program | |
| Forcibly displaced Myanmar Nationals | |
| Disaster management and climate change | |
| Skills development program | |
| Migration program | |
| Social development program | |
| Other development projects | |
| Grants | |
| Total expenses | 7,440,105,876 |
| Net surplus stated in statement of income | |
| & expenditure before inter·programs allocation | 760,576,825 |
| Inter program allocations | |
| Net surplus stated in statement of income | |
| & expenditure after inter-program allocation | 760,576,825 |
| BRAG Contribution to support Donor | |

| | |
|--|--------------|
| Funded Program | |
| Surplus/(deficit) of income over expenditure | |
| Before taxation | 760,576,825 |
| Income tax expense | -229,416,440 |
| Net surplus for the year | 531,160,384 |

Table 1.6: Income statement for the year 2021

2.6.d) Financial statement for the year 2021:

BRAC-Aarong

Statement of financial position as of June 30, 2021

| Description | Amount in Taka |
|--|-----------------------|
| ASSETS | |
| Non-current assets | |
| Property, plant, and equipment | 2,674,263,998 |
| Intangible assets | |
| Investments in related undertakings | |
| Investments in securities and others-non-current portion | |
| Total non-current assets | 2,674,263,998 |
| Current assets | |
| Inventories | 5,251,045,581 |
| Grants and accounts receivable | 248,138,374 |
| Microfinance loans | |
| Advance, deposits, and prepayments | 393,349,200 |
| Inter-program current account | 568,455,202 |
| Investments in securities and others-current portion | |
| Cash and bank balances | 77,421,239 |
| Total current assets | 6,538,409,596 |
| TOTAL ASSETS | 9,212,673,594 |
| CAPITAL FUND AND LIABILITIES | |
| Capital fund | 6,332,703,991 |
| Liabilities | |
| Current liabilities | |
| Liabilities for expenses and materials | 911,808,521 |
| Bank overdrafts | |

| | |
|---|----------------------|
| Term loans-current portion | |
| Members' savings deposits-current portion | |
| Grants received in advance account | |
| Loan loss provision | |
| Provision for taxation | 1,655,529,444 |
| Total current liabilities | 2,567,337,965 |
| Non-current liabilities | |
| Term loans-non-current portion | |
| Members' savings deposits-non-current portion | |
| Deferred income | |
| Other long-term liabilities | 312,631,637 |
| Total non-current liabilities | 312,631,637 |
| Total liabilities | 2,879,969,602 |
| TOTAL CAPITAL FUND AND LIABILITIES | 9,212,673,594 |

Interview Questionnaire

1. Name of the producer
2. District/ area
3. Types of products
4. How long they have been engaged with Aarong?
5. How do they know about Aarong?
6. Types of product lines when started the journey with Aarong and its present scenario.
7. What are the advantages they have got after receiving the payment on time?
8. Do you feel that Aarong is paying on time?
9. Write some recommendations in the payment process that you would expect from Aarong?

Sample Interview (Confidential Data)

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ৩২.০৭.২০২৩

১. উৎপাদকের নাম (Producer Name): **রুনা লায়লা**
২. জেলা/ এলাকার নাম (District/Area): **খিলশাত্ত, ঢাকা**
৩. পণ্যের ধরণ (Types of products): **আর্টি (বাচ্চাদের), ছেনেদের**
৪. আড়ং এর সাথে নিযুক্ত আছেন... **৮ (আট)** বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others)

**অন্যান্য ব্যবসায় নিয়োজিত ছিলেন, যিনি আমার যাবতীয় পণ্য তিনি
আড়ং নামেই আছেন।**

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

২ ধরনের - আর্টি (বাচ্চাদের), ছেনেদের

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

**না, কারণ শ্রদ্ধা - এই তার প্রধান ব্যবসায়, উৎপাদিত পণ্য আড়ং এ-ই
উৎপাদন করেন।**

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- **ব্যয়গরের বেতন সময়সূচক্রমে প্রদান করতে পারছেন।**
- **আর্থিক-অসচ্ছন্দতায়
জীঘন-মাপন**
- **পণ্য উৎপাদন করে মালিক ক্রেতা করতে পারছেন।**

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- **ইউনিক-অনু-অর্ডার-এর-ঢাকা-পথে-দ্রুতি-হচ্ছে-অনুমানিক-২৪-৮-টা-৯-টা-অর্ডার-কাজকাল-ক্রমে-সামান্য-মধ্যে-অনুবিধা, দ্রুতি বা জবাবদিহিতা-সম্ভাবনা/ ঠিক, বর্ধিত-ইউনিক-দ্রুতির-আগে-তার-পারিশ্রমিক-চলু-হোকলে-ঢাকা-আগে-পারিশ্রমিক-বহুর-সুসংক্রিয়।**

৩

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৬

১. উৎপাদকের নাম (Producer Name): সুনাম
২. জেলা/ এলাকার নাম (District/Area): সাজিপুর, বঙ্গোপসাগর
৩. পণ্যের ধরণ (Types of products): হালুয়া, লেডিস বুর্তা
৪. আড়ং এর সাথে নিযুক্ত আছেন.....৬..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- দুই ধরনের, হালুয়া ও লেডিস বুর্তা।

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- Company Down হলে সন্ধ্যা হুমি কটর।
- Payment ব্যবস্থা ভালো ছিল না।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- প্রত্যেক জন্মের সাথে সাথে অর্থ প্রাপ্তি কাজের আয়তন বাড়ছে।
- ন্যূন উৎপাদন সময়ে ২ছে।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- হোল্ডিং সুপারিশ লেই।

৫

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): বিল্লাল হোসেন
২. জেলা/ এলাকার নাম (District/Area): উত্তর বাজা
৩. পণ্যের ধরণ (Types of products): ইলেক্ট্রিক, হোল্ডার, কন্ট্রোল, হাতের কবজ, স্ক্রীন প্রিন্ট
৪. আড়ং এর সাথে নিযুক্ত আছেন.....৬..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- হাতের কবজ ও স্ক্রীন প্রিন্ট

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আজকের ব্যবসায় ছিল। যেখানে তাকে বিন অল্পমুদ্রণ পরিষ্কার বস্তুর
হিসমিস্ত্র তৈরিতে রপ্তানা, production, order বস্তু ছিল। Management
system তৈরি ছিল না।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- কর্মচারী নির্ধারিত-সময়ে মূল্য-প্রাপ্তির কারণে-কাজে আগ্রহ পাচ্ছে।
- ব্যবসায়-সবিস্তর-বৃদ্ধি-পাচ্ছে।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- ভোগ্যে সুসারিক্ষ লেভ।

৬

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২০

১. উৎপাদকের নাম (Producer Name): হুমিন্দা আত্মকেন্দ্র
২. জেলা/ এলাকার নাম (District/Area): হাজারিবাগ, ঢাকা
৩. পণ্যের ধরণ (Types of products): লেদার জুতা
৪. আড়ং এর সাথে নিযুক্ত আছেন.....১৫ বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- লেদার জুতা

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- বাট, অ্যাপ্রক্স প্র- লেদার জুতার- হ্যান্ডেলিং ছিল। স্থল- কার্ভিক-গন্ডলে
প্রাপ্তির- অসুবিধা।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- নির্দিষ্ট ডেড, কার্ভিকারের- হস্তন পরিষ্কার

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- বেগুন- সুসার্বিক ট্রেনিং

৬

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৬

১. উৎপাদকের নাম (Producer Name): মোস্তাফিজ বগমান-
২. জেলা/ এলাকার নাম (District/Area): স্বাঙ্গ, ঝুপনা
৩. পণ্যের ধরণ (Types of products): লেদার-
৪. আড়ং এর সাথে নিযুক্ত আছেন.....২৮..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer) (চাচা)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

লেদার ব্যাগ, পাটো

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

স্ক্রু-ই আড়ং দিলে

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

ব্যবসায় আয়ের তুলনায় উন্নত হচ্ছে, ব্যবসায় পরিশোধ

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

বেগানো সুসংক্রিয় নেই

৯

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): **সমসীয়া লেদার**
২. জেলা/ এলাকার নাম (District/Area): **বাজলপুর**
৩. পণ্যের ধরণ (Types of products): **হুইক (জোলায়াল-কম্বিজ-দোঙ্গা)**
৪. আড়ং এর সাথে নিযুক্ত আছেন.....**২৮**..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক সরাসরি (Direct)
II. **অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)**
III. গ অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

বুগুমান বগাড়া.

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

আড়ং - ২^{য়} প্রথম

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

জীবনমাত্রায় স্নান-অনুভব-উন্নতি. (আর্থিকভাবে স্বচ্ছন্দ)
বৈচিত্র্যমূলক জিন্সে বসবো জিন্সে-বস্ত্র-নির্ভর-হয় না.

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

কোনো সুসারিশ নেই.

১৪

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): মো: যাজিব
২. জেলা/ এলাকার নাম (District/Area): ফুপত্রাঙ্গ, নারায়ণগঞ্জ
৩. পণ্যের ধরণ (Types of products): জামদানি জামাড়া.
৪. আড়ং এর সাথে নিযুক্ত আছেন... ৩৬ বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer) (স্বা)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines

when started the journey with Aarong and its present scenario)

→ জামদানি জামাড়া

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আড়ংর ব্যবসায় ছিলো, কিন্তু বন্ধ হতো এক-মাস ফলে ব্যবসায়
বন্ধ হতো হুমি হত।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- Payment বস্তু পায়ছে কর্মচারীকে-
- পুঁজি বন্ধ লাগে। - পণ্য বিক্রয় এর সম্ভাবনা বেশী হচ্ছে।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- বেগুনো সুপারিশ নেই।

২

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০-০৮-২৩

১. উৎপাদকের নাম (Producer Name): হোমনে অথবা বেগম
২. জেলা/ এলাকার নাম (District/Area): মোহাম্মদপুর, ঢাকা
৩. পন্যের ধরণ (Types of products): নন-টেক্সটাইল, টেম
৪. আড়ং এর সাথে নিযুক্ত আছেন..... বছর ধরে। (You have been engaged with Aarong foryears)
০৮

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. অন্যান্য (Others).....

৬. কয় ধরনের পন্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- ৩ বস্ত্রের - টেম.

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- চাকরুর পড়াশুনার- সার্টিফিকেট- ডিজাইনার- শিফট- চাকরি বন্ধুত্ব, YWCA
এর- Producer ছিলেন. সার্টিফিকেট কাঁচামালের- সমস্যা- পড়তেন.

৮. উৎপাদিত পন্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- নিয়মিত স্থূল প্রাপ্তি. ফেরার ট্রেড- এর- কারণে অনেক দাম নিয়ে-
বেসামান্য- ঘুরতে.

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পন্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- দামের সুবিধা.

২০

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০-০৮-২০

১. উৎপাদকের নাম (Producer Name): নবগম্বি.
২. জেলা/এলাকার নাম (District/Area): সিরপুর ১, ঢাকা
৩. পণ্যের ধরণ (Types of products): ছুট পল্য
৪. আড়ং এর সাথে নিযুক্ত আছেন.....২৬..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পল্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- বনপড়ের ব্যাগ, হ্যান্ড স্ক্রাবস্কেয়ারি.

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আড়ং- দিল্লের যাত্রা শুরু.

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- কর্মচারিণী- বেতন প্রদান বন্ধুত্ব পাচ্ছে. আর্থিক স্বচ্ছলতা- জীবন- মাপন.

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- আড়ং- ৩ মূল্য পরিশোধ- প্রক্রিয়ায় যে সুবিধা তার- বণ্টন-
- আড়ং- এর সাথে প্রত্যেক- কোনো সুপারিশ নেই।

৩৩

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): আমিনুল হুসেন
২. জেলা/এলাকার নাম (District/Area): শ্যামপুরি ঢাকা, উত্তরা, field বিনাইচাঁড়
৩. পণ্যের ধরণ (Types of products): ড্যানু ব্র্যান্ড (কেনোয়ার বগমিজ, হার্ডবেল্ড)
৪. আড়ং এর সাথে নিযুক্ত আছেন... ~~৩৩~~ ৩৮ বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
- II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
- III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- পাঞ্জাবী ও কামিজের ইম্পোর্ট

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আড়ং-ই প্রথম, তার কোনো ব্যবসায় নাই- ত্রুটি ছিল না.

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- Financial support, supplier কে নির্ধারিত সময় অর্থ প্রদান সুবিধা

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- নাই, স্থান্য পরিষ্কার প্রক্রিয়ায় কল্পনা

৩২

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): জন্মির - আনি
২. জেলা/এলাকার নাম (District/Area): নাটোর
৩. পণ্যের ধরণ (Types of products): জন্মির আনি
৪. আড়ং এর সাথে নিযুক্ত আছেন.....৩২..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- জন্মির আনি

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আড়ং নিজস্ব ব্যবসায় ছিলো, বিভিন্ন মার্কেটের মাধ্যমে দিলো, মেনুতে এর অন্তর্ভুক্ত পড়ে, অনেক টাকার ক্ষতি হয়।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- টাকা প্রাপ্তির নিশ্চয়তা, ~~ক~~ ক্ষতির হ্রাসকরণ নেই।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- কোনো সুপারিশ নেই।

২৩

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন

তারিখ: ২০.০৮.২৩

৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

১. উৎপাদকের নাম (Producer Name): ডিম্ব বস্মার - (ছেলে)
২. জেলা/এলাকার নাম (District/Area): টাঙ্গাইল
৩. পণ্যের ধরণ (Types of products): গিলেরা বাল্য, বস্মার হুল, হার-
৪. আড়ং এর সাথে নিযুক্ত আছেন.....৪৬..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. সরাসরি (Direct)
- II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
- III. অন্যান্য (Others).....

৬. কয় ধরনের পন্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- ~~সরাসরি~~ গিলেরা বস্মার হুল দিয়ে শুরু।

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- আড়ং এর - সাতোই তাদের প্রথম মাত্রা শুরু।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- অল্পমাত্রা মূল্য - প্রাপ্তি - ও কারিগরের বেতন - সরিহুয়ার্ণের সুবিধা।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- তাহলে hand on cash দিতো, বর্তমানে Bank এর সার্ভিস দেয়,
- সুস্বাদু মূল্য - সরিহুয়ার্ণ প্রক্রিয়ায় সুস্বাদু। কোনো সুসার্বিক নেই।

৩৪

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২০

১. উৎপাদকের নাম (Producer Name): আব্দুল-বাহুদুর
২. জেলা/ এলাকার নাম (District/Area): ভাঙ্গা, উত্তরা
৩. পণ্যের ধরণ (Types of products): স্যাডিল - বগজ
৪. আড়ং এর সাথে নিযুক্ত আছেন.....২৫..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. সরাসরি (Direct)
II. অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- স্যাডিল - বগজ দিয়েই।

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- ব্যক্তিগত ব্যবসায় ছিল। তখন বাক্সের অর্ডার - কলম আক্রমণ।
অর্থ সংকটে পড়তে হয়েছিল।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- সাপ্তাহিক - উন্নতি
ক্যাশিয়ারের বেতন সুবিধা

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

- নাহি। অর্থ সুবিধা সংক্রান্ত।

৩৮

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২৩

১. উৎপাদকের নাম (Producer Name): উত্তম বর্নবর্ন
২. জেলা/ এলাকার নাম (District/Area): টাঙ্গাইল
৩. পণ্যের ধরণ (Types of products): জুয়েলারি
৪. আড়ং এর সাথে নিযুক্ত আছেন.....৩৫..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

জুয়েলারি

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

কোনো প্রতিবন্ধকতার স্মরণ - হস্ত-শ্রুতি, বয়স জন্ম - এ স্থ-তার-
মাত্রা শুরু।

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

নগদ টাকায় বর্তমান ক্রয় করতে পারছে। বাকির কোনো কারণে
সমস্যা হতে হচ্ছে না।

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)

কোনো সুসার্কিস লেই। অনুষ্ঠ।

৩৬

আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৬.২০

১. উৎপাদকের নাম (Producer Name): **আজাদ স্মিথ**
২. জেলা/ এলাকার নাম (District/Area): **সুপনা, স্মাশা**
৩. পণ্যের ধরণ (Types of products): **লেদার, স্যান্ডেল**
৪. আড়ং এর সাথে নিযুক্ত আছেন.....২০..... বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- **জুয়েলারি-১, লেডিজ শ্যাক, পার্টি (বর্তমানে স্মুথ-লেদারের স্যান্ডেল)**

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- **না. আড়ং-ই প্রথম ব্যবসায়.**

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- **payment সুবিধা, আড়ং-এ অর্জিত-বেতন সন্তোষজনক**

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)



আড়ং সেন্টার ও আয়েশা আবেদ ফাউন্ডেশন
৩৪৬, তেজগাঁও, শিল্প এলাকা, ঢাকা-১২০৮

তারিখ: ২০.০৮.২০

১. উৎপাদকের নাম (Producer Name): পূর্বে আলম
২. জেলা/ এলাকার নাম (District/Area): ডেঙ্গুয়া, যেমন্যাপাড়া
৩. পণ্যের ধরণ (Types of products): নঃ ড্রেস, নঃ কুর্তা, পাল্কাবা, টাঙ্গা স্টোর্টনিটি, হালোমুগা
৪. আড়ং এর সাথে নিযুক্ত আছেন... ২৭ বছর ধরে। (You have been engaged with Aarong foryears)

৫. কিভাবে বা কোন মাধ্যমে আড়ং সম্পর্কে জানলেন? (How do you know about Aarong?)

- I. ক) সরাসরি (Direct)
II. খ) অন্য উৎপাদক এর সহযোগিতায় (With the help of another producer) প্রিমার ফ্যাশন (প্র উৎপাদক)
III. গ) অন্যান্য (Others).....

৬. কয় ধরনের পণ্য নিয়ে আড়ং এর সাথে যাত্রা শুরু এবং তার বর্তমান অবস্থান? (Types of the product lines when started the journey with Aarong and its present scenario)

- নঃ ড্রেস

৭. আড়ং এর সাথে নিযুক্ত হবার আগে ব্যবসায় কি কোনো ধরনের প্রতিবন্ধকতার শিকার হয়েছিলেন? কি কি প্রতিবন্ধকতার শিকার হয়েছিলেন? (Did you face any obstacles in your business before joining to Aarong? And what are those?)

- নঃ আড়ং এর শর্তাদির প্রথম ব্যবস্থায়

৮. উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে প্রাপ্তির পর আপনার কী কী সুবিধা হয়েছে? What are the advantages you have got after receiving the payment on time?

- বর্ধমানীয় বৈশিষ্ট্য প্রদান সুবিধা

- ক্ষমতা বাড়ানোর সুবিধা, বাসায় কাজে প্রদান সুবিধা

৯. আপনি কি মনে করেন আড়ং উৎপাদিত পণ্যের মূল্য নির্ধারিত সময়ে পরিশোধ করে?

হ্যাঁ (Yes) না (No)

১০. আড়ং এর মূল্য পরিশোধ প্রক্রিয়ায় আপনার মতে আরো ৩ টা সুপারিশ যা আপনি আড়ং থেকে আশা করেন। (write 3 more recommendations in Aarong's payment process that you would expect from Aarong)