

Major: SUPPLY CHAIN MANAGEMENT

Major Number: SCM/P 26

**Barriers to Internal, External Integration and their Impact on Business
Performance of Toast'd in Islamabad**



By:

Shalal-e-Noor

01-321201-023

Abdul Moez Shahid

01-221201-002

Supervisor: Dr. Arslan Nazir

Department of Business Studies

Bahria University Islamabad

Spring 2021

Abstract

This project is aimed to study the consistent problems and issues that Toast'd has been facing in its supply chain. Toast'd Café and Bakery is one of the prominent bakery chains currently operating in Islamabad, Pakistan, with its outlets at 3 different locations within Islamabad. The main factors that caused issues for Toast'd included supply chain agility, customer integration, supply chain integration and these are studied in detail throughout the course of this research. These factors are discussed as per the Pakistani food industry which is growing with respect to the population. This research will be significant for similar sized eateries and bakeries in the Pakistani food industry who are facing similar issues in their supply chain.

Acknowledgement

We want to thank Allah Almighty who has led us through every intense time realizing that he is continually listening to our prayers. Alhamdulillah!

We owe our most profound and earnest appreciation to our parents, supervisor and our class fellows who remained close by amid the intense and challenging experience of this project due to Covid-19, exhibiting our work and settling on choice in regard to this all through the period of our master's program.

We have chosen to have had the supervision of expert Dr. Muhammad Arslan Nazir in supply chain management, major thanks to you for your consolation and having confidence in our capabilities. Much appreciated you Sir for sharing your abundance of learning and using our abilities in a superior manner. Your commitment and responsibility in regulating this supposition is sincerely appreciable. This proposal would not have been conceivable without your backing.

Dear parents, your prayers to Allah Almighty, your support and your provision have made us accomplish one of the hardest objectives throughout our lives. This is one of them!

Dear friends, you have a major part of this accomplishment, and your support has shown us a ray of trust and encouragement.

A big thanks to all!!

Table of Contents

| | |
|---|----|
| CHAPTER 1 | 8 |
| 1.1 Introduction..... | 8 |
| 1.2 Company Profile | 8 |
| 1.2.1 Vision Statement..... | 9 |
| 1.2.2 Mission Statement | 9 |
| 1.2.3 Values | 9 |
| 1.2.4 Target Market | 10 |
| 1.2.5 Competition | 10 |
| 1.3 Organizational Structure/ Departments..... | 10 |
| 1.3.1 The Department of Human Resource Management | 11 |
| 1.3.2 The Department of Accounts Management..... | 12 |
| 1.3.3 The Department of Procurement | 12 |
| 1.3.4 The Department of Marketing | 13 |
| 1.3.5 The Department of Operations | 13 |
| 1.4 Operational Decisions | 13 |
| 1.4.1 Product Design | 13 |
| 1.4.2 Quality Management | 14 |
| 1.4.3 Process Design..... | 14 |
| 1.4.4 Supply Chain Management | 14 |
| 1.4.5 Maintenance..... | 14 |
| 1.4.6 Layout Design..... | 15 |
| 1.4.7 Human resource..... | 15 |
| 1.4.8 Inventory..... | 15 |
| 1.4.9 Scheduling | 16 |
| 1.6 SWOT Analysis..... | 16 |
| 1.5 Marketing Mix..... | 19 |
| CHAPTER 2 | 21 |
| 2.1 Need for the Study..... | 21 |
| 2.2 Rationale/Gap..... | 21 |
| 2.3 Scope of the Study..... | 21 |
| 2.4 Objectives of the Study | 22 |
| 2.5 Review of Literature..... | 22 |
| 2.5.1 Supply Chain Management in the Food Industry..... | 22 |

| | |
|---|----|
| 2.5.2 Food Industry of Pakistan..... | 22 |
| 2.5.3 Effect of Globalization on Supply Chain | 23 |
| 2.5.4 Growing Complexities and Rising Costs..... | 24 |
| 2.5.5 Traceability and Transparency | 24 |
| 2.5.6 Maintaining Quality Standards..... | 25 |
| 2.5.7 Growing Regulations and Safety Standards..... | 25 |
| 2.5.8 Inventory Management Issues..... | 25 |
| 2.5.9 Devastating Effect of Covid-19..... | 26 |
| 2.5.10 Supply Chain Agility..... | 26 |
| 2.5.11 Supply Chain Integration..... | 27 |
| 2.5.12 Marketing Capability..... | 27 |
| 2.5.13 Supplier Integration | 28 |
| 2.5.14 Internal Integration | 28 |
| 2.5.15 Product Quality..... | 28 |
| 2.5.16 Customer Integration | 28 |
| 2.6 Outcomes from the Literature | 29 |
| CHAPTER 3 | 30 |
| 3.1 Research Design..... | 30 |
| 3.2 Research Approach | 30 |
| 3.3 Data Collection..... | 30 |
| 3.4 Sampling..... | 31 |
| 3.5 Time Horizon | 31 |
| 3.6 Unit of Analysis | 31 |
| 3.7 Data Analysis Procedures..... | 32 |
| 3.8 Research Ethics | 32 |
| CHAPTER 4 | 33 |
| 4.1 Sample Characteristics..... | 33 |
| 4.2 Analysis..... | 35 |
| 4.2.1 Supply Chain Integration..... | 35 |
| 4.2.2 Internal Integration | 37 |
| 4.2.3 Product Quality..... | 40 |
| 4.2.4 Customer Integration | 42 |
| 4.2.5 Supplier Integration | 44 |
| 4.2.6 Marketing Capability..... | 47 |
| 4.2.7 Supply Chain Agility..... | 48 |

| | |
|--|----|
| CHAPTER 5 | 51 |
| 5.1 Findings from the Literature | 51 |
| 5.2 Findings from the Survey | 52 |
| 5.2.1 Supply Chain Integration..... | 53 |
| 5.2.2 Marketing Capability..... | 53 |
| 5.2.3 Supply Chain Agility | 53 |
| 5.2.4 Customer Integration | 53 |
| 5.2.5 Supplier Integration | 54 |
| 5.2.6 Internal Integration | 54 |
| 5.2.7 Product Quality..... | 54 |
| CHAPTER 6 | 55 |
| 6.1 Suggestions | 55 |
| 6.1.1 Supply chain integration..... | 55 |
| 6.1.2 Supply Chain Agility..... | 55 |
| 6.1.3 Supplier Integration:..... | 56 |
| 6.1.4 Internal Integration:..... | 57 |
| 6.1.5 Customer Integration:..... | 58 |
| 6.1.6 Product Quality: | 58 |
| 6.2 Conclusion | 60 |
| 6.2.1 Delimitation..... | 61 |
| 6.2.2 Future Enhancement..... | 61 |
| Bibliography | 62 |
| Plagiarism Report..... | 64 |