

Merit, not surnames, should determine succession in family businesses

Business leaders say at MCCI seminar

STAR BUSINESS REPORT

Leadership and succession in family businesses must be determined on the basis of merit, not surnames, to ensure sustainability, business leaders said yesterday.

Emotional attachments and assumptions of entitlement threaten the long-term sustainability of even the most successful businesses in this era marked by rapid change, they warned.

They made the remarks at a seminar, "Where Family Values Meet Future Vision - Strategy for Sustainable Succession," jointly organised by the Metropolitan Chamber of Commerce and Industry (MCCI), Rajah & Tann Asia, and AAZ & Partners at MCCI's Gulshan office in Dhaka.

"Leadership should be defined by values, not surnames. Being a shareholder doesn't entitle anyone to a desk. Leadership must be earned on merit," said Mirza Salman Ispahani, chairman of MM Ispahani.

Ltd, at the event.

Tracing his family's business roots to 1820, the Ispahani chairman noted how the journey from Iran to India eventually led to their base in Chattogram.

"As businesses grow, relying solely on family isn't sustainable," he said, stressing the importance of professional management.

Speaking about succession, Salman said, "A family name doesn't guarantee leadership. Succession planning cannot be left to chance. It must be deliberate and, above all, guided by enduring family values, not emotion."

Anis Khan, managing partner of AAZ & Partners, echoed a similar opinion, saying, "Succession in family-run businesses is no longer a mere legal or financial formality; it is a strategic and emotional process crucial to long-term survival."

"It is not just about handing over assets; it's the transfer of aspirations, values, and culture," Khan added.

Khan stated that in South Asia, many family businesses contribute significantly to GDP and employment. He, however, warned that poor planning in such businesses could unravel decades of growth.

He called for succession to be treated as a continuous, proactive process rather than a reaction to crisis.

Meanwhile, Tapan Chowdhury, managing director of Square Pharmaceuticals, reflected on the evolution of family businesses, sharing insights from his early years working under his father's leadership.

He recalled a dinner conversation where a family friend casually suggested that he be made managing director. "It was deeply embarrassing," he said. "In our culture, such matters were not openly discussed, especially while the founder was active."

Chowdhury stressed the importance of foresight in leadership transition. "Founders must plan how the company will run in their absence. Without clear structure,

confusion is inevitable."

Highlighting Square Group's success, he credited its professional management. "Our organisation is now run by skilled professionals, many of whom feel like family. We work as a team."

Echoing other business leaders, he emphasised that leadership must be earned through experience and capability, not birthright. "Just being a son or daughter doesn't qualify someone to lead. Succession must serve the long-term interests of the organisation."

Also speaking on the matter, veteran industrialist M Anis Ud Dowla, chairman of ACI Group, said businesses must continuously evolve. "One has to realise that the organisation may not remain in the same shape and size as it is today."

Drawing from past engagements, he noted that similar discussions had taken place as early as 2016, reflecting a sustained interest in the future of family enterprises.

Commercial court law

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delegation in Bangladesh, said that as Bangladesh moves towards LDC graduation and pursues export diversification, the establishment of commercial courts will be crucial for attracting foreign investment. The EU has been working closely with the government to help reform the legal process.

Md Abdur Rahim Khan, additional secretary (export wing) of the Ministry of Commerce and vice-chairman of the Export Promotion Bureau, said that delays in resolving trade disputes not only hinder FDI but also negatively affect export growth.

DCCI President Taskin Ahmed noted that disputes related to business contracts, investments,

and intellectual property are rising alongside economic expansion. "Currently, around 4 million cases remain unresolved in Bangladesh's lower and higher courts," he added.

In his keynote, Barrister Md Sameer Sattar, former DCCI president, said that contract enforcement is a crucial factor for both local and foreign investors, but Bangladesh lags far behind. "Bangladesh ranked 189th out of 190 countries in contract enforcement, according to a former World Bank Ease of Doing Business Report."

Sattar added that, as of March 2025, nearly 25,000 cases were pending in money-loan courts, highlighting the lengthy legal processes.

Govt issues

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Management Division will focus on field-level revenue collection, implementation of tax laws, and human resource management.

The move follows years of recommendations from international institutions such as the World Bank and the IMF, which have long urged Bangladesh to separate policy-making and revenue collection functions to reduce conflicts of interest and improve governance.

Hit by US tariff

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Industry insiders attribute the growth to diversified products.

"Jute in particular benefited from growing global demand for natural fibre alternatives to plastic bags. The responses from the international buyers are also positive as they are adopting the natural fibre bag jute products instead of plastic goods," said Md Abul Hossain, chairman of the Bangladesh Jute Mills Association.

Shipment of leather and leather goods and ceramic sectors did not perform well in August.

According to EPB data, leather and leather goods recorded a 1.55 percent year-on-year decline last month. During the July-August period, however, the sector logged over 13 percent growth.

Ceramics, meanwhile, recorded a steep 18.97 percent decline in August. Rubber logged over 58 percent growth to reach \$4.39 million.

Urban poor

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The population in these areas is increasing every day. People are moving to cities after being hit by various natural disasters and river erosion."

As a result, ensuring health and sanitation for slum dwellers in cities has become very complex, he added.

"We are currently spending about \$1 billion annually to ensure social protection, health, and environmental security in these centres. Yet, our actual need is \$7 to \$8 billion. We also have plans to work for the urban poor."

First Security Islami

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concentration of control in the hands of connected influential interest groups," the letter said.

The central bank mentioned that repeated requests for repayment extensions and an inability to settle borrowings in time by the commercial lender exposed its severe liquidity shortfall.

BB said that First Security Islami Bank consistently failed to meet minimum thresholds for liquidity coverage and reserves. As of April this year, its liquidity coverage ratio had collapsed to 10.53 percent, way below the required 100 percent.

An asset quality review of First Security Islami Bank by an international audit firm showed that the bank is facing a significant erosion of capital.

By September last year, the bank faced a capital shortfall of Tk 53,890 crore, with its capital to risk-weighted asset ratio (CRAR) falling to negative 605.80 percent, against the required 10 percent. The review also found that 99.5 percent of the bank's investments had become non-performing.

As per the BB report, a provisioning shortfall of Tk 56,805 crore is another indication of weak credit management and poor risk controls.

Given these findings, the BB questioned the bank's viability.

"In order to protect depositors' interest, restore public confidence and preserve financial stability, the best available rescue option is to go for strategic regulatory intervention.

The central bank is now going to conduct regulatory intervention, and we agree with that," he added.

Government of the People's Republic of Bangladesh

Office of the Upazila Health & Family Planning Officer

Chunarughat, Habiganj.

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Ref No. UHC/Chunar/Habi/MSR/2025-26/749

Date: 02/09/2025

e-Tender Notice

This is an online Tender, where only e-Tender will be accepted in e-GP Portal and no offline/Hard copies will be accepted. To submit e-Tender, please register on e-GP system portal (<https://www.eprocure.gov.bd>). For more details, please contact support desk contract numbers. e-Tender are invited in e-GP portal (<https://www.eprocure.gov.bd>) by Dr. Md Muzammel Hussain, UH&FPO. Upazila Health Complex, Chunarughat, Habiganj for the Procurement of.

Tender ID	Name of Goods	Tender/Proposal Publication Date & Time in e-GP System	Tender/Proposal Last Selling Date & Time	Tender/Proposal Closing/Opening Date & Time
1146963	Procurement of Non EDCL Medicine at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm
1146967	Procurement of Medical Equipment at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm
1146971	Procurement of Gauge Bandage & Cotton at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm
1146973	Procurement of Linen at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm
1146974	Procurement of Chemical, Re-agent at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm
1146975	Procurement of Furniture at Upazila Health Complex, Chunarughat, Habiganj	3 September-25 9:00 am	21 September-25 16:00 pm	22 September-25 12:00 pm

e-Tender details can be downloaded on e-GP system portal (<https://www.eprocure.gov.bd>) for pursuer. e-Tender will be accepted only as stated in above list; accepted tender will be opened online immediate as stated in above list.

(Dr. Md Muzammel Hussain)
Upazila Health & Family planning Officer
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GD-1933

Government of the People's Republic of Bangladesh

Office of the Upazila Health & Family Planning Officer

Dakshin Surma Upazila Health Complex

Email: southsurma@uhfpo.dgbs.gov.bd

Ref No. UHC/Surma/e-Tender/2025-26/525

Date: 31-08-2025

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e-Tender are invited in e-GP system portal (<https://www.eprocure.gov.bd>) by Dr. MD. SALAHUDDIN MIA, UH&FPO, Dakshin Surma Upazila Health Complex, Sylhet. for the Procurement of.

Tender ID	Name of Goods	Tender/Proposal Last Selling Date & Time	Tender/Proposal Closing/Opening Date & Time
1132632	Procurement of Non EDCL Medicine for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00
1132633	Procurement of Surgical Instrument for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00
1132634	Procurement of Gauze Bandage & Cotton for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00
1132635	Procurement of Linen for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00
1132636	Procurement of Chemical Re-agent for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00
1132637	Procurement of Furniture for the F.Y. 2025-2026 at Dakshin Surma Upazila Health Complex.	17-Sep-2025 10:00	17-Sep-2025 13:00

e-Tender details can be downloaded on e-GP system portal (<https://www.eprocure.gov.bd>) for pursuer. e-Tender will be accepted only as stated in above list; accepted tenders will be opened online immediate as stated in above list.

(Dr. MD. SALAHUDDIN MIA)
Upazila Health & Family Planning Officer
Dakshin Surma, Sylhet.

GD-1925

Government of the People's Republic of Bangladesh
Finance Division, Ministry of Finance
Skills for Industry Competitiveness and Innovation Program (SICIP)
Probashi Kallyan Bhavan (15th Floor)
71-72 Eskaton Garden, Ramna, Dhaka-1000.
www.sicip.gov.bd

No. FD/SICIP/WEAB-PIU/212/2025-2078

Date: 02 September 2025

Recruitment Notice

INFORMATION FOR APPLICANT

Position	No.	Minimum Qualification and Experience
Program Implementation Unit (PIU) for SICIP-WEAB		
Chief Coordinator	1	<ul style="list-style-type: none"> Masters in any discipline or Bachelor of Science in Engineering. At least 15 years' working experience in relevant field. Experience in skills development fields will be preferred. Working experience as the head of the training institute/project implementation unit of any project will be an added advantage. Strong communication, interpersonal and computer skills.
Coordinator (Training, Assessment and Monitoring)	1	<ul style="list-style-type: none"> Masters in any discipline or Bachelor of Science in Engineering. At least 10 years' working experience in relevant field. Experience in skills development fields will be preferred. Strong communication, interpersonal and computer skills.
Coordinator (Finance & Procurement)	1	<ul style="list-style-type: none"> Masters in accounting/finance or MBA majoring in Finance or Accounting. At least 10 years' working experience in relevant field. Experience in skills development fields will be preferred. Strong communication, interpersonal and computer skills.
Coordinator (Job placement & Database)	1	<ul style="list-style-type: none"> Masters in any discipline or Bachelor of Science in Engineering. At least 10 years' working experience in relevant field. Experience in skills development fields will be preferred. Strong communication, interpersonal and computer skills.
Application Closing Date and Time	:	Applications shall be submitted to the office of the Executive Program Director or before 4.00 pm by 18 September 2025 in sealed envelope clearly marked "Application for the Selection of [Name of Position]". Contact address with email and mobile number of the applicant should be written on the left side of the A4 Size Envelope. Necessary documents in support of educational qualifications, experiences and skills have to be submitted.
Name of Official Inviting Recruitment	:	Mohammed Walid Hossain
Designation of Official Inviting Recruitment	:	Executive Program Director
Address of official Inviting Recruitment	:	Probashi Kallyan Bhavan (15 th Floor), 71-72 Eskaton Garden, Ramna, Dhaka-1000.
Contact details of official Inviting Recruitment	:	Phone: +880255138753-5 Ext: 100 E-mail: epd.sicip@gmail.com
The recruitment entity reserves all the right to accept or reject any or all the Application without assigning any reasons whatsoever.		

Mohammed Walid Hossain
Executive Program Director
Skills for Industry Competitiveness and Innovation Program (SICIP)
Finance Division, Ministry of Finance
Probashi Kallyan Bhavan (15th Floor)
71-72 Eskaton Garden, Ram