

Internship Report



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Internship Report
On
“Factors affecting Procurement process efficiency of British American Tobacco Bangladesh”

Course Name: Internship
Course Code: BUS 400

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Letter of Transmittal

December 20' 2017

Mr. Jubairul Islam Shaown

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Subject: Submission of Internship Report on “Factors affecting Procurement process efficiency of British American Tobacco Bangladesh.”

Dear Sir,

It is my pleasure and a privilege to present my internship report on “**Factors affecting Procurement process efficiency of British American Tobacco Bangladesh**”. I am delighted to have had the opportunity of completing my internship in the **Procurement Department of British American Tobacco Bangladesh**. It is a great honor for me to present my internship report under your supervision and guidance.

I was to arrange, prepare and submit this report as the complete fulfillment of the course entitled “Internship”. The objective of this report is to enlighten you about the procurement process of British American Tobacco Bangladesh and the various factors affecting it.

I have analyzed as much information as possible and tried to find out about strategy and business practices of the firm, why procurement process is such a critical function for British American Tobacco Bangladesh, what factors impact its efficiency and how the process may be streamlined. I sincerely hope that my report will be informative and enlightening to the best of your expectations.

Sincerely,

Md. Zunaid Hossain,

Student ID: 13104037

Acknowledgement

Firstly, I would like to thank **Almighty Allah** for allowing me to submit this internship report on time, and in proper health. Next, I wish to offer my sincere gratitude to **Mr. Jubairul Islam Shaown, Lecturer**, BRAC Business School, BRAC University, for providing me an opportunity to do my internship report on “**Factors affecting Procurement process efficiency of British American Tobacco Bangladesh**”

Moreover, I sincerely thank **Armeen Rahman, Sourcing Manager-Directs**, who was also my Supervisor at **British American Tobacco Bangladesh**. Without her guidance, it would not have been possible for me to understand all the business processes that are carried out in the Direct Procurement department.

I would also like to thank **Taslina Rashid, Executive- Direct procurement**, for sharing her expertise and providing me with guidance and encouragement in carrying out this report. I also wish to express my heartiest gratitude to the officials and other staff members of procurement Department, who rendered their support and help throughout my journey with British American Tobacco Bangladesh.

Last but not the least, I would like to thank **BRAC University** for providing me with the knowledge, expertise and confidence to succeed in life and providing such an opportunity through internship, so that we can observe and learn from a real work environment before stepping our foot into the corporate world.

Executive Summary

The study “**Factors affecting Procurement process efficiency of British American Tobacco Bangladesh**” has been conducted on **British American Tobacco Bangladesh**, a tobacco company started its operation as **British American Tobacco Bangladesh** in 1998.

British American Tobacco Bangladesh has a strong procurement plan that keeps the production cycle smooth. However, procurement process is affected by many factors that hamper efficiency. These factors include Political environment, legal environment, employee competencies, contract management.

After the study was conducted through non-probability sampling (convenience sampling) on a sample size of 30 respondents, the results were collected and collated and the following findings and conclusions have seen that the political environment is most important factor that is affecting the efficiency of procurement process with a mean of 1.73 on a likert scale representing strongly agree as 1 and strongly disagree as 5.

In order to ensure that business action plan is followed, it is crucial for **British American Tobacco Bangladesh** to take note of collaboration between departments that are related to procurement process. Further study is required to have a more detailed look on how much effect this has on company performance.

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Part 1 – Organization Overview – “British American Tobacco Bangladesh”

Company Profile:

“**British American Tobacco**” was established in 1902, since then the company is strengthening day by day and expanding their business in different markets. In present days’ it is one of the world’s leading multinational companies, with operations in 200 markets.

The **British American Tobacco** makes cigarettes which are chosen by one in eight of the world’s one billion adult smokers and it is operating as market leaders in more than 55 countries. **British American Tobacco** consistently holding position among the top 10 companies on the London Stock Exchange.

British American Tobacco sold 665 billion cigarettes, made in 44 factories in 42 countries in 2016. **British American Tobacco** has world-famous Global Brands which are available in different markets like Dunhill, Kent, Lucky Strike, Pall Mall and Rothmans – along with many other leading international brands, as example Vogue, Peter Stuyvesant and State Express 555.

Beside cigarettes, its core tobacco product also includes Fine Cut (roll-your-own and make-your-own tobacco), Swedish-style snus and cigars.

Along with its traditional tobacco business, it is also the forefront of developing products which offers consumers potentially less risky alternatives to regular cigarettes. **British American Tobacco** calls them **Next Generation Products** and its portfolio includes Vype, Vapour Products, and glo and Tobacco Heating Product.

British American Tobacco Bangladesh

British American Tobacco was present in this part of the world since 1910. It started its journey as Imperial Tobacco 103 years ago in Bangladesh. The first sales depot was established at Armanitola in Dhaka by Imperial Tobacco.

In 1949, **Pakistan Tobacco Company** was established after the partition of India and Pakistan. In Bangladesh (the then East Pakistan) the first factory was setup in 1949 at Fauzdarhat in Chittagong. The second factory of **Pakistan Tobacco Company** started its operation at Mohakhali, Dhaka in 1965. The **Pakistan Tobacco Company** became **Bangladesh Tobacco Company Limited** in 1972 after Bangladesh's independence. The Company changed its name and identity to **British American Tobacco Bangladesh (BAT Bangladesh)** merging the corporate identity with other operating companies of **British American Tobacco Group** in 1998.

British American Tobacco Bangladesh is a part of **British American Tobacco plc**, one of the worlds most renowned stablished businesses, with brands available in more than 200 markets in different parts of the world.

The shareholders of British American Tobacco Bangladesh

British American Tobacco Bangladesh is one of the first companies to be listed on the Dhaka and Chittagong Stock Exchanges. It is currently ranked amongst the top 10 companies in terms of market capitalisation. British American Tobacco Group holds 72.91% of **British American Tobacco Bangladesh's** shares; Investment Corporation of Bangladesh owns 12.86%; Shadharan Bima Corporation, Bangladesh Development Bank Limited, Government of People's Republic of Bangladesh and other shareholders owns 14.23%.

Contribution of British American Tobacco Bangladesh

British American Tobacco Bangladesh continues to contribute almost two-thirds of the revenue gained from the cigarette industry. In 2013-14 fiscal year **British American Tobacco Bangladesh** contributed over **BDT 8,436 crore** as taxes. The company is continuously supporting Government proposals to establish a sustainable level of tax contribution to ensure a sustainable growth for the industry.

Business Principles of British American Tobacco Bangladesh

On the basis of principle of Mutual Benefit Year **British American Tobacco Bangladesh** builds its relationships with the stakeholders. The **British American Tobacco Bangladesh** is in business to build long term shareholder value and it believes that the best way to achieve this is to seek to understand and take account of the needs of all the stakeholders.

British American Tobacco Bangladesh manages all of its businesses on the basis of the principle of Good Corporate Conduct. The success of the Business brings an obligation for high standards of behavior and integrity in everything it does and wherever it operates with it. It does not compromise the standards for the sake of results.

Mission of British American Tobacco Bangladesh

Champion informed consumer choice

British American Tobacco Bangladesh needs to continue to ensure that its adult consumers are fully aware of their choice when they are purchasing its products. It recognizes that it has a responsibility to offer a range of products across the risk continuum, but it will also defend people's right to make an informed choice.



Figure. 1: Vision and Mission of British American Tobacco Bangladesh.

Deliver our commitments to society

With the change of society the priorities and needs shift, so **British American Tobacco Bangladesh** aims that it must be ready to meet new challenges and take the advantage of new opportunities. British American Tobacco Bangladesh is a major international business and along with this status responsibilities occur automatically like developing and marketing less risky products, being open about the risks of all our products, supporting agricultural communities worldwide and minimizing the impact of British American Tobacco Bangladesh on the environment.

Vision of British American Tobacco Bangladesh

Satisfying consumer moments:

British American Tobacco Bangladesh believes that by being the world's best at satisfying consumer moments, it will become the leader in the industry. As consumers are at the core of everything **British American Tobacco Bangladesh** and its success depends on addressing their evolving concerns, needs and behaviors.

Tobacco and beyond:

The second part of **British American Tobacco Bangladesh's** vision is **Tobacco and beyond** – which recognizes the strength of its traditional tobacco business and the opportunities it sees in Next Generation Products. Since consumers look for alternative choices and product categories in which British American Tobacco Bangladesh is uniquely placed to succeed.

The Procurement Policy of British American Tobacco Bangladesh

The objective of Procurement Policy is to ensure the purchasing policies and to describe relevant guidelines for the Procurement process encompassing all business functions of **British American tobacco Bangladesh**. The vision and strategy of procurement department is to drive smart spend management, enable innovation and build quality partnerships with internal and external stakeholders. This policy is built for managing spend with other suppliers including third party suppliers. The procurement standard applies to all functions of **British American Tobacco Bangladesh** for purchasing materials, goods or services from external providers. The Standard sets out the key ownership responsibilities for spend with external suppliers. The top team of the Company will agree with compliance measures and manage non-compliance to the Procurement practices.

Procurement is responsible for ensuring the Procurement practices support local and regional business requirements for purchasing materials, goods or services from external providers. Procurement will follow BAT's common Procurement process (known as the Procurement Landscape) and conduct activities in line with the BAT Standards of Business Conduct, Statement of Business Principles and local laws.

Part 2- Introduction to the Study

➤ Reason for proposing the study

While working with **British American Tobacco Bangladesh** as an intern of the Procurement team (Direct procurement function), I have noticed that the procurement process is affected by many factors that can hamper efficiency in terms of cost and time elapsed. However, if these factors are taken into account beforehand, it can be possible to get optimum result procurement process which can benefit the company.

➤ Relevance of the study to me as a student and for future career

The study will allow me to gain practical knowledge and findings on the procurement process. It is going to elaborate on how methods related to procurement processes can be streamlined. Furthermore, having learned those new methods, I will be able to use my enriched knowledge to show better performance in future in the corporate world.

➤ Contributions it can give to BRAC Business School and the University

The study is directed at finding the most streamlined process of procurement. It will therefore prove to be a means of gaining knowledge regarding the particular factor that is most responsible for affecting procurement process efficiency.

Knowledge on procurement process is essential in most major Finance and supply chain courses. Information enrichment and exploration of new ideas will be available. Students, equipped with this new knowledge will be capable of performing better in the job field.

Further study based on findings may also be initiated by students or faculty members to develop a model demonstrating optimum procurement process efficiency.

➤ **Contributions it can give to the business sector**

Identification of factors will help all importing businesses, local and multinational, to benefit from the findings of the study. Better knowledge on how to perform the procurement tasks efficiently. If findings are applied to the business sector, it may help the whole sector to benefit from these by performing better and streamlined procurement process. As a result this will have a positive effect on the economy as a whole.

Statement of Problems

The procurement process is affected negatively by factors such as legal environment, political environment, contract management and employee competencies. These mean additional measures need to be taken in order to maintain procurement process efficiency.

The problem can be solved by figuring out which factors have most weight in affecting the procurement process efficiency. The objective of the study is to pinpoint those factors and based on the findings, establish appropriate corrective measures to prevent unnecessary expenditure and initiate timely operations.

Scope and Delimitation of the Study

The study is limited to data in the form of questionnaire response and opinions of respondents from the organization of the study- British American Tobacco Bangladesh. Respondents are chosen randomly from among the above mentioned organization who are related to the function of procurement process of British American Tobacco Bangladesh.

Limitations of the study include confidentiality of information and lack of study material since the policies of British American Tobacco Bangladesh are not published. Also, a time period of 3 months is very small to structure a solid model from the study. However, findings may prove helpful for further study.

This study has been made on British American Tobacco Bangladesh, a multinational company falling under the category of tobacco industry. Therefore, the results of the study may not be applicable for other firms such as local firms or those of other industries. The reason for this may be that British American Tobacco Bangladesh has very stringent business practices.

Objectives of the Study

Broad Objective:

Finding out how factors are affecting Procurement process of British American Tobacco Bangladesh.

Specific Objectives:

Finding out how – Legal environment, political environment, contract management and employee competencies affect the procurement process and its efficiency. Which factor is affecting the procurement process efficiency most and which one is affecting least. How can be the process improved so that efficiency level can increase at a maximum point.

Review of Related Literature

“The legal environment refers to a broad legal framework that governs all business activities including research and development (regulations dealing with safety and health of new products), manufacturing (safety and health regulations at workplace and pollution control), finance (regulations dealing with disclosure of information), marketing (regulations dealing with deceptive advertising, disclosure of product characteristics) and contracts.”- (Akintoge, 2000). The legal environment is very important for any businesses. It regulates the business on behalf of the government as the legal bindings are set the government. It is really important to follow all the legal issues as it will help the company if any issue arises among the other parties.

Political environments are also important factor in countries like Bangladesh, Any kind of political unrest and strikes can hamper the smooth procurement process. Enock Gideon Musau (ISSN [Online]: 2319 – 8028, Volume 4 Issue 1) stated that “In a democracy many individuals, groups, and organizations in the private sector including trade associations, professional associations, and business firms or companies (commonly known as interest groups) are actively involved in all aspects of the procurement system.” Because of the involvement of various parties of political environment the procurement process can easily affected.

Japheth Ocharo Kiage (ISSN: 2225-2436, Vol. 3, No.1: Sep 2013) referred that “Effective and efficient procurement process can only be achieved by proper planning, by competent staff else there would be flaws in the process.” Lysons and Gillingham, (2003) also indicated that Procurement personnel should be knowledgeable about specifications so as to be able to secure value for money for their employers and play their role of intermediaries between the user and the supplier.” So it is easily understandable that the employee competency is a very important issue as the success of the function majorly depends on t he employee.

Japheth Ocharo Kiage (ISSN: 2225-2436, Vol. 3, No.1: Sep 2013) indicated that, “Contract management entails planning, organizing, control and directing payments and when a partial assignment of the contract is completed means contract management affects procurement performance.” Contract management is curtail because from the contract a company can ensure the quality of the raw material, arrival and deliver to the customer of the product in time, etc. So, this factor is a very important one.

Methodology of the Study

To conduct this study both Primary and secondary Data collection methods have been used to pose the information.

Primary data collection instrument:

In case of Primary Data collection Survey questionnaire has been used as the instrument for data collection. Questions have been prepared using likert scale.

Sampling:

Sample has been chosen from **known population** from the organization of study, British American Tobacco Bangladesh's procurement department and other functions related to procurement process.

	1	2	3	4	5	Total respondents
Question 4	4	13	9	4	0	30
Question 5	13	13	3	1	0	30
Question 6	4	13	11	2	0	30
Question 7	12	10	7	1	0	30

Primary Data Collection technique:

For selecting the sample for this study **non-probability sampling technique** has been used. Data has been collected through **convenience sampling**.

Statistical application: Frequency count, statistical mean derivation, and use of graphs have been applied for representing and interpreting the information derived.

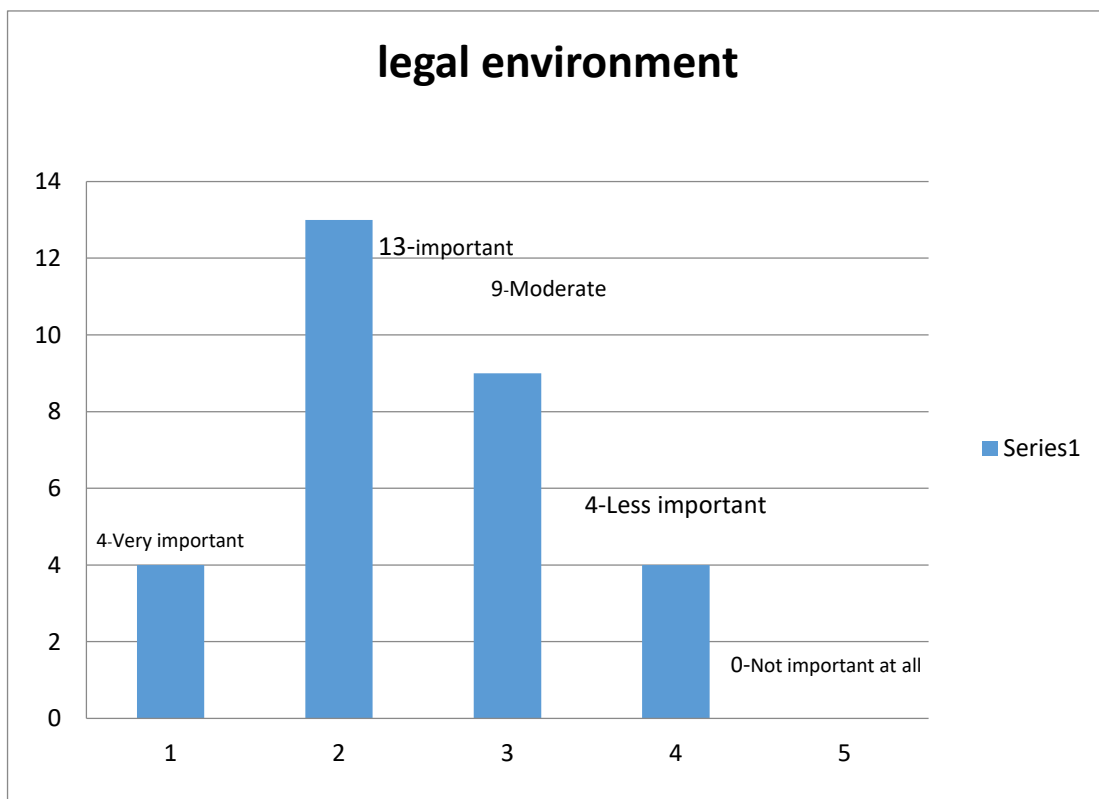
Secondary Data:

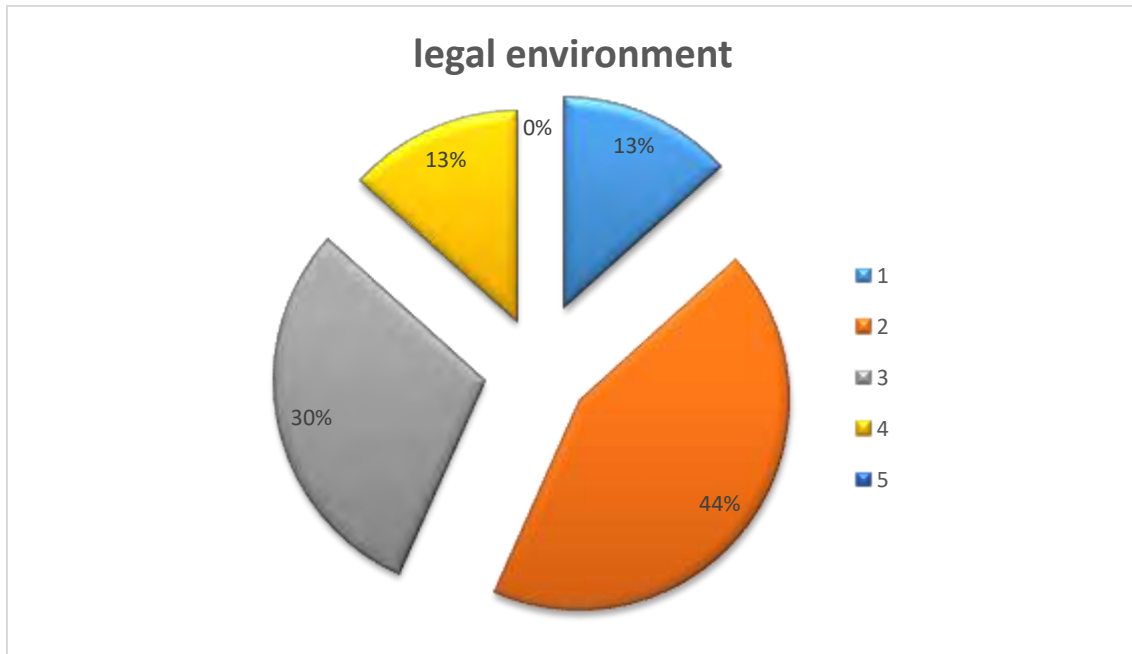
Online research papers from Google scholar and intechopen regarding the factors affecting procurement process efficiency have been used. These may also include previous studies on procurement process efficiency. They include **“Factors Affecting Procurement Performance: A Case of Ministry of Energy”** by **Japheth Ocharo Kiage**; **Environmental Factors Affecting Procurement Performance in County Governments: A Case of Uasin Gishu County**” by **Enock Gideon Musau** and **“Procurement Strategies in Multi-Layered Supply Chains”** by **Roland Bardy** and **Andreas Hillebrand** based on which the main idea of the study has been formed.

Analysis and Interpretation of the Data

legal environment

Legal environment includes a legal framework that oversees all business activities including research and development, manufacturing, finance, marketing, contracts etc. for British American Tobacco Bangladesh.



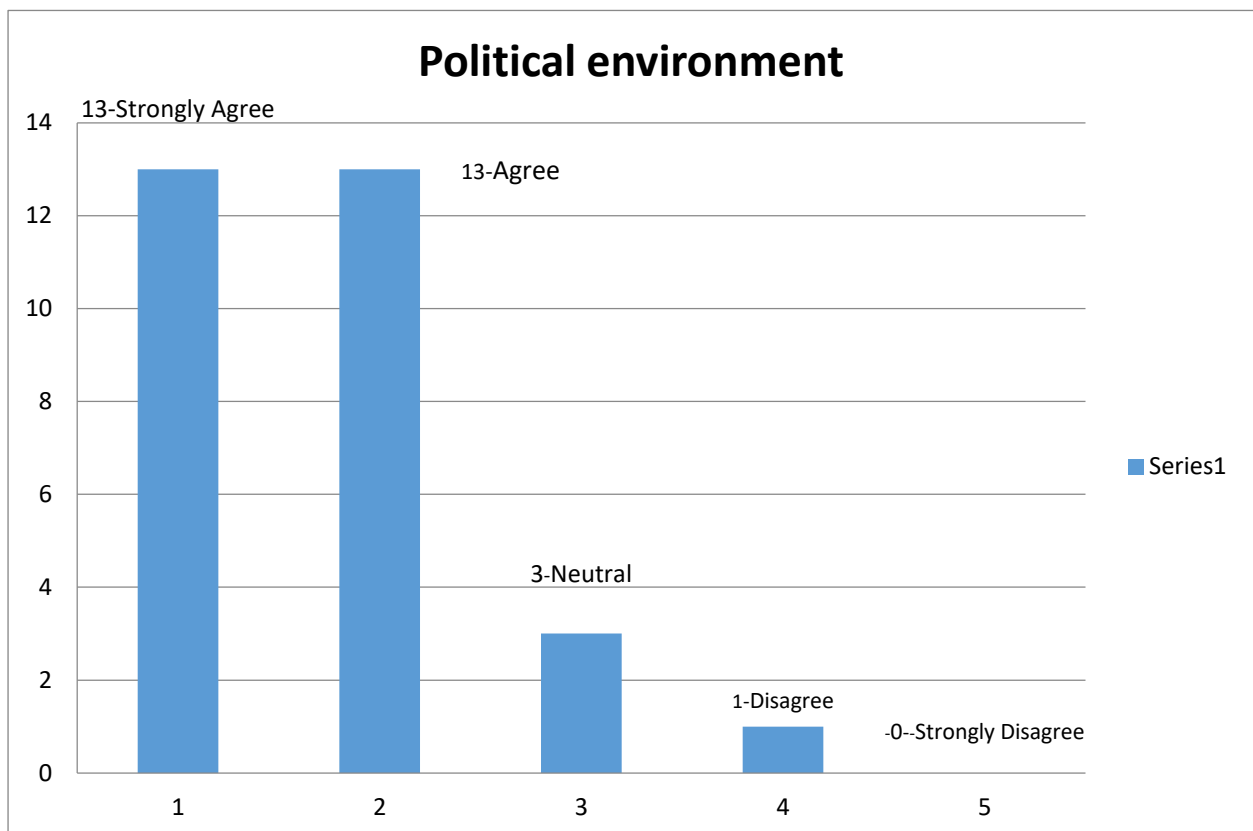


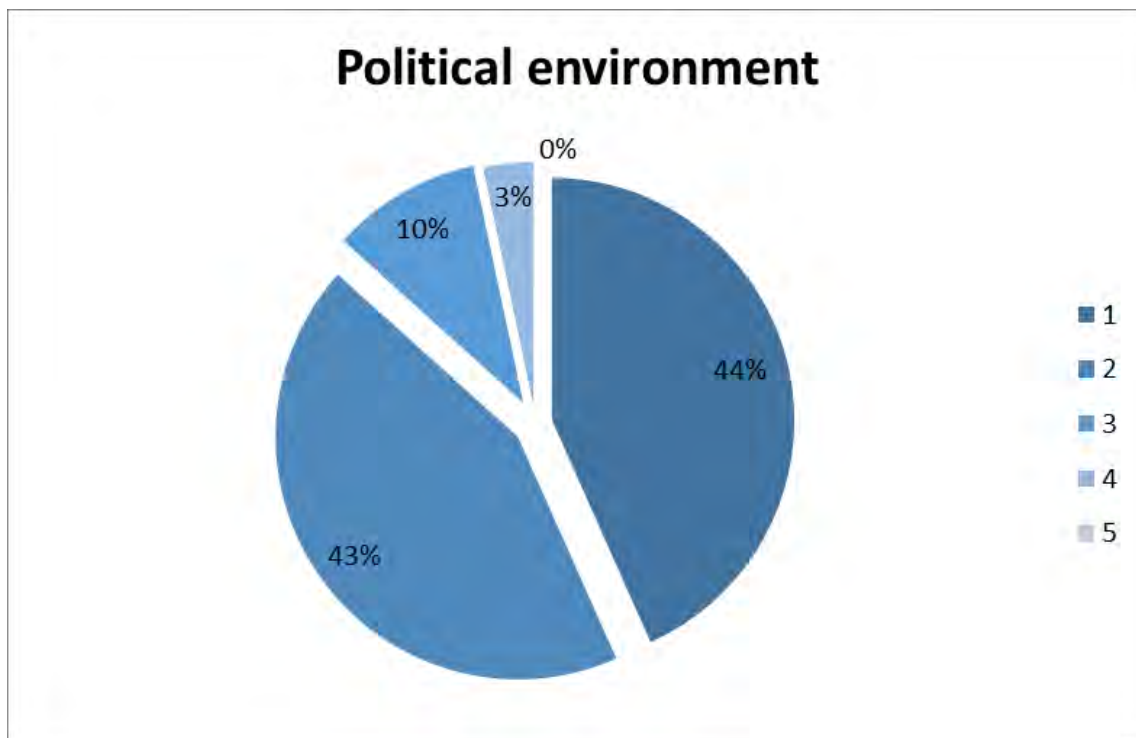
Legal environment was found to be 2.43, on a likert scale representing very important for 1 and not at all important for 5. Since the mean is close to moderate, we can say that legal environment is affecting the procurement process efficiency moderately.

A majority of the participants of the questioner (44%) referred that legal environment was an important issue impacting procurement process efficiency of British American Tobacco Bangladesh. 13% of the respondents believed that legal environment is very important and more 13% said legal environment is less important. No one referred that the legal environment is not important at all.

Political environment

According to Enock Gideon Musau, “Under the democratic environment, there are cases of a strong coalition of policy makers, bureaucrats and interest groups in their effort to get their programs adopted.”



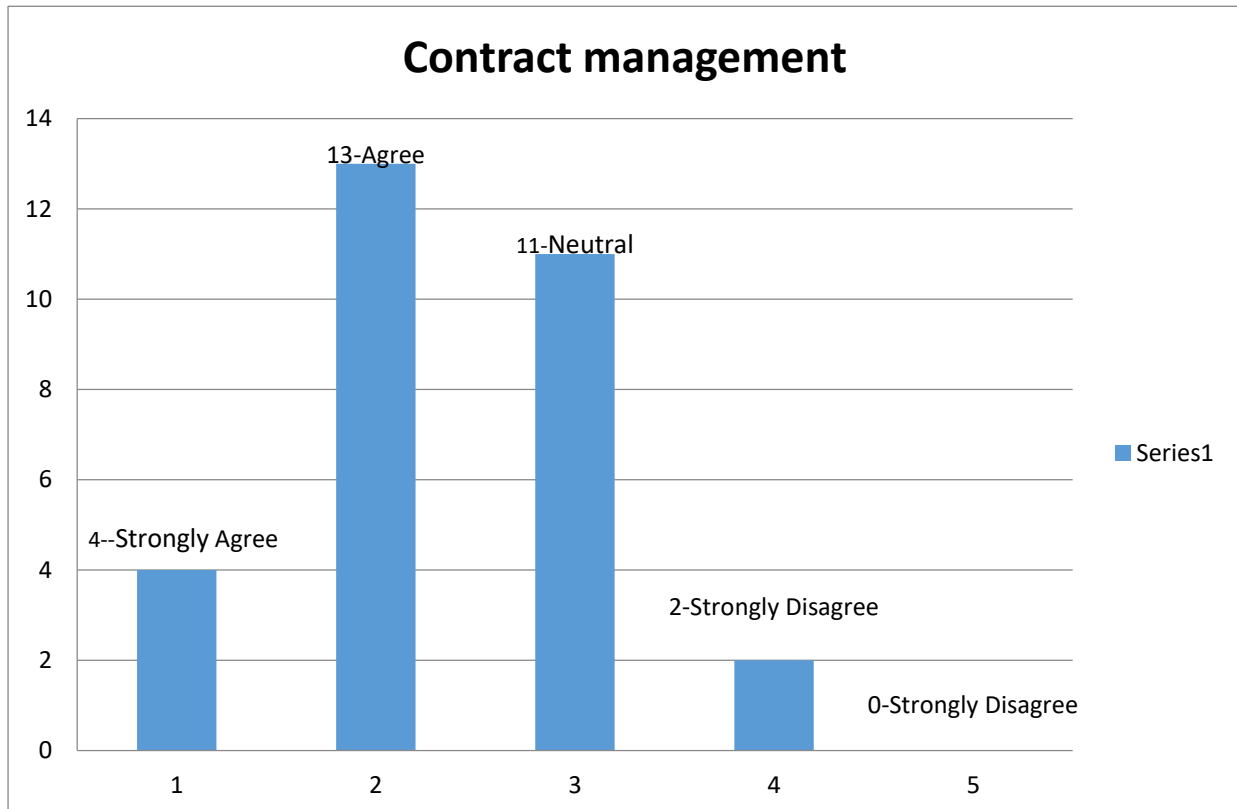


The mean of political environment found out to be 1.73, on a five point likert scale representing strongly agree for 1 and strongly disagree for 5. Since the mean is near to agree, we can say that political environment has a good impact in the procurement process efficiency.

A majority of the participants (44%) agreed that political environment has a great impact on procurement process efficiency of British American Tobacco Bangladesh. 3% of the respondents disagreed that legal environment has a great impact on procurement process efficiency. No one strongly disagreed that the political environment has great impact on procurement process efficiency of British American Tobacco Bangladesh, so we can also say that this factor is not negligible in terms of affecting the efficiency.

Contract management

According to Japheth Ocharo Kiage contract management consist of internal control, contract timelines, monitoring and evaluation of projects.



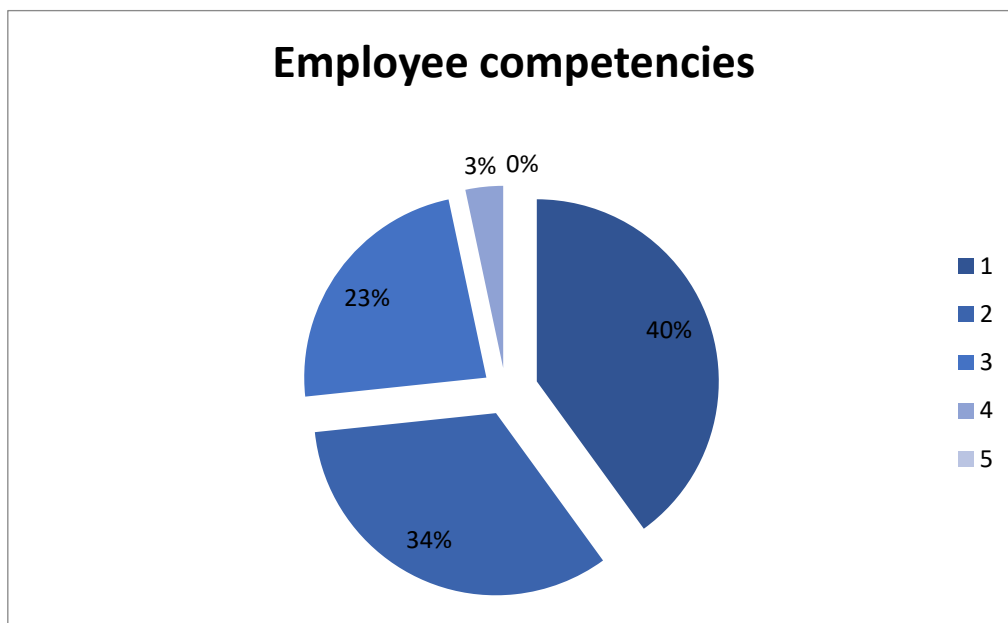
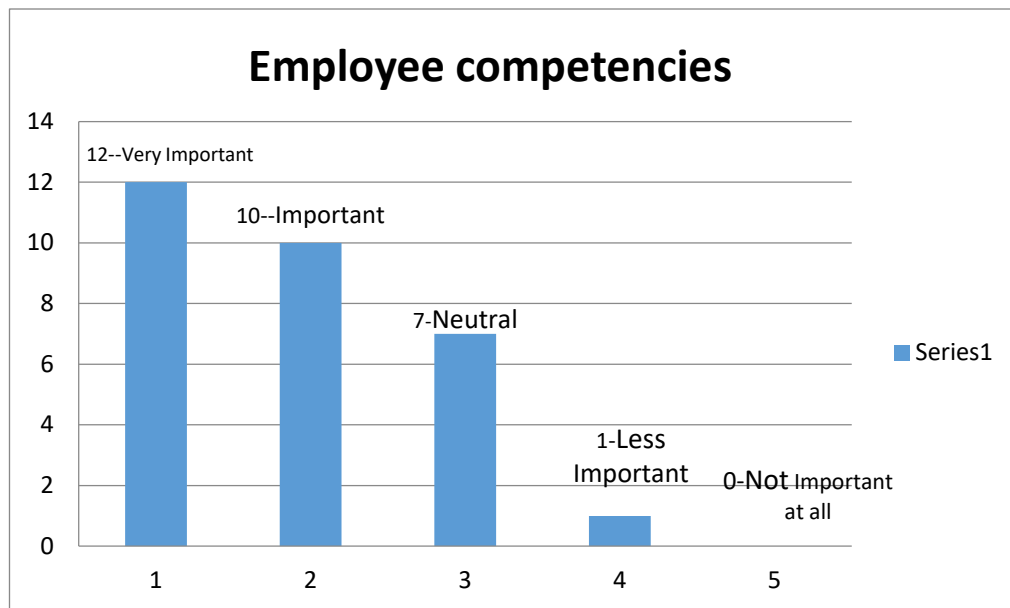


The mean of contract management was 2.37, on a five point likert scale representing strongly agree for 1 and strongly disagree for 5. As the mean is close to neutral, we can say that contract management plays a vital role in procurement process efficiency.

A majority of the participants (43%) agreed that that contract management plays a vital role in procurement process efficiency of British American Tobacco Bangladesh. 7% of the respondents disagreed that contract management plays a vital role in procurement process efficiency. No one strongly disagreed that the contract management plays a vital role in procurement process efficiency of British American Tobacco Bangladesh, so we can also say that this factor is not avoidable in terms of affecting the efficiency.

Employee competencies

The mean of contract management was 1.9, on a five point likert scale representing very important for 1 and not important at all for 5. As the mean is near to important so we can say that employee competencies are impacting the procurement process efficiency.



A majority of the participants (40%) denoted that that employee competencies are very important for procurement process efficiency of British American Tobacco Bangladesh. Only 3% of the respondents said that employee competencies are impacting the procurement process efficiency. No one supported that the employee competencies is not important at all, so we can also say that this factor has greater importance in terms of affecting the efficiency

Findings of the Study

After the collation and interpretation of the survey results, from a bird's eye view of which factors affect the procurement process and at what degrees, can be obtained. The most impactful factor, based on mean of survey data, tally chart and pie chart happens to be the uncertain political environment, with a mean of only 1.73 and where 44% respondents strongly agreed and 43% agreed.

The next most important factor impacting procurement process efficiency is employee competencies, with a mean of 1.9 and 40% respondents said it is very important. Legal environment was posed as less important factors impacting procurement process efficiency. As one the top ranked multinational company of this country British American Tobacco has good connection with government and they maintain all the legal issues properly, so it was less important issue for the company.

After the research it can be said that the company face difficulties in uncertain political situation. As a manufacturing company any political unrest will affect the production cycle adversely. The political unrest can also cause damage in the process of delivering the products. So political environment is an important issue for the company and employees should keep proper plans to overcome such situations.

Recommendation:

Some recommendations appear in my mind that can be followed by British American Tobacco and can be helpful in its way to remain the market leader. These are given below:

1. Recruit more employee is the first and most important step of them all. This will ease the work pressure on the current employee which will lead to get maximum work efficiency of the employees.
2. Increase professional training programs for the employee to cope up with the sudden situations.
3. The collaboration between the departments that may involve in procurement process need to be increased for better recital.
4. Employees should be more updated with the legal issues of the country and they should also strengthen liaison with the legal stakeholders of British American Tobacco Bangladesh so that they can conduct the procurement operations smoothly not only within the country but also in import functions.
5. Employees need to have better understanding over Compliance of procurement policy so that the agreements that is made for the suppliers, dealers and other stakeholders has no dispute in it and the company don't suffer in the future specially no monetary losses will not incur for this dispute.

Conclusion:

The procurement process is a crucial process for British American Tobacco Bangladesh as it is a manufacturing company. Many uncertain situations may arise since other functions of British American Tobacco Bangladesh and different supplier's dealers are involved in the process. While the process has its pros, there are many external factors tested in this study which happen to affect procurement process efficiency. Based on this study, it has been found that the most impactful factor impacting the transmission is political environment.

While it is possible that some unwanted situations may arise because of the various factors, taking a few measures included in the recommendation above, such as collaboration between departmental functions to execute and complete an immaculate procurement process for British American Tobacco Bangladesh. Incorporating this process in British American Tobacco Bangladesh's procurement policy will help to strengthen its procurement function and British American Tobacco Bangladesh as a whole.

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Appendix:

Serial no:-

1. Have you dealt with or being involved with procurement process of any Company?

ANS:

1) YES

2) NO

If, Yes please answer the following questions.

2. What type of product do you procure ?

ANS:

1) Raw material

2) Production supporting materials

3) Others

3. Are the procured products imported or not?

ANS:

1) YES

2) NO

4. How important is legal environment in impacting efficiency of procurement process?

ANS:

1) Very important

2) Important

3) Moderate

4) Less important

5) Not important at all

5. Political environment has a great impact on the efficiency of the procurement process.

ANS:

- 1) Strongly Agree
- 2) Agree
- 3) Neutral
- 4) Disagree
- 5) Strongly Disagree

6. Contract management plays a vital role in efficiency of procurement process.

ANS:

- 1) Strongly Agree
- 2) Agree
- 3) Neutral
- 4) Disagree
- 5) Strongly Disagree

7. How important is employee competencies impacting efficiency of procurement process?

ANS:

- 1) Very Important
- 2) Important
- 3) Neutral
- 4) Less Important
- 5) Not Important at all

Serial no.	Q1	Q2	Q3	4-legal environment	5-Political environment	Q6- Contract management	Q7 - employee competencies
1	1	1	2	3	2	2	1
2	1	2	2	2	1	3	3
3	1	1	2	3	2	3	2
4	1	1	2	4	1	3	2
5	1	2	2	2	1	3	1
6	1	2	1	4	2	2	2
7	1	2	1	3	3	1	3
8	1	3	2	4	1	2	3
9	1	1	1	3	2	4	1
10	1	1	1	2	1	3	1
11	1	1	2	2	2	3	2
12	1	2	1	4	1	2	2
13	1	1	2	3	2	2	3
14	1	3	1	3	2	1	2
15	1	1	1	2	2	2	1
16	1	3	1	3	1	3	1
17	1	2	1	2	3	1	2
18	1	1	2	2	1	1	3
19	1	2	2	2	3	4	2
20	1	1	2	2	2	2	4
21	1	1	1	3	1	3	1
22	1	2	2	2	2	2	3
23	1	1	1	1	2	3	2
24	1	1	1	1	4	2	1
25	1	1	2	2	1	2	3
26	1	1	1	1	2	2	1
27	1	3	2	3	1	3	1
28	1	1	2	2	1	3	1
29	1	2	1	2	2	2	2
30	1	1	1	1	1	2	1
Mean				2.433333333	1.733333333	2.366666667	1.9

	1	2	3	4	5	Total respondents
Question 4	4	13	9	4	0	30
Question 5	13	13	3	1	0	30
Question 6	4	13	11	2	0	30
Question 7	12	10	7	1	0	30