Thesis Report

on

Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd.

Submitted by:

Md. Ziaul Hoque

ID: MBA2101022016

Program: Master of Business Administration

Major in Marketing

Semester: Fall 2021

Submitted to:

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfilment of the degree of Master of Business Administration

Sonargaon University (SU)

Dhaka- 1215

Date of Submission: January 08,2022

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Sharmila Sikder

Lecturer

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Dhaka- 1215

Date of Submission: January 08, 2022

Letter of Transmittal

January 08, 2021

Sharmila Sikder

Lecturer

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Thesis report

Dear Madam,

With humble honour and respect, I am submitting my internship report on "Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd". As per partial accomplishment of the requirements for the MBA degree, I have completed Thesis from "Meghna Cement Limited. As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into the (Promotional Management). I hope this report reflects on the contemporary issues on the (Marketing) that are being Practiced by organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every valuable detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Md. Ziaul Hoque

ID: MBA 2101022016
Program: Master of Business Administration
Major in Marketing
Semester: Fall: 2021

Certificate of Supervisor

This is to certify that the thesis paper "Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd" has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Ziaul Hoque, bearing ID: MBA 2101022016 under my supervision. The report or the information will not be used for any other purposes.

……

Sharmila Sikder

Lecturer

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

I am Md. Ziaul Hoque, a student of Master of Business Administration, ID: MBA-2101022016 from Sonargaon University would like to solemnly declare here that this report on "Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd" has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Md. Ziaul Hoque

ID: MBA- 2101022016
Program: Master of Business Administration
Major in Marketing
Semester: Fall: 2021

Letter of Authorization

Certified that this project report titled “Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd” is the bonafide work of Md. Ziaul Hoque, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Sharmila Sikder
Lecturerw
Department of Business Administration
Sonargaon University (SU)

ACKNOWLEDGEMENT

I wish to extend my Master degree to all the people who helped me accomplish my report title, “Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd” at Meghna At the very beginning, I want to thank my faculty advisor and internship supervisor in Sonargaon University, Sharmila Sikder Who has given me precious guidance from her busy schedule. I am very grateful for all her advice in order to make my report more effective. Secondly, I am grateful to Md Majbauddin, Senior Officer Meghna Cement Limited of in Marketing department for being my thesis report. He has shown me how to get things done easily and helped me a lot. I am thankful to Mr. Shahidul Islam Shovon, Department Head of Meghna Cement Limited for granting my thesis in his department. I want to express my sincere gratitude to Md. Taraqul Alam, Executive of Marketing department for his cordial cooperation and encouragement.

ABSTRACT

The core objective of the thesis is to fulfil the requirement of the MBA program as prescribed by the SU. Man is social being and lives in a society. They want to live in more happiness in future than previous days. For this reason they invent some things. Cement is one of them. Cement is very much needed for modern civilization. The thesis report is completely based on my thesis program in Meghna Industrial Complex Limited (Meghna Cement Sector). The Bashundhara Group has started operation in 1987.At present it has 20 sister of concern and it is one of the prominent private organization since last 25 years.

I have successfully completed my thesis program from Bashundhara Industrial Complex Limited (Meghna Cement Sector) under Marketing Division. I did this Thesis program because it is a requirement for the MBA program. My faculty advisor and the on-site supervisor helped me choose the topic- **"Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd"**. The objective is to identify the factors which may affect the sales of Meghna cement. This topic also helps me differentiate academic lesson and practical life. It's also increase my practical knowledge. Here my total respondent (dealer & retailer of Meghna cement) was 74.Quaosaeaniar was used in case of face to face interview.

From our study we find out some of the factors which affect sales like-New brand, high price, and low promotional activities and so on. Here we find out some problem such as-White colour cement but customer choose black colour, Damage (being lumps), Plastering quality not good, Problem of mixing and so on.

Lack of advertising makes Meghna Cement unknown to the some customers. Meghna Cement should advertise more to focus on their product. For increasing sales company should provide more facilities to dealer/retailer. Consumers prefer black colour in case of choosing cement and the color of Meghna cement is white. So, increasing sales company should take more promotional activities for aware the customer.

List Abbreviation

AIM	Ace Institute of Management
HRD	Human Resource Department
HR	Human Resource
MBA	Masters of Business Administration
TTT	Train The Trainer
PU	Pokhara University
STAR	System for Time And Recording
SPPS	Staff Product Purchase Scheme
HRIS	Human Resource Information System
HRMS	Human Resource Management System
OB	Organization Behavior
MC	Managerial Communication

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Chapter One

Introduction

1.0 INTRODUCTION

Only a lot of theoretical knowledge will be little important unless it is applicable in the practical life. Master of Business Administration (MBA) program is a mixture of both the theoretical and practical knowledge. To full fill this requirement, a student is required to obtain real life exposure in an organization and thereby gain demonstrable skills and expertise in the field and also an understanding of the organization. We need proper application of our academic knowledge to make it more fruitful. Such an application is made possible through internship.

Thesis is an integral part of MBA program, arranging for the students who have completed all academic courses required for MBA. Students also have to submit an thesis report on an assigned topic. I was placed in (Meghna Industrial Complex Limited) to complete my thesis program under the supervision of two supervisors one is internal form the institute and another is from the organization. By consulting with my Internship supervisor it has been selected the topic "Promotional Management of Meghna Cement Limited in Bangladesh"

1.1 ORIGIN OF THE REPORT

SharmilaSikder**,** Lecturer, Department of Marketing, Sonargaon University (SU)authorized writing of this research report. The report is a part of the course for the students of Master of Business Administration. It was submitted by me on 08 January 2021.

1.2 BACKGROUND OF THE STUDY

Knowledge and learning become perfect when it is associated with theory and practice. Theoretical knowledge gets its perfection with practical application. As our educational system predominately text based, inclusion practical orientation program, as an academic component is as exception to the norm. As the parties; educational institution and the organization substantially benefit from such a program, it seems a "win-win situation". It establishes contacts and networking contacts. Contacts may help to get a job. That is, student can train and prepare themselves for the job market. A poor country like Bangladesh has an overwhelming number of unemployed education graduates. As they have no thesis experience they have not been able to gain normal professional experience

or establish networking system, which is important in getting a job. So practical orientation is a positive development in professional area. Recognizing the importance of practical experience, Department of Marketing, Sonargaon University (SU) has introduced a three months practical exposure as a part of the curriculum of Master of Business Administration. In such state of affairs the present aiming at analyzing the experience of practical orientation related to marketing activities of MeghnaCement.

1.3 SCOPE

The report highlights the consumers' perception about the quality, customer service, and easy availability of Meghna Cement. It also tries to find out the factors affecting sales and prospects of Meghna Cement. The discussion is limited to an identification of market position and problems of Meghna Cement.

1.4BENEFITS OF THE RESEARCH

- The survey report helps to identify which types of factors affecting in sales.
- The survey report will help management to take correct decision.
- The respondents are the future decision makers so this report will light on their need.
- It will help to identify the current market position & reasons for decreasing the sales.
- It will help as a secondary data for further research.

1.5 LIMITATIONS

The main limitation of this research might be the access to the sensitive internal information about the organization. Organizations do not disclose the information or make it public. The other limitation of data error, random sampling errors, administrative errors, data processing error, interviewer error, time constraint, data integrity, cost of the research are considered and addressed with due weight.

While doing this research we faced the following limitations-

- I did not get positive attitude to conduct survey on individual information from respondents.

- Difficult to survey all over the country.
- Heavy workload at office was one of the main barriers of this study and additional time for doing the survey could hardly be extracted.
- The Large sample size could detect the problems more accurately.
- Lacking of practical skills.
- Information is not update.
- Some provide wrong information.

1.6 OBJECTIVE OF THE REPORT

The report has two objectives:

1.7 Primary Objective. The primary objective is:

To fulfill the requirement, a student is required to obtain real life exposure in an organization, under MBA curriculum in Sonargaon University.

1.8 Secondary Objective. Again secondary objective has part:

Broad Objective:

To Identify the Promotional Management of Meghna Cement Limited in Bangladesh.

Specific Objectives:

1. To find out the brand preference of consumer while purchasing cement.
2. To identify the consumers' perception about the quality of Meghna Cement.
3. To identify the consumers' perception about the customer service.
4. To identify the consumers' perception about the easy availability.
5. To identify which of the two concepts, quality or price, consumers consider more important in purchasing cement.
6. To identify the types of sales incentives received from different company.
7. To identify the problems that decreases the sales of Meghna Cement.
8. To find out the consumers' perception about the price.

Chapter Two

Literature Review

2.0 LITERATURE REVIEW

Cement is very much needed for modern civilization. That civilization touched our country. The demand of cement increased day by day from that time. After that cement industry was grown in Bangladesh. There are 70 up cement company perform business in Bangladesh. Some company are domestic and some are foreign. In our country many cement company doing business in seasonally.

Studies were carried out from various publications of Meghna Group including yearbook to develop an insight about the issue in question. Though no normal studies on subject have been undertaken as yet. The available data on sale, dealers and consumers were reviewed. Besides, the website of Meghna Group provided useful information in this study.

There are lots of factors for which a company's sale may affect. These factors might be internal or external. Researchers have included various types of these factors that affect a business sale. I will discuss some factors on the basis of economic condition of Bangladesh.

The Cement industry is one of the few exceptions, where the IT productivity paradox remains confirmed (Council of Economic Advisors: 2001; McKinsey Global Institute, 2001). Over the past decade, both academics and the business press have periodically revisited the so called "productivity paradox" of computers. Interest in the "productivity paradox", as it has become known, has engendered a significant amount of research.

IT business value scholars were motivated by a desire to understand how and to what extent the application of IT within firm's leads to improved organizational performance. Researchers have adopted diverse conceptual, theoretical, and analytic approaches and employed various empirical methodologies at multiple levels of analysis (Dedrick et al. 2002).

IT scholars have adopted diverse conceptualizations of IT, extending beyond hardware and software to include a range of contextual factors associated with its application within organizations (Markus and Robey 2004). By examining conceptualizations of IT by IT business value researchers reveal that prevailing assumptions have delimited accumulated knowledge in various respects. Cement industries, where employee's active involvement can help to improve the sales of product (Richard and Syna). Without skilful workforce,

sales cannot be improved and they might have to lose their customer which has a big impact on their performance (Agenda Lira and Philip). Training and development is necessary for the employee of these industries to make them active and efficient so that they can provide better service to customer which can increase their sales.

The Company's actions and performance extensively depend on economic conditions. In a strong economy, nearly all businesses enjoy greater prosperity. Disposable income is high, unemployment is low and consumer confidence prompts people to pump their money back into the economy through the purchase of goods (Lisa McQuerrey).Goodwill has long been a controversial subject (Wines and Ferguson (1993) and McCarthy and Schneider (1995)) .Goodwill is an accounting measure of a business's popularity and strength in its market (John Cromwell). It enables a company to earn in future over and above the normal rate of return, which other companies can earn.

Seniority rule and organizational memory is another concept which explains the relationship between employee performance and sales. Senior employees get benefit over the newly coming employees. Employees with the status of seniority arise with time which deteriorates the performance of the firm (Katz, 1982). Relationship between employee performance and sales also gets affected by the diversification. Employee skill is positively related to diversification whereas negatively to performance (Campa and Kedia , 2002). According to Easterbrook and Fischel (1999) as the Employee skill of the firm increases it results into high probability of takeover. Newly listed firms start with few provisions and this protects them from market takeover. Kipesha (2013) states that experience shows the skill of the firms and it has a positive impact on sustainability, revenue level, efficiency and sales. Firm size has an impact on the performance this is due to the advantages and disadvantages which the firm face at a specific level of growth. According to Yang and Chen (2009), larger firms are easily able to get capital for investment this is due to their size of operations. Liargavas and Skandalis (2008) found that size has a positive influence on the firms performance that is larger firms are better performer. Study of Prasetyantoko and Parmono (2008) found that size of the firm is positively related to sales. Larger firms are more sales than smaller firms (Stierwald, 2009). Older firms are more prolific but less profitable whereas younger firms are more profitable but less productive (Majumdar and Chhibber, 1999). According to Asimakopoulos et al. (2009) sales of the firm is positively influenced by the size of the firm and managerial efficiency whereas it is negatively affected by leverage. According to

Yang and Chen (2009) Small firms face less agency problem and they are exemplified by more flexible non-hierarchical structures.

Sales have always been concern for sales managers and it has been extensively studied. From prior literature we see that there are number of factors affecting performance. Liargovas and Skanalis (2008) studied the factors affecting firm's sales performance. The results showed that the key determinants of sales performance are leverage, export activity, location, size and management competence index. Asimakopoulos et al. (2009) measured the factors which affect sales of the firm. It was seen that profitability is positively influenced by the size of the firm and managerial efficiency whereas it is negatively affected by leverage, while sales growth induces more profits for small firms but is insignificant for large ones. Nagy (2009) measured the factors affecting firm's sales. Study concludes that there are number of factors which include sales, current ratio, debt- to-equity ratio, and net profit margin. Almajali et al. (2012) found out the factors affecting the firm sales. They found out that liquidity, size, leverage and management competence has a significant impact on the firm's sales performance whereas season has no impact on the firm's performance. Ching et al. (2011) indentified the factors that affect the sales performance of the firm and determined which of the factors mostly influence the sales. Leverage affects the value of the firm. Sales manger's major objective is to maximize the sales. From prior literature we see that firm growth has variation. According to (Markman and Gartner, 2002) growth is used as a measure of firm sales performance. Sexton et al. (2000) found that the sales of the firm are positively associated with the sustainable growth of the firm. Fitzsimmons et al. (2005) conducted research and found out that no relationship exists between sales and profitability when longitudinal nature of sales is considered. Bhat and Pandey (1994) find that managers of 425 Indian companies for the period 1986-87 to 1990-91 perceive current earnings as the most significant factor influencing their sales decision, followed by patterns of past sales. They also find two other variable (i.e., increasing equity base and expected future sales) to have a significant influence.

Chapter Three

Methwodology

3.1 METHODOLOGY

This report has been prepared on the basis of experience gathered during the period of internship program. For Preparing undergone group discussion, collected data and interviewed some of the selected Dealer and retailers.

I hope these criteria will be enough to find out a different picture of industrial performance of the MeghnaCement.

3.2 RESEARCH DESIGN

A research design is a framework or blueprint for conducting the marketing research projects. Although a broad approach to the problem has already been developed, the research design specifies the details of implementing that approach.

3.2.1 Determination of Research Type

The research problem is "Marketing Promotion in Meghna Cement Ltd: A Study on Dhaka city, Bangladesh". So there is no single best research design. The nature of the study is a descriptive one. It aims to find out the present market position and Marketing Promotion in Meghna Cement Ltd. Again the research is designed for specific purpose for the company as such basic research was not considered. The study will be a descriptive study and not a causal one.

3.2.2 Target Group

Target group of this research will be the dealers and retailers. Dealers are both exclusive and nonexclusive. Exclusive dealers sell only Meghna Cement where nonexclusive dealers sell both competitors and Meghna cement. Dealers select the retailers in their own territory with certain percentage of commission. Retailers are those who are appointed by Meghna and receive product directly from factory and retailers sell in small quantity.

3.2.3 Sampling procedure

The target population has been selected basing on their knowledge and type of involvement in the field. For research purpose two groups of population have been selected, the details of which are given below:

Dealer: They are the wholesalers who are appointed by authority of Meghna Cement to sell their products on commission. They are both exclusive and nonexclusive

Dealers. Nonexclusive dealers sell competitors' products also.

Retailer: They procure items from the dealers. Their numbers are innumerable. They sell different company products.

Total sample size 74.

3.2.4 Sampling Method

The basic method for the sampling will be non-probability sampling basis. Probability sampling technique was avoided as time and resource will not permit to conduct study with such large sample that will be generated by probability sampling technique.

3.3 DATA COLLECTION

For our research purpose we need both primary and secondary data.

3.3.1 Primary Data:

There is lack of in depth study about the subject. As such, primary data is the building block of the research work. The data of this study were collected from the interview conducted among the selected respondents in Dhaka. The interview was conducted with a pre-designed questionnaire. The questionnaire consists of both structural and unstructured question. The question was designed for dealers and retailers. The primary data were collected in the following ways:

Survey: A coordinated and extensive survey was carried out using door to door interview techniques. Dealers and retailers were interviewed using predetermined questionnaire. Customers were interviewed using the same technique but different set of questionnaire. A comprehensive questionnaire was developed to address the research objective. In the survey dealers, retailers all were interviewed physically.

3.3.2 Secondary Data:

There is not much research work done on the subject. As such, sources of secondary data were very much limited. However some data were available in the organization data bank, internet, brochures etc. A thorough survey of all these were done to find out the useful information.

5.4DATA ANALYSIS

Subjective Analysis: Qualitative data was analysed using judgment, guidance of the supervisors and knowledge.

Chapter Four

Overview of the Company

4.1 HISTORY OF THE GROUP

Meghna Cement Mills Ltd is the first manufacturing unit of Bashundhara Group and it is one of the largest Cement Industries in the country producing nearly 1 million metric tons a year. The Meghna Cement Mills Ltd is an International Standard Organization (ISO 9001: 2008) certified company having accreditation of manufacturing products for both domestic and international markets. The company is listed with both Dhaka and Chittagong Stock Exchanges, the two bourses of the country since 1995 and 1996 respectively. The company markets its product underthe registered Trade Mark "King Brand Cement".

Production Technology:

There are 4 nos. of grinding mill in MCML having production capacity of 3000 MT/ day and these mills are equipped with high efficiency separator to segregate fine particle from the coarse one. The dimension of each of the 02 (two) mills is 3m diameter x 9m length (production capacity 30 TPH) while the each of the rest 02 is 3m diameter x 11m length (production capacity 40 TPH).

Quality Assurance (Q.A.):

To ensure the product quality, the Quality Assurance (Q.A.) department collects samples from different areas of mill house every after 1hrs. to evaluate quality of the crushed product and thus feed back to the production department. Based on the quality report determined by Q.A department, Production department acts accordingly.

Production and Packaging:

There are 4 nos. of cement silo for cement storing purpose in MCML, where the capacity of each of the first 02 silo is 3500 MT while the capacity of each of the rest 02 is 5000 MT. Cement is extracted from the cement silo through extraction system which consists of roots blower, inlet box, pneumatic shut off valve, flow control valve etc. which are controlled from the control room of the pack house. There are 2 nos. of roto packer having packing capacity of 100 MT / Hr. and 110 MT / Hr. respectively. These packers are the equipments of modern technology where weighing system of the delivered cement sack is fully electronic basedto ensure proper weight of every sack of cement.

Mainly paper made cement sacks are preferred for filling purpose although small percentage of poly sack are also used based on the consumers' demand. It may be mentioned here that, the paper sacks are manufactured by the Sack plant of MG.

Environment Protection:

To assist the production process i.e. to enhance the mill output as well as for securing dust free working environment there are several nos. of dust collectors with modern deducting system in the mill house area. Moreover there are several nos. of dust collector having larger capacity of modern deducting system to secure almost dust free working environment.

Delivery Control System:

There exists 02 modes of cement delivery system i.e. road delivery and vessel delivery available in this plant. To prevent bag bursting while loading in vessel onespiral chute has been designed with the barge loader.

To ensure smooth delivery of cement sacks 19 nos. ten wheeler and 16 nos. six wheeler company delivery trucks are being used.

Raw material unloading & Storing:

There exists a modern equipped jetty facility in this organization where the sea going vessel can berth easily. There exists 02 nos. of hydraulic crane of modern technology of German origin having unloading capacity of 250 MT/Hr each of which contribute a lot to faster unloading.

Here it needs to mention that there exists a clinker shed having storing capacity of 35000 MT and for easy and faster conveying there exists a substantial numbers of belt conveyors which has been designed technically and which lengths about 02 kilometers. Besides the two nos. of hydraulic crane there also exists 02 nos. of mechanically driven crane namely Fransiab Crane which are mainly engaged for limestone unloading.

4.2 MISSION STATEMENT

Meghna Group (MG) is a leading private-sector industrial conglomerate in Bangladesh. It currently has 20 on-going concerns, ranging from real estate development and management to manufacturing and services. The MG strives to work in partnership with the Government for promoting sustainable development, environment preservation, and employment-generation and poverty reduction. The MG has a particular focus on urban housing, recreation canters, and commercial ventures. Thus, the motto of the Group is "For the People, for the Country". At the crux of all industrial processes deployed at the Group's enterprises stands the need to ensure environmental stability. As a result, conscious efforts are made to use re-cycled material as industrial input.

The Group's efforts seek to:

- Create affordable housing (developed land & homes) for people
- Foster better living environments and pleasant surroundings
- Ensure environmental balance and sustainability
- Use re-cycled raw material in industrial production
- Treat industrial effluents
- Establish recreational and shopping facilities for people.
- Develop a meaningful partnership with others for development
- Provide better working conditions for its staff members

The MG works in close partnership with the City Corporations, the Government of Bangladesh, other private sector companies, multilateral institutions, the environment department, and myriad financial institutions. The MG has its headquarters in Dhaka, Bangladesh. Its Chairman and a Board of Directors frame the Group's policies. The Managing Director acts as the Chief Executive Officer.

4.3 ENTERPRISES OF BASHUNDHARA GROUP

Portland

Composite Cement (PCC):

Specification and Composition:

BDS EN 197-1:2003, CEM II/B-M (S-V-L) 42.5N.

ASTM C-595

Clinker	65-79%
Slag	
Fly Ash	
Limestone	21-35%
Gypsum	0-05%

Test Result:

Test	Age	Standard Requirements (ASTM C-595)	BUET Test Result
Compressive Strength (psi)	3 days	1890	2400 Min^{m}
	7 days	2900	3400 Min^{m}
	28 days	3620	4500 Min^{m}
Setting Time (minutes)	Initial	>45	160-190
	Final	<420	360-410
Fineness (m^2/kg)	-	Minimum 280	360-420

Portland Cement (PC)

Specification and Composition:

BDS EN 197-1:2003, CEM-I, 52.5 N.

ASTM C-150, Type – I

Clinker	95-100%
Gypsum	0-05%

Test Result:

Test	Age	Standard Requirements(ASTM C-150)	BUET Test Result
	3 days	1740	3200 Min^{m}
	7 days	2760	4200 Min^{m}
Compressive Strength (psi)	28 days	4060	5000 Min^{m}
Setting Time (minutes)	Initial	>45	120-150
	Final	<375	340-400
Fineness (m^2)	-	Minimum 280	340-400

4.4 KEY DEPARTMENT OF BASHUNDHARA GROUP

Human resource and Administration

- Recruitment & selection
- Employee transitions
- Training and Development
- Evaluation
- General services
- Safety and security
- Transport & PABX
- Maintenance

Sales and Marketing

- Business development
- Market penetration
- Sales Management
- Delivery and Distribution

Commercial & Banking

- Vendor development unit(VDU)
- Banking matters
- Tender control unit(TCU)
- Purchase and Document control Unit

Accounts and Finance

- Collection
- Disbursement
- Payroll
- Records
- Planning and cash Management

- **Audit**
  - Internal Audit Planning
  - Auditing
  - Report
  - Follow up

CLPD(Central purchase Department)

- Local purchase
- Vendor Selection
- Delivery

IT(Information Technology)

- IT accessories installation
- Networking
- Trouble shooting

Research and Development

- Product innovation
- Product development
- Project planning both in the domestic and abroad level

Protocol

- Protocol Maintenance
- Visa related activities

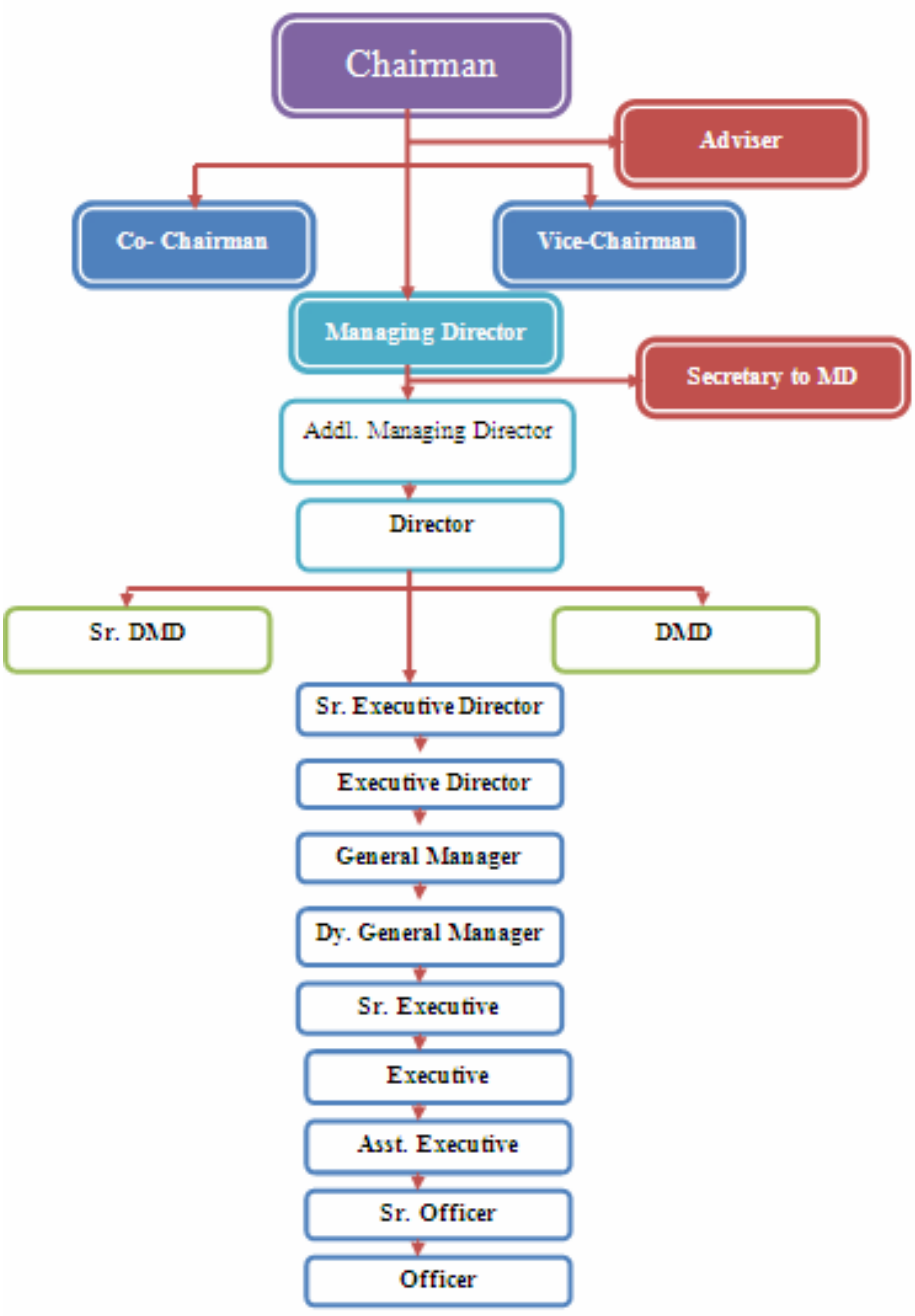
Land

- Procurement
- Record Management

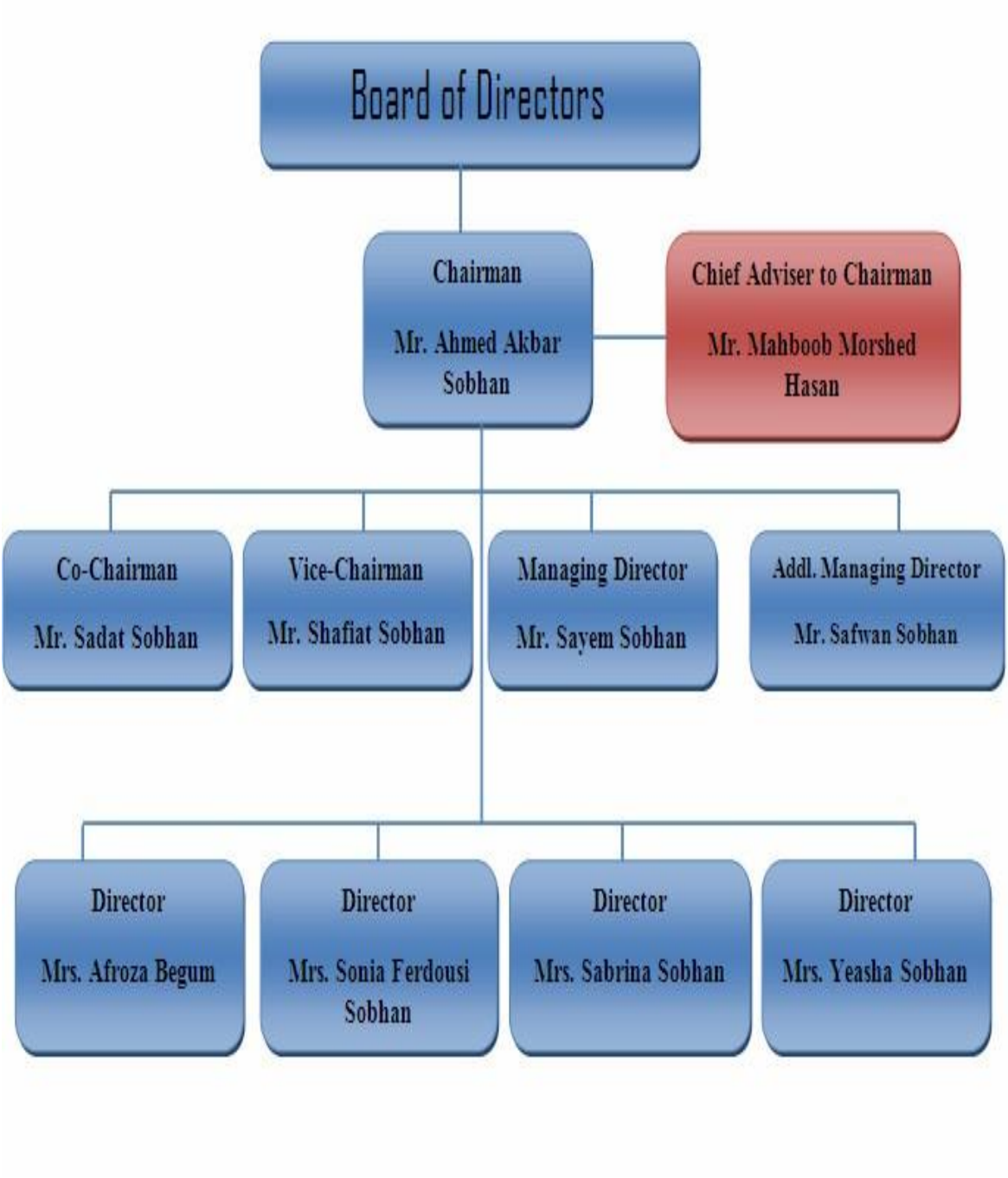
Press and Media

- Publication
- Press release
- Public relation

4.5 MANAGEMENT STRUCTURE OF BASHUNDHARA GROUP



4.6 BOARD OF DIRECTORS AND KEY PERSON



4.7 FOUNDER'S PROFILE

Meghna Group (founded by Ahmed Akbar Sobhan) began in 1987 as real estate venture. After its first successful project, Meghna invested in new fields, including manufacturing, industry and trading. More enterprises were established in the early 1990s; these included cement, paper, pulp, tissue paper and steel production, as well as LP Gas bottling and distribution. Meghna Group experienced this tremendous growth in a span of less than 10 years. The group currently employs 8,100 employees. Beside direct employment, they are generating some new employment. The current value of the Meghna Group's total assets is about Tk. 15000 million, equivalent to approximately US $ 300 million. Total turnover of the business amounts to around Tk. 16000 million, equivalent to US $ 325 million.

Ahmed Akbar Sobhan

Ahmed Akbar Sobhan (born on 15 February 1952) is a great name on the list of successful persons in Bangladesh. He is one of the most successful Bangladeshi business magnates who is greatly connected to Meghna Group. If you are thinking of the connection between Ahmed Akbar Sobhan and the Meghna Group then you should know that he is the Chairman of the business conglomerate "Meghna Group". He is an optimistic and visionary businessman, and he is the founder of Meghna Group, which is operating in various lines of activities including real estate, cement manufacturing, paper and allied products, steel products, LP Gas, Shopping Complex, local and international trading.

Early Life & Education of The Chairman

Education is the backbone of a nation and his group has a great participate in education but for the educational qualification and life of Ahmed Akbar Sobhan, you must know that he was born in Islampur of old Dhaka City area. He is the youngest son of AlhajAbdusSobhan. He was a great lawyer at Dhaka High Court and he was also a great lawyer of UmmeKulsum. He has a brother and four sisters and hails from a distinguished family. He has completed his graduation from the University of Dhaka. His sector of study was Business or Business Studies. His student life was great and he was really a

great student in his faculty. His department was very pleased with his successful results. Besides hisstudy, he was also very good at other curriculum activities as he was a sportsman and one of the fittest in his batch.

Life and Works Of The Chairman

Mr. Sobhan is very successful in his business career. In the year of 1978, Mr. Sobhan first started business enterprise by the field of service sector along with his commercial trading in the domestic front. In his first business he was great and this was the starting of his successful business life. The journey of the Group was started with the establishment of its mother company in the fashion of East West Property Development (Pvt) Ltd. After a few days the group gets popular and then it known as "Meghna Housing". Since its inception and until now, it is maintaining the quality of its service as well as the trust of its target group.

Diversity in business and entrepreneurship helped the Meghna Group to become the leader. The group now directly employing a workforce of more than 50 thousand and indirectly covered livelihood of more than half a million of people. Each year, the group contributes a significant amount in the national exchequer through payment of VAT, duties and other form of taxes. For many years, the country regarded this Group as one of the highest tax payers of it.

Social activities of The Chairman

Mr. Sobhan endorsed different development tasks for the group under the coverage of corporate social responsibility (CSR). His social responsibilities often transcend borders. He is also actively associated with various socio cultural and humanitarian activities for the development of the society as well as of the common people.

As recognition to his outstanding contributions in business sector he was awarded "Best Client Award of Agrani Bank Ltd" in 2010,"Bangladesh Cultural Foundation Award" in 2009, "Janata Bank Prime Customer Award" in 2002, "USA Summit International Award" in 2002, "President Gold Medal" in 1994 and the"KaziNazrul Islam Medal" in 1992.

Married to a noble lady Mrs.AfrozaBegum,Mr. Sobhan is a proud father of four brilliant sons who have all excelled in their respective fields within the arena of Meghna Group.

However, in spite of achieving so much success and recognition in life, both at national and international levels, Ahmed Akbar Sobhan remains humble, who prefers to lead a normal life in the family atmosphere. He aims to reach the general mass and work for them to maintain the motto "For the People, for the Country"

4.8 COMPANY OVERVIEW

Bashundhara Group owns two leading cement brand of the country King Brand Cement and Meghna Cement. The group is expecting to produce 4.5 million MT per year by 2013. World's largest VRM technology of Loesche, Germany, strong logistic support and wide distribution network, experienced manpower, availability of raw materials make it most popular cement brand in home and abroad.

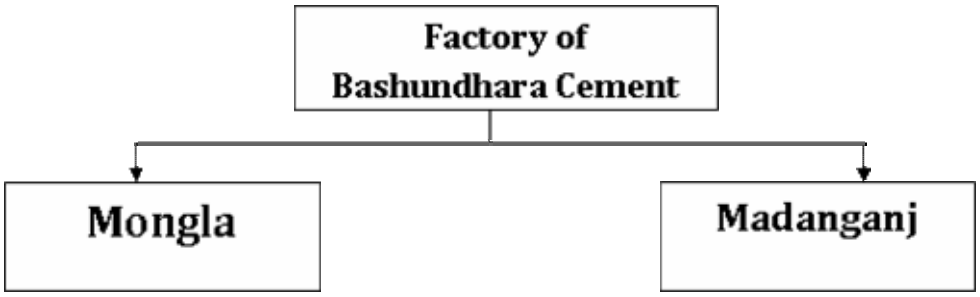
King Brand Cement:

Meghna Cement Mills Ltd.(MCML), the first manufacturing enterprise of Bashundhara Group is one of the largest Cement manufacturing industries in Bangladesh. This organization was established in 1992 on the bank of Pashur River and in the industrial zone of Mongla Port on 9.83 acres of land to produce Portland cement. MCML has an excellent communication facility connecting all parts of the country through river and roads. MCML has started its commercial operation on 15th January 1996. Following a successful public offerings, the company was listed with Dhaka Stock Exchange and Chittagong Stock Exchange, the two bourses of the country in 1995 and 1996 respectively. The Company markets its products under the registered trade mark "KING BRAND". The industry enjoys a unique facility in cargo handling both in receiving raw materials and in dispatching finished product through its own 02 nos. of jetties suitable for berthing sea going vessels. At present the production capacity of MCML is approximately 0.79 million MT/annum. King Brand Cement.King Brand Cement is produced without compromising the quality. We bring best quality clinker from Indonesia,Thailand & China directly by 3 nos. of our own ocean going cargo vessel in order to maintain superior quality of "King Brand Cement". Over the years, through a visionary policy of

acquisitions, an equipment modernization and productivity improvement, King Brand Cement has become one of the best selling brands in Bangladesh.

Meghna Cement

Meghna Cement, sole brand of Meghna Industrial Complex Ltd (BICL) is produced in two most modern factories of the country at Mongla and Madanganj (Narayanganj). Meghna Cement started its production first in Mongla in November, 2012 and is eyeing to commence production at Madanganj factory in a few months. Mongla factory has the capacity to produce 1.62 million MT per year and the production capacity of Madanganj factory will be, when in full swing 2.10 million MT per year which will make the production of Meghna Cement 3.72 million MT a yearIn addition to that, Meghna Cement has a plan to penetrate different new markets like Chittagong, Sylhet. Meghna Cement will be produced in two factories situated in Mongla&Madanganj. Production of Meghna Cement at Mongla factory starts in November 12, 2012 and started commercial supply on November 19, 2012 while Madanganj (Narayanganj) factory which is 30 km. distant from Dhaka will come into production end of this year. The production capacity of Mongla factory is 5000 MT/day (100,000 bags), 1.2 million MT/year and Madanganj factory has a production capacity of 7200 MT/day (144,000 bags), 2.2 million MT/year. Consequently, total production capacity of Meghna Cement will be 12,200 MT/day (244,000 bags), 3.4 million MT/year within 2013.



4.9 EMPLOYEE OF BASHUNDHARA GROUP
At a glance Meghna Group Employee list

Accounts	**68**
Marketing	**250**
HR	**35**
IT	**10**
Staff	**59**
Total	**422 person**

4.10 CEMENT INDUSTRY IN BANGLADESH

Bangladesh cement industry is the 40th largest market in the world. Currently capacity of the industryisabout 20 mntones (MT). Top 13 players are alone controlling over 78% of the total industry capacity. However, the balance capacity still remains quite fragmented. Per capita consumption remains poor when compared with the world average; only 65 kg (FY2009) while our neighbouring countries, India and Pakistan, have per capita consumption of 135kg and130kg respectively. This underlines tremendous scope for growth in the Bangladesh cement industry in the long term. Cement, being a bulk commodity, is a freight intensive industry and transporting it over long distances can

prove to be uneconomical. For that reason, industry is regional in nature. It's also seasonal

in nature, during Monsoon industry suffers from low demand. Four major costs are associated with the production of cement as provided:

Cost elements % of cost of sales

- Power and fuel costs 10%
- Raw material costs 75%
- Transportation costs 5%
- Other expenses 10%

The pricing of cement of various players in the industry are very close to one another. The factories which would be using captive power (which is cheaper and more reliable than grid power) and backed by uninterrupted clinker supply at competitive price, are likely to be more cost efficient to emerge as the market leader. Currently, the standard price of one bag of cement produced by the multinational cement companies ranges within BDT 400 to BDT 450 per bag. On the other hand, price of one bag of cement produced by the local company's ranges within the price bracket of BDT 410 to BDT 445.

The common technology which is widely used in our industry from the year 2003 is PortlandComposite Cement (PCC) which is made following European Standard Methods (ESM). Earlier,Ordinary Portland Cement (OPC) had been used which was made following the American Standard Method (ASM).

PCC gives equal strength and durability like OPC. The basic difference between them is in the manufacturing technology. Only 65%-80% of clinker is required to produce PCC while 95%of clinker is required to produce OPC. So, worldwide PCC has become popular which requires lessclinker.Currently, Heidelberg, Holcim and Lafarge are the leaders among multinational cement manufacturers and Shah and Meghna(Meghna&MeghnaCement) are the leading domestic manufacturers. Shah cement is the market leader with close to 14.20% of the market share, followed by Heidelberg with about 9.30% of the market share. During the 2014, many small local manufacturers like Premier, Seven Circle, Crown, Fresh cement increased their sales drastically riding on their benefits of economies of scale, backward linkage and aggressive marketing effort.

In Bangladesh, cement consumers are categorized as follows:

1. Individual home makers (25%)
2. Real estate developers (35%)
3. Govt. organizations, i.e., LGED, RHW etc. (40%)

Cement consumption has steadily been rising. It is expected that cement companies will enjoy a good growth of margin over the next 3 years. Because, in next couple of years when large capacities are expected to come on-stream, pass through of input cost will be easier and clinker (main raw material of cement) price is expected to remain stable at $53-$58. Currently, multinational cement companies are facing intensive competition with local companies. Local manufacturers have been pursuing more innovative and aggressive business strategy compared to multinationals. Local manufacturers seek to seize large market by reaching mass people through economies of scale while multinationals cater the needs of specific group of customers by charging high price through superior brand value and quality. In addition, another basic trend in cement industry is smaller companies are shutting down and the bigger companies are becoming bigger. Leading cement manufacturers are now going for expansion. It is expected that if the ongoingexpansion plans the total production capacity of the industry will rise by 61%. Cement industry expects the consumption to rise by 25% (it will be much higher if Government projects come on stream). Though it seems that the industry will run overcapacity but as mentioned earlier, industry is dependent on only 13 companies‟ production. So it reveals that the cementindustry will fall short of supply if the demand increases in line with the big infrastructural projects of Government as expected in future and this symbolizes the huge growth potential of our cement industry.

Market size derivation

- Total demand (mn MT)-13.93
- Standard Price per beg (BDT)- 430
- Total Market size (BDT mn)-97,510
- Total Market size (USD bn)- 1.35 .

Total Production capacity (mn MT)	20
Industry average utilization rate	70%
Actual capacity excluding obstacles (mn MT)	13.96
Local consumption (mn MT)	13.93
Per capita consumption (FY2010)	84.5 Kg
Total factories registered	123
Factories started operation	63
Currently plants in operation	32
Factories exporting cement to India	8
Size of export in FY2010 (K MT/year)	260
Construction % of GDP	10%
Construction sector growth in FY2010 (according to BBS)	8%
Industry consumption growth in FY2010	32%
Expected industry growth rate in next 5 years	25% / year
Largest 13 cement companies hold (market share)	78%
Source: BCMA & IDLC research	

4.11 PRODUCT PORTFOLIO OF MAGHENA CEMENT

Basic ingredients those are used to produce cement are:

- Clinker
- Slag
- Fly Ash
- Limestone

- Gypsum
- Explanations of these are given below:



- **Clinker:**

Clinkers are formed by the heat processing of cement elements in a kiln, Limestone, clay, bauxite and iron ore sand in specific proportions are heated in a rotated kiln at 27700F(14000c) to form cinder lamps which are known as cement clinkers. Basically we import Clinker from Thailand, China, Korea, & Vietnam directly to maintain superior quality of Meghnacement.

- **Slag:**

Glass and sand are used to produce Slag. After mixing glass and sand, these are melting in a plant (Chulli) then the wastage material which are floating in the upper portion of the plant are collected . These are called slag. This is the byproduct of glass and Iron industry. The most common sources of slag are from manufacture of pig Iron. Generally 10%-15% moisture exists in slag. In milling process after mixing water and giving proper heat this slag are prepared for cement. After giving heat this moisture reduced from 10%-15% to 0.1%-0.3%. Slag increases the strength of cement. If more slag used then the strength of cement increases and less slag decrease the strength of cement. Advantages of slag on concrete:



- Higher compressive and flexural strength
- Higher resistance to sulfate& chloride attack
- More consistent plastic and Hardened properties
- Less possibility of bleeding and segregation
- Less water demand
- Easier finish Ability

- Environment friendly structure.

- **Gypsum:**



Gypsum is a mineral and hydrated calcium sulfate in chemical form. Gypsum plays a very important role in controlling the rate of hardening of the cement. According to BSTI standard gypsum should be used 0-5% but generally in MCML and BICL 4% Gypsum used.

- **Limestone:**

These are collected through Mining operation. Limestone is sedimentary rock composed largely of the mineral calcite and aragonite, which are different crystal forms of calcium carbonate (Caco3). Limestone's has very pleasant appearance, can be polished to a very smooth shiny surface and works as filter. Limestone is not so good for cement. It may reduce the strength of cement. Once when we used limestone then the percentage was 4%-5%. In Bangladesh Akij and Lafarge cement use lime stone.

- **Fly Ash:**



Fly ash usually refers to ash produced during combustion of coal. This is a byproduct of coal after burning for different purposes and subsequently crushed to powder level to be used for manufacture of cement.

Advantages of Fly Ash on concrete:

- More fitness
- Higher long term strength
- Less heat Hydration.
- Reduced permeability
- Greater workability
- Improved Durability

4.12 CLASSIFICATION OF CEMENT

In BICL and MCML two types cement are produced.

Ordinary Portland cement (OPC) CEM –I (52.5N)

Composite Cement: Portland composite cement (PCC) CEM-02, 42.2N

1) Ordinary Portland Cement (OPC) CEM –I (52.5N)

Basic ingredients to produce OPC are:

Clinker – 95%-100%

Gypsum- 0%-5%

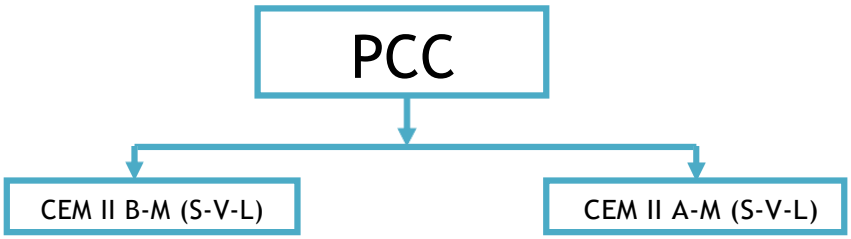
OPC used in heavy type production. These are not used in general purpose. Because using this cement needed proper curing. If proper curing is not done then concrete may be broken of fragmented. OPC produce huge heat.

2) Composite Cement: Portland composite cement(PCC)- 42.5N:

Basic ingredients to produce OPC are:

Clinker-	65%-79%
Fly Ash, Slag, Limestone:	21%-35%
Gypsum:	0%-5%

Two types PCC are produced. These are:



Here B-M means Medium proportion of clinker. Generally 65%-79% clinker is used and other ingredients are used to 21%-35%.

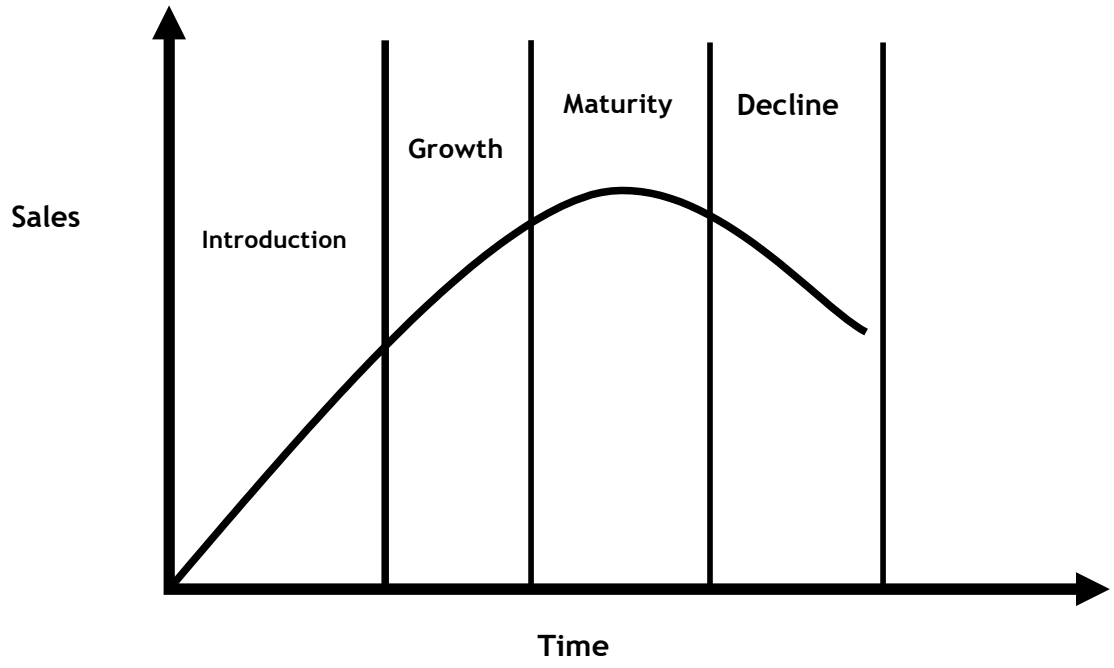
And A-M means high proportion of Clinker. Generally 80%-94% clinker is used and other ingredients are used to 6%-20%.

Here S-V-L means: **S= Slag**

V= Fly Ash

L= Limestone

4.13POSITION OF MAGHENA CEMENT IN PRODUCT LIFE CYCLE

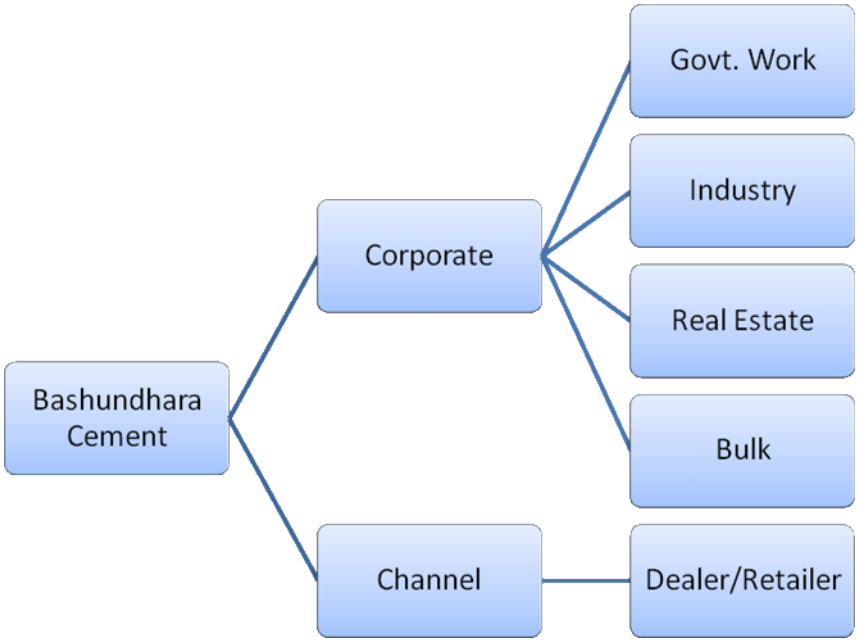


4.14 DISTRIBUTION STRATEGY OF MAGHENA CEMENT

As Meghna cement's vision is to be the market leader so itsorganize its distribution in a way cover whole Bangladesh. It has own logistics system to distribute products to the customers door. Beside this own logistics system Meghna has large number of logistics on rental basis. After getting order distribution team tries to distribute products within 24 hours. Meghna cement has got an extra advantage as it has existing distribution network of King Brand cement.

4.15 MARKET SEGMENTATION OF MAGHENA CEMENT

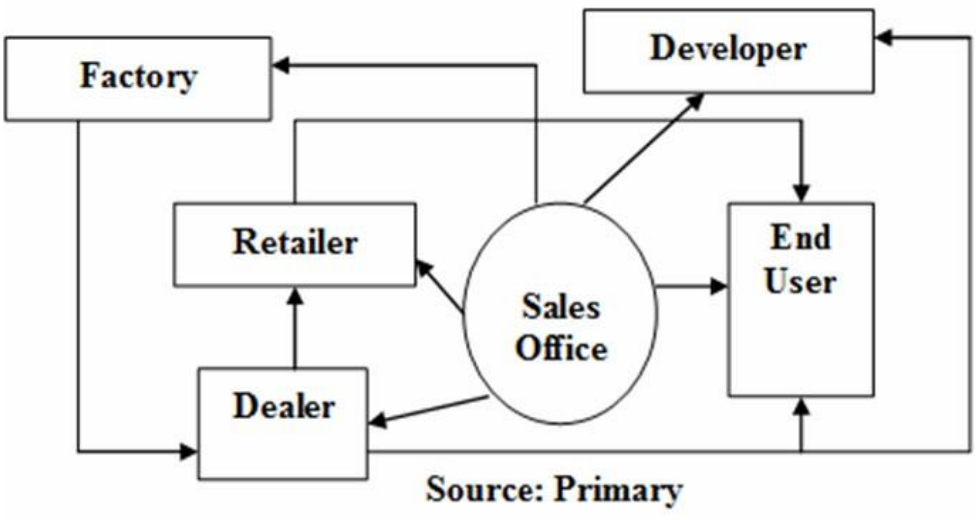
Its Market is segmented in to three groups. These are:



4.16 DISTRIBUTION SYSTEM OF MAGHENA CEMENT

A well organized, skilled team is responsible for distribution of Meghna cement. Meghnacement has its first factory in Mongla so now whole market is covered from this plant. As Madanganj Factory will be inaugurated soon so north side of market and Dhaka zone will be covered from this factory. After getting order distribution team distribute cement to the distribution point. Distribution flow chart is given below:

For this effective distribution strategy it's possible to reach customers easily. Effective distribution is very necessary for success of any company. Meghna has its effective distribution system. It has own plant for making vessel. This adds a new milestone in distribution system.



Source: Primary

Chapter Five

Findings & Analysis

5.1 FINDINGS ANALYSIS

Objectives: Close competitors of MeghnaCement Limited

Question: How many types of cement are you selling?

Table 1:

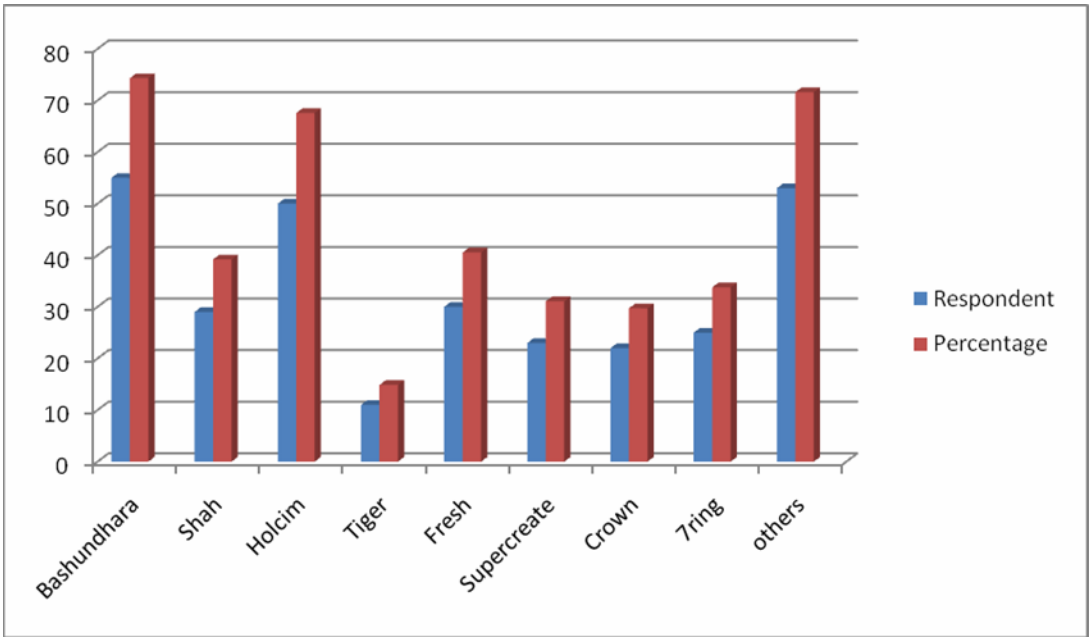
Name of the Company	Respondent	Percentage
Megha	55	74.32
Shah	29	39.19
Holcim	50	67.57
Tiger	11	14.86
Fresh	30	40.54
Supercreate	23	31.08
Crown	22	29.73
7ring	25	33.78
Others	53	71.62

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

Here total respondent is 74. Target cement was Meghna cement. There are others brand existing in the market like-Shah, Holcim, Tiger, Fresh, Supercrete, Crown, 7ring, and so on. Customer's choice & preferences always in changing position. so the demand for a specific brand not remain constant, it varies time to timeso they are selling not only single brand, sells different brand on the basis of customer perception. Here presented survey result in the table. we see that 74.32 percent are selling Meghna cement while respondent number is 55, 39.19 percent are Shah Cement while respondent number is 29, 67.57 percent are Holcim Cement while respondent number is 50, 14.86 percent are tiger cement while respondent number is 11, 40.54 percent are Fresh cement while respondent number is 30, 31.08 percent are Supercrete while respondent number is 23, 29.73 percent are Crown cement while respondent number is 22, 33.78 percent are 7 ring while respondent number is 25, others brand sell 71.62 percent.. This result shown in below on graph:

Graph 1:



Objectives:Market position of MeghnaCement Limited

Question: Which companies cement is high demand?

Table 2:

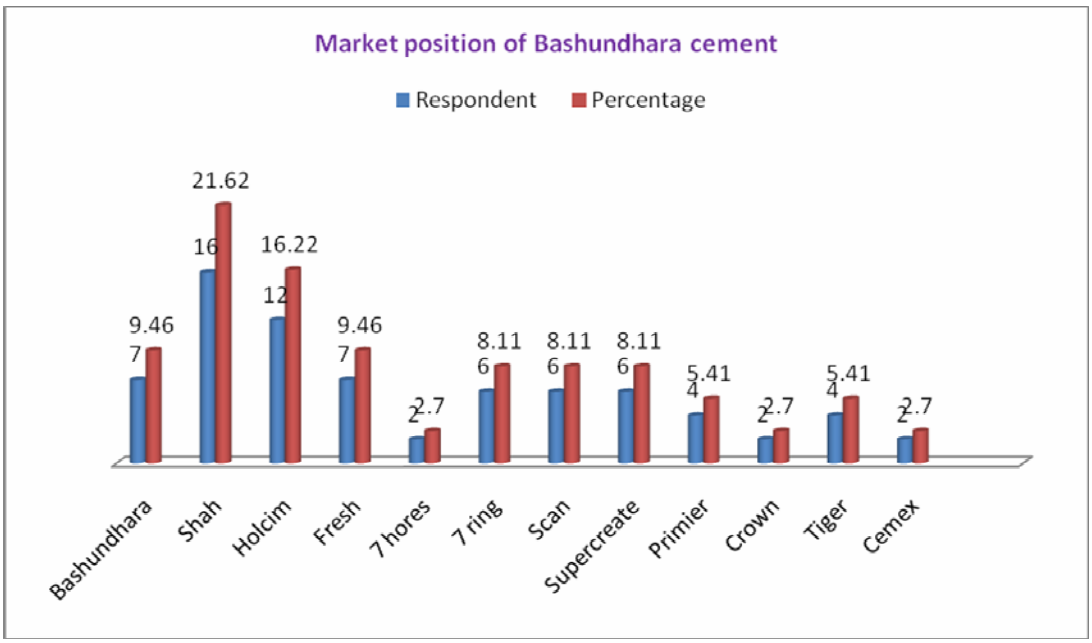
Name of the Company	Respondent	Percentage
Shah	16	21.62
Holcim	12	16.22
Meghna	7	9.46
Fresh	7	9.46
7 ring	6	8.11
Scan	6	8.11
Supercreate	6	8.11
Primier	4	5.41
Tiger	4	5.41
Crown	2	2.70
Cemex	2	2.70
7 hores	2	2.70
Total	74	

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

There are various factors which may affect customers brand choice for cement, as a result market position of brand fluctuates. In the time of this survey Shah cement in the first position with 21.62 percent while 16 respondent sell Shah cement, Meghna Cement are third position in the market with 9.46 percent, Holcim cement are second with 16.22 percent, Fresh also same with Meghna cement, then 7 ring, scan, supercreate cement are the same position with 8.11 percent; premier & tiger cement are same position with 5.41 percent, Crown & CEMEX cement are same position with 2.70 percent. Although Meghna cement in third position in this survey but it is possible to overcome if factors which affect customer brand choice analyzed and takes corrective actions. This result shown below in graph:

Graph 2:



Objectives: Problem of Supply

Question: Do you face any types of delay to get the Meghna Cement? What types?

Table 3:

Total Respondent	Yes	No	No Ans.
74	6	52	16

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

Here our questions to respondent about the distribution system of Meghna cement.Total respondent was 74, among them 6 respondent says yes there are some problems in distribution system of Meghna cement like delay in delivery, unloading problem related with labor and so on. Whereas 52 was no complain in distribution system and 16 was not agree to answer this question. This result shown in graph:

Graph3:



Objectives: Quantity Demand by Dealer/ Retailer

Question: How many unit ofMeghna cement sell per month?

Table 4:

31170 Bag (Per Month)

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

In the above table we see that, In our total 74 respondent 58 was answered. In 58 respondents per month demand unit is almost 31170 bag cement.

Objectives: To find out the causes of sales.

Question: Why the sales of Meghna cement are high/ low then competitors.

Table: 5

	Low demand	19
	High price	9
	New brand	9
	Color problem	3
	Masson choose the brand	2
Retailers effort		6

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

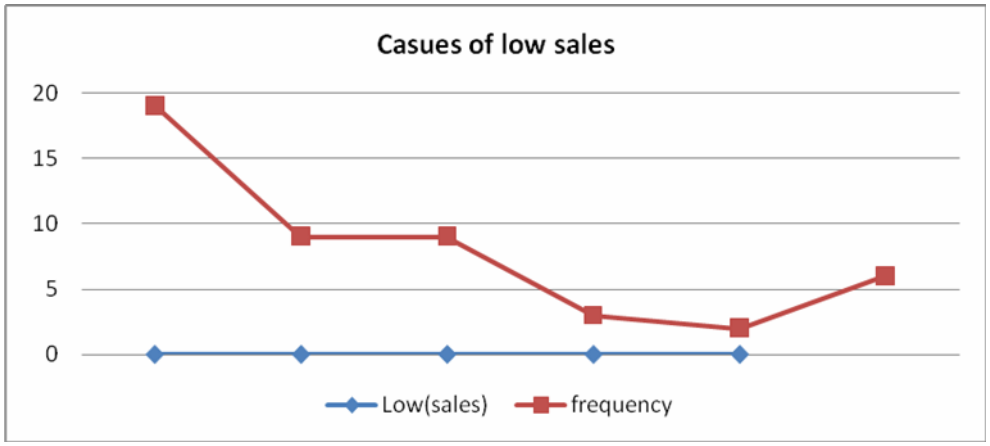
Here our motto was to find out the factors that affect the sales of Meghna cement is high/low then competitors. We show that only one variables plays role to increase the sales ofMeghna cement than competitors.

And some others factors decrease the sales like-Low demand,high price,New brand,color problem,Masson choose the brand etc. In this stage we describe some of these.

Low demand- low demand is the number one cause in our study which plays role to decrease the sales of Meghna cement then competitors and the frequency was 19.here we also find out the different causes for low demand like-color problem (white or black), new brand in the market,problems related to communication from company,customer are not aware the brand,Masson does not choose the brand.

Retailer's effort-Retailer is the one of the key factor which has immense contribution to increase the sales of cement. In our study we found it only one factor that increase the sales and total respondent number was 6.the causes of retailers' effort aregetting more facilities from company,better product quality and so on.

Graph:4



Question: Which type of complains do you get from consumer about Meghna cement?

Table:6

No complain	29
Customer preference on color	13
Damage(being lumps)	11
Low quality (grow in moss in wall)	5
Problem of mixing	3
Plastering quality not good	2
Packaging problem	1

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

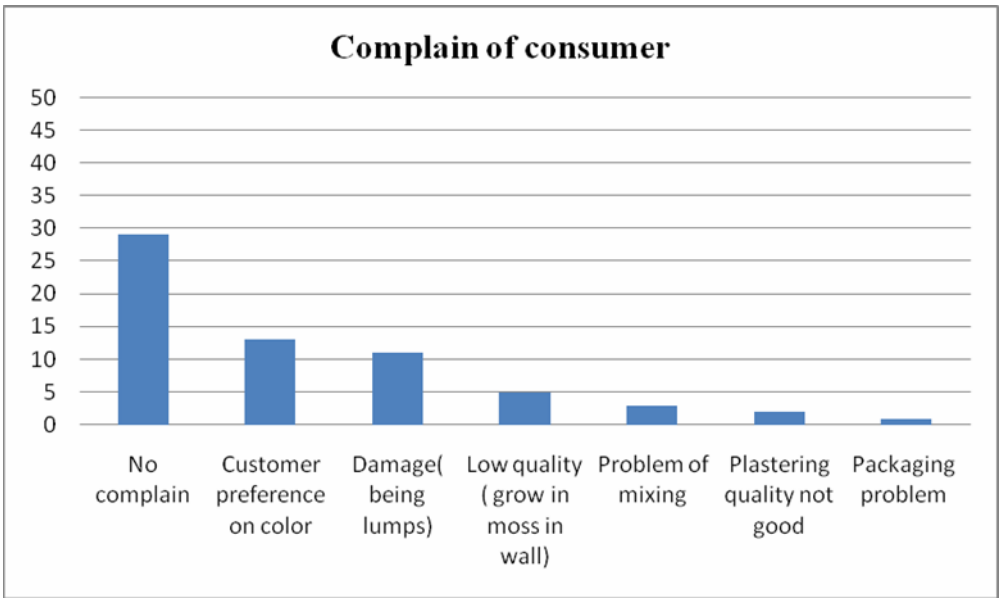
Here our question to retailer and dealer that which types of complain you get from consumer about Meghna cement. We see that most of the retailer or dealer said that they found no complain about Meghna cement. Which frequency number are 29 about. some of the dealer or retailer said that consumers most complain about Meghna cement on color preference and number of frequency is 13.others complain from consumer are Damage(being lumps) 11,Low quality (grow in moss in wall) 5,Problem of mixing 3,Plastering quality not good 2,Packaging problem 1.

Customer preference on color:

In our survey complain which comes from consumer aboutMeghna cement color comes frist.13 respondent among 74 talk about this. Color may be white or black. Few people like white color whereas others black. Sometimes color spoilt due to low quality. so consumers concern about color of Meghna cement.

Damage(being lumps):for low quality of cement or not maintaining standard procedure while processing it damage occur which spoil the cement and complain from consumer comes in 2nd position with total frequency 11.

Graph:5



Question: Which sort of problem do you face to sell Maghena Cement?

Table:7

No Complain	24
Confusing about choosing brand	7
High Rate	4
Confusing about quality	4
Confusing about color	4
Providing more idea for new brand	4

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

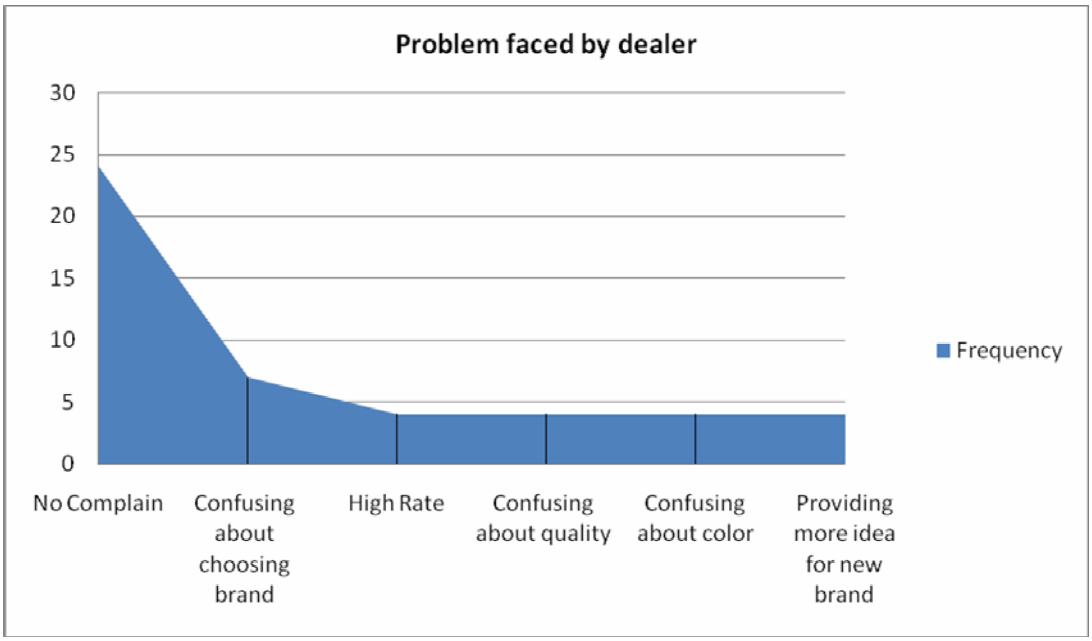
Findings and interpretation

In our previous question we tried to find out complain from consumer about Meghna Cement.But here we tried to identify problems which faced by wholesaler or retailer when they buy Meghna Cement.Among 74 respondent 24 said that they do not face any problem with frequency number.Here number one problem is consumer's confusion on brand choice and total frequency is 7.others problems may be High Rate 4, Confusing about quality 4, and Confusing about color 4, providing more idea for new brand 4.

Confusing about choosing brand:

There are deferent cement brand in market,some of them are local as well as multinational. Customer always confused which one is good local or multinational? Meghna Cement is a local brand and it also a new brand in the cement market.So consumers want to know details about it from us.But sometimes it is not possible for retailer to provide accurate information which may affect sales ofMeghna Cement.

Graph:6



Question: Do you take Meghna cement from dealer or directly? If dealer what sort of problem do you face?

Table:8

From dealer	51
Direct	3
Transaction	3

Problems with dealer

No problem	**48**
Transaction problem	3

Analysis Technique Used: MS Excel software and simple arithmetic were used to analyze the data collected for the question.

Findings and interpretation

This question on retailer that they getMeghna cement from where is it from dealer or direct communication with company? Research found that 51 retailers buy Meghna cement from dealer and 3 from company direct selling.

Another part of this question was if retailers get Meghna cement from dealer what types of problem they faced? 48 had no problem and only 3 said that they faced transactional problem.

5.2 SUGGETIONS FROM RESPONDENT(DEALER/RETAILER)

1. Increasing promotional activities like-TVC, Bill-board, print media coverage etc.(24)
2. Providing more facilities to the Retailer.(18)
3. Cement sales rate should be vulnerable.(9)
4. Color problem should be detected.(6)
5. Recruiting more human resource .(5)
6. Quality should be increased.(5)
7. Providing better service.(4)
8. Different types of incentives must be communicate with consumer in due time.(4)
9. Organization should be concern about their commitment.(3)
10. Company should concern about pricing policy.(3)
11. Should solve the problem of lumps.(2)
12. Motivational program must be increased for dealer, retailer, masson and engineer.(2)
13. Engaged in public construction like-constructing bridge, flyover and so on.(2)

14. Number of dealer should increase.(2)

15. Feedback from market should be tactfully analyzed.(1)

5.3 SWOT ANALYSIS

SWOT analysis is the detailed study of an organization's exposure and potential in perspective of its strength, weakness, opportunity and threat. This facilitates the organization to make their existing line of performance and also foresee the future to improve their performance in comparison to their competitors. As though this tool, an organization can also study its current position, it can also be considered as an important tool for making changes in the strategic management of the organization.

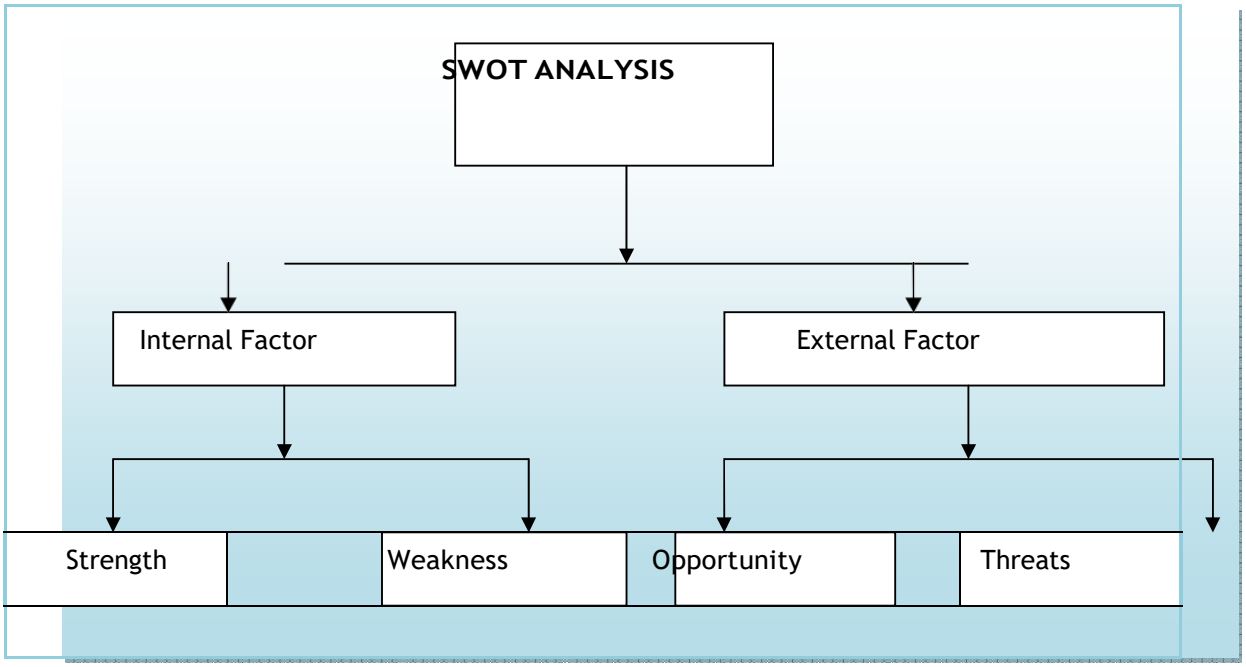


Figure: SWOT Analysis

Table: 9 InternalAnalyses

Internal Analysis	
Strength	***Weakness***
Dedicated & Efficient employees	High amount of fixed cost
High employee morale, employees are proud to be a part of Meghna Group.	Investment in plants and equipment that have no alternative uses and can't be sold off
Experienced top management	Little experience about international marketing
Excellent employee relations	No individual power supply system which is necessary for continuous production.
Firm leadership in the local market segments	High exit barrier
High product quality	Higher transportation cost because of the absence of sea port near factory.
Rich product portfolio	High salary structure is demanded by foreign technicians.
Less substitute of products	
Strong brand image in local market	
Strong corporate image in local market	
Economies of scale in production	
Standardized products	
Usage of latest technology	
Contribution to the GDP	
Integrated information system	
Good working environment	
Good relation with government regarding regulations and social responsibilities	
Sound track record of business.	

Table:10 External Analyses

External Analysis	
Opportunities	***Threats***
Being as the preferred employer, many competent people are willing to be a part of Meghna Group.	Increasing government tax.
Export demand is increasing in the recent years that open the opportunity for more revenues.	There is no government subsidy for these types of manufacturing / service industry.
Living standard of the population is increasing; therefore usage of products is also rising.	Cultural change in global market is very dynamic; therefore it is very difficult for positioning of cement products into global market.
GDP is increasing in Bangladesh, which is an opportunity for expanding business.	The degree of rivalry among cement manufacturing industries in global market is highly competitive.
Increase in construction of high rise buildings needs a lot of Meghna'scement.	Increasing the cost of importing raw materials of products because of rising exchange rate against dollar.

Chapter SIX

Recommendations and Conclusion

6.1 RECOMMENDATIONS

I had the practical exposure in Meghna Group for three months with my little experience in the sales section of Meghna cement so it is very difficult for me to recommend. Here on the basis of my little experience some recommendations are given below:

1. In promoting products Meghna Cement puts emphasis on direct marketing and personal selling, no advertising. BICL exercises a little effort in advertising their products. The resulting effect of this practice is twofold; on the other hand, lack of advertising makes Meghna Cement unknown to the some customers. MeghnaCement should advertise more to focus on their product and high standard of product.
2. Main media in case of selling dealer/retailer plays important role, so for increasing sales company should provide more facilities to dealer/retailer. If they get more facilities from company they will influenced in more sales.
3. From the analysis it is seen that the growth in sales is slow than the growth in capacity of Meghna Cement. One of the main reasons is the higher price. BICL should have to take care of this issue.
4. White colour cement is better than black, usually consumers prefer black colour in case of choosing cement and the colour of Meghna cement is white. so company should takes necessary steps to create peoples opinion on white colour cement.
5. Meghna Industrial Complex Limited may resort to both informal and formal recruiting methods. Informal recruiting methods tap a narrower labour market. Formal recruiting methods search the labour market more widely for candidates with one having previous connection with the company and company should increase recruitment.
6. Quality is considered as most important aspect in marketing a purchase decision. Meghna Industrial Complex Limitedshould strive hard to further improve this standard.
7. Competitors are very aggressive in providing best service to the customers in order to survive in the competitive market and complete BICL in terms of customer service. BICL needs to give more attention to this aspect so as to keep up its image.

8. In context of packaging, it is explored that to develop the packaging system is essential. Another problem is paper sack; during rainy season cement looses its quality.
9. In pricing the products, Meghna Industrial Complex Limited follows premium pricing strategy. In these they should keep in mind the psyche and attitude of the customers and competitors in setting the price. They may resort to pricing methods like cost plus, return investment, value pricing that means low price for high quality products etc.
10. Cement market of the country is facing turbulence due to various environmental factors. To overcome this BICL may consider giving sales incentives. Sales commission is considered to be most attractive incentives followed by gifts and similar items.

Company should more aware about these issues; there are many others issues which may not essential to solve at present.

6.2 CONCLUSION

Cement Industrya relatively fast growing industry, is developing in pace with increasing building and construction activities. Cement has long been used as a bonding agent to unite particles or to cause one surface to adhere to another. The most common form of cement, Portland cement, is a powder obtained from burning together a mixture of lime and clay, which when mixed with water and sand or gravel, turns into mortar or concrete.

The growth of cement market in Bangladesh was not in satisfied. There was a critical competition in the market. In that critical time Meghna Cement of Meghna Industrial Complex Limited start its operation in the country. Availability and awareness of this brand is very good. Most of the people prefer quality cement and they are willing to pay a little bit higher prices for that. As Meghna Cement has a reputation about its quality it has a good market response.

As cement is the industrial product, reference group is important for its sale. Meghna Cement should keep its close eye to generate new ideas for reference group along with customers and users for its better growth.

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APPENDIX

1. QUESTIONNAIRE ON

This Questionnaire Develop To know "Promotional Management in Cement Industry in Bangladesh: A Case Study on Meghna Cement Mills Ltd," We assure that the information you Provide will be kept in highly confidential and will not be supplied to any third party for any other purpose.

Dealer/Distributor/ Retailers Profile: **Date:**

1. How many types of cement are you selling?
2. Which companies cement is high demand?
3. Do you face any types of delay to get the Meghna cement? What types?
4. Which sort of problem do you face to sell Meghna cement?
5. How many unit of Meghna cement sell permonth?
6. Which type of complains do you get from consumer about Meghna Cement?
7. Do you take Meghna Cement from dealer? Or directly if dealer what sort of problem do you face?

Please give some suggestion about Meghna Cement how to increase their sale

Dealer/Distributor/ Retailers Signature