

Internship Report

Diversity and inclusion in the poultry industry, building an inclusive workforce at Provita Group

By

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ID: 20304015

An internship report submitted to BRAC Business School in Partial Fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School

BRAC University

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Declaration

It is hereby declared that

- This internship report is my own original work completed as part of my degree at BRAC University.
- The report does not include material that has previously been published or authored by someone else, except where it is properly cited with complete and accurate references.
- The report does not contain any material that has been accepted or submitted for any other degree or diploma at a university or any other institution.
- I have recognized all significant sources of assistance.

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Subject: Submission of the internship Report “Diversity and Inclusion in the poultry industry, building an Inclusive workforce at Provita Group”

Dear Ma’am,

It is my pleasure to have you as my supervisor. Your advice has been very helpful in preparing my internship report titled “Diversity and inclusion in the poultry industry, Building an inclusive workforce at Provita Group.” Without your supervision,

Completing this report would’ve been tough. I have done my best to include all the necessary information and provide recommended solutions in order to deliver the report in the most important, organized, and detailed manner possible.

I hope that the report will meet your expectations and help bring a probable shift to the Provita Group’s Long standing resistance to change.

Best Regards,

Rahamotulla Khalid Tashin

20304015

BRAC Business School,

BRAC University

Non-Disclosure Agreement

This agreement is entered into by Provita Group and the undersigned student of BRAC University.

Rahamotulla Khalid Tashin

Acknowledgement

First and foremost, I'd like to thank the Almighty Allah for giving me the strength, patience and opportunity to successfully complete my internship and my report. I am deeply grateful to my university supervisor, Tarnima Andalib Warda Ma'am and Co-supervisor Zaheed Husein for their ongoing Advice, Valuable Insights, and kind Support all throughout the internship period. Their guidance has been invaluable in shaping this report study.

I'd like to express my heartfelt gratitude to my on-site supervisor, Senior Manager of MIS Palash Das, whose encouragement, support and supervision at Provita Group significantly enhanced my learning experience. His practical guidance and feedback were quite useful in helping me get used to the organizational climate.

I'd like to express my gratitude to Iqbal Sir, Hasan Sir for showing me the ropes and also giving me the opportunity to visit and stay at one of their largest projects to see and learn things closely which has been a great experience. I would also like to express my gratitude to Rahamatulla Samsud Litu sir (Deputy Manager of Finance), Mizanur Rahaman (Sr. Manager of Finance) and Masud Rana (Sr. Manager of Finance) who helped me a great deal in socializing with other Employees, understanding the industry and workplace environment.

Finally, I'd like to express my sincere gratitude to my parents for their constant support and my friends who helped me a lot during the completion of my report.

Executive Summary

This internship report analyses the situation of Diversity and inclusion at Provita Group, also the leading poultry company in Bangladesh. Nonetheless, within the contemporary need of diverse and inclusive work practises that suit the current business principles and internationally recognised standards, this initiative depicts the need to have more standardised initiatives, pertinent to Diversity and inclusion, in Provita Group.

This paper provides the organisational profile along with the explanation of the internship experience with the aim of outlining in details the challenges and opportunities of the promotion of diversity and the establishment of an inclusive working environment there. This study goes further to the origin and considers many loopholes in the current practises through primary and secondary data and gives several strategic suggestions as inclusive hiring, training in the cultural sensitivity area, supportive HR policies, and the like.

Diversity and inclusion within Provita Group can be advanced with the help of engagement of employees, innovation and organisation in general which will be aligned with the national Priority and also international HR standards.

Keywords: Gender equality:Workplace equity, Diversity, Barriers, Compliance, Empowerment, Bias, Policy, Organizational culture.

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List Of Acronyms

DOC – Day-Old Chicks

CSR – Corporate Social Responsibility

D&I – Diversity and Inclusion

HRM – Human Resource Management

MIS – Management Information System

FAO – Food and Agriculture Organization

R&D – Research and Development

TA/DA – Travel Allowance / Daily Allowance

HRIS – Human Resource Information System B2F – Business to Farm

IFPRI – International Food Policy Research Institute

B2C – Business to Consumer

QC – Quality Check

SOP – Standard Operating Procedures

RTGS – Real Time Gross Settlement

NID – National Identification

FCR – Feed Conversion Ratio

ETP – Effluent Treatment Plant

CAPEX – Capital Expenditure

B2B – Business to Business

Chapter 1: Overview of Internship

Student Information

Name	Rahamotulla Khalid Tashin
ID	20304015
Program	Bachelor of Business Administration
Major	Human Resource Management
Minor	Marketing

Table 1: Student Information

Company Information

Period	January 25, 2025 – April 25, 2025
Company Name	Provita Group
Department	Management Information System
Address	Provita Tower, House-21, Road-35, Gulshan-35

1.2.1 Company Information

Supervisors Information

Name	Palash Das
Designation	Senior Manager, MIS
Contact Info	01713189190

1.1 Nature of Internship

This was a required part of the Bachelor of Business Administration (BBA) course at BRAC University, which was designed to give students a taste of what it's like to work in the real world. I worked in the Management Information System (MIS) department of the Human Resource Management (Human

Resources Management) unit and the Sales Admin Department of the Provita Group. The internship lasted three months, during which I did a lot of different things, like entering data, keeping track of attendance, managing payroll, processing HR data, and making internal reports. Getting this opportunity gave me a lot of experience and a better understanding of how HRM works in real life and how important MIS and sales admin are to making HR functions work. Provita Group emphasizes technological integration in all of their departments especially in HR and Finance, utilizing a custom application platform called “ERPonTheNet+” for streamlined and secure processes.

1.2 Duties, Responsibilities & Department Overview

During my three months of internship period, I’ve been tasked with various tasks that required technical knowledge and understanding of different software such as MS Office tools and capability of providing operational support to the team and line manager in performing the assigned job responsibilities. At the Provita Group, the Human resource management department is tasked with managing the employee lifecycle, employee recruitment and on-boarding, employee relations, payroll and training. Within this division, the MIS department and Sales admin plays a vital role within the company and maintaining employee records, integrating data with enterprise systems and generating reports for decision making. I have also gained experience from working in the finance department for about two weeks. The financial department of Provita Group is an important part of this company assisting in the large-scale operations across Bangladesh and many other trading partners outside the country. The department’s responsibilities encompass regulatory standards.

1.3 Objectives of the Internship

The goal of the internship was to provide practical, experiential access to the study of Human Resource Management through the lens of direct real-life organizational work and attain job experience by handling HR data systems and daily HR operations. In doing so, the internship aimed to link theoretical information that we learnt at university to practice in a structured corporate setting thus allowing participation in practicing the concepts of HRM. One major aspect that was focused on was to understand the technical skills required in Human Resource Information System (HRIS) software, how and what it does. Moreover, the goal was to ensure that there were chances to make significant contributions to the organizational endeavors without treating the notion of meeting the set standards of performance and professional expectations lightly.

1.4 Description of Tasks Performed

1.4 .1 Monitoring Employee whereabouts and attendance:

The first thing and one of the earliest activities that I was taught following my appointment as an intern was keeping track of efficiency in regard to attendance and also location of marketing employees through a software solution that was developed together with Grameenphone. The system is basically used in the tracking locations of the employees that is a fundamental process in ensuring the travel and daily allowances for the marketing team is fair.

I was given the duty to follow and analyze the records of their movements, such as times they arrive at the office and depart to work, where they stayed or where they traveled, how much distance they've covered and when they clock out of work and then I was expected to report the results to my superior. This was both an accurate, time sensitive task as this needed to be done fairly and in a manner that looked into the financial requirements.

1.4 .2 Payroll Management:

I actively participated in the process of payroll management as part of my given duties. I was in charge of upgrading and keeping employee leave records on a regular basis, which was a very important task directly affecting calculations of payroll.

I used to closely verify the leave applications made by the employees compared to their employee attendance records on a weekly basis so that proper leave records were maintained as they were really on leave either on vacation leave, sick leave or any other reason. I also checked the policies and rights to ensure that the number of days registered under leaves was in line with the company protocols and the law requirements.

There was a special focus on reviewing travel and daily allowance (TA/DA) of sales and marketing employees and ensuring that any discrepancy and miscalculation or mistakes had been identified. Where errors or inconsistencies were identified, I corrected the records and consulted with the HR then corrected them to maintain a fair and transparent approach to compensation. All the verified data was then ordered systematically and saved using Microsoft Excel to be used in further reporting and processing payrolls.

1.4 .3 Visualizations & Data Management:

I handled large and diverse amounts of datasets in different projects, which helped me to acquire a lot of experience working with data, including errors or discrepancies detection, records cleaning and modification, as well as data validation, where the integrity of the information is guaranteed.

My initial task was revealing differences and mistakes, optimizing records, and carrying out data validation in order to ensure the integrity of the information and ensure accuracy of the information and consistency across the datasets. I also prepared various data by standardizing data entries, dealing with missing and repeated values so that the datasets are consistent and can be analyzed. To be sure that the information was clean and properly arranged, I then applied the services of such tools as Power BI, Excel built-in functions to present visually engaging and informative dashboards, graphs, and charts.

1.4 .4 Document Management:

During my internship, I had the responsibility of classifying and housing any type of paper files, reports of documents in order to have it well filed and accessible, whenever needed, in future audits or requested investigations.

First I sorted those documents into respective categories which I retained to make the record filing system well organised and did not violate the formalities of confidentiality and compliance.

Regarding the project sales and document order reports, I ensured that every report was carefully compiled according to the names, dates, and sales teams making it possible to have a clean chronological backlog and could easily be retrieved should the need ever come. The files were already labeled so I just put them in each file responsibly which included proper and consistent naming convention and making relevant metadata on a digital tracking system to contribute further to the available access and organization of the files.

1.4 .5 Employee Data Entry on “ERPonTheNet+”

One of my major responsibilities was to ensure that the records of employees were accurate and up to date in the “ERPonTheNet+” a customized HRIS solution that Provita Group uses. It involved reviewing and updating information such as National Identification (NID) numbers which is a primary personal identification of employees, carefully filled in contact information, guardian details and other personal

details in the event that the company needed to contact emergency contacts and other vital individuals within a short time frame.

My part in this was that I kept a record of guarantees and verification's, in other words, I verified that the data on the employee credential and personal background was legitimate to safeguard credibility and adhere to corporate guidelines. I also documented and tracked educational and professional qualifications of employees and ensured that all qualifications were correlated in relation to the position. Lastly, I maintained sensitive records such as criminal record status and medical history with in particular concern of privacy and confidentiality.

1.4 .6 Supporting Recruitment process:

I had the opportunity of visiting one of Provita Group's Largest Project which is located in Noakhali and stayed there for a week to observe and assist the employees there, watch and learn from them. While I was there, I contributed to one of their hiring procedures that was on-going during that time. I assisted in screening the CV's, called them up for interviews and scheduled time and date, developed recruitment letters, and updated the records of the new employees with role-specific information. This implied keeping secrets, handling information precariously, and collaborating with HR officers.

1.4 .7 Payment Discrepancy Reporting (Finance):

I had a responsibility of going through the payment records on a daily basis to check whether the amount of money received as payments corresponded to the proposed payment plans. This was done by comparing the scheduled payment procedures, i.e. the amounts to be paid and the dates when they are due to be paid, with the real payments that are made by customers or clients. I scrutinized any possible mismatches, a delay on the payment, partial payment, and over-payment, and recorded them immediately; these disparities, as well as context or any other possible problems, needed to be reported to the finance supervisor to be resolved as soon as possible.

1.4 .8 Financial Record Keeping (Finance):

As part of this brief experience, I had to keep a daily sales log where I had to monitor the amount of chicken being sold on daily basis and also the revenue generated by it which was a core part of the company with the help of excel, I prepared a tabulation of the sales of each day, and capture the exact number of the sales in addition to the sales income itself. I also kept a record of daily expenses of all the projects and head office and all the transactions that were made every day.

I examined the trends in the data as well, i.e. change in sales volume or revenue and made comparisons with data reported on the System “ERPonTheNet+” with the existing data I have and reported them to my supervisor. This data was important in the process of internal forecasting and financial planning as it gave an idea on the trend of sales, inventory requirements, and possible avenues of expansion.

1.4 .9 Transaction Management (Finance):

One of my major roles during those two weeks was dealing with cheque transactions to administer a wide range of financial activities in the organization. I was involved in issuing cheques to suppliers, final settlements of employees, salaries as well as RTGS (Real Time Gross Settlement) transactions. Then my task was to scan all the transactions that were well kept in the form of hard copy and soft copy of the cheque’s and money receipts that were signed by recipients for security and auditing purposes.

Then I'd make entries in the company’s all in one software solution “ERPonTheNet+” regularly, every day entering each transaction. This position not only offered a good exposure on financial compliance procedures, but also developed a better understanding on the workings of electronic banks operations, and made me more conscious of proper documentation in corporate finance.

Chapter 2: Organization Overview

2.1 Introduction:

Provita Group is among the top Agro-based industrial conglomerates in Bangladesh that engage in manufacturing of poultry feed, fish feed, cattle feed, day-old chicks (DOC), hatchery services and also other related Agro-industrial products. Ever since its formation in 2001, the group has shown a steady rate of growth, based on the idea of innovation, product quality, and practice of sustainable farming. The diversified operations of the company are supported by its wide distribution network, labor forces and deep penetration in different supply chains in Agro-industrial industries. The contribution that it makes to employment, food security and economic contribution makes Provita Group one of the major providers of the agricultural economy that is flourishing in Bangladesh.

2.2 Company History:

Provita Group can be traced back till 1990 when the founders initiated its operation in the poultry business- a business that was still in its infancy stages in Bangladesh. The company first began its operations with a small-scale hatchery and expanded with time creating new business units that engaged in feed production, creating hatcheries, breeding facilities and so on. The official enrolment of the current corporate identity of Provita took place in 2001 hence it also became a major turning point in its evolution. By the middle of 2000s Provita was a well-known brand of poultry and fish food. The group grew very quickly by investing into fully automated feed mills, hatcheries, breeder farms and related logistics facilities in Chittagong, Noakhali, Sitakunda, Mymensingh and Jessore.

Although Provita faced losses due to COVID-19 pandemic and subsequent economic disturbances such as Ukraine-Russia war, exchange rate fluctuations, power and gas cuts, it managed to remain resilient. The organization has since developed a strategic financial restructuring and rebuilding program to hike up the production and restore its market leadership.

2.2.1 Mission:

To produce animal feeds, poultry, hatchery, and food processing products of international standards with consistent quality, and deliver unparalleled performance benefits at an affordable price to poultry farmers, dealers, and customers.

2.2.2 Vision:

To serve the world with good quality meat and food products that are nutritious.

2.2.3 Core Values:

The fundamental values of Provita Group are quality, consistency, innovation, customer satisfaction and ethics in business. Research and development are other values of a company that give focus to production quality and efficiency of products.

2.4 Company Overview:

The Provita Group now has a total of nine sister concerns that consist of Provita Feed Ltd, Provita Fish Feed Ltd, Provita Poultry Feed Ltd, Provita Breeders Ltd, Provita Chicks Ltd, Provita Layer Hatcheries Ltd, Classic Provita Agro Ltd, Provita Hatcheries Ltd and Provita MAA PP Bags Industries Ltd and also there are a total of eighteen trading partners of Provita Group. All these units work as a team under Provita Group to serve the poultry, fish, and cattle farming industries.

The company has a monthly production of 80 lakh chicks in DOC and more than 60,000 metric tons of feed production capacity. The group operates as one of the leading players in the industry in Bangladesh with a 20 percent share in the national poultry feed and hatchery market.

2.4.1 Provita Feed Ltd

Established in 2001, Provita Feed Ltd (PFL) is a manufacturer of fish and poultry feed based in Bangladesh. The annual production capacity is 48,000 metric tons. An accurate theoretical definition of forage or Provita feed quality is based on animal performance. Voluntary intake and nutrient digestibility are utilized to create indices of forage quality, and most feeding standards and models operate under the premise that animal performance is closely tied to nutrient intake. We have expertly crafted layer feed to provide natural, balanced nutrition that supports the production of fresh, hard-shelled eggs in both free-range and home-raised flocks. We manufacture poultry feed for Layer, Broiler, and

Sonali/slow-growing chickens. Layer chickens are raised for egg production, while Broilers and slow-growing chickens are raised for meat production. For Layer chickens, we produce Layer starter and Growing feeds for the grow-out period, as well as Layer-1 and Layer-2 feeds for the laying stage. For Broilers and slow-growing chickens, we offer Starter, Grower, and Finisher feeds tailored to meet the specific nutritional requirements for each developmental stage.

2.4.2 Provita Fish Feed Ltd

Provita Fish Feed Ltd manufactures both floating and sinking feed for fish. Different sizes of feed are produced to cater to the varying ages and sizes of fish. Floating feed is more efficient than sinking feed, enhancing digestibility and minimizing waste. We create feed for species such as Pangash, Tilapia, Koi Magur, Carp, Pabda, and Gulsha. Natural food sources can be found in ponds, which may consist of detritus, bacteria, plankton, worms, insects, snails, aquatic plants, and fish. The availability of these foods is heavily influenced by the quality of the water. In catfish feed, animal proteins can be substituted with plant proteins without impacting growth and feed efficiency. The primary plant protein sources for catfish feeds include oilseed meals like soybean meal, cottonseed meal, and peanut meal. The feeds are produced as granules or pellets, offering concentrated nutrition that facilitates efficient feeding and allows fish to reach their full growth potential. They are mixed with other components such as vegetable proteins, cereal grains, vitamins, and minerals, then shaped into feed pellets.

2.4.3 Provita Breeders Ltd

Established in 2010, Provita Breeders operates on approximately 5200 decimals of land located in Maijdee, Noakhali. The facility features four well-known sheds capable of housing 270,000 birds for egg production and future hatching. The hatching units are equipped with brand new European 12-pioneer and 12-hatching machines that can produce 2.16 million day-old-chicks (DOC) each month.

Additionally, there is a small-scale feed mill for internal use. Provita Group's ongoing commitment, along with proactive management and support from numerous clients, has enabled us to expand our business endeavors. In the second phase, this sector significantly increased the Group's revenue while also contributing meaningfully to the government's revenue. Over time, the Group has embarked on new initiatives, and currently, several industrial units fall under its umbrella, including hatcheries, poultry feed, a MA pp bag industry, and sectors in Agro and fish feed.

The Group is also planning to establish more projects, most of which are already in the pipeline. Foreign investors have expressed strong interest in collaborating with us for joint ventures, and this matter is currently receiving our active attention and is expected to develop soon. This will contribute to the country's economic progress and generate employment opportunities for various professionals.

2.5 Board of Directors:

The management team at the Provita Group is a small yet mature group with four directors working with 25 members of the senior management team and 42 members of the middle management team, although it is small yet quite experienced. The organization employs more than 5,400 workers with more than 5,000 workers in factory and technical maintenance. They collectively provide livelihood to almost 22,000 people including dependents. Mr. Muhammed Nurun Nobi holds the post as the current Chairman and currently the Managing Director is Ms. Sulekha Ibrahim who possesses vast experience in Agro-industrial management and strategic growth planning.

2.6 Services and products offered:

Provita Group has a vertically-integrated agribusiness whose portfolio runs through various key divisions of the livestock, poultry, and aquaculture industries. The services proposed by the group and the product range that it would produce are meant to serve all the key parts of the supply chain. An entity which begins with the production of feed is followed by breeding and hatching of day-old chicks, and is also expanding other segments.

2.6.1 Poultry Feed:

One of core operations of Provita group is its poultry feed division which is also a source of its major revenue. The company manufactures specialized feed to broilers, layers, and breeders and each feed is molded that helps address the nutritional and physiological aspects of poultry at various growth stages. The feed is produced in modern fully automatic feed mills with European equipment with such brands as Stolz (France) or Muyang (China).

These feed mills are strict in their quality control measures so that the feed is composed of high levels of protein and a balanced energy content and the feed contains additives that boost the immunity. The group has strategically positioned its production units in Sitakunda (Chittagong), Bhaluka

(Mymensingh), and Jessore, which enable it to provide services efficiently to the country, in the center as well as to the remote areas of the country.



Its feed is offered as mash and pellets at a high digestibility level and continuously formulated that limits mortality and improves feed conversion ratio (FCR).

- Daily maximum capacity of production of feed: 1500-1740 metric tons
- The total monthly capacity of the feed factory is more than 87,000 metric tons.

Such high output capacity allows Provita to cover seasonal demand peaks and provide its own hatcheries and third-party farms.

2.6.2 Fish Feed:

Provita fish feed Ltd. is part of the group involved in manufacturing high quality fish feed in support of the fast-growing aquaculture industry in Bangladesh. The company also manufactures floating and sinking fish feeds, which are specifically manufactured to meet the demands of species like tilapia, Pangasius and carp.

The fish feed manufacturing plant is situated in Bhaluka, Mymensingh and is operated on an all-day basis i.e. 24 hours to provide supply of fish feed without gaps all year long. The production process

involves extrusion, grinding, mixing, conditioning and coating- each being followed by a keen eye in maintaining the quality of the production process.

- Provita has offered the other fish farmers products that would help them experience quicker growth and improve survival rate by providing nutritionally balanced feeds with which fish farmers operating in small or medium scaled operations prefer using such services.
- The monthly capacity in fish food production: 36,000 metric tons. The emphasis on feed efficiency and sustainability has made it become a powerful player in this niche market.



2.6.3 Cattle feed:

The cattle feed division also exhibits a strong and continuous growth in the cattle feed segment; however, compared to poultry and fish feed segments, the current scale of the cattle feed segment of Provita Group is quite small. The firm sells various types of feed products to various classes of cattle such as dairy cows, beef cattle and calves. These feeds are also rich in crude protein and have all the necessary minerals, vitamins and fiber which help the animal gain weight, milk production and provide general health.

The feed developed by the nutrition experts of the group guarantees improved digestion and decreases the necessity to apply extra supplements. This is more beneficial to the livestock farmers in the rural area, especially those living in dairy farming- focused districts. Provita is also looking at silage production and fortified feed solutions to the cattle segment as part of its growth strategy.



2.6.4 Day-old Chicks:

The Provita Group has been considered as one of the biggest and best producers of day-old chicks in Bangladesh. Its DOC manufacturing includes both broiler and layer types of DOC and it is established on the basis of a network of breeder farms and producing hatcheries in Noakhali, Chattogram and some of the other districts. The parent stock used to breed chicks is of superior genetic make-up obtained through internationally renowned suppliers and the chicks are reared in secure bio secured facilities with standards being supervised on strict biosecurity levels.

The hatcheries are fitted with superior incubation equipment of Canadian and European origin and this ensures that there is consistency with the temperature, humidity as well as turning the eggs are maintained automatically. The environments allow increased hatch rates and chicken health. The

consequence is that the Provita DOCs are characterized with high strength, increased growth rates and reduced mortality at an early stage.

Features:



- Capacity of total monthly production of DOC production: about 13.6 million chicks
- Number of parents who breed stock: more than 1.2 million birds
- Application of top-quality European incubation equipment using bio-secure hatcheries.

The group has strategically positioned hatcheries at Noakhali, Chattogram and Mymensingh to serve the national demand in an efficient manner. The chicks are marketed to farms distributed throughout Bangladesh, where there are numerous clients willing to pay an extra premium price to receive the high-quality DOC of the Provita Group.

2.6.5 Hatchery Services:

The service of hatcheries offered by Provita Group does not just include the supply of chicks. The company provides an integrative hatchery service that consists in automation incubation process, vaccination upon hatching and immediate delivery in customized vehicles. Such hatcheries are supervised on a 24-hour basis with strict guidelines to ensure hygiene and eliminate cases of diseases.

Also, Provita regularly carries out health checks, water, and ventilation tests to maintain the best hatching environment. The group also rents their incubation technology to others so that other farmers or

local businesses can flourish and also provides technical advisory services so that farmers can know how to deal with the chicks in their critical early stages of life. The value-added services have assisted Provita to develop trust and loyalty towards their customers.

2.6.6 Logistic and Vehicle Support:

Appropriate logistics also means much to the Agro-industrial business and Provita has invested a lot in its own transport fleet. The group has more than 90 vehicles that include feed delivery vehicles, chicken transport vehicles and mobile cold storage vehicles. These vehicles are specially made to take care of the safety of the products, temperature control and contamination to the products during transportation. Long distances do not pose a challenge to Provita since it ensures that the dealers and farms in the country, even those in remote or underserved regions, receive their products on time by having our own logistics network.

This logistical advantage has gone on to be a major source of differentiation with respect to the group, which can expand rapidly and at the same time be flexible enough to deal with varying market needs. The result also is that the in-house fleet minimizes reliance on third-party logistics providers, and also intensifies supply chain control.

2.6.7. Technical support to and for the Farmers.

Provita Group does not only interact with customers by delivering products. It runs a strong technical advisory and farmer support program that aims at building productivity and minimizing farming risks. Its field staff and dealers network have on regular basis conducted on-site consultations, farm audit and training programs on best practices in feeding, housing, disease management and chick brooding among the farmers.

It also conducts workshops and seminars to launch new lines of products and give postulations on poultry health trends and optimizing feed performance. The programs are mostly advantageous to the small and medium scale farmers who do not have access to the veterinary consulting services or agricultural extension services. Such practical assistance has enabled Provita to develop a customer base of loyal customers as well as developing the community in the areas of its operation.

2.6.8. Summary of Key Product Lines

Category	Product/Service	Monthly Capacity	Brand/Unit
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Poultry Feed	Broiler, Layer, Breeder Feed	87,000+ MT	PFL, PFFL, PPFL
Fish Feed	Floating and Sinking Feed	36,000 MT	PFFL
Cattle Feed	Milk & Growth Feed	Small Scale (Growing)	All feed units
DOC	Broiler and Layer Chicks	13.6 million/month	PHL, PBL, CPAL, PCL
Hatchery Services	Incubation, Vaccination, Transport	Integrated with DOCs	All hatchery units
Oilseed Crushing	Soybean Oil, Meal	Under construction	Oil Seed Crushing Industries Ltd.
Technical Services	On-farm Support, Training, Advisory	Nationwide	In-house R&D and technical team

2.7 Management Practices:

Provita Group's management structure is described as one that combines centralized decision making and decentralized operations of the different units. The management team ensures efficiency, accountability and lifelong development of both the people and systems to ensure that they remain competitive in a fast-changing market. The company has inculcated ERPonTheNet+ solutions in operation, financial tracking and inventory management, whereas the company has high inter-departmental coordination among the production, logistics, R&D, and sales.

2.8 Workplace Culture & Leadership Style:

At Provita, the leadership uses a participative and transformational approach which empowers the vision and embraces innovation, goals and empowerment at all levels in the organization. The employees will be promoted to own their work, suggest new ideas and work towards continuous improvement. The corporate culture of the company can be characterized by discipline, teamwork, respect, and transparency, and it makes sure that employees of its factories as well as its corporate staff are subject to a well-established code of conduct. Corporate values are reinforced through regular training programs, meetings and employee engagement programs.

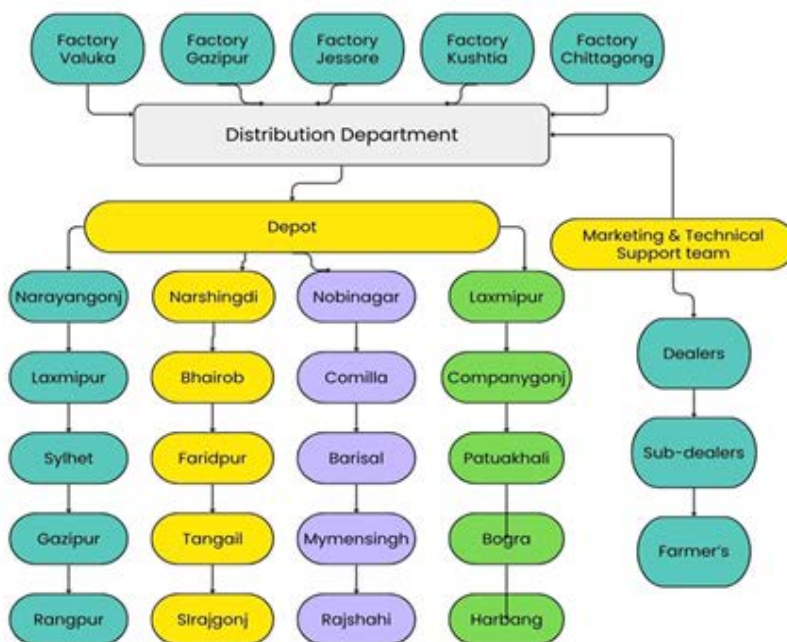
2.9 Human resource Practices:

HR development is a key concern in Provita Group. The company provides well-defined career progression and regular technical training and performance appraisal. The workers at all levels, such as the top management to the factory workers are subject to periodic assessments and comments. Safety is also one of the priorities in particular in the hatcheries and feed mills of the group; therefore, standard operating procedures (SOPs) are adhered to.

2.10 Marketing Practices and Sales Strategies:

● 2.10.1 Extensive Distribution Network:

The large distribution system of Provita is a key to its marketing strategy, as the company tries to maximize the product availability of its products to a large number of consumers and farmers in Bangladesh. This has been largely undertaken by strategic laying out and use of 18 depots who are distributed throughout the country.



The strategic locations of these depots are in major geographical regions such as Sylhet, Bhairab, Narsingdi, Companigonj, Comilla, Narayanganj, Laxmipur, Gazipur, Manikgonj, Tan-gail, Mymensingh, Sirajgonj, Rajshahi, Bogura, Rangpur, Faridpur, Barishal, Patuakhali and Harbang (Cox Bazar). This extensive physical location has given Provita the ability to reach everywhere within the

Country strategically and has expanded them to places that have nearly reached every nook and cranny of Bangladesh.

The number and type of intermediaries, i.e. the number and type of depots, are the direct consequences of their policy towards distribution, i.e. they seek extensive market coverage and not selectivity or exclusivity. The strong network is essential in terms of their objective on distributing the products to the market so that they may be purchased by a good number of people.

- **2. 10.2 Efficient Logistics:**

Several major practices that have supported quality upstream logistics at Provita include having an adequate transport system that aids in the distribution of goods to various geographical locations and having an elaborate tracking system that guides accurate delivery of goods of right place and time as well as quantity of the right goods at the right time. In addition, the company focuses more on good packaging that protects goods and reduces breakage and tear and wear during transportation. They also monitor prospective places of placing their products strategically in order to maximize purchasing opportunities for consumers. This integrated approach in logistics enables Provita to spread its goods in the market efficiently so that many people are able to purchase them.

- **2. 10.3 Customer-Centric Marketing:**

Marketing by Provita has been through the marketing of products in a number of forms such as advertisements, direct sales, placement, as well as advice in order to encourage customers to accept their products. They also wish to make customers know the innate advantages of their goods.

- **2. 10.4 Sales and Marketing Integration:**

Provita understands the synergy in marketing and sales. Marketing builds connections and it draws in prospects and their job is only to be closed by the Sales department. The result of this kind of cooperation is effective campaigns and better interaction with possible buyers.

- **2. 10.5 Skilled Workforce:**

A competent work force with the likes of the Director, Managing Director and Chairman attributed the success of their distribution and marketing channels. They have a sales and marketing team of 150 people with different functions which stretches to DGM (4), Zonal In-charge (18), RM/ARM (31) and Marketing Officer (97).

- **2. 10.6 Quality Focus:**

Provita has never stopped attempting to have the most excellent quality of products by gathering and importing quality raw materials both out and in the country and a team of people who ensures the quality of the product after Quality Check (QC) is done. They never sell discarded or products that don't pass the QC test. And all their machinery is the best of its kind in the world.

- **2.10.7 Marketing Framework/Model Analysis:**

The marketing tactics used by Provita Group are heavily correlated to the 4 Ps of Marketing (Marketing Mix) which shows that the firm has a thorough scheme of coping with the market.

- **Product:**

The very essence of Provita is in the production and marketing of agro-firm products such as Day-old-chicks (DOC), eggs, fish feed, cattle feed, and poultry feed. The prominent focus is assigned to the preservation of high quality of the products produced, which is achieved by the careful selection of the quality of raw materials and the use of the modern equipment. This dedication makes it clear that they have attached importance to appropriately understanding the element of Product so that their products are able to fulfill the current market requirements and the anticipations of consumers.

- **Price:**

The outstanding emphasis of the company on wide distribution among a large number of consumers and farmers suggests the market penetration strategy or competitive prices. This is probably with an intention to attain a high level of access and attraction among various market segments.

- **Place (Distribution):**

This is the basis of Provita strategy. The company possesses a strong national network, which is the primary element of their place strategy that consists of 18 locations aptly depots in Bangladesh. Such a large scale physical platform with the efficient transport and tracking facility and prolific product positioning has a far reaching impact whereby the products are available easily to the consumer at the right time when and where they need it. The company boasts of a highly established policy of a mass distribution because it targets every corner of the country.

- **Promotion:**

Provita is also actively involved in numerous promotion mechanisms , All these are the activities which entail the use of varied methods like advertisement, direct sales schemes, thorough positioning of products, and providing professional guidance. The importance of their marketing department in lead generation and development of a good relationship with customers is discussed, which specifically complies with promotional goals of creating awareness and spurring purchases. Another selling strategy is the ability to carry out proper communication to the target market on the nature of benefits that their product embodies.

2.11 Overview of the industry

It is estimated to have a total demand of commercial poultry feed in Bangladesh of 3.05 million metric tons per annum and a growth of 12-15 percent rate every year. At the same time, at least 6 crore chicks are demanded every month in the DOC market and the population in Bangladesh is near about 330 million chickens. The poultry industry provides approximately one-third of the 11.5 percent contribution of the agriculture sector to GDP of Bangladesh thus becoming one of the core pillars of food security and employment.

2.12 Competitor Analysis:

The Agro-Industry market within which Provita operates is extremely competitive in Bangladesh, especially within poultry feed, day old chicks (DOC) and other associated livestock. Major competitors, such as Kazi Farms Group, CP Bangladesh Company Limited, Aftab Bahumukhi Farms, Paragon Group, and Nourish respectively have unique competitive advantages, i.e., vertical integration, scale, and market positioning.

- **Kazi Farms:**

Kazi farms is well-known as the market leader in the poultry industry within Bangladesh. It is currently in possession of around 34 percent of the broiler grand-parent (GP) stock, and there are around 49,000 birds distributed among seven GP farms. The company has 13 hatchery units and two feeding mills. Kazi Farms earned BDT 39.38 billion of revenue in the fiscal year July 2022 to June 2023, the pre-tax profit BDT 1.75 billion and retained earnings BDT 16.86 billion. Its vertical integration stretches back to

parent stock, feed manufacture, hatcheries, processing facilities and a national system of dealers and distributors.

- **CP Bangladesh:**

CP Bangladesh is a Thai multinational subsidiary that engages in stiff competition within the feed and poultry market. According to the 2023 calendar year, in the poultry sales, CP Bangladesh recorded BDT 43.53 billion in sales, pre-tax profit of BDT 1.53 billion and kept BDT 6.78 billion in earnings. The company has an entirely integrated business model: parent stock farms, hatcheries, feed mills, and downstream branded products, although its layer (egg) business would remain on hold as of 2023.

- **Nourish, Aftab Bahumukhi Farms, and Paragon:**

Aftab, Paragon and Nourish are also the other important players. A market summation made in 2023 indicated that Aftab Bahumukhi farms possess approximately 25 percent market share in poultry feed; ACI Godrej (Bangladesh) possesses approximately 18 percent; Paragon possesses approximately 15 percent and New Hope approximately 12 percent market share. Although the particular revenue data about these competitors was not open to the general public, it is evident that they are among the leading five producers of feed. Paragon together with Nourish is also engaged in GP level activities, however their concentration in GP stock is lower in comparison to Kazi.

- **2.12.7 SWOT Analysis**



1. Strengths:

Integrated Operations and Diverse Product Portfolio: Provita Group is a vertically integrated group in the poultry supply chain and it produces poultry food, fish food and cattle foodstuffs. The company also ventures in the hatchery business where it produces Day-Old Chicks (DOC). This kind of diversification in the form of variety in feed and chicks gives a steady business model.

Good Distribution and Markets : The Company enjoys a robust distribution network of dealers all over the country besides 18 depots that are strategically located in major cities like Dhaka, Chittagong and Sylhet. Due to this far-flung distribution network, Provita can access almost every neighborhood across Bangladesh, hence enabling its customers to obtain its products.

2. Weaknesses

Major Financial Instability: In the Provita Group, it is said that they are languishing in debts of 300 crore of Tk3, loans. The case of loan default has resulted in the family of this firm and the managing director being not allowed to leave the country. This financial strain has observed bankers dragging out of business and the impact on the business work capital and business functioning capability is very negative.

Legal and Reputational Damage: The loan default and cheque bouncing cases (many) registered against the company leadership by various banks and financial institutions have brought legal litigations and also lost their reputation.

3. Opportunities

Growing Market Demand: Bangladesh has a big potential to have a big poultry industry with the estimated consumption of poultry meat to increase by 26 percent and eggs by 41 in the next five years. This has increasing demand and amounts to a significant expansion and market capture.

Government Initiatives: Certain government initiatives like implementation of more subsidies and tax incentives may present a desirable growth prospect to both the poultry farms and industries that are related.

4. Threats

Intense Competition: Bangladesh poultry industry is an oligopoly industry where the large players including Kazi Farms Group, CP Bangladesh, Aftab Bahumukhi Farms, Paragon Group, and Nourish are very strong. Such a competitive environment poses a challenge where a company under weakened condition cannot easily recover its market share.

Global Supply Chain Volatility: Most of the company operations especially feed-making are very sensitive to imported material supplies. Big changes in global supply chains and a flexible price of commodities are constant threats to profitability and survival of operations.

- **2.12.8 Porter's Five Forces Model Analysis**



Threat of New Entrants: (Moderate to High) The level of competition is low to intense. Although the poultry sector is severely disintegrated to a big number of small-holders, the entry capital barrier into large-scale and all-inclusive operation is high. But one of the factors that manage to downplay the financial threshold of entry at the farm level is the availability of credit dollars by the local feed industries to new farmers. There are also barriers in the form of the existence of already established players with their brand feature and networks of distribution, e.g. Provita.

Bargaining Power of Suppliers: (High) the power of the suppliers is high. The products used in feed production are imported to a large extent. This makes the companies dependent on third parties and vulnerable to global shock of supplies and price fluctuations. Suppliers have lots of leverage over farmers because the cost of feed can constitute a big percentage of the farmer's expenditure.

Bargaining Power of Buyers: (Moderate) Both the large commercial farms and the numerous small-holders are in the market, with less individual power being possessed by the latter. Nevertheless, the fact that there are a lot of alternatives and that farmers can easily alternate between various sources of feeding and chick suppliers provides buyers with certain bargaining power. The ability of the many local feed companies to supply their product on credit also increases the choice the buyer has.

Threat of Substitutes: (Moderate) The other protein sources including fish, beef, and vegetable foods pose competition on poultry meat and eggs. Although the poultry products are a staple, the consumers have preferences and sensitivity to price that may instigate a diversion in demand towards these substitutes.

Rivalry among Existing Competitors: (High) There is a strong rivalry by the existing competitors. It is an oligopolistic market with large, integrated players in it. Some important competitors are Kazi Farms, CP Bangladesh, Aftab Bahumukhi Farms and Nourish. The rivalry is intense because most companies are competing on price, quality and distribution to retain or acquire market shares.

2.13 Corporate Social Responsibility:

Provita Group operates by a big way of Corporate Social Responsibility. It contributes to the socio-economic development of the area in several different aspects:

- Farmer Education Programs: Regular farmer education programs enlighten the farmers on better feeding systems, health, and productivity management.
- Disaster Response: Provita has been maintaining production and supply at a huge cost in sustain the food chains during the whole period of COVID-19, besides helping dealers and farmers who might have been hit by market imbalances.

- **Green Operations:** Most projects do not fall under Effluent Treatment Plants (ETPs) but Provita made assurances of investments in future operations towards environment-friendly activities initiating its oil seed business and practices related to its packaging processes.
- **Social Welfare:** Provita makes a lot of contributions through donations to religious institutions every year. That not only helps the religious institutions grow but also helps strengthen its infrastructure for the students studying there. They often sponsor students and provide them with a better future. They also provide meals every Friday to poor people after every Jumma Prayers.

2.14 Recognition:

I did not find anything on this aspect though but Provita Group market position alone is a testament that the company is recognized in the industry and does well. The following are some of the campaigns carried out frequently by Provita:

- **Farmer Outreach Campaigns:** These are aimed at introduction of new feed versions or strains of chicken that have better performance.
- **Educating about the products:** This should be done through field demonstrations and pilot trials where it will demonstrate the difference in performance gain of the Provita products over those of the competitors.
- **Dealer Engagement Events:** To enhance loyalty to the products and manufacturer as well as a way of getting feedback, there are annual dealer conferences.
- **Digital and Rural Advertising:** Posters, banners, truck branding and targeted SMS campaigns will be done in areas with high density of farmers to keep them in good memory with the rural customers.

2.15 Gaps & Challenges of Provita Group:

- **Extreme Financial Pressure:** The fundamental issue is that the company reported debt up to 3,300 crore Tk and loan default. It has resulted in failure to raise the working capital and import raw materials needed to produce feed, which is a significant aspect of its business. The current economic meltdown has made it impossible for the company to run its business, and it's hard to stay a major player in this situation.
- **Legal and Reputational damages:** The legal cases and the many declined payments that have stopped its managing director from traveling have hurt its reputation a lot. That breaks trust not

only between banks and other financial institutions, but also between banks and customers and suppliers. In markets where buyers have some power to negotiate and can easily switch suppliers, a bad reputation can cause a company to lose market share.

- **Shocks by way of liquidity:** The company uses foreign supply inputs to make feeds and other products, and it is currently in a weak financial position. This makes it very vulnerable to price changes and volatility in international supply chains. Provita doesn't have the money to handle these sorts of shocks like its financially strong competitors do. This could make its profits and ability to run its business even worse.
- **Lack of Ability to take Advantages:** The money and name troubles Provita has do not let the company use the rising want for chicken goods in Bangladesh. While others can focus on growing and buying, Provita must stay stuck in the state of just getting by; this has caused its fight with debt and court matters.

2.16. Recommendations

- **Debt And Finance restructuring:**

Depending on its financial problems, Provita should make it a priority to overcome them. It is in the best interest of the company to approach its creditors and negotiate towards restructuring its debt. This can be comprised of:

Designing an affordable repayment schedule, so that repayment of funds monthly will be easy.

Combining two or more loans to make debt management easy.

Possible sale of non-essential assets to realize liquid assets and cut down on the loan burden. A business restructuring financial advisor should be hired to come up with a comprehensive and clear plan.

- **Strategic Reputation/Stakeholder Management**

Start with open and clear talks to build trust among banks, suppliers, dealers, and customers. This means sharing the financial recovery plan of the company and showing strong will to put things right.

The shift must be made towards marketing core strengths of the company including its countrywide distribution network, wide range of products, and operations vertically integrated. This will strengthen its value propositions and demonstrate that it is a stable business partner.

Focus on better quality service to customers and improved reliability of the company to its customers. The organization can prove its perpetual interest in the market by ensuring steady delivery of its product, plus intimate relationship with its dealer network.

- **Optimization of Cost Efficiency of Work**

Reduce Supply Chain: In order to curb out the bargaining power of the suppliers and volatility in the global supply chain, the company might consider other sources of raw material at lower prices or those in the home country..

The best way to improve cash flow management is to enforce stricter policy standards in cash flow management in order to maximize working capital. This involves re-assessment of credit terms with the suppliers and customers as well as tightening internal operations to cut down on unnecessary spendings.

Maximize Distribution Network: Determine the efficiency of the 18 depots and a chain of dealers all over the country. Details on underperforming depots or channels should be identified and the logistics should be streamlined in order to cut down on operational costs and increase profits.

- **Find Strategic Investment/Alliances**

Consider possible Joint Ventures: Provita could consider looking at the possibility of establishing Joint Ventures with other industry players including those with good financial position. A partner may bring the capital injection or a more reliable chain of supply that is needed.

Use Government Initiatives: Taking advantage of government initiatives, of which subsidies or tax breaks are geared towards encouraging the poultry industry, actively. Compliance with these programs could be a life-saving agent and a winning edge.

Partner with Farmers: Build stronger bonds with both large commercial farms as well as with small-holders. Creating flexible credit terms or technical support might create more customer loyalty and give a more stable customer base within the company.

- **Increase the Brand Exposure on the Urban Consumer Segments**

Provita has a good B2B and B2F recognition but it doesn't have as much exposure to the B2C market as compared to Kazi Farms and CP Bangladesh. To fill this gap, the company can look at the possibility of introducing consumer brands in segments like packaged eggs, frozen chicken or edible oil.

The development of the brand portfolio of products will help Provita to extend the revenue base, enhance brand equity and consumer heterogeneity. This would also move the company to take advantage of the growing urban middle class and the increasing demand for quality protein and packaged food in Bangladesh.

2.17. Conclusion

One of the leading agro-industrial conglomerates in Bangladesh, Provita Group is founded on integrated operations encompassing numerous facets of animal feed production and the delivery of vital services to the agricultural sector. The company is well-established in all of its segments and possesses substantial production capacities for a wide range of products, including feed for fish, poultry, and cattle, as well as day-old chicks and full hatchery services. Due to its robust distribution network, consistent quality, creative ideas, and stringent customer satisfaction policies, Provita also rose to the top of the industry. Every aspect of those advantages of operation are even better when you add good working conditions and corporate social responsibility activities. These have helped the company grow over the long term and make a positive impact.

Chapter 3

Diversity and Inclusion in the poultry industry, building an Inclusive workforce at Provita Group

3.1 Introduction

The poultry industry is one of the largest in Bangladesh, and it offers food security and jobs. It is an extremely divided and socially structured sector characterized by conventional labor relations. As the international discussion about diversity and inclusion (D&I) gets louder, industries that are slow to adopt new workplace practices are coming under more and more scrutiny. D&I is not just a social necessity; it is also a business practice that leads to new ideas, higher employee engagement, and better overall performance. Provita Group is a star performer in the agro-processing industry, but when it comes to D&I as a systematic case, it shows most of the industry's weaknesses.

Although it has been expanding in terms of infrastructure and workforce, formal systems to support diverse hiring, culture, or equal opportunities have not yet been established. Because D&I has such a high potential for making a difference, filling the gap in Provita Group's disciplined approach to D&I is more with regard to strategy than it is about pressing matters.

This report attempts to put such shortcomings in the context of the industry expectation and provide pragmatic ways forward to the development of an inclusive workforce within the Bangladesh context.

3.2 Problem Statement and Significance

Historically, the poultry business (internationally and in Bangladesh) is known to be represented by a homogeneous workforce with low gender and social diversity, especially among managerial and decision-making positions. Although women play a critical role in rural poultry farming in Bangladesh, their presence is mostly informal, low paid, and unacknowledged mainly because of the structural limitations surrounding them due to low literacy, restricted access, and gender expectations (IFPRI, 2021; FAO, 2014). Similar trends are evident at Provita Group, whose leading positions are occupied by males, and there are no official policies aimed at attracting the involvement of underrepresented populations.

Provita Group has no formal D&I strategy and thus there is a lack of awareness of diversity issues related to cultural sensitivity, and insufficient support to underrepresented staff and also there is no official practice to monitor diversity in the workplace. This lack has an impact on workforce satisfaction and team integration and the innovation potential of the company. Evidence indicates that highly inclusive D&I policies are associated with improved financial and human performance in an organization (Hunt et al., 2018), thus the strategic significance of inclusivity.

These gaps are important not only on an ethical or social level but also on the level of maintaining competitive advantage. The report is relevant due to the fact that it will fill this knowledge and practice gap and offer specific actionable recommendations to promote diversity and inclusion within Provita Group. This way, it puts the company in line with international labor standards, and increases its sustainability in the long run.

3.3 Research Objectives

This study primarily aims to critically discuss the existing situation of diversity and inclusion (D&I) in Provita Group, one of the leading companies in the poultry industry of Bangladesh, and using the results to recommend some practical steps to be taken in maintaining a more conducive work environment in the company. Based on this general purpose in mind the objectives would be the following:

- To identify the contemporary stage of diversity and inclusion in Provita Group and in the poultry industry in general in Bangladesh by evaluating the existing practices, personnel composition, and general attitude to D&I.
- In order to recognize the major obstacles and challenges that have led to the absence of organizational structure in D&I policies and underrepresentation of diverse groups at Provita Group.
- In order to examine the effects of under-representation and insufficient focus on D&I practices on the crucial organizational performance measures, such as employee satisfaction, productivity, and overall organizational development at Provita Group.
- To formulate evidence-based recommendations that will be particularly informative in Provita Group, involving inclusive hiring approaches, cultural sensitivity educational systems, as well as generating equal policies.

- To gain comparative data by successful D&I implementations regarding the success of D&I implementation in conventional industries of South Asia or any analogous economy, which can help to design the best practice that can be applied to the poultry industry.

3.4 Literature Review

• The Importance of Diversity and Inclusion

Diversity and inclusion (D&I) have become an increasingly popular segment of **organizational** research and literature due to its emphasis on **organizational** performance. Also, heterogeneous groups are always revealed to be more creative, effective and active compared to homogenous ones (Hunt et al., 2018). Tragedies such as these in turn can burden the potential advantages in agricultural and poultry sectors where there are structural and **cultural** barriers to achievement. Both FAO (2014) and IFPRI (2021) pay specific attention to the role of both women and minorities in producing poultry, especially in rural areas of Bangladesh, stating that said work has also long been regarded as informal, not paid or considered in any way, as a result of illiteracy, regressive gender norms, and mobility issues. In turn, although the **possible advantages of D&I are embraced**, the actual implementation of these processes is lagged behind in poultry.

• Global Perspectives on D&I in Poultry and Agribusiness

The poultry industries have also started taking D&I as an imperative around the world. Another example is Sanderson Farms in the United States, where a D&I Steering Committee is created in order to come up with quantifiable results regarding equality (Jim, 2021). Researchers also advocate that farm-level **inclusion** strategies are more efficient than one-off or even sporadic efforts at **inclusion** (Shyamsunder, 2013). **Recent studies in Poultry Science** reiterate this necessity of preparing their students to a wide range of careers in the poultry industry, with focus on the relevance of inclusivity in developing workforce and sectoral innovations in the future (Karcher et al., 2024).

The importance of cultural change as the foundation of successful D&I is also stressed by the representatives of the industry that also demonstrates the opinion of the women who hold leadership positions (The Poultry Site, 2022; 2024). Similarly, Agri Talent (2023) posits D&I as a sustainability priority, whereas Torres (2023) **considers the concept of inclusive** poultry and pest management practices in the context of ecological and corporate resilience. What all these learnings point to is that

around the world D&I is being progressively seen as a critical part of innovativeness, sustainability, and competitiveness in food sectors.

- **The Bangladesh Context: Persistent Gaps**

D&I practices are not developed even though there is a global trend in this area of activity within the poultry industry in Bangladesh. An example of this gap is Provita Group. Although the company has expanded its number of employees and infra-structure considerably, it does not have formal D&I strategies, hiring inclusive or diverse leaders. Women, however, still have the key role in smallholder poultry farming, and their input is not much reflected in the formal employment system (FAO, 2014; IFPRI, 2021).

The majority of leadership roles in the sector remain filled by men and underrepresented ones lack the chance to move upwards. Analysis of the survey supports the observation. Most respondents have demonstrated a high level of awareness of the value of D&I but they have ranked poor on most of the assignments when it comes to the practical aspects in implementing D&I in the poultry industry. Major gaps in training access and inclusive leadership or even equal career promotion opportunities were identified. This re-flects what Shyamsunder, 2013, refers to as the awareness-action gap, that is, industries understand the importance of D&I but do not institutionalize it.

- **Industry Voices: Women and Generational Shifts**

Narratives of women in poultry have been heard more in the industries lately. Examples of women professionals like Sitira Williams (The Poultry Site, 2022), Princess Cortez (The Poultry Site, 2024), and Kasey Guthrie (The Poultry Site, 2025) have profiles, which show their advancements as well as ongoing challenges. They stress the value of visibility, mentorship, and cultural shift as well as expose structural barriers in leadership pipelines. In the professional debates, there is a focus on the lack of well-defined career ladder among women and minorities; especially in the third world settings (LinkedIn, 2025).

The future of poultry further takes place through generational change. The emergence of younger professionals in the industry puts pressure on the demand for an inclusive, innovative and technologically adaptive work environment. The commentaries emphasize that the notes on attracting and retaining younger talents to the organization presuppose that it is necessary to inculcate diversity, sustainability, and equity in the workplace environments (AviNews, 2025). In addition, some of the

attitudes to the question of the female vision in the sphere of agriculture and poultry indicate how women in leadership positions are developing a more inclusive and sustainable vision of this industry (AviNews, 2024).

- **Challenges and Barriers to D&I Implementation**

Nevertheless, there is a wide acceptance of the value of D&I, and there are still considerable obstacles despite this. The interviews included as a part of this research determined that resistance to change, inadequate policies, and lack of whether the management prioritizes the creation of inclusive workplaces are the main barriers in doing this. Cultural prejudices and stereotyping are just accepted and there is a tendency of leadership to maintain short-term efficiency prior to other inclusion objectives of long-term natures.

These problems are aggravated by structural flaws. There are scarce formal D&I schemes, few mentorship opportunities and inadequate training schemes. Almost a half of the respondents surveyed said that they have never followed any D&I training, which pictures the lack of supporting institutions. Moreover, socio-economic disparities still exist: the women, living in rural areas and other disadvantaged groups continue to be confined at the level of informal or non-paid work, which repeats the chains of exclusion and inequality (FAO, 2014; IFPRI, 2021).

- **Synthesis**

Both global and local evidence collectively indicate that without integration, representation does not make D&I be successful in poultry. It should be integrated through official policies, mentoring programs, the impartiality of the human resource, responsibility of those in managerial roles, and community involvement. While global best practices are useful to benchmark against, real change in Bangladesh requires action towards localized solutions that consider structural disparity, culture-specific rules and limitations, and sector- specific limitations. Investment in D&I is not only an ethical and social imperative but also a pathway to enhanced competitiveness, workforce sustainability and long-term resilience of the poultry industries (Agri Talent, 2023; AviNews, 2025) to companies like Provita Group.

3.5 Methodology

This section discusses the methodology, methods of data collection, and techniques of analyzing the data to assess the current situation of diversity and inclusion (D&I) at Provita Group as well as in the poultry

industry of Bangladesh. Approaches were mixed, also qualitative and quantitative information that paints a more detailed picture regarding the issue under consideration.

- **Research Design**

The research design is mainly descriptive and exploratory, as it will not seek to change the D&I practice but analyze it and identify its challenges and suggest evidence-based recommendations. Mixed-methods were selected in order to make use of the strengths of both quantitative and qualitative data. The quantitative answers to surveys enabled the tracing of generalized trends and patterns that occurred in the frames of a wider sample, whereas the qualitative answers to interviews enabled the development of comprehensive insights and contextual explanations of the subtle issues and the prospects of D&I.

3.5.1 Data Collection

- **Primary Data Collection**

- 1. Surveys:**

The quantitative analysis of the perceptions and awareness about D&I in the workplace was collected via an online questionnaire that was based on the focus on the poultry industry.

The questionnaires were distributed among people who possess some knowledge or experience in the sphere of workplace dynamics, students, graduates, and employees were involved, which makes the survey quite comprehensive regarding the matter of D&I. There were a total of 53 responses with both male and female participants. To create ease of access and efficiency of data collection, the survey was carried out on the online platform namely Google-Forms. The survey consisted of questions related to demographics (age, gender, role), familiarity with D&I issues, awareness of D&I promotion within poultry industry, awareness of D&I challenges taking place among young people, and a view regarding equal opportunities in career evolution. Mainly, questions were multiple-choice and Likert-scale.

- 2. Interviews:**

To obtain qualitative data, short semi-structured interviews were conducted to get detailed understanding of the nuances of D&I implementation in conventional industries. The individuals interviewed were key informants and industry professionals who have vast knowledge of the corporate culture. The precise number of interviews being made has been included in the document of interview transcription.

The interview format included open questions aimed at obtaining detailed answers about the necessity of D&I, experience in developing inclusive workforces, the challenges companies encounter in their effort to achieve D&I in the industries such as agriculture and poultry, and other reasonable recommendations to support the inclusive culture.

Name & Designation	Department
Asked not to reveal name(Asst. manager)	Sales Admin
Rahamotulla Samsud Litu (AGM)	Finance
Md Sohel Rana (Sr manager)	Finance
Md Mizanur Rahman (Sr Officer)	Finance

- **Secondary Data Collection**

1. Reports & Articles

The sources of secondary data used in performing this study consists of academic literature, industry reports, and reliable websites. The principles and insights of Diversity and Inclusion (D&I) were presented in the academic papers and articles that gave a background of the theoretical framework of the principles and the issues in male-dominated industries.

Organizations such as FAO and IFPRI provided a contextual level of analysis related to D&I in the farming and poultry industry with an emphasis on gender differences in the case of Bangladesh presented in their industry reports.

Furthermore, professional networks and the industrial news sites were used to find online resources and company messages in order to get the idea of current D&I initiative and real-life practice in the industry.

3.6 Data Analysis

- Quantitative and qualitative data analysis therefore ensued to answer the objectives of the study.
- Quantitative Data Analysis: Survey data was subjected to descriptive statistics so as to show trends in the responses on D&I awareness, perceptions, and experiences through frequencies via percentage. This will offer a statistical scenario of the situation at hand.
- Qualitative Data Analysis: A contextual and thematic analysis of the interview transcripts was conducted whereby the transcripts were read to identify major themes and trends about D&I

challenges, their impacts on different stakeholders, and possible solutions. The resultant themes were coded and further analyzed to generate detailed insights.

- **Integration of Data:** Data from primary and secondary sources were triangulated to enhance validity and reliability in the study. This integration allowed for holistic assimilation comprising overall statistical trends and more detailed individual experience as well as recognized scholarly information.

3.7 Ethical Considerations

The collection of data was done in an ethical manner. The names of the respondents were kept private, and the surveys were entirely voluntary. After being made aware of the study's objectives, the respondents consented to take part in it on the understanding that their opinions would remain anonymous. The information that was obtained was only utilized for scholarly research.

3.8 Discussion

This part will look at the current state of diversity and inclusion (D&I) at Provita Group and in the poultry industry in Bangladesh from an academic point of view. It systematically and practically employs secondary literature alongside insights derived from primary information sources, responses to questionnaires, and transcripts from interviews to delineate current perspectives, highlight the strategic benefits of inclusiveness and diversity (D&I), and examine its impact on specific significant organizational outcomes. Then, it looks for places where it can combine these findings have enabled with current developments within the business sector.

3.8.1 Perceptions of D&I in the Poultry Sector: A Discrepancy Analysis

This study further shows there is a big gap between what is theoretically known about the D&I and how the industry itself considers being influenced in the Bangladesh poultry industry.

- **Awareness versus Execution:** The survey results showed that a large majority of respondents think that Diversity and Inclusion are very important indicators for how well they do their jobs. However, this awareness does not correspond with the methods of the poultry industry, as a significant proportion of respondents deemed their efforts to promote inclusiveness and diversity as insufficient. This indicates a realm characterized by a theoretical grasp of the principles of inclusion as well as diversity best practices, yet this understanding does not

translate into the practical implementation of these concepts within the business's structured projects.

- **Traditional Principles and the Demography Gap:** This illustrates the gender gap, as it corroborates the prevailing notion that men are predominant in the labor force of more traditional economic sectors such as agriculture and food processing. Interview data provided additional insights, indicating that the industry's entrenched traditional mindset may result in discomfort regarding diversity, thereby hindering the development of inclusive behavior.
- **The industrial sector Performance Development:** The deficiencies here can be seen in the fact that a large number of people who answered said that D&I promotion was bad or very bad in the poultry sector. This shows that trying to reassure and convince interested parties about what is currently being done does not work. This is most likely to cause distrust, which will lead most stakeholders to leave. During interviews, employees said they wanted to work in places where they feel welcome, valued, and able to make a difference. It seems that the current D&I practices in the industry have not been able to do this.

3.8.2 Strategic Imperatives of D&I: Unlocking Organizational Potential

However, there is enough evidence that effective D&I practices represent a compelling strategic choice in poultry industry organisations. D&I is a concept that looks at not only the performance, flexibility, sustainability and ethical perspectives of an organisation.

- **Innovation and Problem Solving improvements:** Cross-functional teams have a positive effect on creativity and innovation, which is what we are trying to measure. In the survey, though, most people agree with this point of view and think that diversity makes it easier to be creative and come up with new ideas. Interview findings elucidate this phenomenon, indicating that diverse perspectives foster innovation and transform conventional practices, which is essential for organizational adaptability and competitive edge in a fluctuating market. Having people in the environment from different backgrounds, with different experiences, and various methods of thinking would create more points of view, which would lead to more comprehensive evaluations and stronger solutions to the industry's more difficult problems.
- **Cultivating a Collaborative Culture:** D&I's most important benefit is that it naturally makes communication more effective and collaborative. Studies indicate a strong positive relationship between diversity and improved collaboration. Interviews and qualitative data show that inclusive workplaces have less conflict and miscommunication between people because people

are more aware of and open to other people's points of view. This makes teams more harmonious, productive, and effective. Employees are more likely to share their thoughts if they are acknowledged and heard. This will lead to more information being shared and more effective group action. This gives people a sense of psychological safety, which is very important for teams that do well.

- **Talent Acquisition and Retention Advantage:** In reality, D&I is proven to make an organization highly appealing for individuals who want to work there. Many of the people who answered the survey said they were interested in working for a poultry organization if the organization was fully committed to making the workplace diverse. This shows that businesses need to hire more people with various abilities, particularly younger generations who care about creating equitable and inclusive working environments. The interview results also show that a culture that welcomes everyone would make the company the world a better place for fresh graduates to work, which would mean fewer people leaving. This would help pay for the costs of recruitment new individuals along make the organization more financially secure and experienced. For a business to grow over time, it needs to be able to hire and keep talented people who are better than the competition.
- **Improved Reputation and Stakeholder Value:** A workforce that is diverse is commonly referred to to greatly improve an organization's reputation, especially with people who aren't part of the organization. The interviews showed that both clients and business partners are more likely to work with companies that have been observed as very trustworthy when when it comes to embracing diversity and the health of those who work there. Companies that accept D&I can make their brand look better, earn more trust from consumers and other stakeholders, and meet modern standards for social responsibility in their business. People's good opinion of you can help you get more customers, work better with others, and build a brand that sticks around for many years to come.

3.8.3 Consequences of D&I Deficiencies: Impact on Human Capital and Growth

The first constraint to D&I implementation discovered for the poultry sector translates into negative impacts on selected objectives and performance of the organisations in both human capital and path development.

- **The perception of equity and employee engagement:** When employees think they have been treated unfairly, don't feel respected, or don't have the same chances as everyone else, it hurts

their sense of fairness and their willingness to work hard. This will make them less interested in and happy with their work overall. It could show up as less motivation, more absences, and less effort when it's not needed. For instance, the study showed that most of the people who answered said they either don't care about the idea that men and women have the same chances to move up in their careers or they don't like the idea that they do. This kind of unfairness hurts the morale of employees, which makes them feel like they are being treated unfairly and disconnected from their work. This, in turn, makes workers less productive and makes the workplace less friendly.

- **Not enough age, culture, or experience Diversity in the workplace can make it harder for an organization to be flexible and adaptable:** When employees aren't diverse in these areas or others, it can be hard for the organization to come up with new ideas and find good ways to solve problems. "Group-think" happens when people in a group fail to reflect critically about each other's views or opinions. This makes the problems that come up harder to solve. Even though this method has been shown to lead to more diverse solutions in the academic literature, it may be harder to find answers to complicated and constantly changing sector needs, such as a lack of workers, problems with the supply chain as a whole, or the development of sustainable farming practices, in a homogeneous climate. A workforce that includes people from a wide range of backgrounds and points of view is better able to deal with today's problems because it brings new ideas, sharp judgment, and a willingness to think outside the box.
- **Missed Growth Opportunity and Market Relevance:** Not being able to attract and retain a diverse Talent pool that includes different age groups, race and ethnicities directly impedes the growth path of organisations and market relevance. Companies that continue to struggle to create an inclusive WL are at risk of losing out on the most valuable talent, including younger professionals who are fast warming to the concept of D&I and diverse people who are seeking equal opportunities for work. Such talent shortage will limit an organisation's ability to expand new markets, innovate, and take a market share which will ultimately threaten the organisation's long-term viability and market leadership. The market being such is also diverse and if a company does not ensure this diversity within then they may not be able to understand and account for a diverse customer base, including being able to cater to a particular dietary need (e.g. halal or kosher) or cultural needs.
- **Perpetually Worsening Socio-Economic Disparities:** This resulted in the dominance of informal, unacknowledged and unpaid work opportunities of some social groups, farm women in particular of rural Bangladesh in the poultry industry. These are concerns about other marginalised classes such as age, ethnic or socio-economic dimensions that could be coming on

the system with some barriers. As no formal D&I policies are in place in organisations, it demonstrates that they do not fully harness the economic potential of the available talent. It also strengthens the already existing socio-economic inequality as it allows the marginalised population to not receive any appreciation, decent remuneration, and professional development for their jobs through formal channels thereby offering less opportunity to build a more inclusive and resilient food system and better community development overall.

3.8.4 Pathways to D&I Integration: Learning from Global and Regional Contexts

- **International Assessment and Regional Evolution:** The biggest food and agriculture companies have already put in place very detailed D&I policies. This shows that D&I has become a more important part of business strategy, even in companies that aren't very diverse. Companies in Bangladesh have a great chance to learn about the best practices from around the world and get help adapting them to Bangladeshi workplaces and cultures. This kind of change is necessary because what is acceptable in a particular culture may need a lot of changes to "suitable" and become commonplace in another, especially when it pertains to women of different ages, ethnic backgrounds, and cultural norms.
- **Finding Solutions to Systemic Problems:** The questionnaire's results also showed that companies still have trouble meeting their D&I obligations. For example, management may not be thinking about inclusion or may not have the skills needed to put it into action. This paper emphasizes the importance of tackling the systemic lack of established norms and infrastructure, along with resistance to change, which hinders the study and leadership of marginalized populations not aligned with a specific demographic segment. We can only get past these kinds of problems if we are competent enough to comprehend the unfair ways that some people get ahead.
- **Building an Inclusive Ecosystem:** This should stress a move toward a more systematic way of putting D&I into practice, rather than a random or one-time response to special situations. That is also very important in light of structural disparities that keep some groups of people from getting formal jobs because of their age, race, economic status, etc. It does not allow for passively constructed culture, which is built at work by showing respect, getting rid of bias, and making sure that all employees' opinions are heard. Those organizations that proactively adopt these principles and adapt their global diversity and inclusion strategies to local contexts not only enhance internal organizational activity and workforce well-being metrics for diversity but also prepare for evolving global business norms, ultimately contributing to the sustainability of food

systems and social justice in the future. The comprehensive approach will make sure that D&I is more than just a policy; it will be part of the organization's DNA for the good of everyone.

3.9 Challenges and Gaps

Although there is an increasing international awareness of Diversity and Inclusion (D&I) as a strategic priority, the poultry sector in Bangladesh, including Provita Group, is still struggling with deep challenges and a special lack of such integration, of which D&I is an essential element. These barriers are associated with the interaction of cultural, structural, leadership and wider socio-economic elements as proved by both primary and secondary research.

- **3.9.1 Cultural and Attitudinal Barriers.**

Resistance to Change: According to the responses in the interviews, there was a tendency of strong resistance to change, especially in industries where operations have certain standard operations. Such a conventional attitude may facilitate awkwardness in people who are placed in heterogeneous teams thus the natural implementation of inclusive norms and the creation of a more open environment at the workplace is slowed down.

Unconscious Bias and Stereotypes: The presence of underlying biases and stereotypes in the studies may not be overtly expressed in the text of all source materials and may be fairly vague under the term of cultural sensitivity training, and attempts to eliminate the cases of biases (as mentioned in the interviews); however, in the context of the continuous manifestation of the necessity of particular cultural sensitivities training and the need to focus on issues of biases and stereotypes, which were described in the interviews, largely points to the existence of unconscious biases and stereotypes. These minor biases have unconscious ways of shaping hiring, advancement, and everyday encounters to the point where particular classes of people feel less desirable or have less chance to perform.

Awareness-Action Discrepancy: The survey sample indicates that while most participants possess substantial conceptual familiarity with D&I terminology, an overwhelming majority have not engaged in any formal D&I training session or seminar.

This creates a significant gap between theoretical knowledge and practical application of D&I practices, suggesting that mere awareness is insufficient for behavioral change without supportive educational programs.

- **3.9.2 Structural and Policy Deficiencies**

Other than cultural aspects, lack or formality of structure and policies pose important impediments to D&I advancements.

- **inadequate formally established D&I Structures:** The research indicates that the industry places minimal emphasis on mandated diversity and inclusion protocols. This could mean that there aren't any coordinated activities, clear policies, or formal programs like patronage programs or a clear path for professional growth. Without these pillars, efforts to encourage inclusiveness and diversity are inconsistent and reactive. In the end, they don't lead to long-term results that can slow the development of minority groups in the organization.
- **Inadequate Training and Development Programs:** The fact that 47% of the people who took the survey have never taken any kind of D&I training supports the idea that D&I training is not very formal. This lack of resources prevents employees and leaders from acquiring the necessary skills and knowledge to effectively manage and lead in a diverse environment, thereby limiting their ability to foster an inclusive atmosphere.
- **Limited Opportunities for Equitable Advancement:** The survey results show that 48% of the people who answered were either neutral or negative about the fact that men and women have the same chances of getting promoted. The perception suggests a systematic barrier where transparent and equitable pathways for advancement may be lacking, disproportionately affecting women and minorities, potentially inducing anxiety and withdrawal.

- **3.9.3 Leadership and Management Gaps**

Leadership dedication and ability is key to success of D&I and a few gaps were discovered in this area.

- **Insufficient Leadership Prioritization:** Interviews often revealed an issue where management is either not prioritizing D&I initiatives or lacks the necessary skills to

execute them effectively. This means that D&I isn't always linked to the goals of the business, but it's nonetheless a supplementary priority as opposed to a strategy requirement.

- **Maintaining Administrative Demands with Diversity Objectives:** Keeping up with administrative demands while also working toward diversity goals was another important point that came up in the interviews. It can be hard to balance the short-term needs of running a business, like hiring new employees quickly or making operations more efficient, with the long-term goal of making the organization more welcoming. In some cases, jobs may be intermittent or physically demanding, while individuals may be more likely to put off forming diverse teams in favor of getting things done quickly. This could make it hard to promote diversity and inclusion.

● **3.9.4 Socio-Economic and Systemic Hurdles**

- **Informal and Unrecognized Contributions:** Research indicates that the contributions of rural women to agriculture and the production of poultry in Bangladesh are often informal, unacknowledged, and uncompensated (IFPRI, 2021). This system takes into account structural factors like the unfairness of education, upward mobility, and social norms that make it hard for women to get formal jobs and be fairly included in the sector.
- **Industry-Specific Contextual Challenges:** The contextual challenges faced to apply D&I in the poultry industry are inherent to the industry which can be physically demanding or seasonal. This set of operational attributes can demand relevant D&I policies to respond to the distinctive needs and conditions of the labor force in the sphere under consideration rather than standard corporate D&I policies.

The overall presence of the identified challenges and gaps highlights the necessity of the comprehensive and strategic approach to the D&I in Provita Group and the entire Bangladesh poultry sector, as opposed to the role of awareness and would necessitate its rejection of the role of awareness and the inclusion of the D&I within the industry as the systemic consideration and long-term commitment.

3.10) Recommendations

This section provides recommendations based on evidence after analyzing the present situation of D&I and the existing issues, and the strategic benefits of a diverse workforce in the Bangladeshi poultry business to Provita Group. The recommendations aim to respond to the gaps in certain cultural, structural, leadership, and socio-economic needs to create a more equal, fruitful, and sustainable organizational climate.

3.10.1 Cultivating Leadership Commitment and Governance

- **Championing D&I from the Top:** Studies have always shown that where top executives showcase D&I programs, they have the best chances of success. It is advised that the executive management of Provita Group should set out clearly and publicly, and from that point forward regularly reiterate their dedication to D&I. This will include putting D&I in the company's vision and mission statements, which shows that D&I is important at all levels of the organization. The interview data showed that D&I can be hard for a company when management isn't on board with it. This is where steady and apparent leadership commitment is very important.
- **Establishing a D&I Steering Committee:** An inclusive D&I leadership team should be put together to make sure that management is dedicated while ensuring there is clear course of action. This would be a committee made up of people from different departments and levels who would be in charge of coming up with, carrying out, and following up on the D&I strategies, as well as keeping track of progress and responsibility.
- **D&I should be an integral component of how organizations are run:** This is done by going through and updating board arrangements, board obligations, and executive pay measurements that include D&I indicators. Thus making D&I critical and makes sure it will last.

3.10.2 Developing Robust Policy and Structural Frameworks

- **Making D&I Policies Official:** It's important to make and promote official D&I policies that show that the organization wants to be fair, welcoming, and free of discrimination at all the levels of job duties, from hiring to reaching retirement age. Equal employment opportunity, a ban on harassment, and reasonable accommodations are some of the things that should be covered by these rules. It turned out that not having these kinds of organized structures was an enormous barrier for growth encompassing everyone.
- **Putting in place structured mentorship and affiliation programs:** People from underrepresented groups (which includes people of varying ages, genders, races, and ethnic backgrounds) need formal mentorship and sponsorship programs to help them move up in their careers. A higher-up would work with a group of highly qualified individuals from different backgrounds through these kinds of initiatives. This would give them curation, access to processes, and promotion, which would create clear paths for professional growth. This goes against the qualitative understanding that not having formal development programs hurts the growth of minority groups.

3.10.3 Fostering Cultural Competence and Inclusive Behaviors

- **Promoting Inclusive Communication and Collaboration:** To keep promoting inclusive communication and working together, planned programs must be started. This could mean promoting cross-functional teams, open lines of communication, and giving rewards to people and groups that show values of diversity and inclusion. The data gathered from interviews suggested that an inclusive environment could lead to lesser disputes and enhanced teamwork, thereby affirming the importance of these behavioral modifications.
- **Creating a room for open discussions and Feedback:** Create a safe, anonymous way for employees to give feedback so they can talk about D&I issues without worrying about what will happen to them. This kind of feedback loop is necessary to make sure that activities that promote diversity and inclusion are always working. To make sure that programs and policies are still useful and important, they can be changed as needed.

3.10.4 Strategic Talent Management and Socio-Economic Integration

- **Formalizing the responsibilities of marginalized groups:** The Provita Group can explore extensive strategies to formalize the integration of particular demographic groups, especially rural women, into chicken production (IFPRI, 2021). This could mean organized acquiring knowledge, having access to resources, and clear employment contracts that make it clear that they are part of the staff at the business and give them the right commissions and benefits. This approach is used for other groups who are discriminated against because of things like their age, race, or income level.
- **D&I Strategies That Are Right for Your Business:** When establishing D&I arrangements to meet the needs of the poultry industry, it's essential to remember the fact that the industry has its own special operational needs, like temporary jobs or physical labor. This could mean using flexible work hours, dedicated help programs, or specific job searches that take into account the distinct requirements and requirements of employees in this field so that D&I is not only possible but also effective in this area.
- **Participation in the community and Outreach:** Get to know people in schools, colleges, and universities to find more sources of talent. This comprises official partnerships with vocational institutions, agricultural colleges, and community units that do the same with different underserved groups. This helps to diversify the talent pool and promote long-term diversity and inclusion, as well as building communities and making the food system more fair.

3.10.5 Secure Equitable Promotion, Fair Compensation, and Fair Promotion.

- Provita Organization should concentrate on the unremunerated and unacknowledged labor of rural women by establishing their contributions and recognizing them adequately while providing appropriate benefits. Offering equal wages for equal work and not allowing hierarchical exploitation are two parts of an approach based on fundamental needs. With this, the company should set up an open career advancement system that gives everyone, regardless of gender or race, an equal chance to improve. This would include programs for mentoring, sponsorship, and accountability, such as making executive pay dependent on the results of D&I.

These actions are in line with the ethical business principles of justice, fairness, and accountability. They make sure that every worker is with equality paid for their work and really has a chance to move up in the company.

3.10.6 Create a Bias-Free, Accepting, and Non-Hostile Workplace Culture.

- Provita Group needs to break the cycle of systemic problems and unconscious bias by making all staff members, especially leaders, go through mandatory and ongoing anti-bias and cultural sensitivity training. There is no prejudice in hiring, performance reviews, or promotion decisions when people have this kind of training. It is also significant for employers to establish a safe and private way for employees to give feedback so that they can bring up problems without worrying about getting in trouble. The ability to keep a zero-tolerance policy against retaliation also strengthens this promise and creates a safe (physically and mentally) environment and a spirit of true worker engagement that really involves the employee.

3.11 Limitations of the Study

This study may be a pleasant addition to the knowledge of the current situation in the Provita Group and the industry in Bangladesh overall, but a variety of limitations must be taken into consideration which may impact the extent of generalisation of the findings and their depth.

- **Scope and Generalizability:** This study mainly concentrated on Provita Group as one of the leading firms in the Bangladeshi poultry industry. Even though the efforts to generalise findings to the industry as a whole were laid down, some organisational culture and operational specifics of Provita Group may not be entirely reflective of all companies in the industry. That is why, it should also be considered that the generalizability of all the findings and recommendations to other poultry businesses in Bangladesh or any other location is questionable as well.
- **Data Collection Method Constraints:**
 - **Survey Data:** The quantitative research was based on self-reporting perceptions using an online survey. This technique would be prone to social desirability error as the participants may give socially desirable responses as opposed to what they actually think. Moreover, the survey was narrowly defined in terms of details of why some perceptions or experiences occurred.
 - **Interview Data:** The qualitative information was obtained based on a few short interviews. These interviews gave deep, detailed insight; but since only a few were conducted the statistical representation of these qualitative results is limited. The views can only reflect the opinions of a selected number of key informants and cannot reflect all the workforce experiences and/or opinion as a whole.
- **Cross-Sectional Design:** This was a cross-sectional research design which only took measurements of data at one time. This method offers a momentary picture of the D & I situation but does not warrant the analysis of trends or changes over time, and does not permit a causal relationship between D&I initiatives and organizational results. It will require a longitudinal

study to trace the dynamic process of evolution of D&I practices and their long-term consequences.

- **Reliance on Available Resources:** The study was limited by the frame and content of the presented secondary sources, such as available research papers and articles. Although such sources were a good foundation that evidences the scope and strength of the academic background, the possibility to access more detailed, confidential internal statistics of Provita Group (e.g., success indicators of individual departments and their interviews in performance within the field of D&I) was not possible, which would allow carrying out a more detailed quantitative analysis of the D&I results.

3.12 Conclusion

This paper critically examined the situation of Diversity and Inclusion in Provita Group and in the overall Bangladeshi poultry sector, which provides a synthesis of both primary and secondary information. It clearly shows that there lies a big gap between a general acceptance of the importance of D&I and the reality of its actual implementation in a systematic manner in the sector. Though stakeholders have fairly grasped the importance of D&I, this is an industry perceived as one that lags a lot in fostering it by demographic imbalances on various dimensions- such as age, race, and ethnicity-plus quite visible in training or rather the lack thereof when it comes to D&I.

Instead of seeing its focus on inclusiveness and diversity as a legal issue, it needs to be seen as a tactical one. An diverse and inclusive workplace makes employees happier, encourages new ideas, encourages teamwork, and makes it easier to find the best workers. These benefits have a big effect on how well an organization can adapt and grow over time in the surface of competition. On the other hand, the study's findings show what happens in the real world when D&I is not present, such as employees becoming disengaged, organizations not being able to adapt to new situations, and socioeconomic inequality continuing to exist among different marginalized groups.

In conclusion, even though there are still differences in culture, problems with the structure, and a lack of leaders, the Provita Group and the poultry industry in Bangladesh as a whole can see the way forward. Companies that are able to make smart investments in comprehensive inclusiveness and diversity initiatives that take into consideration all of the important parts of different points of view will not only improve their internal operations and human capital, but they will also gain a competitive edge, improve their reputation, and help the global food system become more resilient. It is impossible to overestimate the importance of the fact that the industry will be able to accept and utilize the entire palette of human potential and attitudes as the future of its success.

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5. Appendix

Interview Questionnaire:

1. In your opinion, how critical are diversity and inclusion in the current workplace, particularly in such industries as poultry?
1. Please share your experience about building an inclusive workforce in traditionally less diverse industries?
2. Do you think that the companies are struggling to promote diversity and inclusion within industries, such as agriculture, poultry, etc? Why are they having such a problem?
3. What are some of the practical suggestions companies in the poultry business can use to encourage inclusion culture to their workers?

Interview Recordings:

https://drive.google.com/drive/folders/1LpLnSp6FrmkkiC-cY5zuTrfv19svall?usp=drive_link

Interview Transcript:

<https://docs.google.com/document/d/1KABmHquVfqipaqFwM9uarxTsJDnjpCVNnkkyHEqTXZI/edit?usp=sharing>

Survey Questionnaire:

Demographic Scale (Nominal Scale)

1. Age

- ☐ 21- 30
- ☐ 31-40
- ☐ 41-50

2. Gender

- ☐ Male
- ☐ Female

3. Your role or employment status?

- ☐ Student
- ☐ Graduate
- ☐ Employee

4. Have you ever participated in any workshops or seminars related to Diversity and Inclusion?

- ☐ Yes
- ☐ No

5. Have you ever heard of Provita Group or came across advertisements?

- ☐ Yes
- ☐ No

Perception Scale (Ordinal Scale)

6. To what extent are you familiar with the term "Diversity and Inclusion" in

- ☐ Workplaces?
- ☐ Very familiar
- ☐ Somewhat familiar
- ☐ Not familiar at all

7. To what extent do you think the Poultry industry promotes "Diversity and Inclusion?" in workplaces?

- ☐ Very well
- ☐ Well
- ☐ Neutral
- ☐ Poorly
- ☐ Very poorly

8. Do you believe that young people are well aware of the challenges of diversity and Inclusion in workplaces?

- ☐ Yes
- ☐ No

- ☐ Not sure

9. How much importance does diversity and inclusion have in workplaces?

- ☐ Very important
- ☐ Important
- ☐ Neutral
- ☐ Not sure

Belief Questions (Likert & Interval Scale)

10. How do you view the importance of providing equal opportunities to everyone, regardless of gender, race, and ethnicity in workplaces?

Very important

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Negligible

11. Do you believe that experiences and backgrounds of diverse workforce can be considered an asset for a company?

Strongly Agree

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Strongly Disagree

12. Do you believe that a diverse workforce is more innovative than a less diverse one for a company?

Strongly Agree

- ☐ 1
- ☐ 2
- ☐ 3

- o 4
- o 5

Strongly Disagree

13. How likely would you support the idea of promoting Diversity in a Poultry based industry?

- Very likely
- Likely
- Neutral
- Unlikely
- Very Unlikely

14. On a scale from 1 to 5, do you think organizations provide equal opportunities for career advancement irrespective of gender?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Opinion Based Questions (Nominal Scale/ Ordinal Scale)

15. If you were a hiring manager, would you put more emphasis on hiring diverse candidates?

- o Yes
- o No
- o Maybe

16. What kind of benefits do you think diversity brings to a workplace?

Check all that apply.

- o Better Collaboration
- o Better creativity and innovation
- o Increased Productivity
- o No noticeable benefits

17. Would you consider working in a Poultry/ Agro based company if it exhibits commitment towards building a diverse workplace?

- Yes
- No

- Maybe

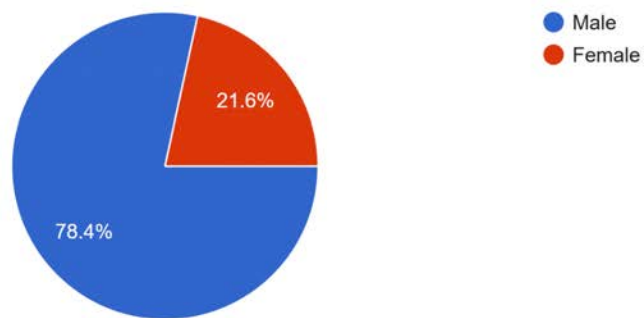
Open-ended Question (Exploratory/ Qualitative)

18. Would you like to share anything about diversity and inclusion be it a general statement or related to the poultry or Agriculture industry?

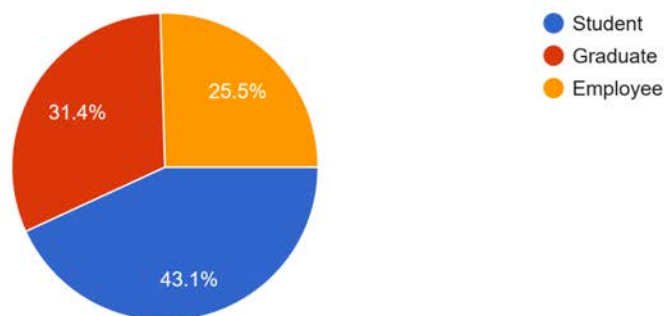
Ans:

Survey response:

Gender
51 responses

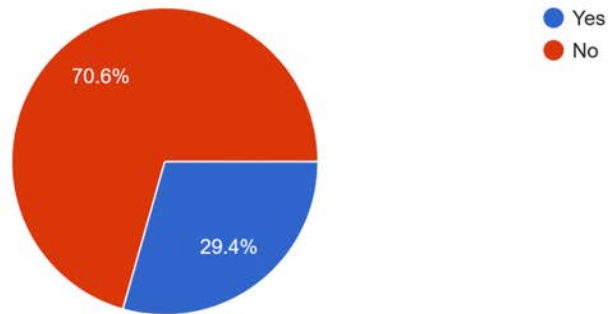


Your role or employment status?
51 responses



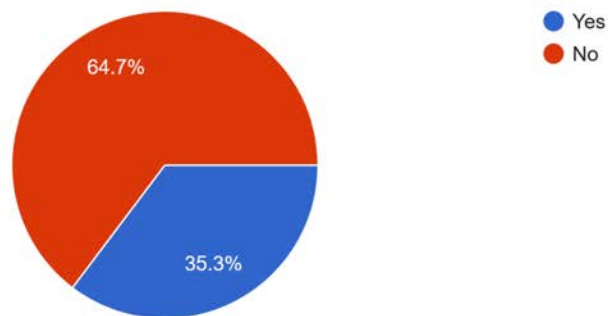
Have you ever participated in any workshops or seminars related to Diversity and inclusion?

51 responses



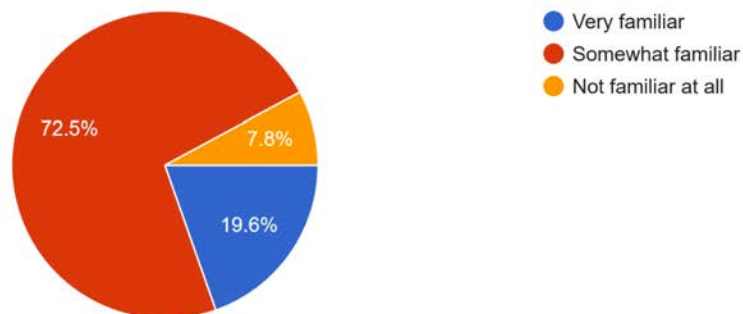
Have you ever heard of Provita Group or came across their product advertisements?

51 responses



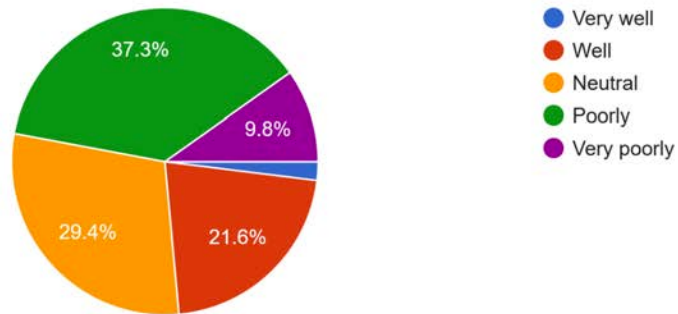
To what extent are you familiar with the term "Diversity and Inclusion" in workplaces?

51 responses



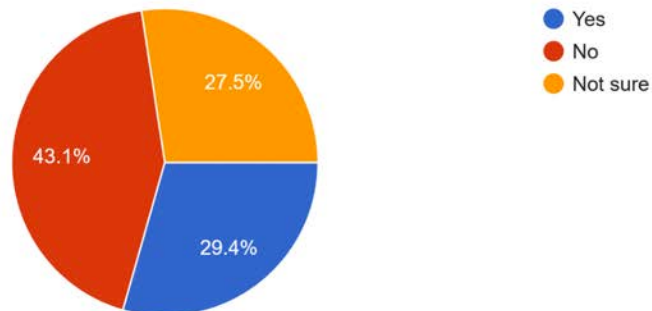
To what extent do you think the Poultry industry promotes "Diversity and Inclusion" in workplaces?

51 responses



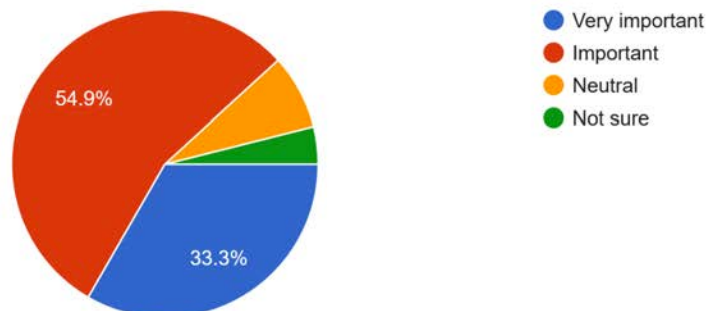
Do you believe that young people are well aware of the challenges of diversity and inclusion in workplaces?

51 responses



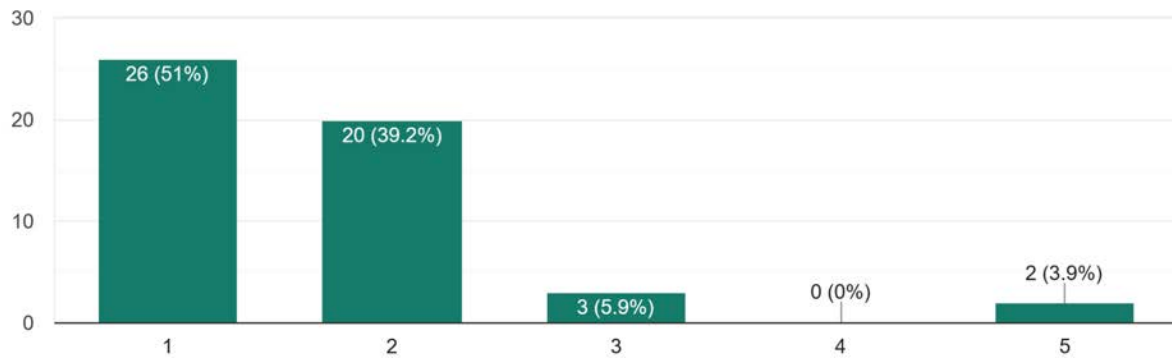
How much importance does diversity and inclusion have in workplaces?

51 responses



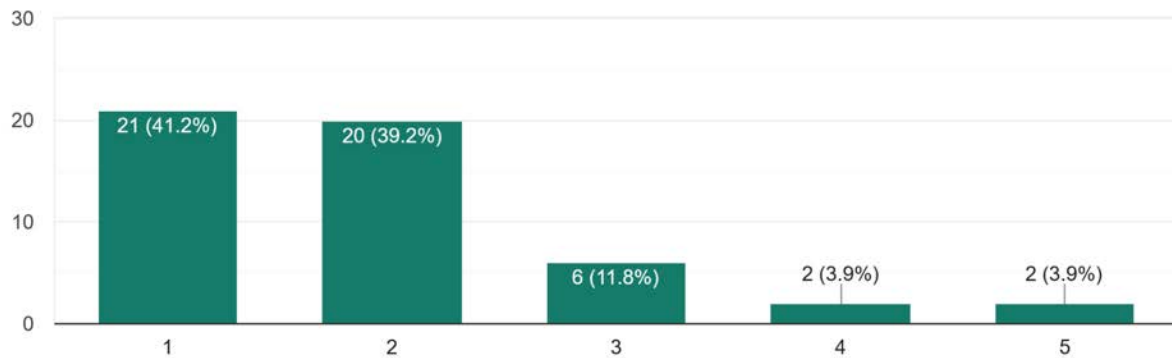
How do you view the importance of providing equal opportunities to everyone regardless of gender, race, ethnicity in workplaces?

51 responses



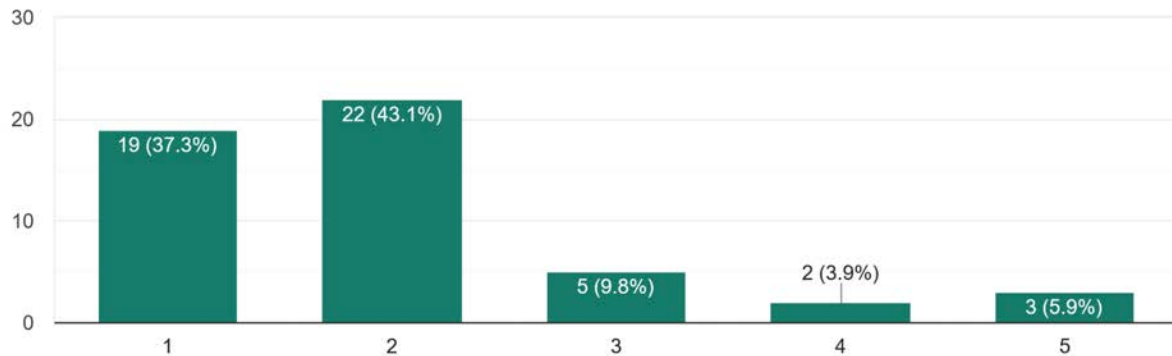
Do you believe that experiences and backgrounds of diverse workforce can be considered an asset for a company?

51 responses



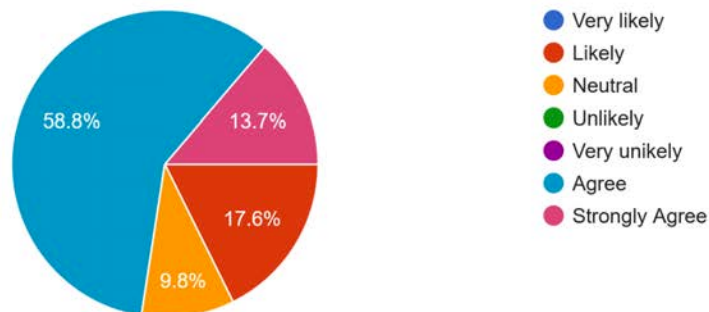
Do you believe that a diverse workforce is more innovative than a less diverse one for a company?

51 responses



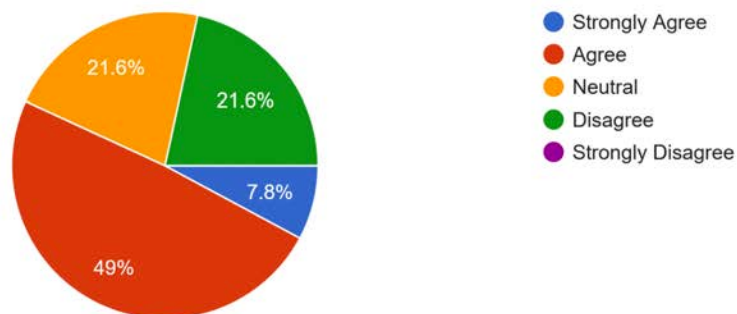
How likely would you support the idea of promoting Diversity in a Poultry based industry.

51 responses



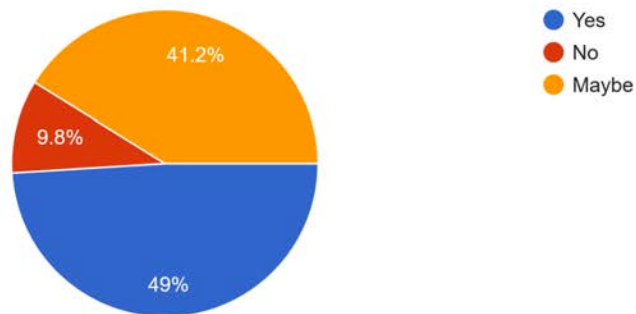
On a scale from 1 to 5, do you think organizations provides equal opportunities for career advancement irrespective of gender?

51 responses



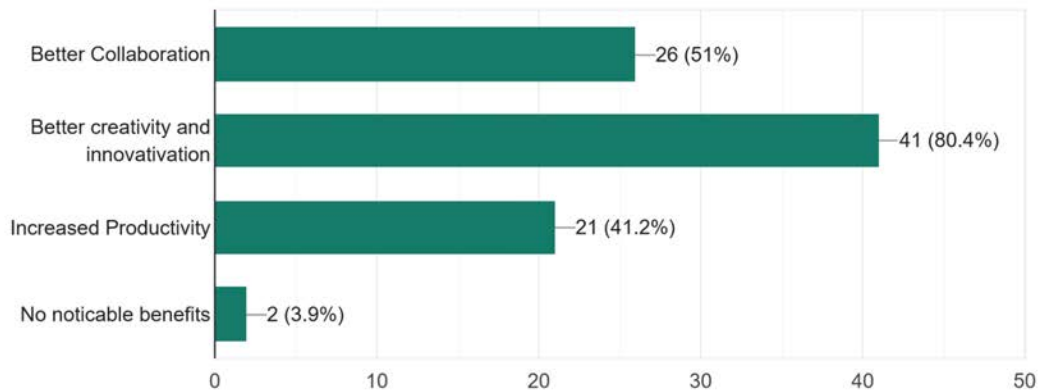
If you were a hiring manager, would you put more emphasis on hiring diverse candidates?

51 responses



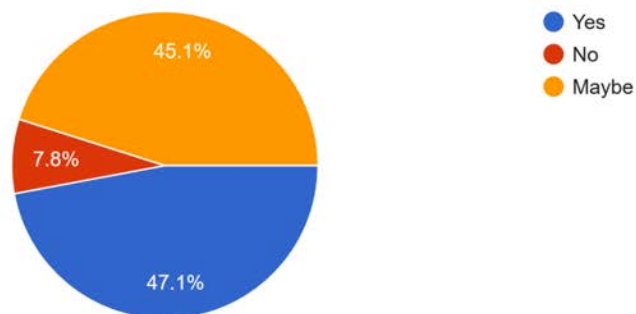
What kind of benefits do you think diversity brings to a workplace?

51 responses



Would you consider working in a Poultry/ Agro based company if it exhibits commitment towards building a diverse workplace?

51 responses



Would you like to share anything about diversity and inclusion be it a general statement or related to the poultry or Agriculture industry?

- Inclusion should be non-biased.
- Inclusion in agriculture is not just about who grows our food—it's about who gets to shape the future of our food systems.