

INTERNSHIP REPORT

on

Financial and Operational Analysis of Shopnil Printing & Packaging

Submitted By:

Sadman Sakib Dipto
ID: BBA2201025111
Program: BBA
Major: Finance
Semester: Fall 2025

Submitted To:

Department of Business Administration
Sonargaon University (SU)
Dhaka-1215, Bangladesh



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Date of Submission: January 03, 2026

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Supervised By:

Md. Shahbub Alam
Assistant Professor
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Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration



Sonargaon University (SU)
147/1, Green Road, Tejgaon, Dhaka-1215, Bangladesh

Date of Submission: January 03, 2026

Letter of Transmittal

January 03, 2026

Md. Shahbub Alam

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Internship Report on Financial and Operational Analysis of Shopnil Printing & Packaging.

Dear Sir,

With humble honour and respect, I would like to let you know that I have prepared an "Internship Report" for the partial fulfillment of the BBA program and submitting you for your kind inspection. This report consists of a summary and analysis of the internship experience I gathered at Shopnil Printing & Packaging. The topic of my report is "**Financial and Operational Analysis of Shopnil Printing & Packaging.**" To complete the report, I have gathered financial data, operational information, and various business documents from the organization. I have practically worked and observed their working environment in the finance and operations department. In addition to that, I have also gained knowledge about other department's activities in order to broaden my experience. On the basis of the primary and secondary data and everyday observation, I have prepared this report which covers all aspects of the business including revenue analysis, operational efficiency, cash flow management, and financial performance evaluation.

Therefore, I sincerely hope that you will appreciate my effort and I shall be grateful if my report is accepted for the appropriate purpose.

Sincerely Yours,

Sadman Sakib Dipto

Student ID: BBA-2201025111

Department of Business Administration

Sonargaon University

Student's Declaration

This is **Sadman Sakib Dipto**, a student of Bachelor of Business Administration (BBA), ID No: BBA-2201025111 from Sonargaon University (SU) would like to solemnly declare here that this internship report on "Financial and Operational Analysis of Shopnil Printing & Packaging" has been authentically prepared by me under the supervision of Md. Shahbub Alam, Assistant Professor, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sadman Sakib Dipto
Student ID: BBA-2201025111
Department of Business Administration
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Letter of Authorization

I, **Md. Shahbub Alam** Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the thesis work entitled as "**Financial and Operational Analysis of Shopnil Printing & Packaging**" has been prepared by **Sadman Sakib Dipto, ID No: BBA-2201025111**, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of Bachelor of Business Administration (BBA) with major in Finance. To the best of my knowledge, the above-mentioned work has been conducted by the student himself/herself. Any opinion and/or suggestion made in this study are entirely that of the author of this Intern.

I wish him/her every success in life.

Md. Shahbub Alam
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

Many acknowledgements are due to a multitude of people who have immensely helped me with this study. Regardless of the fact of having tremendous load of responsibilities, they chose to support me by providing adequate information.

It is a great pleasure for me in expressing my immense indebtedness, deep sense of gratitude, sincere appreciation and profound regards to the management of **Shopnil Printing & Packaging** for giving me the opportunity for internship. I express my sincere thanks and gratitude to my supervisor at the organization **Md. Shahbub Alam, Assistant Professor**, who placed special attention in my effort with his/her favorable comment, inspiration, affection, constructive criticism, valued guidance and constant help and suggestion from the beginning to the end of the work.

I would like to thank all the officials and staff members who were both directly and indirectly related to the project work, provided me with crucial information that helped me to complete this report. Heartfelt appreciation is expressed to the following officials for their valuable time and cooperation.

Finally, credits and achievements, if any, are due to my faculty advisor Md. Shahbub Alam Assistant Professor, Department of Business Administration, Sonargaon University (SU). His/Her instructive advice and guidance have emerged as stepping stone in making this report fruitful. This intern report will show my creativity only as he/she entrusted his/her every belief on my capability and analytical ability in preparing this report.

Executive Summary

This report presents a comprehensive financial and operational analysis of **Shopnil Printing & Packaging**, a carton manufacturing company located in Dhaka, Bangladesh, prepared as a partial fulfillment of the BBA degree requirements at Sonargaon University. The analysis covers the period of my internship engagement with the organization and provides detailed insights into the company's business operations, financial performance, and strategic positioning in the packaging industry.

Shopnil Printing & Packaging is engaged in the manufacturing and supply of quality corrugated cartons, serving various industries with their packaging needs. The company operates from a 2,800 square feet facility at 58, Mridhabari (City Corporation Road), Matuail, Jatrabari, Dhaka-1362. With a workforce of 45-50 employees, the company operates on a single shift basis and maintains a strong market presence in the corrugated packaging sector.

Key Business Metrics:

- **Monthly Revenue:** BDT 450,000
- **Annual Revenue:** BDT 5,400,000
- **Monthly Cash Flow:** BDT 1,500,000
- **Gross Profit Margin:** 10%
- **Net Profit Margin:** 4%
- **Outstanding Credit/Loan:** BDT 3,800,000
- **Annual VAT:** BDT 1,500,000
- **Annual Tax:** BDT 500,000

The company produces two main types of corrugated cartons: **3-ply cartons (20,000 pieces)** and **5-ply cartons (10,000 pieces)**, utilizing various raw materials including liner, media, silicate, rong, tar, stars, kastik, and sohaga. The production facility is equipped with essential machinery including corrugators, pasting machines, pressing machines, die-cutting machines, stitching machines, cutting machines, printing machines, and a generator.

Operationally, the company maintains an efficient production system with **1 shift operation**

and utilizes 3 trucks for logistics and distribution. The **waste management** system processes approximately **20 tons of waste materials**, which are sold to other mills for recycling, demonstrating the company's commitment to environmental sustainability.

The analysis reveals that Shopnil Printing & Packaging maintains steady revenue growth with healthy cash flow management. However, the company faces challenges related to **high credit exposure and relatively low profit margins**, which are typical in the competitive packaging industry. The company's strategic focus on quality production, operational efficiency, and customer satisfaction positions it well for future growth in the expanding packaging market of Bangladesh.

This report provides valuable insights for stakeholders, investors, and industry analysts interested in understanding the operational dynamics and financial health of small to medium-scale corrugated packaging businesses in Bangladesh.

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List of Acronyms

Acronym	Full Form
BDT	Bangladeshi Taka
BBA	Bachelor of Business Administration
SU	Sonargaon University
FY	Fiscal Year
COGS	Cost of Goods Sold
GP	Gross Profit
NP	Net Profit
VAT	Value Added Tax
EPS	Earnings Per Share
ROA	Return on Assets
ROE	Return on Equity
CR	Current Ratio
QR	Quick Ratio
WC	Working Capital
SWOT	Strengths, Weaknesses, Opportunities, Threats
PESTEL	Political, Economic, Social, Technological, Environmental, Legal

Chapter One

Introduction

1.1 Introduction of the Study

The financial and operational performance of a manufacturing entity serves as a key indicator of its efficiency, profitability, and enduring viability within a competitive landscape. Given the dynamic nature of the contemporary economic climate, businesses are compelled to consistently assess their operational and financial well-being to inform strategic choices, foster sustained expansion, and uphold stakeholder trust. Financial performance analysis offers essential perspectives on a company's capacity to effectively administer its resources, revenues, and expenditures throughout a defined timeframe.

This report, titled "**Financial and Operational Analysis of Shopnil Printing & Packaging**," is dedicated to evaluating the business operations and financial performance of a corrugated carton manufacturing firm situated in Bangladesh. Shopnil Printing & Packaging is active within the packaging sector, which is integral to supporting diverse industries such as textiles, food processing, electronics, and consumer goods. The company's strategic market positioning, coupled with its dedication to high-quality production, renders it an appropriate subject for a thorough business analysis.

This study aims to assess the operational efficiency and financial performance of Shopnil Printing & Packaging, employing established analytical methods including ratio analysis, operational metrics evaluation, and financial statement analysis. Through an examination of profitability, liquidity, cash flow, and operational efficiency, this analysis intends to identify the company's business strengths and areas necessitating enhancement. Moreover, the study offers a practical perspective on the application of theoretical business concepts within actual manufacturing settings.

As a component of the Bachelor of Business Administration (BBA) program at Sonargaon University, this internship provides an avenue for acquiring practical experience in business operations, financial management, and manufacturing processes. The internship provides the opportunity for the intern to observe the decision-making processes within a small to medium-sized manufacturing company, specifically Shopnil Printing & Packaging. The knowledge gained from this experience will contribute to

academic understanding and simultaneously improve professional skills relevant to future careers in business and finance.

This report seeks to connect theoretical knowledge with practical application through an analysis of Shopnil Printing & Packaging's business operations. The results are anticipated to aid both students and professionals in comprehending how a packaging company achieves operational efficiency and financial stability within the evolving business landscape of Bangladesh.

1.2 Objectives of the Study

The main objective of this study is to evaluate the **financial and operational performance of Shopnil Printing & Packaging** and identify the key factors influencing its business stability, profitability, and operational efficiency. Financial and operational analysis helps assess how effectively an organization utilizes its resources to generate profit, maintain liquidity, and ensure sustainable growth. Through this study, the intern aims to apply academic business concepts to a real-world manufacturing setting and gain a deeper understanding of business management practices.

Specific Objectives:

- 1. To analyze the financial position of Shopnil Printing & Packaging** through examination of revenue, cash flow, profit margins, and cost structure
- 2. To evaluate the operational efficiency** of the company including production capacity, machinery utilization, and workforce management
- 3. To assess the profitability performance** using ratios such as Gross Profit Margin and Net Profit Margin
- 4. To examine the production process**, raw material usage, and inventory management systems.
- 5. To identify trends in business performance** and interpret their implications for managerial decision-making.

6. **To evaluate the credit/loan status and financial obligations** of the company.
7. **To provide recommendations** based on the findings for improving business management practices and ensuring sustainable profitability.

The goals are designed to ensure a complete understanding of the company's financial situation, while also connecting academic knowledge with real-world practice. This study will provide important insights into Shopnil Printing & Packaging Company's financial performance, and it will also help the intern improve their analytical and interpretative skills in finance.

1.3 Scope and Rationale of the Study

This study presents a thorough financial and operational examination of Shopnil Printing & Packaging, concentrating on its revenue trends, cost allocations, production methodologies, and overall business efficacy. The analysis draws upon both primary observations acquired during the internship and secondary data sourced from company documentation, financial reports, and operational records. The study prioritises the operational effectiveness and financial stability of the company, assessing its capacity to manage manufacturing processes within the competitive packaging sector.

Furthermore, the **scope** incorporates the utilisation of diverse business analysis tools and methodologies to assess the company's performance from a variety of perspectives. This report specifically aims to elucidate the business strengths and weaknesses of Shopnil Printing & Packaging, pinpointing areas necessitating enhancement, and formulating actionable conclusions to inform future managerial strategies. Due to confidentiality and time constraints, certain financial information may be provided in a condensed format.

The choice of Shopnil Printing & Packaging as the **focal point** of this investigation stems from its status as a prototypical small to medium-sized manufacturing entity within Bangladesh's expanding packaging sector. Given its provision of crucial packaging solutions across various industries, an analysis of this particular business offers significant

perspectives on how Bangladeshi manufacturing firms sustain operational effectiveness and competitiveness within both regional and national contexts.

Moreover, the study holds considerable relevance for both academic and professional applications. The internship facilitates the intern's ability to connect theoretical business principles, including financial analysis, operational management, and strategic planning, with their practical implementation in a genuine manufacturing environment. Through this analytical process, the intern acquires direct experience in business decision-making and performance assessment.

The scope of this investigation transcends mere numerical assessment; it seeks to cultivate a comprehensive understanding of the relationship between operational efficiency, financial performance, and long-term viability. This undertaking is motivated by both academic inquiry and professional applicability, thereby establishing a basis for the intern's future endeavours in finance and business, while simultaneously contributing to the wider comprehension of manufacturing practices within Bangladeshi SMEs.

1.4 Methodology of the Study

The methodology of this study describes the systematic process used to evaluate the financial and operational performance of **Shopnil Printing & Packaging**. It outlines the approach, data sources, analytical tools, and limitations encountered during the research. The goal of this methodology is to ensure that the findings are factual, well-structured, and relevant to the objectives of the study.

Research Design

This report follows a **descriptive and analytical research design**. The descriptive part presents an overview of the company's business activities and performance, while the analytical part interprets financial and operational data using quantitative techniques. This combination helps in understanding both the numerical and conceptual aspects of the company's business position.

Sources of Data

The study is based on both **primary and secondary** data sources:

Primary Data:

- Collected through direct observation of production processes and business operations
- Informal discussions with the owner, managers, and finance department personnel
- Practical experience gained during the internship period
- On-site inspection of machinery, inventory, and operational facilities

Secondary Data:

- Company's financial records and business documents
- Production reports and operational data
- Bank statements and loan documentation
- Tax records and VAT returns
- Industry reports and market information

Data Analysis Tools

For this study, standard financial analysis tools were used:

- Financial ratio analysis to measure profitability and operational efficiency
- Comparative analysis of revenue, costs, and profit margins
- Cash flow analysis to assess liquidity management
- Operational metrics analysis (production capacity, utilization rates)
- Tabular presentation to illustrate results clearly and effectively

1.5 Limitations of the Study

Every research study faces certain constraints that may affect the scope and accuracy of its findings. Similarly, this study on the financial and operational performance of Shopnil Printing & Packaging encountered several limitations.

Limited Access to Confidential Data: As an intern, access to detailed and confidential financial data of the company was restricted. Some internal cost breakdowns, detailed profit calculations, and proprietary business information could not be reviewed, limiting the depth of financial analysis.

Time Constraints: The internship duration was limited, which restricted the ability to conduct a long-term or comprehensive historical analysis of business performance. Certain seasonal business patterns and long-term trends could not be fully captured in this study.

Reliance on Secondary Data: Much of the analysis depended on company records and financial statements provided by the management. These secondary sources, while reliable, may not fully reflect the latest operational changes or market dynamics.

Focus on Single Business Entity: The study focused solely on Shopnil Printing & Packaging, which is a small to medium-scale enterprise. The findings may not be generalizable to larger corporations or businesses in other industries.

Dynamic Business Environment: Fluctuations in raw material prices, market demand, and competitive pressures can influence business performance rapidly, and the analysis may not capture all short-term changes or market volatility.

Qualitative Factors: The study primarily focuses on quantitative metrics and may not fully capture qualitative aspects such as employee satisfaction, customer relationships, and brand reputation, which are crucial for long-term business success.

Despite these limitations, the study provides meaningful insights into the operational efficiency, financial condition, and business performance of Shopnil Printing & Packaging, offering both practical learning and analytical experience.

Chapter Two

Literature Review

2.1 Business Profile

Shopnil Printing & Packaging is a corrugated carton manufacturing and supply company located in Dhaka, Bangladesh. Established with the vision to provide quality packaging solutions to various industries, the company has grown to become a reliable supplier of corrugated cartons in the region. The company operates from its manufacturing facility situated at 58, Mridhabari (City Corporation Road), Matuail, Jatrabari, Dhaka-1362.

Business Type: Manufacturing and Supply

Industry: Packaging and Printing

Location: 58, Mridhabari (City Corporation Road), Matuail, Jatrabari, Dhaka-1362

Facility Size: 2,800 Square Feet

Year of Establishment: 1990

Legal Status: Private Limited

The company specializes in manufacturing all kinds of quality corrugated cartons, serving diverse industries including textiles, food processing, electronics, consumer goods, and industrial products. With a focus on quality production and customer satisfaction, Shopnil Printing & Packaging has built a reputation for reliability and consistency in the packaging industry.

Core Business Activities:

- Manufacturing of 3-ply corrugated cartons
- Manufacturing of 5-ply corrugated cartons
- Manufacturing of 7-ply corrugated cartons
- Custom packaging solutions
- Supply and distribution to industrial clients

The company operates in a competitive market environment where quality, pricing, and timely delivery are critical success factors. By maintaining modern machinery, skilled workforce, and efficient operational processes, Shopnil Printing & Packaging has positioned itself as a dependable partner for businesses seeking quality packaging solutions.

Market Position:

Shopnil Printing & Packaging serves both domestic and regional markets, with a primary focus on Dhaka and surrounding industrial areas. The company's customer base includes manufacturers, exporters, traders, and distributors who require reliable packaging solutions for their products. Through its commitment to quality and service excellence, the company has established long-term relationships with various industrial clients.

2.2 Vision, Mission, and Core Values

Vision

The vision of Shopnil Printing & Packaging is to become a leading provider of quality corrugated packaging solutions in Bangladesh, recognized for excellence in product quality, customer service, and operational efficiency. The company aims to expand its market presence while maintaining its commitment to quality and reliability.

Mission

Shopnil Printing & Packaging is committed to:

- Delivering high-quality corrugated cartons that meet customer specifications and industry standards
- Providing reliable and timely delivery services to all clients
- Maintaining competitive pricing while ensuring product quality
- Contributing to the growth of client businesses through superior packaging solutions
- Ensuring sustainable business practices and environmental responsibility
- Continuously improving production processes and operational efficiency

Core Values

The company operates under a set of core values that form the foundation of its business culture:

1. Quality Excellence: Commitment to producing superior quality products that meet or exceed customer expectations through stringent quality control measures at every stage of production.

2. Customer Focus: Understanding and responding to customer needs with personalized service, flexible production capabilities, and timely delivery to ensure complete customer satisfaction.

3. Integrity: Conducting business with honesty, transparency, and ethical practices in all dealings with customers, suppliers, employees, and stakeholders.

4. Innovation: Continuously seeking better production methods, adopting new technologies, and improving processes to enhance efficiency and product quality.

5. Employee Development: Valuing employees as the company's greatest asset and investing in their training, safety, and professional growth.

6. Environmental Responsibility: Promoting eco-friendly practices through waste management, recycling, and sustainable use of resources to minimize environmental impact.

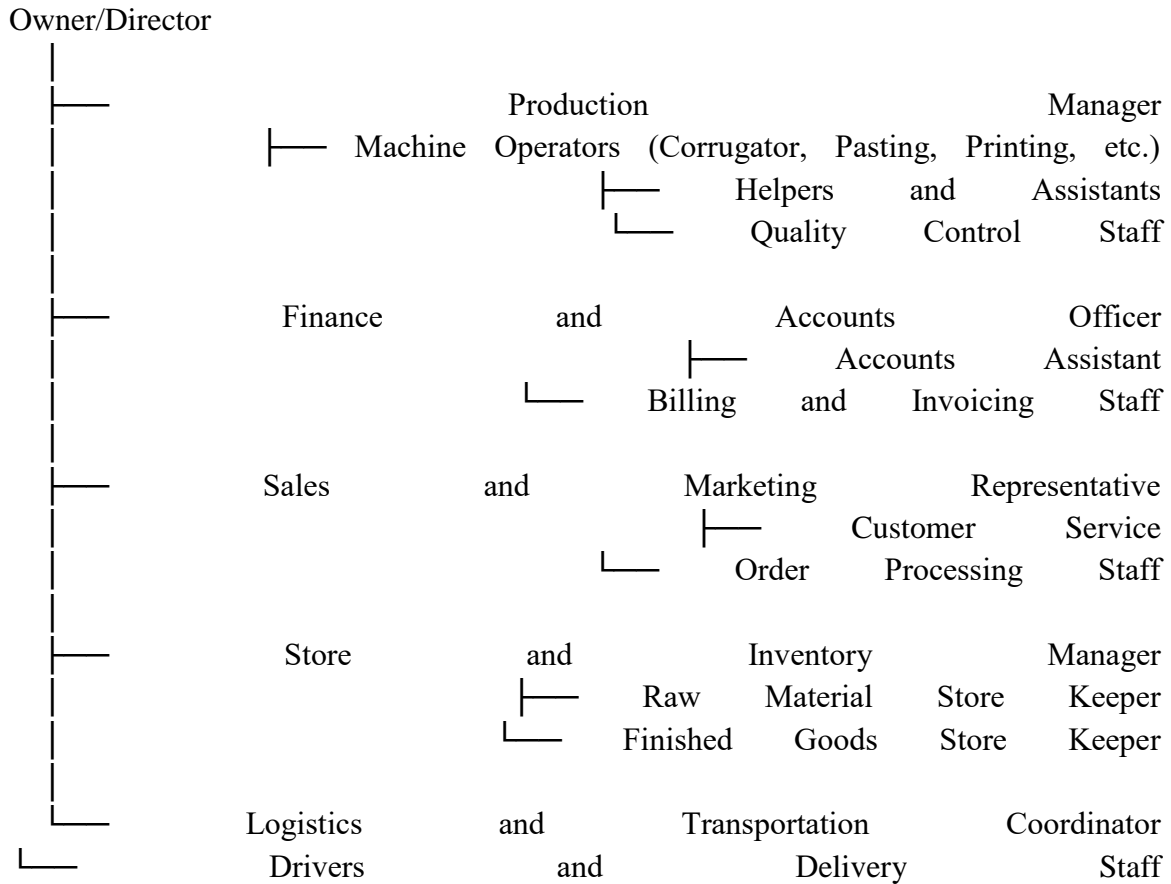
These guiding principles influence all aspects of the organization, from daily operations to long-term strategic planning, helping the company maintain trust with stakeholders and achieve sustainable growth.

2.3 Organizational Structure

Shopnil Printing & Packaging follows a **simple organizational structure** typical of small to medium-scale manufacturing enterprises. The structure ensures clear lines of authority and effective communication across all operational levels.

Organizational

Hierarchy:



Key Management Personnel:

- **Owner/Director:** Overall business strategy, major decisions, and stakeholder relationships
- **Production Manager:** Day-to-day production operations, quality control, and machine maintenance
- **Finance Officer:** Financial management, accounting, tax compliance, and banking relationships
- **Sales Representative:** Customer acquisition, order management, and business development

Workforce Composition:

- **Total Employees:** 45-50 personnel
- **Management Staff:** 4-5
- **Production Workers:** 35-40
- **Support Staff (Admin, Stores, Logistics):** 5-6

The way the company is set up fosters effective collaboration across different areas. This structure keeps things running smoothly and helps the business react swiftly to what customers need and to shifts in the market.

2.4 Product and Service Offerings

Shopnil Printing & Packaging offers a comprehensive range of **corrugated carton products and related services** to meet diverse packaging requirements of various industries. The company specializes in manufacturing high-quality corrugated cartons with different specifications and customization options.

Main Product Categories:

1. 3-Ply Corrugated Cartons

- **Production Volume:** 20,000 pieces (monthly average)
- **Description:** Single-wall corrugated cartons suitable for lightweight to medium-weight products
- **Applications:** Textile products, food items, electronics, consumer goods, light industrial products
- **Features:** Cost-effective, lightweight, adequate protection for general use
- **Customization:** Various sizes, printing options, and flute types available

2. 5-Ply Corrugated Carton

- **Production Volume:** 10,000 pieces (monthly average)
- **Description:** Double-wall corrugated cartons providing enhanced strength and durability

- **Applications:** Heavy industrial goods, fragile items, export packaging, high-value products
- **Features:** Superior stacking strength, enhanced protection, suitable for long-distance transportation
- **Customization:** Reinforced designs, moisture-resistant options, specialized printing

Product Specifications:

- **Flute Types:** A, B, C, E flutes based on customer requirements
- **Board Grades:** Various paper combinations for different strength requirements
- **Printing:** Up to 3-color flexographic printing
- **Sizes:** Custom sizes from small retail packaging to large industrial cartons
- **Box Styles:** Regular slotted containers (RSC), die-cut boxes, telescopic boxes, custom designs

Additional Services:

- **Custom Design and Die-Cutting:** Specialized box designs for unique product requirements
- **Printing Services:** Logo printing, product information, handling instructions, and branding
- **Consultation:** Packaging design advice and material selection guidance
- **Just-in-Time Delivery:** Scheduled deliveries to meet customer production schedules
- **Warehousing:** Short-term storage for large orders

Quality Standards:

All products are manufactured to meet industry standards for strength, durability, and print quality. The company ensures proper board calibration, adhesive application, and precise cutting to deliver consistent quality across all product lines.

Target Industries Served:

- Textile and Apparel
- Food Processing and Beverages
- Electronics and Electrical
- Pharmaceuticals and Healthcare
- Consumer Goods and Retail
- Industrial Manufacturing
- Export-Oriented Businesses

The company's diverse product portfolio and service capabilities enable it to cater to a wide range of packaging needs, from simple storage cartons to sophisticated export-quality packaging.

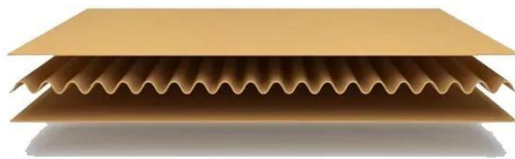
Chapter Three
Operational
Analysis

3.1 Production Overview

Shopnil Printing & Packaging operates a streamlined production system designed to meet the diverse packaging needs of its customer base. The company's production operations are centered around manufacturing high-quality corrugated cartons through a systematic process that ensures consistency, efficiency, and quality.

Production Capacity:

- **Monthly Production:** 30,000 pieces (combined 3-ply and 5-ply cartons)
- **3-Ply Cartons:** 20,000 pieces per month
- **5-Ply Cartons:** 10,000 pieces per month
- **Production Schedule:** Single shift operation
- **Working Days:** Average 25/month
- **Daily Production Target:** Approximately 1,000-1,200 cartons



3 layers corrugated



5 layers corrugated

Production Process Flow:

1. **Raw Material Preparation:** Liner and media papers are prepared and loaded
2. **Corrugation:** Flute formation and gluing of paper layers
3. **Cutting:** Sheets are cut to required dimensions
4. **Printing:** Flexographic printing of logos, instructions, or branding
5. **Die-Cutting/Slotting:** Creating box shapes and folding lines
6. **Pasting/Gluing:** Forming the final box structure
7. **Stitching (if required):** Reinforcing with staples for heavy-duty boxes
8. **Quality Inspection:** Checking dimensions, strength, and print quality
9. **Packing and Dispatch:** Bundling and preparing for delivery

Shift Operations:

The company follows a single-shift schedule, typically lasting between **8 to 10 hours each day**. This setup ensures sufficient production capacity to meet current market demand while maintaining consistent quality standards. Operating on a single shift provides several advantages, such as enhanced quality control and closer supervision of production activities. It facilitates regular machinery maintenance, supports cost-effective operations, and improves workforce management. Additionally, this approach reduces operational complexity, leading to a more streamlined and sustainable production process.

Production Efficiency:

The company maintained efficient production processes through proper machine utilization and precise scheduling, ensuring optimal output and minimal resource wastage. Its skilled workforce, with extensive experience in corrugated box manufacturing, contributed significantly to maintaining consistent quality and productivity. Moreover, regular maintenance schedules were implemented to minimize downtime and prevent operational disruptions. Quality checks were conducted at each stage of production to uphold product standards and detect potential defects promptly. In addition, effective inventory management of both raw materials and finished goods ensured smooth workflow continuity and reduced the risk of production delays.

The production system is designed to be flexible enough to handle both standard orders and custom requirements, enabling the company to serve a diverse customer base effectively.

3.2 Machinery and Equipment

Shopnil Printing & Packaging is equipped with a comprehensive range of machinery required for corrugated carton manufacturing. The machinery park is well-maintained and regularly serviced to ensure optimal performance and minimal downtime.

List of Machinery and Equipment:

1. Corrugator Machine

The corrugator machine, consisting of one unit, served as a critical component in the production process. It created the fluted corrugated medium and adhered it between liner boards to form the corrugated sheet structure. Moreover, the machine's capacity, defined as the production capacity per hour, determined the overall efficiency of the manufacturing line. It was equipped with advanced features such as automatic temperature control, adjustable speed settings, and a precise glue application system, all of which ensured consistent product quality and operational efficiency.



2. Pasting Machine

The pasting machine, comprising three units, played a vital role in the production process by applying adhesive for both box formation and lamination. Each unit was designed to ensure precise and uniform glue distribution, thereby enhancing the structural integrity of the finished product. In addition, the machines were equipped with adjustable glue application mechanisms and variable speed controls, which allowed operators to modify settings according to production requirements and material specifications, ensuring flexibility and efficiency throughout the manufacturing process.



3. Pressing Machine

The pressing machine, consisting of two units, was employed to apply controlled pressure for ensuring proper bonding and flattening of the corrugated materials. Its function was essential in achieving uniform adhesion and surface smoothness across all finished products. Furthermore, each machine incorporated a hydraulic pressure system that provided consistent and reliable force during operation. The inclusion of adjustable pressure settings allowed for precise control based on material thickness and production requirements, thereby improving product quality and operational efficiency.



4. Die-Cutting Machine

The die-cutting machine, comprising three units, was utilized to cut corrugated sheets into specific shapes and designs required for various packaging applications. This process ensured uniformity and consistency in the dimensions of each product. Moreover, the machines were equipped with multiple die sets that enabled flexibility in design production according to client specifications. Their precise cutting accuracy and adjustable cutting depth allowed for meticulous detailing and adaptability to different material thicknesses, thereby enhancing overall production quality and efficiency.



5. Stitching Machine.

The stitching machine, consisting of three units, was employed to staple and reinforce the edges and joints of cartons, thereby ensuring durability and structural integrity. Each unit played a crucial role in the final assembly process by securing the components of the corrugated boxes firmly. In addition, the machines featured automatic wire feeding systems that streamlined operations and minimized manual effort. The adjustable stitch spacing allowed for precise control over fastening intervals, enabling customization based on box size and design requirements while maintaining production efficiency.



6. Cutting Machine

The cutting machine, comprising three units, was utilized to trim and cut corrugated boards to the required dimensions with accuracy and consistency. This equipment played a vital role in preparing the materials for subsequent processing and assembly stages. Each machine incorporated a guillotine cutting mechanism that ensured clean and uniform edges across all products. Furthermore, the inclusion of precision measurement controls allowed operators to achieve exact size specifications, while integrated safety guards provided enhanced operator protection and workplace safety during operation.



7. Printing Machine

The printing machine, consisting of one unit, was utilized for flexographic printing on corrugated surfaces to enhance product presentation and brand identification. This machine enabled high-quality printing directly onto the packaging material, ensuring durability and clarity of printed designs. It was capable of producing up to three-color prints, allowing for versatile and visually appealing outcomes. Moreover, the inclusion of adjustable print registration ensured precise alignment and consistency across all printed materials, thereby maintaining professional standards in packaging quality.



8. Generator

The generator, comprising one unit, served as a backup power source to ensure continuous production during electricity outages. Its capacity, measured in power output in KVA or KW, determined its ability to support essential machinery and operations across the facility. Furthermore, the generator was equipped with an automatic start feature that enabled immediate activation in the event of a power failure, thereby minimizing downtime. The inclusion of a voltage stabilization system maintained consistent electrical output, safeguarding equipment and ensuring uninterrupted workflow throughout production.



Additional Equipment:

The production facility was also supported by several additional equipment systems essential for smooth and efficient operations. A boiler or heating system was utilized for glue preparation, ensuring proper viscosity and adhesive strength during manufacturing. An air compressor was employed to power pneumatic systems, facilitating various automated processes throughout the production line. Moreover, material handling equipment such as trolleys and pallets enabled efficient movement and organization of raw materials and finished goods within the facility. The inclusion of quality testing equipment, including an edge crush tester and a burst strength tester, ensured that all products met required performance and durability standards. In addition, a well-maintained inventory of maintenance tools and spare parts was maintained to support timely repairs and reduce operational downtime.

Machinery Maintenance:

The company adhered to a regular maintenance schedule designed to ensure optimal performance and longevity of its machinery. Daily cleaning and basic inspections were conducted to maintain equipment hygiene and identify any immediate irregularities. Weekly lubrication and adjustment checks were performed to minimize wear and enhance operational smoothness. Moreover, monthly comprehensive maintenance activities addressed in-depth mechanical and electrical evaluations, ensuring sustained reliability. Annual overhauling and major repairs were undertaken to restore machinery to peak condition and extend service life. In addition, immediate repairs were carried out in

response to any breakdowns to prevent production delays and maintain consistent workflow efficiency.



The machinery investment represents a significant portion of the company's capital expenditure, and proper maintenance ensures longevity, efficiency, and return on investment. The equipment is sourced from reputable manufacturers and includes both local and imported machinery.

3.3 Raw Materials and Suppliers

The manufacturing of corrugated cartons requires various raw materials that are sourced from reliable suppliers. The quality of raw materials directly impacts the strength, durability, and overall quality of the finished cartons.

Types of Raw Materials Used:

1. Liner Paper

Liner paper served as the outer facing paper of the corrugated board, providing a protective and aesthetic surface layer essential for packaging durability. The types utilized included Kraft liner, test liner, and white top liner, each selected to meet specific strength, printability, and cost requirements in production. These materials were sourced from local paper mills and importers, ensuring a reliable supply chain for consistent manufacturing operations.

2. Media/Corrugated Medium

The media, also known as the corrugated medium, represented the fluted paper layer that imparted essential strength and structural rigidity to the corrugated board. The types employed included semi-chemical fluting and recycled fluting, selected to balance durability, cost, and environmental considerations in production. These materials exhibited a grammage range as specified in the designated GSM parameters, ensuring adequate thickness for various applications. Moreover, the available flute types A, B, C, and E provided versatility in cushioning, compression resistance, and printability, thereby accommodating diverse packaging requirements throughout the manufacturing process.

3. Silicate (Sodium Silicate)

Silicate, specifically sodium silicate, served as the primary adhesive for bonding the paper layers in corrugated board production. It provided strong bonding capabilities along with notable heat resistance, ensuring the structural integrity of the finished products under various conditions. The quality employed was industrial grade sodium silicate solution, which delivered reliable performance and consistency throughout the manufacturing process.

4. Rong (Starch)

Rong, commonly referred to as starch, functioned as a natural adhesive supplement in the corrugated board manufacturing process. The types employed included corn starch or tapioca starch, both valued for their compatibility with primary adhesives such as sodium silicate. This supplement enhanced the overall adhesive properties by improving bonding strength and viscosity while simultaneously reducing production costs through efficient material utilization.

5. Tar

Tar served as a waterproofing agent specifically formulated for producing moisture-resistant cartons in the manufacturing process. Its application was reserved for cartons requiring enhanced water resistance, thereby extending product usability in humid or wet environments. This treatment ensured the structural integrity and protective qualities of the packaging under challenging conditions.

6. Stars (Borax/Boric Acid)

Stars, consisting of borax or boric acid, served as an essential additive in the preparation of adhesives during corrugated board manufacturing. This component was incorporated to improve the viscosity of the adhesive mixture, ensuring optimal flow characteristics and application consistency. Moreover, it enhanced bonding strength by promoting cross-linking within the starch-based formulation, thereby contributing to the durability and reliability of the final corrugated products.

7. Kastik (Caustic Soda)

Kastik, known as caustic soda, was utilized as a chemical additive in the preparation of adhesives for corrugated board manufacturing. Its primary function involved adjusting the pH of the adhesive mixture to optimal levels, thereby facilitating proper starch gelatinization during production. Moreover, it improved overall adhesive properties by enhancing viscosity control and bonding efficiency, ensuring robust layer adhesion under varying operational conditions.

8. Sohaga (Borax)

Sohaga, identified as borax, served as an additional bonding agent in the adhesive formulation for corrugated board production. Its incorporation enhanced the overall

performance of the adhesive by improving gel strength and water resistance properties. Moreover, borax contributed to greater stability during the manufacturing process, ensuring consistent bonding results and reducing the risk of delamination in the finished products.

Supplier Network:

The company maintained relationships with multiple suppliers to ensure the consistent availability of raw materials essential for uninterrupted production. Key suppliers included local and regional paper mills that provided liner paper and corrugated medium reliably. Moreover, industrial chemical distributors supplied necessary chemicals such as caustic soda and borax, while specialized adhesive manufacturers delivered silicate, starch, and related compounds. In addition, this diversified supplier network mitigated risks of shortages and supported cost-effective procurement strategies throughout operations.

Inventory Management:

The company implemented effective inventory management practices to support continuous production operations. Raw materials were stored in a dedicated warehouse featuring proper stacking techniques and protective measures against moisture and damage. Inventory levels were maintained to cover 15-30 days of production requirements, ensuring adequate supply without excessive capital tie-up. Moreover, quality control procedures encompassed thorough inspection and testing of incoming materials to verify compliance with specifications. Detailed record keeping facilitated precise tracking of inventory levels and consumption patterns, enabling proactive replenishment and cost optimization throughout the manufacturing process.

Cost Considerations:

Raw materials constituted the largest portion of production costs in the company's operations. The company employed several strategies to manage these costs effectively. Bulk purchasing was utilized to secure better pricing on essential materials such as paper and chemicals. Moreover, long-term relationships with suppliers ensured preferential terms and reliable supply continuity. In addition, quality optimization measures reduced material waste through precise usage and minimal defects. Alternative material evaluations were conducted to identify cost-effective substitutes without compromising product standards. Finally, inventory turnover optimization minimized holding costs while maintaining adequate stock levels for production demands.

3.4 Quality Control Measures

Quality control is an integral part of the manufacturing process at Shopnil Printing & Packaging. The company implements systematic quality checks at various stages of production to ensure that all products meet customer specifications and industry standards.

Quality Control Procedures:

1. Raw Material Inspection

Raw material inspection was conducted rigorously to ensure compliance with production standards prior to utilization. Visual inspection of paper quality and condition was performed to identify any visible defects, damage, or inconsistencies in the liner paper and corrugated medium. Grammage verification was carried out using precise weighing scales to confirm that materials met specified weight requirements. Moreover, moisture content testing was undertaken to prevent processing issues arising from excessive humidity absorption. Substandard materials were systematically rejected to maintain product integrity throughout the manufacturing process. In addition, comprehensive documentation of all quality parameters was maintained for traceability and continuous process improvement.

2. In-Process Quality Checks

In-process quality checks were implemented at critical stages to monitor and maintain product standards during manufacturing. Corrugation quality was assessed through evaluation of flute formation, adhesive application uniformity, and bonding strength to ensure structural integrity of the corrugated sheets. Dimensional accuracy was verified by precise measurements of length, width, and height, preventing deviations that could affect packaging functionality. Print quality underwent scrutiny for color accuracy, registration alignment, and overall clarity, guaranteeing professional appearance on finished products. Moreover, cutting precision was examined to confirm clean edges and accurate dimensions, minimizing waste and enhancing assembly efficiency.

3. Finished Product Inspection

Finished product inspection was conducted systematically to verify compliance with quality standards prior to dispatch. Visual inspection identified defects such as tears, stains, and printing errors, ensuring aesthetic and functional integrity of the cartons. Dimensional verification confirmed adherence to specified measurements for length, width, and height across all units. Moreover, box compression testing was performed on a sample basis to assess load-bearing capacity under stacking conditions. Adhesion strength testing

evaluated the durability of bonds between layers, while overall appearance and finish were scrutinized to meet customer presentation requirements.

4. Testing Methods

Testing methods were employed to quantitatively assess the performance characteristics of corrugated products against industry standards. The bursting strength test measured the material's resistance to rupture under uniform pressure, ensuring adequate protection for packaged contents. The edge crush test (ECT) evaluated stacking strength by determining the board's ability to withstand compressive forces vertically. Moreover, the box compression test assessed load-bearing capacity under simulated transportation and storage conditions. The Cobb test quantified water absorption rates to verify moisture resistance properties, while the grammage test verified paper weight consistency through precise measurement techniques.

Quality Standards:

The company adhered to established industry standards for corrugated packaging to ensure consistent product quality and performance. Bursting factor (BF) requirements were met to guarantee sufficient material strength against internal pressure during use. Grammage (GSM) specifications were strictly observed to maintain appropriate paper weight and board rigidity throughout production. Moreover, dimensional tolerances were upheld to achieve precise sizing for reliable stacking and transportation compatibility. Print quality standards were followed to deliver clear, durable markings, while bonding strength requirements ensured robust adhesion between layers, preventing delamination under normal handling conditions.

Quality Assurance Benefits:

Quality assurance practices yielded significant operational and commercial benefits for the company. Reduced customer complaints and returns were achieved through consistent product reliability, minimizing post-sale issues and associated costs. Enhanced brand reputation resulted from delivering high-standard corrugated packaging that met market expectations. Moreover, improved customer retention was facilitated by dependable quality performance, fostering long-term business relationships. Lower production waste was realized through effective defect prevention and material optimization, while strict compliance with customer specifications ensured alignment with diverse client requirements across various applications.

3.5 Waste Management Process

Shopnil Printing & Packaging has implemented an effective waste management system that addresses both environmental responsibility and resource optimization. The company recognizes the importance of sustainable practices in manufacturing and has developed systematic approaches to handle various types of waste generated during production.

Types of Waste Generated:

1. Paper Waste

Paper waste constituted the primary source of waste generation in the production process. Trim waste arose from cutting operations as excess material was removed to achieve precise carton dimensions. Defective cartons and rejected pieces were generated during quality inspections and in-process checks. Moreover, edge trimmings and off-cuts resulted from die-cutting and shaping procedures, contributing significantly to scrap accumulation. Damaged paper rolls, often due to handling or storage issues, further added to waste volumes. Paper waste was estimated to represent the majority of total waste produced in manufacturing operations.

2. Adhesive Waste

Adhesive waste was generated through various operational activities during corrugated board production. Spilled or dried adhesive resulted from application processes in corrugators and pasting machines, requiring regular cleanup to maintain equipment functionality. Cleaning residues accumulated from maintenance procedures involving solvents and scrapers to remove hardened adhesive buildup. Moreover, expired adhesive materials were discarded when batches exceeded shelf life or failed quality tests, preventing use in production. These sources collectively contributed to adhesive waste management challenges within the facility.

3. Printing Waste

Printing waste was produced during the flexographic printing operations on corrugated surfaces. Used printing plates were discarded after completing production runs for specific designs, necessitating replacement for subsequent jobs. Ink containers and residues accumulated from dispensing and leftover materials in the printing machine reservoirs. Moreover, cleaning solvents were utilized and subsequently disposed of to maintain plate and roller cleanliness between color changes and shifts. These waste streams required proper handling to minimize environmental impact while supporting efficient printing workflows.

4. Packaging Materials

Packaging materials generated waste through routine handling and dispatch activities in the manufacturing facility. Used strapping materials were accumulated after securing finished cartons for shipment, requiring removal upon delivery. Empty raw material packaging, such as paper roll wrappers and chemical drums, was discarded following inventory unpacking. Moreover, damaged pallets resulted from material transport and stacking operations, rendering them unsuitable for reuse. These waste items necessitated organized collection and disposal procedures to maintain workplace efficiency and safety.

Waste Management Process:

1. Waste Segregation

Waste segregation was implemented systematically to facilitate recycling and safe disposal across the production facility. Separate collection bins were designated for different waste types, enabling targeted processing of paper, adhesive, and printing residues. Paper waste was meticulously separated from other materials to maximize recycling potential and reduce landfill contributions. Moreover, hazardous materials such as chemical solvents and expired adhesives were stored in isolated containers to comply with safety regulations. Clear labeling of all waste containers ensured accurate classification and minimized cross-contamination during handling procedures.

2. Collection and Storage

Collection and storage procedures were established to manage waste efficiently and safely within the facility. Regular collection from production areas prevented accumulation and maintained orderly workspaces throughout operations. A designated waste storage area was allocated to centralize materials prior to processing or disposal. Moreover, protective measures shielded stored waste from weather exposure and contamination, preserving recyclability and preventing secondary hazards. Fire safety measures were specifically implemented for combustible materials such as paper scraps, including proper ventilation and fire suppression equipment to mitigate risks.

3. Waste Disposal and Recycling

Waste disposal and recycling practices were prioritized to promote sustainability and economic returns. Paper waste was sold to recycling mills and paper dealers, transforming scrap into a valuable resource for the secondary market. Approximately 20 tons of paper waste were sold to other mills annually, contributing to material circularity. Moreover,

revenue generation from these waste sales offset disposal costs and supported operational finances. This approach also significantly reduced the landfill burden, aligning production activities with environmental responsibility goals.

4. Environmental Compliance

Environmental compliance was rigorously maintained to meet regulatory requirements and sustainable practices. Adherence to environmental regulations ensured all waste handling procedures aligned with local and national standards. Safe disposal of chemical waste, including adhesives and solvents, prevented soil and water contamination through specialized treatment methods. Moreover, efforts focused on minimization of environmental impact through efficient resource utilization and waste reduction initiatives. Regular monitoring of waste generation provided data for continuous improvement and proactive environmental management.

Economic and Environmental Benefits:

The implementation of effective waste management yielded substantial economic and environmental benefits for the company. Revenue from waste sales, particularly paper recycling, contributed directly to operational income and financial sustainability. Reduced waste disposal costs were realized through systematic recycling and minimization strategies. Environmental sustainability was advanced through extensive recycling programs that diverted materials from landfills. Moreover, these practices enhanced the corporate social responsibility image and ensured full compliance with environmental regulations. Conservation of natural resources was achieved through paper recycling, promoting a circular economy and reducing deforestation pressures.

Waste Reduction Initiatives:

Waste reduction initiatives were actively pursued to enhance efficiency and sustainability across production operations. Optimization of cutting patterns was implemented to minimize trim waste during die-cutting and slitting processes. Proper storage practices were enforced to reduce material damage from moisture or mishandling of paper rolls and chemicals. Moreover, stringent quality control measures lowered rejection rates by addressing defects early in the manufacturing cycle. Employee training programs emphasized waste minimization techniques and best practices. Regular reviews of production processes identified opportunities for further improvements in material utilization and operational efficiency.

The waste management system demonstrates the company's commitment to sustainable manufacturing practices while creating additional value from what would otherwise be discarded materials. The systematic approach to waste handling ensures both environmental responsibility and operational efficiency.

Chapter Four

Financial Analysis

4.1 Revenue Analysis

Revenue constituted a critical indicator of business performance and market acceptance for Shopnil Printing & Packaging. The revenue analysis revealed steady business operations with consistent sales performance in the corrugated packaging market.

Metric	Monthly (BDT)	Annual (BDT)
Total Revenue	450,000	5,400,000
3-Ply Cartons (20,000 pcs, avg. BDT 15)	300,000	3,600,000
5-Ply Cartons (10,000 pcs, avg. BDT 30)	300,000	3,600,000
Estimated Total	600,000	7,200,000

Monthly revenue amounted to BDT 450,000, which represented average monthly sales revenue based on sales of 30,000 cartons comprising 3-ply and 5-ply combined, and included both regular and customized orders, while revenue varied based on order mix and customer requirements. Annual revenue reached BDT 5,400,000, calculated as monthly revenue multiplied by 12 months, and represented total business turnover for the fiscal year including all sales of corrugated cartons and related services. Moreover, revenue breakdown by product type showed that 3-ply cartons generated monthly revenue of BDT 300,000 ($20,000 \times 15$) and annual revenue of BDT 3,600,000, whereas 5-ply cartons generated monthly revenue of BDT 300,000 ($10,000 \times 30$) and annual revenue of BDT 3,600,000, yielding total estimated monthly revenue of BDT 600,000.

The reported revenue of BDT 450,000 reflected actual sales after discounts, varying order mix, or seasonal fluctuations. Consequently, consistent monthly revenue indicated a stable customer base, with revenue growth potential through capacity expansion, though it remained dependent on industrial activity and economic conditions. Seasonal variations occurred based on customer demand cycles, and credit sales affected actual cash inflows. Therefore, revenue growth could be achieved through expanding the customer base and market reach, increasing production capacity, introducing new product lines, improving operational efficiency to reduce costs, and enhancing product quality and value-added services.

4.2 Cash Flow Analysis

Cash flow constituted a critical aspect of business operations and indicated the company's ability to meet short-term obligations and fund ongoing operations. The cash flow analysis of Shopnil Printing & Packaging revealed important insights into liquidity management. Monthly cash flow amounted to BDT 1,500,000 (3.33x monthly revenue of BDT 450,000), which represented total cash movement in and out of the business per month, included cash from sales, payments to suppliers, operating expenses, and debt servicing, and indicated active business operations with significant cash transactions.

Category	Cash Inflows	Cash Outflows
Key Items	Cash sales, credit collections, advances, waste sales, loans	Raw materials, salaries, utilities, transport, maintenance, rent, loan repayments, taxes

Cash inflows encompassed cash sales from carton deliveries, collections from credit customers, advances from customers for large orders, revenue from waste material sales, and any loan proceeds or capital injections. Cash outflows covered raw material purchases (liner, media, chemicals), employee salaries and wages, utility payments (electricity, water, gas), transportation and logistics costs, machine maintenance and repairs, rent and administrative expenses, loan repayments and interest payments, tax and VAT payments, and other operating expenses. In addition, the high cash flow suggested significant cash-based transactions, active credit management with suppliers, possible inclusion of credit collections in cash flow, and working capital movements.

Cash flow supported day-to-day operations, enabled timely payment of obligations, provided flexibility for emergency expenses, and supported inventory purchases. Moreover, cash flow significantly exceeded monthly revenue, which indicated collection of previous credit sales, advance payments from customers, seasonal business patterns, or inclusion of non-operating cash flows. Therefore, the strong cash flow indicated healthy liquidity, the ability to meet short-term obligations, reduced dependence on external financing for operations, and capacity to handle unexpected expenses. Effective cash flow management involved monitoring the daily cash position, forecasting cash needs, managing credit terms with customers and suppliers, optimizing payment schedules, and maintaining adequate cash reserves, which positioned the company to manage its operational funding requirements effectively.

4.3 Profitability Analysis

Profitability analysis examined the company's ability to generate profit from business operations and measured the efficiency with which revenue converted into profits after accounting for all costs and expenses.

Item	Monthly (BDT)	% of Revenue
Revenue	450,000	100
COGS	405,000	90
Gross Profit	45,000	10
Op. Expenses	27,000	6
Net Profit	18,000	4

Gross profit margin stood at 10%, which represented the percentage of revenue remaining after deducting the cost of goods sold (COGS), with monthly revenue at BDT 450,000, gross profit at BDT 45,000 per month, and COGS at BDT 405,000 per month (90% of revenue) including raw materials (liner, media, chemicals, adhesives), direct labor costs, and direct production overheads. A 10% gross margin proved typical for competitive manufacturing industries, indicated tight pricing due to market competition, showed that raw material costs consumed a significant portion of revenue, reflected limited pricing power in the packaging industry, and highlighted that efficient production processes remained crucial for profitability.

Net profit margin stood at 4%, which represented the percentage of revenue remaining after all expenses, including operating expenses, interest, and taxes, had been deducted, with monthly revenue at BDT 450,000, net profit at BDT 18,000 per month, annual net profit at BDT 216,000, and operating expenses at BDT 27,000 per month (6% of revenue) including administrative and office expenses, rent and utilities, transportation and logistics, marketing and business development, maintenance and repairs, depreciation, and other indirect expenses. A 4% net margin indicated reasonable profitability for a manufacturing SME, showed that the business generated sustainable profits after accounting for all expenses, allowed for business continuity and modest growth, and emphasized that tight cost control remained essential to maintain profitability, as any cost increases could significantly impact net profits.

Factors affecting profitability included raw material price fluctuations, competition and pricing pressure, production efficiency and waste reduction, overhead cost management, volume and capacity utilization, and credit management and bad debts. Consequently, profitability improvement strategies encompassed negotiating better raw material prices, improving production efficiency to reduce waste, optimizing labor productivity, controlling overhead expenses, increasing sales volume to achieve economies of scale, and introducing value-added services with higher margins. The profitability analysis indicated that while margins remained relatively tight, the business generated positive returns and maintained financial sustainability.

4.4 Credit and Loan Status

The credit and loan status provided insights into financial leverage, debt servicing capacity, and relationships with financial institutions, while understanding the debt structure proved crucial for assessing financial risk and stability. Outstanding credit/loan amounted to BDT 3,800,000 (70.4% of annual revenue BDT 5,400,000), which represented the total amount of debt obligations currently held by Shopnil Printing & Packaging.

Metric	Value	Interpretation
Total Debt	BDT 3,800,000	Moderate leverage
Debt-to-Revenue	70.4%	Manageable for manufacturing
Est. Monthly Service	BDT 50,000-80,000	11-18% of monthly revenue

Loan components likely included term loans for machinery purchase, working capital loans for operations, trade credit from suppliers, overdraft facilities, and possible vehicle loans for trucks. Debt service requirements, assuming typical loan terms, encompassed interest rates of 10-15% per annum (estimated), monthly interest payments of BDT 32,000-48,000, varying principal repayments by loan schedule, and total monthly debt service of BDT 50,000-80,000 (estimated). Debt service consumed 11-18% of monthly revenue, affected available cash for operations and expansion, required careful cash flow management, and limited flexibility for discretionary spending.

The company maintained credit relationships with commercial banks (primary lenders), non-banking financial institutions, equipment financing companies, and trade creditors and suppliers, with credit terms that included structured repayment schedules for bank loans

and 30-60 days payment terms with suppliers, while customer credit extended to reliable clients and affected cash flow. Moreover, the BDT 3,800,000 in credit facilities likely financed machinery and equipment purchases, working capital requirements, facility setup and improvements, vehicle acquisitions (3 trucks), and business expansion activities. Financial leverage appeared manageable given revenue scale, regular debt service indicated ongoing financial discipline, and credit history likely supported future borrowing capacity if needed. Therefore, moderate financial risk arose due to debt levels, dependence on consistent cash generation for debt service existed, vulnerability to interest rate changes persisted, and the need to maintain good relationships with lenders remained essential. The credit and loan status indicated that the company utilized financial leverage to support operations and growth while maintaining a debt level that appeared manageable relative to revenue scale.

4.5 Tax Implications

Tax obligations represented a significant component of financial responsibilities, and compliance with tax regulations proved essential for legal operation and business sustainability.

Tax Type	Annual (BDT)	Monthly Avg. (BDT)	% of Annual Revenue
VAT	1,500,000	125,000	27.78
Income Tax	500,000	42,000	9.26
Total	2,000,000	167,000	37

Annual VAT amounted to BDT 1,500,000, which constituted a consumption tax levied on the sale of goods and services, with VAT obligations including VAT collected from customers on carton sales, VAT paid on raw materials and services (input VAT), and net VAT payable as the difference between output VAT and input VAT at a typical rate of 15% on most goods and services in Bangladesh. VAT analysis showed that this payment represented net VAT payable after adjusting input VAT, implied annual taxable sales of approximately BDT 10,000,000 (gross), and indicated substantial business volume and compliance. VAT compliance encompassed monthly VAT return filing, maintenance of VAT records and invoices, payment of VAT by due dates, VAT registration and renewal, and record-keeping for VAT audits.

Annual income tax amounted to BDT 500,000, which levied on taxable income after allowable deductions and exemptions, with calculation basis including taxable income as

revenue minus allowable deductions, corporate tax rates typically at 25-35% for companies, presumptive tax for smaller businesses, and minimum tax provisions. Tax analysis showed that this payment, assuming rates of 25-30%, estimated taxable income at BDT 1,700,000-2,000,000 and aligned with reported profits considering deductions.

Total tax burden amounted to BDT 2,000,000 annually or 37% of revenue, which indicated comprehensive compliance. Tax planning involved timely payments to avoid penalties, proper record-keeping, claiming deductions, withholding tax compliance, and professional advisory services. Other obligations included withholding tax on payments, customs duties if applicable, local taxes, and employee contributions. Consequently, compliance ensured legal operation, good standing, tender eligibility, reputation enhancement, and penalty avoidance. The substantial payments indicated significant entity status with comprehensive compliance.

4.6 Financial Ratios and Interpretation

Financial ratios provided valuable insights into various aspects of business performance.

Ratio	Calculation	Value	Interpretation
Gross Profit Margin	$(45,000/450,000) \times 100$	10%	Typical; high raw costs
Net Profit Margin	$(18,000/450,000) \times 100$	4%	Sustainable profitability
Revenue/Employee (Annual)	5,400,000/47.5	BDT 113,684	Moderate productivity
Revenue/Sq.Ft.	5,400,000/2,800	BDT 1,929	Efficient space use
Debt-to-Revenue	3,800,000/5,400,000	70%	Manageable leverage
Cash Flow/Revenue	1,500,000/450,000	3.33x	Strong cash generation
Income Tax/Revenue	500,000/5,400,000	9.26%	Reasonable for margins
VAT/Revenue	1,500,000/5,400,000	27.78%	Comprehensive compliance

Profitability ratios included gross profit margin at 10%, which showed retention of 10% of revenue after direct costs and proved typical where raw material costs remained high; net profit margin at 4%, which indicated retention of 4% after all expenses and reflected sustainable profitability; and operating profit margin at 4%, which showed core operational efficiency. Operational efficiency ratios encompassed revenue per employee at BDT 113,684 annually, indicating moderate labor productivity, and revenue per square foot at BDT 1,929, showing efficient facility use.

Financial leverage ratios featured debt-to-revenue at 70%, indicating moderate leverage manageable with steady cash flows. Liquidity ratios included cash flow to revenue at 3.33, indicating strong generation and working capital management. Tax ratios showed income tax-to-revenue at 9.26%, reasonable for margins, and VAT at 27.78%, indicating compliance and volume. Overall assessment identified strengths in profitability, cash flow, debt manageability, revenue consistency, utilization, and compliance. Areas for attention included low gross margin limiting flexibility, volume dependence, debt service impacting cash, and slim net margin buffering costs poorly. Consequently, ratios indicated stable but tight management, adequate profitability needing cost control, strong cash as positive, discipline, and efficiency gains potential.

Chapter Five

**Findings,
Recommendations
and Conclusion.**

5.1 Key Findings

Based on the comprehensive analysis of Shopnil Printing Packaging’s financial and operational performance, several key findings were identified that collectively described the company’s business condition and competitive position. The financial findings indicated that the company operated with stable revenue, maintained modest but sustainable profitability, and demonstrated disciplined cash flow and debt management. The operational findings showed that the firm possessed adequate production capacity, a reasonably efficient workforce, effective quality control practices, and a structured waste management system that supported both cost savings and environmental responsibility. Together, these findings reflected a financially viable and operationally competent small to medium-scale manufacturing enterprise operating within a competitive packaging market.

Financial Metrics Summary

Metric	Monthly	Annual
Revenue	BDT 450,000	BDT 5,400,000
Cash Flow	BDT 1,500,000	-
Gross Profit Margin	10%	-
Net Profit Margin	4%	-
Outstanding Loan	-	BDT 3,800,000
VAT	-	BDT 1,500,000
Income Tax	-	BDT 500,000

From a financial perspective, the revenue analysis revealed that monthly revenue of BDT 450,000 indicated consistent business operations and reflected a stable stream of sales over time. Annual revenue of BDT 5,400,000 demonstrated an established presence in the market and underscored the company’s ability to generate sustained business volume. Revenue was generated from a balanced mix of 3-ply and 5-ply carton sales, which reduced dependence on a single product category and contributed to a more diversified income base. Moreover, the existence of a stable customer base that provided regular orders further

reinforced the company's revenue stability and reduced the risk associated with demand fluctuations.

In terms of profitability, the analysis showed that the gross profit margin of 10 was typical for the competitive packaging industry, where raw material and production costs tended to be high. This margin indicated that, after accounting for the cost of goods sold, the company retained a modest portion of revenue as gross profit, leaving limited room for absorbing cost increases or pricing pressures. The net profit margin of 4 indicated sustainable profitability, as it reflected the percentage of revenue remaining after all operating expenses, interest, and taxes had been deducted. On a monthly basis, net profit of BDT 18,000 provided reasonable returns to the owner, although the tight margins highlighted the need for careful cost management and continuous efficiency improvements to protect profitability against adverse cost or market movements.

Key Financial Ratios

Ratio	Value	Interpretation
Debt-to-Revenue	70%	Manageable leverage
Revenue per Employee	BDT 113,684 (annual)	Moderate productivity
Revenue per Sq. Ft.	BDT 1,929 (annual)	Efficient space use

The cash flow assessment indicated that the company enjoyed a strong liquidity position. Monthly cash flow of BDT 1,500,000 demonstrated robust cash generation and suggested that the firm handled significant cash-based and credit-related transactions within each operating cycle. This level of cash flow supported day-to-day operations, enabled the company to meet short-term obligations without difficulty, and provided flexibility in managing working capital. Good working capital management was evident in the company's ability to ensure timely payments to suppliers, maintain sufficient inventory levels, and cover operational expenses while still servicing debt commitments. Consequently, cash flow strength emerged as one of the most important financial advantages of the business.

With regard to debt management, the analysis showed that the outstanding loan of BDT 3,800,000 represented a moderate level of financial leverage relative to the company's annual revenue. The debt-to-revenue ratio of 70 indicated that total debt was 70% of annual revenue, which was considered manageable for a manufacturing firm with stable operations and healthy cash flows. Regular debt service payments reflected financial discipline and suggested that the company maintained an acceptable repayment record with its lenders. Furthermore, the availability of credit facilities supported business operations and growth by financing machinery acquisition, working capital needs, and other expansion-related expenditures. However, the presence of this debt burden also implied that a portion of cash flow had to be allocated to interest and principal repayments, thereby reducing funds available for reinvestment or contingency reserves.

The analysis of tax compliance revealed that the company fulfilled its statutory obligations and contributed significantly to public revenue. Annual VAT payment of BDT 1,500,000 indicated substantial business volume, since value added tax was directly linked to sales transactions and taxable turnover. Income tax payment of BDT 500,000 reflected healthy taxable income and showed that the firm reported and settled its profit-related tax liabilities. Comprehensive tax compliance demonstrated good corporate citizenship and reduced regulatory risk, as adherence to tax regulations helped the company avoid penalties, legal disputes, or reputational damage. In aggregate, the total tax burden of BDT 2,000,000 represented a substantial financial outflow, but it remained consistent with the scale of operations and the established profitability level.

From an operational standpoint, the findings indicated that the company achieved a satisfactory level of production efficiency. Monthly production of 30,000 cartons, comprising 20,000 pieces of 3-ply cartons and 10,000 pieces of 5-ply cartons, demonstrated good capacity utilization in line with existing demand. The reliance on a single shift operation provided adequate capacity for current orders while leaving room for future growth through the possible introduction of an additional shift. The balanced production mix between 3-ply and 5-ply cartons allowed the company to serve diverse customer needs ranging from lightweight to heavier and more demanding packaging applications. Production processes were described as streamlined and efficient, supported by proper scheduling, skilled operators, and regular machine maintenance.

The findings related to machinery and equipment showed that the company was well-equipped with 17 machines, including corrugator, printing, cutting, and finishing equipment. This comprehensive machinery base enabled the firm to carry out the full

sequence of corrugated carton manufacturing in-house, from corrugation and cutting to printing and final finishing. Regular maintenance contributed to operational reliability and minimized downtime, thereby sustaining productivity and protecting the return on substantial capital investments in machinery. Moreover, the presence of a backup generator ensured uninterrupted operations during electricity outages, which was particularly important in a manufacturing context where power interruptions could disrupt production schedules and damage materials or work-in-progress.

In terms of workforce management, the company employed between 45 and 50 employees, which provided adequate staffing for core production, support, and administrative functions. The simple organizational structure, typical of small to medium-scale enterprises, ensured clear communication channels and straightforward reporting lines between management and employees. Skilled machine operators and production workers formed the backbone of the manufacturing process, while support staff contributed to administrative tasks, inventory management, logistics, and other auxiliary functions. The analysis indicated that the workforce was productive, with each employee generating approximately BDT 113,684 in revenue per year, a figure that reflected moderate labor productivity within the manufacturing sector. This level of revenue per employee suggested that, although there was scope for further productivity enhancement, the current workforce contributed meaningfully to the company's financial performance.

The findings concerning raw material management highlighted the importance of a diverse input base and structured inventory practices.

The company relied on various raw materials, including liner, media, and several chemicals such as silicate, rong, tar, stars, kastik, and sohaga, all of which were essential for producing corrugated cartons that met customer and industry quality requirements. Multiple suppliers ensured consistent availability of these inputs and reduced the risk of supply disruptions. Proper inventory management, including maintaining adequate stock levels and monitoring usage, supported continuity in production and limited the likelihood of stock-outs or excess holding costs. Quality control of incoming materials ensured that only suitable raw materials were used, thereby protecting product quality and reducing the rate of defects or waste during manufacturing.

The quality control system constituted another important operational strength identified in the findings. The company implemented systematic quality checks at various stages of production, including raw material inspection, in-process checks, and final product

inspection. Compliance with industry standards for carton strength and dimensions, along with testing procedures such as bursting strength and edge crush tests, ensured the reliability and performance of finished cartons under actual usage conditions. Testing and inspection helped confirm that products met customer specifications for size, durability, print quality, and overall appearance. As a result, consistent quality enhanced customer satisfaction, reduced complaints and returns, and contributed to the reputation of the company as a reliable supplier.

Waste management emerged as both an operational and environmental strength. The company maintained an effective waste management system that processed approximately 20 tons of waste annually, most of which consisted of paper off-cuts, defective cartons, and other production-related scraps. This waste was sold to recycling mills, generating additional revenue and reducing the volume of material sent to landfill. Environmental responsibility was demonstrated through recycling initiatives and measures to minimize waste generation at the source, such as optimizing cutting patterns and improving material handling. Cost reduction was also achieved through waste minimization, as lower scrap rates directly reduced the cost of raw materials per unit of output. In this way, waste management contributed not only to sustainability goals but also to financial performance.

The findings related to strategic position indicated that Shopnil Printing Packaging held an established presence in Dhaka's packaging market. The company served a diverse customer base across multiple industries, including manufacturers, exporters, and traders, which reduced dependence on any single client or sector. A reputation for quality and reliability, supported by consistent product performance and timely delivery, strengthened the firm's competitive position and customer loyalty. Competitive pricing further enabled the company to retain existing customers and attract new ones in an industry characterized by price sensitivity and intense competition.

Facility utilization findings showed that the 2,800 square feet production facility was efficiently utilized. The calculation of revenue per square foot, amounting to BDT 1,929 annually, indicated that the company generated a satisfactory level of output and income relative to the physical space available. The layout of the facility supported smooth production flow from raw material storage through processing, printing, finishing, and dispatch. Furthermore, there was scope for capacity expansion within the existing space, either through the introduction of additional machinery or by extending operating hours with another shift. This latent capacity provided a future growth avenue without immediate need for substantial infrastructure investment.

In summary, the key findings revealed that Shopnil Printing Packaging was a financially stable and operationally efficient enterprise with stable revenues, sustainable profitability, strong cash flow, and manageable debt levels. The company’s production system, machinery base, workforce structure, quality control mechanisms, and waste management practices collectively supported consistent performance and reinforced its position in the competitive corrugated packaging industry. At the same time, the relatively low profit margins, dependence on volume, and existing debt burden highlighted the importance of continued cost control, efficiency improvements, and strategic planning to ensure long-term growth and resilience.

5.2 SWOT Analysis

A SWOT analysis was conducted to provide a structured evaluation of Shopnil Printing Packaging’s internal strengths and weaknesses, as well as the external opportunities and threats affecting its business environment. This analytical framework helped clarify how the company’s internal capabilities interacted with external conditions and informed strategic decisions aimed at securing sustainable competitive advantage. The results of the SWOT analysis are presented under four broad categories: strengths, weaknesses, opportunities, and threats, followed by strategic implications.

SWOT Matrix

Strengths	Weaknesses
Established market presence	Limited profit margins (10% gross, 4% net)
Comprehensive production capabilities	Single shift limits capacity
Strong financial position	Geographic concentration in Dhaka
Experienced workforce	High debt burden (BDT 3.8M)
Quality focus	Limited digital presence

Opportunities	Threats
Growing packaging market	Intense competition
Capacity expansion	Raw material price volatility
Market expansion	Economic downturns
Product diversification	Regulatory changes
Technology adoption	Technological disruption

The analysis of internal strengths identified several positive factors that contributed to the company's competitive position and operational robustness. First, Shopnil Printing Packaging enjoyed an established market presence, supported by years of operation that had built customer trust and market recognition. This presence was reflected in a stable customer base that provided regular orders and in a good reputation for quality and reliability in the packaging industry. Second, the company possessed comprehensive production capabilities, including a complete range of machinery for corrugated carton manufacturing and the ability to produce both 3-ply and 5-ply cartons. Customization capabilities, such as printing and die-cutting, allowed the firm to tailor products to specific customer requirements, while in-house production ensured better control over quality and lead times. Third, the financial position showed several strengths, including a consistent revenue stream, healthy cash flow management, manageable debt levels, and good credit standing with financial institutions. These financial strengths supported ongoing operations and potential expansion. Fourth, the company benefited from an experienced workforce comprising skilled machine operators and production staff who possessed knowledge of the corrugated packaging industry and supported efficient production processes. Finally, a strong focus on quality was evident through systematic quality control procedures, consistent product quality, and compliance with industry standards, all of which enhanced customer satisfaction and reinforced the company's market reputation.

Conversely, the analysis of internal weaknesses identified several negative factors that constrained performance and posed risks if not addressed. One of the most significant weaknesses was the presence of limited profit margins. A gross margin of only 10 provided restricted flexibility for absorbing cost increases or competitive price reductions, while a net margin of 4 remained vulnerable to fluctuations in raw material prices or operating expenses. This high dependence on volume for profitability meant that any decline in sales

could have a pronounced impact on net income. In addition, the company's reliance on a single shift operation limited production capacity and contributed to underutilization of machinery and facility resources. This constraint reduced the firm's ability to handle large or urgent orders and restricted potential revenue growth. Geographic concentration represented another weakness, as operations were focused primarily in the Dhaka region, leading to limited market diversification and increased vulnerability to local economic conditions. The analysis also highlighted a high debt burden, with BDT 3.8 million in outstanding loans that reduced available cash for operations and created exposure to interest rate risk, especially for variable-rate loans. Furthermore, limited digital presence signaled a traditional business approach that did not fully leverage online marketing, digital sales channels, or modern information systems, thereby constraining market reach and internal efficiency.

With respect to external opportunities, the analysis pointed to several positive environmental factors that the company could exploit to enhance its performance and growth prospects. The growing packaging market presented a significant opportunity, driven by increasing demand for packaging due to e-commerce growth, expansion of manufacturing and export sectors, and rising consumer awareness of product packaging. These trends suggested that overall demand for corrugated cartons and related packaging solutions was likely to increase over time. Capacity expansion represented another opportunity, as the company had the potential to add a second shift or invest in additional machinery, thereby increasing production capacity and enabling it to serve a larger customer base. Opportunities for market expansion also existed, including the possibility of entering other cities and regions, targeting new industry segments, and developing export capabilities to neighboring countries. Product diversification offered further potential, such as introducing new packaging products, adding value-added services, and developing specialized solutions for niche markets. Additionally, technology adoption, including the implementation of ERP systems, digital marketing, online presence, and automation, could improve operational efficiency, enhance customer engagement, and strengthen managerial decision-making.

In contrast, the threat analysis identified several external negative factors that could hinder the company's performance or expose it to additional risks. Intense competition in the packaging industry emerged as a major threat, as numerous competitors operated in the market, often engaging in price competition that exerted downward pressure on margins. New entrants with modern equipment and advanced technologies could further intensify competitive dynamics. Raw material price volatility represented another threat, as fluctuations in paper prices and other input costs directly affected production expenses and

profitability, while limited control over supplier pricing and exposure to exchange rate risks for imported materials amplified this vulnerability. Unfavorable economic conditions, such as economic downturns or inflation, could reduce customer demand, increase operational costs, and raise borrowing costs through higher interest rates. Regulatory changes, including modifications in tax policies, environmental regulations, or labor laws, could impose additional compliance costs and operational constraints on the company. Finally, technology disruption, stemming from new packaging materials, evolving customer preferences, and the need for continuous investment in modernization, posed a threat to firms that failed to keep pace with technological developments and innovation.

The SWOT-based strategic implications highlighted the need to leverage strengths in order to capitalize on available opportunities while addressing weaknesses to mitigate the impact of external threats. By using its established market presence, quality reputation, comprehensive production capabilities, and strong cash flow, Shopnil Printing Packaging could pursue capacity expansion, market diversification, product innovation, and technology adoption more effectively. Simultaneously, attention to improving profit margins, reducing dependence on a single geographic area, managing debt more cautiously, and developing a stronger digital presence would help the company withstand competitive pressures, cost volatility, and regulatory changes. In essence, the SWOT analysis emphasized the importance of aligning internal resources and capabilities with external market conditions to develop strategies that supported sustainable competitive advantage and long-term business success.

5.3 Recommendations

Based on the findings and SWOT analysis, a set of structured recommendations was developed to enhance Shopnil Printing Packaging’s financial performance, operational efficiency, market reach, and strategic resilience. These recommendations were organized into several thematic areas, including financial management, operational efficiency, workforce development, market expansion, technology and innovation, strategic management, sustainability initiatives, and risk management. The implementation of these recommendations was expected to enable the company to consolidate its strengths, address key weaknesses, leverage emerging opportunities, and mitigate potential threats.

Priority Recommendations

Priority	Area	Key Actions
Short-term	Financial Management	Negotiate supplier pricing, credit control
Medium-term	Operational Efficiency	Add second shift, lean manufacturing
Long-term	Market Expansion	Geographic diversification, exports

In the area of financial management, several measures were proposed to improve profit margins and optimize cash flow. To enhance profitability, the company was advised to negotiate better pricing with raw material suppliers through bulk purchasing and long-term contracts, thereby reducing input costs without compromising quality. Cost reduction initiatives were recommended across various operational areas, focusing on waste minimization, energy efficiency, and process optimization. A review of the pricing strategy was suggested to strike an optimal balance between volume and margin, possibly by differentiating prices based on product customization, service levels, or customer segments. Furthermore, the introduction of value-added services, such as packaging design consultancy or specialized solutions, could justify higher margins and attract premium customers who were willing to pay more for superior quality and service.

To optimize cash flow management, the company was encouraged to implement stricter credit control policies aimed at reducing collection periods and improving the timeliness of receivables. The use of early payment discounts was recommended as an incentive for

customers to settle invoices promptly, thus enhancing cash inflows. On the payables side, the company could negotiate extended payment terms with suppliers, where feasible, to ease short-term cash pressure while maintaining strong supplier relationships. Maintaining optimal inventory levels was also considered essential to reduce working capital requirements, avoid overstocking, and prevent stock-outs. The preparation of monthly cash flow forecasts was recommended to support better financial planning, anticipate cash shortages or surpluses, and guide decisions regarding spending, investment, and debt repayment.

Debt management recommendations focused on reducing the financial risk associated with the existing loan portfolio and improving the company's leverage position over time. The company was advised to explore options to refinance high-interest loans at lower rates, subject to market conditions and lender negotiations, in order to reduce interest expenses and improve net profitability. A systematic plan for gradual debt reduction was recommended, where a portion of excess cash flow would be allocated to accelerated repayment of principal. This approach would decrease the debt burden and enhance financial flexibility in the medium to long term. Maintaining good relationships with banks and other financial institutions remained important for securing favorable terms on future credit facilities, whether for working capital or capital expenditure requirements.

Operational efficiency recommendations sought to increase production capacity, strengthen quality control, and improve overall process performance. To address capacity constraints and underutilization of machinery, the company was encouraged to consider introducing a second shift, which could potentially double production capacity without immediate large-scale investment in additional facilities. Before implementing such a shift, management was advised to evaluate the return on investment associated with higher capacity, including projected demand, labor costs, and incremental overheads. Optimization of production scheduling was also recommended to maximize throughput, reduce idle time, and improve on-time delivery performance. The adoption of lean manufacturing principles could help minimize waste, streamline workflow, and reduce non-value-added activities, thereby lowering costs and improving productivity.

Enhancement of quality control practices was another key recommendation. The company was encouraged to implement statistical process control methods to monitor critical process parameters and detect deviations early. Additional training for quality control staff would strengthen their ability to identify defects, interpret test results, and recommend corrective actions. Investment in advanced testing equipment could further improve the precision and

reliability of quality assessments. The establishment of clear quality benchmarks and targets, combined with regular performance reviews, would support continuous improvement efforts. Reducing rejection rates through process refinement and better operator training would directly decrease material waste and contribute to improved profit margins.

Workforce development recommendations emphasized the importance of employee skills, motivation, and safety in supporting operational excellence. The company was advised to provide regular training programs for employees covering machine operation, maintenance, safety practices, quality awareness, and problem-solving techniques. Such training would enhance technical competence and reduce the likelihood of errors or accidents. The introduction of performance-based incentive systems could motivate employees to achieve higher productivity, better quality outcomes, and improved attendance. Cross-training employees for multiple roles would increase operational flexibility, enabling the company to adjust staffing quickly in response to changes in demand or unforeseen absences. Improvements in workplace safety and working conditions were also recommended, both to protect employees and to comply with regulatory standards. Finally, developing succession planning for key positions would ensure continuity in leadership and critical functions in case of turnover or retirement.

In terms of market expansion, several recommendations were made to broaden the company's geographic and customer base. The company was encouraged to expand its sales territory to nearby cities and industrial areas, capitalizing on growing demand for packaging services beyond the Dhaka region. Establishing distribution partnerships or setting up sales offices or warehouses in strategic locations could facilitate faster delivery and closer customer relationships in new markets. Targeting new industry segments, such as pharmaceuticals, food processing, and automotive components, would diversify the customer portfolio and reduce reliance on existing segments. Building long-term supply contracts with large corporate clients was recommended to secure stable revenue streams and strengthen business predictability.

Product line extension and innovation were also highlighted as important growth drivers. The company could consider introducing 7-ply cartons for heavy-duty applications that required superior strength, particularly for export or industrial use. Developing specialized packaging solutions, such as moisture-resistant or anti-static cartons, would address specific customer needs and create differentiation in the market. Offering design and engineering services could add value for clients seeking customized packaging that

optimized product protection and logistics efficiency. The addition of related products, such as corrugated sheets and partitions, would provide complementary offerings and increase average order value. Exploring eco-friendly packaging options, including the use of recycled materials or biodegradable components, would appeal to environmentally conscious customers and align with global sustainability trends.

Technology and innovation recommendations focused on digital transformation and process automation. The company was advised to develop a professional website that showcased its products, capabilities, and client testimonials, thereby enhancing its online presence and credibility. Implementing digital marketing strategies, including social media engagement and search engine optimization, could increase brand visibility and attract new customers. The adoption of customer relationship management software would facilitate systematic tracking of customer interactions, orders, and feedback, improving service quality and retention. Enabling online ordering and inquiry systems would improve convenience for customers and streamline administrative tasks.

Internally, the implementation of accounting software would strengthen financial management by providing accurate, timely, and integrated financial data. Gradual automation of repetitive tasks, the use of barcode or QR code systems for inventory tracking, and the introduction of production planning software would collectively improve operational efficiency, reduce errors, and support data-driven decision-making. In the longer term, exploring Industry 4.0 technologies for manufacturing could provide competitive advantages through real-time monitoring, predictive maintenance, and advanced analytics.

Strategic management recommendations emphasized formal planning, performance monitoring, sustainability, and risk management. The company was encouraged to develop a formal business plan with clear objectives, including targets for revenue, profit, capacity utilization, and market expansion. Conducting regular performance reviews against these targets would enable management to identify deviations early and take corrective actions. Monitoring industry trends and competitor activities was recommended to anticipate changes in customer preferences, pricing, and technology. Preparing contingency plans for various scenarios, such as demand downturns, supply disruptions, or regulatory changes, would enhance resilience.

Sustainability initiatives were recommended to strengthen the company's environmental credentials and potentially open new market opportunities. Enhancing waste management and recycling programs, exploring greater use of recycled and eco-friendly materials, and implementing energy conservation measures would reduce environmental impact and operational costs. Obtaining environmental certifications, where feasible, could further differentiate the company and appeal to customers with sustainability requirements. Promoting green credentials in marketing and customer communications would reinforce the company's commitment to responsible manufacturing.

Risk management recommendations focused on protecting the business against operational, financial, and external risks. The company was advised to develop comprehensive insurance coverage to safeguard assets, employees, and operations against unforeseen events. Creating emergency response plans for incidents such as fire, equipment failure, or natural disasters would support business continuity. Diversifying the supplier base would reduce dependency on any single supplier and mitigate supply risk. Maintaining adequate cash reserves would provide a buffer against temporary cash flow disruptions. Regular review of financial and operational risks, supported by appropriate monitoring systems, would help management respond promptly to emerging threats.

For effective implementation, recommendations were prioritized according to time horizon. In the short term (0–6 months), the focus would be on cash flow optimization, cost reduction, and quality improvement measures that required relatively limited investment but could deliver immediate benefits. In the medium term (6–18 months), efforts would shift toward capacity expansion, market diversification, and technology adoption, which involved more significant planning and resource allocation. In the long term (beyond 18 months), strategic expansion, brand building, and innovation initiatives would be pursued to secure sustained competitive advantage and business growth.

Collectively, these recommendations were designed to build on the company's existing strengths while addressing areas for improvement, ultimately enhancing competitiveness, profitability, and long-term sustainability.

5.4 Conclusion

The overall analysis of Shopnil Printing Packaging's financial and operational performance led to a comprehensive conclusion regarding the company's current status and future prospects. The study demonstrated that the firm operated as a financially stable and operationally efficient small to medium-scale manufacturing entity within the corrugated packaging industry of Bangladesh. The combination of steady revenue, sustainable profitability, strong cash flow, and manageable debt levels indicated that the business model was viable and that the company had successfully navigated the challenges of a competitive and cost-sensitive market. At the same time, the analysis highlighted several constraints, including tight profit margins, dependence on production volume, and moderate leverage, which required continuous attention to cost control, process improvement, and strategic planning.

From a financial perspective, the conclusion emphasized that monthly revenue of BDT 450,000 and annual revenue of BDT 5,400,000 reflected consistent market demand and a stable customer base. The gross profit margin of 10 and net profit margin of 4 showed that the company generated positive returns, though within a narrow profitability range. This situation underscored the importance of efficient operations, prudent cost management, and strategic pricing in sustaining profitability. Strong cash flow, evidenced by monthly cash movements of BDT 1,500,000, emerged as a critical strength that allowed the company to meet short-term obligations, finance working capital, and service debt. The outstanding loan of BDT 3,800,000, while representing a moderate level of leverage, remained manageable relative to the scale of operations, provided that the company maintained its current level of cash generation and financial discipline. Additionally, the conclusion recognized that comprehensive tax compliance, including annual VAT payments of BDT 1,500,000 and income tax of BDT 500,000, indicated responsible corporate behavior and reduced regulatory risk.

Operationally, the conclusion noted that monthly production of 30,000 cartons, comprising 20,000 pieces of 3-ply and 10,000 pieces of 5-ply cartons, demonstrated effective use of existing capacity under a single shift system. The machinery base of 17 units, covering corrugation, printing, cutting, and finishing, enabled in-house control over the entire manufacturing process and supported consistent product quality. Regular maintenance and the availability of a backup generator ensured reliability and reduced the risk of production disruptions due to equipment failure or power outages. The workforce of 45–50 employees, organized within a simple yet functional organizational structure, contributed to efficient

operations, with revenue per employee of BDT 113,684 per year suggesting moderate labor productivity that could be further improved through training and process optimization.

The conclusion also highlighted the effectiveness of the company's quality control and waste management systems. Systematic quality checks, adherence to industry standards, and the use of appropriate testing methods ensured that finished cartons met customer expectations for strength, dimensions, and print quality. This consistent quality performance was instrumental in building customer trust and supporting repeat business. The waste management system, which processed approximately 20 tons of waste annually and sold paper waste to recycling mills, reflected both environmental responsibility and cost-consciousness. By converting waste into revenue and reducing disposal costs, the company demonstrated that sustainability-oriented practices could be aligned with financial objectives.

Strategically, Shoptil Printing Packaging was found to occupy a solid position in the Dhaka packaging market, serving a diverse range of customers and industries with a reputation for quality and reliability. The 2,800 square foot facility was efficiently utilized, generating BDT 1,929 in revenue per square foot annually, and offered scope for future capacity expansion without immediate need for significant infrastructure investment. The SWOT analysis underscored that the company's strengths in market presence, production capability, financial stability, workforce experience, and quality focus positioned it well to exploit opportunities arising from a growing packaging market, capacity expansion potential, market diversification, product innovation, and technology adoption. At the same time, weaknesses such as limited profit margins, geographic concentration, high debt burden, and limited digital presence, along with external threats including intense competition, raw material price volatility, economic uncertainty, regulatory changes, and technological disruption, highlighted areas where strategic interventions were necessary.

The lessons learned from this study extended beyond the evaluation of a single company's performance. The analysis illustrated the importance of cash flow management in sustaining business operations, particularly in industries characterized by moderate margins and significant working capital needs. It also demonstrated the critical role of cost control and operational efficiency in maintaining profitability when pricing power was constrained by competitive pressures. The study underscored the value of quality consistency in building long-term customer relationships and protecting market share. Furthermore, it illustrated the complexity of managing multiple stakeholders, including employees, customers, suppliers, financial institutions, and regulatory authorities, within a

dynamic business environment. The need for continuous improvement, adaptability, and strategic foresight emerged as recurring themes in ensuring long-term business viability.

From an academic and professional standpoint, the study successfully bridged the gap between theoretical business concepts and practical application. The use of financial ratios, operational metrics, and strategic frameworks, such as SWOT analysis, provided concrete examples of how analytical tools could be applied to real-world business scenarios. The examination of Shopnil Printing Packaging's financial and operational performance enhanced understanding of manufacturing operations, financial management, and business strategy in the context of a small to medium-scale enterprise in Bangladesh. The experience gained through this analysis contributed to the development of analytical and interpretative skills that are essential for future careers in finance, management, and industry analysis.

In conclusion, Shopnil Printing Packaging exemplified a successful small to medium-scale manufacturing firm that had established a respected position in the corrugated packaging industry through steady operations, consistent earnings, and disciplined management. The company was strategically positioned to leverage expanding opportunities in the packaging sector by focusing on operational excellence, strategic expansion, and financial prudence. The findings, recommendations, and insights generated by this study were expected to be valuable for the company's management, prospective investors, and other stakeholders interested in the packaging business. Moreover, the knowledge acquired during the preparation of this report provided a solid foundation for future academic and professional pursuits in the fields of business and finance.

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- Financial and business news portals
- Academic research databases
- Government websites and portals

6. Personal Communications

- Interviews with Company Management
- Discussions with Production Staff
- Consultations with Finance Department Personnel
- Conversations with Customers and Suppliers
- Academic Supervisor Guidance and Feedback

7. Internship Experience

- Direct observation of business operations
- Participation in daily business activities
- Hands-on experience with financial and operational processes
- Practical application of theoretical knowledge

Note: This bibliography comprises both primary and secondary materials utilised in the compilation of this internship report. Primary sources encompass direct corporate data and personal observations, whereas secondary sources comprise published materials, academic references, and industry information. The amalgamation of various sources has guaranteed a thorough and precise study of Shopnil Printing & Packaging's business activities.

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