



Managing Director BIL Foods Limited, Amir Kamal

ICMAP: Please tell us about your company, brands and contribution towards economy?

AK: BIL foods limited was incorporated in 2012, with vision to offer high quality food solutions to Pakistani consumers and adding value to Pakistan retail sector through international standards, systems and human capital development. Fat burger (FB) & Buffalo café & restaurant are two brands BIL already signed up as Master Franchisee for Pakistan. FB has currently four outlets in KLI region and 5 or 6 more outlets are in pipeline for 2015-2016 including couple of Buffalo concepts. The brands are top of line High Quality Premium Casual Dine-in concepts catering to "Gourmet" segment of such products, designed by international designers and employ more than 100 human resource all trained by international Fast food experts.

ICMAP: What do you say about growth trend of food business industry in Pakistan?

AK: Food businesses sector in Pakistan is set to grow strongly due to urbanization, online reach, improved life styles, increased appetite for quality food, very low per capita brand/restaurants presence vs. high per capita

consumption etc. However growth must be supported by positive environment and government policies to attract international brands and sustain investment.

ICMAP: Can you briefly explain your supply chain from purchase to sale outlets?

AK: Supplies include high quality ingredients sourced locally as well as imports.

ICMAP: Do you import your machineries or buy it from local sources?

AK: The entire kitchen is designed by Fat burger International designers and the equipment is all made in USA.

ICMAP: What are your operational challenges and how you overcome them?

AK: One major challenge is good human resource at operations level and consistency of their output. BIL has very extensive training program and refresher modules, supported by strong audit and operational control tools to keep an eye on consistent output at operation level.

“ **Food Businesses sector in Pakistan is set to grow strongly in coming few years, due to urbanization/online reach, improved life styles, increased appetite for quality food, very low per capita brand/restaurants presence vs high per capita consumption etc However growth must be supported by positive environment & Govt policies to attract international brands & sustain there investment efforts.** ”

ICMAP: Who is your target market and how you attract them through advertising?

AK: Target is middle income group who are looking for high quality experience. Our campaigns are primarily targeted at these customers on product features, enhanced experience and FB Hollywood legacy angle .

ICMAP: What is your company's market share and who are your competitors in Pakistan?

AK: We are one of top 4 brands in our category. Traditional competition is similar to international chains in casual dine-in and fast food concepts .

ICMAP: Which food items you import and how you ensure 'Halal' authenticity?

AK: All our imported products are Halal compliant through at source certification form credible agencies and as well as local certifications to validate above.

ICMAP: Are you complying with any local or international standards/benchmarks?

AK: Yes, we are complying with international SOPs of fat burger International.

ICMAP: Do you have financial reporting mechanism such as annual report, etc?

AK: Yes . BIL is a limited unlisted company .

ICMAP: How Management Accounting can help make food business supply chain and resource utilization efficient?

AK: By establishing efficient and effective tools including software and structured controls .

ICMAP: Which management accounting techniques viz. (1) Variable (Direct) Costing (2) Full Absorption Costing (3) Activity-based Costing is/ are mostly applicable in the food industry?

AK: Variable costing

ICMAP: How do you comment on profitability in the food businesses?

AK: Profitability of food business is segregated into local and international concepts with former having higher but lower sustainability and quality.

ICMAP: Do you favour need for effective regulations to ensure food quality and pricing?

AK: Indeed ..there is need for effective legislation and consistent regulation of the sector .

The interview ended with a vote of thanks to Mr. Amir Kamal, Managing Director, BIL Foods Limited, who spared his valuable time and gave his candid views exclusively for this journal. – Editor