

Report On
Enhancing Sustainability: Integrating Marketing Principles(7P's)
into TIC Industry to Promote Compliance

By
Athar Faisal
23104077

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
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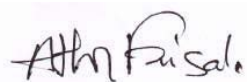
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Declaration

It is hereby declared that,

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

Student's Full Name & Signature:



Athar Faisal

23104077

Supervisor's Full Name & Signature:

Tausif Bari

Manager, Advancement & Lecturer

BBS, BRAC University

Letter of Transmittal

11th May 2025

Mr. Tausif Bari

Manager, Advancement & Lecturer

BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka-1212.

Subject: Letter of transmittal for internship report.

Dear Sir,

With due respect and humble submission, I would like to state that, I have completed my internship from **SGS Bangladesh Limited** and constructed the internship report on “**Enhancing Sustainability: Integrating Marketing Principles(7P’s) into TIC Industry to Promote Compliance**”.

I joined SGS Bangladesh Limited as a business development intern for the **Responsible Business Service (RBS)** department of their **Business Assurance division** on 9th February 2025 which ended on 9th May, 2025. During the 3 months of my internship, I have thoroughly learned about the crucial aspects of different regulatory audit services along with SGS Code of Conduct, different marketing strategies, customer relationship development & negotiation strategies as well as SGS Customer Handling Policy, Customer database Management to identify target customers including the importance of communication and maintaining customer relationship, insights of RMG industry and their supply chain. I have attempted my best to work alongside my supervisor and maintain coherence among my colleagues to develop business opportunities for the organization and developed crucial insights regarding the work culture and practices of an MNC.

I would like to offer my deep appreciation for all the effective instructions, feedback and guidance that you have provided, without which this report could not have been completed. I have tried my best to finish the report with the essential data and recommended proposition by making it as compact and comprehensive as possible. I sincerely hope that the report will meet your expectations and fulfill the requirements to maintain the standard of our prestigious institution.

Sincerely

Athar Faisal

23104077

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between **SGS Bangladesh Limited** and the undersigned student at BRAC University, Athar Faisal, ID: 23104077, the obligation to avoid disclosing any confidential data belonging to SGS Bangladesh Limited.

I have not provided any insensitive data in this report or any useful information without obtaining the authorization of my supervisor.

Athar Faisal

SGS Bangladesh Limited

ID: 23104077

BRAC Business School

BRAC University

Acknowledgement

I would Like to start by expressing my heartfelt gratitude to the Almighty for blessing me with patience and good health to show up to work timely and consistently as well as for providing all the resources, capabilities and strength to complete the internship program and the internship report. Also, I would also like to show appreciation towards my parents, their patience, sacrifice and the support they gave me through my internship timeline, without which nothing could have been achieved.

Next, I would like to relay my deepest respect and gratitude to my academic supervisor Mr. Tausif Bari for his precious time to give me continuous support, feedback and his guidance. His patience and articulate explanation of every aspect of the internship report gave me the perfect way to develop and complete the report.

Similarly, my on-site supervisor Mr. Mollik Masud Pervez, the leader of the Business Development team of RBS, will have my utmost respect and appreciation forever. His vast experience and keen insights helped me to adapt quickly in a challenging industry like TIC and have a smooth work experience at an MNC like SGS Bangladesh Limited. Despite his tremendous workload and limited time, he never turned away from me whenever I asked for his help or had any queries regarding any issues. Also, his affection as an elder brother and his strictness as a strong leader helped me to adjust to the work culture effortlessly.

Additionally, I would also like to thank all my coworkers from the bottom of my heart who gave me a warm welcome and created a friendly environment in the workplace. Even though they had a heavy schedule and tremendous amount of work, they always kept their smile whenever I talked to them or asked them for any advice. Without their cooperation, it would have been almost impossible for me to get healthy work experience.

A special acknowledgement to Mr. Nurul Islam sir, the Country Director of HR department who is the pioneer of creating such an exemplary environment for the employees to work, A.K.M Shafiul Hassan Sir, Operation Manager of RBS and Yeasmin Akhter Ma'am, Business Manager of RBS for their excellent leadership and management prowess.

Last but not the least, I would like to thank SGS Bangladesh Limited for giving me the opportunity to work as a Business Development intern and learn about the strategies and activities of an international company.

Executive Summary

This research aims to explore the crucial role that Testing, Inspection, and Certification (TIC) firms play in promoting sustainability within the manufacturing sector of Bangladesh as compliance with social, environmental and other regulatory obligations are crucial to ensure sustainability. Despite the critical contribution in adopting better compliance practices, TIC firms fully focus on and serve the export-oriented manufacturers which leaves a significant gap in adherence by the domestic industries. In addition, lack of awareness of sustainability, weak law enforcement and corruption in the regulatory body cause manufacturers to develop negligent tendencies in terms of compliance and even worse for the domestic firms. This study focuses on revisiting the service market mix (7Ps) to develop carefully tailored strategies so that the TIC firms can broaden their reach and influence across other industries and overcome these obstacles while adhering to the regulations of international accreditation authorities. The research employs a mixed-methods approach to bring out the insights and recommend an actionable plan. This research is aimed at developing and fostering a culture of compliances, enhancing sustainability awareness among all business sectors, potentially attracting foreign investments into the country which will ultimately contribute to the overall sustainable growth of the entire nation.

Key Words: TIC; Compliance; Sustainability; Regulatory; Manufacturing Sector; 7Ps; Foreign Investments

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List of Acronyms

TIC – Testing, Inspection & Certification

RBS – Regulatory Business Service

COC – Code of Conduct

Glossary

Thesis:

The gap between export-oriented firms and domestic manufacturers can be significantly reduced by reshaping the subjective norms, perceived behavioral control and organizational attitudes with the strategic implementation of revised service marketing mix (7P's) by the Testing, Inspection and Certification (TIC) firms to significantly enhance adoption of the practice of compliance by the domestic manufacturers.

Glossary:

TIC Industry, 7P Marketing Mix, Compliance, Sustainability, Bangladesh, Theory of Planned Behavior.

Section 1: Overview of the Internship

Student's Information

Name	Athar Faisal
ID	23104077
Program	Bachelor of Business Administration (BBA)
Major	Marketing
Minor	CSE

Table 1: Student's Information

Internship Information

Company Name	SGS Bangladesh Limited
Department/Division	BA-RBS
Unit	Business Development
Address	House- 37, Road -24, Gulshan -1, Dhaka -1212, Bangladesh
Internship Duration	3 months (9 th February,2025 – 9 th May 2025)
Supervisor's name	Mollik Masud Pervez
Supervisor's Designation	Head of Business Development (RBS)

Table 2: Internship Information

Job Scope

As an intern of the RBS Business Development Team, there were many responsibilities that I had to fulfill. These responsibilities are listed below:

- The first responsibility of anyone who joins SGS Bangladesh, is to thoroughly read the HR Code of Conduct, SGS Code of Conduct, Code of Integrity, Code of Conduct on Impartiality & SGS Rules of Life and internalize them and always abide by them.

- Next the responsibility was to learn about the products of SGS and get a complete idea of the services that we are providing for the customers. In addition to that, I was given another responsibility to know who the competitors and the market condition are to get a clear picture.
- Next responsibility was to know the roles of 3 teams that RBS is divided into and how to communicate in a professional manner with my colleagues.
- Later on, my responsibility was to get training on different COCs and relate the role and responsibilities of my team with those COCs.
- Later, the responsibilities increased with attending weekly business meetings, following and taking notes of the objectives set for the following week or month, developing and maintaining a database in excel sheets of the customers and helping my team members to target the customers more accurately and precisely.
- As more time went by, I was given the responsibility of making a list of clients to start communicating with who are not currently getting our services and schedule meetings with them. In addition to that, I was instructed to observe the communication strategy of my senior team members and demonstrate how I should communicate with the clients to my supervisor. This responsibility also included finding out the areas that I need to work on to develop my communication skills and report them to my supervisor. Also, I had to report to our operations Manager every week during the business meetings on my given responsibilities and the progress, process and outcomes of those responsibilities.
- After that, the instruction was to maintain communications and go on visits that we scheduled previously and discuss our services and offerings for the customers which might fulfill their requirements.
- Also, I was given the responsibility to make one business conversion which means selling one service to any client on my own.

Outcomes of the Internship

My Contribution to SGS Bangladesh:

As an intern, I tried my best to contribute to the company in every possible way even though it might be something very little. The TIC industry and the companies are not very known to the public as compared to an FMCG company. So, I tried to make it known to everyone that I came across about the industry and my company.

Moreover, I have established stable communication with almost 15 companies who have not received any service from our company yet or a client who no longer asks for our services but used to do so.

Furthermore, I modified the existing database and included additional information to make it more sophisticated and easier to get all the necessary information about a client and decide on our target customer more effectively, which increased the overall efficiency by making our objectives clearer and more focused.

I also helped my senior colleagues out with some clients by communicating on their behalf and passed the update and messages to them later on which helped them to focus on additional target clients and lighten up their workload.

I also collected different feedback from clients regarding our company and their overall impression of our services and our brand image. This has helped to get a valuable insight regarding the behavior of the consumers and find areas of development for the company to retain and maintain a healthy business relationship with them.

The Benefits I Got from SGS Bangladesh:

The benefits that I have received from SGS Bangladesh as an intern cannot be expressed by any word. My first ever corporate experience, with the additional attribute of a multinational company, is truly an unachievable dream of many. I came to get a deep understanding of what successful companies like SGS tend to seek in employees, their excellent management skills, their corporate culture & practices which took them to the top in the world. This is no doubt a priceless experience and a lifelong lesson for me that will guide me to navigate through the rest of my career.

Additionally, this internship program has shown me a vast and dynamic industry like TIC and opened a lot of windows of opportunities before me, enabling me to enhance my career options and opportunities.

Also, working in this industry has exposed me to work alongside other industries like RMG, Food, Shrimp, Leather products and many more which enabled me to get vast amount of knowledge and deep insight of those industries, the export condition of Bangladesh & its impact on the economy and compliance issues that are needed to be addressed for developing a sustainable future. All of these experiences have enabled my critical thinking ability and to think more in long-term plans.

Last but not the least, the most important benefit that I believe I got from this internship is the unimaginable development in my communication skills and deep insight and practical applications of consumer behavior theories to develop customer profile. This is truly a once in a lifetime experience that I never imagined I would be able to get as I have struggled my whole life to communicate with others due to my introverted nature.

Challenges/Difficulties during Internship

Although SGS is an excellent workplace and gave me benefits that I could never thank for enough, there were few challenges that came along with this internship program. These challenges are discussed below:

- a) Challenges Faced in the Company:** As per SGS policy regarding Ethics & Integrity, I did not have full access to laptop, mobile phone and sim card but later these were provided to be used while staying only inside the office. The space allocated for the entire RBS division was fully

occupied, which left the two of us mobile workstations. In addition, the SGS policy regarding interns are very precise with limited number of facility which led to some challenges such as: 1 laptop for 2 interns, no mobile/SIM card for establishing business communications with clients for 1 and a half months, strict protocol and limited access to information as well as information sharing, limited access to internet specially Wi-Fi, restricted browsing access in the laptop, and complex financial process. These are the few small challenges that occurred initially, but they were easy to overcome.

- b) Challenges outside the company:** One of the most difficult challenges was the extremely short duration of the internship program itself. The amount of knowledge and training needed to be able to gather the tremendous amount of information regarding all the audit services, processes, outcomes, feedbacks and customer engagement all while learning and maintaining the protocols and policies set by company and other affiliated organizations took most of the time of the entire duration of the internship program. Secondly, the traffic condition as well as the safety on roads became more vulnerable with the political instability and fall of the law enforcement in the country which caused extreme difficulty to commute to office. On top of that, the declining investment in RMG, fall of the previous government and lack of reserve money in the central bank made the economy more vulnerable which led to drastic events like massive protests by workers, factories getting closed. The most visible example can be BEXIMCO, one of the largest clothing manufacturers and exporters, had to shut all their factories down leading to a massive crisis of export deficiency as well as massive unemployment. Also, the 3 months consisted of some long vacations which drastically deducted time for developing crucial businesses.

Recommendations to the Company on Future Internships

- SGS could provide a little higher monthly remuneration to attract applications for a lot more candidates. Even though the facilities that they provide like health insurance, life insurance, visit transportation, flexibility at work, safety features, hygiene etc. are phenomenal and according to many employees of SGS, they have never been treated at any of their previous workplace like how they are treated here at SGS Bangladesh. The benefits that we can get at the workplace can be divided into two basic categories which are financial and non-financial (Wilsen, 2020) which happens to be a crucial factor for motivating employees (Kumari et al., 2021). The benefits or facilities SGS provides to the employees are mostly non-financial and the financial benefits that are offered are almost impossible for an intern to claim. So, to boost

the motivation of interns and increase their performance, it could be a great initiative to increase the remuneration considering the economic condition and in accordance with the corporate laws.

- Another initiative that SGS could adopt is to provide the facility of wireless internet connection. According to some employees, the reason that they think Wi-Fi facility was not provided by SGS is to decrease the use of social media or surf the internet to pass precious time idly. It could be a fixed amount provided to the interns for paying internet bills used only for work during the office hours or provide Wi-Fi that the interns can use which could be monitored.
- Another great initiative could be introducing a complete cafeteria with a kitchen to serve food cooked in-house. The current canteen or dining area has some excellent features like an oven and refrigerator. But it could be a little difficult for some people to prepare & bring food from home on a daily basis which leads them to buy unhygienic food from restaurants and develop acid reflux issues. Even though the idea of a cafeteria with a kitchen seems too expensive at a first glance, it could turn out to be profitable if planned and implemented properly.
- Another initiative that SGS Bangladesh could adopt is to put more efforts in Digital Marketing and create more value for clients, Brands and the company itself. Even though most of the service processes of SGS are happening or shifting towards digital and centralized platforms, there seems to be a gap in the marketing efforts to make a strong position in social media.

Section 2: An Overview of SGS Limited

Introduction

“Société Générale de Surveillance” or SGS is a widely known and trusted name for global suppliers and the brands in the TIC sector. With more than 140+ years of experience, it is the world’s leading testing, inspection & certification body which defines the precision, accuracy and excellence of Swiss companies with the dedication to help organizations to achieve & maintain the highest standard in terms of quality, sustainability and compliance (SGS, 2025).

There are 6 major events in the timeline of SGS which are briefly explained below (SGS, 2025):

- a) The Inception:** Henri Goldstuck, a Latvian Immigrant, living in Rouen, France, founded SGS in 1878. Rouen was one of the largest ports in Europe and growing up there, he realized the loss faced by the exporters of grains due to shrinkage and theft and decided to defend the rights of the exporters by inspecting and verifying the quantity and quality of the grain upon the arrival of the importer.
- b) Becoming Inspection Leader:** Henri borrowed some money from an Austrian friend to start an inspection business in Rouen and within a very short time business boomed. Then the two of them started the business together by forming a company on 12th December 1878 (SGS, 2025). Their office expands to 3 largest ports in France which are: Le Havre, Dunkirk and Marseilles. They came up with an early innovation called Full Outturn Guarantee (FOG), a service provided by SGS till this day that helped company to build its reputation back in the day for reimbursing the exporters for the loss of grain during shipping on the condition that SGS will inspect at the time of both loading and unloading the cargo. They established FOG for the North American Grain trade in Europe and with a massive success, they expanded their business around the world with a network of 45 offices by 1913, inspecting around 21 million tons of grains per year (SGS, 2025).
- c) Turbulent Times:** During World War , the company came to the decision to move the headquarter to a neutral country to ensure continuity of the business and picked Geneva, Switzerland as the destination which is still the HQ of SGS. The company adopted the name of Société Générale de Surveillance on July 19, 1919 which carries on till this day and slowly starts to expand in different countries across and outside of Europe. By 1928, SGS established its offices and affiliates in 21 countries worldwide and later in 1939, SGS enhanced its offerings by entering into inspection and analysis of raw materials, minerals and metals through acquisition of laboratories in Europe (SGS, 2025).

d) Post War Expansion and Diversification (SGS, 2025): In 1950, SGS noticed that 80% of its revenue comes from The Agricultural Services offered to business and realized the necessity of diversification to ensure long-term sustainability. With that in mind, the company started its Industrial Services in 1955 by inspecting industrial machines and goods and enhanced business further in 1965 with the acquisition of a company that used to specialize in non-destructive testing methods (SGS, 2025).

e) Global Reach: Through patience and perseverance, SGS prevailed as a successful company for a century. In 1980, the company had established 113 offices that employed about 9500 employees and operated in over 140 countries across the whole world. There are many significant events during the 80's and 90's which are:

- **In the 80's:** Introduces new business lines through acquisition which are: Life Science Services & Service Certification.
- **In 1981,** the company went public.
- **In the 90's:** With the fall of the Soviet Union, SGS entered this region and within a decade managed to establish 28 offices.
- **In 1991,** SGS expanded into China through a joint venture and today it turned into a company with 90 offices, 200+ laboratories and over 15000 staff and employees, offering professional testing, inspection & certification services to different market segments.

f) Becoming a Global Leader: In 2014, SGS became a carbon neutral company and later on got recognized for their sustainability leadership in the “*Dow Jones Sustainability Index (DJSI)*”. The company received the “*Robecosam Sustainability Award*”, “*Ecovadis Gold Rating*” & joined the FTSE4Good index. On the way of digitalization, SGS introduced its online platform in 2018 and introduced a Charter of Trust on Cybersecurity which outlines 10 principles to protect data and prevent damage to critical data of the businesses to ensure safe navigation through the digital world (SGS, 2025).

Moreover, SGS parts away with Petroleum Service Corporation in 2019 to align with their customers and sustainability concepts. In 2020, SGS managed to make the largest acquisition in Group History by acquiring SYNLAB Analytics and Services, which provided analysis and testing services of environmental, food, hygiene and pharmaceutical products (SGS, 2025).

SGS now has 5 divisions which includes different categories of services:

1. Health & Nutrition
2. Connectivity & Products
3. Industries and Environment
4. Knowledge Solutions
5. Natural Resources

Today, SGS is actively providing services in almost every country with a free economy in the world (SGS, 2025) and a trusted partner of most of the organizations listed on the ‘Fortune 500’ (Rashid, 2023). SGS was ranked 6th on the list of 500 most sustainable companies in the world, created by the collaboration between TIME magazine and Statista data firm (Semuels, 2024, p. 1).

Objectives

With a brand promise of “*When you need to be sure*”, SGS is committed to keep trust, maintain integrity & reliability and enable businesses to thrive in their own business environment with boldness (SGS, 2025). The message from Chair of the Board, Mr. Calvin Grieder and CEO, Géraldine Picaud, to every staff and employee is to keep **Integrity** at the core focus before any initiating any action which is the reason behind the utmost trust from its customers & stakeholders as well as the tremendous success & legacy of 150 years. With that in mind, SGS fosters the culture of integrity by setting 4 ethical guiding principles which are:

Trust

Honesty & Transparency

Accountability

Impartiality

These guidelines are maintained throughout every action of every SGS employee and are outlined in the “*SGS Code of Integrity*” in detail (SGS, 2025). The Code of Integrity can be summarized as follows

Conducting Business	Integrity of service
	Suppliers & business partners
	Conflicts of interest
	Gifts, entertainment & hospitality
	Fair competition
	Donations & sponsorship
Acting with respect	Business assets & resources
	Integrity of business records
	External communication
Acting with respect	Labor relations
	Bullying & harassment
	No discrimination
	Data privacy
	Health, safety & environment
Complying with Laws	Compliance with laws
	Anti-corruption
	Insider dealing
	Sanctions & trade controls
	Money laundering and criminal & terrorism financing

Table 3: SGS Code of Integrity

Limitations:

There were multiple cases where I had to face some kind of limitations that made it tough to cover every aspect of internship as well as the industry. Some examples of such limitations are:

Time Constraint: The internship duration was really short which made it extremely challenging to learn about all the services and start bringing some business for the company.

Confidentiality: SGS upholds and maintains a strict confidentiality practice in its day to day operations. It was not possible to gather some internal data which had client-specific information due to company policy regarding client data protection.

Limitations of Scope: This report only focuses on audit services and does not cover all the other services offered by SGS Bangladesh. Moreover, SGS offers a lot of services in other countries which are not offered here in Bangladesh. This shrinks the scope even further because all the services provided by SGS are focused on ensuring sustainability in the future.

Limitations of Business Opportunities: Another major limitation for my internship was a major economic crisis that took place over the span of 15 months. An article was published by Jasim Uddin as a report in “The Business Standard” news portal which contained the statistics that, between January 2024 and March 2025, a total number of 113 garment factories had to stop their operation and shut down the factories and this incident forced over 96000 workers to become unemployed and also created a limited access to market as lots of established business relationships came to an end (Uddin, 2025).

An Overview of the SGS Bangladesh Limited

SGS Bangladesh Limited started its journey in Bangladesh back in 1974 and is considered as the pioneer of establishing the practice of compliance in this country. It is a branch of SGS SA, a multinational company from Sweden and it's headquartered in Geneva. SGS was established in 1878 in France and began its journey with grain inspection. At present, SGS has grown into one of the largest organizations and leading testing, inspection, and certification industry with a boasting number of more than 99,500 employees, operating in over 115 countries in the whole world.

Since its inception, SGS has expanded its presence all over the country by currently establishing offices in Dhaka (Kawran Bazar and Gulshan), Chittagong, and Khulna with more than 700 expert professionals, offering a lot of services to various industries. The services provided by SGS Bangladesh include laboratory testing, quality assurance, quality control, and social and environmental auditing. These services cater to the ready-made garments (RMG) and knitwear industries, leather and footwear sectors, ceramic industries, and more. Additionally, SGS Bangladesh offers certification services and provides different support for various types of projects that entail agriculture, government infrastructure, fuel, minerals and many other projects concerning the environment.

SGS Bangladesh operates two laboratories for consumer and retail services: one in Dhaka and another in Chittagong. These labs provide general textile testing and Restricted Substances Testing Services (RSTS) to export to markets like the EU, USA, Japan, and Australia. The Dhaka laboratory also offers food and agriculture product testing, as well as water and wastewater testing. Furthermore, a calibration laboratory in Dhaka provides calibration services for various industrial equipment and devices. All three laboratories are accredited to ISO/IEC 17025:2017 standards by the Bangladesh Accreditation Board (BAB).

SGS Bangladesh is certified under ISO 9001:2015 and ISO 45001:2018 for its independent testing, inspection, and certification services. Its inspection services for textiles, agricultural products, and environmental inspections are accredited to ISO/IEC 17020:2012 standards and the National Accreditation Board for Certification Bodies (NABCB), India has declared SGS as a ‘Type A’ inspection authority.

Beyond the commercial activities, SGS Bangladesh is involved in CSR initiatives. Since August 2010, the company has supported the 'ROJGAR' microfinance project by the DAM Foundation for Economic Development (DFED) in Sreepur Upazila, Gazipur, and Narsingdi District. This project aims to improve the livelihoods of poor families through job creation, self-employment, and asset acquisition.

Management Practices

The management practice that is followed by SGS can be categorized as democratic. In the RBS Division, Yeasmin Akhter (Business Manager) Mr. A.K.M Shafiul Hassan (Operations manager), Mr. Ziaur Rahman (Deputy Manager) and Mr. Mollik Masud Pervez (Head of Business Development) lead the activities of Business development and before making any decision regarding the business development team they always hold meetings in presence of all the concerned persons. But all the employees are free to have and express their own opinions before making any decisions regarding business or projects. Their democratic management style has been successful in years as they continue to increase their business growth by acquiring more clients. Also, Engr. Abdur Rashid sir, the first ever Bangladeshi Manager Director of SGS in Bangladesh, set the democratic practice as a standard and introduced the practice of the “KPI” system to measure and keep track of the performance, progress and commitment of the employees including the senior management personnel.

Leadership Style and its Impact on Organizational Goals and Objectives

SGS Bangladesh has a lot of influence from its parent company which led to adopting a hybrid style of leadership combining transformational and transactional leadership style, giving them a balance between global requirement of compliance and local operational challenges. Now, let us have look at the elements of both styles that we can observe at SGS Bangladesh and how it helps in achieving the goals and objectives of the organization:

Transformational Style

Leaders at SGS Bangladesh try to inspire the internal teams by sharing the vision of quality, integrity, and customer excellence that is expected from an employee of SGS.

During the weekly, monthly or quarterly meeting, senior managers assess the business situation and clearly communicate the strategic goals to either solve any challenging issues or any advantages gained, as well as give everyone a reminder of maintaining global standards, ensuring customer satisfaction, and upholding ethical compliance at all times. Which motivates the employees not only for their routine tasks but also encourages them to innovate, grow and improve their skills and foster ethical behavior in their professional and personal life also.

Transactional Style

Managers enforce strict performance standards and KPIs according to the role and responsibilities of every employee at SGS and monitor them thoroughly. Based on their performance and fulfillment of KPIs, employees are given rewards or corrective feedback. Also, the organization conducts internal audits at regular intervals to ensure whether the code of conducts is being followed or not. All of these ensure proper accountability for everyone including the senior management. And this helps to establish credibility to our clients and the buyers which strengthens the relationship even more.

The Impact of Leadership Style

The hybrid style of leadership plays an important role in achieving the goals and objectives of SGS. The management system emphasizes on maintaining integrity and implementing impartiality, honesty & transparency, accountability and trust which are the 4 guiding principles of SGS operations that earned them the leading position in this industry. Moreover, it promotes continuous improvement and empowers the employees, thereby enabling SGS to maintain leadership in the highly competitive but small-scale market of Bangladesh. Furthermore, this leadership style makes the chain of command more visible, uses Standard Operating Procedures (SOPs) and nurtures a compliance-based culture that eliminates the operational risks, thereby increasing the consistency in delivering services to the clients. The system also ensures to get employee feedback and the employees have to report about 1 work hazard report every month to improve workplace conditions and also, they can report about any conflict of interest or any other issues that are hampering their work. But every system has its own flaws. And as it turns out, even though this system enhances consistency and

ensures credibility, there may be some times when it may limit creative autonomy because of the heavy compliance focused environment. With that in mind, managers and senior management need to step up their gears when it is necessary to do so.

Human Resource Planning at SGS Bangladesh

SGS has managed to create a structured and professional HR practice that could be rated as one of the best in this country. It also perfectly aligns with the policies of global SGS practices and at the same time, tailors some of the policies according to the local regulatory framework and market conditions. Now let us look at some of the core aspects of HR practices to get an even better understanding of why it is regarded as one of the best practices in this country.

Recruitment and Selection Process

HR always makes sure to get involved in developing recruitment strategies based on gap analysis of project pipeline, retirements, and market expansion and implement those strategies to attract the applications to hire the top candidates. The company uses diverse tactics and channels to gather the applications from the interested candidates. The channels for recruitment can be listed as below:

Online platforms such as Global SGS portal career section, LinkedIn advertisement, Bdjobs etc.

Organize a career fair in prominent universities like BUET, IBA

Communication with Career Service Office of prominent private universities like BRAC, IUB, NSU etc.

Global Transfer for mobility or specialty or promotes internally

After getting applications from all the platforms within the given deadline, the process of selection begins. The selection process consists of multiple rounds depending on the department that needs the recruitment and the position & role of the new recruit. But the general process includes:

Primary Screening: Based on qualifications, certifications, and prior experience provided in the resume sent by the applicant, the initial screening takes place based on the requirements they set for that role.

Secondary Screening: After selecting the suitable candidates, HR makes phone calls to the candidates to schedule an interview session on a fixed date and time. Those who are unable to match the schedule to attend the interview, get dropped off automatically.

Interview Session: On the day of the interview, the candidates are interviewed by the HR and line manager of the department for which the recruitment is being conducted. Together they thoroughly assess the technical knowledge & capabilities as well as cultural fit and integrity of the candidates.

Written Test or Technical Interview: A special or additional test is held for the recruitment of lab employees or the position of engineers.

Checking Background: Finally, HR conducts a thorough background check for the new recruit and strict due diligence is ensured for technical and compliance roles due to their nature of job. Those who check all the green flags of the department and HR, get recruited.

Onboarding and Orientation Program: HR personnel are responsible for welcoming the new employees in the organization on their first day and hold a briefing session so that new recruits get acquainted with the SOPs, policies and any other instructions for them to follow in the very beginning. After that, they are taken to their respective departments and introduced to their colleagues and managers who then take over the responsibilities of the new employees.

It is to be noted that, SGS does not give priority to only academic achievements or academic results which is remarkable. Rather, they focus more on the capabilities and adaptability of the candidates who are able to fit themselves quickly in the unique environment and take on dynamic responsibilities.

Compensation System

SGS makes sure to pay their employees that are benchmarked with multinational standards which includes basic payment, house rent, medical allowance, bonuses, and Provident Fund/Gratuity, performance-based bonuses, travel allowance, conveyance for food and many other monetary benefits that are catered to the role of the employee. SGS also provides a lot of other non-monetary benefits like life insurance, health insurance, flexible

leave and working policy, emergency stop working in any hazardous condition, maternity leave and many more.

Initiatives for Training and Development

SGS fosters a strong culture of learning and improvement, which is crucial in an industry, which is small in scale and where regulations can change at times and technologies are evolving rapidly. So, employees are given many types of training that are mandatory to complete frequently, consisting:

- Training on integrity, impartiality and ethics
- Technical training
- Safety training
- Soft skills development training such as communication, reporting and client interaction

Marketing Practices

SGS provides many types of services to various companies from various industries. So, different divisions were introduced for smooth operations and different divisions have different marketing practices. Let us discuss the marketing strategies that is implemented by the RBS division:

Since SGS provides service to other companies, it follows a B2B or business to business marketing strategy which is driven by:

- Brand recognition and trust
- Provide customized services to clients to meet their needs and demands
- Promoting credibility of service and quality
- Building strong relationships with customers

Target Customers

The target customer segment of SGS Bangladesh RBS division are primarily the export-oriented industries like RMG, food and livestock processing, leather goods etc. The target customers have the need of compliance with buyer's countries standards and other international accreditations and certifications to develop their businesses.

Targeting Strategy

The target strategy to reach the target customer groups is to focus on industries that need regulatory service to assure compliance with laws and international standards and categorize them according to the industries in which they operate and their production capability. Upon making the classification and sorting them out then the business development team comes into play to reach out to the customers. The approaches differ from one client to another but the primary actions include:

- Maintain communication with clients:
- Client Visit
- Visit from Clients
- Arranging meeting for the clients to communicate with senior management
- Arranging technical training programs for clients for developing their understanding and give them key insights of different regulatory compliance audits

Positioning Strategy

SGS has positioned itself as the global leader in the TIC industry. And in this geographic region, it has positioned itself as a globally recognized and accredited regulatory body who are trustworthy, advance from the competitors in technical capabilities and ensure integrity to provide highest quality when ensuring compliance services.

Marketing Channels

RBS division has developed a network of communication channels by operating for the longest time in this industry and it includes:

- Direct sales and B2B compliance managers
- Industry-specific events and conferences (e.g., sustainability fairs, RMG expos, arranging audit training programs, seminars)
- Partnerships with trade bodies like BGMEA, BKMEA, FICCI, BSTI, etc.
- partnership and collaboration with foreign buyers and working alongside them with their local teams

- Partnerships with the local and global buying houses and foster good relationships with them
- Website contact forms and inquiries

New Service Development

SGS frequently introduces new services and comes up with some services that have been accepted and adopted by many authorities and buyers. SGS develops these services considering different variable factors that includes:

- Changing international regulations (e.g., EU/US textile safety standards)
- Market demand (e.g., carbon footprint certification)
- Innovations like remote auditing, blockchain-backed traceability, and AI-driven lab analysis, supply chain traceability
- Developing SGS CoC for conducting some technical and security audits
- Development of a compliance audit known as FDM and made it accessible for all the other auditing companies for no cost

Competitive Practices

- Maintaining ISO-accredited labs
- Offering highest number of APSCA and CSCA auditors which are the highest credentials of auditors in this industry
- Heavy Investment in modern cutting-edge equipment and expert professionals to ensure the highest quality
- Competitive pricing packages for sustainable relationship development with clients
- Provide pre-audit and post audit services to help the factories to identify work on their improvement areas

SGS Bangladesh actively competes with other reputed and big TIC companies that are present in many other countries. The primary competitors include Bureau Veritas (BV), Intertek (ITS), and TÜV SÜD. It differentiates itself in terms of operation at global scale, technical depth and capabilities, and comprehensive service coverage.

Branding Activities

SGS heavily emphasizes on building trust and maintaining accuracy and impartiality which leads them to go for a minimalist, professional brand identity. The logo and tagline of SGS, "When you need to be sure"- reflects the core values of in a perfect way.

But SGS does not solely rely on its long heritage and the brand identity that it has established and they further reinforce their branding by:

- Lab certifications and accreditation
- Setting the standard by implementing the practices of sustainability within the organization first which resonates with the clients and encourage them
- Participation in different government programs like CSR, skill development
- Association with international trade forums and NGOs
- Association with the buyers to deliver exactly what they need

Advertising and Promotion Strategies

The advertising and promotion of SGS Bangladesh can be categorized into 2 parts which are:

1. Traditional Promotion

- Low reliance on mass advertising
- Focuses more on business networking, corporate brochures, and industry seminars

2. Digital & Social Media Marketing

- Active on platforms like LinkedIn, occasionally Facebook for regional updates
- SGS actively shares:
 - Success stories and certifications
 - Industry insights and detailed research papers
 - Job postings and training sessions

Critical Marketing Issues

- Limited Public Visibility
- Low Community Engagement
- Digital Marketing Underutilized

- Weak Employer Branding
- Competitive Differentiation

Financial Performance Analysis of SGS

[N.B. All the monetary values used for the calculations below, use Swiss Franc (CHF) as the currency]

A short overview of the financial performance of SGS is provided:

Liquidity Ratios

Current Ratio

Formula:

(in CHF million)	2021	2022	2023	2024
Current Assets	2,954	3,235	3,129	2,846
Current Liabilities	2,169	2,862	2,579	2,525
Current Ratio	1.21	1.13	1.36	1.13

Table 4: Current Ratio 2021-2024

Interpretation: The current ratio gives us the picture of how much of assets SGS possess compared to its liabilities. The values over the 4 years show that SGS continuously maintains a ratio over 1 which is a good aspect. However, the ratio has a declining trend except for the year 2023 which should be carefully considered by management.

Quick Ratio

Formula:

(in CHF million)	2021	2022	2023	2024
(Current Assets - Inventories)	2,895	3,176	3,072	2,791
Current Liabilities	2,169	2,862	2,579	2,525
Quick Ratio	1.33	1.11	1.19	1.11

Table 5: Quick Ratio (2021-2024)

Interpretation: The quick ratio also follows declining trend as the current ratio, decreasing from 1.33 in 2021 to 1.11 in 2024 which means that the ability to meet short-term obligations without relying on inventory has considerably declined. However, the ratios are still >1 which makes SGS safe from any foreseeable danger.

Efficiency Analysis

Asset Turnover Ratio

Formula:

(in CHF million)	2021	2022	2023	2024
Sales	6,405	6,642	6,622	6,794
Avg Total Asset	6,957.50	7,065	6,942	6,816
Turnover	0.92	0.94	0.95	1.01

Table 6: Asset Turnover Ratio (2021-2024)

Interpretation: The asset turnover ratio of SGS has improved from 0.92 in 2020 to 1.01 in 2024, meaning that SGS has become more efficient in terms of use of assets to generate sales.

Receivable Turnover Ratio

Formula:

(in CHF million)	2021	2022	2023	2024
Sales	6,405	6,642	6,622	6,794
Avg Trade Receivables	892	958	964	966

Turnover	7.18	6.93	6.87	7.04
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Table 7: Average Receivable Turnover Ratio (2021-2024)

Interpretation: The receivables turnover ratio over the last 4 years seems to be fluctuating. The trend shifted from downwards to upwards in 2024. This suggests their practice has changed and they have become more efficient in terms of collecting due payments.

Profitability Analysis

Operating Profit Margin

Formula:

(in CHF million)	2021	2022	2023	2024
Operating Income	977	898	857	904
Sales	6,405.00	6,642	6,622	6,794
Operating Profit Margin (%)	15.25	13.52	12.94	13.31

Table 8: Operating Profit Margin (2021-2024)

Interpretation: The operating profit margin has significantly declined from 15.25% in 2021 to 13.31% in 2023. This downward trend should be immediately addressed.

Net Profit Margin

Formula:

(in CHF million)	2021	2022	2023	2024
Profit for the Year	655	630	597	625
Sales (CHF million)	6,405.00	6,642	6,622	6,794
Net Profit Margin (%)	10.23	9.48	9.02	9.2

Table 9: Net Profit Margin (2021-2024)

Interpretation: The net profit margin has also declined for almost 1% over the last 4 years. This could potentially indicate some challenges in maintaining profitability, possibly due to increased costs or competitive pressures.

Return on Assets (ROA)

Formula:

(in CHF million)	2021	2022	2023	2024
Profit for the Year	655	630	597	625
Average Total Assets	6,957.50	7,065	6,942	6,755
ROA (%)	9.41	8.92	8.6	9.26

Table 10: Return on Asset (2021-2024)

Interpretation: ROA has slightly declined from 9.41% in 2021 to 8.60% in 2023, indicating a decrease in the company's ability to generate profit from its assets. This aligns with the declining profit margins observed.

Return on Equity (ROE)**Formula:**

(in CHF million)	2021	2022	2023	2024
Profit Attributable to Equity Holders	613	588	553	581
Avg. Equity attributable to Equity Holders	1,088.50	900	571	628
ROE (%)	56.32	65.37	96.93	92.08

Table 11: Return on Equity (2021-2024)

Interpretation: The ROE Shows a dramatic increase from 56.32% in 2021 to 96.93% in 2023 and reduced a bit in 2024 at 92.08%. This does not mean it was driven by improved operational performance only, rather financial leverage played a great part.

Leverage Analysis**Debt-to-Equity Ratio****Formula:**

Year	2021	2022	2023	2024
------	------	------	------	------

Total Liabilities	5,805	6,359	6,233	5,872
Total Equity	1,202.00	763	528	877
Debt-to-Equity	4.83	8.33	11.8	6.7

Table 12: Debt-to-Equity Ratio (2021-2024)

Interpretation: The continuous increase of debt-to-equity ratio suggests a significant increase in financial leverage meaning the company's capital structure shifted toward debt financing, which significantly increases financial risk.

Market Value Analysis

Price-to-Earnings (P/E) Ratio

Formula:

Year	2021	2022	2023	2024
Year-end Share Price	3,047	2,150	73	91
Basic EPS	81.91	78.86	3.00	3.10
P/E Ratio	37.2	27.26	24.33	29.35

Table 13: (P/E) Ratio (2021-2024)

Interpretation: The P/E ratio has decreased from 37.2 in 2021 to 29.35 in 2024, indicating that investors are not willing to pay more for each franc of earnings as before reducing the price of the shares as well. This could reflect a reduction in growth expectations or increase in perceived risk.

DuPont Analysis

Formula:

Year	2021	2022	2023	2024
Net Profit Margin	0.0957	0.0885	0.0836	0.0855
Asset Turnover	0.92	0.94	0.95	1.01
Financial Leverage	6.4	7.84	12.17	10.65
ROE	6.4	7.84	12.17	92.08

Table 14: DuPont Analysis (2021-2024)

For the DuPont analysis, we use the profit attributable to equity holders divided by sales for the net profit margin, and average total assets divided by average equity attributable to equity holders for the equity multiplier.

Horizontal Analysis of Key Financial Metrics

Income Statement Items

Item	2021	2022	2023	2024
Sales	97.00%	100.60%	100.30%	100.30%
Operating Income	90.30%	83.00%	79.20%	79.20%
Profit for the Year	93.30%	89.70%	85.00%	85.00%
Profit Attributable to Equity Holders	100.00%	95.90%	90.20%	94.80%

Table 15: Horizontal Analysis (Income Statement Items)

Balance Sheet Items

Item	2021	2022	2023	2024
Total Assets (%)	100.00%	101.6	96.5	100.00%
Total Equity (%)	100.00%	63.5	43.9	61.10%
Total Liabilities (%)	100.00%	109.5	107.4	41.10%
Shareholders' Equity (%)	100.00%	61.1	101.2	71.40%

Table 16: Horizontal Analysis (Balance Sheet Items)

Interpretation: The horizontal analysis of the balance sheet highlights a significant shift in the capital structure of SGS, indicating:

- **Declining Profitability:** Operating and net profit margins have declined steadily since 2019, indicating challenges in maintaining operational efficiency and managing costs effectively.
- **Deteriorating Liquidity:** Current and quick ratios have declined, suggesting reduced short-term liquidity, though they remain above 1.0, indicating the company can still meet its short-term obligations.

- **Dramatically Increased Financial Leverage:** The most significant change in SGS's financial profile is the substantial increase in financial leverage, as evidenced by the rising debt-to-equity ratio (from 2.97 in 2019 to 11.80 in 2023) and the declining equity base.
- **Improved Asset Efficiency:** On a positive note, asset turnover has improved slightly, indicating more efficient use of assets to generate sales.
- **High but Potentially Unsustainable ROE:** The dramatic increase in ROE (from 37.30% in 2020 to 96.93% in 2023) is primarily driven by increased financial leverage rather than improved operational performance, raising questions about sustainability.
- **Declining Economic Value Creation:** The estimated EVA has decreased from CHF 441 million in 2019 to CHF 303 million in 2023, indicating reduced economic value creation, though it remains positive.
- **Significant Capital Structure Transformation:** The horizontal and vertical analyses highlight a major shift in SGS's capital structure, with a significant reduction in equity and increased reliance on debt.

The overall picture suggests that SGS has undergone a strategic shift toward a more leveraged capital structure, potentially to enhance shareholder returns through share buybacks or to fund acquisitions. While this has boosted ROE, it has also increased financial risk. The declining profitability metrics and economic value creation are concerning trends that management should address to ensure long-term financial sustainability.

Given the substantial increase in financial leverage, investors should carefully monitor SGS's ability to service its debt obligations, particularly in a rising interest rate environment. The company's strategy appears to prioritize shareholder returns over balance sheet strength, which may be appropriate given its stable business model but increases vulnerability to economic downturns.

Operations Management and Information System Practices

Use of Information Systems in SGS Bangladesh

There are several enterprise-level information systems that are used in SGS Bangladesh to ensure efficient data management, delivery of the services, recording and managing the record of the services performed and communication. These systems enable the organization to collect, store, process, and share information on global SGS networks. For communication within the local office or internal teams, SGS uses Microsoft office tools like Teams, Mail. All of the communication is conducted through a private server which has a strong defense against any potential cyber-attack.

Key Applications and Tools

- Laboratory Information Management System (LIMS)
- Enterprise Resource Planning (ERP)
- Client Portals and Digital Platforms
- Quality Management Software
- Office Management Tools
- Audit Platforms

Application of Information System in Operations Management

- Scheduling Audits & Assigning Auditors
- Monitor Operations and activities of employees
- Communicating with clients
- Record and compiling data to generate trend over time
- Provide statistical ratios for the global HQ to make decisions

Overview of the Testing, Inspection, and Certification (TIC) Industry in Bangladesh

The Testing, Inspection & Certification industry is one of the major service industries in Bangladesh playing crucial roles by providing support in export-oriented sectors such as RMG, leather goods, agriculture and pharmaceuticals etc. which are known to be the pillars of foreign earnings of Bangladesh. Bangladeshi manufacturers are exporting various types of products to many different countries all over the world which makes a crucial contribution to the GDP of our growing economy. For such a vital sector, there has been an increased demand for the manufacturers to comply with the international standards which makes the services of TIC companies inevitable for ensuring product quality, environmental safety, social security and boosting sustainability.

The TIC sector of Bangladesh is heavily dependent on and driven by the demands of buyers or importers who need the certifications or compliance reports to ensure their green supply chain management. At the same time, the rising concern regarding local food safety, social & environmental due diligence and growing focus on sustainability are also some of the major driving factors for the TIC sector as well. Combining these factors with the opportunities of export industries, the TIC Sector has seen some rapid growth over the last few years and is expected to grow further. Over the years, major players from all over the world such as SGS, Bureau Veritas, Intertek and TÜV SÜD have established their position as the market leaders in this country offering a wide range of services. Besides these international giants, there are some multinational medium sized firms and local firms such as Eurofins, Underwriters Laboratories (UL), NetworkBD, Insperity Compliance Bangladesh and GSCS, who are providing small number of services or tailored specialized services to different niche markets with an aim to gain a top position in the future. In addition, this sector has given birth to another type of service which is consultancy. Some firms provide consultancy to the manufacturers in order to help the factories improve their compliance practice. This is becoming popular among the RMG manufacturers very quickly.

As the name of the industry suggests, the core services that the TIC firms provide are:

1. **Product Testing:** Ensuring product safety, expected performance, and quality (textiles, food, environment) is one of the core services that encompasses a lot of different kinds of testing depending on the categories of products.
2. **Inspection Service:** On-site inspections for factories, construction projects, or imported goods is another core focus which is demanded by a lot of importers.

3. **Certification:** Standards like ISO 9001, ISO 14001, GOTS, LEED etc. are designed to label the manufacturers who maintain good sustainable practices. Most of the certifications are based on or in line with different SDGs set by the United Nations (UN), focusing on promoting sustainability among manufacturers in the developing countries.
4. **Training and Auditing Service:** This service encompasses the social & environmental compliance aspects tailored to ensure workplace safety, environmental, and social compliance. Some firms are authorized to provide training.

Porter's 5 Forces Analysis		
Dimensions	Status	Details
Industry Competitiveness	High to Very High	High competition against major competitors like BV, TUV SUD & Intertek as well as growing local firms
		Saturated market which is heavily focused on export-oriented manufacturers, intensifies the competition
		Criteria and requirements for Audit & Certification Services are same for every firm which increases the level of competition even more.
Threat of New Entrants	Moderate	Due to high regulatory requirements, infrastructural needs and client's brand trust, the entry barrier becomes high.
		Except for a few services, the capital needed for setting up labs, equipment and other specialized tools are high.
		Accreditation for opening a TIC firm is quite difficult to earn and even more difficult to maintain which lowers the threat further.
Supplier's Bargaining Power	Low	As the supplier base is relatively large for equipment and tools needed for TIC, the bargaining power for suppliers lowers down.
		The global sourcing capabilities and strong negotiation power of SGS over suppliers limit the dependency on any single supplier.
Customer's Bargaining Power	Moderate to High	Due to high industry competitiveness, customers have a lot of bargaining power
		Pricing of some services are not fixed, which gives scopes to buyers for further negotiation
		Most of the services are not trademarked, and at the same time, difference in price, allows manufacturers to switch firms at any time.
Threat of Substitute	Very Low	As the services require accreditation from established international organizations as well as acceptance from importing countries, other services cannot replace them any time soon.

By conducting the Porter's 5 Forces analysis, the external environment of SGS Bangladesh becomes visible. The analysis of the competitive environment of SGS Bangladesh using **Porter's Five Forces** is as follows:

SWOT Analysis

The SWOT Analysis is conducted to find out and utilize the strengths behind the competitiveness of SGS Bangladesh in order to develop the weaknesses and eliminate any threat that might cause harm in the near future and seize the opportunities for a sustainable growth. The findings of the analysis are:

Strengths

1. Global Recognition as brand and trust of buyers
2. Extensive service offerings across different industries
3. Globally recognized accreditations and ISO approved
4. Most advanced equipment and workforce, focusing on continuous development & technological adaptation
5. Robust relationship with international buyers and MNCs

Weaknesses

1. Limited influence or focus on non-exporting domestic firms
2. Premium pricing structure lowers appeal to SMEs to seek service
3. Slower digital adaptation in local operations.
4. Lack of adaptation to local culture

Opportunities

1. Growing importance of ESG compliance and sustainability.
2. Untapped domestic market (non-exporting firms).
3. Collaboration Scope with Government to develop legal and regulatory framework
4. Advancements in remote audit and digital certification.

Threats

1. Volatile political & economic environment along with unpredictable & unplanned regulatory changes and weak enforcement
2. Pricing competition and manipulation by competing firms.
3. Practice of corruption, industry culture, market fluctuations, global competition can cause tremendous damage at any time.

Types of Strengths and Competitive Advantage

Based on the swot analysis conducted above, the strengths of SGS Bangladesh can be categorized into 3 types as well as identify the key distinctive strong aspects that actually help SGS distinguish itself from the rest of the competitors in the market. The strengths are provided in the following table:

Type of Strength	Example	Impact/Effect
Common Strengths	Expert and skilled workforce, Accreditations, operating globally	Although these strengths are valuable, all of the top competitors already possess them.
		Employees can leave company any time or they can be fired/terminated for violating any policy in this heavy regulatory environment
Imitable Strengths	Regulatory services, customer support, service diversification	The compliance audits, certifications and testing services are quite possible to imitate/replicate over a long period of time.
Distinctive Strengths	Uncompromised trust of clients and credibility of services	These are the distinctive strengths that are not found among competitors, very hard for anyone to imitate and provide sustainable advantages over rivals in the long run.
	HR & Operations Management Practices	
	Foster the practice of sustainable business (6th most sustainable organization in the world) at all times	
	Adaptation to advanced technology and tools	

Conclusion

There is no doubt that the Testing, Inspection and Certification (TIC) industry is an extremely important sector to ensure stability in the export-oriented sectors of Bangladesh. The sector focuses on ensuring and establishing the practice of international safety & quality standards among the export-oriented manufacturers, especially in RMG, leather goods, Agriculture & pharmaceutical industries. This sector is relatively smaller but is growing rapidly. Soon, it became lucrative due to the specialization of Bangladesh in agriculture and RMG and lack of regulatory practice, resulting in an ever-intensifying competition among the top firms like Bureau Veritas, Intertek, TUV SUD. In such a tough market scenario, SGS Bangladesh stands strong as one of the leading TIC firms with numerous services catered to industry requirements. Through the intense competition and unfavorable business environment, SGS sets itself apart from everyone else thanks to the highly efficient and sustainable management practices to maintain its concrete global reputation, reliability and credibility of services and innovation capabilities using the latest technology and advanced tools.

Although there are some challenging issues for SGS that might create some obstacles in the foreseeable future, Its distinctive strengths and core competencies provide an edge and a sustainable competitive advantage in the long run.

Section 3: Internship Report

Introduction

The export-oriented manufacturing sector, particularly RMG, Agriculture, Pharmaceutical forms the backbone of economic growth of Bangladesh. As a result, sustainability and regulatory compliance have turned into a part and parcel to ensure responsible business practice. However, while the export-oriented manufacturers often follow international social and environmental standards to meet buyer requirements, many domestic-focused producers as well as the vast informal economy still operate with minimal oversight. This brings a lot of unfortunate incident and lack of development in those sectors whereas it could have been turned into a great opportunity to expand the scope of our economic growth and ensure a sustainable future for Bangladesh.

Though, the TIC industry can play a pivotal role with its independent assurance services and help businesses to adapt to regulatory compliance, the major focus is given to the export manufacturers and abandon the idea of providing any support to the local firms. However, it is also true that, the firms face a lot of restrictions in terms of what they can do, still there are scopes to rethink the strategies and engage more proactively across many different sectors by applying the 7Ps of service marketing mix.

This research explores the above possibilities as well as identifies the key barriers that the manufacturers and local businesses face for implementing more tailored marketing mix and become more active in ensuring sustainability. Using the institutional theory and service marketing mix (7P) framework, this research provides an insight of the relation between regulatory pressure and its impact on organizational behavior and combine the with 7Ps framework to get a better idea of which mix to create that could help to establish a better practice of sustainability and compliance.

Problem Statement

For manufacturing firms, compliance with social practices has become a necessary criterion for the entire supply chain of the business (Alam et al., 2023). Despite the immense significance of compliance to local and international regulations to establish sustainable business practice, the practice of compliance is being limited to the export-oriented manufacturing firms (Sultana et al., 2021), allowing the domestic manufacturers to neglect or completely avoid complying to the social, environmental and economic compliance (Alam et al., 2023). The consequence of such negligence might cause irreversible damage to the road to achieve sustainability, which might potentially be

avoided or solved by adopting proper marketing strategies by the market leaders in the Testing, Inspection and Certification (TIC) industry.

Hypothesis

H1: Weak enforcement of compliance regulations leads to more non-compliance tendencies among domestic manufacturers.

H2: Limited marketing initiatives by TIC firms restrict their influence on domestic manufacturers' compliance behaviors.

H3: Enhancing the 7Ps marketing strategies of TIC firms will increase compliance rates among domestic manufacturers.

H4: Improved compliance among manufacturers positively impacts the sustainability and economic growth of Bangladesh.

Objective

The objective of this study is to review the practices that have been carried out since the inception of this industry and develop sustainable strategies by rethinking and implementing the 7P's of service marketing not only to expand the market scope but also grow the sustainability practices by all sorts of manufacturer which is necessary for the sustainability of the whole country. Also, another goal is to explore how local and multinational companies are adhering to laws and find solutions to the problem of non-compliance across different industries if applicable.

Significance

As we have seen previously, compliance is not preferred by all businesses and it is not enforced properly by the legal authority of our country. It can be said that compliance is largely confined to export-oriented firms. This is a major cause of concern because the local firms are ignoring the regulations causing severe damage not only to other businesses but also to society, the environment and to the economy of the country to an extent. This study has tremendous significance for both the academicians, policy makers and the businesses at the same time as there has been very few attempts to look at the whole industry of this country and compare it with the same companies in other countries. This study aims to explore the possibilities of this sector and the amount of influence and impact it can create just by adopting good marketing strategies which is a great lesson for the upcoming generations willing to study in the related fields, open new point of view for the researchers to identify more gaps, create new market opportunities for the businesses and last but not the least, identify and recommend probable approaches to solve the issues behind the non-

compliances that are hindering the growth of the economy and sustainability of the nation for the policy makers.

Scope of the Study

This study focuses on the role of Testing, Inspection, and Certification (TIC) firms in influencing compliance behavior among domestic manufacturers in Bangladesh, with the broader aim of promoting sustainable industrial practices. The research is geographically limited to key manufacturing hubs within Bangladesh such as Export Processing Zones (EPZs), Dhaka, Savar, Gazipur, Mymensingh, Chittagong, and Narayanganj emphasizing sectors where compliance practices are most prevalent. It is primarily targeted towards the TIC industry and export-oriented firms to investigate patterns of non-compliance and the marketing reach of TIC firms like SGS Bangladesh.

The temporal scope includes data and developments from January to December 2023. The study specifically examines how strategic implementation of the Service Marketing Mix (7Ps) by TIC firms can enhance their effectiveness in encouraging compliance. It incorporates both qualitative and quantitative data collected through surveys, interviews, and document reviews. Simultaneously, the research addresses major factors influencing compliance such as regulatory enforcement and marketing scopes of TIC but does not delve into post-certification monitoring strategy or any financial aspects of TIC service pricing strategy. Also, this study did not include a thorough observation of every possible sector that could be potentially brought under compliance due to time & personnel limitation.

This narrowed view allows to identify the key issues that could potentially be developed by implementing tailored service marketing strategies and connect the compliance gap in the domestic firms in Bangladesh and make scope for establishing a culture of sustainable business practices.

Literature Review

For various reasons, the concept of sustainability has become an inevitable and unavoidable issue for all of us, especially for business organizations. The word ‘*Sustainability*’ has long been there in the English Dictionary, but the ‘*Sustainability*’ that is being discussed here has a quite different meaning and implications in the context of modern age as well as where we are applying it. Back in 1987, The United Nations Brundtland Commission, defined sustainability as “*Meeting the needs of the present without compromising the ability of the future generations to meet their own needs*” (United Nations, n.d.). And then in 1994, the idea was expanded by John Elkington, a

business author and a world authority on corporate responsibility sustainable development from the UK. He came up with the '*Triple Bottom Line*' Framework, consisting of '*People*', '*Planet*' and '*Profit*' which later became the motivation for the initiation of the 3 pillars of sustainability: 'Social', 'Environmental' and 'Economic'. The United Nations came up with the 17 Sustainable Development Goals (SDG) which were adopted by world leaders in September 2015 and officially put into force from January 1, 2016 (United Nations, n.d.). Now, adopting these policies and integrating them into the existing business model is not only a technical challenge for many businesses but also a matter of significant monetary cost, which every business always aims to reduce in every way possible. Here, social compliance comes in to ensure that the businesses adhere to these sustainability practices. Compliance refers to adhering to or carrying out any or request or order or any direction (Ahmed, Shishank & Hossain, 2020). It also indicates a conformity with already established standards or specifications or in position to achieve so and has the capacity to put in effect to any directives, set of guidelines or any other request (Alam et al., 2023). Compliance to regulations is of great importance for businesses as it has an impact on market access, reputation and productivity (SGS, n.d.), which is a focus of sustainability. The companies who are competing in the Testing, Inspection & Certification (TIC) industry, provide different auditing, verification and certification services to companies and/or their products that maintain compliance and quality standards. But as businesses try to cut costs or any other hassles that do not fall within the process of their business activities, they try to overlook them. There is a common practice of ignoring workplace standards seen often in our country, which results in poor branding and a crisis in the country's reputation as a supplier to the world (Uddin et al., 2022). It could be quite alright to say that the practice of social compliance did not appear in the industry out of voluntary participation but rather it was pushed onto them to comply with legal and ethical obligations so that the buyers can maintain their viability (Saha et al., 2021). And in the context of industrial sector whether it belongs to export-oriented sector or informal economy, has some sort of regulations and laws that are mandated by the government which are introduced to prevent crimes & ensure safety not only for workers but for the environment as well. Consequently, all stakeholders are expected to adhere to the law but simply expecting everyone to adhere to law in every circumstance is quite unrealistic (Syed, 2023). For example, despite many regulations imposed to ensure environment safety, in Bangladesh, the conventional, wider types of environmental crimes that are committed under various jurisdictions are summarized by White (2011, p. 3): "Unauthorized acts or omissions that are against the law and therefore subject to criminal prosecution and criminal sanctions; crimes that involve some kind of cross-border transference and an international or global dimension; and crimes related to pollution (of air, water, and land); crimes against wildlife (including illegal trade in ivory as well as of live animals); and

illegal fishing” In Bangladesh, pollution, trafficking in wildlife (including critically endangered species), deforestation, dumping of electronic, industrial and domestic waste, and illegal fishing, are all common and well-known environmental crimes (Faroque & South, 2020). It was also found out that, health of population, economic growth as well as biodiversity are being threatened by severe air, water, and noise pollution (Faroque & South, 2020). Now adding another violation on top of that which is human rights violation, has substantially increased not only by business organizations but also by law enforcement agencies as well (Afroze & Abid, 2022). According to the National Human Rights Commission Bangladesh (NHRCB), from 2011-2021, on average, there were 56.7% of disposal and 43.3% non-disposal cases of total complaints occurred at NHRCB which included even violence like murder, rape, child rape (Manik, 2022). On top of that, for the sake of gaining competitive advantage in terms of cheap labor force in Bangladesh, the owners of the RMG factories are extremely absent-minded towards the working condition as well as the living standard of the workers (Zaman & Khan, 2021). Even, majority of the employers perceive labor regulations as some kind of burdensome expenses which further complicates management and decrease profitability (Syed, 2023). In such circumstances, social audits came into the picture as a solution not only for buyers and suppliers who are paying for audits, but also for the human resources required inside factories to maintain systems, regulations, preparing for audits, and assist auditors to maintain integrity (Sultana et al., 2024). Even so, they are falling short as these audits are increasingly being criticized and not being effective in improving working conditions in the factories, bias or opportunistic behavior of auditors may lead to falsified audit results etc. with the exception of Accord and Alliance, which have proved to result in a considerable impact (Alam et al., 2023). Such cases have already driven the RMG sector into a frenzy. According to Uddin (2025), between January 2024 and March 2025, only within 13 months of time, 113 factories including 2 of the largest manufacturers BEXIMCO and NASA had to shut their operations off, laying 96,000 workers unemployed. Now, if this is the situation of an industry where regulations are constantly being enforced by the TIC firms, the scenario of the informal economy which comprises labor beyond the control of government oversight, but not considered to be illegal (e.g., portering, working as a shop assistant, or working as a tea vendor, rickshaw puller, construction sites, tempu drivers etc.) is not even fathomable (Reza & Bromfield, 2019). Unskilled labor and lack of safety equipment and procedures are causing serious accidents and damaging incidents. According to a report, in 2024, 905 deaths and 218 critical injuries occurred to workers across many sectors due to unsafe working conditions (Star Digital Report, 2024). This falls short compared to the previous year’s record of 1432 deaths and 502 injuries in 2023 among which, 113 deaths & 75 injuries occurred in formal sectors, while 792 deaths and 143 injuries happened in informal sectors (Star Digital Report, 2024).

This statistic provides a clear picture of the condition of the sectors where compliance is not monitored, and calls for urgent emphasis. Although, TIC firms are trying their best, according to a top management of SGS Bangladesh, there seems to be a lot of constraints are given on their branding activity and reach by the international accreditation organizations and international buyers. This calls for a change as the economy is taking a toll. An industry insider cited multiple reasons behind the closures, including shrinking global orders, price pressures from international buyers (Uddin, 2025). The malpractices and the downwards economy are clear indications that the sustainability of this country is at stake. The TIC firms can revisit their marketing strategies and launch different programs collaborating with the government and different NGOs to make the workplace better.

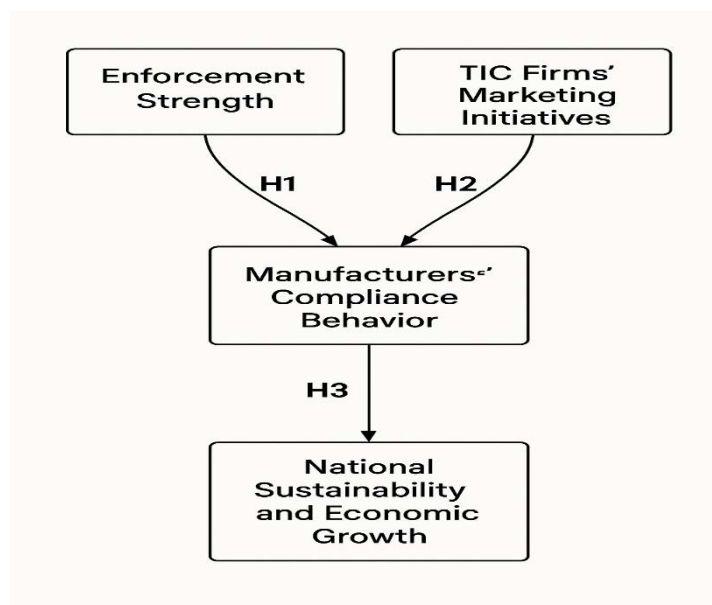
Methodology

Theoretical Framework

. Using the institutional theory and service marketing mix (7P) framework, this research provides an insight of the relation between regulatory pressure and its impact on organizational behavior and combine the with 7Ps framework to get a better idea of which mix to create that could help to establish a better practice of sustainability and compliance.

Conceptual Framework

To test the hypotheses the following framework is constructed, applying a mixed-method approach



Data Collection

- Interviews conducted during the business visits with 20 export-oriented manufacturers in the RMG industry and TIC firm representatives.
- Reviewing literature and regulatory documents, research articles, news articles and collect the necessary data related to research

Data Analysis

- Regression analysis was performed to test hypotheses
- Thematic analysis of qualitative data

Findings and Analysis

Regression Analysis

$$H4(\text{avg}) = 0.371 \cdot H1(\text{avg}) + 0.25 \cdot H2(\text{avg}) + 0.506 \cdot H3(\text{avg}) - 2.645 \times 10^{-15} = 3.77$$

$$R^2 = 1.00$$

P values for all predictors is 0 and need a bigger sample size for more accurate result.

Explanation:

It seems the weak enforcement of law has a significance influence on non-compliance practices and at the same time TIC firms also don't have limited reach due to restricted marketing scope. By taking initiatives to improve these two factors which have major influence on overall sustainability of the country.

At the same time, the impact of revisiting 7Ps to promote more compliance practices is the highest on sustainability.

Recommendations:

Here are some recommendations for the TIC firms which implements the rethinking of 7Ps to promote compliance in order to overcome weak enforcement challenge and extend the influence of the firms targeting to reach informal economy at the end:

1. Partnering up with Govt. Organization: TIC firms can come together with govt organizations that are responsible for monitoring export-oriented industries such as BGMEA, BKMEA, LFMEAB etc. and formulate a comprehensive a step-by-step strategy to ensure better enforcement. Also, more govt. funding could be managed through these organizations in order to improve the conditions of the domestic manufacturers in order to prepare them for future adaptations to compliance.

2. Partnering up with NGOs: Join hands with NGOs such as ‘*Swisscontact Bangladesh*’, who are already trying to improve the compliance practices in the RMG Sector by proving funds to factories. TIC firms can provide major support here by conducting audits and report on whether the conditions have improved or not.

Also, they can take initiatives to persuade & collaborate with other NGOs such as BRAC, which is one of the largest NGOs in the world.

4. Marketing Mix Adjustments:

- Develop customized audits and certifications to collaborate with the govt. organizations and NGOs to improve compliance adaptations for SMEs and struggling factories.
- Try to keep the price for these services low to help local manufacturers
- Make better geographic segmentation and target in a systematic and gradual approach to get solid position and better service providing opportunities
- Develop workshop, seminars for manufacturers and organize them with the help of govt. organizations and NGOs. Also, develop sustainability and compliance awareness campaigns and seminars in Universities to raise awareness among the young generation who need to have a change of view regarding the significance of issue. This will slowly develop a cultural shift from non-compliance tendencies to compliant mentality in the long run.
- Make customized reporting templates for audits and certifications for physical evidence and use them to promote the improving condition of the economic condition and industry scenario to attract more international buyers
- Train their own employees to be more sustainability focused and help the labors in the factories to become more aware of compliance during client visit or audit programs

The above recommendations are just the overview of the intricate steps that would require careful considerations for complying to international accreditation organizations and buyers' standards. But if we can implement them step by step, the chances of success will increase rapidly over time.

Conclusion

The export-oriented industry is the backbone of the economy of this country but the informal economy can not be overlooked as it is as important as the formal one. And by ensuring better compliance practices across both sectors, we can ensure a better future for this country and our predecessors. So, TIC firms should think more critically to understand the gravity of this issue and take appropriate measures to turn the vision of a sustainable country into a reality.

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<https://doi.org/10.11648/j.ijber.20211001.12>

Appendix

Final Proposal:

Report On

“Enhancing Sustainability: Integrating Marketing Principles(7P’s) into TIC Industry to Promote Compliance”

Submitted By

Athar Faisal

23104077

Supervisor

Tausif Bari

Manager, Advancement & Lecturer

BBS, BRAC University

Co-Supervisor

Nabil B. Arif

Lecturer

BBS, BRAC University

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

March, 2025

Problem Statement

For manufacturing firms, compliance to social practices have become a necessary criterion for the entire supply chain of the business (Alam et al., 2023). Despite the immense significance of compliance to local and international regulations to establish sustainable business practice, the practice of compliance is being limited to the export-oriented manufacturing firms (Sultana et al., 2021), allowing the domestic manufacturers to neglect or completely avoid complying to the social, environmental and economic compliance (Alam et al., 2023). The consequence of such negligence might cause irreversible damage to the road to achieve sustainability, which might potentially be avoided or solved by adopting proper marketing strategies by the market leaders in the Testing, Inspection and Certification (TIC) industry.

Research Question:

The following questions will be addressed in order to assess the current practices across the TIC industry and how marketing strategies can be applied to solve the sustainability crisis among the local manufacturers:

- 1) What do the concepts of sustainability and compliance signify? What is the relation between compliance and sustainable development? How does the TIC industry play a big role in this?
- 2) What are the operational strategies that are currently seen among the TIC companies in Bangladesh? How have they changed or evolved over time since the inception of the companies till the present date to adapt to the changes?
- 3) What is the current market condition of the TIC Industry?
- 4) How are the local companies/Manufacturers complying with the local and international regulations?
- 5) What marketing tools/platforms/strategies could have been used to make an impact across different industries? How can we implement the 7P’s of service marketing to redesign the marketing practices and current conditions of the TIC market to boost the practice of compliance across different industries?
- 6) What are the chances of other industries picking up compliance as we aim to establish? What alternatives are there if other industries do not comply? Are those alternatives sustainable?

Objective of the Study

The objective of this study is to review the practices that have been carried out since the inception of this industry and develop sustainable strategies by rethinking and implementing the 7P's of service marketing not only to expand the market scope but also grow the sustainability practices by all sorts of manufacturer which is necessary for the sustainability of the whole country. Also, another goal is to explore how local and multinational companies are adhering to laws and find solutions to the problem of non-compliance across different industries if applicable.

Literature Review

Due to various reasons, the concept of sustainability has become an inevitable and unavoidable issue for all of us, especially for the business organizations. The word 'Sustainability' has long been there in the English Dictionary, but the 'Sustainability' that is being discussed here has a quite different meaning and implications in the context of modern age as well as where we are applying it. Back in 1987, The United Nations Brundtland Commission, defined sustainability as "Meeting the needs of the present without compromising the ability of the future generations to meet their own needs" (United Nations, n.d.). And then in 1994, the idea was expanded by John Elkington, a business author and a world authority on corporate responsibility sustainable development from the UK. He came up with the 'Triple Bottom Line' Framework, consisting of 'People', 'Planet' and 'Profit' which later became the motivation for the initiation of the 3 pillars of sustainability: 'Social', 'Environmental' and 'Economic'. The United Nations came up with the 17 Sustainable Development Goals (SDG) which were adopted by world leaders in September, 2015 and officially put into force from January 1, 2016 (United Nations, n.d.). Now, adopting these policies and integrating them into the existing business model is not only a technical challenge for many businesses but also a matter of significant monetary cost, which every business always aims to reduce in every way possible. Here, social compliance comes in to ensure that the businesses adhere to these sustainability practices. Compliance refers to adhering to or carrying out any or request or order or any direction (Ahmed, Shishank & Hossain, 2020). It also indicates a conformity with already established standards or specifications or in position to achieve so and has the capacity to put in effect to any directives, set of guidelines or any other request (Alam et al., 2023). Compliance to regulations is of great importance for businesses as it has an impact on market access, reputation and productivity (SGS, n.d.), which is a focus of sustainability. The companies who are competing in the Testing, Inspection & Certification (TIC) industry, provide different auditing, verification and certification services to companies and/or their products that maintain compliance and quality standards. But as businesses try to cut cost or any other hassles that do not fall within the process of their business activities, they try to overlook them. There is a common practice of ignoring workplace standards seen often in our country, which results in poor branding and a crisis in the country's reputation as a supplier to the world (Uddin et al., 2022). It could be quite alright to say that the practice of social compliance did not appear in the industry out of voluntary participation but rather it was pushed onto them to comply with legal and ethical obligations so that the buyers can maintain their viability (Saha et al., 2021).

Methodologies

To achieve our desired outcome by conducting a smoothly run study, I decided to apply the following mixed-method approach:

1. Qualitative research: Conduct interviews of our senior executives and other experts in the TIC industry and marketing professionals and experts to get their opinion on the current market condition and overall practices.
2. Quantitative Research: Survey local manufacturers across different industries and assess their awareness about compliance to local and international regulations, their practice compliance, their awareness of TIC services and their opinion on the TIC services to get a holistic picture of the situation. Compile all the data to formulate a measurable result using a suitable mathematical framework.
3. Secondary Data Analysis: Review previously published industry reports to get a strong foundation from the previous experts, analyze regulatory frameworks to know which laws and regulations are

applicable for any particular industry and last but not the least, go through a lot of case studies to relate all the previous studies and my viewpoints to draw a conclusion.

Significance of the Study

As we have seen previously, compliance is not preferred by all businesses and it is not enforced properly by the legal authority of our country. It can be said that compliance is largely confined to export-oriented firms. This is a major cause of concern because the local firms are ignoring the regulations causing severe damage not only to other businesses but also to the society, environment and to the economy country to an extent. This study has tremendous significance for both the academicians, policy makers and the businesses at the same time as there has been very few attempts to look at the whole industry of this country and compare with the same companies in other countries. This study aims to explore the possibilities of this sector and the amount of influence and impact it can create just by adopting good marketing strategies which is a great lesson for the upcoming generations willing to study in the related fields, open new point of view for the researchers to identify more gaps, create new market opportunities for the businesses and last but not the least, identify and recommend probable approaches to solve the issues behind the non-compliances that are hindering the growth of the economy and sustainability of the nation for the policy makers.

Timeline

Steps	Actions	Timeline (Week and Completion Deadlines)
1	Register for the course BUS400 Internship	Week 1
2	Get Assignment of Supervisor and Co-supervisor and Internship Documents	Week 2 (17.02.25)
3	Attend “Mandatory Internship Orientation Session”	Week 2 (17.02.25)
4	Attend initial meeting with Supervisor	Week 2 (20.02.25)
5	Submit an initial proposal on project part to supervisor	Week 5 (09.03.25)
	Receive feedback and finalize project proposal	Week 6 (16.03.25)
6	Submit 1st draft of the report (all three chapters) to supervisor and receive feedback.	Week 11 (20.04.25)
	Submit the 2nd draft of the report (all three chapters) to the supervisor and receive feedback.	Week 12 (27.04.25)
	Submit the Final Report (all three chapters) to the supervisor and library and receive a Similarity Index Report from the library.	Week 14 (11.05.25)
7	Defend/Present report	Week 15 (18.05.25)
	(If revisions are suggested) Submit the Revised Final Report to the Supervisor and library within 72 hours after the defense	Week 16 (25.05.25)
12	Receive your grade (if no revision – within 72 hours after the defense)	Week 17 (01.06.25)
	Receive your grade (if revisions – within 72 hours after the defense)	Week 18 (12.06.25)

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Interview Questionnaire:

Interview Results:

Respo ndent	H1_Q1	H1_Q2	H1_Q3	H1_Q4	H1_Q5	H1_Q6	H1_Q7	H1_Q8	H1_Q9	H1_Q10	H2_Q1	H2_Q2	H2_Q3	H2_Q4	H2_Q5	H2_Q6	H2_Q7	H2_Q8	H2_Q9	H2_Q10
Respon dent_1	4	5	3	5	5	2	3	5	1	2	4	5	3	5	5	2	3	5	1	2
Respon dent_2	4	1	4	2	2	2	2	4	4	4	4	1	4	2	2	2	2	4	4	4
Respon dent_3	5	1	5	5	1	2	1	3	1	2	5	1	5	5	1	2	1	3	1	2
Respon dent_4	2	4	5	3	1	4	5	5	1	3	2	4	5	3	1	4	5	5	1	3
Respon dent_5	3	1	5	1	3	2	4	1	5	4	3	1	5	1	3	2	4	1	5	4
Respo ndent	H3_Q1	H3_Q2	H3_Q3	H3_Q4	H3_Q5	H3_Q6	H3_Q7	H3_Q8	H3_Q9	H3_Q10	H4_Q1	H4_Q2	H4_Q3	H4_Q4	H4_Q5	H4_Q6	H4_Q7	H4_Q8	H4_Q9	H4_Q10
Respon dent_1	4	5	3	5	5	2	3	5	1	2	4	5	3	5	5	2	3	5	1	2
Respon dent_2	4	1	4	2	2	2	2	4	4	4	4	1	4	2	2	2	2	4	4	4
Respon dent_3	5	1	5	5	1	2	1	3	1	2	5	1	5	5	1	2	1	3	1	2
Respon	2	4	5	3	1	4	5	5	1	3	2	4	5	3	1	4	5	5	1	3

dent_4																				
Respon																				
dent_5	3	1	5	1	3	2	4	1	5	4	3	1	5	1	3	2	4	1	5	4

On- Site Supervisor Questionnaire

Industry Expert Questionnaire