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A Sustainable Supply Chain Strategy In The Livestock Industry Through Customer-Focused Leadership

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Abstract

Businesses that deal with livestock are currently expanding at the quickest rate of any industry worldwide. Additionally, by generating livestock-derived goods, Bangladesh's livestock business significantly boosts the country's GDP. The rapid development that eggs, meat, and milk are consumed is rising every day. Since all of these products are perishable, the makers generally adhere to a high standard of food security up until the point at which the consumers consume the product. Businesses that focus on livestock mostly sell raw meat, eggs, milk, and items manufactured from milk. Livestock companies will produce the product and then make it usable for the clients by adhering to a sustainable supply chain management flow. Instead of providing standard customer care, companies should increase customer emphasis on their products by creating them under a sustainable flow. It's essential for businesses and customers to have a successful connection built on a customer-focused relationship via sustainable supply chain management. Every business has the option for clients to provide feedback. It's essential for them to comprehend the test and the clients' preferences. In this industry, vendors' and retailers' opinions are typically sought out. Every customer's purchasing habits are changing daily, thus most businesses are altering their products, and a select few are redesigning them. Through these studies, livestock companies can target the product's demand, its average life cycle, manufacturing focus, and inventory strategy with the aid of this customer-focused leadership. This will support the business plan of sustainable supply chain management practices in the livestock business. Customer-focused leadership is necessary to satisfy the needs of the customer and build stronger customer service. The corporation will be able to delight clients by offering

superior service and quality until the product is consumed with the aid of efficient sustainable supply chain management.

Keywords: Sustainable Supply Chain Management (SSCM), Supply Chain Management (SCM), Department of Livestock Services (DLS), Consumer Focused Leadership (CFL), Food and Agriculture Organization (FAO).

Introduction: The role of customer leadership involves identifying the needs of the company's customers. Therefore, this movement will become closer to the customers through customer-focused leadership. Supply chain management will support the continued progress in the direction of the main client. When SCM is used promptly, a firm may provide superior customer service and achieve success. Any item produced by the producer that is delivered by the producer or manufacturer and delivered by the wholesaler to the retailer, who then delivers it to the customer's home. Only when the right customer service is provided can an established SCM strategy be of assistance. The most important participants in every corporate organization are its customers, or consumers. Customers consume final products and services when they are prepared for use, as is common knowledge. Businesses attempt to develop their goods and services in response to consumer demand. Every time a firm launches a new product, they first consider whether or not buyers would find the product acceptable. Customer-focused leadership is the practice of a business providing higher-quality customer service subsequent to sales or at the point of product sale. Every business produces or manufactures goods just for its clientele to use. If the product is properly tested and shown to be preferred, consumers will quickly accept it. A single customer review has the power to increase or decrease a business's profits. One of the main engines of the business is supply chain management. The ideal product will arrive at the customer's door thanks to an efficient SCM approach. SCM is an acronym for supply chain management, which is the integration of many processes and activities to deliver value to end users. By providing a suitable network with a variety of materials and information, it will be perceived as an SCM. The entities that are also covered in supply chain management (SCM) include manufacturers, suppliers, transporters, distribution centers, retailers, and customers (Bowersox Donald J. and Closs David J, 1996). Using network flow, an efficient SCM may save expenses and unnecessary inventory in the company (Marshall L. Fisher, 1997). An organization's success is aided by supply chain expertise, which delivers goods and services in a timely way while improving customer service. Customer service is therefore the organization's primary priority. When creating new goods and services, customer-focused leadership prioritizes customer happiness above all else. when consumers require from businesses at when moment is one of the most important deciding elements in business growth. They have to choose the location and angle at which they must deliver the products. In terms of customer service, availability, performance, and dependability are the fundamental concerns. Any corporation may reach this level if they get input from customers and their involvement; only then will the company be able to stock enough inventory. Demand charts, customer feedback, and product demand projections will assist in stocking inventories in order to boost sales.

Additionally, it will support the merchandiser's profit margin, product line maintenance, and popularity measurement of the sale. In order to sustain the product shortfall in the market, buffer stock will be maintained in the warehouse.

The business can ship the product when it's needed. Product availability is mostly determined by a few factors: The amount of time required for stock to be replenished, product operating expenses, and order dispatch time. The operational performance may be measured with the aid of malfunction or recovery, speed, consistency, and adaptability. A corporation needs to be faster in order to complete any request. Transportation, warehousing, information technology, and effective communication strategies can all help to keep lead times lower. The execution of a greater number of orders within the anticipated delivery period will demonstrate regularity. The organization's adaptability will be demonstrated by how it responds to all situations and plans to improve customer service. The customer service program will benefit from mistake prevention and having emergency measures for quick recovery. Reliability is one of the most crucial aspects of customer service. Giving clients accurate information will increase their motivation to acquire a product more than providing them with inaccurate or vague information. Assuring improved service quality, product availability, operational performance, and dependability for each and every client contributes to a company's increased customer-focused leadership level. Ultimately, this demonstrates that conducting business with corporations is simpler than conducting business with individuals.

Review of the Literature: There are a lot of researchers working on SCM, and a ton of publications and hypotheses are published every day. Over the past eighteen years, a vast amount of papers and practices on SCM have been published. A robust supply chain network generates raw resources and converts them into final products. Lastly, the clients receive the completed items (Lee & Billington, 1995). Thus, we may state that adding value through SCM optimization is the fundamental tenet of SCM. Supply chain management, according to Mentzer and other researchers, is the organized, comprehensive coordination of all traditional business functions. These strategies support business operations both within a given company and among businesses in the supply chain, which will enhance long-term business outcomes for both individual companies and the industry as a whole (Mentzer, J. T., Flint, D. J., & Hult, G. T. M. 2001). A network that assists production and distribution facilities in carrying out a robust and efficient material procurement chain, completes the conversion of raw materials into intermediate and finished products, and then distributes those final products to end users via supply chain management (Ganeshan and Harrison 1995). In order to purchase raw materials, convert them into intermediate goods, turn those goods into final products, and maintain a distribution channel for final product delivery to the end user, supply chain management is a highly mixed activity that occurs within a network (Lee & Corey, 1995).

The main goal of supply chain management is to strengthen the bonds between all the participants in the chain so that it can accomplish a long-term goal. Building trust, forging strong bonds, and exchanging accurate information are all necessary to develop a new

product and open up new markets. Obtaining accurate information also aids the producer in lowering buffer stock. It will facilitate the development of enduring relationships among all involved parties (Berry, Parasuraman, and Zeithaml, 1994). Organizations need to prioritize customer happiness. The firm will be able to create a structured supply chain that is customer-focused with the aid of integrated supply chain management. It will assist them in managing all of the outside clients, who are essential to the operation of the company. Ultimately, in order to demonstrate improved customer service, a value chain will be introduced (Monczka and Morgan, 1997).

Cut back on the cost of inventory JIT is important to SCM. It will facilitate waste reduction and the integration of the organization's physical mobility. It will assist the company in managing the flow of products and providing clients with zero waste (Ellaram, 1991). Shamsuddoha presents some research that has been done on livestock supply chain management for optimization; nonetheless, qualitative problems have limited the majority of research projects in the livestock industry. It is necessary to identify potential places for the growth of this industry where the forwarding supply chain management technique and the reverse method of chicken supply are available (Shamsuddoha M., 2009). Heft-Neal et al. investigated three supply chain models for chickens in Thailand and created an industrial, formal, and rural structure. This research will aid in gathering trustworthy data. To choose the best structure, it will be helpful to understand the benefits and drawbacks of the system (Heft-Neal S, Otte J, Pupphavessa W, Roland-Holst D, Sudsawasd S, Zilberman D., 2008). A distinct structure has been established in Vietnam, and Liffit et al. in 2008 proposed a straightforward mathematical model in this area to optimize the production structure and cost-effectiveness. Sarker.S and Singh. P has mentioned in research that a sustainable supply chain needs a strong chain of command where suppliers to distributors can easily track the products and they can share the feedback with the companies that manufacture livestock products (Sarker, S., & Singh, P., 2022).

In a study titled "Measuring Competition in Chicken Supply Chain in Malaysia," Mohammed and colleagues demonstrate the competitiveness of the SCM for the livestock sector. The SCM network's role in manufacturing and production has been implemented in Malaysia. Along with the production chain and consumer demand, he also illustrates the integration and non-integration systems in the SCM (Mohamed Z, Shamsudin MN, Latif IA., 2013). Darivandi et al. in Iran have disregarded the methods utilized to construct the supply chain management system for chickens. Functionalist, interpretative, and liberating perspectives have all been used in the process. The SCM structure was finalized using these two tools: the VSM and SCOR tools. Finally, a fresh model theory was presented by Ikaf's organization (Shoushtari KD, Ghasemi H, Zarezadeh, 2011). Mohan et al. (2009) discovered several risk factors in India. Mohan U, Viswanadham N, Trikha P. The main component of SCM in this field is the raw material risk element. A distinct group of stakeholders has been defined, and their effects and responses have been rigorously monitored. This research also presented and made the case for the necessity of efficient data collecting in order to preserve consumer choice and the market's successful emphasis.

Shamsuddoha and colleagues (Shamsuddoha M, Nasir T., 2013) provide a conceptual model of reverse logistics to lessen the environmental effect and promote sustainability in the chicken supply chain in Bangladesh. The Sana uses a mathematical model to find the best pricing for fish and ducks (Sana SS, 2012). In SCM, it works the other way around—the duck liter is used as fish food. In order to measure the effects of various policies that will help increase or decrease agricultural products by the environmental impact of production, researchers use two economical models, Stehfest and others. Agricultural and livestock products create an ecological imbalance in the land through greenhouse gas emissions, which causes changes in the biological field (Stehfest E, Berg Mvd, Woltjer G, Msangi S, Westhoek H., 2012). Rebolledo also looked at a few environmental aspects of the livestock business in Vietnam. He attempts to illustrate how this ammonia would manifest itself in daily life (Rebolledo B, Gil A, Pallares J., 2013). Kim H, Kang J-G, Kim W. (2014) highlighted how to construct the eco transportation system and how to develop the transportation speedily. In their goal programming sector, Sauian and Othman demonstrate how to optimize livestock supply chains' product combinations in both seasonal and non-seasonal business scenarios (Sauian MS, Othman NC, 2012).

The method for raising the value of SCM in cattle is devised by Napel et al. A robust and steady plan will highlight the production's sustainability and work to reduce its instability. (Jt Napel, Veen AAvd, Koerkamp PWGG, Oosting SJ, 2003). A policy that helps us determine when and how to enter the market was introduced by Lapar et al. (Lapar ML, Hollway G, Ehui S, 2003). Decisions made by stockers or retailers will be dependent on the product's availability in the market and the company's effective supply chain management. A business will first determine how much inventory it has, and then it will determine how to get the goods to market. According to Barge P, Gay P, Merlino V, and Tortia C. (2013), Barge et al. suggest that utilizing RFID devices in livestock management can aid in maintaining data in the organization database, which will improve product handling and customer satisfaction.

The study's aim is: We are attempting to determine the most efficient strategic supply chain for customer-focused leadership through this study project. The cattle industry in Bangladesh is heavily invested in, and more growth is anticipated. Therefore, the goals of the research are to:

1. Examine the cattle industry's successful supply chain strategy;
2. Determine the efficacy of supply chain management through customer-focused leadership; and
3. Determine how supply chain strategy may enhance the effectiveness of customer-focused leadership

Research Methodology: Since supply chain management pertaining to livestock is not very common in Bangladesh, we conducted this study using a survey of the literature as well as articles from newspapers and magazines. Primary and secondary data are used in this study.

The Specifics: Perishable items are by-products of livestock. In order for consumers to largely eat the product—which is put in an excellent packaging system—after it has been slotted or deeply frizzed. Bangladesh is mostly an agricultural country, where the growth of the GDP and economy is significantly influenced by the cattle business. For the past several years, the livestock, raw meat, and frozen food industry in Bangladesh has experienced significant growth in popularity. Lately, halal meat franchises and businesses have sprouted across the nation in both rural and urban locations. Raw meats from cattle and fowl are essential for this type of restaurant operation. Consumers acquire this goods at a reasonable price and are used to it. An excessive amount of lifestyle in both urban and rural regions is driving up demand, with women in the workforce playing a major role in the expansion of processed and frozen meats. Because the livestock business is so well-liked, it consistently adds significant value to the market for this commodity, benefiting both farmers and consumers. For the most part, neither the firm nor the vendors are able to track or trace this product. In order for the suppliers to hold off on receiving the merchandise until they do. Everybody has to eat protein, and animal byproducts are a good source of protein. Every organization's supply chain manager closely monitors the supply of poultry, fish, and red meat. Livestock inventory management and cold inventory management are the two components of this inventory flow. This SCM includes every stage of production, whether it be before or after, that is involved in providing a robust package of protein commodities, such as processed meat, eggs, sausages, and salami.

Livestock Supply Chain Strategy:

Distribution Network Strategy: Based on geographic regions, there are around 20,000 chicken farms spread throughout Bangladesh. In order to sell the product and get it on the market, the government is attempting to bring the farmers together under one roof. It will assist them in determining the market's backbone as well as consumer demand. These days, every corporate organization may easily monitor and trace their product or cargo by using an auto-tracking system. Customers may see the product's current temperature while ordering any product, as the packaging will be displayed to them. In order for businesses to receive direct input from customers.

Inventory Management Technique: Inventory control refers to the effectiveness with which a business manages its stock of products. For Muslims in Bangladesh, Eid is the largest holiday, where there is a high demand for milk and goods manufactured from it these days. Thus, the business has to have an accurate production flow chart for that specific period of time. Information flow can occasionally cause distortions that make it difficult for the business to maintain inventory levels. One example of this is the bullwhip effect. If customers submit demands to merchants, those shops ought to make an equal order with the producer. However, retailers are shipping large numbers of orders. The manufacturer will make more than they can possibly stock out of this enormous volume of requests. Thus, maintaining contact with customers is crucial.

Method of Production Sourcing: The cost of manufacturing is not all that greater in Bangladesh than it is in other nations. due to the method of transportation and the availability of products. Although the corporations might cut costs, they are trying to get additional products from other sources since they anticipate making more money. The providers of raw materials are gathered by the frozen food makers, although they are free to choose another source if the price is better. Then, there is now a deficit of output. In order to consistently meet product demand, a company should have a backup plan for sourcing the goods. It will assist in cutting down on the time and expense associated with producing that product.

Strategy for Supply Contracts: The optimum policy for frozen food is the "last in, fast out" or "first in, first out" approach. First-in, first-out rules apply. We can guarantee product quality by utilizing the automated bar-coding system in the warehouse, and the test should be stored until the customer consumes it. The majority of private businesses nowadays are using QR technology to set up their warehouses. Additionally, it will make it easier for storekeepers to identify which goods is stored where.

Distribution Plans: The distribution process plays a crucial role in the completion of a product. In this instance, animal farms attempt to sell their goods either directly to customers or via their own stores or the stores of several supper shops. Super shops or outlet owners submit orders with the company's sales staff based on consumer demand, and the orders are then delivered to the stores. Most of the time, they predict before shipping the goods. However, they often use a different sales team to obtain the order. The government of Bangladesh does not set certain price guidelines for the sale of these frozen food products. However, a QC check crew is in place to continuously evaluate the company's product quality.

Product Designing Approach: The main participant in this industry is often the client. The firms will be able to create new products with the assistance of these updates on what customers desire and which products they love the most. For instance, just a few Bangladeshi businesses started selling chicken to kids. This indicates that these businesses provide frozen goods for kids, such as lollypops and baby nuggets, and offer organic chicken items.

Supply chain management's effectiveness when driven by customer-focused leadership: We conduct consumer interviews as part of our research project to find out where livestock by-product is sold. The primary topics of discussion in this conversation were department stores and superstores. Below are the outcomes of the interviews and the talks. This study helps us understand how strategic enhancement may improve supply chain management (SCM) and draw in more customer leadership.

Communication after the sale: After-sale support implies that everyone is aware. However, a crucial question is how animals sold by Product Company can offer after-sales care. All companies provide their complaint numbers and business contact information on their packaging. where clients may submit information about their preferences, dislikes,

demands, and other ideas. Approximately 66.7% of respondents state that they have not complained to the firm about the product. The majority of consumers don't give a damn about this type of ready-to-cook food. Their primary goal is to use the product exclusively. A favorable review might assist the business in improving the caliber of its products.

Product design and packaging: The product's packaging is what entices buyers to buy it. A well-packaged product is essential to maintaining its quality and passing tests. Only superior packing will be helpful when the product is ready to be shipped from the manufacturer to the store. In this interview, almost 76% of respondents said they were really pleased with the packing. However, 24% of respondents feel that the packing is inadequate. Since this product will be transported in a frozen vehicle. When items are exposed to cold temperatures, the paper wrapping becomes harmed. Additionally, this product may sustain additional harm if it is kept in a retailer's freezer. They like sanitary plastic packaging because of this.

Online client correspondence: We learned throughout the conversation that young people are starting to purchase products online as a new trend. The majority of working adults and stay-at-home moms prefer making purchases online. However, the percentage of internet sales is 50–50%. People in Bangladesh are trying to find halal items. Online buying facilitates communication between buyers and sellers, which improves knowledge of product preferences. Additionally, it enhances the database of product reviews.

Level of customer trust in the business: Buffer stock might result from overproduction. Updating the stock information is essential to prevent goods deliveries that expire. In this instance, both the customer and the store ought to inspect the item before making a purchase. Only then will they be able to maintain their improved communication.

Product acceptance and return guidelines: Superstores typically advertise that they sell items that are non-refundable. Then, customers can return the purchase if the animal products in the packets expire. However, the customer needs to be brave enough to return this item and file a complaint. It will assist in identifying any gaps in a store's storage, shipping, or packaging systems.

Table 1: Customer responses to interviews about the efficacy of supply chain management via customer-focused leadership

Supply chain management effectiveness via customer-focused leadership	Yes	No	Very Often	Maybe
Post-purchase correspondence	66.7%	33.3%		
Packaging and product design	76.%	24%		
Online client correspondence	45.8%	41.7%	12.5%	
Level of customer trust in the business	48%	28%		24%
Customer returns a product	36%	64%		

How to improve customer leadership's strategic fit: Businesses may expand their operations more profitably when their consumers are happy. Therefore, it is required of the

consumers to participate. PESTLE analysis describes how a new good or service might enter a nation's market by providing good customer service. Political, environmental, social, technical, legal, and economic realities are essentially the most important factors in each nation while conducting business. For example, because Bangladesh is a predominantly Muslim nation, stacking pork is prohibited there. Therefore, Macdonald's was unable to create a fixed menu unless they planned to alter it, like they do in India. Businesses should take this PESTEL phrase into consideration in order to increase client engagement.

- **Political Aspects:** Most political jargon refers to national politics. However, in the context of business or customer service, it is seen as a legal phrase or as regulations enforced by the government on the businesses to provide higher-quality food and better customer service. For instance, it is required that halal chicken be sold at every store. The Bangladeshi Islamic Foundation has verified that.
- **Economic Factors:** The purchasing power of consumers is influenced by each nation's economic situation. The price of meat and other livestock products is mostly controlled in Bangladesh. However, the government was unable to set the price of the chicken, therefore a syndicate is in charge of selling and buying it at times at a higher price than others.
- **Sociocultural Factors:** Bangladesh is a nation with a diverse population. where Bengali customs are given greater weight. such that the majority of food in the house is non-vegetarian. These days, the working class is searching for frozen or ready-to-cook goods. Companies are bringing new products to make their lives easier. where fresh experiments are introduced with different flavors. Customers are therefore more inclined to purchase that product when it is available in the standard taste at a reasonable cost.
- **Technological Aspects:** Data storage and information are essential to supply chain management. In order to get more access to clients, a corporation must stay informed about their preferences and demands. The government of Bangladesh is launching Digital Bangladesh. where the Farmers Service (digital Krishi Sheba) was first implemented. Farmers may simply acquire and sell goods at a higher price by using these applications or call centers. However, it is still in the trial program; once it is fully operational, all farmers will profit.
- **Legal Considerations:** Legal considerations include copyright issues and patents. For instance, a firm may create fried chicken with a Tommyum taste, and when he refused to accept their role as the product's distributor and salesman, the corporation would lose out. Then, that one cannot be duplicated. Therefore, it's crucial for manufacturers to draw in more attention from customers. A corporation can locate a product with a decent test if it is able to offer products of the right quality.
- **Environmental Aspects:** Manufacturers of animal products are now required by law to refrain from using antibiotics when feeding poultry, cattle, or goats. Both the human body and the animal body are harmed by these antibiotics. Additionally, the government has mandated that businesses have western management.

Conclusion and Decisions: Customers are usually searching for better products, and they will constantly seek out better services as well. Customers will always support businesses by bringing in fresh concepts and cutting-edge innovations. Following this poll, the following recommendations for creating successful supply chain strategies through customer-focused leadership will be provided:

- The industry should launch a smart application for order receipt and delivery;
- Create a smart warehouse;
- Solicit feedback from customers via social media;
- Develop camping as a means of improving products.

These are the decisions that the livestock industries may make in order to improve their supply chain and product and gain a better understanding from their customers.

Supply chain management has the potential to increase a product's value while reducing market demand for it. However, the consumer is the primary priority. Where they can get the product test and quality satisfaction they are looking for. The majority of customers are prepared to purchase a product as soon as it is put on the market. However, they had no interest in telling the firms what more they want in feedback. In order to involve customers in leadership, businesses must gather data on customer testing and choosing.

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