

References

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Dear Sir,

We are PGD Supply Chain students at the Institute of Business Administration. For the purpose of our Capstone Project, we are conducting a study on the demand planning processes in the fast food industry of Pakistan. Please find enclosed a questionnaire which is pertaining to this study. The information will be treated as confidential and will not be used for commercial purposes.

DEMAND PLANNING QUESTIONNAIRE FOR FAST FOOD INDUSTRY

Company Name: _____

Product /Brand Name: _____

Name of Interviewee: _____ (will not be disclosed)

Forecasting

1. What is current method of forecasting future sales?
 - a) Historical sales using the Weighted Average Method.
 - b) Historical sales using the Weighted Moving Average method.
 - c) Exponential Smoothing
 - d) Regression Analysis
 - e) Judgmental/Experience based.
 - f) Any other or a combination of above (please specify)

2. How is the forecasting of perishable/Cold Storage item like Vegetables, Meat etc. being done?
 - a) Historical sales using the Weighted Average Method.
 - b) Historical sales using the Weighted Moving Average method.
 - c) Exponential Smoothing
 - d) Regression Analysis
 - e) Judgmental/Experience based.
 - f) Any other or a combination of above (please specify)

3. Item that need cold storage like meats etc. are stored/Replenished on
 - a) Daily basis,

- b) Weekly or
 - c) 15 Days
 - d) Monthly
 - e) More than a month
4. How accurate is the forecasting in terms of percentage of last year?
- a) 100%
 - b) 80-90%
 - c) 60-80%
 - d) 50%
 - e) Below 50%
5. How is accuracy being calculated? Are there some particular statistical criteria for this?
6. Which type of forecasting models are being used?
- a) Software Based Models
 - Please specify_____
 - b) Manual based.
 - c) Hybrid
 - Please specify_____
7. For the forecasting, how many months of historical data taken?
- a) Last 12 months.
 - b) Last 24 months
 - c) More than 24 months
 - d) Specify if any other_____
8. Do you have a different forecasting method for seasonal & non- seasonal demands?
- a) Yes.
 - b) No
 - c) If yes, please specify _____
9. Is the data from the POS system used for forecasting trends?
- a) Yes
 - b) No

c) Occasionally

10. Is the sales data from the POS system integrated with inventory level?

a) Yes

b) No, its manual recording

11. How is the analysis of sales data performed?

a) Through Software.

b) Simple Excel based data review.

c) No Analysis at all.

Technology

12. What technology and tools are used to get the information throughout supply chain starting from procurement to the delivery?

a) Through latest Gadgets like trackers, navigators, smart phones etc.

b) Through EDI (Electronic Data interchange)

c) Through ERP.

d) Call and messaging.

13. What is the IT software in used for the data integration among different outlets? Please specify

a) _____

b) No Software

14. The existing IT infrastructure is suitable for forecasting and demand planning.

a) Yes

b) No

c) Don't have an idea

15. Please confirm any IT infrastructure development is planned for next 2 years down the line.

a) Yes

b) No

c) Might be in future.

16. Are you able to meet supply and demand for your promotional activities/events?

- a) Very efficiently, all time
- b) Mostly managed
- c) Often Hard to manage
- d) Couldn't manage

17. How do you analyze the supply and demand outcome after promotional activity?

- a) Through Analysis of data through internal software
- b) Through Analysis of data through Excel or manually
- c) Assess on internal feedback

Organization

18. Which departments worked to develop and coordinate the monthly forecast?

- a) Marketing
- b) Sales
- c) Supply Chain
- d) Merchandising
- e) Operations.
- f) All of them

19. Which department is responsible for the outcome / accuracy of the forecast?

- a) Marketing
- b) Sales
- c) Supply Chain
- d) Merchandising
- e) Operations.
- f) All of them.

20. Which particular employee is responsible for the accuracy of the forecast?

21. Does the employee get reward for the accurate planning and forecasting?

- a) Yes
- b) No
- c) Occasionally

22. How is your Demand Planning and Forecasting function organized?

- a) Standalone function
 - b) Standalone function with invitees from other functions
 - c) Matrix structure with professionals from all functions
 - d) A function under the marketing department
 - e) Other – please state
23. How do you evaluate the performance of the demand planning and forecasting professionals in your team?
- a) Through proper Performance Appraisal system.
 - b) Informal assessment based on supervisor judgment
 - c) No performance measurement system exists.
24. Is there any S&OP forum to discuss demand and supply planning?
- a) Yes
 - b) No.
 - c) Somewhat Exists
25. How is the forecasting cascaded to the production and procurement team?
- a) Through formal meeting like S&OP forum
 - b) Over Phone call.
 - c) Through Email.
 - d) Through Text message, WhatsApp etc.
 - e) Through Informal Chat.
26. How the forecasting and material demand cascade to the vendors
- a) Through formal forum like CPRF (Collaborative Planning Forecasting Replenishment)
 - b) Over Phone call.
 - c) Through Email.
 - d) Through Text message, WhatsApp etc.
 - e) Through Informal Chat.
27. Does the data that is used for forecasting is being exchanged with vendor / supplier to further improve the production strategies?
- a) Yes.
 - b) No
 - c) Only with Key Vendors/Suppliers
28. What best characterizes your demand planning and forecasting environment today:

- a) Moderately integrated planning environment across the company
 - b) Disconnected - many individual disjointed plans across the company
 - c) Highly integrated Demand planning environment, top-down oriented
 - d) Highly integrated Demand planning environment, top down and bottom-up oriented
 - e) Not Sure
29. What are the areas for Significant Improvement in your demand planning process?
- a) Forecast accuracy
 - b) On time material receiving
 - c) Quality issue at material receiving
 - d) Training of human resource.
 - e) Improvement of equipment.
30. Is there any training program implemented on demand planning across the organization?
- a) Comprehensive plan
 - b) Informal trainings.
 - c) No Training Plan

Inventory

31. How is inventory recorded in the system?
- a) First in First Out (FIFO)
 - b) Last in First Out (LIFO)
 - c) First Expiry First Out (FEFO)
 - d) Average costing method
 - e) Any other (please specify)

Vendor managed inventory (VMI) is a supply chain agreement where a supplier takes control of the **inventory** management decisions for retailers

32. Do you have Vendor Managed inventory (VMI) for raw materials and packaging?
- a) Yes
 - b) No

- c) Only with some suppliers. (please specify)

The just-in-time (**JIT**) inventory system is a management strategy that aligns raw-material orders from suppliers directly with production schedules.

33. Do you have a Just in time system (JIT) for raw materials and packaging?

- a) Yes
- b) No
- c) Only with some raw materials (please specify)

34. How much Safety stock you maintain for raw materials and packaging?

- a) 1 week
- b) 15 Days
- c) 30 Days
- d) More than a month

35. How much of Raw material is imported?

- a) 90% - 100%
- b) 70% to 89%
- c) 50% to 69%
- d) Less than 50%
- e) We don't import any raw material

Interview Questions: (Structured):

- Q.1 To start with your demand planning function, how your organization hierarchy is formed in terms of roles and responsibility of demand planning?
- Q.2 What sort of System and processes are there for forecasting? Are you satisfied with the current forecasting method and how much is it accurate?
- Q.3 What sort of technology advancement level in your organization? Please specify with tools and techniques being used in your organization.
- Q.4 How you integrate with the marketing team to forecast the demand when there is a promotional activity announced in your organization?
- Q.5 What sort of communication channels within your organization to discuss the demand planning issues? e.g. any supply demand meeting, S&OP etc.? If yes then please discuss its effectiveness.
- Q.6 Do you have specific vendors to fulfill your requirement? How you interact with them? Is there any long term business association with them? How responsive they are due to forecast variation?
- Q.7 What sort of demand planning training regime is followed? Is there any investment in training?
- Q.9 In light of your responses, would like to pinpoint any system or structure weaknesses? In your opinion, what should be the ideal demand planning system?

Literature Research Summary

Author	Title	Objective	Methodology	Conclusion
James K. Binkley & James Bales (1998) Demand for Fast Food Across Metropolitan Areas, Journal of Restaurant & Foodservice Marketing, Publication date 22-10-2008	Demand for Fast Food Across Metropolitan Areas	Observe the demand planning in metropolitan area using 5 variables	Demographic Data of population Sales Data No. of fast food outlets	Increase sales related to demographic location of the outlet, and customer demand fulfilment
David Grumett, Luke Bretherton and Stephen R. Holmes Publish date 29-04-2015	Fast Food	Study theological appraisal of fast food and the nexus of social values	Discussion and literature review	Brief discussion about fast food.
Clark Hu, Ming Chen &Shiang-Lih Chen McCain (2004) Forecasting in Short-Term Planning and Management for a Casino Buffet Restaurant, Journal of Travel & Tourism Marketing Published Date 23-09-2008	Forecasting in short term planning and management for a casino Buffet Restaurant	1) To apply, evaluate, and compare different methods of forecasting 2) Explore the concept of revenue and capacity management	Literature review, Data collection of casino buffet restaurants	Suggestion are made to restaurants on different forecasting models, and discuss its importance.
Lee Blecher& Ronnie J. Yeh (2008) Forecasting Meal Participation in University Residential Dining Facilities, Journal of Foodservice Business Research,	Forecasting meal participation in University residential dining Facilities	To determine forecasting model for meal prediction at university residential dining facilities.	Literature review, university student's data	Conclude that the best method of forecasting for the university dining is moving average.
Shao jenWeng, Donald Gotcher and Chen Feng Kuo Published Date 07-07-2016	Lining up for quick service-The business impact of express lines on fast food restaurant operations	Resolving the queuing problem in the restaurants	Simulation modelling, on site data collection	Discussion on waiting lines, there advantages and their emotional impact on the people, and sale of restaurant.
David H. Taylor Food Process Innovation Unit, Cardiff Business School, Cardiff, UK, and Andrew Fearne Centre for Value Chain Research, Kent Business School,	Demand Management in fresh food value chain: a framework for analysis and improvement.	To highlight problems with demand management in fresh food value chain	Literature review	Variation in customer demand for fresh products is due to seasonal variation, or due to promotional activities. Otherwise

Canterbury, UK Published Date: 12-01-2015				the demand fairly remains same
Ann Vereecke, Karlien Vanderheyden, Philippe Baeckeand Tom Van Steendam Vlerick Business School, Ghent, Belgium Published Date: 02-03-2018	Mind the gap- Assessing maturity of demand planning a cornerstone of S&OP	The purpose of this paper is to develop and empirically validate a model for assessing demand planning maturity in organizations.	Iterations of theoretical and empirical work, literature review, online survey.	Our demand planning maturity model is an extension and refinement of the model proposed by Mentzer et al. (1999).
Dotun Adebajo Leatherhead Food Research Association, Leatherhead, Surrey, UK Robin Mann Massey University, New Zealand Published Date: 13-11-2014	Identifying problems in forecasting consumer demand in the fast-moving consumer goods sector	To study and develop effective forecasting method for fast moving consumer good	examination of forecasting issues in many companies through working group	Increase awareness on forecasting, increase forecasting accuracy though discussion of working group.
David H. Taylor Food Process Innovation Unit, Cardiff Business School, Cardiff, UK, and Andrew Fearne Centre for Value Chain Research, Kent Business School, Canterbury, UK Published Date: 01-01-2016	The demand chain as an integral component of the value chain.	To create value and exploit market opportunities by combining supply-chain capabilities and demand chain effectiveness to maximise the organisation's overall value chain.	Research article	In conclusion they have suggested and identified examples of an emerging qualification for competitive advantage, pro-active management.
Atanu Chaudhuri Iskra Dukovska-Popovska Cecilie Maria Damgaard and Hans-Henrik Hvolby	Supply Uncertainty in Food processing supply chain: Sources and coping strategies	To identify the types of supply uncertainty and sources that are causing them, and how to coping them	Research article, survey	This paper characterizes the supply uncertainties of the food processors in term of supply quantity, quality, lead time and price, and link them to the sources of such uncertainties which are broadly classified as inherent, chain related and supplier related.

Ekaterina B. GRIBANOVA Tomsk State University of Control Systems and Radio electronics, Tomsk, Russian Federation Ekaterina S. SOLOMENTSEVA Tomsk State University of Control Systems and Radio electronics, Tomsk, Russian Federation Published Date: 27-06-2018	Models to forecast revenue of fast food restaurants	To develop and investigates models for forecasting revenue of fast food restaurant	2-year data evaluated through 3 regression models	They suggest using different models to forecast revenue on holidays and other days. Their experiments show that this approach contributes to more precise forecast of revenue.
Fotios Petropoulos* and Shawn Carver† *School of Management, University of Bath, Bath, United Kingdom, Fiddlehead Technology Inc., Moncton, NB, Canada Published Date:2017	Forecasting for food demand	Study different types of forecasting techniques	research article, literature review	Study different types of forecasting tools and their benefits
Riccardo Manzini, Riccardo Accorsi Department of Industrial Engineering, Alma Mater Studiorum - Bologna University, Viale Risorgimento 2, 40136 Bologna, Italy Published Date: 2013	The new conceptual framework for food supply chain assessment	To give conceptual framework for the assessment of food supply chain (FSC) and logistics of food products in agreement with a multidisciplinary and integrated view.	Case study, literature review	Logistics plays an increasingly important role in FSC. Quality management, Sustainability, traceability of product is the area of focus
Ganesh, Milan and Rakesh Verma Fachhochschule Kiel University of Applied Sciences	Efficient Consumer response (ECR) in fast food supply chain	ECR in Fast food Supply chain Management is a strategy designed to make fast food industry more efficient and responsive to the consumer's needs	Case study, literature review	By implementing of ECR Fast food supply chain industry will get lot of benefits as shown in case study of Mac Donald's
Mateus Meneghini, Michel Anzanello, Alessandro Kahmann Federal University of Rio Grande do Sul - UFRGS, Porto Alegre, Rio Grande do Sul, Brazil and Guilherme Luz Tortorella Federal University of Santa	Quantitative demand forecasting adjustment based on Qualitative factors: case study at a fast food restaurant	This paper proposes a method of forecasting demand that integrates quantitative models with qualitative contextual factors	Data collection and statistical analysis	The proposed method was applied at a fast food restaurant to forecast the demand of meat. The adjusted method yielded an average error of 10% in the worst scenario when compared to the real

Catarina - UFSC, Florianópolis, Santa Catarina, Brazil Electronic journal of management and system V12 2018				demand of the period, whereas the quantitative model, with no judgemental adjustment, led to an average error of 38%.
Sameer Koranne Sachin Borgave Published Date 2016	Study of trends in quick service restaurants	This study is an attempt to ascertain the trends and popularity of Quick service restaurants (QSR) of the widespread acceptances.	Restaurants customer interview and questionnaire, demographic data, research articles	The data analysis with appropriate statistical test have suggested that irrespective of demographics of the market, there is a growing preference for eating out and majority of it are desire to eat out in a QSR.
N. de P. Barbosa, E.daS.Christo, and K. A. Costa Department of Production Engineering, Fluminense Federal University, Volta Redonda, Brazil- VOL. 10, NO. 16, SEPTEMBER 2015©2006-2015 Asian Research Publishing Network (ARP)	Demand forecasting for production planning in a food company	This study aims to analyse and forecast the sales demand in order to improve the short to medium term production planning	Literature review, Interview, working group	Demand forecasts are, with no doubt, the basis for developing an efficient supply chain. The supply chain planning and control depends of accurate estimates of the demand
Michal Patak ¹ , Vladimira Vlckova ² University of Pardubice, CR-53210 Pardubice, Studentská 95, Czech Republic 7th International Scientific Conference “Business and Management 2012” May 10-11, 2012, Vilnius, LITHUANIA	Demand Planning Specifics in Food Industry Enterprises	The article deals with the function of demand planning in Sales and Operations Planning and in Advanced Planning Systems, focusing on the specifics of the food industry enterprises	Literature review	Efficient demand planning should fulfil three fundamental functions in the company: demand for-cast, demand control and coordination of opportunities and capacities of supply chain with the expected demand
7th International Strategic Management Conference The Firms' Survival and Competition through Global Expansion:	A Case Study from Food Industry in FMCG Sector- Turkey	This study analyses the ABC the food industry in Fast-Moving	Case study, literature review, interview	As a result of this paper that in developing international

<p>2011 Published by Elsevier Lt Competitive conditions.</p>		<p>Consumer Goods (FMCG) sector in Turkey by the Michael Porter's Five Forces Analysis.</p>		<p>strategy, the business marketer must first assess the globalization potential of the industry. It is driven by market economics and environment.</p>
<p>Pakistan Journal of Social Sciences (PJSS) Sep,2014 Vol. 39, No. 3(2019), pp. 959-969</p>	<p>Impact of Customer Animosity and Attitude on Purchase Intention in Fast-Food Industry of Pakistan</p>	<p>this study fulfils the purpose of investigating the impact of cosmopolitanism, ethnocentrism, and susceptibility to normative influence on purchase intention, moreover, study also investigates the mediating role of consumers' attitude.</p>	<p>Questionnaire, interview</p>	<p>The results show that all three antecedents (cosmopolitanism, consumer ethnocentrism, and SNI) have positively significant relationship with consumer's attitude and purchase intention. Consumers of the fast food industry in Pakistan are more affected by cultural norms of western countries and are willing to adopt these norms in their eating habits</p>
<p>Neutrosophic Sets and Systems, Vol. 21, 2018 University of New Mexico Authors: Ramona Parraga Alava ,José Muñoz Murillo, Roy Barre , Zambrano, María Isabel Zambrano Vélez</p>	<p>PEST Analysis Based on Neutrosophic Cognitive Maps: A Case Study for Food Industry</p>	<p>A case study is presented for food industry environment analysis</p>	<p>Literature review, questionnaire</p>	<p>study presents a model to address problems encountered in the measurement and evaluation process of PEST analysis in food industry</p>

PGD-SCM Project Group Members' Introduction:

Salman Ahmad, TI, CMILT (UK)

A Supply Chain professional, associated with defense sector, since last 22 years. Salman's supply chain career spans with various International and Local renowned organizations. He has been awarded Tamgha e Imtiaz Currently he is performing Logistic & Transport Manager in Malir Garrison. His interests are: Supply Chain Networking and Green Supply Chain Projects.
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Zeeshan Ullah

A professional engineer engaged with one of the Pakistan top Pharmaceutical firm, Getz Pharma in a capacity of Head of Plant engineering. He has a professional career of 19 years. He has done his MBA. He is currently expanding professional role and looking for complete plant operations and the PGD program will be helpful for perusing his goal.
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Naeem Ahmed Malik

A management professional having the experience of over 24 years in up/down streams of supply chain, Naeem has been very instrumental in setting up logistical infrastructure of warehousing, Fleet, Cold Chain, E2E, E-Distribution and LMD solutions in Pakistan, He have been associated with Agility Logistics the leading MNC –SC organization in Pakistan as COO.
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Asim Khalil

A Pharmacist have done Pharm-D from (UoK), associate with Indus Pharma as Associate Manager Quality Control. Asim is having overall 12 years' experience in relevant pharma industry and also hold certifications in ISO-9001-2015, QMS Auditor (SGS), CRCP (DUHS).
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Saad Ahmed A Logistics expert having over 22 years' experience in shipping industry, Saad has been associated with leading carrier's CMA-CGM, Hapag and currently have been working with one of the leading group Pak Shaheen Agencies and looking after Samudra Shipping operations and business development as Line Manager
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PGD-SCM Project Supervision Log:

S. No.	Date	Start Time (Duration)	Discussion/Targets	Signature of Supervisor
1	26 Sep 20	NA	New Project search was started with Mr. Adnan Ahmed	
2	28 Sep 20	30 minutes	Discussion / working on new project idea given by Mr. Adnan Ahmed- "Demand Planning Practice in Pakistan's Fast Food Industries-Recommendations"	
3	28 Sep 20	11:00-12:00 1 Hour	Discussion of Project advisor with IBL & KFC on Project Topic	
4	29 Sep 20	NA	"Demand Planning Practice in Pakistan's Fast Food Industries-Recommendations", Project proposal was approved by Dr. Rameez Khalid	
5	30 Sep 20	NA	Draft TOR on Demand Planning Practice in Pakistan's Fast Food Industries	
6	2 Oct 20	10:30-12:30 2 Hours	Refining of TOR on Demand Planning Practice in Pakistan's Fast Food Industries was corrected by Sir Adnan Ahmed	
7	05 Oct 20	NA	Final TOR of project submitted to Dr. Rameez Khalid	
8	7 Oct 20	20:30- 21:30 1 Hour	Zoom Call Session on Literature Review Guidance	
9	14 Oct 20	17:00 – 17:30 30 Minutes	Call with Love for Data (LFD), Industry expert with Project supervisor	
10	26 Oct 20	22:00-22:30 30 Minutes	Zoom Call Session on Literature Review Progress	

11	8 Nov 20	15:00 – 16:00 1 Hour	Studying and correcting Questionnaire (project advisor)	
12	11Nov 20	15:00 – 6:00 1 Hour	Zoom Call Session with Mr. Tajammul LFD (Industry Specialist) for Questionnaire by project advisor	
13	15Nov 20	18:00-20:00 2 Hours	Group session for Reviewing of Literature & amendments in TOR Objectives	
14	20Nov 20	09:00-10:00 1 Hour	Networking with Fast Food Brands. (KFC, OPTP & Dunkin')	
15	22Nov20	18:00-20:00 2 Hours	Group Zoom Call Session with Mr. Tajammul LFD (Industry Specialist) on case studies and questionnaire	
16	23 Nov 20	05.00 – 6.30 1 hour, 30 mins	Correcting the questionnaire on word document and incorporating feedback from the industry expert	
17	3 Dec 2020	10.30 -11.30 1 hour	Review of Literature review and checking Questionnaire on Google Forms	
18	4 Dec 2020	21.00 -22.30 1 hour, 30 mins	Correction in Introduction (done previously) and amendment of errors in Questionnaire by project advisor	
19	9 Dec 2020	17.00 -18.00 1 hour	Correction in first draft of report by project advisor	
20	31 Dec2020	20:00- 2100 1 hour	Zoom Call for Questionnaire & Objective change	
21	2 Jan 2021	13:00-14:00 1 hour	Finalization of Questionnaire on Google Forms	
22	19 Jan 2012	07:00-08:00 1 hour	Refinement of RQs and Qualitative Questionnaire	
23	20 Jan 2021	18:00-20:00 2 hours	Reading Responses & Interview with KFC & OPTP	

24	24 Jan 2021	13:00-14:00 1 hour	Follow-up with regards to interview, report and final presentation date with Dr. Rameez & Group Members	
25	26 Jan 2021	17:30-18:15 45 Minutes	Zoom Interview with McDonald Lead SC	
26	27 Jan 2021	15:15-16:15 1 hour	Zoom Interview with Burger Shack Lead SC	
27	30 Jan 2021	16.15–17.15 1 hour	Discussion on interview / questionnaire results on zoom	
28	1 st Feb 2021	20.00-21.00 1 hour	Reading / amending “analysis and recommendations”	
29	3 rd Feb 2021	10.15–11.00 18.00-19.30 20.30–21.30 3 hrs, 15 mins	Reviewing / Correcting Presentation Reviewing / Correcting Final Report Dry run of presentation	