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BBA

**Canteen Management in British
American Tobacco Bangladesh**



**BRITISH AMERICAN
TOBACCO
BANGLADESH**

CANTEEN MANAGEMENT IN BRITISH AMERICAN TOBACCO BANGLADESH

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**Date: 7th May 2003
East West University**

Report - 76

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Sir,

Here is my internship project that you directed to submit.

The project has been carried out with discussion with British American Tobacco Bangladesh authority and taking their guidance from time to time. It was indeed a great opportunity for me to work in a multinational environment in BATB. I could know about the ways how a world class company carries out its business. My experience was fully exiting and valuable. I am especially thankful to you for this.

As you will see, the paper has been divided into two parts. The first part is the organization part and the second part is the project part. In the organization part I have tired to project my views and experience about the organization that I could gather in the 12 week long internship tenure. In the project part, I have discussed about the project that I was assigned by BATB. At the end of the project part I have put forward my recommendations about the problem areas of the project.

I thank you once again for giving me the opportunity to have an exposure to such an exciting and over-arching project and the organization BATB as well.

I am looking forward for your valuable suggestions and further guidance.

Yours truly,
Nowshed Yakub, 7.5.03
Nowshed Yakub

ID: 2000-3-19-001

ACKNOWLEDGEMENT

I would like to express my appreciation to my internal supervisor, DR. Tanvir Ahmed Chowdhury, Lecturer Finance, School of Business (SOB), East West University, for providing me all the guidance and support that I need and giving me this interesting topic to work on.

I would like to thank Mr. Akhtaruddin Mahmood, Remuneration Manager and Mr. Tanvir Ahmed, Trainee Manager Human Resource Department, for spending their valuable time and also providing me with information that was very much needed in the completion of this report. Besides, my thanks goes to all the other member of BATB for their co-operation at different level of my study.

I appreciate the usefulness of this report, which helped me to learn and analyze the credit management process of the banking sector.

Finally, I would like to thank to East West University, to give me the opportunity to know the real business world.

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ORGANIZATION
PART

1.0 ORIGIN OF THE REPORT

The report is prepared as an internship programs requirement of BBA degree at East West University. It has got two parts. The organizational part deals with the overall company information. The project part narrows down the core work area of the internee during her/his attachment period with that company.

2.0 NAME OF THE COMPANY

British American Tobacco Bangladesh

3.0 LOCATION

New D.O.H.S Road

Mohakhali

Dhaka 1206

Bangladesh

4.0 BRITISH AMERICAN TOBACCO - THE PARENT COMPANY

Vision: Becoming the world's leading International Tobacco Company.

British American Tobacco (BAT) is a pioneer and leading multinational cigarette manufacturer. Based in England, BAT was formed at the turn of the 20th century with the

objective of establishing a worldwide business. British American Tobacco is recognized as one of UK's largest companies and the World's most global tobacco company.

They do business in 180 countries, with a global market share of 15.1 per cent. With over 300 brands in their portfolio, they make the cigarette chosen by one in seven of the world's one billion adult smokers. They hold strong market positions in each of their regions and have leadership in more than 65 markets. The Group has over 80 factories in 64 countries, processing some 660 million kilos of leaf and producing over 800 billion cigarettes a year. Our companies, including associated companies, employ over 80,000 people worldwide.

In order to support the company's business goals the merger of British American Tobacco with Rothmans International had been announced on 11 January 1999. This global merger was completed on 7th June 1999. This brings together the number 2 and number 4 players, which will boast a combined volume exceeding 900 billion cigarettes around the world with some 120,000 employees and a worldwide market share of 16 percent (Phillip Morris has a 17 percent share). The merger is a major step forward in British American Tobacco's vision.

BAT Goals:

- ✦ Continue creating long term, sustainable shareholder value.
- ✦ Lead tobacco industry in demonstrating corporate social responsibility and wider accountability.

BAT follows the three ways doing their business:

- ✦ Organic growth in their existing markets
- ✦ Quick and effective entry into new markets and
- ✦ Potentially attractive acquisition, joint ventures or other strategic alliances

The British American Tobacco Group is one of the world's leading international manufacturers of cigarettes, marketing its products in almost every country worldwide. It is clear leader in a competitive and fast moving business. The group consists of four tobacco subsidiaries and they are:

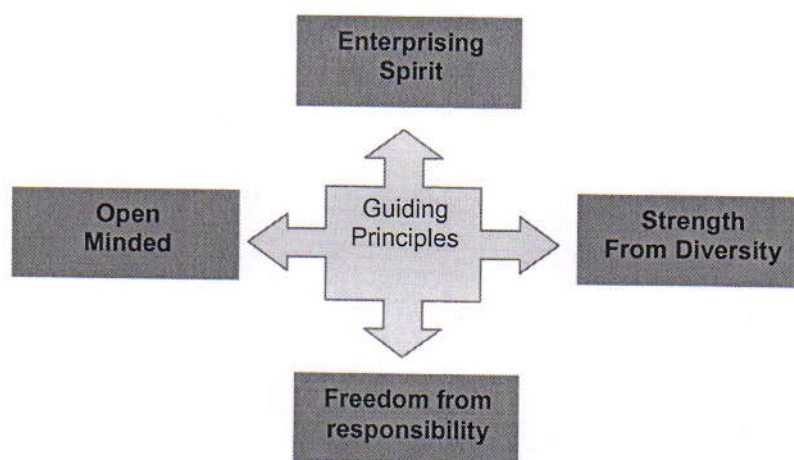
- ✦ **British American Tobacco Company Limited**, which produces cigarettes in over 45 countries for domestic and export markets in Europe, Australasia, Latin America, Asia and Africa.
- ✦ **Brown & Williamson Tobacco Corporation** is the third largest tobacco company in the US.
- ✦ **British American Tobacco (Germany) GMBH** is a leading cigarette company in Germany.
- ✦ **Souza Cruz S.A.** is the market leader in Brazil and a world leader in tobacco leaf export.

BAT has not sustained a significant global business presence for 100 years by accident. By 1912, just a decade after their business was founded, they had become one of the world's top dozen companies by market capitalization. They are committed to building value for their shareholders, and they believe there is real value embedded not only in how they run their business but in how a company is put together; in its ability to see the world as it really is; in its ability

to pick and retain talent; to build relationships of trust with consumers, suppliers, distributors and partners, and to manage high quality brands. Above all in today's economy, there is particular strength in the ability to root local businesses in a vast range of different cultures around the globe.

Their Guiding Principles describe key characteristics of the organization, which they aim to nurture. In the project part of this report it will be discussed further.

Figure: 1: Guiding Principles of BAT



Source: BATB

5.0 BRITISH AMERICAN TOBACCO CO. LTD.

Globally British American Tobacco is the single intermediate holding company of all its tobacco business. It is listed in the London Stock Exchange. The company operates in more countries than any other cigarette group. It manufactures and markets world wide popular cigarette brands like Lucy Stick, Benson & Hedges, Dunhill, Kent, Rothmans,

Pall Mall, John Player Gold Leaf, State Express 555 etc. and many regional brands like Star, Wills, Casino, Gold Flake etc. The head office is situated in Globe House, Docklands Business District in London.

A joint venture formed by the Imperial Tobacco Company of the United Kingdom and The American Tobacco Company of the United States in 1902, gave birth to today's British American Tobacco Company. Now, this group is successfully doing business in following regions:

✦ *America-Pacific:*

The region includes the USA, Japan and South Korea.

✦ *Asia-Pacific:*

The region includes China, Indo-China, Taiwan, Southeast Asia (Bangladesh, Pakistan and Srilanka) and Australasia.

✦ *Europe:*

The region includes over 50 countries of Europe including Russia.

✦ *Latin America:*

The region includes Central & South America, Mexico and the Caribbean.

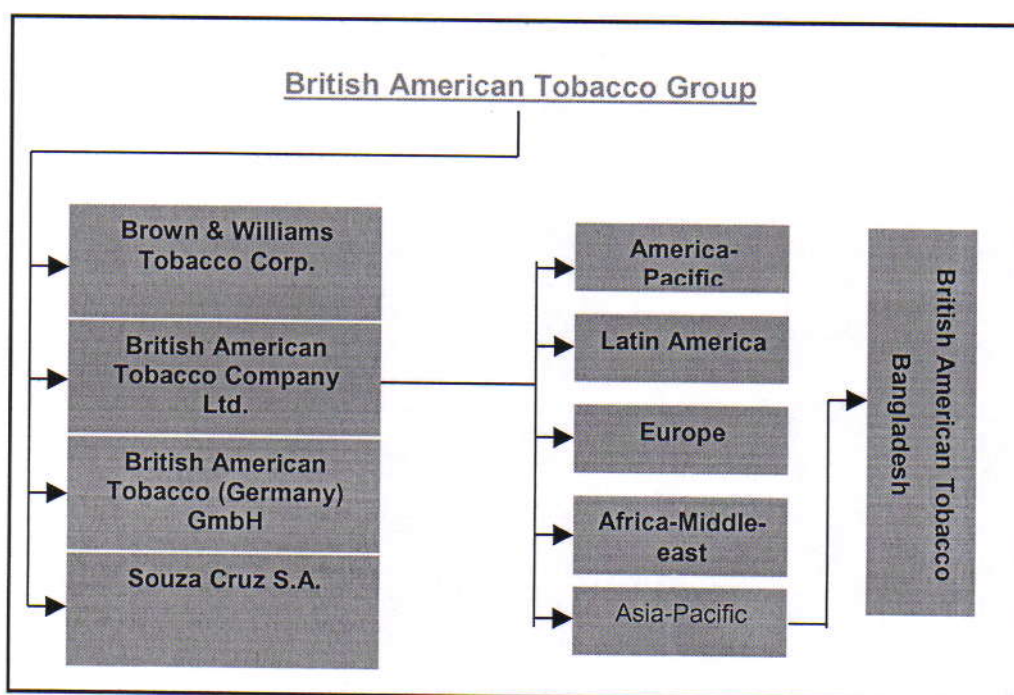
✦ *Africa-Middle-east:*

Accumulates around fifty countries in the African region and Middle East

In the **January 2002**, the MESCA region divided. Southeast Asia part was joined with Asia Pacific region. Middle east joined with Africa and renamed as Africa-Middle East region.

Besides the regional structure of the company, it also maintains a close relationship with the parent company. The following figure shows the flow from the parent company to BATB, which will help us to understand the entire company in its operational regions properly:

Figure: 2: Regional Structure of BAT Group



Source: BATB

The main focus of BAT is to become the worlds number one tobacco company earning a continuous and sustainable profit every year with a proportionate amount of growth added to it.

The main strategies upheld by the company are as follows:

- Maintaining a focus, segmented, differentiated brand portfolio in response to adult consumer preferences.
- Improving trade marketing, and distribution capability in its subsidiaries' markets.
- Supplying excellent quality products using the most efficient supply chain.
- Achieving leading positions in target markets where its companies are not strong.
- Supporting adult customers' freedom of choice to smoke.
- Investing in program in the skills, ability and commitment of its people, in order to fulfill its strategy.

6.0 BRITISH AMERICAN TOBACCO BANGLADESH

'British American Tobacco Bangladesh', a subsidiary of British American Tobacco was established in 1971 and since then it has been the market leader in the country. The company is one of the largest private sector enterprises in Bangladesh. It was incorporated under the Company's Act 1913 on 2nd February.

The company has one packaging factory in Dhaka and one leaf-processing factory in Kushtia. The company currently employs more than 1300 employees including 212 managers all over the country. To create an international market for Bangladeshi leaf tobacco, the Company has been exporting tobacco to markets in developed countries like UK, Germany, Poland, Russia and New Zealand.

6.1 HISTORY OF BRITISH AMERICAN TOBACCO BANGLADESH

Bangladesh is one of those 68 countries in which BAT has manufacturing plants. It is one of the oldest and largest multinational companies operating in Bangladesh. In 1910 BATB started its journey as Imperial Tobacco Company Limited in undivided India. The head office was at Calcutta. In 1926 a branch office was established in the Sales Depot of Moulovi Bazar and cigarettes were made in Carreras Ltd., Mungair. Imperial and Carreras merged into a single company in 1943. At that time it used to produce Scissors 105, Passing Show, State Express 999 and Gold Leaf, locally. It also used to import State Express 555 from UK. Later on Imperial Tobacco Company Limited took up the name of British American Tobacco.

After the partition of India and Pakistan, a Tobacco Company was established in 1949 to meet the demand of cigarettes for the entire Pakistan. The monthly volume of sales in the former East Pakistan soon reached 40 million. In that period, the population of Dhaka was around 0.25 million. All the local cigarettes i.e. Capstan, Wills, Scissors, Passing show, Berkeley and Tiger were manufactured in Mouripur Factory, Karachi, West Pakistan. The Churchman No. 1, Player's No. 2, Senior Service, Craven 'A' F.T., The Three Castles, Gold Flake, Player's Navy Cut, State were soon added to the list of top brands of cigarettes available along side the Express F.T. 999, State Express 555. These cigarettes used to come directly from London.

In the year 1954, the sales Depot was separated from the cigarettes storage and was shifted to Omar Sons Building, Motijheel; now known as Red Cross Chamber. In 1965,

the Sales Depot was upgraded to the status of the Branch Office and was shifted to ALICO Building, 18-20 Motijheel Commercial Area, and Dhaka. The building (after the emergence of Bangladesh became the Head Office Of Bangladesh Tobacco Company Limited) was occupied by BATB till 1992.

26.18 acres of private land was requisitioned and acquisitions were made between 1952-54 in Vhatiary, Fouzdarhat Area, Chittagong for PTC by the Government of Pakistan. In March 1954, the first cigarette factory set up on that location produced its first cigarettes, which were King Stork in 10ss.

The second factory was set up in 1965, 30th June in Dhaka on 16 acres of land. It was on a 90 years lease that was purchased from the Cantonment Board. Following the 1965 war with India, the import of Tendu leaves, which were used as wrappers for hand made *biris* were banned. This gave rise to the demand for 'paper wrapped machine-made-cigarettes' and a large number of cigarette Factories. 19 factories were set up during that phase. Initially Capstan, Bristol, Scissors, Star were manufactured in Dhaka Factory. Chittagong Factory produced Star and Scissors. The monthly sale of cigarettes in East Pakistan in 1970's reached 1200 million while the combined production capacity of the two Factories at Dhaka & Chittagong, was only 900 million.

After Bangladesh came into being, all properties of Pakistan Tobacco Company Limited (PTC) were declared as "abandoned property" because the owners were citizens of a state which was engaged in war with Bangladesh after 25th March, 1971 and the ownership of

the Company vested in the Government under the Bangladesh Abandoned Property (Control Management and Disposal) Order, 1972 (know as P. O. 16).

The new infant Government allowed the local and the expatriate British Management of the former PTC to continue to operate the Company and the reconstitution process was set in motion in 1972 by BAT.

The role of Marketing Department afterwards became limited to the allotment of whatever cigarettes that could be produced in the two Cigarettes Factories, to the Distributors. There was an acute shortage of skilled manpower (the skilled employees had left for Pakistan), tobacco, wrapping materials, spare parts and foreign currency.

After independence of Bangladesh, import of hand-made biris and 'Tendu' leaves as wrappers for locally made biris, were allowed from India. Business of cigarettes were in a set-back stage while competing with biris largely due to economic hardship, scarcity of cigarettes - for want of tobacco, wrapping materials and spare parts for the running of the Mollins Mark V makers and the M 2 and the Duplex packers. The sales volume came down to 550 million per month in 1972-73 from its early peak of 1,200 million of a year ago. As the Company fell into great crisis of foreign exchange along with management and technical support, the Company was compelled to develop its own resources particularly the raw inputs.

Tobacco Company Limited (TC) was the proposed name of the company to be incorporated in Bangladesh to succeed PTC. The Company operated under this name till

2nd February 1972. TC sought permission from the Ministry of Finance on 28 December 1971 and the Ministry of Industries on 30 December, 1971 to operate the bank accounts which were in the name of Pakistan Tobacco Company Limited (PTC).

The major shareholders of British American Tobacco of former PTC proposed to the Government, on 24 January 1972, to allow BAT to reconstitute Bangladesh Tobacco Company Limited as a joint venture company. The UK shareholders will have 2/3rd interest and the Government a 1/3rd interest in the Company. The business, assets, liabilities of the former PTC will be vested in BTC by authority of the Government. On 25th January 1972. The proposal was granted.

On February 2nd 1972, Bangladesh Tobacco Company (BTC) was incorporated as a private limited company with only three shareholders of Tk. 10.00 each-2 from BAT and 1 from the Govt.

On receipt of the Ministry of Industries 'letter dated 11th October, 1973 vesting the right of the assets of the former Pakistan Tobacco Company Limited located in Bangladesh into Bangladesh Tobacco Company Limited and the Directors capitalized those assets to the extent of Tk. 4,49,99,970 which added to Tk 30 capital already subscribed, amounted to Tk. 4,50,00,000. The first AGM was held on 27th August 1974 in Motijheel.

As BTC has always been a part of BAT and over the years BTC has proved to be the perfect representative of BAT by manufacturing and marketing quality brands of cigarettes which met the standards of BAT. In recognition to its commitment towards

BAT and the important role it played on BAT group, BTC was later named as British American Tobacco Bangladesh Company Limited (BATB). The composition of shareholders of BATB as at 31st December 2000 is given in the ownership status of the company.

6.2 VISION AND MISSION OF BATB

VISION:

“To extend our leadership through world-class performance.”

BATB is already the leader in the Bangladesh cigarette market. In the future, the company wishes to extend the present leadership through world-class performance. The company believes that the management already possesses world-class product and people. Right now they need to concentrate on improving their process capability. This company proved itself to be a world-class company by achieving the prestigious MRPII (class A in all the 5 categories) recognition the year 2001. The categories are Strategic Planning, People and Team, Planning and Controlling, New product development, reducing lead-time, and continuous improvement.

MISSION:

- Double the net revenue by 2005

The company is planning to double its net revenue by the year 2005. This requires a continuous and consistent growth in revenue in the coming years. One thing must be noted here that the target is to increase the revenue rather than the profit. This is because

BATB is a responsible company and wants to generate profit for all its stakeholders and create and maintain a win-win situation for all.

- Growing our share of the total tobacco market

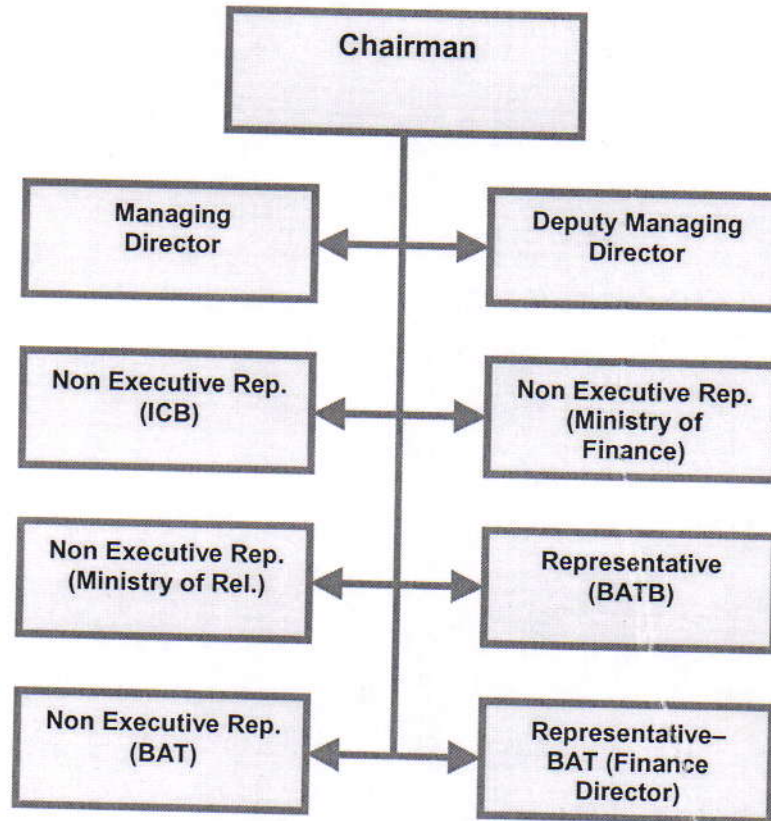
The biri segment has captured the major share of the total tobacco market. BATB plans to upgrade the smokers in the country and wishes to transfer their smoking habit from biri to cigarette.

- Dominating key identified segments

The total brand portfolio of the company is divided into 3 major segments - high, medium, and low. BATB is already dominating the high and medium segment in the market. But it is facing tremendous competition in the low segment. The company doesn't have any brand competing in the very low segment.

6.3 BOARD OF DIRECTORS

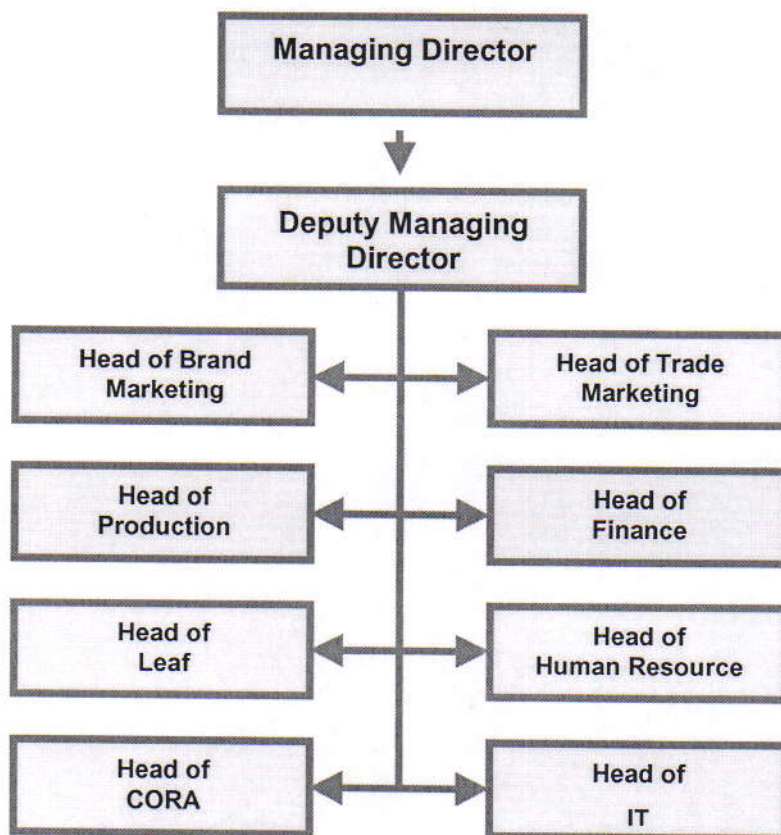
Figure: 3: Organogram of the Board of Directors



Source: BATB

6.4 THE EXECUTIVE COMMITTEE

Figure: 4: Organogram of the Executive Body



Source: BATB

6.5 OWNERSHIP STATUS OF THE COMPANY

BATB is a public limited company. Management Director is the operational head and appointed by the British American Tobacco. British American Tobacco Bangladesh is listed in the "Dhaka Stock Exchange (DSE)". The share holding pattern is given below:

Paid-up / authorized capital: Tk. 40 crore

Table: 1: Share holdings information of BATB

Shareholders	Total No. Of Shares	Holding %
Raleigh Investment Co., UK	26,364,000 shares	65.91
Investment Corporation of Bangladesh (ICB)	10,964,000 shares	27.41
Sadharan Bima Corporation (SBC)	1,128,000 shares	2.84
Bangladesh Shilpa Rin Shangstha (BSRS)	332,000 shares	0.83
Sena Kalyan Shangstha (SKS)	208,000 shares	0.65
Government of Bangladesh	260,000 shares	0.52
Other Bangladeshi Shareholders	<u>744,000 shares</u>	<u>1.86</u>
	40,000,000 shares	100.00

Source:

BATB

7.0 FUNCTIONS OF BATB

Different departments have different structure according to their function and responsibility. Head of every department carries out their functions with the help of line managers.

BATB is a process-based organization. Typically the structure of the organization can be explained through the supply chain. In BATB it is called seed to smoke as the supply chain process.

The core functions are:

- Leaf
- Production
- Brand Marketing
- Trade Marketing
- Corporate and Regulatory Affairs (CORA).

Support functions are:

- Human Resources (HR)
- Information Technology (IT)
- Finance

7.1 LEAF

The leaf department of BATB is responsible for Tobacco Growing, Production & Procurement, Green Leaf threshing and packing, leaf bending, leaf export and import. BATB procures almost 80% of their leaf from their own cultivation. The Leaf department is involved in cultivating and purchasing flue-cured tobacco. BAT does not own farmland nor does it employ farmers directly to produce the tobacco it uses for cigarette production. Instead, each year the company registers thousands of farmers along with their land, to grow and cultivate tobacco crop. The company provides seed, fertilizer, and other loans to the farmers throughout the crop season to ensure quality growth. At the end of the season BAT buys fixed quantities of tobacco from the farmers, paying rates based on the grade of the crop. Tobacco growing and buying activities is conducted throughout the country. The two main areas are Kushtia Leaf Division and Chittagong Development Area.

Green Leaf Threshing Plant (GLT)

The tobacco crop is processed at the Green Leaf Threshing (GLT) plant in Kushtia. The purpose of the GLT is to convert the tobacco into a form suitable for cigarette production. The tobacco is brought to a uniform moisture level and temperature. Initial blending of the different grades of tobacco takes place at the GLT. The processed tobacco is sized and packed before delivery to Dhaka factory.

The Leaf department makes an estimate of the quantity of tobacco that BAT will need to purchase for the based on the input of the Sales & Operation Planning (SOP) committee. Based on these estimates the number of farmers and the amount of land, which will have to be registered, are fixed.

The buying process begins in mid-February and continues till the end of May. The farmers bring in their cured tobacco in the form of bales to the buying courts in the depots. The tobacco is graded according to set criteria and purchased at these sites. All relevant information is marked on the bales and stored at the depots till shipment to the GLT.

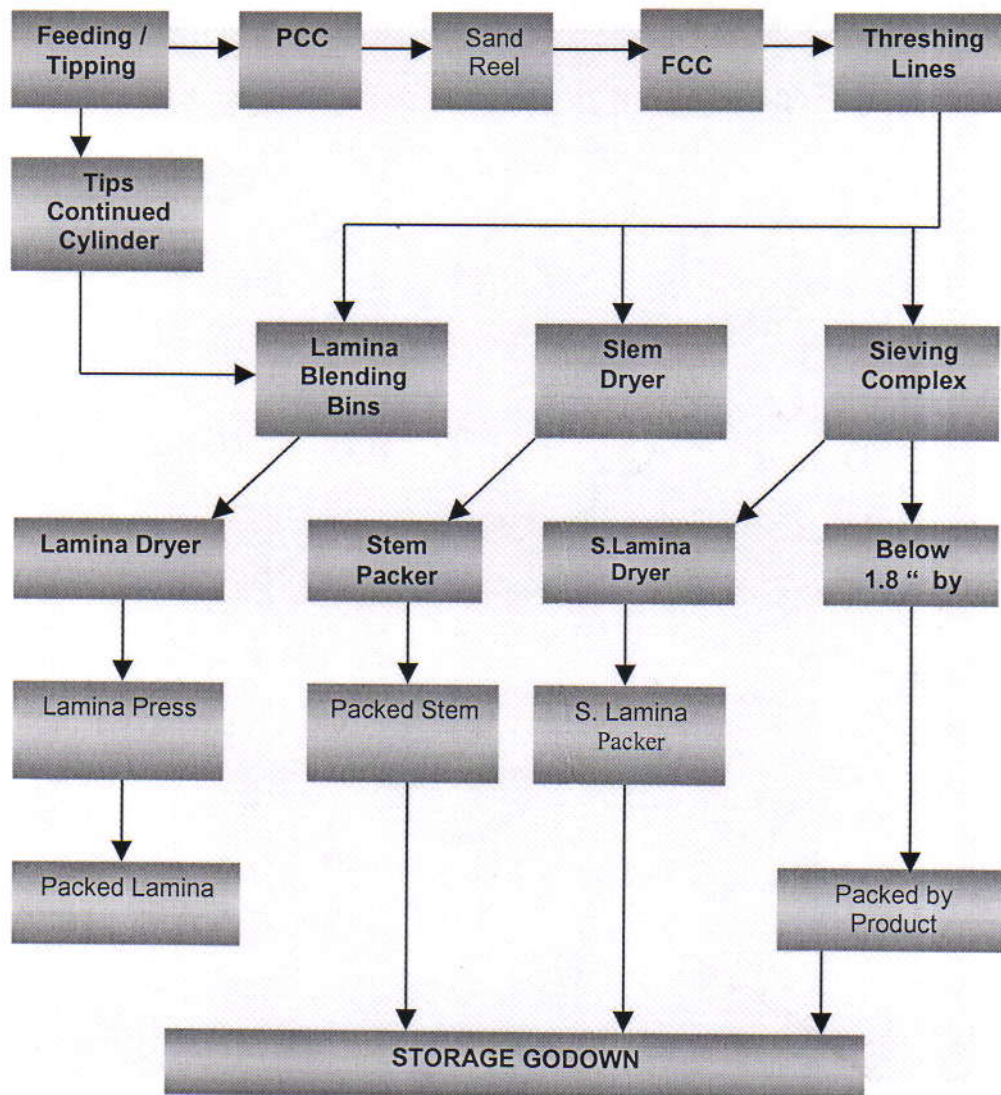
Buying courts are located at the depots. The farmers bring their tobacco to these sites in the form of bales on a specific day and time. At the buying courts the bales are graded, priced and weighed. After the tobacco is bought and graded it is stored in the depot; each bale identified with its grade, weight, and price. These bales are stored in the depots and moved to the GLT when needed for processing.

The GLT's main objectives are as follows:

- Separate Lamina from Stem
- Retain physical and chemical properties of the leaf.
- Removal of foreign materials
- Conversion of bale to packed dry product capable of long storage.

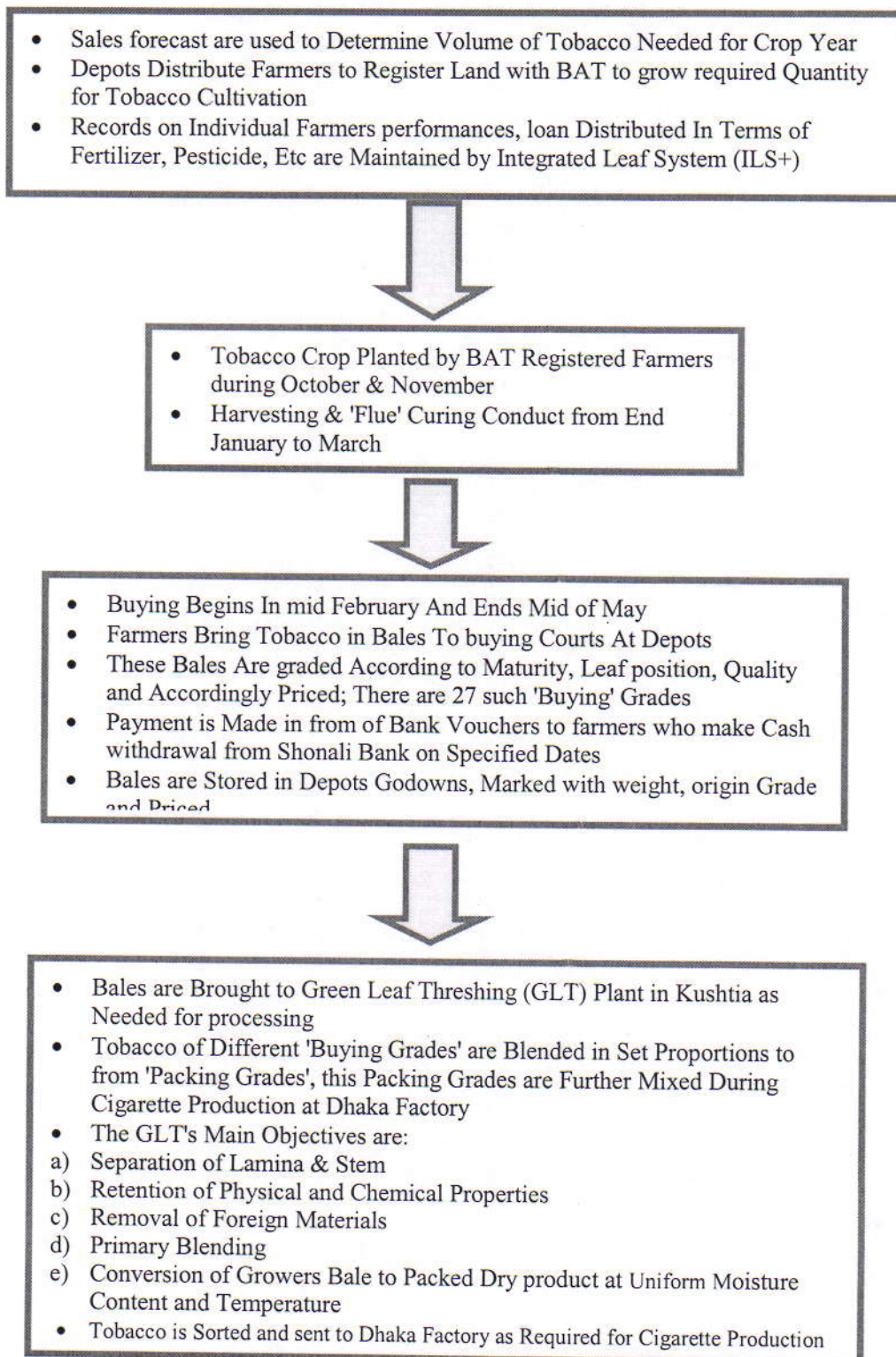
After the tobacco is stored in the depots, it is brought to the storage at the GLT for processing. The GLT storage has a capacity of around 500 tons. The different 'buying' grades of tobacco are combined in fixed proportions to create 'packing' grades. The packing grades are further blended at Dhaka factory. This final blend goes into the different brands of cigarette.

Figure: 6: GLT Process Flow Line



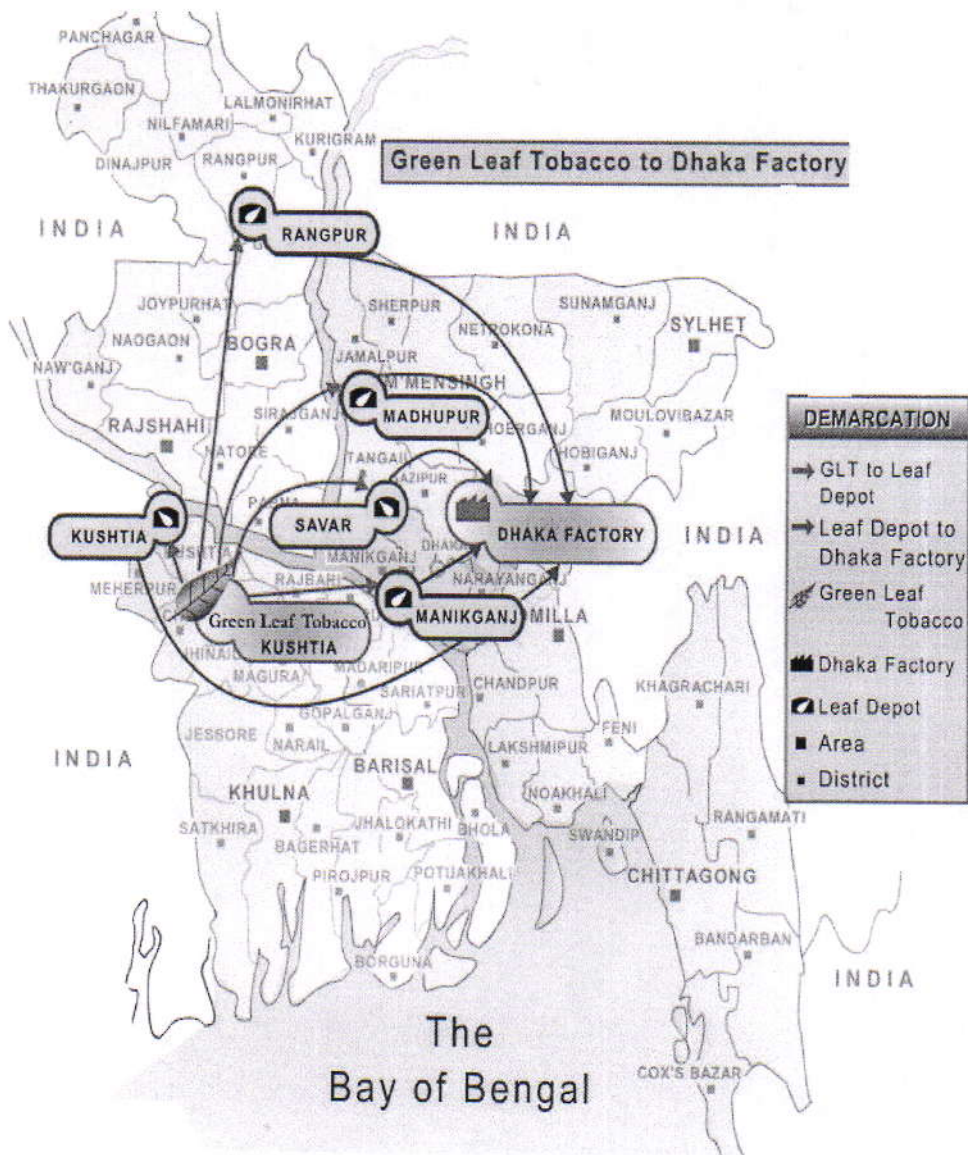
Source: BATB

Fig: 7: Tobacco Procurement and Processing Flow



Source: BATB

Figure: 8: Green Leaf Tobacco to Dhaka Factory



Source: BATB

Exports

Although the primary objective of leaf department is to ensure continuous supply of tobacco, leaves to export in a highly competitive world market as well. Exports of tobacco during 1997 generated more than two million dollars, with sales being made to UK, Hungary, New Zealand, Egypt, and the USA. In the year 2000 BATB made a profit of \$ 309,506 from leaf exports.

Table: 2: Leaf Exports of BATB

Year	Quantity (Metric Ton)	Value (US Dollar)
1993	329.1	877,000
1994	259.2	677,400
1995	279.2	672,700
1996	182.4	516,400
1997	987	2,201,500
1998	1130.2	2,250,400
1999	567	1,485,592
2000	1294	2,198,542

Source: BATB

The various Advantages of leaf export are:

- Exports earn foreign exchange
- Exports help in attain favorable attitudes of Govt. and Public
- Helps to improve overall domestic quality

- Preferential corporate tax on export profit
- Inter group trading
- Handling of BAT and international Leaf dealers enriches Knowledge and awareness.

Future challenges:

- The cigarette market is growing and in order to sustain the current pricing of the products, more and more imported tobacco grades are being substituted by locally grown tobacco grades. This means that Leaf Department has to manage the future challenges to sustain competitive advantage and in order to does that following program have been identified:
- Improvement of barn capacity, it means that barn efficiency & utilization has to be increased through technological innovation but without increasing the cost of manufacturing Barn.
- Green Leaf threshing plant is currently over manned. Employee productivity has to be improved so that tobacco-processing cost becomes competitive.
- Striving for continuous quality improvement is essential in order to substitute the imported grade by local grades for the premium brands.
- Leaf department has to ensure that the buying cost of the tobacco should not increase compare to the current buying pricing policy. But this does not mean that the farmer will lose any money in the overall process. In order to achieve that Leaf has to ensure that the overall growing yield has to increase significantly.

7.2 PRODUCTION

The entire production process is performed at the Dhaka Factory. The motto of Production Department is to ensure the high quality and productivity. The production department has been very successful in meeting the challenges. The company now produces a wide range of filter cigarettes to meet the market demands. All the local brands are now available with its international brands.

In order to fulfill their mission and other activities, the production department at BATB is continuously performing the following activities successfully:

- Support brand portfolio / new product launch
- Availability/product harmonization
- Quality/ meet international standards
- System/ ISO 9002
- Low cost producer
- Competitive position of EH&S in the group (Achieved 3.4 on scale 4.0)

The Primary Manufacturing Department:

The primary manufacturing department (PMD) is responsible for further conditioning the domestic and important tobacco, to make it ready for production. The tobacco passes through a set of integrated and regulated machinery whose purpose is to blend the different 'packing grades' in specified proportions, convert the bales into 'rag' suitable for use in cigarettes, and bring tobacco to a uniform temperature and moisture.

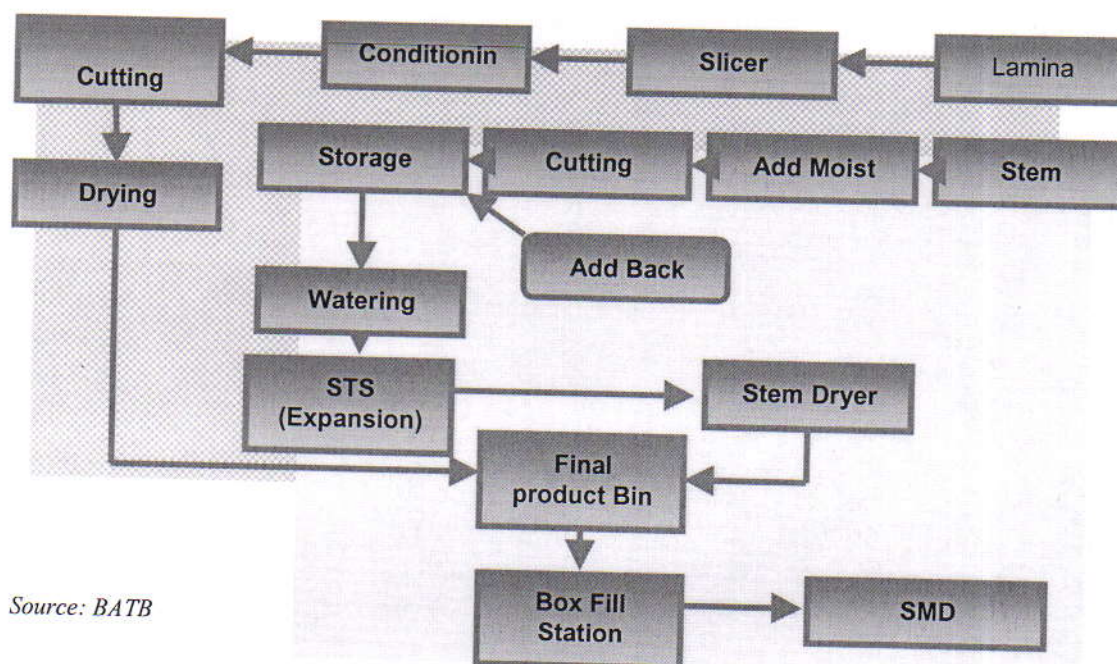
The PMD (Primary Manufacturing Division) process

Threshed lamina and stem are not of the size suitable for cigarette preparation. To make them suitable for cigarette making the following operation has to be performed:

- The bales of lamina, which comes in a compressed form needs to be 'opened'.
- Lamina has to be cut to a size suitable for cigarette making.
- Before cutting, the moisture content has to be raised to be a level, which is required so that excessive dust is not produced.
- After cutting, the moisture content has to be raised to a level, which is required for cigarette making.
- After the dryer stage, the temperature of the tobacco is bit higher. It has to be cooled down.
- The moisture content of the stem has to be increased to a level, which is required for cutter stage.
- Stems are to be cut to a very thin size.
- The 'fill value' of the cut stem has to be increased by applying sudden High Velocity Steam (in the HVST. Stage)
- After the HVST, cut stem has to be dried to a level required for cigarette making.
- Apart from the above 'normal' functions, casing has to be added to some Air Cured Tobacco to increase the sugar content.

From the final product bin it goes to the SMD (Secondary Manufacturing Division) for further manufacturing.

Figure: 10: PMD Process



Source: BATB

SMD (Secondary Manufacturing Division)

SMD uses the tobacco that is blended and conditioned by the PMD along with wrapping materials to manufacture cigarettes. The PMD delivers its final processed tobacco to the Cut Tobacco Store (CTS). The CTS has a 50-ton storage capacity. Tobacco is stored there typically for one and a half days before it is used. Depending on production need SMD brings in the processed tobacco and wrapping materials. There are three technologies that are linked with cigarette manufacturing.

SPU (Secondary production Unit): The most advanced cigarette making technology, which produces 8000 thousands cigarette sticks per minute. An absolutely hardlinked machine (no use of manual labour) and used for hinged lid packing.

Nested Cell: Nested Cell is the second best in terms of technology. It produces 5000 thousands cigarette sticks per minute. This technology is mainly used for Soft cup packaging

Conventional Cell: Conventional cell can take use of both hinged lid and soft cup. It produces about 250 cigarettes per minute.

Shipping

The finished cigarette stock is brought in from the holding room at the Secondary Manufacturing Department and kept at the shipping prior to delivery. The godown has a capacity of 260 million cigarettes. Trucks belong to outside contractors arrive daily to deliver the stock to the various Regional Trade Marketing Offices (RTMOs) around the country. The marketing department issues a daily shipping program specifying the stock that needs to be allocated. This information is processed by software to generate a truck allocation scheme. Trucks going to Dhaka carry 2 million cigarettes per trip and those going outside Dhaka carry 3 million cigarettes per trip. Vat documents are sent along with the trucks.

7.3 BRAND MARKETING

Brand Marketing is managed by the Group Brand Manager. Marketing Research assists Brand Marketing. The department concentrates on satisfying consumers' needs from within the brand portfolio. Once consumers' needs are understood and evaluated, brands can be made available, accessible and desirable through strong, consistent communication. The brand marketing elements covers *adopting of products, logistics and brand marketing policies* that best meet the needs of particular trade channels and strategic customers. The Brand Managers and Brand Executives are responsible for the allocated brand(s). They are responsible for all type of brand management activities.

Market research teams form the market intelligence. The team keeps constant eye on the market situation. Through continuous research, market research teams generate useful market information for the brand managers. Interface is required between brand marketing and research which is carried out by any project that is divided by three phases:

- Preparation prior to the study
- Collection and analysis of data
- Presentation and utilization of information

Core Strategies of Brand Marketing

Aggressive:

1. Expand the premium segment growth
 - Internationalism, destination status & image differentiator: Youthful
2. Expand mid segment

- Key differentiators: international standard with affordability & distinctive image: masculinity/ adventure.
3. Dominate volume base
- Build the critical mass.
 - Protect BAT's leadership.

Innovative:

1. Investigate & build new segments
- Lights
 - New brands & line extensions.
2. Product Enhancement
- Packaging, Spec. change & higher satisfaction.
3. Creative communication
- Focused: HoReCa (Hotels, Restaurants and Cafés), Rural Penetration.
4. Consumer Insight
- World-class *knowledge* base: consumer research & market tracking

In its brand portfolio British American Tobacco Bangladesh has a wide range of cigarettes for different consumer segments. Starting from Benson & Hedges (Lights & Regular), which are currently imported from Europe to locally produced International Brands such as State Express 555 and John Player Gold Leaf (Lights and Regular) and also National Brands like Capstan, Star family and Scissors family are members of the portfolio.

7.4 TRADE MARKETING AND DISTRIBUTION (TM&D)

Along with Brand Marketing, The Trade Marketing & Distribution (TM&D) department is there, that is the rename of the former Sales Department. The Regional Manager manages TM&D affairs.

Activities of TM&D and Production department are highly correlated. The marketing department forecasts the sales volume of the different brand cigarettes for the coming business year and based on this, prepare a marketing plan known as the Sales Operational Plan (SOP). Based on the SOP, the brand wise sales target for each month, Production Department sets its production schedule. The inventories of cigarettes are also evaluated at this stage to find out the actual output to be produced.

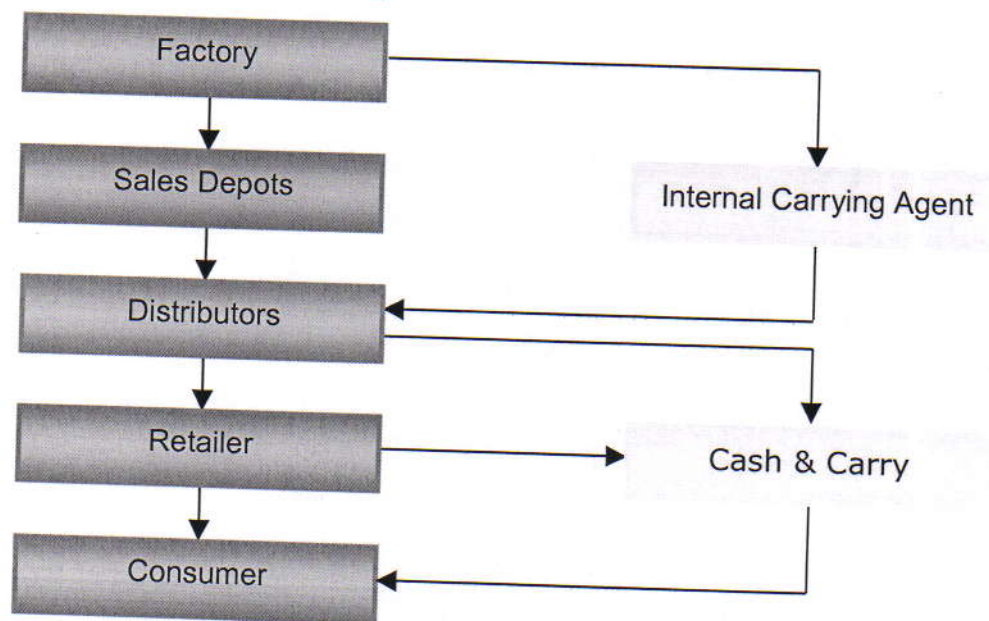
The British American Tobacco Bangladesh has a well-defined mission for the marketing and distribution of products. It is to reach the target consumer in the most efficient manner by becoming the benchmark supplier to the trade within the strategic channels in every market where the company operates. A well-organized trade marketing team is working continuously to make this mission successful; furthermore the whole country has been divided into six regions to perform the marketing activities efficiently. Moreover the regions are further spitted into 11 areas. Right now there are 6 regional managers, 12 area managers and 42 territory officers working under the Head of Trade Marketing. At present, there are 62 distributors involved with BATB who are responsible to make the products of the company available throughout the country.

The TM&D is targeting to become the benchmark supplier in the trade in terms of diversified brands, their volume and also promotional activities. TM&D is maintaining their existing strategic channels like *Convenience, grocery, HoReCa* etc and also exploring new opportunities.

Distribution Channel

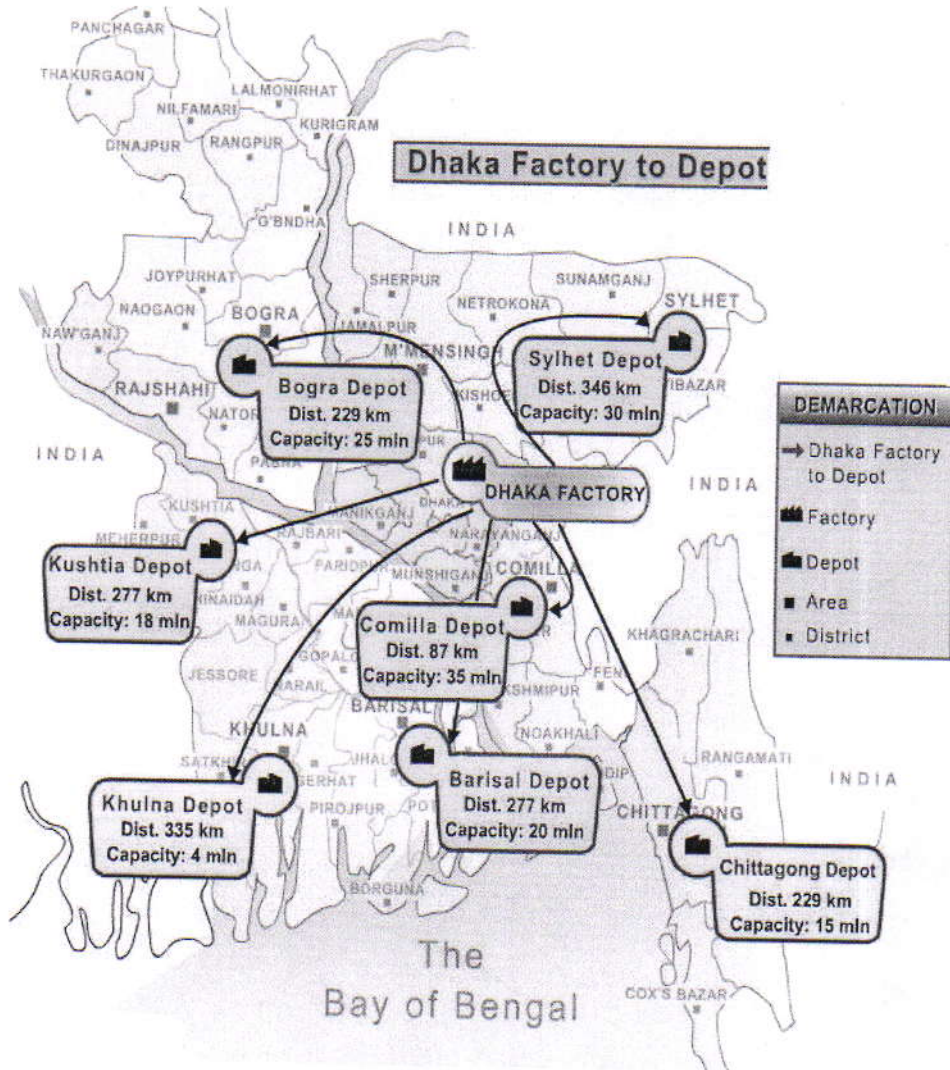
The Company sells their product to the distributors; in turn the distributors sell to the retailers and cash & carry as well. Cash & carry are nothing but wholesalers. Cash & Carry are needed because at times the retailers may not have adequate funds to buy the required quantity.

Figure: 14: The Distribution Process



Source: BATB

Figure: 15: Dhaka Factory to Depot



Source: BATB

Opening Stock at Distributors' Office:

Apart from the warehouse, every distributor also maintains another stock at their office. This stock is for maintaining any change in market demand instantly. Dealers sometimes sell cigarette through their counters to face special situation.

Delivery Van:

All the delivery vans are owned by the dealers to assure the supply of cigarette on the door of wholesalers, cash & carries and retailers just according to their demand. There are two types of delivery vans. One is Scooter van and another is Rickshaw van.

Cash & Carry:

They are businessmen who sell cigarette directly to consumers and at the same time they sell cigarette to the retailers.

Retailers:

Retailers are at the end of the physical distribution system of cigarette Selling products directly to the consumer.

Distributors:

The financial standing of the distributors, their reputation in the local region, and prior related business experience are some of the key criteria examined when a distributor is selected. The regional manager, supply chain manager and head of trade marketing prior to making a decision check the evaluation forms and field recommendations. After a distributor is selected, they issue a 'letter of intent' that specifies certain requirements of

the company. After these requirements are satisfactorily fulfilled, a formal 'letter of appointment' is issued.

Distributors buy fixed volumes of cigarettes from BATB at a set price and resell to the retailers. The company closely monitors their activities and performance and ensures them to operate in the market at the highest standard. Distributors follow a work routine set by the company, generating paper work, and reports as required. Distributors are assigned a certain geographic region within which they sell their cigarettes. Different routes are assigned within the region that helps to sell their stock. Vehicles owned and operated by the distributors are responsible for carrying stock along these routes and selling it to the retailers.

Retail Outlet Classification

BATB has classified all the retail outlets into three categories, these are:

Convenience: The consumers like to buy product on impulse from this sort of outlets. These outlets generally maintain a limited product range and do not offer flexibility in prices.

Grocery: These are the outlets where consumers visit on a regular basis with a purchasing intention. These outlets typically offer variety in terms of product range and also flexibility in prices.

HoReCa: Hotels, Restaurants, and Cafes are considered in this category. The prime characteristic of a HoReCa is that the shops must have a seating arrangement. It is assumed that consumers visit those shops with the intention to spend some time. These outlets range from small roadside cafes to luxurious restaurants.

7.5 CORPORATE REGULATORY AFFAIRS (CORA)

The Corporate & Regulatory Affairs Department (CORA) of the company is dedicated towards achieving the company's fifth strategic imperative, which is: *To be a responsible company in an industry seen as controversial.*

Today with globalization and increased scrutiny of businesses, companies are judged not only by the quality of products they produce but also the manner in which they carry out their business activities. It is therefore, an imperative that depicts - corporate bodies are responsible not just in their businesses but also in the social domain where they operate. British American Tobacco's philosophy has been to be conscious corporate citizens wherever they operate and to be respectful of local cultures.

The company recognizes that it manufactures a product, which carries significant risks. The company, therefore, believes that only informed adults should use its products. It also believes that the company must act, behave and carry out its business activities in such a manner that is accepted by society at large. This includes broadcasting of the company's positions on different issues. This function is charged with driving reputation management to the heart of the business and ensuring the company's involvement as a leading development partner of the country.

Structure of CORA

The Corporate and Regulatory Affairs Department programs are lead by the Head of Corporate Affairs who is assisted by the Company Secretary and the CORA Managers. The company's Legal and secretarial function also reports in to the Head of CORA. The

Company Secretary looks after the legal sides of the company such as trademark Protection, Infringement of Company Rights, Distributor Agreement, and Trust Fund etc. He also looks after the share market activities of BAT shares.

Activities of CORA

The Corporate and Regulatory Affairs Department of the company is dedicated for maintaining a good image of the company to the society by keeping customers, media, government, suppliers etc. contented. The company believes that as a corporate citizen, it has a conscious duty towards the societies well being. The company promotes and sponsors various community development programs to increase its image in the society.

The department maintains good and continuous liaison with the media, government and other pressure groups in order to protect its business image from any unwanted situation in the context of prevalent anti smoking campaign, nationally and internationally.

The company enjoys credibility with a majority of stakeholders for its transparent business systems and as an honest taxpayer. In 1999, the company generated Tk 980 crore from its turnover of about Tk 1400 crore.

As a conscious corporate citizen, BATB has been actively involved in the promotion of national art, culture and sports. Sponsors of BAT are well known. In the sports field the company sponsored quite a few national and international events. In addition, the company also gave financial and material assistance to Diabetic Association of

Bangladesh, Shandhani, Red Crescent and Center for the Rehabilitation of the Paralyzed, Jahangirnagar Teachers Club and Bangladesh Botanical Society.

Academic institutions, literary associations, cultural groups, charitable institutions and community development projects continued to receive support from BAT. To ensure that the country's wood fuel reserves are not depleted as a result of curing tobacco leaf by firewood, BAT launched its forestation program, which is still continuing in preservation and development of the environmental and natural resource of the country. As part of the community development programs, BAT distributes seeds and seedlings of vegetables to the interested farmers free of cost every year. The company has pioneered commercial production of quality vegetable seeds in the country leading to it being awarded by the Food and Agriculture Organization. The company believes that as a corporate citizen, it has a conscious duty towards the society's well being. The company promotes and sponsors various community development programs to increase its image in the society.

The company's contribution to society as a whole is well known i.e. a forestation program that has seen 30 million trees planted in 20 years. This has led to it being awarded first prize in the Prime Minister's award for forestation in 1999. International bodies such as the FAO and the World Bank have recognized this program as an exemplary initiative by a private sector company.

7.6 HUMAN RESOURCES (HR)

To develop the most vital element of the organization, which is the human resource, BATB has put in a lot of efforts in responding to various changes through effective formulation and implementation of human resource strategies through the HR department.

Their main objectives have been:

- Bridging the gap between top level and lower level management:
- Improved performance through attractive reward system
- Strive for excellent management practice

From recruitment to selection and also from employee welfare to industrial relations, this department has to play an important role.

Recruitment and Selection

- Recruiting the right parson for the right job.

Training and Development

- Fighting employees obsolescence
- Prepare them for the future.
- Assist operating managers to identify employee's training need.
- Assist the Training managers to design and implement training programs.
- To carry out general skill development program.
- Management training on Industrial Relations.

- Monitor 'on the job training' and different training programs.

Communication

- They try to create and maintain a communication channel between the management and the employees independent of union influence.
- Employee briefing session.
- Quality circle meeting.
- Direct written Communiqué.
- Discussion with the union.
- Open forum.
- Housing magazine.
- Annual report booklet for the employees.

New HR Practices & Programs

BATB values its people as Human Capital. In order to improve individual performance, different skill development programs are in place. Teams are being formed to implement flexible work practice.

BATB started the open-office concept in 1999, by bringing all offices into a single location. Managers and employees started using the same dining facility. Skip Level meetings were initiated to have discussions with all levels of employees openly. Family Days are arranged where all the members of the organization participate along with their family.

Reward system

BATB has introduced new Reward and Recognition system throughout the company to motivate the employees. Any employee, doing something extraordinary, is being selected as Champion for a specific month. As a result, people are opening up and trying to grab the title. This has generated a positive competition among the employees.

Winning in Our World

BATB has very good corporate reputation for excellent management practices base on Trust, Commitment and Achievement, which is the main driver to develop **WOW** (Winning in Our World) culture throughout the organization. The WOW values are clearly defined and employees, management & Union all are continuously striving to achieve these values.

The departments' various activities cover setting criteria for the selection procedures, such as: interview techniques, training standards etc. According to the BAT policy guideline, the department maintains the personnel through formulation policies on wages, fringe benefits, annual leave, training calendar, provident fund, performance appraisal etc. Remuneration is managed centrally and there is never any *negotiation* but *settlement*. It also settles with the trade union for Long Term Agreement (LTA) between management and workers and the 'collective bargaining agents'. The concept behind the industrial relations is always 'win-win' situation.

7.7 INFORMATION TECHNOLOGY (IT)

The emergence of super information highway and other technological advancement, the business world is now more competitive. Regarding this issue, IT was made a separate department in February 2000 in BATB. The head of IT is a member of the executive committee and he is supported by the function support IT managers.

BATB IT department drives the demands of its business and processes. IT delivers comprehensive, timely, and relevant business information to decision makers wherever they are located. This allow the organization the maximum ability and flexibility to identify new opportunities and quickly respond to competitive challenges.

Key Functions of IT

- Establishing and maintaining information and infrastructure architecture to support managers into the decision making process.
- Developing flexible communication infrastructures that are able to take new technical innovation to keep the cost down.
- To adopt global application convergence strategy that meets the local business requirements, develop local applications where appropriate and outsourcing data processing where possible.
- IT continues to make available innovative services and training to support the changing organizational structure and requirements.
- To become center of excellence for group working by developing and promoting group working tools as first choice of communications.
- To develop and retain IT professionals.

7.8 FINANCE

Finance department is responsible to evaluate the economic performance of the Organization. BATB strictly uses the budget as part of the strategic plan to go for operational activities. The company budget helps to measure its performance acting as a tool for feed forward and also for feed back. The company at the beginning of each year starts its operation with the budgeted sales, target, cost, investment and other financial activities. The company for control purpose evaluates its performance at the end of each month. It helps to give the actual information of cost, sales and other data and compares with the budget allocation or target. In this way it finds the variances, then find out the reasons and take necessary corrective action or review the budget. The overall responsibility of doing this goes to the Cost Accountant and Finance Director of BAT.

The Finance department has its established strategic plan, normally the person involved are Finance director, company executive, Material Resource Planning Manager (MRP), Information Technology Manager (IT), Management Accountant and Financial accountant. Under Financial Accountant there are three accountant officers, Head Office accountant, Production accountant and Leaf Accountant. These three-accounts managers individually have Deputy Head Office accountant, Deputy Production Accountant and Deputy Leaf Accountant. Under these three Deputy Accountants three Assistant account officers work.

Finance Department audits the expenditure at a regular interval to ensure that rules and regulation are properly adheres the operation. External auditor also checks all the BATB financial system and also prepares the annual financial report. If they find any deviation they report to the Chief executive for taking corrective action. The Auditors Inform the BAT Head Office and makes them visit the operating company to ensure the Management Control is directly administrated. Any new proposal is analyzed from the viewpoint of future prospects of the plan, Profitability, Capital Investment and Shareholders wealth. Here the Finance department gives special consideration on the Return on Investment of the proposal. Detailed month wise cost analysis is done in detailed to access the variances. At each financial point's corrective action are taken to remain with in the budgeted plan.

Measuring and Controlling Assets Employed

In this part measuring and controlling is done under strict supervision of the finance department. Finance department takes necessary measures as per top management decisions. Major areas of assets employed are Cash, Accounts Receivables, inventories, Working Capital, Equipment Replacement, Disposition of Assets, Leased Assets, Idle Assets, Non current liabilities and finally Capital charges.

About account receivable, the company does not make any credit sales, the amounts depicted are from other sources. Leased holdings, land and building are depreciated over the life of the lease term.

Foreign Exchange Policy

Some tobacco is being exported to BATB's sister companies in overseas countries and there by it earns very limited amount of foreign exchange. For manufacturing its product BATB needs lot of Raw Material i.e. tobacco and packaging materials which are not available in the country and so the company have to import those items by purchasing Foreign Exchange from the secondary exchange market. To keep the cost down of the secondary rate, the company makes the forward booking of the required amount for the individual letter of credit. And the Treasury Manager of the company finds the best solution to Hedge the currency market and accordingly the company negotiates with the foreign exchange rate with the Financial Banks. As a policy, BAT Bangladesh will engage in foreign exchange transactions through usual banking channels only to meet the requirements of its *normal commercial trading activity*, and to manage and provide for *currency cash flows* relating to this activity on up to a rolling 12- month basis.

It will include specifically the following means:

- Imports through letters of credit (L/C) for working capital requirements and capital expenditure project.
- Remittances for payment of dividends, royalty and technical fees, expatriate staff allowances, constancy fees etc.
- Travel expenses.
- Training expenses
- Payment for institutional memberships and for publications.
- Payment of advertising, travel and other expenses which are permitted from the

Export Retention Quota.

- Payments of principal, interest and financial charges in connection with any off-shore borrowing which may be in place from time to time.
- Exports.
- Forward cover for imports, remittance and exports are part of the policy guidelines.

The ExCo issued this policy. The Managing Director and Finance Director are authorized to jointly take decisions on matters arising in the course of business not covered in this policy and report such decisions in the immediate next ExCo meeting.

BAT Bangladesh will seek to take forward cover for all known commitments within the constraints imposed from time to time by the Bangladesh Bank or the government. For offshore commitments denominated in Taka, for instance dividends and royalty, BAT Bangladesh will hedge the exchange rate only if requested to do so by the beneficiary.

In no circumstances will the company undertake a foreign exchange transaction that may violate the exchange control regulations of the country or attempt transaction that may be otherwise improper. Further, it is the company's policy not to take any speculative position or enter into any transaction with the intention of securing a gain in foreign exchange trading.

The company deals with any of the following banks for its foreign exchange transaction:

Table: 3: Banks concerning foreign exchange transactions

Foreign Banks	National Banks
American Express Bank Ltd.	Sonali Bank
ANZ Grindlays Bank plc	
Standard Chartered Bank	Pubali Bank
Banque Indosuez	
Society General	

Source: BATB

Cash Section

Deals with all sorts of cash receipts and payments e.g. PF loan and refund. Scrap selling, Waste paper selling, selling of tobacco waste, misc. payments.

SWOT ANALYSIS OF BATB

Strengths:

- Rich product portfolio
- Strong brand image
- Strong corporate image
- Absolute cost advantage in Bangladesh.
- Economic of scale in production
- Standardized products
- Usage of latest technology

- High credit standing
- Integrated information system
- One of the highest taxpayers in Bangladesh
- Financial solvency
- MRP II rating – Class A in all 5 chapters (year 2001)
- Good track record of business
- High employee moral
- Sound management
- Dialogue sessions with government regarding regulations and social responsibilities

Weakness:

- Dwelling in a controversial industry.
- High exit barrier
-

Opportunities:

- Leaving standard of the population is increasing; smokers now prefer specific brands.
- GDP is increasing of Bangladesh, which is an opportunity for expending business.
- BATB is not producing any product for very low level and BIRI level customer. So, BATB still got an opportunity to add a new product in their portfolio for this segment.

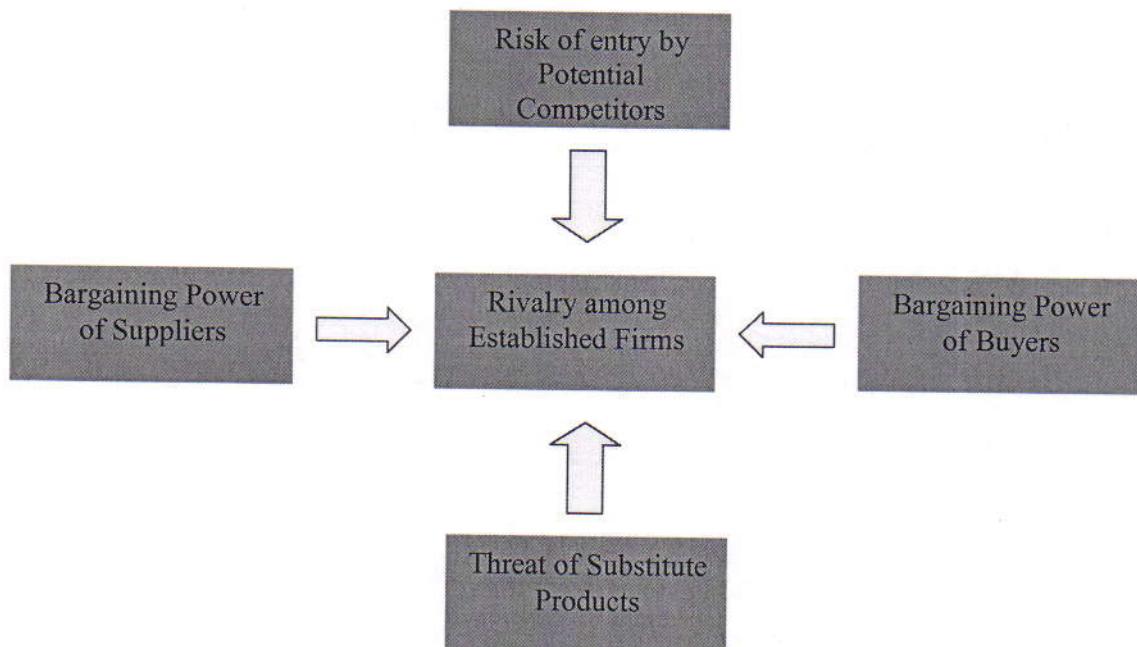
Threats:

- Increasing activities of anti tobacco lobbies in Bangladesh
- Government rules and regulation against tobacco product
- Natural disasters that can hamper leaf production
- Smuggled cigarettes of the same company and other international brands.
- Violation of patent rights by other companies in Bangladesh

9.0 INDUSTRY ANALYSIS FOR BATB

To analyze the Industry structure of Cigarette in Bangladesh five competitive forces model developed by Professor Michael E. Porter has been used. The framework is given below:

Figure: 20: Five Factors Model



Source: An exhibit from "How Competence Forces Shape Strategy" by Michael E. Porter

Risk of entry by Potential Competitors

- Government policy acts as a major entry barrier in the cigarette industry. It is safeguarded from the potential entrants due to government lawful barrier for setting up new tobacco industry. The tax rate is also high. For example BATB has to give 300 million taka worth tax every single working day.
- The cigarette industry is in its declining stage all over the world. People are now more conscious regarding health hazards done by cigarettes. However, in developing and underdeveloped countries like Bangladesh, still has a little opportunity to grow. Despite the growth opportunity, the entry barriers are high. Especially in the premium segment BATB has approximately 99% market share. No other competitors are visible in this segment of Benson & Hedges.
- BATB has their manufacturing plants in Bangladesh. It has its established brand and corporate image. Though few, but some more companies enjoy these sorts of advantages to some extent. They have economies of scale present in their production for their large-scale standardized output. Therefore, if a new company enters, it would cost them a lot of money and time to set up such advantage.
- Proprietary product differences act as an important entry barrier. If a company has unique product ingredients, they can have the ingredients right protected. This facility gives the existing firms to be in a better position and make it hard for new entrants to enter.

- Significant brand loyalty makes it difficult for the new companies to take away market share from the existing companies. It reduces the threat of new entrants because it very costly to break down well-established consumer preferences.
- Certain amount of capital investment is required to enter a saturated industry. The industry has already its players competing with each other. If the new entrant does not have the capital requirements to compete in the similar way, they would surely loose. For example Benson & Hedges is the premium brand of BATB. If Philip Morris wants to enter in Bangladesh market and launch Marlboro they should have the capital to go for massive promotional activities and distribution. In this case competing with B & H requires massive capital investment by Marlboro. So, capital requirements do create entry barriers to some extent.
- Access to distribution acts as a major entry barrier. To access the industry, the new entrant must have access to the channels of distribution network. BATB handles 80% of their distribution by themselves, rest 20% through wholesalers. For a new entrant it would be costly to set up its own distribution network. Furthermore, channel members become loyal or the existing companies might compensate them to work only for them. Therefore the entry barrier becomes tougher.
- BATB has absolute cost advantage in the industry. It makes the industry a bit more challenging for the new entrants to enter.

PROJECT PART

Canteen Management in British American Tobacco Bangladesh

1.0 Introduction And Background

1.1 Statement of the Project

Food in workplace is included in the hygiene factors of Hertzberg's Motivation-Hygiene theory. This implies that if food provided is bad, employees will be highly de-motivated. But if food is good, it will not necessarily guarantee employee's motivation. Workers view it as a 'membership benefit'. A rational management would always try to keep this aspect as de-motivating as possible. Quality of food provided could give the workers a signal as to how they are viewed to the management and contribute to their moral significantly. This aspect needs to be closely observed to yield positive effects.

British American Tobacco Bangladesh (BATB) is the pioneer and leading multinational cigarette manufacturer of Bangladesh. The company employs 1,302 people and provides indirect employment to a further 24,500 farmers, distributors and suppliers. As a successful company, BATB believes that human resource is the main strength of it. The company puts high emphasis on developing and maintaining its human resource. The company arranges various training and development programs for continuous development of its staff. As a part of this effort, BATB provides food at workplace to boost the moral of the people working in it. In its Dhaka factory, BATB has established a canteen named 'Friend's Café', which provides catering for BATB's employees. The canteen provides a heavy meal and a light meal to the employees in each work shift. There are three shifts of work namely, from 0600 to 1400 morning shift, from 1400 to 2200 evening shift and from 2200 to 0600 night shift. Both the management and workers dine together in the canteen. It has been a long standing complain from both managers and workers that the standard of the canteen is not up to mark. It may be mentioned that

BATB is spending a great deal of money to run the canteen. But in return it is creating dissonance and dissatisfaction amongst the employees. A section of the people complained that the standard has been going from bad to worse day by day. It is therefore needed to carry out in depth study of the canteen's present condition and suggest ways and means to upgrade it to a standard compatible with the world class image of BATB.

1.2 Problem and Purpose

British American Tobacco Bangladesh wants to identify the employee's perception about the present condition of the employee canteen 'Friend's Café', determine the actual problems existing in it and take necessary actions to upgrade the canteen's standard to a position compatible with the world class image of the company. By doing it, BATB wants to enhance the employee morale and contribute positively towards nurturing of its human resource.

1.3 Limitations

The research was limited by the following factors:

Unavailability of suitable companies who provide similar facility to their employees as BAT does.

Unavailability of suitable experts in the relevant field.

Lack of secondary data to support interneer's observations and analysis.

1.4 Scope & Methodology

The data were collected from both primary and secondary sources. For secondary information, data were collected from the records of BATB canteen. This study was

basically concern red to measure the performance of BATB canteen. In this regard most of the information was collected from primary sources. To know about the existing

situation, a structured questionnaire was prepared. Information was collected from different management employees and workers of BATB. The total no of sample size was- 50 management employees and 265 workers. The researcher herself was collecting the information.

1.5 Report Preview

The report is divided into three main parts. They are:

Introduction and Research Design

Data Analysis

Recommendation

In the first part, the research procedure will be discussed. In the second part the collected data will be presented and analyzed. And in the last part recommendations will be made basing on the findings of the data.

2.0 Research Questions

Question 1: What is the present state of BATB's canteen 'Friend's Café'?

Justification: The answer of this question has helped to identify the actual condition of the 'Friend's Café'. The answer was obtained by physical visit of the canteen and questionnaire survey.

Question 2: What is the image of 'Friend's Café' in the mind of the management and workers? Is the Café matching with the world class image of the company?

Justification: These questions have helped to know how the managers and workers perceive the standard of Friend's Café and whether the café is compatible with the image of the company.

Question 3: What is the standard of food at 'Friend's Café'?

Justification: The answer of this question helped know the employees perceive the standard of food provided at 'Friend's Café'. Here the construct 'standard of food' was divided into five concepts, namely:

- Quality of food
- Quantity of food
- Taste of food
- Use of oil and spices in food and
- Menu variation

All these concepts were tested separately.

Question 4: What is the standard of service in the 'Friends Café'?

Justification: The answer of this question has helped to know how the employees perceive the service of the 'Friend's Café'. Here, the construct 'service' was divided into three concepts, namely,

- Outward appearance
- Interior decoration and
- Behavior of the people who serve food and beverage.

Question 5: What is the standard of hygiene at ‘Friend’s Café’?

Justification: Through this answer one could know the employee’s perception about the standard of hygiene which at present the ‘Friend’s Café’ maintains. Here again the ‘standard of hygiene’ was divided into six concepts. They are,

- Cleanliness of the surrounding
- Neatness of the surrounding
- Cleanliness of the cooking space
- Cleanliness of the utensils (In which food is cooked)
- Cleanliness if the crockery (In which food is served)
- Hygiene consciousness/ practice by the cooking staff

Question 6: What are the things the employees like at ‘Friend’s Café’?

Justification: This answer helped to determine the aspects of the ‘Friend’s Café’ that are liked by the employees. These aspects can be improved or maintained in order to uphold the standard of the café.

Question 7: what are the things the employees dislike at ‘Friend’s Café’?

Justification: This question could bring out most of the aspects in which the employees think that the ‘Friend’s Café’ needs to be improved. The answer revealed the most serious aspects, which need to be taken, care immediately.

Question 8: What are the things the employees think to be done to improve the standard of the ‘Friend’s Café’?

Justification: The answer of this question brought out valuable suggestions from the employees to improve the overall standard of the ‘Friend’s Café’. Information derived in this way can help management to take necessary steps accordingly.

Question 9: How does an idle canteen look like?

Justification: The answer of this question is expected to help the management shape the outlook of the canteen in such a way, which can fulfill the required purpose in the most beneficial way.

Question 10: What is the best option open to BATB to upgrade the standard of its canteen?

Justification: The answer of this question is expected to help the management identify the best option open to it to shape the image and service of the canteen in such a way which can fulfill the required purpose in the most beneficial way.

3.0 Research Objectives

3.1 Broad Objective

Determining the ways and means to improve the standard of the 'Friend's café'

3.2 Specific Objectives

Following were the specific objectives of the study:

- To know about the quality and Variety of food available in the 'Friend's Café'
- To find out the employees perception about the conduct of the catering staff of 'Friend's Café'.
- To know the employees perception about the outward appearance of the 'Friend's Café'.
- To measure the satisfaction level of consumers of the 'Friend's Café'.

- To know the employees perception about the interior decoration of the 'Friend's Café'.
- To determine the employee's perception about the taste of food provided at 'Friend's Café'.
- To determine the employees perception about the quantity of food provided at 'Friend's Café'.
- To determine the employees perception about the hygiene consciousness/practices of the cooking staff of the 'Friend's Café'.
- To identify the problems occurred by 'Friend's Café'
- To suggest remedial measures for the improvement of 'Friend's Café'.

3.3 Related Hypotheses

From exploratory research many hypotheses were drawn for test. They are stated below. All the hypotheses were tested in the data analysis part at a confidence level of 99%.

- **Hypothesis one**

Null Hypothesis H_0 : The portion of employees who think that the standard of the 'Friend's Café' does not match with the world class image of the company is more than 80%.

Alternative Hypothesis H_1 : The portion of employees who think that the standard of the 'Friend's Café' does not match with the world class image of the company is 80% or less.

- **Hypothesis Two**

Null Hypothesis H_0 : The employee's perception about the outward appearance of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

Alternative Hypothesis H_1 : The employee's perception about the outward appearance of the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

- **Hypothesis Three**

Null Hypothesis H_0 : The employee's perception about the conduct of catering staff of the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very good and 1 is very bad.

Alternative Hypothesis H_1 : The employee's perception about the conduct of catering staff of the 'Friend's Café' is more than 2 in a five point rating scale, in which 5 is very good and 1 is very bad.
- **Hypothesis Four**

Null Hypothesis H_0 : The employee's perception about the interior decoration of the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

Alternative Hypothesis H_1 : The employee's perception about the interior decoration of the 'Friend's Café' is more than 2 in a five point rating scale, in which 5 is very attractive and 1 is disgusting.
- **Hypothesis Five**

Null Hypothesis H_0 : The employee's perception about the taste of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very good and 1 is very bad.

Alternative Hypothesis H_1 : The employee's perception about the taste of food provided at 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very good and 1 is very bad.
- **Hypothesis Six**

Null hypothesis H_0 : The employee's perception about the quantity of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is superfluous and 1 is grossly short.

Alternative Hypothesis H_1 : The employee's perception about the quantity of food provided at 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis seven**

Null hypothesis H_0 : The employee's perception about the use of oil and spices in the food provided at 'Friend's Café' is more than 4 in a five point rating scale, in which 5 is too much and 1 is too less.

Alternative Hypothesis H_1 : The employee's perception about the use of oil and spices in the food provided at 'Friend's Café' is less than 4 in a five point rating scale.

- **Hypothesis Eight**

Null hypothesis H_0 : The employee's perception about the menu variation of food provided at 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is too much varied and 1 too less varied.

Alternative Hypothesis H_1 : The employee's perception about the menu variation of food provided at 'Friend's Café' is more than 2 in a five point rating scale.

- **Hypothesis Nine**

Null hypothesis H_0 : The employee's perception about the quality of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very high quality and 1 is very low quality.

Alternative Hypothesis H_1 : The employee's perception about the quality of food provided at 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis ten**

Null hypothesis H_0 : The employee's perception about the cleanliness of surrounding inside the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very clean and 1 is very dirty.

Alternative Hypothesis H_1 : The employee's perception about the cleanliness of surroundings inside the 'Friend's Café' is more than 2 in a five point rating scale.

- **Hypothesis Eleven**

Null hypothesis Ho: The employee's perception about the neatness of surrounding inside the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very neat and 1 is very haphazard.

Alternative Hypothesis H₁: The employee's perception about the neatness of surroundings inside the 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis Twelve**

Null Hypothesis Ho: The employee's perception about the cleanliness of cooking space of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H₁: The employee's perception about the cleanliness of cooking space of the 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis Thirteen**

Null Hypothesis Ho: The employee's perception about the cleanliness of crockery of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H₁: The employee's perception about the cleanliness of crockery of the 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis Fourteen**

Null hypothesis Ho: The employee's perception about the cleanliness of utensils of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H₁: The employee's perception about the cleanliness of utensils of the 'Friend's Café' is more than 3 in a five point rating scale.

- **Hypothesis Fifteen**

Null Hypothesis Ho: The employee's perception about the hygiene consciousness of the cooking staff of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very conscious and 1 is ignorant.

Alternative Hypothesis H₁: The employee's perception about the hygiene consciousness of the cooking staff of the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very conscious and 1 is ignorant.

4.0 Research Design

4.1 Type of Study

The research is an applied research. The knowledge and information which are obtained through the research can be implemented by the management of the company. The study in this paper will be a descriptive study and not a casual one. A casual research was not selected because it is not aimed at finding out the cause and effect relationship amongst the related variables. The qualitative study has already been carried out and research objectives have been formed basing on that. This paper aims to present a plan for quantitative study.

4.2 Basic Research Method

The basic research method in this study will be survey method.

4.2.1 Sampling Plan for the Research

4.2.1.1 Target Population

For this research, two types of target population have been chosen. They are:

- Management employees of BATB
- Workers of BATB

4.2.1.2 Sampling Procedure

- **Management employees of BATB:** There are around 225 managers in BATB. A sample of 50 was selected by using simple random sampling procedure.
- **Workers of BATB:** There are around 1100 workers in BATB. A sample of 265 respondents was selected using simple random sampling procedure.

4.2.1.3 Sampling Frame, Sample Type and Sample Size

Are described below:

Table 1: Sampling Details

Target Population	Sampling Frame	Data Collection Method	Sample type	Sample Size
Management employees of BATB	List of management employees of BATB	Survey	Simple random sampling	50
Workers of BATB	List of Workers of BATB	Survey	Simple random Sampling	265

4.2.2 Data Collection

4.2.2.1 Secondary Data

The industrial relations manual and books of records of BATB canteen were studied.

4.2.2.2 Primary Data

The type of research demanded primary data as its building block. Therefore a coordinated survey was carried out mainly using door-to-door, mail intercept and in person drop-off techniques.

5.0 Definitions

Few terminologies have been used in the proposal. Deliberations of those are given below:

- **Standard of Service:** The degree to which the employees evaluate the following criteria of 'Friend's Café' in a five point rating scale from disgusting to very attractive (or equivalent adjectives).
 - Outward appearance
 - Interior decoration
 - Conduct of the catering staff

- **Standard of Food:** The degree to which the employees evaluate the following criteria of food provided at 'Friend's Café' in a five point rating scale from disgusting to very attractive (or equivalent adjectives).
 - Quality
 - Taste
 - Use of oil and spices
 - Quantity
 - Menu variation

- **Standard of Hygiene:** The degree to which the employees evaluate the following criteria of food provide at 'Friend's Café' in a five point rating scale from disgusting to very attractive (or equivalent adjectives).
 - Cleanliness of the surrounding
 - Neatness of the surrounding
 - Cleanliness of cooking space
 - Cleanliness of crockery
 - Cleanliness of utensils
 - Hygiene consciousness/practices of the cooking staff

6.0 Data Analysis

6.1 Test of Reliability and Validity

6.1.1 Reliability Test

- **Test-Retest Reliability:** A test-retest reliability test was conducted. The instrument which is used in the survey was administrated to one of the respondents with a time lag of twenty one days. The result was almost similar.
- **Equivalent from Reliability:** One of the worker respondents was given one English and one Bangla questionnaire separately. The answer was same.

6.1.2 Validity Test

- **Face Validity:** Face validity was established by careful scrutiny.
- **Content Validity:** Content of the questionnaire was discussed with the HR people of the company for validity.

6.2.1 Related Questions

Question no 1 of both questionnaire for management and workers were asked in this regard.

6.2.1.1 Relevant Hypothesis

Before collecting data a set of hypothesis was established. The hypotheses are stated below:

Null Hypothesis H_0 :

At 99% confidence interval, it can be said that the portion of employees who think that the standard of the Friend's Café does not match with the world class image of the company is more than 80%.

Alternative Hypothesis H_1 :

At 99% confidence level it can be said that the portion of employees who think that the standard of the Friend's Café does not match with the world class image of the company is 80% or less.

6.2.1.2 Questionnaire Analysis

- **Survey information provided by Management**

Table 2: Management Data

Status	Frequency	Percent
Not responded	1	2.0
Yes	1	2.0
No	42	84.0
Others	6	12
Total	50	100

- Survey information provided by worker

Table 3: Workers Data

Status	Frequency	Percent
Not responded	6	2.3
Yes	62	23.4
No	196	74
Others	1	0.4
Total	265	100.0

6.2.1.3 Data Analysis

▪ Management Data Analysis

A two-tailed z-test test of proportion was carried out for the data obtained from management respondents. The result is summarized in the following table:

Table 4: Management Data Analysis

Status	Frequency	Percentage	Proportion	Standard Error of proportion	Confidence Intervals at 99% CL(z=2.65)	Remarks
Yes	1	2.00%	Failure (q)	0.01833	0.8886	Null hypothesis rejected
No	42	84.00%	Success (p)		0.7914	
Others	6	12.00%				
Responded	50	100.00				
Not Respondents	1	2.00%				
Total respondent	50	100.00				

From the table it can be said that though we could reject the null hypothesis, but with only a hair line difference.

▪ **Worker Data Analysis**

Table 5: Worker data Analysis

Status	Frequency	Percentage	Proportion	Standard Error of proportion	Confidence Intervals at 99% CL(z=2.65)	Remarks
Yes	62	23.4%	Failure (q)	0.0256	0.808	Null Hypothesis is rejected
No	196	74.0%	Success (p)			
Others	1	0.4%				
Responded	259	97.7%				
Not respondents	6	2.3%				
Total Respondent	265	100.00				

From the previous table, it can be said that we could reject the null hypothesis.

6.2.1.4 Interpretation

- It can be said that the proportion of managers who believe that the Friend's Café does not match with the world class image of BATB is not more than 80%. However, it can be said with 99% confidence that this portion is slightly more than 79% and very close to 80%.
- The proportion of workers who believe that the Friend's Café does not match with the world class image of BATB is not more than 80%. It can be said with 99% confidence that this portion is between 67 to 80%.
- It means that the image of Friend's Café is seriously at stake.

6.3 The Quality of Service in Friend's Café

6.3.1 Related Questions

Question no. 2 of both questionnaire for management and workers were asked in this regard. As mention earlier, the construct 'service' was divided into three concepts, namely,

- Outward appearance of Friend's Café
- Behavior of catering staff
- Interior decoration of Friend's Café

Respondents were asked to rate each concept in a five point rating scale where 5 means 'Very Good' or similar and 1 means 'Very bad'.

6.3.2 Relevant Hypothesis

Before collecting data, three sets of hypotheses were established. The hypotheses are stated below:

First Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the outward appearance of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the outward appearance of the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

Second Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the conduct of catering staff of the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very good and 1 is very bad.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the conduct of catering staff of the 'Friend's Café' is more than 2 in a five point rating scale, in which 5 is very good and 1 is very bad.

Third Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the interior decoration of the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

Alternative Hypothesis H₁: At 99% confidence level, it can be said that the employees' perception about the interior decoration of the 'Friend's Café' is more than 2 in a five point rating scale, in which 5 is very attractive and 1 is disgusting.

6.3.2.1 Data collection

The collected data are presented below:

- **Management Data**

Concept	Rating given	Frequency	Percent
Outward appearance of Friend's Cafe	1	8	16.0
	2	12	24.0
	3	27	54.0
	4	3	6.0
	Total	50	100.0
Behavior of catering staff	1	4	8.0
	2	4	8.0
	3	31	62.0
	4	11	22.0
	Total	50	100.0
Interior decoration of Friend's Cafe	1	4	8.0
	2	31	62.0
	3	14	28.0
	4	1	2.0
	Total	50	100.0

▪ Worker Data

Table 7: Worker Data

Concept	Rating given	Frequency	Percent
Outward appearance of Friend's Cafe	1	34	12.8
	2	35	13.2
	3	130	49.1
	4	44	16.6
	5	13	4.9
	Total	256	96.6
	Not responded	9	3.4
Behavior of catering staff	1	45	17.0
	2	47	17.7
	3	111	41.9
	4	31	11.7
	5	21	7.9
	Total	255	96.2
	Not responded	10	3.8
Interior decoration of Friend's Café	1	11	4.2
	2	42	15.8
	3	152	57.4
	4	21	7.9
	5	9	3.4
	Total	235	88.7
	Not responded	30	11.3

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6.3.2.2 Data Analysis

The result of the analysis is summarized in the following paragraphs.

➤ Management Data Analysis

Two tailed z-test was carried out for the rating given by management employees. The test results are summarized in the following table:

Table 7: Management Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Outward appearance of Friend's Café	50	2.5	0.84	0.12	2.38	2.62	3 or less	Accepted
Behavior of catering staff	50	2.98	0.8	0.11	2.87	3.09	2 or less	Rejected
Interior decoration of Friend's Café	50	2.24	0.62	0.08	2.15	2.32	2 or less	Rejected

From the above table, it can be seen that, in all cases we reject the null hypothesis except the outward appearance of the Friend's Café.

This means that,

- The null hypothesis of the outward appearance of the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.38 to 2.62 interval. Hence, we would conclude that the outward appearance of the Friend's Café is 3 or less.
- The null hypothesis of the behavior of the catering staff of the Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which

do not fall within 2.87 to 3.09 interval. Hence, we would conclude that the behavior of the catering staff of the Friend's Café is more than 2.

- The null hypothesis of the interior decoration of the Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which do not fall within 2.152 to 2.32 interval. Hence, we would conclude that the interior decoration of the Friend's Café is more than 2.

➤ Worker Data Analysis

Two tailed z-test was carried out for the ratings given by management employees.

The test results are summarized in the following table:

Table 8: Worker Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Outward appearance of Friend's Café	256	2.87	1.02	0.063	2.70	3.04	3 or less	Rejected
Behavior of catering staff	255	2.75	1.13	0.071	2.56	2.94	2 or less	Rejected
Interior decoration of Friend's Café	235	2.89	0.77	0.05	2.76	3.02	2 or less	Rejected

Source: Primary

From the previous table, it can be seen that, in all cases we reject the null hypothesis.

This means that,

- The null hypothesis of the outward appearance of the Friend's Café is rejected because the proposed mean is 3 or less in a five point rating scale which do not fall within 2.70 to 3.04 interval. Hence, we would conclude that the outward appearance of the Friend's Café is more than 3.
- The null hypothesis of the behavior of the catering staff of the Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which do not fall within 2.56 to 2.94 interval. Hence, we would conclude that the behavior of the catering staff of the Friend's Café is more than 2.
- The null hypothesis of the interior decoration of the Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which do not fall within 2.76 to 3.02 interval. Hence, we would conclude that the interior decoration of the Friend's Café is more than 2.

6.3.2.3 Interpretation

- The workers perceive the standard of service in the Friend's Café to be bad not so good and not so bad.
- The managers perceive the standard of service in the Friend's Café to be bad.

6.4 Standard of Food Provided by Friend's Café

6.4.1 Related Question

Question no. 3 of both questionnaire for management and workers were asked in this regard. As mentioned earlier, the construct 'service' was divided into three concepts, namely,

- Quality of food provided by Friend's Café
- Quantity of food provided by Friend's Café
- Use of oil and spices in food provided by Friend's Café
- Change of menu for bringing variation in taste
- Taste of food provided by Friend's Café

Respondents were asked to rate each concept in a five point rating scale where 5 means 'Very Good' or similar and 1 means 'Very Bad'.

6.4.2 *Relevant Hypothesis*

Before collecting data six sets of hypotheses were established. The hypotheses are stated below:

First Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the quality of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very high quality and 1 is very low quality.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the quality of food provided at the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very high quality and 1 is very low quality.

Second Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the quantity of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is superfluous and 1 is grossly short.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the quantity of food provided at the 'Friend's Café' is more than 3 in a five point rating scale.

Third Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the use of oil and spices in the food provided at 'Friend's Café' is more than 4 in a five point rating scale, in which 5 is very too much and 1 is too less.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the use of oil and spices in the food provided at the 'Friend's Café' is less than 4 in a five point rating scale.

□ **Forth Set of Hypothesis**

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the menu variation of the food provided at 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is too much varied and 1 is too less varied.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the menu variation of the food provided at the 'Friend's Café' is more than 2 in a five point rating scale.

□ **Fifth Set of Hypothesis**

Null Hypothesis H_0 : At 99% confidence level, it can be said that the employees' perception about the taste of food provided at 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very good and 1 is very bad.

Alternative Hypothesis H_1 : At 99% confidence level, it can be said that the employees' perception about the taste of food provided at the 'Friend's Café' is more than 3 in a five point rating scale.

6.4.2.1. Data Collection

The collected data are presented below:

□ **Management Data**

Table 9: Management Data

Concept	Rating given	Frequency	Percent
Quality of food provided by Friend's Café	0	1	2.0
	1	12	24.0
	2	14	28.0
	3	22	44.0
	4	1	2.0
	Total	50	100
Quantity of food provided by Friend's Café	1	2	4.0
	2	4	8.0
	3	27	54.0
	4	17	34.0
	Total	50	100
Change of menu variation of Friend's Café	1	14	28.0
	2	28	56.0
	3	8	16.0
	Total	50	100
Use of oil and spices in food provided by Friend's Café	2	1	2.0
	3	4	8.0
	4	26	52.0
	5	19	38.0
	Total	50	100
Taste of food provided by Friend's Café	1	10	20.0
	2	8	16.0
	3	30	60.0
	4	2	4.0
	Total	50	100

Source: Primary Data

□ **Worker's Data** (Table 10: Worker's Data)

Source: Primary

Concept	Rating given	Frequency	Percent
Quality of food provided by Friend's Café	1	49	18.5
	2	73	27.5
	3	106	40.0
	4	9	3.4
	5	16	6.0
	Total	253	95.5
	Not responded	12	4.3
Quantity of food provided by Friend's Café	1	29	10.9
	2	62	23.4
	3	147	55.5
	4	12	4.5
	5	5	1.9
	Total	255	96.2
	Not responded	10	3.8
Change of menu variation of Friend's Café	1	81	30.6
	2	133	50.2
	3	31	11.7
	4	2	0.8
	5	6	2.3
	Total	253	95.5
	Not responded	12	4.5
Use of oil and spices in food provided by Friend's Café	1	14	5.3
	2	40	15.1
	3	56	21.1
	4	79	29.8
	5	66	24.9
	Total	255	96.2
	Not responded	10	3.8
Taste of food provided by Friend's Café	1	49	18.5
	2	76	28.7
	3	101	38.1
	4	21	7.9
	5	7	2.6
	Total	254	95.8
	Not responded	11	4.2

6.4.2.2 Data Analysis

□ Management Data Analysis

Two-tailed hypothesis tests of means were carried out for the data obtained from management respondents. The result is summarized in the following table:

Table 11: Management Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Quality of food provided by Friend's Café	50	2.2	0.9	0.13	2.07	2.33	3 or less	Accepted
Quantity of food provided by Friend's Café	50	3.18	0.75	0.11	3.07	3.29	3 or less	Rejected
Change of menu variation of Friend's Café	50	1.88	0.66	0.32	1.787	1.973	2 or less	Accepted
Use of oil & spices in food provided by Friend's Café	50	4.26	0.69	0.82	4.162	4.358	4 or more	Accepted
Taste of food provided by Friend's Café	50	2.48	0.86	0.12	2.36	2.6	3 or less	Accepted

Source: Primary

From the above table, it can be seen that, we can accept all the null hypothesis except the null hypothesis for Quantity of food provided by Friend's Café.

This means that,

- The null hypothesis of the Quality of food provided by the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.07 to 2.33 interval. Hence, we would conclude that the quality of food provided by Friend's Café is 3 or less.
- The null hypothesis of the quantity of food by the Friend's Café is rejected because the proposed mean is 3 or less in a five point rating scale which do not fall within 3.07 to 3.29 interval. Hence, we would conclude that the quantity of food provided by the Friend's Café is more than 3.
- The null hypothesis of the change of menu variation of the Friend's Café is accepted because the proposed mean is 2 or less in a five point rating scale which falls within 1.787 to 1.973 interval. Hence, we would conclude that the change of menu variation of the Friend's Café is 2 or less.
- The null hypothesis of the use of oil and spices in food provided by the Friend's Café is accepted because the proposed mean is 4 or more in a five point rating scale which falls within 4.162 to 4.358 interval. Hence, we would conclude that the use of oil and spices in food provided by the Friend's Café is 4 or more.
- The null hypothesis of the taste of food provided by the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls

within 2.36 to 2.6 interval. Hence, we would conclude that the taste of food provided by the Friend's Café is 3 or less.

□ Worker Data Analysis

Table 12: Worker's Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Quality of food provided by Friend's Café	253	2.49	1.05	0.066	2.32	2.66	3 or less	Accepted
Quantity of food provided by Friend's Café	255	2.62	0.82	0.052	2.48	2.76	3 or less	Accepted
Change of menu variation of Friend's Café	253	1.89	0.82	0.052	1.75	2.03	2 or less	Rejected
Use of oil & spices in food provided by Friend's Café	255	3.56	1.19	0.075	3.36	3.76	4 or more	Rejected
Taste of food provided by Friend's Café	254	2.45	0.98	0.062	2.29	2.61	3 or less	Accepted

Source: Primary

From the above table, it can be said that, though we could rejected the null hypothesis for use of oil and spices in food provided by Friend's Café and change of menu for bringing variation in taste, but all other were accepted.

This means that,

- The null hypothesis of the Quality of food provided by the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.32 to 2.66 interval. Hence, we would conclude that the quality of food provided by Friend's Café is 3 or less.
- The null hypothesis of the quantity of food by the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.48 to 2.76 interval. Hence, we would conclude that the quantity of food provided by the Friend's Café is 3 or less.
- The null hypothesis of the change of menu variation of the Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which don't falls within 1.75 to 2.03 interval. Hence, we would conclude that the change of menu variation of the Friend's Café is more than 2 .
- The null hypothesis of the use of oil and spices in food provided by the Friend's Café is rejected because the proposed mean is 4 or more in a five point rating scale which don't fall within 3.36 to 3.76 interval. Hence, we would conclude that the use of oil and spices in food provided by the Friend's Café is less than 4.
- The null hypothesis of the taste of food provided by the Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.29 to 2.61 interval. Hence, we would conclude that the taste of food provided by the Friend's Café is 3 or less.

6.4.2.3 Interpretations

- The managers and workers perceive that the taste of food provided by Friend's Café is not so good and not so bad i.e. medium.

- The managers perceive that the quantity of food provided by Friend's Café is enough but the workers perceive that the Quantity of food provided by Friend's Café is slightly less than enough.
- The managers perceive that the use of oil and spices in food provided by Friend's Café is much i.e. more than what it should be but workers perceive that the use of oil and spices in food provided by Friend's Café is not much but more that what it should be.
- The managers perceive that the change of menu for bringing variation in taste is less. The workers perceive that the change of menu for bringing variation in taste is not less but it is not enough either.
- Both the managers and workers perceive that the Quantity of food provided by Friend's Café is bad.

6.5 Hygiene Standard of Friend's Café

6.5.1 Related Question

Question no 4 of both questionnaire for management and workers were asked in this regard. As mentioned earlier, the construct 'service' was divided into six concepts, namely,

- Cleanliness of the surrounding
- Neatness of the surrounding
- Cleanliness of cooking space
- Cleanliness of crockery(on which food is served)
- Cleanliness of Utensils(in which food is cooked)
- Hygiene consciousness/Practices by the cooking staff

Respondents were asked to rate each concept in a five point rating scale where 5 means 'very Good' or similar and 1 mean 'Very Bad'.

6.5.2 Relevant Hypothesis

Before collecting data six sets of hypotheses were established. The hypotheses are stated below:

First set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the cleanliness of the surroundings inside the 'Friend's Café' is 2 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H_1 : At 99% confidence level it can be said that the employees perception about the cleanliness of the surroundings inside the 'Friend's Café' is more than 2 in a five point rating scale, in which 5 is very clean and 1 is dirty.

Second Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the neatness of the surroundings inside the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very neat and 1 is haphazard.

Alternative Hypothesis H_1 : At 99% confidence level it can be said that the employees perception about the neatness of the surroundings inside the 'Friend's Café' is more than 3 in a five point rating scale.

Third Set of Hypothesis

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the cleanliness of the cooking space of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H_1 : At 99% confidence level it can be said that the employees perception about the cleanliness of the cooking space of the 'Friend's Café' is more than 3 in a five point rating scale.

□ **Forth Set of Hypothesis**

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the cleanliness of crockery of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H_1 : At 99% confidence level it can be said that the employees perception about the cleanliness of crockery of the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very clean and 1 is dirty.

□ **Fifth Set of Hypothesis**

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the cleanliness of utensils of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very clean and 1 is dirty.

Alternative Hypothesis H_1 : At 99% confidence level it can be said that the employees perception about the cleanliness of utensils of the 'Friend's Café' is more than 3 in a five point rating scale, in which 5 is very clean and 1 is dirty.

□ **Sixth Set of Hypothesis**

Null Hypothesis H_0 : At 99% confidence level it can be said that the employees perception about the hygiene consciousness of the cooking staff of the 'Friend's Café' is 3 or less in a five point rating scale, in which 5 is very conscious and 1 is ignorant.

Alternative Hypothesis H₁: At 99% confidence level it can be said that the employees perception about the hygiene consciousness of the cooking staff of the ‘Friend’s Café’ is more than 3 in a five point rating scale.

6.5.2.1 Data Collection

The collected data are presented in the next page:

□ Management Data (Table 13: Management Data)

Source: Primary

Concept	Rating Given	Frequency	Percent
Cleanliness of everything in Friend’s Café	1	5	10.0
	2	19	38.0
	3	22	44.0
	4	4	8.0
	Total	50	100
Neatness of everything in Friend’s Café	1	6	12.0
	2	22	44.0
	3	20	40.0
	4	2	4.0
	Total	50	100
Cleanliness of cooking space	0	2	4.0
	1	7	14.0
	2	21	42.0
	3	16	32.0
	4	4	8.0
	Total	50	100
Cleanliness of crockery	1	3	6.0
	2	19	38.0
	3	22	44.0
	4	5	10.0
	5	1	2.0
	Total	50	100
Cleanliness of utensils	0	2	4.0
	1	5	10.0
	2	18	36.0
	3	23	46.0
	4	2	4.0
	Total	50	100

Hygiene practices by catering staff	0	2	4.0
	1	8	16.0
	2	22	44.0
	3	15	30.0
	4	1	2.0
	Total	48	96.0
	Not responded	2	4.0
	Total	50	100

□ **Workers Data** (Table 13: Worker Data)

Concept	Rating Given	Frequency	Percent
Cleanliness of everything in Friend's Café	1	30	11.3
	2	67	25.3
	3	128	48.3
	4	20	7.5
	5	10	3.8
	Total	255	96.2
	Not responded	10	3.8
Neatness of everything in Friend's Café	1	29	10.9
	2	50	18.9
	3	138	52.1
	4	28	10.6
	5	11	4.2
	Total	256	96.6
	Not responded	9	3.4
Cleanliness of cooking space	1	20	7.5
	2	47	17.7
	3	148	55.8
	4	27	10.2
	5	13	4.9
	Total	255	96.2
	Not responded	10	3.8
Cleanliness of crockery	1	33	12.5
	2	75	28.3
	3	114	43.0
	4	23	8.7
	5	9	3.4
	Total	254	95.8
	Not responded	11	4.2
Cleanliness of utensils	1	40	15.1
	2	71	26.8
	3	113	42.6
	4	20	7.5
	5	11	4.2
	Total	255	96.2

	Not responded	10	3.8
Hygiene practices by catering staff	0	1	0.4
	1	32	12.1
	2	85	32.1
	3	103	38.9
	4	14	5.3
	5	20	7.5
	Total	255	96.2
	Not responded	10	3.8

Source: Primary

6.5.2.2 Data Analysis

□ Management Data Analysis

A two-tailed hypothesis test of proportion was carried out for the data obtained from management respondents. The result is summarized in the following table:

Table 14: Management Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Cleanliness of everything in Friend's Café	50	2.5	0.79	0.11	2.39	2.61	2 or less	Rejected
Neatness of everything in Friend's Café	50	2.36	0.75	0.11	2.25	2.47	3 or less	Accepted
Cleanliness of cooking space	50	2.26	0.94	0.13	2.13	2.39	3 or less	Accepted
Cleanliness of crockery	50	2.64	0.83	0.12	2.52	2.76	3 or less	Accepted
Cleanliness of utensils	50	2.36	0.88	0.12	2.24	2.48	3 or less	Accepted
Hygiene practices by catering staff	48	2.1	0.86	0.12	1.98	2.22	3 or less	Accepted

Source: Primary

From the previous table, it can be seen that we can accept all the null hypothesis except for cleanliness of everything in Friend's Café.

This means that,

- The null hypothesis of the cleanliness of everything in Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which do not fall within 2.36 to 2.61 interval. Hence, we would conclude that the cleanliness of everything in Friend's Café is more than 2.
- The null hypothesis of the neatness of everything in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.25 to 2.47 interval. Hence, we would conclude that the neatness of everything in Friend's Café is 3 or less.
- The null hypothesis of cleanliness of cooking space in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.13 to 2.39 interval. Hence, we would conclude that cleanliness of cooking space in Friend's Café is 3 or less.
- The null hypothesis of the cleanliness of crockery in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.52 to 2.76 interval. Hence, we would conclude that the cleanliness of crockery in Friend's Café is 3 or less.
- The null hypothesis of the cleanliness of utensils in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.24 to 2.48 interval. Hence, we would conclude that the cleanliness of utensils in Friend's Café is 3 or less.
- The null hypothesis of the hygiene practice by catering staff in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 1.98 to 2.22 interval. Hence, we would conclude that the hygiene practice by catering staff in Friend's Café is 3 or less.

□ Workers Data Analysis

Table 15: Workers Data Analysis

Concept	N	Mean	Std. Deviation	Std. Error Mean	Confidence Interval		Hypothesized Mean	Status of Null Hypothesis
					Lower Limit	Upper Limit		
Cleanliness of everything in Friend's Café	255	2.66	0.92	0.058	2.51	2.81	2 or less	Rejected
Neatness of everything in Friend's Café	255	2.77	0.94	0.059	2.61	2.93	3 or less	Accepted
Cleanliness of cooking space	255	2.87	0.89	0.055	2.72	3.02	3 or less	Rejected
Cleanliness of crockery	254	2.61	0.95	0.059	2.45	2.77	3 or less	Accepted
Cleanliness of utensils	255	2.57	0.99	0.062	2.41	2.73	3 or less	Accepted
Hygiene practices by catering staff	255	2.62	1.05	0.065	2.45	2.79	3 or less	Accepted

Source: Primary

From the above table, it can be seen that we can accept all the null hypothesis except for cleanliness of everything and cleanliness of cooking space in Friend's Café.

This means that,

- The null hypothesis of the cleanliness of everything in Friend's Café is rejected because the proposed mean is 2 or less in a five point rating scale which do not fall within 2.51 to 2.81 interval. Hence, we would conclude that the cleanliness of everything in Friend's Café is more than 2.
- The null hypothesis of the neatness of everything in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.61 to 2.93 interval. Hence, we would conclude that the neatness of everything in Friend's Café is 3 or less.
- The null hypothesis of cleanliness of cooking space in Friend's Café is rejected because the proposed mean is 3 or less in a five point rating scale which do not fall within 2.72 to 3.02 interval. Hence, we would conclude that cleanliness of cooking space in Friend's Café is more than 3.
- The null hypothesis of the cleanliness of crockery in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.45 to 2.77 interval. Hence, we would conclude that the cleanliness of crockery in Friend's Café is 3 or less.
- The null hypothesis of the cleanliness of utensils in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.41 to 2.73 interval. Hence, we would conclude that the cleanliness of utensils in Friend's Café is 3 or less.
- The null hypothesis of the hygiene practice by catering staff in Friend's Café is accepted because the proposed mean is 3 or less in a five point rating scale which falls within 2.45 to 2.79 interval. Hence, we would conclude that the hygiene practice by catering staff in Friend's Café is 3 or less.

6. 5.2.3 Interpretation

- Both the managers and workers perceive that everything in Friend's Café is kept not so clean but that does not amount to dirty.
- Both the managers and workers perceive that everything in Friend's Café is not kept in arranged condition.
- The managers perceive that the cooking spaces in Friend's Café are not so clean or even dirty and workers perceive that the cooking spaces in Friend's Café are not so clean.
- Both the managers and workers perceive that the standard of cleanliness of crockery in Friend's Café is not so good rather they are kept dirty sometimes.
- Both the managers and workers perceive that the standard cleanliness of utensils in Friend's Café is not good and they are kept dirty sometimes.
- Both the managers and workers perceive that the catering staff in Friend Café do not practice hygiene.

7.0 Opinion Survey Results

Subjective opinions of the management and the workers were solicited through the same questionnaire before. Both the teams were asked three questions, namely:

- What are the things that you like in friend's Café?
- What are the things that you dislike in friend's Café?
- What are the things that you think can be done to improve the overall standard of the friends Café?

There were lots of enthusiastic answers from both the management and workers side.

The answers are summarized in the following paragraphs.

7.1 Things Which Managers Like in the Friend's Café

The things which the managers like in the Friend's Café are listed below:

Responses	No of respondents
Dining with All/ Getting together/Friend's environment	20
Open Space	3
Discipline	3
Fast food option	3
Biriani provided on the 1 st Wednesday	2
Serving method/Self service System	2
Overall environment is not so bad	2
The concept	1
Availability of cold drinks	11
Decoration	1
No need to bring food from home	1
Workers and Mgt having food together	1
Water dispenser	1
Cold drinks dispenser	1
Entry doors	1
Postering	1
Behavior of staff	1
Appearance is good	1
Coke at TK.10.00	1

The top few liking off the managers are given below:

Responses	No of respondents
Dining with All/Getting together/Friendly environment	20
Open Space	3
Discipline	3
Fast food option	3
Biriani provided on the 1 st Wednesday	2
Serving method/Self service system	2
Overall environment is not so bad	2

7.2 Things that Managers Dislike in the Friend's Café

The things which the managers dislike in the Friend's Café are listed below:

Responses	No of respondents
Wandering of cat	8
Less creativity in food/menu not varied	8
Oily curry and too much spices	8
Hygiene Factors	7
Cleanliness	6
Quality of food	5
Acoustics/Noise	4
Non operational AC/Specially during summer	4
Fast food is less varied	3
Discriminating behavior of catering staff-some get smashed potato and some not, towards some specific management, non-management & ladies	3
Taste of food, both cooked and fast food	2

The general appearance	1
Rigid timing	1
Limited options	1
Damped environment	1
Smoking inside	1
Bad smell	1
Dirty basin & doormat	1

The top few problems are listed below:

Responses	No of respondents
Wandering of cat	8
Less creativity in food/menu not varied	8
Oily curry and too much spices	8
Hygiene Factors	7
Cleanliness in absent	6
Quality of food is bad	5
Acoustics/Noise is too much	4
Non operational AC/Specially during summer	4
Fast food is less varied	3
Discriminating behavior of catering staff-some get smashed potato and some not, towards some specific management, non-management & ladies	3
Taste of food, both cooked and fast food	3
Utensils	2
Files around	2
Fast food quality is bad	2
Tidiness is lacking	2
Focus on quantity rather quality	2
HR does not own the canteen and drive personally	2
People sleep in closeness	2

7.3 Things that Managers Think to be done to improve the standard of Friend's Café

The things which the managers think to be done to improve the standard of Friend's Café are listed below:

Responses	No of the respondents
Menu variation	8
Outsource everything	11
Improve hygiene and sanitation	4
Improve interior decoration	7
Less spices should be used	3
Improve quality of food	3
Change cooking staff	3
Better and clean environment	2
Improve quantity of food	2
More care during marketing of fishes-fresh & varied	2
Improved AC	2
Catering staff should wear dress	1
Better food at subsidized price	1
Cross-functional team should select the menu	1
There should be separate optional food for managers, foreigners and employees	1
Fast food may be prepared inside	1
Training of existing cooking staff may be conducted	1
Introduce punch card system	1
Fruit should always be in lunch	1

Use less spices	1
There should be a spicy and a less spicy option	1
There should be a vegetables and a non-vegetables option	1
Ensure Exco have food in canteen	1
Stainless steel utensils should be used	1
Hand drier in wash room should be there	1
Table cloths, mats & flower vase should be provided	1
Glass-made water jug should be provided	1
Use standard utensils	1
Snacks should be made available on payment	1
Lower cost	1
Change of cooking style	1
Minimize wastage	1
All employees should try to have their meal in FC	1
Entire café needs make over	1
Improve cooking	1
Offer evening snacks at reasonable price	1
Cleanliness to be there	1
Sitting arrangement	1

The top few suggestions are listed below:

Responses	No of the respondents
Menu Variation	8
Outsource everything	11
Improve hygiene and sanitation	4
Improve interior decoration	7
Less spices should be used	3
Improve quality of food	3

Change cooking staff	3
Better and clean environment	2
Improve quantity of food	2
More care during marketing of fishes-fresh & varied	2
Improve AC	2
Catering staff should wear dress	2
Change cooking staff	2

7.4 Things that Workers Like in the Friend's Café

The things which the workers like in the Friend's Café are listed below:

Responses	No of the respondents
Polao, chicken, firni, dal, halua, chapatti, mutton, rice, biriani, palong shak, koi curry, paplet curry	53
Discipline, Timeliness, Take food in queue etc.	25
Furniture & AC	24
Serving method/Self service system	19
Having food with everyone	15
Behavior of staff	13
Quality of food is good	11
Serving of vegetable everyday	10
Option of cold drinks	9
Cleanliness	7
Overall environment is not so bad	6
Poster given by CORA	4
Fast food option	4
Seating arrangement	4
Breakfast of Thursday morning and Monday's	3

menu	
Location	3
Only the name	2
Coupon system	2
Quantity of vegetable in lunch may be more	2
Basin/washing arrangement is good	2
Workers and Mgt having food together	1
Complain box system	1
Cold water	1
Space	1
Parata-Beef as breakfast	1
Iftar	1

The top few of the likings of the workers are listed below:

Responses	No of respondents
Polao, chicken, firni, dal, halua, chapatti, mutton, rice, biriani, palong shak, koi curry, paplet curry	53
Discipline, Timeliness, Take food in queue etc.	25
Furniture & AC	24
Serving method/Self service system	19
Having food with everyone	15
Behavior of staff	13
Quality of food is good	11
Serving of vegetable everyday	10
Option of cold drinks	9
Cleanliness	7

7.5 Things that Workers Dislike in the Friend's Café

The things which the workers dislike in the Friend's Café are listed below. Since the list is big, the suggestions are categorized in different relevant categories:

Responses in categories	No of respondents
Catering Staff	
Behavior of cooking staff/supervisor is bad	27
Discriminating behavior of catering staff-towards mgt and non-management, also towards badli/casual e.g. serving curry as per rank and status, keeping clean and wearing dress at 1300-1400 because management eat at that time, cooking three types of food-one for mgt, one for staff & one for workers, providing separate & cleaner crockery for mgt	17
Cooking is bad/cooks not attentive in cooking	15
No fixed cook, cook get foods cooked by contractors' people, employing badlis for cooking/badli cook is employed	6
No accountability of cooks	2
Business type attitude of catering staff (Pilferage etc)	1
Cannot supply food timely e.g. lunch at 1200	1
Complaints are not entertained	1
Contractor's people do not wash crockery properly	1
Supervisor is not active	1
Use fast food commercially, cook bad food and increase sales of fast food	1

Crockery	
Dirty crockery especially tea cups	17
Low quality & old crockery	6
Tea cups are very low standard	4
Dirty plates and food rests lie about in exit	2
Dirty Utensils	1
Trays used to bring food for broken	1
Environment	
Reading of news paper, Occupying table for long, Shouting & discussing politics during food, some people shout at catering staff without reasons	14
AC not working	13
Dirty tables, chairs & floor	10
Sounding of Siren & calling bell	7
Dirty cooking environment	5
Wandering of cat, flies around	4
Less space	1
Food	
Ice cream, paratha, bread (old & damp), banana, fruit	48
Beef & chicken	45
Oily curry and too much spices	34
Tea, sugar is either too much or too less	12
Quality of food	11
Chapati is not properly fired	8
Fast food quality is bad	2
Unhealthy food, induces gastric	2
Provides boiled eggs in lunch that remains from breakfast	1

Hygiene	
Poor standard of individual hygiene practice by the catering staff-talking during serving & cooking, not wearing mask during serving, serving when caught cold and running nose, have long hairs often drop in foods, smoke during cooking & serving, etc.	9
Standard of cleanliness	5
Foodstuff is not washed properly before cooking, especially fish, meat, vegetable	1
Item	
Fish specially Indian ruhi & koi	31
Meat is not of specified quality, buffalo's meat, old chicken is served	8
Mutton	5
Fish is of bad quality	4
Procedure	
Most people do not get tissue & glass during lunch	10
Long queue	2
No choice in food	2
Everyday issue of coupon	1
Lack of option	1
Not supplying glass at the time of breakfast	1
Sweeping during food	1
Vegetable	
Bad quality vegetables (with worms) is served	8
Fish curry and vegetables	8
No seasonal vegetables	6
Gravy in vegetables	1

7.6 Things that workers Think to be Done to Improve the Standard of Friend's Café

Things that workers think to be done to improve the standard of Friend's Café are listed below. Since the list is big, the suggestions are categorized in different relevant categories:

Responses by Category	No of respondents
Catering staff	
Training of existing cooking and serving staff may be conducted, also awareness	33
Change cooking staff/recruit better cooks	29
Catering staff should be neutral, not to discriminate as to same locality people	7
Behavior of catering staff should improve	7
Catering staff should wear dress, especially cap	5
Smart serving staff, should wear smart dress also	5
Employing more permanents, for increasing sense of responsibility	5
Reduce control of catering/HR personnel	4
Cooking may be improved instead of quantity	3
Female serving staff	3
Change supervisors	2
Awareness of staff	1
Wearing Clean dress by catering staff	1
Catering staff remain clean when serving	1
Crockery	
Crockery should be more clean	10
Crockery should be changed and better ones provided	10

Porcelain cups	4
Improve standard of crockery	3
No of glass should be provided	2
Glass made jug may be provided	2
Use standard utensils	1
Steam chamber may be used to clean crockery	1
China plates	1
Bigger bone plate	1
Environment	
Improve interior decoration (glass walls)	19
Improve AC	17
Clean environment	13
Change furniture	13
Lack of quality basins for washing, liquid soap holder is broken & not filled, floors Hessian cloth is torn, water remains	9
Separation of cooking space from dining	9
Soft music required	7
Increase seats	3
Change door & windows, they are old	2
Notice board & notices	2
Toilet	2
Aquarium and attractive painting in wall	1
Workshop can be arranged about keeping good environment in the canteen	1
Ventilation needs improvement	1
Cooking space should be clear	1
Floor should be more clean	1
Change lighting	1
Table cloth in table	1

Silence may be maintained during meal	1
Tv may be provided	16
Food	
Menu variation	38
Improve quality of food	36
Provide snacks in the evening and night tea	14
Health conscious menu to be provided	11
Improve night shift food	11
Less spices should be used	9
Provide fishes other than Ruhi or Pangas (koi, Pabda & Lobsters preferred), vary it	9
Tandoor may be provided	8
Coke is mixed with water, so taste is less	4
Less oil in Food	4
Clean drinking water to be supplied	4
Halua may be replaced by vegetables	4
Smashed veg may be provided, vegetables in lunch may be varied	4
Singara, Samucha may be provided with afternoon tea	3
Three day chicken, 3 day chapatti 1 day beef, 1 day kacchi biriani, vegetable rice, chicken fry, lobster, mutton	3
Increase items in menu	3
Bhuna beef with chapatti	3
Milk	3
Provide additional options when beef is provided	2
Tea without milk may be provided	1
Ruti & parata may be provided instead of rice	1
Provide chira, matha, dhahi in morning	1

Less oil in puri	1
Provide spicy & less spicy option	1
Mutton may be changed with fish or chicken	1
Meat should be more cooked	1
Arrange alternative when beef is provided	1
Meat may be provided with chapati	1
Fast food may be more varied	1
Food to order	1
Fruits	
Variation in fruits, apple, grapes, orange & seasonal fruits may be provided	15
Biscuit needs change	8
Fruit should always be in lunch & dinner	7
Hygiene	
Improve hygiene & sanitation	2
Regular health checkups of catering staff / they should remain clean	2
Improve hygiene practices by catering staff, should not smoke, talk during cooking/serving, should wear mask & headgear during serving/cooking, not to serve when running nose	2
Cleaning service should improve	1
Good quality rice	3
Monitoring	
More attention from management & union, monitoring performance weekly	16
Team/committee for assessing quality of food & purchase May be elected or otherwise made	9
Checking of food by doctor is needed	4

One dedicated & hones manager	2
Procedure	
Provide snacks for money	7
Outsource completely	6
Separate smoking room needed	6
Provide money in lieu of food-consider as an option	6
No good arrangement for keeping letters	6
Provide options in menu	3
Timeliness may be improved	2
Timing should be more flexible	2
Control wastage	1
Separate place for reading newspaper	1
Cook the total amount of food in batches, not at a time	1
Trolley may be used to collect left over plates after meals	1
Attendance register may be used instead of card	1
Improve discipline when in queue	1
Accountability ensuring by use of tech	1
Jug full of water & glasses may be kept on table before meal	1
More accountability of contractor's people	1
Use cleaner tissues for cleaning table	1
No arrangement for sick people	1
Shift the canteen to somewhere near the main gate	1
Slaughter cow & goat inside BATB	1
Evening meal time be shifted from 6 to 7 pm	1
Lunch may be slightly delayed, becomes early after breakfast	1

Vegetables	
Vegetable may be varied/Seasonal ones provided	2
Leafy vegetables may be provided	2

8.0 Empirical Study- A survey on the Present State of BATB's Canteen and Comparison With Ideal Situation

A survey has revealed the following salient features of BATB's canteen:

Table: Survey Results of Friend's Café

Serial	Present State	Remarks	Ideal State
1	There is no written SOP(Standard Operating Procedure) for running the canteen.	Unless it is there, no one can be caught hold for mismanagement	There should be a well-written SOP to implement behavior control of canteen related personnel.
2	There is one Store Manager in the canteen, who is a permanent employee of the company. He looks after the store and catering side. In his absence, reliever is provided.	Usually there remains huge chance of misappropriation if only one person deals with stores. A person in such a position develops illegal habits and practices.	<ul style="list-style-type: none"> • Stores, like cash, should be handled by at least two persons of different and unrelated interest groups. • Store manager should be a temporary appointment and should be rotated.
3	There are four shift supervisors for four work shifts, who are also permanent in their position.	Same as the above	Same as the above
4	The mess committee consisting of IR manager, 2 members from the union and 2 non-union workers fixes the menu. The committee meets barely	A more frequent meeting and revision of menu is preferred. Election of members from workers gives	The committee should meet regularly. Members should be elected from workers.

	once a year. Members are not elected rather whoever is interested in the matter, is selected.	better representation.	
5	<p><u>Meal Ticket System</u></p> <ul style="list-style-type: none"> • Before any meal, 2 contract clerks (previously 8 permanent clerks) go around the factory and ask the number of workers who will dine in the next meal to the senior most of the section. • The senior most gives the number and signs in the register for the given number. • The clerk then hands over demanded number of cards to the senior most. • The senior most hands over the cards to the workers present. The workers get their meal by showing the cards. • After collecting all the numbers, the clerk totals them and inform the store manager and shift supervisor • In the mean time, store manager and shift supervisor start preparing the food basing on previous assumption about number of diners. • The number collected by clerk serves only the purpose of issuing provision from the store, controlling the distribution of fruits 	<p>The system serves the purpose apparently, but it has following drawbacks:</p> <ul style="list-style-type: none"> • Number of diners are not always exactly known to the senior most, as such the number collected becomes inaccurate • Workers do not view the system as a good one. They say that whatever number they give is important, because the food is already prepared. • The senior most workers do sign for diners they provide but are in no way held responsible for the variation. • Cards are not properly accounted for and chances 	<ul style="list-style-type: none"> • The meal is more or less all right. • With little instruction to the senior most workers, the variation between actual number of diners and number provided can be reduced. • A more strict control may cause dissatisfaction and embarrassment. • The diners card may be beautified to match with the image of the company.

	(for which shortage cannot be instantly met up) and preventing contractor's workers from mixing up with company's employees and dining illegally.	of loss or reproduction remain. <ul style="list-style-type: none"> The diner's card looks bad. 	
6	<p>Quality Control of Supplied Items</p> <p>Like numerous other messes, fresh items are supplied in bulk and their quality cannot be controlled. For example, supplier can provide lambs instead of mutton or buffalo instead of contracted amount of beef but that cannot be challenged and given back.</p>	A strict quality control like slaughtering cows and goats in the company area will be possible but will result into huge overhead costs and involvement. So long the problem is not a serious one, present system may continue.	Nil
7	<p>Books of Account</p> <ul style="list-style-type: none"> There are two kinds of invoices-One for fresh provisions and another for dry provisions. Demand any provision is placed by the store manager to the supplier for supply of any provision. On supply of any provision, the store manager and shift supervisor receive it in the invoice and give one copy of the invoice to the supplier. The supplier places the bill to the management and receives money fortnightly. There are stock books for both kinds of provisions, which are maintained correctly. 	Nil	Nil

8	<p><u>Audit</u> The internal audit department carries out informal audit of the canteen accounts but no document is maintained of the audit.</p>	Without audit, there is very little check and balance on the whole process.	The account should be audited at least quarterly.
9	<p><u>Hygiene Check</u> There is a company doctor who looks after the cleanliness of the cooking areas.</p>	If foodstuff and catering personnel are not hygienically sound, there remains chance of diseases to be transmitted through food items. Mode of inspection? Medical check-up of cooks?	Medical check up of cooking staff should be carried out.
10	<p>Complaints regarding food incase of shortage of food, on the counter estimates the situation and go for extra cooking, Incase of other complaints, the store manager, cook and shift supervisor deal with the problem.</p>	Nil	Nil
11	<p><u>Scale of issue</u> Scale of issue is laid down verbally. For example</p> <ul style="list-style-type: none"> • One kg of chicken (alive) is made sixteen pieces of which three pieces are issued to one individual diner • One kg of fish is made into twenty pieces of which two pieces are issued to one individual diner 	Nil	Scale of issue should be laid down in writing
12	Food is wasted after being taken away.	Basically a moral aspect	Motivation on effects of wasting from religious point of view should be done time to time.
13	Too much spices and oil is put in the food apparently to enhance taste.	Cooks mainly do it because they believe that more oil and	<ul style="list-style-type: none"> • Motivation on adverse effects of taking too

		spices make the food tastier.	<p>much of spices and edible oil on health may be carried out</p> <ul style="list-style-type: none"> • Training of cooks may be carried out
14	Only the quantity of issue is maintained by the store manager. Cost aspect is settled between the management and employees co-operative society.	Nil	Nil
15	<p>Interior Decoration</p> <ul style="list-style-type: none"> • The wall painting of the café is very unattractive. • The light shades and fans are dirty and give shamble look • The ventilators are also dirty • AC openings are dirty 	They all should give appealing look	
16	<p>Washing Basins</p> <ul style="list-style-type: none"> • Are of low standard • Glasses are dirty • Water remains on floor 		
17	Cooking space is well visible from dining space and smokes produced from cooking, run into the dining hall	The two places should be kept separate or separated by partition	
18	Quality of washing of crockery is not satisfactory		Should have washing machine
19	Smokers are not separated from non smokers and smoking takes place when meal is going on		
20	Tables are not cleaned immediately after diners have left		
21	Diners do not pay anything for food.	Whatever does not have price, is perceived as of low quality	-

22	Newspaper is read and tables are occupied for this purpose	Should have separate place for it	-
23	Dirty cooking staff pulling out his dirtier apron from inside a shelf in the kitchen just before 1 pm when managers start to come for food	-	-
24	Tissues and trays are not supplied to the workers	-	-
25	Workers airing their views that no Managers sit with them during food	-	-

9.0 RECOMMENDATIONS

9.1 Alternatives

Before making recommendations, it is necessary to examine the available alternatives for BATB regarding the canteen.

9.1.1 Alternative 1: To outsource the whole catering process.

- **Advantage**
 - Management relieved from incurring overhead costs (mainly personnel) of maintaining a canteen.
 - Management relieved from huge involvement in terms of running the day to day activities in the canteen and administration of the people involved in the canteen.
- **Disadvantage**
 - Cannot maintain quality, resulting into low employee moral.
 - Will be a difficult process in the face of strong pressure from the employees.

- BATB will not be able to do anything about the poor hygiene standard that may be maintained by the suppliers. In general, the hygiene standard maintained by the restaurants of our country is bad.
- Complaint regarding food may not be dealt with effectively.
- Supplier may focus only on the profit and not the health consciousness of the customers.
- There will be less flexibility and handling unexpected number of workers and guests will be more difficult. This may cause administrative difficulty and lower employee morale.

9.1.2 Alternative 2: To continue the present system.

- Advantage
 - BATB will continue to enjoy the amount of flexibility in the canteen as now.
 - BATB will be able to influence employee morale more efficiently than in outsourcing option.
- Disadvantage
 - High amount of involvement will be needed continuously to run the canteen.
 - BATB will have to incur overhead costs relating to the canteen.

9.2 Recommendations for Outsourcing Option

If BATB chooses to outsource the canteen, it should consider the following points:

- The supplier to whom the catering service will be given should take place through an open and competitive bidding.
- Price should not be the only consideration in selecting the supplier for catering. Reputation and necessary expertise should be examined.

- BATB should keep the option of reviewing the contract as frequently as possible.
- BATB should keep option of inspecting the key items of food for ensuring quality. For example, beef, mutton, chicken etc. may be prepared in BATB premises and fish and vegetables may be examined for freshness.
- The service and hygiene standards that the supplier is needed to deliver may be laid down clearly in the contract.
- BATB may employ junior managers and a set of employees to regularly go around and check the hygiene standards of the canteen.

9.3 Recommendations for Continuing Present System Option

If BATB chooses to continue the present system if the canteen, it should consider the following points:

9.3.1 Payment for Food

Money or payment may be associated with food in the Friend's Café in the most suitable way. This is to give a feeling among the employees that the food is not completely free. Whatever is free, has a negative connotation and is perceived as bad. So payment may be taken from the employees for food not to financially benefit the company, but to put some value on the 'taken for granted' food and service of Friend's Café. It is known that earlier BAT adopted this system but gave it up for reducing unnecessary cost and personnel development. Some options in this regard are:

- Deducting a small and fixed amount from employees salary every month and issue them one time use monthly diner coupon before beginning of the month. No refund may be given for food not taken. Besides the present system of determining the number of diners before food may continue.

- Diners may be issued with a monthly diner card having space for each day of the month. On having meal, a tick may be put in the prescribed place on the card. A small amount may be taken from the diner for drawing the card before the month. Badli and casual workers may be issued with free coupons as at present.

9.3.2 Dealing with Employee's Co-operatives Society

The Employee's Co-operatives Society of BATB has been securing the position of supplier of the foodstuff in the canteen by referring to a contract between the company and the Employee's Co-operatives Society, which was settled sometimes in 1971. Documents of contract could not be found. The Employee's Co-operatives Society has been forcing management to buy foodstuff from them and opposing any effort of the company of carrying out an open bidding in this regard. It is difficult for the company to handle such a problem. The cooperative is pressurizing BATB's management not to get any other supplier and continue their business of supplying food item in the Friend's Café. It is charging unreasonably high price for the supplies and making supernormal profit. It has made Tk. 1,400,000 profit in 2001 by supplying food items in the canteen and expects the amount to increase in the coming years¹. In a way, it is not obeying the rule of the game and hampering good business practices. This is one of the barriers of improving the food of Friend's Café. Some ways to enforce business discipline on the employee's cooperatives are given below:

- The rates of some other suppliers may be shown to them as a bargaining point.
- Cooperative may be provided with a space inside the canteen for selling snacks and other food items and making money in that way.
- Some other supplying job which is not so value adding in nature may be offered to the cooperatives instead.
- Legal procedure may be started to rescind or review the contract with the cooperatives as a last resort.

¹ Annual report of Employee's Co-operative Society, BATB

9.3.3 Guard Quality

It may be mentioned that food is an item, which is very easy to supply in bad quality. In most of the cases, the supplier is selected through the general procedure of competitive bidding. The lowest bidder, when selected, starts supplying inferior quality items and making margins. After some contractor is selected, it becomes difficult for the buyer to ensure the quality of the supply. Generally, managers keep them away from the job since the job of receiving stores does not conform their status. They rely on lower level people to check the quality and receive the food items. Therefore, the suppliers build up 'give and take' relationship with store people and continue supplying inferior items. The two difficult ways to get rids of this problem are:

- ❖ Find out an honest supplier.
- ❖ Slaughter animals within vicinity, off course at the cost of beauty and environment of the area.

9.3.4 Uphold the Image

Most of the managers and workers think that the canteen does not match with the world class image of BATB. This has to be kept in mind while taking any actions to improve the standard of Friend's Café.

9.3.5 Quality of Service

The quality of service should be improved. Following steps are suggested in this regard:

- **Outward Appearance:** The Outward Appearance of the café may be improved with the help of professional architects. It should give an appealing look.

- **Behavior of Catering Staff:** Behavior of catering staff may be improved by motivation and supervision. Complains regarding this may be sought from workers and individual catering staff may be made responsible for complaints received against him/her. A service provider-customer relationship may be established through motivation.

- **Interior Decoration of Friend's Café:** Interior decoration of Friend's Café needs drastic and immediate improvement. The café looks shabby and filthy in the interior. Moreover, since the cooking area is not separated from the dinning area, smoke generated from cooking comes in the dining hall and blackens the fans and ventilators. So,
 - Cooking space should be separated from dining space.
 - The interior may be decorated with the help of professional interior designer. The decoration should be appealing.

9.3.6 Standard of Food

Following factors have been identified previously. They are mentioned side by side with recommended actions.

Table: Recommended Actions for Standard of Food

Factors to Improve	Actions to be Taken
Taste of food provided by Friend's Café	<ul style="list-style-type: none"> • Continuous monitoring and supervision of the cooks by management • If the above measure is not a success, BATB may think for changing the whole set of cooking staff and recruiting a completely new set of cooks.
Quantity of food provided by Friend's	Nothing

Café	
Use of oil and spices in food provided by Friend's Café	<ul style="list-style-type: none"> • Inventory control of cooking oil and key spices like turmeric, chilies etc. may be done. • Motivation of the cooks may be undertaken but experience says that motivation does not work in this case.
Change of menu for bringing variation in taste	<ul style="list-style-type: none"> • Periodic meeting of the mess committee (at least monthly) may be ensured to vary the menu from time to time. • Suggestions from workers regarding menu may be sought and implemented.
Quality of food provided by Friend's Café	<ul style="list-style-type: none"> • Steps in paragraph 8.3.1.2 may be implemented for quality of foodstuff.

9.3.7 Standard of Hygiene

Following factors have been identified previously. They are mentioned side by side with recommended actions.

Table: Recommended Actions for Standard of Hygiene

Factors to Improve	Actions to be Taken
Cleanliness of everything in Friend's Café	A dedicated cleaning force may be formed. They may be employed to ensure cleanliness every after a time interval e.g. one hour.
Neatness of everything in Friend's Café	The above personnel may also be directed to ensure that everything is in ship-shape condition in Friend's Café.
Cleanliness of cooking spaces	A dedicated cleaning force may be formed. They may be employed to ensure cleanliness every after a time interval e.g. one hour. They may not be employed to assist cooking staff in cooking.

Cleanliness of crockery	<ul style="list-style-type: none"> ❖ A separate place for washing may be set. Any crockery or utensils that get dirty should go to the place. A dedicated cleaning staff should be employed to clean those. ❖ A washing machine may be purchased and installed in the washing area for crockery. Crockery should be washed in the washing machine.
Cleanliness of utensils	
Hygiene practices by catering staff	<p>It requires an all out effort to improve the hygiene standard of the Café. Some of the steps may be as follows:</p> <ul style="list-style-type: none"> ❖ A hygiene manual may be made in accordance with paragraph 8.3.2 and 8.3.3.3 and instructions may be imparted to the catering staff. They may be instructed to observe the steps mentioned in the manual. ❖ Motivation program of the catering staff may be conducted.

9.3.8 Liking of the Employees

The thing that managers and workers like in the Friend's Café are stated in paragraph 7.1 and 7.4. They should be kept in mind of the management and may also be informed to the catering staff.

9.3.9 Disliking of the Managers in Friend's Café

There are many disliking of the managers. They are discussed along with recommended actions.

Responses	No. of Respondents	Actions to be Taken
Wandering of cat	8	Serving team may be made more active through instruction and supervision to keep cats and flies away
Less creativity in food/ Menu not varied	8	More frequent meeting of food committee may be ensured and

		suggestions from diners may be sought
Oily curry and too much spices	8	Inventory control of oil and spices may be enforced
Hygiene factors	7	Mentioned before
Cleanliness	6	Included in hygiene factors
Quality of food	5	Mentioned before
Acoustics/ Noise	4	Instructions and motivation program may be arranged to keep quite during food
Non operational AC/ Specially during summer	4	A serious problem. Should be looked into immediately.
Fast food is less varied	3	
Discriminating behavior of catering staff- some get smashed potato and some not, towards some specific management, on management and ladies	3	A serious problem that goes against the principle of the company. Catering staff may be warned and if specific complaint is obtained, be dealt seriously.
Taste of food, both cooked and fast food	3	Was mentioned before
Utensils are old	2	May be replaced as practicable
Flies around	2	Was mentioned before
Fast food quality is bad	2	Canteen supervisor may be instructed to buy fast food from quality shops and if it is not feasible within allowable budget, fast food may be omitted.
Tidiness	2	Was mentioned before
Focus on quantity rather quality	2	Was mentioned before
HR does not own and drive personally	2	Complaints may be dealt with and suggestions may be implemented
People sleeping in closeness	2	Catering staff may be instructed accordingly.
Quantity of food	1	Was mentioned before
Quality of jugs	1	They should be changed immediately with better quality ones
Fast food quantity is less	1	Nothing
Open drain beside café	1	The drain spoils the environmental beauty of the canteen. Action may be initiated to cover it or pass it through a place further from the café.
TV not available	1	If TV is provided in the café, many people will occupy seats for long time. The same problem exists at present in case of newspaper now. So, a separate room for TV and newspaper may be provided.

Tasteless Biriani, without spices	1	Was covered in quality of food portion.
Vegetable cooked long before	1	Canteen supervisor may be instructed accordingly
Managers and workers sit in the different tables	1	It is an exemplary step taken by the company that managers and workers dine together. But many of the managers have not yet taken the culture seriously. Motivations may be done to the managers in this regard. Participation of senior officials in dining with workers will help the process.
ExCo does not go there	1	
Most of the senior officials do not dine	1	
Long queue, other side is idle	1	Nothing
Shouting of union leaders	1	Motivation of people may be done in this regard
Gift presentation ceremonies	1	Nothing
Melamine cups & plates	1	May be changed with porcelains
Windows	1	They are ugly and dirty. They may be totally renovated.
Interior decoration	1	Was mentioned before
Washing areas, Dirty basin & doormat	2	Following actions may be taken: <ul style="list-style-type: none"> ◦ Doormats may be removed immediately. The floor may be cleaned in regular interval. ◦ Clean mirror should be provided ◦ Good quality and good looking basins should be fixed ◦ Interior decoration should be done by professional architects
Dish washing areas	1	Was mentioned before
Not using dress by cooking staff	2	They may be instructed accordingly
Wet crockery	1	Washing machine may be used
Common bone plate	1	Nothing
Not cost effective	1	Nothing
The general appearance	1	Was mentioned before
Rigid timing	1	The timing of food needs to be examined by the food committee and if required, changed. Suggestions from workers may be sought in this regard.
Limited options	1	Study may be undertaken by the food committee whether various menu can be offered at a time.

Damped environment	1	More ventilation may be ensured through open windows and ventilators, when AC is not in service
Smoking inside	1	Smoker/ Non-smoker zone may be indicated
Bad smell	1	Nothing

9.3.10 Disliking of the Workers in Friend's Café

There are many disliking of the workers. They are discussed along with recommended actions.

Responses in Categories	No of Respondents	Actions to be Taken
Catering Staff		
Behavior of cooking staff/ Supervisor is bad	27	They may be instructed to behave properly. As previously mentioned a service provider-customer relation may be established between the catering staff and the diners. Complaints of ill behavior may be dealt individually and severely.
<ul style="list-style-type: none"> ◦ Discriminating behavior of catering staff-towards mgt and non-management, also toward badli/ casual e.g. ◦ Serving curry as per rank and status, ◦ Keeping clean and wearing dress at 1300- 1400 because management eat at that time, ◦ Cooking three types of food-o one for management, one for staff & one for workers, providing separate & leaner crockery for mgt 	17	<ul style="list-style-type: none"> ◦ These all problems happen due to lack of control and supervision from management. ◦ The tradition of eating together and interacting in the dining hall may solve the problem. ◦ There should not be separate timing for managers and workers.
Cooking is bad/ Cooks not attentive in cooking	15	Due to lack of supervision from management, cooking staff grows

No fixed cook, Cook gets foods cooked by contractors' people. Employing badlis for cooking/ Badli cook is employed	6	management, cooking staff grows undesirable habits. As such more supervision from managerial side is needed.
No accountability of cooks	2	
Business type attitude of catering staff (Pilferage etc)	1	
Use fast food commercially, cook bad food and increase sales of fast food	1	
Chapati is not properly fried	8	
Cannot supply food timely e.g. lunch at 1200	1	These all are the results of lack of control and supervision. So, supervision may be ensured.
Complaints are not entertained	1	
Contractor's people do not wash crockery properly.	1	
Supervisor is not active	1	
Crockery		
Dirty crockery specially tea cups	17	The whole crockery are shabby, defective and of low standard. They should be changed as soon as possible.
Low quality & old crockery	6	
Tea cups are very low standard	4	
Dirty plated and food rests lie about in exit	2	
Dirty utensils	1	
Trays used to bring food are broken	0	
Environment		
Reading of newspaper, occupying table for long, shouting & discussing politics during food, some people shout at catering staff without reasons	14	Separate reading room with TV and newspaper may be provided
AC not working	13	Was mentioned before
Dirty tables, chairs & floor	10	Regular cleaning by cleaning dedicated team may be enforced
Sounding of Siren & calling bell	7	They may be changed
Dirty cooking environment	5	Steps in paragraph 8.3.3.3 may be followed
Wandering of cat, Flies around	4	Was mentioned before
Less space	1	Nothing
Food		
Oily curry and too much spices	34	Was mentioned before
Quality of food	11	Was mentioned before

Beef & chicken	45	Was mentioned before in quality of food
Ice cream, paratha, bread (old & damp), banana, fruit	48	Food committee may review these items
Tea, sugar is either too much or too less	12	
Fast food quality is bad	2	Was mentioned before
Unhealthy food, induces gastric	2	Was mentioned before
Provides boiled eggs in lunch that remains from breakfast	1	Was mentioned before
Hygiene		
Poor standard of individual hygiene practice by the catering staff- Talking during serving & cooking, not wearing mask during serving, serving when caught cold and running nose, have long hairs often drop in foods, smoke during cooking & serving, etc.	9	Was mentioned before
Standard of cleanliness	5	
Foodstuff is not washed properly before cooking, especially fish, meaty, vegetable	1	
Item		
Fish specially Indian Ruhi & Climbing fish (Koi)	31	Food committee may review these items
Meat is not of specified quality, buffalo's meat, old chicken is served	8	Was mentioned before in quality of food
Mutton	5	Was mentioned before in quality of food
Fish is of bad quality	4	Was mentioned before in quality of food
Procedure		
Most people do not get tissue & glass during lunch	10	Supervisor may be instructed accordingly
Long queue	2	Nothing
Everyday issue of coupon	1	Nothing
Not supplying glass at the time of breakfast	1	Supervisor may be instructed accordingly
Sweeping during food	1	Supervisor may be instructed accordingly
No choice in food	2	Was mentioned before
Lack of option	1	Was mentioned before

Vegetable		
Bad quality vegetables (with worms) is served	8	Supervisor may be instructed accordingly
No seasonal vegetables	6	
Fish curry and vegetables	8	Cooks may be instructed accordingly
Gravy in vegetables	1	Cooks may be instructed accordingly

9.3.11 Others Actions which may be taken

- There should be a well-written SOP to implement behavior control of canteen related personnel.
- Stores, like cash, should be handled by at least two persons of different and unrelated interest groups.
- Store manager should be a temporary appointment and should be rotated.
- The food committee should meet regularly.
- Members of the food committee should be elected from workers.
- The mess account should be audited at least quarterly.
- Medical check up of cooking staff should be carried out periodically.
- Motivation on effects of wasting from religious point of view should be done time to time.
- Motivation on adverse effects of taking too much of spices and edible oil on health may be carried out.
- Training of Cooks may be carried out.

9.3.12 Suggestions of Managers and Workers

There have been obtained lots of suggestions from both the managers and workers on how to improve the standard of Friend's Café. The suggestions are many in number and diverse in nature. Many of them are repetitions of the liking and disliking given by the managers and workers. The suggestions are summarized in paragraph 7.3 and 7.6. These suggestions may be studied and implemented as scope comes.

9.3.13 Health Conscious Menu

A health conscious menu may be set with the help of an expert dietician. The intake of oil should be slowly reduced by implementing inventory control of oil. The same may be done for spices also.

9.3.14: It can be said at the end that there is basically one single problem in the Friend's Café. That is supervision from managerial side. Many will straightway oppose if it is said that BATB needs a separate full time manger for the canteen. However, truly that is exactly the case at present. Running the canteen us a huge involvement and cannot be done by a part time manager. BATB may not recruit a manager altogether, but it can include the canteen business in the annual Key Job Objective of a junior manager. The manager may be changed after one year of performing the duty and then the duty may be given to some other manager the next year. In short, supervision is the solution.

Unfortunately, managers view the job as a low standard one. Although managers are directly affected by bad food, they do not like to engage themselves in the business of it. Many do not have required knowledge on it. As such many managers are not capable of handling the duty. So, before taking over the duty of the canteen, a manager may be assigned to on-the-job training in the canteen. Whatever may be the way, without increasing supervision, no involvement of the Friend's Café is going to take place.

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