



BRAND PERFORMANCE OF DORMA

BRAND PERFORMANCE OF DORMA IN BANGLADESH

[THE INTERNSHIP REPORT IS SUBMITTED FOR THE PARTIAL FULFILLMENT OF
THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION SPECIALIZATION IN
MARKETING]



Inspiring Excellence

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LETTER OF TRANSMITTAL

6th April, 2018

Ms. MahreenMamoon

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Subject: Submission of internship report on “Brand Performance of DORMA in Bangladesh”

Dear Madam,

It is an immense pleasure for me to submit you this internship report titled “Brand Performance of DORMA in Bangladesh”. I have been working at Bay Engineering as a Marketing Executive for developing and establishing DORMA as a prominent architectural hardware brand. I have tried my level best to fulfill all my requirements of this course and tried to follow my supervisor’s instructions while preparing this report. This report helped me understanding the field in which I have been working a lot and learn about the corporate culture.

It would be a profound pleasure for me if the report can attain its objective. I, therefore, would like to request you to accept my report and oblige me thereby. I would be available in any time to clarify you any queries if feel needed.

Thank you.

Sincerely Yours,

Kazi Md. Wahiduzzaman

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Major: Marketing

Masters of Business Administration

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ACKNOWLEDGEMENT

At the very inception, I would like to express my gratitude to omnipotent and Almighty Allah, whose invisible guidance helped me to complete this report. I would like to thank my honorable supervisor Ms. MahreenMamoon, Assistant professor, BRAC Business School, who helped me from the very beginning of my report. From time to time my honorable madam has given me appointment and suggested me by exemplifying to prepare this report that finally made me possible to complete this report very well which is a partial requirement of MBA program. I would like to be thankful to Mr. Mucaddem Hussain, Country Manager of DORMA in Bangladesh for his support that helped me to prepare this report. I would also like to express my heartfelt thanks to all the employees of Bay Engineering who cooperated me providing necessary information and excellent guidance to prepare this term paper. Finally, a silent stream of gratitude is for my most adorned parents whose blessing is always with me in this windy world.

EXECUTIVE SUMMARY

DORMA is a industry leader and solution provider of Architectural Hardware's and building materials operating in Bangladesh with a contractual Basis with Bay Engineering from 2010.

Bangladesh as a growing country has seen boost in infrastructure and Hotel business, many high-rises, Hospitals and corporate houses are using premium quality construction and building material. DORMA has stepped in to provide the solution to them.

In this report, consist of five individual parts, In the **first chapter** I discussed the background of my report. I also explained the objective of my study, scope of my study, the methodology of my report, data collection and information collection process, limitations. The **Second Chapter** is about DORMA's history, its operation and its partnership with Bay Engineering. **Third Chapter** includes the industry scenario of Architectural hardware business, growth of construction business and how DORMA can help builders to provide customers unique solutions. DORMA's Brand Communication and Major Competitors in the market along with SWOT analysis of each of them. The **Fourth Chapter** is all about brand performance of DORMA, sales growth, COCA, LTVC, sales response etc. In the **Last Chapter**, I pointed out some recommendations that DORMA can take to improve the current situation and increase growth base on the information I gathered when working at the organization.

My internship report mainly focused on performance of DORMA in Bangladesh as a premium Architectural Hardware Solution Provider. The key limitations of this report are, short period of internship, adequate research experience, and Bay Engineering does not provide confidential information. Though this report has some limitation, it will help me to fulfill my degree, it also help other students to make their reports and finally, DORMA may find their positive as well as negative sides of their activities.

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CHAPTER 1: Background of the Study

Introduction

The act of building is a basic component of human nature. For centuries we have created structures, starting with simplest huts to the modern giant of skyscrapers, and it was all possible through innovation in modern architectural methods and practices. Development of new methods of constructions along with implementing cutting edge technologies now creating pieces of arts rather than mere buildings.

This story is not so different for our small county too. As Bangladesh is a developing country with immense potential in tourism sector in addition to locational advantage, investment in Luxury hotels and high-rises are common. International luxury hotel brands as Westin, Dusit and other prominent players has already started construction of many luxury hotels both in capital Dhaka and Chittagong, in addition to that major real-estate companies have started to build luxury house and offices to meet the need of city dwellers. High end hospitals to cafes are trying to build the best possible environment for their respective clients.

This opens a huge opportunity for luxury Architectural hardware brands to expand their business here in Bangladesh. Previously all major architectural hardware“s were imported through unauthorized channels and open import routes, this was both expensive for the constructor and overly complicated for architects. Problems as importing wrong models, wrong color or loosing specific components were common.

To solve these problems and capture a huge market of genuine architectural hardware“s BAY ENGINEERING has partnered with DORMA (A renowned germen Architectural Hardware Solution Provider) in late 2010. Since then through BAY ENGINEERING DORMA has been providing architectural solutions and engineering support to its clients in Bangladesh.

From the time of starting its operation here in Bangladesh it has been able to capture leader position as automated door solution Provider, Leader in Moveable Partition Solution Provider and Second as Entry Solution Provider in Bangladesh.

“Brand Performance of DORMA in Bangladesh” is the topic of my report. This study is a breakdown of DORMA“s Brand Performance here in Bangladesh using the Key Brand Performance Indicators.

Origin of the Report

This report is prepared as a part of completion for Masters of Business Administration (MBA) program.

Objectives

BROAD OBJECTIVE:

To determine the brand performance of DORMA in Bangladesh.

SPECIFIC OBJECTIVES

- To Give an Overview of DORMA, DORMA India Pvt. Ltd. And BAY ENGINEERING and its Solutions Provided
- To Analyze the Performance of Major Architectural Solution Provider Brands in Bangladesh
- To Study the Brand Performance of DORMA in Bangladesh
- To analyze SWOT of DORMA in Bangladesh
- Finally, to Suggest Necessary Recommendations to Overcome the Shortcoming for DORMA Brands Performance

Scope of the Study

This study is done for academic purpose and study is limited within the territorial boundary of Bangladesh where DORMA conducts its operation. The main focus of the study is to determine the brand performance of DORMA in Bangladesh. The Architectural Hardware Brands currently working in authorization from Bangladesh Government are considered to form the study. The study explores the present Brand performance of Architectural Brands in Bangladesh and future market of prospects of Bangladesh.

Methodology of the Study

The data are collected based on two sources such as primary and secondary sources. Some of the information is collected while doing work at office. In addition, the secondary data, those data are not classified, analyzed, interpreted in the report. Some graphical tools are used in this report for explaining data more precisely. Some recommendations are also made for the purpose of making brand performance of DORMA better.

The Sources are:

Primary Sources:

- Personal Interview
- Personal Observation
- Practical Desk Work
- Face to Face Conversation with the Respective Employees at Office
- Regular Briefing of My Supervisor at Office
- Face to Face Conversation with Architects and Influencers
- Meeting with Technical Director of DORMA India Pvt. Ltd.

Secondary Sources:

- Different Publications Regarding Architectural Hardware Industry
- News Letters
- Official Websites
- DORMA-Pedia.
- MIAB
- Different Books and Journals

Research Instruments: Research Instruments were mainly the information gathered for the above mentioned sources.

Mechanical Instrument: Microsoft Word is used to prepare the report

Limitations of the Study

Comprehensive research is a difficult task. Lots of consideration needs to take in to account to conduct a pragmatic research. Many tools and techniques are needed to take into account for proper analysis. To prepare this research many constrains are faced. Such as-

- Hidden information: There is some hidden information which is not supposed to be provided for.
- Improper combination: It seems there are improper combination among various departments.
- Time consuming: Time consuming is the limitation of the report. The allocated time is not sufficient to know about the brand performance.
- Limitation of the information: The reports were done only for the academic purpose within the bounds of given information.
- Insufficient data: The data that seems insufficient and may be suffering from lack of reliability to some extent.
- Extracting Information: The officers were quite busy with their regular activities. For this reason, it was little problematic to extract information.

CHAPTER 2: Organizational Overview

DORMA



DORMA is the trusted global partner for premium access solutions & services enabling better buildings.

With over 100 years of tradition behind it, the company offers holistic solutions covering all facets of door operability – from hinges, closers and floor springs to automatic door systems and time & access control solutions.

DORMA also supplies horizontal sliding wall systems.

DORMA maintains major production plants in Europe, Singapore, Malaysia, China, India, North and South America.

The DORMA Group has improved sales and profits in fiscal 2014/2015. According to audited IFRS figures, Group sales rose by 9.8% to € 1,109.2 million (previous year: € 1,010.3 million).

DORMA employs more than 7,400 employees worldwide.

Headquartered in Ennepetal, the internationally active DORMA Group is represented in more than 50 countries.

THE DORMA HISTORY



Despite its rapid growth in the past few decades, DORMA has remained a family-owned company.

1908 - 1950

Rudolf Mankel and his brother-in-law, Wilhelm Dörken, founded Dörken&Mankel KG in Ennepetal, Germany, on July 1, 1908. The first products to come out of the factory were double-action door hinges and milled screws. Right from the start, the two partners imposed the very highest quality standards on their products. The principle that applied even at that time - "Better the best at a good price than to disappoint our customers" - was destined to influence significantly the path adopted by the company.

In 1913, Dörken&Mankel KG break ground on a new production facility in Ennepetal growing its manufacturing space to more than one million square feet.

The brand name DORMA, an acronym formed from the two surnames of the company founders, was registered with the German Patent Office in 1927. Then, in 1936, Wilhelm Dörken left Dörken&Mankel KG and Rudolf Mankel set about running the company as its sole proprietor.

1950 - 1970

In 1950, after the upheavals of the Second World War, the company began manufacturing the TS 50 door closer, taking us into a sector in which - in revenue terms - we are today the world market leader. The product range was also extended to include, for a period, the "Mekanik"

metal construction kit, and punched components for the radio and television industry. By 1962, DORMA had begun production of a range of door operators and so took its first steps into the automatics market. And here too, the company is among the world elite.

1970 - 2000

In 1970 saw the establishment of DORMA GmbH Co. KG and in the same year Karl-Rudolf Mankel, grandson of the co-founder, joined the company. The ensuing period saw increased emphasis on global alignment and further extensions to the product segments. In 1976, the company moved into the field of glass door furniture and fittings, and 1977 saw the creation of a subsidiary specialising in this sector, DORMA-Glas. Also in 1977, we established our first foreign sales company in the form of DORMA France. And just one year later, our first foreign manufacturing facility was opened in Singapore.

DORMA gained access to further new markets by entering into the security and emergency escape technology sector in 1987. The year 2000 heralded a new management structure comprising a holding company, five divisions and 13 sales regions, established with the purpose of further improving DORMA's global position and better preparing it for the challenges of the future.

2000 - 2011

In order to be even better equipped to meet present and future global market demands, in 2010 DORMA introduced its strategic program “DORMA 2020” and, on January 1, 2011, a new management structure aligned to this new set of commitments. The new organization, consisting of an 11-member Group Executive Committee, five global sales territories with P&L responsibility and the business unit Movable Walls (EMEA), reflects the strategy adopted for growth through to 2020.

2011 - 2013

For the first time in its corporate history, the DORMA Group generated revenues in excess of one billion euros in fiscal 2011/12 (June 30), thus successfully continuing the growth program. In 2012, research and development centers in India and Singapore were established with a view

to meeting the local and regional requirements. DORMA received numerous awards including the “Axia Award 2012” and the “Hidden Champion 2013” accolade.

2013 – 2015

DORMA once again demonstrated its innovative capacities with the Group launching more product innovations than ever before. At the international BAU fair in January 2015, DORMA presented six new products. In addition, there were numerous local innovations, for example the ITS 900 and ITS 915 door closers for the entry segment in Asia. For these new products, DORMA has received 12 design awards since the beginning of the year. And as a company, DORMA was recognized in June as one of Germany’s most innovative SMEs.

Today

The DORMA Group has improved sales and profits in fiscal 2014/2015. According to audited IFRS figures, Group sales rose by 9.8% to € 1,109.2 million (previous year: € 1,010.3 million).

The Dorma Group and the Kaba Group, from Rümlang in Zurich (Switzerland), merged to form dorma+kaba in September 2015. The merger has created one of the top three companies in the global market for security and access solutions, with pro forma sales of more than CHF 2 billion and around 16,000 employees. dorma+kaba is active in over 50 countries and has a presence, through both production sites and distribution and service offices, in all relevant markets.

Together, the two companies offer their customers a comprehensive portfolio of products, solutions and services for security and building access, so these customers can get everything relating to access and opening and closing doors from a single source. The portfolio includes locking systems – from cylinders, keys and locks right through to fully networked electronic access solutions – but also physical access systems and automatic door systems, as well as a comprehensive range of door hinges and fittings, door controls. These are augmented by products for time and enterprise data recording, high-security locks, horizontal sliding walls and movable partitions.

DORMA ENDS A SUCCESSFUL FISCAL 2014/15 WITH IMPROVED RESULTS

The DORMA Group has improved sales and profits in the year under review. According to provisional, unaudited IFRS figures, Group sales rose by 9.8% to € 1,109.2 million (previous year: € 1,010.3 million). The organic growth amounted to 4.2%. A further 0.9 percentage points of the increase were due to acquisitions and 4.7 percentage points to currency changes. With EBITDA standing at € 125.6 million (previous year: € 120.2 million) and EBIT at € 97.7 (previous year: € 89.3 million), DORMA again exceeded the results of the previous fiscal year by 4.4% and 9.5% respectively. Acquisitions recorded at € 1.0 million and currency changes at € 8.0 million contributed to the increase in EBITDA. Consolidated net income is up 9.9% at € 78.7 million, compared to the figure of € 71.6 million for the previous year. A dividend of € 55 million is proposed for fiscal 2014/15.

DORMA's capital expenditure on intangible assets and property, plant and equipment stood at € 46.8 million (previous year: € 19.2 million). This included the purchase of real estate for the European Logistics Center in Wuppertal. Net cash flow from operating activities rose to € 79.1 million (previous year: € 67.8 million). On the reporting date (30 June 2015), DORMA was again on balance debt-free and had net funds totaling € 112.0 million (previous year: € 135.9 million). At the same time provisions for pensions stood at € 198.2 million with matching cover provided by a partial amount of € 16.6 million.

The number of employees (including trainees) in the Group rose during fiscal 2014/15 from 7,191 to 7,410.

DORMA INDIA - SERVICING THE CUSTOMER IN THE SAARC REGION

DORMA India Private Limited is a 100% wholly owned subsidiary of DORMA GmbH, Germany. DORMA India services markets of INDIA & countries in the SAARC Region providing support to infrastructure projects.

DORMA INDIA

A fully owned subsidiary with Marketing and Warehousing Infrastructure in India

DORMA Certified Partners

A dedicated team to service the requirements of Planners, Architects and Designers and Project Consultants. Our strong partner network across India and the neighboring countries enables any project in any part of the country.

Project Consultancy from DORMA

The DORMA team in India provides Turnkey consultancy to projects, enabling apt Solutions.

DORMA's commitment to customer focus in terms of turnkey solutions and geographical reach has led us to further enhance our product portfolio, covering the full range of door technology in order to offer our customers premium access solutions and services locally on a truly single source basis.

DORMA has been actively involved with some of the India's leading innovative and highly acclaimed projects in various customer groups in Hospitality, Information Technology, Corporates & Services, Transportation, Retail, Healthcare, Government, Industries and Factories, Defense and Strategic Infrastructure, Education etc.

The DORMA Organisation in Region SAARC is led by Mr. V R Ramesh, Regional Director

The DORMA Group Policy:

We ensure compliance with our values, mission, vision and strategy through the implementation of corresponding management systems and associated processes. Said management systems contain rules governing adherence to statutory regulations, established standards, customer requirements and our own quality specifications, while also promoting environmental care and conservation, efficient resource utilisation and a proactive approach to occupational health and safety.

With our high-quality products and comprehensive advice and support, we contribute to energy efficiency and cost savings in sustainable building concepts.

We satisfy customer requirements and requests through resource-efficient, application-specific and solution-aligned product and process development work, involvement in the drafting of technical rules and regulations, reliable production processes achieved through the use of advanced manufacturing systems, and supply operations on the basis of the very latest logistical concepts. Together, these aspects, activities and attributes yield ecologically and economically sound, durable solutions characterised by their qualitative excellence. New processes and products are introduced on the basis of strict criteria governing quality, ecological acceptability, energy efficiency and occupational health and safety. We pursue open stakeholder communication. We examine and assess our activities and products with respect to cost-efficiency, quality, consumption of natural resources, environmental compatibility and pollution potential, energy efficiency and consumption, occupational health and safety, and environmental protection, with the purpose of achieving continuous improvement. And we ensure our business partners are involved in all related endeavours

Bangladesh Operation: Bay Engineering

DORMA Started its operation with Bay Engineering in late 2008. The company CEO Mr. Moshad Hossain Moinul and then appointed country manager of DORMA Bangladesh Mr. Mucaddem Hossain Bipul took a bold move going in an agreement with DORMA India Pvt. Ltd. To operate in a large scale with a handful team of young engineers and executives, Where previously HTL (Housing Technologies Ltd) has failed to show profitability in this partnership for 2 years.

In its first year it was able to capture some big projects here in Dhaka. The flagship projects were the Apollo Hospital Dhaka and Bangabandhu Memorial Hospital in Chittagong. Along with these projects it managed to create a strong position in Automation Hardware Market in Bangladesh.

From then DORMA Bangladesh has been able to work at the highest level of capacity and respectable projects as The Ducit Princess (Currently Under Construction in Uttara), The Westin Hotel 2 (Under Unique Construction ltd. Located in Banani), Le Meredian Dhaka, Mirpur Heart Foundation, Grameen Telecom Trust Building (Under Construction in Zoo Road, Mirpur), Simanto Center (Renovation), Fish & Co. ltd, The Grand ZamZam Tower (Uttara), BaristarAd-dinRafiqul Islam Hospital (Dhaka &Joshore) along with many small projects.

DORMA Bangladesh also works with independent Architects and Organisations to help them with Architectural Solutions. Organizations as Arman Engineering, CHEMS, Unique Group,

SHANTA Holdings, Poddar Façade are some of the regular clients of Bay Engineering.



DORMA Bangladesh currently has 42 Permanent Employees along with Many Engineers and Architects who works as independent resources for projects. The annual turnover is around 25 cr. And it is looking forward to the growth of construction industry.

Photo: After Installation Photo of Flagship Automatic Revolving Door in ZAM ZAM Tower in Uttara.

Door Cost: 65000 USD After Vat and Taxes

Installation: Bay Engineering

Warranty Period & Partner: 1 year with Replacement Guarantee

CHAPTER 3: Growth of Hotels and High-rises (Architectural Hardware) Industry in Bangladesh

Several international hotel chains have taken up plans to expand their business in Bangladesh to cater for the growing need for luxury accommodation in Dhaka and other popular locations across the country.

According to industry sources, 15 more 5-star hotels will be set up in Bangladesh over the next three years to help the hospitality sector get along with the development thrust as the country pushes on plans to become a middle-income economy by 2021.

Apart from tourists, a large number of foreign buyers, diplomats, government and international agency employees, and business travellers visit Bangladesh regularly. The existing 5-star hotels cannot fully accommodate the international guests. The demand for luxury accommodation facility will rise further as the government has been working to attract more foreign tourists to boost the country's tourism sector. At present, there are seven 5-star hotels in the country, having a little over 1600 suites and rooms, which can accommodate around 2000 guests. Of these, Intercontinental Hotel, the oldest one in the country, is now undergoing renovations and is likely to reopen in February 2018.

Pan Pacific Sonargaon Hotel has 277 suites and rooms, the Westin Dhaka has 235, Radisson Blu Dhaka Water Garden 200, Le Meridien Dhaka 304 and Four Points by Sheraton 149 suites and rooms.

The Radisson Blue Chittagong Bay View boasts of 241 suites and rooms with pleasing views of the commercial capital.

There was a time when only two luxury hotels -- Purbani in Dhaka and Agrabad in Chittagong -- were operating in the country. The two hotels are still operating along with many others across the country in the 3-star category.

Over the years, many investors have come forward to develop international luxury chain hotels to serve the growing number of tourists arriving in the country. Hospitality industry experts said the completion of the would-be ventures would provide enormous opportunities and a big boost to the hospitality industry in Bangladesh.

The international hotel chains which are expanding business in Bangladesh include Hotel Sheraton, Holiday Inn, JW Marriott, Swiss Hotel, Hyatt Regency, Element Hotel, Saint Regis

Hotel, Hilton Hotel and Dusit Hotel. They will operate 5-star hotels built by local entrepreneurs in capital Dhaka, port city Chittagong, tourist town Cox Bazar and divisional cities like Khulna and Mymensingh.

The upcoming ventures will offer around 4,000 5-star standard rooms and suites apart from other facilities. "With the expansion of Bangladesh's economy, the demand for luxury accommodation is increasing. The existing luxury hotels are inadequate to fulfil the demands of the growing number of guests in Bangladesh," said Md Al-Amin, Director of Sales and Marketing at Westin Dhaka. "At present, capital Dhaka has only 1,200 rooms in five luxury hotels, which are not enough to cater for the growing need of the guests seeking 5-star accommodation," he said, adding that the average occupancy rate at these hotels is 70-72 percent. Luxury hotels are usually built by local entrepreneurs while international hotel chains operate them under profit sharing arrangement. Hospitality industry insiders said US-based global hotel chain Marriott International has partnered with two Bangladeshi companies for operating two 5-star hotels, one each in Dhaka and Chittagong. Marriott International has signed agreements with Jamuna Builders Limited, a real estate concern of the Jamuna Group, to operate a 700-room JW Marriott Hotel in Dhaka and with Pacific Jeans, one of the leading premium jeans manufacturers, for another 250-room Marriott in Chittagong. "We're very hopeful of launching our hotel by the end of next year," said Monika Islam, Director of Jamuna Group, while talking to the daily sun. Syed M Tanvir, Director of Pacific Jeans Ltd, told the daily sun: "We're taking necessary preparation to launch the hotel, hopefully by January next year." Unique Hotel and Resorts Ltd, the owner of Westin Dhaka, will build another four 5-star standard hotels at Gulshan, Banani and Uttara in the capital. "There will be an Element Hotel at Uttara with 80 rooms, Sheraton Hotel at Banani with 250 rooms and St Regis Hotel and Hyatt Regency at Gulshan each having 220 rooms," Westin Dhaka's Sales and Marketing Director Md Al-Amin said. Global hotel chains Holiday Inn and Marium Group are expecting to launch their branches in Dhaka in February 2018. Bengal Group of Industries and Swissotel struck a deal to build the Swissotel Dhaka at Gulshan-Tejgaon Link Road in the capital. The Swissotel Dhaka will feature 375 guest rooms and suites.

Md Jashim Uddin, Vice-chairman of Bengal Group of Industries, told the daily sun: "It'll be the first project of Swissotel Hotel in Bangladesh. The hotel is scheduled to open in 2020."

Index Holdings Ltd, a concern of Index Companies, has signed a MoU to become the local franchise of US-based global chain Best Western Hotels and Resorts.

As per the agreement, both the enterprises will invest in hotel business under joint-venture arrangement through local and international financing companies and their establishments will feature rooms and suites in 3-star, 4-star and 5-star categories.

“We’ve a plan to offer 426 quality rooms across the country under 5-star, 4-star and of 3-star categories which will be launched by next two and a half years. Both of our hotels and resorts will be located near the 300 feet road adjacent to Bashundhara Residential Area,” a representative of the Index Holdings has said. Another 4-star hotel will be launched in Rajshahi town with 64 rooms and a 3-star resort will be built in Rajendrapur adjacent to the national park with 52 rooms, he said.

Best Holdings Limited, the owner of Hotel Le Meridian, is working on a plan to build a resort in its Valuka Agro Project in Mymensingh. Le Meridian Bhaluka Resort and Spa is scheduled to open in January 2019 with more than 200 rooms. The 400-acre resort will feature lush green and scenic beauty.

Hilton Worldwide signed a management agreement with Premier Hotels and Resorts to manage Hilton Dhaka at Gulshan with 250 rooms.

Dusit International, one of Thailand's leading hotel and property development companies, is set to expand its global footprint with the opening of Dusit Princess Dhaka with 90 rooms, the company's first property in Bangladesh, under a long-term arrangement with a subsidiary of Lakeshore Hotels Limited. The hotel will boast of 80 guest rooms and 10 suites in a 13-storey building at Uttara. Radisson, which is operated in Bangladesh under joint venture between US-based Carlson Hotels Worldwide and Chittagong-based Clewiston Group, will build a 350-room 5-star hotel on Kalatoli beach in Cox's Bazar.

The nascent hospitality industry in Bangladesh stands poised for the generation „Next“ hotel with the long awaited ground breaking of the Niketan Hotel and Resort, at the picturesque foot hills of Batali, Chittagong. Owned by A.K. Khan and Company and designed by Architect Mr. ChannaDaswatte, MICD, Srilanka of international repute, the property is scheduled to open in the fall of 2018.

Although, the country woke up late to the potential of tourism and hospitality, there has been a tremendous surge to accelerate the process of establishing world class service for visitors on holiday and business. As such in recent times Bangladesh has witnessed an unprecedented growth in the „hotel“ sector. With the Niketan Hotel and Resort, Chittagong city the gateway to the south would be joining Dhaka, Sylhet and Cox’s bazar and their competitive edge towards expanding the hospitality industry.

With 148 rooms, Niketan Hotel and Resort would be a „high end“ full service business resort of international standards and beyond. Build on 13.5 acre site it would provide a panoramic view of the Karnaphuli river, Bay of Bengal and Jetties of the Chittagong sea port.

To protect the city from environmental degradation and demonstrate their commitment to responsible business strategies, the owners have taken the responsibility to introduce the first completely „green“ construction and development certified by Leadership in Energy & Environmental Design (LEED). This is a unique feature, one that the city of Chittagong can take a lead towards augmenting standardization for the country.

Features of the hotel once completed would include an infinity pool, a wellness center, athletic center and pool and spa area only for ladies. It will have 30 suites with balcony and spacious executive rooms with all the bells and whistles of a luxury hotel. State of the art column free high ceiling ballroom and executive lounge on top of 10th floor having open garden area with spectacular view would complement the opulence of the hotel. There will be a themed restaurant and 24/7 dining café for convenience of the guests.

Catering to business travelers on weekdays and holiday makers on weekends the hotel is expected to generate substantive business – tourist traffic to enhance Chittagong’s distinctive position as a promising destination for those who want to experience luxury with all the trimmings in the lap of nature. When completed the hotel would provide employment to more than 300 people, this along with the projected traffic is expected to enhance revenue and tax base

for the Chittagong city and supplement the growth of the allied industry and infrastructure. The project would be spearheaded by Atique Rahman, international hotelier of long experience. And an International Hotel Operator, is expected to be signed up shortly, to manage the hotel.

Major Competitors in Market

- HUFCOR
- HAFELE
- MALROX / ANAUNIA
- NUSING / HUSH
- LOTUS
- ODICCINI
- SLIWALL

HUFCOR:Has bounced back strongly in the market after losing number of projects in the last few years. Making their presence felt in every major project with aggressive pricing which is about 50% less than ours. Appointed a second partner; MTM Solutions in Mumbai since January 2010 which contributes their major business.

Strengths:

- Strong international market presence
- Aggressive pricing especially in hospitality projects and for walls above 6 mtrs height
- Good representation with hotel architects from Singapore, Hongkong and USA and hospitality groups like Accor, Westin etc.
- High number of regional production facilities enable regional adaptation of the product including provision of semi-automatic feature
- Presence of MTM solutions across major cities
- Competitive solution for walls with heights above 6 mtrs.

Weakness:

- Presence through agents (Wotek and MTM)
- Weak infrastructure and service capability in Bangladesh
- No significant appointment of employee's after resignation of 3 senior employees from Wotek
- Non availability of semi-automatic option
- Sealing mechanism - Combination of drop seals and sweep seals
- Unsustainable product construction including tracks & rollers
- Incorrect solutions offered just to be low on the Prices
- No third party acoustical certification

HAFELE:

Product and technology from Parthos. Product name in Monarch Dedicated sales team appointed with background of selling movable walls.

Strengths:

- Very well known brand in Indian market for hardware and introduction of movable walls completes their portfolio for hotels
- Walls are aggressively priced (due to direct selling) and complete their product portfolio for hotels
- Dedicated sales team for the product
- Crank mechanism similar to that of Variflex

Weakness:

- Weak technical team
- Agent for Parthos which is not a known brand in India
- Technically weaker solution Eg. Single ledge tracks which tend to bend after multiple operations and unidirectional rollers which can lead to operational problems
- Poor installation capabilities across country

MALROX / SHERATON / ANAUNIA:

Local manufacturer. Operates under different brands in different locations Recent tie up with an Italian brand; Anaunia for hotel suitable and certified product

Strengths:

- Market presence of more than 35 years hence known to many senior architects and project consultants across the country
- Good adaptability to customized requirements of the clients
- Local manufacturing base hence competitively priced.
- Imports crank gear from Germany
- Strong and loyal technical team
- Has a dedicated market of walls without acoustic requirements

Weakness:

- No marketing team. Business handled singlehandedly by the owner
- Product finish
- Ageing staff and heavy overheads of factories etc.
- Do not participate in the projects which are specified for definite acoustic requirements
- A crude copy of our product Variflex

NUSING / HUSH: Promoted by our ex partner Doors and Doors who is capitalizing their relationship with architects who are engaged with IT projects and hospitality groups like Taj. M/s Doors and Doors has started a new brand 'Hush' with 'Technology from Nusing' Have opened a office in Bangalore recently

Strengths:

- International brand
- Using dominance and dedicated customer base of
- Doors and Doors in IT and hospitality for promoting their product in India and Bangladesh.
- Imports product as CKD kits and value addition in done in workshop near Mumbai
- Product very similar to our Variflex including semiautomatic Feature

Weakness:

- Presence through an agent
- Weak infrastructure and service capability
- Since a comparatively new entrant in the market
- the awareness of this product is less
- Few reference sites
- Inconsistent prices; sometimes even higher than competitor

Brand Communication

Advertising

DORMA uses various types of advertisements especially to specific set of target customers. The target customers of DORMA are architects and builders who are looking for high end building materials, in addition to that it advertises directly to the consumers of our products through facebook and newspapers and publications. DORMA Has participated in various fairs and trade shows and sponsored various conferences to boost its presence in the mind of decision makers. The main Advertising and marketing are done directly to Business organisations and customers through one to one communication.

B2C and B2B

Major Architects and Interior designers are already working with DORMA. Respected names as Charuta Pvt. Ltd., Paradigm Architects and Engineers, EK Nirjhar & Associates, Nasreen Sultana and Associates, A+AA Architects, Binyas Ltd., Inter Studio etc are working with DORMA as a result of B2B communication and relationship. To achieve this DORMA used its marketing team to fullest and created a positive image in market.

For directly involving with customers it has facebook and Instagram pages, along with many blogs that helps them to connect to its clients directly for feedbacks.

Industry Influencers

DORMA has been always focused towards industry influencers, Architects and Engineers are the focus point of DORMA's operation. More than 2000 Architects and Engineers has been reached in person by the marketing team per year to create a more understanding and free information flow towards the industry influencers. Yearly 2 meets are organized by Bay engineering that includes major industry influencers to share the vision of future of this industry.

Decision Makers

Owners and Consumers are the final and ultimate focus of DORMA. No matter how good the product and service is it is all in vain if the customers don't enjoy it. DORMA does quarterly surveys and directly reach to its customers for feedbacks and the sales support team keeps regular contact with maintenance team to ensure zero failure service delivery. No matter the time or situation is, the service team will always give proper attention to our clients.

SOWT Analysis of DORMA

Strengths of DORMA:

- International Brand with Market leadership in
 - Automation
 - Entry Control
 - Moveable Wall
- Strong team of Engineers with dedicated architects
- Strong liaison with Local and Foreign Interior firms
- Reputable Service records
- Strong Marketing Team

Weakness:

- Higher Pricing than competitors
- Longer installation time as no compromise policy is performed
- Comparatively longer import time

Opportunities:

- Increase in Hotel and Hospitality sector in Bangladesh
- Increase in implementation of high tech buildings and Green Building Concern among customers.
- High End High rises and Sky Scrapers are being build in every corner of Dhaka
- Enthusiasm among young architects and builders to create structures using reliable products.

Threats:

- Entry of RANGS and other independent importers in Market, allowing them to import relatively low priced products from china and South korea.
- Replica DORMA and China Origin DORMA import by local building material sellers, especially in Chaimanbari area.

CHAPTER 5: Brand Performance

Sales Growth

DORMA Started its business in Bangladesh with a small project of Aamaan Residence which was under 25 lac BDT. Now it has even sold single entry solution in ZamZam Tower worth over 65 lac BDT. This simple example shows the sales growth of DORMA in Bangladesh. Starting from a yearly business of less than 50 lac now it has projects ranging from 1 to 10 crore BDT.

Leads

In its early days leads were searched by client hunting team and forwarded to marketing team. Now by the effort of both marketing and sales team DORMA has been able to create a respected position among top architects and building designers. Now leads comes from all over the places. People are searching for good products and willing to pay a premium for it. As DORMA Hardware ensures German build and top class engineering solutions with modern designs, luxury and high traffic entry solution seekers are reaching to DORMA for solutions.

LTV of Customers

For DORMA life time value of customers are very high. Most of the customers of DORMA are repeat customers and refers DORMA to friends and relatives. DORMA provide total solution for Entry Access and Hardware including high tech security and Hotel Locks.

From clients DORMA can earn a respectable amount of revenue as most projects are niche and requires specific set of engineering support. As number of clients are growing revenue is growing too.

Gross profit is about 35% for DORMA currently but specific data was not shared due to company policy.

Sales Response

Sales team response time is very low for DORMA as 10 of our sales team members works constantly in working hours and are open to all ways of business communication with clients.

COCA

Cost of Customers Acquisition of DORMA is relatively high, as it requires a long time relation building with all parties involved in the process. Most of the projects are highly investment oriented with long term goals in mind, so a customer not aware of DORMA takes longer time to

response but when one customer is acquired they are willing to recommend their industry peers to take services and products from DORMA. SO COCA of DORMA is lowering day by day.

Web Traffic to Lead Ratio

The quality of web traffic in DORMA site is very high as people genuinely interested in complex solution and in need of building materials surf this websites. The conversation rate in our Facebook and email client is high, as many customers wants to know about pricing, installation system and warranty about the products.

Social Media Reach

Social Media reach of DORMA is not so good, only about 500 likes is seen in its Bangladesh agent FB page, but the international (Mother Company) has More than 1 million likes and followers in their page.

Email Marketing Performance

Most of the DORMAs clients are hunt by email marketing. About all the industry influencers and architects are communicated via email by DORMA Bangladesh. Though this emails are mostly done in One to One base, so communication is always secure and clients are handled uniquely to their specific needs.

Image among Industry Influencers.

DORMA has a very reputable image among industry. DORMA has been a reliable partner to many high profile government projects, especially projects handled by Indian architects here in Dhaka. DORMA has been able to prove its worth through timely delivery of projects, using international standard of installation and safety, open and to the letter warranty and servicing and most importantly keeping a good relationship with customers and clients.

CHAPTER 6: Recommendations & Conclusion

Recommendations

I believe DORMA has huge potential in our country to expand its business to do so it needs to create even stronger relationship with industry influencers and architects. To build even stronger brand it can:

- Organize seminars and meets with leading architects to boost its presence
- Participate in more and more trade shows as International Building Material Show and Interior Hardware Fairs.
- Boost web page activity and arrange a sophisticated website.
- Increase number of Marketing executive and expand operation outside of Dhaka to Chittagong for capturing buildings built there.
- Open a showroom to demonstrate its products to masses.

Conclusion

In conclusion it can be said that Architectural hardware industry is growing in a fast pace in Bangladesh and DORMA has been a major agent in modern building material provider. It has helped Interior Designers to create unique solutions that were previously impossible to accomplish in limited budget. It has also given them opportunity to create provide customers with premium products with safe and secure operation. Though, DORMA has been operating only about 8 years it has already created a craze among architects and established itself as a premium German Brand of Architectural Hardware Solution Provider in Bangladesh.

In near future it will expand its business to major cities of Bangladesh to continue its growth.

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