



**“An Analysis of Marketing Strategies and Practices of
Aftab Bahumukhi Farm Limited”**

Report On

“An Analysis of Marketing Strategies and Practices of Aftab Bahumukhi Farm Limited”



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Letter of Transmittal

To

Md. Intisar Alam

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Subject: Submission of Internship Report.

Dear Sir,

I am highly pleased to submit my report on **“An Analysis of Marketing Strategies and Practices of Aftab Bahumukhi Farms Limited”**. This internship report is a requirement of my internship course as well as my BBA program. It is my concession to inform you that I took a great pleasure in preparing the report of my internship program. During the internship period, it is customary to work in an organization to gather a better understanding of the real business world. Hence, I was placed in Aftab Bahumukhi Farms Limited. For the preparation of this report I tried my best to gather all relevant data and information-both primary and secondary. In preparing this report, I tried my level best to make it a complete one and sincerely look forward to any possible correction.

Your teaching and crafted guidance made it possible for me to prepare the report successfully. I hope that this report will meet the standards of your judgment.

Sincerely Yours,

Md Khawza Moinuddin

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ACKNOWLEDGEMENT

All praise goes to Almighty Allah who has given me the opportunity to do this report. It is a great pleasure for me to express my sincere appreciation to BRAC Business School, BRAC University for giving me the opportunity to do this report.

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I am also indebted to authority of Aftab Bahumukhi Farms Limited to give me chance for internship. Especially I convey my gratitude to Mr. Abu Luthfe Fazle Rahim Khan, Managing Director, Aftab Bahumukhi Farms Ltd. Md. Mahabubur Rahman, Director, ABFL most importantly Mr Tariquzzaman Director Marketing Islam Group for being my internship supervisor. Besides this, all the faculty members of Aftab Bahumukhi Farms Ltd. deserves thanks for their encouragement and whole hearted co-operation

Deep sense of gratitude and profound respect goes to all the staffs of corporate office, Aftab Bahumukhi Farms Ltd for their magnanimity. Finally, I would like to extend my cordial compliments to my parents, friends and well-wishers for their inspiration and support throughout this report.

Executive Summary

Aftab Bahumukhi Farms Ltd. (ABFL) was established in 1991 by AL-Haj Jahural Islam, the founder chairman of Islam Group. To adapt the changes and meet the demand of 21st century this farm has a modern poultry processing plant, the first of its kind in Bangladesh, with the capacity to process 1000 (One thousand) birds per hour, equipped with modern amenities. Aftab Bahumukhi Farm has also established further processing plant to supply ready to cook chicken based items in the city markets. ABFL has more than 22(Twenty two) different processed and further processed products. Moreover, Aftab products are the present market leader for both processed and further processed chicken products.

However, after analyzing the industry information and visiting the company sales center had given me the feel that there are huge lacking in the marketing strategies and practices. To find out the existing problems of Aftab Bahumukhi Farms Ltd. (ABFL) in terms of its major products, processed and further processed chicken items, and to find out better ways, this research paper is directed. In this study a market share analysis as well as analysis of competitors who have the similar products in the market is made. Market share analysis and competitor analysis is conducted based on the competitors marketing practices. This research is conducted as a descriptive research on selected sample size and industry members. The major competitors of the processed chicken products of Aftab Bahumukhi Farms Ltd. are BRAC, Whitehen and so many non brand farms. The largest pie of the processed chicken product's market share is occupied by the non branded farms. The main strengths of the non branded farms are the low price and high availability. The nearest competitor is BRAC. Though Aftab produces the highest quality product, lack of proper marketing strategies and communication, it is losing important market shares. Aftab only occupies 16%of the total market share where as non branded farms have 61% market shares.

In terms of further processed Chicken products Rich brand of Harvest Rich Group has the largest market shares. Rich occupies 70% of total market share whereas Afatb occupies only 20% of the market shares. The marketing strategies of Rich brand are

better planned and successful in terms of branding, packaging, promotion and distribution than Aftab Bahumukhi Farms Ltd. Even Aftab Bahumukhi Farms Ltd does not have separate marketing and sales team. And the amount of promotional activities are performed by the company is very poor compared to its competitors. The Kazi Farm, Nourish Agro and Cp are the new entrants in this industry. But their marketing efforts are quite impressive and well planned.

Aftab Bahumukhi Farm has enough resources in terms of its competitors. And already the company has the brand image of Quality Producer. In the last part of the report a SWOT analysis is made to present the company's strengths and opportunities as well as weakness in terms of competitors. And a set of marketing strategies are developed which will deliberately help the management to overcome the present inefficiencies.

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1.0 Introduction

The growth of poultry industry during the last few years is one of the remarkable successes stories of Bangladesh. New technologies have been introduced, and production has shot up in day old chick, broiler and egg sectors.

Bangladesh is a country with abundance of labour forces awaiting opportunities for gainful employment. Its people of either sex constitute a bank of human resource. By utilizing these resources in a befitting and dignified manner, significant changes can be brought about in the economy of Bangladesh, which is overwhelmingly rural and agro-based. Toward 1991, the Islam Group from its initial interest in poultry development sector formed Aftab Bahumukhi Farms Limited (ABFL) and subsequently became active as a multinational conglomerate. With the aim of continuous Progress of Aftab Bahumukhi Farms Ltd. Aftab Hatchery Ltd. (AHL) was established in 2001 for parent stock rearing and producing day old commercial chicks and the single largest Feed Mill of the country emerged as Aftab Feed products Ltd. (AFPL) in 2003. Moreover, Aftab G.P. Farms Ltd. (AGPFL) was established in 2006 for Grand Parent rearing and for producing parent day old chicks.

Aftab Bahumukhi Farms Ltd. (ABFL) is the only integrated and largest poultry industry in Bangladesh that maintains the whole poultry chain from Grand Parent to further processed Chicken.



1.1 Organization profile

Aftab Bahumukhi Farms Ltd (ABFL), is located at Bhagalpur, an emerging picturesque village under the Bajitpur police station in the district of Kishorganj, a locality suitable for ideal farming. It is the birth –place of late Al-Haj Jahural Islam, the founder chairman of Islam Group and the philanthropist and industrialist of international repute. There are many educational and charitable institutions in Bhagalpur established and running under the patronage of Islam Group. As a result the village has been emerging as an ever growing town. ABFL was established with the dual purpose of providing permanent financial backup to the educational institutions, the Jahurul Islam Medical College and Hospital in particular and succor to the poor people of the locality creating job opportunities and self employment in general, which in turn is also helping in poverty alleviation.

With the aim of continuous progress of Aftab Bahumukhi Farms Ltd., Aftab Hatchery Ltd. (AHL) was established in 2001 for Parent Stock rearing and producing Day Old Commercial Chicks (DOC) and the single largest Feed Mill of the country emerged as Aftab Feed Products Ltd. (AFPL) in 2003. Moreover, Aftab G.P. Farms Ltd. (AGPFL) was established in 2006 for Grand Parent rearing for producing parent day old chicks.

Poultry

ABFL is the only integrated and the largest poultry industry in Bangladesh that maintains the whole poultry chain from Grand Parent to Further Processed Chicken.



Grand Parent

Aftab G.P. Farms Ltd. (AGPFL) has established Grand Parent Stock Farms at Sararchar under the Bajitpurthana of Kishorgoanj district. The first Parent stock has been produced during the end of the February-2006; resulting dependency on import of the parent stock Day Old Chicks from European countries. Now Bangladesh is self-dependent as regards Parent Stock farming. AGPFL housed about 20000. G.P. at 4 fully environment controlled G.P. Farms Sheds. Present monthly production is around 60000 P.S. DOC. AGPFL had successfully exported day old chicks to the Middle East and Nepal.



Grand Parent Hatchery

The Grand Parent Hatchery has a full set of automatic state-of-art machinery to ensure the highest international standard of quality Parent Chicks. It has a production capacity of 1, 20,000 Parent stock DOC per month.

Parent Stock

Aftab Hatchery Ltd. (AHL) has several Parent Stock (P.S.) farms which maintain four hundred thousand (4, 00,000) broiler and layer parent stocks. These parent stocks were produced by itsown G.P. Farms. Around 30% of the parent stocks are maintained by AHL's own management, in semi controlled and controlled houses. The remaining 70% are maintained by selected contracted growers. AHL introduced parent stock farming under contract growing system for the first time in South Asia. Under its system an unemployed farmer becomes an employer. ABFL provides the expensive day old breeder chicks to the contract growers on credit and supplies them feed, medicine, vaccine etc. also on credit.

After 22/24 weeks onward the birds start laying eggs and ABFL buys back the hatching eggs at fixed rate even when the price of the eggs plunges down. At present 122

contract growers with a capacity of 2500-3000 are under AHL activities in six upozillas of Kishorgonj district.

A part from the two or three supervisors who stay full time in each farm, veterinary doctors and animal husbandry graduates always monitor the activities and give necessary support to the farmers. Routine health tests are also conducted by specialized veterinarian in ABFL's own diagnostic laboratory.

Commercial Hatchery

Aftab hatchery Ltd. (AHL) started its activities separately from ABFL in the view of its huge expansion. AHL believes that production of quality chicks is the prime factor for success of any poultry farm.

Initially one hatchery was established in Bhagalpur with production capacity of five hundred thousand (5, 00,000) DOC per month only. To meet the increased demand of Aftab Chicks AHL was established in 2003, the largest single hatchery complex of our country having production capacity of 3.2 million DOCs per month at the Kamalpur under Kishorgonj district. The day old commercial broiler and layer chicks are marketed throughout the country by Aftab's own distribution network.





Commercial Broiler Farm

Commercial Broiler operation

Since its inception Bhagalpur village turns into a center of all ABFL activities. It had its effect in the area, causing changes in thinking and attitude among the rural populace of the area. They started taking interest in poultry farming and became eager to obtain its know-how and take part in its commercial production. Because of fund constraint the majority of the local people could not take the initiative despite their interest. The management of ABFL could not simply let the genuine enthusiasm of the people fade away and wanted to intervene in a manner, which would be both meaningful and beneficial to all involved parties.

From its inception ABFL has delivered day old chicks, feed and medicine to selected contracted growers and buying back the broilers at the fair price and sold the same as in Dhaka city. ABFL's doctors and technical personnel provide technical support to the farms at free charge. At present there are around 500 contract growers with the capacity of rearing 1000 to 3000 birds in each farm.

Poultry processing plant

To adapt the changes and meet the demand of the 21st century a modern poultry processing plant, the first of its kind in Bangladesh, with the capacity to process 1000

birds per hour, equipped with the plants and machinery of the world famous STORK Company of Netherlands was commissioned by ABFL at Bajitpur. The poultry processing plant having latest technique and expertise in the field of poultry processing ensures quality and hygienic products. The poultry processing plant has automatic overhead conveyor, 4-stage scalding, plucker, spray muzzler and a fully automatic disinfection system envisaging bacteria free products. All these activities are being done in a HALAL way.

Further Processing Plant

ABFL established further processing plant to supply ready to cook chicken based items in the city markets. Now it is producing Chicken Nuggets, Burger Patties, Tandoori Nuggets, Crispy Wing, Fried Drumstick and ShammiKabab, which are the most prominent items of this operation. ABFL has consolidated its resources to export Dressed Bird and Further Processed items of Broiler like Chicken Nuggets, Burger Patties, Tandoori Nuggets etc. ABFL always ensures to modernization of its machinery range and introduces new products to meet the demand of the valued customers.



Feed Mills

AFTAB produces poultry feed, fish feed and cattle feed in its modern mills and distributes them all over the country through its own distribution network.

Poultry Feed

With the rapid expansion of poultry related activities in the country, the necessity of modern feed mills for commercial production balanced disease-free poultry feed was strongly felt. To meet the demand for poultry feed ABFL has started production in 1996 with an initial capacity of 2.5 tons per hour palleted poultry feed for international standard. Due to continuous increasing demand ABFL and Aftab Feed Products Ltd. (AFPL) had commissioned feed mills one after another and with its recent expansion the capacity now stands at 25000 MT per month ABFL and AFPL maintain warehouse of different capacity for storing 50000MT ingredients, which includes 7 grain silos at different places.



High quality ingredients are used to produce feeds and the microelements are imported directly from world- reputed manufactures to ensure quality. All ingredients and elements are also tested in Aftab's quality control laboratory having sophisticated equipment. The quality of each batch of feed is controlled and ensured. Apart from that regular trails are also conducted in its own R&D farm to evaluate the performance of the product.

Fish Feed

Quality feed play a vital role for success of fish production and taking this into consideration ABFL and AFPL have created facilities for producing quality fish feed side by side with poultry feed.

To meet the growing demand of quality fish feed AFPL commissioned a dedicated specialized fish feed mill for producing Sinking Fish Feed, Floating Fish Feed and Shrimp Feed having capacity of 5000MT per month.

Cattle feed

Shortage of grazing land is the major problem for cattle feeding in Bangladesh. Successful cattle production in Bangladesh will depend on compound feed in the coming future. Providing a well balanced ratio at a reasonable price is increasingly complex due to higher price of raw materials. Considering this factors ABFL has started production and marketing of cattle feed.

Crops

Bangladesh is naturally rich due to its plain fertile lands, which is best production of crops. Many types of crops are available here in Bangladesh such as cereals, vegetables, pulses, oils etc. ABFL also involves itself for crops developments and is entrusted with production, processing and marketing of quality seeds.

Seed

Due to lack of quality seeds, crop production in Bangladesh cannot reach the desired level. To ensure supply of quality rice seed and to increase its production ABFL started a joint collaborative program in the year 2001 with Yuan Long Ping High Tech Agriculture Co. Ltd. Of China, Prof. Yuan Long Ping who is considered the father off

hybrid rice in the People's Republic of China. ABFL's main activities are on hybrid rich seed. ABFL have been producing and marketing hybrid rice seed for last five years.



At present, ABFL imports five hybrid rice varieties from LPHT, China, which are LP50, LP70, LP108, LP106 and LP05.

ABFL started other seed production and are marketing the same besides hybrid rice seed which are High Yielding Rice Varieties, Hybrid Maize, Hybrid Chili, Hybrid Tomato, and Jute and so on.

As Bangladesh population is growing, demand of each category of food items are increasing day by day, while cultivated land and its fertility is declining. Therefore, greater agricultural productivity is not only a necessity but an imperative. Aftab Bahumukhi Farms Ltd. (ABFL) is trying to play a very important role to ensure food security for the people of Bangladesh by providing good quality seeds.

Commercial Agricultural Farming

The objective of this program is to help our rural poor to cultivate Hybrid Rich Seed by providing modern agricultural inputs such as Seed, fertilizer and pesticide through ABFL. The proposed projected area of this program is 01 lakh acres. It will be located at different places in northern part of Bangladesh. The production procedure of this program will be on contract growing system.

AFBL's main goal of this project is to motivate the farmers about commercial farming of high yielding variety of rice. The company hopes that this program will ultimately help ABFL to contribute in food security program for the whole nation. If ABFL can implement this project successfully, the country will ultimately be able to export rice after fulfillment of local demands



Fisheries

Pisciculture is another important profit earning sector for the rural population of Bangladesh. ABFL do not keep aloof from this enormous sector for improvement of living standard of the rural people.

But ABFL is at the initial stage in developing its fisheries sector. It owns 50 ponds and their total water area cover 40 acres. Monthly production capacity is around 10 tons. ABFL mainly produces carp, catfish, tilapia and pangush.

1.2 Company's Mission and Vision

AFTAB BAHUMUKHI FARMS LIMITED and its poultry related concerns are subsidiary companies of Islam Group addressing its activities predominantly in the agro-sector. Its main objective is to serve the nation as a source of pure and hygienic protein, vegetables and cereals, inter alia standard quality and balanced feed for poultry, cattle and fish, and to create job opportunities for the poor people fighting for increasing the standard of living of the rural populace.

The company has adequate human resources with facilities for training and gaining experience to acquaint themselves with the latest technical know-how in the respective fields besides ensuring standard and quality service.

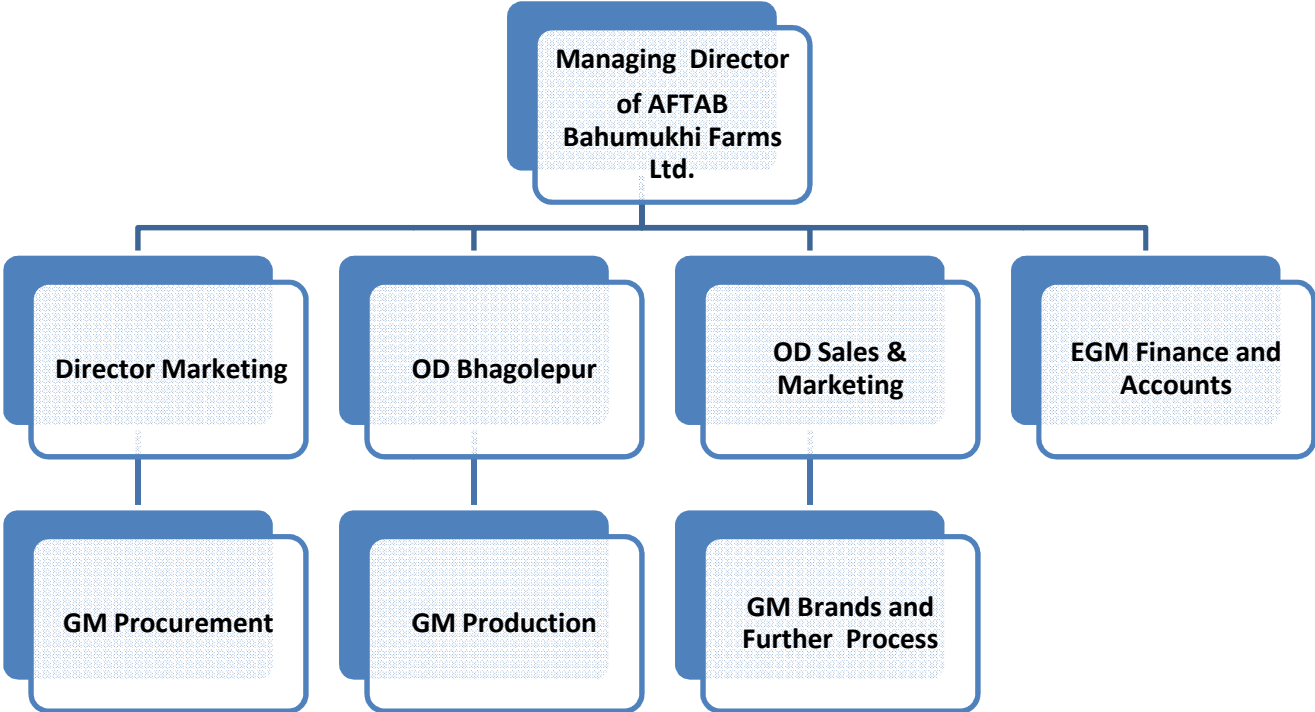
The company is resolved to extend and render standard quality services to the people it is committed to. Keeping in view its objectives and precepts, the company will strive hard for all round development and improvement to face the challenge of the 21st century, guarding against imminent competition consequent to globalization and free market economy.

1.3 Company's achievement



For quality management Aftab Bahumukhi Farms Ltd. has been awarded ISO 9001:2000 incorporating HACCP principles by the Certification International (UK) Limited for processing of chicken and poultry products.

1.4 Organogram of the company



The company structure is divided into two parts. The first part of the company is the Head office, which has the above organogram. And the other part consists of distribution centers.

1.5 Organogram of Overall Distributions



1.6 SWOT Analysis of Aftab Bahumukhi Farms Ltd

Strengths:

Marketing

- ❑ Company and parent group reputation is very high.
- ❑ Already a market challenger in processed chicken market
- ❑ Have some reputation in further processed chicken market.
- ❑ Products are available in key super-malls.
- ❑ Higher class of A category customers are aware of the products.
- ❑ Financials
- ❑ Financial strength of the company is very strong.
- ❑ It's possible to make promotional expenses as sales begin.
- ❑ Cost of availability of capital is low.

Organization

- ❑ Management of the company is eager to build a strong organizational set-up to build up the market.
- ❑ Skilled and experienced manpower in the production facility exists.

Weaknesses:

Marketing

- ❑ There is a significant confusion raised among consumers regarding Aftab consumer products and chicken products.
- ❑ New brand name sub-brand names are necessary and urgent to be developed.
- ❑ Only highest category super-malls currently carry Aftab chicken further processed products and existing product pricing is out of reach of middle class population due to larger pack sizes only.
- ❑ Brand perception seeing the current product packaging is worse compared to the main competitor, Rich brand.

- ❑ Net proper support from factory. Sometimes products supplied from the factory do not with the order requirements.
- ❑ Product size disorders are another important problem
- ❑ There is no marketing and Branding team in the company.
- ❑ Paper packs of the key products are hard to store in the refrigerator and most of the times they are torn.
- ❑ Product packaging needs a over- hauling to increase its standard, to meet international and local regularities, and make them attractive to the end-consumers.
- ❑ New products need to be launched to meet the need of two segments of consumers; one for higher class and the other for middle class population.
- ❑ Existing geographical coverage is only in Dhaka Metropolitan city.
- ❑ Financials
- ❑ Cash flow needs to be maintained carefully.

Organization

- ❑ There is a lacking in current organizational structure as no personnel except the MD and new GM has been in place and they are very new to the organization. Organizational structure needs to be rapidly developed including recruitment, theoretical training and field training.
- ❑ Proper organizational set-up is not present in the company for example, HR department doesn't exist and commercial dept lacks manpower and engineering department needs more manpower having appropriate expertise for maintenance of the cool chain.

Distribution

- ❑ Proper distribution channel is lacking. Existing sales team is already proclaiming their urge to have more vehicles.
- ❑ There are only three refrigerated four wheeler vehicles available in the company. One is engaged for KFC products only. One has capacity of 1 Metric Ton (MT)

they can goods of TK. 2 Lac -2 ½ Lac. There are two other refrigerated vehicles having capacity of 1 ½ MT. One of which is engaged for supplying products to KFC. Sales and marketing team collects order from key outlets which are accumulated and sent to the production department and on the next day, as per supply of the production dept, goods are supplied to the outlets and accordingly payments are collected.

- ❑ There are two other 3 wheeler vehicles that supply frozen goods to retail outlets. These are ice-cream supply type of vehicles, having insulated body that can carry goods of around 70 to 80 Kg in weight and of around 20,000 to 30,000 in taka amount.
- ❑ Four more vehicles are required to fulfill demands.

Opportunities

- ❑ Government has declared poultry as a thrust sector.
- ❑ There exists 30% cash incentive from Government for export sales.
- ❑ There exist only a few key players in the processed and further processed market.
- ❑ A vast majority of outlets are never covered that is they remain as virgin.
- ❑ There exists a huge demand of the chicken products
- ❑ Areas other than Dhaka are not covered by the competitors other than few outlets in Shylet and Chittagong.
- ❑ Poultry market has been growing at the rate of 20% per anum for the last 15 years.
- ❑ Recent shortage in fish production in the country as a whole can be considered as an opportunity to the growth of poultry products.

Threats

- ❑ Cash incentive program might be withdrawn by government for exports.
- ❑ Many players may enter into the market.
- ❑ Rich and BRAC will try their best to retain its existing market share.

- ❑ Other potential entrants are Kazi, Crown Foods and Nourish Agro.
- ❑ Most powerful mass media in the country is television, which won't be used in the first years as distribution will not be made throughout the country.

2.0 Work Experience

AFTAB BAHUMUKHI FARMS LIMITED is a very renowned company of Bangladesh. It is one of the most important and profitable sister concern of Islam Group the pioneer corporate house of Bangladesh. The Work experience of AFTAB BAHUMUKHI FARMS was excellent. Everyone of the organization was very supportive and well behaved. The work environment of the company is very good.

2.1 Job Responsibilities

- Preparing various promotional strategy
- Preparing various types of budget
- Assist the research team
- Assist the Brand Team
- Support the Marketing Director to prepare various strategy for the company
- Support the Marketing Director to planning for new SBU
- Support the Marketing Director to prepare market territory plan
- Most importantly preparing a strategic analysis report for the organization to find out the current position.

3.0 Origin of the Report

Internship program is the pre-requisite for the graduation in BBA.

Internship program means systematic gathering, recording and analyzing of data about the subject that a student goes to learn through the program. This program is a partial requirement to obtain the Bachelor of Business Administration (BBA) certificate. Classroom discussion alone cannot make a student perfect in handling the real business situation; therefore, it is an opportunity for the students to know about the real life situation through this program. A report has to be built for the university and organization requirement.

I was assigned to conduct my internship in the Aftab Bahumukhi Farms Limited for the period of 3 months commencing from January 30, 2012 to April 30, 2011 as an intern.

My internship topic is “An Analysis of Marketing Strategies and Practices of Aftab Bahumukhi Farms Limited”, which was assigned by my internship instructor Mr.Tariquzzaman Director Marketing Islam Group, Bangladesh. I have completed this report on the basis of my practical experience of working in Aftab Bahumukhi Farms Limited.

3.1 Problem statement

Aftab Bahumukhi Farms Ltd. (ABFL) was established in 1991 by AL-Haj Jahural Islam, the founder chairman of Islam Group. To adapt the changes and meet the demand of 21st century this farm has a modern poultry processing plant, the first of its kind in Bangladesh, with the capacity to process 1000 (One thousand) birds per hour, equipped with modern amenities. Aftab Bahumukhi Farm has also established further processing plant to supply ready to cook chicken based items in the city markets. ABFL has more than 22(Twenty two) different processed and further processed products. Moreover,

Aftab products are the present market leader for both processed and further processed chicken products.

However, the level of marketing strategies and practices required to hold both the market share and profit are quite far behind the minimum requirements. Specially, this company has no significant promotional activities in relation to competitors. For this purpose, I have conducted a study and prepared my internship report on the below topic:

[“An Analysis of Marketing Strategies and Practices of Aftab Bahumukhi Farms Limited”](#)

3.2 Objectives

The main objective of this study is to evaluate the performance of Aftab Bahumukhi Farms Ltd. (ABFL) based on marketing strategies and practices and pointing the ways to be more competitive as well as a projection of the company for the next following the industry it belongs. This study will help in realizing the present company status in terms of competitors and what strategies will be helpful to resolve the existing problems.

3.3 Limitation of the study

During the study, I have faced some limitations. The limitations are briefly pointed out below:

- Time is the first limitation as the duration of the program was of three months only. Three months time is not enough for such extensive study.
- Another limitation of this report is company's marketing strategies and practices is very confidential for any firm, for obvious reasons. So they don't disclose all the information which may make this report more authentic.
- So the industry representatives are always busy with their activities, which mean they most often have little time to consult.
- The data that seems insufficient may be suffering from lack of reliability to some extent.
- The study may suffer for lack of experience.

4.0 Review of Literature

4.1 Market Share:

Market share is the proportion of total sales of a product during a stated time period in a specific market that is captured by a single firm (Etzel, Walker, Stanton, 1997). A firm's percentage of the total sales volume generated by all competitors in a given market (Bagozzi, Rosa, Kirti, Chelly, Coronel, 1998). Cravens and Piercy (2003) stated that company sales divided by the total sales of all firms for a specified product market determine the market share of a particular firm. They also stated that market share can be used to forecast future company sales and to compare actual market position among competing brands of a product. It can be the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself (Farase, Kimbrell, Woloszyk). According to Kotler (2003) company sales do not reveal how well the company is performing relative to competitors. For this purpose, management needs to track its market share. He also stated that market share can be measured in 3 ways: (1) overall market share (2) served market share (3) relative market share. According to him overall market share is the company's sales expressed as a percentage of total market sales. Relative market share can be expressed as market share in relation to its largest competitor. A relative market share over 100 percent indicates a market leader. According to Cravens and Piercy (2003) relative market share is measured by comparing the share of the firm against that of the competitor with the highest market share in the segment.

4.2 Competitor Analysis:

Competitor analysis is an organized approach for evaluating the strengths and weaknesses of current or potential competitors' marketing strategies (Perreault, McCarthy, 1996). They also stated competitive rivals as a firm's closest competitors. According to Farese, Kimbrell, Woloszyk analyzing competition means listing all the competitors in trading area along with their type of products, prices, locations, general

quality of products and their strengths and weaknesses. Determining competitors' sales volume and how they promote and sell the products. Showing how the firm's business will be superior to the competitor based on these factors.

B AGozzi, Rosa Kirti, Chelly, Coronel (1998) stated that analysis of the competition is as important as study of the consumer. The goal is to meet customer needs with a product or service that achieves a differential advantage over the competitor. Cravens and Piercy (2003) stated that competitor analysis is conducted for firms that compete directly with each other (e.g. Nike & Reebok) and other companies that management may consider important in strategy analysis (for example, potential market entrants). He proposed two major aspects of competitor analysis: (1) preparing the descriptive profile for each competitor and (2) evaluating the competitors' strengths and weaknesses. Kotler (2003) stated that competitors are companies that satisfy the same customer need. The market concept of competition reveals a broader set of actual and potential competitors. He also added that once a company identifies its primary competitors, it must ascertain their characteristics, specifically, their strategies, objectives, strengths and weaknesses, and reaction pattern. Rothschild (1979) suggested following questions to ask about a competitor who is the competitor now and who will it be in the future? What are the key competitor's strategies, objectives and goals? How important is a specific market to the competitors and are they committed enough to continue to invest? What unique strengths do the competitors have? Do they have any weaknesses that make them vulnerable? What changes are likely in the competitors' future strategies? What are the implications of competitors' strategies on the market, the industry and one's own company? Following Rothchild's (1979) advice J. Baker (2000) stated that in an ideal world one would seek to document competitive firms in as much detail as possible. According to West (1999) a typical competitor information profile will cover ownership and organizational structure; financial history, financial resources, key decision makers and their track records, staff resources, production resources and locations, product lines and portfolios, patents, licenses and other unique assets; markets and segment serviced; distribution channel used; export activity and country supplied; sales and marketing activities. He also stated that the depth and quality of information available varies considerably from market sector to market sector and from country to country.

Kotler (2003) stated, a company needed to gather information on each competitor's strengths and weaknesses. According to the Arthur D. Little (1974) a company will occupy one of six competitive positions in the target market.

Dominant: This firm controls the behavior of other competitors and has a wide choice of strategic options.

Strong: This firm can take independent action without endangering its long-term position and can maintain its long-term position regardless of competitors' actions.

Favorable: this firm has an exploitable strength and a more-than-average opportunity to improve its position.

Tenable: This firm is performing at a sufficiently satisfactory level to warrant continuing in business, but it exists at the sufferance of the dominant company and has a less-than-average opportunity to improve its position.

Weak: this firm has unsatisfactory performance, but an opportunity exists for improvement. The firm must change or else exit.

Nonviable: this firm has unsatisfactory performance and no opportunity for improvement. Kotler (2003) supporting the Arthur D. Little (1974) assessment stated that this assessment helped one company decide whom to attack in the programmable controls market.

4.3 Marketing

According to Kotler (2009), Marketing is the process used to determine what products or services may be of interest to customers, and the strategy to use in sales, communications and business development. It generates the strategy that underlies sales techniques, business communication, and business developments. It is an

integrated process through which companies build strong customer relationships and create value for their customers and for themselves.

Marketing is used to identify the customer, satisfy the customer, and keep the customer. With the customer as the focus of its activities, marketing management is one of the major components of business management. Marketing evolved to meet the stasis in developing new markets caused by mature markets and overcapacities in the last 2-3 centuries. The adoption of marketing strategies requires businesses to shift their focus from production to the perceived needs and wants of their customers as the means of staying profitable.

Gray Armstrong and Kotler (2008) also stated that the term *marketing concept* holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions. It proposes that in order to satisfy its organizational objectives, an organization should anticipate the needs and wants of consumers and satisfy these more effectively than competitors.

Marketing is further defined by the AMA as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. The term developed from an original meaning which referred literally to going to a market to buy or sell goods or services. Seen from a systems point of view, sales process engineering marketing is *"a set of processes that are interconnected and interdependent with other functions, whose methods can be improved using a variety of relatively new approaches."*

The Chartered Institute of Marketing defines marketing as *"the management process responsible for identifying, anticipating and satisfying customer requirements profitably."* A different concept is the *value-based marketing* which states the role of marketing to contribute to increasing shareholder value. In this context, Paliwoda, Stanly J (2009) stated that marketing is defined as *"the management process that seeks to maximize returns to shareholders by developing relationships with valued customers and creating a competitive advantage."*

Marketing practice tended to be seen as a creative industry in the past, which included advertising, distribution and selling. However, because the academic study of marketing

makes extensive use of social sciences, psychology, sociology, mathematics, economics, anthropology and neuroscience, the profession is now widely recognized as a science, allowing numerous universities to offer Master-of-Science (MSc) programs. The overall process starts with marketing research and goes through market segmentation, business planning and execution, ending with pre- and post-sales promotional activities. It is also related to many of the creative arts. The marketing literature is also adept at re-inventing itself and its vocabulary according to the times and the culture.

4.4 Marketing strategies

Baker (2008) stated that Marketing Strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable ***competitive advantage***.

Marketing strategies serve as the fundamental underpinning of marketing plans designed to fill market needs and reach marketing objectives. Plans and objectives are generally tested for measurable results. Commonly, marketing strategies are developed as multi-year plans, with a tactical plan detailing specific actions to be accomplished in the current year. Aaker (2008) agreed that time horizons covered by the marketing plan vary by company, by industry, and by nation, however, time horizons are becoming shorter as the speed of change in the environment increases. Marketing strategies are dynamic and interactive. They are partially planned and partially unplanned.

Hausman Marketing letter Definition of marketing series suggested that Marketing strategy involves careful scanning of the internal and external environments which are summarized in a *SWOT analysis*. And, supporting that Aaker (2008) stated that internal environmental factors include the *marketing mix*, plus performance analysis and strategic constraints. External environmental factors include customer analysis, *competitor analysis*, *target market* analysis, as well as evaluation of any elements of the technological, economic, cultural or political/legal environment likely to impact success. A key component of marketing strategy is often to keep marketing in line with a company's overarching *mission statement* Besides SWOT analysis, portfolio analyses

such as the GE/McKinsey matrix or COPE analysis can be performed to determine the strategic focus.

Once a thorough environmental scan is complete, a **strategic plan** can be constructed to identify business alternatives, establish challenging goals, determine the optimal marketing mix to attain these goals, and detail implementation. A final step in developing a marketing strategy is to create a plan to monitor progress and a set of contingencies if problems arise in the implementation of the plan.

4.5 Marketing Mix

A planned mix of the controllable elements of a product's marketing plan commonly termed as 4Ps: product, price, place, and promotion.

The term "marketing mix" was coined in 1953 by Neil Borden in his American Marketing Association presidential address. However, this was actually a reformulation of an earlier idea by his associate, James Culliton, who in 1948 described the role of the marketing manager as a "*mixer* of ingredients", who sometimes follows recipes prepared by others, sometimes prepares his own recipe as he goes along, sometimes adapts a recipe from immediately available ingredients, and at other times invents new ingredients no one else has tried. The marketing mix (price, product, distribution, promotion) forms the entire promotional campaign. As stated in "Management of a Sales Force" by Rosann L. Spiro, Gregory A. Rich, William J. Stanton, "when these are effectively blended, they form a marketing program that provides want-satisfying goods and services for the company's market."

The term became popular in the article written by Niel Borden called, "The Concept of the Marketing Mix," as explained on the site netmba.com. He started teaching the term too many after he himself learned about it with an associate of his. The marketing mix is a broad concept which includes several aspects of marketing which all inquire to obtain a similar goal of creating awareness and customer loyalty. The marketing mix is not only an important concept, but a guideline to reference back to when implementing the price,

promotion, product, and distribution. Those are the four main ingredients of the marketing mix, but there are other components including, planning, branding, packaging, display, distribution channels, personal selling, advertising, servicing, and physical handling. All in all the current description of the marketing mix is accurate, but missing some vital pieces of information which will allow individuals to gain a better understanding and implement a more effective marketing mix. A prominent marketer, **E. Jerome McCarthy**, proposed a *Four P* classification in 1960, which has seen wide use.

Four 'P's

Elements of the marketing mix are often referred to as the "*Four P's*", a phrase used since the 1960's

Product – It is a tangible good or an intangible service that is mass produced or manufactured on a large scale with a specific volume of units. Intangible products are service based like the tourism industry & the hotel industry or codes-based products like cellphone load and credits. Typical examples of a mass produced tangible object are the motor car and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system. Packaging also needs to be taken into consideration. Every product is subject to a life-cycle including a growth phase followed by an eventual period of decline as the product approaches market saturation. To retain its competitiveness in the market, product differentiation is required and is one of the strategies to differentiate a product from its competitors.

Price – The price is the amount a customer pays for the product. The business may increase or decrease the price of product if other stores have the same product.

Place – Place represents the location where a product can be purchased. It is often referred to as the distribution channel. It can include any physical store as well as virtual stores on the Internet.

Promotion - Promotion represents all of the communications that a marketer may use in the marketplace. Promotion has four distinct elements: advertising, public relations, personal selling and sales promotion.

4.6 Competitor assessment with critical success factors:

John Stapleton (1987) suggested that the most appropriate means for assessing competition is in truly financial terms as this enables comparisons to be made and a standard to be developed against which the firm's own performance can be measured. To structure such an analysis Stapleton proposes 9 different indicators. But in contrast with West (1999) Baker (2000) stated that simple summary diagrams are often much more illuminating than pages of statistics he recommended the use of profiling diagrams. John Saunders (1995) stated such profiling diagrams as a 'competitor assessment grid'. And supporting him Baker (2000) constructed such a profile and stated to construct such a profile by using the critical success factors, which are important in the industry/ market under consideration. Baker (2000) stated that having drawn up a list of the closest competitor's staff evaluated each of these relative to themselves in terms of each of the key success factors. He also stated that one can identify a list of critical success factors and assemble enough data to make comparative judgments of competing firms in terms of these factors; this will provide decision makers with a powerful diagnostic tool. Baker (2000) also stated that in strengths and weaknesses assessment technique some information can be overlooked so it is vital to reduce the output of our appreciation to the bare essentials. He also stated that obviously this will require the exercise of judgment and it will usually be necessary to prioritize the relative importance of the factors under consideration. Either verbal or numerical scaling with only the critical factors being included in the final analysis may do this. According to Grunert and Ellegaard (1993) the idea that there are few factors which are decisive for the success of the company, and that these factors can be ascertained, was first introduced by Daniel (1961) and later mainly elaborated by Rockart (1979); Bullen and Rockert (1981) in the context of designing management information systems'. The identification of critical success factors was prompted by the observation that many senior managers did not make use of the formal management information systems. In turn, this led to the conclusion that this was due to the fact that these

systems were unnecessarily complex and should be structured around a smaller number of what they called critical success factors. According to Rockart (1979) there are five sources of critical success factors: the industry, competitive strategy and industry position, environmental factors, temporal factors, and managerial position.

5.0 Methodology

5.1 Research design

The illustrations of the objectives of the project above give an idea of the study. It is an exploratory research qualitative in nature. The main purpose of the research is to assess the existing competitors of Aftab Bahumukhi Farms Ltd. on the basis of marketing strategies and practices. Among the various factors, this research attempted to find out the critical success factors for this industry through the secondary data analysis.

This research is about assessing and comparing the major competitors of Aftab Bahumukhi Farms Limited in the terms of its marketing strategies and practices. I have attempted to find out the market share of each of the competitors who has the similar products as a preliminary step to isolate the Aftab's share and other comparable firms. Then the researcher is attempting to assess each of the firm's position comparing to Aftab Bahumukhi Farms Ltd on their marketing strategies and practices. In this study I have also tried to find out the comparable competitors of Aftab Bahumukhi Farm's strengths and weaknesses through studying their profiles. Finally a set of recommendations are made to resolve the existing problems of Aftab Bahumukhi Farms Limited.

5.2 Sampling method

The required data for this research is collected from the suppliers of poultry industry.

Convenience sampling is used, as it is also the cheapest and the easiest methods of sampling. The sample frame for this research is consisted of representative persons of the firm and industry suppliers.

The sample size was determined to 15(Fifteen) interviewees for conducting the survey. Among the 15(Fifteen) interviewees, 8 (Eight) were selected from the Aftab Bahumukhi Farms Ltd. Interviewees of Aftab Bahumukhi Farms Ltd. were selected from the Sales and Marketing department according to their rank order. And the rest 7(seven) interviewees were selected from other farms. In this case the different distributors' outlets were determined as the interview spot and interviewees were selected from the sales department. Due to time constraints the survey is conducted in Dhaka city only.

5.3 Survey instrument

An unstructured questionnaire is used to collect data. This questionnaire was consisted of different parts to gather information on the different key factors necessary for the study. The unstructured questionnaire is the best instrument for the survey in this case because, for a comparative study every response of the sample is important and interviewees had the better chance to explain their opinion that helped in evaluating them. It gives more time to the respondents to think and then give the answers. As the sample size is small it has the best opportunity to bring out every possible answer with the unstructured questionnaire. As in-depth interview is the way of conducting the survey and it is qualitative in nature an unstructured questionnaire is the best way to conduct the survey. With this, no responses of the respondents can be missed out.

A sample of the questionnaire has been attached in the appendix 1. The first 5 questions have been set to know about the organizational information of the firm. Questions (6 – 13) have been set to explore the information regarding product and product line in order to make a comparative assessment of improvement. Questions (14-19) have been set to explore the marketing strategies and practices related information. A question 20 is set to explore the present company marketing problems of the firms. Question (21-22) is on the management planning and future programs.

All these questions have been designed to do the comparison make profile, strengths and weaknesses.

5.4 Data Collection

The data collection was done through both primary and secondary sources. The primary data was collected through in-depth interview questionnaire surveys and the secondary data collection was made from the available archives of Aftab Bahumukhi Farms Ltd, for addressing the problems and suggesting appropriate remedies.

5.5 Data Analysis and Report Presentation

This is a study of assessment and comparison of the marketing strategies and practices of Aftab Bahumukhi Farms Ltd. (ABFL). So after the data collection a market share analysis is performed using the acquired secondary data, to evaluate the current market share of Aftab Bahumukhi Farms Ltd. (ABFL) and also the other players of the industry by using the market share & relative market share measures. Stepwise competitor analysis is also performed to determine the major competitors of and their marketing practices. Competitive position is determined by assessing the strengths & weaknesses of the major competitors. Results are presented through graphical presentation and descriptive formats. The final report is presented as a written and formal document in the report presentation date. Meanwhile intermediates reports reviewed to make necessary adjustments.

6.0 Analysis and Result

Analyzing the industry information and visiting the company sales center, had given me the feel that there are huge lacking in the marketing strategies and practices. To find out the existing problems of Aftab Bahumukhi Farms Ltd. (ABFL) in terms of its major products, processed and further processed chicken items, and to find out better ways I have conducted this study. In this study I have presented a market share analysis as well as analysis of competitors who have the similar products in the market. Market share analysis and competitor analysis are made based on the competitors marketing practices. The main focus of this research is pointed out with the processed and further processed products. Based on those product bases further analysis will appear in the following sections of this report.

Definition of Marketing Mix

A planned mix of the controllable elements of a product's marketing plan commonly termed as 4Ps: product, price, place, and promotion.

Elements of the marketing mix are often referred to as the "*Four 'P's*", a phrase used since the 1960's

Product - It is a tangible good or an intangible service that is mass produced or manufactured on a large scale with a specific volume of units. Intangible products are service based like the tourism industry & the hotel industry or codes-based products like cell phone load and credits. Typical examples of a mass produced tangible object are the motor car and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system. Packaging also needs to be taken into consideration. Every product is subject to a life-cycle including a growth phase followed by an eventual period of decline as the product approaches market saturation. To retain

its competitiveness in the market, product differentiation is required and is one of the strategies to differentiate a product from its competitors.

Price – The price is the amount a customer pays for the product. The business may increase or decrease the price of product if other stores have the same product.

Place – Place represents the location where a product can be purchased. It is often referred to as the distribution channel. It can include any physical store as well as virtual stores on the Internet.

Promotion represents all of the communications that a marketer may use in the marketplace. Promotion has four distinct elements: advertising, public relations, personal selling and sales promotion.

6.1 Marketing Mix of Aftab Bahumukhi Farms Limited

6.1.1 Product lists with price

ABFL has more than 22(Twenty two) different processed and further processed products. These products are sold in two different categories. There are general category for all consumers and customized category. At present customized products are sold only to KFC.

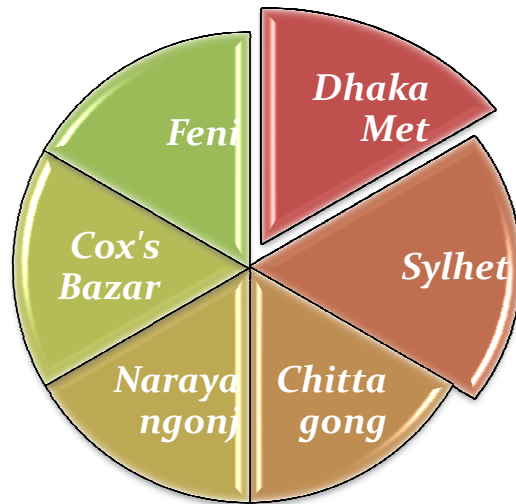
Aftab's products are priced to capture the higher income customers. Though the company is looking forward to cover all income levels, quality maintenance is the main objective of this company. And for such higher quality management, KFC became the regular customer for processed products of Aftab. KFC also has the worldwide brand image of quality producer.

Customers of processed items

- Five star hotels and other residential hotels
- All kinds of first foods and restaurants
- Superstores
- Regular department stores, grocery shops
- Convention centers
- Traditional hotels
- Corporate offices and factories
- Various kinds of government offices for different programs
- Consumers

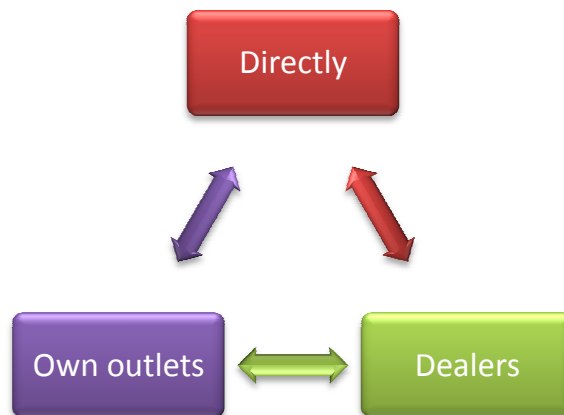
6.1.2 Place

Aftab products are currently marketed in six major cities: Dhaka, Chittagong, ShyletNaraongonj, Cox's Bazaar and Feni. The company is actively making attempts to market products all over Bangladesh as well as in international markets. However, the major sales activities are practiced in Dhaka city.



Product delivery system

Products are delivered in three ways:



Aftab Bahumukhi Farms Ltd has two outlets in Dhaka city.

- ❑ 3/c, PuranaPaltun, in the Aftab's sales office
- ❑ Banshree

Products orders are collected by the salesman from assigned areas and submitted to dealers. Dealers make an order summary to the main office. Sales officers adjust the product orders and place the orders in the factory. Products are delivered to the company sales office through four wheeler freezing vans. All the products are checked to fulfill the order requirements. Then products are sent to the dealers of assigned areas to make the delivery to customers. Dealers are appointed on basis of following criteria:

- ❑ Reputation
- ❑ Past experiences
- ❑ Must have delivery man
- ❑ Must have delivery van with freezing systems
- ❑ Must have authorized and legal documents.

Dealers maintain all the order taking and placing activities outside Dhaka city. All the required supplies are directly sent to the dealers from the factory. In Dhaka supplies are stocked within 24 hours after order placement to the factory. Whereas, supplies are stocked twice in a week in other areas.

6.1.3 Further processed items

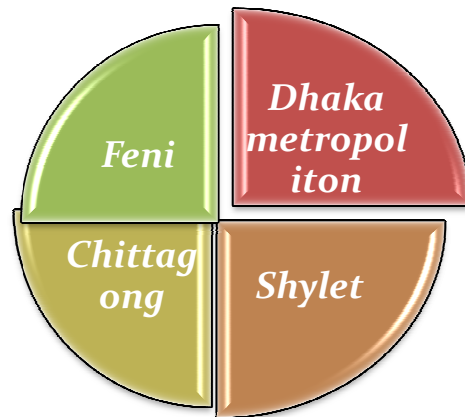
Aftab Bahumukhi Farms Limited has 9(Nine) types of further processed products. These products are sold using the same channels as processed items. There are some upcoming products that will be added to the product lists soon.(see appendix)

Upcoming products

- ❑ Sausages
- ❑ Chicken fingers
- ❑ Fish ball, chicken ball

6.1.4 Place

Further processed products are sold in four major cities: Dhaka, Chittagong, Shylet and Feni.



Products are sold mainly to premium customers. Because further processed products are high value items and are not popular to general customers. Quality assurance is the key to success and these products have greater profitability than processed items. The main customers of this products are-



6.1.5 Promotion

Aftab Bahumukhi Farms Ltd. has own brand of processed and further processed products under the brand name of “Aftab”. Aftab brand is already a market challengers in processed chicken markets almost enjoys 25% market share. For a substantial period of around 6(six) years it has been giving it’s further processed items in the market but enough penetration level has not yet been achieved. Mainly due to lacking in sales, branding and overall marketing efforts. Though Aftab’s products are considered number one quality products and the company has modern procedures and machineries, there is no well planned marketing and promotional efforts.

Up to July, 2011 the company only arranged few promotional activities for both processed and further processed products.

Promotional activities of Aftab Bahumukhi Farms Ltd



Figure: 1

6.1.6 Marketing Mix limitations of Aftab Bahumukhi Farms Limited

There is a huge gap between the company's mission and the marketing activities performed. Aftab Bahumukhi Farms Ltd is the largest and the only integrated poultry industry in Bangladesh that maintains the whole poultry chain from Grand Parent to Further Processed Chicken. But the company has no well planned marketing strategies and practices. Even in the DOC production and sales, Kazi Farm of Kazi Groups enjoys the largest market share.

There was a study conducted by ShamimaAfrozBubli in 2006, a marketing executive of Kazi farm. That paper was directed towards exploring the market share and major competitors of Kazi Farms Group in the DOC1 Broiler production of Bangladesh poultry market. Kazi farm is the poultry farm sales chicks and feed and import GP. A qualitative research was conducted to explore and assess each of the competitors. The data sampling was conducted on the suppliers of DOC broiler in the market. An unstructured questionnaire was used to find out the respondents opinions about the poultry market and also the details of the farms. A market share analysis and a stepwise competitor analysis were run on the collected data to explore the competitive position of Kazi Farms Group and their competitors. The assessment was made by determining 5 critical success factors of the industry. Product & technology, sales & marketing, production capacity, financial, and organization were determined as the critical success factors.

In that study, the researcher presented Aftab Bahumukhi Farms Ltd and its strengths and weaknesses. According to that research:

AftabBahumikhi Farms strengths and weaknesses:

Strengths:

- They are concern of one of the biggest group of Bangladesh.
- Aftab Bahumukhi Farms is going to be ISO certified by this year.

- Their access of capital is likely higher than many farms in the poultry industry.
- They have established their business at 1991 that means they are one of the oldest farms of the poultry industry.
- At the same time working for these much of year they are experienced enough about this industry.
- The management quality is good.
- Only they maintain the biggest poultry chain in this country. Like starting from import of GP they go through all the related process ends at the supply of dressed broilers along with the supply of chicken nuggets etc to the retail fast food outlets.
- They have a strong brand image in the market.
- They have a good quality of production facilities.
- They are the owner of biggest hatchery of Bangladesh.
- There have strong number of sheds.
- Their sales turnover is strong, nearly competitive with Kazi.
- And have a strong distribution channel of 250 agents.
- Import good quality of breed, which growth rate is high and the mortality rate is low.
- The Veteranarian Doctors handle each of their market regions.
- Only Aftab farm is successful in implementing the contract farming in the industry

Weaknesses:

- This farm is an experienced farm in the industry but that experience is not utilized yet. Many farms entered after them and have grown in a much higher rate than Aftab Bahumukhi Farms Limited.
- Though they have the biggest hatchery and sheds in Bangladesh but the production is low.
- They are not utilizing their brand image properly in increasing their market share. They have the competency of being a market leader but that is not utilized.
- They are not effective enough in increasing their production capacity.

- *Do not concentrate on the marketing of the product. Only making sale of the production is their concentration not enlarging the market.*

Table : 1 : Aftab's score on Critical Success Factors

Critical success factors	Average	Total	Maximum	Minimum
Product and technological strength of the farm	4.67	14	5	4
Marketing activities	3.75	30	5	4
Production facilities strength	4.67	28	5	4
Financial strength and back up	5	10	5	4
Organizational management and experience	4.5	9	5	4

Aftab Bahumukhi Farms scores on each of the issues of critical success factor is summed up and an average of the factors are done. Aftab Bahumukhi Farms competitiveness in relation with Kazi Farms Group is measured according to the competitor assessment grid at (*Appendix-1*). Each of the issues of the critical success factor is measured using a rating scale of 5. Where 5 means a very strong competitive position and 1 means very weak position. Summation of Score of each issue is given as the total of that represented factor. And the average is measured dividing the total score by the no. of issues (e.g. total score 14 is divided by 3 no. of issues). Thus average of 4.67 is measured. And Aftab is given the maximum score of 5 and minimum 4 on that particular factor. Rest of the factors in Table: 1 is measured in the same way.

From that study marketing activities were scored the lowest in the critical success Factors analysis grid. The researcher also showed insufficient marketing activities of Aftab Bahumukhi Farms Ltd. was one of the major weaknesses.

6.1.7 Marketing inefficiencies in Processed and further Processed Products

From the company data, currently at the further processed Chicken plant in Bhagolepur, the company has machineries that are being utilized only at the rate of 35%.Whereas the company wants to become the market leader and also is looking forward to export in international markets. The company has not any strong promotional and marketing activities. However, it suppresses the largest market share in the processed items in the industry. The only dominant feature of their strategies is the higher quality. But lack of effective marketing strategies and practices, provided a great chance to the nearest competitors to capture the market pie. In terms further processed products, Rich and Aftab are competing so strongly that the title of market leadership changed so frequently to each other.

The main marketing problems are-

- ❑ There is a significant confusion raised among consumers regarding Aftab consumer products and Aftab Chicken products.
- ❑ Only highest category super malls and super shops currently carry Aftab Chicken further processed products.
- ❑ Existing products pricing is out of reach of middle class population due to larger pack sizes only.
- ❑ Both the processed and further processed products are worse than the competitors.
- ❑ Paper packs of the key products are hard to store in the refrigerator and most of the time they are torn.

- ❑ Product packaging needs a over-hauling to increase its standard, to meet international and local regularities, and to attract the end customers.
- ❑ There are no facilities in the company sales center to repack any product if the packets are damaged for any reasons.
- ❑ Lack of packaging facilities in the sales centre makes huge costs to return the products to the factory in Bahgolepur for repacking.
- ❑ Proper distribution channel is lacking. Existing sales team is already proclaiming their urge to have more vehicles.

7.0 Competitor Analysis

As this study will provide analysis and findings on the two major types of product category of Aftab Bahumukhi Farms Ltd, the competitor analysis will also be based on those two product categories.

7.1 Processed Chicken Products

The major competitors of processed Chicken products of Aftab Bahumukhi Farms Ltd. Are-

- BRAC
- White hen
- CP
- So many non brand competitors

BRAC

BRAC (formally the Bangladesh Rural Advancement Committee) was established in 1972 to work with the rural poor in Bangladesh. It is now one of the world's largest NGOs with approximately 3.3 million members, 23,000 full time and 57,000 part time employees. Portfolio growth has averaged 46% per annum since 1989. Total expenditure in the year ended 31 December 1998 was \$77 million. Income from interest on loans, service charges, and commercial activities was \$49 million during the same period, 64% of total expenditure. The remaining 36% of expenditure was funded by grants. BRAC is involved in a wide range of activities. Its development program divides into three areas; rural development, health, and primary education. In addition to these development activities BRAC has established a number of commercial enterprises including a printing press, training centre for development management, production centers and a chain of retail outlets, cold storage facilities, dairies, poultry farms, educational institutions, Brac-net and the BRAC bank.

It also has a number of joint ventures including a housing project. Annual income from commercial activities in 1998 was \$16 million generating a net surplus of \$310,000. BRAC's rural development activities are administered through the Rural Development Programme (RDP). This is a 'credit plus' programme with savings and credit supported by a range of BDS in the poultry, livestock, fisheries, agriculture, forestry and sericulture sectors (named the Employment and Income Generating (EIG) Programme but known as the sector programmes). There are also components covering social development, human rights and legal education, environment, and popular theatre. The RDP is run through a branch network of 330 area offices and 300 sub-area offices. These report to 51 regional offices which in turn report to the head office in Dhaka. Membership is organized through Village Organizations (VOs) with 35-45 members (practically all women) in each VO. Each area office works with around 150 VOs, between 6,000 and 7,000 people. Although the BRAC model is group based (groups of 5), income generating activities are run by individuals.

BRAC's Sector Programs and the Development of Markets for BDS

The sector programs operated by BRAC involve a wide range of services and can be understood as a combination of the direct provision of BDS (Business Development) to its members, and the facilitation of members to act as private sector BDS providers serving both BRAC members and the wider public. The primary services of the poultry sector program are access to improved agricultural technology (training, equipment and inputs). It is argued that both the direct provision of services by BRAC and the facilitation by BRAC members to provide services themselves stimulates market development for services to the poultry sector.

Specifically, BRAC's broiler chicken processing plant, which was opened in 2004, can process approximately 5,000 birds per day and it is an automated plant of its kind in Bangladesh. The plant purchases chickens from BRAC commercial broiler farms and a large number of independent farmers and sells the dressed meat to a variety of customers including large restaurants, hotels, supermarkets and even individual households. Given that the demand for poultry meat and eggs still exceeds the supply, BRAC's poultry operations remain an important means of supporting rural farmers while

also driving sector growth by increasing the supply of high-yield variety chicks and processed broiler meat.

The Package of Services in BRAC's poultry Program

There is an increased need for veterinary care and high quality feed, and the availability of HYV Day Old Chicks (DOCs) has been scarce. To address these problems and support the use of HYV birds, BRAC has developed a market infrastructure to provide necessary inputs and training to poultry producers and to assist in marketing eggs. This market system is made up of BRAC subsidized services, BRAC sustainable business activities, and private sector BDS suppliers. In order to address these constraints BRAC has trained some VO members ('poultry workers') in basic veterinary techniques to administer vaccines and medicines, and also act as a form of extension worker for the poultry programme.

BRAC has also established five large-scale hatcheries producing DOCs that are distributed to trained 'chick rearers' along with DOCs from private sector and Government hatcheries. Mini-hatcheries were also developed with VO members trained in hatching techniques, but this is not being expanded with the increased supply of DOCs from large-scale hatcheries.

Table 2 – Services provided to poultry Sector

Ref	Facilitator	Provider	Recipient
Services provided free of charge			
1.	BRAC donor consortium	BRAC provides 3 days training in husbandry techniques for HYV poultry (different course for different recipient groups)	Key, cage, model, broiler and pullet rearers
2.	BRAC donor	BRAC provides 5 day training course on basic veterinary treatment and	poultry workers

	consortium	vaccinations, and a free 'starter pack'	
3.	BRAC donor consortium	BRAC provides 5 to 7 days training on rearing chick from day old to 8 weeks	Chick rearers
4.	BRAC donor consortium	BRAC provides 15 days training on egg hatching	Mini hatcheries
5.	BRAC donor consortium	BRAC provides 3 day training course on feed	Feed sellers
6.	BRAC donor consortium	BRAC provides 1day orientation on egg marketing	Egg collectors
Services charged at the market rate			
7.	BRAC donor consortium	BRAC provides supplies of vaccines and medicines	poultry workers
8.	BRAC donor consortium	BRAC provides day old chicks from BRAC's own large scale hatcheries as well as private sector and Government hatcheries	Chick and broiler rearers
9.	BRAC donor consortium	BRAC provides bulk quantities of high quality feed from BRAC's own feed mills as well as private sector feed mills	Feed sellers
10.	BRAC	poultry workers - provide inoculations	Key, cage, model,

		and medicines for chicks and adult birds	broiler, pullet and chick rearers
11.	BRAC	Chick rearers - provide 8 week birds	Key, cage, model and pullet rearers
12.	BRAC	Mini hatcheries - provide day old chicks	Chick rearers
13.	BRAC	Feed sellers - provide high quality feed	Key, cage, model, broiler, pullet and chick rearers
14.	BRAC	Egg collectors - provide marketing services	Key and cage rearers

In addition to the above BRAC provides training to VO members in different aspects of poultry rearing. DOCs are supplied to ‘chick rearers’ who rear them until they reach eight weeks of age. Chicks are at their most vulnerable in the first few weeks and BRAC has found that mortality rates are significantly reduced by training specialist chick rearers. When chicks reach eight weeks they sold to ‘key rearers’ (keeping 10-15 birds for egg production), cage rearers(usually 36 birds reared in cages for egg production), broiler rearers (birds reared for slaughter), or model bearers (who supply eggs to mini-hatcheries as well as eggs for sale). ‘Pullet rearers’ are also used to rear birds from eight weeks to five months to supply mature birds for egg production to key and model rearers who do not want to take on birds until they are productive and generate income. Other services include egg collectors who provide a marketing service by buying eggs from the rearers and selling them in local markets .All training provided by BRAC in the poultry sector is free of charge. However a service charge of TK 1 per chick is levied on DOCs that aims to recover BRAC's ongoing operational costs once initial training has been delivered (see section 5). Inputs of high quality feed and DOCs are supplied by BRAC on a commercial basis and BRAC’s feed mills and large-scale hatcheries are

profitable. Transactions between VO members are all on a commercial basis, with the slight caveat that there may not be a 'market rate' for some transactions within the BRAC model.

White Hen Agro Industries limited

The White Hen Agro produces a range of fresh, frozen and value added meat products from chickens, turkeys, ducks and game birds as well as other products such as feed and table eggs. It's an Australian based company. The production of chicken and turkey meat accounts for approximately 65% of the Australian poultry industry and almost all poultry meat production is for domestic consumption. White Hen Agro has been around since 1989.

White hen agro Bangladesh Ltd. produces chickens at accredited white hen farms supplying specially formulated white hen feed mixes 100% free of any added hormones and steroids. According to the officials their chickens are free to roam in large barns in a clean and open environment .To ensure the health standards at white hen farms it has a full time vet that audits the farms on a monthly rotating basis with reporting of all supplier white hen farms back to the CEO. Though the present production and sales volume of dressed Chicken products are very low but the company is looking forward to cover all over the Bangladesh.

Mission Statement

White hen's mission is to provide the freshest chicken meal solutions to more tables across Bangladesh each day ensuring the Bangladesh people of safe wholesome poultry products to international standards from farm to plate with the strictest hygienic processing practices in this country.

Company's guarantee to customers

FRESHNESS: the best fresh chicken every day

QUALITY: our customers expect it .We demand it

INOVATION: a variety of tasty products every day

EXPERTISE: we make the product we sell

SERVICE: bringing expertise to the customer

COMPETITIVENESS: price is a weapon perceived value is a war

White hen Fried Chicken (WFC) is the latest chain to open its doors in Bangladesh, with a second outlet inaugurated on March 23 in Dhanmondi by the company's Antipodeans food consultant, Wayne Gaskell. Gaskell stated how the standards of food and hygiene are maintained in the restaurant to ensure quality. The menu includes various fried chicken of course, as well as burgers, chicken wings, meals and combos, and children's meal packs, plus deserts and ice cream.



C.P Bangladesh Ltd.

CP Bangladesh Company Limited was established since 1998 under operation in Agro-Industrial and Food Business by dedication of providing high quality of animal feed mill, farming operation and also processing tasteful, nutritional and hygienic food products under branding of "FIVE STAR CHICKEN" that deliver to all customers in Bangladesh. C.P. Bangladesh Company Limited is a company of the CP Group, the largest business conglomerate in Thailand. The CP Group subsidiaries are such as Agro-Industrial and Food Business, Retailing (7-Eleven), Telecommunication (True Corporation, mobile telephone, internet service provider, cable television) and so on. It's a truly Multinational Company with registered Corporate Head Quarter in Thailand having global presence in

25 countries involved in multidimensional Agricultural & Food Business. The fully integrated operations in Bangladesh operated by CPB, including raw material sourcing for animal feed production and distribution, animal breeding and farming, meat processing, and the manufacture of ready-to-eat cooked meat products.

With vision to be “Kitchen of the World”, the company is committed to fulfill the longing of quality food products that are nutritious, hygienic and with food safety integrity from consumers whose satisfaction and habit have change from time to time.

CP product is in fully integrated operations with global standard from CPF including fresh product (chicken, egg) and cooked food product (Five Star Fried Chicken). The company will conduct and complete fairly with consumer as our focus on great safety and most value product by CP.

Specialties

Livestock Business, Aquaculture Business, Feed Mill (Animal, Poultry & Fisheries), Food Business, Grand Parent Stock, Hatchery, Integration, Farming, Seed, Fish Farming.

Non- branded competitors

There are thousands of individual breeders and farmers who occupied the largest market share of poultry industry. Though this individual farms do not sale dressed chicken products but they enjoys the benefits of selling live birds. As most of the people of our country have middle income level, these low priced chickens are more convenient for them to buy. Non branded farms suppressed almost 75% of the poultry market.

7.2 Competitors of further processed products

There are three main competitors of Aftab Bahumukhi Farms in its further processed product market.

They are-

- ❑ Rich Brand of Harvest Rich Company
- ❑ Cp brand of Charoen Pokphand Group
- ❑ Golden Harvest Company

HARVEST RICH AGRO IND. LTD.



Harvest Rich Agro Industries Ltd. is a subsidiary company of Harvest Rich Group, a pioneer in textile and agro industry in Bangladesh. As a strategic business diversification for the group's dynamic growth, Harvest Rich in 2006 ventured into Meat further Processing industry in Bangladesh under the brand name 'Rich'. Meat further processing technology was acquired through technical collaborated joint venture 'Norfolk-British-Lanka Ltd' and the plant is HACCP Quality systems certified by URS-UK. 'Rich' is the market leader in Bangladesh for further processed meat products which dominates 86% of the market share.

Rich is strongly driven by its vision & values to be a most innovative Halal food processing brand in the region. 'Rich' product portfolio: Over 120 types of further processed & value added product range in Chicken, Beef, Fish, Mutton & Tube ice. Category: Cold meats/cuts, Smoked & Gourmet Specialties, Sausages, Burgers and Breeding line Nuggets, Kievs. Rich brand corporate aspiration aspires to be the market leader by offering innovative product range at all times. As part of the customer service excellence the company has dedicated customer segment wise trained team members who are able to respond to the needs of individuals in the development of customized specialty products covering both fresh meat and processed value-added meat products by continuously acquiring up dated General Manufacturing Practice (GMP) standards

and Food Safety Management System of HACCP as well as continuously acquiring technical expertise in the food sector in Bangladesh. Its product range categories are been distributed to all 5*Star hotels, International restaurants, Chain Stores to the Corner shops in our own fleet of cold refer trucks and at any given time our large cold storage facility is supported from chiller to freezer (-25C*) temperatures and backed by tandem stand-by compressors & generators.

'Harvest Rich Agro Industries Ltd. is the sole agent for **'YOKI'** brand Sea Food further Process products in Bangladesh. 'Yoki' brand of Swuishun Food Trading (M) SdnBhd has been implementing the latest advanced technology from Japan, with high quality raw materials, well trained workers and un-compromised quality control system to produce high quality, tasty and nutritious frozen seafood products. **'YOKI'** products are always the leading frozen seafood products in the market. It has satisfied the consumer's various taste and requirements.

Yoki'-Suishun Food Trading had acquired the **"HALAL"** certificate from the Islamic Development Department of Malaysia of the Prime Minister Department in early 90's, it dominates a large portion of the Muslim market. Its marketing network covers the whole of Malaysia and overseas countries such as Singapore, Brunei, Hong Kong, China, Philippine, Indonesia and Middle East Countries.

Rich 'Halal' Process Meat Range

'Rich' factory manufactures a wide range of Sausages, Meat Balls, Ham Style Rashers, Bacon Style Slices and more. It incorporates some of the most modern semi-automated machinery, conforming to international standards for hygiene and safety, such as sausage linking machine (to automate the portioning and hanging process, at high speed), peeler machine, slicer machine (high speed) and Vacuum Packaging Machine.

Rich 'Halal' Breaded line Range

Rich manufactures a wide range of battered & crumbed products conforming to Halal requirements. Manufacturing in semi automated production lines viz. a meat forming, battering, crumbing and frying line. Wide range great tasting is manufactured in Chicken, Beef, Fish& Vegetable.

Supplier Chain Management

'Rich' Harvest Rich Agro Industries Ltd. (HR-AIL) sources supplies of its requirements of raw materials locally through contract farmers. Locally, HR-AIL has an ongoing commitment to regularly monitor local contract farmers & suppliers operations, visiting their farms and offering technical know-how and financial support to improve their quality and standards.

Golden Harvest Agro Industries Ltd



Golden harvest agro industries Ltd is a 100% export oriented HACCP certified agro based food processing industry. Golden Harvest mission is to be the finest purveyor of premium quality frozen vegetables and Ready-to-cook snacks as well as Ready-to-eat food products. Golden Harvest seeks out exceptional vegetable varieties from all over Bangladesh and finds the best growing regions for each of its vegetable products.

But that is just the start of the Golden Harvest story. From the time that Golden Harvest vegetables are harvested, to the point when they are frozen, only a few hours pass by. During this short time a lot happens. Produce is sorted and graded to ensure that only the sweetest, youngest vegetables at the peak of ripeness is processed, frozen and packed for it entire line of the ready to cook vegetables, snack as well as ready to eat line comprising more than 60 different product on the current count.

Golden Harvest group started its journey as a brokerage house for food commodities and over the years it has established itself as one of the largest brokerage and trading house in Bangladesh dealing in major commodities including foods grains, crude edible oils, sugars, steels, cottons, and clinkers. Golden Harvest Commodities Ltd represents major suppliers in the world such as Louis Dreyfus, Stemcor, PT Musim Mas and etc. In 2007 alone, Golden Harvest reached a combined commodities sales of nearly a Billion Dollars.

Golden Harvest Company Ltd. has a very short product line in further processed chicken market.

CP brand of Charoen Pokphand Group

Other major player is the multinational food processing giant, CP. The company is Thailand based and rules roost in Pacific Rim's poultry industry. They have very recently completed the first phase of their test marketing in the major cities of Bangladesh. Test marketing was done by partnering with existing restaurants with two or three products mainly chicken balls, chicken sticks / figures, chicken sheekkabab. They used an exclusively branded kiosk inside the restaurants having frying facility in front of the customers.

7.3 Market share analysis

Market share analysis of Aftab Bahumukhi Farms Ltd is made based on the monthly sales of processed products and further processed products in Dhaka city. The sales data was acquired from the company sales report and industry information. In this analysis the market share will represent the portion each competitor currently occupied both for processed items and further processed items.

Table-3

Company name	Dressed broiler consumption(Kg)	Portion Meat consumption(Kg)
Consumption Dhaka City (per day)	25000	5000
Aftab	4000	2200
BRAC	3200	700
Whitehen	2500	500
Local non Brands	15000	2000

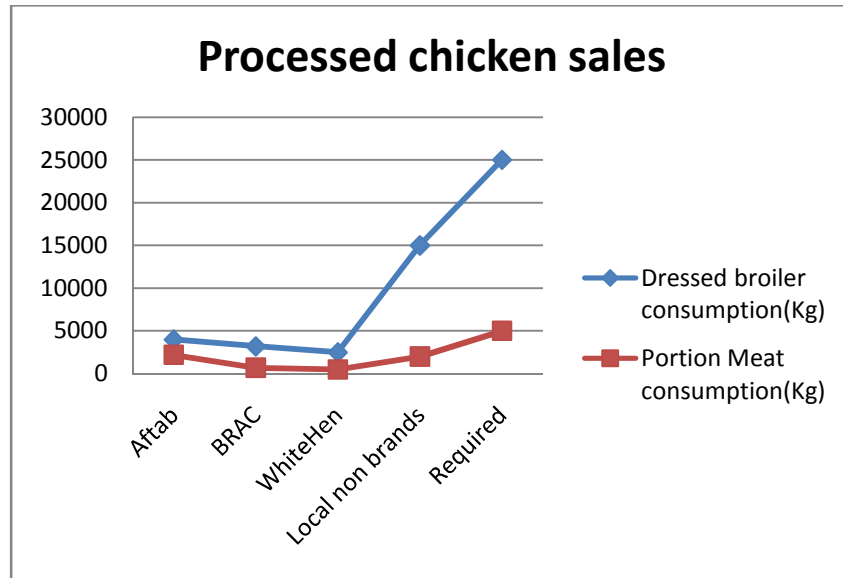


Figure: 1

Table-3 and figure-1 represents the daily processed chicken consumption in Dhaka city and the major suppliers of the dressed chicken and portion. The figure also represents the competitive position of the key suppliers. There is a supply deficit in the dressed chicken products market. And Aftab Bahumukhi Farms Ltd has a great opportunity to utilize its full capacity. In case of portion meat there is a positive supply condition.

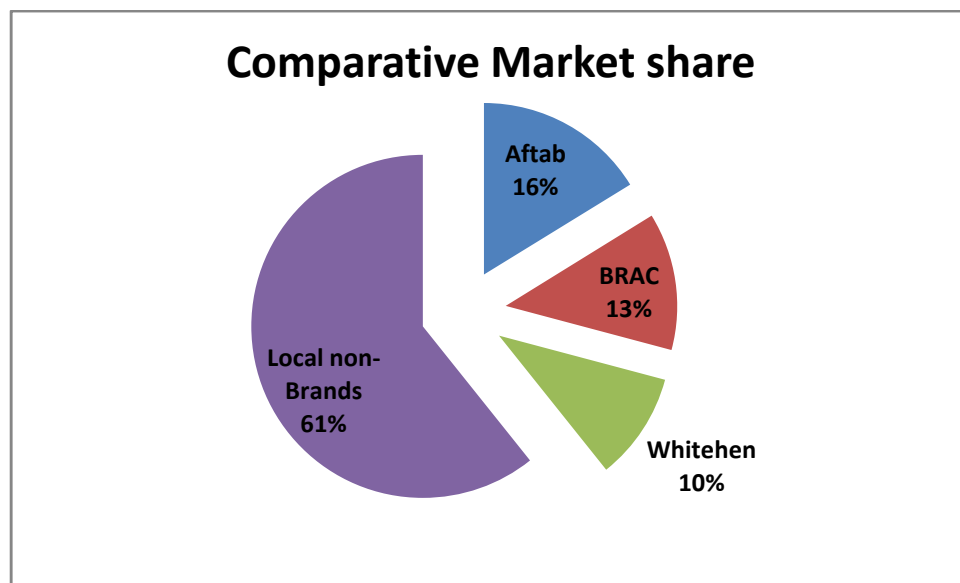


Figure: 2

Figure 2 shows that local non-brand farms occupied more than 60% of the processed chicken market. Whereas, Aftab occupied only 16% of the total market share. The nearest competitor is BRAC that occupies 13% market share. And in portion meat Aftab occupied 44% of the total market share.

Further processed products

Further Processed products are sold data are collected from the company sales data. Because of confidentiality over all competitors sales data where not found. But the overall market share information is provided in the comparative market share figure.

Aftab's sales of further processed product

Product name	Month	Quantity sold(Kg)
Chicken Pattie	July, 2011	2045.75
Crispy Wings	July, 2011	775.5
Fish Nugget	July, 2011	118
Fried Chicken Thaigh	July, 2011	169.5
Fried Drumstick	July, 2011	1329
Nuggets	July, 2011	10580
Pattie	July, 2011	
ShammiKabab	July, 2011	441
TandoriChicken Nuggets	July, 2011	720

Table-4

Comparative market share

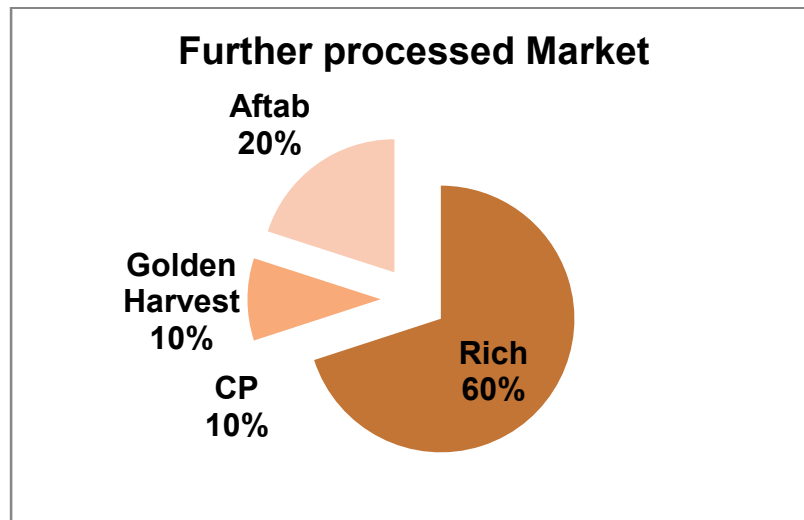


Figure: 3

Figure 3 Shows that Rich Brand Of Harvest Rich Company is the main competitor at the moment, enjoying around 70% market share. Whereas Aftab processes only 20% of the market share. However, these two companies have similar outlets and selling in the same markets. Golden harvest is producing only a small amount of products and occupied 10% of the market share. Cp is going to start its full activities recently.

7.4 Comparisons of Marketing strategies and practices of Competitors

Aftab Bahumukhi Farms Ltd has a significant lacking in the company marketing practices and activities. A large number of problems were reviewed in the Marketing Mix section of this report. And figure: 1 represents the promotional activities performed by the company.

However, the strongest competitor 'Rich' practices a large amount of well planned marketing strategies. This company is looking forward to adapt all possible kind of promotional activities to enjoy 85% of the market share. Even Cpthe competitor uses shop signs, shop posters, leaflets and word of mouth influences as promotion.

Strengths of Rich in terms of Aftab Products

- ❑ Rich brand has a strong marketing and branding activities.
- ❑ There was a significant problem in the packaging of Aftab Products. Rich has better packs for their further processed products.



- ❑ The glossy packs attract customers more than the Aftab products can.
- ❑ Rich has strong promotional activities and they arrange continuous promotional programs.
- ❑ Rich has participated in super market promotion with Agora in 2008-09, international trade fair, Malaysian International Halal Showcase and also arranged School promotion program.
- ❑ The company has a well decorated website where different chicken recipes are added to attract household customers.
- ❑ Rich uses ASIATIC advertising agency for conducting promotional campaigns.
- ❑ It also exercises significant amount of social responsibilities.

8.0 Marketing Strategies for AftabBahumukhi Farms Limited

After the whole analysis it is clear to all that Aftab Bahumukhi Farms Ltd. has enough resources and manpower to be the market leader both in processed and further processed chicken products. Due to the lacking in proper marketing strategies and practices, the company is losing its brand image and also the profitable market pie.

In this situation there are some critical success factors to resolve the overall company problems that I would like to suggest on the basis of my personal judgments.

- ❑ Cool chain is the most important issue in frozen food products. Initially there is a need for four more vans of 3 ton capacity in Dhaka city, which will cover both Dhaka and Chittagong.
- ❑ Four more 1 to ½ MT capacity refrigerated vehicles will be required to carry frozen goods from the company sales centers to the distributors' points.
- ❑ There is needed some more Aftab's own outlets in Dhaka city.
- ❑ There are no particular and strict distributor selection rules. As the company is a quality producer having best distributor will enrich the company image as well as profits. Strong distributor rules will help to exercise enough control over them.
- ❑ There is a severe packaging problem. Some packaging facilities in the company sales center will reduce large amount of product return costs.
- ❑ Paper packets of further processed products can be replaced by air tight, shinny and glossy polythene packets. It will also increase brand images of the product and attract more customers.
- ❑ Manpower recruitment and training is another critical issue. Product size disorder from the factory requires more skilled and trained employees.

- ❑ An in- House HR department is absolutely necessary.
- ❑ Recruitment of marketing and branding team is the most critical issue.
- ❑ Undertaking Continuous promotional activities will increase company revenue and market share.
- ❑ Coordination among sales, marketing and production department is another critical success factor, which may be met by fortnightly coordination meetings to be held in Head Office.
- ❑ Last of all timely resource allocation is necessary to be more competitive.

Conclusions

Over the past three decades, the rapid expansion of global demand for processed foods has opened up lucrative export opportunities for agricultural source- rich developing countries. However, only a limited number of developing countries have been successful in exploiting these market opportunities. Thailand is one of such countries. A number of previous studies have alluded to the role played by multinational enterprises (MNEs) as a key factor behind this export success.

Aftab Bahumukhi Farms Limited is the only integrated and the largest poultry industry in Bangladesh that maintains the whole poultry chain in Bangladesh. And this company has the latest machineries and expertise to provide quality products to the country as well as can export in the international market. In Bangladesh processed foods are getting popularity like other country. And it's a great opportunity for Aftab farm as its products are processed and further processed chicken products. There exists a few key players in this industry and the whole Bangladesh can be a very profitable market for any company. Except Dhaka, Shylet and Chittagong, the 61 districts can become lucrative market for such product.

Appropriate planning, effective strategies and timely resource allocation can bring success for any company. Therefore Aftab Bahumukhi Farms Limited should develop better marketing strategies and polices to utilize its resources and make important contribution to the economy. As poultry is one of the most potential sector of our economy, more contribution of private companies will boost up it growth as well as the economy.

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18. Mr Shibli Ahmed GM Distribution (March 12, 2012)
19. Kazi Amzad Hossain Officer HR (January 23, 2012)
20. Atik Hossain Officer (Various time)
21. Shoriful Hasan Senior Officer Brand (various time)

Apendix-1

Processed items

Items	Packing Size	Price(per kg) tk
Dressed Broiler(skin on)	1kg	185-220
Dressed Broiler(Skin less)	1kg	225-240
Raw legs	1kg	230
Raw Drumstick	1kg	190
Raw wings	1kg	170
Raw Thigh	1kg	180
Raw Breast	1kg	250
Boneless skinless Breast	1kg	350

Customized Items

Items	Customer	Packing Size	Price(per kg) tk
9 pieces Cut	KFC	1kg	225
Hot Wings	KFC	1kg	220
Colonel Meat	KFC	1kg	505
Zinger	KFC	1kg	505
Strips	KFC	1kg	505

Further Processed

Items	Packingsize	Price
Chicken Nuggets	250 GRM	80-105
Mini Nuggets	250 GRM	80-105
Tandoori Nuggets	250 GRM	80-105
Fish Nuggets	250 GRM	90-120
Drum Stick	500 GRM	140-190
Burger Pattie	500 GRM	150-200
Chicken Thigh	500 GRM	140-190
Chicken Wings	500 GRM	150-200
ShamiKabab	500 GRM	155-200

Appendix-2

Interviewee Profile

Name.....	Date.....
Designation.....	Contact No.....
Email.....	
Address.....	

Survey Questions

1. Name of the company.
.....
2. Address of the company.
.....
3. Factory Address of the company.
.....
4. Does the company business partners?
.....
5. What type of products the company sells?
.....
6. Product lists with the price.
.....
7. How many markets the company covers?
.....
8. Who are the customers?
.....
9. How products are delivered to the customers?
.....
10. What types of transports we use?
.....
11. Does it has own outlets?
.....
12. How many sales people the company has?
.....
13. How contracts are made with the dealers?
.....

14. How products are promoted to the customers?
.....
15. What type of promotional programs the company generally uses?
16. Which promotional programs yields higher?
.....
17. How many competitors do the company has?
.....
18. How much the products are successful in the market in terms of competitors' products?
.....
19. What are the main limitations the company currently facing?
.....
20. Does the management have enough responsiveness to increase efficiency?
.....
21. Is there any ongoing program to decrease the limitations?
.....

Thank you