

A Report
on
Comparative Analysis: Business Development Team in Achieving
Success at the Mir Group of Companies Limited

By
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19164068

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Masters of Business Administration (M.B.A)

BRAC Business School
Brac University
June, 2023

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

S M Shad E Anam
19164068

Supervisor's Full Name & Signature:

Dr. Saad Md Maroof Hossain
Assistant Professor, BRAC Business school
BRAC University

Letter of Transmittal

Dr. Saad Md Maroof Hossain
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

Respectfully and with great enthusiasm, I am presenting my internship report titled "Analysis of Consumer Decision Making Variables that Influence Purchase Decisions in Relation to Mir Cement" for your evaluation. This report is a requirement for completing my MBA program at BRAC University. I have been working as a Senior officer, Business Development at Mir Cement Limited since October 1, 2019. During my tenure at Mir Cement Limited, I gained a comprehensive understanding of the Cement Industry in the Bangladeshi market.

I guarantee that while creating this report, I will follow all the rules and regulations set forth by BRAC University and use only genuine sources to support my findings. I sincerely hope that you will accept and appreciate my report, as it will serve as an inspiration for me. If you have any questions or concerns regarding my report, please do not hesitate to contact me, and I will gladly provide additional information.

Sincerely yours,



S M Shad E Anam
Student ID: 19164068
BRAC Business School
BRAC University
Date: June 13, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Mir Cement Limited and S M Shad E Anam the undersigned student at BRAC University undertake the internship project described in this report based on the assurance of avoiding the unapproved disclosure of any confidential data of the organization.

Acknowledgement

I express my gratitude to the almighty for providing me with the strength to complete my internship within the given timeline. I am deeply indebted to my internship supervisor, Dr. Saad Md Maroof Hossain, and co-advisor, Dr. Mohammad Abdul Hoque, for their invaluable time and guidance throughout this internship report. Their expert suggestions and support during critical situations were instrumental in helping me overcome obstacles and produce a meaningful conclusion for this paper. Without their assistance, it would have been impossible for me to complete this report on time and in the correct manner.

Furthermore, I would like to extend my appreciation to my organizational supervisor, Mr. Md. Joynul Abedin, Head of Business Development, and my colleagues for their support and valuable suggestions that helped me conclude this paper. I am also grateful to the respondents who participated in the interview.

Lastly, I would like to express my respect and gratitude to the faculty members of BRAC University, who worked tirelessly and exerted their endless efforts in making me who I am today.

Executive Summary

This internship report focuses on the comparative analysis of the business development department of Mir Cement and other organizations in the cement industry. Mir Cement, an upper-middle-ranked cement manufacturing company, has achieved notable success by prioritizing quality, strategic market expansion, and responsiveness to consumer demand.

The dedicated business development team at Mir Cement plays a crucial role in enhancing operations, supporting the sales and brand teams, contributing to organizational growth, and managing various aspects of project development. Their accomplishments include the successful implementation of Total Productive Maintenance (TPM) practices, efficient inventory and wastage management, and the introduction of a new cement production unit. The team's analytical prowess, strategic budgeting, partnership cultivation, and contract expertise have been instrumental in driving the organization's progress. In contrast, other organizations have faced challenges, such as downsizing their business development departments due to external circumstances.

The findings highlight Mir Cement's commitment to collaboration, influential connections, credible self-analysis, and dedicated process development. Recommendations for Mir Cement include employee management, ensuring credibility in analysis, avoiding internal conflicts, and embracing technological advancements. By implementing these recommendations, Mir Cement can further enhance its position as an industry leader and achieve sustained success.

Keywords: Cement; Business Development; Process Development; Communication; Market Research.

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List of Acronyms

MG	Mir Group of Companies Limited
MAHL	Mir Akhter Hossain Limited
MCL	Mir Cement Limited
MCL-F	Mir Cement Limited Factory
MCPL	Mir Concrete Products Limited
TG	Target Group
SBU	Strategic Business Unit
TPD	Tons Per Day

Chapter 1: Overview of Internship

1.1 Information of Student

Name	S. M. Shad -E- Anam
Student Id	19164068
Program	M B A
Major	Marketing

Table 1: Information of Student

1.2 Information of Internship

1.2.1 Period and professional detail

Period	1 Octover-2019-Present
Position	Senior Officer
Company	Mir Group of Companies Limited
Department	Business Development
Address	House B-147, Road-22, Mohakhali DOHS, Dhaka-1206

Table 2: Period and professional Detail

1.2.2 on site supervisor detail

Name	Md. Joynul Abedin
Designation	Senior Deputy General Manager
Department	Business Development

Table 3: on site Supervisor Detail

1.2.3 Job Description

Being a part of the business development department at Mir Group of Companies Limited is an intriguing experience where I am responsible for working with all the subsidiaries under the group such as Mir Cement, Mir Ready Mix, Mir Real Estate, Mir Concrete Blocks, and Mir Infosystems, among others. My role involves exploring opportunities for new potential ventures and identifying areas of process improvement within the factories to enhance profitability and reduce costs. The workday begins at 9.00 a.m. and concludes at 5.30 p.m.

1.2.4 Job Responsibilities

- Conduct market research and analysis to stay up-to-date with industry trends and identify areas for growth.
- Analyze sales data and market trends to identify areas for improvement and make recommendations for strategic adjustments.
- Identify new business opportunities and develop relationships with potential clients and partners.
- Prepare and present reports on the department's performance to senior management and make recommendations for improvement.
- Collaborate with cross-functional teams to develop and implement business plans and strategies.
- Assist the supervisor in developing strategic plans for organizational development.
- Identify and communicate with foreign and native stakeholders, and JV partners according to the requirements.
- Negotiate contracts and agreements with partners to ensure profitable partnerships.
- Work with the team in developing proposals (i.e., budget preparation, departmental cost analysis, setting departmental SOPs).

- Maintain a database of all stakeholders.
- Identify and communicate with relevant government officials to complete the running project.
- Ensure compliance with legal and regulatory requirements.
- Take part in contract writing, and work orders.

1.3 Internship Outcome

1.3.1 Outcome for the student

Being an employee in Business Development team I has been easy for me to relate my theoretical knowledges with my practical skills. This combination of bookish knowledge and work experience I have gathered that made my business development career easier and enhanced my way of work more mature, give strength to my decision-making process.

1.3.2 Out Come for organization

A proper educated employee of any specific field helps the organization to achieve the ultimate goal of the organization.

Whatever I have learned from my internship period I will make the proper use to Mir cement as a result of that MCL will get long term outcome by this.

1.4 Difficulties

As a full-time employee, fulfilling my internship requirements was not too challenging. However, I faced difficulty in gathering financial data for my report during this time. The financial information was deemed confidential, and the company was unwilling to disclose it for an intern's report.

1.5 Recommendations

1.5.1 Office Time and holiday management

Mir is operating their office hour from 9.00 am to 5.30 pm and running counting alternate Saturday as holiday with every Friday. In this case they can increase office hour till 6.00pm and announce every Friday and Saturday as holiday.

1.5.2 Help Interns with proper information

At times, interns may receive information that could be misleading and hinder their report's progress. It's crucial to avoid disclosing such information to interns and provide them with appropriate guidance during their initial professional education stages, where they can learn to bridge their academic skills with professional skills.

1.5.3 Office Attire

MG operates both corporate and agency functions in the same building, which often results in a mix of casual and formal attire among employees. However, it would be beneficial to implement a dress code that requires corporate employees to wear formal attire. Providing clear guidelines on appropriate attire would also help ensure that all employees maintain a professional appearance.

Chapter 2: Industry and company back ground

2.1 History of Cement Industry

Bangladesh is a country of progress with GDP growth rate of 7.25% according to FY 2021-2022. (Ministry of Finance, 2022). The growth of economic efficiency brought Bangladesh to take place in top 20 fast growing country of Bangladesh.

The construction industry is a crucial player in the development of Bangladesh, and many companies related to this sector are emerging and contributing to the growth of the country. The cement industry, ready mix concrete industry, concrete block industry, real estate, and construction industry are experiencing growth due to the thriving construction sector, which is helping to sustain the economy.

Cement industry can be considered as the heart bit of this valuable sector. Since the establishment date of Chattak Cement Factory Limited (formerly known as Assam Bengal Cement Company Limited) in 1941 there was a long brake in emergence of new cement factory in Bangladesh. However, after the independence of Bangladesh in the year of 1973 the second factory named Heidelberg cement started to operate in the name Chittagong Cement Clinker and Grinding factory Limited. Hensch, again there was a long pause till early nineties. In the meantime, the demand of cement increased at the highest level and to sooth the demand Bangladesh started to import from china, Malaysia and India as Bangladesh didn't have enough limestone (the basic raw material) to produce cement. Because of this hard issue there were no investor to invest in this industry, suddenly some enthusiastic native entrepreneur took the risk and started to produce cement production in Bangladesh in the early nineties.

Simultaneously confidence cement, Hyundai cement Bangladesh limited, Meghna cement, Basundhara cement, Aramit cement, Mongla cement factory, Lafarge cement, shah cement, Mir cement, crown cement, premier cement, Holcim cement, Heidelberg cement, started to

import their raw materials and grab the marketing to reduce the out flow of Bangladeshi currency.

Now According to BCMA, there are 76 cement producers are running their business in the market and 42 of them are producing cement at a very large scale. They are also exporting to neighbor countries instead of importing beside filling up the national demand which is a good indicator for Bangladeshi economy. (Bangladesh Cement Manufactures Association, 2021)

2.2 Mir Group of Companies Limited

Mir Group of Companies Limited is a leading organization in the construction industry with multiple affiliated companies. They are dedicated to providing comprehensive construction solutions to their clients. In addition to construction-related ventures, this group of companies also has investments in information technology, supply chain management, and other industries.

The inception of Mir Group of Companies Limited dates back to 1968, with the establishment of Mir Akhter Hossain Limited, led by Mir Zaheer Hossain. Since then, the conglomerate has advanced under the guidance of its capable board of directors and dedicated workforce. (Mir Group of Companies Limited, 2021)

Their spontaneous and experience leadership and hard work helped Mir group of Companies to add different venture in basket one after another. Right now, they have 15 sister concerns and day by day we are developing our skills more to enhance new venture.

2.3 Sister Concerns of Mir Cement Limited









Mir Akhter Hossain Limited	
Mir Cement Limited	
Mir Ready Mix Concrete Limited	
Mir Concrete Block Limited	
Mir Info Systems Limited	
Mir Real Estate Limited	
REGO Communications Limited	
SEGO Global	
BayRails Shipping	
Constrength Corporation	

Table 4: Concerns of Mir Group of Companies Limited

Except these business concerns Mir has some other business concerns too Like Mir Ceramics Limited, Mir Telecom, Mir Holdings.

2.4 Mir Cement Limited

Mir cement Limited is the second largest venture of Mir Group of companies having 1500+ employees around the country. (Rain, 2023)

Though the journey of Mir Cement was not for any commercial production. The owner has established the factory in the year of 2000 as a venture of Mir Akhter Hossain Limited, as they have to purchase a big amount of cement every day for their construction purpose. Because of

this step they were able to reduce their regular construction cost. With their cement mill of 600 metric tons they used to produce only ordinary Portland cement for their internal use.

However, in the year of 2003 they have started to produce Portland cement, ordinary Portland cement, and advance Portland cement by using their 5040 metric ton production line. the quality of Mir cement is increasing gradually. Beside filling up international demand they have started to export to neighbor countries of Bangladesh like India and Myanmar from the year of 2012.

2.4.1 Mission

To offer optimum integrity, high quality and quick setting cement to reinforce construction standards in the country. (MCL, 2022)

2.4.2 Vision of Mir Cement

To improve the overall construction industry of Bangladesh and define the infrastructure of the modern world through the introduction of cutting-edge technologies and practices. (MCL, 2022)

2.4.3 Company Value

**Quality
Maintenance**

**Time
management**

**Continuous
improvement**

**Immediate
Action on Any
mistake**

**Customer
obedience**

**Employee
Focused**

2.5 Brand Elements

Brand elements are the unique components of a brand, which include its name, logo, color schemes, and other identifiable features. These elements collaborate to present a cohesive and easily identifiable image of the company across all its content. Moreover, these branded elements aid in distinguishing the brand from its competitors.

2.5.1 Brand Name

When selecting the brand name for Mir Cement, the managers ensured that it was memorable, meaningful, appealing, protectable, flexible, and transferrable. They wanted a name that would resonate with customers and be easy to remember, while also being unique and protectable from competitors.

The brand name 'Mir' was chosen as it fulfills all these requirements. It is a short and simple name that is easy to remember and pronounce, making it appealing to customers. Moreover, the name has a deeper meaning as it is derived from the Arabic word 'Amir,' which means leader or commander. This gives the brand name a sense of strength and authority, which aligns with the company's values and goals.

Furthermore, the brand name 'Mir' is flexible and transferrable, which allows the company to expand into new markets and product categories in the future. Overall, the brand name of Mir Cement plays a vital role in creating a positive image of the company in the minds of customers and establishing its position as a leading cement brand in Bangladesh.

2.5.2 Logo



Figure 1: Logo of Mir Cement

2.5.3 Color

The color green is commonly associated with nature and growth, and as a brand element, it can effectively communicate messages of sustainability, eco-friendliness, and innovation. In the case of Mir Cement, green can be utilized to highlight the company's dedication to environmental responsibility and sustainable manufacturing practices. Additionally, the color green has a calming effect that can evoke feelings of relaxation, making it a useful element in marketing materials aimed at builders or contractors seeking dependable and trustworthy products.

2.5.4 URLs

While URLs are not commonly seen as a primary brand element since they are used for website navigation, they can still contribute to a brand's online presence. For Mir Cement, a well-designed URL that integrates the company name or brand keywords can boost search engine optimization and assist customers in locating and recalling the website. Furthermore, a website that is user-friendly and simple to navigate can enhance the overall customer experience and bolster the brand's image.

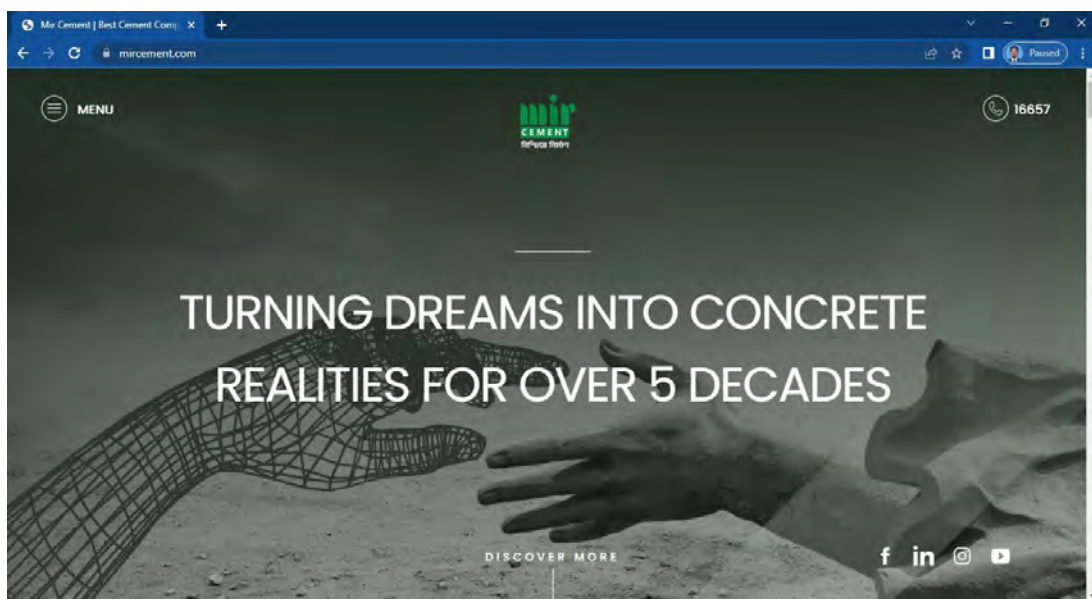


Figure 3: Webpage of Mir Cement Limited

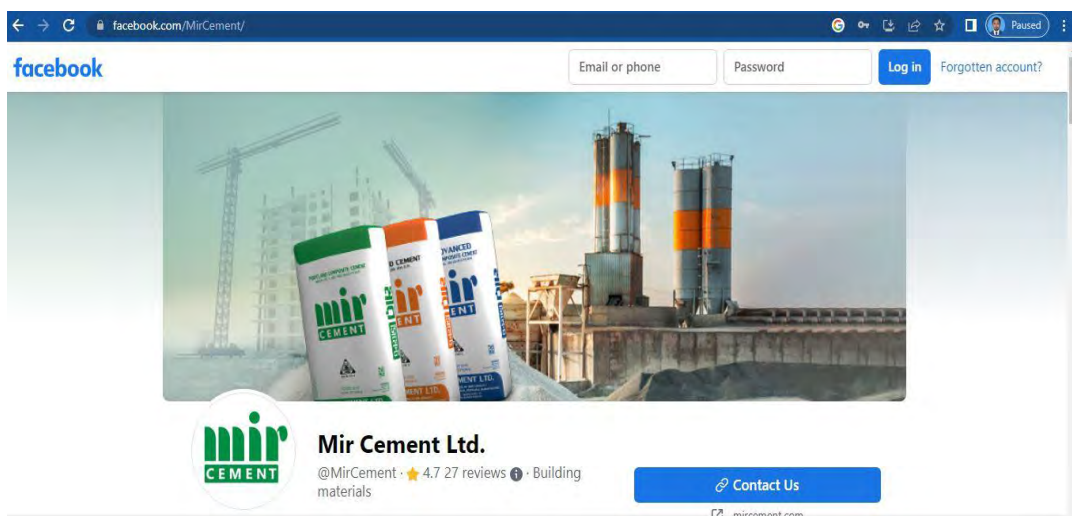


Figure 3: Facebook Page of Mir Cement Limited

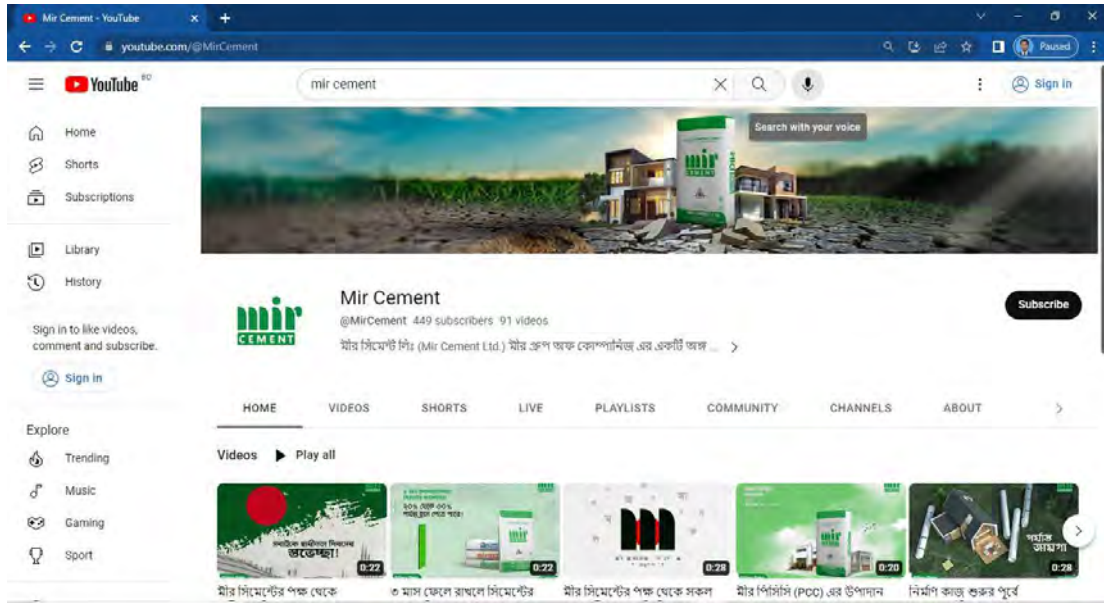


Figure 4: Youtube Homepage of Mir Cement Limited

2.6 Verities of Product

Right now, Mir cement is producing 5040 tons of cement every day. During this production time they produce three types of cement according to domestic and international market demand.



Figure 5: Products of Mir Cement Limited

2.7 Quality Management System

Mir Cement Ltd is a cement manufacturing company based in Bangladesh. The company has obtained several certifications to ensure the quality of its products and services, including:

1. ISO 9001:2015 Certification: This certification ensures that Mir Cement Ltd has a quality management system that meets international standards and is focused on customer satisfaction.
2. QSM (Quality, Safety, and Environment Management System) Certification: This certification ensures that the company has a management system in place to ensure the quality of its products, the safety of its employees, and the protection of the environment.

In addition to these certifications, Mir Cement Ltd has also obtained other certifications, including:

1. BSTI Certification: The Bangladesh Standards and Testing Institution (BSTI) has certified Mir Cement's products for meeting national standards.
2. BIS Certification: The Bureau of Indian Standards (BIS) has certified Mir Cement's products for meeting Indian standards.



Figure 6: ISO Certificate of Mir Cement Limited

2.8 Brand Mantra of Mir Cement

Mir Cement is a prominent cement brand in Bangladesh that has adopted the brand mantra of "নিশ্চিত্তে নির্মাণ", meaning "Confidently Unwavering" in English. The brand is dedicated to offering high-quality cement that is reliable and dependable, without any doubt. By adopting the confidently unwavering promise, the brand highlights its confidence in the quality, strength, and durability of its product. This philosophy is an integral part of the brand's overall business approach, emphasizing the significance of being trustworthy and dependable to create long-lasting customer relationships. Essentially, Mir Cement's brand mantra is a testament to its commitment to providing its customers with the best possible products and services, ensuring that they can depend on the brand for all their cement requirements.

2.9 Promotional Activities

Businesses use promotional activities as part of their marketing strategies to reach out to potential customers and promote their products or services. These activities can take various forms, such as advertising, personal selling, sales promotions, and other tactics, with the objective of raising brand awareness, generating leads, and ultimately increasing sales revenue. The ultimate goal of promotional activities is to boost business growth and profitability by attracting and retaining customers, creating a competitive advantage, and enhancing market share. Mir cement is using bill board advertisement, Different TVC, wall painting, neon board, motivate mason workers and having Sponsorship in different movie and programs.

2.10 CSR of Mir Cement

MIR Cement Limited is a cement company based in Bangladesh. Corporate Social Responsibility (CSR) activities are an important aspect of the company's operations, and they have undertaken various initiatives to contribute to the well-being of society and the environment.

Some of the CSR activities undertaken by MIR Cement Limited are:

1. **Community Development:** MIR Cement Limited has undertaken various community development initiatives, including providing healthcare services, education support, and disaster relief.
2. **Environmental Sustainability:** The company is committed to reducing its environmental footprint through various initiatives such as waste management, energy efficiency, and carbon emission reduction.
3. **Employee Development:** The company provides training and development programs for its employees to enhance their skills and knowledge.
4. **Philanthropy:** The company has contributed to various social causes such as providing relief to victims of natural disasters, supporting underprivileged communities, and supporting educational institutions.



Figure 7: CSR Activities of Mir Cement Limited

2.11 Departments of Mir Cement

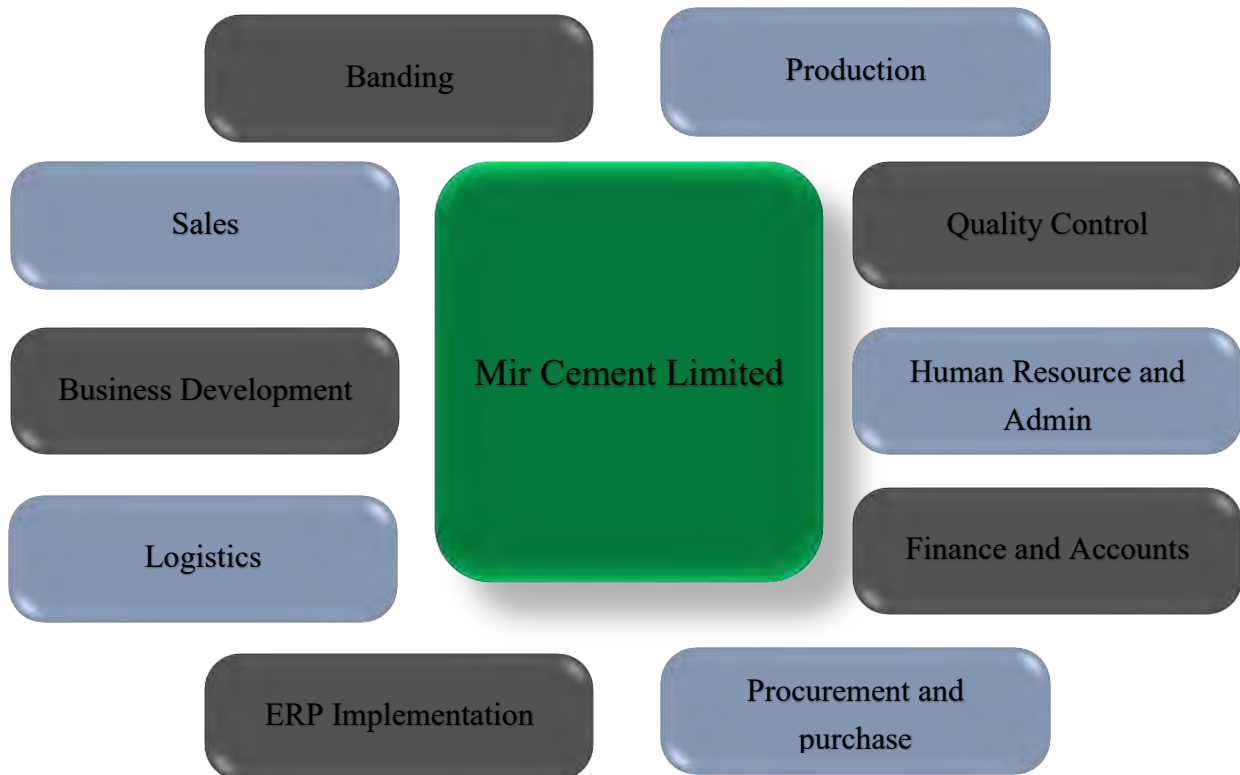


Figure 8: Departments of Mir Cement Limited

All the departments of the company have competent officers who are committed to their work and striving to improve the organization's performance. As a result of their daily efforts, Mir Cement is witnessing a continuous growth in profits and establishing itself as a prestigious brand in Bangladesh. The contribution of each department is undeniable and cannot be ignored.

2.11.1 production team

Located in Narayanganj, the Mir Cement factory is a massive facility where a large production team works tirelessly to ensure the smooth operation of the plant. The team consists of a combination of experts, such as electrical, mechanical, civil, and industrial production engineers, who are responsible for optimizing different aspects of the manufacturing process. In addition, the factory has a dedicated administrative department and accounting team, which provide essential support to manage the facility. The factory employs more than 700 officials

and workers who are designated to different areas of production and administration. This investment in the production of cement is essential in supporting the local economy, creating job opportunities, and driving economic growth.

2.11.2 Quality control

The quality control team at Mir Cement is essential in ensuring that the cement produced meets the required standards and specifications. The team comprises experts who oversee the entire manufacturing process, from selecting raw materials to testing the finished product. The team uses advanced methods and equipment to evaluate physical and chemical properties of the cement, including compressive strength, fineness, and setting time. If there are any discrepancies, the team promptly identifies and resolves them to ensure that the final product meets the highest quality standards. The quality control department's commitment to maintaining the quality of the cement produced is crucial in maintaining the company's reputation and ensuring customer satisfaction.

2.11.3 Human resource and admin

Mir Cement's HR and Administration department plays a vital role in managing the factory's 1500-strong workforce. The department is responsible for ensuring employee welfare and benefits, such as food and transportation, which are crucial for maintaining employee satisfaction and minimizing delays. Recruitment, training, and development of employees are also within the department's purview, ensuring the company has a skilled workforce. Additionally, the department ensures compliance with legal and regulatory requirements, maintains a safe work environment, and manages employee relations. The HR and Administration department's dedication to the well-being and development of the workforce contributes to the company's success by maintaining employee morale, productivity, and satisfaction.

2.11.4 Finance and accounting

Mir Cement, one of the leading cement manufacturers in Bangladesh, has a well-established finance and accounts department that oversees the financial operations of the company. The department plays a crucial role in managing financial resources, preparing financial statements, and ensuring compliance with regulatory requirements. In 2022, Mir Cement reported a net profit of BDT 1.3 billion, which is a significant increase compared to the previous year's profit. This increment of profit can be attributed to the company's strong performance and strategic financial management (Haque, 2023). The finance and accounts department has been instrumental in achieving this milestone by implementing effective financial planning and control measures. With its experienced team and modern accounting practices, the finance and accounts department of Mir Cement has been able to contribute to the company's growth and profitability.

2.11.5 Procurement and purchase

Mir Cement's procurement and purchase team comprises 18 dedicated officials who are responsible for sourcing and purchasing raw materials, equipment, and services for the company. They engage potential suppliers, negotiate favorable terms, and ensure timely delivery of purchases according to quality standards. These experienced professionals possess expertise in various areas of procurement, including logistics, sourcing, and contract management. Working closely with other departments like production and finance, the team ensures procurement activities align with the overall business strategy. Their efficiency and effectiveness are evident in the company's financial performance, as demonstrated by the 2022 net profit and incremental growth. Their contributions are crucial in maintaining Mir Cement's position as a top cement manufacturer in the region. (Rain, 2023)

2.11.6 Branding

Mir Cement's dedicated branding team is comprised of experienced professionals who tirelessly work to establish a strong brand image for the company. Their main objective is to create and implement effective branding strategies that resonate with their target audience by analyzing market trends and consumer behavior. This team is responsible for managing multiple communication channels such as advertising, social media, and public relations to ensure the consistency of the company's message across all platforms. As a result of their efforts, the company has experienced a notable increase in brand awareness and customer loyalty, allowing them to maintain a strong presence in the fiercely competitive cement industry.

2.11.7 Sales

The sales team of Mir Cement is a force to be reckoned with, comprising over 500 employees in corporate sales, direct sales, and dealer sales departments. The team has established a strong market presence in the western and southern parts of Bangladesh, thanks to their dedication and hard work. Their efforts have helped Mir Cement to maintain its position as one of the leading cement manufacturers in the country. (Borhanuddin, 2023) The team's strategic approach to sales, along with their ability to understand and meet the unique needs of each customer, has been a key factor in their success. The sales team's commitment to excellence and customer satisfaction continues to drive the growth and expansion of Mir Cement.

2.11.8 Business Development

Mir Cement's business development team plays a crucial role in the company's growth and expansion. Their primary job responsibility is to research and analyze new ways to expand the market reach of the company. This involves identifying new opportunities, evaluating market trends, and developing and implementing strategic plans to drive growth. In addition, the team is also responsible for taking necessary steps to expand production, improving existing

processes, and introducing new ones to enhance operational efficiency. The team also works closely with government officials and vendors to negotiate favorable terms and conditions that will benefit the company. Overall, the business development team is integral to the success of Mir Cement and is committed to driving the company's growth and success in the industry. (Abedin, 2023)

2.11.9 ERP Implementation

The ERP Implementation team of Mir Cement is responsible for overseeing the implementation of the company's Enterprise Resource Planning system. The team is composed of skilled professionals who have experience in implementing and managing ERP systems. They work closely with the IT department and other stakeholders to ensure a smooth transition to the new system. The team's goal is to streamline the company's business processes, increase efficiency, and provide better access to information across all departments. They also provide training and support to employees to ensure successful adoption of the new system.

2.11.10 Logistics Department

Mir Cement's logistics department oversees the transportation and delivery of its cement products to various locations efficiently and cost-effectively.

2.12 Official Organogram of Mir Cement

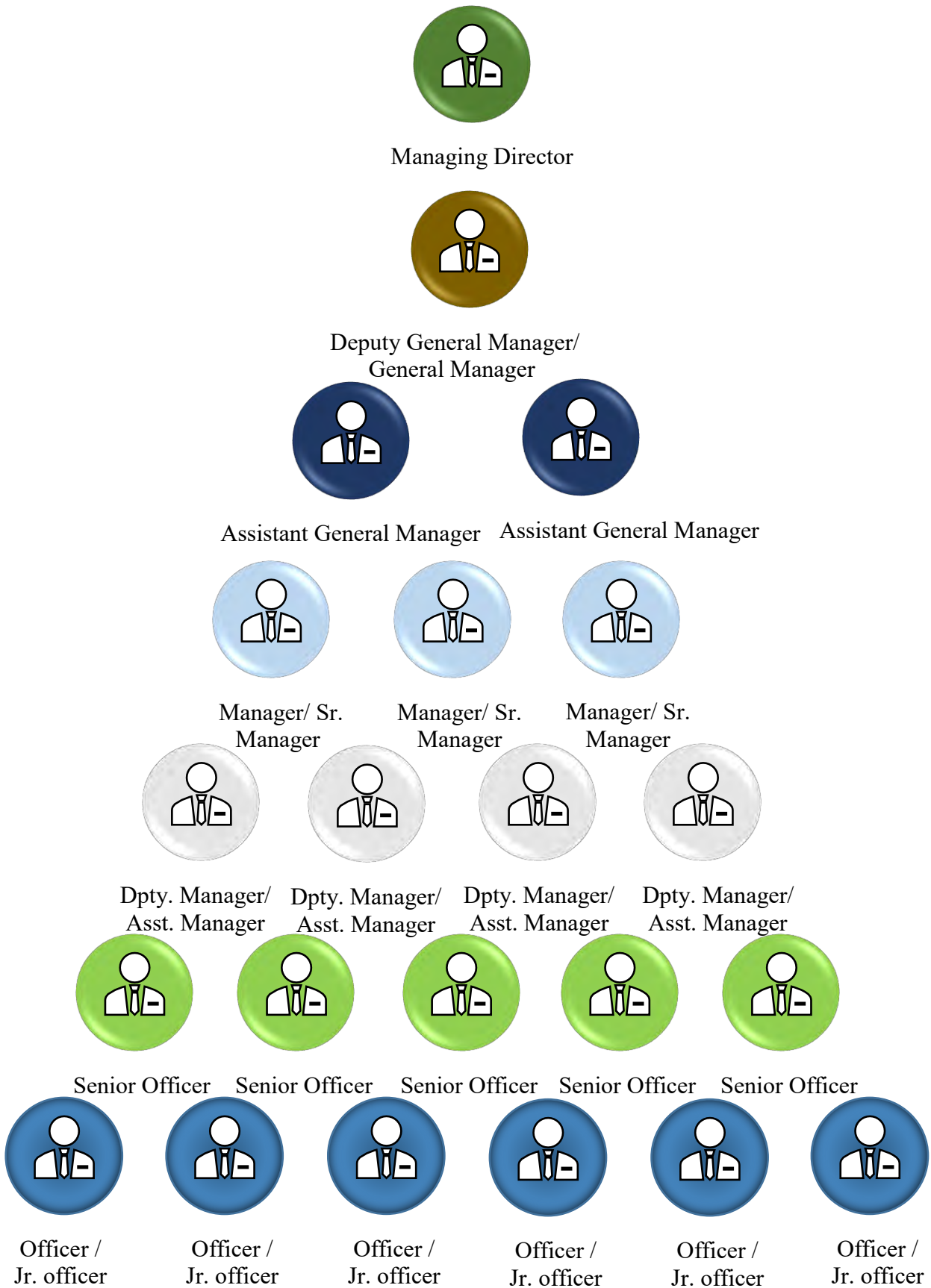


Figure 9: Organogram of Mir Cement Limited

2.13 SWOT Analysis of Mir cement



Figure 10: SWOT Analysis Factors

2.13.1 Strengths

- Strong brand and reputation in the Bangladeshi cement market.
- Efficient distribution network and supply chain management capabilities.
- Access to abundant local limestone, a key raw material for cement production.
- Diverse product portfolio, including both PCC and OPC cement.
- Investment in modern technology and equipment to enhance production efficiency and quality.
- Tested and approved by BSTI and BUET.
- The only ISO 9001: 2015 certified cement in Bangladesh.

2.13.2 Weaknesses

- Intense competition in the Bangladeshi cement market from both local and international players.
- Dependence on the construction industry, which is subject to economic fluctuations and political instability.
- Limited export capabilities due to the high transportation cost of cement.

2.13.3 Opportunities

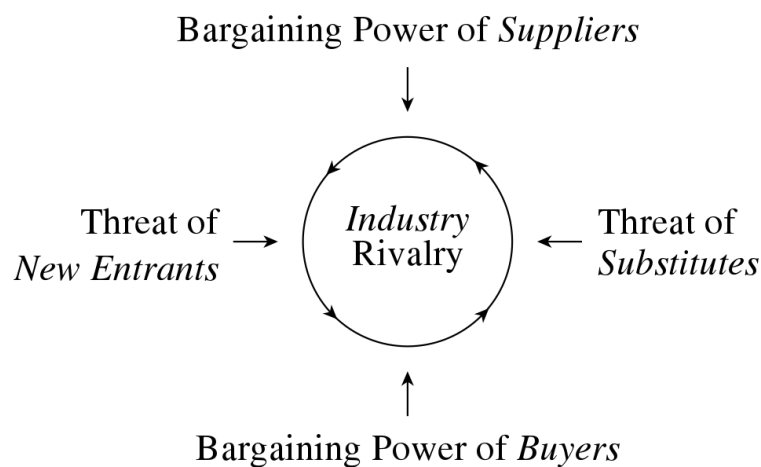
- Increasing demand for cement in Bangladesh due to the country's rapid urbanization and infrastructure development.
- Expansion of production capacity to meet rising demand and capture a larger market share.
- Development of innovative and sustainable cement products to meet evolving consumer preferences.
- Exploration of export opportunities in neighboring countries such as India and Nepal.

2.13.4 Threats

- Fluctuations in raw material prices, especially the price of clinker, which is a crucial raw material for cement production.
- Regulatory changes or policy shifts that could impact the cement industry in Bangladesh.

2.14 Porters 5 Forces Model

The Porter's Five Forces model is a widely used framework to analyze the competitiveness of an industry and devise appropriate strategies. In this case, we will use the model to examine the competitive landscape of the cement industry in Bangladesh, with a focus on Mir Cement Limited.



Source: (Wikipedia, 2023)

Figure 11:Porters 5 Forces Model

2.14.1 Threat of new entrants

The cement industry in Bangladesh is highly competitive, with several established players operating in the market. The industry requires significant capital investment, and regulatory barriers make it difficult for new entrants to establish themselves. Therefore, the threat of new entrants for Mir Cement Limited is low.

2.14.2 Bargaining power of suppliers:

The raw materials required for cement production include limestone, clay, and gypsum, among others. The suppliers of these raw materials hold a moderate bargaining power, as there are several suppliers available in the market. However, fluctuations in raw material prices can impact the profitability of cement companies.

2.14.3 Bargaining power of buyers:

The buyers of cement in Bangladesh have a relatively high bargaining power, given the availability of several options in the market. Additionally, the price of cement is largely determined by market demand and supply, further increasing the bargaining power of buyers.

2.14.4 Threat of substitutes:

The threat of substitutes for cement in Bangladesh is low, as there are few viable alternatives for building materials that can replace cement. However, there are some substitutes available, such as steel and concrete blocks, which can be used in specific construction projects.

2.14.5 Intensity of competitive rivalry:

The cement industry in Bangladesh is highly competitive, with several established players operating in the market. Mir Cement Limited faces intense competition from competitors like Lafarge Holcim, Heidelberg Cement, and Bashundhara Group. The industry is characterized

by high fixed costs, which make it difficult for new entrants to compete with established players.

The cement industry in Bangladesh is highly competitive, with established players operating in the market. Mir Cement Limited faces intense competition from its rivals and operates in a market where the bargaining power of buyers is high. The company needs to devise appropriate strategies to remain competitive in the market.

2.15 PESTLE Analysis of Mir Cement

PESTLE analysis is a helpful method for analyzing the outside forces that can affect a company or sector of the economy. PESTLE analysis of Mir Cement is provided below:

2.15.1 Political factors

- Being a democratic country with a stable political climate, Bangladesh provides a conducive environment for business growth and stability.
- The government has been promoting foreign investment and improving infrastructure, which can benefit the cement industry.

2.15.2 Economic factors

- Bangladesh's economy has been growing steadily in recent years, which has led to an increase in construction projects and demand for cement.
- The cost of production for cement manufacturers, including the cost of raw materials, transportation, and labor, can fluctuate depending on economic conditions.

2.15.3 Sociocultural factors

- Bangladesh has a large and growing population, which means there is a growing demand for housing, infrastructure, and other construction projects that require cement.
- The cultural values and preferences of consumers in Bangladesh can impact the demand for different types of cement products.

2.15.4 Technological factors

- Advances in technology have improved the efficiency and quality of cement production, which can help cement manufacturers stay competitive.
- Digitalization can help streamline supply chain management, production, and distribution for cement manufacturers.

2.15.5 Legal factors

- The cement industry in Bangladesh is regulated by government bodies such as the Bangladesh Standards and Testing Institution and the Bangladesh Cement Manufacturers Association.
- Cement manufacturers must comply with environmental regulations, such as those related to air pollution and waste disposal.

2.15.6 Environmental factors

- Cement production can have a significant environmental impact, including emissions of greenhouse gases, water pollution, and land degradation.
- Cement manufacturers can work to minimize their environmental impact by implementing sustainable practices, such as using alternative fuels and reducing waste.

2.16 Renowned Clients





Figure 12: Clients of MCL

Chapter 3: The Project

3.1 Introduction

3.1.1 Background

Success of every business Depends on how they are finding out their barriers and the way of overtake the barrier to get the ultimate success. Day by day Mir cement has emerging as one of the biggest cement manufacturing company of the industry. Now that have enhanced their production to 5000 MT/day. Behind this success there are some people who are working from the green room of the stage. The business development team is the team who keep them self-ready to understand what the company needs to survive in the market successfully. The continuous market analysis keeps the board of director updated about the market scenario and helps to take further action regarding that.

3.1.2 Objective of the report

The main objective is to understand how business development team is contributing to Mir cement to achieve success.

3.3 Methodology

This comparative study investigates the impact of the business development team on organizational success. The report has been compiled based on a series of interviews conducted with officials from various companies, with a specific focus on companies operating in the cement industry. In addition to the interview data, qualitative research has been gathered from reputable websites and journals spanning the time period from 2002 to 2023.

3.4 Limitations

Amidst a challenging time, constraint, the compilation of data proved to be a formidable task, with limited opportunity to gather all the necessary information in a cohesive manner. Regrettably, certain crucial details were inadvertently omitted due to bureaucratic hurdles. However, it is worth noting that the employees of the Mir Group of Companies demonstrated remarkable assistance throughout the process, contributing significantly to the completion of this report.

3.5 Literature Review

Every business faces inherent obstacles that hinder its growth. In order to mitigate these limitations, a creative individual or team within the organization takes on the role of the business development team. This team is recognized as innovative problem solvers, actively working to eliminate constraints and propel the organization forward. (Rosso, 5 March 2014)

Examining the timeframe for entering the market with a novel product, assessing its potential market size, evaluating the viability of a delayed response, and researching competitors' approaches through surveys and report generation all aid decision makers in determining when to launch a new product. (Dacko, 1 April 2002) .The business development department plays a crucial role in assisting emerging companies in strategically designing and constructing their organizational framework in alignment with the prevailing business landscape. They leverage their expertise in intellectual property to transform scientific research data into nascent business concepts and innovations. (Virtanen & Laukkanen, 2002). Market analysis is a crucial aspect of corporate strategy, aiding businesses in understanding target markets and customers by gathering authentic information. It involves qualitative techniques like focus groups and interviews, as well as quantitative methods such as surveys and data analysis, to identify market size, competition, and customer requirements, enabling informed decision-making and

effective marketing strategies (Cather, 08 March, 2022). Due to the implementation of market research and analysis, management gains the ability to predict future business trends. Consequently, this reduces the likelihood of encountering business failure. (Taylor & Letham, 24 Apr 2018). Charles W. Chase said in his book that Effective business forecasting plays a crucial role in comprehending consumer demand, resulting in cost savings when procuring raw materials and gaining insights into demand patterns. Moreover, the utilization of statistical models aids in the development of collaborative planning, fostering a synchronized approach to address market demands. By implementing accurate forecasting techniques, businesses can optimize their resource allocation, streamline inventory management, and enhance overall operational efficiency. (Chase, September 2021) Beside market analysis all the business development team work as business process manager to increase the efficiency effectiveness of organizational process through innovation and improvise. The business process management helps to create a standard to evaluate organizations culture and structure. (Schmiedel, Brocke, & Recker, January 2014). The business development department actively engages in maintaining effective communication with various governmental and non-governmental entities, fostering a seamless operation of the business and enabling robust launches of new ventures. Given the pivotal role that communication plays in organizational performance and growth, most enterprises heavily depend on proficient interaction with both internal personnel and external officials. Inadequate communication skills exhibited by managers can detrimentally impact business outcomes, resulting in losses and prolonged resolution of challenging issues. (Kalogiannidis, 2020)

3.6 Comparison

In the subsequent sections, we present a comprehensive comparative analysis that delves into the similarities and differences between the business development department of Mir Cement and the business development department of other organizations.

3.6.1 Business Development Team Mir Cement

Mir Cement, a cement manufacturing company, holds a reputable position as an upper-middle-ranked entity based on civil studies. Their consistent performance has allowed them to sustain this standing over an extended period. In the current year, they have achieved an impressive fifth-place ranking, primarily attributed to their unwavering commitment to quality, strategic market expansion, and responsiveness to consumer demand.(AL-Amin, 2023)

3.6.1.1 What Do They Do

The Business Development team at Mir Cement comprises some dedicated individuals who operate under the direct guidance of the Managing Director of Mir Group of Companies Limited. This team is composed of a diverse range of professionals with backgrounds in both business and engineering disciplines, fostering a dynamic exchange of experiences and ensuring exceptional outcomes through collaborative efforts. The team consists of talented individuals specializing in civil engineering, industrial production engineering, business management, and computer engineering.

Process Development

The dedicated business development team at Mir Cement plays a pivotal role in enhancing the organization's operations, streamlining processes, and optimizing expenditure.

Sales Analysis and Associate with Sales Team

They are singularly responsible for providing invaluable support to the sales team, whose decision-making regarding market treatment and focus areas is informed by the team's comprehensive reports.

Market Analysis and Associate with Brand Team

Moreover, the business development team greatly assists the brand team in making astute predictions, enabling them to devise effective strategies and achieve maximum outreach within limited budgets. Additionally, this team actively contributes to the overall growth of the organization. Once they identify areas for improvement through meticulous analysis, they promptly act, whether it involves enhancing production lines or promptly addressing any employee-related issues.

Organizational Development

Moreover, during the commissioning phase of new plants or equipment, the business development team assumes a substantial burden of responsibility, encompassing a wide spectrum of tasks. These encompass meticulously assessing the need for the facility or machinery through comprehensive surveys and analyses. Additionally, they diligently source the required equipment directly from reputable producers, diligently ensuring quality and reliability.

Communication and Negotiation

Simultaneously, the team engages in effective communication with government officials, navigating the bureaucratic landscape to secure necessary permits and approvals. Furthermore, they exhibit their adept negotiating skills as they forge agreements and contracts with local contractors and vendors. These multifaceted efforts synergistically contribute to the smooth advancement of these ventures. The unwavering dedication of the business development team remains paramount in guaranteeing the seamless progress and ultimate success of these undertakings.

Project Hunting

The business development team is also highly proactive in identifying and pursuing new opportunities to expand and enrich the organizational portfolio. They maintain a vigilant watch over government tenders, always remaining prepared to seize any prospects that arise. Moreover, they actively seek out potential large-scale clients and employ their expertise in engaging and captivating them, thereby facilitating the sales team's efforts to generate increased revenue. By staying attuned to emerging possibilities and taking assertive action, the business development team plays a vital role in paving the way for the sales team's success. (Abedin, 2023)

3.6.1.2 Success of the Team

The achievements of the business development team at Mir Cement are truly noteworthy, even though their accomplishments may not always be immediately apparent due to the nature of their work. Nonetheless, the impact of their success resonates throughout every department within Mir Cement. Let us now highlight a few of their visible and remarkable triumphs:

Introduced TPM in MCL-F

Mir Cement factory has embarked on an ambitious endeavor to implement Total Productive Maintenance (TPM) practices, which have already yielded notable improvements in their daily production output. The factory's current production range stands between 4800 and 4900 metric tons per day, showcasing a commendable increase from the previous range of 4200 to 4500 metric tons. By calculating the production increment in percentage terms, we observe an impressive growth rate of approximately 20% to 22%. (Rahman E. M., 2023)

It is worth mentioning that the factory is currently in the experimental phase of this TPM implementation. Despite being in the early stages of the process, the results are already promising, demonstrating the potential for further enhancements in productivity and efficiency.

The factory's workforce of 300+ dedicated workers plays a pivotal role in driving this positive change, diligently working to optimize operations and maximize output.

As the TPM practices continue to evolve and mature, Mir Cement factory anticipates even greater progress and more significant gains in the future. This ongoing commitment to improvement underscores the factory's dedication to achieving operational excellence and solidifying its position as an industry leader. (Islam, 2023)

Inventory and Wastage Management

At the Mir Cement Factory, we have implemented an efficient inventory management system, tailored to the unique conditions we encounter. This system encompasses various strategies aimed at optimizing our daily production, reducing operational costs, and minimizing wastage. By carefully monitoring and controlling our inventory, we have achieved significant improvements in our production processes. Through effective inventory management, we have successfully reduced wastage and enhanced overall operational efficiency. This has translated into tangible benefits, such as cost reduction and improved resource allocation. By constantly assessing and fine-tuning our inventory management practices, we ensure that our operations remain streamlined and aligned with our goals of maximizing productivity and minimizing waste.

Introduce Third Unit of Cement Production Unit

The Mir Cement Factory has undergone a remarkable transformation by doubling its previous production line capacity from 2400 metric tons per day to meet the ever-increasing market demand. Currently, the factory boasts an impressive daily production capability of 5040 tons. This expansion not only addresses the surging demand but also yields substantial advantages, including a notable reduction in per unit production costs. By streamlining operational processes, the factory has successfully minimized costs, enhancing its overall efficiency and

competitiveness. Moreover, the implementation of the new production line has brought a newfound flexibility to the production procedure. Workers are no longer burdened by excessive stress as they now have the flexibility to allocate time for maintenance and other necessary activities. This optimized approach ensures a smooth workflow and contributes to a conducive working environment.(Abedin, 2023)

Commissioning of Captive Power Plant

Right now, at the time of high utility price MCL is waiting to commission a 2.0 Mw Captive power plant to reduce their production cost. It can be assumed that the power plant can reduce 40%-45% cost of utility of Mir cement. (Abedin, 2023)

Other contributions to Success

The business development team consistently conducts in-depth analysis of sales reports, meticulously comparing the sales figures of previous months with the present month. Armed with this valuable information, they diligently uncover the underlying reasons behind fluctuations in sales, whether it be a decline or an increase, and provide actionable insights to the sales team to bridge any gaps.

Moreover, the business development team assumes the crucial responsibility of preparing the annual budget for future development projects. Their expertise shines as they skillfully negotiate with vendors, ensuring tasks are completed within the specified budget and time constraints, fostering optimal project outcomes.

In their pursuit of organizational growth, the business development team actively seeks out new sources and adeptly establishes seamless connections between these sources and the MCL, utilizing their exceptional communication skills. They also demonstrate their proficiency in contract management, meticulously crafting contract papers and overseeing related amendments.

In essence, the business development team's role in the overall development of the organization cannot be overstated, as they operate as trusted delegates of the company. Through their analytical prowess, strategic budgeting, partnership cultivation, and contract expertise, they play a vital role in driving the organization forward and achieving sustained success.

3.6.2 Business Development Team of Other Cement Manufacturing

Organization

3.6.2.1 Bengal Cement

Bengal Cement stands as a well-established Strategic Business Unit (SBU) within the conglomerate known as Bengal Group of Companies Limited. Despite currently holding a lower rank in the cement industry, they ardently aspire to elevate themselves to the middle echelon by prioritizing consumer satisfaction. Their pursuit involves a steadfast dedication to ensuring top-notch quality, a comprehensive understanding of market dynamics, and proactive preparation for upcoming market demands.

What sets Bengal Cement apart is the presence of a robust and proficient business development team. This team operates across various specialized departments, each assigned with specific objectives aimed at propelling the company towards unprecedented success. Each member of the team wholeheartedly contributes their utmost potential, striving to achieve collective triumph.

Different Branches of Business Development Team

Research team

The composition of this team comprises a cohort of 12 dynamic and vibrant researchers. These individuals possess a fervent drive to immerse themselves in extensive journeys across the nation, diligently seeking to comprehend the intricacies of the market and solicit valuable

feedback directly from customers and the team endeavors to gain a profound understanding of the influential role that branding activities play in shaping the market landscape. Their collaborative efforts with the Branding team are integral, as their astute analyses provide crucial insights that enable the brand team to orchestrate effective promotional strategies and adapt their actions accordingly.

Project Development Team

A dedicated team of six professionals serves under the purview of the head of business development, providing comprehensive reports on the current state of affairs in the rival market. This entails monitoring the rivals' performance, assessing their initiatives and endeavors, as well as tracking their latest projects. Their objective extends beyond mere observation; they actively seek strategies to effectively counter the prevailing circumstances. In addition, the team undertakes the crucial task of identifying and pursuing opportunities to supply cement to new government and foreign civil projects. This involves maintaining correspondence with government officials to remain updated on new tenders and other prospective ventures, thus facilitating seamless coordination and timely supply. Furthermore, the project development team assumes the responsibility of negotiating with vendors and contractors, ensuring organizational success and the timely completion of projects. They also collaborate closely with the sales analyst team, actively contributing to their data, efforts and striving to streamline their workflow. (Rahman, 2023)

The success of business development team is remarkable in Bengal cement. Like:

1. Bengal cement has successfully supplied cement to major national projects, resulting in substantial revenue generation. Their involvement in these significant endeavors has greatly contributed to their financial success. This happened only because of the hard work of project team.

2. The presence of an exceptionally strong research team at Bengal cement has propelled their research endeavors to new heights while simultaneously reducing overall expenses. The cost of conducting research is comparatively lower than other expenditures, showcasing the factory's commitment to optimizing resource allocation and maximizing efficiency.

3.6.2.2 Some Other companies

Amidst the diverse landscape of companies in the cement industry, Lafarge Holcim Cement shines as a distinguished multinational manufacturer in Bangladesh, renowned for its formidable and influential business development department. Regrettably, external circumstances and uncontrollable factors have compelled similar companies to face the daunting choice of discontinuing their business development departments. The far-reaching effects of the global COVID-19 pandemic and the enduring repercussions of the international financial crisis have played a pivotal role in the downsizing of these organizations. As a result, the functions and responsibilities previously held by the business development department have been thoughtfully reallocated to various departments based on their individual significance and relevance. (Arafat, 2023).

Other cement company of the industry like Premier cement had never had such a dedicated department but they introduce their sales team as business development team.

Chapter 4: Findings and Recommendation and Conclusion

4.1 Findings

Throughout the comprehensive report, an array of noteworthy insights emerges, shedding light on both the merits and demerits of maintaining a dedicated department. Moreover, it delves into the pivotal role played by the organization in the progress and advancement of MCL. In order to provide a comprehensive overview in the perspective of MCL, the report presents the following key findings:

1. From the perspective of Mir Cement, the business development team serves as a formidable force, collaborating closely with all departments to drive the prosperity of the organization. Their concerted efforts ensure a unified approach towards achieving organizational goals.
2. Mir Cement recognizes the significance of engaging influential individuals to foster business growth. By establishing connections with high-profile personnel, the company gains valuable leverage to accomplish key objectives. Given the nature of Mir Cement's operations, having an experienced team in the communication sector proves immensely advantageous.
3. Mir Cement distinguishes itself by conducting its own analyses instead of relying solely on third-party assessments. This self-analysis approach lends greater credibility to their findings and allows for more reliable insights and actionable strategies.
4. Recognizing the importance of cost reduction and increased production, Mir Cement acknowledges the necessity of a dedicated process development team. This team is entrusted with the responsibility of optimizing processes, driving efficiency, and maximizing productivity, thereby achieving the desired outcomes for the organization.
5. Nurturing and expanding an organization in today's challenging environment can prove to be an arduous endeavor. However, the presence of a dedicated team can alleviate the burden

on crucial departments such as human resources, logistics, public relation, and procurement. This specialized team assumes the responsibility of driving development initiatives, easing the workload on other departments and enabling them to focus on their core functions. By shouldering this critical role, the dedicated team plays a pivotal part in streamlining operations and fostering the growth and advancement of the organization.

These key observations underline Mir Cement's strategic mindset, as they prioritize collaboration, influential connections, credible self-analysis, and dedicated process development to propel their business forward.

4.2 Recommendations for Mir Cement Limited

In the current business landscape, it is becoming increasingly common for corporate offices within conglomerates to restructure their organizational setup by eliminating dedicated departments and redistributing their functions among other existing departments. This strategic shift often involves outsourcing research activities to third-party firms as a means to mitigate operational costs. However, Mir Cement has chosen a contrasting approach, recognizing the value and authenticity that a dedicated department brings to their operations. By placing increased reliance on their business development team, Mir Cement ensures a higher level of credibility and effectiveness in their tasks. Having carefully analyzed the report, we have identified several recommendations for Mir Cement based on their unique approach and commitment to excellence.

1. Employee Management

The business development team at Mir Cement has demonstrated commendable performance, benefiting from its diverse workforce encompassing individuals with various backgrounds. However, it is crucial for the team to place greater emphasis on employee management. While the department operates efficiently, it is essential to address potential situations where certain

employees may find themselves with relatively lighter workloads due to the nature of their assignments. This imbalance has the potential to demotivate those individuals, impacting their job satisfaction and overall productivity. By prioritizing focused employee management, the business development team can ensure that each member remains engaged and motivated, thereby fostering a more cohesive and productive work environment.

2. Ensure credibility of the analysis

It is imperative for Mir Cement to prioritize the credibility of every analysis they conduct, as the entire business hinges on the accuracy and reliability of their reports. Even minor errors or oversights can potentially result in significant losses for the organization. Therefore, it is crucial for Mir Cement to implement rigorous quality control measures and double-check each analysis to maintain the highest level of accuracy. By doing so, they can instill confidence in their stakeholders, make informed decisions, and safeguard the long-term success of the business.

3. Avoid internal conflicts

Given the interdependence of all departments within Mir Cement, it is crucial for the organization to prioritize collective success over individual achievements and actively work towards avoiding inter-departmental conflicts. Recognizing that the success of the entire organization relies on seamless collaboration and synergy between teams, it is essential for employees to cultivate a cooperative mindset and promote a harmonious work environment. By fostering a culture of mutual support and collaboration, Mir Cement can harness the collective talents and expertise of its workforce, leading to enhanced productivity, improved outcomes, and sustained success for the organization as a whole.

4.3 Conclusion

In conclusion, the business development team at Mir Cement has played a significant role in the company's success and growth. Through their dedicated efforts and expertise, they have contributed to various aspects of the organization, including process development, sales analysis, market analysis, organizational development, communication and negotiation, project hunting, and more. Their contributions have resulted in tangible achievements such as the implementation of Total Productive Maintenance (TPM) practices, efficient inventory and wastage management, the introduction of a third unit of cement production, and successful analysis of sales reports. Furthermore, the team has demonstrated exceptional skills in budgeting, contract management, and partnership cultivation. Their impact resonates throughout the organization, and their continued commitment to improvement and innovation ensures the sustainable success of Mir Cement.

While Mir Cement's business development team has showcased remarkable accomplishments, it is important to recognize the efforts of other cement manufacturing organizations as well. Bengal Cement, for instance, has a robust business development team comprising specialized departments focused on research, project development, and sales analysis. This team has contributed to Bengal Cement's success by actively engaging in market research, monitoring competitors, pursuing new opportunities, and ensuring effective coordination with government officials and contractors. Their achievements include the supply of cement to major national projects and the optimization of research endeavors to reduce expenses.

It is worth noting that external factors such as the global COVID-19 pandemic and the international financial crisis have impacted the business development departments of some companies, leading to downsizing and reallocation of responsibilities. However, the

importance of a dedicated business development team remains evident in the success and growth of organizations like Mir Cement.

Based on the findings of this report, it is recommended that Mir Cement continues to prioritize the development and empowerment of its business development team. This includes providing opportunities for training and professional development, fostering a culture of innovation and collaboration, and encouraging proactive engagement with market dynamics and emerging opportunities. By doing so, Mir Cement can ensure the sustained success of the organization and maintain its position as a leading player in the cement industry.

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Appendix A.

Appendix A.1

**Interviewee: Md. Joynul Abedin, Senior Deputy General Manager,
Business Development,
Mir Cement Limited.**

Q1: could you please tell me the max production limit of your production plant?

Ans: our production line can produce 5040 metric ton per day.

Q2: what is your future plan regarding your Department?

Ans: My department is a department which is always looks for find some new for the organization. Right now, we are taking care of all our projects to be done accurately. Our plan is to complete all the task accurately according to the instruction of our management.

Q3: how many employees are there in your team?

Ans: My team is a well decorated team with engineers, legal advisors, economics and business graduates who are contributing the department from their own perspective. Here we have 10 employees in our team.

Q4: How you are occupying your employees are all of them are from different background?

Ans: all of your employees are really coordinative to each other, who are exchanging their experience, knowledges to each other and completing the task perfectly. So, I never faced any big problem in this issue. As they are so much co operative to each other so all of they are always occupied in their task.

Q5 Could you please talk about some of your Success with us?

Ans: yes, we have introduced, CPP in our factory as a result we have reduced electricity cost more then 40%-45%, we have launched TPS, IMS in our factory, we are updating the processes regularly, we have commissioned MCL U-3, because of our research work the branding cost has been reduced, as usually it takes a huge amount of money to find out any answer to take decision. We have also worked for different concerns of MG.

Appendix A.2

**Interviewee: Engineer Mohammad Hafizur Rahman,
Senior Deputy General Manager, Production,
Mir Cement Limited.**

Q1: could you please tell me the max production limit of your production plant?

Ans: I have joined here one and half years ago. At that time the production line was of 100 TPD and the third unit production line was waiting for commissioning. Right now, we are able to produce 210TPD.

Q2: How you are getting result of the TPM in your factory?

Ans: the result of introducing TPM is really great, When I was working in Ambuja cement (India) I have seen this process but in Bangladeshi cement industry only Mir cement have introduced this. Because of this implementation we have reached our max level of production which maybe we can reach at 5000 TPD. Hench right now we are producing 480-490 TPD.

Q3: How you are getting result of the IMS in your factory?

Ans: Well Inventory management is not totally my part of thinking, there are other department who are busy with that, but yes, we can see our wastages are being recycled, workers are consciously taking care of inventory.

Appendix A.3

**Interviewee: Mohayminul Kabir Rain, Assistant Manager,
Human Resource and Admin,
Mir Group of companies Limited**

Q1: Which one is the biggest concern in this conglomerate? And in which position MCL holding?

Ans: Mir cement is in the second largest concern of MG. Mir Akhter Hossain Limited is the Biggest construction firm in Bangladesh, as well as MG.

Q2: How many Employees are there in MCL?

Ans: mir cement has 1500+ employees altogether.

Q3: Can you give us a brief of every department here?

Ans: production, procurement, Quality control, HR and admin, Finance and Accounting, Branding, Sales business development, Logistics and ERP implementation. Every department works hard from their side, the raw material sourcing of procurement, financial reservation of Accounts department, process development of business development, production team are busy in producing. So, all of them are important for MCL to survive.

Appendix A.4

**Interviewee: Mukhlesur Rahman, Deputy Manager,
LIP, Business Development,
Bengal Cement Limited**

Q1: How long you have been working here?

Ans: It has been more than 2 years.

Q2: How many employees are there in your business Development team?

Ans: actually, our Team members has been divided into few groups, some of them are working to support brand team to do market research and analysis, some of we are working to achieve large project investment.

Q3 May I know any of your departmental success?

So, we don't have any collective success to share. However, because of your project hunting we have achieved some big government projects, beside sales team this performance gives our organization a large amount of revenue.

Q4: why you have divided the department into separate group?

Ans: this is the way of perfect employee management, we have divided the team according to academic and professional background because of this process all the employee can find their fixed work to do according to their capacity, we will not force any business background student for technical sales like LPI or they can not manage BOQ for any tender, we did it to make the task done easier form everyone's side.

Q5: How much revenue You have achieved in last year?

Ans: due to professional issues I can not disclose the amount, however, every year the business development team contribute a major share in the annual revenue of Bengal Cement.

Q6: Do you work for process Development?

Ans: No, we have other Department for process development and implementation.

Appendix A.5

**Interviewee: Mohammad Timur Arafat, Deputy Manager,
Finance and It,
Lafarge Holcim cement**

Q1: Do you have any idea on your business development departments' activities?

Ans: Lafarge holcim had business development few years ago but due to covid-19 they have omitted the department. Actually, every organizations omitting the department. When I was in premier cement I have seen that the sales team was known as business development team there.

Appendix A.6

**Interviewee: Md. Enamul Haque, Assitant General Manager,
Finance and accounts,
Mir Cement Limited.**

Q1 Could you please tell me how much revenue you have achieved in last FY?

Ans: In last FY we have achieved around BDT. 1.3 Billion

Q2 have you achieved your target in last FY?

Ans: due to scarcity of Raw materials internationally we couldn't reach the target but yes we have achieved 82% of the target.

Appendix A.7

**Interviewee: Md. Hemayetul Islam, Deputy Manager, Factory Admin,
Mir Cement Limited.**

Q1: How Much Workers are working here in your factory?

Ans: we have 302 workers working here in different shift.

Q2: Are they satisfying you through there work?

Ans: yes, they are.

Q3: are you enjoying any result of TPM in your department?

Ans: yes, due to this process employee safety has been stricken here workers are working in a fixed routine. So, this process has been introduced really good for us.

Appendix A.8

**Interviewee: Md. Borhanuddin, officer, sales admin,
Mir Cement Limited.**

Q1: From which region of Bangladesh you have started to supply the cement?

Ans: at the first time we have started to produce for our mother concern Mir Akhter Hossain Limited to reduce cost, after that we started countrywide to sell.

Q2: Right now, in from which part of Bangladesh you are achieving more revenue?

Ans: in this year we can see in retail business, a junk revenue comes from the western and southern part of Bangladesh.

Q3: does business development team contribute to any of your target achieving?

Ans: they are mostly trying to catch government projects rather than retail business so and they don't contribute to our sales directly, but yes whenever they got any order that takes a huge portion of monthly achievement.