Report On

Growth and Business perspective of Orion Pharmaceutical Limited and their position in Pharma industry.

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 (BBA).

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing 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 referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Dr. Sharmin Shabnam Rahman

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Mohakhali, Dhaka

Subject: Submission of Internship Report

Dear Miss,

I am pleased to submit this case study report, which has been prepared for the requirement of my internship program BUS-400. The report entitled "Business prospects & Strategic Achievements of Orion Pharma". I have tried my best of my ability to complete the report properly and to bring out a meaningful insight within the constraints. I had to face some difficulties while gaining information for the project. Moreover, the study has given us the opportunity to relate lots of theoretical and financial knowledge with the practical world.

I appreciate your kind advice, cooperation, patience and suggestions regarding this report which will definitely help me to go ahead as a brilliant guideline. I will be available for any query and clarification regarding this report whenever necessary.

Sincerely yours,

Shaon Saha

. ……………………….

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Acknowledgement

First of all, I would like to thank to the almighty for being able to work throughout my case study writing by having good mental and health condition which helps me to develop this case in different circumstances. To adding more, I am very grateful to my advisor Dr. Sharmin Shabnam Rahman whose unique advices gave me the right track and best way of writing a constructive case study by which I able to understand the professional way of writing case study in this real world and how it create more value for the readers. During this case study writing, I gathered vey brief experiences by the help of BRAC Business School and Orion Pharma simultaneously. These experiences will help to build my professional career in future. In the meantime, I also learned about Bangladeshi pharmaceutical industry's current situation where Orion Pharmaceutical Ltd is running their business operations in a systematic way to earn profit and to become a market leader. Furthermore, Ms. Labonee akter who is currently working in Orion Group gave me lots of information about their pharmaceutical business operations in Bangladesh which was very crucial for my case study writing. Her complete cooperation and information have been enabled me to write this paper so easily which will be never forgotten.

Finally, I would like to thank all of the people who helped throughout the time for develop my case study writing directly or indirectly. Otherwise it could not be possible within deadline.

Executive Summery

Pharmaceutical industries in Bangladesh is a growing sector where domestic companies are manufacturing good quality drugs in order to fulfilling local demands and export worldwide as well. Orion Pharmaceutical Ltd has a strong establishment of manufacturing plants where they are producing world-class medicines and branded generics to serve this nation and has strong foot step in high-end drugs in such a way that might be recognized them as a sophisticated company. They have well-established supply chain model which is fully automated and provide medicines in every corner of our country at the right time by their self owned distribution channel. According to their recent activities, it has been showed that they will invest huge amount of money in this sector in order to establishing great kingdom to the marketplace which will give them a great return in upcoming years. For that purpose, OPL introduces differentiated drugs and medicines for the people by which they will increase their brand value among all other market leaders. From my case study learning, I found that OPL is contributing huge amount of national earning by having good establishment in international market that will make them multinational company if they adopt good polices at the right time by the experience bodies.

List of Acronyms

- **MNC** **Multi-National Company.**
- **NDP** **NATIONAL DRUG POLICY**
- **BAPI** **BANGLADESH ASSOCIATION OF PHARMACEUTICAL INDUSTRY.**
- **GMP** **GOOD MANUFACTURING PRACTICES.**
- **IFPMA** **INTERNATIONAL FEDERATION OF PHARMACEUTICAL MENUFACTURER AND ASSOCIATION.**
- **LDC** **LEAST DEVELOPED COUNTRY.**
- **NGO** **NON-GOVERNMENT ORGANIZATION.**
- **OPL** **ORION PHARMACEUTICAL LTD.**
- **API** **ACTIVE PHARMACEUTIAL INCREDIENTS.**
- **WHO** **WORLD HEALTH ORGANIZATION.**
- **SMC** **SOCIAL MARKETTING COMPANY.**
- **KPI** **KEY PERFORMANCE INDICATOR.**
- **WIP** **WORK IN PROGRESS.**
- **FG** **FINISHED GOODS.**
- **UNICEF** **United Nations International Children's Emergency Fund.**
- **USDMF** **DRUG MASTER FILE.**

Table of contents

1.Introduction

In Bangladesh, pharmaceutical industry is growing in a fastest way due to technological developments and having lots of expertise for developing good quality products. After our liberation war, this sector was mostly influenced by multinational companies by which our people were directly depended on. Large MNC's were holding most of the local market and the whole pharmaceutical industry was running by imported medicines. After 1982, a defined guidelines was formulated to develop Bangladeshi pharmaceutical industry by National Drug Policy (NDP) and local companies was allowed to produce some sort of medicines like vitamins, enzymes and cough syrups by which domestic production was increased and Bangladesh turned from drug importing country to drug exporting country. Now pharmaceutical industry has became self sufficient to meet the local demands and became second large contributor in national treasure with tremendous growth which serves almost 98% of demand through local production and supply country wide smoothly.

In Bangladesh, where people are living so densely and sometime it is too difficult to provide good quality treatment to everyone. That's why there was always need for huge quantity of medical fundamentals and low cost drugs that will meet the demand of poor category people. For that reason, good quality drugs should be produced with best technology by which people can afford good medicines in every region of our country by maintaining well established logistic supports and inventory management.

A good manufacturing system gives orion pharma a vital milestone in the pharmaceutical industry and produce good quality drugs to serve the nation. These also established a valuable commitment to the natural capital of our country and make an eco friendly manufacturing system. For that reason, good ecological plan, automation by BMS, Waste treatment system and testing drugs before it gets to the customer hand.

Business model renovation one of core competences of orion pharma where they make maximum output. It starts from the conversion of raw materials to finished drugs like tablet, capsule, dry syrup and all other different forms which will get to the end customer timely. For that reason, orion pharma utilize efficiently six types of inputs which are Financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital and create maximum values in each department.

1. History of Pharmaceutical Industry

In Bangladesh, there are two crucial organizations that look after the whole drug and medicines regularity system. This sector is one of the demanding and thrust industrial sector in Bangladesh which was passing a long way to serve the country people. There is huge difference in development of this sector between pre liberation period and post liberation period. Before liberation war, there was very few pharmaceutical enterprises in Bangladesh by which the whole nation was depending on any medical support by drug manufacturing. After passing some hard years, government was unable to provide healthy budgetary allocation for the development the health sector that's why people had limited availability of good quality essential lifesaving drugs. After 1980s, Pharmaceutical industries of Bangladesh was started to develop and they have been improving their growth in a considerable rate for the last two decades.

Immediately after our liberation war, our pharmaceutical sector was mostly dominated by well established multinational companies when people are mostly depending on high price drugs that were provided by MNC's. But by the intervention of The National Drug Policy (NDP), Pharmaceutical industry of Bangladesh has been growing faster to make essential medicines for every class of people. NDP is holding a power position to provide good instructions to build well structured industry. Before that, multinational companies were producing very common and non essential medicines to people which were made from the raw materials came from abroad with higher price.

In Bangladesh, there was always having huge demand for necessary, effective and low cost drugs. It was too mandatory for Bangladeshi pharmaceutical companies to introduce a well format of drug policies for the betterment of country health by having international standard drugs or generic medicines in lower cost to Bangladeshi people. As a result, MNC's were prohibited to reduce their unessential drugs production and demotivated to import raw material at high process.

Bangladesh Association of Pharmaceutical Industries (BAPI) is another apex body which is representing the pharmaceutical companies of Bangladesh from 1972. Since that time, BAPI has been playing very crucial role to improve the pharmaceutical sector within the country by availing affordable drugs by which everyone have access of medicines with comparative low price. Good manufacturing practices (GMP) have been promoted by the close intervention of the industry and regulatory authorities by which appropriate rule and regulation are implemented to ensure quality medicines with affordable price. BAPI is always working for shaping the pharmaceutical industry in a good way where members of this association including small, medium, large national and overseas companies are responsible for 97% of country's drug requirements to prove the achievement of BAPI with acceptable and respectable governing body. BAPI was first established in 1972 with 23 member companies and now it has more than 149 companies as its member which is one and only recognized association of pharmaceutical companies in Bangladesh. Besides that, it has been joined as a effective member of International Federation of pharmaceutical manufacturers & Association (IFPMA), Geneva from where they have all the information regarding drugs improvement and emerging technologies for world health betterment. It has both intentions to work for pharmaceutical manufacturer and improve the healthcare of local population as well. They are closely working with associated companies for the development of skilled manpower, CGMP and gain export excellence. For that purpose, BAPI has been working effectively with international organizations and authorities by giving them export quality products from Bangladesh. They also are organizing different expo like Asia Pharma Expo where they have been serving as a guardian for local and international manufacturers of API, Finished goods and upgraded machineries. It has been a great milestone that BAPI achieved.

2. Present Scenario of Pharmaceuticals industry of Bangladesh

The pharmaceutical industry in Bangladesh is one of the best developed technological sectors among all other sector which is producing top quality drugs like insulin, hormones and cancer drugs with reasonable price. As I described before that this sector is providing 97% of total medical support to the local market by which we do not need any further dependency on multinational companies for meeting our local demands. On the other hand, this industry also exports quality medicines to the global markets including Europe where pharmaceutical companies are expanding their business operations in order to expanding our global footprints to earn more foreign currencies by exporting medicines. It has been started from early 80s and lots of transformation took place for evolving technologies to produce huge amount of quality drugs. This industry is growing faster during last five decades when industries were adopted emerging technologies and good knowledge based personnel but it wasn't so easy to achieve as we belong to least developed country and facing lots of economic challenges. Meanwhile we are proud to be only LDC that having well-developed Pharma sector.

3. Overview of Orion Pharma

3.1. Background

Orion Pharma is a concern of Orion group which is regarded as one of the prominent pharmaceutical company in Bangladesh. It serves the nation by its qualified drugs and develops the healthcare sector to new level. From 1965 Orion pharma has been continued their operations so successfully in Bangladesh and around the world and increase their brand value in order to give specialized technical support for making drugs. Orion Pharma Ltd. converted into public limited company from private limited company in June 2009 after that Orion Pharma first was named from Orion laboratories in 2011 and finally it had been enlisted in Chittagong Stock Exchange in 2013 both and published their IPO to the stock market to increase their capital. It has been holding ISO-9001:2001 certificate since 2003 as Orion Phama has always maintained their superior quality with their medicines.

Following that they fulfill their corporate vision to be regarded as a world class pharmaceutical company with their generic finished product in Bangladesh as well as abroad. That's why they are always concerned with their mission to earn public health improvement and giving maximum benefits to their existing stakeholders by gaining satisfaction with good quality products.

3.2. Customer segment and their marketing achievement with current product portfolio.

Developing country like Bangladesh where most of the peoples are living under not very fruitful environmental condition and their livelihood mostly is depending on local geographical and demographical condition. That's why customer segments of overall pharmaceutical industry of Bangladesh is wide spreading where Directorate of Ministry of Health & Family welfare of Bangladesh formulate rules and regulations related to import export even in distributing in different zones, procurement of raw materials and import of final drugs of all kinds of medicines consisting of Ayurvedic, Unani, Homoeopathic, Herbal and Allopathic medicines. Right now, there are more than 300 Unani medicines companies which are operating in Bangladesh. On the other hand, Allopathic companies are growing in order to fulfill increasing demand of country people and now there are more than 260 Allopathic companies operating all over the country and they are selling their products in different Medicine shops, hospitals and NGO's. Most of the pharmacy companies in Bangladesh are producing approximately more than 8000 generic products with their maximum capacity. Meanwile some companies imported patented products from abroad along with big firms who are producing patented products and distribute to the different customer segments. According to the business nature of pharmaceutical industry, normally companies are producing High-End products, Branded generics, low-end products and contract manufacturing:

3.2.1. High-End Products: These kinds of products are really crucial for customer and specific to niches market where consumers are less sometime or high but it has mandatory types of use when someone needs these types of medicines. Anti-cancer, Diabetic drugs, Vaccines are always considering as a high-end medicines which is selling at a higher price in the marketplace and represents a small portion of whole market. Though these products are rare in terms of availability and need huge investment on R&D, that's why profit margin is comparatively very high. Domestic companies are nowadays entering into this field in order to manufacturing high-end medicines at a lower price locally which will create self dependency on own production system and competition is expected to drive prices and import dependency down to serve this poor country.

3.2.2. Branded Generics: Branded generics are holding largest market segment which is consisting of Anti-Gastric and Anti-Biotic medicines. These products are used by the huge number of population and people more often are willing to purchase branded medicines from medical store with relatively stable margin. Most of the local manufacturers are the key role player to dominate this segment and because of high brand loyalty observed in this portion, market share of producers is usually moving rarely.

3.2.3. Low End Generics: This segment is relatively small where a product doesn't need too much branding and there is too much price war as competitors of local manufacturers are very high. That's why market share of each competitor depends on establishment of good marketing strategies.

3.2.4. Contract manufacturing (domestic & export): Basically, most of the local manufacturers are producing their own product that's why this segment is relatively small in this country. This kind of contract manufacturing usually comes from health organizations like SMC, UNICEF etc where they are producing saline, contraceptives and vitamins. Nowadays, top pharmaceutical firms are engaging in contract manufacturing where completion is very low as each firm engages in production partially based on foreign counterpart relations and they need well established manufacturing technologies and accreditation which plays a vital role in developing contract manufacturing capability. On the other hand, export of pharmaceutical products of Bangladesh is still not sufficient but the rate of establishment of pharmaceutical industries in private sector is increasing day by day and they have already entered the export market with their finished products. Orion Pharma believes that in order to grow and develop in the future and to provide superior healthcare facility globally, they must also expand their business operations beyond borders and go international. Right now, OPL has enhanced overseas marketing network directly involved in Asia, Middle-East, Europe and Africa. They have sixteen established international markets where they distribute international standard medicines by having regional sales channel and having contribution of 7.27% pharma revenue from overseas business. Approximately BDT 189.88 million export revenue have been earned during the last fiscal year 2021-2022 which is quite impressive from the previous year.

OPL produces different types of capsules, tablet, syrups, suspensions, injections, dry powder for syrups/suspensions, creams/ointments etc. under various classifications including high-end medicines like anticancer, cardiovascular, anti-diabetics and branded generics like antibiotic, anxiolytics, antihistamines, antiulcerants, NSAIDs, vitamins and minerals and many others in the lines. Antibiotics are very crucial to fight against severe infection which is created from bacterial infections and sometimes it can damage patients' life with threatening condition when these kinds of antibiotics are prescribed to save the damages. OPL has been developed good antibiotic portfolio and their major concern among all other groups. For that reason, they have diversified products from different therapeutic groups like Cephalosporins, Macrolides, Fluoroquinolones and Carbapenems with all necessary dosages forms to cover patients of different age group which is now established well known brands like Truso, Co-axet, Axet, Cefditor, Troped, Sefin, Xclor, Pedicef etc.

3.3. Customer engagement of Orion Pharma

Customers ultimately the main part of any business activities as well of our market in Bangladesh. They are main source of revenue by which company's growth is depending on having more profitability. Customers always help manufacturer by giving them the actual information about the market and feedback. Retailers are always ensuring sustainability of Orion's products by giving certification about good quality products. Customers or retailers always push Orion Pharma to produce good quality medicines with reasonable price. As per customer needs, Orion Pharma manufactures different category batch medicines for product diversification. Orion pharma is always concerning about on time delivery to their customer at time of emergency and maintain good after sales services by experienced personnel. For customer feedback and satisfaction Orion Pharma introduces complaint form and customer satisfaction survey. They also establish good platform for maintenance of enhanced and superior communication by organizing monthly seminars and workshop for customer engagement. Orion Pharma quarterly publishes the orion medical journal for enhancing public knowledge.

Customers and consumers are the key stakeholders of Orion Pharma Ltd and their satisfaction is main foundation for its business growth or further expansion. Its main concern is to provide good quality medicines at the right time and give high importance to seek their opinion or complaints about the products that increase overall customer experience.

3.4. Business Model and Value Proposition of Orion Pharma

Orion Pharma's value creation Process starts from the manufacturing process where they actively collect different types of raw materials and excipients (API) from the supplier and produce different types of medicines efficiently to deliver them to the customer at right time. Orion Pharma is creating values through this value creation process by taking inputs from company's six types of capitals (Financial, Manufactured, Intellectual, Human, Social Relationship & Natural) on which Orion is dependent with the internal and external context of the company that demonstrated in this well integrated business model. This model represent list of major activities that they perform to meet the customer requirements to get the output of medical generic finished products and some wastage as well. Adding on this, outcomes come from the activities or input on their six capitals available in the company that might be either positive or negative. Orion Pharma accomplish these process by keeping in mind that the maximum use of inputs lead to minimum negative impacts on value creation process or on environment as well. They are doing their business along with their corporate mission, vision and strategic objectives that leads to the sustainability of this business.

OPL has made tremendous effort to utilize efficiently all its main and supporting activities in a way that carried out in its regular business process to create maximum value to their all stakeholders by implementing effective value chain model. OPL has followed Porters value chain analysis in order to examining all its activities which was performed to observe how they are interconnected with company's other activities and make an effect on company's costs and profits when they are getting the understanding of the sources of value for this company. All the supporting activities and primary activities that performed by OPL are described below:

3.5. Support Activities

3.5.1. Firm Infrastructure: OPL has built very sophisticated building and factory design in a way that reflects modern concept of designing and architecture. Good governance system is always privileged by the authorities where practices of strong code of business conducts are always maintained by OPL worker and employees. They established very well structured departments and hierarchical system by which OPL brings maximum outputs from the employee. For that purpose, OPL has been improving good communication system between different departments through intranet. OPL is always concerned about better accounting and financial management practices.

3.5.2. Human Resource Management: Orion Pharma Ltd has a strong HR team to recruit, train and motivate employees. They have excellent corporate culture for team work and leadership development. OPL also provide competitive salary package and compensation benefits either financial or gifts to their employees by which they are getting more effective to their work and contribute to company's growth. OPL is ensuring employees' health and concerning about safty measures by offering healthy working environment. Gender discrimination and racism is strictly prohibited and consider as a serious corporate offence that creates friendly environment as well.

3.5.3. Technological Development: OPL is maximizing value by having highly competitive IT department which supports both IT infrastructure and software. OPL has automated distribution centre, distribution channels and depots where they have real time sales records from various depots and continuously developed different customized software to get more information from the market. OPL has efficient R&D department who engaged with developing new products or upgrading existing one.

3.5.4. Procurement: OPL has built good relationship with their potential suppliers and direct contact with suppliers. Though OPL collect most of its raw materials from overseas, they have a good cross border relationship. For that purpose, OPL developed best IT based procurement planning and inventory management system by practicing strong code of business conduct within their structured departments.

3.6. Primary Activities

3.6.1. Inbound Logistics: OPL's always give priority to their suppliers by maintaining good relationship with suppliers. They are always sourcing those suppliers who can provide them high quality raw materials. They have efficient storage facilities which mean easy storage and retrieval. Inventories are dealt with swiftness and efficiently. Different vehicle fleet is hired and sometime they own it for maintaining their inbound logistic activities. Well professional employee are creating best supply schedule to match with production system of Orion Pharma.

3.6.2. Operation: Orion Pharma Ltd has automated manufacturing process and compliance in every aspect of the production. They continuously work on quality control and inspection system in order to produce quality medicines that might be essential for patient. Order fulfillment on time is the main challenge for OPL but they control it in an efficient way. For that purpose, they maintain real time inventory and sales tracking system which is interconnected with whole manufacturing process.

3.6.3. Outbound Logistics: OPL distribute its products in time through more than 63 customized vehicles all over the Bangladesh whereas they also have good inventory management and efficient dispatch and delivery system. OPL has emergency resupply and shipment facilities in order to providing quick response at the time of emergency. OPl established more than 25 Regional Sales Offices and 19 depots all over Bangladesh to reach the target market that is maintained by 1 central distribution cell.

3.6.4. Sales and Marketing: OPL recruit potential candidates for their sales and marketing team and built efficient sales force of 1000 number of employees. OPl also organize regular training session for the sales team through sale training department. Customer management is another crucial task that OPL has performed to get the information about customer. OPL nowadays is entering into the new and emerging markets in this country and abroad as well. Sales and marketing department do the sales analysis and market research to know the customer behavior and motive. This company is spending huge amount of money for branding and promotion of product.

3.6.5. Service: After sales services are the one of the important task that OPL always consider at top. They provide product complain form where they do customer survey and seeking for feedbacks as well. It is a structured approach to understand the requirements of individual customers and fast response to customer requirements. OPL regularly withdraw expired products from market and replace medicines.

3.7. Value for Society

OPL has increased opportunity for local investment and accelerated economic growth of the country. They have been creating employment opportunities for local community where increased income results in improved yields. OPL minimize the consumption of natural resources by which country resources are getting stable. OPL is serving the society by providing high quality medicines to cure the customer needs. Finally, they are participating in the national development process by contributing to national exchequer.

3.8. Cost and Revenue Stream of Orion Pharma (Financial Capital)

Financial capital of Orion Pharma represents the funds that are being used by the top level management to facilitate the whole process of establishing and strengthening their ability to develop and create value for company's stakeholders by which will ensure long term sustainable growth by effective management of OPL financial capital. Mainly, there are four sources of financial capital (Equity, Debt financing, earned surplus from operating and investing activities and internal control).

OPL has been planned the effective utilization and deployment of available financial capital at the right time when they tries to maintain mandatory financial disciplines and strongly controls to mitigate exchange rate, interest rate, credit risk etc. Moreover, this company is constantly focusing on its all actions to sustain growth, develop operational activities and ensure the highest rate of return and profit margin for the shareholders by which they strengthen their financial position in this industry. For that purpose, OPL has been tried different approaches in order to maintaining their core financial capitals.

Though OPL is operating in a capital intensive pharmaceutical industry where every other company needs huge investment to stay into the competition and now they are in the business expansion stage for what OPL tends to retain more of its earnings to reinvest it rather than paying dividend out to shareholders. Other than internal fund raising option, OPL is also focusing on availing long as well as short term loan facilities as they are expanding business operations by increasing new product lines with new production plant. They also analyze different factors like interest rate, time to return etc. for the selection of fund providers especially for loan facility, including project financing and working capital loan. Funds which are generated from different sources are being used for the maintenance of regular business operations, repayment of loan along with interest expenses, investing activities and dividend payment. Orion Pharma Limited also address following key factors to boost up the company's financial health:

- Analysis of product wise performance;
- Adoption of product specific strategies;
- Timely introduction of potential medicines in the market as well as exit from loss making or slow moving product lines;
- Close monitoring of cost element as well as identification of opportunity to minimize cost; and
- Increasing operational efficiency through benchmarking against best-in-industry practices.

3.8.1. Key performance indicator OPL's financial capital:

3.8.1.1. **KPI: Consolidated revenue from sales-** During the reporting fiscal year,OPL's consolidated net sales revenue increased by 41.64% from the previous financial year due to increase in pharma sales revenue amount around BDT 10,832 million.

3.8.1.2. **KPI: Consolidated net profit after tax attributable to shareholders-** OPL attained a 2.39% positive gross margin in the financial year 2020-21 compared to previous year, due to 55.20% decrease in consolidated financial expenses. The net profit after tax saw a 41.07% upward sloping during the reporting fiscal year which reflects very positive sign of company growth. OPL is working hard to attain a stable positive CAGR over the years which will ensure sustainable business operations.

3.8.1.3. **KPI: Consolidated cash outflow in CAPEX-** In addition to the regular acquisition of property, plant and equipment, OPL has a huge investment in capital work in progress of big projects in expanding their manufacturing capacities and upgrades the facilities in respect of technology, safety, environment etc. This capital work in progress denotes their continuous capital expenditure undertaken during the reporting year in the new plant as the plant is still under construction.

3.8.1.4. **KPI: Leverage ratio(Debt to equity)-** Over the last five years, the company's debt financing has increased due to the huge funding requirements for the capital expenditure undertaken for construction of new plant as well as refinancing of subsidiaries. As a result of the increase in debt funding, OPL's debt to equity ratio increased to 1.18 over the period of five years from 0.66 of financial year 2016-17.

3.8.1.5. **KPI: Profitability ratio (Return on equity)-** The company has experienced a 41.06% increase in net profit after tax and this has resulted in the 4.68% return on equity during the reporting financial year compare to 3.47% return on equity in previous year.

3.8.1.6. **KPI: Profitability ratio (Gross profit margin)-** Gross profit margin has decreased by 27.70% in the reporting financial year. During the year, the gross profit margin is 24.37% which was 33.71% in previous year which means operating expenses are increasing.

3.8.1.7. **KPI: Market prospect ratio (Dividend payout)-** 12% cash dividend has been recommended for the shareholders. As the company has been continuously investing in its expansion new project, it prefers to reinvest its earnings which will eventually yield more earnings and return to the company's long-term shareholders.

3.8.2. Highlights

this point provides a snapshot of some of our key performance indicators (on consolidated figure) regarding our financial performance of the financial year 2020-21 along with the preceding financial year:

Particular	2020-21	2019-20	% increase or decrease

Net turnover	10,832,568,048	7,647,703,031	41.64
Cost of sales	(8,193,045,108)	(5,069,865,088)	61.60
Gross profit	2,639,522,940	2,577,837,943	2.39
Net profit before tax	1,187,189,803	795,530,136	49.23
Net profit after tax	939,064,196	665,686,161	41.07
Earnings per Share	4.01	2.84	41.07

3.8.3. Segment wise or product wise performance

Orion Pharma Limited itself is operating its business in a single economic segment i.e. the pharmaceutical industry within and outside the territory of Bangladesh. The company is the parent company of another 2 (two) power generation companies i.e. Orion Power Meghnaghat Limited and Dutch Bangla Power & Associates Limited. These 2 (two) revenue generating subsidiary companies have been in operation in the power sector of our country since 2011. The breakup of consolidated sales figure (pharmaceutical and power sector) and sales figure of Orion Pharma Limited into local and export sales are as described here

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3.8.3.1. Sector wise sales

Year	Pharmaceutical	Power	Total revenue
2020-21	2,612,321,217	8,220,246,831	10,832,568,048
2019-20	2,297,740,301	5,349,962,730	7,647,703,031

3.8.3.2. Local and export pharma sale

Year	Local	Export	Total revenue
2020-21	2,422,443,036	189,878,181	2,612,321,217
2019-20	2,144,549,213	153,191,088	2,297,740,301

3.8.4. Pharma cost of goods sold & profit margin

The cost of goods sold compared to net turnover has remained almost same, which is 44.27% in reporting year and 44.25% in last year. The breakup of cost of goods sold along with the percentage of each element of COGS in terms of total COGS are as described here.

COGS	Amount in BDT		% of total COGS	
	2020-21	2019-20	2020-21	2019-20
Raw Materials	471,482,304	440,014,412	40.77	43.28
Packing Materials	241,266,440	192,825,828	20.86	18.97
Factory Overhead	490,027,800	431,014,446	42.37	42.39
Manufacturing cost	1,202,776,543	1,063,854,686	103.99	104.64
WIP (Opening-Closing)	(14,704,203)	(3,312,521)	(1.27)	(0.32)
FG (Opening-Closing)	(17,106,766)	(31,094,429)	(1.48)	(3.06)
Cost of physician sample	(14,383,524)	(12,802,715)	(1.24)	(1.26)
Cost of goods sold	1,156,582,051	1,016,645,021	100.00	100.00

From Here we can say that OPL has annual pharma sales revenue of BDT 2,612.32 million where net COGS is BDT 1,156.58 million that is 44.27% of net sales and gross profit stands at BDT 1,455.74 million which is 55.73% of profit margin. Finally, OPL has annual net profit of

BDT 285.120 million that is 10.91% of profit margin. From that profit, they declared cash dividend and some they retained for further investment.

3.9. Distribution Network

3.9.1. Network Design

Orion Pharma Ltd. is using the retail store to storage medicines so that customer can easily pick up essential medicines at the time of emergency as like other pharmaceutical company where inventory is stored locally in a drug retail shop to deliver medicines at right time to customer by ordering physically or by phone. It also increase the inventory costs because of lack of aggregation and response time is minimized with this system as they are providing good storage system facilities.

3.9.2. Supply chain drivers and their major impact on Business Development

Supply chain performance of Orion Pharma is overall depending on the effectiveness of its major drivers consisting of three crucial logistical drivers (Facilities, transportation & inventory) and cross functional drivers (information, sourcing &pricing). Company always intends to balance these two things by responsiveness and efficiency that best meet the needs of company's competitive strategy.

3.9.3. Facilities:

Facilities are the real locations in the supply chain spectrum where medicine is stored, assembled for distribution after production. Orion Pharma is now manufacturing medicines with the help of their two sophisticated factory where total final production take place and stored with packaging. One of the factory is situated in Tejgoan Industrial Area, Dhaka and another factory is situated in Chittagong Road, Kanchpur, Narayangong where manufacture all kinds of medicines of Orion Pharma. These two factory location is very suitable for transportation facility which reduces costs and close to commercial area from where they get instant financial support. Orion Pharma has moderate capacity of medicines according to their demands in the marketplace though they have various batch productions with different capacity. For that reason, it somehow increases the efficiency in overall.

3.9.4. Inventory:

Inventory is consisting of all raw materials, finished good and work in process that will manufacture for future requirements within the supply chain process. Orion Pharma utilizes their inventory policies either efficient or somewhat responsive. Authorities take inventory related decisions basically by Cycle inventory system and Safety inventory system. Cycle inventories system average total inventory and store the minimum amount of average inventory for coping up with market demand and supply. On the other hand, while they stock satisfying amount of stock inventories but it sometime exceeds the expectation when company does not keep vast quantity of safety inventory. In general, essential drugs may be stocked for meeting the customer demand.

3.9.5. Transportation:

Transportation has been holding the responsibility of moving inventories from location to another location in the supply chain. Orion Pharma has been developed good transportation system where they have different modes of transportation like pick-up, covered van, trucks etc. they also uses their own transportation system in order to collecting supplying inventories.

3.9.6. Information system:

Transportation is playing a vital role in order to moving inventory from one place to another place around the country at the right time. Transportation mode is often depending on the quantity and distance of the target market and these decisions are taken from the higher administration. Here, OPL uses trucks, covered van, container truck etc as a smooth mode of transport for moving products by which they established their own transportation system for collecting and supplying inventory.

3.9.7. Sourcing strategy:

OPL is collecting their raw materials and key elements from both domestic market and international suppliers as well. They are maintaining supplier management system where they collect all other important information about the sources and their profile log where their transaction history is updated in regular basis. This whole procedure is used by a chain of responsibility to board of directors by which aggregated responsibility is maintained in every phase of the chain.

4. Evaluation of The Case

4.1. Internal and external environment of Orion Pharma that affect company's' Strategic Decisions

Industry analysis is always concerned as a main focus point of the decision making process in any kind of business same in Orion Pharma Ltd. In this case, OPL is strongly supports Michael Porter's five forces analysis tools to get information about whole industry. This model examine five competitive forces by getting knowledge about these forces and they put impact on the business and decision makers that brings out best decisions and plan effectively. Brief descriptions of this analysis are given bellow by considering the pharmaceutical industry of Bangladesh in terms of the five forces:

4.1.1. **Threats of entry posed by new or potential competitors: Pharmaceutical industry of Bangladesh is such a sector where threats of new entrants is low as existing companies already gained economies of scale after investing huge capital in this sector. It is a capital intensive business where lots spending are needed to develop a well established company and access to the distribution channel is difficult for meeting huge demand. On the other hand, government imposes complex rules and regulation for new company to enter into this industry mainstream.

4.1.2. **Degree of rivalry among existing companies: Though there are few pharmaceutical companies who lies into the market leader position in Bangladesh, there is presence of high rivalry among the other companies. This huge industry is benefited from strong demand of the consumers. After a certain period of time, companies need to lower the fixed cost and high working capitals in their hand.

4.1.3. **Bargaining power of Buyers:** In this industry, bargain power of buyer is marginally low because of lower price sensitivity and consumers have little options for migrating to other brand. Pharmaceutical companies are influencing medical practitioners, retailers and wholesalers to promote their medicines for consumers. In Bangladesh, health issues are one of the basic needs of people and medicines are key elements for people so the bargain power of buyer is low.

4.1.4. **Bargaining power of suppliers:** The pharmaceutical industries of Bangladesh are procuring most off the raw materials from different countries where they have enough sources of options. So suppliers have low bargain power to ask high value as there are different suppliers from different countries where companies can switch after asking inappropriate price.

4.1.5. **Threats of substitute products:** In this industry, threats from substitute products are average medium. It exists in the variety of generic products or drugs that produced by some companies without having much research and development of new products. As a result, there is little scope to sell their medicines at higher rate and threats exist in generic competition. On the other hand, people have no other choices if medicines are prescribed by the medical practitioners where threats are little for substitute products.

4.2. SWOT Analysis

SWOT analysis is used by OPL's internal management team where internal and external factors are closely analyzed that puts impact on OPL overall performance. It's a process where Strengths, Weakness, Opportunities and Threats of a company is identified and measure into accounts for making future business decisions. Strengths and Weaknesses are related to company's internal factors whereas Opportunities and Threats are dealing with the external factors of company by which OPL develops corporate planning process to implement in their financial and operational goals that will improve their strategically move and accomplish in upcoming year.

4.2.1. **Strengths:** Orion pharma Ltd has built good marketing network all over the country and outside the country as well. They are operating successfully in more than 15 countries and launched diversified products that been registered in 11 countries and process for more extension. Their brand image is one of the important strength by which they are getting more acceptances from the customer and there is strong demand for OPL cardiovascular drugs in the marketplace. For that reason, massive structural reforms of marketing policies have been implemented to strengthen market position more in the future marketplace. World established generic drugs are available in OPL's product line with reasonable price. OPL has huge Pharma Park in Bangladesh where they are producing huge number of medicines with large production capacity of hi-tech products that are marketed successfully. They are also maintaining strong distribution network countrywide to ensure supply of products at retail level so that consumer can immediately find necessary medical support in time of emergency. OPL produces high quality medicines with extensive product line and front runner of some generics that launched first time in Bangladesh. OPL is always participating in CSR activities to contribute to the society which strengthen company's position in market.

4.2.2. **Weakness:** OPL has still limited presence in the international market for its global expansion. They are holding substandard position in a few areas of HR Indicators. OPL is somehow lagging behind from full-fledged manufacturing with their new production plant as market is pushing for more demand and lack of potential generic medicines in the marketplace that should be introduce before to get the competitive advantages from other companies.

4.2.3. **Opportunities:** For OPL, having good quality products and emerging new global markets is considered as a vital opportunity where they achieve their long-term goals with high annual growth rate of pharmaceutical industry in Bangladesh and their potentiality. Nowadays, people are more conscious about their health and they are always looking for good quality products and drugs which lead to any pharmaceutical company to manufacture more good quality products to serve the people. If we consider the whole world, OPL has great opportunities to expand their business activities in abroad and recognize as a multinational company to earn more foreign currencies. As Bangladesh has a good annual growth rate in the pharmaceutical industry, OPL can easily enter into this growth stream and can invest more to this sector to gather huge profit from the annual turnover. After COVID19 breakout all over the world, pharmaceutical industries are more willing to develop medicines and vaccines for people's healthcare which can be considered a good opportunity for OPL to enter into this sector by producing related drugs.

4.2.4. **Threats:** Threats are such a thing which is coming from company's external environment and affect directly and indirectly in business operations. Each company faces these kinds of obstacles when they operate in the marketplaces. In Bangladesh, there are lots of pharmaceutical industries producing good quality products where competition exist in a rigid level in the whole industry. As a result, OPL faces severe competition to run this business which creates problem to ran smooth business operations both locally and internationally. Sometime, higher authorities impose strict rules and regulations for producing drugs which do not allow them to manufacture some kind of drugs that might be produced in abroad to maintain good standard. To adding more, foreign exchange rates are nowadays fluctuating more than the previous years where pharmaceutical companies should have to pay more in order to importing API from abroad which increase the cost of the goods sold and decrease profitability. Beside of these, Political instabilities, interest rate fluctuation and pandemic situation of COVID19 disrupt company's supply chain system and incur huge losses for the industries.

4.3. Competitive Strategy and supply chain strategy of Orion Pharma

Orion Pharma is focusing on high quality and compliance, high degree of service level and growing productivity by which they are getting hold of competitive strategy strongly along with Orion's supply chain division too.

"The key is finding the right balance between these key elements. Overemphasizing one could mean taking steps back in the others, so you need to be able to develop all of three at the same time" says Virve Laitinen, SVP of Orion Supply Chain. Actually, Orion Pharma never compromise with quality as they emphasize in 'Quality never ends' by which they are earning customer satisfaction that came from giving them more than customer expectations. To maintain these key elements and running smooth production system, Orion pharma is highly effective to utilize their strategy which support the supply chain system in order to collecting raw materials from abroad timely as local suppliers are unable to arrange local active pharmaceutical ingredients (API). Around 95% of raw materials worth more than Tk. 5000 crore are coming from abroad to run drugs production and suppliers are more engaged with the companies and well-established network are building internationally. A well professional managerial team always keeps information and quality check of the products that directly link to quality medicines by observing regular basis audit report of API producer in overseas. It also focuses on proper waste management system and environmental adaptability for suppliers of antimicrobial products which are improving predictability through lean philosophy. Orin Pharma is using their own distribution network to distribute medicine all over the country where they maintain good inbound and outbound logistic system by owing large number of transportation vehicles and sales depots to ensure huge coverage of the whole country. It has more than 40 distribution offices within country. Product demand uncertainties of Orion Pharma lies on the market fluctuation of needed drugs availability in marketplace and rate is moderately high as because the target market of Orion Pharma is large, service level high and the rate of innovation is upward that might cause low lead time to distribute at the time of emergency period as the demand uncertainty of medicines is high. On the other hand, supply of drugs of Orion Pharma is predictable and having low uncertainty level as they are mostly depending on supplies of raw materials that came from abroad by importing rather depending on local supplies and it has small contribution. As a result, supply side is always stable when there is huge amount of demand exist in the market place. So, Orion pharma stays in the middle portion of the implied uncertainty (Demand and Supply) spectrum. Though Orion Pharma is trying to be responsive with their supply chain strategy, they are adopting some efficient strategy by establishing good transportation system, distribution channel and production efficiency where they try to be more efficient in terms of storage of final finished medicines and gain economies of scale as well. By observing this scenario, we can say that Orion pharma is using supply chain model so efficiently to achieve company's strategic goals where suppliers are less uncertain and quite efficient. Whereas, Orion Pharma's product demand is more uncertain and somewhere they are eliminating the uncertainty level by well management of storage capacity. Following that, retailers are also responsive towards the storage arrangement because of demand fluctuation by the help of manufacturer. To lower the costs, Orion pharma has some key strategies that derived from management authorities.

4.4. Competitive edge of OPL Pharma with current value proposition

Strong foot step in cardiovascular drugs: OPL has been started their freasher journey to produce crucial cardiovascular drugs by which they have strong footstep in cardiovascular segment and producing leading cardiovascular drugs Frulac, Clognil & Clognil Plus, Losan & Losan Plus and Rovex which is Maintaining international level of standard. That's why Frulac which was first produced in 2002 for the first time by OPL has been considered as a top-class drug among all other cardiovascular drugs and exporting abroad successfully.

World leading generics Manufacturer: Nowadays orion Pharma is investing in developing new product development and step forward to produce brand generics like Rosuvastatin and Esomiprazole under the brand name Rovex and Exor respectively. Promotional activities are spreading in priority basis in order to establish value for branding and make it flagship product. Recently, they have been introducing new product line in the generics group which is named Olmesartan and its combinations with brand name Olmesafe''.

Front runner for the 1st time in BD: OPL is always looking for innovation and launching new products in Bangladesh market. There are lots of new drugs that OPL launched for the first time in Bangladesh like Pep, Ec-Plus, frulac, Onium, Alve, Cefditor, Maromax, Novelta, Deslor and so on. Tendonil is such a unique brand that OPL produces only in Bangladesh.

5. Key Activities and focus area with strategic plan risk and opportunities

5.1. Patient health & safety

Maintaining Quality Products: Quality is the main concern of Orion Pharmaceutical Ltd by which customers are being loyal and satisfying with quality products presence in the marketplace. R&D department of OPL is continuously working hard to maximize the quality of the products by using best raw materials from different part of the world and introduce latest technologies to get the best outputs from the manufacturing plant. Both Quality Assurance Team and Quality Control Departments are responsible to produce quality products throughout this process and maintain good communications.

5.1.1. **Respond to customers within a reasonable time:** Drugs and medical services are concerning as a most essential materials for any human being. Consumers are expecting to be responded to shorter period of time with appropriate medical services by which consumers are getting quick response in the time of emergency. OPL also response back to patients regarding any queries or services within less period of time interval by which OPL established a good reputation of being caring to their customers with compassion.

5.1.2. **Pharma-covigilance:** OPL has very strong Pharma-covigilance department who is responsible for monitoring and managing the safety of all medicines that is manufactured in their production plant. Various comprehensive information are collected and analyzed from all crucial channels which provide good quality products with higher safety as every procedure is closely monitoring by the department for compliance to broad and product safety information.

Related Risks: Product quality might be worsening if quality assurance team does not insure good process. Sometime they cannot able to fulfill customer demand at the time of emergency which lead to destroy stakeholder relationship. Compliance issues and financial issues are at risk if OPL does not able to establish good manufacturing system by which company reputation will be decreased.

Related opportunity and outlook: There is always presence of highest quality management standards in manufacturing plant by the Quality Assurance Team and after sale quality assurance is maintained to maximize customer satisfaction.

5.2. Operational Excellence

Improved Productivity: OPL has been established a good platform where they are utilizing best technology and information system that assist to improve the quality of the drugs and capable the management departments to attain the most effective and efficient manufacturing process. It has been working for huge production of demanded medicines with lower production cost by which they can attain maximum production profit in a possible way. They are continuously investigate the whole production process and operational activities closely so that they can find out the bottlenecks and upgrade the technology according to the environment and remove unnecessary processes to save both time and costs.

5.2.1. Strict cost control & management: Orion Pharma always puts emphasize on strict cost control supervision by the authority as cost control is very essential for an enterprise where they cannot afford to underestimate the total budget for any important projects that might decrease the company's overall profitability. OPL has been very proactive and regularly focusing on cost control methods where they can avoid the need to react quickly to any crucial changing circumstances that might impact a lot for goods value. Strict cost control is very important for OPL as it improves company's ability to operate from a position of strength in Bangladesh.

5.2.2. Sustained Financial Performance: OPL uses a mix combination of funding different resources to enhance business growth, ensure proper use of opportunities which enhance companies' overall potentials. OPL implements a balanced mix of debts and equity funding in their financial system by which they maximize the return on capital and give maximum benefits to their stakeholders. OPL formulate a good accounting information system where they managed companies overall cash flow and achieve their short-term financial goals by observing historical data and fix up future targets.

5.2.3. Community Engagement: As like other reputed company, OPL has established good corporate responsibilities by which corporate houses have a positive sense of responsibility towards the society that must be attained regularly because both country and company have mutual benefits that might put impact on the other side. OPL continuously review company's CSR programs by allocating huge budgets on a quarterly basis by which they can achieve long term goal and ensure success by building a warm image of the company that is a reflection of the mindset of the company. They are spending huge amount of money yearly to contribute in the society's welfare.

Related Risk & Opportunities: OPL's operational excellence is depending on the different internal and external variables where risk is sometime impacting company's overall performances. Manufacturing process is slowing down because of supply disruption in fact stakeholder relationship might hamper because of communication gap. OPL is concerning about IT failure because it collects and investigate different aspects of the business that might affect on company's credit system and liquidity crisis. Besides that, Interest rate risk and exchange rate risk are countable to get the representation of financial sector scenario. On the other hand, OPL can establish state of art technology and green initiatives can be established in future.

5.3. Product Specific Strategy

5.3.1. Strong Brand Image: OPL is working so hard in order to increasing company's brand awareness and promotional activities are introducing in every aspects of the country and worldwide as well. OPL select strong brands on a quarterly basis because of promoting those medicines further in the marketplace.

5.3.2. Strong research and development: R&D of OPL is considering as a very crucial part in the whole pharmaceutical industry where they take each initiative to strengthen the research and development team and they are continuously improving product lines to grab market top position.

5.3.3. New product development assessment: OPL is creating new market segments by producing new product in the market by which they are achieving sustainable growth along with other reputed companies in this pharmaceutical industry. For that purpose, OPL briefly assesses both the opportunities and the related risks of new product development by the expert product development team.

5.4. Ethical Behavior & Governance

5.4.1. Corporate Governance: OPL has a strong board of corporate governance that is responsible for formulating and implementing organization's strategic directions. They have a significant role in identifying corporate problems and response to the implemented policies as quickly as possible. The corporate governing board has been consisting of good management expertise that are responsible for maintaining appropriate balance between Directors with experience and knowledge of the organization.

5.4.2. Business ethics & code of conducts: Orion Pharma has a strong code of conducts which is a collection of different rules and regulations that must be attained by the company employees point to point and violation of these rules are considering as a serious offence that might put a restriction on individual employee. OPL also has a special rules and Code which is intended to guide the boards and CEO as well.

5.4.3. Compliances: OPL always considers compliances so carefully and following it in every aspect of public health, employee safety, financial reporting, qualities of manufactured product, production plant, international business and other emerging aspects of business world. They also conduct its business operations in obedience with all the applicable rules, regulations and laws that might fit to the company.

5.5. Market Presence

5.5.1. Broader market with strong foundation: OPL is planning to increase their capital expenditure in order to expand and strengthen its distribution networks coverage throughout the whole country and the remote areas as well. For that reason, consumers are getting quality products and medicines timely by which they are preventing hassle to distribute to the consumers from the warehouse. In case of bulk sale and credit sale, OPL always take effective measures so that distribution centers can strictly monitor cash transactions and prevent any types of product migration and unethical sales which will ultimately enhance OPL's core foundation through sustainable business operations.

5.5.2. **Knowledge based professional team:** OPL is always working for building good knowledge based professional team as they are considering it one of the core competencies of the company. For that purpose, they organize different employee selection process and provide on job training of field forces by supervising with experienced trainer who give the detailed skill and product related knowledge during their field visit.

5.5.3. **Global footprint expansion:** Before going for international expansion, OPL carries out an extensive 'due diligence' for finding out new prospects of expansion business operations as emerging markets always offer attractive growth prospect to those countries who can increase their per capital income rapidly, better-informed patients and expanding access to healthcare. That's why, OPL is formulating winning strategies to enter into those countries to do their business successfully and also have the plan to enter into the regulated market for which they are trying to attain required certification and consolidations.

6. Problems and obstacles in executing key activities with their Strategic Plan and proposed solutions:

6.1. **Market demand and competition:** In Bangladesh, there are lots of pharmaceutical giants who already make a strong grip on their consumer markets and they are also very interactive with their customer as they become brand eventually at this time. As a result, most of the generics products from different companies are producing results in very severe competition That OPL is already battling. That's why they have to apply different marketing strategies in order to ensure their market presence according with product specific strategies. For that purpose, OPL should introduce effective promotional activities for common generic brand through right distribution channel by which people can easily get their desired products from nearest medicine corner. OPL team should also establish good relationship with healthcare professionals where patients will be suggested of their brand and people will be loyal for OPL generic products. Finally, they have to maintain a strong systems and processes to monitor and manage the performance of each product by which they can build their brand acceptance from all.

6.2. **Potential conflict of interest:** Orion Group is consisting of different concerns and somehow, they have different interests. For example, the directors of OPL are also occupied with Orion Infusion Ltd which falls in the pharmaceutical sector that might cause a conflict of interest and these conflicts have impact on OPL operational excellence. To eliminate these kinds of conflicts, OPL might introduce different expert person to take over the charge of their concerns independently as even though both companies belong to same sector but their products line are completely different and traded differently.

6.3. **Supply Disruption:** For any kind of manufacturing business, supply of different kinds of raw materials and other supporting activities is very important in order to bring out the final outputs. Sometimes disruption occurs due to machinery breakdowns when expert advice and technician needed and faulty design of manufacturing process, operating errors, interruptions of power supply may cause material shortage and production can be hampered in a great extent which cause lots of bad effect on company's' production line. To minimize these kinds of risks, OPL should adopt strong supply chain management system and inventory management by which they can run the factory smoothly and minimize the costs. For that purpose, planning and implementation of contingency plan should be introduced and development might be referred for more production.

6.4. **Product Pipeline and development:** Maintaining product pipeline and developing are very crucial task of a pharmaceutical company where each company only focus on recent demands of the market and how it needs to be marketed in order to get quality products. OPL is now struggling to establish bioequivalence which causes lose international markets whereas it is very important for global expansion. On the other, new product development process of OPL is taking longer time which might increase the estimation cost and create hindrance in capturing the potential market. These factors will create impact on patient health and safety. OPL can eliminate these risks by maintaining regular market surveys and continuously develop new medicines according with market needs. For that reason, they should closely monitor product development progress and eliminate the fatalities. After that, for upcoming selected products, OPL can develop robust business strategies.

6.5. **Corporate reputation:** It is very obvious for any kind of big company to maintain their corporate environment according to highest level of standard if they want to sustain in global competition. Corporate reputation is the reflection of company's overall progress that may represent your heights among others in this corporate world. If reputation falls, it will be difficult for OPL to gain it again by which it will push them back to sustain in the long run because bad thing spreads so quickly and put them in red zone. That's how it also hampers company's operational excellence. For recover this extreme situation, OPL should compliance with proper standards and regulations that might be applicable for the company. They should disclose their necessary data for government, all stakeholders and customers properly and timely so that they can gain overall acceptance and trust. OPL should properly align their CSR activities with their core values.

6.6. **Product Quality:** If any product cause harm to anyone it might be regarded as a serious issue and potential product quality risks in use of products can damage OPL image and decline the quantity of sale as it is a matter of patient health and safety and reduce operational excellence. For avoiding these kinds of hazards, OPL can comply with proper rules and regulations including ISO, WHO, DGDA etc. Besides that, they should impose quality standards for vendors so that they can provide quality supplies and build up suitable pharmacovigilencce by using customer complaint form. Finally, OPL must import their APIs from best sources and using USDMF grade raw materials and inspect quality regularly by using computerized product testing.

6.7. **Environmental Consideration:** every and each company nowadays are more concerned about environmental welfare where they want to contribute to the environment to make positive image among all. If any company fails to make positive contribution to the environmental dimension of sustainability reporting, that will make impact hard and damage OPL corporate image. For that purpose, they have to adopt eco-friendly environmental practices by having effective waste management system, air pollution control mechanism, conservative use of natural resources etc. OPL should ensure maximum use of daylight to save electricity and adopt paperless office concept as well.

6.8. **Political Instability:** In Bangladesh, political disturbance is appearing in more common facts that can impact a lot for any kind of business when company faces trouble to operate and sales might be fallen and production will be hampered because of political instability. To avoid these kinds of circumstances, OPL should have to keep up to date information about volatile political situation and analyze government new laws and regulations carefully in time.

6.9. **People and talent management:** it is too important for a company to maintain good quality employee for conducting effective business operations. If any company fails to do so then they have to pay huge losses in a longer period of time and fails to achieve planned growth. OPL should maintain employee well-being and engagement by having fair and transparent recruitment process, good succession planning, conduct regular training program and HR development. Finally, good pay scale should maintain to retain experience employees.

6.10. **Information technology failure:** If a company wants to build paperless working environment, they have to mostly rely on information technology system and disruption in network infrastructure will result into operational disruption, loss of important data, financial loss and damage to corporate image. In order to avoiding these kinds of losses, OPL can develop a strong access security to the mother server by which they can ensure more security by having protective measures like fire walls, antivirus, data encryption, routine back-ups and disaster recovery system.

Recommendations & Conclusion:

OPL is continuously focusing on developing their business strategies in order to sustain in these competitive industries and they are more willing to expand their business activities in abroad. For that purpose, OPL closely observes society's' clinical needs and identify probable solutions by launching new drugs as soon as possible before any competitor can understand. They are implanting high-class manufacturing machineries to produce good quality products and focusing more to cure chronic diseases. As I described above, OPL is following eco friendly system in their production plant where they use maximum amount of day lights, energy efficiency and create paperless working environment to reduce wastage. To retain loyalty of the customers, OPL always concern about their good quality products by working hard in their R&D department and getting good quality raw materials from the suppliers. Doctors and pharmacies are very crucial for business development as they prescribe and refer their medicines to the patients that directly impact on business. OPL should organize seminars, meetings and workshop in regular basis so that people can know more about OPL's products and its effectiveness. Most importantly, OPL contributes huge amount of money to the national exchequer in both local and from import as well. According to a report from a Dublin-based market insight and analysis firm, Research and Markets, the pharmaceutical market of Bangladesh is expected to surpass $6 billion by 2025 which can be a great opportunity for their industry to develop in the international market by exporting good quality drugs and medicines. It is also hopping that 98% local demand will be fulfilled by domestic companies and beside that Bangladesh rank 71 among 134 countries for exporting medicines in abroad. If OPL wants to be a leading pharmaceutical company among all other big giants, they should have to adopt the industry trends and grab the market opportunities as soon as possible so that they earn the uniqueness among all.

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