

Internship report
On

Analysis of the Cement Industries of Bangladesh in respect
To
PREMIER CEMENT MILLS LTD

Submitted To:

Ms. Farhana Nur Malik
Supervisor
Internship

Submitted By:

Sabrina Nigar
ID: 07104126

BRAC Business School
BRAC University
September, 2010



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প্রিমিয়ার সিমেন্ট

Letter of Transmittal

September 19, 2010

Ms. Farhana Nur Malik
Internship Supervisor
BRAC Business School
BRA University

Subject: Submission of Internship Report

Dear Madam,

I have completed this report as part of my internship program. The report has been compiled as per your requirements and those set by the host organization. It gives me immense pleasure to tell you that working on this internship report has given me a wide range of exposure.

The report is based on the knowledge, experiences and the skills that I have acquired during my period of internship in Premier Cement Mills Ltd.

I am thus submitting this report with the hope that it lives up to your satisfaction. However I would be glad if you enlighten me with your thoughts and views regarding the report. In addition, if you wish to enquire about any of the aspects of the report, I would be glad to answer your queries.

Sincerely

Sabrina Nigar

ID: 07104126

BRAC Business School
BRAC University

Acknowledgements

First of all, I would like to thank the Almighty Allah for blessing me with the strength, aptitude and patience for successfully completing my internship and this report.

I would like to thank my Faculty Advisor, Ms. Farhana Nur Malik for giving me the opportunity to work with her during my period of internship. I have been able to compile and complete this report in a comprehensive manner due to the guidance, support and counseling that she has provided me with during this period. I have tried my best to implement her constructive suggestions while doing my report.

I would also like to take this opportunity to acknowledge the help provided to me by some personals of the company. My sincere gratitude goes to Mr. Ershadul Hoque; Director of Operations and to Md. Khurshed Alam; General Manager; Marketing, Sales & Distribution for giving me time from their busy schedule, providing me with information that was required to complete the report, and for guiding me properly throughout the period of my internship. I would also like to thank all the employees of PMCL who has supported me and co-operated with me during my internship period.

Finally my sincere thanks go to each and everyone who has helped and supported me significantly in different stages during the period of my internship.

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Executive Summary

Premier Cement Mills Ltd is one of the leading cement companies of the country. The company was started off by top ranking businessmen who had long years of experience in the cement business. Premier Cement Mills Ltd was incorporated on 14th October 2001 and it started its production on 12th March 2004 commercially. The company is well known for producing quality cement at a low price. The head office and the commercial building of Premier Cement Mills Ltd is located in TK Bhaban, Karwan Bazar, Dhaka. The other office of PMCL is located in Chittagong. The team consists of three leading groups of Bangladesh which are T.K Group of Industries, Seacom Group and Jahangir & Others. The Board of Directors of the company consists of members from each of the above three groups. A total number of 450 employees work in PMCL. Currently, the company runs with an annual production capacity of 9 Lacs tons (per Month 75,000 tons). The company manufactures two types of cement which are the Portland Composite Cement and the Portland Pozzolana Cement which is made solely for exporting. The present production capacity of the ongoing project of the year 2010 of Premier Cement Mills Ltd is 1,200,000.00 tons. The company uses the European Standard Method (ESTM) to manufacture their products. They are also one of the few companies in Bangladesh who use European machineries and technologies to produce their products. Premier Cement Mills Ltd has its own mother vessels, lorries, trucks and vans through which they deliver their products to their customers. They also export their products to India and Srilanka every year. The company has recently acquired a factory of a cement company in Chittagong which will help them to expand and increase their production in the near future.

The report consists of a job part where I have tried to explain about the practical experiences that I got during my internship. The company had given me the opportunity of working in all the departments of their corporate office which were the Information Technology Department, Finance and Administration Department, Human Resource Department, Operations & Maintenance Department, Quality Assurance Development Department, Logistics and Distributions Department and the Marketing and Sales Department. . I had worked with each of these departments to learn about their jobs closely and to get an idea of how the company works overall. Some of the specific works

and job responsibilities that I was assigned to were tasks like preparing and managing Order Processing System (OPS) , analyzing sales figures, contributing in the decision making and the planning of activities taken to increase sales, involving with the setting of the HR department, assisting in managing time schedules, recording and tracking the sales call from the distribution channel, preparing documentation for exports, assisting in making policies for the health/medical benefits for factory workers, creating Product Invoice , interacting with customers in Customer Service Department, participating in the re-launching of the Cash ++ Offer 12 & the Eid2Eid Offer, reporting on price analysis and price fixation, working with the CSR marketing team and doing a comparative analysis of the websites of the competitors of PMC. While doing these jobs, I came across some areas where I have tried to find out some scope of improvement and thus gave some recommendations accordingly.

In the project part of the report, I have tried to give a complete picture of the cement industry of Bangladesh. For a background, the history of the cement industry has been included. I have also focused on the various stages of the cement industry in our country hi-lighting on some of the important years and situations that took place. The ranking of the top ten cement companies have also been given which is followed by a thorough analysis of the cement industry in terms of different important time frames. The position of the cement industry and Premier Cement Mills Ltd have been explained by adapting the concept of the product life cycle. Premier Cement Mills Ltd has different competitors in the market who produce similar products with similar pricing for the market of Bangladesh. A competitor's analysis and the various activities of Premier Cement Mills Ltd has been discussed side by side with that of the other cement companies in the industry. Premier Cement Mills Ltd is a company who are striving hard to improve their position in the market and go for further growth and expansion. To achieve this goal, the company has developed some new exciting plans which they will implement in the near future. To analyze the state of Premier Cement Mills Ltd, the internal strengths and weaknesses along with the external threats and opportunities have also been included in the report. The company is a part of the industry and thus it very important for Premier Cement Mills Ltd to understand the situations, problems and the trends prevailing in the industry. By observing all this, I have come up with some recommendations which I have included in this report. I have ended this report with a conclusion.



CHAPTER 1

INTRODUCTION

PREMIER

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1.1 Background

This is an internship report which I have prepared to fulfill the requirement of the course Bus 400. This following report has been assigned to me by my advisor Ms. Farhana Nur Malik. I have worked with Premier Cement Mills Ltd for a time span of three months as an intern; where I had the opportunity to see and learn new things about how a cement company in Bangladesh operates. This report reflects about my in-depth understanding about the various aspects of this company and the cement industry on the whole.

1.2 Objective

The main objectives of this report are:

- To have a practical experience of Job life.
- To find out the relevance and application of the theoretical knowledge in practical life.
- To know about the real life scenarios and problems that occurs in a workplace which however cannot be understood properly by reading books and studying in classrooms.
- To gain an in-depth knowledge about how a company (in this case a cement company) functions by utilizing its resources properly.
- To gain knowledge about the cement industry of Bangladesh.

1.3 Methodology

This report has been completed by taking information from different relevant sources. Some accounts have been taken by observing and working with the company itself. However, this report also consists of a significant amount of data obtained from both primary and secondary sources.

Secondary data:

- For the secondary data, I have used the intranet of Premier Cement Mills Ltd which mainly consist of the data and the excel sheets of the company.
- I have also taken information from various reports which were provided to me by PMCL.
- In addition, I have taken some information from the internet as well.

Primary data:

- Practical work experience at the different departments of PCM Ltd.
- Discussions and meetings with the employees of PCML regarding their feelings, opinions and feedback regarding Premier Cement.
- Interaction with some customers via telephone through which I could capture their perception about the company.
- Field visits to the factory of PMC Ltd, meeting with the engineers and masons and some brief visit to the cement shops.

1.4 Limitation

While working with the company, I faced some limitations in terms of having access to information belonging to the company. As I worked there as an intern, I did not have access to many documents which prevented me from including up a lot of information n details about certain topics of the report. Although I worked in almost all the departments of the corporate office of PMCL which provided me wit a broader perspective of how the company works, nevertheless I did not get an in-depth understanding and information about every sector of all the departments of the company uniformly. Although I had this limitation, however I have tried my level best to fulfill the objectives of this internship report properly.



CHAPTER 2
THE ORGANIZATION

PREMIER

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2.1 Premier Cement Mills Ltd (PCML)

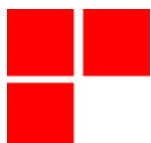
Premier Cement Mills (PCM) Ltd is one of the leading manufacturers of cement in Bangladesh. **Premier Cement Mills Limited** was incorporated on 14 October 2001 but they started their production commercially on 12th March 2004. Currently, the company runs with an annual production capacity of 9 Lacs tons (75,000 tons per Month). Their products are all around us, providing strength and durability to buildings of soaring dimensions, in infrastructure that speeds the lines of commerce and for housing that provides comfort and security to families across Bangladesh. The aim of the company is to relate their brand name in cement to best quality, dependability and technical excellence. The company employs about 450 employees out of which 330 workers works in the factory of West Muktarpur Munshiganj and in their registered office in Chittagong. The remaining number of employee works in the Corporate Office of PCML which is located in Karwan Bazar, Dhaka.

The Company has purchased one of the most sophisticated plant and machineries entirely from its own funds, without any project borrowing. PCML has also purchased an ideal piece of Factory Land, measuring about 15 acres, at West Muktarpur, Munshiganj; Bangladesh. On the front side of the Land is Dhaka-Munshiganj Road and on the rear side is the river Shitalakhya, which meets the river Dhaleshwari about two kilometers down stream where both together falls at the mighty river Meghna. Thus the setting of this location provides a marvelous accessibility of both land and river for the factory site of the company.

With a total installed cement capacity of almost a million tons per year at Muktarpul, Munshiganj, the Company is recognized as a leading cement producer possessing an abundant supply of raw materials, low production cost and an energy efficient operation. High quality and lower price are the main characteristics of Premier cement. Application of some special technology and presence of efficient workers enables to differentiate the company's products from that of the other companies. These differentiating features include:

- State-of-the-art technology of grinding mill with Roll Press - ensures uniform particle size distribution.
- High chrome grinding media having very less wear rate, hence free iron content in cement resulting in good quality cement.
- Quality grinding with Closed-Circuit System.
- Own testing laboratories with modern equipments.
- The company owns ocean going vessels for clinker handling.
- The Cement is packed in its own bagging plant in both paper bags and PP (plastic) bags which are available as per the demand of the customer.
- Having adequate numbers of own fleet of covered transport for better distribution and services.
- Having adequate bulk carriers and portable silos.

The Logo: The Inspiration



PREMIER

The logo of the company symbolizes Inspiration. The red color epitomizes the national map for freedom and the logo is designed in a geometrical pattern symbol which itself is an inspiring article. It allows the employees to feel motivated; making them feel that if they work well, they cannot only contribute to the productivity of the company but also bring glory to the country and inspire others to that as well. This is undoubtedly, a value addition to the culture of the organization as well.

Premier Cement's Organizational Culture: at a glance

- In premier Cement, new system adoption is always welcome by its employees.
- Any kind of change is checked, and then if found positive, it is accepted which has resulted for changes to increase over the years.
- The aftereffect of such change is very productive and contributes to the overall growth of the organization.
- Performing any new task is possible with less or minimum effort because group cohesiveness is very high & distribution of labor is strictly followed.
- Learning any new thing is possible with minimum effort.
- Employees are satisfied with the new system of the organization evolving from time to time for adapting and implementing these changes.

2.2 History of PMCL

The company started off as a group of top ranking businessmen of the country set together who decided to establish a cement factory, when the sanctioned capacity of cement manufacturing plant was nearly double the demand of the country.

Company Profile:

The team consists of three leading group of companies in Bangladesh. Short profiles of each of these companies are given below.

T.K Group of Industries:

It is one of the top five leading business houses in Bangladesh, having business in sectors of edible oil, petroleum, chemical, steel, paper, board mill, garments, leather, consumer items, commodity trading, etc. TK are the pioneer to enter the cement manufacturing, soon after Bangladesh Government opened up Cement Industry to the Private Sector.

Seacom Group:

It is one of the pioneers in shipping industry in Bangladesh which has diversified itself in the businesses of Shipping, Logistics, Trading, Fishing, etc. With time, the house not only served the cement industry but it also gained wide experience in shipping both inland and ocean going for clinker trading.

Jahangir & Others:

It is one of the top Trading and Distribution houses of the country. The company has sales and distribution network all around the country. It consists of those who not only engaged themselves in cement trading from the inception of Bangladesh but also gained reputation in the meantime as cement manufacturers of the country.

The Board of Directors consists of members from each of the above three groups. The Company, **Premier Cement Mills Limited** was incorporated on 14th October, 2001 and commercially started their production on the 12th of March, 2004. Today, with an annual production capacity of 1.6 million tons, 450 employees in operation nationwide, Premier Cement Mills Limited is one of the leading cement producers in Bangladesh. Within the span of the first 5 months, the company has achieved the ISO 9000-2001 certification from TUV, with highly skilled employees.

2.3 Vision







*“Working towards the development of the society through
Sustainable Growth and High Quality Performance.”*

2.4 Mission

*“Provide satisfaction to customers, an enjoyable working environment
for the employees & to create value
for the stakeholders.”*

2.5 Goals & Objectives

Premier Cement Mills Ltd has very basic, well specified goals and objectives outlined for the company which is mentioned below.

-  To improve comprehensively in their current success areas.
-  To improve their brand image.
-  To satisfy their customers.
-  To be among the top 5 cement companies of Bangladesh.
-  To earn profits.
-  To capture their target market share.

2.6 Product /Services Offerings

Products:

Premier Cement consistently delivers quality products to its customers. Their automated manufacturing facilities and fully equipped laboratory with dedicated team ensures quality for each batch of production. Premier Cement adheres to the European Standards. The Cement gets its unique characteristics by using the high quality clinker, slag and lime stones. It provides the extreme of workability, durability and long-term strength. Premier Cement is produced according to the European norms EN 197-1:2000.

From the beginning of their operation, the company has been consistently ensuring the following features for their products:




Exceptional Strength: At Premier Cement the chemical composition and grinding fineness are closely monitored to ensure the Bangladeshi BDSN, American ASTM, European EN, and Indian BIS standards are surpassed and the customers get cement of strength.

Ideal setting time: In order to allow sufficient time for application, cement must have a quick initial settings time. The final settings should not take too long once it is in a place. At Premier Cement Mills Ltd, the ideal initial and final setting times are maintained.

Currently Premier Cement is manufacturing the following types of cement:

1. **Ordinary Portland cement:** Ordinary Portland cement Type-II is the most common type of cement in general used around the world as it is a basic ingredient of concrete, mortar, stucco and most non-specialty grout. It is a fine powder produced by grinding Portland cement clinker (95%) and a limited amount of Gypsum which controls the setting time. It conforms to the Bangladesh Standard BDS EN 197-1:2003 CEM-I 42.5 N, European Standard EN 197 type CEM I, and American Standard ASTM C 150 Type I mark.
2. **Portland Composite cement:** Premier Cement” standard: BDS EN 197-1:2003 CEM II/AM or BM 42.5N which is Portland composite cement. It is the most common type of cement used in Bangladesh which consists of Clinker, Slag, PFA, Gypsum, and Limestone.

Portland composite cement plays a vital role in European market. It is made by inter grinding or blending clinker and Gypsum with one or more of the mineral components which are given below:

-  A latent hydraulic component: e.g. Ground Granulated Blast Furnace Slag, Pulverized Fuel Ash (PFA)
-  A pozzolanic component: e.g. natural pozzolana, Fly Ash (Class F)
-  An inert components: e.g Limestone and sand which usually do not have any real participation in the chemical hydration process and is produced by grinding or blending of the constituents.

Production Capacity:

Premier Cement produces a total of 4000 tone of cement per day. Two ball mills are used for producing these cements in a day. Each of these ball mills has a capacity of producing 2000 tone each. Like other foreign and local cement companies of the country, each packet of Premier Cement weighs 50 kg.

Facilities:

Raw material

Now days, many cement industries are facing problems in terms of fixing up their incoming raw material sources. Premier Cement has however fixed two sources of clinker which includes the SCG-Thailand and WUHU CONCH CEMNT CO.LTD-China which is brought to Bangladesh by using the company's own transportation. The company also gets natural gypsum from Thailand & Oman as it provides it with more consistence of raw material. The slag is imported from Japan and India whereas the limestone is brought from India.

Ocean going transport

Premier Cement has their own ocean going transport which has been added at their contingent in the year 2009.

Name: M.V. Oriental key

Capacity: 37,000 tons

Inland transportation

Premier Cement has inland transportation facility which has been added at their contingent in the year 2004

Total lighter qty: 06

Lighter capacity: 2,000 ton each

Own Raw material unloading facility

Premier Cement has the largest private jetty on the bank of the river Shitalakshya, installed with two cranes of total 500tph unloading capacity, Pneumatic Fly Ash unloading unit of capacity 70tph and Barge loading capacity of 90tph. The company also has their investment in India for Fly Ash loading unit.

Raw material testing facility

Premier Cement has modern & art laboratory where all testing facilities are available of both chemical & physical properties of all cement & cement-type material. The incoming raw material is inspected & through also trail test by the company's mini ball mill before unloading the incoming raw material.

Storage facility

Premier Cement has the capacity to keep their raw material at their shed & silo.

Clinker shed capacity	: 50,000ton
Gypsum shed capacity	: 2,000ton
PFA Silo capacity	: 2,000ton
PFA Shed capacity	: 1,500ton
Slag shed capacity	: 8,000ton
Limestone storage capacity	: 50,000ton

Raw material feeding

The company has its own individual raw material feeding system which is fully controlled by computer. Weekly calibration is done by the weigh feeder for finding out any deviation of the feeding proportion of the raw material.

Power facility

Premier Cement has its individual 6KV feeder where 24hrs power facility is available. Uninterrupted power supply is very crucial for continuous and smooth operations of the plant. The company has its own gas fired power generation plant along with Grid supply. The installed generation capacity is 5.34 MW from MWM Duets.

Grinding

Premier Cement has two ball mills which have been manufactured by world prominent cement mills manufacturer, viz. FL Smith-Denmark. Each of these ball mills have a capacity unit of 2000TPD. It may be mentioned here that it is the heavy duty mills which produces superior quality of cement.

Lab testing facility

Premier Cement emphasizes in delivering quality product to its customers. Here, Quality Control is supported by BUET and its own laboratory consisting of top of the line testing equipments from UK, USA, and India; which are regularly calibrated by BUET. The company has all testing facilities of cement and cement-type materials. At process, Premier Cement has check hourly fineness and residue of product and every 2 hrs setting which is important to control the product water consistency and the time setting. They have test mortar strength of cement, chloride test and cement expansion by autoclave machine.

Cement storage

Premier Cement has 2 concrete cement silos and 1 steel silo. The two concrete cement silos have a storing capacity of 2,000ton whereas the steel silo has a capacity of 1,000ton for storing their finish goods.

Cement packing

Premier Cement has 3 roto packers. These are used for packing the finished goods of the company. One of the packer is the world famous HAVER PACKER-German capacity 150ton/Hr and the other 2 packer is WAXI HAVER Roto packer -China origin with a capacity 120ton/Hr. each.

Packer #1 capacity: 150ton/Hr

Spout qty: 10 each

Origin: Hover packer-German

Packer #2& 3 capacity: 240ton/Hr

Spout: 8 each

Origin: China

Premier Cement has its own PP Bag manufacturing plant which has the capacity of packaging 200,000bags/day.PMCL produces both paper and plastic bags which are delivered to their customers as per the demand of the customers.

 **Equipment Technology:**

 KRUPP POLYSIUS AG (GERMANY)

 Haver & Boecker

 Man Takraf Foroertechnik GMBH

 SMB International GMBH

 United Conveyors Corporation (USA)

Some of the other important technologies and machineries that are used are:

Tape Stretching Line Starex-1400S/105, STARLINGER (AUSTRIA)

Printing Machine Flexa 8045, WINDMOLLER & HOLSHER (GERMANY)

AD Convertex, WINDMOLLER & HOLSHER, GERMANY




Slitting Machine Roll slitter, STARLINGER (AUSTRIA)

Hydraulic Sack Press, STARLINGER (AUSTRIA)





High Pressure Grinding Chrome:

1	Size	17/ 11-7
2	Feed Material	Clinker
3	Bulk density	1.2 – 1.4 t/m ³
4	Feed material size	-1 to 40+ mm
5	Feed moisture	2% max
6	Polycom roll dia	1740 mm
7	Roll width	1100 mm
8	Operating Throughput	700tph
9	Roll speed	1.6 m/s
10	Shaft power	1640 kw






Capacity:

-  2 NOS. gas fired caterpillar reciprocating engine
-  Capacity of engine : 5.8 MW each
-  Plant capacity : 11.6 MW




Operational Philosophies:

-  Operated in 3 shifts
-  Each shift having 4 persons
-  Plant started in grid mode
-  Running in island / parallel mode

PCM Ltd has its own **Power Generated plant**. The portfolio of the plant is given below:

-  Latest technology of STARLINGER from Austria & Germany
-  Total Machines : Seven
-  Total Employees : 200 (2 shift and 6 day operation)
-  Total Production : 2,66,00000 Pcs. Cement Bag Yearly (Approx.)
-  Area of the Factory : 75000 sft (Approx.)

To deliver the product to its customer doorstep at the lowest possible time by managing a fleet of trucks in the most efficient & profitable manner is the core of Premier Cement's logistics.

-  PMC has 100 cover vans at present; 20 new cover vans will be added soon.
-  Premier Cement has 120 nos. of truck and 20 barges with combination of different capacity to balance for any eventuality.
-  4 Bulk carriers and portable silos

Key Features of Functional Benefits

More Strength:

Because of the slag component, Premier Cement has more strength than an ordinary Portland cement. This long term strength will continue to increase with time.

More Durability:






Durability and strength are not synonymous when talking about concrete. Durability is the ability to maintain integrity and strength over time. Strength is a measure of the ability to sustain loads at a given point in time. Durability depends on permeability, resistance to chemical attraction, resistance of cracking and general deterioration over time.

Premier Cement builds a concrete with higher density and lower permeability, which produce less voids; thus contributing to the durability and lifetime of the construction.

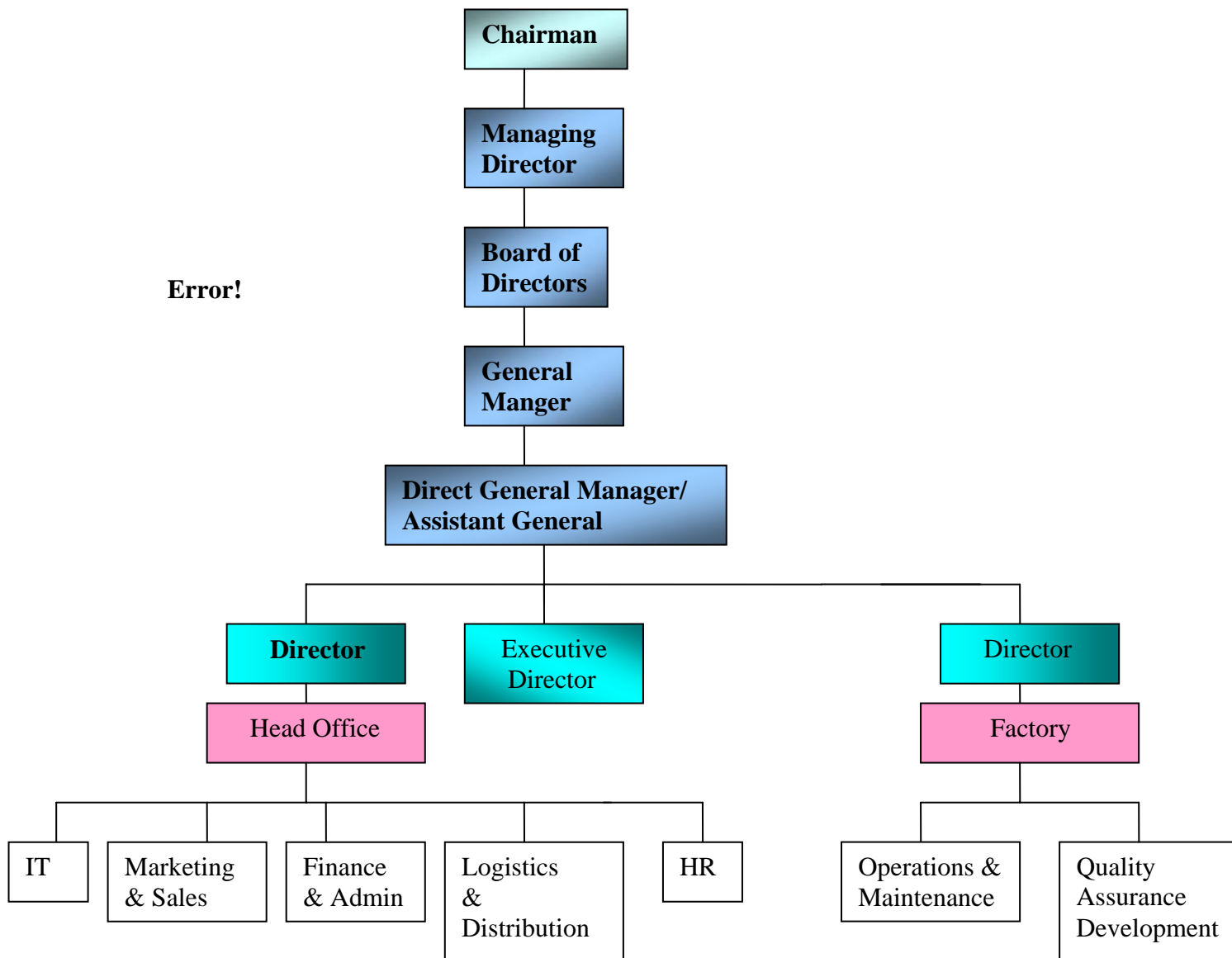
More Workability

As lime stone is added in Premier Cement- it gives plastering a smoother, better and an attractive look. Concrete when mixed with Premier Cement generates less heat of hydration, as slag is added which reduces the possibility of hair cracks of concrete.

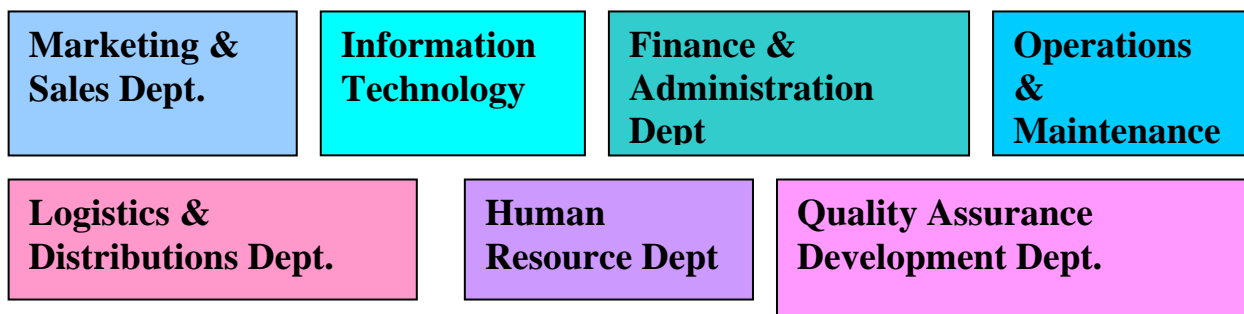
And More

-  Ability to finish easily.
-  Higher compressive and flexural strengths.
-  Improved resistance to aggressive chemicals.
-  More consistent plastic and hardened properties.
-  Lighter color.

2.7 Organization Structure



2.9 Departments of PCML



Information Technology Department

The main function of this department is to provide a sound IT supports to the entire company, both in the office premises located in Dhaka and Chittagong. They are also responsible for managing and transferring data among the concerned authorities of PMC in Dhaka, Chittagong and in Mymensing. The head of IT along with his team always try to provide the employees with better support. Although the IT department is a very small one in PMC, nonetheless it is a very important department.

Finance and Administration Department

The Finance and the Administration Department of Premier Cement is interlinked. This department is mainly responsible for keeping and reviewing the fiscal records and to process the documents which involve the fiscal transactions of the company. All the financial reports and financial journal entries of Premier Cement are prepared by the Finance department. This department also ensures the maintenance of the accounts for the company. The Chief Financial Controller heads the department. The yearly budget allocated to various branch offices are monitored by the CFC and his team. In case of any financial complications in the balance sheet or yearly auditing, the department plays the key role in accomplishing that. The Finance department also looks after the rules and regulations of the company. With support from the Finance department, the Administration department looks after the working conditions of the employees and

strives towards making a better working environment for the employees so that they can increase their productivity.

Operations & Maintenance Department

This department is mainly located in the location of the factory of PMC in Mushiganj but the head of Operations (who also happens to be one of the directors of the company) works in the Dhaka corporate office. This department is mainly responsible for handling the various technical aspects of PCM's cement plant. This includes taking charge of the mill department, adapting, implementing and controlling new relevant technologies. Together with the team of the Maintenance department, the concerned authorities are involved in supervising; monitoring, testing, optimizing and identifying the problems related to the equipments used for manufacturing cement in their plant.

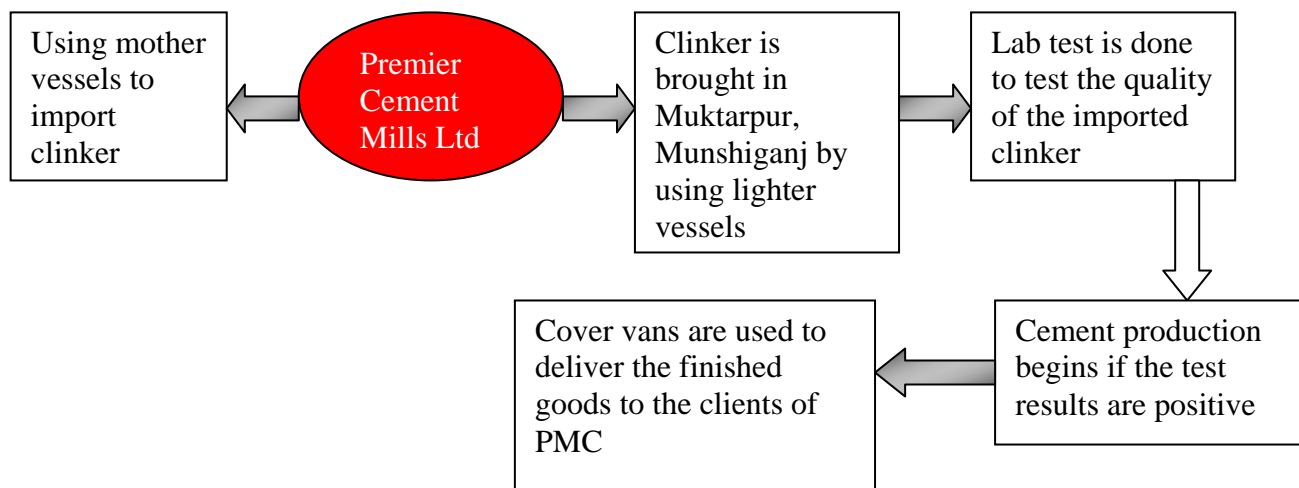
Quality Assurance Development Department

This department of the company is also located in PMC's factory at West Muktarpur, Munshiganj. As the name suggests, this department is responsible for testing, maintaining and assuring the quality of the cement produced in the company. After the raw materials (such as clinker) are brought, it is then sent to the lab for a test. If the test results are positive, then this raw material is sent for production. However, if the test results are negative then this department takes whatever actions is necessary to be taken under that circumstance after consulting with the authorities of the corporate office.

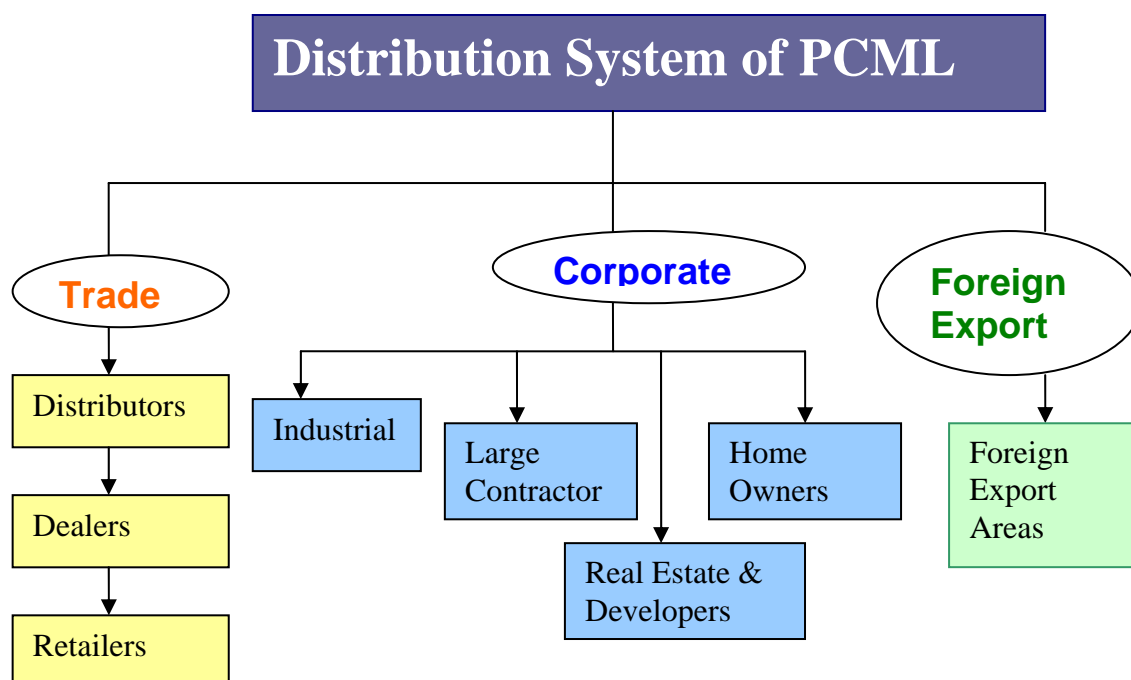
Logistics and Distributions Department

The Logistics and the Distributions Department of Premier Cement is merged together. The Logistics Department of this company is responsible for the management of information to and fro the company, material handling, arrangement of transportation and the overall distribution and delivery of the goods in an effective way, both in terms of time and cost. The work of the Logistics department is very closely connected to that with the distribution department and this is why, even after so many years, the management of Premier Cement have decided to continue to keep both of these departments together. The distribution department of Premier Cement is responsible for distributing their finished

goods throughout the country. Below a diagram is given to show the operation of the Logistics and Distribution departments together in a comprehensive manner.



The distribution network of PMC consists of the various clients of PMC to whom goods are delivered at their door by using the cover vans of the company. The diagram of the Distribution System (consisting of the clients) of PMC is given below.



The above diagram shows the distribution system of PMC Ltd. They are mainly involved with three parties which are the Trade, corporate and foreign export. In the segment of Trade, PMC is involved with trading business with the distributors, dealers and retailers. Their Corporate segment includes Industrial (various industries making their own buildings), Large Contactors, Real Estate & Home Developers and Home Owners (individuals making their own houses). The third segment of PMCL's distribution system refers to those countries and individuals who are involved with the export activities of PMC Ltd. Currently PMC Ltd are exporting their products in India and Nepal.

Human Resource Department

It has been less than a year since the Human Resource Department has been separated from the Administration Department. Thus the HR department is still undergoing through the process of expanding, adapting and implementing new strategies related to the situation of the company every day. This department is responsible for recruiting potential candidates, training them, making a succession planning and developing their talent.

- **Recruitment Process**

To recruit an employee, the company first gives the advertisement of the vacant position internally. Interested candidates from the organization are allowed to apply for these positions. The employee would then have to face an interview. If he passes the interview then the candidate would have to take permission from his department head in order to switch his department or to move to a new position. The second option is that the internal referrals are used where the employees of Premier Cement refers to a candidate who may be eligible for the vacant position of the company. Last but not the least, vacancy advertisements are given in both the local news papers and the online yellow pages of Bangladesh. A sample of such advertisements is attached in the Appendix.

- **Training and development**

The training and development is mainly supported by the logistics and marketing department. There are various types of training programs which are provided for the employees in Premier Cement. The employees who are working in the Commercial building in Dhaka are given more training which is of a more sophisticated nature. This

mainly refers to trainings where the employee basically learns by doing and by working with their supervisor. On the other hand, other concerned workers of the company such as the technicians, masons, engineers, factory workers and the dealers are trained throughout the year. Various types of on-the-job training sessions along with meetings and seminars are arranged for them with help and support from the marketing and the logistics department of the company.

- **Succession planning and talent development**

The management of the organization looks at the track records of the employees in the succession planning program. The track record mainly consists of information related to the performance of an employee. This track record is also made by the HR department of the company. As per the results of the track record, the deficiencies of the employees are identified and required steps are taken by the HR personnel to help that employee further assess and develop his skills.

Marketing and Sales Department

The *Marketing and the Sales Department* of Premier Cement is merged together. It is one of the largest and the most active department of the company. This department is located at the Corporate Office of PMC in Dhaka and is headed by a group of hard working and experienced management team who have been working in cement industry of the country for a very long time. The marketing department is responsible for carrying out all the marketing activities of the company. Some of their responsibilities include conducting a market/research survey to examine the market both the existing and the potential market demand for their product and planning out ways to reach the customers in the market by using various kinds of promotional tools. In case of the promotional tools such as advertisements (in both electrical and print media) and leaflets, the concept of these advertisements are given by PMC but the design and painting is done by the designer house Biborton. Apart from this, all the other marketing activities of PMC is done by the company itself.

This department mainly works towards attracting the attention of the target customers by using their activities and promotional tools and to create a demand and need for their

product in the market. By implementing such activities, this department also plays a huge part in creating both a need and awareness about their product Premier Cement in the market.

The *Sales department* on the other hand deals with the sales of the company, to determine and examine the figures indicating both profit and loss. They also take part in the marketing decisions of the companies and together plan various sales strategies for the company and also that required earning a good profit compared to other Cement companies of Bangladesh.

The *Customer Service* of Premier Cement Mills Ltd is a part of the Marketing & Sales departments of the company. As regards service, the company believes that their sale begins after the sale, not before. This statement itself shows the importance that Premier Cement gives to the after-sales services. The *Customer Service* of Premier Cement works hand in hand with all the other departments of the company. Premier Cement has customers in three basic categories (which have been shown in the Distributions Systems). Feedback is taken from all the departments and their clients and then services (mainly after sales services such as problem solving etc) are provided to the customers accordingly.



CHAPTER 3
JOB AS AN INTERN

PREMIER

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3.1 Job Description

During the twelve weeks working period as an Intern in Premier Cement Mills Ltd, I had the opportunity of working in each and every department of the organization. As soon as I joined the company for my internship, a schedule of the internship program was given to me which consisted of the working schedule along with the departments in which I would be working. The management of the company believes that an intern should work in all the departments rather than concentrating on only a specific department because the main motto behind an internship is learning and that can be achieved greatly by having an exposure of all the departments together. It is so because it gives an intern a broader perspective of how an organization really works all together. However, as my main field of study and interest lies in Marketing and Human Resource Management, the company has thus given me an opportunity to work in these departments for a longer time than the rest. The tasks that I was engaged in while working in each of these departments are discussed below.

Information Technology Department

On the first day of my work in this department, the person in charge of the IT department explained all the things related to the operations of the department to me. He showed me how the total IT system works in the company. He also made me familiarized with the various software and tools that are used by the different departments to make the life of employees easier. He gave me some insight on managing the server and the intranet of the company. Currently, a brand new web site of Premier Cement is under construction thus during this period, I also had the opportunity of working with the web designers of the company. Although I worked for a week with the department, but it was a time well spent as I learnt a lot of new and interesting things from this department.

Finance and Administration Department

The Finance and the Administration Department of Premier Cement is interlinked. While working with the finance department, I learnt about the various aspects of the department. While working in this department, I understood how this department is actually interlinked with the other departments (for an example the Sales department). I also noticed that how even after working together, both the Finance and the Administration Department varies from one another. I assisted the administration team to prepare new work schedules for the employees of the company for the month of Ramadan.

Human Resource Department

It has been less than a year since the Human Resource Department has been separated from the Administration Department. Thus the HR department is still undergoing through the process of expansion, adapting and implementing new strategies related to the situation of the company every day. This position of the department actually benefited me a lot as I not only got to learn and see things from the scratch during my one month working period with this department but even if little, I was also able to participate and contribute to this department. I was mainly involved with the recruiting stage of the company as I did participate in sorting out the CV s of some candidates and making phone calls to them.

Operations Department

The head of Operations is located in the commercial building of PMC Ltd in Dhaka. However, the main function of the Operations department mainly takes place in Munshiganj within the factory of the company. As a result, I did not get an opportunity to work in this department although I was able to see how this department works for a short period of time during my field visit to the factory of PMC Ltd.

Logistics and Distributions Department

The Logistics and the Distributions Department of Premier Cement is together. The company has an extensive distribution system throughout the country. Both inbound and outbound Logistics plays a vital role in Cement Industry in Bangladesh. Premier Cement

believes in delivering door-to-door on time. To ensure uninterrupted supply of raw materials, the company has its own Mother Vessels carrying raw materials from abroad. To ensure smooth carrying from Mother Vessels to factory, the company's fleets of Lighter Vessels are used. Premier Cement has its own distribution network through their dealer around Bangladesh. Its transportation subsidiary, with prominent transport companies in Bangladesh, operates a large fleet of trucks to distribute cement products in bags almost anywhere in the country.

Marketing & Sales Department

I worked with the Marketing *and the Sales Department* for the longest time during my internship period with PMC Ltd. In the Marketing department, I was given the opportunity to learn new things by observing and interacting with the Marketing team of the company. I was involved with the Preparation and the management of the Order Processing System (OPS), creating Product Invoice, recording and tracking the sales call from the distribution channel, analyzing some sales figures of the company, and taking feedback and complains from the customers via telephone and e-mail while working in the Customer Service Department. While analyzing the sales figures, I was also involved in the decision making and the planning of activities which were taken to increase the sales of PMC Ltd. I was assigned to do some documentation for the exported goods of PMC Ltd and to work on a small report on price analysis and price fixation. Additionally, I also participated in the re-launching of the Cash ++ Offer 12 & the Eid2Eid Offer and worked with the CSR marketing team on the donating free cement for Masjid project.

3.2 Specific Job Responsibilities

As mentioned in the earlier part of the report, during my internship period, I have had the opportunity of working in all the departments. The manner in which I was rotated from one department to another was very helpful. This is because my works in most of the departments were scheduled in a manner where there was a link and a continuity of the tasks of the former department with that of the new department that I was engaged in. As mentioned before, all the departments of Premier Cement are closely interlinked with one another thus by working in this manner; it enabled me to get a better and a clearer idea of

how the organization functions overall. Although a significant amount of time was spent for learning by observing how each of these departments work, I however had a number of job responsibilities assigned which I had to perform during the period of my internship.

1. Preparing and managing the Order Processing System (OPS)

While working with the Sales Department, I was assigned to prepare the documents required for the OPS and carry out some documentation work related to the OPS. There are mainly three steps in the OPS. Firstly, the money receipt has to be prepared. Secondly the purchase order is required to be prepared followed by the preparation of the delivery report. After preparing these documents, I had to contact with the sales in-charge officer of both the Chittagong and Dhaka branch to collect all the sales details of the month of June-July, 2010. Once it was done, all these entries had to be re-checked before storing these information in the software used especially by the sales department for keeping a track of their sales figures.

2. Analyzing sales figures

While working in the Sales department, I have had the opportunity of working with the sales analyzer of the company. After learning about the analyzing of sales figures and making predictions about the future sales trends, I was then assigned to work with the Marketing team of the company where the first work itself was related to the sales figures that I assisted to record and analyze with the sales team of the company.

3. Involvement in the decision making and the planning of activities to be taken to increase sales

I have had the privilege of being a part of the committee which was formed to study the sales figures and take appropriate actions to increase the sales. As I was already familiar with all the stages of recording the sales data to analyzing them, it was easier for me to relate to the other members and be a part of the stages of decision making and planning.

4. Involved with the setting of the HR department

I worked with the HR department solely for three weeks at a stretch. As mentioned earlier, this department has started operating very recently hence which gave me a chance to learn as well as participate in the tasks of the department. I was involved with a number of tasks related to this department. First of all, I helped to sort out CVs of potential candidates applying for various job positions in PMC Ltd. I was also assigned to contact some of the candidates to inform them about their interview dates and later their results.

5. Assisted in managing time schedules

Though for a short period of time, I assisted in some works related to the administrative side of the company while working in the administration department. In PMC Ltd, the time schedules for all the employees working in Dhaka, Chittagong and Munshiganj are reviewed from time to time. Due to the upcoming month of Ramadan, the authorities of the administration department altered the time schedules of the workers. I assisted them in this task.

6. Recording and tracking the sales call from the distribution channel

There are a number of participants present in the distribution network of Premier Cement (as illustrated in the figure above). While working with the logistics and distribution department of PMC, I was involved in recording and tracking down the sales calls of the corporate clients for the month of June. The Corporate clients that I dealt with were the home owners and the real estate developers. I had to input the data of sales in special software used by the Sales department to record the sales calls of the company.

7. Documentation for exports

I was assigned to work on a number of documents related to the exports of the country. This included work such as translations, editing, writing proposal letters and small reports.

8. Assisted in making policies for the health/medical benefits for factory workers

After the visiting of the factory of PMC Ltd in Muktarpul, Munshiganj, a problem regarding the type of health benefits being provided to the factory workers was identifies.

To solve this problem, a number of sessions were held where employees gave their feedbacks and ideas on how to overcome this situation. Although limited in information but the medical benefits given to the factory workers by other cement companies of the country were also reviewed with the sole intention of providing the workers of PMC with better facilities. During these sessions, I was given the responsibility of noting down all the ideas and later was given the opportunity to work with the committee for a period time where the findings were reviewed in order to come up with viable solutions to this problem.

9. Creating Product Invoice

While working in the Marketing Department, I did some of the invoice for them that related to the products being sold in Bangladesh. This Invoice is done in PCM by using software. The invoice that I was asked to prepare was the customs invoice which dealt with the exported goods only. While preparing these invoices, I had to fill in various information related to the cement being exported to the foreign country. Some of the information that I had to fill in was the description of the product, quantity of the product, freight, packing cost, selling price, weight of the goods, terms of delivery and port of destination.

10 . Interacting with customers in Customer Service Department

As I started working with the Customer Service Department, one of the team members of the department explained and showed me how to take complains and feedback from their clients via the telephone. As it is a very crucial part of the job, if not managed properly could hamper the company-customer relationship, thus having both expertise and experience in this field is very important. Maybe this is why, throughout the time that I was involved in receiving phone calls and e-mails/letters from the customers, I found myself always under continuous supervision. The team members helped me and supported me whenever I faced any problem dealing with complains or the feedback that came from the customers.

11. Participated in the re-launching of the Cash ++ Offer 12 & the Eid2Eid Offer

PCM Ltd has re-launched their promotional offer the Cash + + and the Eid2Eid offer (affective from the 1st of September, 2010) again this year. However, some minor changes have been made this year by taking some observations from the response of the participants of last year. I worked with the marketing team for some time while they were working on the changes of these promotional campaigns. The price rates, the duration of these campaigns, the design of the advertisements and the networks covered to make people aware of these promotions have been changed according to the situation of the cement market of the country this year.

12. Report on price analysis and price fixation

While working in the Marketing and Sales department, I was asked to input the data of all the cement companies' prices in Dhaka for the month of June. I had to collect reports and data from other departments to complete filling the data sheet. After that, I had to make a comparative and an analytical report based on the pricing of the cement companies from the date of 1st June to 25th June. The price of Premier Cement bag in Dhaka for the month of July was decided based on the findings and analysis of my report and on other relevant factors related to price.

13. Worked with CSR marketing team

In the first week of August, Premier Cement Mills donated cement for building Masjid in Manikgonj. I worked with the team who was responsible for planning and implementing this activity for two days. I learnt about some ways of planning a CSR activity.

14. Analysis of the websites of the competitors of PMC

While working in the IT department, I was asked to browse all the websites of the competitor's of PMC Ltd and note down my critical observations. I had to make a list of the things which appealed to me about their websites and come up with suggestions about the features that I feel should be added in the new website of PMC.

3.4 Critical Observation and Recommendation

During the period of my internship at PMC Ltd, I found some critical areas of the company while working with them. I took these observations into consideration and suggested some recommendations to the PMC Ltd authorities so that they aware of a thirds person's point of view, which they might want to work with in the near future to bring about some improvements in their working areas.

Observation 1: Unstructured HR Department

While working with the HR department, I noticed that the tasks of the entire department lacked a proper arrangement or structure. The flow of work within the department is not very systematic and neither is it being performed in an orderly manner. These drawbacks are understandable as this department is very new and still under the process of development and improvement. However, their shortcomings during this period create room for confusion and mismanagement which if not handles properly may affect the company badly in the future.

Recommendation:

As this is a very new department in the company, the employees and the authorities of the department are likely to face problems which eventually results to some mismanagement. This I think can be solved if either of the two recommended options is taken into consideration. First of all, the people responsible for the HR department should arrange small training sessions for all their employees working in their corporate office so that all of them can have a better understanding of how the department functions. This would also give them an opportunity to clear out their queries and suggest new ideas for the department. The company can also invite experienced HR personals especially those who have been involved with the cement industry to conduct these training sessions. The chances of an experienced person (in the field of HR) having the ability of comprehending and managing the situation in a better way and to provide useful advices is more likely. Secondly, the company can hire an external HR consultant for a period of

time; that can guide them and help them grow till the department is not established properly.

Observation 2: Standardized facilities for factory workers

During my visit to the factory of PMC in Muktharpul, Munshiganj and as per my discussion with the Operations supervisor, I found out that the factory workers are provided with safety and medical facilities. However after much analysis, I figured out that such facilities provided to the workers are similar irrespective of the kind of work that each of these workers was associated with. I personally feel that this may not be helpful for the workers. As there are a number of stages involved in the production process of cement, each of these stages also involves different type of works which involves different type of risks, thus following a set of standard facilities to workers the may not be very helpful.

Recommendation:

I have mentioned this issue to the concerned authorities when I was informed that the authorities responsible for these areas are already working out ways to provide different kind of medical, health and security facilitations to their factory workers depending on the nature of their work. For an example, the person responsible for lab testing does not require a medical/health benefit like that similar to a worker involved in grinding the cement in the factory. I had participated in a small meeting which was held to discuss on these issues.

Observation 3: Unattractive website

I saw the old website of Premier Cement Mills which I think looked a little unattractive and lacked sufficient and relevant information compared to the website of the top cement companies of the country.

Recommendation:

The new website of Premier Cement Mills is under construction. While working with the IT department, I had the opportunity of having a glimpse of the new website of the

company which is still under construction. I shared some of my ideas with the team members regarding some of the things that they could add to their new website so that they can come up with a better webpage this time, which will be of the same standard at least; if not better than that compared to their competitors. With the widespread availability of the internet, everything is just a click away from us and the webpage of a company creates the first impression about the company in the customer's mind. Therefore, it is very important for PCM to work hard towards creating an affirmative impression about their company to the viewers of their website from all around the world.

Observation 4: Giving BUET reports in Bengali newspapers mostly

As I interned in PMC Ltd, I found out that the company publishes their BUET reports and other test reports in Bengali newspapers only. Although this promotional activity has benefited the company to a great extent as it attracted the attention of many potential buyers and also helped them achieve a brand image and enhance their reputation. However by limiting the publishing of these reports in only Bengali newspapers, the company is missing out on a whole segment of their target and potential customers who have access to English newspapers only.

Recommendations:

The company allocated almost 9 crore taka this year from their budget for marketing and promotional activities only. I have thus suggested the marketing head to start promoting their tests results and reports in English newspapers as well so that more people are aware of the credential of their products.

Observation 5: Old Corporate Video

I attended some corporate meetings with the directors, head of the departments and with externals while I interned with PMC Ltd. This gave me an insight to the business environment of the company and how they conduct formal meetings with externals. Although the presentations in the meetings very impressive, however I feel that the corporate of video of PMC should be changed. The video that is shown to the externals even today was made in the year 2005. Though it may be a very minor flaw, but I feel that

the screening of this video provides an impression about the company and thus, something should be regarding this.

Recommendation:

PMC Ltd should make a new corporate video for their company immediately. Although most of the content and the facts presented in their current corp. video is valid even for today, however they should make a new one by using interesting footages, better picture quality and more added information about the company. I have also recommended the authority to make dub their video in English or to add English subtitles to their video. As the company deals clients from big corporatism and industries and are also engaged in export with foreign countries, I feel that it is necessary for them to have their video in this International language.

Observation 6: Lack of up to date Information

While working with the Customer Service team, I received some e-mails and phone calls which stressed on some problems of PCM which was of similar nature. According to some of the clients, there was unavailability of up to date information about the company.

Recommendation:

I have discussed about this problem to some of the members of the Customer Service team because if this problem lingers, then the clients may become dissatisfied with PCM which may result to loss of customers in the long run. One of the main reasons why this problem is taking place is due to the lack of a proper website of the company. As long as the new website is not ready, the company should put more emphasis on maintaining their PR and relations with customers. They should also increase the frequency and the amount of their news and advertisements being published on newspapers and magazines so that the clients are always up to date about the company.

Observation 7: Miscommunication and misinterpretation of messages exchanged between an employee and the customer.

PMC Ltd caters to a wide range of customers. While working with the Customer Service team, I was asked to handle some phone calls of the clients to take their calls for complains and feedback. While doing this work, I realized that only should each customer be attended differently over the phone but also the way to communication verbally with the varying type of customers requires alterations depending on the type and background of the customer. At times, messages were interpreted incorrectly and some confusion took place due to the inability to understand the speech of one another over the phone. This can lead to a loss of time and sometimes to dissatisfaction for both the receiver and the caller.

Recommendation:

To deal with this situation, I would suggest PMC to first increase the number of people working in this department immediately. They should place employees having varying type of dialect and verbal communication skills. For an example, they can assign a person with good spoken English and proper Bengali to deal with the corporate clients and those residing abroad. On the other hand, they can assign another employee having the ability to understand different type of dialects of the country (e.g. Chittagong, Khulna, Barisal etc) to deal with customers calling from outside Dhaka. This recommendation may sound very racist but if this is done, then such miscommunication can be avoided very easily.

Observation 8: Externals having Lack of knowledge about PCM

PCM Ltd is doing a lot of Marketing Activities all around the country. They also have an attractive budget to carry out these activities. Judging from an external's point of view, I feel that the company should put more stress on reaching out to their customers and informing them about their business. Before joining PCM, I did not know more than half of the things that I know now after working with them. By neglecting these little things, PCM may get lost among the mist of so many other homogeneous cement companies that they may lose out on their customers.

Recommendation:

For fast implementation, I have suggested some ideas to the marketing head of the company to address this problem by using their existing resources. To start with, PCM should publicize more about their activities. They should publish news about their export

activities in newspapers. The company should also inform their customers about the CSR activities that they are doing so actively for the last couple of years. PCM should also promote their core features of functional benefits in their advertisements so that customers know that the company may be small but they do not compromise on the quality of their products. This would help PCM to create a brand image in the minds of the customers.

Observation 9: Absence of Recognition programs for the employees

During my period of internship in Premier Cement Mills Ltd, I noticed that although the working environment of the company is very pleasant and the employees are satisfied with their pay and the facilities that the company provides for them, however I observed that there was an absence of recognition programs for the employees. It is very important for the employer of an organization to recognize the efforts of an employee and appreciate his work. This not only helps to improve the relationship between an employer and an employee but it also helps an employee to understand the pace of his work compared to that of his co-workers. In this way the employees will also be more satisfied with their jobs and ultimately , it will be beneficial for the organization in terms of high productivity. Skills and performance based performance appraisal programs should also be introduced in the organization.

Recommendation:

As mentioned earlier, the HR department is in the growth stage and they are open to new ideas to improve their department. I suggested the HR manager to introduce some programs for their employees that would recognize their efforts and hence they will be rewarded for their performance. This is most likely to motivate the employees to work harder which would result to an increase in productivity of the company. Such programs should be introduced not only in the corporate office of PCM but also in their factories. Employees and workers may be rewarded for meeting a target, small crests or certificates could be given to rank the best employee/factory worker of the month etc.

Observation 10: Working environment in the factory

During my visit in the factory of PMC, I noticed that the working environment in the factory is actually quite organized. The factory workers also seem to be happy with the condition of their work environment. However, a very minor matter caught my attention. Cement is a dusty product and for this obvious reason, there is a lot of dust everywhere around the factory. Although it is an observation of a couple of hours but however, I noticed some of the factory workers having serious coughing problems while loading, unloading and grinding the unpacked cement. This can lead to a negative affect the health of the workers which may lead dust allergy; resulting to a fall in the level of productivity and a creation of an unhealthy working environment in the long run.

Recommendation:

To deal this with this situation, I suggested a very simple idea to the Operations manager of the company. From my memory of watching a part of an advertisement of a foreign cement company, I suggested the factory supervisor to provide the workers, especially the ones who are likely to have health issues with face masks. These masks are not only widely available but are also very affordable and useful to prevent oneself from dust. I also discussed about this issue with one of the HR personals and suggested him to implement and add this point to the code of conduct or to the policies of that of the factory workers.

Observation 11: Presence of information gap related to the area of IT

As I worked in the IT department during the first week of my internship, hence I was able to observe how some of the main software and tools for the different departments are used. However as I started working in the other departments, I noticed that the employees of one department are completely unaware about the way the other department operates with the support from the IT system. This I feel can create some problems in the future especially when employees would do job rotation or would have to conduct analysis or make policies for the company.

Recommendation:

To handle this problem, a short training session on IT could be arranged which would be provided to an employee as he/she joins the company first. Usually the motivation level of employee to learn new things towards the beginning is very high and thus taking into advantage, the employee could be made familiar with the various programs and software that are by the different departments which are controlled by the IT departments. In this way, after an employee is asked to go for job rotation or work with the technical side of another department, he/she would not have to spend time and energy to understand and learn these things from the scratch again.



CHAPTER 4
THE PROJECT

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4.1 Summary

A number of important issues and topics related to the cement industry in Bangladesh and Premier Cement mills Ltd have been discussed below in the project part. The first part of the project focuses on the various aspects of the Cement industry of Bangladesh. To start with, brief information regarding the concerned product “cement” has been included followed by historical background of the cement industry in Bangladesh. Moving on, some important incidents that took place in this industry over the last couple of years which has evolved the various scenarios of this industry have also been discussed. The list of the ranking of the current top ten Cement companies of Bangladesh has been given. This part of the project ends with a brief analysis of the overall cement industry of Bangladesh.

The second part of the project mainly focuses on the position of Premier Cement Mills Ltd compared to other cement companies in the industry. For a better understanding, a competitor’s analysis of PMCL has been included. Next, the situation of the various facet of PMCL and the cement industry has been discussed in details. The aspects that has been covered includes the products offerings, production capacity, technological impact, pricing, customers, promotional activities, export and import activities and lastly the sales and profits of PMCL and the other companies operating in the cement industry. This analysis is followed by some plans of PMCL that they are planning to implement in the near future, followed by a SWOT (strength, weakness, opportunity and threats) analysis of the company. Lastly considering all these points, I have discussed about some critical observations where I think that there is some scope of improvement. Based on these, I have given some recommendations to tackle these enduring issues within the industry

4.2 Description of the Project

4.2.1 Objective of the Project

The main objectives of the project are:

- To understand about the Cement Industry of Bangladesh
- To analyze the current scenario of Premier Cement in respect to the overall Cement Industry of Bangladesh
- The future plans of Premier Cement.

4.3 Industry History

Cement Industry, a 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. Today hydraulic cements, of which Portland cement is most familiar, when made into a paste with water and aggregate, set and hardens as a result of chemical relations between water and the compounds present in cement. With good hydraulic cement, development of strength is predictable, uniform and relatively rapid.

Historically, Bangladesh did not depend much on cement. It also does not have enough natural resources for manufacturing it. The base materials traditionally used in house building and other construction required little use of cement. Gradual substitution of traditional building structures or patterns by modern high-rise ones has pushed up the use of cement. However, as the economy continues to remain agro based, construction sectors have not been able to gain momentum and as the infrastructure development is selective, cement remained product of low demand. A faster growth in demand for cement has been observed only since mid-1980s, especially with implementation of large infrastructure projects, increased pace of urbanization, construction of apartment buildings and multistoried shopping complexes in urban areas, and a shift in the taste of moneyed rural people for modern houses.

Private enterprises dominate production and import of cement to cater to the local market. The manufacturing of cement is based on both locally available raw materials and imported clinker. The mills that produce cement from imported clinker are located mostly around Dhaka, Chittagong, and Mongla. Local raw material based cement production depends on limestone deposits that lie in St Martins Island, Joypurahat areas and in the deposits in Sylhet. Some plants have the added advantage of being able to meet their needs for gas and clay from deposits close by.

Bangladesh has adopted EN197- 1:2000 as Bangladesh Standard, titled BDS EN 197- 1:2003. Under this Standard there are 27 products in the family of common cements, which are grouped into five main cement types as follows:

CEM 1 Portland cement

CEM 2 Portland- composite cement

CEM 3 Blast furnace cement

CEM 4 Pozzolanic cement

CEM 5 Composite cement

The composition of each of the 27 products under the above five categories (indicating percentages by mass of the main constituents) are given in the table (refer to table 1). As the main constituent (% by mass) along with the strength class is printed on the cement bags, it is not easier for the consumers to select the type of cement that they require.

4.3.1 The evolving scenarios of the cement industry of Bangladesh

In the year of 1995, the government first gave permission for establishing cement industries in Bangladesh. However, this permission was given to the companies without any kind of thorough prior study of the industry. Thus the starting point of the establishment of the cement industry took place without the proper analysis of the demand and supply of cement for the country. Within the span of the next 2 to 3 years, the supply of cement coming into the country faced an expanded capacity of the product. The figures showing this sudden change is given below:

Demand of cement (1995): 7.5 million

Supply capacity of cement (1998): 15 million

As time went by, the demand of cement increased as infrastructural development projects took place in Bangladesh. Most of the cement companies back then was import based that brought this product from other countries to meet the demand of their clients in Bangladesh. However, there were mainly four dominant players in the cement industry in the year 1998 that produced their own cement to meet the demand of their customers. These companies were:

- Meghna Cement (owned by Bashundhara group)
- Eastern Cement (currently known as Seven Horse)
- Chatok Cement (Currently taken over by Heidelberg where the local brand is called Ruby)
- Chittagong Cement (which was initially owned by the government, currently known as Confidence Cement).

In the year 1999, the demand of cement rose to 3 million tones suddenly. To meet this demand the existing companies planned to increase their production capacity and more entrepreneurs became interested in venturing their business skills into this sector. Two big companies entered the cement industry in the year 2000 and 2001. Despite the emergence of cement companies in Bangladesh, the demand of the cement rose significantly, whereas the supply of the cement was insufficient to meet this demand.

Till the year 2002, only one type of cement was available in Bangladesh which was the clinker based cement. This is known as the Ordinary Portland Cement (OPC) which is made as per the method known as the American Standard Method (ASM). From the year 2002, various types of cements became available in Bangladesh which helped the cement industry to provide differentiated and improved products to their customers in

Bangladesh. The cement which is widely used from the year 2002 till now is the composite cement which is made by using the method of the European Standard Methods (ESM). The composite cement has many advantages over the clinker based cement. The composite cement consist of cements of different layers which is ideal for building the different types of structures in a building. The different layers of cement have been graded as per the strength provided by the cement. Holcim Black Cement was the first local company who started producing composite cement in Bangladesh. Currently, most of the companies can be identified as the grinding mills rather than just pure cement companies. Only Chatok (the oldest cement company) and Lafarge are the absolute cement producing companies in the country today. Over the time span of last five years, the growth in the cement industry has been 130%, however the total industrial growth has been 53% in the last one year (FY2009 to FY2010). Currently there are 31 cement companies operating in the cement industry actively. The total production capacity of all the companies for this year is more than 17 million ton and the current Industry Consumption is 12.5 million/annum (refer to table Present & Upcoming Capacity of Running cement industries in Bangladesh).

4.3.2 Ranking of the Cement Companies

31 cement companies are operating in Bangladesh. They vary from one another in terms of their production capacities, resources, technological application etc. The names of the top ten cement companies are listed below.

- 1. Shah Cement**
- 2. Heidelberg Cement (Ruby)**
- 3. Meghna Cement Mills (Bashundhara Group)**
- 4. Holcim BD Ld**
- 5. Seven Circles Cement Ltd**
- 6. Unique Cement Ltd**
- 7. M.I Cement Factory**
- 8. Lafarge Cement (BD)**
- 9. Premier Cement Mills Ltd**
- 10. Akij Cement Ltd**

The cement industry came into picture in Bangladesh during the middle of 1980's as some infrastructural development projects took place. However, the starting point of the

cement industry took place began from the year 1995. Within the time span of a decade, the smaller companies shut down while the bigger ones expanded more and more, making a more dominant place for themselves in the market of cement today. The industry which was mainly import based till the year of 1999 to 2000, now not only makes their own cement but also exports their products to countries abroad as well.

The current statistics of demand and supply of cement in Bangladesh are given below:

Year 2010: Demand of cement = 12.5 m/tonne per annum

Supply of cement = 18.5 m/tonne per annum

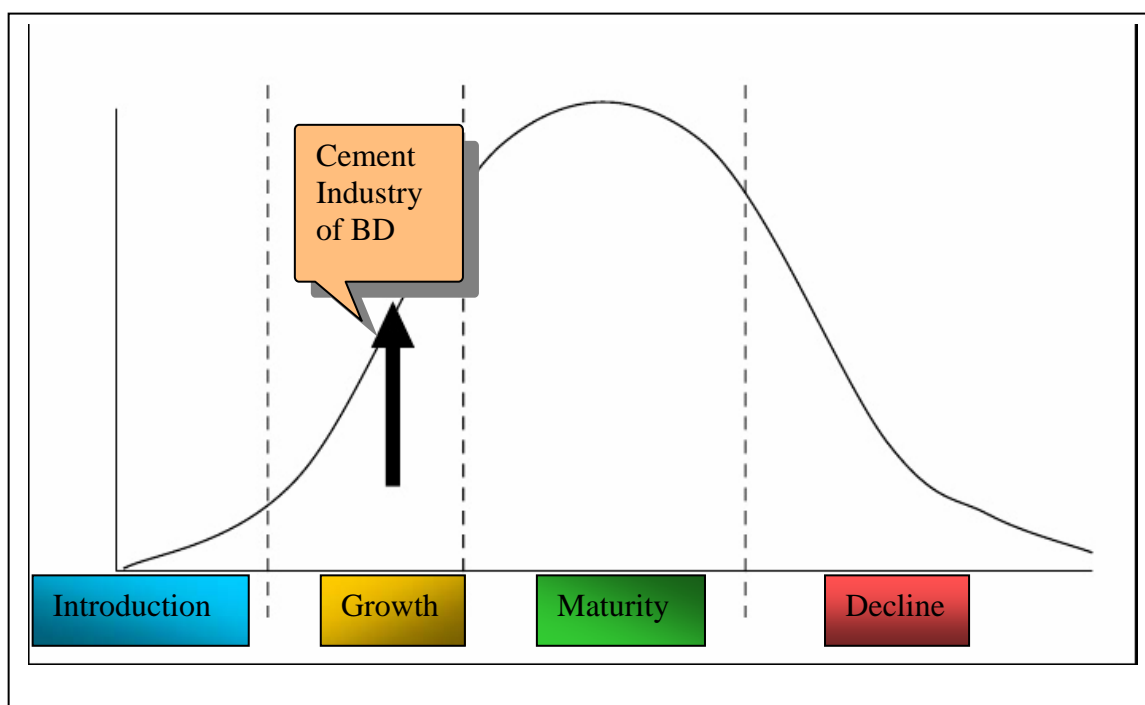
According to some industrialists, it has been forecasted that these statistics are likely to change within the next two years only. The forecasted statistics are as follows:

Year 2012: Demand of Cement/ capacity = 21 million tone

Growth Rate= 13 to 14 million tone

Both the demand and the production capacity of cement are likely to increase within the next two years for similar reasons which are prevailing today. Some smaller companies with shut down (just like before) and the bigger companies will expand more and compete with one another vigorously. In addition, the present government of Bangladesh has allocated a huge amount for the Annual Development Project (ADP) budget for the upcoming infrastructural projects of the government to be located in Bangladesh. Some of these big projects which are/have undergone agreements are the construction of Padma Bridge, Elevator Express (4 lane roads between Dhaka and Chittagong) and the construction of a Power Plant for the Bangladesh Power Development Board of these projects would create a huge demand for cement in the market in the near future creating more opportunities for these companies to accommodate their increasing production capacities and to earn profits.

By analyzing all the information mentioned above, it can be said clearly that in the life cycle of a product (industry in this case), in Bangladesh; the cement industry is in the growth stage currently. This phase of the industry has been illustrated in the graph below.



The product life cycle model can help to analyze the different maturity stages of a product or an industry. In the diagram above, it can be seen that the cement industry of Bangladesh is currently in the Growth stage of the product life cycle. According to this diagram, the facts related to the cement industry of Bangladesh can be related. At present, the sales of cement are increasing due to an enormous demand for cement in both the local and foreign markets. Moreover, the competitors in this industry are also increasing day by day although some smaller companies are shutting down but the bigger companies are getting more bigger and competing with the existing players in the market. There is also a huge prospect for more growth of these companies and the industry itself in the near future. Thus, the product of the company (cement produced by PMCL) and also the whole cement industry in Bangladesh is at the growth stage.

It has been predicted by the analysts of the industry that in the long run; around the year of 2050, concrete /cement structures are likely to be replaced by steel structures. These prediction has been made based on a number of confidential information and also by observing the trends of infrastructural development in other developed and/or developing countries in the world. However, according to them, this prediction does not pose much

threat to the cement companies of the country as there is still a lot of time left in hand and whereas these companies have a long way to go.

4.4 Competitor's Analysis

There are many competitors of Premier Cement. Among them are both the established local brands and also some multinational brands. The companies which are the competitor's of Premier Cement are mainly those companies which are on the higher rating scale of Premier Cement like Shah Cement, Heidelberg Cement, Meghna Cement Mills (Bashundhara Group), Holcim BD Ltd, Seven Circle, Unique Cement Industries, M.I. Cement Factory and Akij Surma. Be it in terms of brand image, product quality or sales, each of these companies have their own distinctive feature for which they are positioned in a higher rank than Premier Cement. Thus Premier Cement sees these companies as their competitors as they are constantly fighting with these companies to reach their desired position in the market. However the cement companies which are just below Premier Cement in ranking are also viewed as competitors and the company always keeps a look out for these companies' activities. It is so because these companies can take the position of Premier Cement any day. Thus both the cement companies performing better than Premier Cement and the ones performing at the same level as Premier Cement are the competitor's of the company.

4.5 Current Scenario of Premier Cement & the other cement companies

As per the Ranking of the Cement Companies (shown above) it can be seen that Premier Cement is on the ninth position among the top ten cement companies (both local and foreign) in the Cement Industry of Bangladesh. Although varied in ranking but almost all the top cement companies more or less follows a similar structure in terms of their functional activities; in order to survive in the industry. To have an in-depth idea of this existing phenomenon, the current activities of Premier Cement in different areas and that of the overall cement industry has been discussed below in details.

4.4.1 PRODUCT OFFERINGS: Cement Industry

Before 2002, all the cement companies of the country used to produce Ordinary Portland cement which was mostly clinker based. However, since 2002, all the cement companies have brought differentiation in their product and are now involved in making Composite Cement. Holcim Bangladesh was the first company to launch this type of cement in the market.

4.4.1 PRODUCT OFFERINGS: Premier Cement Mills Ltd

Like other Cement companies, PCM is involved in the manufacturing of Ordinary Portland cement and the Portland Composite cement. However, they make the Portland Pozzolana Cement for exporting. This type of cement is similar to the Portland Composite Cement only with some difference in the composition the overall cement.

4.4.2 PRODUCTION CAPACITY: Cement Industry

Currently, 31 cement companies are operating in Bangladesh. The present and the upcoming production capacities of the running cement companies (as per the data of August 2010) are given in fig.4.4. From the given figures, we can see that Shah Cement which is the top Cement Company in the industry, both among the local and foreign companies has the highest production capacity which amounts to 2,700,000.00 in MT/year and their upcoming capacity is also the highest among upcoming production capacities of other companies which is 1,800,000.00 MT/year. Their project is an on-going project. Premier Cement has the third highest production capacity as per this year 2010 which amounts to 1,200,000.00 MT/year similar to the capacity of Lafarge Cement and Akij Cement.

PRODUCTION CAPACITY: Premier Cement Mills Ltd

Production Capacity refers to the volume of products that can be generated by a production plant or enterprise in a given period by utilizing the resources available currently Premier Cement owns two ball mills whose production capacity is 2000TPD

each. The company produces a total of 4000TPD each day by using these two ball mills. The present production capacity of the ongoing project of the year 2010 is 1,200,000.00 tons.

4.4.3: TECHNOLOGICAL IMPACT: Cement Industry

There are mainly three matters which are taken into consideration while assessing the Technological Impact of the Cement companies in Bangladesh. These are:

1. The Technology used to make the product
2. The origin of the equipments/ machineries which are used to make the products
3. Other Technological aspects of a company related to IT which mainly includes the software used by the country and their accessibility and presence via internet.

Till the year 2002, Ordinary Portland Cement (which is only clinker based) was produced all over the country by all companies using the American Standard Method (ASTM). From the year 2002 onwards, differentiation was brought to the type of cements produced in the country by using the European Standard Method (ESTM) through which composite cement consisting of various composition and layers were manufactured. Today all the cement companies of the country uses the European Standard Method to manufacture their products. Usually the standard of Portland cement varies from country to country and thus, there is no universal international standard. As a result, all over the world cement companies in each countries uses the same method (either ASTM or ESTM).

Moving on, out of the top ten companies on the cement industry of Bangladesh Premier Cement, Cemex and Heidelberg Cement uses the European Machineries and European Technologies to manufacture their products. Apart from these companies, the remaining companies uses the machineries and technologies adapted from the Asian regions such as China, Japan etc. It should be mentioned here that cement companies who have their own power generation plant are self sufficient. These plants run on gas and problem arises as there is a scarce supply of gas which interrupts the smooth operation of the plants. This is

a problem faced by all the cement companies of the country. The shortage of power supply is also another factor which interrupts the smooth flow of operation of the companies.

Lastly, the application of information technology varies from one cement company to another. Companies use different programs and software to carry out the various tasks of their organization. As this is a confidential issue, thus much information could not be obtained regarding the various programs, software and applications used in each of the cement companies. The other important side of technology related to the availability of information and accessibility of a company through internet varies greatly from one company to the other. Information about almost all the cement companies of the country is available on the online yellow pages of Bangladesh. However, the website and the webpage of these companies are not of the same standard. Cement companies like Heidelberg, Holcim, Shah, Lafarge and Seven Circles have their own individual webpage where detailed information about the company can be easily found via internet.

4.4.3: TECHNOLOGICAL IMPACT: Premier Cement Mills Ltd.

Just like other cement countries of the country, Premier Cement Mills uses the European Standard Method to manufacture their products.

The company has an added advantage over most other cement companies they are one of those companies besides CEMEX and Heidelberg Cement who possess European equipments and uses the European technology to make their products. The specifications of the equipment technologies used by PCM have been discussed above.

The IT department of PCM is responsible for organizing and managing the various software and programs used by the employees of the company. All the employees of PCM (referring to the Dhaka and the Chittagong branch) are well acquainted with the basic computer skills, however most of the employees of the corporate office of PCM are trained to use and apply sophisticated and modern software required for their work areas. Like other companies, Premier Cement is also enlisted on the online yellow pages of Bangladesh. The company has their own website and the address is

www.premiercement.com. However, a new and a better website is under construction now which will be launched very soon.

4.4.5 PRICING: Cement Industry

The pricing of cement of various companies are very close to one another. (refer to figures Market price in Dhaka & out of Dhaka). There are a number of components which are taken into consideration while price fixations of cement bags are carried out. The components are discussed below.

Cost of the raw materials and production of the cement

To start with, the cost of producing the cement itself is taken into account. This includes the cost of importing raw materials, cost of production and the cost of packaging all inclusive of other fixed costs consisting of inventories and human resource required for production. The market demand also plays a dominant role in the price fixation of cement. The supply of the raw materials and supply of cement by other companies in the market in addition to the market demand of the product also determines the final price of the product. When the demand of their product is high, the price of their product is also increases and vice versa.

Seasonal demand of the product

The other important factor which has an effect on the changing price of the product is that of the seasonal demand of the product in the market. There are mainly three dominant seasons in terms of demand of cement in the cement industry. They are as follows:

Peak Season: January to April/ May
Dull Season: June to September
Off Season: October to December

In the cement industry, January to April which sometimes also stretches till May is considered as the peak season when the demand of cement in the market is very high. As per the climate of Bangladesh, there is little or no rainfall in the country thus it is an ideal

time for starting the work of constructing buildings and other infrastructural development projects during this season. As the demand of cement is high during this time, as a result the price of the products of Premier Cement is also higher than that compared to the rest of the year. This is also true for other cement companies operating in the country.

The month of June to September is considered as the dull season in cement industry when the overall sale of cement is quite low compared to that of the peak season. This is the time of the year when rainfall is most evident in our country. Rather than constructing buildings, this time of the year is mostly used for curing. Curing is one of the most important steps in concrete construction. Curing mainly increases the strength and durability of concrete to a great extent. The concrete hardens as a result of hydration which is a result of the chemical reaction between cement and water. However, hydration occurs only if water is available and the temperature of the concrete stay within a suitable range. The rainfall in this dull season helps the concrete surface to stay moist naturally and allows the hydration process to take place.

The Off season for the cement industry usually starts from October and ends in December. During this time the sale of the cement is normally the lowest or almost close to nil. This is also the time just before the peak season. From past observations, it has been seen that usually the other materials related to cement (mainly referring to the other building materials) are not available during this time of the year. This is also another prevailing reason for this period of the year to be regarded as the dull season. Taking this situation into consideration, the price of the cement of almost all companies in Bangladesh is usually the lowest compared to that with the other two seasons due to the fall in market demand and sales.

Price of competitor's products

Currently, 31 cement companies are operating in the cement industry of Bangladesh who are producing similar products. Due to the presence of homogeneous products in the market, price war is a sensitive issue in this industry which exists from time to time in the cement market. Another component which is taken into consideration while fixing the price of cement bags is done by observing the price of the competitor's products.

- Others like government tax, VAT etc.

Other uncontrollable elements such as the inflation rate, change in exchange rate and the tax and/or VAT imposed by government are also some elements which determines the final price of cement. The increase of these monetary elements makes the price of cement rise up and vice versa.

4.4.6. PRICING: Premier Cement Mills Ltd.

Premier Cement Mills Ltd is a large company who gives great importance and time to the price factor of their products. The company follows a very simple but a well defined pricing strategy for deciding the price of their products. As the cost of producing each bag of cement is known, the company then adds a price tag to their product by following the market leader of the Cement industry. As a result, the price of their product is fixed by following the market leader of the cement companies as their benchmark in each of the regions.

The price of Premier Cement varies from region to region. For an example, the market leader of cement in Dhaka is Shah Cement. Thus the price of the product of Premier Cement in Dhaka is fixed depending on the price of Shah Cement in Dhaka. On the other hand, currently Ruby Cement is the marker leader in Cox's Bazar. Thus the price of Premier Cement products in Cox's Bazar is fixed as per the price of Ruby Cement products in Cox's Bazar. This strategy does result to a varying price of the same product from one region to another but however, there is never a gap of more than Taka 10 within the country. Although this is the core strategy of the final stage of price fixation of the company, however there are also some other important components taken into account while the price of the products are fixed.

Currently, the standard price of one cement bag produced by the multinational cement companies ranges within the price of taka 370 to taka 390 per bag. On the other hand, the price of a cement bag produced by the local companies ranges within the price bracket of Tk.340 to Tk.365. At present, the price of Premier Cement in Dhaka is taka 355 per bag.

Although Premier Cement follows a clearly defined pricing strategy for fixing the price of their products, however the components mentioned above in addition to other controllable and uncontrollable elements (like inflation rate, change in exchange rate and the tax and/or VAT imposed by government) do create situations where the price of the company's product has to undergo changes from time to time. As mentioned earlier, the market demand and supply plays a prevailing role in the price fixation of the products of Premier Cement. Similarly the change in the price of the raw materials of cement also compels the company to alter their prices accordingly from time to time.

The landing (LP) and the delivery price (DP) of Premier Cement and other cement companies in Dhaka and outside Dhaka are shown given in table

4.4.7 CUSTOMERS: Cement Industry

The big cement companies of Bangladesh (referring to the top 15-20 companies) cater their products and services to a similar line of customers. The customers of the companies are also the players of the distribution network of the company. The categories of customers are as follows:

-  Distributors
-  Dealers
-  Retailers
-  Industrial Personal/ Personals
-  Large Contractor
-  Real Estate & Developers
-  Home owners
-  Clients and customers in export areas

4.4.8 CUSTOMERS: Premier Cement Mills Ltd.

Just like other big cement companies, Premier Cement Mills also caters to the same customers with their products and services. As seen above, these customers are players in the distribution network whom the company attracts by implementing their marketing activities and then eventually reaching them through their distribution networks

4.4.9 PROMOTIONAL ACTIVITIES: Cement Industry

Promotion involves disseminating information about a product, product line, brand, or company. It is one of the four key aspects of the marketing mix. As the market is becoming more and more complicated, creative and attractive promotional strategies are considered as the key to stay in the scenario. The specification of these four variables creates a promotional mix or promotional plan. A promotional mix specifies how much attention to pay to each of the four subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image. This is another sector where the cement companies compete greatly with another. Both electronics and print media are used by the companies to promote their products and services to the customers. Some common promotional tools that are used by almost all the top cement companies of Bangladesh are as follows:

-  Newspaper Advertising
-  Promotional Campaigns
-  Wall paintings
-  Signboards and light boxes
-  Customized Accessories
-  Events
-  Sponsorships
-  Television
-  Internet
-  Radio
-  Magazines

PROMOTIONAL ACTIVITIES: Premier Cement Mills

Premier Cement Mills Ltd. highly values its promotional and marketing campaign. Premier Cement gives a lot of emphasis on different types of promotional activities to establish their brand image. Since the beginning of their business venture, they have been focusing mostly on two types of basic promotional activities to promote their product to their clients and customers. In 2010, PMC has allocated 2% budget from the total sales of

their products which amounts to taka 9 crores. The company focuses mainly on outdoor marketing and various types of events to promote their products. Some of the promotional activities that Premier Cement has taken and the tools that they have used are:

Leaflets: From June, 2007 Premier Cement has started leaflet distribution in order to grab a brand image to the customers. Another intention behind distributing the leaflet was to inform the customers about the ongoing promotional offer which can help to boost the overall sales of the company as well. Leaflet is one of the best ways to communicate directly with the customer. According to Shaun parker it is a fantastic way to build brand recognition over a period of time¹. It might not bring instant reaction from the target group but leaflet will create the brand recognition which might cause a future purchase.

Newspaper Advertising: In order to establish Premier Cement as a powerful brand, the department responsible for branding regularly provides the company's BUET test report advertisements every week in Daily Prothom Alo, Daily Samakal, Naya Diganta, Amader Shomoy, Dainik Korotoa and other weekly newspapers. (sample of advertisement given in Appendix). On different occasions, newspaper advertisements are also given which are mainly thematic advertisements. Such newspaper advertisements are very important for brand establishment as it enables the company to reach to a huge number of target audiences at the same time in a lesser cost.

Promotional Campaigns: Premier Cement offered 2 promotional campaigns last year. 1. CASH++ offer 2 Eid offer. In cash++ program, the company offers cash money back through scratch cards after the purchase of a minimum number of Cement bags. In return different type of gift items like Car, Motorcycle, Fridge, TV, Air conditioner etc was given to the winner. This proved to be a successful campaign for Premier Cement as they achieve 98% of their sales target from this program.

After the completion of this program, the company implemented another promotional campaign which was called Eid 2 Eid offer. Last year this campaign started from Eid ul Fitr and lasted till Eid ul Ajha. Gifts worth an approximate of Tk 6 million were given out

to the consumers. This was also a successful campaign of Premier Cement. (Advertisements of the Promotional Campaign are given in the Appendix).

Premier Cement also organizes promotional campaigns outside Bangladesh. For an instance, this year the Marketing head of PMC Ltd went to Calcutta (India being one of their export areas) just before Durga Puja and Holi and introduced a campaign for their dealers. The campaign was mainly about giving discounts to dealers for an assigned percentage based on the amount of cement that they purchase from Premier Cement. The marketing head of the company would again go to India next month to apply this campaign again after the occasion of Raksha Bandhan in India.

Outdoor Advertising: Premier Cement is also engaged in outdoor advertising to a large extent. They have some billboards both in Dhaka city and in other districts of the country. Several bill boards are placed in the main locations of different cities across the country. The boards are basically used for creating the hype and for reminding the customers about the product. Moreover every sales point has a bill board displaying the shop description and the product description. Being the one of the market leader of the industry Premier cement gives the sales agents and franchisees some self esteem about their status. Agents are also eager to sell more products of the company for this reason. Thus the sale of the company also increases and so is profit.

Apart from this, the company concentrates a lot in both high and low *wall paintings* beside Highways. This careful selection of the placement of the wall paintings makes it obvious for the travelers to notice such outdoor advertisements of the company. Throughout the country, Premier Cement also has a huge number of shop paints in huge number throughout the country. Around 300,000 sft. of shop paint is done by Premier Cement around the of whole Bangladesh. They have more than 500,000 sft. of low wall paintings in different districts of the country. The company also provides *signboards* and *light boxes* to their dealers and project boards for the developers.

Accessories: The Premier Cement brand authority has decided to give away T-shirts, Polo Shirts and Umbrellas which are designed (designed especially for Premier Cement)

on different occasions to the wholesalers, retailers and the sales team of the company. Promotional printed T-shirt, polo shirt and customized umbrellas enhances the company's image by giving more visibility to the company's name than other promotional items. The promotional umbrellas have been widely appreciated by the loyal and potential customers of Premier Cement.

Events: From the very beginning Premier Cement has been involved in arranging mesban (Chittagonion traditional food festival), mason and engineer's meeting within the country. Every month they organize a mesban, mason and engineer's meet program in different districts. In these programs, the company organizes various training sessions for masons. These sessions are very helpful especially for the masons as they gain different type of knowledge and ideas regarding their field of work. Similar training sessions are also arranged for the engineers, retailers and dealers of the company. In addition to gaining knowledge about the field of concerned working areas, such programs also helps to create an environment of open communication and improve relationships among the masons and also with the engineers of Premier Cement.

Bus Branding: Premier Cement sponsors some buses in the Dhaka City. Some privately owned buses are painted displaying the logo and advertising of the Premier Cement. Premier Cement started the bus branding activity since the year 2008. This is an activity which falls under the term Mobile Billboard. Formally, bus branding is referred to the rolling advertisement in which a poster is mounted on the side of a van. As these branded buses move around the city, it gives a geographical coverage with high frequency and long exposure of the brand of the company to the people of the nation. Bus branding can be considered as a good initiative taken by the authority in order to establish the brand as a powerful brand.

Television Advertisements:

Visual and print media advertising is the main tool of direct advertising of Premier Cement Ltd. However it is the print media which captures the major share of the Premier cement's advertising budget. The print media advertising is in the information stage now.

During the launching time massive advertising was undertaken to impart knowledge about the product to potential customers.

Television advertisements for Premier Cement brand are being telecasted everyday in the daily Bangladeshi private channels. Till now, two television advertisements of the company are being telecasted in the channels. However, a brand new advertisement has been shot very recently which will be aired very soon. Unlike other cement companies of the country, Premier Cement does not focus only on the television advertising for which they have a limited number of television advertisements compared to other cement companies. They are targeting both the middle, upper middle and the upper class of the society for which the company distributes their promotional efforts into various mediums accordingly so that their message reaches to all types of their target audience according to the accessibility of sources of each of these groups.

Gift Items: Premier Cement spends a huge amount of money for giving out gift items throughout the whole year. Some of their customized gift items are Dinner set, T set, Fruit Set, Rice set, Glass set, Note book, Calendar, Mug, Wall clock, Shopping Bag etc. These gifts have helped the company to enhance their brand image among their customers and business clients.

Trade Shows:

Premier Cement attends various trade shows all over the country regularly. Every year it participates in Dhaka International Trade Fair to attract national and international buyers. It also attends trade fairs in Sylhet, Chittagong, Barisal, Rajshahi etc.

Public Relations:

Premier Cement believes public relation is the best way to promote any product. For this particular reason the company maintains special liaison with engineers and masons. So when it comes about referencing Premier Cement has some competitive advantages.

To achieve the full advantage of today's advanced and broader media Premier cement generally uses all kinds of promotional tools to attract and retain a large customer base.

From advertising in TV to Internet it creates a lot of hype among the consumers of the country.

Radio

To exploit the recent popularity of radio media in the major metropolitan city Premier Cement also takes initiatives to attract customers through this media. However it is not only by sponsoring different programs in these radio channels but also by directly advertising their product on radio. Advertisements are aired in Bangladesh Betar, Radio Foorti, Radio Today and Radio Amar. Most of the advertisements are aired in the prime time of these stations so that it can reach to a large number of people.

Sponsorship:

Bangladesh has entered the new era of globalization where various national and international programs are held in a regular phenomenon. Sponsoring these events can bring the company's popularity and also helps to portray the brighter image of the organizations. Premier Cement sponsors different programs in various occasions held and celebrated in Bangladesh. On Pahela Baishakh, Eid and some national days, Premier Cement engages itself with various such activities. Besides it sponsors regular sports updates and sports pages in different newspapers. Premier Cement brand also sponsors different kinds of program which is related to buildings and architectures. They also sponsor different kinds of cultural program like 100 year anniversary of Teachers Training College Dhaka, International Mother Language day program in Dhaka University etc.

Premier cement also takes the advantage of through the line promotion by organizing different seminars and sponsoring various programs.

“Nijer Bari Nijei Gori”:

Premier cement organized a seminar called “Nijer Bari Nijei Gori” in the year 2005 to create and impart knowledge about the basic building techniques to general people. This was a great success and gained huge publicity in the newspapers. Thus without investing any money in the print media it gained access there.

“Shunishchit Nirmane Astha”:

In the year 2006 Premier Cement organized another seminar called “Shunishchit Nirmane Astha”. This was basically a seminar for engineers and masons from all over the country. This was also a huge success.

“Desh Gorun Asthay”: Country wide Seminars.

In the year 2007 Premier Cement started a country wide seminar series called “Desh Gorun Asthay” which is a series of seminars held in different districts of the country. Till now it is held in 36 districts and the process is still continuing.

Corporate Social Responsibility (CSR) :

PMC is also concerned about the society and it’s people to whom they are serving. This is why they allocate a good amount of their promotional budget every year to carry out some Corporate Social Responsibilities. Since the last couple of years, the company has donated free cement all over the country for building schools, mosques and madrassas. They also sponsor some educational institutions in the rural areas to organize various kinds of events.

4.4.10. EXPORT AND IMPORT: Cement Industry

Almost 15 years back, Bangladesh had an entirely import based cement industry. Cement was imported from neighboring countries such as Malaysia, China, Indonesia and India as there were very few companies producing cement within the country which was not sufficient to meet the amount of cement demanded by the citizens of Bangladesh. There were mainly three dominant players who used to produce their own cement during that time. These companies were Meghna Cement, Eastern Cement (now known as Seven Horse), Heidelberg Cement (the local brand known as Ruby cement) and Chatok Cement (now known as Confidence Cement). Apart from these companies, the rest of the companies depended on exports entirely.

However the situation began to change gradually as in the year 1996, the Government Board of Investment gave permission to build companies producing cement in the

country. As time went by, more and more cement producing companies joined the industry which led to a situation where the supply capacity of cement almost doubled compared to the amount demanded in Bangladesh. For an example, the amount of cement demanded in the year 1995 was 7.5 million. Just within a time span of three years, the supply capacity of cement increased to 15 million, which is almost double the amount demanded in the year 1995.

Today none of the companies depend on import entirely like before. However, most companies do import raw materials such as clinker, limestone etc from neighboring countries abroad.

The scenario of the cement industry has reversed within these last couple of years. Companies now have excess capacities which are being utilized carefully by exporting these products to other neighboring countries. The cement industries became involved with export first in the year 2007. Among the top ten cement companies, the companies listed below are involved in exporting their product. The companies which are involved in exporting cement are:

- * Shah Cement
- * Holcim Bangladesh Limited
- * Seven Circle
- * Unique Cement
- * M.I Cement Factory
- * And lastly, Premier Cement.

All these companies are involved in exporting their products abroad especially to the neighboring countries which are easily accessible through water transportation such as ships and mother vessels. As cement is a fred conscious business, the portability of this product is a matter of concern. Thus exporting this product to countries which are reachable through connecting water bodies is much more feasible in terms of cost and accessibility.

EXPORT AND IMPORT: Premier Cement

Premier Cement started their export activities from the year 2009. The company is currently exports their products to Nepal and the eastern side of India. In India, most of the commercialization activities take place in the northern side of the country which makes the carrying cost of cement more expensive and time consuming to the eastern side of the country. This is why, it is much easier to export cement from Bangladesh to the eastern side of India. There a growing demand of the company's products in many African countries but due to shortage of logistic support, the company is being unable to export their product to these countries.

Out of the total production capacity of 4000MT/day, 200MT is being produced for export purpose only. For export purpose, the Portland Pozzolana Cement is produced which is similar to the Portland Composite Cement only with some difference in the composition the overall cement. (Refer to Table 1: The 27 Common Products). The company makes different cement for export purpose because the climate, temperature, location and type of buildings built varies greatly from one country to another which automatically changes the requirements of the cement type from country to country. The 200 MT cement that is produced per day for export are stored in one of the silos unless orders come and the products are exported to neighboring countries by using the company's own mother vessels. 10% of the cement produced from the total production quantity is exported per month. . The export margin of Premier Cement Mills Ltd is \$76/ tone.

Just like most other cement companies of Bangladesh, Premier Cement imports their raw materials such as clinker from Indonesia, Malaysia and China. The company imports the gypsum, fly ash and limestone from India.

4.4.11 Sales and Profit

It has not been possible to present the data related to Sales and Profits of the different cement companies as they confidential data. However, by observing the manner by which companies are operating currently and also by getting information from PMC officials, it can be said that the sales and the profit of the top companies of the cement industry is satisfactory. This is one of the reason for which these companies are still running in the

business even after five years unlike other cement companies which were not able to sustain in the industry (refer to fig.1 and 2). The companies are also increasing their production capacities and some of them are going for further expansion which in both the cases is not possible unless a company performs well or earns profits.

Sales and Profit

The Sales figures of PMC from the year 2006 to 2010 are given in table. These tables contain the outgoing and the incoming sales figures of PMC by comparing them month wise. PMC discloses that the trend of the sales of this year has been as predicted. From the previous year's data, it can be seen that the sales are usually high during the peak season and low during the dull season (the months written with red color). The decision to re-introduce the promotional campaigns of Cash Bonus ++ and Eid2Eid again this year has been taken in order to boost up the sales of cement in this time of the year. Last year, the sales of PMC improved during this dull season due to the introduction of these two promotional campaigns mentioned above.

It had not been possible to present the profit figures of PMC as this is one of their confidential information which could be disclosed. However, the company believes that if their sales level reaches their predicted target sales, then the company would be able to earn good profit this year.

4.5 Future plans of Premier Cement

Emphasis on Supply Chain

The company First of all, Premier Cement plans on continuing to the keep the quality of their products consistent by controlling the quality and price of the raw materials of their products. They have also come up with some interesting and innovative strategies to add some distinctive features of their products.

Pricing

The company plans to stick to their current strategy of fixing the price of their product in the future as well. This way of price fixation has been beneficial for the company till now

and the company has also adapted well with this method, thus Premier Cement has decided to continue pricing their products in this manner in the future as well. However, the company is known to have a trend of 10% price growth annually for the last couple of years and based on this observation; it is likely that the price of their product will grow at least by 10% in the next one year.

Capture Market Share

The company also plans on capturing a market share of almost 10% according to their capacity by making proper and full utilization of their resources. They plan to do so by implementing their other plans actively such as enhancing their brand image, improving their product quality, providing the customer's with competitive price and by putting an emphasis on their supply chain.

Building Brand Image:

The company plans on taking various types of initiatives to improve the image of their brand. As a number of cement companies are present in the market who are offering their product in the same price, the problem of price war is evident in the cement market. Thus gaining an impressive image would benefit the company to differentiate themselves from the other cement companies in the market. They are planning to use brand ambassadors like architects and engineers who would promote their product which would enable the company to develop and improve their brand image.

Marketing Activities:

Currently, Premier Cement will be implementing their promotional campaign Bonus ++ and Eid2Eid offer again from the 1st of September 2010. They have also spoken to ten different bus companies and will very soon brand these buses with their advertisement. A new TVC of Premier Cement is under construction now which will be aired on the local television channels very soon. Seven Mason's meeting and five Engineer's seminar will be held right Eid- Ul- Fitr .

Export & Import:

Although the company is already engaged in exporting their products to other countries, they are undergoing several other interesting and relationship building agreements in order to increase the areas of export of the company.

Premier Cement is already exporting their products to India and Myanmar currently. However, in the near future they are planning to expand their export areas to countries such as Nepal and Srilanka by the next two years. Due to the proximity in terms of distance and accessibility, these two countries are viewed as potential export areas in the future by the company.

Acquiring of a new cement plant:

Premier Cement Mills Ltd has acquired a new plant in the month of August 2010. This plant is located in Chittagong which was formerly the plant of the company National Cement. This new factory of PMCL would have a production capacity of 1500 million tones. The concerned authorities of the company have already started to plan for a grand launch of their factory which is scheduled to be held on the month of November. As the company already has experience in this business and also as most of its owners are from Chittagong, they have started this plant with the goal to be the market leader in Chittagong within the next two to three years.

Relocation of Corporate Office:

Premier Cement Mills Ltd is growing day by day. As a result, the number of people working with the company is also increasing. Very recently, they have separated their HR department from their Administration department and likewise the company believes that more departments would be set up as per the time and the need of the company. Hence to provide a bigger and a better working environment for the employees, PCM has purchased their own office space in a commercial office building in Bangla Motor where their corporate office will be relocated within a time span of the next two years. The

management believes that this will enable the employees to work in a more spacious setting and also allow much room for allocation of resources when expansion of the company would take place.

4.6 SWOT ANALYSIS

SWOT analysis of Premier Cement

SWOT is a technique to identify the strength, weaknesses, threat and opportunities a company in terms of both the external and the internal environment of a company.

Strengths:

Quality control and high quality product: PMC Ltd produces high quality Portland Composite cement and Ordinary Portland cement using advanced European machineries and the European method. The company has its own testing laboratories where highly qualified technicians and chemists who examine the quality of the cement by using modern European equipments on an hourly basis. They have test mortar strength of cement, chloride test and cement expansion by autoclave machine. The quality control is also supported by BUET.

Machineries and Technology of European standards:

PMC uses machineries and technologies of the European standard to produce their products. This gives them a competitive edge as very few cement companies in Bangladesh uses such machineries and technologies which enable top produce best quality cement efficiently.

High level of training: As PMC Ltd is an emerging cement company of the country; they are continuously striving hard to increase their productivity. Hence they give much importance in training their employees. There are training sessions for the engineers, masons, retailers and dealers of the company which are held all over Bangladesh at different times of the year. On the other hand, the factory workers in the factory of PMC Ltd are also trained from time to time. This training mainly involves when new machinery or a process system is implemented in the factory. The employees of various departments

working in the corporate office of PMC Ltd are also trained from time to time. Intensive training programs are organized by each department for the new entrants of the company.

Good location: The factory of PCM Ltd is located at West Muktarpur, Munshiganj. The location is such that on the front side of the Land is Dhaka-Munshiganj Road and on the rear side is the river Shitalakhya, which meets the river Dhaleshwari about two kilometers down stream where both together falls at the mighty river Meghna. Thus this location enables the company to have access to both the land (e.g. factory) and river (e.g. for transporting goods) from the factory site of the company.

Large marketing team: The Company has a large marketing team who are actively working to manage the work of marketing, sales and customer service collectively as all these works are done within one department. Due to this the flow of work is efficient in terms of time and flexibility.

Improved management practice: The number of employees working in the corporate office of Premier Cement Limited is around 120 to 130. Due to this less number, the directors and the managers of the company has a good control over their employees. As this company is just in the growth stage, they are always open to new ideas and are willing to take new strategies that would benefit their company to perform well and grow. Thus this creates a room of for continuous changes and improvement which is mainly brought about by the managers of the company as they share their managing and executing skills and abilities.

Weaknesses:

Distribution set up cannot cover the whole country yet: Although PMCL follows a structured distribution system; however they are still unable to cover all the areas of the country due to lack of resources and their size.

Company cannot achieve their target market share yet: The Company has not been able to achieve their target market share yet. However, information about the figure of the target market share and the reasons for failing to achieve it were not disclosed.

Poor structure of the HR department: As mentioned in the report above, The HR department of the organization is quite new. Maybe for that reason it is still very unstructured and disorganized. However, this is a very important department because without having the proper human resource, an organization can never function properly and reach their goals.

Low level of marketing: Although PCML allocates a huge budget for carrying out marketing activities and cover almost all types of tools to promote their product, they should still increase the level of marketing to reach out to their target market group all over Bangladesh just like their competitors.

Opportunities:

Opportunity for export: PMCL is already exporting their products abroad. However, there is a good opportunity for the company to export their products in other countries such as Nepal and Srilanka. They are also getting offers from some African countries for exporting their products.

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.

Creation of the new web site: As mentioned above, a new website of PMCL is under construction now. Once this website is launched; it will create more opportunities for the company to reach out to a wider segment of customers, not only within the country but also outside. Like other competitors, it will also add as a feature of competitive advantage to the country.

Great potential for growth and profitability: Given the current situation of the cement industry of the country, there is a great opportunity for the company to expand their business and earn more profits in the long run. PCML itself is in the growth stage of the product life cycle in addition to the cement industry itself. On the other hand, the demand for cement is likely to rise in the future due to the various big development projects

undertaken by the government of the country. 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.

Threats:

Presence of competitors: There are a number of both local and foreign competitors of PMCL in the cement market. These companies; especially the multinational companies such as Heidelberg, Holcim and Lafarge pose a huge threat to PMCL in terms of their experience, resources and adaptation of foreign management practices and skills.

Price increase in International market: The price increase in the international market is another matter of concern for PMCL. This would also create a situation for the Bangladeshi cement companies to increase their price as well, which in turn may decrease their sales because of the prevailing purchasing power parity of most people of our country which is much lesser than that compared to most other countries abroad.

Increase of raw materials in the international market: Most of the raw materials for making composite cement are imported from abroad. Thus if the price of the raw materials increase then the overall cost and price of the cement produced by PLCL and other cement companies would also have to be increased.

Political instability: There is a lot of political instability in the country. This may anytime bring interruptions in the proper flow of the operation of PMCL and other cement companies of the country as well.

Risk of exchange rate fluctuation: There is always this risk of the exchange rate of facing fluctuations. This brings an uncalled effect on both the cost and the ultimate price of cement.

High inflation: A similar situation may also occur due to high inflation.

Irrational duty and VAT structure: The government of Bangladesh may impose irrational duty and VAT structure on cement and other foreign countries may also

increase the import duty on cement in which case it would be difficult to tackle the cement's price and import it to countries abroad. This situation already took place in 1998 when India increased the import duty on cement which resulted to nil exporting of cement from Bangladesh in that year.

4.7 Critical Observation and Recommendation

While doing the project part, I worked with issues related to the cement industry of Bangladesh and also Premier Cement Mills Ltd in the perspective of the overall cement industry. There were some critical areas of PMCL and the cement industry which got my attention. I have thus discussed these observations related to the cement industry below (the critical observation and the recommendations for PMCL has been mentioned in chapter 3 of the report) and mentioned some recommendations for each of these points accordingly.

- **Price fixation:**

It is known that almost all the cement companies of Bangladesh follows the strategy similar to that of PMCL to fix the price of their product which is done by following the price of the market leader. This can be a problematic issue for many companies especially those whose cost of production is high. It may also happen that while following this trend, a company may fail to stabilize their prices or face losses as they are always dependent on another company for price fixation. As for PMCL, enlisting in DSE will open some new opportunities for them to revise their current pricing policy.

Recommendation: By studying the profiles of different cement companies operating in other countries, these companies may adopt other type of pricing strategies for their company accordingly. However, the cost of production should always be given importance and never be compromised in the process of following a benchmark of price fixation by another company.

- **Price wars with competitors :**

As mentioned above, it is a common trait that almost all the cement companies follow a similar pricing strategy. Maybe this is one of the reasons for which the price of all companies are extremely close to one another. Consumers often face tough situations and have a hard time deciding with regards to giving preference over one brand to another because of the similar pricing.. Not is it creating problems for the consumers only but also for the marketers of the products as it creates a huge possibility for these customers to lose out on potential customers.

Recommendation:

Although similar type of cement is produced by all the cement companies, it is still very important for each of these companies to stress on the functional and the distinctive benefits of their products. They should make it clear to their dealers and retailers so that with proper knowledge, the sellers can also help the customers to make a decision. No matter how small the benefit is but customers should be made aware of it so that they are willing to pay that extra money for purchasing similar type of cement of one company over another.

A simple example could be that of the packing facilities. PMCL provides both paper bags and PP plastic bags. As per the customer demand and the factory purchase requisite, the cement is packed to any of these packets. This is one facility that all the cement companies of the country are not providing their customer with. PMCL may adapt this simple functional benefit of theirs into use in such a situation.

- **Lower exposure of the cement industry:**

From a third person's point of view, the overall exposure of the activities of cement companies in Bangladesh is very low compared to other emerging industries of the country. Before I joined this company, I had no idea that the operations of cement industry is so interesting and that there is so much going on in this industry. Due to this lack of proper exposure, the ordinary citizens (those not related to the cement industry) do not have much knowledge about this industry.

Recommendations:

In order to get the proper importance; if not more but that equal to the other emerging industries of the country, the companies should take efforts both individually and also most importantly combinely to increase their exposure. They can do that by improving their PR relationships, organizing events together (e.g similar to the real estate fairs of that like the garments sector) etc. Almost all the companies are more concerned and are busy promoting themselves individually rather than taking an approach overall to promote the industry as a whole. The top management of the cement companies should use up-to-date marketing practices rather than continue using orthodox ideas. This barrier should be first removed to tackle this problem.

- **Competitors in the export market:**

Although international energy prices have declined recently, any beneficial impact on margins has largely been negated by substantial depreciation of taka of Bangladesh. BangladeS's cement industry is poised to face a tough challenge as the regional markets, mainly China and India, are likely to emerge as competitors in the export market.As a result, the excess production capacities may be left unused resulting to the holding of goods for each of these companies. This wil also prevent the inflow of the foreign money into the country which now comes from exporting cement which would be followed by the loss of revenue for the compnies individually.

Recommendation:

The cement companies should be aware and prepared ahead time to take proper measures if such a situation arises.The companies could think of strenghning their relationship with the export countries and provide them with benefits in terms of both products and services so that they are motivated to continue their on going trade with Bangladesh and have lesser chances of switching to other countries for import.

- **Logistic Problem :**

Some of the cement companies of Bangladesh are receiving orders from new countries to export their products to (e.g PCML getting orders from African countries) but the lack of proper logistics is the biggest hurdle in the way to prevent them from exporting their

products in these areas. The transportation system is not good enough to transport cement to these regions and it is also very expensive. Due to this, the cement companies might lose the opportunity of capturing these foreign markets for good and as a result lose out on profitable markets.

Recommendation:

The cement companies together can ask for help from the Government of Bangladesh for some logistics support. As all the big companies are facing a similar problem and losing out on profitable markets and the chance of exporting cement to foreign regions would also bring an unfavourable affect on the foreign flow of money into the country, which in the long run is likely to be a concern for the government.

- **Big companies becoming bigger, small companies becoming smaller:**

As seen in the table above (Refer to the tables of Cement factory with production capacities: year 2005 & the Present and Upcoming production capacity of the running cement companies: year 2010), it can be seen that within the time span of five years, almost 32 cement companies have shut down (almost half of the companies). The trend in this cement industry is such that the smaller companies are shutting down and the bigger companies are becoming bigger. According to the analysts of this industry, it is being predicted that this trend will continue for a long time. Such situation is likely to result consolidation in the industry whereby smaller companies are acquired or run out of business, leaving only a few dominant players. Thus we may see acquisitions in the industry as the industry goes through overcapacity cycle.

Recommendation:

Currently, only 31 companies are operating in the market and if this occurs, then the industry would be left with a handful of cement companies only. Thus I think that rather than shutting down with a complete loss, the smaller cement companies could be acquired by the companies of medium size (e.g PCML acquiring National Cement in Chittagong). In this way, the smaller companies step out of the market with at least something and the companies who are in between can use these resources to expand and compete with big cement companies (both local and multinational) in the market. However, I feel that the

government could also introduce more rigid policies, restrict giving permission and make the requirements tougher for interested persons who desire to set up new cement companies in the country. In this way the frequent unfortunate and unsuccessful cycle of the small companies where they spend a huge money to start their business and end up leaving the industry within a year or two with deficit balance can be reduced.

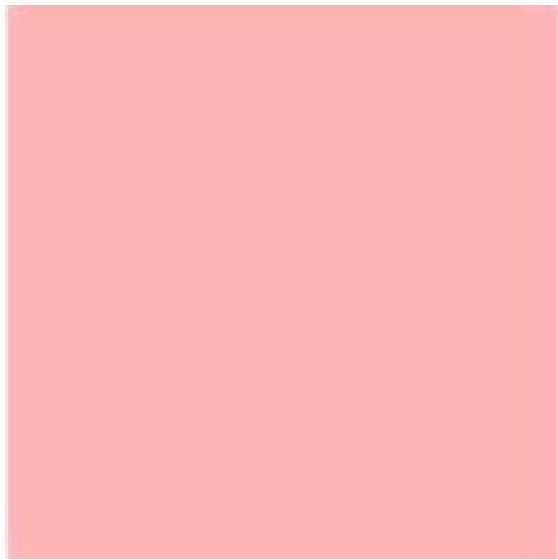
- **Presence of substitute products in the market:**

We as a nation are always looking for newer options and changes in terms of almost most aspects of our lives. Once a better and an affordable substitute is available, most of us are prompt to switch to the next best alternative forgone. For this common tendencies among the customers, marketers of different type of products and services are always under a pressure.

Although unknown to most but there are a number of products that can be used as a substitute for cement. Coal fly ash (*Fly ash is one of the byproducts of burning coal used to create electric power*), blast furnace slag (*Slag is a by-product of both iron and steel, and ground iron slag from blast furnaces can be used for making concrete*), and other mineral mixtures can be substituted for cement in concrete mixes for buildings, saving energy, disposing of a waste product, improving the quality of the concrete, and reducing cost. Cement substitutes are however different from concrete additives, such as plasticizers and air entrainment agents and from aggregate substitutes, such as ground glass or ground scrap rubber.

Recommendation:

Due to the exposure through media and the internet, it won't be long before the people will be aware of the existence and use of these substitute products of cement. As per the description of the consumer behavior mentioned above, in order to prevent this switching tendency of the consumers, the cement companies can start taking precautions from now. To start with, the companies can start importing these materials in the near future. These are widely available in the places from where the raw materials of composite cement are imported from. The companies can learn the various techniques used to process these materials to substitute it for cement. In this way, not will they only be on a safer side but would also be able to provide their customers with a varying range of buildings materials.



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5.0 Conclusion

Ever since I started taking interests in internship, I learnt that most of my seniors were doing their internships in telecom industry, financial institutions and FMGC companies. Contrary to this prevailing trend, my decision to join a cement company was quite different. However starting my internship with little or rather no knowledge about the cement industry of the country, I really did not know what to expect from this internship. I really did not think that my experience with Premier Cement Mills Ltd would be so interesting and enriching.

Although I worked for a short period of time with the company, it was a good thing that I got an opportunity to work with almost all the departments of the corporate office of PMCL. In terms of the number of human resource working in the corporate office of PMCL, it is not very high and thus everyone is working with almost everyone in one way or the other. This close interaction benefited me as I was able to gain a lot of knowledge about the company and the industry by observing, performing the tasks that I was assigned to and by working with the employees of PMCL. I feel that the size of the company and my exposure to all the departments of the company actually helped me to gain an overall idea of the operations of the company and the industry in Bangladesh. This would not have been possible if I was engaged in a particular department or a very big company. My field visit to the factory of the company in Muktarpur, Munshiganj and to the engineer's and the Mason's meetings were also very interesting where I gained some practical knowledge. Overall, my experience of doing my internship with PMCL was quiet enjoyable.

The cement industry is one of the newer but a promising industry of the country. There is a huge room for growth of this industry in Bangladesh in the near future. As a result, I feel that a lot of students can actually think of building their career with the cement companies of the country. I would be glad to contribute as well if given a chance as this industry not only promises to build people's homes but also contribute to the overall development of the country.



CHAPTER 4

THE PROJECT

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Cement factories with production capacity.

Sl. No.	Name of the Factory	Factory Location	P. Capacity (Million M. Ton.)
01.	Ahad Cement Ltd.	Noapara, Jessor	.180
02.	Akij Cement Ltd.	Nabinagar, N.goni	.300
03.	Alhaj Cement	Iswardi, Pabna	.100
04.	Alhaj Mustafa Hakim Cement	Chittagong	.210
05.	Aman Cement Factory Ltd.	Ullahpara, Sirajgonj	.210
06.	Anwar Cement Ltd.	Gajaria, Munshigonj	.500
07.	Apan Cement	Gulknagar, Iswardi, Pabna	.100
08.	A. R. Cement Ltd.	Sonapaty, Pabna	.120
09.	Aramit Cement Ltd.	Kalurghat Chittagong	.250
10.	Ashal Cement Ltd.	Muladi, Iswdi, Pabna	.050
11.	Bangla Cement Industry Ltd.	Mahmudnagar, N.goni	.030
12.	Bangladesh Cement Mills Ltd.	Gopalpur, Iswdi, Pabna	.100
13.	Bengal Tiger Cement	Palash, Nishndi, Dhaka	.210
14.	Bright Cement	Noapara, Jessor	.180
15.	Brothers Cement	Rajshahi	.030
16.	Cemex (Bd) Ltd.	Madangoni, Dhaka	.450
17.	Chatak Cement Factory	Sylhet	.267
18.	Confidence Cement Ltd.	Statkunda, Chittagong	.480
19.	Diamond Cement Factory	Chittagong	.500
20.	Dubai (Bd) Cement Mills Ltd.	Mongla Port I/A	.180
21.	Eastern Cement Ltd.	Siddiagonj, Dhaka	.180
22.	Ehsan Cement (Mowal's/5/5/01) Ramdampur, Pabna		.100
23.	Evergolden Cement	Noapara, Jessor	.100
24.	Golden Cement	Noapara, Jessor	.050
25.	Haque Cement Factory Ltd.	Noapara, Jessor	.090
26.	Heidelberg (Rubby)	Chittagong	.900
27.	Heidelberg (Scan)	Near Kachpur bridge	1.000
28.	Holcim Cement (Bd) Ltd.	Meghna Ghat	.850
29.	Karim Cement Ltd.	Noapara, Jessor	.100
30.	Khadem Cement	Fulata, Bogra	.120
31.	Khulna Cement Ltd.	Noapara, Jessor	.100
32.	Mitca Cement	Noapara, Jessor	.030

Sl. No.	Name of the Factory	Factory Location	P. Capacity (Million M. Ton.)
33.	Meghna Cement Mills Ltd.	Mongla Port Area	1.200
34.	Metropolitan Cement Ltd.	Mukhtpur, Dhaka	.180
35.	M.I. Cement Factory	Mukhtpur, Dhaka	.420
36.	Mir Cement	Murapara, Rupgonj	.100
37.	Mizu Cement Ltd.	Santahar, Bogra	.100
38.	Modern Cement Ltd.	Meghna Bridge, Dhaka	.210
39.	Mondal Cement	Narcha, Iswdi, Pabna	.100
40.	Mongla Cement Factory	Mongla Port Area	.600
41.	M.T.C Cement Ltd.	Meghnaghat, Dhaka	.450
42.	Muslim Cement Ltd.	Bsdc I.E, Bogra	.100
43.	National Cement Ltd.	Ichanganar, Chittagong	.240
44.	Niloy Cement Factory Ltd.	Basundia, Jessor	.200
45.	Noapara Cement Factory Ltd.	Noapara, Jessor	.100
46.	Northbengal Cement	Boburpur, Iswdi, Pabna	.100
47.	Nur Cement Ltd.	Noapara, Jessor	.100
48.	Olympic Cement	Rupatali, Barisal	.320
49.	Padma Cement Ltd.	Satrapur, Sirajgonj	.180
50.	Premier Cement	Mukhtpur, Dhaka	.600
51.	Rowshan Cement Ltd.	BCC Ind, Sirajgonj	.100
52.	Royal Cement Factory Ltd.	Chittagong	.300
53.	Sadia Cement	Joypur Hat	.100
54.	S.Alam Cement Ltd.	Chittagong	.300
55.	Salam Cement	BCC Ind, Sirajgonj	.050
56.	S.Co. Cement	Gajaria, Munshigonj	.120
57.	Seven Cercles Cement Ltd.	Kaligonj, G.pur, Dhaka	.390
58.	Shah Cement Ltd.	Mukhtpur, Dhaka	1.200
59.	Sirajgonj Cement Factory	Bhelkuchi, Sirajgonj	.100
60.	Star Cement Ltd.	Chittagong	.210
61.	Sunflower Cement	Ghnoipar, Rangpur	.050
62.	Uttra Cement	Santahar, Bogra	.100
63.	Unique Cement Ltd.	Meghna Ghat, Dhaka	.300
	Total Capacity		16,687

Present and Upcomming Capacity of Running Cement Industries in Bangladesh

Sl No.	Name of the running industry	Present Capacity (in MT)/Year	Up Comming Capacity (in MT)	Remarks
1	Ahad Cement Ltd	180,000.00		
2	Akij Cement Ltd	1,200,000.00		
3	Alhaj Mustafa Hakim Cement	180,000.00		
4	Aman Cement factory Ltd	210,000.00		
5	Anwar Cement Ltd	240,000.00		
6	Aramit Cement Ltd	210,000.00		
7	Cemex (BD) Ltd	480,000.00		
8	Chatak Cement Factory	267,000.00		
9	Confidence Cement Ltd	480,000.00		
10	Diamond Cement Factory	450,000.00		
11	Dubai (BD) Cement Mills Ltd	180,000.00		
12	Emirates	600,000.00		
13	Etern Cement Ltd	180,000.00		
14	Heidelberg (Rubj)	750,000.00	900,000.00	Declared to increase
15	Heidelberg (Scan)	900,000.00		
16	Holcim Cement (BD) Ltd	1,080,000.00		
17	Lafarge Cement (BD)	1,200,000.00		
18	Meghna Cement Mills Ltd	1,350,000.00	900,000.00	Project on going at Dhaka
19	Metropolitan Cement Ltd	180,000.00		Project on going
20	M.I Cement Factory	840,000.00	900,000.00	Project on going
21	Mir Cement	180,000.00		
22	Mongla Cement Factory	480,000.00		
23	M.T.C Cement Ltd	360,000.00	300,000.00	Project on going
24	N.G.S	420,000.00		
25	Niloy Cement Factory Ltd	200,000.00		
26	Olympic Cement	320,000.00		
27	Premier Cement Mills Ltd	1,200,000.00		Project on going
28	Royal Cement Factory Ltd	780,000.00		
29	Seven Circles Cement Ltd	1,080,000.00		
30	Shah Cement Ltd	2,700,000.00	1,800,000.00	Project on going
31	Unique Cement Ltd	1,080,000.00		
	Total		19,957,000.00	

The above Figures shown installed production capacity par year, but actual production capacity is around 17 million ton.

Table 1-The 27 products in the family of common cements

main types	Notation of the 27 products (types of common cement)	Composition [percentage by mass]											Minor additional constituents			
		Clinker	Blast-furnace slag	silica fume	pozzolana		Fly ash		Burnt shale	Limestone						
					natural	calcined	siliceous	calcareous		L	LL					
CEM I	Portland cement	CEM I	95-100	-	-	-	-	-	-	-	-	-	-	-	0 to 5	
		Portland Slag cement	CEM II/A-S	80 to 94	6 to 20	-	-	-	-	-	-	-	-	-	-	0 to 5
	Portland silica fume cement	CEM II/B-S	65 to 79	21 to 35	-	-	-	-	-	-	-	-	-	-	-	0 to 5
		CEM II/A-D	90 to 94	-	6 to 10	-	-	-	-	-	-	-	-	-	-	0 to 5
	Portland pozzolana cement	CEM II/A-P	80 to 94	-	-	6 to 20	-	-	-	-	-	-	-	-	-	0 to 5
		CEM II/B-P	65 to 79	-	-	21 to 35	-	-	-	-	-	-	-	-	-	0 to 5
		CEM II/A-Q	80 to 94	-	-	-	6 to 20	-	-	-	-	-	-	-	-	0 to 5
		CEM II/B-Q	65 to 79	-	-	-	21 to 35	-	-	-	-	-	-	-	-	0 to 5
		CEM II/A-V	80 to 94	-	-	-	-	6 to 20	-	-	-	-	-	-	-	0 to 5
		CEM II/B-V	65 to 79	-	-	-	-	21 to 35	-	-	-	-	-	-	-	0 to 5
CEM II	Portland fly ash cement	CEM II/A-W	80 to 94	-	-	-	-	21 to 35	-	-	-	-	-	-	0 to 5	
		CEM II/B-W	65 to 79	-	-	-	-	6 to 20	-	-	-	-	-	-	0 to 5	
	Portland burnt shale cement	CEM II/A-T	80 to 94	-	-	-	-	-	-	21 to 35	-	-	-	-	0 to 5	
		CEM II/B-T	65 to 79	-	-	-	-	-	-	-	21 to 35	-	-	-	0 to 5	
	Portland limestone cement	CEM II/A-L	80 to 94	-	-	-	-	-	-	-	6 to 20	-	-	-	0 to 5	
		CEM II/B-L	65 to 79	-	-	-	-	-	-	-	21 to 35	-	-	-	0 to 5	
	Portland Composite Cement	CEM II/A-LL	80 to 94	-	-	-	-	-	-	-	-	6 to 20	-	-	0 to 5	
		CEM II/B-LL	65 to 79	-	-	-	-	-	-	-	-	-	21 to 35	-	0 to 5	
	Portland Composite Cement	CEM II/A-M	80 to 94	<-----	<-----	Premier-Cement		6 to 20	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5	
		CEM II/B-M	65 to 79	<-----	<-----	Premier-Cement		21 to 35	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5	
CEM III	Blastfurnace cement	CEM III/A	35 to 64	36 to 65	-	-	-	-	-	-	-	-	-	0 to 5		
		CEM III/B	20 to 34	66 to 80	-	-	-	-	-	-	-	-	-	0 to 5		
		CEM III/C	5 to 19	81 to 95	-	-	-	-	-	-	-	-	-	0 to 5		
CEM IV	Pozzolanic cement	CEM IV/A	65 to 89	-	<-----	<-----	11 to 35	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5		
		CEM IV/B	45 to 64	-	<-----	<-----	11 to 35	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5		
CEM V	Composite cement	CEM V/A	40 to 64	18 to 30	-	<-----	18 to 30	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5		
		CEM V/B	20 to 38	31 to 50	-	<-----	31 to 50	<-----	<-----	<-----	<-----	<-----	<-----	0 to 5		

i) The values in the table refer to the sum of the main and minor additional constituents
 ii) The proportion of silica fume is limited to 10%
 iii) In Portland composite cements CEM II/A-M and CEM II/B-M, in Pozzolanic cement CEM IV/A and CEM IV/B and in composite cements CEM V/A and CEM V/B the main constituents other than clinker shall be declared by designation of the cement (for example see clause 8)

Product Name	Dhaka South										Dhaka Middle					Dhaka North					Myrrenshing																																	
	Demra	Dohar	Nawabgo	Narayang	Narsingdi	Munshigonj	Rampura	Keranigon	Utara	Gazipur	Savar	Mirpur	Myrrenshing	Sherpur	Jamalpur	Tangail	Faridpur	Kustia	Faridpur	Jhenaidah																																		
Premier	343	353	337	355	337	355	340	347	336	351	342	352	342	354	343	355	340	355	343	355	329	345	331	350	331	350	327	343	326	346	326	348	326	349																				
Shah (S)	368	370	370	370	383	365	365	365	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370	370																					
Shah (P)	353	355	358	360	348	365	358	355	355	343	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355	355																					
Crown	348	348	348	346	346	350	354	354	354	342	354	350	342	354	350	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352																					
Seven Ring	344	345	345	345	345	340	347	348	335	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345	345																					
Enhars	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348																				
Answer	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348	348																				
Tiger	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
Seven Horse	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
King Brand	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
Elephant	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
Holcim Blue	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
Holcim Pink	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328	328																				
Scan	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383																				
Cemex	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383																				
Mir	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363	363																				
Akiz (PCC)	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350																				
Metro Cam	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350																				
Anchor	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365																				
Super Creat	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365	365																				
Demra	#Premier + Shah + Tiger + Akij - 2% Free. # Shah - RC Tk 3.5. # Fresh - 2 Lit Oil for 100 bags & Tk 5 RC for 500 bag. # Metrocem - RC Tk 3. # Premier - Cash++ Offer. # Tiger - Umbrella for 100 bag.																																																					
Dohar	#Premier + Shah + Crown - 2% Free. # Premier - Cash++ Offer. # Shah - RC. # Crown - Programme.																																																					
Narayangonj	#Premier + Shah + Akij + Lalarage + Seven Ring + Crown + Fresh - 2% Free. # Premier - Cash++ Offer. # Fresh - RC Tk 9 for 1000 bag, 1 lit Oil if 50 bag. # Crown - R Prgm. # Cemex - R Prgm.																																																					
Narsinghdi	#Premier + Seven Ring + Akij + Fresh + Tiger - 2% Free. # Premier - Cash++ Offer. # Fresh - 1 Liter Oil if 50 bags + RC + Tk 3 fr 600 bgs. above 600 bgs tk 5.# Seven Ring - RC. 1-600 Tk 3. 600-1500 Tk 4.																																																					
Munshigonj	#Premier + Crown + Akij - 2% Free. # Premier - Cash++ Offer. # Cemex - 1% Free. # Shah - RC. # Crown - Programme.																																																					
Rampura	#Premier + Shah + Akij + Fresh + Lalarage + Seven Ring - 2% Free. # Shah - RC Tk 3.5. # Premier - Cash++ Offer.																																																					
Keranigon	#Premier + Akij + Shah + Metro cem + Seven Ring - 2% Free. # Shah - RC Tk 3.5. # Fresh - 2 Lit Oil for 100 bag. # Premier - Cash++ Offer.																																																					
Mirpur	#Premier + Shah + Tiger - 2% Free. # Fresh - Oil. # Seven Ring - 2% Free. # Premier - Cash++ Offer.																																																					
Gazpur	#Premier + Shah + Fresh - 2% Free. # Seven Ring - 1% Free. # Fresh - Oil. # Seven Ring - RC. # Seven Ring - 1% Free. # Premier - Cash++ Offer.																																																					
Savar	#Premier + Shah + Lalarage + Akij + Crown - 2% Free. # Tiger - 1% Free. # Premier - Cash++ Offer.																																																					
Myrrenshing	#Premier + Akij + Shah + Tiger + Metrocem + Crown + Fresh + Seven Horse - 2% Free. # Cemex + Metrocem - 1% Free. # Premier - Cash++ Offer. # Shah - RC Tk 3-5.																																																					
Sheer Pur	#Premier + Seven Ring + Tiger + Crown + Shah - 2% Free. # Premier - Cash++ Offer. # Fresh - Oil. # Shah - RC Tk 3.5.																																																					
Tangail	#Premier + Shah + Akij + Fresh + Crown + Tiger + Akij - 2% Free. # Shah - RC Tk 3.5. # Tiger - Oil. # Shah - RC Tk 3.5.																																																					
Faridpur	#Premier + King Brand + Shah - 2% Free. # Shah - RC 3.5. # Premier - Cash++ Offer.																																																					
Kustia	#Premier + King Brand + Shah - 2% Free. # Shah - RC 3.5. # Premier - Cash++ Offer.																																																					
Jhenaidah	#Premier + King Brand + Seven Ring + Fresh + Anchor - 2% Free. # Premier - Cash++ Offer.																																																					

Prepared By _____

Checked By _____

Approved By _____

Month Wise Comparison

Month	Year				
	2006-07	2007-08	2008-09	2009-10	2010-11
July	25973.25	22966.70	22366.10	34588.75	48310.235
August	26569.90	23818.55	18882.75	30451.5	
September	23621.05	24147.70	15150.75	18807	
October	22632.25	21032.00	14189.50	32112.6	
November	23547.50	27378.75	22152.25	30249.9	
December	25268.50	18994.40	11853.50	27410	
January	24554.50	28344.75	24727.4	43168.75	
February	36350.35	24639.75	25836	42202.45	
March	45750.25	31115.50	41993.55	47283.755	
April	37783.00	31611.25	35792.25	44596.665	
May	31325.00	26174.90	27573.7	47311.455	
June	27077.00	18653.65	28369.5	43991.09	
Year Total:	350452.55	298877.90	288887.25	442173.92	48310.24

সাম্প্রতিক
BUET টেস্ট
রিপোর্ট

**STRENGTH
VERIFIED**

আমরা
প্রমাণে
বিশ্বাসী

... আমাদের গিফটে

আপনিই কি পাচ্ছেন ৫ লক্ষ টাকার
১ম পুরস্কার ও প্রাইভেট কার ??

৫০ টাকা থেকে ৫লক্ষ টাকার অসংখ্য পুরস্কার বিজয়ীদের মাঝে কয়েকজন

Cash++
অফার

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ডাঃ মোহাম্মদ হাফিজুল
হাসান, ঢাকা

ডাঃ মোঃ শাহুল
কাজেম, মাদারি

ডাঃ মোহাম্মদ হাফিজুল
হাসান, ঢাকা

ডাঃ মোহাম্মদ হাফিজুল
হাসান, ঢাকা

ডাঃ মোঃ শাহুল
কাজেম, মাদারি

ডাঃ মোহাম্মদ হাফিজুল
হাসান, ঢাকা

93

সঙ্গে আছে
গাড়ি
মোটরসাইকেল
হিজ, টিভি-সেট
লক্ষ লক্ষ টাকার
আকর্ষণীয় পুরস্কার

প্রিমিয়ার
কিনুন
স্ক্যাচ করুন
আর জিতে নিন
৫০ থেকে
৫ লক্ষ টাকা

Cash++
অফার

১০ জুন থেকে ০১ জুলাই ২০১০ পর্যন্ত

১০ দিনের ৫ লক্ষ টাকার
নিশ্চিত ক্যাশ ব্যাক

Cash++
অফার

গাড়ি, মোটরসাইকেল, হিজ, টিভি-সেট
লক্ষ লক্ষ টাকার
আকর্ষণীয় পুরস্কার

ব্রাউজিং টেম্পেট
প্রমাণিত কোয়ালিটি

স্ক্যাচ করুন আর জিতে নিন