

An Internship Report
on
Fakirhat Feed Mills Limited (FFML), Bagerhat, Bangladesh: The
Perspective of COVID-19

This report is submitted to the Department of management, Hajee Mohammad Danesh Science and Technology University, Dinajpur for the partial fulfilment of the degree of Master of Business Administration (MBA) in Human Resource Management.



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Dinajpur–5200, Bangladesh

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Acknowledgement

It is my great pleasure to express our gratitude to our creator Allah (SWT) for such a great opportunity to be in touch with Fakirhat Feed Mills Limited for 3 months. I have to put my heartened feelings and gratitude for the kindness and assistance that was provided to me to complete my assigned report on the topic of “Fakirhat Feed Mills Limited (FFML), Bagerhat, Bangladesh: The Perspective of COVID-19”. In preparing the report, I want to express my strong gratitude to my honorable supervisor Dr. Md. Alamgir Hossain, Associate Professor, Department of Management, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. I also want to express my strong gratitude to my honorable co-supervisor Dr. Md. Zahangir Kabir, Professor, Department of Management, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. I will never forget the kind cooperation I received from my honorable supervisor & co-supervisor.

I would also like to thank all the other employees of all level for their beloved manner and attitude that they had shown to me during staying in the Company.

I would like to thank from the deep of my heart to those people who are related with making of this report successful.

At last but not the least, Hajee Mohammad Danesh Science and Technology University, Dinajpur for giving me an opportunity to complete my MBA degree and for giving me a scope to gather practical experience and enrich my knowledge.

May Almighty Allah bless all of them.

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Fakirhat Feed Mills Limited

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No.

Date: 27-04-23

TO WHOM IT MAY CONCERN

This is to certify that **Shuvo Mollik**, a student of MBA in HRM program bearing ID: 1603175, Department of Management, Hajee Mohammad Danesh Science & Technology University, enrolment with us to pursue internship for 90 days. During the internship period, he had been allowed to have access to relevant files of various departments of the company to collect necessary information and data for academic purpose only.

We have been informed that he has successfully completed the internship and as such believe that the knowledge he gained from the program would be a valuable treasure to build up his future professional career.

I wish him every success in life.


27.04.2023

(Moh. Fuad Hasan)

General Manager of FFML

Fakirhat-9370, Bagerhat-9300

Certificate of Supervisor

I hereby declare that the concerned report entitled “Fakirhat Feed Mills Limited (FFML), Bagerhat, Bangladesh: The Perspective of COVID-19” is made by Shuvo Mollik, a student of MBA in HRM, Department of Management, HSTU and Session 2020, bearing student ID: 1603175, completed his internship under my supervision and submitted for the partial fulfilment of the requirement of the degree of Master of Business Administration (MBA) in HRM at Hajee Mohammad Danesh Science and Technology University, Dinajpur.

I wish him every success for the days to come.

.....

Dr. Md. Alamgir Hossain
Associate Professor
Department of Management
Faculty of Business Studies
HSTU, Dinajpur.

Certificate of Co-Supervisor

I hereby declare that the concerned report entitled ““Fakirhat Feed Mills Limited (FFML), Bagerhat, Bangladesh: The Perspective of COVID-19” is made by Shuvo Mollik, a student of MBA in HRM, Department of Management, HSTU and Session 2020, bearing ID: 1603175. He completed his internship under my co-supervision and submitted for the partial fulfilment of the requirement of the degree of Master of Business Administration (MBA) in HRM at Hajee Mohammad Danesh Science and Technology University, Dinajpur.

I wish him every success for the days to come.

Dr. Md. Zahangir Kabir
Professor
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Student's declaration

I do hereby declare that the internship report of “Fakirhat Feed Mills Limited (FFML), Bagerhat, Bangladesh: The Perspective of COVID-19” embodies the result of my own internship works and efforts, prepared under the supervision of Dr. Md. Alamgir Hossain, Associate Professor, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur.

I further affirm that work and information reported in this internship report is original and any part or whole has been submitted to, in any form, any other University or Institution for any degree or any other purpose.

Shuvo Mollik
Student ID: 1603175
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Abstract

This report is prepared as requirement of MBA program. This report focuses 3 months working experiences in, Fakirhat Feed Mills Ltd., Bagerhat. This report will give a clear idea about the COVID-19 on Fakirhat Feed Mills Limited. The main object of the report is to know about the COVID-19 on the organization. In COVID-19 pandemic situation FFML has not made any change in their production strategy and the company tries to provide higher and better quality of products for its customer. The information of the report has collected from primary and secondary sources like Books, Voucher, Invoice, Operational manual, Office staff, Personal appearance, Facebook page, Company profile and financial statements of the organization. After analyzing data, it was found that FFML faced problems at the beginning of the COVID-19 pandemic situation but later overcame them brilliantly. And continued production and marketing in compliance with the prevailing COVID-19 control laws of the country. In COVID-19 pandemic situation the demand of FFML's products was stable. Customers have chosen FFML's products for its balanced high quality feed. For the goodwill in the market their feed demand becomes high during all the year but rainy season it becomes very higher. They have own laboratory for test raw material and research their product. Therefore, Fakirhat Feed Mills Limited should give more effort to make well established market in Bangladesh. For achieve their goal they need financial support and well trained worker.

Keywords: FFML, COVID-19, Feed Sector

Table of contents

	Title		Page No.
Chapter	Acknowledgement		ii
	Internship certificate		iii
	Certificate of Supervisor		iv
	Certificate of Co- supervisor		v
	Student's declaration		vi
	Abstract		vii
	Contents		viii-ix
Chapter- 1	Introduction		1-5
	1.1	Introduction	1
	1.2	Background of the Study	1
	1.3	Objectives of the Study	2
	1.4	Profile of the Organization	2
		1.4.a. Background	2
		1.4.b. Company Profile	3
		1.4.c. Vision & Mission	3
		1.4.d. Market Aspect	4
		1.4.e. Managing Director's Message	4
	1.5	Scope of the Study	4
	1.6	Limitations of the Study	5
Chapter- 2	Literature review		6-8
Chapter- 3	Methodology of the study		9-10
	3.1	Methodology of the study	9
	3.2	Data	9
	3.3	Sampling Technique	10
	3.4	Data Analysis and Interpretation	10
Chapter- 4	Overall view of FFML		11-16
	4.1.	Introduction	11
	4.2	Feed Plant Background & Necessity	11
		4.2.a. Poultry Feed Plant Background & Necessity	11

		4.2.b.	Fish Feed Plant Background & Necessity	12
	4.3.	Trading Process of FFML		13
		4.3.a.	Introduction	13
		4.3.b.	Trading process	13
		4.3.c.	Transportation	13
		4.3.d.	Pricing	14
		4.3.e.	Collection of Raw Material	14
		4.3.f.	Credit Terms & Conditions	14
	4.4.	Market analysis		14
		4.4.a.	Market Aspect	14
		4.4.b.	Seasonal Aspect	16
		4.4.c.	Fish, Poultry & Cattle Feed Market Demand	16
		4.4.d.	Competitors	16
		4.4.e.	Marketing Challenges and Critical Issues	16
Chapter-5	Impact of COVID-19 on FFML			17-20
	5.1.	Introduction		17
	5.2	Impact on Supply of raw materials and Production		17
	5.3	Impact on Workers		18
	5.4.	Impact on Customers (Dealers/Agents)		19
	5.5	Part of the Financial Statements of FFML		20
Chapter-6	Findings & Suggestions			21-22
	6.1.	Findings		21
	6.2.	Suggestions		21
Chapter-7	Conclusion, Policy implications & future work			23
	7.1.	Conclusion		23
	7.2.	Policy Implications		23
	7.3.	Future Work		23
	References			24-25

Chapter- 1

Introduction

1.1. Introduction

Fakirhat Feed Mills Limited (FFML) was constituted at 2006. It is a manufacturing, marketing and import based firm providing poultry, fish & cattle feed. Fakirhat Feed Mills Limited started production from 2006. It is a privately owned business house and specializes in manufacturing poultry, fish & cattle feeds. This factory is equipped with highly sophisticated important capital machinery from China, Germany and produces highest standard products using superior quality raw materials.

We are a leading manufacturer in making all kinds of quality full material. All of our products are of high quality and made by our specialized and talented team. Our aim is to provide our customers the best quality services. During the period of COVID-19 the company was followed the same strategy. And we hope to achieve this aim by continuous efforts and by meeting and exceeding our customers need and expectations.

Fakirhat Feed Mills Limited founded with a commitment to produce and market animal feed of high quality standard and absolute hygiene to the farmers. The organization has deep roots and connections to some of the feed industry pioneers who paved the way for excellence in animal nutrition.

FFML produces and distributes poultry, fish and cattle feed throughout Bangladesh through the only factory with the contribution of more than 250 agents. FFML has over the years become synonymous with quality & a trusted partner as a feed manufacturer in Bangladesh. The Company has 2 independent plants capable of producing grainy feed (sinking) as well as mash feed & Poultry feed. The plants are strategically located in Fakirhat, Bagerhat.

The COVID-19 pandemic has severely affected numerous economic sectors across the world, including livestock production.

1.2. Background of the Study

The internship program is mandatory requirement for the students who are post graduating from the Department of Management under the program Master of Business Administration

in Human Resource Management of Hajee Mohammad Danesh Science & Technology University, Dinajpur.

Internship program has 3 months program for working in an organization for which there was an opportunity to engage in FFML where learned a lot regarding the impact of COVID-19 on Fakirhat Feed Mills Limited.

Consequently, it will help to relate the theoretical knowledge of a company to practical exposure. Thus the knowledge and continued working experience gathered from the organization helped me to work selected topic “The Impact of COVID-19 on FFML.”

1.3. Objectives of the Study

- The main objective of the study is to know the impact of COVID-19 on FFML and
- Overall view of the FFML.

1.4. Profile of the Organization

1.4.a. Background

Fakirhat Feed Mills Limited is a product based organization. They started production from 2006. "FFML's aim is to supply Quality Fish Feeds, Cattle Feeds, and Poultry Feeds such as Boiler Feeds, Cock Feeds, Fish Feeds (Sinking), Fish Feeds (Floating) and many more service to ensure complete customer satisfaction."

The poultry sub sector is crucially important in the context of agricultural growth and advancement in diets of people in Bangladesh. The sector is particularly important as it is substantial source of protein & nutrition in a household's nutritional diet. It's an appealing economic activity as well, especially for the poor and female population. Fakirhat Feed Mills Limited is a Manufacturing, Marketing and Import based farm providing Poultry, Fish & Cattle feeds was established in 2006. Its head office is at Barashia, Fakirhat, Bagerhat, Fakirhat-9370.



1.4.b. Company Profile:

Name of the company :	Fakirhat Feed Mills Limited
Managing Director :	Mr. Al-Hajj Sheikh Noor Islam
Legal Status :	Private Limited Company
Genesis :	Fakirhat Feed Mills Limited is a Manufacturing, Marketing and Import based farm providing Poultry, Fish & Cattle feeds was established in 2006.
Date of Incorporation :	2006
Total Asset :	BDT 575 Million
Working Capital :	BDT 350 Million
Number of Branches :	There is no branch of this Company.
Number of Employees :	110
VAT Registration :	BIN : 000423583-0802
TIN Certificate :	265402320582
Advisor :	MD. AKTERUZZAMAN
E-mail :	info.ffmlbd@gmail.com

1.4.c. Vision & Mission

"FFML's aim is to supply Quality Fish Feeds, Cattle Feeds, and Poultry Feeds such as Boiler Feeds, Cock Feeds, Fish Feeds (Sinking), Fish Feeds (Floating) and many more service to ensure complete customer satisfaction." FFML is the leading manufacturer in making all kinds of quality full feeds. All of its products are of high quality and made by their specialized and talented team. FFML's aim is to provide their customers the best quality

services in all situations. And FFML hope to achieve this aim by continuous efforts and by meeting and exceeding their customers need and expectations.

1.4.d. Market Aspect

The product of FFML's, will be used by the poultry farmers and commercial cattle, poultry & fishery firms throughout the country. Even during the COVID-19 pandemic, its demand has not decreased but increased. There is a huge gap between production & supply of the feed items. As a result, Bangladesh has to incur a huge amount of foreign currencies every year to import Poultry & Fish feed from abroad.

1.4.e. Managing Director's Message

Balanced diet is required for healthy and prosperous nation and only for this Fakirhat Feed Mills Limited started its journey since 2006 for supplying low cost and improved Agro food. In 2022 we set up a new machinery that capable of producing high quality floating feed. Everyday a group of sincere, honest, hardworking and self confident man power is pushing this group ahead and believe that, one day we will reach at the apex of prosperity. – Insha Allah.

At last we convey our cordial thanks towards our well-wishers who extended their best co-operations during our long journey and want to be establishing ourselves as one of the top most Group in the country. May Allah bless all—Amin.

Managing Director: Mr. Al-Hajj Sheikh Noor Islam

1.5. Scope of the Study

During the internship program on MBA in HRM at Hajee Mohammad Danesh Science & Technology University there was an opportunity to get appointment in FFML which explored a vast scope for the study. Scopes for the study depicted as follows:

- i) An impact of COVID-19 on Fakirhat Feed Mills Ltd.
- ii) Overall view of the organization

1.6. Limitations of the Study

The study is conducted with an objective to make a thorough study of an impact of COVID-19 on FFML that have been availed many facilities and faced some obstacles during my study.

These obstacles may be termed as limitation of the study. These limitations are as follows:

- Limitation of gather vast knowledge about foreign trade during internship period.
- Confidential documents or subjects to the firm were not available to expose.
- As the internship it is my 3 months practical experience, it is not possible to know everything about the company in such a short time.

Chapter- 2

Literature review

Fish feed are placed in the middle of the aquaculture value chain. Raw materials of marine or land based origin are mixed with other important ingredients to feed pellets, which through their transformation in the fish are important for the final quality of the fresh fish or the processed fish products for the consumers. The fish feed plays an important role in the value chain as it implies important control of the quality of raw materials, which is crucial for the food safety as well as efficient high quality feed types that ensures optimal growth for different fish species farmed under a variety of different conditions. Though the feed cost has to be controlled as this is most often apt. 50% of the total production cost in aquaculture.

Industrially produced complete feed for poultry contains a high number of ingredients with demand to be homogeneously mixed. In order to achieve that, most of the ingredients in the feed mixture need to be grinded. Grinding enables homogeneous mixing of raw materials (Behnke, 1996; Koch, 1996). This reduces stratification, and facilitates pelleting. Fragmentation also increases the surface area of the mixture of ingredients, thereby facilitating efficient digestion (Behnke, 1996; Koch, 1996). For this reason, fine grinding is regarded as a key factor for rapid growth in poultry. However, the vulnerability of modern, genetically improved poultry is increasingly recognized, and too fine grinding can both cause health problems and decrease growth of vulnerable poultry (Taylor and Jones 2004; Svihus, 2011).

In modern rearing of poultry, mixtures are mainly used in pelleted form after mixing (Fahrenholz, 2012). Pelleting is an agglomeration process of feed ingredients under pressure, humidity and heat, the agglomerates form of rollers, or pellets (Skotch et al., 1981). Use of pelleted feed, improves productivity of poultry, especially faster growth and improved feed conversion compared with the use of powdered feed (Calet, 1965).

Grinding is necessary for mixing ingredients with a high level of homogeneity in the mixture. Thus, grinding represent one of the basic operations in feed manufacturing production. More than 80% of the raw materials used for the production of animals, requires grinding (Đuragić et al., 2002). Grinding is done, above all, for all kinds of cereals, and by-products from agriculture and feed industry (meal, cake and mineral nutrients) (Đuragić et al., 2002). The structure of grinded product, whether the focus is on the individual components or finished

mixtures, must meet the physiological requirements of the animals (Đorđević and Dinić, 2011). The finer the particles are, the greater is their specific surface. This allows the digestive enzymes to perform hydrolysis efficiently (Đuragić et al., 2002). The digestive systems of different animal species have different capacity for digestion, and require different degrees of fragmentation (Đuragić et al., 2002). Also, within the same animal species, there are different needs in terms of the degree of fragmentation, depending on the age of the animal. Cattle and sheep have a long and complex digestive system and feed particles don't have to be small. The degradation of starch in the stomach of these animals should be as low as possible for the sake of antagonizing rumen acidosis, and coarse grinding, to particle size is half or a quarter of the grain is recommended (Ziggers 2001). Pigs have a shorter digestive system, and need more fragmented feed. Poultry has a short but complex digestive system, facilitating use of coarser grinded feed compared to pigs (Sredanović et al., 1997; Ziggers 2001; Đuragić et al., 2002; Koch, 2002). In addition to the physiological requirements of animals, the particle size is important for optimum performance of the technological operations such as mixing, pelleting, expanding and extruding (Wild, 1992). Grinding facilitates mixing of various components of the mixture and contributes to greater stability of the mixture, due to lower propensity towards layering of the various components (Koster, 2003). Fine grinding results in greater specific surface area of particles, causing the material to absorb a higher amount of water during conditioning (Koster, 10 2003). Thus, fine grinding will increase the degree of starch gelatinization, allowing better linkage of particles in the pellet. Good pellet quality, thus, is dependent on fine grinding, also because it reduces air space between the particles, and facilitates tight contact between particles in the pelleted feed (Koster, 2003). Grinding of the different feed components can be done by using different types of mills. However, hammer mill and roller mill are most commonly used (Ziggers, 2001).

Under general process conditions, the production goal is “perfect” pellet. “Perfect” pellet is reflected in characteristics, with cooking rate about 50%, level of moisture up to 16-17%, and with less usage of pellet binders, up to 2-3% (Svihus, 2009, HFE 305 course). Fines in the pelleted product are acceptable up to 5% (Kenny, 2007). Changes in diet composition may directly affect pellet durability. Combining different raw materials with higher binding capabilities (wheat, barley), as well as the use of pellet binders such as lignosulfonate will have positive influence on pellet durability (Kenny, 2007). “The particle size of grinded feed materials has significance influence on pellet quality” (Ziggers, 2010). The large particles can reduce pellet strength. As the particle size is reduced to the small finely grinded particle,

leading to increased surface area, thus promoting adhesion of the particles. (Ziggers, 2010). The two main indicators in the pre-conditioner, which should be monitored carefully before pelleting, are steam quality and retention time. “Steam quality determines the temperature and moisture profile inside the conditioner” (Ziggers 2010). Wet steam “transfers” the heat less efficiently than saturated steam, because of lower enthalpy of evaporation. Wet steam may also lead to uneven moisture distribution in the mash, which can in the end result in “choking” or slipping of the pellet die (Kenny, 2007). Increased retention time in the conditioner may also increase starch gelatinization cause protein denaturation (Kenny, 2007). Both of these reactions will occur simultaneously and have positive influence on pellet quality.

In Bangladesh, there is a dearth of literature on estimating the impact of COVID-19 on agricultural sectors. Some research was carried out to determine the influence of COVID-19 on Bangladesh’s fisheries and aquaculture (Hasan et al., 2021; Islam et al., 2021; Sunny et al., 2021). Second, decreased demand for agricultural food items in the resultant also contributes to the price fall of agricultural produces poultry, birds, eggs, milk, fish, shrimp etc. (Hasan et al., 2021). Third, the shrimp and crab sub-sectors of Bangladesh have experienced many cancellations of orders by foreign buyers due to corona virus outbreaks (Hasan et al., 2021).

In many countries, the closure of schools, restaurants, shops and markets, limitations on public gatherings travel have reduced demand for animal products (InEuropa, 2020; Marchant-Forde and Boyle, 2020). Infections among workers and subsequent closure of slaughterhouses and food processing plant has reduced slaughtering and processing throughput (Good, 2020). These factors resulted in the overstocking or culling of animals and animal products (Huffstutter, 2020), with farmers depopulating their farms to reduce the costs of maintaining animal populations which they could neither feed or trade (Barrett, 2020). Inevitably, this affected poultry production and trade (Mulder, 2020).

Chapter- 3

Methodology of the study

3.1. Methodology of the study

To prepare the report, I have collected data from the primary and secondary sources. Data have been collected by questionnaire method and observation method (unstructured) from the customers and the company.

After collecting data from questionnaire method and observation method (unstructured), the data was firstly carefully scrutinized. Then the data was organized as required. In order to make the study effective and efficient, following two sources of data and information have been used widely.

3.2 Data

Primary data:

The primary data has been collected from original sources by an investigation. The primary data are those which are collected a fresh and for the first time and are original in character. The data was collected following an interview and questionnaire schedule for the workers and agents of the company.

Primary Data Sources:

- i) Data collection through working with employees of the company at the time of production operations and credit collections.
- ii) Work experience gathered through working during internship period.
- iii) Discussion with general managers, workers and employees, agents or customers.
- iv) Financial statement of the company.
- v) Observation during others works.

Secondary Data Sources:

Internet was one of the important sources for secondary data collection.

Target Population:

The target population of this report is the workers, agents or customers of the company.

Population size: The population size of the study as follows

- i) Customers (dealer/agents) 250
- ii) Workers 110

3.3. Sampling Technique

To gather primary information from a sample size has been determined from a population by selecting a sampling technique named judgment sampling technique which is non probability sampling.

Sample Size: The sample size of the study as follows

- i) 150 Customers (dealer/agents)
- ii) 110 Workers

3.4. Data Analysis and Interpretation

Qualitative and quantitative approaches have been adopted for data analysis and interpretation taking the processed data as the base.

Chapter – 4

Overall view of FFML

4.1. Introduction

Fakirhat Feed Mills Limited (FFML) was constituted at 2006. It is a manufacturing, marketing and import based firm providing poultry, fish & cattle feed. Fakirhat Feed Mills Limited started production from 2006. It is a privately owned business house and specializes in manufacturing poultry, fish & cattle feeds. This factory is equipped with highly sophisticated important capital machinery from China, Germany and produces highest standard products using superior quality raw materials. We are a leading manufacturer in making all kinds of quality full material. All of our products are of high quality and made by our specialized and talented team. Our aim is to provide our customers the best quality services. During the period of COVID-19 the company was followed the same strategy. And we hope to achieve this aim by continuous efforts and by meeting and exceeding our customers need and expectations. Fakirhat Feed Mills Limited founded with a commitment to produce and market animal feed of high quality standard and absolute hygiene to the farmers. The organization has deep roots and connections to some of the feed industry pioneers who paved the way for excellence in animal nutrition.

FFML produces and distributes poultry, fish and cattle feed throughout Bangladesh through the only factory with the contribution of more than 250 agents. FFML has over the years become synonymous with quality & a trusted partner as a feed manufacturer in Bangladesh. The Company has 2 independent plants capable of producing grainy feed (sinking) as well as mash feed & Poultry feed. The plants are strategically located in Fakirhat, Bagerhat. The COVID-19 pandemic has severely affected numerous economic sectors across the world, including livestock production.

4.2 Feed Plant Background & Necessity

4.2.a. Poultry Feed Plant Background & Necessity

Poultry feed production has nowadays been the main theme of research since the feed production industries help to save on cost and realize maximum profits. The main concern of the poultry farmers in the production of quality feeds that can be digested efficiently by the animals. A complete poultry feed plant should be able to provide a hygienic, easily digestible feed and nutritionally balanced. ABC Machinery, being one of the renowned poultry feed machinery manufacturer and supplier in China, has till now exported our poultry feed plants

to various countries like Pakistan, Zambia, South Africa, Philippines, India, and so on. We provide the most cost effective poultry feed plant for our customer with the purpose to minimize the investment cost while ensure the production capacity. Poultry feed plant has a number of applications which are dependent on a number of things. They are used as multi-purpose. They are suitable for making various types of poultry feeds and aquatic feeds. They also provide a wide range of diameters starting from 2-10mm depending on the type of animal. It is also easy to get the raw materials which include the corn, maize, wheat bran, soybeans etc. ABC Machinery feed pellet processing equipment can be used to produce pig feed pellet production line, chicken feed production line, duck feed production line, cattle feed production line, etc. The feed pellet production line integrates the functions of crushing, mixing, lifting, pelleting, cooling, screening, etc., with automatic feeding, rapid feeding and smooth discharging. It is a medium-sized feed unit with low investment and quick results.

4.2.b. Fish Feed Plant Background & Necessity

Along with the development of feed industry has also made a quite fast progress, especially in virtue of continue advancement of breeding technology, the culturing mode has turned into intensive cultivation from extensive fish farming, which provides vast space for fish feed production. In line with the FAO (Food and Agriculture Organization) report, the per capita fish consumption of human beings has exceeded beef consumption while farmed fish has surpassed wild caught. It is well known that fish feed plays a leading role in global aquaculture and fish farming field, making sure safe, abundant and affordable fish proteins, but meanwhile, the cost of aquatic feed is so high that affecting sustainable development of aquaculture industry. Therefore, it is necessary, economic and practical for fish farmers or feed plants to establish their own fish feed production line rather than buying or importing feed from elsewhere. Feed is the first and foremost factor that affects the growth of aquatic animals. With the advantages of low feed coefficient, low incidence of fish disease and resistance to transport, high quality feed is conducive to fish fast growth and aquatic products quality and safety. Compared with other feed manufacturing technologies, extruded processing technique of fish feed plant has unparalleled superiority in making fish feed pellets. For instance, extruded feed pellet is easy to digest and absorb, which can promote the digestive utilization ratio of feed; it has good stability in water for long time with less pollution to water and environment, avoiding scattering before ingestion and greatly reduce the loss of nutrient substance and the waste of fish feed. All in all, extruded fish feeds produced by Amity fish feed production line are environment-friendly superior quality fodder with low pollution, little waste, high efficiency and high conversion rate, becoming an

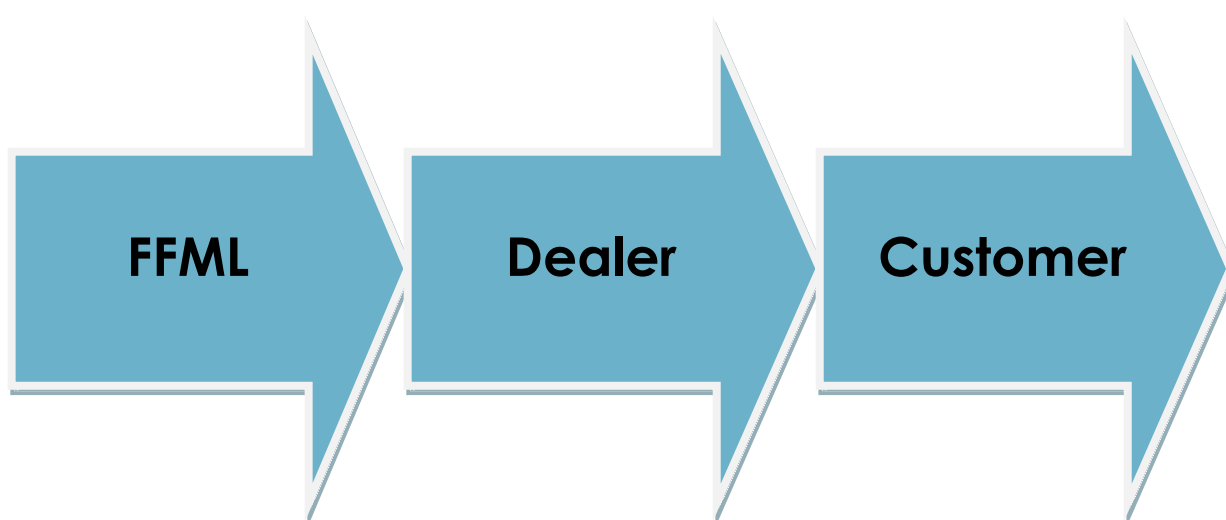
inevitable trend of aquaculture feed industry. What's more, fish feed plant is able to achieve the availability of feed ingredient at low prices in required quantity and control the key link - fish feed to get more profits and ensure food quality safety.

4.3. Trading Process of FFML

4.3.a. Introduction

Trade is a basic economic concept involving the buying and selling of goods and services, with compensation paid by a buyer to a seller, or the exchange of goods or services between parties. Trade can take place within an economy between producers and consumers. Fakirhat Feed Mills Limited import their necessary ingredients and equipments from different countries. They mainly sell their products by dealer. Sometimes they sell their products to the customers directly if the customers buy huge quantity of products.

4.3.b. Trading process



Fakirhat Feed Mills Limited produces Fish feed, Poultry feed and Cattle feed. They mainly supply their products by dealer to the customers. Dealer is the main distributor of this company's products. In this reason the distribution cost is minimum of FFML products than other feed mills company's products in the market place. Sometimes they sell their products to the customers directly if the customers buy huge quantity of products. That's providing extra advantage to the Fakirhat Feed Mills Limited.

4.3.c. Transportation

Transport or transportation is the movement of humans, animals and goods from one location to another. In other words, the action of transport is defined as a particular movement of an organism or thing from a point A to a point B.

Fakirhat Feed Mills Limited has its own transportation system. They supply their product from company to dealer by its own transportation system. That's providing competitive advantage of this company.

4.3.d. Pricing

Pricing is the process whereby a business sets the price at which it will sell its products and services, and may be part of the business's marketing plan. In setting prices, the business will take into account the price at which it could acquire the goods, the manufacturing cost, the market place, competition, market condition, brand, and quality of product.

Fakirhat Feed Mills Limited follows all pricing procedure and fixed retail price of its all product. Dealer gets certain commission for every products of this company. In this reason company can control its products price in the market place. That's providing competitive advantage to the Fakirhat Feed Mills Limited.

4.3.e. Collection of Raw Material

FFML imports the raw materials, which used to manufacturing their products from different countries. Most of the raw materials are collected from India, Malaysia, Thailand & Srilanka. A few raw materials are procured from different region of Bangladesh.

4.3.f. Credit Terms & Conditions

Here, Credit terms & conditions refers to the credit terms and conditions of Fakirhat Feed Mills Limited. Fakirhat Feed Mills Limited is a Private Limited Company, so the owner bears unlimited liabilities. Dealers are the main distributor of their company. When dealer collects products from the FFML they provide one third amount of money of total payment. Fakirhat Feed Mills limited generally provide credit facility from one to three month. 50% of their dealers do not fulfill their condition. In this reason the credit collection process takes more than 5 months. That's why company face liquidity problem. Though company takes all personal information, agreement and blank cheque from its dealer but it is not fruitful for every time. Because it takes a long time to take legal action.

4.4. Market analysis

4.4.a. Market Aspect

The products are used by the poultry farms and fish farms throughout the country. There is a huge gap between production & supply of the feed items. Bangladesh is an Agro-based

country. With the growth of the population and rapid increase in Poultry, Cattle and Fish culture, these feed items have tremendous demand throughout the country. The growth and stability of Poultry, Fishery & Dairy depends on the balanced protein diets that are to be produced by maintaining international standard and quality. But the number of such types of industries so far in the country is very few and they cannot meet-up the increasing demand of this sector. As a result, a significant amount of gap is always prevailing. On the other hand, the feed industries established in the country, region wise, do not have a minimum balance throughout the country. As such, some parts of the country have sufficient feed industry and the supply is also higher than the actual demand, but some parts of the country are suffering from short supply compared to their demand. For this reason, the poultry industry could not grow to cope up with the increasing demand. Their production cost is also high and as a result, they are in big trouble in continuing their business in a competitive market.

4.4.b. Seasonal Aspect

Demand for feed varies seasonally. Demand for fish feed and poultry feed decreases around thirty percent during the period from November to February. But demand for the feed increases during the period from July to September by 50 percent. The products of the Company are used by the poultry farmers and commercial Fish firms throughout the country.

4.4.c. Fish, Poultry & Cattle Feed Market Demand

According to the diverse eating habits of different type fishes, feed should have properties - floating, slow floating or sinking, and keep stability in water for certain time so as to leave enough ingesting time for fish. Fortunately, Amity fish feed plant can make aquatic feed with the above characteristics, meeting the environmental protection and high efficiency requirements of feed in aquaculture. In general, it is local fish farmers that would be main potential target markets if establishing fish feed production line. Hygienic poultry and cattle feed is very important for commercial poultry & cattle firms. Fakirhat Feed Mills Limited produces hygienic fish, poultry & cattle feed. In this reason the demand for FFML products is very high in the market place.

4.4.d. Competitors

Fakirhat Feed Mills Limited has established its manufacturing facility with the state-of-the-art machineries from Germany. FFML has earned a good reputation in the field of business and as a result, their customer base is increasing strongly. To meet up market demand for the feed industry, FFML is going to increase its production capacity from 7 Metric Ton per hour

to 20 Metric Ton per hour. Agro Industrial Trust, Bismilla Feed Mills, Joy Feed Mills, Rupsha Poultry Feeds Ltd., Paragon Poultry Feeds Ltd., Sundarban Feeds Ltd., Kazi Poultry Feeds Ltd., Provita Feeds Ltd., Aftab Bohumuki Farms Ltd., Narish Poultry Feeds Ltd., Saudi-Bangla Fish Feed Ltd., New Hope Feed Ltd. are the major competitors of the Company. These poultry feed Mills are now in operation, but the actual demand is higher than the real production because the feed mills are more capital intensive than that of a poultry firm. As a result, the growth of feed production industry could not cope with the poultry industry Competitors Fakirhat Feed Mills Limited has established its manufacturing facility with the state-of-the-art machineries from Germany. FFML has earned a good reputation in the field of business and as a result, their customer base is increasing strongly. To meet up market demand for the feed industry, FFML is going to increase its production capacity from 7 Metric Tons per hour to 20 Metric Tons per hour. Agro Industrial Trust, Bismilla Feed Mills, Joy Feed Mills, Rupsha Poultry Feeds Ltd., Paragon Poultry Feeds Ltd., Sundarban Feeds Ltd., Kazi Poultry Feeds Ltd., Provita Feeds Ltd., Aftab Bohumuki Farms Ltd., Narish Poultry Feeds Ltd.,

Saudi-Bangla Fish Feed Ltd., New Hope Feed Ltd. are the major competitors of the Company. These poultry feed Mills are now in operation, but the actual demand is higher than the real production because the feed mills are more capital intensive than that of a poultry firm. As a result, the growth of feed production industry could not cope with the poultry industry.

4.4.e. Marketing Challenges and Critical Issues

Inadequate policy and regulatory issue, low productivity, insufficient training facilities, inadequate diagnosis facilities, diseases like bird flu, many intermediaries in marketing channel, etc. are the challenges and critical issues of this industrial sector.

Chapter-5

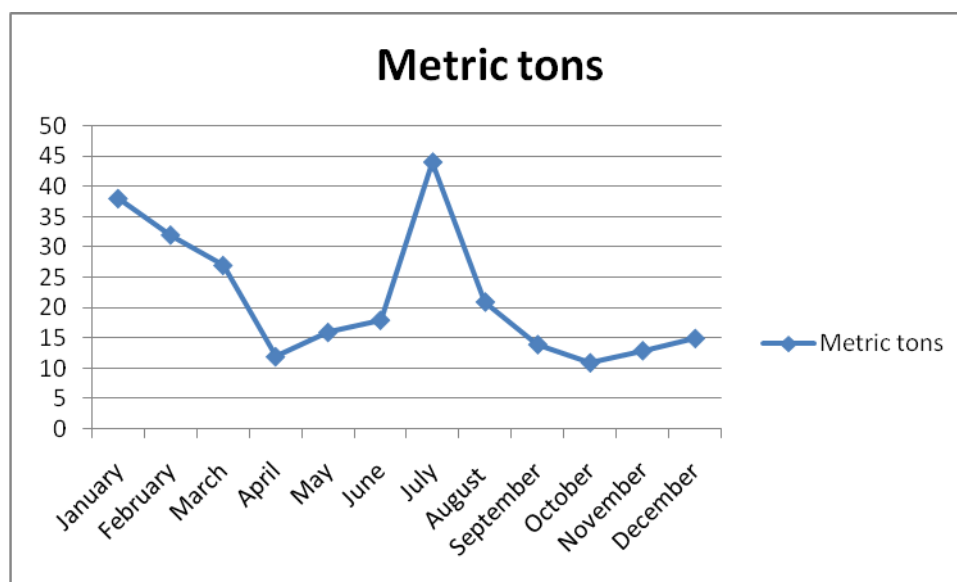
Impact of COVID-19 on FFML

5.1. Introduction

The COVID-19 pandemic has severely affected numerous economic sectors across the world, including livestock production. This study investigates how the pandemic has impacted the fish and poultry production and distribution network (PDN), analyses stakeholders' changing circumstances, and provides recommendations for rapid and long-term resilience. This is based on a literature review, social media monitoring, and key informant interviews (unstructured) from across the poultry sector in Bangladesh. These included key informants from breeder farms and hatcheries, pharmaceutical suppliers, feed companies, dealers, farmers, middlemen, and vendors. We show that the poultry sector was damaged by the COVID-19 pandemic, partly as a result of the lockdown and also by rumors that poultry and their products could transmit the disease. This report shows that hardly any stakeholder escaped hardship. Disrupted production and transportation, declining consumer demand and volatile markets brought huge financial difficulties, even leading to the permanent closure of many farms. We show that the extent of the damage experienced during the first months of COVID-19 was a consequence of how interconnected stakeholders and businesses are across the poultry sector. For example, a shift in consumer demand in fish and poultry markets has ripple effects that impact the price of goods and puts pressure on traders, middlemen, farmers, and input suppliers alike. We show how this interconnectedness across all levels of the fish and poultry industry in Bangladesh makes it fragile and that this fragility is not a consequence of COVID-19 but has been revealed by it. This warrants long-term consideration beyond the immediate concerns surrounding the COVID-19 pandemic. FFML faced problems at the beginning of COVID-19 but gradually overcame all problems. And even in the COVID-19 pandemic situation they managed their business prudently.

5.2 Impact on Supply of raw materials and Production

The impact of the lockdown had a huge impact on the supply of raw materials at the onset of COVID-19. Foreign shipments were stopped and there was shortage of raw materials which had to be imported from abroad. Due to which production was adversely affected. Production figure of FFML for all months from January to December (2020) is presented below.



5.3 Impact on Workers

Workers across the country were adversely affected by COVID-19. FFML and its workers faced many obstacles in the Corona pandemic situation, yet they continued their production activities. The adverse impact of COVID-19 on FFML and its workers can be identified through the following questionnaire.

Questionnaire	Dissatisfied	Neutral	Satisfied	Dissatisfied (%)	Neutral (%)	Satisfied (%)
Working environment	11	20	79	10	18.18	71.82
Flexible time schedule	09	32	69	8.18	29.09	62.73
Satisfied about hygiene?	08	29	73	7.27	26.36	66.36
Whether satisfied with medical services?	07	36	67	6.36	32.73	60.91
Financial support in Lockdown	05	28	77	4.55	25.45	70.00
Is sick leave management satisfactory?	12	37	61	10.91	33.64	55.45
Is the sick worker's financial support system satisfactory?	04	34	72	3.64	30.91	65.45
Is the worker's satisfied with the advance payment system?	03	39	68	2.73	35.45	61.82

Employees and workers are satisfied with the management?	13	26	71	11.82	23.64	64.55
After all, are employees satisfied with all the strategies adopted by the company during the pandemic?	06	23	81	5.45	20.91	73.64

Here I found that during the COVID-19 pandemic situation the satisfaction level of FFML's workers was above 65%, neutral above 27% and dissatisfied above 7%.

5.4. Impact on Customers (Dealers/Agents)

FFML sells products through dealers or agents without selling their products to any retailer. They collect information about product quality from dealers or agents. In the COVID-19 pandemic situation FFML also did not change their strategy and continued the sales activities. Although the dealers or agents had to face a lot of problems in selling the products to their final customers due to the Lockdown situation, they were able to overcome all those problems due to the company's flexible sales strategy. The adverse impact of the COVID-19 pandemic on FFML and its customers can be identified through the following questionnaire.

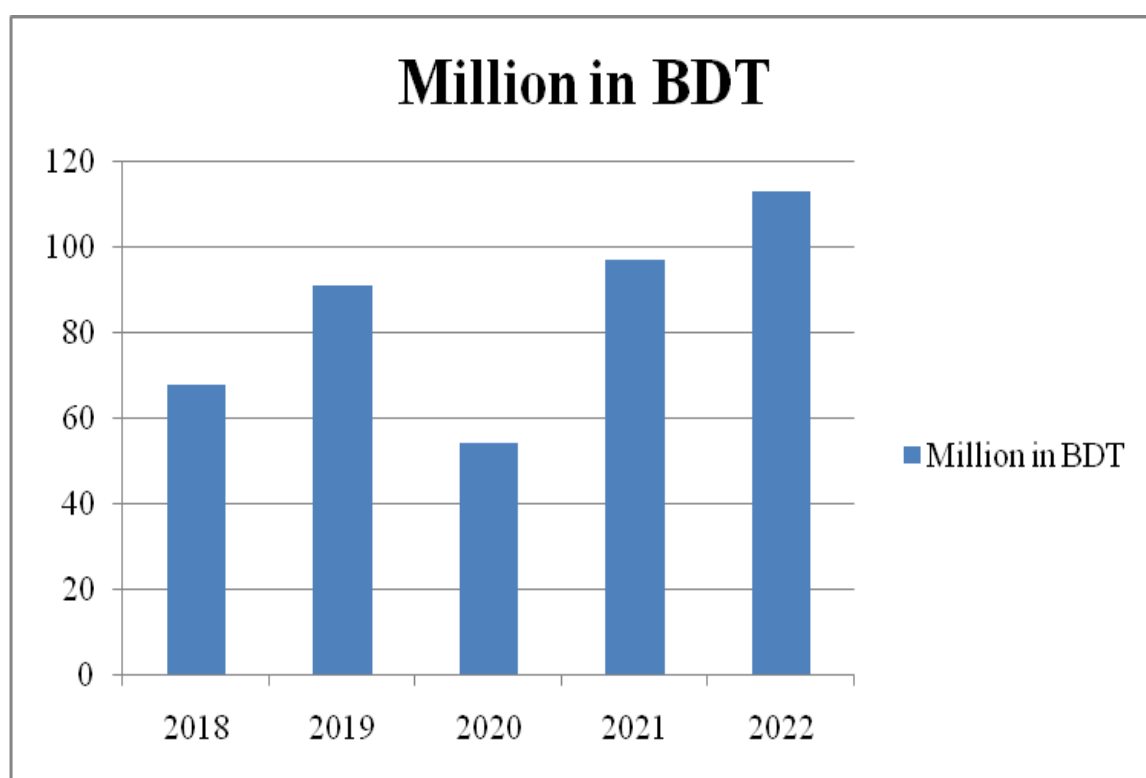
Questionnaire	Dissatisfied	Neutral	Satisfied	Dissatisfied (%)	Neutral (%)	Satisfied (%)
Satisfied with the supply of products according to demand?	9	48	93	6.00	32.00	62.00
The quality of the product means whether the final customers were satisfied?	11	42	97	7.33	28.00	64.67
Was the sales target satisfactory during corona pandemic situation?	13	49	88	8.67	32.66	58.67

Whether the dealers or agents were satisfied with the company's payment method policy?	15	34	101	10.00	22.67	67.33
Are dealers or agents satisfied with all terms and conditions of the company?	27	44	79	18.00	29.33	52.67

Here I found that during the Corona pandemic situation the satisfaction level of FFML's customers (Dealers/Agents) was above 61%, neutral above 28% and dissatisfied 10%.

5.5 Part of the Financial Statements of FFML

After many ups and downs, Fakirhat Feed Mills Limited has come to the present situation. The figure of net profit for the last five years is shown below.



Chapter-6

Findings & Suggestions

6.1. Findings

From the aforesaid study a number of findings can be disclosed. In this chapter major findings are being stated and the immediate all the possible solutions of negative findings will be suggested.

- Adopting a flexible strategy during COVID-19.
- They are always striving to maintain the high quality of the product.
- Equipment used in production making low levels of pollution.
- The use of modern machinery in production prevents wastage of energy.
- Uses good quality raw materials for production.
- Demand for this product varies from season to season.
- Price of raw material varies season to season.
- Inadequacy of raw material for pandemic situation
- Lack of adequate warehousing system
- All the equipments that are used in production are inadequate for its parts in the domestic market.
- Inadequacy of skilled manpower
- Insufficient capital
- Liquidity crisis
- It takes more time to collect arrears

6.2. Suggestions

In order to get competitive advantage and to produce and supply high quality products, Top management should try to modify the negative findings. The possible solutions of negative findings are:

- Need to build a warehouse with necessary facilities to faced any pandemic situation like COVID-19.
- Ensuring local production and adequacy of raw materials by reducing import dependence.
- The market price of raw materials should be kept stable.

- The Government of Bangladesh will have to waive the import duty on the necessary parts.
- Training needs to be arranged and manpower needs to be made efficient through training.
- By the help of Bank loan and Governmental help, insufficient capital and liquidity crisis will be solved.
- Arrears collection time should be reduced
- The Government of Bangladesh needs to implement the legal assistance of private limited companies expeditiously.

Chapter-7

Conclusion, Policy implications & future work

7.1. Conclusion

Fakirhat Feed Mills Limited plays a vital role in the development of our country as a private limited company. The company produces poultry, fish & cattle feed for the commercial and general farms. Day by day the demand of poultry, fish and cattle feed is increasing not only Bangladesh but also India, Srilanka, Thailand, Malaysia and many other countries. If Fakirhat Feed Mills Limited can expand their production capacity and penetrate into the international market, it can open the door to vast possibility. Fakirhat Feed Mills Limited can expand their production capacity if the availability of raw materials and equipments that's imported from different countries. Moreover, as Bangladesh is an agriculture country, there is a huge demand for poultry, fish and cattle feed. Bangladeshi shrimp has a great reputation abroad. Bangladesh earns a lot of foreign exchange every year by exporting shrimp. This is why shrimp is called the white gold of Bangladesh. Bangladesh has also become self-sufficient in meat. Moreover, the number of farms in Bangladesh is increasing day by day. Therefore, the demand for poultry, fish and cattle feed is also increasing. Therefore, the role of Fakirhat Feed Mills Limited is very important in the context of Bangladesh.

7.2. Policy Implications

- i) Adopting necessary strategies in any epidemic situation.
- ii) The organization structure of FFML needs to be changed.
- iii) Need to do routine checking of production machines.

7.3. Future Work

- i) Analysis of customer satisfaction of FFML.
- ii) Foreign market opportunities analysis of feed mill companies.

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