

## FINAL REPORT ON

# DESIGNING AND DEVELOPING STRATEGIES FOR EXTENDING MARKET NETWORK AND VALUE CHAIN COUNTRYWIDE

(Reference: PS 8.8)

### SUBMITTED TO

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## ABBREVIATIONS

4IR	4 <sup>th</sup> Industrial Revolution
4P	Product Price Promotion & Place
BBS	Bangladesh Bureau of Statistics
BIN	Business Identification Number
COE	Centre of Excellence
CBJF	Capacity Building of Joyeeta Foundation
DCI	Data Collection Instrument
DPP	Development Project Proposal
FARM	Finance Accounts & Resource Mobilization
FGD	Focus Group Discussion
FY	Financial Year
FYP	Five Year Plan
8FYP	8 <sup>th</sup> Five Year Plan
GoB	Government of Bangladesh
GVC	Global Value Chain
ICT	Information and Communication Technology
IDI	In-depth Interview
IWE	Individual Women Entrepreneur
JF	Joyeeta Foundation
JO	Joyeeta Outlet
JSMC	Joyeeta Sales and Marketing Centre
KII	Key Informant Interview
MoU	Memorandum of Understanding
MoWCA	Ministry of Women and Children Affairs
NGO	Non-Government Organization
NID	National Identification
NWDP	National Women Development Policy
PIM	Procurement and Inventory Management
POS	Point of Sale
QC	Quality Control
RD&E	Research Development and Extension
SABI	Strategic Alliances & Business Innovation
SBU	Strategic Business Unit
SDG	Sustainable Development Goals
TIN	Tax Identification Number
VCA	Value Chain Analysis
WEA	Women Entrepreneur Association
WED	Women Entrepreneurship Development

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## **EXECUTIVE SUMMARY**

### **BACKGROUND**

The Joyeeta Foundation (JF), a non-profit organization under the Ministry of Women and Children Affairs, promotes and encourages women entrepreneurs in their business initiatives. In the ever changing 21st-century marketing environment, there is an attempt to discover innovative new solutions to frequently complex challenges. In value chains, the interactions between members have a significant impact on the flow of goods, money, and information. Therefore, JF works for creating and fostering specialized markets across the nation that are only used by women entrepreneurs. This 'Strategies for extending marketing network and value chain countrywide' is designed and developed considering both the national and organizational interest for the women entrepreneurs of Bangladesh.

### **METHODOLOGY**

The holistic marketing concept, marketing mix concept and modern marketing management concepts are considered to develop the marketing strategies. A value-chain is involved to collaborate upstream and downstream of each business, and to recognize consumers value. This is preceded by a thorough literature review to stocktaking existing knowledge. Key Informant Interviews are taken from (a) government official dealing with the issues of market network and value chain, (b) official of JF, (c) opinion leader and marketing experts, (d) women entrepreneurs (Dhaka, Barishal and Sirajganj), and (e) policy experts. In depth interviews are taken from the customers of Joyeeta outlet at Rapa Plaza, Dhanmondi. Focus group discussions are organized with selected women entrepreneurs.

### **ASSESSMENT OUTCOMES**

IWEs and WEAs produce various type of products. Most of the products reflects the rural culture and tradition of Bangladesh. The customers at Joyeeta outlet reveals that Joyeeta products have a brand value as 'traditional products at low price than the market leader. Different sizes of same clothing products are mostly unavailable in Joyeeta outlet. Every business in a supply chain aims to maximize their individual benefit by competing for cheaper inputs and higher prices. As interactive systems, effective value-chains involve flows of products, money and information enabled by relationships among chain members.

### **KEY FACTORS/ KEY CHALLENGES IDENTIFIED FOR STRATEGY DEVELOPMENTS**

JF is going through a process of transformation. The organizational structure and human resource do not match with its existence as a business entity. JF has not yet segmented its market for positioning and other

related marketing activities to capture the marketing channel. A large proportion of the women entrepreneurs at countrywide level are not familiar with JF supports. Their investment capacity is very poor in most of the cases. Due to financial crisis, they cannot produce and market in large scale. Moreover, they face the challenges of collateral and proper documentation while applying for any bank loan. The women entrepreneurs need training on the market network and value chain. The activities and network of JF have not been spread countrywide. Lack of any office or sales establishment resulted in such gap. JF also requires customer databases at this point. The product reflects the tradition of the area the women entrepreneurs live, but product variety is limited. The designs are very common and don't add value.

### **STRATEGIES FOR EXTENDING MARKET NETWORK AND VALUE CHAIN COUNTRYWIDE**

Joyeeta Foundation shall review each section's performance and how it coordinates sectional efforts to carry out fundamental business procedures. JF shall develop core competencies of the products, which will have applications in a wide variety of markets. The strategic and tactical marketing plan shall be the central instrument for directing and coordinating the marketing effort. JF shall identify its potential long-run opportunities and design its products with better features. JF shall provide product delivery as part of its product offering. JF shall decide on wholesale and retail prices, discounts, and credit terms. Its price shall match well with the offer's perceived value. An integrated marketing communication program shall be designed to maximize the individual and collective contribution of all communication activities. JF shall initiate new-product development, testing, and launching as part of its long-term view.

JF shall divide the value creation and delivery sequence into three phases. The Marketing Team of JF shall segment the market, select the appropriate target, and develop the offering's value positioning of its product offers. The team shall determine specific product features, prices, and distribution. JF shall communicate the value by utilizing the sales force, Internet, advertising, and any other communication tools to announce and promote the product.

### **CONCLUSION**

For economic empowerment, assistance is required for women entrepreneurs in business planning and marketing. The majority of women entrepreneurs at the grassroots level, who have already begun their journeys, lack the knowledge and skills necessary for market networking and value chain. In future JF may follow the strategies and develop a time-bound action plan to spread the networks of marketing countrywide and develop a value chain for the products of Joyeeta Foundation.

## CHAPTER ONE

### INTRODUCTION AND METHODOLOGY

Women's development is incorporated into development discourses and policy initiatives of Bangladesh in the 21st century. The focus of these governmental measures toward women has gradually shifted from "welfare," to "equity," to "anti-poverty," to "efficiency," and eventually to "empowerment." The Ministry of Women and Children Affairs (MoWCA) is the leading ministry of the Government of Bangladesh (GoB) charged with establishing women's rights and empowering them via participation in development.

The Joyeeta Foundation (JF) is established as a non-profit organization under the Ministry of Women and Children Affairs to promote and encourage women entrepreneur in their business initiatives. It is tasked with creating and fostering specialized markets across the nation that are only used by women entrepreneurs to promote and sell their goods and services. At the same time, Joyeeta Foundation has been involved in developing a distinctive brand identity under which all varieties of women-owned businesses can flourish nationwide. It has also the responsibility to create a congenial environment, where the women can run their business hassle-free. Above all, JF is a strong supporter of giving women preferential treatment in the business so that their economic backwardness can be lessened for the sake of equity.

Capacity Building of the Joyeeta Foundation (CBJF) project is running in full swing to develop institutional capacity, human resources capacity, infrastructure capacity, capacity in business initiative, women entrepreneur development capacity, change and reform management capacity and project implementation capacity. The Development Project Proposal (DPP) of the CBJF project arranged the scope for appointing consultant to conduct specific study to identify strategies and processes for improving the structure, management, function, and outreach of JF.

It should be highlighted that effective marketing does not happen by accident. Rather, it is the result of meticulous preparation and execution employing cutting-edge tools and methodologies. In the midst of significant changes in the 21st-century marketing environment, marketers attempt to discover innovative new solutions to frequently complex challenges. Value chains, on the other hand, are interactive, collaborative systems that produce and deliver goods that customers value. In value chains, the interactions between members have a significant impact on the flow of goods, money, and information. As all businesses belong to chains that deliver products, services or information.



The assignment titled “Designing and developing strategies for extending market network and value chain countrywide (PS 8.8)” is done to better understand how some of the value chains in which the businesses, related to JF are involved and can be improved for the benefit of all entrepreneurs engaged with JF.

The background, objectives and methodology are given in the Chapter One. An assessment of the related activities of JF is done in the Chapter Two. It involved WEAs and IWEs analysis, countrywide activity analysis, product & service analysis, marketing mix analysis, value chain analysis and other relevant aspects. Chapter Three highlights the key challenges identified for strategy development. The main task i.e. strategies for market network and value chain countrywide is elaborated in Chapter Four. Finally, Chapter Five provides the concluding remarks on the proposed marketing and value chain strategies.

## **1.1 BACKGROUND**

The constitution of the People’s Republic of Bangladesh has given freedom to women’s right. Constitutionally there is no opportunity to discriminate between men and women. Article 27 of the constitution states, “All citizens are equal before the law and are entitled to equal protection of law.” Article 28(1) states, “The state shall not discriminate against any citizen on grounds only of religion, caste, sex or place of birth.” Article 28(2) of the constitution states, “Women shall have equal rights with men in all spheres of the State and of public life”. Therefore, the constitution supports the equal right of women without any discrimination in the arena of business and entrepreneurship.

Policy 24.3 of National Women Development Policy 2011 (NWDP 2011) emphasized on ‘involving the poor women in productive activity and in the mainstream economy’ for poverty elimination of women. Policy 25 of NWDP 2011 focuses on empowerment of women and the Policy 25.2 states ‘To give women the rights to wealth and resources earned through income, succession, loan/credit, land and market management.’ For the first time in the history of population and housing census, it has been identified that the population of female (83,347,206) is more than the population of male (81,712,824) in Bangladesh (Census 2022, BBS). Of the total population of 165,158,616, 68.46% of them live in the rural area. Moreover, population of female is higher than women in the rural area. Therefore, in order to patronize women entrepreneurship and involve the poor women in productive activity, any strategy needs to consider the women in the rural area. No doubt, a strong strategy is required for extending market network and value-chain countrywide.

The 8<sup>th</sup> Five Year Plan (2020-25) have given special emphasis on women's economic participation and empowerment. The 8FYP recognizes that providing support to organizations that promote women entrepreneurs in informal and formal economy, giving access to finance schemes such as micro-credit, receiving better education and getting more support from men and other family members are essential factors for a woman to freely indulge themselves in the labour market. Therefore, JF has the scope to receive every support from the GoB. The 8FYP also provides the direction that institutional reform shall include 'enforcing equality of opportunity in terms of access to markets. All relevant policies should ensure growth and expansion of women entrepreneurship. Several strategies, action plan and SOP are being developed under the CBJF project for institutional reform of Joyeeta Foundation. Therefore, implementation of the strategies for extending market network and value chain will be in line with the 8FYP.

In order to change Bangladesh's standing in terms of economic magnitude, the prospective plan 2021–2041 calls for the establishment of a Center of Excellence (COE). A team, shared space, or other organization that offers guidance, industry best practices, research, support, and/or training for a focal area is referred to as a center of excellence. As there are promising prospects for fostering entrepreneurship, one of the objectives of the COE will be to support the incubation of new businesses. JF may decide to start a COE.

Moreover, to achieve the target of Sustainable Development Goals 2030 (SDG-2030) the GoB has emphasized on women's economic empowerment. There are several supply-side factors that may have contributed to constraining effective participation in the Global Value Chain (GVC) for Bangladesh. One of them is lack of entrepreneurship and management skills (Perspective Plan 2021-2041). The assignment considered the SDGs, vision 2041, 8<sup>th</sup> FYP and other requirements of the MoWCA for the welfare of the women community. It will use the plans suggested in the Action Plan of the 8<sup>th</sup> Five Year Plan on Women and Children Affairs (July 2020 – June 2025). Under the implementation phase, JF shall focus on market network and value chain to strengthen the management skills of the women entrepreneurs.

JF supports in women entrepreneurship with a vision of building a gender equality-based society through empowering women economically. Therefore, JF works for creating and fostering specialized markets across the nation that are only used by women entrepreneurs in order to promote and sell their goods and services. This 'Strategies for Extending marketing network and value chain countrywide' is designed and developed considering both the national and organizational interest for the women entrepreneurs of Bangladesh.

## **1.2 OBJECTIVES OF THE ASSIGNMENT**

1. Extending marketing activities from a firm's area to countrywide domestic market and ultimately to its foreign markets.
2. Standardization of activities/strategies for countrywide business extension.
3. Developing a model of the extension phenomenon which links specified backgrounds to extension with firm specific advantages and leads to performance.
4. Developing value chain, a business strategy, as a succession of operations that turn inputs into valuable outputs to consumers and provide competitive advantage.
5. To perform value chain analysis to recognize, which activities are the most valuable to the firms of IWEs/WEAs and to JF.

## **1.3 METHODOLOGY**

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### **1.3.1 SCOPE OF WORK**

For economic empowerment, women need support for entrepreneurship and business development. Women entrepreneurs need to be assisted for their business planning and marketing. Majority of the grassroots women entrepreneurs, who have already started their journey, lack knowledge and skills for required market networking and value chain. Joyeeta Foundation is in a position of partnership with them and trying to contribute in their economic development. JF plans to expand its countrywide support provisions for women entrepreneurs, at least up to divisional level. JF wants to provide business incubation services to the new and promising grassroots women. Comprehensive information with details of training facilities and financial support is required. Of the many fold activities of JF, the report has the scope to provide the strategies for market network and value chain.

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### **1.3.2 CONCEPTUAL CONSTRUCT**

The assignment is harmonized in **two broad sets of tasks**. The sets are:

1. To examine the current status of the marketing network & value chain and recommend for extending countrywide; and
2. To analyze the situation based on different tools related to marketing and value chain.

Key challenges are identified following the tasks and performing several analyses. The recommendations consist detail practical strategies required to facilitate IWEs and WEAs.

The study focused on the following **thematic aspects**:

1. The goods and services available for large number of women entrepreneurs;
2. The market dynamics in current and potential destinations;
3. The linkage with Joyeeta Foundation.

Business input and output, processes, structures, technology, organizational goals and strategic plans, compliance, feedback etc. are examined at each thematic aspect.

The overall business environment is analyzed on three levels: (i) micro—product specific business places; (ii) meso— IWEs and WEAs with which JF is affiliated; and (iii) macro—legislation, policy, technological trends, and changes in the national and international context.

Marketing and value chain management are the focus of analysis. A team, under directives of the Consultant, explored the implementation of related activities, identify the gaps and develop strategies.

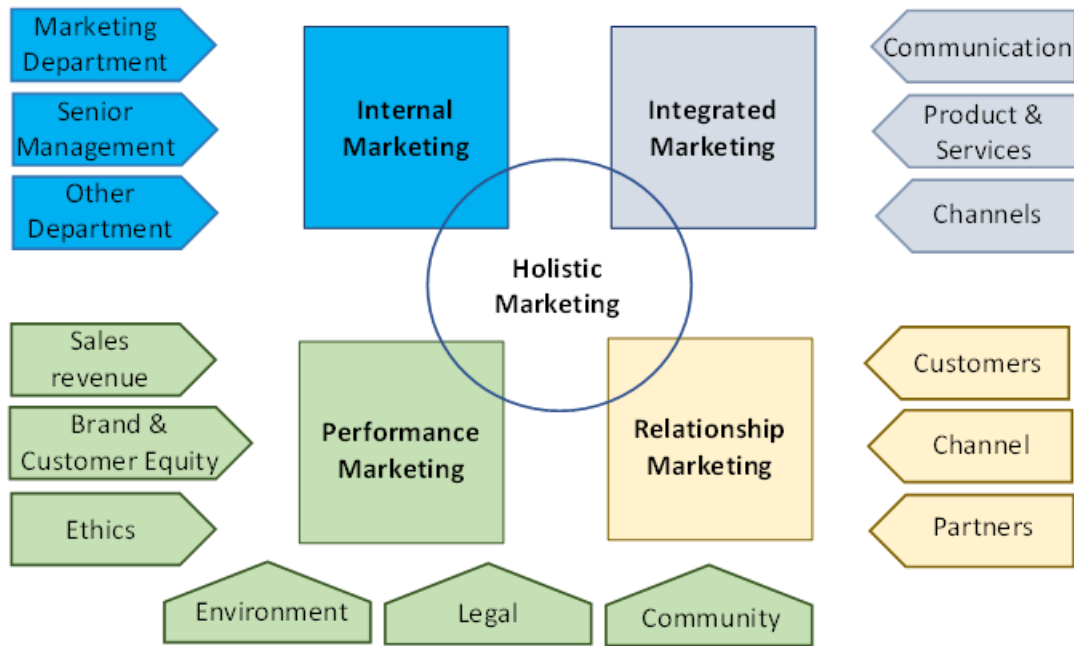
The marketing concept holds that the key to achieving organizational goals is being more effective than competitors in creating, delivering, and communicating superior customer value to its target markets. The holistic marketing concept, marketing mix concept and modern marketing management concepts are considered here.

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#### 1.3.2.1 Holistic Marketing Concept

Holistic marketing acknowledges that everything matters in marketing—and that a broad, integrated perspective is often necessary. The concept is based on development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and interdependencies. Holistic marketing thus recognizes and reconciles the scope and complexities of marketing activities. Figure-1 provides a schematic overview of four broad components characterizing holistic marketing: relationship marketing, integrated marketing, internal marketing, and performance marketing. The holistic marketing concept is applied in case of the business activities of JF.

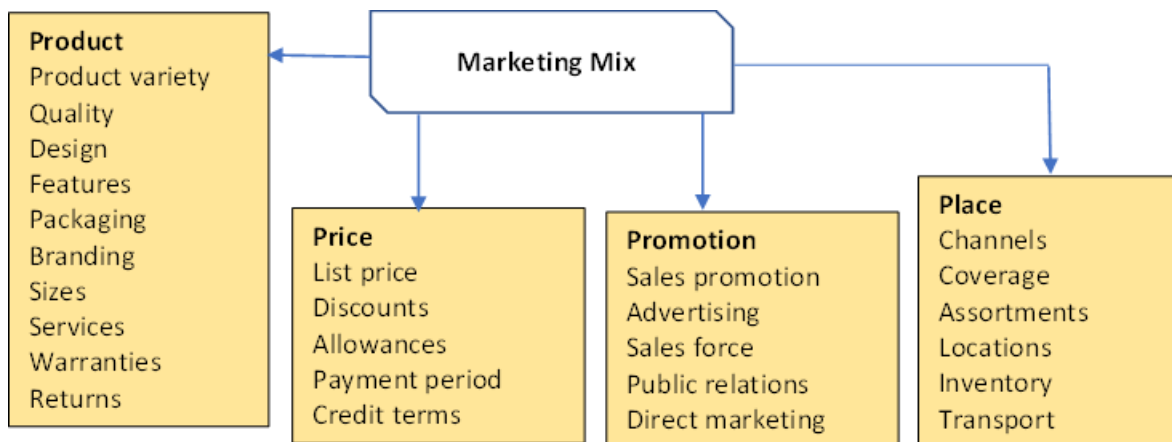
Figure-1: Holistic Marketing Dimension



### 1.3.2.2 Marketing Mix Concept

McCarthy classified various marketing activities into marketing-mix tools of four broad kinds, which he called the four Ps of marketing: product, price, place, and promotion. Figure-2 provides the four P components of the marketing mix. The 4Ps in terms of JF business activities are considered in designing the strategy.

Figure-2: 4P Components of Marketing Mix



### 1.3.2.3 Modern Marketing Management

If the marketing management of JF is updated to reflect the holistic marketing concept, JF shall arrive at a more representative set that encompasses modern marketing realities: people, processes, programs, and performance, as in Figure-3.

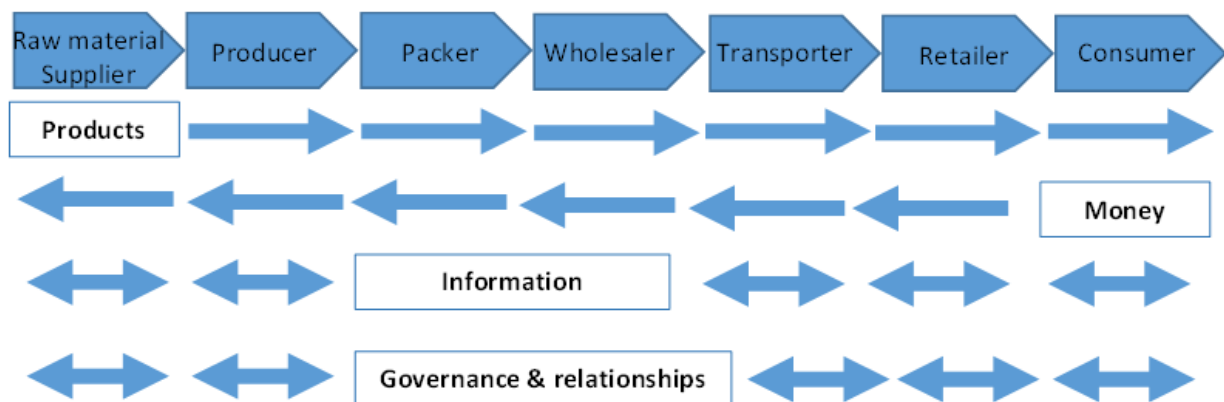
Figure-3: Modern Marketing Management



### 1.3.2.4 Value Chain Management

Every business is in a part of one or more supply chains that deliver goods and services to their customers and eventually to the final consumer. On the other hand, once the members of a chain begin to work together to more-efficiently deliver what consumers demand, the focus turns from what can be supplied to what is valued. A value-chain involves collaboration; knowledge of what is happening upstream and downstream of each business, and of what consumers value and will pay for; and a willingness to share ideas and resources across the boundaries between businesses. This is how value-chains can integrate both supply and demand perspectives, but they also involve additional challenges of managing relationships, ensuring information flows, governing the chain as a whole rather than a series of independent businesses, and keeping up with changing consumer demands. As interactive systems, effective value-chains involve flows of products, money and information enabled by relationships among chain members (Figure 4).

Figure-4: Entrepreneurs at different steps and factors of value chain management



### 1.3.2.5 Roadmap to Value Chain

Figure-5 provides a roadmap related to the value-chain research assignment. The sections are as follows:

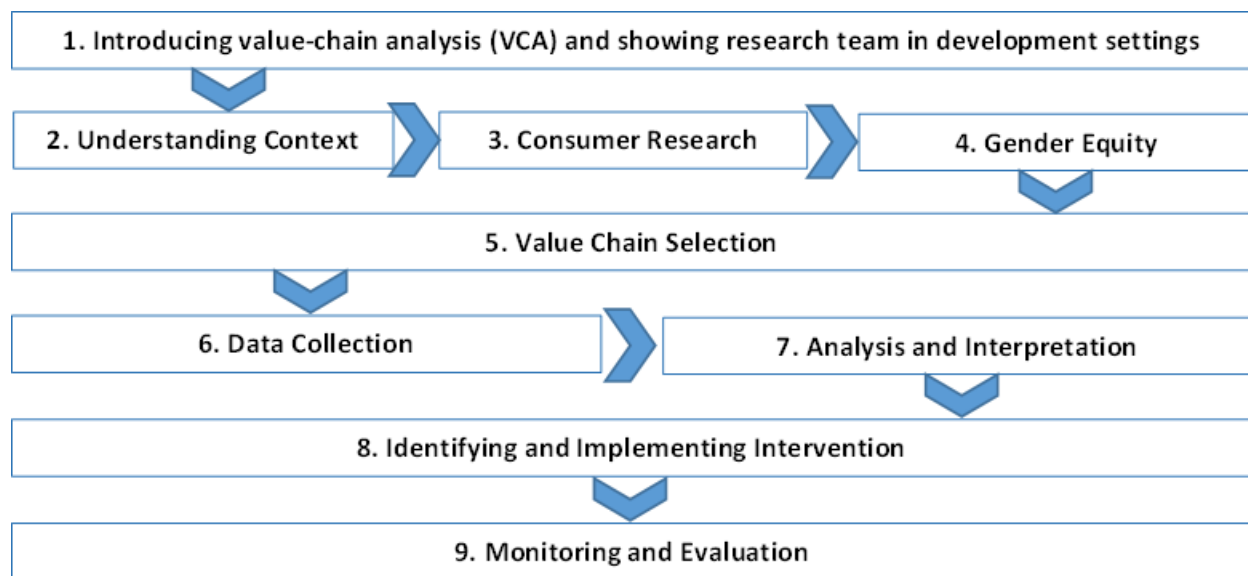
Part 1 introduces value-chain analysis (VCA) and its objectives, themes and processes. It shows how value-chain research teams in development settings need to have multidisciplinary capabilities and include local women entrepreneurs.

Part 2 explains the context for VCA and the need to collect data for market, economic, social and institutional analysis.

Part 3 explains the critical role of consumer research in VCA, and some of the methods available.

Part 4 addresses gender issues during project design and implementation.

Figure-5: Roadmap for Value Chain analysis



Part 5 explains the process and criteria for selecting value-chains for research, development and extension (RD&E) projects, including the role of market research.

Part 6 describes data collection methods, covering mapping the current state of the chain, rapid mapping methods, and conducting consumer research designed for value-chain analysis.

Part 7 sets out the subsequent data analysis and interpretation, in particular the facilitators and constraints of efficiency and effectiveness in the value-chain, with particular emphasis on the extent of consumer orientation, scope for more-collaborative relationships and improved information flow.

Part 8 identifies priorities for change from analysis of the 'current state', and hence the basis for developing interventions that will deliver improvements (the 'future state') through implementation, monitoring, collaborative review and modification by chain participants in reflective cycles.

Part 9 evaluates changes that have occurred as a result of the initial research investment, benchmarked against the initial studies of the current state of economic, social and institutional factors influencing the chain.

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### **1.3.3 SECONDARY DATA COLLECTION**

Designing and developing of the strategies under the assignment is preceded by a thorough review of the existing literature with a view to stocktaking existing knowledge on the subject including identification of any existing gaps. Three major focuses of the literature review include: (a) concepts, determinants, and measurement of marketing and value chain; (b) issues related to women entrepreneurship and business as pertaining to respective individual entrepreneurs and the society at large; and (c) cross-country experiences harnessing various problems relating to extending countrywide marketing network and implementing value chain. A good number of literatures are collected and reviewed, as the secondary sources of information to get a good insight about the research topic. Few of the documents are mentioned below as an example:

1. Bangladesh Bureau of Statistics (BBS). 2022. Preliminary Report on Population and Housing Census 2022.
2. Bangladesh Bureau of Statistics (BBS). 2022. Women and Men in Bangladesh: Facts and Figures 2022.
3. Bangladesh Bureau of Statistics. 2018. Gender Statistics of Bangladesh 2018.
4. Cabinet Division. 2022. E-Governance and Innovation Action Plan Implementation and Evaluation Guidelines 2021-22.
5. Cabinet Division. 2022. E-Governance Udvabon Karmoparikalpana Bastobayon o Mullayan Nirdeshika 2021-22.
6. Collins, R., Dent, B., Bonney, L. 2015. A Guide to Value Chain Analysis and Development for Overseas Development Assistance Project. ACIAR.



7. General Economic Division (GED). 2012. Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 A Reality.
8. General Economic Division (GED). 2020. 8<sup>th</sup> Five Year Plan July 2020-June 2025: Promoting Prosperity and Fostering Inclusiveness.
9. Hossain, MR (2022). Designing and Developing for Partnership Approach for Working with Women Entrepreneur Associations and Individual Women Entrepreneurs. Final Report. Capacity Building of Joyeeta Foundation Project.
10. Joyeeta Foundation. 2022. Annual Report 2021-22.
11. Joyeeta Foundation. 2021. Annual Report 2020-21.
12. Khan, MZA (2022) Designing and developing standard operating procedure (SOP) for Joyeeta Outlets. Capacity Building of Joyeeta Foundation Project.
13. Kotler, P., Keller, K. L. 2012. Marketing Management. Prentice Hall.
14. Ministry of Finance (MoF). 2022. Budget Speech 2022-23.
15. Ministry of Women and Children Affairs. 2022. Annual Report, 2021-22.
16. Ministry of Women and Children Affairs. 2021. Women Empowerment, Protection and Upholds the Rights of Women and Children, Brochure on the 50 years of Bangladesh.
17. Ministry of Women and Children Affairs. 2011. National Women Development Policy, 2011.

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#### **1.3.4 PRIMARY DATA COLLECTION AND METHODS**

To supplement, complement, and validate the findings from the secondary review or literature review (LR), the assessment collected primary information using the following data/information collection tools as and when required:

1. Key Informant Interviews (KIIs)
2. In-depth Interviews (IDIs)
3. Focus Group Discussions (FGDs)

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##### **1.3.4.1 Key Informant Interviews**

To obtain practical insights into different aspects of marketing and value chain like marketing mix, products, channel and customers etc., challenges and opportunities, the assignment resorted to Key Informant Interviews (KIIs). The focus of KIIs is to utilize the accumulated knowledge and experience of those who have long been associated with female entrepreneurship and related issues.

Key Informant Interviews (KIIs) are taken from member of the following groups: (a) government official dealing with the issues of market network and value chain, (b) official of JF, (c) opinion leader and marketing experts, (d) women entrepreneurs (Dhaka, Barishal and Sirajganj), and (e) Policy experts. 5 KIIs from each of above groups could provide important cross-sectional insights into the issue.

Using a semi-structure questionnaire and open discussion individual meeting, key informants are interviewed to get the policy directions and programmatic data. Key informants are selected purposively and based on availability.

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#### 1.3.4.2 In-depth Interviews

In order to assess the products and services of the IWEs and WEAs, it requires the feedback of the customers. Marketing network and value chain countrywide will never be successful without recognizing the views of the potential customer. Therefore, in depth interviews (IDI) are taken from the customers of Joyeeta outlet at Rapa Plaza, Dhanmondi. Customers from garments and clothing products, crafts zone and food court participated in the IDI. Moreover, woman entrepreneur as representative of WEAs participated in the IDI to share view on future demand and to unfold necessary information.

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#### 1.3.4.3 Focus Group Discussions

Focus group discussions (FGDs) organized and coordinated with selected women entrepreneurs who possess further insights regarding various aspects of their business and entrepreneurship. This study used standard focus group discussion protocol and guidelines, which are submitted along with the inception report to JF. The participants of FGDs are selected from the both member of JF and non-members. For the sub-national level (country wide) primary information collection, IWEs, WEAs and non-member local women entrepreneurs of from two sample districts, namely Sirajganj and Barisal, participated in two separate FGDs. This FGDs supported the assignment to collect necessary inputs from country-level.

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#### 1.3.4.4 Data recording

The study utilized appropriate data recording techniques to enlist and store information generated. For each different type of data collection method, special effort is made for proper recording, editing and storing of the information collected. In case of FGDs, IDIs and Key Informant Interviews, all relevant pieces of information are recorded. Simultaneously, hand written notes are taken of the questions asked and answers given in the interview sessions. After completion of the interview, the note taker prepared a written transcript of the full question and answer sessions.

#### **1.3.4.5 Ethical Considerations**

Ethics is defined as a concept which refers ‘to a complex set of values, standards and institutional schemes that help constitute and regulate scientific activity’ (Madushani, 2016). In other words, it is based on general ethics of science; just as general ethics is based on commonsense morality. In this assignment, some of the specific ethical codes are followed since it is argued that ‘research is conducted by, for and about people, there is always the potential to harm others.’ Maintaining confidentiality and obtaining informed consent are two issues which are of particular relevance in researches and, are maintained in this assignment. On the basis of the above issues, this study progressed consistently with sound ethical principles.

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#### **1.3.5 LIMITATIONS**

1. No survey based quantitative tools or techniques have been used in this study to assess the market network and value chain. The study team waited for the handicrafts and artisans survey 2022, which was supposed to be published within March 31, 2023. The relevant issues are identified and analyzed following qualitative tools like FGD and KII.
2. The assessment did not have the scope to visit large number of districts at sub-national level. However, the assessment team selected women entrepreneurs and local stakeholders for FGD and KII in close consultation with Joyeeta Foundation to develop relevant insights.

## CHAPTER 2

# AN ASSESSMENT OF THE RELATED ACTIVITIES OF JF

## 2.1 POLICY GUIDELINE AND LEGAL FRAMEWORK

### 2.1.1 POLICY GUIDELINE

Though no separate policy guideline is developed for Joyeeta Foundation, it functions for the welfare of the women entrepreneurs following the policy, long-term plan, of the Government of Bangladesh. These include:

1. National Women Development Policy 2011 (NWDP 2011)
2. The 8<sup>th</sup> Five Year Plan (2020-25)
3. The perspective plan 2021-2041

Moreover, the activities of JF are aligned with the Sustainable Development Goals (SDG) of the United Nations. JF reflects these policy guidelines in its Annual Performance Appraisal (APA).

### 2.1.2 LEGAL FRAMEWORK

A three-year program titled "Promotion of Women Entrepreneurs" initiated by MoWCA in February 2011 as per directives of the Hon'ble Prime Minister Sheikh Hasina. An initial women-friendly marketing infrastructure was set up in Dhaka to assist women entrepreneurs at the grassroots level (who had manufactured marketable goods on their native to display and market their products. The name of market place for women entrepreneurs was selected as "Joyeeta". On 16 December, 2011, Hon'ble Prime Minister inaugurated "Joyeeta"-a dedicated market platform in Dhaka to market the product and services which are produced, processed and value added by women.

In 2013, to maintain the continuity of this program an organization called "Joyeeta Foundation" was established. Joyeeta Foundation was registered under the Joint Stock Companies and Farms of Ministry of Commerce in accordance with the societies Registration Act of 1860 and become a self-governed non-profit organization registered.

Memorandum of Association and Rules and Regulations have been finalized to convert the program into a foundation. In accordance with the Memorandum of Association and Rules and Regulations, there are 4 executive body for policy making to execution of works JF. These are:

- 1) General Council
- 2) Board of Governors
- 3) Executive Committee
- 4) Operational Set-up

Including a chairperson, 29-member Governing Body is the highest authority for policy formulation. Hon'ble Minister/ State Minister for MoWCA has graced the post of Chairperson of Board of Governors. A Managing Director acts as organizational head of JF.

## **2.2 KEY ACTIVITIES OF JOYEETA FOUNDATION**

Joyeeta Foundation is a foundation under the Ministry of Women and Children Affairs (MoWCA) that provides financing and support to women entrepreneurs. JF provides infrastructural facilities with the necessary knowledge and skills to women entrepreneurs so that they can run their business and produce products. In particular, JF supports with financial assistance in borrowing capital. In order to create a brand-value the foundation provides necessary cooperation including quality control of marketable products or services and promotional activities.

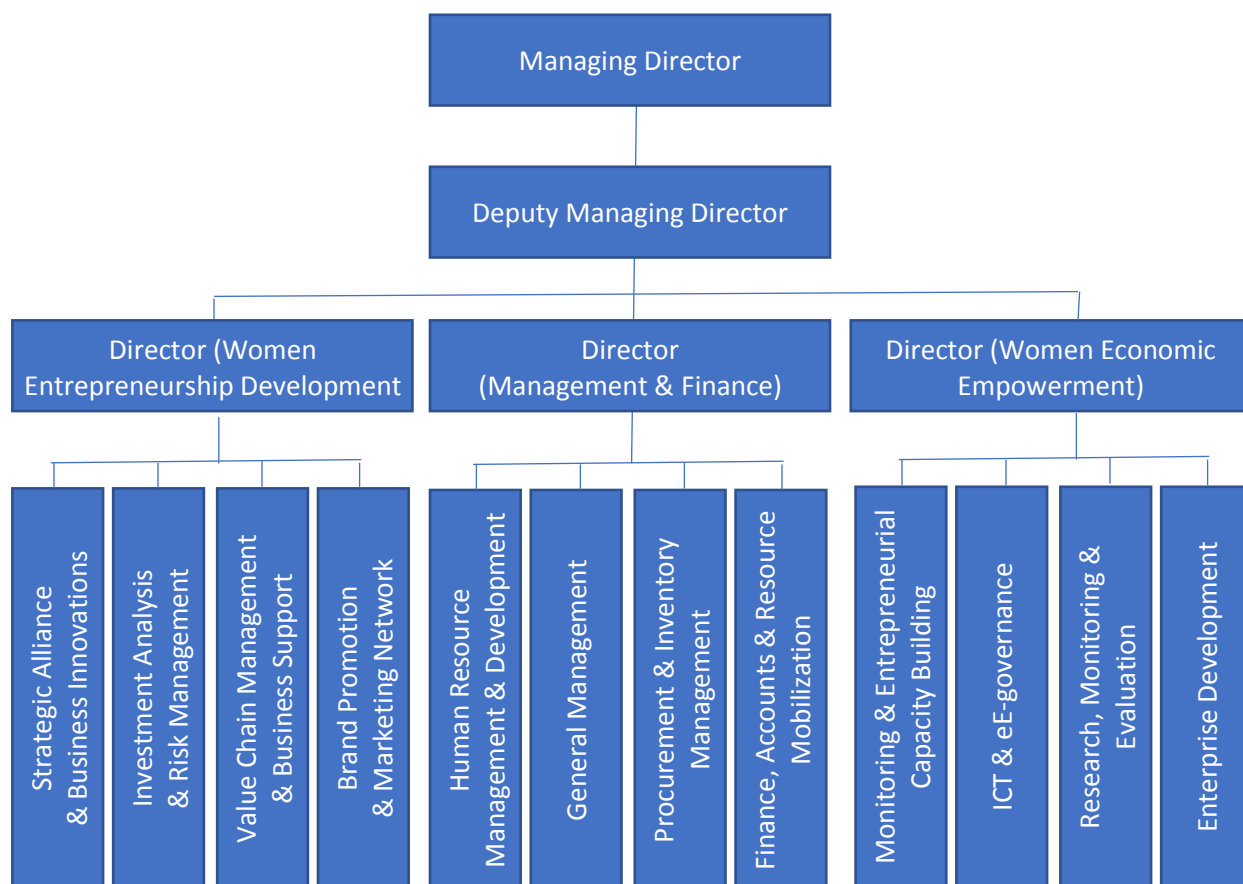
Therefore, the Key Activities of Joyeeta Foundation are as follows:

1. Increase the capacity of the Joyeeta Foundation as a specialized institution for women's economic empowerment;
2. Registration of women entrepreneurs and increase the institutional capacity of IWEs and WEAs working within the framework of the Foundation;
3. Providing all necessary support services and building a viable market structure including creating a women business-friendly environment;
4. Developing competent and skilled women for multilateral business initiatives;
5. Assist in new product innovation/production.

## **2.3 ORGANIZATIONAL STRUCTURE AND HUMAN RESOURCE**

For proving service and cooperation a number of work force are working in JF. The organizational structure of Joyeeta Foundation is given in Figure-6 as per Human Resource Management Policy 2017 and Financial Management Policy.

Figure-6: Organizational Structure of Joyeeta Foundation



According to the organizational structure, total number of positions is 33 (Table-01). There are 23 positions are occupied against a total of 33 posts. A number of officers are now working for JF on deputation from different government organizations. Here, Value chain management and marketing network shall be supervised by Director (WED).

Table 01: Human resource at different level in JF

Post	Number	Post	Number
Managing Director	01	CSO/ SCSO	05
Deputy Managing Director	01	Office Assistant	05
Director	03	Driver/ Security Personnel Staff	-
Officer at different managerial level	18	Need based	

It should be noted that the Annual Report, 2021-22 of MoWCA shows 14 different sections of JF to run its activities. These are: 1) Business Promotion, 2) ICT, 3) Coordination, 4) Administration, 5) Marketing and Extension, 6) Budget and Audit, 7) Financial Management, 8) Crafts Section, 9) Fashion Design, 10) Training & HRD, 11) Law & Regulations, 12) Purchase and Store, 13) Planning, Development and Research and 14) MIS. Overall analysis depicts that JF is going through a process of transformation and the organizational structure and human resource will be finalized accordingly in the near future.

## 2.4 WEAS AND IWES ANALYSIS

1. At present, only the enlisted IWEs and WEAs of JF are eligible for product supply to Joyeeta outlet and e-joyeeta platform As of February 2023, there are 5,375 IWEs and 296 WEAs are enlisted in JF (Figure-7). These members of JF shall be considered under the strategies for market network and value chain. Any other women entrepreneurs and aspirant women entrepreneurs shall be considered under the strategies following their registration.

Figure-7: Women entrepreneurs of Joyeeta Foundation



2. The CBJF project has a target of enlistment of more than 28,000 women entrepreneurs gradually. To achieve the goal, the CBJF financed in handicrafts establishment survey, Bangladesh 2022. 14,000 women entrepreneurs are identified through the primary phase of the survey and application form from 2,050 women entrepreneurs are collected for registration. Moreover, any IWE and WEA can apply for enlistment. The relevant information is available in the website of JF.
3. In terms of financial ability, the women entrepreneurs belong to very poor, poor and middle class. Their investment is limited between BDT 20 thousand and BDT 2 million (Khan, 2022). The FGD shows

that their investment capacity is very poor (BDT 0 to BDT100,00) in most of the cases. Moreover, they face the challenges of collateral and proper documentation while applying for any bank loan.

4. In terms of having shop or selling place in the Joyeeta outlet, IWEs/WEAs can be divided into two categories. One group has space allotted for their products. By default, they are supposed to sell their own product. But it has been identified during outlet observation that some of the members of this group look for short-term profit by direct purchasing and selling in the JF outlet. The other group do not have any space allotment in the JF outlets. The members of this group in crafts zone can sell their products in the Joyeeta outlets where JF coordinates the total supply and selling process. Both groups have the opportunity to sell their products in the e-joyeeta platform.
5. Many women entrepreneurs do not have any valid documents for business other than NID card. Lack of documents like trade license, TIN and income tax certificate, BIN, bank account etc. creates barrier in their loan receiving activities.
6. There is a large number of women entrepreneurs who need to be enlisted in JF to avail the facilities. The FGDs in Barisal and Sirajganj show that a large proportion of the women entrepreneurs are not familiar with JF supports.

## 2.5 COUNTRYWIDE ACTIVITIES ANALYSIS

While inaugurating the Joyeeta Program on 16 December, 2011, Hon'ble Prime Minister Sheikh Hasina, expressed that Joyeeta will be expanded to divisions, district and upazilas to build a separate women-friendly marketing network across the country. Still JF is working for the expansion of its countrywide activities in many ways.

### 2.5.1. KEY ACTIVITIES ANALYSIS

1. **Registration of Entrepreneurs:** JF regularly registers two types of women entrepreneurs to facilitate its service. Interested Women Entrepreneurs Association (WEAs) and Individual Women Entrepreneurs (IWEs) from all over the country may register as member of JF. The registration form is available at [www.joyeeta.gov.bd](http://www.joyeeta.gov.bd) and at the Head Office of Joyeeta Foundation. At present, most of the registered women entrepreneurs are rural-based. Only few of them have establishment at the capital in connection with selling of products.
2. **Production of Entrepreneurs:** IWEs and WEAs produce their products at their own areas. Products include cloth-wear, handicrafts, dry foods and many others. Officials of JF visit to monitor the production activities and support as per their requirement.



3. **Selling product of Entrepreneurs:** JF supports in selling of products at Dhaka. Still, it is not available throughout the country. But the system is developed in such a way that IWEs and WEAs from all over the country can avail the opportunity to sell their products in the following ways:
  - a) **Joyeeta Sales and Marketing Centre (JSMC), Dhaka:** There are 139 stalls at Joyeeta Sales and Marketing Centre, commonly known as Joyeeta outlet, at Rapa Plaza, Dhanmondi of Dhaka for the registered WEAs and IWEs to sell their products. About 180 WEAs and about 1400 IWEs are selling products JSMC, commonly known as Joyeeta outlet, under the Joyeeta brand (JF, 2023).
  - b) **Crafts Zone at Rapa Plaza:** Artisans all over the country, who are also registered WEAs and IWEs of JF, display their craft products at crafts zone of Rapa Plaza and sell under Joyeeta branding. JF coordinates all the activities related to their crafts. All the relevant data of the participant IWEs and WEAs are available in the excel database of JF. Barcode and POS system allow to gather all the information of sales. Monthly sales report is produced automatically at the end of the month. The IWEs and WEAs receive their money through electronic cash transfer within 5 days of the next month.
  - c) **Joyeeta Food Court:** A food court is established on the level-4 of Rapa Plaza, Dhanmondi, Dhaka for selling of indigenous/ food items by women entrepreneurs. POS facility has been introduced at JSMC and food court for easy transactions. There is another Joyeeta food court at the national parliament that runs independently by one entrepreneur.
4. **Training Program:** Joyeeta Foundation has conducted a series of training program under Capacity Building Project for the employee of JF as well as the members of WEAs and IWEs. Till none of the training addressed market network and value chain directly. Several IWEs informed in the KII and FGD that they do not have any fundamental or basic knowledge of entrepreneurship. They suggested for such training where they may know of the market network and value chain too. At present, most of the trainings are Dhaka based. JF has started training program at Sylhet on crafts development. MoU is signed with BRTA for conducting car driving training at Sylhet and Chattogram. Requirement of more training at least at district level has been suggested during the KIIs at Sirajganj and Barishal.
5. **Loan Distribution:** JF is organizing revolving capital support fund and providing soft loans to IWEs and WEAs. Memorandum of Understanding (MoU) has been signed with selected commercial banks for distribution of loans smoothly. Name of Banks with their focal person has been uploaded on JF website. BDT 49.92 crore has been allocated to Revolving Support Fund by the CBJF project for disbursement in favour of WEAs and IWEs registered with JF in order to improve the quality of life of women in the country and make them economically independent (Joyeeta.portal.gov.bd).

In recent time, invitation of application for distribution of Scooty Loan, is a praiseworthy initiative of JF. It has been found that a significant portion of WEAs and IWEs can not avail the facilities due to lack of documents (trade license, VAT certificate etc.) necessary for bank loan.

6. **Other Activities:** Joyeeta Foundation has some other activities to promote the business of women entrepreneurs and their associations. JF makes opportunity to participate in trade fairs for WEAs and IWEs. With the collaboration of JF women entrepreneurs participate in Dhaka Export Fair and other fairs. JF take necessary steps to develop ICT based digital support system. Moreover, JF looks after media campaign and advertisement activities with administrative and financial activities.

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## **2.5.2 ONGOING AND PROPOSED PROJECT ANALYSIS**

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### **2.5.2.1 Capacity Building of Joyeeta Foundation (CBJF) Project:**

- 1) The CBJF project (2019-2023) is being implemented to strengthen the Joyeeta Foundation institutionally, technically and economically in order to support WEAs and IWEs to start their entrepreneurship and make them able to operate multifaced business venture successfully and efficiently.
- 2) The target is to develop the capability of 2,8000 women entrepreneurs. The target is never achievable without spreading its countrywide network.
- 3) The project encourages the establishment of business incubators, quality assurance departments, one-stop shopping malls, design studios, daycare facilities etc.
- 4) The development of institutional capacity includes the creation of own branding, value chain and partnership approaches, fair trade strategy, service rules, regulations, business action plans, action plan for sustainability, standard operating procedure (SOP), etc. for various business modalities/operation and business windows. For the tasks a number of consultants are hired.
- 5) It has program for human resources management and training for employees/operational staff and also subject-focused and skill-based training for women entrepreneurs.
- 6) As part of infrastructure development, the required computer labs, training spaces, conference spaces, and seminar spaces will be furnished with the most fundamental IT resources. The initiative to develop online and IT-based businesses for female entrepreneurs has begun.
- 7) The project included bridging Program (2nd phase) for transformation of Joyeeta Program to Joyeeta Foundation.

- 8) It has also initiated strengthening Program of Joyeeta's Food product Business (Diversification, management & Quality Development of Food product of Joyeeta food court).

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#### 2.5.2.2 Joyeeta Tower Building Project

Joyeeta tower is an initiative to create a selling hub for the IWEs and WEAs of JF. The Joyeeta Tower Building project is going on in full swing with a target to complete the construction work of a 14-storied building at Dhanmondi, Dhaka. This project started on April, 2018 and targeted to complete by December, 2023. With the completion of this tower building project JF will be able to conduct its management and business under one roof. The main features of this tower are:

- 1) Showroom for Joyeeta products at level 3,4 & 5;
- 2) Food Court at level-6;
- 3) Head office of JF at Level 7 & 8 with a prayer hall at level-8;
- 4) Day care centre, training centre at level-9;
- 5) Gymnasium, swimming pool, beauty Parlor and design Centre at level-10;
- 6) Mini Auditorium and JF Hall at level-11.

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#### 2.5.2.3 Joyeeta Tower at Divisional Level

JF has taken initiatives to construct Joyeeta Tower at 7 other divisions of Bangladesh as part of expansion of its activities countrywide. Land acquisition and registration is already done at Chattogram, Rajshahi, Khulna, Sylhet, Rangpur, Barishal and Mymensingh. Initiatives related to project development is in progress.

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### 2.5.3 GAPS IN COUNTRYWIDE ACTIVITIES

The activities of Joyeeta Foundation have not been spread countrywide. Absence of branch office or sales establishment resulted in such gap. It has been found from the KIIs and FGDs that women entrepreneurs can avail the facilities of JF by registering themselves as members. Many of the women entrepreneurs at rural level are not aware of it. The women entrepreneurs at Dhaka usually sell their product online at e-joyeeta platform. But most of the women entrepreneurs at district level do not know of such facilities. They informed in the FGD that they will not be able to avail such facilities if any as they lack the knowledge of using modern technology. They demanded proper training to market their product online. Moreover, they think that their product quality will be increased if they get JF's support.

## 2.6 PRODUCT AND SERVICES ANALYSIS

1. Product is the first and most important element of the marketing mix. The IWEs and WEAs of JF sales a variety of products in its RAPA plaza, Dhanmondi JF outlets and e-Joyeeta platform. Moreover, JF provides training related to services and there is an opportunity for service marketing in the upcoming Joyeeta tower at Dhanmondi and seven other divisions.
2. Table-2 shows different categories of products and services that are available for selling.

Table-2: Products and services of JF outlets and e-joyeeta platform

Broad category	Subcategory		
<b>A. Handicraft Items</b>			
	1) Jute made Products	2) Pottery Products	3) Distilled Products
	4) Leather made Products	5) Tin and Metal Products	6) Iron Products
	7) Bamboo and Cane made Products	8) Palm tree, Date Tree and Binna Leaves Products	9) Copper, Brass and Bel-metal Products
	10) Shola and Hogla made Products	11) Oysters, Snails and Shellfish Products	12) Products made of Animal Teeth and Horns
<b>B. Garments and Clothing Products or Fashion-wear</b>			
	1) Readymade Garments	2) Weaving Cloths	3) Handwoven Garments
	4) Home Products	5) Nakshi Kantha	
<b>C. Processed Food Items</b>			
	1) Grain products (Muri, Khai, Chanachur, mustard oil).	2) Pickle	3) Dairy food (Butter, Ghee, Curd, Yogurd)
	4) Honey	5) Confectionary item (Chips, Biscuits, Chanachur, etc)	6) Rural food (Nimki, Goja, pitha)
<b>D. Food Items for Food Court</b>			
	Samosa, Singara, Chicken roll, Chicken noodles.	Fried Rice, Biriani, Polaw, Plain rice	Vegetables, Vorta and Shutki (different types)
	Homemade cakes & Sweetmeats	Curry- Beef, mutton and different types of fish items	Chatpoti and Fuchka
	Deshi pithas, Parota	Chicken rezala, Chicken fry	Coffee, tea
<b>E. Services</b>			
	1) Day care	2) Car driving	3) Beautification and parlour
	4) Laundry service	5) Care giving	6) Housekeeping
	7) Food processing	8) Online business	

3. Marketers classify products on the basis of durability, tangibility, and use (consumer or industrial). In terms of durability and tangibility, the product can be classified into three groups.

- 1) **Non-durable goods:** These are tangible goods normally consumed in one or few uses. Food items, and processed food items of JF belongs to this group.
- 2) **Durable goods:** These are tangible goods that normally survive many uses. Handicrafts item, garments and clothing products of JF belongs to this group.
- 3) **Services:** Services are intangible, inseparable, variable, and perishable products that normally require quality control, supplier credibility and adaptability. Day care, care giving, car driving, beautification etc. belongs to services. JF is providing training or planning to provide training related to the services. Still more effort required to establish entrepreneurship related to the services.

## 2.7 MARKET SEGMENT ANALYSIS

The market environment is such that JF cannot connect with all customers in large, broad, or diverse markets. But JF can divide its markets into groups of consumers or segments with distinct needs and wants. JF needs to identify which market segments it can serve effectively. The decision requires a keen understanding of consumer behavior and careful strategic thinking. To develop the best marketing plans, managers of JF need to understand what makes each segment unique and different. Identifying and satisfying the right market segments is often the key to marketing success.

JF need to segment its market for its products and service. An idea on major segmentation for garments and clothing products are given in Table-03.

Table-03: Major segmentation variables for consumer market

Geographic region	Dhaka, Chattogram, Rajshahi, Rangpur, Khulna, Sylhet, Barishal, Mymensingh	At present, JF consumer market is Dhaka based. As JF will expand at all 8 divisions, tools will be required to identify the consumer.
City or metro size	Dhaka	As per BBS 2022, population of Dhaka North is 5.98 million and Dhaka South is 4.30 million.
Density	Urban Suburban Rural	As per BBS 2022, density of population per square kilometer of Dhaka North is 30,474 and Dhaka South is 39,353.

Demographic age	Under 6, 6-11, 12-17, 18-34, 35-49, 50-64, 64+	By dividing the population of Dhaka, JF may understand of its each segment and develop product based on the need and choice of each segment.
Family size	Family size at Dhaka is 3.8, whereas family size at national level is 4.0.	Family size will help JF to find out the buying budget of the customer and add value while production.
Gender	Female Male	As per BBS 2022, population of female at Dhaka is 21,721,556 and male is 22,459,822. This segmentation will help the production, market and sales unit for targeting and product development.
Income	Poor, Middle class, Upper-middle class, Rich	Segmentation based on income will help to market product to customers of targeted population level.
Religion	Muslim Hindu Buddhist Christian Others	As per BBS 2022, population by religion in Dhaka division is Muslim (93.34%, Hindu 6.22%, Buddhist 0.03%, Christian 0.37%. The segmentation data may be used during festival like eid or puja.
Behavioral occasions	Regular occasion Special occasion	JF may get this buying behavior analyzing data of SOP. It will help for campaigning products.
User status	Nonuser, ex-user, potential user, first-time user, regular user	By this segmentation, JF will be able to deal with the customers accordingly.
Readiness stage	Unaware, aware, informed, interested, desirous, intending to buy	This segment will help in product campaigning.
Attitude toward product	Enthusiastic, positive, indifferent, negative, hostile	This will help in product development and product improvement.

## 2.8 MICRO, MESO AND MACRO ANALYSIS

### 2.8.1 MICRO ANALYSIS

The Micro analysis focused on product specific business places. JF facilitates sales of all sorts of products from its enlisted women entrepreneurs throughout the country. The products are mostly hand-made and made in the own cottage of the women artisan. The products include garments and cloth items, rural cloth items (kantha, lungi), handicrafts, food items etc. Detail of the products are given in 2.6 section of product and service analysis. Moreover, CBJF project is financing in crafts survey 2022 conducted by Bangladesh Bureau of Statistics (BBS). The survey is done and the report is likely to be published within June 2023. The report will map products of 20 broad category and show their specific places of production. As the survey report will give details on product specific business places, it can be applied accordingly.

### 2.8.2 MESO ANALYSIS

The Meso analysis focused on Individual Women Entrepreneurs (IWEs) and Women Entrepreneur Agencies (WEAs) who are registered in JF as member. As of February 2023, a total of 5,375 IWEs and 296 WEAs are registered in JF. The CBJF project has a target of enlisting 28,000 women entrepreneurs. Detail of the analysis is given in 2.4 section of WEAs and IWEs analysis.

### 2.8.3 MACRO ANALYSIS

The Macro analysis focus on the legislation, policy, technological trends, and changes in the national and international context. The key findings include the following:

1. JF continues its supporting activities to the IWEs and WEAs in line with the National Women Development Policy 2011 (NWDP 2011), the 8<sup>th</sup> Five Year Plan (2020-25) and the perspective plan 2021-2041. Moreover, the activities of JF are aligned with the Sustainable Development Goals (SDG).
2. In 2013, Joyeeta Foundation is registered under the Joint Stock Companies and Farms of Ministry of Commerce in 2013 as a self-governed non-profit organization.
3. In accordance with the Memorandum of Association and Rules and Regulations, there are 4 executive bodies for policy making to execution of works JF. These are: General Council, Board of Governors, Executive Committee and Operational Set-up.
4. The IWEs and WEAs are involved in production using handmade tools. As the productivity is low, the artisans are challenged by the similar products that use higher level of machinery and technology.

## **2.9 HOLISTIC MARKETING OF JF**

Holistic marketing recognizes that it is frequently vital to have a wide-ranging, comprehensive viewpoint. Hence, holistic marketing identifies and balances the breadth and complexity of marketing efforts. Marketing is no longer a department of a business with a set of responsibilities. It involves the entire JF as an organization. It directs the JF's strategic planning, vision, and mission. It also includes decisions like who the business entity wants as its customers, which of their needs to satisfy, what products and services to offer, what prices to set, what communications to send and receive, what channels of distribution to use, and what partnerships to develop. Therefore, JF may follow holistic marketing approach to run its activities. The current position of different components of holistic marketing is analyzed.

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### **2.9.1 INTERNAL MARKETING**

Marketing succeeds only when all departments work together to achieve goals. Procurement and Inventory Management (PIM) related section needs to ensure right products from the IWEs and WEAs; Finance Accounts & Resource Mobilization (FARM) related section shall furnish the required funds; Quality Control (QC) section shall screen out high-quality products on time. Such business organizational activities are not totally practiced in JF.

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#### **2.9.1.1 Marketing Department**

The organizational structure of JF shows that it has Brand promotion and Marketing network (BPMN) section under the Women Entrepreneurship Development (WED) division. The section is also named as Marketing and Extension section. But marketing activities are never continued in JF under the same section or division. Jobs are assigned for each official in JF. One of the officials is assigned with the marketing related activities of Joyeeta outlet. The KII reveals that strong marketing department is not functional in JF.

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#### **2.9.1.2 Senior Management**

The senior management of the JF includes Managing Director (MD), Deputy Managing Director (DMD) and three Directors. The GoB has appointed one Ex-Secretary on contract basis. The DMD position is vacant from the very beginning. The Directors are working on deputation from the GoB. As none of them work in long-term basis, there is possibilities of losing institutional memory related to decision making. There is no involvement of any business professional to run the activities of the JF. The senior management plays



the key role in running the activities of JF. Process needs to be developed so that the senior management may remain for long term and guide the activities of JF.

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### 2.9.1.3 Other Department

The training of IWEs and WEAs are done directly by the training section of JF. This section contributes on the skill development of the entrepreneurs. Moreover, Quality control section works to ensure the quality of the product and add value. The finance section is involved in dissemination of capital revolving fund and providing soft loan to the entrepreneurs. The promotion section is involved in advertising, online boosting and market promotion. Other section supports the marketing related activities indirectly by working together as and when required.

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## 2.9.2 INTEGRATED MARKETING

Integrated marketing ensures that multiple means of creating, delivering, and communicating value are employed and combined in the best way. Integrated marketing may occur when the marketer of JF shall devise marketing activities and assemble marketing programs to create, communicate, and deliver value for consumers such that “the whole is greater than the sum of its parts.” When a customer buys foods from the food court of Rapa Plaza, for instance, s/he expects healthy food, properly cooked, and nicely served.

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### 2.9.2.1 Communication

In a pull strategy the manufacturer uses advertising, promotion, and other forms of communication to persuade consumers to demand the product from intermediaries, thus inducing the intermediaries to order it. Pull strategy is particularly appropriate when there is high brand loyalty and high involvement in the category, when consumers are able to perceive differences between brands, and when they choose the brand before they go to the store. JF shall develop its brand loyalty and use various forms of communication to persuade consumers’ demand. JF can also go online with their business partners to speed communications, transactions, and payments; reduce costs; and increase accuracy.

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### 2.9.2.2 Product and Services

Products and services are one of the significant parts of integrated marketing. The key products of JF include handicrafts, clothing and food items. The key services of JF are day care, car driving, beautification etc. The products and services of JF are analyzed in section 2.6.

### 2.9.2.3 Channels

A marketing channel performs the work of moving goods from producers to consumers. In JF, IWEs and WEAs are the producer of the goods. They come with the products directly at Joyeeta Outlets or send using courier service. Customers buy the product directly at Joyeeta Outlets or through e-joyeeta online platform. In most cases, the customers or their family members are the consumers of the product. According to the KII and FGD at Sirajganj and Barishal, women entrepreneurs collect raw material from local market. The women entrepreneurs, members or non-members, sell their products at local market partially or totally. It has been found from the KII and FGD that JF has no strong or specific activities to capture the marketing channel.

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## 2.9.3 PERFORMANCE MARKETING

Performance marketing is understanding returns to the business from marketing activities and programs, as well as addressing broader concerns and their legal, ethical, social, and environmental effects. Top marketers are increasingly going beyond sales revenue to examine the marketing scorecard and interpret what is happening to market share, customer loss rate, customer satisfaction, product quality, and other measures. The legal, ethical, social, and environmental effects of marketing activities and programs may also be considered. To be one of the top marketers, JF shall activate its Strategic Alliance & Business Innovations (SABI) or related section to follow such performance marketing.

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## 2.9.4 RELATIONSHIP MARKETING

Relationship marketing is having rich, multifaceted relationships with customers, channel members, and other marketing partners. An increasingly essential ingredient for the best relationship marketing today is the right technology. The findings of related activities are given below:

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### 2.9.4.1 Customers

The cornerstone of a well-conceived holistic marketing orientation is strong customer relationships. JF needs to connect with customers—informing, engaging, and maybe even energizing them in the process. Yet no such connection is established. To succeed with its expanded activities at Joyeeta Tower, JF must consider relationship marketing as the key to retaining customer. JF is lacking customer databases at this point. It should also be considered.

#### 2.9.4.2 Channel

To reach a target market, JF uses three kinds of marketing channels. Communication channels deliver messages to target buyers and include newspapers, magazines, radio, television, mail, telephone, billboards, posters, fliers, and the Internet. JF uses distribution channels to display, sell, or deliver the physical product or service(s) to the buyer or user. These channels are direct at Joyeeta outlet and via the Internet at e-joyeeta platform. To carry out transactions with potential buyers, the marketer also uses service channels that includes transportation of product to the customer through courier related companies, payment through banks (e.g. Bikash, Nagod). In an era of connectivity, it is important to respond swiftly and decisively. While marketers are coming to grip with the increasingly wired world, the post COVID-19 and Ukraine crisis have brought budget cuts in marketing. More than ever, JF should understand and adapt to the latest marketplace developments.

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#### 2.9.4.3 Partners

JF has partnership with several organizations to ease its activities. JF has signed MoU with banks like City Bank, NRBC Bank, One Bank etc. to disseminate soft loan from its revolving capital fund. JF has signed MoU with TVSABL to facilitate bike through loan. It has also made partnership with BRTC to train women entrepreneurs on car driving. BRAC\_IID is working with JF to provide online daycare training. Moreover, JF has signed MoU with Nijeder Bolar Mato Galpo to promote its entrepreneurship facilities. According to Porter, firms directing the same strategy to the same target market constitute a strategic group. JF may make strategic group with IWEs, WEAs, Government representatives at district level, local organization and NGOs to expand its market network countrywide.

## 2.10 MARKETING MIX

### 2.10.1 PRODUCT

1. **Product variety:** IWEs and WEAs produce various type of products, such as dress, painted sharee, cushy kata, crush-product, table mat etc. They collect raw-materials locally & use those for manufacturing. The product reflects the tradition of the area they live. Still product variety is limited.
2. **Quality:** To achieve market leadership, JF must offer products and services of superior quality that provide unsurpassed customer value. Unfortunately, the quality of JF products is average. In the rural area, maximum local customers are their buyers. As per their demand, IWEs and WEAs make customized size of dress to satisfy them. In spite of quality control initiative, Joyeeta outlets have not reached its goal yet.
3. **Design:** The designs are very common. Only few IWEs at Joyeeta outlet shows their creativity in designing. The rest of the IWEs and WEAs have a tendency to follow the designs of other entrepreneurs, observing that customers are buying those. Due to lacking of proper training or motivation to implement the learning, most of them have no idea on adding value in product. Technical knowledge of ICT and its usage make them difficult to keep pace with the running fashion.
4. **Features:** Most of the products of JF reflect the rural culture and tradition of Bangladesh.
5. **Packaging:** In the rural area, some IWEs/WEAs used packaging of their product, not all of them. They lack the knowledge of leveling and coloring too. At Joyeeta outlet, proper packaging is observed with branding of Joyeeta Foundation.
6. **Branding:** The KII with the customers at Joyeeta outlet reveals that Joyeeta garments products have a brand value as 'traditional products at low price than the market leaders (Aarong etc.)'. The food court has a brand value as 'place for eat at a wonderful rural background' and also as 'source of varieties of local traditional dishes at a low price'. The KII and FGD at Barishal show that the IWEs and WEAs at countryside areas want to market their product in the brand name of Joyeeta Foundation.
7. **Size:** Different sizes of same clothing products are mostly unavailable in Joyeeta outlet. That is the key points which the customers at Joyeeta Outlet expressed as a gap and recommended for value addition. Few IWEs/WEAs produce different size of product and they do not even maintain a standard size.
8. **Services:** The IWEs/WEAs have capacity to supply their product & services to the local market as well as at Joyeeta outlets.

9. **Warrantees:** The customers in the KII informed that they are not sure of the color quality of the products. In many cases, handicraft may be damaged. They demanded to provide guarantee to add value in the product. As the products in the rural area are customized for the customers, such precondition of warrantee is not practiced among the IWEs and WEAs.
10. **Returns:** At Joyeeta outlet, if there is any customer complain on product, the IWEs and WEAs either change the product or return money.

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### 2.10.2 PRICE

1. **List price:** The IWEs and WEAs produce their product in short ranges. Customers are usually familiar with the market price of the product. The women entrepreneurs do not follow any type of price list for its local market. Being of such mentality, they like to sell product at a price finalized through bargaining between the seller and the customer.
2. **Fair price:** The price of Joyeeta products is found to be "Fair Price" considering the consumers' perception on how much the product should cost. In many cases, the customers do not consider the cost of labor while making their perception. JF shall highlight the skill of the artisans and convey the time spend to make a nakshi kantha or Jamdani to increase assumption of customers on fair price.
3. **Discounts:** IWEs/WEAs offer discount on its product at Joyeeta outlets in occasions like Bengali new year and anniversary of JF. Still rate of discount is minimal.
4. **Payment period:** Not applicable for JF's current products.
5. **Credit terms:** At Joyeeta outlet, no products are sold at credit terms. At the turn of the 21st century, consumers had easy access to credit. By combining unique product formulations with enticing marketing campaigns, JF may successfully trade consumers up to more expensive products and services.

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### 2.10.3 PROMOTION

1. **Sales promotion:** The KIIs and FGDs show that the rural women entrepreneurs do not have any show room to sell their products. They sell products in their own house to the local customers. In some cases, middlemen collect the product from them at a lower price. They try to promote their product by participating in different types of rural fairs which are locally arranged. Women entrepreneurs demanded sales facilities for all the entrepreneurs by JF. The women entrepreneurs at Dhaka usually sell their product online at e-joyeeta platform. But most of the women entrepreneurs at district level are not aware of such facilities. They informed in the FGD that they will not be able to avail such

facilities, if any, as they lack the knowledge of using modern technology. They demanded proper training to market their product online.

2. **Sales force:** The women entrepreneurs usually participate directly to sell their product. At Rapa Plaza, some of them engage sales girls to sell their product. At district level, it has been found that they don't have any extra workforce to increase sales or production. They argued that wage is high and cost-benefit analysis does not allow them to go for any workforce. Most of the sales force are their family members.
3. **Direct marketing:** Through inter-personal communication, most of the women entrepreneurs are marketing their product.
4. **Public relation:** Seller & buyers are familiar each other. There is a good understanding with each other. As they sell directly, they can feel customer satisfaction directly. In case of any complain on their products, they solve it directly.

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#### **2.10.4 PLACE**

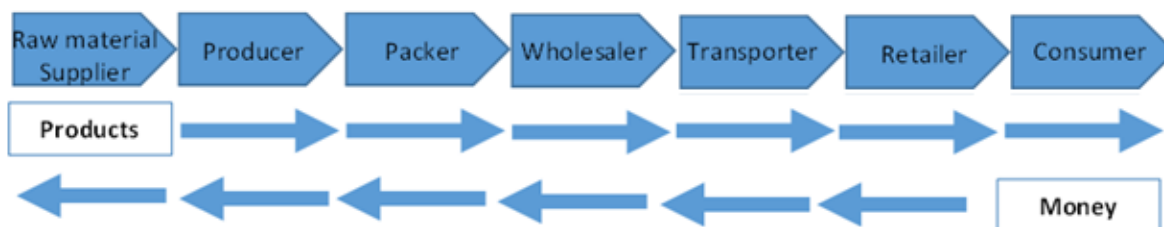
1. **Channels:** At rural areas and districts level, the IWEs and WEAs use their personal channel to sell their products. In case of handicrafts, the intermediary or the wholesaler buy their products at a low price from their home and sale at a high price in the market.
2. **Coverage:** At district level, the coverage of selling is limited to adjacent districts and surrounding villages. At Joyeeta outlet, customers from the city area come to buy their product. It has been found that its coverage area is Dhaka South and a portion of Dhaka North.
3. **Assortments:** The KIIs and FGD at Barishal and Sirajganj show that maximum women entrepreneurs are used to produce handicrafts and traditional clothing. They are not institutionally trained-up. That is why assortments is not stable.
4. **Locations:** At district level, product making & selling start from own house. Then they deliver their product to the local market. For handicrafts, buyers are maximum whole-seller who buy the product from the entrepreneur's room. At Dhaka, the IWEs and WEAs sell their product at Joyeeta outlet of Rapa Plaza. They also use the e-joyeeta platform to sell online. The artisans of the rural area can sell their product in the crafts zone of Joyeeta outlet using supply chain.
5. **Inventory:** No one maintain inventory or catalogue.
6. **Transport:** Transport of product is done by the IWEs or WEAs at their own arrangement.

## 2.11 VALUE CHAIN ANALYSIS

### 2.11.1 FACTORS OF VALUE CHAIN MANAGEMENT

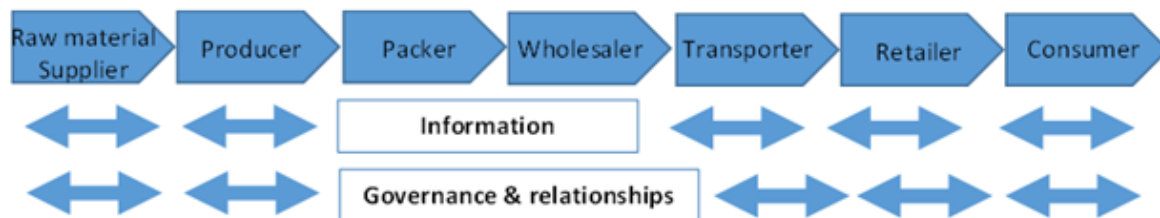
1. IWEs and WEAs are engaged at most of the stages of value chain. In case of handicrafts, they collect the raw materials from the supplier or grow by themselves. They produce their product, pack it and either wholesale or transport to the retailer. In many cases, they sell their own product directly to the consumer.

Figure 8: IWEs and WEAs in the value chain (Products and Money)



2. The source of value in a value-chain (other than credit, subsidies or aid) comes from consumers when they decide to purchase a product. While IWE or WEA may be paid by a trader, a wholesaler, a retailer or a consumer, the ultimate source of funds that are passed back down the chain is the amount the consumer paid for the product.
3. In case of any product line of JF, value-chain's economic success depends on its ability to deliver a product from raw material, through production, processing and transport, and its appeal to those consumers. This success is enabled by the effective flow and use of information along the chain, which usually depends on the extent of trust and commitment between trading partners. It has been found from the KII and FGD that a large proportion of the women entrepreneurs lack information, which can add value to their marketing process. For example, women entrepreneurs informed that they know of Joyeeta a few. They are not informed of the benefit of membership at JF. This deprived them from value addition and profit maximization.

Figure 9: IWEs and WEAs in the value chain (Information, governance & relationships)



4. The governance of chain collaboration involves the coordination or management of exchange relationships between the buyers, sellers, service providers and regulatory institutions in a chain to enable the creation and delivery of the value demanded by consumers (and chain customers). JF plays a strong in such value chain in favor of IWEs and WEAs. This includes to coordinate or control the activities of the other chain participants in producing a product or service from inception by determining market access and the distribution of benefit across the chain.
5. The KII and FGD show that women entrepreneurs are involved in production at microlevel. Due to financial crisis, they cannot produce and market in large scale. They usually learnt the production process locally and they don't have any concept on the latest trend. To make their product as per customer demand, they claimed for support from JF.
6. Each business in a chain is a customer of the business immediately upstream of it and a supplier to the business immediately downstream of it. For example, an artisan making wooden product is the customer of a wood supplier.
7. The IWE as a customer of the raw material supplier wants the right quality of raw material to be always available, and at the lowest price. At the same time the IWE as a supplier wants to be able to sell the product as much as possible, at the highest price. In this way every business in a supply chain aims to maximize their individual benefit by competing for cheaper inputs and higher prices. As interactive systems, effective value-chains involve flows of products, money and information enabled by relationships among chain members. The governance of chain collaboration involves the coordination or management of exchange relationships between the buyers, sellers, service providers and regulatory institutions in a chain to enable the creation and delivery of the value demanded by consumers.



## CHAPTER 3

### KEY CHALLENGES IDENTIFIED FOR STRATEGY DEVELOPMENTS

1. JF is going through a process of transformation and the organizational structure and human resource are not yet finalized and matched with its existence as a business entity.
2. JF has not yet segmented its market for positioning and other related marketing activities.
3. JF has no strong or specific activities to capture the marketing channel.
4. A large proportion of the women entrepreneurs at countrywide level are not familiar with JF supports.
5. The women entrepreneurs are mostly belonging to very poor, poor and middle-class income group. Their investment capacity is limited in most of the cases. Due to financial crisis, they cannot produce and market in large scale.
6. They face the challenges of collateral and proper documentation while applying for any bank loan.
7. The women entrepreneurs need training on the market network and value chain.
8. The activities and network of JF have not been spread countrywide. Lack of any office or sales establishment resulted in such gap. They demanded proper training to market their product online. Moreover, they think that their product quality will be increased if they get JF's support.
9. JF is lacking customer databases at this point.
10. The product reflects the tradition of the area the women entrepreneurs live, but product variety is limited. The designs are very common and don't add value. Due to lack of proper training, most of them have no idea on adding value in product. Technical knowledge of ICT and its usage make them difficult to keep pace with the running fashion. Different sizes of same clothing products are mostly unavailable in Joyeeta outlet.

## CHAPTER 4

# STRATEGIES FOR EXTENDING MARKET NETWORK AND VALUE CHAIN

### 4.1 PREAMBLE

Joyeeta Foundation (JF) is committed to create and foster specialized markets across the country for the women entrepreneurs to promote and sell their goods and services. JF is also involved in developing a distinctive brand identity under which women-owned businesses can flourish nationwide. To create value chain structure of product is a business strategy. In value chains, the interactions have a significant impact on the flow of goods, money, and information. Therefore, strategies for extending market network and value chain countrywide is designed as given below:

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#### 4.1.1 OBJECTIVES

1. Extending marketing activities from JF's current area to countrywide domestic market and ultimately to its foreign markets.
2. Standardization of activities for countrywide business extension.
3. Developing value chain, a business strategy, as a succession of operations that turn inputs into valuable outputs to consumers and provide competitive advantage.

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#### 4.1.2 CHALLENGES

1. JF is going through a process of transformation and the organizational structure and human resource are not yet finalized and matched with its existence as a business entity.
2. JF has not yet segmented its market for positioning and other related marketing activities.
3. JF has no strong or specific activities to capture the marketing channel.
4. A large proportion of the women entrepreneurs at countrywide level are not familiar with JF supports.
5. The women entrepreneurs cannot produce and market in large scale due to financial crisis. They face the challenges of collateral and proper documentation while applying for any bank loan.
6. The women entrepreneurs need training on the market network and value chain.
7. The activities and network of JF have not been spread countrywide. Lack of any office or sales establishment resulted in such gap.
8. JF is lacking customer databases at this point.
9. The product reflects the tradition of the area the women entrepreneurs live, but lacks product variety.

## 4.2 STRATEGIES FOR EXTENDING MARKET NETWORK

### 4.2.1 COORDINATING ACTIVITIES TO CONDUCT CORE BUSINESS PROCESSES

The success of Joyeeta Foundation shall depend not only on how well each department performs its work, but also on how well JF coordinates the departmental activities to conduct core business processes. These processes shall include:

**1) The market-sensing process:**

All the activities have to be gathered about the countrywide market and to be acted upon accordingly for smoothen the market-sensing process.

**2) The new-offering realization process:**

All the activities of JF, related the new-offering realization process in researching, developing, and launching new high-quality offerings, have to be conducted at the earliest and within budget. JF shall research on the markets at each division of Bangladesh.

**3) The customer acquisition process:**

All the activities of JF, related to the customer acquisition process, have to be established in defining target markets and prospecting for new customers.

**4) The customer relationship management process:**

All the activities of JF, in building deeper understanding, relationships, and offerings to individual customers, have to be accomplished.

**5) The fulfillment management process:**

All the activities of JF, in receiving and approving orders, delivering the goods on time, and collecting payment, have to be completed accordingly within time frame.

### 4.2.2 CORE COMPETENCIES DEVELOPMENT

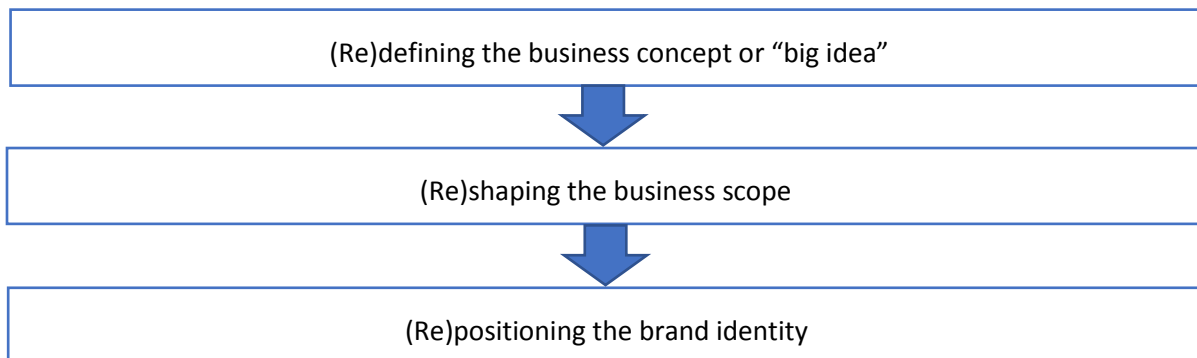
Competitive advantage shall ultimately derive from how well JF fits its core competencies and distinctive capabilities into tightly interlocking activity systems. To own and nurture the resources and competencies that make up the essence of the business of Joyeeta Foundation, the following three characteristics of core competencies shall be developed in the products and services of the JF:

- 1) JF shall develop core competencies of the products, which will be the source of competitive advantages and will make a significant contribution to perceived customer benefits.
- 2) JF shall develop core competencies of the products in such a manner that it will have applications in a wide variety of markets.
- 3) JF shall develop such core competencies of the products that these are difficult for competitors to imitate.

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#### 4.2.3 BUSINESS REALIGNMENT

Business realignment may be necessary to maximize core competencies of JF. Therefore, steps will be taken as given below:



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#### 4.2.4 STRATEGIC MARKETING PLANNING

The marketing plan of Joyeeta Foundation shall be the central instrument for directing and coordinating the marketing effort. This marketing plan shall be implemented in two levels:

- 1) **The strategic marketing plan:** The plan shall lay out the target markets and the foundation’s value proposition, based on an analysis of the best market opportunities.
- 2) **The tactical marketing plan:** The plan shall specify the marketing tactics, including product features, promotion, merchandising, pricing, sales channels, and service.

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#### 4.2.5 STRATEGIC PLANNING AT CORPORATE AND DIVISIONAL LEVELS

To achieve different organizational and divisional targets e.g. the sales target, profit target etc., Joyeeta Foundation shall undertake certain activities at corporate & divisional levels. These will include:

1. **Defining the Corporate Mission:** Joyeeta Foundation shall revisit its Corporate Mission. In this regard, JF shall cover the following characteristics in preparing this mission:

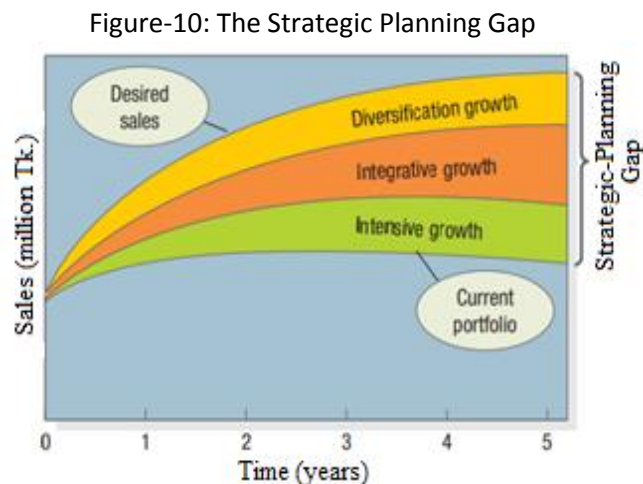
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|---|
| 1) It will include a limited number of goals.                                     |
| 2) It will emphasize on the JF's major policies and values.                       |
| 3) It will define the major competitive spheres within which the JF will operate. |
| 4) It will take a long-term view.   |
| 5) It will be short, memorable, and meaningful as possible.                       |

**2. Establishing Strategic Business Units:** In establishing Strategic Business Units (SBU), JF will consider the following:

- |  |
|--|
| 1) It will be a single business, or a collection of related businesses, that will be planned separately from the rest of the activities of JF. |
| 2) It will have its own set of competitors.  |
| 3) It will have a manager responsible for strategic planning and profit performance, who controls most of the factors affecting profit.        |

**3. Assigning Resources to Each SBU:** Once SBUs are defined, the management of JF shall decide how to allocate corporate resources to each. JF shall take the decision i.e. to grow, harvest or draw cash from, or hold on to the business. Management may follow any suitable model in making investment decisions.

**4. Assessing Growth Opportunities:** Joyeeta Foundation shall assess the growth opportunities. In this regard, JF shall plan new businesses, downsize, and terminate older businesses. If there is a gap between future desired sales and projected sales, JF shall develop or acquire new businesses to fill it. Figure-10 illustrates this strategic-planning gap. Here the lowest curve projects the expected sales of JF over the next five years from the current business portfolio. The highest describes desired sales of JF over the same period.



Therefore, JF shall have the following three options:

- 1) **Intensive opportunities:** The first option of Joyeeta Foundation, is to identify opportunities for growth within current businesses.
  - 2) **Integrative opportunities:** The second option of Joyeeta Foundation, is to identify opportunities to build or acquire businesses related to current businesses.
  - 3) **Diversification opportunities:** The third option of Joyeeta Foundation, is to identify opportunities to add attractive unrelated businesses.
5. **Organization and Organizational Culture:** Joyeeta Foundation consists of its structures, policies, and corporate culture. However, all of which may become dysfunctional in a rapidly changing business environment. Hence, the managers shall change the structures and policies (if required), the culture of JF is very hard to change. Yet adapting the culture will be also a key strategy for successfully implementation.
6. **Marketing Innovation:** Senior management of Joyeeta Foundation shall identify and encourage fresh ideas from three underrepresented groups:
- 1) employees with youthful or diverse perspectives,
  - 2) employees far removed from the head office of JF, and
  - 3) employees new to the industry. Each group can challenge JF orthodoxy and stimulate new ideas.

The actions in different Dimensions of Business Innovation of Joyeeta Foundation shall be as below:

Dimension	Action
1) Offerings	Joyeeta Foundation shall develop innovative new products or services.
2) Platform	Joyeeta Foundation shall use common components or building blocks to create derivative offerings,
3) Solutions	Joyeeta Foundation shall create integrated and offerings that solve end-to-end customer problems.
4) Customers	Joyeeta Foundation shall discover unmet customer needs or identify underserved customer segments.
5) Customer Experience	Joyeeta Foundation shall redesign customer interactions across all touch points and all moments of contact.
6) Value Capture	Joyeeta Foundation shall redefine how JF gets paid or shall create innovative new revenue streams.

7) Processes	Joyeeta Foundation shall redesign core operating processes to improve efficiency and effectiveness.
8) Organization	Joyeeta Foundation shall change form, function, or activity scope of the firm as per requirement.
9) Supply Chain	Joyeeta Foundation shall think differently about sourcing and fulfillment.
10) Presence	Joyeeta Foundation shall create new distribution channels or innovative points of presence.
11) Networking	Joyeeta Foundation shall create network-centric intelligent and integrated offerings.
12) Brand	Joyeeta Foundation shall leverage a brand into new domains.

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#### 4.2.6 MARKETING MANAGEMENT TASKS

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##### 4.2.6.1 Developing Marketing Strategies and Plan

The first task facing JF is to identify its potential long-run opportunities, given its market experience and core competencies. JF shall design its products with better features. It must develop concrete marketing plans that specify the marketing strategy and tactics of going forward.

- 1) JF shall expand segment positioning strategy to include all aspects of the marketing mix- product, price, promotion, and place.
- 2) In setting pricing policy, JF shall follow a six-step procedure. (a) JF select its pricing objective. (b) JF shall estimate the demand curve, the probable quantities it will sell at each possible price. (c) JF shall estimate how its costs vary at different levels of output, at different levels of accumulated production experience, and for differentiated marketing offers. (d) JF shall examine competitors' costs, prices, and offers. (e) JF shall select a pricing method, and (f) JF shall select the final price.
- 3) JF shall adapt a market-penetration pricing strategy in the following conditions: (a) The market is highly price sensitive and a low price stimulates market growth; (b) production and distribution costs fall with accumulated production experience; and (c) a low price discourages actual and potential competition.

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#### 4.2.6.2 Shaping the Market Offerings

At the heart of the marketing program is the product. JF's tangible offering to the market includes product quality, design, features, and packaging. In order to be holistic marketer, JF shall take into account the factors in making pricing decisions—the organization, the customers, the competition, and the marketing environment. To gain a competitive advantage, JF shall provide product delivery as part of its product offering. JF shall decide on wholesale and retail prices, discounts, and credit terms. Pricing decisions must be consistent with the firm's marketing strategy and its target markets and brand positionings.

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#### 4.2.6.3 Creating Successful Long-Term Growth Based on its Product Positioning

JF shall initiate new-product development, testing, and launching as part of its long-term view. The strategy shall consider the changing global opportunities and challenges.

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### 4.2.7 PRODUCT STRATEGY

Product strategy calls for making coordinated decisions on product mixes, product lines, brands, and packaging and labeling.

1. JF shall change the product component of its marketing mix by lengthening its product via line stretching (down-market, up-market, or both) or line filling, by modernizing its products, by featuring certain products, and by pruning its products to eliminate the least profitable.
2. JF shall make their nondurable goods available in many locations, charge only a small markup, and advertise heavily to induce trial and build preference.
3. JF shall look for personal selling and service, command a higher margin and provide more seller guarantee to the customer.
4. As services are intangible, inseparable, variable, and perishable products require more quality control, supplier credibility, and adaptability, JF shall consider the factors appropriately.

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### 4.2.8 STRATEGY FOR RELATIONSHIP MARKETING

1. JF shall consider the right technology for the best relationship marketing. These essential ingredients shall include using email to reach the target customer, boosting, usage of database software and web technology etc. JF shall use e-mail, web sites, call centers, artificial intelligence, databases, and database software to foster continuous contact between JF and customer.



2. Marketing is no longer an organizational department charged with a limited number of tasks—it is a organization-wide undertaking. It drives the JF’s vision, mission, and strategic planning.
  - (a) All departments shall work together to achieve the countrywide marketing goals.
  - (b) The Strategic Alliances & Business Innovation (SABI) section of JF shall design the right products.
  - (c) Finance, Accounts & Resource Mobilization (FARM) section shall furnish the required funds and measure the profitability of different customers, products, and areas;
  - (d) Procurement & Inventory Management (PIM) section shall buy high-quality materials; and in line with all the activities, IWEs and WEAs make high-quality products on time.

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#### 4.2.9 MARKETING CHANNEL UTILIZATION

As marketing channel overcomes the time, place, and possession gaps that separate goods and services from those who need or want them, members of the marketing channel of JF shall perform the following key functions:

- |   |
|---|
| 1. Gather information about potential and current customers, competitors, and other actors and forces in the marketing environment.         |
| 2. Develop and disseminate persuasive communications to stimulate purchasing.   |
| 3. Negotiate and reach agreements on price and other terms with IWEs and WEAs, so that transfer of ownership or possession can be affected. |
| 4. Place orders with producers (IWEs and WEAs).   |
| 5. Acquire the funds to finance inventories at different levels in the marketing channel.   |
| 6. Assume risks connected with carrying out channel work.   |
| 7. Provide for the successive storage and movement of physical products.  |

### 4.3 STRATEGIES FOR VALUE CHAIN DEVELOPMENT AND EXTENDING COUNTRYWIDE

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#### 4.3.1 VALUE CHAIN ANALYSIS STRATEGY

The Value Chain Analysis (VCA) shall examine whether a chain is both effective (i.e. doing the right things) and efficient (i.e. doing things in the right way). Accordingly, the VCA shall:

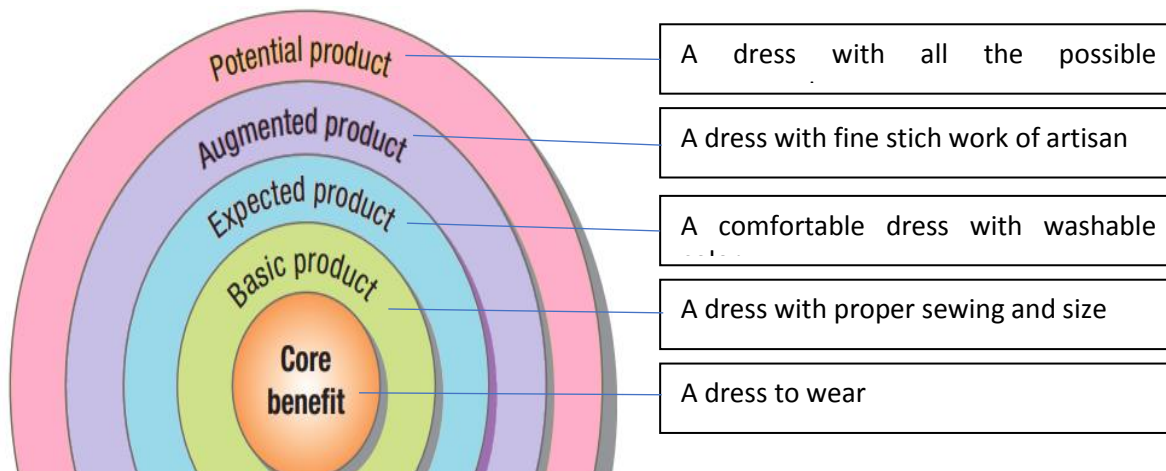
- 1) assess whether the chain is effective at maximizing opportunities for creating and delivering value in the eyes of the consumer;
- 2) assess whether the chain is efficient in adding value, producing, processing and distributing products at the least cost and with minimal waste.
- 3) understand what consumers value in the product, and focus on creating and delivering that value throughout the chain;
- 4) develop strategic collaboration and operational cooperation throughout the chain and strive for continuous improvement.

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#### 4.3.2 DELIVERING VALUE

- 1) JF shall determine how to properly deliver to the target market the value embodied in its products and services. Waste reduction may also play a significant role in value addition.
- 2) In planning its market offering, JF shall address five product levels. Each level adds more customer value and constitute customer-value hierarchy. Figure-11 shows the five levels in case of ladies' dress. JF shall deliver value on products to reach the highest level.

Figure-11: Five product levels in case of ladies' dress



- 3) Channel activities include those the JF undertakes to make the product accessible and available to target customers. JF shall identify, recruit, and link various marketing facilitators to supply its products and services efficiently to the target market.
- 4) JF shall understand the various types of retailers, wholesalers, and physical-distribution firms and how they make their decisions.

---

### 4.3.3 COMMUNICATING VALUE

JF shall adequately communicate the value embodied by its products and services to the target market. An integrated marketing communication program shall be designed to maximize the individual and collective contribution of all communication activities. JF shall set up mass communication programs consisting of advertising, sales promotion, events, and public relations. JF shall also plan more personal communications, in the form of direct and interactive marketing, as well as hire, train, and motivate salespeople.

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### 4.3.4 DELIVERING CUSTOMER VALUE AT A PROFIT STRATEGY

- 1) As the economy is extremely competitive with increasingly informed buyers faced with abundant choices, JF shall:
  - a) fine tune its value delivery process and
  - b) choose, provide and communicate superior value to deliver customer value at a profit.
- 2) JF shall divide the value creation and delivery sequence into the following three phases.
  - a) **Market segmentation, target selection and value positioning phase:** The Marketing Team of JF shall segment the market, select the appropriate target, and develop the offering's value positioning of its product offers. JF shall identify and profile distinct groups of buyers who differ in their needs and wants. JF shall select one or more market segments to enter. For each target segment, establish and communicate the distinctive benefit(s) of the JF's market offering.
  - b) **Product features, price and distribution phase:** The Marketing Team of JF shall determine specific product features, prices, and distribution.
  - c) **Value communication phase:** The task of the Marketing Team of Joyeeta Foundation in the third phase, shall be to communicate the value by utilizing the sales force, Internet, advertising, and any other communication tools to announce and promote the product. This value delivery process shall begin before there is a product. This phase shall continue through development and after launch.

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### 4.3.5 ACTIVITIES TO CREATE MORE CUSTOMER VALUE

For identifying ways to create more customer value, JF shall make a blend of activities to be performed to design, produce, market, deliver, and support its product.

1. The value chain shall identify **nine strategically relevant activities** including five primary and four support activities which will create customer value and cost in the Joyeeta Foundation.

The primary activities shall be covered as follows:

1) Inbound logistics, or bringing materials into the business;
2) Operations, or converting materials into final products;
3) Outbound logistics, or shipping out final products;
4) Marketing, which includes sales; and
5) Service

Specialized department shall handle the support activities as follows:

6) Procurement;
7) Technology development;
8) Human resource management; and
9) Infrastructure of JF (Includes the costs of general management, planning, finance, accounting, legal, and government affairs).

Here JF shall examine its costs and performance in each value-creating activity and look for ways to improve it. The Marketing Managers shall estimate competitors' costs and performances as benchmarks against which to compare their own. They shall go further and study the "best of class" practices of the world's best companies.

2. **Customer Loyalty Program:** JF shall launch a loyalty program that pull all customer data into a centralized database and provide sophisticated analysis to better understand the value of the investments. As customers interact with Joyeeta outlets and Joyeeta tower, they will receive reward offers like food vouchers or gymnasium service, based on the predictive analyses.

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#### 4.1.1 ATTRIBUTES OF THE PRODUCT IDENTIFICATION STRATEGY

1. Brand Promotion & Marketing Network (BPMN) section of JF shall identify the attributes of each product that consumers value. Research in a wide range of contexts indicates that there are common groups of product value attributes, although their prioritization varies between cultures, contexts and products.
2. The following broad groups of value attributes shall be applied for most of the food products at the Food court of Rapa Plaza:

a) attributes of the product (Food/ Dry food)	
	<ul style="list-style-type: none"> <li>- <b>internal</b>, such as food color, taste (e.g. sweetness, tanginess, tartness, intensity, mouthfeel), fat content, texture/tenderness;</li> <li>- <b>external</b>, such as size, color, freedom from blemish (mark, stain or imperfection);</li> <li>- <b>credence</b>, such as chemical-free, district of production (i.e. where the food is produced), method of production, authenticity, food safety;</li> <li>- <b>augmented</b>, such as packaging, labelling, convenience, shelf life.</li> </ul>
b) attributes of the way the product (Food/ Dry food) is sold	
	<ul style="list-style-type: none"> <li>- <b>the physical environment</b>, such as cleanliness, accessibility;</li> <li>- <b>the service environment</b>, such as 24-hour service, knowledge of the retailer</li> </ul>

3. The following broad groups of value attributes shall be applied for most of the garments and clothing products or fashion-wear at the Joyeeta outlet of Rapa Plaza:

a) attributes of the product (garments and clothing products)	
	<ul style="list-style-type: none"> <li>- <b>internal</b>, such as cloth context, softness, warmness, content, texture;</li> <li>- <b>external</b>, such as size, color, design, freedom from blemish (mark or stain);</li> <li>- <b>credence</b>, such as no discolor at washing, district of production (e.g. Dhakai Jamdani), method of production (hand woven or machine woven), authenticity;</li> <li>- <b>augmented</b>, such as packaging, labelling, convenience, shelf life.</li> </ul>
b) attributes of the way the product (garments and clothing products) is sold	
	<ul style="list-style-type: none"> <li>- <b>the physical environment</b>, such as cleanliness, accessibility;</li> <li>- <b>the service environment</b>, such as 24-hour service, knowledge of the retailer</li> </ul>

4. One of the most valuable electronic tools for marketing and adding value chain is the web site of JF. The official website of JF is not suitable for business purposes of JF. Therefore, a business focused website shall be developed for relationship marketing. The web site of JF shall help define the firm's relationships with individual accounts and identify those whose business warrants a personal sales call. It will provide an introduction to self-identified potential customers and might even receive the initial order. For more complex transactions, the site shall provide a way for the buyer to contact the seller (IWEs and WEAs).

## CHAPTER 5

### CONCLUSION

For economic empowerment, assistance is required for women entrepreneurs in business planning and marketing. The majority of women entrepreneurs at the grassroots level, who have already begun their journeys, lack the knowledge and skills necessary for market networking and value chain. Business input and output, process, structures, technology, organizational goals and strategic plans, compliance, feedback etc. of JF are examined and compared with best practices, legal requirements and followed standard procedure under the assignment. The holistic marketing concept, marketing mix concept and modern marketing management concepts are considered to analyze market network. For Value Chain Analysis (VCA), entrepreneurs at different steps and factors of value chain management are considered and the roadmap for value chain analysis are used. Based on the findings, market network strategies and value chain strategies are recommended under this assignment. In future JF can follow the strategies and develop a time-bound action plan to spread the networks of marketing countrywide and develop a value chain for the products of Joyeeta Foundation.

## **ANNEXE 1: LIST OF KEY DOCUMENTS REVIEWED**

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## ANNEXE 2: STRATEGIES FOR EXTENDING MARKET NETWORK AND VALUE CHAIN (BANGLA)

### জয়িতা ফাউন্ডেশন

মহিলা ও শিশু বিষয়ক মন্ত্রণালয়

স্মারক নম্বর: .....

তারিখ: .....

#### ১.০ প্রস্তাবনা

নারী উদ্যোক্তাদের পণ্য ও পরিষেবার প্রচার ও বিক্রয়ের জন্য সারা দেশে বিশেষায়িত বাজার তৈরি ও এর বিকাশে জয়িতা ফাউন্ডেশন প্রতিশ্রুতিবদ্ধ। জয়িতা ফাউন্ডেশন একটি স্বতন্ত্র ব্র্যান্ড পরিচয় তৈরিতেও সম্পৃক্ত। এর মাধ্যমে নারী-মালিকানাধীন ব্যবসা দেশব্যাপী বিকাশ লাভ করতে পারে। পণ্যের মান শৃংখল কাঠামো তৈরি করা একটি ব্যবসায়িক কৌশল। পণ্য, অর্থ এবং তথ্য প্রবাহের মিথস্ক্রিয়া ভ্যালু চেইনের উপর উল্লেখযোগ্য প্রভাব ফেলে। পরিপ্রেক্ষিতে, দেশব্যাপী বিপণন নেটওয়ার্ক এবং ভ্যালু চেইন সম্প্রসারণের কৌশলসমূহ নিম্নরূপ প্রণয়ন করা হলো:

#### ১.১ উদ্দেশ্যসমূহ

১. জয়িতা ফাউন্ডেশনের বাজার বা বিপণন ব্যবস্থা বর্তমান এলাকা থেকে দেশব্যাপী অভ্যন্তরীণ বাজারে এবং শেষ পর্যন্ত বৈদেশিক বাজারে সম্প্রসারণ।
২. দেশব্যাপী ব্যবসায় সম্প্রসারণের জন্য জয়িতা ফাউন্ডেশনের অন্তর্ভুক্ত কার্যক্রমের মান প্রমিতকরণ (Standardization)।
৩. ব্যবসায় কৌশল হিসেবে ভ্যালু চেইন তৈরি, যা ইনপুটগুলিকে গ্রাহকদের কাছে মূল্যবান আউটপুটে পরিণত করে প্রতিযোগিতামূলক সুবিধা প্রদান করবে।

#### ১.২ চ্যালেঞ্জসমূহ

১. জয়িতা ফাউন্ডেশন একটি রূপান্তর প্রক্রিয়ার মধ্য দিয়ে যাচ্ছে। ব্যবসায়িক সত্তা হিসাবে প্রতিষ্ঠানটির অস্তিত্বের সাথে মিল রেখে এখনও এর সাংগঠনিক কাঠামো ও মানব সম্পদ চূড়ান্ত করা হয়নি।
২. বাজারে স্থায়ী অবস্থান (Positioning) ও অন্যান্য সংশ্লিষ্ট মার্কেটিং কার্যক্রমের জন্য এখনও পর্যন্ত জয়িতা ফাউন্ডেশনের বাজার বিভাজন (Segmentation) করা হয়নি।
৩. মার্কেটিং চ্যানেলে এর অবস্থান শক্তিশালী করতে জয়িতা ফাউন্ডেশনের কোন সুনির্দিষ্ট কার্যক্রম নেই।
৪. দেশব্যাপী অবস্থানরত নারী উদ্যোক্তাদের একটি বড় অংশ জয়িতা ফাউন্ডেশনের সহায়তা কার্যক্রমের সাথে পরিচিত নয়।



৫. আর্থিক সংকটের কারণে নারী উদ্যোক্তাগণ বৃহৎ পরিসরে পণ্য উৎপাদন ও বাজারজাত করতে পারে না। যেকোন ব্যাংক ঋণের জন্য আবেদন করার সময় তারা জামানত এবং সঠিক ডকুমেন্টেশন সংক্রান্ত চ্যালেঞ্জের সম্মুখীন হয়।
৬. বাজার নেটওয়ার্ক এবং ভ্যালু চেইন সম্পর্কে নারী উদ্যোক্তাদের প্রশিক্ষণের প্রয়োজন রয়েছে।
৭. জয়িতা ফাউন্ডেশনের কার্যক্রম ও নেটওয়ার্ক সারাদেশে ছড়িয়ে পড়েনি। কোনো অফিস বা বিক্রয় প্রতিষ্ঠান না থাকায় এ ধরনের শূণ্যতা বা বৈসাদৃশ্য দেখা দিয়েছে।
৮. জয়িতা ফাউন্ডেশনে বর্তমানে গ্রাহক বা ক্রেতাদের তথ্যভান্ডার বা ডাটাবেইসের অভাব রয়েছে।
৯. উৎপাদিত পণ্য নারী উদ্যোক্তাদের নিজ এলাকার ঐতিহ্যকে প্রতিফলিত করলেও এতে পণ্য বৈচিত্র্যের অভাব রয়েছে।

## ২.০ বাজার নেটওয়ার্ক সম্প্রসারণের কৌশলসমূহ

### ২.১ মুখ্য ব্যবসায়িক প্রক্রিয়া পরিচালনার জন্য কার্যক্রম সমন্বয়

জয়িতা ফাউন্ডেশনের প্রতিটি শাখা (Section) কতটা সুচারুভাবে প্রদত্ত কাজ সম্পাদন করে, কেবল তার উপর ব্যবসায়িক সাফল্য নির্ভর করে না। বরং মূল ব্যবসায়িক প্রক্রিয়া পরিচালনার জন্য জয়িতা ফাউন্ডেশন কতটা সফলভাবে শাখাসমূহের মধ্যে কার্যক্রম সমন্বয় করে তার ওপরও নির্ভর করে। এজন্য নিম্নলিখিত প্রক্রিয়াগুলি অন্তর্ভুক্ত করতে হবে:

১) <b>বাজার সংবেদন প্রক্রিয়া:</b> বাজার-সংবেদন প্রক্রিয়া মসৃণ করার জন্য দেশব্যাপী বিস্তৃত বাজারের সকল কার্যক্রমের তথ্য সংগ্রহ করতে হবে এবং সেঅনুযায়ী কাজ করতে হবে।
২) <b>নতুন প্রস্তাব বা অফার অনুধাবন প্রক্রিয়া:</b> নতুন প্রস্তাব বা অফার অনুধাবন প্রক্রিয়া হিসেবে জয়িতা ফাউন্ডেশনকে দূততম সময়ে ও বাজেটের মধ্যে নতুন উন্নত মানসম্পন্ন অফার বা প্রস্তাবের উপর গবেষণা, উন্নয়ন ও বাজারে আনার সকল কার্যক্রম সম্পন্ন করতে হবে। জয়িতা ফাউন্ডেশনকে বাংলাদেশের প্রতিটি বিভাগের বিদ্যমান বাজার নিয়ে গবেষণা করতে হবে।
৩) <b>ক্রেতা অর্জন (Acquisition) প্রক্রিয়া:</b> অভীষ্ট বা টার্গেট বাজার সংজ্ঞায়িত করে ও নতুন ক্রেতার সন্ধাননা তুলে ধরে ক্রেতা অর্জন প্রক্রিয়ায় জয়িতা ফাউন্ডেশনকে কার্যক্রম গ্রহণ করতে হবে।
৪) <b>ক্রেতা সম্পর্ক (Customer relationship) ব্যবস্থাপনা প্রক্রিয়া:</b> একক ভিত্তিতে সকল ক্রেতা সম্পর্কে গভীরভাবে জানা, সম্পর্ক তৈরি ও সেঅনুসারে বিক্রয় প্রস্তাব বা অফার প্রদানের জন্য জয়িতা ফাউন্ডেশনের সকল সংশ্লিষ্ট কার্যক্রম সম্পন্ন করতে হবে।
৫) <b>পরিপূর্ণ ব্যবস্থাপনা প্রক্রিয়া :</b> পণ্য ক্রয়ের আদেশ বা অর্ডার গ্রহণ ও অনুমোদন, যথাসময়ে পণ্য ডেলিভারি বা পৌঁছে দেয়া এবং পেমেন্ট বা অর্থ আদায়ের সাথে সম্পৃক্ত জয়িতা ফাউন্ডেশনের সকল কার্যক্রম নির্ধারিত সময়সীমার মধ্যে সম্পন্ন করতে হবে।

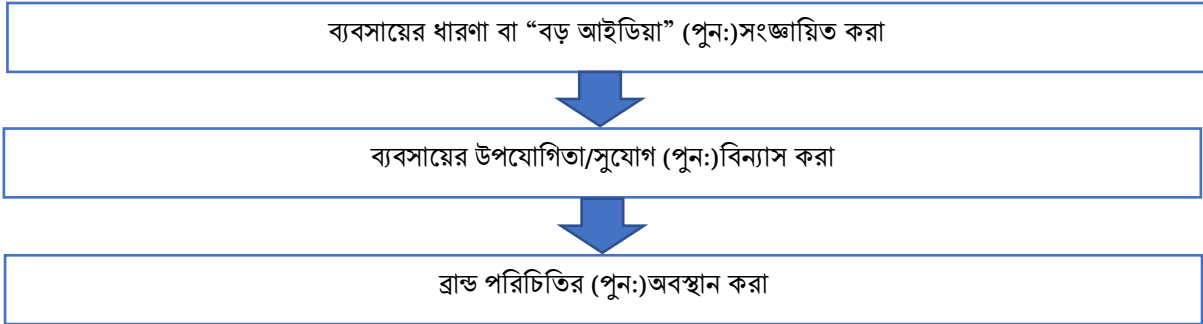
## ২.২ মৌলিক দক্ষতা (Core competencies) উন্নয়ন

জয়িতা ফাউন্ডেশনের মৌলিক দক্ষতা বা core competencies -কে দৃঢ়ভাবে কার্যক্রম এর সাথে সম্পৃক্ত করার মাধ্যমে সুনির্দিষ্ট সক্ষমতা অর্জন করলে জয়িতা ফাউন্ডেশন প্রতিযোগিতামূলক সুবিধা পেতে পারে। সম্পদ অর্জন ও ব্যবহারের সাথে ব্যবসায়িক স্বত্তা প্রতিষ্ঠা করে এমন সক্ষমতা অর্জন করতে হবে। জয়িতা ফাউন্ডেশনের পণ্য ও পরিষেবাসমূহে নিম্নলিখিত তিনটি মৌলিক দক্ষতার বিকাশ করতে হবে:

- ১) জয়িতা ফাউন্ডেশন পণ্যের মৌলিক দক্ষতার বিকাশ করবে, যা প্রতিযোগিতামূলক সুবিধার উৎস হবে এবং ক্রেতার অনুভূত সুবিধাগুলিতে গুরুত্বপূর্ণ অবদান রাখবে।
- ২) জয়িতা ফাউন্ডেশন এমনভাবে পণ্যের মূল দক্ষতা বিকাশ করবে যাতে এটি বিভিন্ন ধরনের বিপণনে প্রয়োগ করতে পারে।
- ৩) জয়িতা ফাউন্ডেশন পণ্যসমূহের এমন মূল দক্ষতা বিকাশ করবে যা প্রতিযোগীদের জন্য অনুকরণ করা কঠিন হয়।

## ২.৩ ব্যবসায় পুনর্বিদ্যাস

জয়িতা ফাউন্ডেশনের মৌলিক দক্ষতার মান সর্বোচ্চ পর্যায়ে নিতে ব্যবসায় পুনর্বিদ্যাস করা প্রয়োজন হতে পারে। সেজন্য নিম্নলিখিত পদক্ষেপসমূহ গ্রহণ করতে হবে:



## ২.৪ কৌশলগত বিপণন পরিকল্পনা

জয়িতা ফাউন্ডেশনের বিপণন পরিকল্পনা এর পরিচালনা ও সমন্বয়ের জন্য বিপণন প্রচেষ্টার মূল চালিকাশক্তি হবে। এই বিপণন পরিকল্পনা দুই পর্যায়ে বাস্তবায়ন করতে হবে:

- ১) **কৌশলগত (Strategic) বিপণন পরিকল্পনা:** পরিকল্পনাটি সর্বোত্তম বাজার সুবিধা বিশ্লেষণের উপর ভিত্তি করে লক্ষ্য বাজার এবং ফাউন্ডেশনের ভ্যালু বা মূল্য প্রস্তাব তৈরি করবে।
- ২) **কার্যপদ্ধতিগত (tactical) বিপণন পরিকল্পনা:** পরিকল্পনাটি পণ্যের বৈশিষ্ট্য, প্রচার, মার্চেন্ডাইজিং, মূল্য, বিক্রয় চ্যানেল এবং পরিষেবাসহ বিপণন কৌশল সুনির্দিষ্ট করবে।

## ২.৫ প্রাতিষ্ঠানিক ও শাখা পর্যায়ে কৌশলগত পরিকল্পনা

প্রাতিষ্ঠানিক ও শাখা পর্যায়ের বিভিন্ন লক্ষ্যমাত্রা যেমন- বিক্রয় লক্ষ্যমাত্রা, মুনাফা লক্ষ্যমাত্রা ইত্যাদি অর্জনের জন্য জয়িতা ফাউন্ডেশনকে সদর দপ্তর ও শাখা পর্যায়ে বেশ কিছু পদক্ষেপ গ্রহণ করতে হবে। এর মধ্যে রয়েছে:

১. **প্রাতিষ্ঠানিক অভিলক্ষ্য বা কর্পোরেট মিশন:** জয়িতা ফাউন্ডেশন তার প্রাতিষ্ঠানিক অভিলক্ষ্য পুনর্বিবেচনা করবে। প্রাতিষ্ঠানিক অভিলক্ষ্য প্রস্তুতির জন্য জয়িতা ফাউন্ডেশন নিম্নলিখিত বৈশিষ্ট্যগুলি বিবেচনা করবে:

১) এতে সীমিত সংখ্যক লক্ষ্য অন্তর্ভুক্ত থাকবে।
২) এটি জয়িতা ফাউন্ডেশনের প্রধান নীতিসমূহ ও মান (values) এর উপর জোর দিবে।
৩) যে প্রধান প্রতিযোগিতামূলক ক্ষেত্রগুলিতে জয়িতা ফাউন্ডেশন পরিচালিত হবে, এতে তা সুনির্দিষ্টভাবে সংজ্ঞায়িত করবে।
৪) এতে একটি সুদূরপ্রসারী দৃষ্টিভঙ্গি থাকবে।
৫) এটি যথাসম্ভব সংক্ষিপ্ত, স্মরণীয় ও অর্থপূর্ণ হবে।

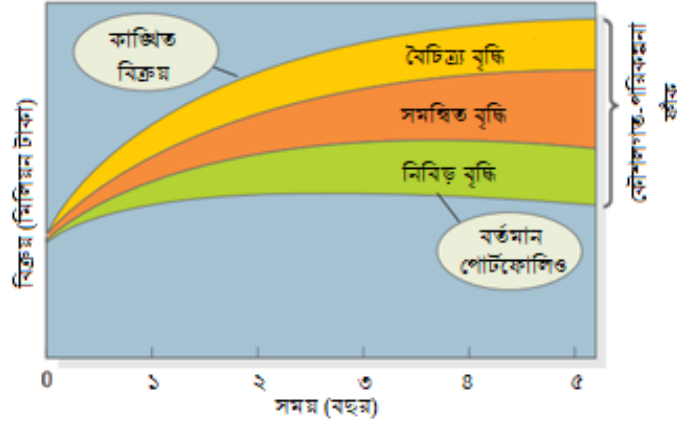
২. **কৌশলগত ব্যবসায় ইউনিট প্রতিষ্ঠা:** কৌশলগত ব্যবসায় ইউনিট (Strategic Business Units বা SBU) প্রতিষ্ঠার ক্ষেত্রে জয়িতা ফাউন্ডেশন নিম্নলিখিত বৈশিষ্ট্যগুলি বিবেচনা করবে:

১) এটি একটি একক ব্যবসায় বা সম্পর্কযুক্ত ব্যবসায়ের সমন্বয় হবে, যা জয়িতা ফাউন্ডেশনের অন্যান্য কার্যক্রম থেকে পৃথকভাবে পরিকল্পনা করা হবে।
২) প্রতিটি ইউনিটের নিজস্ব প্রতিযোগী থাকবে।
৩) এতে কৌশলগত পরিকল্পনা ও মুনাফা সংশ্লিষ্ট কাজের জন্য দায়িত্বপ্রাপ্ত একজন ব্যবস্থাপক বা ম্যানেজার থাকবে, যিনি মুনাফাকে প্রভাবিত করতে পারে এমন বেশিরভাগ বিষয় বা ফ্যাকটরকে নিয়ন্ত্রণ করবেন।

৩. **প্রতিটি কৌশলগত ব্যবসায় ইউনিটে সম্পদ বরাদ্দ:** কোন একটি কৌশলগত ব্যবসায় ইউনিট সুনির্দিষ্ট হলে, জয়িতা ফাউন্ডেশনের ব্যবস্থাপনা কর্তৃপক্ষ প্রতিটি ইউনিটের জন্য কর্পোরেট সম্পদ বরাদ্দ সংক্রান্ত সিদ্ধান্ত নিবে। প্রতিটি ব্যবসায়ের ক্ষেত্রে সিদ্ধান্ত হবে- একে আরও বাড়ানো, ব্যবসায় চালিয়ে যাওয়া, ব্যবসায়ের নগদায়ন বা ব্যবসায় ধরে রাখা ইত্যাদি। বিনিয়োগের সিদ্ধান্ত নেয়ার ক্ষেত্রে কর্তৃপক্ষ যেকোন উপযুক্ত মডেল অনুসরণ করতে পারে।

৪. **প্রবৃদ্ধির সুযোগ মূল্যায়ন:** জয়িতা ফাউন্ডেশনকে প্রবৃদ্ধির সুযোগসমূহ মূল্যায়ন করতে হবে। এক্ষেত্রে, জয়িতা ফাউন্ডেশন নতুন ব্যবসায়ের পরিকল্পনা করবে, ব্যবসায় সংকুচিত করবে অথবা পুরনো ব্যবসায় বন্ধ করে দিবে। যদি ভবিষ্যৎ প্রত্যাশিত বিক্রয় (desired sales) এবং প্রক্ষেপিত বিক্রয় (projected sales) এর মধ্যে ব্যবধান দেখা যায়, তবে জয়িতা ফাউন্ডেশন সেই ব্যবধান পূরণে ব্যবসায়ের উন্নয়ন বা নতুন ব্যবসায় চালু করবে।

চিত্র-১০: কৌশলগত-পরিকল্পনা ফাঁক বা ব্যবধান



চিত্র-১০-এ এই কৌশলগত-পরিকল্পনার ব্যবধানকে তুলে ধরা হয়েছে। এখানে সর্বনিম্ন বক্ররেখা বর্তমান ব্যবসায়িক পোর্টফোলিও থেকে পরবর্তী পাঁচ বছরে জয়িতা ফাউন্ডেশনের প্রত্যাশিত বিক্রয় প্রজেক্ট করে। সর্বোচ্চ বক্ররেখাটি একই সময়ের মধ্যে জয়িতা ফাউন্ডেশনের কাঙ্ক্ষিত বিক্রয় বর্ণনা করে।

সুতরাং, জয়িতা ফাউন্ডেশনের জন্য নিম্নবর্ণিত তিনটি বিকল্প থাকবে:

- ১) **নিবিড় সুযোগ:** জয়িতা ফাউন্ডেশনের জন্য প্রথম বিকল্প, বর্তমান ব্যবসায়ের প্রবৃদ্ধির সুযোগ চিহ্নিত করা।
  - ২) **সমন্বিত সুযোগ:** জয়িতা ফাউন্ডেশনের জন্য দ্বিতীয় বিকল্প হলো, বর্তমান ব্যবসায়ের সাথে সম্পর্কিত ব্যবসায়িক অর্জন বা সুযোগগুলি চিহ্নিত করা।
  - ৩) **বহুমুখীকরণের সুযোগ:** জয়িতা ফাউন্ডেশনের জন্য তৃতীয় বিকল্প হলো, প্রচলিত ব্যবসায়িক পণ্যের সাথে ব্যবসা-বহির্ভূত আকর্ষণীয় পণ্য সেবার সুযোগগুলি চিহ্নিত করা।
- ৫। **প্রতিষ্ঠান ও প্রাতিষ্ঠানিক চর্চা:** জয়িতা ফাউন্ডেশন এর কাঠামো, নীতি এবং করপোরেট চর্চা নিয়ে গঠিত। যদিও এগুলো দ্রুত পরিবর্তনশীল ব্যবসায়িক পরিবেশের কারণে অকার্যকর হতে পারে। সেক্ষেত্রে ব্যবস্থাপকগণ (প্রয়োজন হলে) কাঠামো ও নীতি পরিবর্তন করবেন। জয়িতা ফাউন্ডেশনের নিজস্ব সংস্কৃতি পরিবর্তন করা খুবই কঠিন। এক্ষেত্রে, চর্চায় অভিযোজনও সফল বাস্তবায়নের একটি মূল কৌশল হতে পারে।
- ৬। **বিপণন উদ্ভাবন:** জয়িতা ফাউন্ডেশনের উর্ধ্বতন ব্যবস্থাপনা কর্তৃপক্ষ নিচে উপস্থাপিত তিনটি গ্রুপ থেকে নতুন ধারণা চিহ্নিত করবে এবং উৎসাহিত করবে:
- ১) তারুণ্যে উজ্জীবিত কৌশলী কর্মচারী।
  - ২) জয়িতা ফাউন্ডেশনের সদর দপ্তর থেকে বহু দূরে কর্মরত কর্মচারী।
  - ৩) প্রতিষ্ঠানে নতুন নিযুক্ত কর্মচারী। প্রতিটি গ্রুপ জয়িতা ফাউন্ডেশনের সনাতন ধারণাকে চ্যালেঞ্জ করে নতুন ধারণা উদ্দীপ্ত করতে পারে।

জয়িতা ফাউন্ডেশনের ব্যবসায়িক উদ্ভাবনের বিবিধ মাত্রার কার্যক্রম বা ব্যবস্থাসমূহ নিম্নরূপ হবে:

মাত্রা (Dimension)	কার্যক্রম (Action)
১) প্রস্তাব বা অফার	জয়িতা ফাউন্ডেশন উদ্ভাবনী নতুন পণ্য বা পরিষেবা তৈরি করবে।
২) কর্মপন্থা (Platform)	জয়িতা ফাউন্ডেশন প্রচলিত উপাদান বা বিল্ডিং ব্লক ব্যবহার করে তা থেকে উৎপাদ (derivative) হিসেবে নতুন পণ্য ও পরিষেবা তৈরি করবে।
৩) সমাধান	জয়িতা ফাউন্ডেশন প্রতিটি ক্রেতার সমস্যা সমাধানের জন্য সমন্বিত এবং সুনির্দিষ্ট (customized) অফার বা প্রস্তাব তৈরী করবে।
৪) গ্রাহক বা ক্রেতা	জয়িতা ফাউন্ডেশন গ্রাহকের যেসকল প্রয়োজন মেটানো হয়নি অথবা গ্রাহকের যে অংশকে এখনও পর্যন্ত পণ্য বা সেবার আওতায় আনা হয়নি, তা খুঁজে বের করার চেষ্টা করবে।
৫) ক্রেতার অভিজ্ঞতা	জয়িতা ফাউন্ডেশন সকল ক্ষেত্রে ও যোগাযোগের সকল মুহূর্তে ক্রেতার সাথে মিথস্ক্রিয়াকে পুনঃডিজাইন করবে।
৬) মূল্য ক্যাপচার বা নিয়ন্ত্রণ	জয়িতা ফাউন্ডেশন তার অর্থ প্রদান প্রক্রিয়া পুনঃসংজ্ঞায়িত করবে অথবা মুনাফার জন্য নতুন উদ্ভাবনী ধারা তৈরি করবে।
৭) প্রক্রিয়া	জয়িতা ফাউন্ডেশন কার্যকর ও ফলপ্রসূ মূল অপারেটিং প্রক্রিয়াগুলিকে পুনরায় ডিজাইন করবে।
৮) সংগঠন	জয়িতা ফাউন্ডেশন প্রয়োজনমতো প্রতিষ্ঠানের গঠন, কাজ ও কর্মকাণ্ড পরিবর্তন করবে।
৯) সরবরাহ চেইন	জয়িতা ফাউন্ডেশন (কাঁচামালের) উৎস বা সোর্সিং খুঁজতে এবং তা পূরণ করতে ভিন্নভাবে চিন্তা করবে।
১০) উপস্থিতি	জয়িতা ফাউন্ডেশন নতুন বিতরণ চ্যানেল বা উপস্থিতির উদ্ভাবনী পয়েন্ট তৈরি করবে।
১১) নেটওয়ার্কিং	জয়িতা ফাউন্ডেশন নেটওয়ার্ক-কেন্দ্রিক বুদ্ধিমত্তা-ভিত্তিক এবং সমন্বিত অফার তৈরি করবে।
১২) ব্র্যান্ড	জয়িতা ফাউন্ডেশন একটি ব্র্যান্ডকে নতুন ডোমেইনে ব্যবহার করবে।

## ২.৬ বিপণন ব্যবস্থাপনা সম্পৃক্ত কাজসমূহ

### ২.৬.১ বিপণন কৌশল ও পরিকল্পনা উন্নয়ন

জয়িতা ফাউন্ডেশনের প্রথম কাজ হবে বাজার অভিজ্ঞতা এবং মূল দক্ষতার ভিত্তিতে সম্ভাব্য দীর্ঘমেয়াদী সুযোগগুলি চিহ্নিত করা। জয়িতা ফাউন্ডেশন তার পণ্যগুলিকে আরও ভাল বৈশিষ্ট্যসহ ডিজাইন করবে। ফাউন্ডেশন অবশ্যই পূর্ণাঙ্গ বিপণন পরিকল্পনা প্রকাশ করবে যা বিপণন কৌশল ও এগিয়ে যাওয়ার কার্যপদ্ধতিগুলি নির্দিষ্ট করে।

- ১) জয়িতা ফাউন্ডেশন বিপণন মিশ্রণের সমস্ত দিক, যেমন পণ্য, মূল্য, প্রচার ও স্থান, অন্তর্ভুক্ত করার জন্য সেগমেন্ট পজিশনিং কৌশল সম্প্রসারিত করবে।
- ২) মূল্য নির্ধারণের নীতি প্রণয়নের ক্ষেত্রে, জয়িতা ফাউন্ডেশন একটি ছয়-ধাপ বিশিষ্ট পদ্ধতি অনুসরণ করবে।
  - (ক) জয়িতা ফাউন্ডেশন তার মূল্য নির্ধারণের উদ্দেশ্য নির্বাচন করবে।
  - (খ) জয়িতা ফাউন্ডেশন চাহিদা বক্ররেখা ও প্রতিটি সম্ভাব্য মূল্যের বিপরীতে সম্ভাব্য বিক্রয়ের পরিমাণ অনুমান করবে।
  - (গ) জয়িতা ফাউন্ডেশন পুঞ্জীভূত উৎপাদন অভিজ্ঞতার বিভিন্ন স্তরে, আউটপুটের বিভিন্ন স্তরে ও বিভেদযুক্ত বিপণন অফারগুলির জন্য কীভাবে এর খরচ পরিবর্তিত হয়, তা অনুমান করবে।
  - (ঘ) জয়িতা ফাউন্ডেশন প্রতিযোগীদের খরচ, মূল্য এবং অফার পরীক্ষা করবে।
  - (ঙ) জয়িতা ফাউন্ডেশন একটি মূল্য নির্ধারণের পদ্ধতি নির্বাচন করবে, এবং
  - (চ) জয়িতা ফাউন্ডেশন চূড়ান্ত মূল্য নির্বাচন করবে।
- ৩) জয়িতা ফাউন্ডেশন নিম্নলিখিত শর্তে একটি বাজার-অনুপ্রবেশ (market-penetration) মূল্য কৌশল গ্রহণ করবে:
  - (ক) বাজার অত্যন্ত মূল্য সংবেদনশীল এবং কম দাম বাজারের বৃদ্ধিকে উদ্দীপিত করে;
  - (খ) সঞ্চিত উৎপাদন অভিজ্ঞতার সাথে সাথে উৎপাদন ও বিতরণ ব্যয় হ্রাস পায়; এবং
  - (গ) কম দাম প্রকৃত ও সম্ভাব্য প্রতিযোগিতাকে নিরুৎসাহিত করে।

## ২.৬.২ বিপণনের জন্য অফার গড়ন (Offer shaping)

বিপণন কর্মসূচির কেন্দ্রবিন্দুতে পণ্যের অবস্থান। বাজারে জয়িতা ফাউন্ডেশনের বাস্তব (tangible) অফারের মধ্যে রয়েছে পণ্যের গুণমান, নকশা, বৈশিষ্ট্য ও প্যাকেজিং। মূল্য নির্ধারণের সিদ্ধান্ত নেওয়ার জন্য, জয়িতা ফাউন্ডেশনকে প্রতিষ্ঠান, গ্রাহক, প্রতিযোগিতা ও বিপণন পরিবেশ ইত্যাদি বিষয়গুলিকে বিবেচনায় আনতে হবে। একটি প্রতিযোগিতামূলক সুবিধা অর্জনের জন্য, জয়িতা ফাউন্ডেশন পণ্য অফারের অংশ হিসাবে পণ্য সরবরাহ বা ডেলিভারি করবে। জয়িতা ফাউন্ডেশন পাইকারি ও খুচরা মূল্য, ডিসকাউন্ট এবং ক্রেডিট শর্তাবলী সম্পর্কে সিদ্ধান্ত গ্রহণ করবে। মূল্য নির্ধারণের সিদ্ধান্ত অবশ্যই প্রতিষ্ঠানের বিপণন কৌশল ও এর লক্ষ্য বাজার এবং ব্র্যান্ড অবস্থানের সাথে সামঞ্জস্যপূর্ণ হতে হবে।

## ২.৬.৩ পণ্যের অবস্থানের উপর ভিত্তি করে সফল দীর্ঘমেয়াদী প্রবৃদ্ধি অর্জন

জয়িতা ফাউন্ডেশন দীর্ঘমেয়াদী দৃষ্টিভঙ্গিতে নতুন পণ্য উন্নয়ন, পরীক্ষা ও বাজারে আনার প্রক্রিয়া শুরু করবে। এ কৌশলে পরিবর্তনশীল বৈশ্বিক সুযোগ ও চ্যালেঞ্জকে বিবেচনা করা হবে।

## ২.৭ পণ্য কৌশল

পণ্য কৌশল বলতে পণ্য মিশ্রণ, পণ্য লাইন, ব্র্যান্ড এবং প্যাকেটজাতকরণ ও লেবেল সম্পর্কে সমন্বিত সিদ্ধান্ত গ্রহণকে বুঝায়।

১. জয়িতা ফাউন্ডেশন সর্বনিম্ন লাভজনক অবস্থা নির্মূল করতে তার পণ্যগুলিকে লাইন স্ট্রিচিং (ডাউন-মার্কেট, আপ-মার্কেট, বা উভয়) বা লাইন ফিলিং এর মাধ্যমে দীর্ঘায়িত করবে, তার পণ্যগুলিকে আধুনিক করবে, নির্দিষ্ট পণ্যগুলি বৈশিষ্ট্যযুক্ত করবে এবং প্রয়োজনে পণ্যগুলি ছাঁটাই করে তার বিপণন মিশ্রণের পণ্য উপাদান পরিবর্তন করবে।
২. জয়িতা ফাউন্ডেশন তাদের স্বল্পস্থায়ী পণ্যগুলিকে অনেক জায়গায় পাওয়ার ব্যবস্থা করবে, সামান্য মার্কাআপ চার্জ নিবে এবং পরীক্ষামূলকভাবে পণ্য নেয়ায় প্ররোচিত করতে ও পছন্দ তৈরি করতে ব্যাপক বিজ্ঞাপনের ব্যবস্থা করবে।
৩. জয়িতা ফাউন্ডেশন ব্যক্তিগত পর্যায়ে বিক্রয় এবং পরিষেবা প্রদানের চেষ্টা করবে, (মুনাফায়) একটি উচ্চ মার্জিন নির্দেশ করবে এবং বিনিময়ে গ্রাহককে আরও পণ্যের গ্যারান্টি বা নিশ্চয়তা প্রদান করবে।
৪. পরিষেবাগুলি অস্পষ্ট (intangible), অবিচ্ছেদ্য, পরিবর্তনশীল হওয়ায় এবং পচনশীল পণ্যগুলির জন্য আরও গুণমান নিয়ন্ত্রণের প্রয়োজন হওয়ায়, সরবরাহকারীর বিশ্বাসযোগ্যতা এবং অভিযোজনযোগ্যতা অর্জন করতে জয়িতা ফাউন্ডেশন বিষয়গুলিকে যথাযথভাবে বিবেচনা করবে।

## ২.৮ সম্পর্ক বিপণন (relationship marketing) কৌশল

১. জয়িতা ফাউন্ডেশন সেবা সম্পর্ক বিপণনের জন্য সঠিক প্রযুক্তি বিবেচনা করবে। এই অত্যাবশ্যকীয় উপাদানগুলির মধ্যে লক্ষ্য-গ্রাহকের কাছে পৌঁছানোর জন্য ইমেল ব্যবহার, বুদ্ধি, ডাটাবেস সফটওয়্যার এবং ওয়েব প্রযুক্তির ব্যবহার ইত্যাদি অন্তর্ভুক্ত থাকবে। জেএফ এবং গ্রাহক। জয়িতা ফাউন্ডেশন ও গ্রাহকের মধ্যে অবিচ্ছিন্ন যোগাযোগ বৃদ্ধি করতে ই-মেইল, ওয়েব সাইট, কল সেন্টার, কৃত্রিম বুদ্ধিমত্তা, ডাটাবেস এবং ডাটাবেস সফটওয়্যার ব্যবহার করতে হবে।
২. বিপণন এখন আর সীমিত সংখ্যক কাজের জন্য দায়িত্বপ্রাপ্ত প্রতিষ্ঠানের একটি শাখা নয়, বরং প্রতিষ্ঠানব্যাপী একটি উদ্যোগ। এটি জয়িতা ফাউন্ডেশনের রূপকল্প, অভিলক্ষ্য ও কৌশলগত পরিকল্পনাকে চালিত করে।

(ক) দেশব্যাপী বিপণন লক্ষ্য অর্জনের জন্য সকল শাখা একসাথে কাজ করবে।

(খ) স্ট্র্যাটেজিক অ্যালায়েন্স অ্যান্ড বিজনেস ইনোভেশন (SABI) সঠিক পণ্য ডিজাইন করবে।

(গ) ফিন্যান্স, একাউন্টস অ্যান্ড রিসোর্স মোবাইলাইজেশন (FARM) বিভাগ প্রয়োজনীয় তহবিল সরবরাহ করবে এবং বিভিন্ন ক্রেতা, পণ্য ও এলাকার মুনাফার হার পরিমাপ করবে;

(ঘ) প্রকিউরমেন্ট অ্যান্ড ইনভেন্টরি ম্যানেজমেন্ট (পিআইএম) শাখা উচ্চমানের সামগ্রী ক্রয় করবে; এবং সমস্ত কার্যক্রমের সাথে সামঞ্জস্য রেখে, ব্যক্তি নারী উদ্যোক্তা ও নারী উদ্যোক্তা সমিতি সময়মতো উচ্চমানের পণ্য তৈরি করবে।

## ২.৯ বিপণন চ্যানেলের সদ্ব্যবহার/ ব্যবহার

যেহেতু সময়, স্থান ও নিয়ন্ত্রণের ফাঁক-ফোকরগুলো অতিক্রম করে বিপণন চ্যানেল পণ্য ও পরিষেবাগুলোকে পৃথক করে, তাই জয়িতা ফাউন্ডেশনের বিপণন চ্যানেলের সদস্যবৃন্দ, যারা তা চায় বা যাদের প্রয়োজন, তারা নিম্নবর্ণিত মূল কার্যক্রমগুলো সম্পাদন করবে:

১। বিপণন পরিবেশে বিদ্যমান সম্ভাব্য ও বর্তমান ক্রেতা, প্রতিযোগী এবং অন্যান্য উপাদান ও চালিকাশক্তি সম্পর্কে তথ্য সংগ্রহ করবে।
২। ক্রয়কে উদ্দীপ্ত করার জন্য প্ররোচনামূলক যোগাযোগ উন্নয়ন ও প্রচার করবে।
৩। নারী উদ্যোক্তা সমিতি ও নারী উদ্যোক্তাদের সাথে মূল্য ও অন্যান্য শর্তাদি নিয়ে আলোচনা করে চুক্তিতে পৌঁছাতে হবে, যাতে মালিকানা বা অধিকার হস্তান্তর কার্যকর হতে পারে।
৪। উৎপাদনকারীর কাছে ক্রয়াদেশ দিতে হবে (নারী উদ্যোক্তা সমিতি/নারী উদ্যোক্তা)।
৫। বিপণন চ্যানেলের বিভিন্ন পর্যায়ে বিনিয়োগের জন্য তহবিল বা অর্থের সংস্থান করতে হবে।
৬। চ্যানেলের কার্যক্রম সম্পর্কিত ঝুঁকি সম্পর্কে ধারণা রাখতে হবে।
৭। ধারাবাহিকভাবে ভৌত পণ্য মজুদ ও পরিবহনের জন্য পণ্যের যোগান দিতে হবে।

## ৩.০ ভ্যালু চেইন উন্নয়ন ও এর দেশব্যাপী সম্প্রসারণ কৌশলসমূহ

### ৩.১ ভ্যালু চেইন বিশ্লেষণ কৌশল

কোনো ভ্যালু চেইন কার্যকর (অর্থাৎ সঠিক কাজটি করছে কিনা) এবং দক্ষ (অর্থাৎ সঠিকভাবে কাজ করছে কিনা) কিনা, তা ভ্যালু চেইন বিশ্লেষণের মাধ্যমে পরীক্ষা করতে হবে। এজন্য, ভ্যালু চেইন বিশ্লেষণ অনুযায়ী :

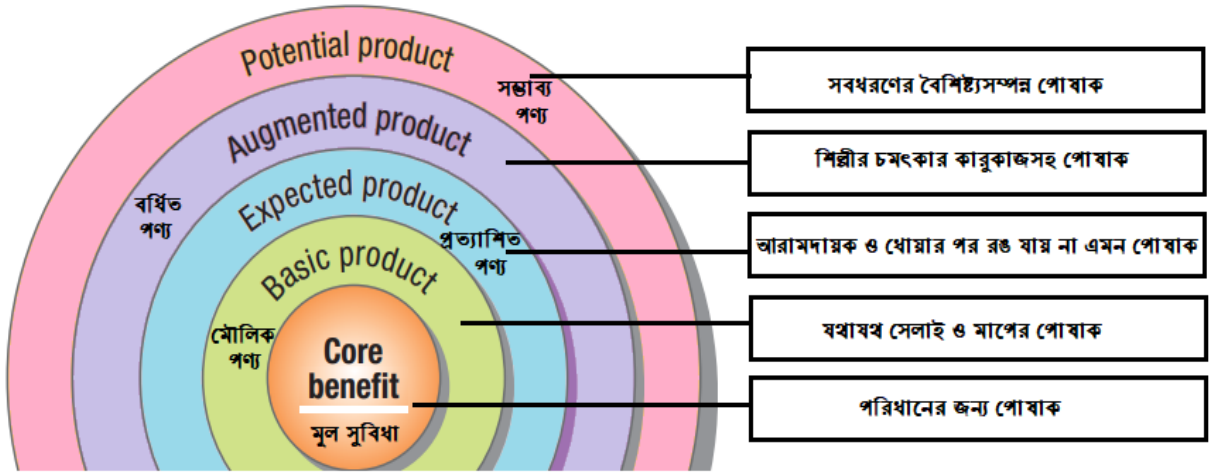
- ১। ভোক্তাদের দৃষ্টিতে চেইনটি ভ্যালু তৈরী ও সরবরাহের সর্বোত্তম সুযোগ সৃষ্টির উপযোগী কিনা তা মূল্যায়ন করতে হবে;
- ২। সবচেয়ে কম খরচ ও কম অপচয়ে কোনো পণ্যের উৎপাদন, প্রক্রিয়াকরণ এবং সরবরাহ চেইনটি ভ্যালু যোগ করার উপযোগী কিনা তা মূল্যায়ন করতে হবে;
- ৩। ভোক্তামূল্য অনুধাবন করতে হবে এবং পুরো চ্যানেল জুড়ে ভ্যালু তৈরী ও সরবরাহের দিকে লক্ষ্য রাখতে হবে;
- ৪। সমগ্র চেইন জুড়ে কৌশলগত সহযোগিতা এবং অপারেশনাল সহযোগিতা বিকাশ এবং ক্রমাগত উন্নতির জন্য প্রচেষ্টা অব্যাহত রাখতে হবে।



### ৩.২ ভ্যালু সরবরাহ

- ১। জয়িতা ফাউন্ডেশন পণ্য ও পরিষেবায় বিদ্যমান বাস্তব মূল্য টার্গেট মার্কেটে প্রদানের উপায় নির্ধারণ করবে। অপচয় হ্রাস ভ্যালু যোগ করতে গুরুত্বপূর্ণ ভূমিকা পালন করতে পারে।
- ২। বাজার অফার পরিকল্পনার জন্য জয়িতা ফাউন্ডেশন তার পণ্যগুলিকে পাঁচটি স্তরে বিবেচনা করবে। প্রতিটি স্তরে আরও ভোক্তামূল্য যোগ করতে হবে এবং ভোক্তা-মূল্যের উচ্চানুক্রম তৈরি করতে হবে। চিত্র-১১-এ নারীদের পোষাকের ক্ষেত্রে পাঁচটি স্তর সম্পর্কে ধারণা দেয়া হয়েছে।

চিত্র-১১: নারীদের পোষাকের ক্ষেত্রে পণ্যের পাঁচটি স্তর



- ৩। জয়িতা ফাউন্ডেশন সর্বোচ্চ স্তরে পৌঁছাতে পণ্যে মূল্যমান যোগ করবে/ভ্যালু সরবরাহ করবে। চ্যানেল কার্যক্রমের মধ্যে জয়িতা ফাউন্ডেশনের উদ্দীষ্ট (Target) ক্রেতার কাছে পণ্য সহজলভ্য ও পর্যাপ্ততা নিশ্চিত করার পদক্ষেপ থাকবে। জয়িতা ফাউন্ডেশন উদ্দীষ্ট বাজারে পণ্য ও পরিষেবা দক্ষতার সাথে সরবরাহ করতে বিভিন্ন বিপন্ন সহায়তাকারী নির্বাচন ও নিয়োগ করবে এবং সংযোগ স্থাপন ((Link) করবে।
- ৪। জয়িতা ফাউন্ডেশন বিভিন্ন ধরনের খুচরা ও পাইকারী বিক্রেতা এবং বাস্তব-বিতরণ সংস্থা সম্পর্কে জানতে ও তারা কিভাবে সিদ্ধান্ত নেয় তা বুঝতে পারবে।

### ৩.৩ মূল্য অবহিতকরণ

জয়িতা ফাউন্ডেশন পর্যাপ্তভাবে টার্গেট বা নির্ধারিত লক্ষ্য বাজারে তার পণ্য এবং পরিষেবার বিদ্যমান ভ্যালু সম্পর্কে অবহিত করবে। সকল যোগাযোগ কার্যক্রমে ব্যক্তিগত এবং সম্মিলিত অবদানকে সর্বাধিক করার জন্য একটি সমন্বিত বিপন্ন যোগাযোগ কর্মসূচি নির্ধারণ করতে হবে। জয়িতা ফাউন্ডেশন বিজ্ঞাপন, বিক্রয় প্রচার, ইভেন্ট এবং জনসম্পর্ক সমন্বিত গণযোগাযোগ কর্মসূচি স্থাপন করবে। এছাড়াও জয়িতা ফাউন্ডেশন আরও ব্যক্তিগতভাবে অবহিত করার পরিকল্পনা করবে। সরাসরি ও ইন্টারেক্টিভ মার্কেটিং এর সাথে সাথে বিক্রয়কর্মীদের নিয়োগ, প্রশিক্ষণ ও অনুপ্রাণিত করতে হবে।

### ৩.৪ লাভে ভোক্তা মূল্য বা গ্রাহক মূল্য প্রদান কার্যক্রম

১) অর্থনীতি অত্যন্ত প্রতিযোগিতামূলক হওয়ায় জ্ঞাত ক্রেতাগণ ক্রমবর্ধমান হারে প্রচুর পছন্দ বা চয়েজের মুখোমুখি হন। জয়িতা ফাউন্ডেশনকে এজন্য যা করতে হবে:

ক) ভোক্তা মূল্য প্রদানের প্রক্রিয়াকে উন্নত করতে হবে; এবং

খ) লাভজনক ভোক্তা মূল্য প্রদানের জন্য ক্রেতাকে উচ্চতর মূল্য (value) বাছাই করে তা অবহিত করতে হবে।

২) জয়িতা ফাউন্ডেশন মূল্য (value) সৃষ্টি ও বিতরণের ধারাবাহিকতাকে নিম্নবর্ণিত তিনটি পর্যায়ে বিভক্ত করবে:

ক) **মার্কেট বিভাজন, লক্ষ্য নির্বাচন ও মূল্য পজিশনিং পর্যায়:** জয়িতা ফাউন্ডেশনের বিপণন টিম মার্কেটকে বিভাজন (segment) করবে, উপযুক্ত লক্ষ্য নির্বাচন করবে এবং তার পণ্য সংক্রান্ত অফারের অফার মূল্যের অবস্থান বা পজিশনিং করবে। জয়িতা ফাউন্ডেশন তার ক্রেতাদের সুনির্দিষ্ট গোষ্ঠী বা গ্রুপকে চিহ্নিত করবে এবং চাহিদা ও চাওয়ার ভিত্তিতে তাদের প্রোফাইল প্রস্তুত করবে। জয়িতা ফাউন্ডেশন বাজারে প্রবেশের জন্য এক বা একাধিক বাজারের অংশ বা সেগমেন্ট নির্ধারণ করবে। বাজারের প্রতিটি টার্গেট অংশের জন্য, জয়িতা ফাউন্ডেশনের বাজার অফারটির স্বতন্ত্র সুবিধা(গুলি) নির্ধারণ করে ক্রেতাদের জানাতে হবে।

খ) **পণ্যের বৈশিষ্ট্য, মূল্য এবং বিতরণের পর্যায়:** জয়িতা ফাউন্ডেশনের বিপণন টিম সুনির্দিষ্ট পণ্যের বৈশিষ্ট্য, মূল্য এবং বিতরণ পদ্ধতি নির্ধারণ করবে।

গ) **ভ্যালু অবহিতকরণ পর্যায়:** তৃতীয় ধাপে জয়িতা ফাউন্ডেশনের বিপণন টিমের কাজ হবে পণ্য সম্পর্কে ঘোষণা ও প্রচারের জন্য বিক্রয় টিম, ইন্টারনেট, বিজ্ঞাপন এবং অন্য কোন যোগাযোগের পদ্ধতি ব্যবহারের মাধ্যমে মূল্য বা ভ্যালু সম্পর্কে অবহিত করা। এই ভ্যালু অবহিতকরণ প্রক্রিয়াটি পণ্য হাতে আসার আগেই শুরু করতে হবে। এই পর্যায়টি ক্রমাগত উন্নয়নের মাধ্যমে এবং পণ্যটি বাজারে আসার পরেও চলতে থাকবে।

### ৩.৫ অধিক ভোক্তামূল্য সৃষ্টির জন্য কার্যক্রম

অধিকতর ভোক্তামূল্য সৃষ্টির উপায় চিহ্নিত করার জন্য, জয়িতা ফাউন্ডেশন নিজস্ব পণ্যের নকশা, উৎপাদন, বাজারজাতকরণ, বিতরণ এবং সহায়তার জন্য একাধিক কার্যক্রমের মধ্যে সমন্বয় করবে।

১. ভ্যালু চেইনের আওতায় নয়টি কৌশলগত প্রাসঙ্গিক কার্যক্রম চিহ্নিত করতে হবে। এর মধ্যে রয়েছে পাঁচটি প্রাথমিক এবং চারটি সহায়তা কার্যক্রম রয়েছে, যা জয়িতা ফাউন্ডেশনের জন্য ভোক্তা মূল্য ও ব্যয় তৈরি করবে।

প্রাথমিক কার্যক্রমের মধ্যে নিম্নরূপ বিষয়াদি অন্তর্ভুক্ত থাকবে:

- |   |
|---|
| ১) অন্তর্মুখী রসদ (Inbound logistics) বা ব্যবসার মধ্যে উপকরণ আনা;       |
| ২) ক্রিয়া প্রণালী (Operations) বা উপকরণকে চূড়ান্ত পণ্যে রূপান্তর;     |
| ৩) বহির্মুখী রসদ (Outbound logistics) বা চূড়ান্ত পণ্য গন্তব্যে প্রেরণ; |
| ৪) বিপণন ও বিক্রয়;   |
| ৫) পরিষেবা।   |

বিশেষায়িত শাখা নিম্নরূপ সহায়তা কার্যক্রমসমূহ পরিচালনা করবেঃ

৬) পণ্য ক্রয় বা সংগ্রহ (Procurement);
৭) প্রযুক্তির উন্নয়ন;
৮) মানব সম্পদ ব্যবস্থাপনা; এবং
৯) জয়িতা ফাউন্ডেশনের অবকাঠামো (এর মধ্যে রয়েছে সাধারণ ব্যবস্থাপনার ব্যয়, পরিকল্পনা, অর্থায়ন, হিসাবরক্ষণ, আইনগত ও সরকারি বিষয়াদি)।

এক্ষেত্রে জয়িতা ফাউন্ডেশন প্রতিটি ভ্যালু সৃষ্টিকারী কার্যক্রমের ব্যয় ও কর্মক্ষমতা পরীক্ষা করবে এবং একে উন্নত করার উপায়গুলি অনুসন্ধান করবে। বিপণন ম্যানেজারগণকে প্রতিযোগীদের পণ্যের ব্যয় ও কর্মক্ষমতাকে অনুমান এবং বেঞ্চমার্ক হিসেবে এগুলোর সাথে নিজেদের পণ্য তুলনা করতে হবে। এভাবে জয়িতা ফাউন্ডেশন বিশ্ব সেরা কোম্পানিগুলির “বিশ্ব সেরা পণ্য” পর্যালোচনা করবে এবং আরও এগিয়ে যাবে।

২. **গ্রাহক আনুগত্য কর্মসূচি:** জয়িতা ফাউন্ডেশন একটি গ্রাহক আনুগত্য কর্মসূচি চালু করবে যার আওতায় সকল ক্রেতার তথ্যউপাত্ত একটি কেন্দ্রীয় ডাটাবেইজে নিয়ে আসা হবে এবং যা বিনিয়োগের ফলাফল সম্পর্কে ভালভাবে ধারণা দিতে পরিশীলিত বিশ্লেষণ প্রদান করবে। ক্রেতার জয়িতা আউটলেট এবং জয়িতা টাওয়ারে গেলে, সম্ভাব্য ক্রয় বিশ্লেষণের মাধ্যমে তাদেরকে ফুড ভাউচার বা জিমনেসিয়াম পরিষেবার মতো গিফট অফার করা হবে।

### ৩.৬ পণ্য সনাক্তকরণ কৌশলের বৈশিষ্ট্যসমূহ

১. জয়িতা ফাউন্ডেশনের ব্র্যান্ড উন্নয়ন ও বিপণন নেটওয়ার্ক (BPMN) শাখা প্রতিটি পণ্যের বৈশিষ্ট্যগুলি চিহ্নিত করবে যার ভোক্তা মূল্য রয়েছে। বিস্তৃত পরিসরের গবেষণা থেকে জানা যায় যে, প্রতিটি পণ্যেরই একটি ভোক্তা মূল্য বৈশিষ্ট্য রয়েছে, যা সকল ভোক্তার ক্ষেত্রেই দেখা যায়। যদিও সংস্কৃতি, প্রসঙ্গ এবং পণ্যের ভিত্তিতে এর অগ্রাধিকার পরিবর্তিত হয়।
২. রাপা প্লাজায় অবস্থিত ফুড কোর্টে বেশির ভাগ খাদ্য-পণ্যের জন্য নিম্নলিখিত বিস্তৃত বৈশিষ্ট্যসমূহ প্রয়োগ করতে হবে:

ক) পণ্যের (খাদ্য/ শুকনা খাবার) বৈশিষ্ট্য	
- অভ্যন্তরীণ বৈশিষ্ট্য:	যেমন খাদ্যের রঙ, স্বাদ (মিষ্টতা, সুগন্ধ, টক, তীব্রতা, মুখের অনুভূতি ইত্যাদি), চর্বি সামগ্রী, গঠন/কোমলতা;
- বাহ্যিক বৈশিষ্ট্য:	যেমন আকার, রঙ, কোন প্রকার দাগ বা ত্রুটিমুক্ত (চিহ্ন বা দাগ);
- বিশ্বাসযোগ্যতা:	যেমন রাসায়নিক বা কেমিক্যাল মুক্ত, যে জেলার খাদ্য (অর্থাৎ যেখানে খাদ্যটি উৎপাদিত হয়েছে), উৎপাদনের পদ্ধতি, গ্রহণযোগ্যতা, খাদ্য নিরাপত্তা;
- পরিবর্তিত বৈশিষ্ট্য:	যেমন প্যাকেটজাতকরণ, লেবেলিং, উপযোগিতা, শেলফ লাইফ বা শেলফে পণ্যের সময়কাল।
খ) পণ্য (খাদ্য/ শুকনা খাবার) বিক্রয়ের পদ্ধতি সংশ্লিষ্ট বৈশিষ্ট্য	
- শারীরিক পরিবেশ:	যেমন পরিচ্ছন্নতা, প্রবেশযোগ্যতা;
- পরিষেবা পরিবেশ:	যেমন ২৪-ঘন্টা পরিষেবা, খুচরা বিক্রেতার জ্ঞান।

৩. রাপা প্লাজায় অবস্থিত জয়িতা আউটলেটে বেশিরভাগ গার্মেন্টস ও পোশাক পণ্য বা ফ্যাশন-ওয়্যারের জন্য নিম্নলিখিত বিস্তৃত বৈশিষ্ট্যসমূহ প্রয়োগ করতে হবে:

ক) পণ্যের (গার্মেন্টস ও পোশাক পণ্য) বৈশিষ্ট্য	
	<ul style="list-style-type: none"> <li>- <b>অত্যন্তরীণ বৈশিষ্ট্য:</b> যেমন কাপড়ের ধরণ, কোমলতা, উষ্ণতা, উপকরণ, গঠন;</li> <li>- <b>বাহ্যিক বৈশিষ্ট্য:</b> যেমন আকার, রঙ, নকশা, কোন প্রকার দাগ বা ত্রুটিমুক্ত (চিহ্ন, দাগ বা অপূর্ণতা);</li> <li>- <b>বিশ্বাসযোগ্যতা:</b> যেমন ধোয়ার সময় রং নষ্ট না হওয়া, উৎপাদনের জেলা (যেমন ঢাকাই জামদানি), উৎপাদনের পদ্ধতি (হাতে বোনা বা মেশিনে বোনা), গ্রহণযোগ্যতা;</li> <li>- <b>পরিবর্তিত বৈশিষ্ট্য:</b> যেমন প্যাকেটজাতকরণ, লেবেলিং, সুবিধা, শেলফে পণ্যের সময়কাল।</li> </ul>
খ) পণ্য (গার্মেন্টস ও পোশাক পণ্য) বিক্রয়ের পদ্ধতি সংশ্লিষ্ট বৈশিষ্ট্য	
	<ul style="list-style-type: none"> <li>- <b>শারীরিক পরিবেশ:</b> যেমন পরিচ্ছন্নতা, সহজে প্রবেশের অধিকার;</li> <li>- <b>পরিষেবা পরিবেশ:</b> যেমন ২৪-ঘন্টা পরিষেবা, খুচরা বিক্রেতার জ্ঞান।</li> </ul>

৪. বিপণন ও ভ্যালু চেইন সংযোজনের জন্য জয়িতা ফাউন্ডেশনের ওয়েবসাইটটি একটি অন্যতম মূল্যবান ইলেকট্রনিক মাধ্যম। জয়িতা ফাউন্ডেশনের অফিসিয়াল ওয়েবসাইটটি ব্যবসায়িক কাজে ব্যবহারের উপযোগী নয়। প্রেক্ষিতে, সম্পর্ক বিপণনের (relationship marketing) জন্য একটি ব্যবসাকেন্দ্রিক ওয়েবসাইট তৈরি করতে হবে। জয়িতা ফাউন্ডেশনের ওয়েবসাইটটি স্বতন্ত্র ব্যক্তি অ্যাকাউন্টগুলির সাথে ফাউন্ডেশনের সম্পর্ককে সংজ্ঞায়িত করতে সাহায্য করবে এবং যাদের ব্যবসায় ব্যক্তিগত বিক্রয়ের নিশ্চয়তা দেয়, তাদের সনাক্ত করবে। এটি স্ব-পরিচিত সম্ভাব্য গ্রাহকদের একটি ধারণা প্রদান করবে এবং এমনকি প্রাথমিক অর্ডারও গ্রহণ করতে পারবে। আরও জটিল লেনদেনের জন্য, সাইটটি বিক্রেতার (ব্যক্তি উদ্যোক্তা ও সমিতি) সাথে ক্রেতার যোগাযোগের পথ করে দিবে।

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