Internship Report

Managing Accounts Payable Process

Of

Siam City Cement Bangladesh



Inspiring Excellence

Submitted To

Mahmudul Haq Associate Professor BRAC Business School BRAC University

> Submitted By Adil Rayhan ID: 15364011

Letter of Transmittal

05 April 2018 Mahmudul Haq Associate Professor BRAC Business School BRAC University

Subject: Submission of Internship Report.

Dear Sir

It is a great pleasure to have the opportunity to submit my internship report on the experience gained during my internship period in finance department at Siam City Cement Bangladesh. I have prepared this report in accordance with the instructions given by my faculty and the university. I expect this report to be informative as well as comprehensive.

Working on this report has been really interesting & informative experience for me. I learned many unidentified facts, by working at the Head office, which I believe will be supportive to my academic & professional career in the future. I have given utmost care to be as thorough as possible for preparing this report.

I would really appreciate it if you enlighten me with your views regarding the report.

Sincerely Yours Adil Rayhan Id# 15364011 BRAC Business School BRAC University

Acknowledgement

Successful completion of this paper was possible by the grace of the Almighty and thus I would surely thank Allah (SWT) for everything. My deepest appreciation to all those who provided me the possibility to complete this paper. A special gratitude I give to my honorable supervisor, Abrar Ahmed and Sanjid Mahmud, whose contribution in stimulating suggestions and encouragement, helped me to coordinate my internship report.

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Executive Summary

Siam City Cement was first established in 1969 and began cement production after the completion of its cement plant in 1972. Siam City Cement with operations in different countries in South East Asian region has 47 years of experience in the industry. INSEE is a very well-known cement brand in Thailand and considered to be the premium quality product because of its high quality captive clinker. Siam City Cement (Bangladesh) Limited (INSEE Cement Bangladesh) is a subsidiary of Siam City Cement Group since the acquisition from CEMEX Cement (Bangladesh) Limited in July 2016.

The Principal purpose of the report is to demonstrate my internship experience, which would enable me to understand the operations, functionally and overall efficiency of the department. The department I was assigned was Accounts Payable of Finance Division. This report is a case study based on the discussion of managing the accounts payable division of the finance department of Siam City Cement Bangladesh. The report broadly narrated how the payable system run through the ERP System and how the journal entries are recorded through the payment process. This report also encompasses SWOT analysis of the company as well as few recommendations and suggestions were also prescribed based on the observation and findings.

Company Overview

Siam City Cement Bangladesh Limited is a fully owned venture of Siam City Cement Public Company Limited Thailand - a regional leader in building materials in Asia Pacific.

In the year 2016. Siam City Cement Limited has expanded its operation in Bangladesh by acquiring CEMEX Cement Bangladesh Limited. Built with the advanced state of the art European FLS technology, the Siam City Cement Bangladesh Limited plant in Mahmudnagar, Bandar, Naryanganj has a production capacity of 550.000 MT. Siam City Cement produces cement with its own clinker directly imported from Saraburi Cement Plant Thailand. Siam City Cement Bangladesh Limited Is committed to provide the finest and the most premium quality cement ever produced in Bangladesh. The company is certified with ISO 9001 Quality Management System (OMS) and ISO 14001 Environment Management System (EMS). complying with quality and environment standards. Currently Siam City Cement Bangladesh Limited is Producing INSEE branded Portland Composite Cement (PCC) & Ordinary Portland Cement (OPC) with a promise of consistent quality.

The Company is maintaining the same international standard cement with strict quality control and monitoring through it's highly professional internationally expert team & most modern lab facilities.

At Siam City Cement quality of both products and services has never been compromised. Research is conducted with continuity to ensure that new products and service will be launched to provide better solutions to our customers, while existing ones will be improved to enhance value.

Siam City Cement is and will always be a modern specialist who provides reliable solutions in the most time efficient manner.

Plant Overview

- Established in 2000 by CEMEX Bangladesh
- Built with the most advanced State-of-the-art European FLS technology
- Production capacity of 550,000 MT

- Certified with ISO 9001 Quality Management System (QMS) and ISO 14001 Environment Management System (EMS) Complying with quality and environmental standards and ensuring strict adherence to global standards

-INSEE Cement is highly committed to maintain the consistency of the product quality at any cost

- Own Power plant

- Automated additive loading facilities
- World class production & laboratory facility to ensure consistent quality
- Fully covered & individual world class storage facility for RAW materials

Bangladesh's cement market is about 25 million tons per year and growing at about 10 percent with a dense population of 158 million. Per capita cement consumption is approximately 154 kilograms which is still much lower compared to peer countries like the Philippines (261 kilograms), Indonesia (255 kilograms) and India (216 kilograms). Hence, it has a large potential going forward. Bangladesh has been experiencing astounding growth in the last decade and has reached a milestone GDP growth rate of 7.24 percent in 2017. The growth rate is projected to be 7.4 percent as public infrastructure projects further progress. These include Padma Bridge, Metro Rail (SCCC Bangladesh's client) and Elevated Expressway (SCCC Bangladesh's client). Expectation of the company is to be a part of this tremendous growth by enhancing its capacity from 0.5 to 1.2 million tons per year in the first phase and up to 2.0 million tons per year in the second. Sales volume growth for the company was 9% in 2017 even though price slightly fell by 2.7%.

Vision

We will continue to build on our long heritage of shared loyalty, creating trusting relationships with our business partners, our people and our community. We want to achieve the best value and a sustainable future for all our stakeholders.

Mission

Siam City Cement provides world class construction materials and services that are vital to economic growth in Thailand and the wider region. Combining sustainability and innovation, we strive for operational excellence and to exceed the expectations of all our stakeholders. Our reputation is built on outstanding performance in the quality of our products and customer service, the dedication and skill of our employees, our respect for the communities in which we operate and our ambition to set the standards for the industry of tomorrow.

Commitment

1. Working as a team

One group, one vision, one team united in heart with our business partners for the good of all.

2. Doing what is right Staying true to ourselves and each other, maintaining the highest standards of discipline and integrity in everything we say and do.

3. Challenging conventions

We are imaginative and always open to new ideas. We approach every business challenge with enthusiasm and strive to deliver innovative solutions beyond expectations.

4. Caring about our future

We are committed to creating a positive future for generations to come. Caring for our people, our environment, our community, our nation.

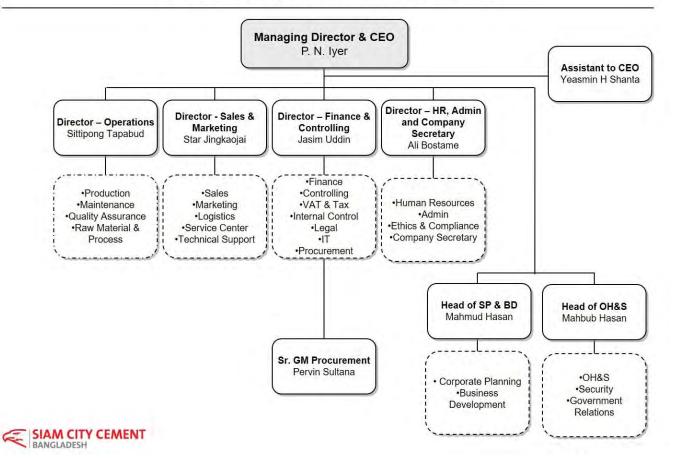
Goals

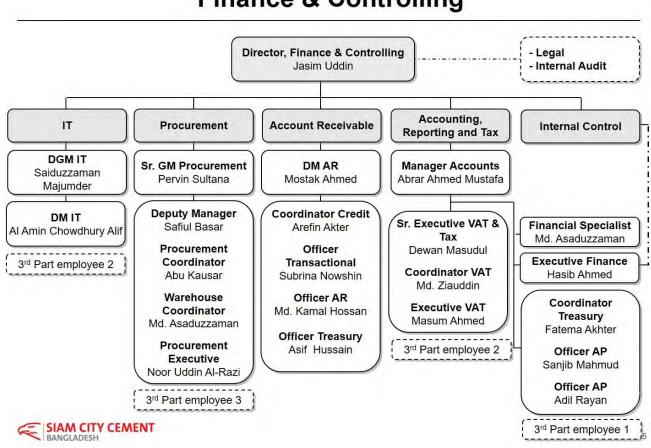
- 1. By customers: To provide the best solutions on cement, aggregates and related products, and to support their success.
- 2. By Community: To be socially responsible and environmentally conscious within communities and society, and to provide support with sustainable solutions.
- 3. By Business Partner: To collaborate with all stakeholders to grow business opportunities together
- 4. By Employee: To develop strong skills, reward high performance, and promote passion for people customer service and excellence

Production and Storage Capacity

Daily Production Capacity	0.5 Million Ton Per Year
Clinker	35000 MT
Flyash	2200 MT
Slag	10000 MT
Gypsum	5000 MT
Additional Clinker Storage	5000 MT

Direct Report to MD & CEO





Finance & Controlling

Product Portfolio

INSEE Portland Composite Cement (PCC)

INSEE PCC has been improved such as finer texture, enhanced workability, more cohesive strength• and less water segregation and less bleeding. The superior quality facilitates the concrete casting, demanding process including finer concrete product surface.

INSEE PCC is specially formulated and manufactured in accordance with BDS EN 197-1:2003 to provide additional properties to concrete. The latest hydraulic material added to INSEE PCC ensures increased strength and durability over time, this has long secured INSEE PCC as the builder's choice for structures that best for generations to come.

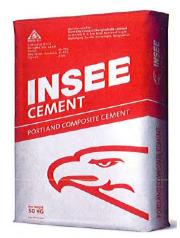
Cement Qualification

• Specially suitable for casting and molding concrete products such as drainage pipes, concrete blocks, pulley, concrete pile, concrete fencing post, pavement and concrete slap

- Reduces heat of hydration, which avoid cracks
- Gains long-term strength in concrete
- Increases workability

• Suitable for constructions of dwellings or residential buildings or retaining concrete, canals, channels & edging productions, in plastering, & mortar applications

• Also suitable for ready-mixed concrete where high early strength is not requiring

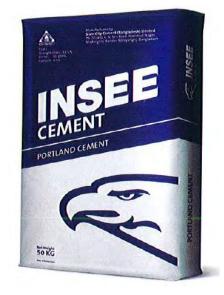


INSEE Ordinary Portland Cement (OPC)

INSEE OPC is specially formulated and manufactured in accordance with BDS EN 197-1 : 2003 & ASTM C 150 Type I and the British Standard B.S. 12 (for Ordinary Portland cement) to provide rapid strength to the structure, Manufactured from high quality clinker provided by INSEE cement's own integrated plant in Thailand, INSEE OPC will guarantee early strength and durability like no other this has long secured INSEE OPC as the reliable partner for sub structure and super structure.

Cement Qualification

The INSEE OPC cement was specially developed by a team of cement experts. It suits for the production of high strength reinforced concrete, asbestos cement products, high quality concrete tiles, all kinds of concrete piles and poles, panels and parts of prefabricated buildings and pre-stressed concrete products. Products and construction works using INSEE OPC cement have been tested and generally accepted for their high quality. The uniformity of the cement's hardening process and strength forming are generally accepted and officially accredited by the national standardization authority.



Key Success Factor

Key Success Factors are the factors that are a necessary condition for success in a given market. Company's key success factors are their means to prosper in the market place. Key Success Factors includes product attributes, competencies, and market achievements with the greatest impact on future competitive success in the market. The possible key success factors are

- Producing Cement with Quality Clinker sourced from own factory in Thailand.
- Ensure Consistent Quality Round the year.
- Built with the most advanced state of the art F.L Smidth technology.
- INSEE cement is 25% more stronger than any other cement in the market.

• The company is certified with ISO:9001 Quality Management System (QMS) & ISO:14001 Environment Management System (EMS), complying with quality and environmental standard that ensuring strict adherence to truly global standard. Continuously develops quality products through innovations & technology improvements.

- INSEE products & services contribute to green building standard.
- World class production and laboratory facilities to ensure best quality cement always.

SWOT Analysis

Strength:

Quality Control and high quality product: Siam city Cement Bangladesh produces high quality Portland composite cement and ordinary Portland cement using advanced machineries and method. The company has its own testing laboratories where highly qualified technician and chemists who examine the quality of the cement by modern equipment. The quality control is also supported by BUET. Producing cement with quality clinker sourced from own factory in Thailand. Usage of clinker made from own integrated cement plant can ensure consistent quality round the years.

Good location: The Factory of Siam city Cement is located at Bandar, Narayngonj, 34 Km from Dhaka. This location enables the company to have access both on the land and river for transporting goods from the factory.

Maintaining Environmental Standard: The Company is certified with ISO:9001 Quality Management System (QMS) & ISO:14001 Environment Management System (EMS), complying with quality and environmental standard that ensuring strict adherence to truly global standard. Continuously develops quality products through innovations & technology improvement.

Weakness:

No Profit: Though Company is maintaining a standard revenue, still couldn't see profit in 2017. EBITDA decreased to 38 million taka from higher expenses on brand building and channel development initiatives.

High Cost: Product is costly than others competitor's product. Therefore it is losing customer and market share as well.

Opportunity:

Growing Market: Owing to the urbanization, improved living standard and increasing purchasing power, the construction sector of Bangladesh is passing a shining period. The demand for cement is closely linked with the growth of construction sector as when the construction sector found strong, then demand of cement increased. Siam City Cement (Bangladesh) Limited aspires to continue increasing its market share through delivery of premium products to capture strong cement demand, which is expanding at 8-10 percent a year, with the projected GDP growth of 7.4 percent in 2018, driven mainly by infrastructure projects. The Company plans to enhance its cement capacity from 0.5 to 1.2 million tons per year in the first phase and up to 2.0 million tons per year in the second phase to be part of this tremendous growth. As the demand increases, it would affect the sales to increase as well in return to creating a situation of earning profits for the companies.

Opportunity to spread marketing & distribution channel: The Company has an opportunity of spreading their marketing and distribution channels up to root level of each division in the whole country. This will contribute to a wider coverage of customers across the country.

International network: Siam City Cement has international network for this reason it can easy introduce new and innovative product for Bangladesh. Already the company has taken initiative to bring new product like conwood and Insee Mortar.

Threats:

Political Instability: Political stability is the key to growth. Unfortunately, there is a lot of political instability in our country, which hamper the flow of operation. Election will be held at the present year, so it is expected that, there might be more political instability, which will affect the business.

Risk of exchange rate fluctuation: There is always this risk of the exchange rate of facing fluctuation. As most of the material is imported from the foreign country, if taka depreciate farther, price of the cement will be affected.

High Inflation: Higher inflation rate is also a big concern for the industry.

Local companies dominating: Currently, only 32 factories are in operation, including four multinational companies. At present, 81% of the total market share is held by top ten manufacturers. Among the top 10 cement market players in Bangladesh, 8 are local and 2 are multinational. So, clearly multinational companies are really facing intensive competition with the local company.

Project Paper

Objective of the Report:

The major objective of this paper is to assess the management of accounts payable division of the finance department of Siam City Cement Bangladesh, different aspects of accounts payable and how it operates.

Specific Objective:

1. Understanding the fundamental of accounts payable of Siam City Cement Bangladesh

2. To comprehend deeply the accounts payable activities of the company

3. To provide few recommendations on the accounts payable activities after careful observation of the company over the last three months.

Methodology:

Primary and Secondary information are used in this report.

Primary Data: For preparing this report, information were collected from the executives and managers of the organization having few discussions with them. The internal server of the company are also helped for collecting information to covers details about the accounts payable related activities.

Secondary Data: Most of the secondary were collected from different article, newspaper and several websites.

Limitation:

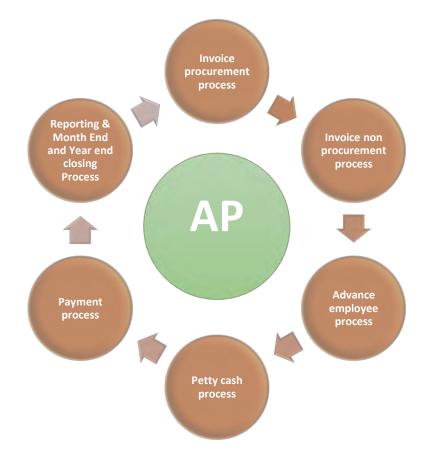
While working with the company I faced some limitation in terms of not having access to all the files and folders required for the report as for the company's confidentiality policy. As the company is not the listed company, I couldn't use any financial data.

Accounts Payable Process

The Accounts Payable application component records and administers accounting data for all vendors. It is also an integral part of the purchasing system, where deliveries and invoices are managed according to vendors. The system automatically makes postings in response to the operative transactions. In the same way, the system supplies the Cash Management application component with figures from invoices in order to optimize liquidity planning.

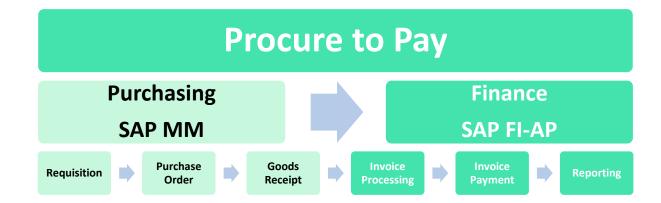
Payables are paid with the payment program. The payment program supports all standard payment methods (such as checks and transfers) in printed form as well as in electronic form (data medium exchange on disk and electronic data interchange). This program also covers country-specific payment methods.

Postings made in Accounts Payable are simultaneously recorded in the General Ledger where different G/L accounts are updated based on the transaction involved (such as payables and down payments).



In SAP, Vendor Invoices come from MM (Material Management) or FI (Financial Accounting). Some vendor invoices deal with the procurement of materials and services used in the course of business.

The process starts with reception and collection of incoming invoices, continuing with processing of those and submitting of those for payment including the release for payment of the blocked invoices due to variances. Initially when goods or services are required, company prepare a list of vendors, who can provide those goods and service for the company. Company ask for the quotation from them, where quality details, delivery terms, price and other information are included. When a vendor chosen based on the requirement, company create purchase requisition form, which included detailed information of the goods and services and sign of the authorized signatory. Then A formal purchase order is sent to the vendor to supply the goods along with instructions as to the conditions under which they have to be supplied. Once the company receives the goods from the supplier, the purchase department prepares a Goods Receipt. This is an important document which can later be used for reconciling if what the seller delivered was indeed what they asked for. The Goods Receipt is compared with the Purchase Order to validate if the two match. If there are any discrepancies, the buyer can contact the seller and post a complaint. Checks are made if the goods are suitable for use or not, if the correct quantity has been delivered, if all the goods meet the ordered specifications, and they are priced according to the terms of the purchase order. If any goods are damaged then the buyers will have to contact the sellers and ask either for a replacement or a refund. Once the verification of the goods is done, the payment invoice is created and the necessary approvals from the managers are obtained. When the invoice is created, system makes liability against vendors and clear payment on the basis of payment terms.



AP process for SCCB are categorized to 6 processes as follow;

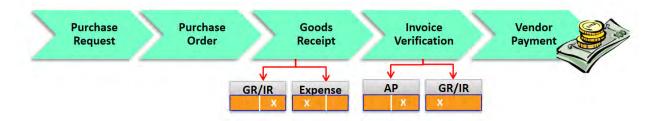
- 1. Invoice procurement process
- 2. Invoice non procurement process
- 3. Advance employee process
- 6. Reporting & Month End and Year end closing Process
- 5. Payment process
- 4. Petty cash process

1. Invoice procurement process

The process of operating incoming invoices for all materials or services

Invoice verification is a process to validate price and quantity with purchase order, goods/services received and invoices (3-way matching) based on specific tolerance. The GR/IR account is credited when goods are received and debited (or cleared) when the relevant invoice is posted.

The Logistics Invoice Verification (LIV) process is depicted in the following diagram.



Here only PO related invoices are created and matched against each other. For example:

When GR/IR (goods-receipt/invoice-receipt) is created for vendor

Dr. Expense 500

Cr. GR/IR 500

When Invoice is matched in the System

Dr. GR/IR	500
Cr. A/C Payable	500
Payment Posting	
Dr. A/C Payable	500
Cr. Bank Payment	500

2. Invoice non procurement process

The process is involved the posting of invoices, credit note or debit note that do not have an underlying Purchase Order

Refer to as "direct" as they are posted directly in SAP (Financial Accounting)

Require to fill-in all of the required invoice fields since it cannot determine any purchase order items (there are no purchase orders to retrieve the line items from)

The accounts that the amounts will be posted to must be specified.

Example: direct invoice, return retention and clear deposit

When Expense is incurred

Dr. Expense	500	
Cr. Vendor		500

Payment Posting

Dr. Vendor 500

Cr. Bank Payment 500

3. Advance employee process

Cash advance for travelling, training, conferences, or other business purposes that the company pay to their employees in advance with expectation of repayment. Employee requests for advance with department head approval, and collect his advance. Later he settles the advance by providing expense bill. In this process below accounting process are followed

When advance request claimed

Dr. Mr X	500	
Cr. Mr X		500
Advance Payment		
Dr. Mr X	500	
Cr. Bank		500
Advance Settlement		
Dr. Bank	500	
Cr. Mr X		500

4. Petty cash process

Petty cash is the money for the company required to hold for nominal business-related expenses. It is used for paying small amounts owed rather than writing a cheque due to inconvenience and costs of writing, signing, and cashing the cheque to pay for goods. Limit for the petty cash is 30,000 tk. And Expense bill under 3000 will be from petty cash fund. When expense reaches to limit, system reimburse the petty fund.

5. Payment process

This is the process of payment (checks or request for bank transfers) to vendor bases on vendor invoices

• Scheduled Payments: The automatic payment program calculates which open items are due for payment and then processes the payment by one of the various methods that are defined in the configuration. It also allows netting of line items i.e. in case payments have to be made as well received from the same vendor/customer, and then the program determines the net value of the payment to be made or received and accordingly processes the transaction.

The automatic payment program makes use of the payment terms that are defined in the vendor and customer masters to determine which line items are due for payment.

There are 5 steps to process the automatic payment program as following



• Manual Payments: This Payment process is being used to post manual vendor outgoing payments and it allows to print payment documents i.e. check and payment. Manual payment is mostly used for Bangladesh Bank payment, Duty Payment, Principal Payment etc.

6. Reporting & Month End and Year end closing Process

The process to reconcile the amount of A/P Liability showing in the General Ledger

- GR/IR Clearing
- Good in-transit
- Withholding tax report and closing
- VAT report and closing
- Aging Report

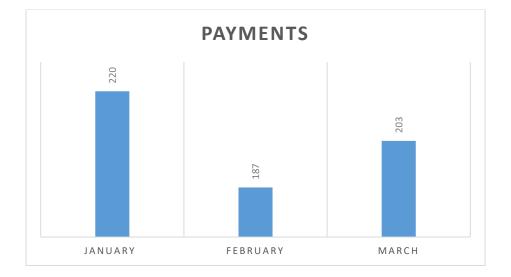
Observation & Learning

Internship in Siam City Cement Bangladesh has given me a chance to explore the real job life and the management system of a multinational company. As the whole system is run by SAP, all the work is very systematic and the data are used for analysis, is based on real time data. This helps management to have quick decision on certain issue. This systematic process also helped verify each information before payment. So, common problem like double invoice which are paid twice could be ignored by three step verification process- matching Purchase order, Goods Receipt and Invoice Verification. I was lucky enough to get to know much about using the within the short period of time.

Insee Digital Company Limited is the IT subsidiary of Siam City Cement situated in Thailand. In case of any IT or SAP related problem, It provides end-to-end IT and digital services. All the data regarding Vendors is managed by Master Data Management (MDM), which work as a wing of Insee Digital. They provide support for new vendor enlistment or any change of the vendor data.

Vat and Tax is an integral part of Accounts payable process. Those invoice, which is applicable for vat and tax, needed to be carefully calculated before paying the vendor. If the company receive any vat challan, which is related to production, company can take rebate 80% to 100% against those vat chalan.

Cement industry is going through a seasonal peak time, which is September to March and the company running on optimum capacity, pressure on every department is very high. On accounts payable section, huge number of invoice, advance request needed to be processed. Meeting the deadline was a key challenging issue. Each month has two working days and every Tuesday there is a slot for emergency payment. But due to pressure of emergency payment, payment had to made 17 time within 20 working days in March'18. Below graph shows the payments made in last three months:



Reporting is the final touch of accounts payable process, which takes in depth analysis of the data. Reporting file can be directly generated directly from SAP using specific t-code. Aging report is most commonly demanded by the management. Accounts payable report view the balances the company owe to other companies for supplies, inventory and services your company receives with 30-day time buckets like 0- 30 days, 31-60 days,60-90 days,90-360 days and above 360 days. I believe my analytical skills have been improved by preparing this kind of reports. Below illustration is part of the aging report I worked in March'18.

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Recommendation

- Siam City Cement Bangladesh should start to using Bangladesh Electronic Funds Transfer Network (BEFTN) for clearing the vendor payment, which will reduce work load of printing the cheque manually and collecting the cheque. Rather using BEFTN, vendor will directly receive the payment in his account and it will make the payment process faster.
- Company should hire someone who is specialized in SAP. If any problem arises, he will look after the problem initially or help for better understanding. Sometime it takes long time to solve small issues, he could help to sort out those issues. Beside he can help new employee by giving proper orientation to SAP.
- Communication between vendors and accounts must be improved, as it will reduce misunderstanding regarding payment term and payment, a common gap in the process. End Users can also help to minimize this minimize this problem.
- 4. Training helps an individual to improve him/her for giving better output. I believe, it is necessary for Siam City Cement Bangladesh Ltd to provide training every month for the betterment of the company. Monthly training for all the employees along with some form of motivational lessons would definitely enhance the quality of services.
- 5. It is hard for two people to bear huge workload for the accounts payable section. Due to huge to pressure, it increases chance for making mistake or meeting the deadline. Therefore, I recommend to appoint at least one more employee to this section.
- 6. Using ERP based software is getting popular day by day in Bangladesh. As the country is stepping ahead into more digitization at every aspect the number of ERP software using companies are increasing at a significant rate. If our undergraduate and graduate program cloud add a course on ERP software, it would be very beneficial for the student in the job market.

Conclusion

In conclusion, finance department of Siam City Cement Bangladesh is providing the necessary assistance for company growth and helping to run smoothly. The systematic process and the use of the latest Enterprise Resource Software (ERP) ensure least amount mistake and maintain standard operation. Hard work and the determination are key factors behind the company's success. Though the company is new in the market, but it will take much time to make significant impact in the market for the company. I would really appreciate for having a remarkable experience in such key time for company. It helped me a lot to gain comprehensive knowledge and work under pressure. Regarding my experience, I would like to show my gratitude to everyone who has helped me to learn and gain valuable insights of this company. Beside these Siam city cement has taught me to practice integrity and sincerity as Siam City Bangladesh believes in "Working with Integrity". I believe that this valuable experience will help me make immense progress in my career.

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