

ধারাবাহিক গুণগতমান
নির্ভরনায় সেরা নির্মাণ



Lafarge Surma Cement Ltd.
A company of **LAFARGE** and **CEMENTOS MOLINS**

১৮০ বছরের অভিজ্ঞতা | নিজস্ব খনির লাইমস্টোন | CPR টেকনোলজি

SUPERCRETE
CEMENT

ADCOM 2015



Internship Report
On
Shipment process
Of
“Lafarge Surma cement Ltd.”

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Date of Submission: 15th November, 2015



Acknowledgement

Without the support of some legends our life can't be so tranquil and our achievements will get slower. For accomplishing the internship of **Lafarge Surma Cement Ltd**, I have got support from many respectful people. From my university classes to end of the internship, in different phases different people assist me in various ways.

At the beginning, I want express my gratitude to **Nusrat Hafiz**, Lecturer of BRAC Business School, who became my internship supervisor. From the beginning of my internship, Nusrat Hafiz miss guided me many times to write this report with best quality. After completing the report, Miss has given his valuable time to check the draft of my report and provided me effective feedbacks.

In the head office of **Lafarge Surma Cement Ltd** some people continuously assisted to learn numerous aspects of Supply Chain. Among those people, I want to thank to **Mazharul Huda Lizan**, Executive Logistics; who was my organizational supervisor. During last three months, he taught me every logistics work to the point and assigned me in different activities.

In Addition I am also thankful to **Mohammad Abul Hasan, Md. Monirul Islam** and **Md. Abdullah Al Mamun Tuhin**. They all helped me a lot from time to time and guided me in the right direction.

Finally, I humbly appreciate the endurance & assistance of the entire individuals at Lafarge Surma Cement Ltd who spent their time in making me able to complete my Internship Report.

Yours Sincerely,

Shuvonkar Das

ID: 11204085

Executive Summary

*Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. Along with the theoretical aspects of these functions, this report also provides an outline how “**Lafarge Surma Cement Ltd.**” operates its Supply Chain of Cement. This organization has the only fully integrated cement plant in Chhatak, Sylhet; whereas its head office is situated in Dhaka. LSC has six depots in different places of Bangladesh which support its distribution network. In this report, the responsibilities of mine in various areas of LSC head office are described here. I have worked in Logistics departments. Finally, from my experience of three months internship I have observed some lackings of LSC. I tried to provide suitable recommendations for the improvement of Lafarge Surma Cement Ltd.*

Letter of Transmittal

15th November
2015

Nusrat Hafiz
Lecturer
BRAC Business
School BRAC
University

Subject: Submission of Internship Report on “Shipment Process” of “Lafarge Surma Cement Ltd”.

Dear Miss

With great pleasure, I want to inform you that I have completed three months internship in “Lafarge Surma Cement Ltd” which is required for my graduation certificate. Based on this three months experience I have written a report on “Logistics” of LSC. This report focuses on different Logistics activities of LSC through which goods are delivered to its customers on time with quality.

During writing this report I have followed your guideline and tried to relate theory to practice along with my responsibilities in LSC. After that I am ready to express regret if any discrepancies found in this report.

I hope you will be satisfied with this report and provide me a suitable session for viva. I will be very glad to you if I can complete this Internship course with a good grade.

Thank you for your consistent support.

Regards,
Shuvonkar Das
ID: 11204085

Abbreviations

- LSC- Lafarge Surma Cement Ltd.
- ASM: Area Sales manager.
- NSM: National Sales manager.
- RSM: Regional Sales manager.
- TM: Terminal manager.
- HO: Head Office.
- HOL: Head of Logistics
- HOP: Head of Purchase
- SO: Sales Order
- ST: Stock Transfer.
- LUMPL- Lafarge Umium Mining Pvt. Ltd.
- JDE- Specialized Software uses to automated business
- TFM- transportation and Freight management
- TMS- Transportation and Management System
- TM- Transport Module
- EDI- Electronic Data Interchange
- KPI- Key Performance Indicator
- BIWTA- Bangladesh Inland Water Transport Authority
- DN- Delivery Note
- DOA- Diligence of Authority
- GRN- Goods Received Note
- S&OP- Sales and Operational Planning
- OP- Order Process

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1. Introduction

Introduction:

From the history it is assumed that cement is first produced in Mesopotamia, third millennium B.C and later in Egypt. It is a bulk product which can be hydraulic or non-hydraulic. Basic raw materials of Cement are lime (Calcium Hydroxide), Silicate, Belite, Alite, Celite, Brownmillerite. Hydraulic cement is also known as Portland cement, which is used worldwide. There are many other types of Cement as well. The main function of Cement is, it is a binder, and it can bind materials together. In the civilized world, Cement is very necessary product for construction works.

The Cement industry of Bangladesh is quiet large compare to the world and one of the biggest industries in Bangladesh.

Objective of the report:

As being a student of BRAC Business School I must have to attend the course BUS 400, Internship and I have to submit a report on my job responsibilities. I have started my internship in Lafarge Surma Cement Ltd from 10th October 2015 at the department of Supply Chain. For last three months I worked in different logistics activities of LSC. The core objectives of this report are:

- ✓ Relate theoretical approaches of business with the practical scenarios. In this report, I have aligned different Supply Chain theories with LSC strategies.
- ✓ Another objective of this report is to gain in depth knowledge about Supply Chain Management.
- ✓ Finally, to complete my graduation by presenting this report to my university supervisor.

Methodology:

I have collected information for this report from three sources:

Primary Source:

For writing this report I have taken interview of some people in Lafarge Surma Cement Ltd. These people are Habibur Rahman, Manager of Supply Chain and Planning; Md. Mazharul Huda Lizan, Executive of Logistics; Nusrat Sharmin, Executive of Supply Chain Planning, Shakib Rahman, Executive of HR-Training and Development, Nafeez Imtiaz Khan, Executive of country Communication. From these interviews, I have collected much information about how Lafarge run its business in Bangladesh.

Besides that, I have taken summary of the documents on which I worked on, like SOP, Payment Record, Cost analysis etc.

Secondary Source:

To write the theories of Supply Chain I have read different journal and collected information, I have provided references where required. In addition with that I have read many documents of LSC where the policies and procedures are written. These documents helped me a lot for writing this report.

Personal Experiences: I have worked in Lafarge Surma Cement Ltd for three months. During this period I worked in many areas of Logistics and Supply Chain. I have worked in other departments (HR and Corporate Communication) as well for short time. I have learned diversified aspect of business world in these three months. The experience of these three months is the core source of this report.

Limitations:

During writing this report I have to face some limitations. Those are enlisted here:

- ✓ My work location was LSC Head Office in Dhaka, but the major logistics works happen in plant and in different depots. From Head Office the works are only monitored. I got the opportunity to visit the plant for one day, but within that day it was not possible to observe in depth supply chain activities of LSC. In addition with that, I was unable to observe the warehouse management system directly as I didn't get the chance to visit the depots.
- ✓ As I was an Intern, the management didn't share complex business strategies with me. I could only know the overall process and theoretical aspects.
- ✓ LSC has strict regulations on its software and internal documents, where I didn't get excess to learn more. In accordance with that sharing information outside of the company is prohibited, so I couldn't write some internal issues.

2. Organization

History of Lafarge:

Joseph-Auguste Pavin de Lafarge founded the company Lafarge in 1833 in the city of Le Teil in France with the product of limestone. Gradually the company expanded and acquired its first cement plant in 1987. Now it is operating its business in 62 countries along with Bangladesh. Cement, construction aggregates, asphalt and concrete are main products of Lafarge. Country wise these products vary. *“Anticipate needs to drive advances in construction methods”* is the mission of Lafarge Group. *“Respect, Care and Rigor”* are the solid values of Lafarge. The employees of Lafarge throughout the world also believe in integrity, ethics, courage, empathy, openness, commitment, performance, value creation, respect for employees and local cultures, environmental protection, conservation of natural resources and energy. The Group portfolio of businesses is as follows:

- ✓ Cement: 63.5%,
- ✓ Aggregates and concrete: 35.9%,
- ✓ Other: 0.6%.

At present **Bruno Lafont** is the Chief Executive Officer of Lafarge group. From the record of 2013, Lafarge has 64000 employees throughout the globe. In 2013, its sales were 15.2 billion Euros. It has 1636 production sites in different countries. Lafarge head office is now in Paris, France.

Lafarge built the first research center for building materials where the employees are trying to develop their products without hampering the environment.

Background of Lafarge Surma Cement Limited:

Lafarge Surma Cement Limited started its operation in 11th November 1997 as a private limited Company according to Company Act 1994. Later on, it went to public on 20th November 2003. It is the joint venture of Lafarge and Cementos Molins, Spanish company with strong global presence in building materials. LSC has more than 24000 shareholders and listed in Dhaka and Chittagong Stock Exchange.

Vision & Commitment of LSC:

LSC Vision:

To be the undisputed leader in building materials in Bangladesh through

- ✓ Excellence in all areas of operations with world class standards
- ✓ Harnessing our strengths as the only cement producer in Bangladesh and
- ✓ Sustainable growth that respects the environment and the community

LSC Commitments:

- ✓ Offering highest quality of product and services that exceed our customers expectation
- ✓ Giving our people an enabling environment that nurtures their talents and opportunity to give the best for the organization
- ✓ Contribute to building a better world for our communities
- ✓ Delivering the value creation that our shareholders expect.

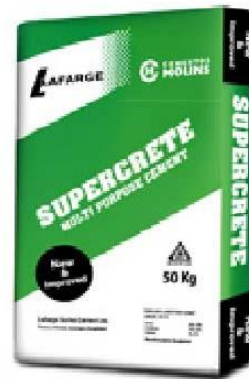
LSC Products:

SUPERCRETE

Supercrete is a premium cement brand made for multi-purpose applications, namely - foundation, beam, column, slab masonry, plastering works, etc. This cement is purely limestone based, free of fly ash or slag, unlike other cements in the country.

Unique features of SUPERCRETE are:

- ✓ Consistent Quality
- ✓ Early Strengths and Setting
- ✓ Good Workability
- ✓ Superior Finish
- ✓ Light Color



POWERCRETE

Innovative formulation from Lafarge Cement's unequalled technical resources has produced cement that is the effective solution to the productivity demands of large construction projects. Unique particles size and extra fitness reduces voids in concrete which protects the concrete from water contact. Powercrete is available in bulk quantity for big construction projects.

POWERCRETE has the characteristics of:

- ✓ Excellent strength performance at all ages
- ✓ Good early strength
- ✓ Superior workability
- ✓ Versatility
- ✓ Enhanced durability



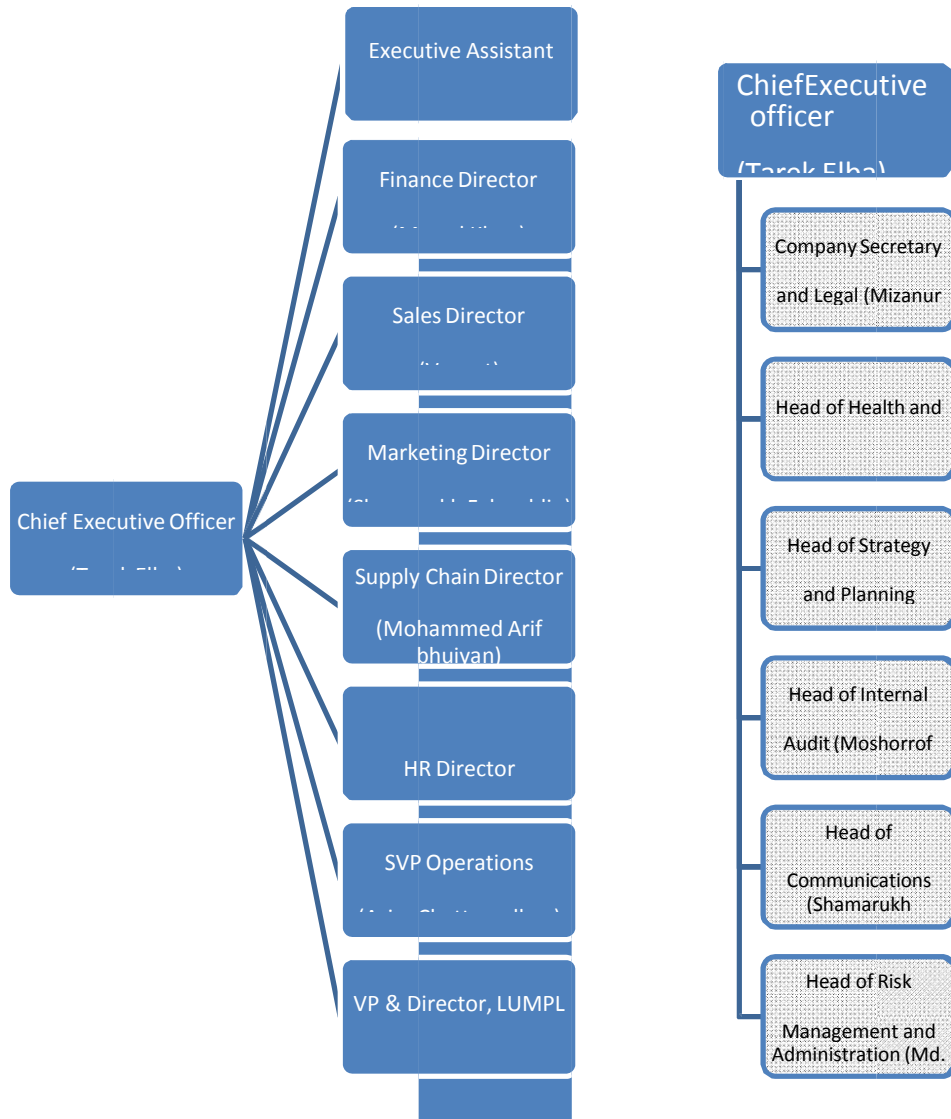
Local Sponsors

Islam Group and Sinha Group with shareholding of 2.8% and 3% respectively are the local sponsors. The equity partners of the project

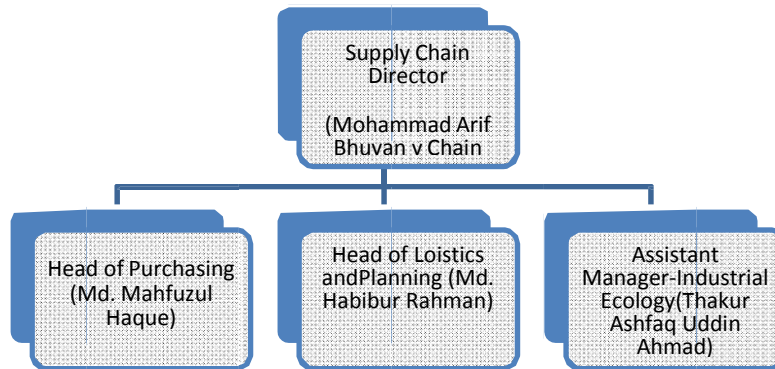
Table 1: LSC Shareholders

Name of the shareholders	Nationality incorporated in
Surma Holdings BV (Lafarge & Molins); 58.87%	The Netherlands
International Finance Corporation; 1.22%	U S A
Sinha Fashions Ltd.; 3.02%	Bangladesh
Islam Cement Limited;2.75%	Bangladesh
Othersshareholders-34.14%	Bangladeshi &NRB

Head Office Management Team:



Logistics Management Team



LSC Plant

Lafarge Surma Cement plant is situated in Chhatak, Sylhet, near the border of India. It is the only integrated cement plant in Bangladesh with 17 km long conveyer belt by which limestone comes from Meghalaya LUMPL¹ quarry. 10km of this conveyer belt situated in Bangladesh and 7 km located in India. The LSC plant is a state-of-the-art and the only fully integrated dry process cement plant in Bangladesh where clinker and cement of high premium quality are produced. The international standard Quality Control and Monitoring Lab ensures that every bag that left the plant carries the same consistent premium quality all the way.

Production Process

The different stages of Cement production is described here:

Major raw materials: limestone, clay, iron & sand.

- ✓ In the LUMPL quarry the limestone is crashed into 3 stages and sent to Bangladesh plant through the conveyer belt. Clay, Iron and Sand are collected locally from different places.
- ✓ At the starting point of Lafarge plant in Bangladesh, the limestone crashed again and

converted into fine particles.

- ✓ This fine limestone is mixed with processed iron, clay and sand, and then heated into kiln by 1400 to 1600 degree centigrade temperature. At this high temperature, calcium carbonate, silica, alumina, and iron ore chemically reacted and produce clinker which contains hydraulic calcium silicates, is the main component of cement.
- ✓ Initially clinker states in semi fine particles, and then they are placed in the cooler where these become harder and formed a bigger shape. Then these are shaped near equally in another machine.
- ✓ In the kiln the clinker is cooled and stored for producing cement, when necessary, these are sent to cement silo for final production. LSC sell clinker directly as well.
- ✓ For Producing SUPERCRETE, 65-79% Clinker, 21-35% Limestone and 0-5% Gypsum are mixed and grinded together.
- ✓ For producing POWERCRETE, 65-79% Clinker, Slag-Fly ash-Limestone 21-35% and 0- 5% Gypsum are mixed and grinded together.
- ✓ In the Chhatak plant only SUPERCRETE is produced, POWERCRETE is produced in other cement factory's setup where management run by Lafarge.

Packaging

The packaging of LSC is also done in an automated way. LSC has contract with third parties who produce cement bags according to requirements. Each bag weights 50 kg and cement is filled automatically more than 50kg, so that after leakage the quantity does not reduce less than 50kg. Packaged and sealed cement bags are sent through conveyer belt to the barge and truck loader. There are 2 barge loaders and 1 truck loaders in the plant.

Supply Chain and Logistics

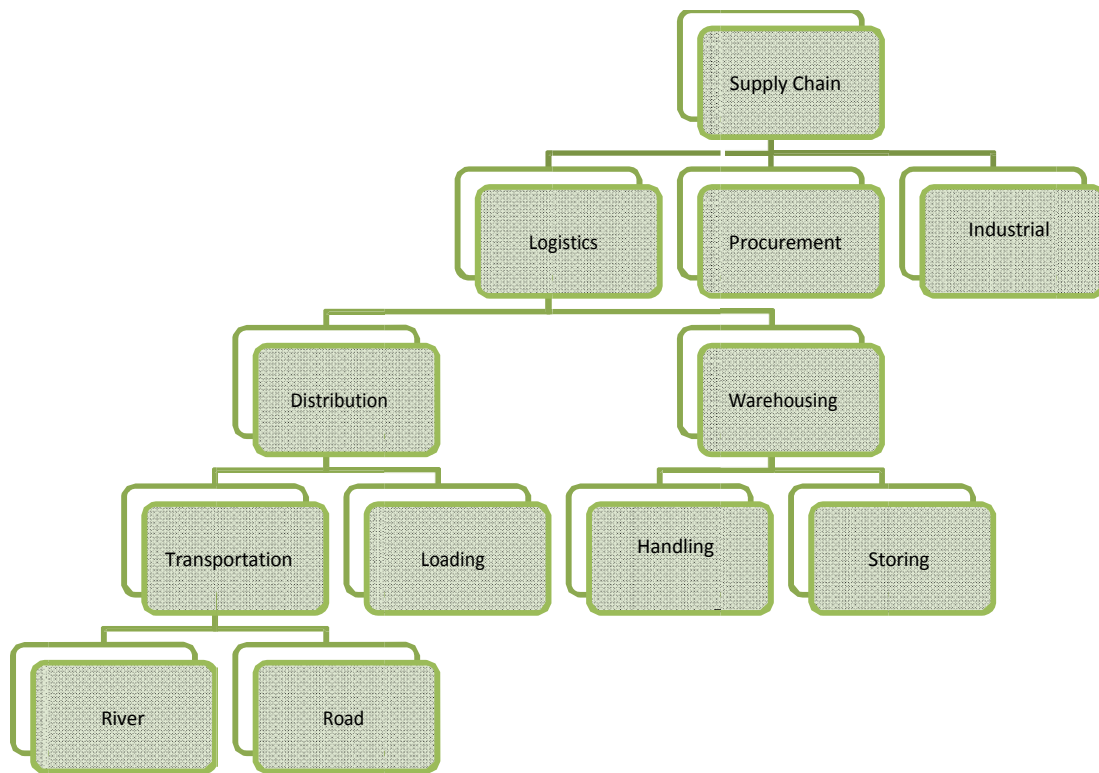
Strong logistics ensures on-time delivery and distribution everywhere. The logistics team in plant maintains coordination with Packing, Production and Head Office fleet team.

- ✓ When Sales Order placed in Head Office, fleet team manages barge, truck and transporters and send details of transporter to the Plant Logistics Team through JDE² system.

- ✓ The vehicle reached to the plant and it is given a card where all of its information (ID, transporter, destination, freight rate etc.) are inserted.
- ✓ Empty trucks weighted first and then cement bags are loaded with the help of automatic loader.
- ✓ Two labors stack those bags in the truck and do a manual counting for cross check.
- ✓ Barges are also loaded in an automatic way for cement and clinker

LSC Supply Chain and Logistics

Lafarge Surma Cement, supply chain has three divisions and Logistics team has two Sub-divisions:



Logistics Cost Management and Optimization:

For ensuring long term sustainability in business, organizations should utilize the resources at Best it can be with the lower cost. Evaluating all alternatives, the best strategy should be followed for cost optimization without compromising quality. Strategic sourcing, manufacturing in low- cost countries, and redesigning distribution networks are some ways to reduce cost. According to ATKEARNEY, “A total cost optimization strategy aims at minimizing total costs—in materials, conversion, distribution, taxes and incentives—through an optimal production and distribution plan for each planning period.”“Companies that employ a total optimization strategy can reduce their total delivered costs by 1 to 2 percent on an ongoing basis.”(Saurine Doshi) For better profitability organizations use technology and recruit highly experienced people to find out best strategy for cost optimization. Now a day’s organizations are trying to apply green supply chain to reduce cost and save the environment.

LSC Cost Management and Optimization:

Lafarge, using the LCA (is a standardized method which allows the integral record, quantification and evaluation of the environmental damages connected with a product, a procedure, or a service in the context of a given question) method, has identified a number of levers which will reduce the cost of constructions throughout their lifecycle while maintaining or increasing their social and environmental performances:

- ✓ Reduction in production costs;
- ✓ Savings in worksite time and resources;
- ✓ Design of buildings and constructions which are economic in their usage phase (energy consumed, maintenance, etc.);
- ✓ The durability, flexibility and recyclability of constructions and buildings over time, i.e. their ability to be rehabilitated

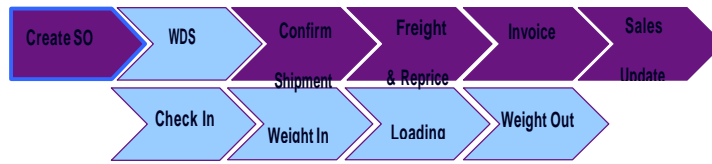
Logistics Cost Reduction:

Transportation through river mood is 3 times less costly than transportation through road. That's why LSC transport its two third production of cement from plants with barge through river mood. Only cement required for Sylhet depot is transferred by truck. In terms of transferring from depots to customer it is very difficult to send through barge. When cement is send by company transport, in longer route cost increases but in shorter route cost reduces. So LSC reduce cost by selecting shorter route for company transfer and avoid longer route.

Another way to reduce logistics cost is negotiation with the transporters and handlers which mostly depends on amount and optimizing capacity utilization.

For inventory the cost sometimes fluctuates. LSC continuously monitor how cost can be reduced without reducing quality and service.

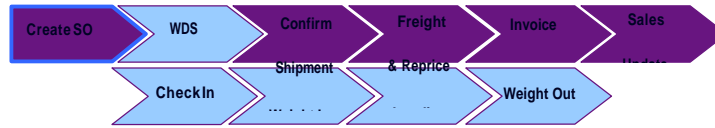
Shipment process flow for customer pick-u



Self Pick Process Flow with Transportation

Role							System
Sales	P4210 Create SO	P4215 Approve Shipment	P4215 Auto Confirm Invoice Shipment	R4981 Freight Update	R42950 Recalc Price	R56B42565	R56BA42800 R42800 Sales Update JDE
	520/527	527/547	560/575	575/579	579/580	580/620	620/621 621/999
		Web-Method 547/550	Web-Method 557/560				
Prod / Dispatch departments		Check In WDS=010	Weight In WDS=020 JDE=550/557	Weight Out WDS = 040 Print Production Pick Slip	Print Dispatch Note	Print Freight Bill	WDS
Logistic		Transporter & Freight Rate Confirmation WDS=010					BSS
	Remarks: 1. Carrier: 900009 (Customer Pick-up) - Fixed						

Shipment process flow for LSC arranged:



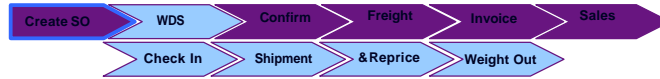
LSC Arranged Process Flow with Transportation

Role							System
Sales	P4210						
	Create SO	P4215	P4215	R4981	R42950	R56B42565	JDE
	520/527	Ap prove Shipment	Auto Confirm Invoice Shipment	Freig ht Up da te	Rec alc Price		620/621 621/999
		547/550	557/560				
Pro d / Disp atch epartment		Check In	Weight In	Weight Out			WDS
	WDS =010	WDS =020 JDE = 550/557	WDS = 040	Print Production Pick Slip	Print Dispatch Note	Print Freight Bill	
Logistic		Transporter & Freight Rate Confirmation					BSS
		WDS =010					

Remarks:

- Carrier : 900008 (LSC Arranged) or any other transporter code
- Changes on rate is not allow in RWDS

Shipment process flow for Depot arranged:



Depot Arrange Process Flow with Transportation

Role							System
Sales	<p>P4210</p> <p>Create SO</p> <p>520/ 527</p>	<p>P4215</p> <p>Ap prove Shipment</p> <p>547/ 550</p>	<p>P4215</p> <p>Auto Co nfirm Invoice</p> <p>557/ 560</p>	<p>R4981</p> <p>Freight Upda te</p>	<p>R42950</p> <p>Recalc Price</p>	<p>R56B42565</p> <p>R</p>	<p>JDE</p> <p>620/621 621/999</p>
Pro d / Dispatch epa rtment		<p>Check In</p> <p>WDS=010</p>	<p>Weight In</p> <p>WDS=020 JDE=550/557</p>	<p>Weight Out</p> <p>WDS=040</p> <p>Print Production Pick Slip</p>	<p>Print Dispatch Note</p>	<p>Print Freight Bill</p>	<p>WDS</p>
Logistic		<p>Transporter & Freight Rate Confirmation</p> <p>WDS=010</p>					<p>BSS</p>
<p>Remarks:</p> <p>1. Carrier : 900007 (Depot Arranged) - Fixed</p>							

Comparison between Logistics Activities with and without Transport Module



Suppliers Relationship Management

In business, suppliers are the people who supply the raw materials to the manufacturer for final Production. They are very important person in business. The relationship with the suppliers has massive impact on the profitability. In the segment of Supplier Relationship Management detail planning of supplier management is done along with interactive third party for smooth supply of goods and services. Mostly it focuses on creating closer, more collaborative relationship with key suppliers. Supplier interactions with the organizations should be effective for efficient operation of business

LSC Logistics SRM Practice:

As being a people oriented organization, LSC maintain strong and loyal relationship with its suppliers. LSC Logistics department has three categories of suppliers.

Transporters- manage truck and barge for smooth transportation of goods from plant to different depots and from different depots to customer ends.

Handling Contractors - manage on time labor for loading and unloading of cement in different depots and customer end.

Depot Contractors- manage the warehouse for stocking and maintain the quality of goods. Except the Kutubpur Depot, all other depots of LSC are run by third parties. In most of the depots, the depot contractor manages the handling work.

LSC do long term contract with all its suppliers based on “Sales Level Agreement”. They have given target for every month; based on their achievement the next month target is provided. These monthly targets are set based on annual target and budget.

Training for suppliers:

LSC try to maintain a standard level in terms of quality and management in every layer of its business. So, they try to train up its suppliers how they can improve their management and work environment. By regular communication LSC find out the problems they face and try to solve those. They are given training on safety and proper ways of performing woks in a short

time.

Measurement of performance:

The performance of the suppliers is measured by observing some issues:

- ✓ Safety
- ✓ Warehouse management
- ✓ Stock management
- ✓ Customer feedback
- ✓ Response time
- ✓ Labor availability (for Handling Contractors)

Cost Estimation:

There is a standard cost in the agreement on yearly basis which is subjective to change based on market, price of oil, political situation, natural disaster etc.

Payment Management:

For Logistics operational purpose, LSC has contracts with different transporters and handling contractors as well as with some service providers. They submit their bills to the Head Office after service received from users with authentication. To provide their payments LSC need to process that bill for proper checking and documentation after compliance

Types of Logistics Payment

- ✓ Transporters freight bills
- ✓ Handling bills
- ✓ Others (Petty cash, Fuel/Utility bill etc.)

Payment Process Owner

Logistics Executive is the process owner of SOP for freight bills.

Start Point:

Receiving bills from suppliers and entry in ITS

End Point:

Providing checks to the suppliers through Finance

Invoice & Billing Process:

After receiving the service from the service providers and clearance from the users, they submit the bill with proper support documents which is received at front desk for ITS entry

(a) Contractor's Invoice:

After completing the service from the service providers as per their agreement, contractors submit their bill to head office logistics executive/officer after verifications from the Depot In- charge. Logistics Executive/Officer shall raise a request to purchase department for releasing the service amount from OP (Bulk PR). After receiving the OP from purchase, GRN is done by Logistics Executive desk and completing the ITS entry. Invoice will be done from AP desk

Payment mode & Duration: Through PR & once in a month

(b) Transporters Invoice:

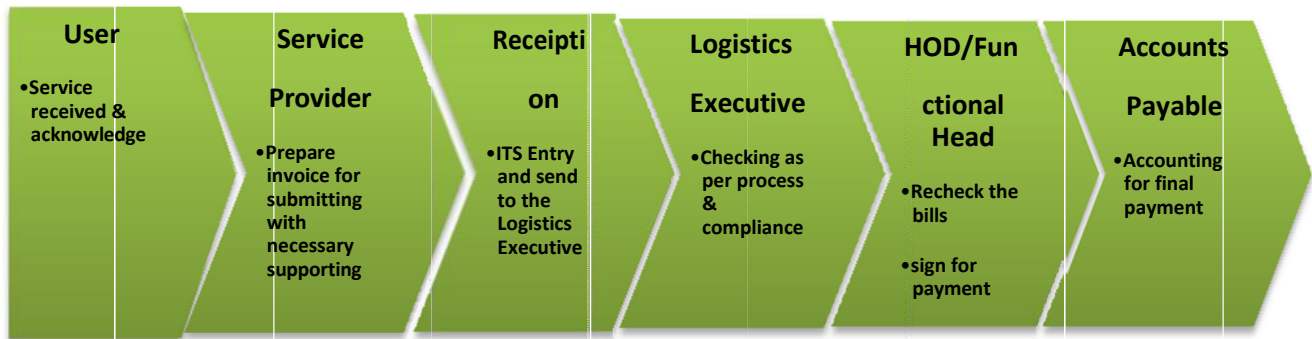
HO Logistics Executive/Officer shall certify the Transport contractor's invoices & reconcile with Transport Module for payment (carrying Contractor for carrying stocks between plant and depots), Logistics Executive/Officer will be responsible for preparing the invoice and collecting the signature as per DOA

For Depot: Logistics Executive/Officer shall be responsible for processing the Depot bills like petty cash, expenses report for smooth Depot operation in order to ensure the availability of funds.

PR raising Process: After receiving the request from the users, head office Logistics Executive/Officer shall raise the PR and send the same to Purchasing department for preparing the OP upon approval from HOL.

Exception for PR raising process: Terminal Manager will be responsible for raising the PR for terminal works.

Process Flow Chart: (At a Glance)



LSC Shipment Process:

The objective of this process is to ensure evacuating stocks from plant and distributing the same goods to customer end via terminal & depots with effective transportation & warehousing systems along with maintaining standard process, compliance and safety.

This over all process is documented by Logistics department and approved by Supply Chain Director. All logistics employees follow this as unchangeable guideline. If any change required then the whole department have a meeting and fix the changes and then take approval from the SCD.

Standard Operating Procedures of Supply Chain:

Under the whole shipment process, there are some documented procedures. For specific jobs these procedures are followed and these are also approved by SCD.

SOP Physical Stock Verification: According this SOP the remaining stocks in different depots are verified

SOP for ST Truck Unloading: This SOP provides the guideline for ST truck unloading with charge payment structure to ensure compliance.

SOP for Depot Opening and Closing: This procedure is required to open or close depot on the basis of customers' requirement with appropriate assessment and following required procedure.

SOP for Bill Processing: This process is to grant service providers their amounting bills in an accurate and smooth way with proper documentation.

Customer Service Management and Measurement:

Knowing your customers better will enable you to serve them better and keep them loyal Forever. This is the main theme of Customer Relationship Management (CRM). The main components of CRM are people, technology, and processes. CRM can be understood as a business philosophy, a business strategy, a business process, or a technological tool.

We can identify CRM for three levels:

- ✓ **Strategic-** deals with customer-centric business culture by which a better value over competitors is created through taking decisions of where the organization's resources can be invested in a better way.
- ✓ **Operational-** deals with automation and streamlining workflow at the front office which include collecting data, processing transactions, and controlling workflow at the sales, marketing, and services.
- ✓ **Analytical-** builds on operational CRM and analyze customer data to create information about the customer segmentation, customer behavior, and customer value to the organization using statistical analysis tools especially the data mining

We can differentiate three kinds of customer-oriented CRM processes;

- (i) CRM delivery processes,
- (ii) CRM support processes, and
- (iii) CRM analysis processes.(Khalid Rababah, April 2011)

Many companies do not focus on CRM as it is a growing concept on the changing world. Now in many studies it is shown that appropriate CRM practices can change profit margin, customer loyalty and establish a strong customer relationship. Large and quick moving companies are now shifting from product or brand-centric marketing toward a customer centric approach. Some customer Satisfaction Measurement Facts are given by “Kevin Cacioppo”:

- ✓ A 5-percent increase in loyalty can increase profits by 25%-85%.
- ✓ A very satisfied customer is nearly six times more likely to be loyal and to repurchase recommend product than a customer who is just satisfied.
- ✓ Only 4 percent of disappointed customer will complain.
- ✓ The average customer with a problem eventually tells nine other people.
- ✓ Satisfied customers tell five other people about their good treatment.

It takes continuous effort to maintain high customer satisfaction levels. Companies often do not know what good relationships should look like, how to form them, or how to measure them. Little wonder, then, that customer relationship management (CRM) initiatives often fail to deliver the desired returns on investment.

CRM can be improvised appropriately through:

- ✓ Direct customer feedback
- ✓ Comprehensive view of the customer
- ✓ Measure engagement levels

- ✓ Measure and track escalation
- ✓ Measure and track customer value (Bake

4. Safety and CSR



Safety and Security

"Do unto others as you would have them do unto you", the known religious and philosophical Thought with which we can relate "work as safely with others as you would have them work with you." These sayings are known from generation to generation but in reality practice is very less. In our regular life we rarely uphold the Safety issues, which cause major accidents in our personal and industrial life. From some major hazards in industries now the companies are trying to train up their employees and labor the core safety rules.

John Bernard Taylor wrote about safety culture theories indicate that different levels of an organizational hierarchy have different influences on the safety-culture. These levels need to be differentiated and is considered as having four levels:

- ✓ Executive and senior management
- ✓ Middle managers
- ✓ Supervisors
- ✓ The workforce teams (These can be plant designers, the plant operators, maintenance engineers, technicians and contractors, and so on, who are assumed to work under a supervisor. The employees, or the staff, are the aggregate of the workforce and management.

LSC Health and Safety:

"Safety is priority" with this motto LSC serves its stakeholders. All employees of Lafarge must have to follow the safety rules. They are provided special training on safety so that each stakeholder's life can be secured. Lafarge goal on safety is -zero accidents, incidents or occupational illnesses. LSC has 11 rules on health and safety. They are:

HEALTH & SAFETY RULES



- 1 RESPONSIBILITY:** Line management is responsible for Health & Safety implementation, communication and compliance.
- 2 TRAINING:** Employees, managers and contractors must be trained to work safely and manage Health & Safety in their area.
- 3 EVERYONE:** Everyone working for Lafarge, including Contractors, must respect Health & Safety rules.
- 4 IMPROVEMENT:** All units must have an annualized Health & Safety improvement plan as part of the Performance Plan.
- 5 ORGANIZATION:** All units must have a Health & Safety committee, composed of managers and relevant experts and partners.
- 6 COMPLIANCE:** All units must comply with the Group Health & Safety standards.
- 7 REPORTING:** All incidents and accidents must be reported at the appropriate level, investigated and learnings shared.
- 8 TRANSPARENCY:** Safety results must be visibly communicated to everyone.
- 9 MEASUREMENT:** All operations must be regularly audited against the Group policy, Health & Safety and Management Systems and Standards.
- 10 SUPPORT:** Health & Safety Organization must be resourced and trained to provide support to the line management.
- 11 CONDITION OF EMPLOYMENT:** Compliance with these rules is a condition of employment and a criteria for career development.



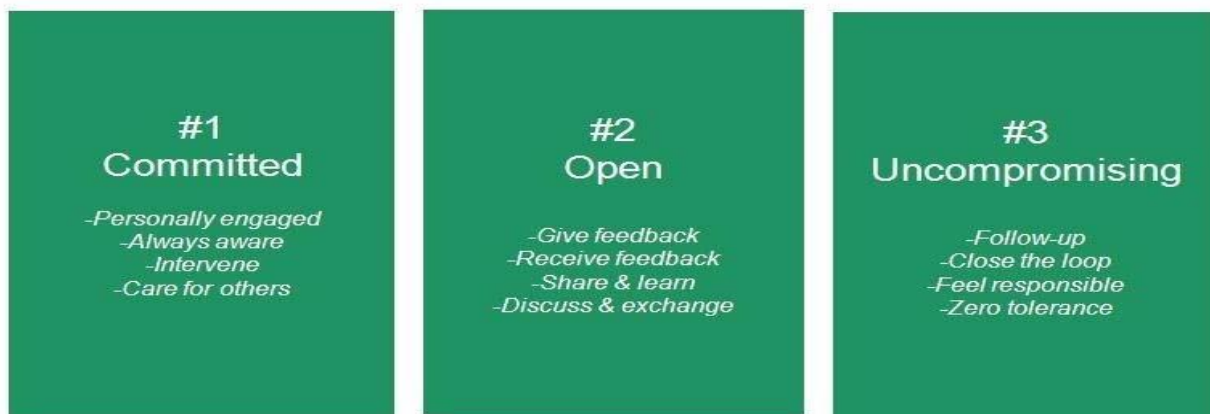
Health and Safety Month

“*Awake the H&S Champion in you*” with this goal LSC arranged Health and Safety Month where sequence of workshop conducted by LSC employees. The execution of this campaign took place on Middle of 2014. The objective of the event was “Continue to make people progress in their H&S maturity”. From frontline workers to top manager, everyone was involved in the workshop.

Health and Safety Month gave the opportunity:

- ✓ Encourage people to demonstrate their H&S leadership at all levels
- ✓ Connecting Ownership and Discipline in Execution
- ✓ Creating ownership at all levels of the organization
- ✓ Creating powerful recognition for good performers and excellent performance
- ✓ Generating relevance for every worker to do more
- ✓ Covering all elements of Health & Safety including Road and Health
- ✓ A theme that can run beyond Health & Safety Month
- ✓ Allowing countries to expand according to their own needs

During that month People were invited to challenge themselves around three qualities:



SWOT Analysis:



Strength:

- ✓ Only fully integrated Cement Company in Bangladesh.
- ✓ One of the best limestone mines in the world
- ✓ Fully automated 24 hours automated quality control cement plant
- ✓ Best quality cement

Weakness:

- ✓ it has no owned transport vehicle.
- ✓ High price

Opportunity:

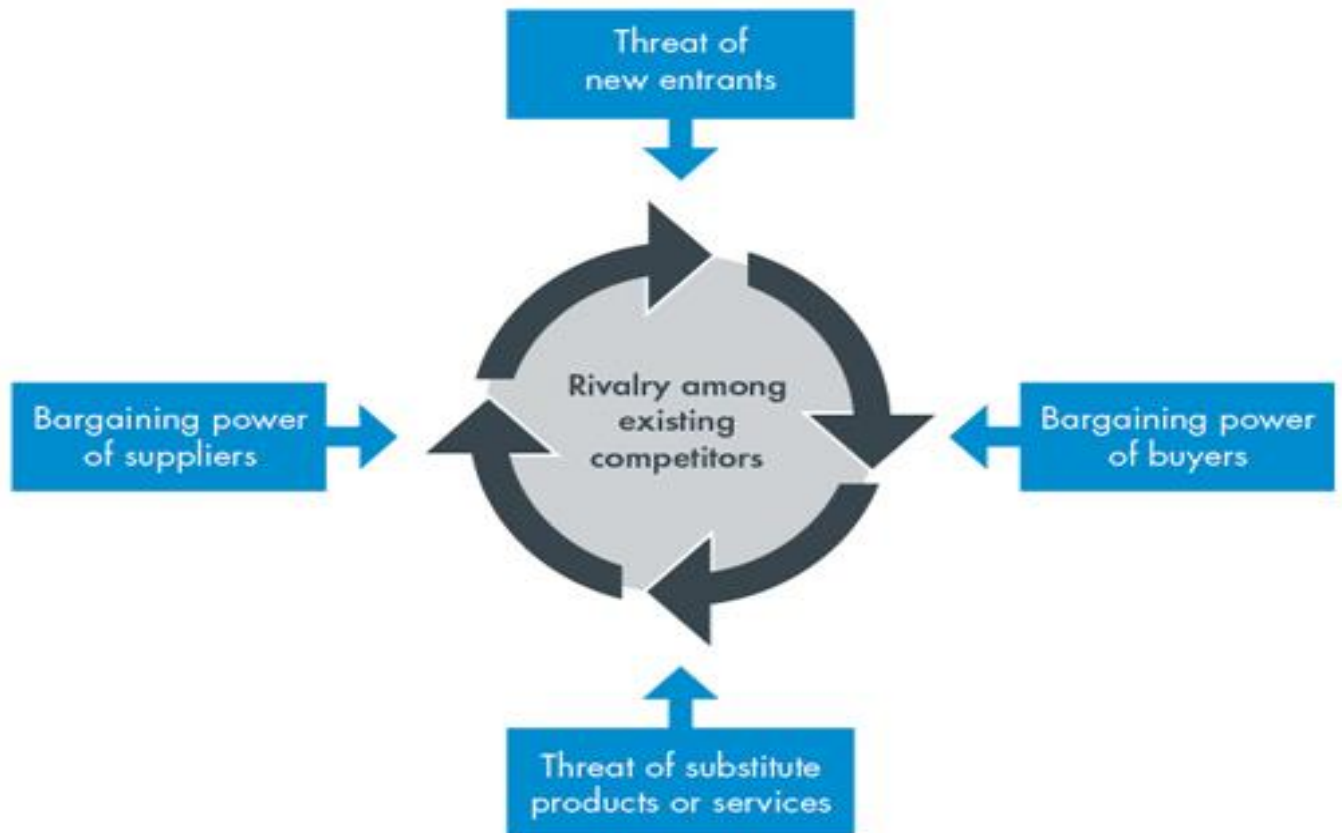
- ✓ Going to be merged that will increase its growth.

- ✓ Opportunity to occupy clinker market in Bangladesh.

Threat:

- ✓ Increasing of fuel & gas price.
- ✓ Legal restrictions

Porter's five forces



Threat of New Entrants ----- low

- ✓ Long time is required for land side acquisition and infrastructure build up.
- ✓ Many incumbents have captive power generation where new entrants would find it difficult to get power connection.
- ✓ Strong demand and supply side economics of scale of existing players.
- ✓ Restrictive government policy for finished cement import.

- ✓ High capital requirement to avail economies of scale.
- ✓ Incumbents possess substantial resources to fight back. Average capacity utilizations are below 60%.
- ✓ Existing cement companies enjoy high demand side benefits of scale and distribution channel.

Bargaining power of buyers ----- High

- ✓ Large number of segmented buyers
- ✓ Government, more than 20 percent consumer of cements; enjoys monopoly power to select the cement companies.
- ✓ Buyers are price sensitive as cement accounts for large portion of infrastructure cost.
- ✓ As cement industry is likely to be co concentrated in the future, oligopoly structure would curtail the buyers' power.

Rivalry among existing competitors----- Medium

- ✓ With combined annual production capacity of 21.4 million metric tons. As the industry is growing at a pace of more than 20%, all players have the scope for higher capacity utilization. But smaller local companies are prone to consolidation with large company to attain production efficiency. In an oligopoly structure, rivalry would get intensified in near future.
- ✓ Though many small companies positioned regionally rather than nationally but the big players are revamping the distribution capacity to reach everywhere.
- ✓ Though Competitors are numerous but unequal in size and power. In Bangladesh where 34 out of 54 cement companies are in operation

Bargaining power of suppliers ----- High:

- ✓ Clinker, is primarily imported from countries like India, Thailand, Malaysia, Philippines, Indonesia and China and is therefore susceptible to rising global
- ✓ Raw material costs and beyond the control of manufacturers.
- ✓ Raw material suppliers are experiencing heavy infrastructure growth in their own country and will not be affected if they do not supply raw materials to Bangladeshi companies.
- ✓ There is no substitute for what the supplier group provides

Threat of substitution ----- Low

- ✓ Cement is an integral raw material for Construction and there is no substitution threat

RATIO ANALYSIS

Ratio analysis actually involves in calculating and interpreting the financial ratios. It helps to measure the financial performance of a company. That's why the shareholders, creditors and company's management stays always concern about it.

Creditors are interested in the short term liquidity, ability to make interest and principle payment and finally profitability of the company. Shareholders focuses on the risk and return factor as it can affect the share price. Last of all, management is always concern about company's financial performance. So they use ratios as a tool to measure it.

Financial ratios can be divided into four basic categories: Liquidity ratios, Leverage ratios, Operating ratios, Profitability ratios. The basic inputs to ratio analysis are the firm's income statement and balance sheet.

There are one type of comparison: Time series analysis. Time series analysis evaluates a company's progress by comparing the current performance with the last year performance. So it actually measures the relative performance of the company with other companies of the same industry.

Financial Performance Analysis**Industry Average Calculation - 2014**

	HOLCIM	HEIDELBERG	CROWN	INDUSTRY AVERAGE
<u>LIQUIDITY RATIO</u>				
Current ratio	1.055467	1.190539	1.655036	1.300347333
Quick ratio	0.786364	0.804335	1.512426	1.034375
<u>LEVERAGE RATIO</u>				
Debt ratio	0.493196	0.502948	0.499832	0.498658667
Debt to net worth ratio	0.97315	1.011864	0.999328	0.994780667
Time interest earned	3.792144	2.718733	1.00383	2.504902333
<u>OPERATING RATIO</u>				
Average inventory Turnover	3.885083	5.445415	7.986259	5.772252333
Average Collection Period	50.76923	53.33674	65.60572	56.57056333
Average payable Period	71.70648	38.70551	10.94683	40.45294
Net Sales To Total assets	0.325798	0.298741	0.414548	0.346362333
<u>PROFITABILITY RATIO</u>				
Net Profit To assets	0.040797	0.033968	0.059433	0.044732667

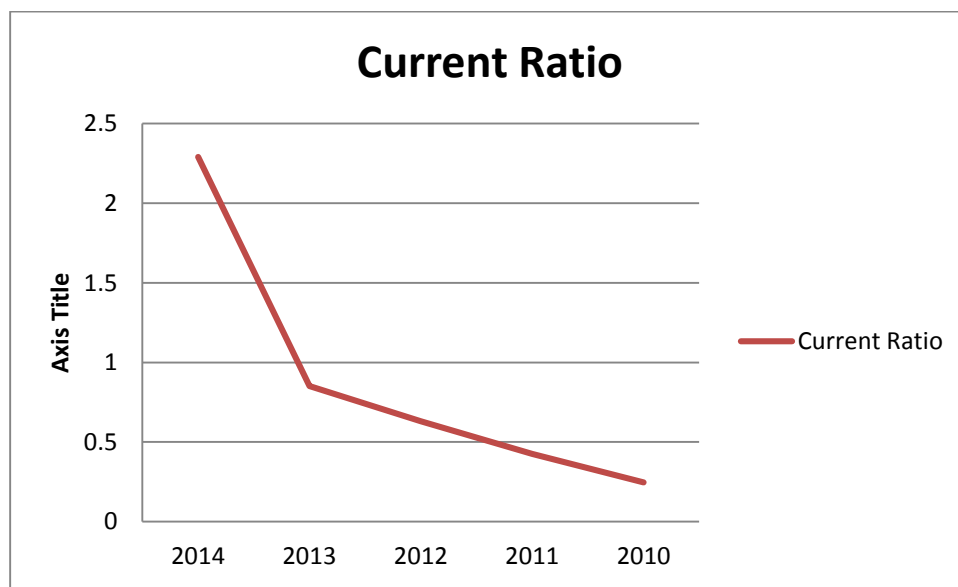
Net profit on sales	0.08472	0.076895	0.100181	0.087265333
Net profit on Equity	0.08	0.068339	0.118827	0.08797142

Liquidity Ratio:

TITLE	2010	2011	2012	2013	2014	INDUSTRY AVERAGE
Current Ratio	0.2469 times	0.4255 times	0.6313 times	0.8508 times	2.2905 times	1.300347333
Quick Ratio	0.1277 times	0.2315 times	0.3653 times	0.5896 times	1.7113 times	1.034375

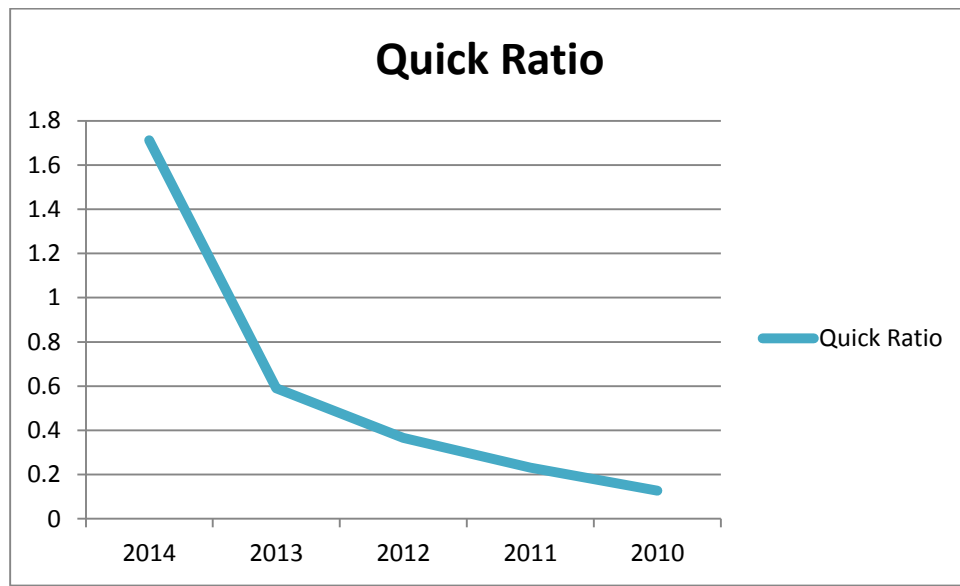
Interpretation of Current Ratio:

In 2014, the current assets of Lafarge Surma Cement Ltd. were 2.29 times higher than their current liabilities as well as its above industry average which is very good as a cement industry. Current ratio increased this year from the previous year. The current ratio of this company was in a slightly increasing trend for the last five years. In 2014, proportionate change in current asset was higher than proportionate change in current liabilities.



Interpretation of Quick Ratio (or Acid Test Ratio):

In 2014, current assets excluding inventories of Lafarge Surma Cement Ltd were 1.7113 times higher than their current liabilities as well as its above the industry average which shows company runs their operation in a smooth way. Quick ratio of this company increased from the previous year. The quick ratio of this company has shown a fluctuating trend for the last five years. In 2014, the quick ratio of the company had increased because inventories decreased, at the same time the current liabilities decreased as well.



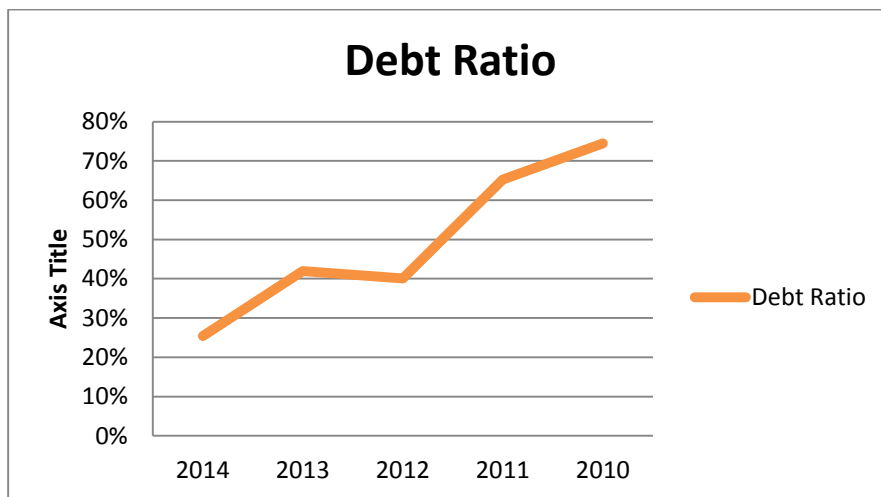
Leverage Ratios:

TITLE	2010	2011	2012	2013	2014	INDUSTRY AVERAGE
Debt to Asset Ratio	74%	65%	40%	42%	25%	0.498658667
Times interest earned (TIE)	-0.0593	0.1549	5.1794	5.1624	28.9824	2.504902333

Debt to Net Worth	0.34	0.72	0.67	1.88	2.92	0.994780667
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Interpretation of Debt to Assets Ratio:

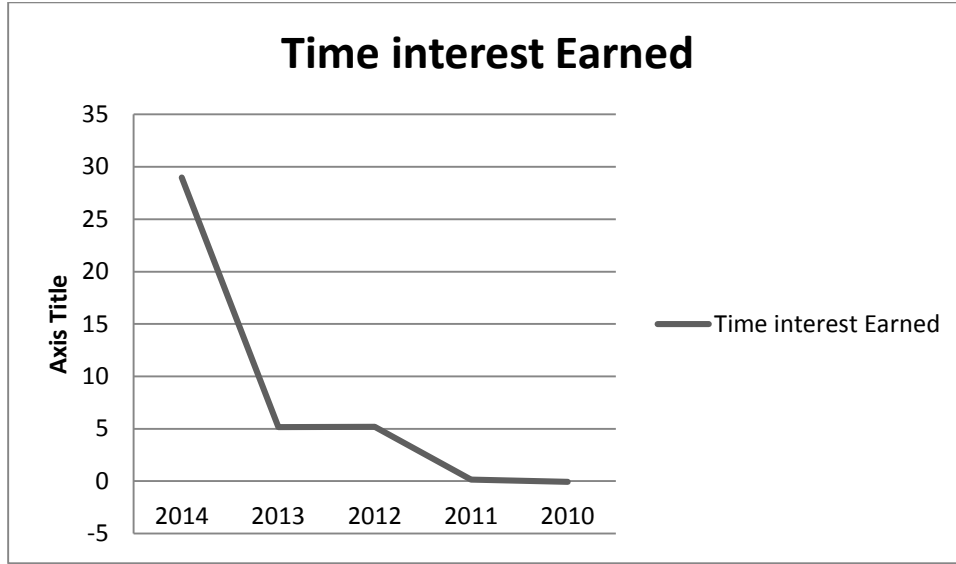
In the year of 2014, the company’s 25% of the total assets were financed by debt as well as its below the industry average which is not good at all. As the company retains a higher TIE taking additional loans is rational.



Interpretation of Times interest earned Ratio (TIE):

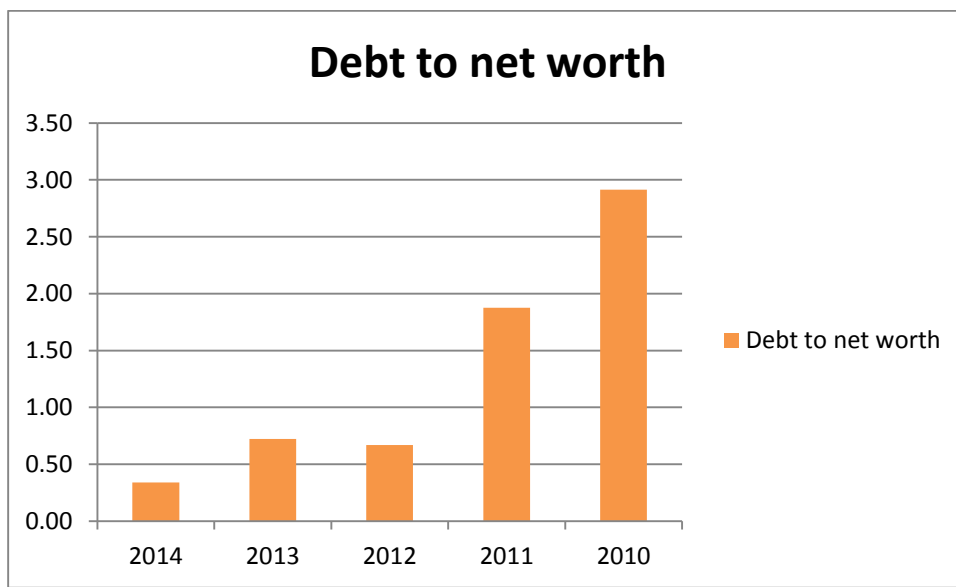
In the year of 2014, the company’s profit from the operation (EBIT) was 28.9824times higher than the interest expense as well as its above the industry average which is quite good for this company. In 2014, the times interest earned ratio of this company increased significantly. The times interest earned ratio of this company was in a fluctuating trend for the last five years. The Earnings before interest & tax (EBIT) had gone up and the interest expense decreased. As a result times interest paid has significantly improved from last year.

In 2012 the debt ratio has increased along the rise in TIE which has shown certain improvement from last year. So the firm looks capable to service its debt given the number of times it can actually cover its debt charges over a single year.



Interpretation of Debt to Net worth:

In the year of 2014, the company’s 2.92% of the total debt were backed by net total assets as well as it is above the industry average which is very good. As the company retains a higher TIE taking additional loans is rational

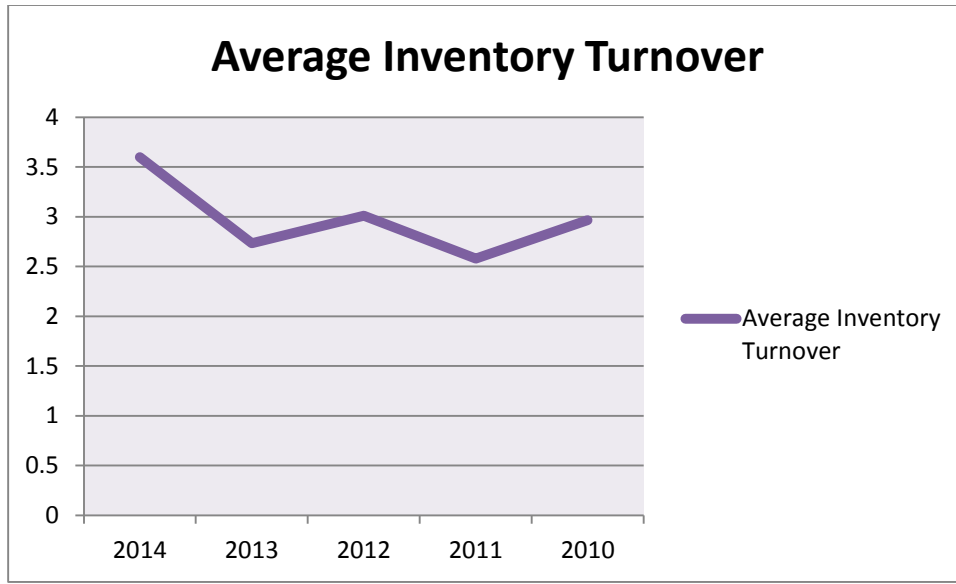


Operating Ratios:

TITLE	2010	2011	2012	2013	2014	INDUSTRY AVERAGE
Average Inventory Turnover	2.9654 times	2.5806 times	3.0107 times	2.7348 times	3.5988 times	5.772252333
Average Collection Period	8.477168796	95.17924308	42.12774344	76.01280946	84.03885719	56.57056333
Average Payable Period	119.6136895	138.8714121	112.9019792	147.0899751	105.99	40.45294
Net Sales to Total Assets		0.201264152	0.274109389	0.234261881	0.304692988	0.346362333

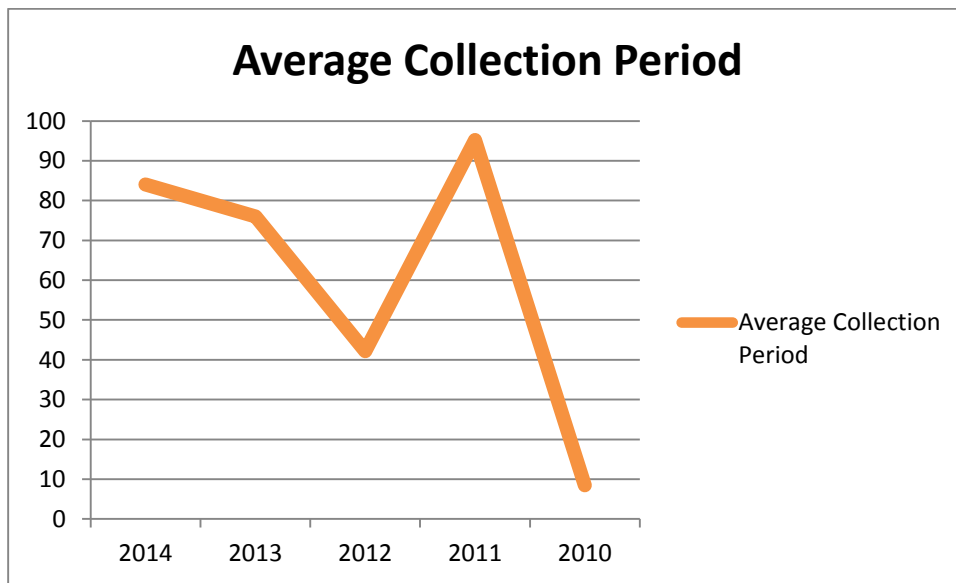
Interpretation of Inventory Turnover Ratio:

In 2014, Lafarge Surma Cement Ltd has “sold out & restocked” its inventories 3.5988 times as well as it is below the industry average which is not good at all. The inventory turnover ratio has increased from the previous year. The inventory turnover ratio of this company was following a stable trend until the year 2013. The cost of goods sold of this company has increased from the previous year whereas total inventory decreased. Therefore, the inventory turnover ratio has gone up



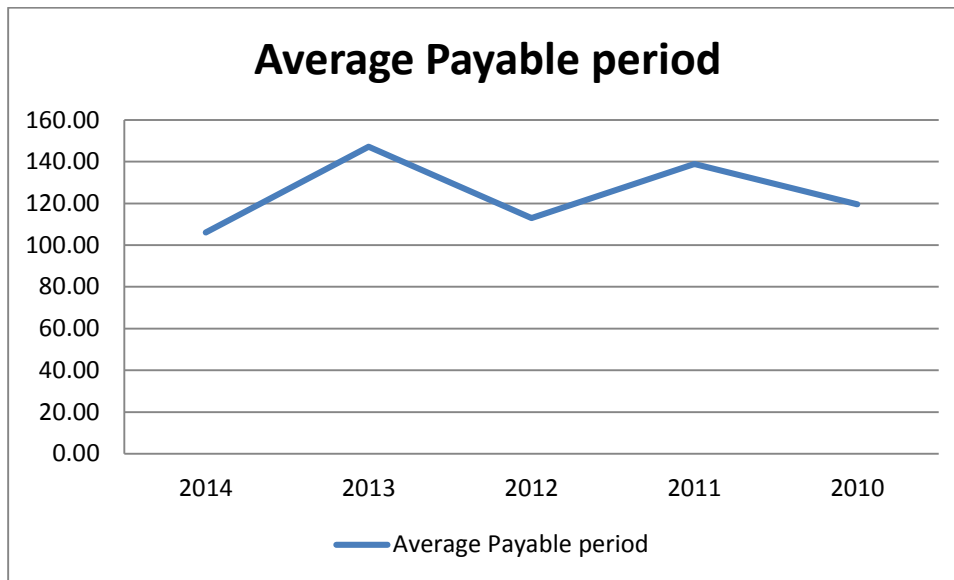
Interpretation of Average Collection period:

In 2014 Lafarge Surma Cement Ltd. took on an average 84 days to make the collection to the suppliers as well as it's above the industry average which is very good at all. In 2014, the average collection period ratio increased from the previous year. As the Average collection period is substantially higher than the Collection period implies Lafarge has not successfully negotiated with suppliers in receiving the credit in time which does not work as a cushion for its credit policy



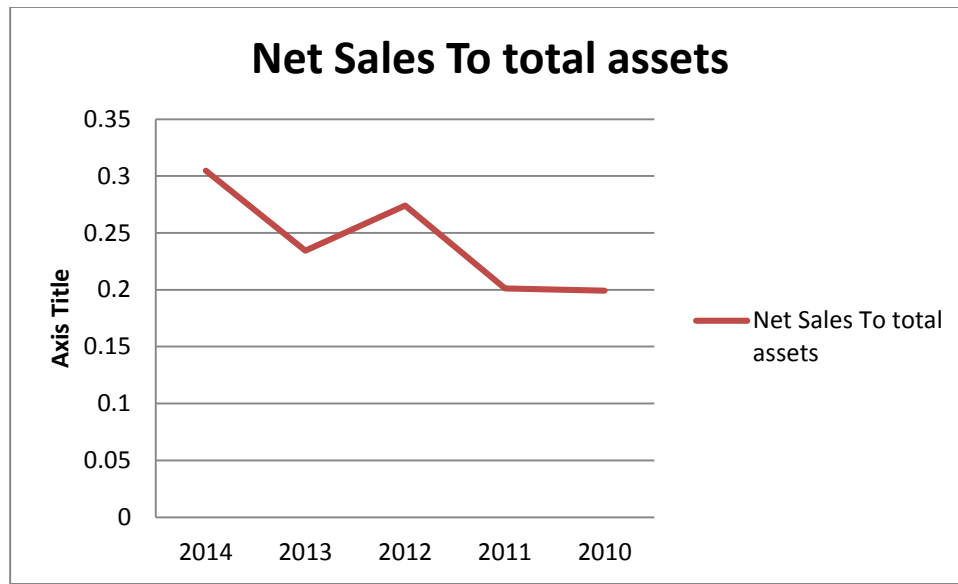
Interpretation of Average Payable period:

In 2014 Lafarge Surma Cement Ltd. took on an average 106 days to make the payment to the suppliers as well as its above the industry average which is quite good for this company. In 2014, the average payment period ratio decreased from the previous year. As the Average payment period is substantially higher than the Collection period implies Lafarge has successfully negotiated with suppliers in extending the credit period which works as a cushion for its credit policy



Interpretation of Net sales to total Assets Turnover Ratio:

In 2014, Lafarge Surma Cement Ltd has generated BDT 0.304692988 worth of sales for every BDT 1 worth of assets as well as its below the industry average which is not good at all. The total assets turnover ratio of this company has increased in 2014. The ratio over the last five years has shown an unstable but healthy pattern. Both the sales and the total assets got increased, but the relative change in sales was higher than the relative change in total assets. Therefore, the total assets turnover ratio has increased.

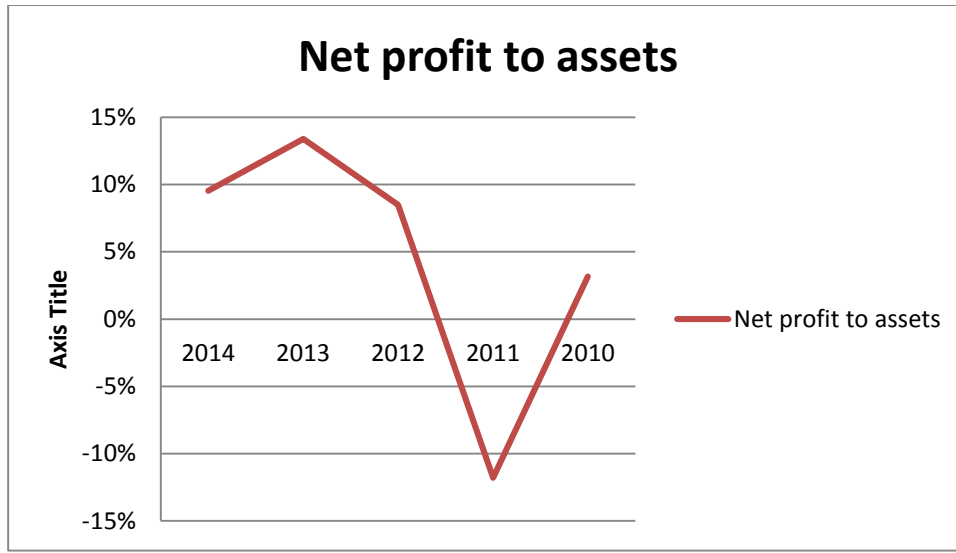


Profitability Ratios:

TITLE	2010	2011	2012	2013	2014	INDUSTRY AVERAGE
Net Profit On Assets	3%	12%	8%	13%	10%	0.044732667
Net Profit to Sales	9%	36%	14%	22%	15%	0.087265333
Net Profit to equity	12%	34%	14%	23%	13%	0.08797142

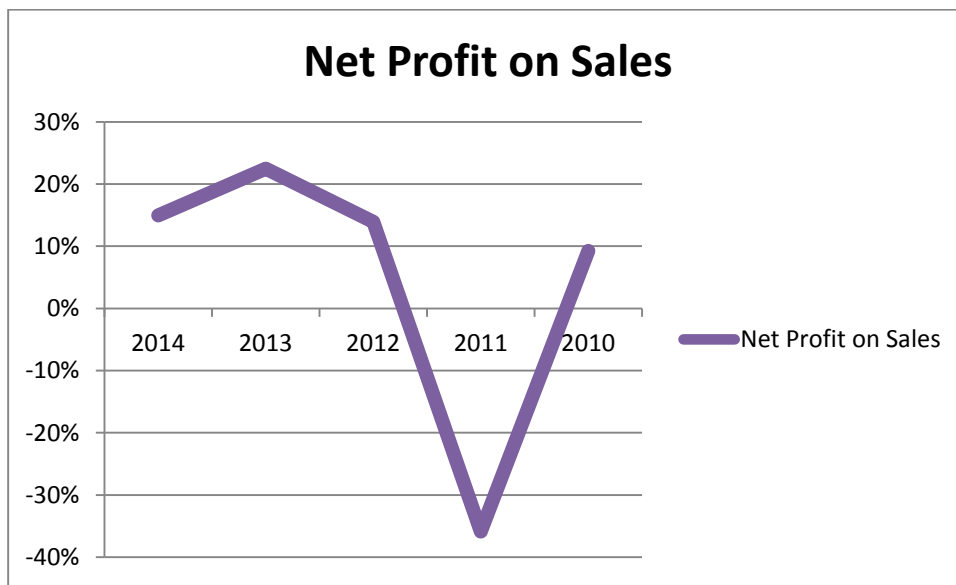
Interpretation of Return on Assets (ROA):

In the year of 2014, the company’s every TK. 100 worth of total assets had generated TK. 10 of net profit as well as its above the industry average which shows the company runs their operation well. In 2014, the company’s Return on Assets was slightly decreased from the previous year although in the preceding years it has comparatively been on the lower side. Though both the net profits and total assets increased, lower proportionate change in net profit than proportionate change in total asset is responsible for the decrease in Return on Assets



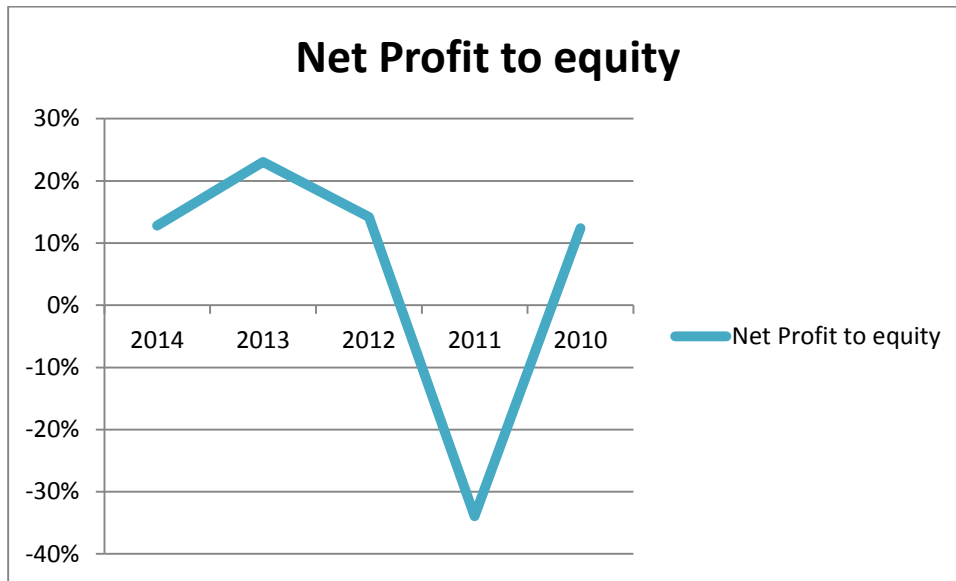
Interpretation of Net Profit on Sales:

In the year of 2014, the company had received BDT 15 of net profit from every BDT 100 of sales as well as its above their industry average which is very good for this company. Net Profit Margin Ratio of the company got declined. In the past years, the Net profit margin had showed fluctuating trend. The percentage change in sales was more than the percentage change in Net Profit. Therefore, the Net Profit Margin had declined. Higher income tax incidence than last year squeezed on after tax profits thus resulting in such poor outcome in Net Profit margin.



Interpretation of Return on Equity (ROE):

In the year of 2014, the company’s common shareholders have earned BDT 13 for every BDT 100 invested in the company’s stocks as well as its above the industry average which is good. In 2014, the company’s Return on Equity declined from the last year. The ratio was declining as well over the past years. Both the net profits and total common equity increased. But proportionate change in common equity was higher than proportionate change in Net Profits. That has resulted in a declining equity ratio. In 2014, Lafarge Surma’s profitability was better though it did not match the firm’s 2013 performance. In 2014, almost all the profitability ratios more or less was on the declining side compared to the past years.



5. Observation

&

Recommendation

Observation:

From my three months experience I have observed some issues where LSC has lack of efficiency. I am explaining those issues here:

- In the transportation system, the transporters sometimes make delay in delivery of goods, because of traffic, sometimes they waste time in roads and sometimes they waste goods quality. This issue creates some loss like customer dissatisfaction, loss of goods etc.
- Sometimes queue of orders happen because of sudden order from the customer in an odd time. Like, if any customer provide order at the end of the day it is not always possible to deliver product the next morning.
- LSC do not load or unload during bad weather. So, during the rainy season the depots sometimes become out of stock and customers have to wait for a long time for the goods. For bad weather LSC has to count loss of many hours.
- The warehouses are managed in a manual way, like; the quantity of stock in any warehouse is measured from the data of sales, which does not provide accurate information. There is no automatic counting system in the warehouses. For this lacking sometime the warehouses became out of stock or overstock.
- LSC evaluate suppliers by only observing their services, but there is no standard format to measure the performance of suppliers.
- LSC provides very good service to its customers, after that it does not maintain any measurement level for customer service. There is no “Service Level Agreement” with its customers.

Recommendation:

- LSC can implement GPS system in the vehicle so that from the head office the vehicles can be monitored. With the help of GPS it can measure, which vehicle waste how much time in traffic and any other issues. It can also be monitored whether the transporters are involved with any fuel pilferage or any other crime.
- Automation can be introduced in queue management to provide the goods to customer

on time.

- During rainy season, transportation mostly done through trucks. So, long distance should be avoided by truck. It will reduce the cost. Moreover, based on demand forecasting the depots should be filled before rainy season.
- In each warehouse, automatic counting system should be set up, so that when the cement bags will stack in the warehouse system will keep record and during removing goods system will do same. From the both information, exact free space can be measured and based on the accurate amount of goods can be sent to that depot.
- Standard supplier evaluation system should be introduced, like;

Criteria	Weight/Contribution	Score on (scale 5)	Weight*Score
Volume Carried	30%		
On Time Delivery	30%		
Quality of Delivery	20%		
Vehicle Condition	10%		
Safety	10%		
Total	100%		

This format can be followed for every supplier after a certain time and based on this evaluation the best suppliers should retain and others should be removed.

- “Service Level Agreement” can be done with long term customers. After providing service to customers, feedback should be taken in a standard format, like; whether they have got the goods on time, with best quality, exact quantity without any shortage. Based on the feedback services can be improved in required areas.
- The developed countries are now focusing on “Green Supply Chain” which is now a new concept. This concept means reducing fuel consumption of vehicles during transporting goods. As being a big multinational LSC should also focus on this issue

Project Work:

Summary

Here in this project part I have described some of the important topics related to the cement industry of our country in terms of LSC. To start up, brief information of cement industry of Bangladesh and the concerned product “Cement” is given. Passing on to that, objectives of this project, relation of LSC among other cement companies, methodology, key players in the industry, ranking and positions along with the competitive analysis analysis

Project work description:

Objectives

Objectives of the project work are:

- To analyze the overall cement industry in terms of the current scenario of LSC
- To predict the competitiveness among the key players
- To have a better understanding of the cement industry of Bangladesh

Methodology

This project has been done by collecting information from diverse applicable sources. A few records have been taken by watching and working with the organization itself. On the other hand, this report additionally comprises of a lot of information got from both primary and secondary sources

Brief History of Industry

Cement Industry, a generally quickly developing industry, is creating in pace with expanding building and development exercises. Concrete has long been utilized as holding operators to unite particles or to bring about one surface to stick to another. Today pressure driven cements, of which Portland concrete is most well known, when made into glue with water and total, set and solidifies as a consequence of synthetic relations in the middle of water and the mixes present in cement. With great pressure driven concrete, advancement of quality is unsurprising, uniform and moderately fast.

Verifiably, Bangladesh did not depend much on concrete. It likewise does not have enough normal assets for assembling it. The base materials generally utilized as a part of house building and other development obliged little utilization of cement. Progressive substitution of customary building structures or examples by cutting edge skyscraper ones have pushed up the utilization of cement. Be that as it may, as the economy keeps on remaining agro based, development divisions have not possessed the capacity to pick up energy and as the base advancement is specific, cement remained result of low request. A speedier development sought after for cement has been watched just since mid-1980s, particularly with usage of huge framework ventures, expanded pace of urbanization, development of condo structures and multistoried shopping edifices in urban ranges, and a movement in the essence of well-to-do rustic individuals for present day houses.

Bangladesh has received EN197-1:2000 as Bangladesh Standard, titled BDS EN 197-1:2003. Under this Standard there are 27 items in the group of basic cements, which are assembled into five principle concrete sorts as takes after:

- ✓ Blast furnace cement
- ✓ Composite cement
- ✓ Portland cement
- ✓ Portland composite cement
- ✓ Pozzolanic cement

In the year of 1995, the administration first gave authorization for building up cement commercial enterprises in Bangladesh. Notwithstanding, this authorization was given to the organizations with no sort of exhaustive former investigation of the business. In this way the beginning stage of the foundation of the concrete business occurred without the best possible examination of the interest and supply of cement for the nation. Inside of the compass of the following 2 to 3 years, the supply of cement coming into the nation confronted an extended limit of the item

Competitors Analysis

The largest 13 cement manufacturers hold 75% of the market share. Heidelberg, Holcim and Lafarge are the leaders among multinational cement manufacturers and Shah and Meghna are the leading domestic manufacturers. Shah cement is the market leader with close to 14.20% of the market share, closely followed by Heidelberg with about 9.30% of the market share. During the 2010, many small local manufacturers like Premier, Seven Circle, Crown, Fresh and King cement increased their sales drastically riding on their benefits of economies of scale, backward linkage and aggressive marketing effort.

70% of the market share belongs to the local companies and the rest 30% belongs to the multinational companies (in total 5).

Local Companies	Markt Share
Shah cement	14.2%
Heidelberg Cement	9.3%
Meghna Cement (MCML-King)	7.4%
Seven Circle BD Ltd.	6.9%
Unique Cement (Fresh)	6.1%
MI Cement (Crown)	5.9%
Premier Cement	4.5%
Akij Cement	4.2%
Royal Cement	4.0%
Mongla Cement (SKS)-Elephant	3.9%
MTC Cement (Tiger)	3.8%
Total	70.2

Source: BCMA

Multinational Companies

Market Share

Heidelberg	9.31%
Lafarge Surma	7.67%
Holcim	7.45%
Cemex	3.0%
Emirates	2.0%
Total	29.8

To compare between a local and a multinational company I choose Shah Cement and Heidelberg Cement. In terms of products offerings, production and technology, and price the differences are analyzed as follows:

Products offerings: Shah Cement offers Shah Cement Special and Shah Cement Popular, LSC offers Supercrete and Powercrete whereas Heidelberg offers only Scan Cement and Ruby. In order to survive in the industry all top 10 companies uses almost same functional activities. Every cement company uses unique names to offer their products.

Production and Technology: In terms of technology there is hardly any difference among them as they are the top players of the industry. Being the market leader Shah cement has some unique features that make the difference. It has the highest production capacity which amounts to 2,700,000.00 in MT/year followed by Heidelberg 1,800,000.00 in MT/year and for LSC it is around 1,600,000.00. When we come to technological aspects Shah Cement has an upper hand like its high-tech bagging plant is capable of producing 3 lac packs per day; where packaging unit is equipped with exclusively Star linger High tech Machinery. Shah Cement is the pioneer to use stitch free bags. Lafarge has one huge advantage over these two which is- it can produce its products with its own resources without importing anything from outside.

Price: Price varies from area to area or locations to locations but very close to one another. Pricing of cement bags is done by observing the price of the competitor’s products. For a sample, the business pioneer of cement in Dhaka is Shah Cement. In this manner the cost of the results of

Heidelberg and LSC in Dhaka is altered relying upon the cost of Shah Cement in Dhaka. Then again, right now Ruby Cement is the marker pioneer in Cox's Bazar and Supercrete is the business pioneer in Sylhet. In this manner the cost of Heidelberg items in Cox's Bazar and Sylhet will be altered according to the cost of Ruby and Supercrete. This methodology does result to a fluctuating cost of the same item starting with one area then onto the next yet in any case; there is never a hole of more than Taka 10 inside of the nation.

Observation:

From my three months experience I have watched a few issues where LSC has absence of productivity. I am clarifying those issues here:

- ✓ In the transportation framework, the transporters once in a while make delay in conveyance of merchandise, as a result of activity, now and again they waste time in streets and here and there they squander products quality. This issue makes some misfortune like client disappointment, loss of merchandise and so on.
- ✓ Some of the time line of requests happens in view of sudden request from the client in an odd time. Like, if any client give request by the day's end it is not generally conceivable to convey item the following morning.
- ✓ LSC don't load or empty amid terrible climate. In this way, amid the blustery season the stops here and there get to be out of stock and clients need to sit tight for quite a while for the merchandise. For terrible climate LSC needs to number loss of numerous hours.
- ✓ The stockrooms are overseen in a manual manner, similar to; the amount of stock in any distribution center is measured from the information of offers, which does not give precise data. There is no programmed including framework the distribution centers. For

this lacking at some point the distribution centers got to be out of stock or overload.

- ✓ LSC assess suppliers by just watching their administrations, yet there is no standard configuration to gauge the execution of suppliers.
- ✓ LSC gives great support of its clients, after that it doesn't keep up any estimation level for Client Administration. There is no "Service Level Agreement" with its clients

Recommendation:

- LSC can execute GPS framework in the vehicle so that from the head office the vehicles can be checked. With the assistance of GPS it can quantify, which vehicle squander the amount of time in movement and some other issues. It can likewise be observed whether the transporters are included with any fuel pilferage or some other wrongdoing.
- Automation can be acquainted in line administration with give the products to client on time.
- During blustery season, transportation for the most part done through trucks. In this way, long separation ought to be kept away from by truck. It will diminish the expense. Additionally, taking into account interest anticipating the warehouses ought to be filled before stormy season.
- In every distribution center, programmed checking framework ought to be set up, so that when the concrete sacks will stack in the stockroom framework will keep record and amid uprooting products framework will do same. From the both data, correct free space can be measured and in view of the precise measure of products can be sent.

Learning:

- Timing: we all know “time is money” and in Lafarge I came to know how important it is to be time specific. If any meeting is on 1p.m then by any means that meeting has to be on time.
- Team work management: every team works to carry out their members to accomplish the given task whether it is HR, Finance, Marketing or Logistics department. Working as a unit not as individuals is their main theme.
- Corporate manners and culture: in our day to day life the way we intend to do things we just do it but in an organization like LSC I came to know corporate norms, manners and culture. It seemed to me that everything is structured and organized.
- Real work life experience: in these three months I never felt like I was an intern as I always felt that I was working as a real employee.
- Business terms and conditions: my internship gave me a real chance to closely practice the business terms and conditions.
- Communicate with corporate: just doing a job by sitting on the desk and communicating with corporate people to accomplish a task are two different things. Fortunately I got both the opportunity during my internship. I used to communicate with not only the employees of head office but outside of the head office as well.
- Other than that I have learnt more features of excel, how to do scanning and photocopy.

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