

V A L O R ' S



SUMMIT 2021

**IN PURSUIT  
OF RESURGENCE**



**CELEBRATING**

**50**

YEARS OF INDEPENDENCE



| CXO SUMMIT 2021

# IN PURSUIT OF **RESURGENCE**

During the pandemic, entrepreneurs sought for innovative ways to keep their businesses viable by tackling a variety of issues. The worldwide economic collapse that has followed this massive environmental and economic disaster has created enormous problems, but it also brings opportunities. The goal of the **CXO Summit 2021** is to identify and evaluate the potential for an intermediate environmental assessment of the disturbances. It will aid in the identification of a set of priority regulations for immediate basic re-opening measures for entrepreneurs, as well as a longer-term cultural - financial recovery strategy in order to facilitate resurgence.



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# **EDITOR'S NOTE**

## **WHY CXO SUMMIT?**

It is a matter of pride to be part of the CXO Summit 2021 tagged with the well-timed theme 'In Pursuit of Resurgence.'

We are passing through the most dangerous global crisis and despite our efforts and positive developments, uncertainty remains.

Supply-side disruption has changed or is changing the market landscape of goods and services. There are common recognitions and acceptances that major changes and transformations are needed to sustain. Enterprise risk management approach and extensive involvement and responsible behavior on the part of top leadership have become crucial in this vulnerable circumstance.

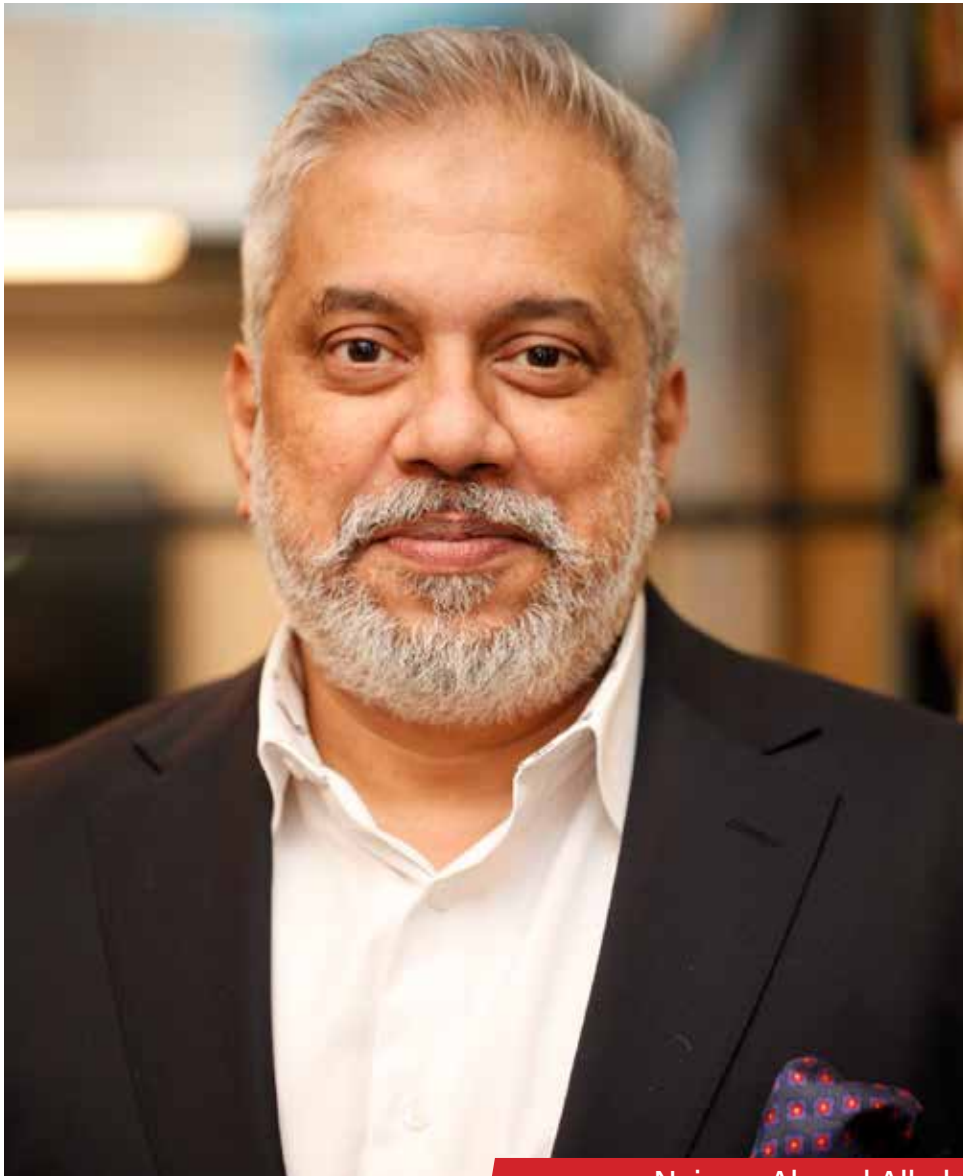
Obviously, technology is the vehicle to take us to our destination. A well-groomed group of spirited co-leaders would be the right companion to any business and economic entity at this moment. It is time that businesses should assess the demand side and the clients with a fresher outlook. Good thing is that the demand side has become ready and comfortable to be part of the growing technology-driven market format. But the market expectation of the well-off sections has gone up. They now expect personalized goods and services. I should rather say, it is time for hyper-personalization and offering much wider product or service options to the middle and upper-income class to ensure their boundless satisfaction.

Unfortunately, income disparity has gone up which may turn even worse. We may expect a period of relatively higher inflation and further pressure on low-income people. Thus the leadership must also behave responsibly to take care of the interest of the low-income people, and to the environmental degradation concerns. Ultimately, it is not only about moving fast, it is also about supporting stakeholders and society to move together.

It was great to observe that CXO Summit brought together several critical components in discussions, and offered due opportunity to learn from each other. This publication is an effort to disseminate the outcome of the CXO Summit and relevant opinions of the country's business/academic leaders among the stakeholders.

**Professor Shah Md Ahsan Habib, PhD**  
Director, BIBM  
Trustee, Valor of Bangladesh

# INTRODUCTORY ADDRESS



**Najmus Ahmed Albab**  
Co-Founder & Executive Director  
Valor of Bangladesh

There is a frequently asked question in all parts of the society. Who are leaders? Are they a different breed altogether? Or do they exist right around us, and show their true flairs when the world needs it the most?

Leaders are not born, they are made. They are crafted to perfection by their sheer confidence, their indomitable will and the courage to think beyond the ordinary.

In the face of the changing times and daunting circumstances that the

entire world has recently been through, it has been an unprecedented learning for leaders across all spectrum of businesses and services. But leaders, like always, have stepped up to the challenges and have steered their organizations through these tumultuous times.

**“Valor of Bangladesh” (VoB)** is a platform set up as a trust to facilitate constructive dialogue with the three fundamental objectives

1. Engaging leaders and experts
2. Focus on national development priorities, and
3. Recommending strategic inputs through the creation of concept papers, webinars, summits, round-tables, and workshops.

Valor of Bangladesh, in view of the impact created by the global pandemic, when the mantle of leadership for current and aspiring leaders can be challenging, introduced the CXO summit 2021. It is a unique congregation of CXOs led by successful corporate and business leaders of the nation, ‘who know the way, go the way and show the way.’ The summit aims to engage delegates to pursue excellence in business leadership and equip them to address the challenges they face with greater confidence and knowledge, while they undertake building formidable organizations for their respective industries.

CXO summit 2021 is designed for the aspiring CXOs of the future for achieving success and building profitable organizations. It will immerse leaders and aspiring CXOs in cutting-edge thinking from leaders, experts and academicians. The delegates shall return to their organizations re-energized and ready to inspire growth at all levels. The portfolio of executive development and management programs reflect one of the core missions of Valor of Bangladesh - develop chief excellence officers, principled and to generate ideas that advance management practice - in an environment designed to foster extensive peer-to-peer interaction and a wide range of professional and cultural exchanges.

*We welcome you to be part of that incredible journey and evolve into the ‘future CXO’ you deserve to be.*



# CHAIRMAN'S KEYNOTE



**Anis A Khan**  
Chairman  
Valor of Bangladesh

Today, as never before, our business domain and society are experiencing a pressing need for inspirational and innovative leadership. We need organizational leadership more than ever before. And, we especially need charismatic leadership to take us into the future. We need people who have vision and courage and the ability to chart new seas and open new horizons. Dynamic CXOs who can excel through innovation, transformation, focus, and productivity must be nurtured to maximize their impact and effectiveness. I believe that leaders need to embrace and master a

few traits in order to bring out their very best.

**Leadership** - This vital trait starts with each of us. Before we can lead others, we must learn to lead ourselves. This means developing deeper self-awareness about personal strengths and areas of development. It is also about looking constructively into personal mindsets and attitudes and about improving fundamental management skills that are important for being a top contributor.

**Leading Others** - It is a fundamental leadership skill, and is anchored in the process of compelling engagement that leads to committed follower-ship. People who believe their job is solely to create the strategy, organizational structure and processes and then delegate the work to be done, leave untapped potential and results in their companies. Today's workforce demand more authentic and personal relationships with their leaders before they give themselves fully to their jobs. This ability to create close and trusting relationships lies at the heart of leading others.

**Leading the Ecosystem** - This begins with your organization's hard (tangible) and soft (intangible) leadership realities. We work closely together with your leading decision makers at operational, strategic and executive levels, to develop and deliver effective learning solutions designed to realize the full business performance potential of your organizational leadership.

VoB challenges conventional wisdom and practice around personal and organizational leadership through modern era excellence. Organizational leaders need to recognize that they were, at one time, trained by someone above in the hierarchy, and it is their responsibility to pay the favor back by developing successors.

*I am overwhelmed to be a part of this unique transformation journey where we take the leap forward to another dimension of leadership and warmly welcome you all to The CXO Summit 2021.*

# CXO SUMMIT 2021

## 'THEMATIC NOTE'

The Globe is passing through an epoch of leadership tests, and the ongoing crisis responses are providing opportunities to evaluate, learn, and analyze leadership. In response to the blow, leaders responded by focusing on the present and being hopeful and optimistic. Yes, this is not always easy when there is widespread grimness; news of losing family members, neighbors, peers; or incidences of losing jobs and confronting economic hardships. However, it is the time when the spirited souls continue to speak about solutions and hope- **'the leaders'** **Successful CXOs**, the effective leaders, are expected to deliver by leading against all odds, and leading towards a better tomorrow overpowering this unprecedented critical situation.

CXO Summit 2021 intends to facilitate a series of thoughtful

dialogue and sharing among the top CXOs of Bangladesh to dive deep into the minds of these organizational torchbearers and understand their stance on some crucial leadership issues.

The speed of COVID-19 devastation surprised everybody. It reminds the famous quote by the revolutionary Vladimir Ilyich Lenin 'There are decades where nothing happens, and there are weeks where decades happen.' It is for the first time when the interconnections amongst public health, economic factors, social issues, environmental aspects, business ventures, and emotional matters became strongly visible. Allocating strength and resources to ensure a delicate balance of economic, social, and emotional goals

worked well to handle the most devastating all-out attack -the blow of COVID-19.

Supply side disruption has changed or is changing the market landscape of goods and services. There are common recognitions and acceptances that major changes and transformations are needed to sustain. Change became even more powerful force for the corporate



ladders in this new normal regime. Speed and flexibility seemed to be amplified dramatically in the business world. The crisis has made speed a priority for most business organizations. Competencies in business continuity, enterprise agility and innovation are essential imperatives to their businesses today. Agile Leadership diagnose the need for the organizational change and rapidly implement the change. Operating models need to be fast, nimble, and frictionless to create ways of working that foster agility. However, it is daunting to harness the speed and take charge in this fast-changing landscape.

Probably, the only recognized solution in the hands of the businesses is to undergo a digital transformation to achieve changes by utilizing virtual power and innovative technologies. The leaders of the transformation are resorting to technology to handle challenges and avail opportunities. The rapid development of global technology has revolutionized the way the world interacts, and businesses are trying to remain agile and strategic to constantly adapt to digital markets. Leaders have become more trusting of what technology can do, and they are pushing ahead with digital transformation. Reliance on technology platforms become more

acute and results are also delivered. It is not that new technology was suddenly revealed and executed; rather, the available technology and tools are deployed to optimum potential. Previous barriers to implementation were naturally solved in many instances.

Leaders need to make tough decisions and work through tough choices faster. The business world is witnessing shifting of priorities radically. Fixing right priorities at the right time became an extremely complex decision. Not taking big decisions might be even more damaging. One may not have time to speculate what the decision or change may bring. Changes will have to be made and it will not be easy. Especially, it is difficult to make decisions fast with incomplete information. Multifaceted and interdependent problems require authentic data and understanding across a broad network of people. To minimize access-gap and asymmetric information, leaders need to reward cooperation and connections across their systems. The digital world seems to amplify the sound of decision-making while condensing time. Identifying right reshaped leadership approach to address the scenario is difficult when industry-specific tactic would be unique.

Leaders are expected to work for competitiveness and workforce resilience. A well-groomed group of spirited co-leaders would be the right companion to any business and economic entity at this moment. Motivation has become existential for businesses in the context of Covid-19 adaptation. It is probably the participative leadership that is coming up to handle the situation that affects individuals' work contexts, provides them with essential working resources, and enhances their motivation levels. This is about establishing progressive interpersonal relations and energizing by nurturing employees' workplace thriving. The art of optimizing participation of the employees and developing ownership to dedicate for the organizing might prove to be particularly crucial for consolidation and progress. It is important to remember that not every member of a team is ready to embrace the on-going change, and leaders have to address the challenge.

It is time that businesses should assess demand side and the clients with fresher outlook. The good thing is that demand side has become ready and comfortable to be part of the growing technology driven market format. But market expectations of the well-off sections have gone up. Probably



it is time for addressing hyper personalization and offering much wider product or service options to the middle and upper income classes to ensure their boundless satisfaction. How should the business entities react to come to the level of expectations of the customers!

Boards are facing a complex new reality in response to the Covid-19 devastation. Though certain fundamentals of 'sound corporate governance' remained intact, several governance approaches are getting reshaped. Business

entities and corporates are relying on systems approach. Enterprise risk management approach and extensive involvement and responsible behavior on the part of governing board and top leadership have become crucial in this vulnerable circumstance. The new environment is characterized by pressures and demands to take care of the interest of all stakeholders. Changing trends are complicating the decision-making process of the board and challenging the popular corporate goal of maximizing shareholders' interests that

has guided boards and business leaders for years. The situation demands better accountability, greater transparency, and responsibility to the society and environment.

Unfortunately, income disparity has gone up in response to the Covid-19 destruction which may turn even worse. A period of relatively higher inflation in near future may create further pressure on low income people. The leadership must behave responsibly to take care of the interest of the low income people, and to the



environmental degradation concerns. Health concerns and community engagement received deserving priority for the responsible business entities during the devastation phases of the pandemic. It is challenging to ensure a delicate balance of financial and social goals by the businesses. Ultimately, it is not only about moving fast, it is also about supporting stakeholders and society to move together.

Today, the power of market predictions by charismatic business leaders is challenged. The regular approach of market predictability is defied and does not sound logical in this new normal. Amid uncertainties, the economic and business world are engaged in rediscovering and sustaining on a flinty path revealed by effective leadership. Having our individual and competitive business goals and targets,

we are required to cooperate for the greater collectivity to survive and to sustain.

**Professor Shah Md Ahsan  
Habib, PhD**  
Director, BIBM  
Trustee, Valor of Bangladesh



# EDITOR'S PICK

## SUMMARY OF THE PLENARY SESSIONS OF THE CXO SUMMIT 2021

Despite widespread grimness, it is the time when the spirited souls continue to demonstrate hope and the right directions to move forward - 'the leaders.' Leadership is about taking drastic responsibility. While the entire journey of life is the learning phase for an evolving leader, Covid-19 is offering some

unprecedented lessons. **'Courage' and 'safety'** remain the key factors that supported the journey of



effective leaders in this critical situation. The agility of the leader becomes particularly crucial. Promoting collaboration and strengthening the supply chain have been the keys to rejuvenating organizations and businesses. Regarding networking with supply chains, companies should treat their suppliers as their partners which helps them to strengthen sectoral networking and collaboration. Team effort played a remarkable role in managing the cultural shift in several resilient

business houses that worked to find solutions drawn from the field. Senior executives of a company need an outside-

view of the organization. A leader should think from the perspective of the stakeholders and find out what they want from a leader who can address the value chain for global competitiveness. Companies with long-term targets along with optimism have the potential to grab the opportunities and must be careful of the short-term goals.

Improving the credibility of the investment environment as private sector investments, foreign direct investments are very crucial in long-term goal achievement. A stable political system that is free of corruption is more necessary at the moment as it can facilitate business-friendly policies and allow businesses in the country to thrive.

Collaboration and teamwork are the new names of the game. In the context of Covid-19, every day is a challenge and everyone needs team members to get things done. Without any contribution of teamwork, a company cannot get success. A true leader has the mentality of trusting the **'we rather than me!'**

Leaders of a company have to lead from the front and create confidence among the employees. The employees are expected to take care of the company and the company is supposed to take care of them. To sustain and grow the business, leaders need to be very empathetic. Leaders need to develop empathy towards their colleagues across the organization. There is no alternative to empathy and the company needs to be beside the employees so that the employees also can be beside the company. A great leader always challenges people rather than directing people and questions people instead of telling them what to do. It is the leaders who can both bring out the best performance from their team members and inspire people to dream big, to do more along with learning more but they must have to be genuine. In the context of Covid-19 leaders are getting closer and more accessible to their employees than ever before. Keeping employees happy is the most significant challenge that businesses are facing. If a company can make the employees happy, the business remains sustainable for a long time. In this connection, regular communication played a pivotal role in terms of communicating with the clients and employees during the new normal situation.

New normal forced to adopt

change, new ways might be more effective and efficient if effective leaders hold torch to show the path. Companies should work on re-skilling the workforce and re-tooling for the adaption of the new environment. Everything is changing so fast that is where technology steps in. To be more adaptive people need to embrace technology and encourage innovation. The technological shift in the overall lifestyle became inevitable when it is crucial to adapt, adopt, and execute to sustain. More specifically, it is about adapting to the changes, adopting innovative plans to identify the new challenges to execute those plans effectively. People of the new generation are waiting with bated breath to accept the new technologies according to new challenges where a section is not that much interested to transform themselves. However, to sustain, it is mandatory to have proper knowledge of the evolving technology and business environment.

For companies, the most important thing is to ensure what the customers need and what they want if the organization wants to bring change and transformation to their businesses. And thus, it is important for a business organization to know their customers' wants and focus on how to do it and then the journey of transformation becomes easy. In the context of Covid-19,

online customers are on the increase. Businesses need to be present online to meet their needs. Several business entities are now having cutting-edge solutions for the customers' segment. If technology is created for wider use then it must be cheap and easily adaptable. And for customers, it should be changeable with the changing customers' needs.

In response to the crisis, the contribution of technological adoption in business operations remains visible. Artificial intelligence and machine learning are arriving as the future of technology in the financial and several other economic sectors. For several global and domestic organizations, big data coming for big underwriting, a faster and better cheaper customer on-boarding, giving customers a better experience on board. And blockchain is upcoming for better operation control and collaboration with multi-stakeholders. In Bangladesh, companies were not ready for the technological transformation and Covid-19 has expedited the situation. Companies are looking at the very new technology demand in Bangladesh and it is a good indication for the business. Digital payments make cost-saving easier if the users stick to digital money. Mobile financial services have been particularly effective not only in service delivery but also in offering incentives to



the agents and distributors. It is good that the central bank has gone through a massive transformation in Bangladesh. Onward movement of supportive regulations might help the industry to flourish more and more. Several incidences of the e-commerce industry drew attention in recent times and it is clearly understood that businesses and entrepreneurs need to be proactively engaged with the regulators at the stage of market transformation. In the context of Bangladesh, the organizations need to step up the game by investing in startups and collaborating with them. This would create value in the entrepreneur chain in this new normal. Importance of good governance came up strongly in the context of Covid-19 where an efficient board with the right composition of people in terms of gender, race, skills, and diversity has a great role to play. The concept of sustainability and the concept of corporate governance go hand in hand. A company is trusted when they have good corporate governance. People also get attracted towards that organization and financial institutions

look at companies with good corporate governance. Whether it is profit or non-profit making organizations the sponsor sets the tone and values of the institution. Their values and ethics matter a lot. Some large companies of Bangladesh are doing great but the boards' mindset needs to be changed. International experts might be helpful for the boards of banks and other organizations. However, still, the biggest challenge of local businesses is the separation of ownership from management where the board should be run by professionals and the owners must maintain adequate distance. The state of governance in university education needs a radical change in the country. It needs to improve so that education can compete with the global standards. Hence radical rethinking is required. Because of the governance and some other associated challenges, several private universities suffer from credibility crisis. In addition, working on corruption is mandatory for enabling Bangladesh to achieve its long-term potential sustainability. Certain governance fundamentals

like transparency, responsiveness, compliance, and accountability are static at all times. In response to the challenges and crisis, the organization has to have access to the right information and have the right kind of people to undertake the right decision, and when it comes to governance the action and responsiveness have to be timely. Finally, the corporate governance framework must assign due weight to corporate social responsibility by putting people, society, and the environment at the center.

**Professor Shah Md Ahsan  
Habib, PhD**  
Director, BIBM  
Trustee, Valor of Bangladesh

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PLANNERY 01

# THE CALIBRATION BUSINESS SUSTAINABILITY

## **CXO SUMMIT - 2021**

Date: 11th December 2021.  
The topic of Discussion: THE  
CALIBRATION - Business  
Sustainability.

### **Keynote Speaker: Raihan Shamsi**

Chairman & CEO, DevoTech.

### **Moderator: KAM Majedur Rahman**

Vice Chairman & Trustee, Valor  
of Bangladesh, CEO, A.K. Khan  
& Company Ltd.

### **Panel Members: Syed Mahbubur Rahman**

Managing Director & CEO,  
Mutual Trust Bank;

### **Sharif Zahir**

Managing Director, Ananta  
Group;

### **Syed Naimul Abedin**

CEO, Peakward Bangladesh  
Ltd.;

### **Syful Islam**

FCA FCMA, Managing Partner,  
Syful Shamsul Alam & Co.;

### **M Jahangir Alam**

FCMA, Group CEO, Bangla  
Trac Group.

### **Raihan Shamsi**

Chairman & CEO, DevoTech  
started the very first session,  
The Calibration - Business  
Sustainability of CXO  
SUMMIT-2021 with some  
key points about the  
sustainability of the business.  
He mentioned that people  
survive the pandemic and  
learn very costly lessons from  
the pandemic. He stated that  
people shouldn't go back to

the old normal. They should stay in the new normal as it takes time to adopt changes and people adopt changes quite easily because of the Covid-19 pandemic. **“New ways are more effective and efficient and general people expect leaders to be their torch holders to show the path,”** he mentions. He says that leaders just not only need to survive but also thrive increasingly in an uncertain world. To be more adaptive people need to embrace technology and encourage innovation. Last but not the least, he mentioned collaboration as it is the new name of the game. He suggested that the company should re-skilling the workforce and re-tooling for adaption of the new environment along with encouraging leadership with empathy.

### **KAM Majedur Rahman**

CEO, A.K. Khan & Company introduced the panelists and the topic of the session to the audiences. He put forward questions before the panelists about sustainability and asks them to share their points of view and experience regarding the specific question. The first question was - What do you feel are the focus areas and the priorities that will enable Bangladesh to achieve its long-term potential sustainably? He also asked rapid-fire questions to the panelists.

### **Syed Mahbubur Rahman**

Mr. Syed Mahbubur Rahman showed his concerns on the fact that **the fast and foremost thing is to improve on the governance of BD because corruption and Governance go together.** Working on corruption is mandatory for enabling Bangladesh to achieve its long-term potential sustainably. And, **improving governance is very important to work on corruption as well.** He mentioned that having a very good education system is too obligatory to create those people who can improve the Governance of Bangladesh. He also added that people need to change their mindsets to keep learning everywhere. Moreover, they need to focus on technology to sustain themselves in the era of digitalization. He agreed with Mr. Rahman Shamsi about having empathy in leadership. The moderator asked him to share his opinion about the sustainability of Mutual Trust Bank in the rapid-fire section. His reply was to focus on the people to enhance their capability.

### **Sharif Zahir**

Mr. Sharif Zahir mainly mentioned that companies have long-term targets along with optimism. Adding that, he said they have the potential to grab the opportunities as the export sector is booming drastically. But they must be careful of

the short-term goals along with the target. He was also concerned that they have to improve the credibility of the investment environment as private sector investments, foreign direct investments are very crucial in long-term goal achieving the number.

He stressed that instead of having the opportunity to increase the private sector investment and foreign direct investment, it will not happen until and unless the policies for governance are more transparent. He also focused on the fact that Bangladesh needs to sufficiently capitalize on the establishment of operations and factories more, as otherwise, it will be a missed opportunity.

His rapid-fire question was about the significant aspects of sustainability in every business of Bangladesh. He mentioned that adaptability is the main aspect of sustainability in every business.

### **Syed Naimul Abedin**

Mr. Syed Naimul Abedin stated that to facilitate investment in this country, companies need necessary steps for proper decision-making and execution. He said that **“People are blessed by the demographic dividend of this country, but this alone will not ensure economic growth. They need to ensure proper policies for strict monitoring, which will allow them to capitalize on the**



demographic dividend." Continuing the rapid-fire segment, the moderator told him to give an opinion about the role of office culture in sustainability. He stated that there is no alternative to empathy and the company needs to be beside the employees so that the employees also should be beside the company. He also mentioned that the intensity of employee centricism should be implemented with thorough execution and they should have a solid set of rewards and recognition.

### **Syful Islam**

FCA FCMA

Mr. Syful Islam FCA FCMA emphasizes that there is a great need for efficient business management to facilitate business sustainability in Bangladesh along with maintaining a corruption-free system. As per him, a stable political system that is free of corruption is more necessary at the moment as it can facilitate business-friendly policies and allow businesses in the country to thrive.

In the rapid-fire section, the moderator asked him that - what is often ignored in business not remaining sustainable? He answered that companies should give importance to digitalization. Most of the time it is ignored in businesses.

### **M Jahangir Alam**

FCMA Mr. M Jahangir Alam

FCMA felt that it is important to ensure the happiness of the employees during the process of the transformation of technology. He also stated that without handling employees with empathy, it is kind of impossible to achieve long-term sustainability as they are the backbone of the organizations.

It is mandatory to have proper knowledge of the evolving technology and business environment, globally to appoint the right people to lead the organizations, he added.

The moderator asked him about the most significant challenge businesses are currently facing to remain sustainable at present in the rapid-fire section. He stated that keeping employees happy is the most significant challenge that businesses are facing. If a company can make the employees happy, the business will remain sustainable for a long time.



**KEYNOTE SPEAKER**

**Raihan Shamsi**

Chairman & CEO, DevoTech.



## PLANNERY 02

# THE CONSCIOUS LEADERS ACHIEVING THROUGH PEOPLE

### CXO SUMMIT-2021

Date: 11th December 2021.

The topic of Discussion: The Conscious Leaders - Achieving Through People.

#### Keynote Speaker:

##### Yasir Azman

CEO, Grameenphone Limited.  
Moderator: Akhteruddin Mahmood, CHRO, BRAC Bank.

#### Panel Members: Syed Moinuddin Ahmed

Additional Managing Director, Green Delta Insurance;

#### Sulaiman Ajanee

Managing Director, Standard Finis Oil Company;

#### Yasir Azman

CEO, Grammenphone Limited; Shwapna Bhowmick, Country Manager, Marks & Spencer BD.

#### Barrister Fatema Anwar

Academic Director and Head of Laws, Dhaka Centre of Law and Economics.

#### Yasir Azman

CEO, Grammenphone Limited started the session by accentuating the significance of leadership to drive an organization towards accomplishing more prominent objectives by following some key traits which help to build prodigious leaders. According to him, **leadership is not a position rather than it is all about actions.**

He mentioned that a **great leader always challenges people rather than directing people and questions people instead of telling them what to do.** He also said that it is the

leaders who can both bring out the best performance from their team members and inspire people to dream big, to do more along with learning more but they must have to be genuine. He stated that people must have to maintain the two most defining traits to be great leaders which are honesty and transparency. He spoke about evolving of leadership. Adding to that he said that leaders are getting closer and more accessible to their employees than ever before because leadership has been evolving day by day.

### Akhteruiddin Mahmood

CHRO, BRAC Bank moderated the whole session. He welcomed the panelists and talks about values that were taught by the parents in childhood. He strongly recommended that people should focus on the values at their very first choice to expand the business and gain success. He continued the session with two questions and asks the panelists to share their experiences regarding their points of view. He asked the panelists **to share the stories of their own life and talks about one person who inspires them to become what they are now.** He also told them to **talk about one challenging goal that they have achieved with the support of their team.**

### Syed Moinuddin Ahmed

Firstly, he said that without his parents, he cannot be able

to become the person he is now. He mentioned that two things that are mandatory to become successful in life are discipline and always telling the truth. These two things that his parents taught him and inspired him to be the person he is now. He stressed that there is a very practiced culture in the context of Bangladesh that employees intend to put their boss over anyone else and it is a big challenge toward the companies. He added a story about his company that when his company was restructuring its salary structure to comply with the requirements of NBR, they sat down and started to plan the restructuring of their salary structure to ensure compliance. That time, he saw resistance from some of his team members and he realized that they were more concerned about the negative financial impact rather than the process that would have an impact on their salaries. But if the change benefits the organization and the majority of the employees, then why shouldn't they adopt them? He stated that this kind of work culture in Bangladesh needs to change immediately. He said that **without any contribution of teamwork, a company cannot get success.**

### Sulaiman Ajanee

He said that his father taught him **to be true to his commitment** which is the greatest inspiration

of his life. He stated that those who can put the team and organization before themselves are the leaders. He emphasized that a true leader has the mentality of trusting the **"We rather than Me"** fact. He mentioned that leaders should also stay true to their commitments and recommend volunteerism as a great way for leaders to become more acclimatized with serving a community or team which he follows in his life.

### Yasir Azman

He mentioned that the whole journey of his career is learning from all his leaders. He talked about his line manager, Morshed Alam when he was in British American Tobacco as a Territory Manager in Chandpur always appreciating what he was doing at that time. He also said that Mr. Morshed Alam tried to bring out the best of him at that time. He talked about another person who was his boss of Norway. He also inspired him a lot.

Then he told a story regarding the second question. In 2012, he was the Head of the Karnataka state in India and he was in a problematic situation as his company lost the license. At that time, he and his team took the responsibility of recruiting his employees at other companies. He couldn't have done that without the support of his team members.

He said that employees can make the changes drastically.

### **Shwapna Bhowmick**

She mentioned that her inspiration was her line manager when she joined Walmart. After 15 days of joining Walmart, she was told to go to London for a roadshow to represent Bangladesh. At that time, her line manager, Masud Khan told her to **say things that probably others will not say, and do things differently.** According to her, **leadership is about taking drastic responsibility.**

In the month of April 2020, her company faced a huge problem as 5000 workers did not have anything to do. They were unemployed. At that time, she decided to re-skilling her employees to turn her factory from formal wear production to necessary product and this transformation is possible because of the teamwork.

### **Barrister Fatema Anwar**

She stated that to be a leader in the freelance profession, it is necessary to have the grit to keep going. She believed that a great leader should have patience and he should never compromise his values. She stated that integrity, accountability, transparency, and genuineness are the key traits to becoming a successful leader. She also said that every day is a challenge and everyone needs team members to get things done.



**KEYNOTE SPEAKER**

**Yasir Azman**

CEO, Grameenphone Limited.



## PLANNERY 03

# CULTURE IS THE BACKBONE OF COLLABORATION & VALUE CHAIN

### **CXO SUMMIT - 2021**

Date: 11th December 2021.

The topic of Discussion:

**CULTURE IS THE BACKBONE**

- Collaboration & Value Chain

#### **Moderator: Shams Mahmud**

Managing Director, Shasha Denims Ltd.

#### **Panel Members: Malik Talha Ismail Bari**

Director, United Group;

#### **Mushfiq Manzoor**

Chief Operating Officer, IGW Operators Forum;

#### **Sayem Haq**

Managing Director, Lighthouse Bangladesh;

#### **Asadul Haque Sufyani**

Chief Operating Officer, Bengal Cement;

#### **Ihtesham Shahjahan**

Managing Director, Quality Feeds Ltd.

#### **Shams Mahmud**

Managing Director, Shasha Denims Ltd. welcomed the panelists and discussed collaboration and value chain. He said that organizations can re-evaluate their strength and urge them to put resources into them because of the COVID-19 pandemic. Adding to that, he emphasized the requirement for making a proprietorship among the employees to enhance collaboration and the value chain. Referring to this matter, he talked about his textile mill that started offering profits to the workers ever since its inception. The company's turnover eventually expanded drastically, and the productivity



also increased to 98 percent.

At first he asked a question to Malik Talha Ismail Bari which was - **How would you perceive the cultural shift in the businesses in the context of COVID-19?** And the second question was - **What could be the leadership approach for partnership and that for development to fight on the threaten business environment in the New Normal?**

### **Malik Talha Ismail Bari**

He believed that the reason behind his successful journey during the Covid-19 pandemic is all about **team effort**. He said that the entire company works as a team and collaborates which played an important role to support them to find innovative solutions. It also helped them to face the new challenges posed by the pandemic.

He also mentioned that **communication is the absolute trait to fight against the threat of the business environment** and organizations must clear the communication channel with not only the internal stakeholders but also the external stakeholders to enhance the business environment in the New Normal.

Now, **Mr. Shams Mahmud**, the moderator went to the next panelist, Mushfique

Manzoor, and told him to share his acknowledgment about **the perspective of the cultural change of service industries at large**. He also asked **how the leaders might contribute to ensuring business sustainability and a productive value chain in an everchanging global landscape**.

### **Mushfique Manzoor**

He mentioned that COVID-19 has brought in a technological shift in the overall lifestyle. He then emphasized three keywords which are - Adapt, Adopt, and Execute. He suggested **that every organization has to adapt to the changes, adopt innovative plans to identify the new challenges to execute those plans effectively in the pandemic situation**. He also stated that **"as most of the interactions are happening online, it is really difficult to understand an employee's mental and physical condition. Therefore, they need to develop empathy towards their colleagues across the organization."**

The only way a business can be sustainable in the future is by putting people, society, and the environment in the center, he said. He added that to sustain and grow the business, leaders need to be very empathetic.

The next questions were for **Mr. Sayem Haq - Are the talents on the right path in adapting technologies in**

**Bangladesh? What value chain challenges need to be addressed for global competitiveness?**

### **Sayem Haq**

He stated that in the era of digitalization, people of the new generation are waiting with bated breath to accept the new technologies according to new challenges whereas senior people are not that much interested to transform themselves. **To work collaboratively and understand the emerging challenges faced by the employees, it is indispensable to distinguish and comprehend the arising difficulties to find the solutions which can be identified by the CXOs**, he added.

Regarding the second question, he referred the advice of a professor that HR and senior leaders of a company need an outside-in view of the organization. A leader should think from the perspective of the stakeholders and find out what they want from him. And thus, he can address the value chain for global competitiveness.

The moderator asked Mr. Asadul Haque Sufyani about the way of addressing the value chain challenges during the Covid-19 pandemic situation. He also asked about a recommendation regarding collective behavior for the long-term sustainability of the

infrastructure of his company.

### **Asadul Haque Sufyani**

He opined that a company must do teamwork from the manufacturing level to the distribution level as it helps organizations to sustain themselves and gain a satisfactory outcome. He mentioned that "courage" and "safety" are the most important key factors that support their journey to reach their desired goal.

Adding to that, he focused on reorganizing the entire workflow under the value chain. He stated that they use real-time data to make their action plan along with the adoption of technology. He also talked about aligning the internal and external organs of the overall industry for the sustainability of the infrastructure. He said that organizations must enhance teamwork and appreciate the employees as they are the workforce of the organizations. As per him, the important keys for sustainability in the long term are human resources, encouragement, training, and expertism. External factors should act per the strategy of the organizations and the internal policies for the organization itself should be at the standards for competing in the world. Adding to this matter, he strongly suggested that if the external and internal policies align properly, everything will sustain automatically for the

long term.

The Agricultural sector is one of the most important sectors in Bangladesh and it faces some severe problems from the root level to customer level; especially during the pandemic situation. So, the question toward Mr. Ihtesham Shahjahan was about the thoughts of evaluating the country's value chain from the overall perspective of the Agricultural sector. And another question was - What kind of sectoral networking and collaboration is needed in the agricultural sector to thrive in moving forward for the industry?

### **Ihtesham Shahjahan**

He mainly mentioned that the Covid-19 pandemic teaches humankind many valuable lessons. He said that every company must have some backup preparation such as reserve funds for facing sudden ruptures. As per his concern, **leaders of a company have to lead from the front and create confidence among the employees.** He stated that **the employees take care of the company and the company takes care of them which a company must have to follow.** He also said that in the long-run, COVID-19 could be a blessing as it made people plan for the future.

About the second question, he said that it is easier to make decisions when he thinks about the betterment

of the consumers. He stated that **companies should treat their suppliers as their partners which will help them to strengthen sectoral networking and collaboration.**



## PLANNERY 04

# THE CHANGE ARCHITECT AGILITY & TRANSFORMATION

### **CXO Summit 2021**

Date: December 11th, 2021

Topic of discussion: The Change Architect- Agility & Transformation

### **Keynote Speaker: Shehzad Munim**

Managing Director, BATB.

### **Moderator: Prof. Mohammad Abdul Momen**

Director, IBA, University of Dhaka.

### **Panel Members: Shams Zaman**

Head of Corporate & Investment Banking, Citi Bangladesh;

### **Rezwanul Haque Jami**

Head of eCommerce a2i, ICT Division;

### **Rahat Ahmed**

Founding Partner & CEO Anchorless Bangladesh;

### **Ruhi Murshid Ahmed**

Advisor, Corporate, BSRM.

### **Shehzad Munim**

Mr. Shehzad Munim, the Managing Director of British American Tobacco Bangladesh, started the speech by saying that the most important thing is to ensure what the customer needs and what they want if the organization wants to bring change and transformation in their business. He talked about how other organizations have transformed digitally during the pandemic and how they did it. Mr. Munim lastly mentioned how important it is for a business organization to know their customers' wants and focus on how to do it then the

journey of transformation becomes easy.

Then the moderator, Prof. Mohammad Abdul Momen, who is the Director, IBA, University of Dhaka, asked Mr. Shams Zaman, the Head of Corporate & Investment Banking of Citi Bangladesh, **to provide his insight on what agile approach his company took globally during the pandemic and how did they overcome those challenges being a global business organization.**

### **Shams Zaman**

Mr. Zaman said that he believes safety was the foremost issue above anything else when covid 19 struck, and the overall environment had changed post the pandemic. The company had to ensure commitment to their clients was not compromised and he believes communication was very important with the clients and the employees. The right kind of messaging was required at that time. In these difficult times, as Mr. Zaman mentioned that the agility of the leader becomes crucial, and becoming empathetic towards the employees in the organization was quite necessary. During the pandemic, his company had to think about their clients because paper-based transactions were also hampered. He marked some bullet points such as focusing and analyzing on

the business sectors that are doing extremely well in the digital transformation and also see what impact did the pandemic have on those organizations.

The moderator, then moved on to Mr. Rezwanul Haque Jami, Head of eCommerce a2i, ICT Division, **wanting to know his views on what appropriate leadership should they have in the e-commerce industry of Bangladesh.**

### **Rezwanul Haque Jami**

Mr. Jami mentioned that he believes Bangladesh hasn't stepped up its game in the e-commerce sector compared to the global business market, and it is hard to see e-commerce leaders in this country. He pointed out how the business and entrepreneur sectors don't engage proactively with the regulators and regulators should be taken into account during the market transformation of going fully digital. And he also said that the e-commerce industry needs to foster agile leadership.

Mr. Jami proudly spoke of his organization and how it was successful in maintaining quality client servicing. Regular communication played a pivotal role in terms of communicating with the clients and employees during the pandemic situation. Mr. Momen, the moderator, wanted to know from Mr. Rahat Ahmed, the

Founding partner & CEO of Anchorless Bangladesh, what his thoughts are regarding **how the venture fund might be a positive force in our economy and in transforming into E-Commerce business.**

### **Rahat Ahmed**

Mr. Ahmed said that he thinks there's a culture of organizations in Bangladesh that don't feel the need to collaborate with the startups. And he gives examples of multinationals like Johnson & Johnson or Unilever where they usually invest in a startup business and once the businesses have upgraded their brand value, they invest in the rest of it.

Mr. Ahmed suggested that in the context of Bangladesh, the organizations need to step up the game by investing in startups and collaborating with them. This will create value in the entrepreneur chain. The next question was asked to Ms. Ruhi Murshid Ahmed, Assistant General Manager-CSR at BSRM Steels Limited, by the moderator about, **what are the key transformational approach that the industry adapted towards growth and sustainance.**

### **Ruhi Murshid Ahmed**

Ms. Ahmed proudly shared how BSRM's Chairman did an amazing job by playing the team and technology together in times of crisis and how he has been investing in technology for



a long time now. So, when Covid-19 occurred, the company was ready to take up the challenge to transform digitally. When lockdown started in the country in 2020, they started their supplied delivery systems overnight. And she spoke highly about her faith in the organization that even if in the future any crisis occurs, then they can come out of it and cope up with the transformation. Prof. Momen asked Mr. Zaman about **how the leadership approach should be in the banking environment during the new normal times.**

#### **Shams Zaman**

He said that it's important to understand the environment and react to it accordingly that including interaction with all stakeholders both external and internal. He spoke about the organization which relies more on technology now. And by looking at their company other corporate firms also try to create their digital setups like zoom, etc.

Mr. Jami was asked to share his thoughts, **on what are the changes with the disrupting environment that we can see the e-commerce industry should adapt in the global market.**

#### **Rezwanul Haque Jami**

Mr. Jami spoke about the measures that the government has taken post the covid times. All the transactions of the banks and other organizations will

be traced digitally according to the government's plan. There is also a new system of registering any entrepreneur in their UB ID and then doing all the transactions which will help in terms of financing. Then CLTP will be introduced which is a pin code that is required before any transaction takes place. Then he mentions CCMS (Central Complain Management System) as a part of the government's plan and escalation platform is being created.

Government is collaborating with big tech giants like Google and Facebook so if anyone wants to buy/sell their product from a Facebook page then the person firstly needs to have the UB ID. Prof. Momen, being the moderator asked Ms. Ruhi Ahmed **if there are any other formal leadership approach to make the industry thrive and build its momentum as an economic driver.**

#### **Ruhi Murshid Ahmed**

She believes that the company should build a sustainable DEI; Diversity, Equity and Inclusivity and create a rolemodel for others to follow and she also knows they can influence and maintain policy making. The last question was addressed to Mr. Ahmed, **on what is his recommendation for creating a sound venture capital market in Bangladesh paving the way**

**for the new leadership that they need.**

#### **Rahat Ahmed**

Mr. Ahmed speaks of the need of having high-quality startups in the country. He gives an example of global companies like Tesla and Google taking a risk when they started their business. Bangladesh has got Shopup and Bkash and they have been successful in the digital world, he says. Thousands of employees have learned to go fully digital. But Mr. Ahmed believes that before building their image the organizations should be collaborating with startups and then with their merger something magical might happen.

The ending credits were given by Ms. Suraiya Zannath Khan FCA, Lead Financial Management Specialist, World Bank.



**KEYNOTE SPEAKER**  
**Shehzad Munim**

Managing Director, BATB.





## PLANNERY 05

# FUTURE READINESS TECHNOLOGY & INNOVATION

### **CXO Summit 2021**

Date: December 11th, 2021

Topic of discussion: Future  
Readiness- Technology &  
Innovation

### **Moderator: Shuvashish Roy**

Head of Business,  
The Daily Star.

### **Panel Members:**

#### **Kamal Quadir**

CEO bKash; Imran Karim, Vice  
Chairman, Confidence group;

#### **Mominul Islam**

Managing Director & CEO,  
IPDC;

#### **Muhammad Abdul Mabud**

CEO, B-Trac Technologies Ltd.;

#### **Muhammad Ala Uddin Ahmad**

Chief Executive Officer,  
Metlife Bangladesh.

#### **Mr. Shuvashish Roy**

Head of Business,  
The Daily Star, who was also  
the moderator of this discussion  
started the evening by speaking  
a bit about innovation. He said  
that innovation is the change  
of the system, change in the  
infrastructure, and the change  
the company is making through  
new ideas. While the changes  
happen it's about value creation  
for customers, employees and  
culture. The company is making  
changes through innovation.

His first question was directed  
to Mr. Imran Karim, Vice  
Chairman, Confidence Group,  
**about his suggestion to  
be sustainable in terms of  
technology and adopting  
those technological changes.**

### **Imran Karim:**

Mr. Karim spoke about the degree of capital requirement in business. Data is available to the company through technology and it makes things easier. He gave a great example of Pathao and Uber and how well they are doing in our country's context.

He also believes that if technology is created for disruption then it must be cheap and easily adaptable. And for customers, it should be adaptive, so it can change and move with customers' needs.

There needs to be heavy capital backing if technology disruption has to take place in our country's context. Gradually all manual processes are being replaced by technology. From the business intelligence to the delivery of the product is being managed by some sort of technological device. Another good example Mr. Karim provided was about the CNG and bike operators use WhatsApp as their service.

The moderator then moved on to the next speaker, Muhammad Ala Uddin Ahmad, and **asked him about the relation of innovation with business performance.**

### **Muhammad Ala Uddin Ahmad**

Mr. Ahmad said everything is changing so fast that's where technology steps in. The changes are;

economic education of the country. Covid-19 has changed everything and if there are changes in the external environment then it will impact the internal environment as well. Another change is that more people are buying life insurance.

The concept of life insurance is making more people aware of any mishap that can affect their lives at any moment and that they can involve in life insurance. Post the covid situation, online customers are on the increase. Whenever they purchase something, they will do extensive research before buying that product. Businesses need to be present online to meet their needs.

Mr. Ahmad suggested, that the company needs to transform within the changes or else it can't survive further.

Mominul Islam, Managing Director and CEO, IPDC, was asked by the moderator, about the contribution of technological adoption in the business operation.

### **Mominul Islam**

IPDC has embraced technology as a tool for financial inclusion and reshaped the business model from the one they had earlier. IPDC didn't have any core banking system when they started, said Mr. Islam. But today they have cutting-edge solutions for the customers' segment.

One of IPDC's applications is a blockchain based digital finance platform, which caters to small suppliers. Then they supply to corporates and IPDC is financing them on the digital platform. Within 30 minutes, they are receiving credit after application.

This platform will be open in the next few years to cater to at least 1 million customers. Another application is called Dana, which caters to 2.3 million retailers and micro-merchants in healthcare, fashion, FMCG, and construction material. They are collaborating with manufacturers like Unilever, BAT, and Nestle, etc., and making small credit available to them digitally. In the next 5 years, they plan to cater to 1 million retailers.

Individual-centric affordable home loans are one of IPDC's key products. And another application is called IPDC Easy merchant level system has been implemented. The company is making small credit available through a cardless digital app, which has the first time launched in Bangladesh.

This is not just the development of IPDC but the whole financial sector is being reshaped. The valuation of the company is doing well.

The Moderator asked the next question to Mr. Kamal Quadir, CEO, **Bkash, about technological adoption and cost effectiveness of**

these financial services in context of Bangladesh, how he relates this to technical adoption.

**Kamal Quadir:**

Mr. Quadir recommended that the Central Bank should ensure; customer's fund protection and visibility on the fund by the central bank any given moment.

He shared the success story of Bkash and how they worked with USSD. Bangladesh has a good mobile infrastructure and 98 to 99% country's geography is filled with mobile infrastructure so that it provides the platform for Bkash.

Digital payments makes cost saving easier. Mr. Quadir strongly believes that if they stick to digital money then the cost comes down. He also mentioned that 77% of the company's revenue of cost goes to the Bkash agent and distributor. These agents are doing business in small retail shops. Bringing these people in the ecology with proper incentive is an essential part of the service available.

**Mr. Muhammad Abdul**

Mabud, CEO, B-Trac Technologies Limited, was asked to share his views about how technological disruption is reshaping the technological industry itself. Muhammad Abdul Mabud: In Bangladesh, companies weren't ready for the technological transformation

and Covid-19 has expedited the situation, Mr. Mabud says. Demand for virtualization exists now and demand for converse infrastructure, security and collaboration tool.

More and more organizations adapting to technology. And Mr. Mabud suggests that its relevant to keep the young Google generation in mind. Companies are looking at the very new technology demand in Bangladesh and it is a good indication for the business.

Mr. Roy, being the moderator asked Mr. Karim another question, regarding engineering products, how innovation is making the shift.

**Imran Karim:**

Market disrupters like Pathao are not as acutely in demand in the engineering sector. He said that manual processes are going to transfer into technological things. He provided an example of overseas - If the company decides to bring innovation in any product they can choose to buy some that are instantly available there. But in Bangladesh, if the organization needs to manufacture a steel bridge then they will need to adopt it from Korea or China. This is not something that will be locally developed and it needs to be catered to the need of the mass.

In engineering, things that they manufacture are

essentially very tight. Those things might not have been previously manufactured in our country.

He also mentioned how his company was well-prepared way before COVID-19 occurred. They had internet all across their offices and virtual conferences long before the pandemic struck. There are also meeting room to room basis. The only change that has happened recently is zoom.

Mr. Muhammad Ala Uddin Ahmad, was questioned about **how he sees the future readiness thing of the local structure of the business sustainability in Bangladesh.**

**Muhammad Ala Uddin Ahmad:**

He said that the company is positioning life insurance completely differently for the customers like they do in overseas countries. They provide solutions for the health concern of the customers.

To address that, the company is launching a new project called 360 Health. This starts with early detection, access to care, and finally financial support. They also keep in mind the concerns a person has when they are sick.

When the organization decided to include these changes, then they gave a thought to whether they have the infrastructure and the ecosystem that can be

tagged into their platform and there are many arrangements, through which customers can access their app.

Mr. Ahmad also mentioned that his company collaborates with E-Pharmacy where the prescribed medicine can be delivered to the customer's doorstep.

Mr. Islam discussed **about the things coming up in the financial sector when asked by the moderator.**

**Mominul Islam:**

Mr. Islam spoke about artificial intelligence and machine learning arriving in the future. He shared a few of the organization's plan which includes; big data coming for big underwriting, a faster and better cheaper customer onboarding, giving customers a better experience on board. Then he also spoke of blockchain coming for better operation control and collaboration with multi-stakeholders.

The company is collaborating with organizations outside the sector, and also with manufacturers like healthcare and FMCG. They are also collaborating with suppliers and distributors by accessing data of each other.

They are introducing faster potential to reduce cost and increase efficiency and fast-tracking in product and service delivery even to the marginalized customer and in many countries, the government is also helping

out. Mr. Islam insisted on building from scratch by creating new customers and new ideas for technological transformation.

Finally approaching almost the end of this discussion, the moderator, Mr. Roy asked the last question to

Mr. Quadir, by wanting to know **how sustainable operation can be created in MFS considering technology and innovation in Bangladesh.**

**Kamal Quadir:**

Mr. Quadir proudly shared how his business has flourished in Bangladesh in the last 10 years. He mentioned the central bank which has gone through a massive transformation. Some countries are learning from Bangladesh and many of them visit our country to see how the regulation is designed.

He said how important the regulation is and Bangladesh has a matured regulation. First, the company introduced a guideline and then the central bank has given this guideline and the operation with multinationals that went on for 6 years. Then the bank issued a regulation for everyone to follow.

MFS is converting physical currency into digital means. The transaction can happen anywhere in the world from one account to another account. The government is backing the promissory note.

Mr. Quadir believed if the regulations are followed properly then that will help the industry to flourish more and more.



## PLANNERY 06

# THE CORE GOVERNANCE

### CXO Summit 2021

Date: December 11th, 2021

Topic of discussion: The Core - Governance

#### Moderator: Anis. A. Khan

Chairman, Valor of Bangladesh.

#### Panel 5 members:

##### Ali Reza Iftekhar

Managing Director & CEO, Eastern Bank Ltd.;

##### Prof. Imran Rahman

Vice Chancellor, ULAB;

##### Suraiya Zannath

Lead Financial Management Specialist, World Bank;

##### Zahida Fizza Kabir

CEO, Sajida Foundation;

##### Masud Khan

Chairman, Unilever Consumer Care Limited.

The moderator Mr. Anis A. Khan, Chairman, Valor of Bangladesh gave the opening speech by giving a brief about banking. He spoke about how private banks have employed thousands of people and they have contributed immensely to our country.

#### Anis. A. Khan:

Banks have a certain board and the boards decide about credit approvals. He also pointed out that the CEOs of Bangladesh don't even have the approval of having credit. And his prior suggestion to this country was that they should have supervisory boards.

Mr. Khan then introduced panelist Mr. Ali Reza Iftekhar, Managing Director & CEO,



Eastern Bank Limited, and **asked him to share his journey in banking.**

**Ali Reza Iftekhhar:**

Mr. Iftekhhar mentioned how finance is the most crucial thing in banking. He identified that the problem in Bangladesh is they don't have the required skillset when it comes to certain areas and this is the biggest challenge in the financial market. He also seemed to agree with what Mr. Khan stated earlier that the board should be divided into various sections.

He stated that Eastern Bank is the best-complied bank in the country. Because of good governance and decision-making, this bank is doing quite well and making good money. Mr. Iftekhhar suggested that there should be a barrier between the board and management, then only good governance can be seen in the financial sector.

Mr. Khan moved on to Ms. Suraiya Zannath, Lead Financial Management Specialist, World Bank, and asked her to **speak about governance in today's world.**

**Suraiya Zannath:**

She mentioned 5 fundamentals that ensures governance - assure; transparency, responsiveness, compliance, and accountability. And she mentioned how relevant participation of all classes and all groups of people is. Every operation goes

through certain challenges but whether the company is robust enough to cope up is what's important, she said. In the case of law, she said the law has to be impartial and unbiased and the right policy, tools, and techniques need to be there in the company.

Another relevant factor she shared is openness and transparency. The organization has to have access to the right information and the right decision also has to be made. Having the right kind of people is important too. And lastly, the art of management needs to exist.

**Anis. A. Khan:**

Mr. Khan added his 4 Ps; People, Process, Purpose and Performance and how they all engage in corporate governance.

The next question was for Ms. Zahida Fizza Kabir, CEO, Sajida Foundation. She was asked **whether financial sustainability was a challenge for her organization and as a CEO how she attained that.**

**Zahida Fizza Kabir:**

She proudly spoke about her organization SAJIDA Foundation that which is uniquely structured and she also stated the fact that the foundation is in a better place than other organizations in Bangladesh. A slight glimpse of history was shared by Ms. Kabir

about SAJIDA Foundation. When Pfizer donated a huge amount of money to the foundation that is how SAJIDA Foundation started its journey and it's still going well.

Lastly, she said that NGOs are looking for donors and they are also engaging in corporate endeavors for financial sustainability. The next question was for Prof. Imran Rahman, Vice Chancellor, ULAB, **by asking him how corporate governance work in universities?**

**Prof. Imran Rahman:**

Mr. Rahman shared his experience of working in a public university for 28 years and then a private university for 17 years. They have to keep in mind who the leaders of the university are, and how the leaders are and who are the governing bodies.

The kind of skillset they share and the ethical and moral values they hold are also important factors that play a relevant role.

He thinks that the state of governance in university education needs a radical. It needs to improve so education can compete with the global standards. Hence radical rethinking is required. An example was given by Mr. Rahman in the context of Bangladesh, Dhaka University needs to rebrand itself in the 21st century.

He identified how the private

universities, are founded by some founding trustees, and then a trustee looks after the university. But the original people who invested their money never get any sort of payback/dividend of the initial capital. Hence the private universities suffer from a credibility crisis.

There's also a positive side to it as 60% of students are studying in private universities so in Bangladesh's context situation has improved. Lastly, Mr. Rahman said how the leader is and who should be choosing the leader is also something to think about.

Masud Khan, Chairman, Unilever Consumer Care Limited, took the next question from the moderator, **why the companies should adopt corporate governance in Bangladesh and what the elements of good corporate governance are.**

#### **Masud Khan:**

A company is trusted when they have good corporate governance, Mr. Khan believes. People also get attracted towards that organization and banks look at companies with good corporate governance. The concept of sustainability and concept of corporate governance goes hand in hand, he mentioned. He also stressed on the importance of the board of the company is. The board is the heart of good corporate governance. The

board directs the company and the board administrates the company through the CXOs. There should be a composition of the board where they should have the right mix of people in terms of gender, race, skills, and diversity.

It's also important to see whether the board members are knowledgeable or not. Another is Audit Committee which plays a crucial role because they manage risks for the company.

In internal control, the process of the board and management in order to obtain reasonable insurance regarding the achievement of business objectives are in 3 areas. The areas are efficiency and effectiveness of operations, reliability of financial information, and compliance with laws and regulations.

There are 2 types of risks that exist in a company; internal control risks and enterprise risk management. Another issue to address is business continuity planning and disaster recovery planning, then there is a scope for overcoming challenges. The moderator wanted to know from Mr. Iftekhar, **about his suggestion of reshaping corporate governance and the disruption coming from technology.**

#### **Ali Reza Iftekhar:**

Mr. Iftekhar said that when Covid struck the nation,

safety was the first thing that crossed their mind. And that 865 people were afflicted in their company.

In banking, there has to be an improvement in the skillset of people who are being hired. He also believes that organizations aren't investing enough in people. Plus, there is no long-term plan for the people to grow. Lack of corporate governance exists here. And there is also lacking successful and adequate information. These things need to be set correctly in order to run good corporate governance.

Ms. Suraiya Zannath was questioned about **why governance matter for social and economic growth.**

#### **Suraiya Zannath:**

She quoted the governance issues and challenges vary from sector to sector. In the case of Covid-19 vaccines, the World Bank provided 500 million assistances to the government of Bangladesh to procure the vaccine for the entire population.

She also agreed with other speakers by saying, there isn't enough correct information to make good business decisions. Local investors and international ones aren't coming together because they are concerned about the governance facing challenges in Bangladesh. But this shouldn't be the case.

Social transformation isn't

going as expected in the case of corporate governance and economic growth isn't going as desired.

Mr. Khan asked Ms. Kabir on **how does a business entity work towards their goal, taking care of all stakeholders.**

**Zahida Fizza Kabir:**

Whether it's profit or non-profit making organizations the sponsor sets the tone and values of the institution. Their values and ethics matter a lot. It is the people who matter the most ultimately.

Prof. Imran was asked **to shed some light on improving corporate governance practices in the large businesses of the country.**

The large companies of Bangladesh are doing great but the board's mindset needs to change a lot. Mr. Rahman suggests having an international board for the bank and other organizations.

There should be the transformation of good governing bodies and international boards should be hired like overseas countries.

When choosing a CEO of a company certain skillset, values and experience are given importance and when it comes to the board, our country lacks far behind in their mindset. They should give the same importance while recruiting the board.

Having independent directors is a very positive move, Mr. Rahman thinks. He also shared his experience as an independent director of a non-banking financial institution.

As the interesting session comes to an end almost, the last question was taken by Mr. Masud Khan, and he was asked **to give the true corporate governance in terms of Bangladesh.**

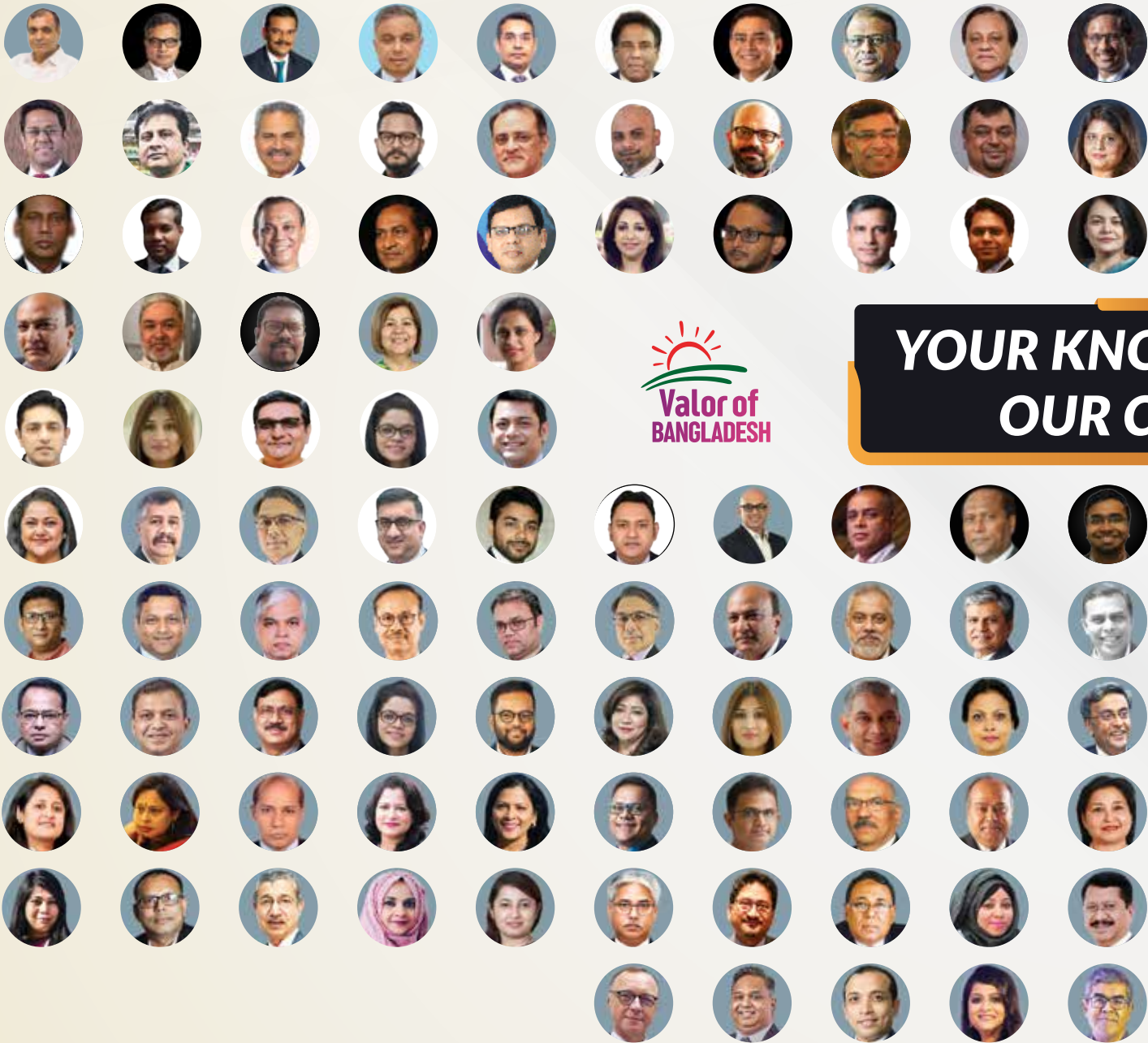
**Masud Khan:**

The biggest issue of local businesses and multinationals is the separation of ownership from management.

Mr. Khan mentioned how overseas the board is run by professionals and nobody hardly knows who the owner is. In our country, there is no succession planning because employees go to the owners for the decision-making and not professionals.

In Bangladesh, they think of people as an expense whereas multinationals think of people as an investment.

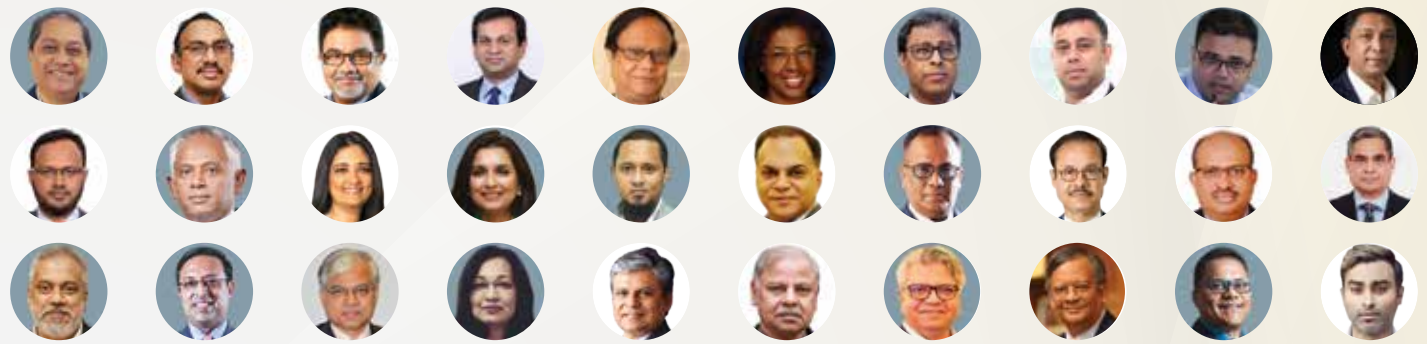
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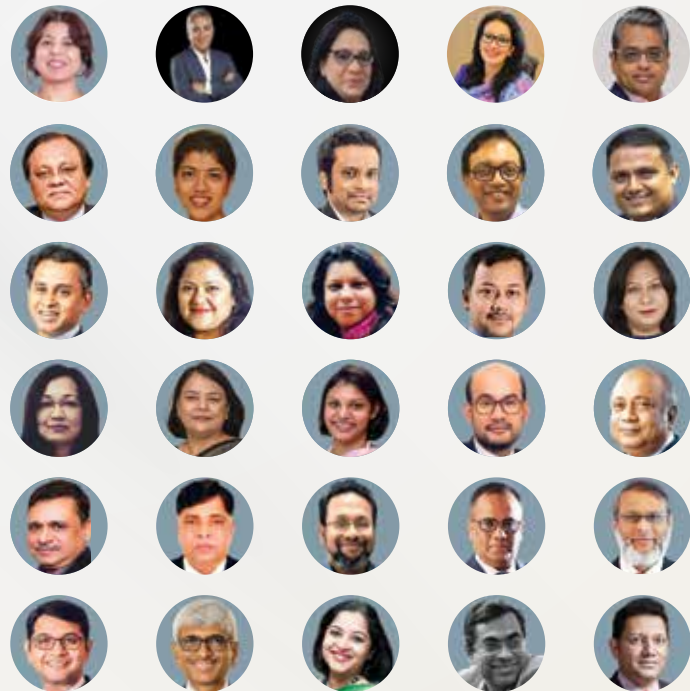
**YOUR KNOWLEDGE  
OUR CARE**



# OUR MAESTROS



**KNOWLEDGE IS  
CAPITAL**





# **BUSINESS LEADERSHIP THOUGHTS**



**Adil Islam**

Country Head, Bank AlFalah Ltd.

# **BUSINESS TRANSFORMATION THE CHANGE ARCHITECT**

**B**usiness transformation entails major changes in all aspects of a company's operations. It concentrates on long-term plans. Objectives, business strategies, operational models, work processes, technology, systems, goods, financial services, and venues are all examples of these. And those are the items created by agile methodology to analyze the current situation of a firm, envision but instead design its future state as an enterprise, investigate the discrepancies between both of them, recognize changes in venture capital and plan the information systems plan to achieve the innovation processes.

Doesn't this seem like what Business Transformation techniques do?

In truth, the disciplines of Agile Methodology and Business Transformation have far more similarities than they could differ. True System Developers are undeniably important because they incorporate transitions. The Chief Architect is the most significant member of the senior staff in charge of directing and guaranteeing the success of a company's future. By the way, System Design should not be mistaken for IT Architect or Practical Architect, which are exclusively used to realize the benefits of IT solutions. This is not the purpose of genuine corporate architecture. The CXOs are the executives in

in the first place, and taking investment portfolios. The Enterprise Architects, on the other hand, will work closely with the CXOs to iron out the kinks in the future reform roadmap, construct future events, make forecasts, and estimate future alternatives. Acting without business architects is akin to failing to prepare properly and is a

recipe for disaster. Industrial architects are responsible for thoroughly analyzing and assessing the effect of strategy and suggested changes, identifying risks, and prioritizing development efforts to develop a workable roadmap. They are critical to attaining success and successful transformative

changes because they handle the intricacies of transitions. The goal of enterprise architecture is to close the gap between its conversion strategic plan and its implementation.

Ability to be a responsible community Member

Likes to collaborate and facilitate with others

A systems thinker with the ability to solve problems

enthusiastic, passionate and inspiring

Proactive and creative not reactive

Committed to life long learning of themselves and others

strong, engaging and dynamic communicator

Capable of self reflection and self assessment

## THE CHANGE AGENT



**Akhteruddin Mahmood**  
Chief Human Resource Officer  
(CHRO), Brac Bank

## PERFORMANCE LEADERSHIP

Andy got promoted to the role of Head of Function when his predecessor, Mich got an overseas transfer. Mich was recognized for his contribution over the previous 3 years in the same role. Mich was found to be better at his leadership skills when it came to learning and development of self as well as his team members. Mich's optimistic attitude towards life in general and hunger for learning took him to places afterward in his career and brought him a lot of success. On the other hand, Andy's appointment came as a disaster. He failed to build a rapport with his peers, did a few blunders with his own functional deliverables, and more so, his chemistry wasn't working well with his Boss. And ultimately he had to leave the organization within less than a year.

Both Andy and Mich were promoted and were placed in completely new roles based on their past performance and well demonstrated technical skills. It worked pretty well for Mich but for Andy, he suffered a great loss of reputation not only within the organization but also in small towns like Ashland, Nebraska where they lived.

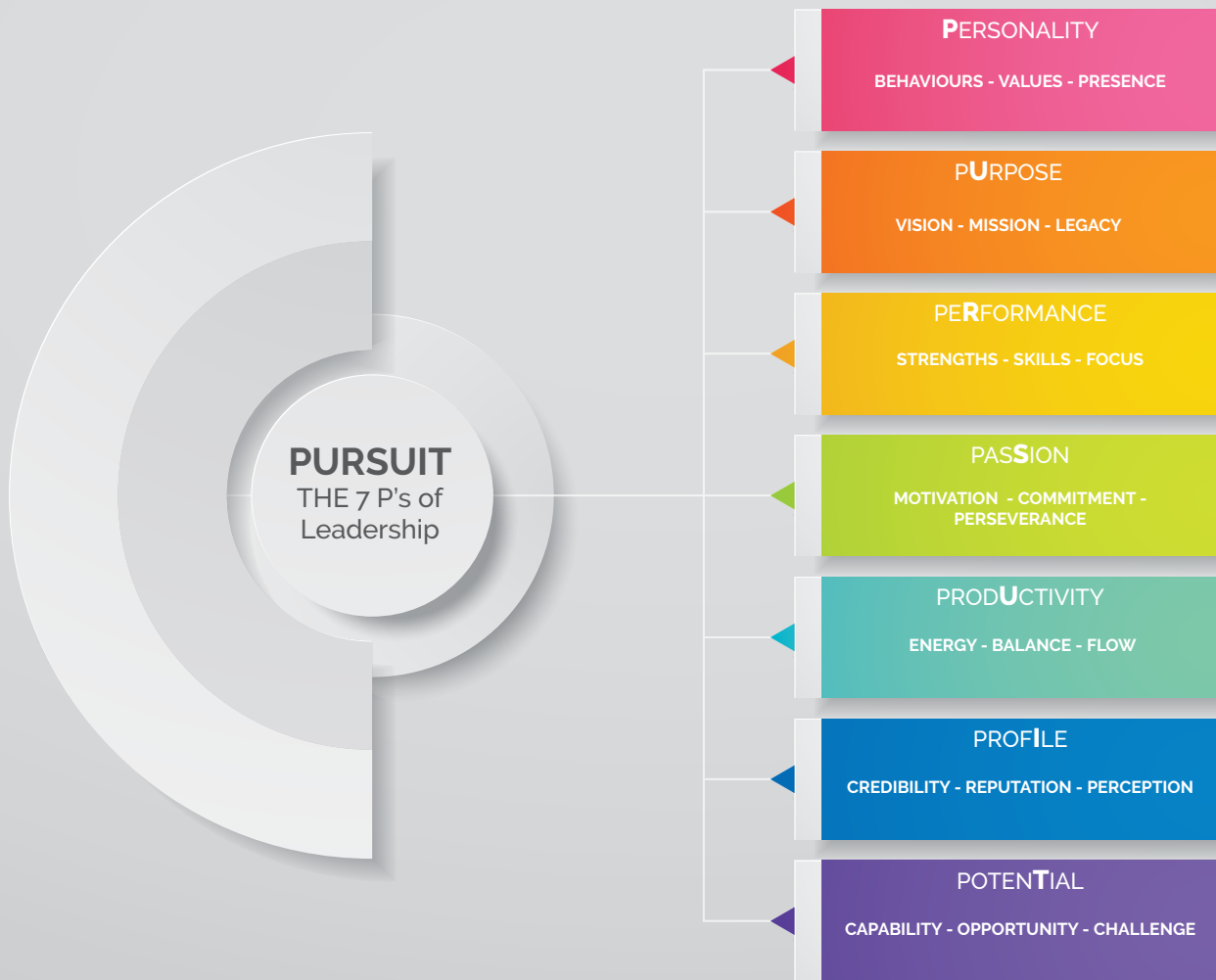
Andy was selected for the role of people leadership role based on the evaluation of his past successes as an engineer, who solved mainly the technical issues with his team on the shop-floor. Andy's technical skills & integrity were beyond question but the dark side of his

behaviors didn't surface out until he was given a people leadership role. It was like skill sets of great athletes who often end up being mediocre coaches (and vice versa), and why high performers often fail to succeed in leadership positions.

We often fail to evaluate and predict the potential of our future leaders. In absence of appropriate yet simple tools and techniques, we fail to

help organizations to do that. It's not rocket science. Too much expertise in a single area can be a handicap. That both Andy and Mich proved in the same role but in an opposite manner. Had Andy been selected through prediction of his future potential like the way it was done for the selection of Mich, such damage wouldn't have happened in Andy's case. If anyone is to be blabbed for this, it is those so-

called leaders who selected Andy for failure, and kudos to those who selected Mich for the same role. Both Andy and Mich are successful now and live in the same town and enjoy a great friendship.







**AKM Kamruzzaman**  
Senior Executive Vice President  
& Head of Operations  
LankaBangla Finance Limited,  
Secretary ICMAB

## **ACHIEVING THROUGH PEOPLE**

## **PEOPLE FIRST**

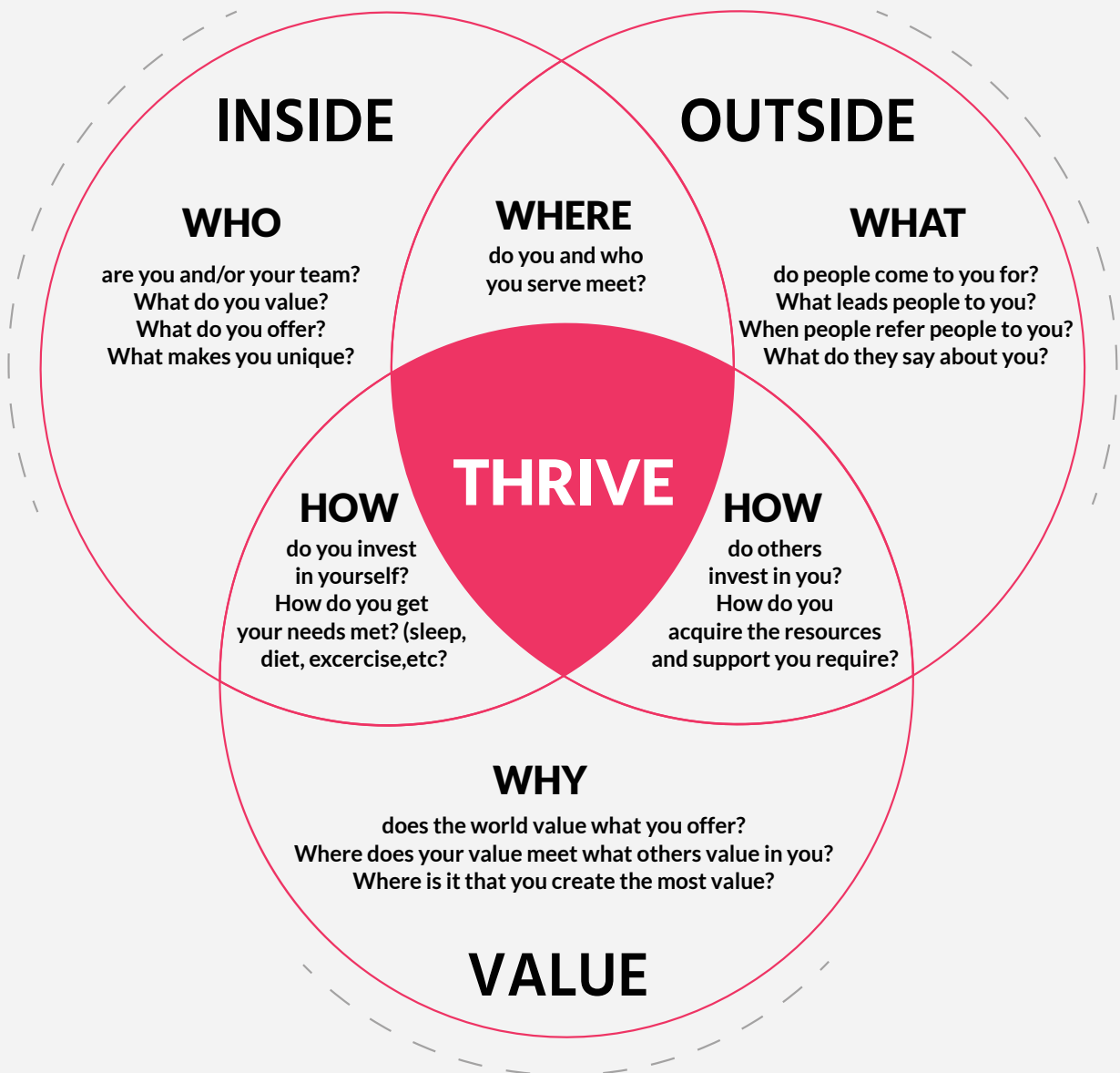
**F**rom one organization to the next, a person's culture may create or break an employee's trust, contentment, and commitment. Employees who are happier work harder in school to meet personal, institutional, and corporate objectives. The problem isn't why a person's culture is necessary or effective; it's how to get there. Managers, more so than any other member of your HR or executive board, have the power to establish and sustain a people-first culture. Management is better able to favorably affect employee satisfaction by having direct touch and conversation with current workers.

Align the requirements of a people-first attitude with the ownership, boards, and senior management. "How can we develop a people-first environment for our organization?" you might wonder. What will it resemble? "Are our policies in line with this culture?" The replies will appropriately describe expectations that are in line with your company's beliefs and objectives. Managers may achieve this by responding to employee input, whether it comes from a pulse survey, an engagement survey, or verbal comments. Employees should be involved in establishing a solution approach that matches their goals after considering the input. Employees must understand that their time, energy, and efforts are valued not only by their bosses, but also by the rest of the team,

section, and company. Employees may have a better understanding of their achievements and opportunities for growth by permitting an open discourse. In the end, the connection between an employee and his or her boss is the most important. Personnel should understand exactly what to expect from

you; the further clarity you have about their work or how their aims fit into the larger organization's goals, the more engaged they will be. Managers may behave as mentors rather than just assessors when they get authentic input. This helps managers to support employees in their personal and professional

growth while also providing individuals with a clear picture of their performance. Employees will not know how to embrace a culture that appreciates its people if the leaders of your company cannot exhibit how to do so.





**Ali Reza Iftekhar**  
Managing Director and CEO  
Eastern Bank Limited

## **ORGANIZATION STRATEGY**

### **A RECIPE OF SUSTAINABLE GROWTH FOR EBL**

**W**ith customer-first policy, service excellence, product innovation, and highest priority to ethical banking, Eastern Bank Limited (EBL) has become the most valuable financial brand in Bangladesh.

EBL made a breakthrough transition to centralized processing along with the robust processing platform Core Banking System way back in 2000. The dedicated relationship-based business unit catering to the large corporate customer segments for their assets and trade-related financial needs is a differentiator in the Banking industry. In Retail Banking EBL has emerged as an undisputed leader, a testament to that is EBL has won the Best Retail Bank in Bangladesh for the six consecutive years from 2013-18. The London-based Banker magazine awarded EBL as the Best Bank of Bangladesh for two consecutive years – 2020 and 2021.

The hallmark of our success lies in our synchronized teamwork, good corporate governance, the credit worthiness of customers, digital innovation, most up-to date IT solutions, fast and efficient banking services to clients, innovative products and services, wider access to the global market through the largest correspondent banking network, and impeccable asset quality. We established our first foreign fully-owned subsidiary in 2013, EBL Finance

(Hong Kong) Limited. This subsidiary is a successful venture and is now offering an extensive range of trade-based products and services and fostering China-bound trade business growth. The success in Hong

Kong inspired us to set up a representative office in Guangzhou, China to tap potential Chinese Investment in Bangladesh.

The mantra of our success is simple: our attempt has always been to be a financial

superstore embracing best industry practice of processes and be a first mover in technology adoption.





**Asadul Haque Sufyani**  
Chief Operating Officer  
Bengal Cement

## **INNOVATION AND TECHNOLOGY**

The past history of the Cement Industry of Bangladesh is not so old as other countries have a profound legacy of construction materials. The first attempt to produce cement in Bangladesh dates back to 1941. After the Emergence of Bangladesh, the second factory was established in 1973 in Chittagong.

The growing infrastructure requirements and appetite for individual House building gave positive stimulus to Bengal Group of Industries to establish their footmark in cement industries. In early 2018, we came up with new diversification in the cement industry known as "Bengal Cement Limited". We had to do a lot of market studies before launching our Bengal Cement. Although we all knew that it's not an easy task to compete with those established companies in the Cement Industry. So, we did research to make Bengal Cement unique from others to compete strongly.

Innovation is crucial to the continuing success of any organization. We all focus on technological innovations to make our organization unique. We introduced Low Alkali Cement in the market by importing "Grade-1 Low Alkali Clinker" and this feature makes us distinctive from others. We innovate Green Products which has Superior Cohesion and Chemical Resistance. We ensure primacy in producing quality cement



blended through innovative processing, development of using technology that decreased dust to create environment-friendly surroundings. We also had a center of attention to the latest technology. As a result, we set up Two Sophisticated German Pengfei Ball Mill with a production capacity of 1.4 million MT per year, which has made it one of the decent production capacities in this country. Right now, we're engaged in construction to extend our cement plant with a vision to increase our production capacity up to 3.0 million MT per year within a short time. In cement industry history, no other cement manufacturer company has done this extension within 2.5 years of production.

Our cement plant is cutting-edge in terms of technology

which has been incorporated now the modern way of manufacturing cement, like by using Computer Aided in mining and material handling, Single stage curding, conveying of limestone by Belt Conveyors, grinding, burning, blending and storage through silos. This means low cost of Production, use of modern technologies and innovations, and quality production. Hydraulic excavators and large wheel loaders are replacing conventional rope shovels in quarries by virtue of their mobility and flexibility of operation. Bengal Cement is a flourishing Industry in Bangladesh and we have experience of almost three years but behind the scene, our personnel has more than 15 years of experience in this cement industry. In this short span of time, we've already

established ourselves ranked within the top ten among 35 companies. This is solely due to our quality and services to our valued clients. We have already collaborated with the Government to accomplish Vision 2041 by supplying high-quality cement to different Mega Projects all over the country. This Proves our high quality and best services and we're always committed to providing quality and durable cement.

Bengal Cement strives to provide safe, secure, and reliable goods and Technologies. We aspire to be a company that is indispensable in the construction of sustainable infrastructure, as well as a role model for cement manufacturing companies.



**AZM Saifuddin**

Managing Director  
Paper Rhyme

Trustee, Valor of Bangladesh

# REVISITING SUPPLY CHAIN

# SUCCESS THROUGH MULTI SOURCING

**C** OVID-19 cracked open the vulnerabilities of global supply chains as it shook the long-established business models to their foundations, which took corporations and governments across the globe decades to build. As nations are grappling to contain a tiny virus, everything from lithium mines in Chile to semi-conductor makers in China's industrial capital came to a standstill.

A supply chain shock that was born in China has become a global phenomenon in the blink of an eye. The domino effects are contributing to the growing conviction that the world has slipped into its first major recession since the global financial crisis more than a decade ago.

The Corona spread has been leaving businesses around the globe counting the costs. As a matter of fact, the U.S.-China trade war has been negatively affecting companies around the world as they completely rely on China for sourcing business. A recent study (source: [hbr.org/2020/03](https://hbr.org/2020/03)) shows the world's largest 1,000 companies or their suppliers own more than 12,000 facilities in the initial COVID-19 quarantine areas of China, Italy, and South Korea.

China has been the biggest sourcing hub for companies in Asia, Africa, Europe, and South America. Even prior to the trade war, companies had begun to look for alternative sources

to ensure their business continuity. It has become harder for companies around the world to look to other countries for alternative sourcing as China has robust infrastructure that is run by a skilled labor force and equipped with a resource base. But it is needless to mention that in China, while the infrastructure is good, compliance with the law — including child labor, environmental and intellectual property laws — is a challenge. After this COVID-19 crisis, it is going to be logical to expect companies to ask suppliers for improvements in social support and health care attention for their employees, as compliance is mandatory.

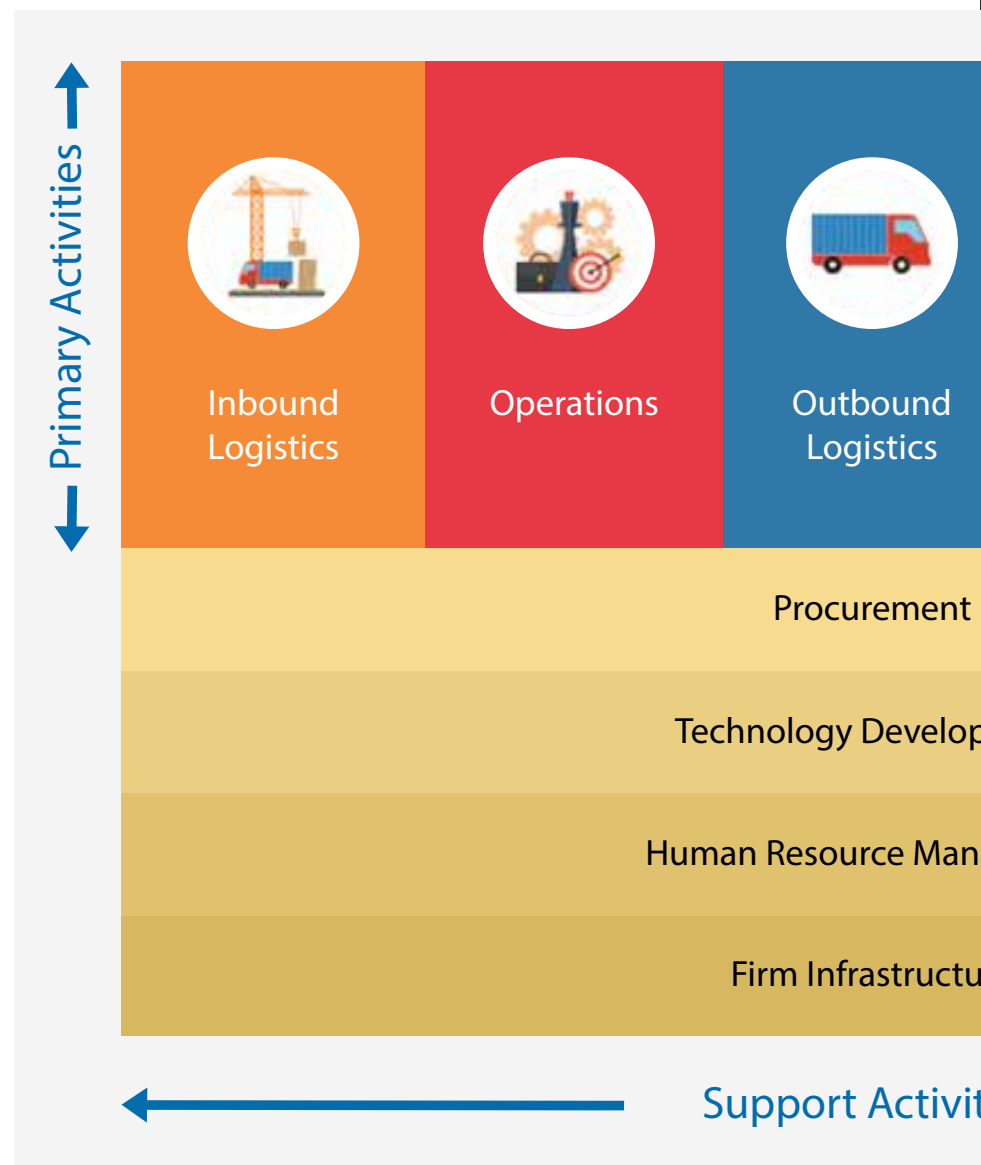
The dependency on one country badly needs to be reduced, considering the COVID-19 virus outbreak and any such future outbreak. The coronavirus outbreak has shown the world how much they rely on China. Ford and Toyota stopped some of their vast Chinese assembly plans for an extra week, Apple is preparing a plan to re-route their supply chains, and Starbucks closed thousands of its stores.

American corporations have become so dependent on Chinese companies that some members of the Trump administration are citing this dependence as a justification for the trade war that forced American businesses to

consider shifting their factories from China to countries with better relations with Washington.

The dominance of one country, like China, over the global market has grown astronomically in recent

expensive workers. Some of them are Brazil, Mexico, Indonesia, South Korea, Turkey, Colombia, Indonesia, Vietnam, Egypt, Bangladesh, and South Africa. This is the case for developing countries in South Asia, Africa, and South America.



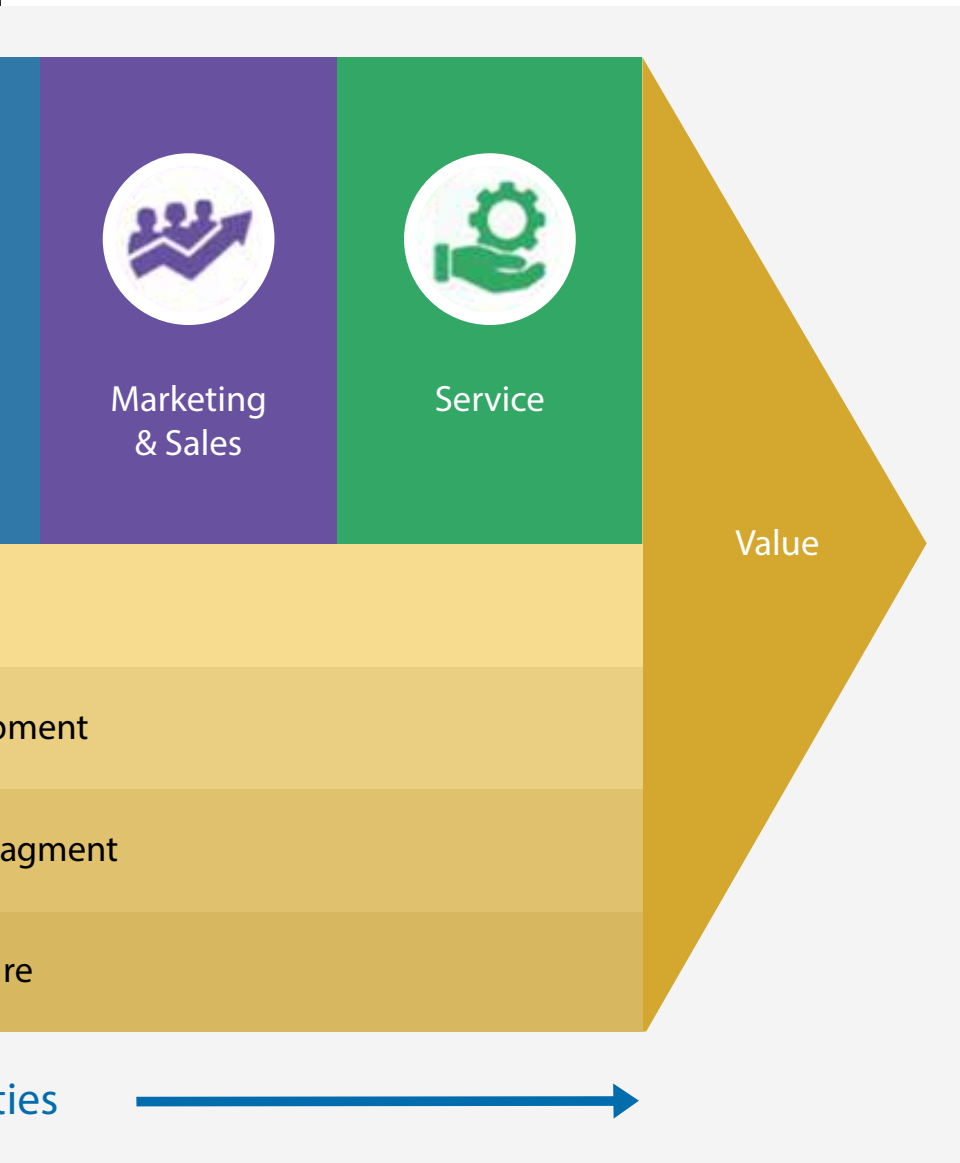
years, partly due to the availability of many skilled human resources and to its large consumer base. Nevertheless, there are other emerging markets with better and even less

Global companies need to change their strategies to include new emerging markets that can be alternative sources for their businesses. Global

sugar buyers are feeling increasingly nervous as a much-touted surge in Indian sugar exports has failed to materialize, with some mills reluctant to sell even as global prices trade near 2-1/2-year highs. Considering three macroeconomic

considered favorably by the world markets for sourcing goods and services. Moreover, countries such as the U.S. have changed their trade agreements to make them more hospitable to multinational companies. Companies also need

companies to shift their sources from one country to another. For instance, the countries that rank highest for ease of doing business on a global scale are the United States, the United Kingdom, the Netherlands, Norway, and Japan. These are countries where global companies can shift to as they rethink their strategies for China, and they are countries with a growing consumer market. These are suitable alternatives that could allow global companies to enter new markets with more commitment and greater potential. Business dependency, or over reliance on a single country for business sources, is extremely risky. This is due to a variety of reasons, chief among them being the occurrence of unexpected diseases, epidemics, natural calamities, disasters, and political instability. For instance, the outbreak of the COVID-19 virus in China has already cost many companies millions of dollars. This is because many of the Chinese workers have been quarantined, which has led to a significant and sudden reduction in production. Overreliance on one country also leads to rising costs of labor due to increased demand in due course of time. This is one of the reasons why China is slowly becoming an expensive source of labor for some categories of goods and services.



indicators: GDP, Purchasing Power Parity (PPP) and Export Growth Rate (%), we see that, along with the BRIC nations, Mexico, Indonesia, and South Korea are also

to ensure that they have multiple sources of raw materials. The technological advancement of the world may also enable multinational

Dependency on one country may eventually lower a company's profit. This is because the government's trade policy may change and become highly unfavorable. For instance, the trade war between China and the U.S. has made the trade policy between the two countries less accommodating for global trade. Raw materials are also finite. Hence, it is important for companies to diversify their sources of business.

Acquiring new sources is not easy either. There are many challenges, such as language and cultural barriers, that make it harder for companies in developing countries to work with certain countries. The primary factors that companies need to explore before getting multiple sources are the resources that they need, the availability of skilled labor, the cost of doing business in the country, the availability of suitable partners, the customer base of the company in the country, the infrastructure availability in the country, the legal and political environment of the country, and the economic growth projection of the country. A country with a highly skilled labor force that is not very expensive is a great source. Getting a new source requires a lot of investment. Hence, a company should select countries in such a way as to ensure profitability.

A company should also ensure that it has more than one source. For instance, if a company is involved in agricultural production, it should get raw materials from two or more countries. This will ensure that there is a continuous supply even when one source is not fully dependent on the other. Why do we have to import tomato pulp to produce good quality sauce here when we can produce similar quality tomatoes here in Bangladesh? The economy of a supply hub may undergo various fluctuations during a year. China's dependency has left the globe in a very precarious situation. This has become quite evident due to the COVID-19 outbreak. The outbreak has led to a decrease in global production of various goods, especially those that heavily rely on technology. Developing great sourcing is a great way to give companies a competitive edge in global business. Countries that have great work ethics, such as Japan, make them good alternatives for sourcing.

Moreover, countries without land locks and with great infrastructure make transportation of the raw materials from the producers to the company easier. The use of technology in sourcing strategy is also important because it helps manage the supply chain. Integrating technology into the supply chain will also

help companies reduce their dependency on one country. Therefore, it is important for multinational companies to look for different suppliers in different countries. Emerging countries, as we mentioned earlier, have enormous potential. The world is changing, and there are more opportunities coming in this shifting paradigm. Covid-19 was a wakeup call; the world as we know it has changed, and so should our business strategy to accommodate this new reality.

The key focus of our sourcing strategies so far has been to reduce cost and to drive scale in our quest to build a robust supply chain model. It's time we shift gears to re-create a new business model that is less disruptive and more resilient. COVID-19 has brought uncertainty to every market we could possibly imagine. It is time we introduced new business procedures to combat the post-pandemic challenges.





**Emranul Haq**  
Managing Director & CEO, Dhaka Bank

## **PEOPLE MANAGEMENT**

**MAKING  
PEOPLE THE  
KEY ELEMENT  
FOR PROGRESS**

In any environment – be it our working environment or a social one, it's very important to manage people around you. A true leader must know how to deal with people most appropriately to achieve the best outcome from the invested resources successfully. That's the reason mastering People Management Skills is a highly focused area.

People management is based on the concept that you can't honestly expect your staff to enjoy their growth, procedures, or people issues on their own. Therefore, a smart and efficient manager with excellent people management skills can contribute to a great extent. Employees will have issues, and you will have to assist them in resolving them. However, not all issues can be treated with equal importance or focus. Professional issues are frequently classified into two categories: individual and organizational, where the different types of issues must be addressed according to their merits. Developing adaptability, tiny shifts in mentality and different viewpoint on challenges might help a manager improve his people management abilities.

Ultimately, the main area to look into is Organization. Bringing people together by aligning to the institutional interest is a challenging task. A true leader must ensure the harmony that will eventually ensure the optimum utilization of all the elements of an organization,

most importantly the human issues. People tend to work with ultimate loyalty where their issues are addressed accordingly. Accepting the

challenge, coming up with the ideas and techniques to mitigate the challenges, and finally solving the human issues are the attributes that

will differentiate between a Boss and a Leader.





**Golam Murshed**  
Managing Director, Walton Group

# LEADERSHIP PIPELINE: BUILDING LEGACY

**L**eadership in its true essence means to guide and to lift others. It also means to make sure I deserve respect and trust that the people under my leadership place on me. That is precisely why true leaders are never born in a day nor out of a whim of positional shift. The difference between a herder and a leader is how they treat the ones under their leadership.

A herder never goes out of their way to empower a sheep because they never feel necessary. However, a leader always looks for the following alternative after them. That person/group of people is always focused and is nurtured accordingly to make sure that the qualities and culture that the leader wants to imbue among the people are also embedded within that next person—seeking out the next best leader through rigorous litmus tests and making sure that the vision and mission statement of the leader and overall, the organization is reflected well among the peers through the next captain. That is what makes a leader unique.

That is precisely where the vision of a conscious leader comes in. A conscious leader always looks to achieve their goals and objective through the people. They believe that the chair they are holding now is not permanent and that setting the next person in line is a duty of the current leader. However, there is an added advantage to this. When the next leader

comes from within the organization, there is an inherent tenacity built inside them to drive their goals and long-term visions forward with their leadership traits.

At the same time, coming up from within the ranks,

the next leader is inherently more compassionate than someone from the expert group. It is in no way deniable that the outside leader might be an SME, but the nuances that flow within the organization help drive objectives forward to their

completion through the activities of a leader built through the pipeline- a leader born from within the confines of a company. I believe that is the most golden asset an organization can have.



**Life  
begins  
where  
fear  
ends.**





**Imran Karim**

Vice Chairman, Confidence Group

## **ORGANIZATIONAL AND BUSINESS STRATEGY**

### **SUCCESS AND SUSTENANCE**

Organizations use a holistic approach to management decision-making, looking at all aspects of a firm's management to see how they can enhance value production. Companies must analyze how the many companies they control fit together, how they impact each other, and how the holding company is organized in order to optimize social resources, processes, and governance. Growth objectives are constructed on top of corporate strategy, which is focused on making crucial decisions for a specific organization.

The widely held concept of corporate strategy execution is straightforward: top leadership rethinks its current strategy over a long period of time, looking for external threats and assessing the firm's assets to identify strong and weak aspects. Administrators may devise a variety of alternative treatment scenarios and compare them to the industry's lofty objectives. Managers flesh out a new selected policy (or continue a revalidated one) in terms of tasks to be completed in the future. In order to begin executing it. In smaller organizations, business strategy is a less strict and almost continuous process. On a regular basis, the founder and a tiny number of management meet to discuss strategic problems and plan future behavior. They don't need a complicated, well-organized planning process.

Even in relatively large but overcapitalized enterprises, the department architecture allows the management to assess strategy choices and their action repercussions on an occasional basis.

On a regular basis, the leadership interacts with a

select group of managers to discuss strategic problems and plan future actions. They don't need a lengthy, well-organized planning procedure. Because of the organization departments, administrators may analyze strategy choices and their reaction effects on an ad

hoc basis, even in very large yet varied organizations. Although they are all close enough to meet on a frequent basis for informal join, the quantity of essential executives partaking in such selections is generally restricted.





**Ihtesham Shahjahan**  
Managing Director, Quality Feeds Ltd.

**BUSINESS  
SUSTAINABILITY**  
**LEADING  
BUSINESS  
EXCELLENCE**

**B**usiness excellence models are blueprints that, when implemented inside a company, may assist in concentrating thinking and activity in a more methodical and organized manners, resulting in higher performance. The models are so holistic that they include all aspects and dimensions of an organization, particularly performance-related elements. These approaches are frequently recognized as a framework for assisting the adoption of business excellence concepts as well as a useful tool for determining how completely this deployment has been included.

National authorities have established business excellence concepts as a foundation for award programs in general. For most of these organizations, the prizes are subordinate to the broad creation of business excellence principles, which eventually leads to enhanced national economic growth. Award programs are frequently held at the local, regional, and national levels to recognize and honor understanding of the system at all levels. An organization's ability to function at World-Class standards of achievement may be examined and justified through various award programs. Typically, prizes are only granted to organizations that have been judged "outstanding" after a rigorous awards procedure that involves independent teams of assessors assessing award candidates. According

to current estimates, at least 76 nations have a national business excellence award program in place.

Business Excellence (BE) is the method of enhancing an organization's current

processes to boost performance and provide value for stakeholders. BE entails almost as much as putting in place a sustainable quality system. BE is about attaining excellence in all aspects of an organization's

strategy (including culture, direction, customer service, systems integration, people, and processes), as well as better business outcomes.





**KAM Majedur Rahman**  
Vice Chairman, Valor of Bangladesh  
CEO, A.K. Khan & Company Ltd.

# PROFIT LEADERSHIP

## BUSINESS AND FINANCIAL ACUMEN

Great governance involves both relational and financial competence. Even the most charismatic and well-liked executives will struggle if they lack general business acumen. That's because company goals are going to fall flat without a clear grasp of how the company operates — especially when workers see that these goals aren't founded on a complete understanding of the trade or technical/functional skills and expertise.

But, exactly, what is business acumen? Well, the fact is that it's not a single talent, but rather a much larger range of competencies that involve knowledge of numerous facets of a business, such as:

Market Perspective – Today's CEOs must have a thorough understanding of the markets in which their company operates. This entails understanding who your clients are and what they want, as well as who your rivals are and what they have to offer, as well as the trends that are creating and redefining the industry. It also necessitates a thorough grasp of the business's strategic plan, market strategy, and leadership's backing.

Financial Acumen – It's critical to understand how actions affect financial performance on the bottom line. To monitor performance and make plan modifications, leaders must have a solid understanding of fundamental financial reporting



and indicators. They must also comprehend how decisions affect profit, asset usage, and cash flow.

Business System Thinking  
–As leaders take on more responsibilities, they must

become more conscious of how their actions affect others, taking into consideration not only their functional demands but also the goals of the organization as a whole. It's all about recognizing the "big picture,"

the interdependency of decisions, and how they all work together to provide comparative benefit and financial benefits.





**Mahtab Uddin Ahmed**  
Former CEO and Managing Director  
Robi Axiata Limited

## SUCCESSION PLANNING

**S**uccession planning plays a vital role in ensuring sustainable growth with a culture of trust and transparency. It also acts as an enabler to build the right kind of culture. In the corporate world, I have seen very few means what they say about it. Not too much success, I have seen in Bangladesh or neighboring countries. From that perspective, I have been very lucky to work for an organization that has robust succession planning which ensured my growth the level wherever I am today.

Before seriously introducing succession planning in an organization, start with a succession planning strategy that is well-aligned with the Business Strategy. The talent management has to be forward-looking which would ensure future skill sets and not today. For example, if one plans to transform the organization into a Digital Company, there must be a lot of focus on such digital talents with knowledge of AI, block-chain, analytics, AI etc. Whether to focus on the entire organization or a certain level? It depends on the state of the organization. While it is good to focus on the total organization, but it must be a gradual process. One must master executing succession planning. Start with the top and gradually go down the line. Not ideal to go below the lowest management level. It is important to develop a talent/development culture within the organization as a

prerequisite. Talent skill set is changing fast with the changing business need e.g. digital transformation, covid impact, telecom penetration, the dominance of digital products etc. Many other factors need to be considered while formulating strategy and executing. It includes understanding the current state of the talent and their issues. Where they are and where they need to go – needs to be identified. Is the business ready for such a process? Is the culture ready?

Success planning process is a standard which needs to be fine-tuned depending on the industry, organization

culture, skillset gap etc. First to decide the management level be covered along with the key positions and key person in that position. After that do a skill and competency gap analysis of the identified positions and individuals. Next important task is to develop and execute a development plan for everyone based on the gap analysis. Finally, monitor the progress and intervene wherever required. The leaders have to demonstrate by upgrading the talent even if s/he is not fully ready. The talents have to trust the plan and they will if their regular example of it. While working on the succession planning, it

is important to be mindful of the common mistakes – not aligning with the business strategy, no objective and transparent process, favoritism, not addressing dissatisfaction or concerns of the talent, focusing on seniority/experience over performance etc.

Succession planning only provides the framework but excellence in execution of it in a transparent and consistent manner ensures the resulting medium to long term.





**Mahzabin Ferdous**

Co-Founder, CTS  
Trustee, Valor of Bangladesh

# COMMUNICATIONS ENERGIZING THE ORGANIZATION

There is no better time than the start of the new year to think about ways to keep yourself and your team enthusiastic throughout the year. It's conceivable that this isn't on the priority list. However, this will boost productivity, morale, and efficiency. It will also help you and your team continue to grow as individuals by allowing you to become more well-rounded.

To begin, set aside time to meet with each coworker. You'll have to put forth a lot of effort to get it. I recommend blocking out some time in your schedule for this activity. This should be done after you've decided to take a break. If that isn't possible, arrange an interview with an employee during a time when you aren't feeling well or when you have a break in your calendar. You may schedule a lunch with each of your team members as well as extra one-on-one sessions. You could always take a stand and speak, which is my personal preference.

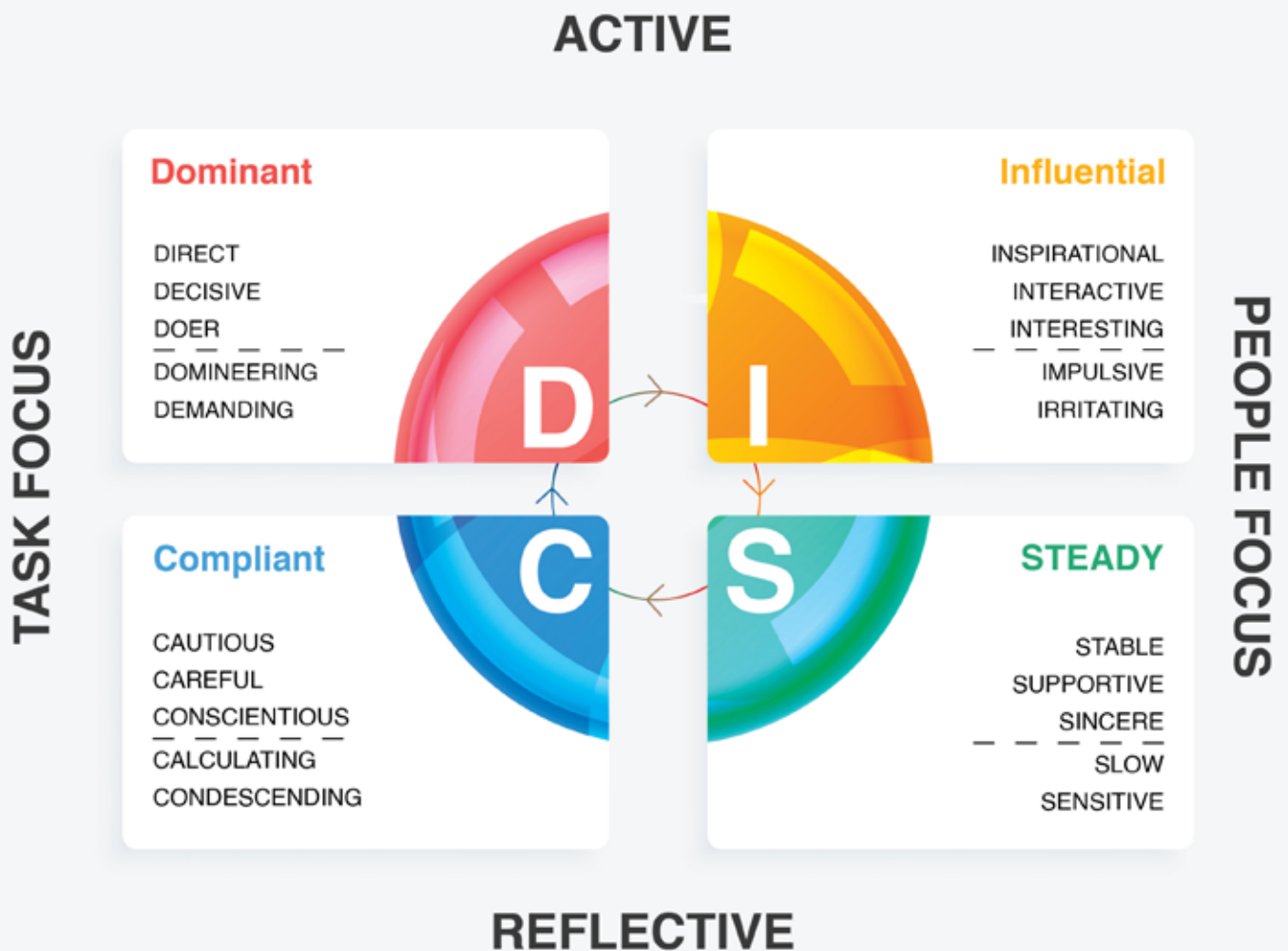
Simply roam around the workplace for a quick meeting. Write a thank-you message on paper whenever someone goes above and beyond. Give shout-outs at the start of meetings. Reward your staff with appealing gifts and incentives. Also, don't forget to congratulate one another on your accomplishments. You'd think it'd be straightforward, and it is. Simply write the goal

attention to it. I find that giving extra attention to the more difficult issues once a month seems natural for me, so I schedule it after the first week of the month.

Finally, we feel weary leading to a shortage of time

management abilities. This may appear self-evident. Effective communication is difficult when employees are unpleasant or uncomfortable with each other. Team-building exercises and other social gatherings help

employees form open, honest, and professional relationships while also displaying effective communication techniques and keep the organization energized.







**Manwar Hossain**  
Chairman  
Anwar Group of Industries

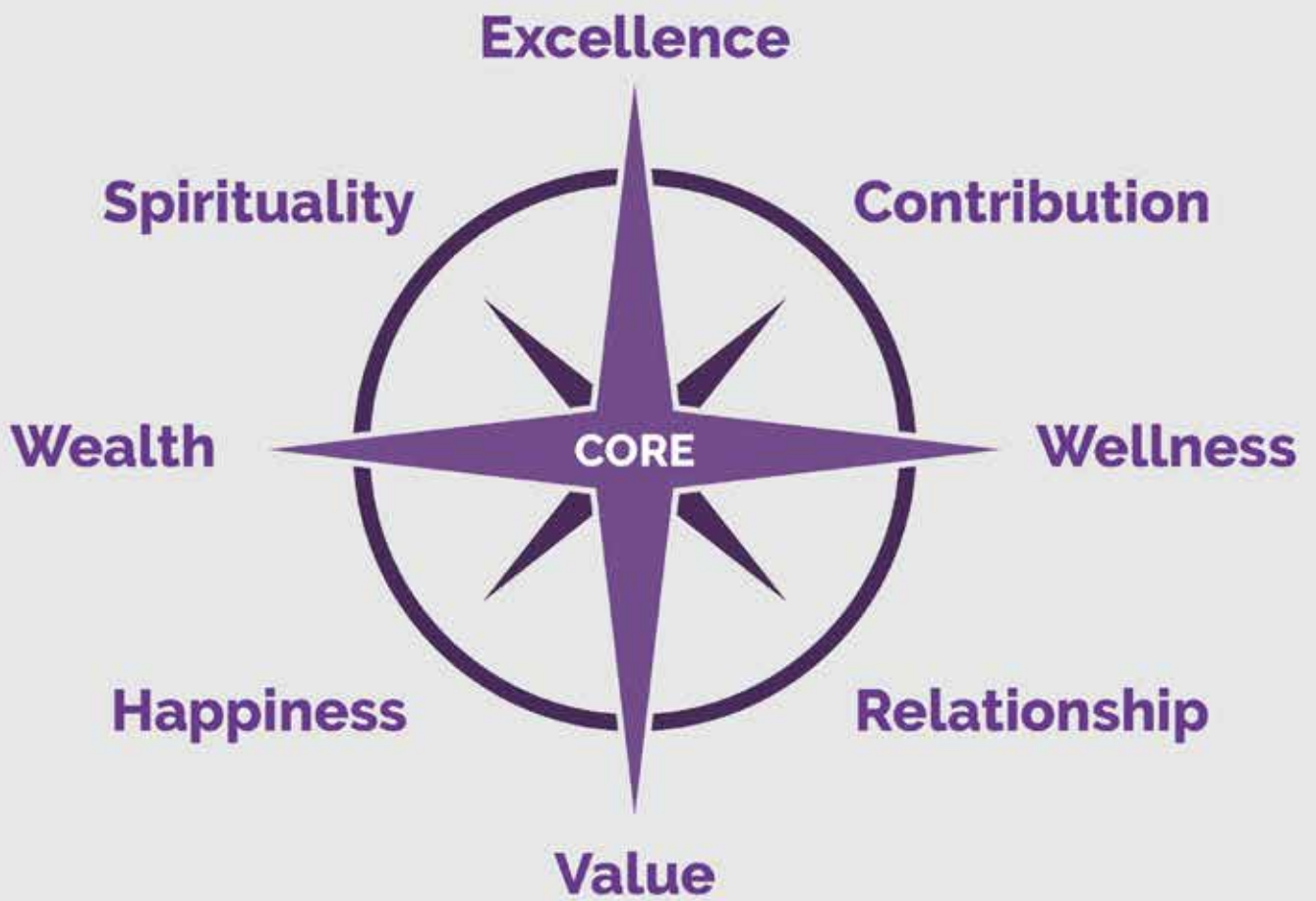
## **GOVERNANCE THROUGH PEOPLE ENGAGEMENT**

**W**ith the empathetic & people-oriented leadership of our founder Late Alhaj Anwar Hossain, Anwar Group of industries has expanded into becoming one of the largest conglomerates of Bangladesh. With his philosophy of decentralization combined with ownership, AGI has become a role model of modern-day management where efficiency, accountability are natural products of the dedication of 14,000 people of the group.

The group will continue to value people and invest in people. our development programs are not limited to improvement in work skills, rather we try to bring out the best human qualities in our people. Family, education, health, and recreation are our top priorities in bringing the best self out of each individual.

“No worker’s child will join Anwar Group as a laborer, rather as an Engineer or an Accountant or a manager” – prophecy of our late founder Alhaj Anwar Hossain is engraved into every Anwar badge wearer. The group not only ensures every child of the 14000 goes to school but also makes people believe in education from the core of their hearts.

We have been the pioneer in industry and leader in development for almost two centuries because we have had happy people building this company. The success of my era will also largely depend on how well I am able to keep the happy ingredients intact.





## Masud Khan

Chairman  
Unilever Consumer Care Ltd.  
Trustee, Valor of Bangladesh

# PROFIT LEADERSHIP

**P**rofit leadership emanates from two sources, revenue maximization, and cost minimization. Here lies the importance of a solid business model. A business model is a high-level plan for profitably operating a business in a specific marketplace. A primary component of the business model is the value proposition. This is a description of the goods or services that a company offers and why they are desirable to customers or clients, ideally stated in a way that differentiates the product or service from its competitors.

In Unilever Consumer Care, where I am the Chairman, we have brought about a transformation in the past two years. We are now a truly customer-centric organization with our field sales force regularly interacting with almost 200,000 retail outlets across Bangladesh. This has resulted in increasing household penetration and a significant increase in sales volume. On the cost side, we have focused on developing a robust supply chain learning our lessons from the pandemic. We have also gone into third-party manufacturing and leverage the distribution muscle of Unilever Bangladesh to transport our finished goods. This has resulted in a healthy bottom line.

At Crown Cement, where I am involved as full-time Chief Advisor to the Board, we have brought about a major change

in the past year. We have shown a positive EPS of around BDT 5.7 compared to a negative EPS of BDT 0.9 in the previous year. Focus has shifted from dealers to retailers offering them higher margins, attractive short

and medium-term incentive schemes thereby creating a pull for the cement. We are also targeting on-time delivery to retailers in small order sizes. As a result, our cement sales growth has surpassed the industry

growth and also fetched a price premium. We have also worked in optimizing the raw mix for cement and logistics costs. All these measures have contributed to this stellar growth in the bottom line.





**Mohammad A. Momen**  
Director, IBA, University of Dhaka

# CREATING NEXT GENERATION LEADERS

## A CONTINUOUS EFFORT OF IBA

For more than half a century, IBA has been the pioneer in developing future business leaders who have continued to create, shape, and guide policies, businesses, and industries in our country and abroad. Keeping the constant changes in industry dynamics in focus, IBA is continuously modifying and aligning its education with the industry requirement of skills and expertise. Hence, IBA graduates remain highly prized and sought after by the industry.

With the technological and digital advancement in most sectors, the industry dynamics are in constant metamorphosis. Often, we are not able to stay updated in terms of policy formulation and implementation with the pace of digital advancement. Moreover, the COVID-19 pandemic has forced us to pause and question our ways of doing business. In this new normal, we are as well being forced to make extraordinary adjustments to our national aspirations. At such a backdrop, the question IBA asks itself whether it is adequately helping in preparing future thought leaders to face such unprecedented uncertainty of coming future and in providing them enough springboard to become go-to-experts in their chosen fields.

Proactive handling of business practices and directions requires not just fulfilling today's business targets but also building the ability and



agility to anticipate and weather the challenges of the future – one of the core outcomes of thought leadership. Even though the pandemic is a global phenomenon, our business responses to it cannot be a mere replication of practices borrowed from developed economies. We need our own thought leadership to consider our demographic, economic, and social nuances while designing recovery and adjustment policies and strategies. All these will require the maximum utilization of our

collective faculty- for which, IBA always believes there is no better alternative to effective industry-academia collaboration. Such a collaborative ecosystem would foster the flourishing of a fluid experiential learning experience – which will ensure the early development of thought leadership and practices to be carried forward and further enhanced in the business environment. Our shared dream of Vision 2041 to achieve Sustainable Development Goals (SDGs), eliminate extreme poverty, become a developed country

offers us a sense of national direction in the midst of pessimism and uncertainty of the post-pandemic world. The role of thought leadership at the policy and industry level would be the ultimate crux of the matter. And, IBA hopes to bolster its industry-academia ties to continue contributing to leadership guidance and development in the country with equal fervor.

Word count: 459





**Mubina Asaf**

Head of Legal & External Affairs, BATB

## **WOMEN EMPOWERMENT AND SUSTAINABILITY**

I take pride in being a Bangladeshi female as I witness the nation making strides towards becoming a developed nation, led by one of the most influential female leaders in the world. Women are half of the population of Bangladesh. They are working shoulder-to-shoulder with men across all spheres of work and in the process, proudly contributing significantly across numerous sectors, propelling the country towards newer heights.

Everywhere I look, I see inspirational female leaders – pilots, doctors, farmers, - almost 80% of the apparel industry are women. These are the women who are breaking gender stereotypes and paving the way for the future generation of leaders.

Women no longer wait for validation, and that is the definition of Women Empowerment to me- to be able to recognize your power and capabilities regardless of the barriers that come your way. Before, females could only join the army as doctors, however since 2015 they are eligible to be recruited as soldiers. 2014 onwards, women are also being trained as pilots.

Our political empowerment speaks volumes -the current Parliament of Bangladesh contains 350 seats of which 277 are male and 73 are female, which is almost 20.9%. On top of that, 50 seats are exclusively reserved for women. exclusively

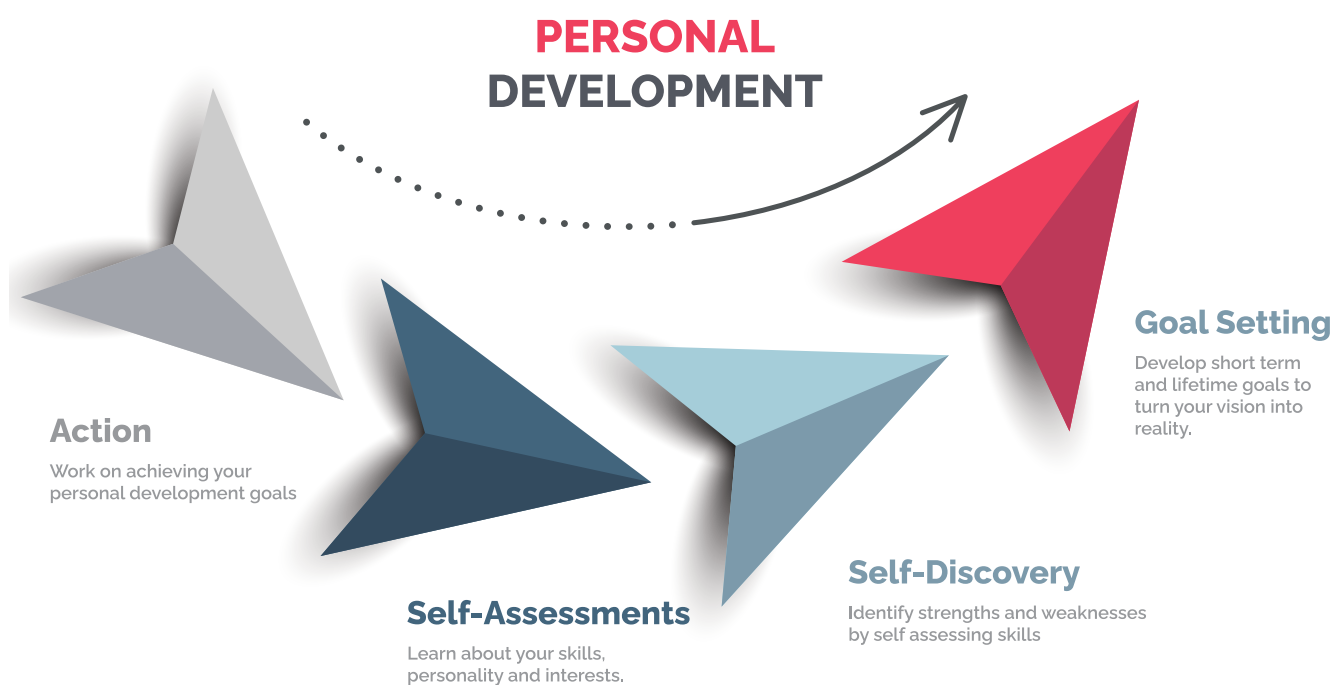
reserved for women. However, despite our impressive progress, I do believe there is room for improvement. Often, women tend to showcase an innate quality of underestimating themselves and sometimes find it difficult to ensure a seat at the table for themselves. The reason behind that would be because there is a part of our society that is still oblivious to the value women can add, and if enabled, can improve an outcome significantly. According to the Global Gender Gap report,

Bangladesh has been the best-performing country in South Asia 7 times in a row. Bangladesh is the only country where women have held the head-of-state position (27 years) longer than men in the past 50 years. Bangladesh stood at 111 in a 2021 list of 192 countries ranked by the percentage of elected women representatives in their national parliaments. Bangladesh is ahead of India (148) and Pakistan (116) in the ranking.

The political empowerment is

on the rise and government policies and laws are in place. However, we need to work more towards enforcing them. We need to now focus on the economic empowerment of women so that they have more participation in both the formal and informal sectors.

Women are the backbone of a family and society and their presence needs to be recognized





**Najmus Ahmed Albab**  
Executive Director, Valor of Bangladesh  
CEO, Lighthouse Bangladesh

## **LEADERSHIP ENERGY**

Our society is in desperate need of leadership now more than ever before. We not only require visionary and courageous leaders but also people-motivating, uplifting, inspiring, and empowering leaders. The integration of the two items is the key to successful leaders: a set of strongly held ethics that one seldom respects, and a clear sense of responsibility generated from those beliefs. These basic ingredients provide leaders with a special kind of fortitude that keeps them from surrendering when things get tough. This ability is known as Leadership Energy. Leaders drive their companies via extraordinary strength once they've discovered their leadership energy by defining an engaging strategy and vision, constructing an enable precise, and building a winning mentality.

Leadership isn't a title or a job that allows you to command or control a group of people. Leadership is about bringing about positive change for the betterment of society. Every stage in the process of bringing about change is met with fierce opposition. At the core of effective leadership is the refusal to give up on the vision of a better future. Not giving up has no competences, best practice models, or personality evaluations. Keeping the course in the face of opposition necessitates a high level of intrinsic managerial energy. Such intensity cannot be taught

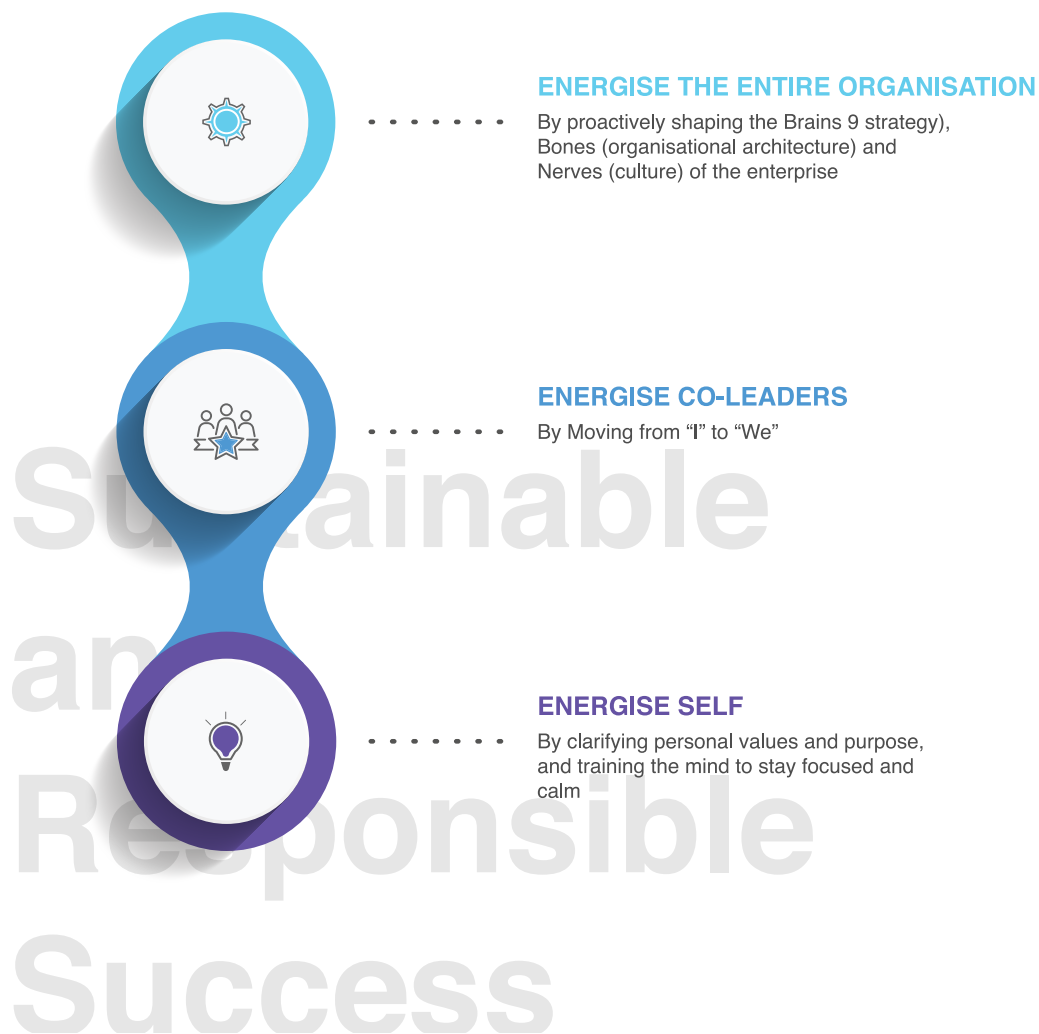
in a classroom or obtained automatically as a result of a raise or assignment. It has to be discovered by oneself.

Leadership is a continuous process of self-development that involves recognizing and utilizing one's Core Values and True Purpose in life in one's thoughts. Great leaders can build up a deep strength that allows them to persevere and stay motivated when others would give up. This incentive encourages individuals to be more goal-oriented, take action, and

be more optimistic and appreciative for what they have. Management is about having a deep desire to make the world a better place, and the major distinction among leaders is Excellence. Leadership Excellence is a continuous process of self-development that is attained by Energy, which allows them to persevere in the face of adversity. Leadership Energy is the outcome of a tireless pursuit of excellence and a consistent harnessing of the leader's energy. Leadership Excellence is a

continuous process of self-development that is facilitated by Leadership Energy, which enables individuals to persevere in the face of adversity. The person who strives to push himself, his team, and his company to the next level by activating and motivating himself and the others in the process of attaining the objective and vision by spearheading meaningful change.

## SUSTAINABLE AND RESPONSIBLE SUCCESS







R. Tareque Moudud

FCMA  
Director, AIUB

## ACADEMIA AND LEADERSHIP

Leadership in general and corporate leadership in particular is created through a process, which involves not just the industry but primarily the academia. For this, academia and industry have a synergistic relationship, which is well recognized in most countries of the world. It is thus important to ensure that what our young minds are being taught is not just aimed at creating good employees but also imbuing in them the essence of how to be successful in leadership roles which will be a key skill in their career progression once they graduate.

To achieve grooming of students for such future roles, we need to develop more interactions, leading to increased bridge-building between our academic and corporate sectors. Both need to give proper weightage to each other's needs. Both must be involved in a way so that young minds can learn from their seniors in the corporate houses which will also be beneficial to the company in the long run. The sooner students are brought into contact with their future places of work, the sooner they will learn how to equip themselves for future corporate roles. Familiarizing them with the different corporate processes, providing them with in-house on the job training, supported by the theory they study will help generate in them new ideas, new ways of doing

achieving innovative ways of contributing to a company's success.

For the students, this corporate exposure will give them an insight on how to develop important leadership qualities, like inspiring

team members, thinking strategically and setting effective goals, to achieve short-term and long-term targets.

Thus, academia and corporate sectors need to develop ways of bridging

the gap that exists so that academic course contents may be enriched and practical exposure and training are ensured. This is vital for developing future leadership.





Rahel Ahmed  
CEO, Nagad

## FINTECH LEADERSHIP

### THE NEW FINANCIAL LEADER

Finding the proper people to guide organizations through this moment of change, as well as using fintech's potential to generate development and innovation, are hot themes in the industry. Organizations must prepare for the disruptive challenges ahead first and foremost in the boardroom. Although there is a growing tendency in the financial services sectors to nominate board members with digital experience, top executives need a wide variety of new abilities not only to deal with challenges, but also to capitalize on the plethora of opportunities afforded by these rapidly evolving technologies.

This highlights an essential question regarding how financial service companies choose the skills they want at the C-suite level. Organizations should be ready for disruptive technologies by putting in place boardroom executives who are capable of embracing them. Dealing with these shifts necessitates a new leadership style that promotes change from the top down. The company should indeed be informed of technology's possibilities, but also be prepared to react in a changing environment. Core abilities in change management, inventive thinking, and the ability to push values and establish trust are all required. A leader needs to be able to not just create a strategy, but also gain buy-in from employees at all levels. Collaboration and

innovation will be valuable strategic attributes required of corporate leaders and managers to compete, survive, and prosper in this fresh company world.

The notion of an executive panel or team to assist C-suite leaders in making crucial strategic choices is a good complement to digital leadership. This can give new insights on new

adversities, as well as aid in the employment of important people, serve as a source of support for large initiatives, and provide a complimentary list of contacts.







**Rasheed Mymunul Islam**  
Managing Director,  
Monno Ceramic Industries Ltd.

## **NEXT GENERATION CXO**

## **PERSONAL COMPETENCY**

**E**ndurance is the most important characteristic of a good leader. A successful leader's capacity to come back and understand from every event is a defining feature. Future leaders should be able to promote favorable patterns and preferences while criticizing those who do not. They are aware of their surroundings, listen attentively, sympathize with others, and may figure out how to make risk-adjusted judgments. Most role models are also born with the capacity to follow others with discernment while exhibiting sound judgment in their very own activities.

Consciousness, self-management, social intelligence, relational skills, and rational decision are all examples of personal competencies. As technical advancements accelerate, personal capabilities are becoming more in demand. Employers, for example, seek out people who really can upshift, analyze the situation by accepting other viewpoints, take on new responsibilities, adjust behaviors to team requirements, handle ambiguity, and find the good even when things aren't going well. Personal competences are important abilities that employers look for when hiring new employees. Interpersonal competences of students are seen as critical to the success of the learning process. It is also vital for pupils to develop these abilities for their future



careers.

Leaders act as examples of excellence in the organization. They follow the firm's code of conduct, remain cool in tricky times, and act professionally with elegance and assurance in the industry. Another factor that affects a leader's image is point in its evolution. A

leader's brand, in my view, may help distinguish them depending on their type of leadership, ideas, and principles. A competent leader could see the way ahead when others can't; they are resourceful. Others understand how to rattle the container and create a new

world when they're trapped. Courage is a quality that a good leader possesses. They are not, however, fearless. Fearlessness is only for show, whereas courage is motivated by kindness and a willingness to solve issues.



**Rokia Afzal Rahman**  
President  
BANCAT

## **LOVING THEM BEFORE LEADING THEM**

In spiritual beliefs and traditions, love and affection for all people hold a special position. It has been described superbly and unmistakably there. It is worth nothing, in particular, its sensitivity and consequences, which, in addition to garnering notice, have become a source of fascination for many people throughout the world. It's something more than a humanitarian act to do to infuse our companies with the sort of love I just mentioned. As according to the study, employees who work in a culture that allows them to express affection, delicacy, love, and respect for each other and they are happier and more productive, more committed to the company, and more responsible for their performance.

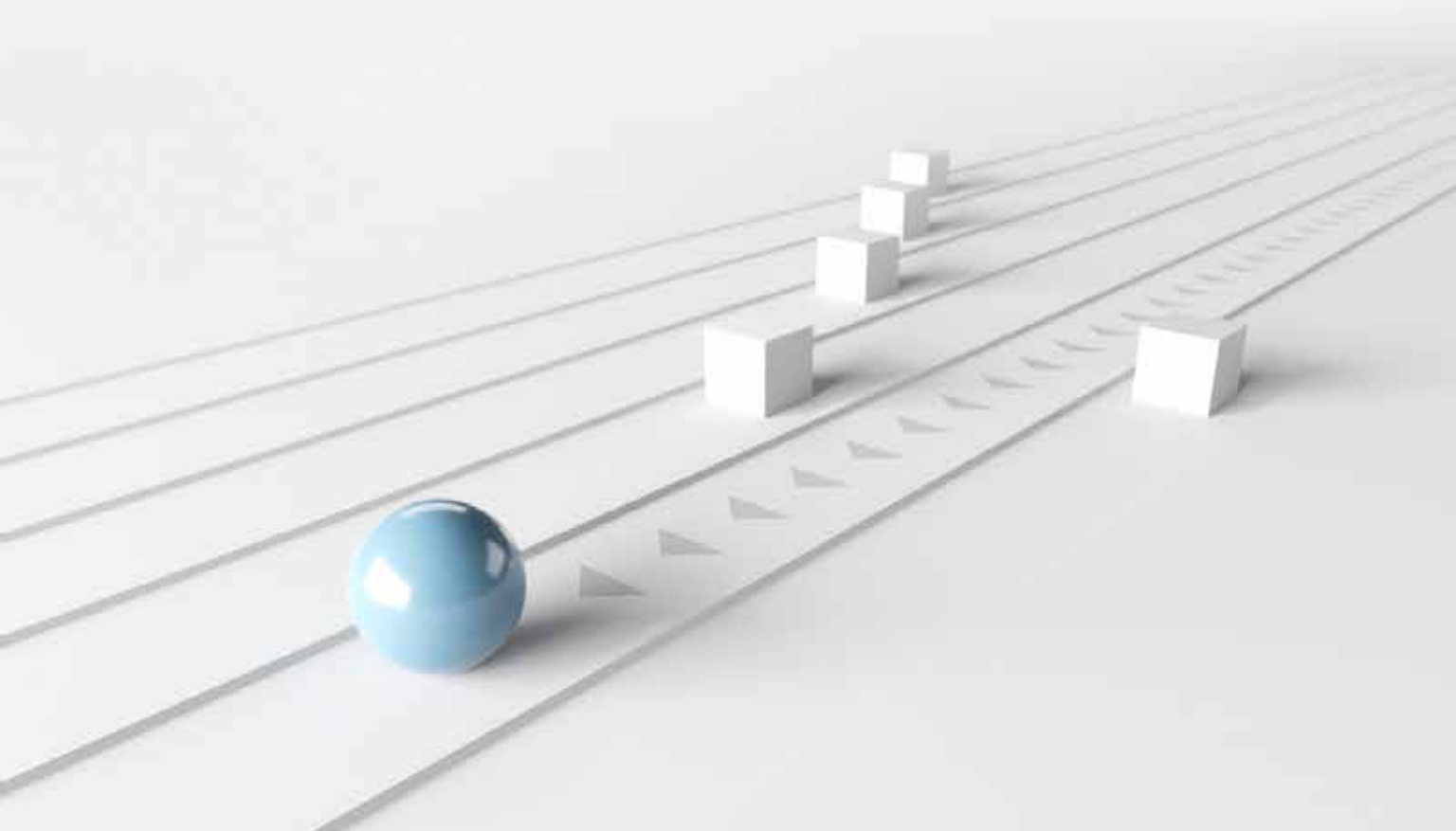
What would that signify for us as figureheads? That we should go out of our way to make ties with those who are the most diverse of us. That we act as role models for inquiry and amazement. Whenever we lead with love, we accept our own weakness, freely recognize our flaws, and reveal how these defects enable us to learn and develop. And that we develop a culture where tough love dialogue may take place, resulting in ever bonds amongst co-workers. Because humility is a superior ethical virtue and one of civilization's superior features, it is essential that while serving others through modesty, one's compassion for all living

creatures, including humans, stays intact.

It is also required since sacrifice is unavoidable in love; priorities remain for the joy and success of others, even to the point of

willingly sacrificing one's life for others. As a result, love is both an embellishment of life and a real and concise path to human togetherness. Practicing leadership is just as much a manifestation of our personality as it is of

our ability to make things happen. Our organizations would become the precise environments we dread if the robots took over if leadership was less about love.





**Sayem Haq**

Managing Director, Lighthouse BD.

# CRISIS LEADERSHIP THRIVING IN TIMES OF UNCERTAINTY

Disasters have the power to create or break a leader. Some leaders successfully rose to the occasion in the COVID-19 age, informing their community, employees, and students, halting and resuming everyday life, and handling the success factor of socially and economically dislocation. Meanwhile, some leaders are stumbling, failing to communicate effectively, provide reliable information, and keep commitments.

Those who have studied crisis leadership suggest that, while the epidemic is different from the prior crises in our lifetime, psychologists' study and experience acquired in previous crises may nevertheless shape our actions. Overall, their findings demonstrate that leaders who successfully communicate and learn from their errors are more likely to succeed. Those that lie and waffle end up hurting and alienating their supporters. Before, during, and after a crisis, organizations should play a critical role in reducing stress overload. After all, people spend more time at work than they do doing anything else in their lives, and the impact of stress may have a substantial influence on the workplace. Indeed, a crises' toxic stress excess may deplete both individual and larger human capital.

Beyond the obvious effects of crises on one's health, family, and income stability,

prolonged toxic stress can affect the region of the brain that controls executive function. Working memory, attention control, cognitive flexibility, and problem-solving—cognitive functions that enable people to be

successful and productive in both their personal and professional lives—can be harmed as a result of this detrimental influence. Furthermore, when a crisis is widespread, as it was with COVID-19 and other recent

occurrences, stress may negatively impact a firm's workforce's overall well-being and production, with serious consequences for the organization's overall benefit.

## 4 FACETS OF SELF-AWARENESS







**Shahed Quazi**  
Co-Founder and Partner  
ZUNOKS Consulting

## **BUILDING A STRONG LEADERSHIP PIPELINE**

Organisations across the world have always struggled to make the right choice regarding putting the right people in a senior leadership role. The challenge gets compounded when these choices are not made from the first level of the leadership role of the organization. If it can be done right, there is a clear business benefit as many kinds of research have clearly shown that a successful leadership transition leads to the achievement of team's mid-term goal and lowers the attrition and for unsuccessful ones, it is vice versa. It is particularly important to understand the recipe for success in creating leaders. There are many models that organizations follow for leadership development, but it is not about specific intervention or a program; rather it has to be an integral part of talent management guided by the right philosophy and practices.

The concept of "Leadership Pipeline" was introduced by great management gurus named Ram Charan, Stephen Drotter and Jim Noel in their book in 2000 and it is relevant to this day. I have personally put the concept into practice in various industries in diverse cultures and have seen this work effectively. In nutshell, it entails that as people grow in their career, they have to make leadership passage transitions from "Manage Self" to "Manage Others"

to "Manage Managers"  
to "Manage Function"  
to "Manage Business";  
alternatively, people can  
choose to grow as an  
expert instead of making  
the leadership passage turn.  
Whenever one is making the  
passage turn, three things in  
the new leadership level will  
need to change namely his  
'time allocation,' 'work values'  
and 'skill requirement'

The biggest mistake we make  
in organizations is promoting  
people who have been  
successful in their current  
role without assessing their  
potential in the three areas  
mentioned above that will  
be required in their next  
leadership passage and the  
end result is that we have  
lost a skilled employee from  
its current role and placed  
an incompetent leader in the  
next leadership level. When  
these mistakes are multiplied,  
the organizations end up  
with a very weak leadership  
pipeline leading to a poor  
leadership choice made at  
the very top. We can see  
examples of organizations all  
around us suffering from poor  
leadership choices.

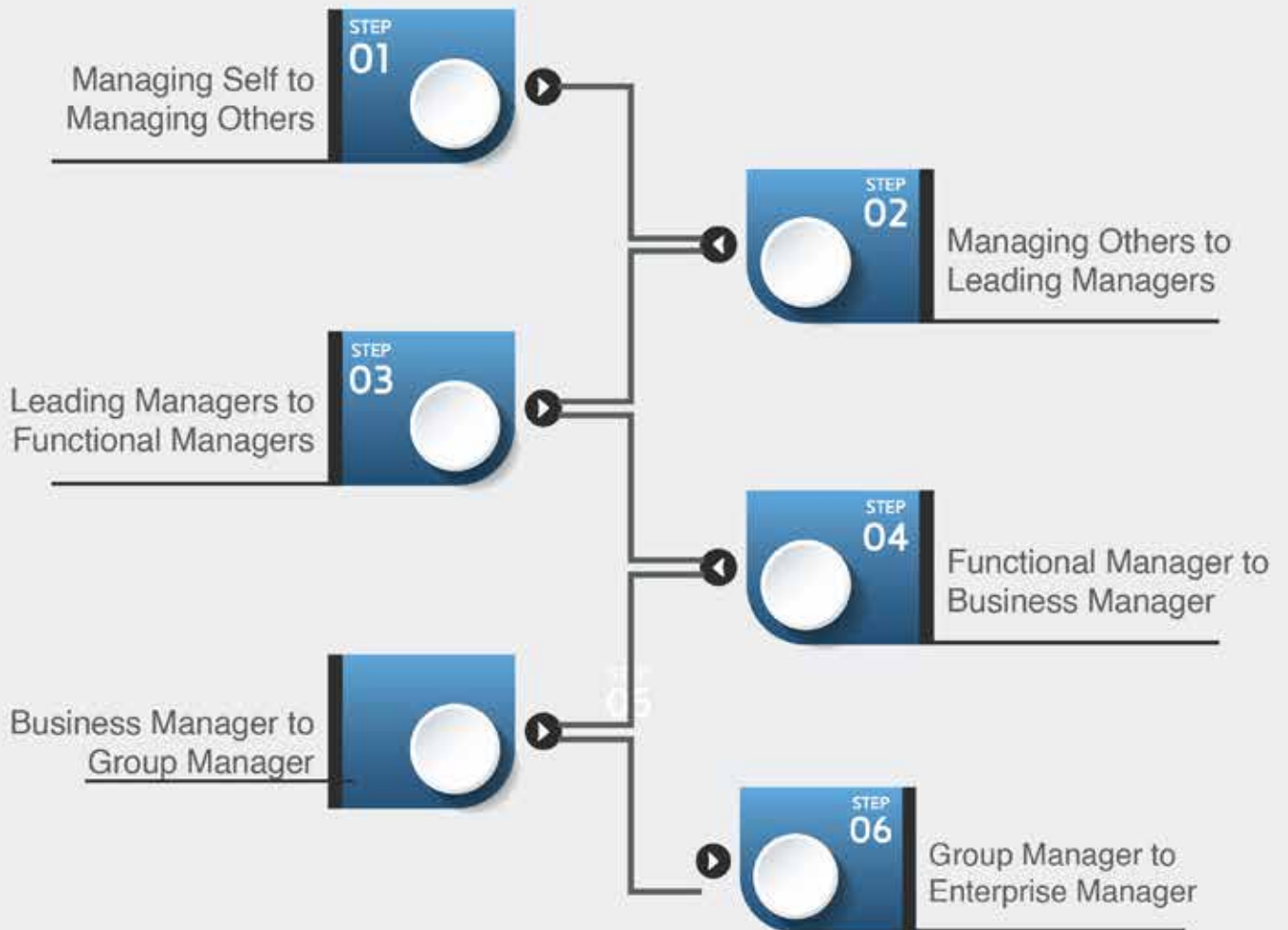
Overcoming this challenge  
is not easy but also not  
rocket science. It takes  
the organization to be  
educated with the concept,  
requires complete buy-in  
from the top team and the  
board, creation of culture  
around it and integrating  
the concept and making  
it a fabric of organization's

talent management process.  
In terms of program and  
HR processes, organization  
needs to make it a part of  
leadership development,  
succession planning,  
performance management,  
coaching & mentoring,  
leadership assessment,  
reward philosophy.

It takes quite an investment  
in terms of management  
time and resources to get  
there but the business case is  
pretty much straightforward.  
At a macro level, we all  
are aware of how much  
forex is remitted out of the  
country as we have failed  
to create leaders within our  
organizations, once an in-  
house leadership bench is  
established and a strong  
talent pipeline is in place  
all these expatriates from  
the leadership role will be  
replaced by local talents  
paying a great dividend.  
At a micro level, imagine  
how much must be paid  
to remunerate an expat  
CEO of an MNC taking  
into consideration the  
country's location category,  
risk premium, children's  
education, international  
health insurance, etc. All  
these can be saved once  
you have a strong pipeline to  
produce a local CEO.

# LEADERSHIP PIPELINE

## The Leadership Pipeline Model





Sharif Zahir,  
Managing Director, Ananta Group

# FUTURE OF LEADERSHIP

## AGILITY

**A**gile leadership involves both a clear vision and flexibility in execution. As an outcome, agile leaders must be able to keep overall focus on the goal while recognizing and pivoting on outputs in difficult and changeable terrain. This might include focusing on oneself, other people, or the distance. Individuals make up a corporation. Leadership is defined as the process of focusing, inspiring, aligning, and convincing others towards a shared objective and end.

When the external environment is complicated, ambiguous, and changing fast, agile leadership is completely focused, align, and impact. And, although most of us gained experience in fields other than people, successful leadership necessitates learning the emotional dimension of organizations and transformation. Agile leaders shift their attention between work, initiatives, and people depending on the scenario, with a preference for individuals. Agile leadership is characterized by a preference for change and mobility. Companies and groups both struggle with adaptability and change. Organizations need to be laser-focused and aligned on a common purpose. Agility does not imply a lack of direction. Instead, flexibility is the capacity to discern when a company's orientation is incorrect, when it is off track from its planned route, or when external factors are interfering

with its development in that orientation.

Agile leadership is a never-ending process of discovery, learning, and development. The use, like health and wellness, is a process that demands maintenance costs

and commitment. Improve or suffocate. This necessitates daily, weekly, monthly, and annual concentration and effort. An organization is indeed a self-contained institution and a vehicle for delivering benefit to others. The organization, the value

it delivers, and the supply networks that produce it are all stewarded by leadership. Agile leadership understands that every one of those areas demands continual attention, feedback, learning, and development.







**Shehzad Munim**  
Managing Director, BATB  
Trustee, Valor of Bangladesh

**‘WE MUST  
CHOOSE TO  
LEAD A LIFE,  
NOT JUST LIVE  
A LIFE.’**

**A**s the nation turns 50, we have many reasons to be proud of. Going forward, we need to envision our dream for the next 50 years and empower the visionary leaders who are going to take us there.

Visionary leadership is all about making the impossible happen. It takes amazing courage and a bold attitude to be a Visionary Leader. Our martyrs dreamt of an independent Bangladesh and we are currently living that dream. Aligned with their vision our Honourable Prime Minister has already embarked on the journey of Digital Bangladesh, and now it's our turn to take the torch forward and take visionary leadership to the next level.

Our first independence gave us our identity and freedom. Our martyrs have shown us the way to be fearless and powerful. The main realization we must take from our history is that we can craft and create our course and not look for someone else to show us the path.

We need to now focus on our economic independence, take our identity to greater heights. We need to have a bigger purpose in our lives and have the courage to dream big. Following the example of Sir Fazle Hasan Abed, he capitalized on his vision and created an institution that changed lives. Another example would be Mashrafe Bin Murtaza who lifted the the nation on a global scale as a

true leader. We witnessed real industrialization through our ready-made garments sector that gave us our commercial identity.

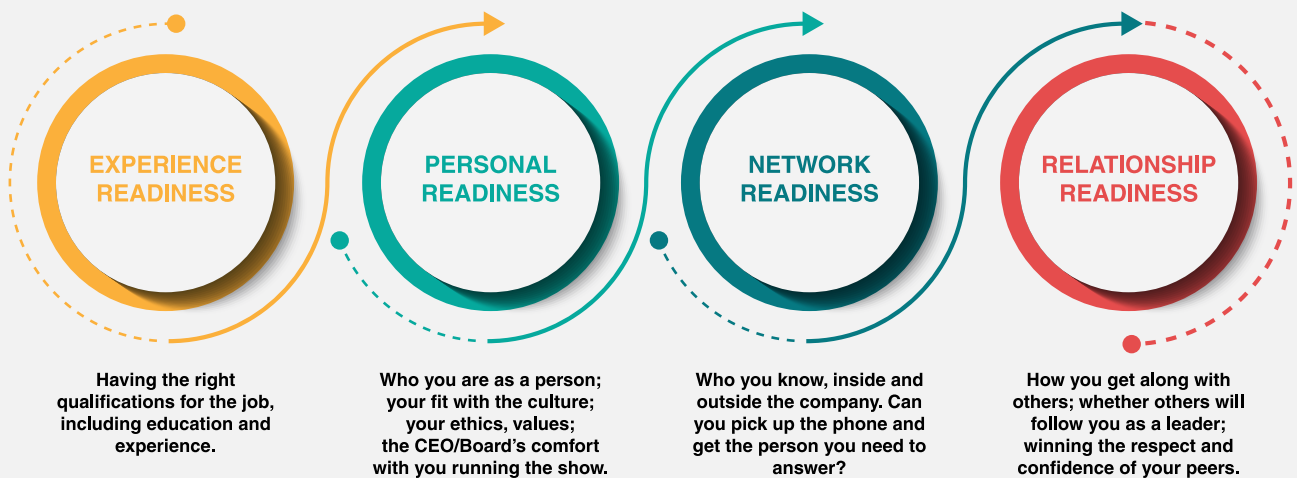
We should take a hint from our past triumphs. From pre-colonial times we have been the pioneers of muslin producers, which was the

finest quality cloth at that time, our maritime technology was top notch. Dhaka was a commercial hub of undivided Bengal. We need to aim to revive our past glory and ambitions and align them with our future endeavors.

We need to paint the picture of the developed nation that

we aspire to be by 2041. If the dream is not clear, it won't be a reality. More importantly, we need to define each of our roles in realization of that dream. If we define our purpose and our ambition, only then we can lead a life and not just live it.

## 4 KEYS TO BECOMING A CEO





**Sulaiman Ajanee**  
Managing Director, Standard Finis Oil

## **ACHIEVING THROUGH PEOPLE**

**W**arm greetings from Standard Finis Oil Company. I wish the upcoming 'The Chief Excellence Officer – CXO,' summit my best wishes for its abundant success.

I see a good correlation between the CXO summit, an endeavor to promote excellence, and the notion of 'achieving through people,' as a recipe to success. The reason, this very person has been referred to as the 'noblest of God's creation. What better way to achieve excellence than to respect The Almighty's most prized creation – the epitome of creative excellence, 'The People.'

From a nascent beginning in the 1950s, due to the visionary foresight of my father and his brother, Standard Finis Oil Company (SFOC) started its journey. With a handful of products in Old Dhaka, SFOC became the pioneer in manufacturing insecticides and disinfectants in Bangladesh.

Being consistent and committed to providing effective solutions is at the core of our mission. This is why, with each FINIS product sold, is not the end of our relationship with a consumer but only the beginning. People are taken into consideration, in every step of our journey.

Fast forward to the present day, seventy years onwards, with the continuous blessings of the Almighty and the zeal and dedication of our hard-

working men and women, to whom we refer to with much pride, 'our Team.' This very Team, 'The people,' has been the core nucleus of our accomplishments.

We have not triumphed in isolation, it has been teamwork: with our most prized possession our Employees, to whom we have always remained truthful and fully committed, no exceptions. With pride, though humbled to say; never in our history have we failed to pay our employees in a timely manner; left any vendors displeased or failed to fulfil our bank commitments. Everything in our organization is all about the 'People' and taking great care of them.

Our winning formula seven decades on has been 'the people.' An asset we cherish most deeply from the core of our hearts. The key to our success has been to treat this most valuable strength, the very talent that brings us the recognition, with nothing but respect and dignity.

The power of taking care of 'the people,' is my most recent experience. March 2020, the onset of the COVID 19 pandemic in Bangladesh. As a safety measure to limit movement, we started offering in-house lunch, besides the morning and evening snacks that were provided for many years, to all our workers and staff. As

we had to be operational, to provide the essential product to combat the pandemic. I was informed that this initiative would result in a sizeable expense to the organization and to rethink. My rethink was short and simple, the safety and health of our employees were of paramount importance and nothing else mattered. Twenty months later the lunch facility continues and it is no short of a miracle that, not only did we manage to pay for this initiative, it returned twice the equivalent amount to our bottom line above and over the new expense. The power of taking care of people and blessings that trails.

My humble closing submission, please look after each and every person that drives your organization with care and affection – success will follow automatically.

# Values Based Leadership

Pre-requisites for VBL - of courage and humility, to be willing to learn, to lead and to change



**Which Leads to:**

Organisational  
agility

Customer and  
employee emotional  
engagement in the  
organisation

Sustainability  
throughout the  
organisation

Authentic  
leadership





**Suraiya Zannath**  
Lead Governance Specialist  
Financial Management, World Bank

## GOOD GOVERNANCE

**G**ood Governance is an approach to government that is committed to creating a system founded in justice and peace that protects individual's human rights and civil liberties. According to the United Nations, Good Governance is measured by the eight factors of Participation, Rule of Law, Transparency, Responsiveness, Consensus Oriented, Equity and Inclusiveness, Effectiveness and Efficiency, and Accountability.

Participation requires that all groups, particularly those most vulnerable, have direct or representative access to the systems of government. This manifests as a strong civil society and citizens with the freedom of association and expression. Rule of Law is exemplified by impartial legal systems that protect the human rights and civil liberties of all citizens, particularly minorities. This is indicated by an independent judicial branch and a police force free from corruption. Transparency means that citizens understand and have access to the means and manner in which decisions are made, especially if they are directly affected by such decisions. This information must be provided in an understandable and accessible format, typically through the media. Responsiveness simply involves that institutions respond to their stakeholders within a reasonable time frame. Consensus is demonstrated by an agenda that seeks to mediate between the many

different needs, perspectives, and expectations of a diverse citizenry. Decisions need to be made in a manner that reflects a deep understanding of the historical, cultural, and social context of the community. Equity and Inclusiveness depends on ensuring that all the members of a community feel included and empowered to improve or maintain their wellbeing, especially those individuals and groups that are the most vulnerable. Effectiveness and Efficiency is developed through the sustainable use of resources to meet the needs of a society.

Sustainability refers to both ensuring social investments carry through and natural resources are maintained for future generations. Accountability refers to institutions being ultimately accountable to the people and one another. This includes government agencies, civil society, and the private sector all being accountable to one another as well. It is not uncommon, when a conversation about governance is initiated within the general population, that the first question is: what does the word governance actually mean? If you Google the words "corporate governance", you will be advised that there are 98,400,000 references to these words in the stratosphere, however this article provides a simple definition and then explain

why it is so important for organizations, both in the public and private sectors, to incorporate good governance principles and practices into their daily business activities.

What does Governance mean? Governance can be defined as: "The system by which entities are directed and controlled and held to account. It is a structure that involves transparent processes for decision making, accountability, control and behavior at the top of an entity. Governance influences how an organization's objectives are set and achieved, how risk is monitored and addressed and how performance is optimized, most importantly how rule is enforced when transgression occur.

Why is good governance important? The fundamental reasons why organizations should adopt good governance practices include: To preserve and strengthen stakeholder confidence – nothing distracts an organization more than having to deal with a disgruntled stakeholder caused by a lack of confidence in the governing body; To provide the foundation for a high-performing organization – the achievement of goals and sustainable success requires input and support from all levels of an organization; Good governance should support management and

staff to be "the best they can be". To ensure the organization is well placed to respond to a changing external environment. Technology has created an information age that has transformed our world. A system must be in place to assist an organization to identify changes in both the external environment and emerging trends. This process of changing world does not happen by chance, it requires leadership, commitment and resources from the governing body to establish and maintain such a system within the organization.

What Is Corporate Governance? Corporate governance essentially involves balancing the interests of a company's stakeholders, such as shareholders, senior management executives, customers, suppliers, financiers, the government, and the community. The four P's that defines the corporate governance are people, process, performance, and purpose. The basic principles of corporate governance are accountability, transparency, fairness, and responsibility. A company's board of directors is the primary force influencing corporate

Matter: Corporate governance is important to investors since it shows a company's direction and business integrity. Corporate governance became a pressing issue across the globe after fraudulent practices bankrupted high-profile companies such as Enron and WorldCom. Bad corporate governance can cast doubt on a company's operations and its ultimate profitability. Types of bad governance practices

include companies that do not cooperate sufficiently with auditors, bad compensation packages that fail to attract and retain corporate officers; poorly structured boards make it difficult to oust ineffective incumbents. Bad corporate governance leads to a breakdown of a company, often resulting in scandals and bankruptcy. The Bottom Line: A strong, transparent corporate governance leads to make ethical decisions that benefit

all stakeholders, allowing the company to place itself as an attractive option to investors if its financials are also healthy. Like culture, it is a core component of the unique characteristics of a successful organization.





**Syed Mamnun Quader**  
Managing Director & CEO,  
Southtech Group

# TECHNOLOGY AND INNOVATION LEADING TECHNOLOGY

The rapid convergence of many technologies, such as big data, artificial intelligence, block chain, digital currencies, robotics, augmented reality, genomics, etc. will bring unprecedented changes to the way humans live in the future. While there will be big winners and losers in the transition, we need to carefully assess how relevant they will be in the context of Bangladesh and what should be our strategy.

Once upon a time, Bengal was the richest province of the Mughal Empire. Since the emergence of Bangladesh 50 years ago, we are now only on track to graduate from the UN's LDC list by 2026. While some of us may believe that though technology we are living in a world that provides equal opportunity to people around the world, the reality is however quite different. Our challenges and priorities are very different from those in advanced economies. So what are our priorities? I discuss the three most important ones here.

Economic growth for all: To continue driving economic growth for all, we need skilled human resources at all levels. Therefore, emphasis on education that drives prosperity, especially for the young but not excluding the old is vital. Here Technology can play a very significant role in providing education at very low cost. Augmented reality can be used when we catch up with for now, online videos can be widely

distributed and used at very low cost for education and vocational trainings all across the country. Both the public and private sectors can work in this area hand in hand.

Efficient and corruption-free collection of taxes and transparent utilization of government revenues: The number of tax payers compared to the size of our population is less than 2.5%. Automation of industries and businesses around the country with ERPs will undoubtedly increase transparency, reduce operational costs, improve efficiency and thereby spur growth. Transparency in operations will have the added benefit of cleaner collection of income tax and VAT. Later, block chain can be introduced in these ERPs to make things even

more transparent. Likewise, transparent spending of Government revenue through web-based accounting, MIS and project management solutions for the public to see at all times would most certainly allow better utilization of resources and identify inefficiencies in Government. Collection of data from all sources will result in the creation of Big Data that will allow newer ways to find opportunities. With our highly dynamic private sector, these steps can most likely take Bangladesh's annual growth to double digits.

**Automation in Healthcare:** There is an acute shortage of healthcare professionals in the country. The proliferation of the Internet throughout the country makes it possible for AI-based healthcare system

to play an important role in coping with this shortage.

The proposed system can be accessed by a simple App to provide basic diagnosis by Q&A sessions following which the system can prescribe medicines. The system could be rolled out to all the pharmacies throughout the land so pharmacists can assist in the process.

It is good to be ambitious but being over-ambitious can cause frustration and failure. I believe that in a country like Bangladesh, even "disruptive technologies" will have to be introduced step by step, especially when in the larger context there is little or no technology to disrupt in the first place.







**Syed Naimul Abedin**  
Chief Executive Officer  
Peakward Bangladesh Ltd.

## **LEADERSHIP IN VALUE CHAIN**

In general terms, the value chain is aimed to portray the heartbeats of the overall commercial activities of an organization. In this ever-evolving customer and the service-centric world, the value chain steers organizations to derive value proposition and mission, which in turn lays down the strategic directives for the organization. Strategy paves the way to reach goals via delivering timely outputs. The parallel question comes to the surface - how much acquainted is an organization with the importance of the value chain and its structural competency to implement it. Null efficacy in the existing value chain process yields no tangible benefits to the organizations.

During the post-pandemic scenario, businesses need to be self-sustaining through continuous usage of cost-efficiency lever in order to survive and thrive. Making supply chain operations lean and cost-efficiency are something we spend too much of management time on but frankly, that's been a complex and difficult process to put into practice. Here, the support activities of the value chain (Procurement, Technology, HRM, Firm Infrastructure) contributed significantly in recent times to optimize the entire value chain process through better forecasting and kept the economy afloat. In our own organization, considering the unique and



difficult time a much higher number of business variables' new inclusion into the value chain process to predict opportunity and risks, business growth and diversifications coupled with dynamic leadership to undertake massive changes in sales/ marketing modus operandi to secure margin were some of the significant stints to cruise profit despite the global pandemic. Accordingly, the same paradigm shift by other companies via focusing on value chain excellence still yielded better despite the all odds. They started by adopting enterprise

technologies and enabled through proper team building by HR management, talent nurturing, and necessary training; surely encouraging moves in this note. Overall, driving extra miles in support functions are drawing the delta in business edge among similar organizations. This also remains the key differentiator for a successful

millennial leader. Like a chain, every node/ hook contributes to maximizing the value to a customer at the same time bringing a more favorable margin. Pandemic posed many difficulties in the primary activities (Inbound Logistics, Operations, Outbound Logistics, S&M, Service) of the value chain. But I sincerely believe that with proper leadership and a strong mandate from the board, a holistic value chain approach is the right way for future competitive organizations during this VUCA world.







Tajdin Hassan  
CMO, Daraz Bangladesh

# NEXT GENERATION LEADER

## FUTURE ADAPTIVE

Success in the face of adversity is all that matters in next-generation leadership, and the most effective incoming executives will be transformation and endurance specialists. Leadership in the twenty-first century will be influenced by constant change, regional conflicts, technological revolutions, and economic and political instability. The ability of future leaders to comprehend and stay on top of all of these underlying causes of change will define them.

Leadership has changed dramatically in the previous 10-15 years, in tandem with the changing trends and level of business world. Our private lives have developed in tandem with our professional duties. In both our work and personal life, leadership has taken on a new meaning and feature. From what we've seen in the past, both criteria and baselines of success for this next leader have also developed. To be a competent leader, traditional criteria of attaining goal and goals are no longer sufficient. Such behavioral and psychological traits will define the abilities of this next executives to manage, maintain, and build their businesses. They must be able to instill a clear sense of identity within the organization in order to influence future path and have a positive influence on performance.

In today's society, next

generation leaders must be immensely strong and self-aware in order to successfully develop and execute tasks, procedures, activities, and the overall approach in order to explain the firm's vision and purpose for being. The mixture of the six fundamental attitudes and behavioral attributes indicated earlier should continue to stay aware of

disrupting developments, manage the business through tumultuous and uncertain periods, and sustain the firm's mid to long growth plan with ease.

Finally, the responsibility of becoming unique and getting better has been assigned to the next generation of leaders. The pressures that will put that next leadership's

courage and integrity to the strain are no longer institution, and neither are there described in this section or manufacturing concerns. In terms of their capacity to disrupt corporate plans and growth pathways, they are considerably broader, broader, and much more powerful.

## THE 2% MINDSET





**Yasir Azman**

CEO, Grameenphone

Trustee, Valor of Bangladesh

## **MORE THAN CONNECTIVITY**

In Grameenphone's memorable journey of 25 years as a partner in the progress of Digital Bangladesh, with the power of connectivity, we have aimed to connect people with what matters most to them.

From inception, we have been driven by our purpose to empower societies. Our society is comprised of diverse citizens with varied needs. By modernizing operations and technological advancement, we are accelerating the eradication of the digital divide and getting future-ready. We find a deeper meaning of our purpose when our network connects unconnected fishermen communities while out at sea when our trained customer's agents can serve the deaf and hard of hearing customers through Signline and our high-speed internet facilitates online education to the students in the deep rural communities.

The power of the internet that has empowered the boom of e-commerce and supported SMEs is now awaiting the next phase of transformation with connectivity. At Grameenphone we innovate to meet ever-changing customers' needs and behaviors'- we know our customers love to watch television on the go and they prefer to access digital lifestyle and self-care through MyGP. Our customers are unique in their needs, and we are here to cater to their personalized preferences.



As Bangladesh embraces the 4th Industrial Revolution and sets out to become a knowledge-based high-income country by 2041, we need to collectively support our youth to build future-ready skills. Grameenphone's industry-first initiatives such as Future Nation, GP Explorer, and GP Accelerator contribute to transforming the immense potential of youth dividend into future drivers of economic progress. As GP's 4G internet facilitates the spread of knowledge in every corner of the country, awareness on online safety is also crucial, and we are working closely with educational institutes, partnering with organizations such as PLAN International and UNICEF, and utilizing our social media reach to educate the youth on staying safe online. This drive of upskilling-reskilling is emphasized in our workplace culture to promote human resources development and

enable gender diversity in leadership.

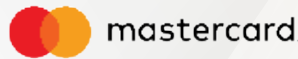
As the country's top taxpayer (Large Taxpayer unit - LTU) for six consecutive years, we strive to always stand beside the citizens in the face of any crisis and become a role model for responsible business operations. Our collective contribution to the National Exchequer from inception until December 2020 was BDT 853.7 Bn. In the challenging post-pandemic era, in 2021, Grameenphone contributed a profit portion of BDT 314 Mn to the Bangladesh Labour Welfare Foundation Fund and has driven initiatives such as Dakche Abar Desh in partnership with BRAC. We have taken a strong stance on zero tolerance to corruption and adhere to a code of conduct ensuring the highest levels of integrity and global guidelines to safeguard the health, safety, and security of our employees and suppliers. As an early adapter of green

initiatives, we are committed to climate change prevention. We will further reduce our carbon emissions from our operations in line with science-based targets.

With the continued economic progress of Bangladesh in the coming days, and in light of the vision 2041 Perspective Plan, we will put in our dedicated efforts to play an imperative role in democratizing high-speed internet and facilitating digital inclusion for all. We have witnessed the transformation of lives across all socio-economic demographics, and together with our partners in the ecosystem, we look forward to fulfilling million more dreams. The future is promising, and we will embrace all possibilities with a growth mindset!



## OUR HEARTFELT GRATITUDE TO



# THE TEAM



The CXO Summit has been a very humbling experience for my entire team and I. It was a pleasure to be able to collaborate with such a talented group, as well as observe and contribute to the event's grandeur.

**Sajjad Hye Chowdhury**  
Lead Coordinator

As daunting as it may sound, directing a group of these young individuals to organize this grand event has been nothing short of a roller coaster as their Lead. However, the diligence and dedication of my team have been an incredible support in materializing this dream.

**Amirul Haque Tanjim**  
Lead Operations



CXO SUMMIT 2021 has been both highly insightful and profoundly valuable to me. It was a privilege to be able to work alongside such a highly dynamic group of individuals. I congratulate the team on its sheer dedication in making this spectacular event a reality.

**Farzana Yesmin Priya**  
Lead Communications

Although the surreal experience of CXO Summit 2021 comes to a conclusion, the legacy lives on through this Review Paper and I feel extremely privileged to be able to contribute as the Sub-Editor. It has been a delightful journey with the team and we aim to do much more to give back to the people.

**Nure Al Arafat**  
Lead Coordinator & Sub-Editor



Being a part of CXO SUMMIT 2021 has been an incredible experience. It's an inspiring event as eminent pioneers illustrated us through their insightful guidance and wisdom. I was esteemed to be a witness and contributor to the event.

**Md. Shariful Haque**  
Lead Visualizer



I sincerely appreciate the encouragement that I received from the entire team of CXO SUMMIT 2021. The insights and viewpoints of the corporate leaders were truly inspiring and helpful to me.

**Tanbin Siddique Eidul**  
IT & Project Coordinator



## Our Support



**Fatema Tuz Johora**  
Lead - Corporate Affairs & Communications  
Bangladesh Cancer Aid Trust-BANCAT



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**-SIMON BASTIN-MITCHELL, COMMERCIAL MANAGER**

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### OBJECTIVE

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The Transcend's role is to lead the board and ensure appropriate disciplines are in place for the board and to distinguish between the board and management's roles. Most boards adhere to their call of duty in ensuring value preservation of an enterprise where rules, regulatory compliance, risk management and other watchdog activities are astutely observed. The other equally important duty of corporate governance which drives value enhancement of an enterprise is comparatively underserved. This responsibility resides at the highest levels of the organisation: the Board and its Director.

**DATE:** JUNE 25-26, 2022

**LOCATION:** The Palace Luxury Resort  
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### NEW OPPORTUNITIES FOR THE DIRECTORS

Opportunity to view the organisations through new lenses



### PROGRAM OUTCOME RESULTS WE SEEK

Seek areas of opportunity to increase clarity of the organisation's direction, alignment of resources and engagement of employees



### OUR FACILITATORS WHAT IS THE FACULTY POOL LIKE?

Industry Experts, Corporate Leaders and Icons



### OUR AUDIENCE WHO SHOULD ATTEND?

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**Prof. Dr. Samnun F. Taha**

**MBBS (BD), MRCP (U.K.),  
Diploma in Geriatric Medicine  
(Royal College of Physicians, LONDON)  
Geriatric Medicine Specialist**

## Service concept for Senior Citizens.

Senior care is essentially a community based care system. Adult Day care, Home care, Long term care, Assisted living are supporting system for a Hospital based system. We plan to expand our services to a community based holistic approach in near future.

## Why now?

Average longevity has reached about 73 years in Bangladesh. Above 60 population is nearing about 15 million. Patient with chronic illnesses are mostly Senior Citizens. Lack of Health Insurance & rising cost of chronic care is becoming an economic burden on the Senior citizens & their family. Appropriate time to develop a lower cost , quality healthcare model for the seniors.



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PREMIUM HEALTHCARE, PERSONAL TOUCH

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### Our Service Process



### Your one-stop provider for seamless patient care

- |   |  |   |  |
|---|--|---|--|
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| Direct Admission Arrangement              |  | Interpreter Service   |  |
| Treatment and Travel Plan                 |  | Visa Application  |  |
| Air Ambulance & Stretcher Arrangement     |  | Assistance before, During and After Hospitalization           |  |
| Rare Medicine Re-fill                     |  | Billing and Financial Enquiries                               |  |
| Accommodation (Hotel / Service Apartment) |  | Travel-related Assistance (Flight Reservation / Confirmation) |  |

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