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“UNDER PRODUCTION OF BROILER IN BELGICA FARMS”



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I want to thank Allah (SWT) for allowing me to complete my project. It has been a constant source of encouragement, support, and patience for me during this journey.

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ABSTRACT

This project is based on the supply chain and Macro analysis of the BELGICA poultry farm. In the industry of poultry, BELGICA poultry farms stand out to be the most famed ones. In 2018 it was formed in Belgium most important farms in chicken services. The main headquarters of the farms were in Islamabad whereas the shops were widespread all over the country. The intake of eggs and the utilization of chicken is very high in urban areas across the country. The main offices of BELGICA farms are located in Rawalpindi now due to the fact that poultry is consumed a lot there. The objective on the basis of which the strategies are made is comprised of the decline in the scope of farming. It also provides knowledge to the farm members. If we take into consideration the company has to work a lot to make itself stable, grows and provides its members for stability. Coming to the major strategy the company the profit and growth depends on how stable the marketing and production are. If the company wants to grow itself it has to make itself vast.

We have identified the problem in the problem statement section. We also have mentioned the causes and consequences of problem that slow down the process of Belgica farms. The objective on the basis of which the strategies are made is comprised of the decline in the scope of farming. It also provides knowledge to the farm members. If we take into consideration the company has to work a lot to make itself stable, grows and provides its members for stability. Coming to the major strategy the company the profit and growth depends on how stable the marketing and production are. If the company wants to grow itself it has to make itself vast. At last, I have added recommendations and conclude this paper after analysis.

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1. Introduction:

Managing the strategy is the main achievement in maintaining the name of the company. It involves the check and balance on the drafting, applying the methods and comparing the goals that are made for long term. The main objectives, dos and don'ts also come under strategic management. The act of managing strategies is the major goal. In this way only can be the company evaluate itself and compare and contrast itself with others on the daily basis. BELGICA Poultry Private Limited is among the greatest and quickest developing Poultry Groups in Pakistan with a dream to cook the client needs with items adjusting to worldwide principles. Through its organizer's vision, vital bearing, and relentless responsibility, the BELGICA Poultry Private Limited has arisen as Pakistan's superior Poultry Company with a differentiated public business portfolio. BELGICA Poultry Private Limited is among the greatest and quickest developing Poultry Groups in Pakistan with a dream to oblige the rancher and client needs with items adjusting to worldwide norms. Through its organizer's vision, key bearing, and unflinching responsibility, the BELGICA Poultry Private Limited has arisen as Pakistan's top notch Poultry Company with a broadened public business portfolio.

BELGICA FARMS is set up by BELGICA FARMS in 2016. BELGICA Poultry Private Limited appeared around forty years prior, as a little family worry of Dr. Muhammad BELGICA which is along the side converged with BELGICA Group in 2004, and BELGICA Poultry Private Limited is additionally fused as a component of BELGICA Group in 2004 with Trade Mark of SB. Throughout the long term it has made sensational development to become one of the main Poultry bunches in Pakistan and advanced into a generally determined arrangement including 1000 families straightforwardly and around 100,000, by implication. Puma is additionally one more driving organization in development and advancement was set up in 2017 with a skilful, experienced, and profoundly proficient group which has as of now built and created Asia biggest incubator (Chakri Hatchery), Poultry Houses, Residential provinces, farmhouses, feed factories, Layer ranches, private houses, and egg plate plants. BELGICA Poultry Private Limited base camp is in Rawalpindi and has a business workplaces network in all significant urban communities of Pakistan and furthermore a broadening organization of specialists/sellers in all towns of the country. The historical backdrop of BELGICA Poultry Private Limited is simply the historical backdrop of business poultry in Pakistan itself. The excursion of the Group began from a little oven ranch yet has from that point forward

extended and enhanced to become one of the main poultry enterprises in the nation, presently working Poultry Breeding Units, Commercial Egg Production Layer units, Livestock Pharmaceuticals, Broiler Production, Grain Storage and Livestock Feeds, business poultry feed processes, a paper mash plate creation plant, Organic Fertilizer Plants and Poultry Hatcheries.

1.1 BUSINESS PORTFOLIO

The Belgica farm business includes the chicken products as follows:

➤ **Broiler:**

- ✓ Whole Chicken
- ✓ Whole Chicken W/O Giblets {Skin-Less, Without Neck And Giblets }

➤ **Designer Cuts:**

- ✓ Karahi Cut {Skin-Less Whole Chicken Cut Into 15-17 Pcs. Suitable For Making Chicken Karahi And Other Curries }
- ✓ Boti Cut { Combination Of Skinless Drumsticks And Breast Pcs }
- ✓ Qorma Cut {Skin-Less Whole Chicken Cut Into 15 Pcs. Ideal For Making Qorma And Other Everyday Curries. }

➤ **Layer:**

- ✓ White eggs
- ✓ Brown eggs
- ✓ Starter and 36g eggs

1.1 BUSINESS PROCESSES and PRACTICES

1.1.2 Poultry Breeding

Belgica farms are located throughout Pakistan, and they are responsible for maintaining the population of layer and broiler parent stock. Parent chickens for broiler production are kept in the colder northern highlands, whilst parent chickens for layer production are reared in the warmer southern plains. The two types of parents are housed on separate raising farms. To fulfill the expanding demand for day-old chicks in the country's poultry business, the Belgica group's farms maintain a network of hatcheries strategically situated throughout the country's agricultural landscape. To reduce the risk of disease transmission via the precise and physical transfer of disease-causing organisms, all farms have strong insecurity policies in place that are followed at all times. In order to maintain the health and uniformity of breeding flocks, special attention is paid to the well-being of the birds, immunization, weightiest, and selection (Hutt, 1941).

1.1.3 Hatching

All incubators are fitted with the most sophisticated cooling, heating, and humidification systems available to ensure that the inside atmosphere of the incubator remains consistent and uniform regardless of the outside weather conditions. The presentation information of incubators from well-known manufacturers is recorded and checked by an electronic brooding watching system in all hatcheries, which is used to monitor the production of eggs. Upon receipt of eggs from rearing farms, all hatcheries conduct a thorough inspection to guarantee that none of the eggs have been destroyed during transportation. Eggs are moved from one plate to another with accuracy until chicks are extracted from hatcher, in order to promote sanitation and hygiene throughout the process. Everything from vaccination preparation through administration is done with the utmost care, and the most up-to-date procedures and equipment are used.

1.1.4 Broiler Growing

Belgica Farm, in addition to delivering day-old chicks to farmers, is also active in broiler farming at organization-owned farms, which supplies broilers for our chicken processing company. Belgica Farm is a member of the National Chicken Council. As long as our poultry caretakers keep a close eye on them, they'll be able to spend their formative years in big, airy coops that are outfitted with the most up-to-date heating, cooling, and ventilation equipment. The chickens are free to strut around, take in the fresh air, feed themselves without restraint, and drink clean, clear water. The reason we're talking about bottled water is that our chickens don't drink from the troughs, which causes the water to get contaminated.

1.1.5 Feed Milling

Our chickens live on a sound and even eating regimen to ensure consistent execution with formal requirements. As a supplement, oyster shells that have been supple-printed with multi-vitamins and minerals are employed. Due to the fact that Belgica farms will not tolerate any compromises in quality, our quality assurance lab inspects feed on a regular basis. Our day-old chick customers and farmers got gifts to help them better understand the advantages of Belgica Farm's high-quality day-old chicks. We hope you enjoy them.

1.1.6 Poultry Processing

Only healthy hens are utilised in our state-of-the-art poultry processing facilities to ensure that the highest quality, safest, and most trustworthy chicken products are produced. Hand-slaughtered Halal chickens (Islamic Zabeha) are completely compliant with Islamic law. Immediately following Halal slaughter, the cleanest and most automated techniques of processing chickens are employed. Our veterinarians check on the birds on a regular basis during the production process to guarantee that they are in good condition. Every evening, a complete cleaning and sanitization of the entire facility is carried out by the staff. Following a comprehensive assessment, the supply chain management for Belgica farm gets underway every day. All chickens are examined by veterinarians to verify that they are in good condition and are not in danger.

1.1.7 Quality Assurance

Lab The high-quality craftsmanship on display at the Belgica farm The synchronisation of all components of a farm's operation, including animals, feed, and food preparation and cooking plans, is monitored by a Quality Assurance Laboratory, for example. The entire process is monitored and managed to ensure that the chicken products produced by Belgica farm are safe, nutritious, and of high quality.

It is driven by its basic convictions and a never-ending pursuit of excellence, which results in great items and unrivalled service, all owing to the dedication of its employees and a succession of lucky events.

1.2 MARKET ORIENTED MISSION

In order to fulfill our first promise, we must provide the best sanitation and nutrition for the well-being and happiness of the country's citizens. This requires us to adhere to our responsibilities to our clients rather than pursuing what we may label "better" for ourselves. In part due to increased demand in our goods across the country, we've been able to meet our obligations to even our most important customers.

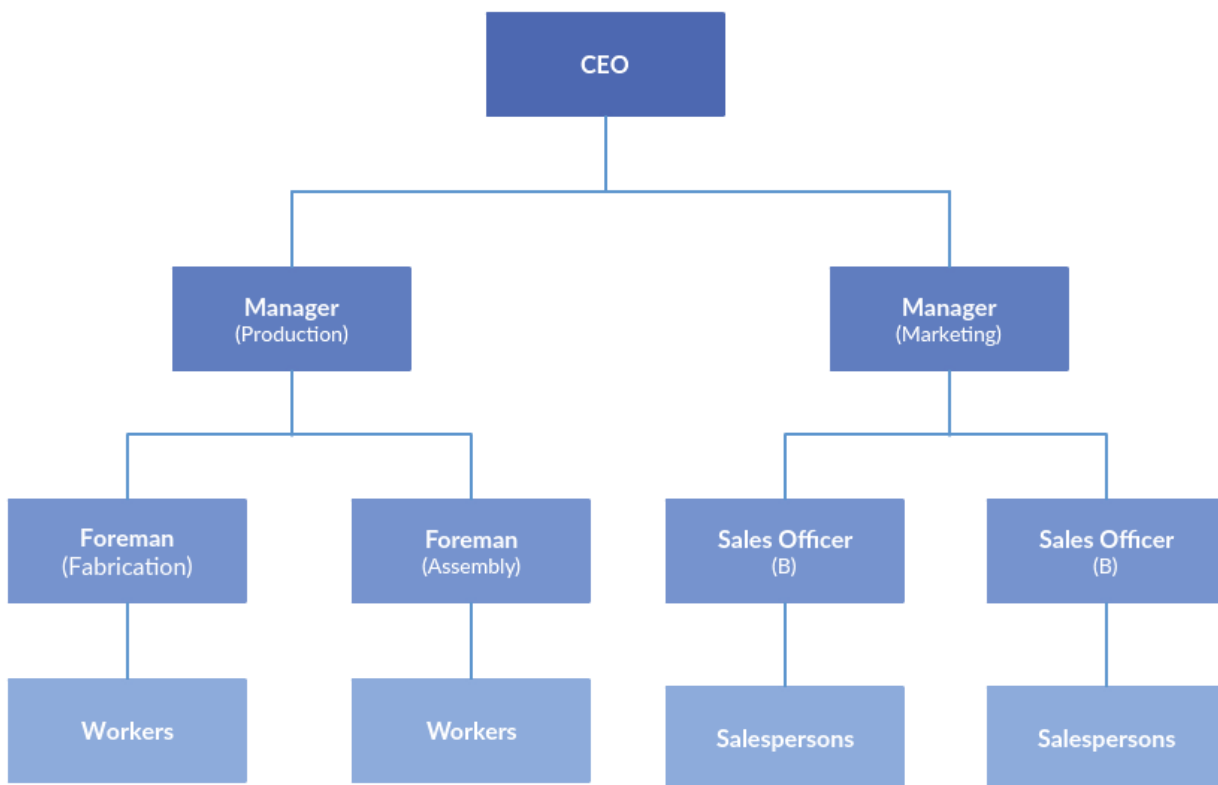
1.3 Belgica farm's goals and objectives

Belgica farm's has set a target for giving better wellbeing and sustenance to the country. For this purpose, Belgica Farm has consolidated all chicken creation activities under one roof in order to ensure

quality and food safety, while also monitoring and regulating all stages of the creation process. Belgica Farm has a long history of chicken expertise and a commitment to food safety and sanitation. If we put it another way, at the centre of what we do are four key aims that we strive to achieve: entire respectability; enthusiastic stability; continuous advancement; and outstanding upkeep. As a company committed to providing outstanding products and unsurpassed service, Belgica Farms is guided by a predictable course of events dictated by the company's fundamental objectives in the pursuit of perfection, as well as the efforts of specific employees and the predictable course of events dictated by the company's fundamental objectives. Belgica has established a four-step strategy in order to ensure its long-term viability.

1.4 Organizational Structure

The Organizational structure in BELGICA FARMS is hierarchical. There is a tall order with many levels and a strict organizational structure. There is the presence of dictatorship in type of leadership. The top administration handles every one of the decisions and other employees themselves have little power and have almost zero influence over the tasks that they perform. Decisions are taken at the high level and just conveyed to the rest of the employees. For each decision that has to be taken, there is an extensive system of getting approvals. There is a postponement in work because of increased reliance on the administration.



2.1.1 The outbreak of diseases

“The biggest threat comes from household chickens potential as a reservoir for mutations in the so-called avian flu bird flu, ND, IB these viruses can infect commercially produced poultry and devastate those industries”.

2.1.2 Lack of organized market

The impact of COVID-19 and the associated lockdown on poultry sectors in this country have phenomenal. This impact would continue to be long standing and will great bearing on the production and economy of the country. Covid has reduced the demand of meat and chicken all over the country and an unorganized market is enabled. Restaurants are not keeping stock for more than a week. Several Farmers planned to continue the grow out farming activities bust most of them did not have access to market.

2.1.3 High price of feed

The high price of feed is one of the major problem in the production. Sometimes, manufacturers have to purchase feed in higher price to meet the production and demand which ultimately decline in profit.

2.1.4 Burden of Work

Burden of Work means assigning responsibility to employees and giving strengthening to each representative to some degree that they can some decisions connected with their Production themselves. It acts as a catalyst for Production lack. Burden of Work straightforwardly affects the self-improvement of employees. In BELGICA FARMS, the employees have low Burden of Work. Employees are given little responsibility for the projects that they work on.

2.1.5 Non-availability of chickens

Non-availability of chicken is another factor that cause to slow down production. It is the discernment that a representative has in regards to the support a worker is offered by his association. It determines the prosperity and lack of employees. BELGICA FARMS employees see a lower level of support from the association.

2.1.6 Lack of stable supply of electricity

Lack of stable supply of electricity or upkeep factors are those factors that straightforwardly influence under production. Assuming these conditions are not met, then it leads to Under production in

employees. These factors can be strict organization policies, supervision, and connection with employees, working conditions, base compensation, Production Security, and so forth

2.2 Potential Consequences of the Problem

Under production refers to dissonance or unpleasant feelings about Production or the work environment climate. There might be many factors that result in Under production. Some of them are unbending, strict rules and regulations, work over-burden, low results, profession restricted opportunities, and absence of remuneration system.

All the above problems lead to the accompanying consequences.

2.2.1 Possibility of unemployment

An unfavourable response that results in because of over-burden of work, absence of inspiration, absence of intrinsic or extrinsic rewards. It occurs when the expectations of the worker don't coordinate with the associated Production on which the person is assigned. It also occurs when the capabilities or skills of a labourer are not quite the same as the Production description or Production specifications. At last Production stress hurts human physical and emotional wellness. It might prompt hypertension and ongoing heart diseases. And by the term intellectually it means that the human cerebrum can't perform specific tasks. One feels exhausted, tension and insomnia in such stressful working environment scenarios. This single-component diminishes the entire human body by restricting it to perform relating activities. The organizational culture should be without stress and workers amicable. Where everybody can have the right to speak freely of speech and the capacity to give his viewpoint. One should be valued if the person gives suggestions on some significant matters.

What I have been observed in BELGICA FARMS is that it has an unbending culture. Employees don't have the ability to speak freely, everybody is treated by his scale or designation, with practically no say in the association. So the Under production that had been seen in BELGICA FARMS is more when contrasted with other organizations.

2.2.3 Decline in profit

The Decline in profit has been recognized after directing different interviews with the employees that BELGICA FARMS have under production. Under production causes increase in price of feed, medicines, vaccines and chicks per bird which result in decrease in profit of organization.

2.2.4 Price factor

As a result of under production within the organization there is increase in the price of chicken of farmer. Due to high inflation rate, Increase in Price of Feed, increase in price of medicine and vaccines and increase in profit the price of per chicken was increased. All factors seen in 2019 the price of per chicken (in kgs) was Rs 125 and Now in 2022 the price has been increased to Rs 165 to Rs170/-. Thus there is decrease in price due to under production of broiler.

Design and implementation

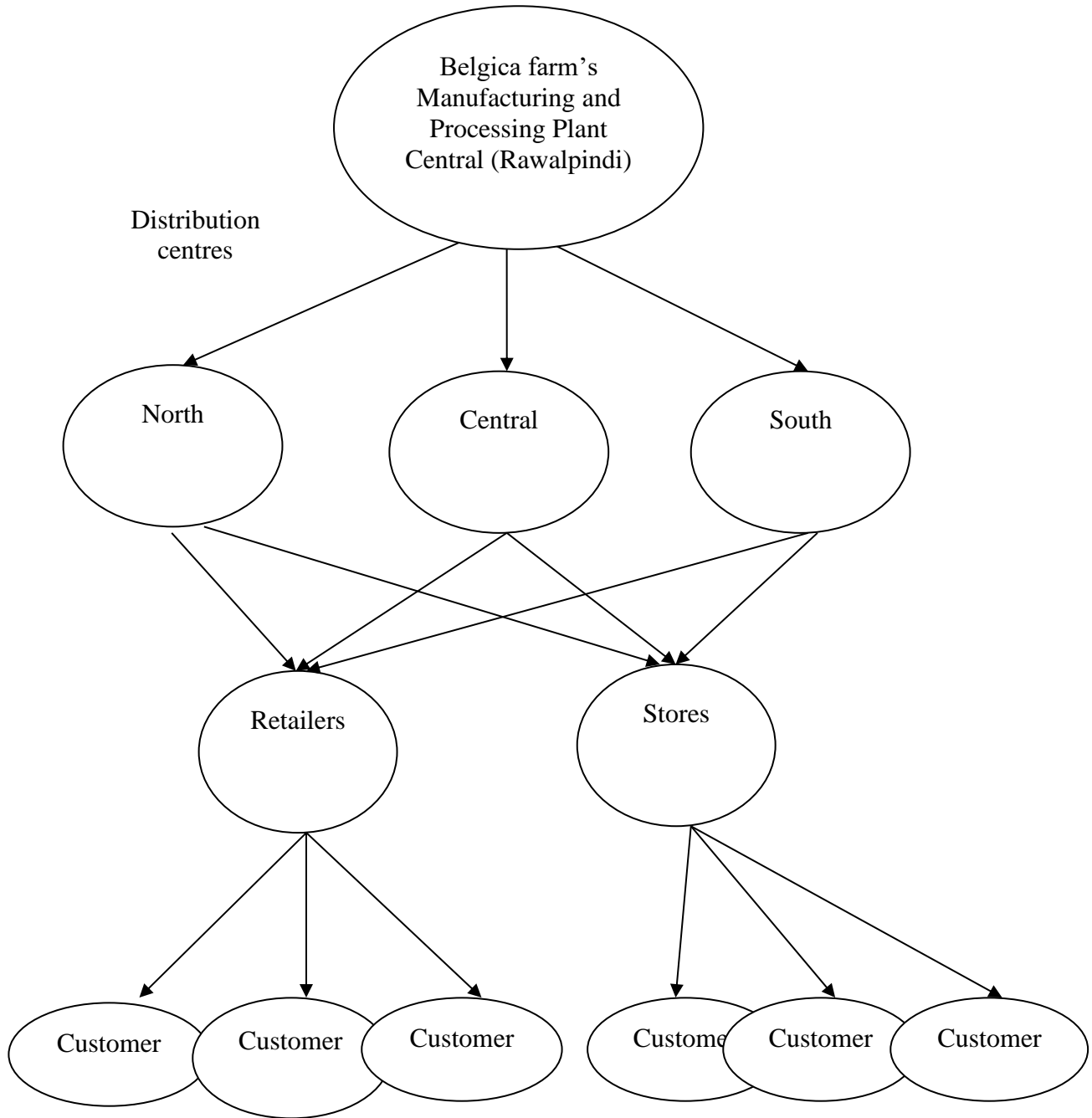
3. Quantitative simulation model

The model shown below was built on the foundation of a causal network and the connections that were made among or between parts. This complete model includes individual constants, assistants, and level factors, among other things. The model also incorporates a large number of reference variables, and it dominates the search for the most accurate results possible, which is another benefit. This is illustrated in a separate image, which is given below.

In the model, there is a variable called "Grill Chicks Lookup" that reflects the conclusion made by producers and ranchers about the maximum number of rearing chicks that can be raised in a herd over the course of a whole cycle. All of the square boxes represent a level variable that is critical to the chicken supply chain's overall performance. The most essential item of information in this reproducer chick's query came from the case ranch, which was the most crucial piece of information.

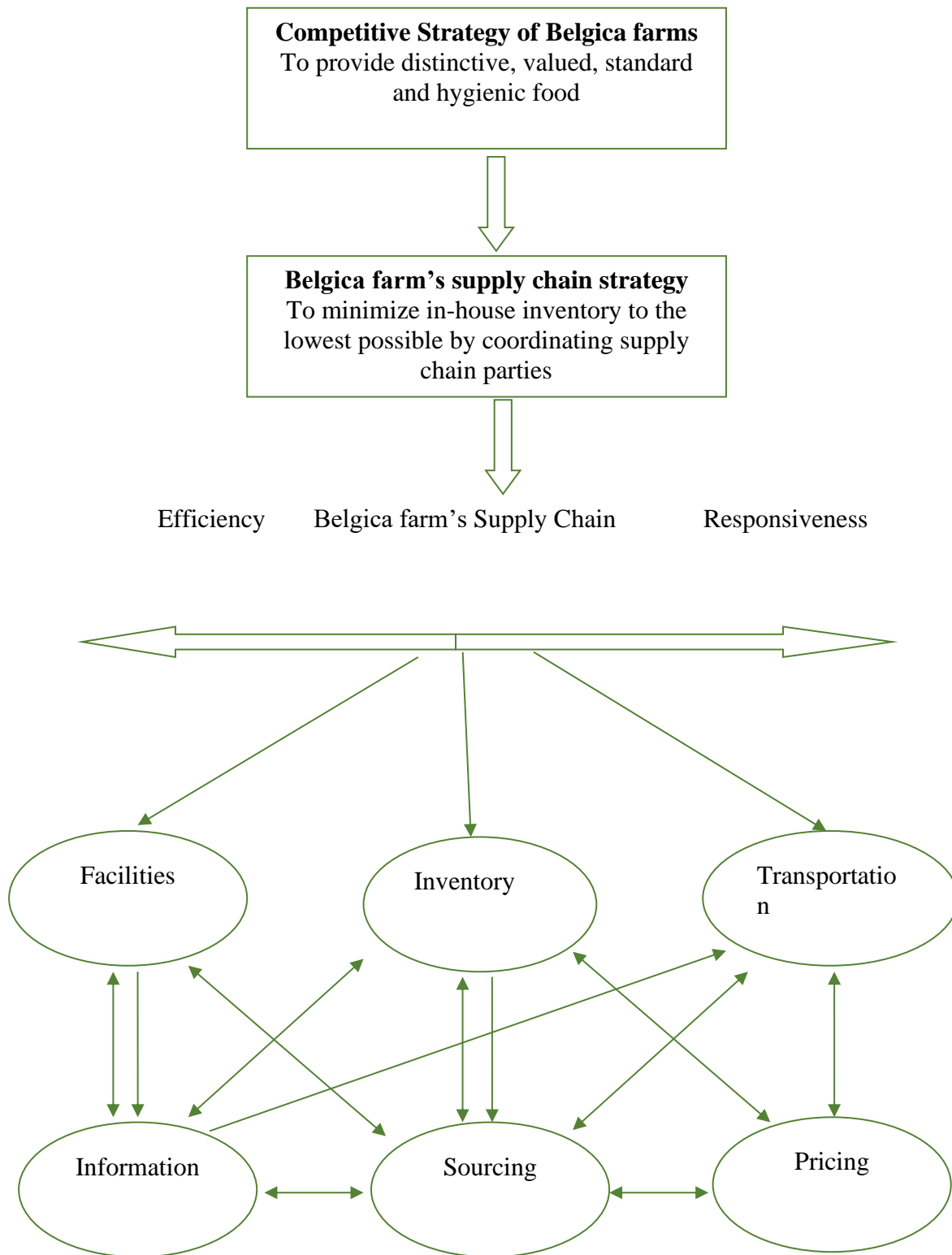
3. Supply Chain Modeling

3.1 Framework of Belgica farm's distribution



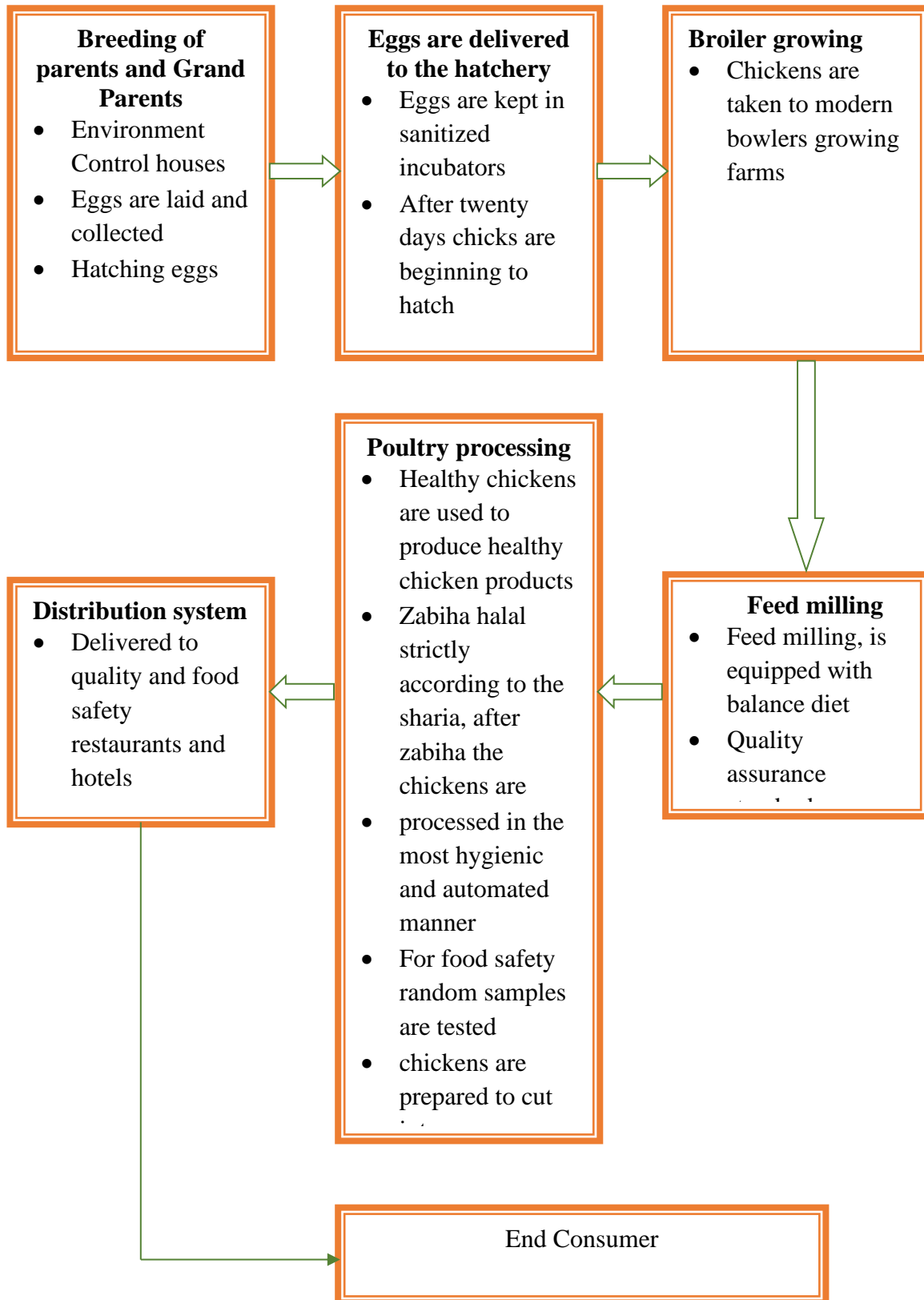
The poultry supply chain in Pakistan is experiencing because of ill-advised anticipating of interest and supply. Political decision makers and livestock producers are failing to incorporate market-driven information into the creation of new products and the activities associated with the product's life cycle. Disasters and strategy-related problems are impossible to trace down for a poultry farm. The board science for a significant length of time has considered supply chains as an unfortunate certifiable irregularity, rather than an effective plan of action. In the present circumstance, numerical investigation like recreations can show future projections dependent on verifiable irregularity in supply chains, where entertainers will endeavor to advance their presentation from a focal position. Because of the effectiveness of supply networks, only a few studies have been conducted to determine the most effective supply chain approaches. The adoption of an alternate supply chain for the chicken sector will enable policymakers to more effectively plan for future output, demand, and supply.

3.2 Supply Chain Strategies of Belgica Farms



Pakistan has a long history of poultry raising under conventional lawn cultivating rehearses. Poultry is overwhelmed by terrace neighbourhood chickens (Farmed or nearby), which for the most part make due through a characteristic scrounger framework. The animal's sub-area of Poultry in Pakistan is assuming a significant part in its economy considering developing private ventures, modest wellsprings of a protein supply, and giving a business to a great many individuals. In any case, basically, this industry was fruitless in adjusting the most recent innovation for poultry handling and securing economically. The poultry supply chain is a profound association among unrefined substance providers, raisers, oven ranchers, processors, wholesalers, and last purchasers. However Pakistan poultry has put and exchanges a huge number of dollars, it doesn't have an organized supply chain. Additionally, the sector is wasting the potential to conduct better business than it is now doing. Natural obstacles, productivity, and optimality principles, as well as a persuasive supply chain model, are all crucial for the long-term success of Pakistan's chicken sector in terms of profitability. (Munson, 2013)

3.3 Supply Chain system of Belgica



3.3.1 Forward Supply Chain

When you think about it, the forward supply chain refers to the chain that starts with raw materials and ends with the finished product's final usage (FSC). This network also includes the internal and external partners of the different service providers, as well as transportation providers, financial backers, policymakers, intermediate organisations, and data framework suppliers, among others. In supply chain management, executive level personnel have a basic challenge: they must view the whole process as a unified framework. Throughout a word, the forward supply chain is a steady shift from raw materials to completed items that takes place in the manufacturing process.

It is necessary to gather eggs from parent reproducers, incubate them in an incubator, and then transfer them to ranchers through the use of a middleman. For a certain amount of time, the ranchers raise the eggs and meat before selling them to a specific buyer. The chicken forward chain operates in a similar manner. Greater smoothness in the supply chain provides further benefits for major corporations in their attempts to maintain supportability and supportability.

3.3.2 Invert Supply Chain

Recycling and remanufacturing of rejected materials have been on the minds of supply chain (RSC) professionals for quite some time. The concept of item re-planning, as well as the production of side-effects and outcomes that occur throughout usage, as well as the idea of life extension and item end-of-life, are all considered. For almost two decades, experts have been studying what they call a "converse supply chain," which is short for "converse supply chain." It wasn't until the mid-1990s that the Council of Logistics Management began distributing supply chain survey work, following early indications of increased interest in the topic extending back to the mid-1970s.

Turn around Logistics (RL) is related with a comprehensive arrangement of exercises like reusing, fix, reuse, and reprocessing, just as the assortment, dismantling, and the handling of utilized items, parts, as well as materials. It is clear in the writing on the car enterprises, electronic merchandise, (for example, PDAs), paper reusing, and reusing, and even rug reusing businesses, all of which show high rates of item return and thus space for ideal and eco-proficient strategies. Like the above ventures, the poultry business produces huge loads of squanders like litter, squander feed, feathers, reject eggs, digestion tracts, and so on there is little writing managing poultry squanders reusing or reusing. This

exploration shows the advantages of additional use of poultry squanders that ranchers utilized were unloaded into waterway water and empty land.

Figure 1 Operational Objectives



4. Testing & development

4.1 Industry Analysis

In order to comprehend Pakistan's poultry and farm industry, it's important to remember that when the nation gained its independence, there was no poultry and farm production facility in place. Soon after, the Pakistan Industrial Development Corporation (PIDC), which was created shortly after, began establishing chicken and poultry farms. The result has been a slew of poultry and farm enterprises springing up, meeting more than 80 percent of local demand while exports account for the remaining 20 percent of total production. This is due to the fact that domestic demand outstrips domestic production by a significant margin. The production of poultry and farm poultry requires raw material such as Incubator laying nest, non-Incubator laying nest and recycled poultry. Due to low density of poultry growth and availability of these items, the industry has to rely on either importing these raw materials or utilizing laying nest that is curated by non-Incubator fibrous material.

Although the poultry and farm industry in Pakistan is not the most important in the country, it is noteworthy because it has risen to face the tremendous challenges provided by the country's constantly changing external circumstances. Khyber Pakhtunkhwa and Sindh each have ten percent of all poultry units, with Sindh accounting for twenty percent. Because of the quantity of water and raw materials such as wheat straw in Punjab, the province has the highest concentration of units. “The aggregate consumption of poultry and farm poultry in Pakistan as per industry sources is 1.7mn tons out of which 35% is imported”.

Currently, there are a total of 17 official or big suppliers in the poultry and agricultural industries, in addition to an untold number of smaller suppliers. According to Pakistan institute of Trade &Development, the major suppliers of the industry, excluding The BELGICA farm (a subsidiary of BELGICA farm) are four as mentioned below, these are the direct competitors of BELGICA farm.

4.2 PESTLE Analysis

PESTLE are all those external factors that potentially affect not just the company but the overall industry as well. These factors can either be in the favour of the industry or against the industry. These factors are something that the companies largely cannot control however they are certainly

affected by it. There were multiple PESTLE factors that played a role in altering the BELGICA farm industry financial statements for better or worse

4.3 Political Factor

Pakistan being a third world country with stringent resources despite the immeasurable human capacity has affected its economy adversely. Due to electricity shortage and consistently rising fuel prices added to increased cost of poultry framing. Pakistan's GDP has grown by 8.4% which is directly proportional to the economic hustle and investment activities in the country which means more poultry requirement in all sectors whether it be educational sector, corporate sector or consumer driven demand. This is expected to impact Belgica farm revenues positively. Pakistan has a history of importing raw material as well as corrugated poultry and farm from other countries and specifically India. Due to trade restrictions being imposed, Pakistan wasn't able to import these industry specific goods and this impacted BELGICA farm in a good way since this lead to protection of the domestic industry and BELGICA farm expanded its own plants to cater to consumer demand.

4.4 Economic factors

There has been unprecedented economic instability in Pakistan and while Poultry industry has always tried to maintain solid ground, high inflation rates have led to a fall in purchasing power of the country. This has affected the poultry and farm industry as well as BELGICA farm adversely since their sales dropped. Due to the devaluation of the rupee, import costs have risen and export revenues have fallen. Since the BELGICA farm industry is involved in constant development and innovation i.e. importing machinery, it has affected the company adversely since this lead to increase in operational expenses.

4.5 Socio factor

According to Statists, the literacy rate of Pakistan is around 59%. Due to very low literacy rate of Pakistan the company could not grow, as it should have. As, most of the companies in Pakistan are concerned about low cost instead of thinking about saving environment. The consumption of plastic bags increases by 15% every year, as stated by the Ministry of Climate Change data. According to Nation.com, more than 160,000 individuals are involved directly, and 600,000 individuals are involved indirectly to the increase in plastic waste. Due to this insane consumption of plastic bags over Poultry bags. The BELGICA farm industry, which deals with poultry, faces decline because people

and businesses are dependent upon PVC bags. According to Independent commodity intelligence service, the production rate of the plastic bags is 60% only in Punjab. Hence, BELGICA farm industry being in Punjab also faces a lot of pressure. Till now Pakistan is still more focused on Agricultural economy, due to which other industries do not get much attention. People still use old methods and cater businesses how they were fifty years ago due to which very less innovation is present. Huge amount of poultry is also imported. Pakistan's culture believes that imported stuff is always high quality than locally produced things hence the demand for important goods is comparatively high.

4.6 Technology factor

When it comes to Technology factor, Poultry industry even though produces less waste as compare to plastic, it has still greatly damaged the environment by cutting down of trees since Incubator laying nest is used in the making of poultry and farm boxes. Since Pakistan does not have enough forest density that the government has laid on many environmental laws for example trees cannot be cut down for manufacturing purposes and furthermore chemical waste cannot be disposed off. This has forced many companies in the industry to change their ways of practicing, which includes BELGICA farm as well that now they use the waste material to further create more products which not only reduces their cost but increase profits as well. Many industries around the globe have started to move towards industry 4.0 however many industries in Pakistan have not fully integrated technology into their product process, which is why overall this industry's performance lacks because of the lack of technological innovation. Improved technological advancements can potentially reduce product cost and in turn increase profits however since Pakistan lacks in this particular area, many companies have to rely on the technology of the west, which costs a lot more. The government's interaction in this specific matter is extremely less which is why the industry cannot function as greatly as it can.

Belgica farm however is one of the few companies in this industry that has heavily invested in technology and that has becomes its basis of competitive edge since it allows them to sell products at a higher price with lesser costs. The company has now incorporated a gearless chicken press, which allows them to have an inbuilt electronically system for egg hatching . Furthermore the company has recently installed SAP, which allows detecting and keeping a record of all information that flows throughout the supply chain management. Previously they had EDI installed but because BELGICA farm heavily invests in technology, they have better systems and a competitive advantage as well.

4.7 *Environmental factor*

Very similar to consumer markets, there are also certain demographics that effect businesses such as:

- The type and size of the industry that exist,
- The size and location of the company,
- The age of the business
- And the size of the functional areas in a business.

These factors either the force the company to change its ways or either allows it to run smoothly. For example BELGICA farm industry was largely declining with its age and time, since many people moved towards rebranding themselves and focused more on coming up with poultry that costs less, that is by using plastic. Hence the use of poultry and farm poultry farming had completely declined due to the industries age.

However now the demand for poultry and farm poultry has greatly increased, which has led to the overall increase in the industry. Subsequently, as discussed previously there is now more threats of new entrants because of the rising demand however since BELGICA farm is the oldest company and the most reliable, it has now become one Asia's top poultry farming material providing company.

Moreover the location of different companies in this industry has also greatly benefited poultry industry for instance BELGICA farm is one of those companies that has their factory set up in Shahrah-e-Roomi which was established before poultry became popular however now because of the development of that area which has greatly benefitted the company. However with the progress of Cantt, more residential areas have developed as well which has forced BELGICA farm to move some of their operations to more secluded areas such as Kasur. The natural environment factors generally encompass the geological activity that affect the performance of the industry and the company's existing in those industries. Such geological activities includes resources, raw material and the climate of a certain country

The natural environment is one of those factors that any industry cannot control or change. In Pakistan the raw material that such products require such as Incubator laying nest, etc. are easily accessible which is why companies such as BELGICA farm greatly benefit from this by developing strategies to set up near the suppliers.

However as the natural environment shifts so does the market place as well hence in today's era the natural environment has greatly benefitted the poultry and farm poultry industry since plastic is

something that has significantly depleted the natural environment, including the ocean, companies in this have taken the initiative of coming up with recyclable and reusable poultry. The natural environment has forced businesses to change their perspective and opt for using poultry bags and farm poultry as opposed to plastic poultry. This very reason has lead to businesses to opt for Belgica farm because of their reason for providing poultry and farm poultry.

4.8 Legal Factors

Legal factors can greatly affect many industries, including the poultry industry as well. For example the government's decision to refrain from importing poultry from the rival country that is, India, since it can have serious complications for the overall industry, however to counter this BELGICA farm is only of the only companies in the market that is providing with the product since they manufactured and produced the product themselves.

4.9 Competitive Environment

Poultry industry has set a standard in Pakistan, in which many large corporations are in competition with one another. Few of these companies include BELGICA farm. These poultry companies provide services to companies in other industries at lower rates however an alternate company that is Belgica farm provides all the services under one roof. The Unique Selling Point of poultry industry is that they provide their customers with bulk quantity chickens.

Many companies in the Poultry industry hold strong position however there are few that outshine other companies such as Belgica farm, Roshaan Poultry etc. The competition within this industry is intense however there is one company the leads the market by integrating technology and newer trends, that is Belgica farm.



4.10 Porters five force model

Threats of New Entrants	Threats of Substitute products
<p>When it comes to the threat of new entrants in the industry is generally high considering how the industry is generally rising because of the sudden shift in the business markets.</p> <p>According to Vencel (2017), the consumers now demand that their products are served to them in poultry bags so that there is less wastage of plastic, which in turn is depleting the environment. It is because of this shift in demand that the business markets have moved to demanding more poultry and farm poultry hence more companies want to enter the industry because of the exceeding future growth in this industry.</p> <p>Moreover setting up a poultry and farm factory is less costly as compare to plastic extrusion factories that cost 20-80 million dollars. Overall the demand for products such as that of poultry is considerably high as oppose to its supply since a lot of percentage of import consists of poultry, which is why the threat of new entrants is considerably high.</p>	<p>The threat for substitute products is high as well since there are many options available in the market. For example the amount you paid for buying a stack of farm poultry boxes is considerably high for businesses than buying plastic and since this education in this aspect is less, many businesses in Pakistan still gravitate towards buying plastic because it costs less.</p> <p>Moreover, even though plastic is harmful, many companies have now come out with biodegradable poultry as well which costs less and does not harm the environment as well.</p> <p>Based on this data, it can be assumed that the threat of substitute products is generally high in this industry because of the rapid changes in the market.</p>
Bargaining Power of Supplier	Bargaining Power of Customer
<p>In the industry the bargaining power of suppliers is considerably less because of that fact that most product is imported from abroad such as Canada or China and even the U.S. It is because of this reason that there are less</p>	<p>Unlike other markets, the bargaining power of the customers is not very high since the demand of the product is more so as compare to the supply of product hence customers are not in the position of striking a deal.</p>

<p>suppliers in Pakistan hence both the companies and the suppliers greatly depend on each other hence the bargaining power is less.</p> <p>There are, however, some by products currently existing in the market such as sugarcane but in order to consume such products, companies need to set up close to these areas and according to Dawn (2015), Belgica farm avails its resources by setting up near the suppliers of the raw material.</p>	<p>Furthermore, any product that is available is instantly bought to serve and increase value for the customer's customer.</p>
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Competitive Rivalry within the industry

There is a cutthroat rivalry that exists within the industry. Even though Belgica farm is the market leader of the industry, there are other equally relevant companies that are neck to neck with the numbers of Belgica farm such as Flying Group of Industries and Premier Poultry.

Since the demand of the product in this market is high, because of the intensive rivalry, the product price is decreased which results in lesser profits in the industry. To counter these, the company differentiates itself based on sustainability.

However the industry is greatly being effected since many major poultry and farm mills are closing down because of the fact that no company is able to operate without finances and is deeply indulged in debt financing leading to higher financial risk.

4.20.1 SWOT Analysis

It is necessary to conduct a SWOT analysis in order to gather information about the market and economic viability of Belgica Farm in order to identify several factors that may improve the overall standard, quality, and brand equity of the company while competing with other manufacturing units in Pakistan.

Its quality assurance department maintains a careful watch on these and other possible hazards when the firm is considering activities such as entering a new market, adding a brand-new product to its line, transferring suppliers, or outsourcing its services.

Several things that should be discussed in this section are explored in further detail in the following sections.

Strengths	Weaknesses
<ul style="list-style-type: none"> • BELGICA farm is one of those companies that has invested greatly in technology, ultimately resulting in greater output • The company focuses on all sustainable aspects such as Economic, Environmental and Social. This allows consumers to look more favorably upon the company. • Belgica farm have their own research and development department, which allows them to be greatly innovative. 	<ul style="list-style-type: none"> • The industry overall has not integrated technology as extremely as companies abroad have, which is the reason behind the industry's lacking aspect. Companies because of this incur higher costs and lesser profits • Belgica farm have a MOQ limit, many orders are cancelled because they require lesser amount of poultry hence loss of customers
Opportunities	Threats
<ul style="list-style-type: none"> • Since the company has integrated technology in their production process, investors are attracted towards investing in companies that have favorable outcome. 	<ul style="list-style-type: none"> • Because challenges to poultry-oriented enterprises are ongoing, Belgica Farms keeps an eye out for new competitors while

<ul style="list-style-type: none"> • The environment is changing and hence consumer and business markets are moving towards sustainable consumption. 	<p>dealing with a wide range of chicken and poultry-related products.</p> <ul style="list-style-type: none"> • It is possible to avoid disease spread among broiler chicks at the time by establishing medic control at the company's breeding facilities, which is now the only threat. • In the event that frozen chicken paratha manufacturing firms are established, this might be a source of worry that should be addressed well in advance of the start of production.
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5 Results

5.1 Legitimacy and Reliability

Legitimacy and dependability tests assemble trust in framework elements models as a component of the social approval. The models of this review were tried and approved dependent on the conventional rules, which included three significant stages: structure legitimacy; conduct legitimacy and trial of strategy suggestions. Fundamentally, structure legitimacy tests purposes at surveying model design and boundaries without analyzing connections among construction and conduct. Structure legitimacy involves a design confirmation test, outrageous condition test, and dimensional consistency test. Structure legitimacy has been checked by "Really look at Model" and "Actually take a look at Units" choice of the exploration apparatus. The creators contrasted this and the genuine variable construction arrangement and with model articles. In conduct legitimacy tests, we check out whether or not the model factors act with one another reliably. Likewise, it analyzes lopsided conduct in outrageous or uncommon condition (figure 5). This model was tried utilizing different evolving strategies. The model was likewise tried utilizing different strategies by the approach creators. For instance, strategy producers need to get a development of 30% rather than 20% because of interest increment. This

change was made to see the prompt impact on other variable just as entire model because of the change. Figure 4 presents an illustration of the unwavering quality check by contrasting model outcome and genuine outcome. A large portion of the outcomes are inside the acknowledgment level.

Legitimacy of model conditions under outrageous conditions coming about qualities past the projection/expectation of what might occur under a comparable condition, all things considered. Figure five exhibits the outrageous condition trial of the reenactment model. Up to this point the outcomes changes dependent on outrageous conditions (like 10% decline of Government strategy, 25% of increment of contenders' activity and 15% diminishing of cataclysmic event, request fall 25%, 10% abatement for poultry sickness and so forth) are not showing irregularity. The model acts impeccably dependent on changes of strategy and steady factor.

5.2 Business Generation through Forward Supply Chain

When an industry is working well, it generates a wealth of chances for individuals to contact with one another, whether directly or through intermediaries. Every stakeholder, including the company's owners, workers, and shareholders benefits from the company's successful operations. Similarly, the farming of poultry follows a pattern. Farmer and employee income is boosted as a result of increasing interchange of chicken and egg products, as are the incomes of merchants, wholesalers, retailers, food processors, and trucking companies that transport chicken and egg goods. An analysis of the difference between the simulated and actual work counts during a period of one year and fifteen months is depicted in Figure 6. Red and green lines show on the graph to indicate jobs generated in the model and jobs created in the actual world, respectively. Given that both of these lines are nearly identical, it is reasonable to conclude that the model created produces results that are substantially comparable to those observed in the actual world. The amount of birds flown is extremely important since the larger the volume of birds flown, the greater the profit.

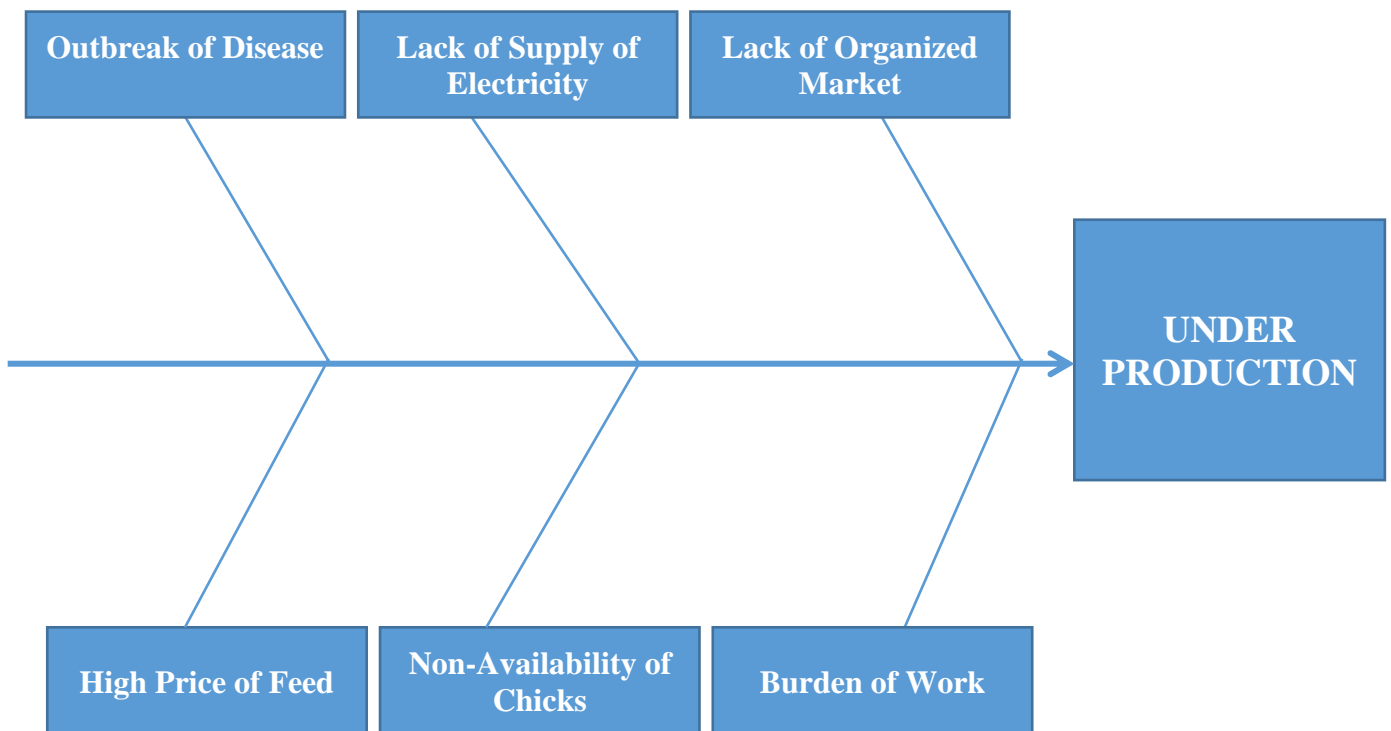
5.3 Industrial Impact

Land use and scene the pattern to bigger creation units, and their territorial fixation, absolutely can unfavorably influence encompassing area use and the presence of the scene. Because of modern farming, there have been many changes in financial scale, individuals get low-value food, and

individuals can get a good deal on food buys. In Industrial farming, the item is created for a minimal price. Modern farming aids wasteful creation and appropriation of tremendous amounts of food to take care of huge urban areas. Some Industrial farming likewise gives new position offices to neighborhood networks. Many individuals have begun moving towards industrialized farming in light of its benefit acquiring framework.

Fish-Bone analysis

FACTOR AFFECTING THE PROBLEM IN BELGICA FARMS



Fishbone diagram

5.5.1 Product

Since Belgica farm covers a vast market; it has divided its product into two categories mentioned below:

- Consumer Products Division (CPD)
- Industrial Products Division

5.6 Value Chain analysis

Based on the interest in poultry, incubators, and feed factories, the value chain analysis is based on Re1.2 billion, which increased to Rs.5 billion in 1986, and Re.20 billion in 1992, showing a tremendous increase in speed. Up until 2001, Pakistan's government invested Rs. 57 billion in the poultry industry. A growing number of people are finding work in the poultry industry. Chicken meat production is playing a significant role in reducing the gap between the availability of animal protein and its demand. Poultry meat is one of the most widely accepted primary sources of protein with a high organic value that contains a little amount of nitrate. Monstrous modern poultry establishments can make an antagonistic tasteful effect. Sway ashore use in exceptionally thought regions is showed through struggle with advancement needs and in certain spaces with country the travel industry. A lack of caution while removing chicken carcasses from waterways that are prone to flooding or that have a low water table may worsen previously existing water-quality issues. Poultry carcasses are removed using a variety of techniques, including cremation, burial, fertilisation, and transportation. As a result of the recurring outbreaks of highly pathogenic avian flu, the removal of large numbers of contaminated birds has created new and challenging difficulties in the area of natural pollution, which must be addressed (HPAI). Increased levels of leachate and other pollutants created by huge numbers of dead corpses have the potential to contaminate the environment to unprecedented levels. Birds that have been covered are subjected to a breakdown process. It is during this meeting that supplements and germs as well as diverse sections of the remnants are discharged into the environment. When these chemicals enter the surrounding soil, they can be separated, changed, lost to the atmosphere, or otherwise rendered immobile in order to guarantee that they do not represent a natural hazard. Hence, BELGICA farm industry being in Punjab also faces a lot of pressure. Till now Pakistan is still more focused on Agricultural economy, due to which other industries do not get much attention. People still use old methods and cater businesses how they were fifty years ago due to which very less innovation is present. Huge amount of poultry is also imported. Pakistan's culture believes that imported stuff is

always high quality than locally produced things hence the demand for important goods is comparatively high.

5.7 Corporate Social Responsibility

For the Corporate Social Responsibility of BELGICA farm, which is that since BELGICA farm is the major company in the market that is why it has come with different strategies to maintain social integrity such as

- They set up a plant in Rawat Village as to avoid any disruption for the residential areas in Cantt
- BELGICA farm has also started establishing products that are manufactured again from waste material such as many of their food container such as Pizza Boxes are created from waste material which makes their product environmentally friendly as well
- They also initiate various activities such as Waste Collection and Poultry Waste school campaigns.

6 Recommendations and Conclusion

For poultry industry there are two trade shows that poultry companies always prefer attending since a large number of potential customers are available at this show and also potential investors as well. The first trade show is Roshan Farm, Pakistan, which was recently schedule on 10th till 12th September, 2020 in Expo Centre where all poultry companies, including BELGICA farm, attended and show cased their products. The idea of this behind this trade show is to promote latest trends and technology in the hatching of eggs and farm poultry.

This is a good opportunity for BELGICA farm to increase its customers by introducing new products and attracting new customers based on their unique selling point. Many foreign investors come to this show in order to find environmental friendly poultry at a lower cost. According to the facts and figures of 2019, the total number of trade visitors was more than 15000 with over 300 companies.

Other than that, Belgica farm also indulges in competitive pricing method with century poultry farm and mill, Roshaan Belgica farm, premier poultry mill ltd etc. there are a few factors that influence the profit margin and those are as follow, Variation in order quantity.

Since BELGICA farm is an old key market player, it is not liable to incorporate market skimming or market penetration strategies rather what it does make use of it product quality pricing strategy. There are however a few pricing constraints that effect this segment as well as the company such as exchange rates because The BELGICA farm imports its raw material. The inflation rate, exchange rate,

government taxation and import duty policies are all factors that affect the price. Lastly, BELGICA farm deals in cost sales and credit sales, however now due to increased uncertainty in the economy it only mostly deals in cost sales. According to the CEO of BELGICA farm, the raw material is easily accessible in Pakistan, because of their devised strategy of reusing multiple raw materials such as wasted Waste poultry and Wheat Straws. These two are the first and foremost raw materials required for the manufacturing of poultry farms. The company's sales have increased by threefold as a consequence of its acquisition of 100,000 tonnes of chicken meat every year.

There are few recommendations after above analysis to cater under production problem;

Belgica need to update their production line system in such a way that there is dominant management practices of chicken with small feed supplementation. Belgica must emphasis the production technologies, breeding system, input of chicks, feed and vaccines.

- Belgica need to hire more productive marketing team and must know following points
 - What is the need of customer
 - How will the product will reach to the end user
 - How will customer know about the product
 - How will you set prices for your product
- Belgica need to work on the production regarding advance techniques in which there are
 - 3D camera technology for high precision weighing of broiler.
 - Brooding system
 - Feed System
 - Vaccines
- Belgica need to adopt advance inventory system which help them to cover high rates and increasing inflation. This system allows you to more efficiently keep the records, monitor any changes and also launch a mechanism for more accurate calculation of business profitability ratios.

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