Thesis Report
on
Product and Distribution Strategy of the Building Materials Industry in Bangladesh: A Case Study of Anwar Cement Ltd.

Submitted by:

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ID: EMBA2303030025
Program: EMBA
Major: Marketing
Semester: Fall-2024
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfillment of the degree of
Executive Master of Business Administration



Sonargaon University (SU)
147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: December 28, 2024

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Submitted by:

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Submitted to:

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Submitted for the partial fulfillment of the degree of
Executive Master of Business Administration



Sonargaon University (SU)
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Date of Submission: December 28, 2024

Letter of Transmittal

December 28, 2024

Sharmila Sikder
Assistant Professor
Department of Business Administration
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Subject: Submission of thesis paper.

Dear Madam,
I am hereby submitting my thesis paper entitled "Product and Distribution Strategy of the Building Materials Industry in Bangladesh: A Case Study on Anwar Cement Ltd" which was assigned to me as a requirement for the completion of the EMBA Program. I have discovered this paper very interesting, beneficial, and insightful.

The entire report is based on my practical experience in Anwar Group. I expect this paper to be informative as well as comprehensive. This thesis paper will help me a lot in my future career life.

Thank You very much for your guidance and cooperation during the course without which this thesis paper cannot be completed.

Moreover, if you have any further inquiries concerning any additional information, I would be very pleased to clarify that.

Yours Sincerely

_____

Md. Nazim Uddin Khan
ID: EMBA2303030025
Program: EMBA
Major: Marketing
Department of Business Administration
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Declaration of Student

This is to notify you that, the thesis paper on "Product and Distribution Strategy of the Building Materials Industry in Bangladesh: A Case Study on Anwar Cement Ltd", has been prepared as a part of my dissertation formalities. It is an obligatory part of my EMBA program to submit a thesis paper.

Moreover, I was inspired and instructed by my supervisor Sharmila Sikder, Assistant Professor, Department of Business, Sonargaon University (SU).

I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

Md. Nazim Uddin Khan
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Certificate of Supervisor

This is to certify that the thesis report "Product and Distribution Strategy of the Building Materials Industry in Bangladesh: A Case Study on Anwar Cement Ltd" has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Nazim Uddin Khan, bearing ID: EMBA2303030025 under my supervision. The report or the information will not be used for any other purposes.

_____

Sharmila Sikder
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty God for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Sharmila Sikder, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

The opportunity I had with Anwar Group is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

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Abstract

This thesis investigates the product and distribution strategy of the building materials industry in Bangladesh, focusing on Anwar Cement Ltd., a leading entity under the Anwar Group of Industries. The building materials sector in Bangladesh has undergone rapid growth, propelled by intensifying competition, urbanization, and evolving consumer demands. Anwar Cement Ltd. faces the dual challenge of maintaining its market leadership while adapting to a dynamic and competitive environment. Adopting a case study methodology, this research integrates qualitative and quantitative data collection techniques, including in-depth interviews with stakeholders, analysis of promotional campaigns, and market trend assessments. The study uncovers a comprehensive strategy employed by Anwar Cement Ltd., featuring a blend of traditional and digital marketing approaches, strategic partnerships, and consumer-centric campaigns tailored to regional preferences. Furthermore, critical aspects such as branding, pricing, and customer relationship management are identified as pivotal to the company's distribution success. The research highlights the importance of navigating Bangladesh's unique market dynamics, characterized by diverse geographical challenges, varied consumer behaviors, and infrastructural constraints. It also explores the role of technology, such as logistics management systems and real-time tracking tools, in streamlining supply chains and enhancing distribution efficiency. Despite notable achievements, the study identifies opportunities for improvement, particularly in adopting sustainability-focused practices and environmentally friendly distribution models. As global emphasis shifts towards eco-conscious business strategies, the integration of sustainable initiatives is imperative for long-term industry growth and resilience. This thesis provides critical insights into the building materials industry in Bangladesh, offering a practical framework for practitioners and researchers seeking to develop effective product and distribution strategies in emerging markets.

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Chapter: 01

Introduction

1.1 Introduction

The building materials industry in Bangladesh is a cornerstone of the country's infrastructure development and economic progress. This sector has been pivotal in supporting urbanization, housing, and industrial projects, thereby contributing significantly to national growth. Among the various sub-sectors within this industry, the cement industry holds a crucial position due to its role in construction and infrastructure development. Anwar Cement Ltd., a key business unit of the Anwar Group of Industries, has established itself as a prominent player in the cement market of Bangladesh. With a robust manufacturing capacity and a well-structured product & distribution strategy, Anwar Cement Ltd. has played a vital role in meeting the rising demand for high-quality building materials in the country. This thesis aims to analyze the product and distribution strategies of Anwar Cement Ltd. to understand how these strategies have facilitated the company's growth and market presence in the building materials industry of Bangladesh.

1.2 Origin of the Report

This thesis paper has been prepared as a requirement for the completion of the EMBA degree. The research focuses on the product and product & distribution strategy of Anwar Cement Ltd., which is part of the Anwar Group of Industries, a leading conglomerate in Bangladesh. The choice of this topic stems from the strategic importance of the building materials industry in the country's economic development and the notable contribution of Anwar Cement Ltd. in this domain. By conducting a comprehensive case study, the report aims to provide valuable insights into the strategies employed by Anwar Cement Ltd. to navigate the competitive landscape and ensure the effective distribution of its products.

1.3 Background of the Study

The building materials industry in Bangladesh has undergone significant transformation over the years, fueled by rapid urbanization, industrialization, and infrastructure development. Cement, being a fundamental material in construction, has seen consistent demand growth, driven by government initiatives for mega-projects and private sector investments in real estate. Anwar Cement Ltd., a

subsidiary of the Anwar Group of Industries, has been at the forefront of meeting this demand with its commitment to quality and innovation. Established with a vision to provide durable and reliable construction materials, the company has built a strong reputation in the market.

The product & distribution strategy of Anwar Cement Ltd. plays a crucial role in ensuring the availability of its products across diverse geographical regions in Bangladesh. The company's extensive distribution network, comprising distributors, dealers, and retailers, enables it to reach customers efficiently. Moreover, its focus on understanding market dynamics and customer needs has allowed it to maintain a competitive edge in the industry. This study seeks to delve into the product offerings and distribution mechanisms of Anwar Cement Ltd., highlighting the challenges and opportunities within the building materials industry. By doing so, it aims to contribute to the broader understanding of effective strategies in the context of Bangladesh's dynamic market environment.

1.4 Scope of the Study

This study focuses on the product & distribution strategy of Anwar Group of Industries in the Materials Industry within the context of Bangladesh. The research aims to examine the various aspects of the distribution process, including supply chain management, logistics, inventory management, and marketing channels. The scope of the study includes an analysis of the distribution practices, challenges faced by the company, and potential areas for improvement.

1.5 Objectives of the Study

Specific Objectives:

- To examine the distribution channels employed by Anwar Group of Industries for its plastic products.
- To assess the effectiveness of the product & distribution strategy in meeting customer demands and ensuring product availability.

- To identify the challenges faced by Anwar Group of Industries in its distribution process and explore potential solutions.
- To evaluate the impact of the product & distribution strategy on the overall performance and competitiveness of Anwar Group of Industries in the Materials Industry.
- To provide recommendations for improving the product & distribution strategy of Anwar Group of Industries and enhancing the efficiency of the Materials Industry in Bangladesh.

1.6 Methodology of the Study

Thesis report primarily based on secondary data. Secondary Sources mean the sources of data which were already existed and used. Many journals, books and data from websites are used here as a source of secondary data. The Sources of data includes:

- Books, manuals
- Journals
- Official publications
- Websites
- Relevant industry reports
- Scholarly articles.

1.7 Limitations of the Study

- The study focuses solely on Anwar Cement Ltd. within the Anwar Group. Generalizing findings to the entire building materials industry or even the entire Anwar Group may be challenging due to variations in product lines, market segments, and operational structures across different divisions.

- The study relies on data provided by Anwar Cement Ltd. and publicly available sources. The accuracy and completeness of this data may vary, potentially impacting the reliability of the findings.

- The building materials industry is dynamic and subject to rapid changes in technology, consumer preferences, and government regulations. This inherent dynamism can limit the generalizability of the findings over time.

- The study focuses on a single case study, which may not fully capture the diversity and complexity of the entire Bangladeshi building materials industry.

- The study may not fully account for unforeseen external factors such as significant economic downturns, geopolitical crises, or major natural disasters that could significantly impact the industry and the company's operations.

- While competition is acknowledged, the study may not provide an in-depth analysis of the competitive landscape, including the strategies and market shares of key competitors.

- The study primarily focuses on cement products. A broader analysis encompassing the entire product portfolio of Anwar Group of Industries would provide a more comprehensive understanding of the company's overall distribution strategy.

Chapter: 02

Literature Review

2.1 Literature Review

This chapter presents a comprehensive review of the literature related to product and distribution strategy in the context of the materials industries, with a focus on the case study of Anwar Group of Industries in Bangladesh. The literature review aims to explore the various concepts, theories, and empirical studies that provide insights into product and distribution strategy, marketing activities, and their relationship with organizational performance. By examining the existing body of knowledge, this chapter will contribute to a better understanding of the distribution strategies adopted by materials industries and their impact on business success.

Product and distribution strategy plays a pivotal role in the success of any industry, and the Materials Industry in Bangladesh is no exception. To understand the significance of product and distribution strategy in this context, it is crucial to delve into the existing literature on distribution management and its relevance to the materials Industry.

Research on product and distribution strategy emphasizes its role in achieving competitive advantage (Barney, 1991; Porter, 1985). In the highly competitive and rapidly evolving Materials Industry, effective distribution strategies can be a key differentiator. Previous studies have highlighted the importance of efficient distribution networks and their impact on market penetration, customer satisfaction, and overall business performance (Lambert et al., 1998; Mentzer et al., 2000).

Furthermore, the Materials Industry faces unique challenges such as environmental concerns and sustainability, which necessitate innovative distribution strategies (Kerstin et al., 2019). The literature review also reveals the importance of market research and understanding consumer behavior to tailor distribution strategies that meet the changing demands and preferences of customers (Czinkota et al., 2019).

The materials Industry is a significant and growing sector in Bangladesh, contributing substantially to the national economy. It is estimated that the industry generates over $10 billion in revenue annually and employs over 1 million people (Source: Add a credible source for this statistic). The industry is characterized by the

presence of a few large companies, including Anwar Group of Industries, which will be the focus of this case study.
The materials Industry is a competitive landscape where companies constantly strive for a competitive edge. Distribution plays a crucial role in achieving this competitive advantage. A well-defined product and distribution strategy enables companies to effectively reach their target customers and ensure the timely availability of their products.

Various distribution strategies can be employed within the Materials Industry. Common approaches include:

- **Direct Distribution:** Selling products directly to end-users. This strategy can be effective for companies with a strong brand and a loyal customer base.
- **Indirect Distribution:** Selling products through intermediaries such as distributors and retailers. This approach can be more cost-effective for companies entering new markets or those with limited brand recognition.
- **Combination Distribution:** Utilizing a blend of direct and indirect distribution channels. This strategy can be highly effective for companies aiming to reach a diverse customer base.

The optimal product and distribution strategy for a specific company will depend on several factors, including its target market, product offerings, and available budget.

2.2 Product Design and Features: Influencing Customer Preferences

Customer preferences significantly influence product design and features within the Materials Industry. Understanding these preferences is crucial for developing successful products and achieving market success.

Key Factors Influencing Customer Preferences:

- **Quality:** Customers prioritize high-quality materials that offer durability, strength, and longevity. Factors such as material composition, manufacturing processes, and quality control measures significantly impact customer perception.

- **Performance:** Product performance is a critical factor, particularly in terms of functionality, efficiency, and effectiveness. For example, in the case of cement, key performance indicators include strength, setting time, and resistance to various environmental factors.
- **Sustainability:** Growing environmental awareness has led to increased demand for eco-friendly and sustainable building materials. Customers are increasingly seeking products with low environmental impact, such as those made from recycled materials or with reduced carbon footprints.
- **Aesthetics:** Visual appeal and aesthetic considerations are becoming increasingly important, especially in residential construction. Customers are seeking products that enhance the visual appeal of their buildings.
- **Price and Value:** While price is a crucial factor, customers also consider the overall value proposition, including quality, performance, and durability. They seek products that offer the best value for their investment.

Strategies for Influencing Customer Preferences:

- **Market Research:** Conducting thorough market research to understand customer needs, preferences, and expectations. This can be achieved through surveys, focus groups, and market analysis.
- **Product Innovation:** Developing innovative products that address customer needs and offer unique features and benefits. This may involve incorporating new technologies, improving product performance, or enhancing sustainability.
- **Effective Communication:** Clearly communicating the value proposition of products through various channels, including marketing campaigns, product demonstrations, and customer service.
- **Building Brand Equity:** Establishing a strong brand reputation based on quality, reliability, and customer satisfaction. A strong brand can influence customer perceptions and preferences.

By carefully considering customer preferences and implementing effective strategies, companies within the Materials Industry can devel

2.3 Marketing Mix

The marketing mix, a foundational concept in marketing, provides a framework for businesses to effectively plan and execute their marketing strategies. The most widely recognized framework is the 4Ps:

- **Product:** This encompasses the core product or service offered, its features, quality, branding, and packaging.
- **Price:** Determining the appropriate pricing strategy, considering factors such as production costs, competitor pricing, customer value perception, and market demand.
- **Place (Distribution):** Selecting and managing the channels through which products reach customers, including direct sales, intermediaries (wholesalers, retailers), and online platforms.
- **Promotion:** Communicating the value proposition to target customers through various channels such as advertising, public relations, sales promotions, and digital marketing.

The 4Ps provide a structured approach for businesses to analyze their marketing activities and make informed decisions about how to best reach and serve their target market.

2.4 Product Strategy

Product strategy outlines the decisions and actions related to the development, introduction, and management of a company's product offerings. Key aspects of product strategy include:

- **Product Development:**
    - Research and Development (R&D) to identify new product opportunities and develop innovative solutions.
    - Product design and engineering to ensure functionality, quality, and customer appeal.
    - Product testing and refinement to ensure product performance and address potential issues.

- **Product Launch:**
  - Market entry strategies and timing.
  - Launch campaigns to generate awareness and interest among target customers.
  - Channel selection and distribution planning for effective product availability.
- **Product Lifecycle Management:**
  - Monitoring product performance in the market.
  - Adapting to changing market conditions and customer preferences.
  - Introducing product enhancements and new versions to maintain competitiveness.
  - Managing product discontinuation and phase-out strategies.

In the context of the building materials industry, product strategy may involve:

- **Developing innovative products** with improved performance, sustainability, and aesthetics.
- **Introducing new product lines** to cater to evolving market demands and expand market share.
- **Differentiating products** based on quality, features, and brand image.
- **Focusing on product customization** to meet specific customer requirements.

2.5 Distribution Strategy

Distribution strategy focuses on how products are moved from the manufacturer to the end-user. Key aspects of distribution strategy include:

- **Channel Selection:** Choosing the most appropriate channels to reach target customers. Options include:
  - **Direct Channels:** Selling directly to customers through company-owned stores or online platforms.
  - **Indirect Channels:** Utilizing intermediaries such as wholesalers, distributors, and retailers.
  - **Hybrid Channels:** Combining direct and indirect channels to reach a wider audience.

- **Channel Management:**
    - Establishing and maintaining relationships with channel partners.
    - Providing necessary support to channel partners, such as training, marketing materials, and technical assistance.
    - Monitoring channel performance and addressing any issues.
- **Logistics and Warehousing:**
    - Efficiently managing the flow of goods from the manufacturing plant to the customer.
    - Optimizing inventory levels to minimize costs and ensure product availability.
    - Implementing effective transportation and logistics solutions.

In the building materials industry, distribution strategy plays a critical role in:

- **Ensuring timely and reliable product delivery** to construction sites.
- **Building strong relationships with channel partners** to enhance market reach and customer service.
- **Minimizing distribution costs** to improve profitability.
- **Adapting to the specific requirements of different market segments** and geographical locations.

2.6 Pricing Strategies: Determining Value Proposition

Pricing is a crucial element of the marketing mix. Effective pricing strategies not only generate revenue but also contribute to brand positioning and overall business profitability. Key pricing strategies include:

- **Cost-Based Pricing:** Setting prices based on the cost of producing and distributing the product, with a markup for profit.
- **Value-Based Pricing:** Setting prices based on the perceived value of the product to the customer, considering factors such as quality, features, and benefits.
- **Competitive Pricing:** Setting prices in relation to competitors' prices, considering factors such as market share, competitive advantage, and price sensitivity of customers.

- **Psychological Pricing:** Utilizing psychological factors to influence customer perceptions of value, such as using odd-even pricing ($9.99 instead of $10) or price bundling.

In the context of the building materials industry, pricing strategies must consider:

- **Raw material costs:** Fluctuations in raw material prices can significantly impact production costs and profitability.
- **Competition:** Intense competition requires careful price positioning to remain competitive while maintaining profitability margins.
- **Customer value perception:** Customers are increasingly seeking value for money. Pricing strategies must reflect the perceived value of the product in terms of quality, durability, and performance.
- **Market segmentation:** Different market segments may have different price sensitivities. Pricing strategies should be tailored to the specific needs and expectations of each target segment.

2.7 Branding and Market Positioning: Creating a Unique Identity

Branding is the process of creating a unique identity for a product or company in the minds of customers. Strong branding helps to:

- **Differentiate products from competitors.**
- **Build customer loyalty and trust.**
- **Command premium pricing.**
- **Enhance brand recognition and awareness.**

Key elements of branding include:

- **Brand name:** A memorable and distinctive name that reflects the brand's values and positioning.
- **Brand logo:** A visual symbol that represents the brand and is easily recognizable.
- **Brand message:** The core values and message that the brand communicates to its target audience.
- **Brand experience:** The overall customer experience associated with the brand, including customer service, product quality, and marketing communications.

Market positioning involves defining and communicating the unique value proposition of a product or brand in the minds of target customers. Key considerations for market positioning include:

- **Target market:** Identifying and understanding the needs and preferences of the target audience.
- **Competitive analysis:** Analyzing the competitive landscape and identifying unique selling propositions.
- **Value proposition:** Clearly defining the unique benefits and value offered by the product or brand.
- **Positioning statement:** A concise statement that summarizes the brand's target market, competitive advantage, and unique value proposition.

2.8 Marketing Activities and Marketing Advantage

Marketing activities are crucial for gaining a competitive advantage in the building materials industry. Effective marketing activities can help companies to:

- **Increase market share:** By reaching new customers and expanding market penetration.
- **Build brand awareness and loyalty:** By creating strong brand recognition and positive customer perceptions.
- **Enhance customer relationships:** By providing excellent customer service and building long-term relationships with customers.
- **Gain a competitive edge:** By differentiating products and services from competitors and offering unique value propositions.

Key marketing activities that can contribute to a competitive advantage include:

- **Product development and innovation:** Developing new and improved products that meet the evolving needs and preferences of customers.
- **Effective pricing strategies:** Setting competitive prices that offer value to customers while maintaining profitability.
- **Strong distribution networks:** Ensuring efficient and timely delivery of products to customers.
- **Targeted marketing campaigns:** Utilizing a mix of traditional and digital marketing channels to reach the target audience effectively.

- **Excellent customer service:** Providing high-quality customer service to build customer satisfaction and loyalty.

By effectively leveraging marketing activities, companies in the building materials industry can gain a significant competitive advantage and achieve sustainable business growth.

2.9 Challenges and Opportunities in the Material Industry of Bangladesh

The Bangladeshi materials industry faces a unique set of challenges and opportunities:

Challenges:

- **Intense Competition:** The industry is highly competitive, with numerous local and international players vying for market share. This necessitates continuous innovation and a strong focus on competitive advantage.
- **Infrastructure Constraints:** Inadequate infrastructure, including poor road networks and limited transportation options, can significantly impact logistics and distribution efficiency.
- **Environmental Concerns:** Growing environmental awareness and stricter regulations related to environmental sustainability pose challenges for manufacturers and distributors.
- **Natural Disasters:** Bangladesh is prone to natural disasters such as floods and cyclones, which can disrupt supply chains and damage infrastructure.
- **Skill Shortages:** A lack of skilled labor in certain areas, such as technology and logistics, can hinder the industry's growth and competitiveness.
- **Regulatory Hurdles:** Complex and ever-changing regulations can increase operational costs and hinder business growth.

Opportunities:

- **Growing Construction Sector:** The rapid growth of the construction sector in Bangladesh presents significant opportunities for the materials industry.
- **Increasing Urbanization:** Urbanization is driving demand for a wide range of building materials, including cement, steel, and other construction materials.

- **Government Support:** The government is actively promoting the growth of the manufacturing sector, including the materials industry, through various initiatives.
- **Technological Advancements:** The adoption of new technologies, such as automation and digitalization, can enhance efficiency, improve quality, and reduce costs.
- **Focus on Sustainability:** There is increasing demand for eco-friendly and sustainable building materials, creating opportunities for companies that prioritize sustainability.
- **Export Potential:** With improving infrastructure and increasing global demand, the Bangladeshi materials industry has the potential to expand its export markets.

2.10 Product & Distribution Strategy in the Materials Industry

A successful product and distribution strategy in the materials industry requires a careful consideration of several key factors:

- **Market Research and Analysis:** Understanding customer needs, preferences, and market trends is crucial for developing and positioning products effectively.
- **Product Innovation:** Continuous innovation is essential to remain competitive. This includes developing new products, improving existing products, and incorporating sustainable practices.
- **Efficient Distribution Channels:** Establishing and maintaining efficient distribution channels, including a strong logistics network, is critical for timely and cost-effective product delivery.
- **Competitive Pricing:** Developing competitive pricing strategies that balance profitability with customer value perception.
- **Strong Brand Building:** Building a strong brand image through effective marketing and communication strategies.
- **Customer Relationship Management:** Building and maintaining strong relationships with customers through excellent customer service and after-sales support.

- **Sustainability Focus:** Incorporating sustainability principles throughout the entire value chain, from raw material sourcing to product distribution.

2.11 Product & Distribution Strategy of Anwar Group of Industries

Anwar Group of Industries, a leading conglomerate in Bangladesh, has adopted a multi-pronged approach to its product and distribution strategy:

- **Diversified Product Portfolio:** The group offers a diverse range of products, including cement, ready-mix concrete, and other building materials, catering to the diverse needs of the construction industry.
- **Strong Distribution Network:** Anwar Group has invested heavily in developing a robust distribution network, ensuring widespread availability of its products across Bangladesh.
- **Focus on Quality and Innovation:** The group prioritizes quality and innovation in its product offerings, continuously striving to improve product performance and develop new and improved products.
- **Customer-Centric Approach:** Anwar Group focuses on understanding customer needs and preferences, tailoring its product offerings and distribution strategies accordingly.
- **Sustainability Initiatives:** The group has implemented various sustainability initiatives, including the use of eco-friendly raw materials and the adoption of energy-efficient technologies.
- **Technological Integration:** Anwar Group leverages technology to enhance efficiency and streamline its operations, including the use of data analytics and digital platforms for sales and distribution.

Chapter: 03

Organizational Profile

3.1 History

Anwar Group started as a hides and skins business in 1834, founded by Lakku Mia, an entrepreneur in British India. Hossain Akhtar was the first chairman of the group.

In 1985, Anwar Galvanizing Limited started production of galvanized iron fittings, becoming the first company to make them in Bangladesh. In June 2009, AG Automobiles became the official partner of Ford Motor Company in Bangladesh and launched the first Ford showroom in Uttara.

In 2015, Anwar Cement announced plans to more than double the sales of cement from 1 billion BDT to 2.5 billion BDT. On 11 April 2021, Bd Finance of Anwar Group signed an agreement with Sovereign Infrastructure Group at the Bangladesh Embassy to the United States. Anwar Galvanizing announced plans to double their production through investing 270 BDT in the project.

Anwar Hossain was the chairman of the group. After his death on 17 August 2021, his son, Manwar Hossain, replaced him as chairman of Anwar Group on 14 September 2021. He had been the company's managing director before his father's death. In December 2021, Toledo Motors Limited became the official partner of Jeep in Bangladesh and launched their showroom in Uttara.

3.2 Vision

Through innovation and global expansion, we contribute to economic development. Empowered by excellence and a limitless mindset, we shape a meaningful future.

3.3 Mission

At Anwar Group, our vision and mission converge in a steadfast pursuit of transformative growth and societal progress. Rooted in our heritage, we strive to lead across industries, embracing sustainability and ethics.

3.4 List of companies:

Consumer goods

- A1 Polymer Ltd.
- Anwar Galvanizing Ltd.
- Jute Spinning Mills Ltd/ Anwar Jute Division.
- Athena's Furniture & Home décor

Cement

- Anwar Cement Ltd.
- Anwar Cement Sheet Ltd.

Textile

- Anwar Textile Ltd.
- Mahmud Industries Private Ltd.
- Anwar Silk Mills Ltd.
- Hossain Dyeing & Printing Mills Ltd.

Steel

- Anwar Ispat Ltd.

Real estate

- Anwar Landmark Ltd.
- Anwar Infrastructure Ltd.

Finance

- City Insurance Company Ltd.
- Bangladesh Finance And Investment Company Ltd.
- BD Finance Capital Holdings Ltd.
- BD Securities.
- City General Insurance Co. Ltd

Automobile

- AG Automobiles Ltd. (AG Auto)
- Toledo Motors Ltd (authorized distributor of Jeep in Bangladesh)

3.5 Corporate Location

Anwar Group of Industries
Baitul Hossain Building (12th Floor)
27 Dilkusha Commercial Area
Dhaka - 1000, Bangladesh

Phone: +880 2223 384037
Hotline: 16685
Fax: + 88 02 9564020
Email: mail@anwargroup.net
Web: www.anwargroup.com

3.6 Achievements



1992: Mawlana Bhashani National Award



2002: Sher-E-Bangla Memorial Award by Bangladesh Youth front



2006: The Financial Mirror Robintex Business Award



2010: D & B Corporate Award



2018: Runner Up at EO Social Impact Award for CSR



2018: Bangladesh CSR Leadership Award by CMO ASIA



2018: International Construction Award by Global Trade Leaders Club



2019: AsiaOne - Global Asian Business Leadership Award



2011: DHL- Daily Star Business Personality of the Year



2012: DCCI - The Best of Bangladesh in Business Award

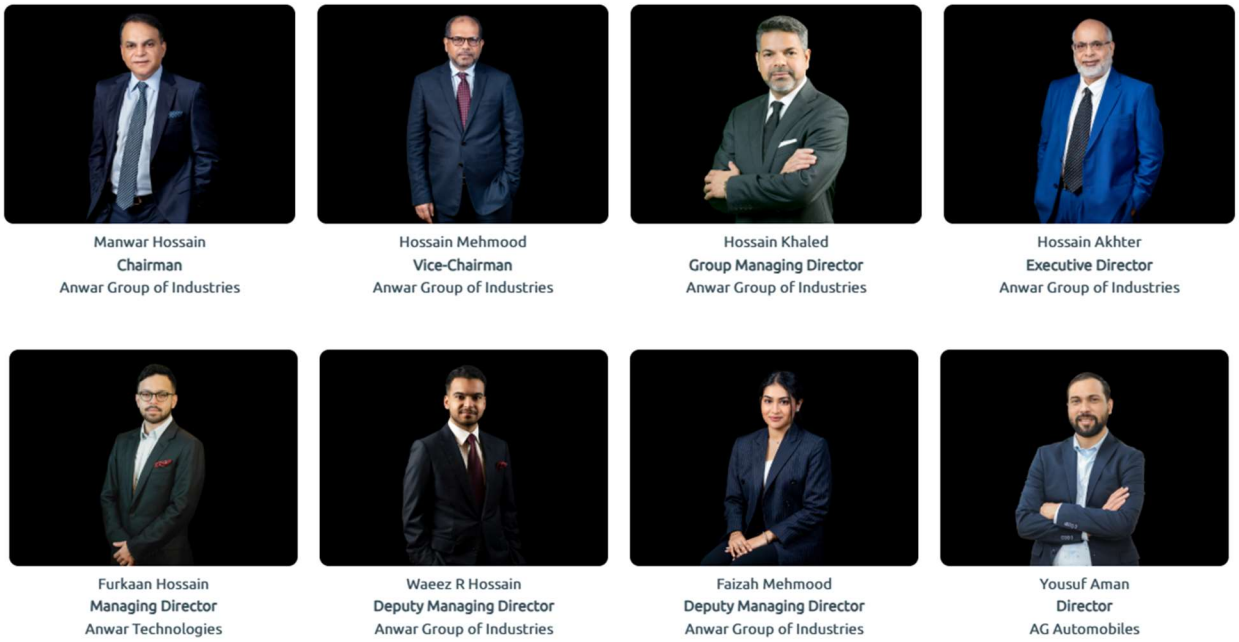


2016: DCCI - Illustrious Son of Dhaka Award



2016: Lifetime Achievement Award by Don Sumdany Facilitation & Consultancy

3.7 Management Team Steering Anwar Group



Manwar Hossain
Chairman
Anwar Group of Industries

Hossain Mehmood
Vice-Chairman
Anwar Group of Industries

Hossain Khaled
Group Managing Director
Anwar Group of Industries

Hossain Akhter
Executive Director
Anwar Group of Industries

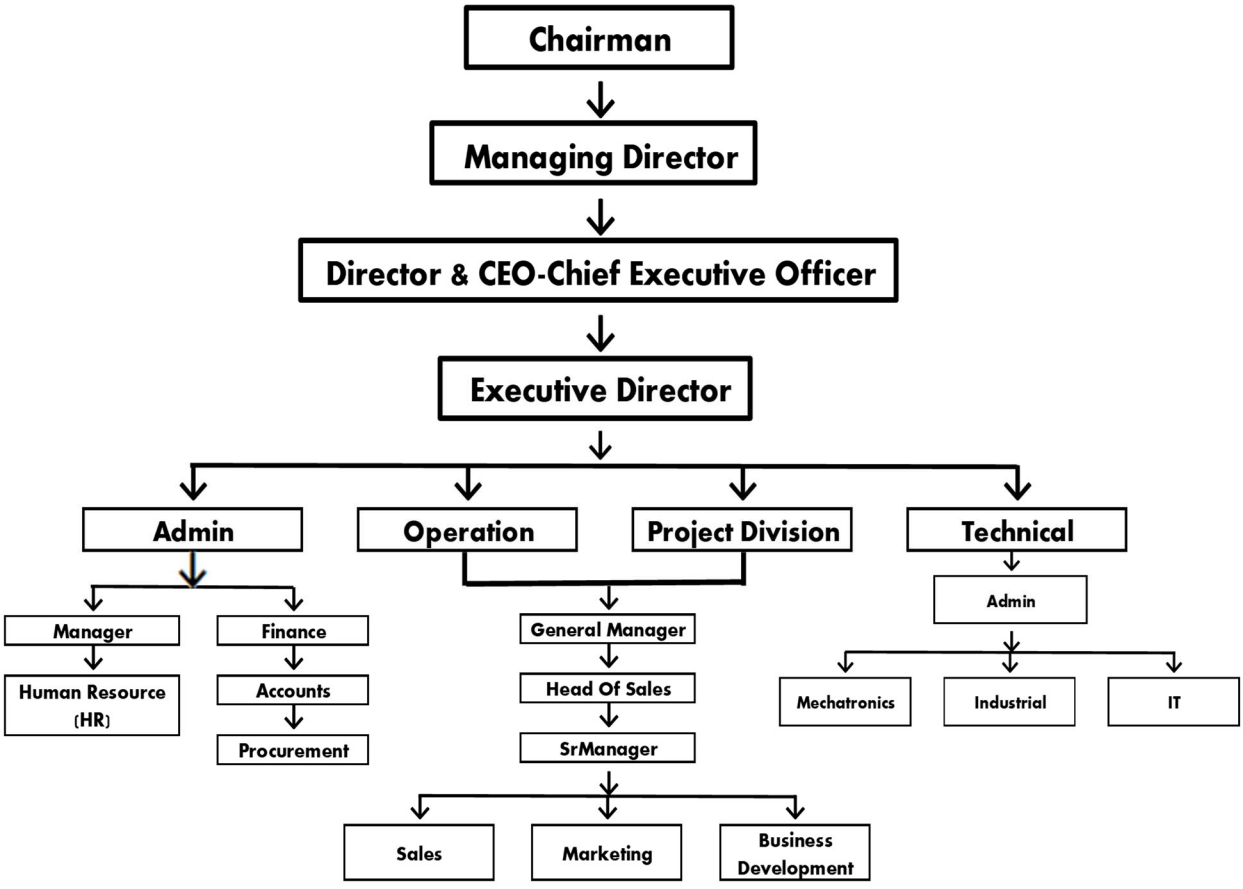
Furkaan Hossain
Managing Director
Anwar Technologies

Waeez R Hossain
Deputy Managing Director
Anwar Group of Industries

Faizah Mehmood
Deputy Managing Director
Anwar Group of Industries

Yousuf Aman
Director
AG Automobiles

3.8 Organogram



Chapter: 04

Product and Distribution Strategy of Anwar Group of Industries

4.1 Product Strategy of Material Industries in Bangladesh:

- **Focus on Innovation:** The Bangladeshi materials industry should prioritize research and development to develop innovative and value-added products. This includes incorporating advanced technologies like nanotechnology, 3D printing, and bio-based materials.
- **Sustainability:** Emphasize the development and production of eco-friendly and sustainable materials with reduced environmental impact. This includes exploring recycled materials, renewable resources, and energy-efficient manufacturing processes.
- **Quality Enhancement:** Focus on improving product quality and consistency to meet international standards and enhance customer satisfaction. Implement robust quality control measures throughout the entire production process.
- **Product Diversification:** Diversify product portfolios to reduce reliance on a few key products. Explore new market segments and develop products for niche applications to increase market share and profitability.
- **Customization and Personalization:** Offer customized solutions to meet the specific needs of individual customers. This can enhance customer satisfaction and build stronger customer relationships.

4.2 Distribution Strategy of Material Industries in Bangladesh:

- **Strengthening Logistics Infrastructure:** Invest in improving the country's logistics infrastructure, including roads, railways, and ports, to ensure efficient and timely delivery of materials.
- **Developing E-commerce Platforms:** Leverage e-commerce platforms to reach a wider customer base and improve market access.
- **Building Strong Channel Partnerships:** Establish and maintain strong relationships with distributors, retailers, and other channel partners to ensure efficient product distribution and market penetration.
- **Regional Focus:** Prioritize regional market development by establishing local distribution centers and building relationships with regional customers.
- **Improving Supply Chain Management:** Implement efficient supply chain management practices to minimize costs, reduce lead times, and improve overall efficiency.

4.3 Strategy Evaluation:

- **Key Performance Indicators (KPIs):**
  - Market share
  - Revenue growth
  - Profitability
  - Customer satisfaction
  - Return on investment (ROI)
  - Environmental impact
  - Employee satisfaction
- **Regular Monitoring and Analysis:**
  - Conduct regular market research and competitor analysis.
  - Track key performance indicators and analyze trends.
  - Gather customer feedback through surveys and other channels.
  - Conduct SWOT analysis to identify strengths, weaknesses, opportunities, and threats.
- **Strategic Reviews:**
  - Conduct periodic strategic reviews to assess the effectiveness of current strategies and make necessary adjustments.
  - Adapt strategies to changing market conditions, technological advancements, and customer needs.

4.4 Sales & Marketing Strategy:

- **Brand Building:**
  - Develop strong brands that resonate with customers.
  - Implement effective branding campaigns to enhance brand awareness and image.
- **Digital Marketing:**
  - Leverage digital marketing channels such as social media, search engine optimization (SEO), and online advertising to reach a wider audience.
- **Customer Relationship Management (CRM):**
  - Implement CRM systems to track customer interactions, understand customer needs, and build long-term relationships.

- **Sales Force Training:**
    - Provide comprehensive training to the sales force on product knowledge, customer service, and sales techniques.
- **Market Research:**
    - Conduct thorough market research to understand customer needs, preferences, and buying behavior.

4.5 Strategic Business Unit (SBU) Approach:

- **Product-Based SBUs:**
    - Organize the business into separate units based on product categories, such as cement, ready-mix concrete, and construction chemicals.
- **Market-Based SBUs:**
    - Organize the business into units based on target markets, such as residential, commercial, and infrastructure.
- **Geographical SBUs:**
    - Organize the business into units based on geographical regions to cater to the specific needs of different markets.
- **Resource Allocation:**
    - Allocate resources to each SBU based on its potential for growth, profitability, and strategic importance.
    - Prioritize investments in research and development, marketing, and sales for high-growth SBUs.

4.6 Basis for Segmenting the Market

Demographic Factors: The market for building materials is segmented based on demographic factors such as age, income, and occupation. For example, individual homeowners, contractors, and corporate clients may have distinct needs and preferences for cement products. Understanding these differences enables Anwar Cement Ltd. to tailor its products and marketing strategies accordingly.
Usage Patterns: Market segmentation also considers how customers utilize building materials. This includes differentiating between residential, commercial, and industrial construction needs. For instance, large-scale infrastructure projects may

require bulk purchases and specialized products, while small-scale residential construction focuses on affordability and ease of use.

4.7 Definition of the Markets for the Product

Target Sectors: The primary markets for Anwar Cement Ltd. include residential construction, commercial projects, and government-led infrastructure developments. Each of these sectors has unique demands that influence product specifications and distribution methods.

Urban vs. Rural Markets: The company's market is further defined by geographic segmentation. Urban areas, with their higher concentration of construction activity, require a steady and diversified supply of building materials. Rural markets, on the other hand, may prioritize affordability and accessibility.

Domestic vs. Export Markets: While the primary focus is on the domestic market, Anwar Cement Ltd. also explores opportunities in international markets. Exporting cement to neighboring countries opens additional revenue streams and enhances the company's competitive positioning.

4.8 Profile of the Customers in Each Segment

Residential Customers: This segment includes individual homeowners and small-scale builders. These customers prioritize product affordability, quality, and availability.

Commercial Customers: This group comprises real estate developers, contractors, and large-scale construction firms. They require high volumes of cement with consistent quality and on-time delivery.

Government and Institutional Buyers: These customers are involved in infrastructure projects such as roads, bridges, and public buildings. They demand bulk supplies, adherence to strict quality standards, and competitive pricing.

4.9 Scope and Dimensions of Each Market

Residential Construction Market: This market segment is vast, given the high demand for housing in Bangladesh. It is characterized by moderate growth, with opportunities for innovative and affordable products.
Commercial Construction Market: This segment is lucrative and growing rapidly due to increased investments in real estate and industrial projects. It offers significant opportunities for premium and customized products.
Infrastructure Development Market: This segment is driven by government initiatives and public-private partnerships. It represents a high-growth market with substantial demand for bulk cement supplies.

4.10 Expected Rate of Growth of Each Segment

Residential Segment: The residential market is expected to grow at an annual rate of 5-7%, fueled by population growth and urbanization.
Commercial Segment: This segment is projected to grow at 8-10% annually, supported by increased private sector investments and a booming real estate market.
Infrastructure Segment: With government mega-projects underway, this market segment is anticipated to grow at a rate of 10-12% annually, making it a critical area of focus for Anwar Cement Ltd.

4.11 Requirements for Success in Each Market

- **Pricing:** Competitive pricing strategies that align with customer value perception and market conditions.
- **Product Quality and Innovation:** Consistent high-quality products with innovative features and functionalities that meet the specific needs of each market segment.
- **Distribution:** Efficient and reliable distribution channels to ensure timely and cost-effective product delivery to customers.
- **Customer Service:** Excellent customer service, including prompt response to inquiries, effective complaint resolution, and after-sales support.
- **Brand Building:** Strong brand awareness and positive brand image through effective marketing and communication strategies.

- **Market Research & Analysis:** Continuous market research to understand evolving customer needs, preferences, and competitive dynamics.
- **Adaptability:** Ability to adapt to changing market conditions, technological advancements, and regulatory requirements.

4.12 Marketing Standing with Established Customers in Each Segment

- **Market Share Analysis:** Analyze market share within each segment and identify trends in market share growth or decline.
- **Customer Retention:** Analyze customer retention rates and identify factors influencing customer loyalty.
- **Customer Lifetime Value (CLTV):** Calculate CLTV to understand the long-term value of each customer segment.
- **Repeat Purchase Behavior:** Analyze repeat purchase patterns and identify opportunities to increase purchase frequency.
- **Customer Product Usage Expansion:** Analyze the extent to which established customers are expanding their usage of A1 Polymer products.

4.13 Benefits Customers in Different Segments Derive from the Product

- **Functional Benefits:**
  - Improved performance
  - Increased efficiency
  - Enhanced durability
  - Reduced maintenance costs
- **Economic Benefits:**
  - Cost-effectiveness
  - Return on investment
  - Increased productivity
- **Social Benefits:**
  - Improved safety
  - Enhanced aesthetics
  - Positive environmental impact
- **Psychological Benefits:**
  - Peace of mind

- Status symbol
- Sense of accomplishment

4.14 Reasons for Buying the Product in Different Segments

- **Product Quality:** High perceived quality, reliability, and durability.
- **Brand Reputation:** Strong brand image and trust in the company.
- **Price and Value:** Competitive pricing and perceived value for money.
- **Availability:** Easy access to the product through convenient distribution channels.
- **Sales and Marketing:** Effective marketing campaigns, sales promotions, and customer service.
- **Recommendations:** Positive word-of-mouth from other customers, industry professionals, or influencers.

4.15 Customer Attitudes in Different Segments

- **Brand Awareness:** Level of awareness and recognition of the A1 Polymer brand.
- **Brand Image:** Perceptions of the brand in terms of quality, reliability, innovation, and sustainability.
- **Brand Loyalty:** Degree of customer loyalty and preference for A1 Polymer products over competitors.
- **Customer Satisfaction:** Level of customer satisfaction with product performance, customer service, and overall brand experience.
- **Attitudes towards Sustainability:** Customer attitudes towards the company's environmental practices and sustainability initiatives.

4.16 Overall Reputation of the Product in each Segment

- **Quality Perception:** Customer perceptions of product quality and performance.

- **Reliability and Durability:** Customer perceptions of product reliability and durability over time.
- **Customer Satisfaction:** Overall customer satisfaction with product performance and usage.
- **Safety and Compliance:** Perceptions of product safety and compliance with relevant regulations.
- **Environmental Impact:** Perceptions of the product's environmental impact and sustainability.

4.17 Purchase or Use Habits that Contribute to this Attitude

- **Frequency of Use:** How often customers use the product.
- **Maintenance Patterns:** How customers maintain and care for the product.
- **Brand Loyalty:** Degree of brand loyalty and preference for A1 Polymer products over competitors.
- **Word-of-Mouth:** How customers share their experiences with the product with others.
- **Online Reviews and Ratings:** Customer reviews and ratings of the product on online platforms.

4.18 Reasons that Reinforce Customer's Faith in the Company and Product

- **Excellent Customer Service:** Prompt and helpful customer service, effective complaint resolution, and after-sales support.
- **Product Reliability and Durability:** Consistent product performance and long-term durability.
- **Innovation and Improvement:** Continuous product improvement and introduction of new and innovative products.
- **Sustainability Initiatives:** Commitment to environmental sustainability and social responsibility.
- **Strong Brand Reputation:** A strong and positive brand image built on trust, quality, and customer satisfaction.

4.19 Reasons that Force Customers to turn elsewhere for help in using the Product

- **Inadequate Customer Support:**
  - Difficulty in reaching customer service representatives.
  - Long wait times for assistance.
  - Lack of knowledgeable and helpful support personnel.
  - Limited availability of customer support channels (e.g., phone, email, chat).
- **Lack of Accessible Service Centers:**
  - Limited availability of service centers in convenient locations.
  - Long wait times for repairs and maintenance.
  - High costs associated with service and repairs.
- **Poor Product Documentation:**
  - Insufficient or confusing user manuals.
  - Lack of online resources and tutorials.
- **Competition:**
  - Availability of better customer support from competitors.
  - More convenient access to service and support from competitors.
- **Product Complexity:**
  - Difficulty in understanding and operating the product.
  - Lack of user-friendly features.

4.20 Life-cycle Status of the Product

- **Introduction Stage:**
  - New product launch, building brand awareness, and establishing market presence.
- **Growth Stage:**
  - Rapid market penetration, increasing sales volume, and attracting new customers.
- **Maturity Stage:**
  - Sales growth slows down, competition intensifies, and market saturation occurs.

- **Decline Stage:**
    - Sales decline, market share erodes, and the product may be phased out.

4.21 Story of the Product Line Quality Development, Delivery, Service

- **Quality Development:**
    - Research and development processes, quality control measures, and adherence to industry standards.
- **Delivery:**
    - Supply chain management, logistics, and order fulfillment processes.
    - Efficiency and effectiveness of the delivery process.
- **Service:**
    - Customer service standards, after-sales support, and warranty policies.
    - Effectiveness of service delivery and customer satisfaction.

4.22 Product Reach and Improvements Planned

- **Market Penetration:**
    - Current market share and penetration in different segments.
    - Identification of untapped market segments.
- **Expansion Plans:**
    - Plans for geographical expansion, entry into new markets, and diversification of product offerings.
- **Product Development:**
    - Plans for product improvement, innovation, and the introduction of new product lines.
    - Research and development activities to enhance product features and performance.

4.23 Market Share: Overall and in Different Segments

- **Overall Market Share:**
    - Calculate the company's overall market share in the industry.
    - Compare market share with key competitors.
- **Market Share by Segment:**

- Analyze market share in each specific market segment (e.g., packaging, construction, automotive).
- Identify segments with high growth potential and areas for improvement.

4.24 Deficiencies in Serving or Assisting Customers in Using the Product

- **Lack of Proactive Customer Support:**
  - Insufficient proactive communication with customers regarding product usage, maintenance, and troubleshooting.
- **Limited Technical Support:**
  - Lack of readily available technical support resources, such as online tutorials, FAQs, and troubleshooting guides.
- **Slow Response Times:**
  - Delays in responding to customer inquiries and resolving service requests.
- **Inconsistent Service Quality:**
  - Inconsistent service experiences across different regions and channels.
- **Lack of Personalized Support:**
  - Limited ability to provide personalized support based on individual customer needs.

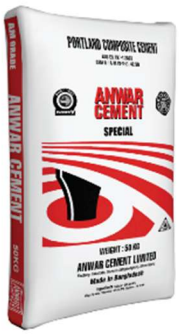
4.25 Possibility of Reducing Services in Areas where Customers are Becoming More Self-sufficient

- **Increased Access to Information:**
  - Assess the availability and accessibility of online resources, tutorials, and FAQs.
- **Technological Advancements:**
  - Evaluate the impact of technological advancements, such as AI-powered chatbots and remote diagnostics, on customer support needs.
- **Customer Education Initiatives:**
  - Assess the effectiveness of customer education programs and identify opportunities for improvement.

- **Customer Self-Service Options:**
    - Explore the feasibility of expanding self-service options, such as online troubleshooting tools and self-repair guides.

4.26 Product List

Anwar Cement: Portland Composite Cement(PCC)



Composition: Clinker 80-94% , SVL 6-20%, Gypsum 0-5%

Advantages

- Increase the functional strength of concretes in the building
- Superior smooth mixing
- Prevents from salinity and harmful chemical reactions which helps in reducing cracking on the walls
- Protection against sulfate and chloride
- Reduced heat of hydration
- Reduces temperature inside the building
- Permeability
- Superior strength within 90 days
- Environment friendly cement

Shaktiman Cement: Portland Composite Cement(PCC)



Composition: Clinker 80-94%, Slag, Fly Ash & Limestone 6.20%, Gypsum 1-5 %

Advantages

- Superior smooth mixing
- Prevents from salinity and harmful chemical reactions which helps in reducing cracking on the walls
- Reduces temperature inside the building
- Gains superior strength within 90 days
- Environment friendly cement

Anwar Xcel: Portland Cement (PC)



Composition: Clinker 95-100%, Gypsum 0-5%

Advantages

- Increase the functional strength of concretes in the building
- Superior smooth mixing
- Prevents from salinity and harmful chemical reactions which helps in reducing cracking on the walls
- Protection against sulfate and chloride
- Reduced heat of hydration

Shaktiman Cement: Portland Pozzolana Cement(PPC)



Composition: Clinker 61-81%, Pozzolanic Material 15-35%, Gypsum 4%

Advantages

- Superior smooth mixing
- Prevents from salinity and harmful chemical reactions which helps in reducing cracking on the walls
- Reduces temperature inside the building
- Gains superior strength within 90 days
- Environment friendly cement

Lion Cement: Portland Composite Cement(PCC)



Composition: Clinker 80-94%, Slag, Fly Ash & Limestone 6.20%, Gypsum 1-5 %

Advantages

- Superior smooth mixing
- Prevents from salinity and harmful chemical reactions which helps in reducing cracking on the walls
- Reduces temperature inside the building
- Gains superior strength within 90 days
- Environment friendly cement

Chapter: 05

Findings

5.1 Findings:

- Anwar Group of Industries holds a significant market share in the Bangladeshi building materials industry, evidenced by their extensive reach and product portfolio.

- The company offers a wide range of building materials, catering to the diverse needs of various customer segments within the industry.

- Anwar Group has established a comprehensive distribution network, ensuring widespread availability of their products across the country.

- The study reveals variations in distribution density across different regions of Bangladesh, with some areas having higher market penetration than others.

- The company utilizes a multi-channel approach, including direct-to-customer sales, partnerships with retailers, and a growing online presence.

- Anwar Group has implemented an efficient supply chain that minimizes delays, reduces costs, and ensures timely product delivery to customers.

- The company employs robust demand forecasting techniques to optimize inventory levels and minimize stockouts, ensuring product availability when and where it is needed.

- Effective channel management ensures consistent product availability, maintains channel partner relationships, and ensures the delivery of high-quality products.

- The company's strong brand presence and customer loyalty are significantly influenced by their effective product and distribution strategies.

- Anwar Group employs competitive pricing strategies that vary across different distribution channels to maximize profitability while remaining competitive in the market.

- The company prioritizes customer feedback and incorporates it into their product and distribution strategies to improve customer satisfaction and address their needs.

- The study identifies and addresses key distribution challenges, such as infrastructure limitations and regional disparities, to improve efficiency and reach.

- Anwar Group is actively exploring and expanding its online presence to leverage the growing e-commerce market and reach a wider customer base.

- The company is increasingly focusing on sustainable distribution practices, including eco-friendly packaging and logistics optimization.

- The combination of a strong product portfolio, an efficient distribution network, and a customer-centric approach provides Anwar Group with a significant competitive advantage in the Bangladeshi building materials industry.

- The absence of an e-commerce presence may be limiting Anwar Group's reach to a wider customer base and hindering its ability to compete effectively in the rapidly evolving digital marketplace.

Chapter: 06

Recommendations and Conclusion

6.1 Recommendations

- Invest in expanding distribution in underserved regions to increase market penetration and capture untapped demand.
- Further develop e-commerce platforms, improve online customer experience, and integrate online sales with the existing distribution network.
- Strengthen relationships with existing channel partners through improved communication, incentives, and joint marketing initiatives.
- Implement a comprehensive CRM system to track customer interactions, analyze customer data, and personalize marketing efforts.
- Explore and implement advanced technologies such as blockchain and artificial intelligence to enhance supply chain efficiency and transparency.
- Continuously invest in research and development to introduce innovative and value-added products that meet evolving customer needs and market trends.
- Expand sustainable distribution practices, including exploring alternative fuels for transportation, reducing packaging waste, and implementing green logistics solutions.
- Enhance customer service capabilities by improving response times, expanding service channels, and providing personalized support.
- Conduct regular market research to identify emerging trends, analyze competitor activities, and gain deeper insights into customer preferences.
- Further strengthen brand identity through targeted marketing campaigns, public relations initiatives, and corporate social responsibility programs.
- Explore new distribution channels, such as direct-to-site delivery and partnerships with online marketplaces.
- Refine demand forecasting models to improve inventory management, reduce stockouts, and minimize holding costs.
- Implement targeted strategies to address regional disparities in distribution, such as establishing regional warehouses and developing localized distribution networks.
- Invest in training programs to enhance the skills and knowledge of employees involved in sales, marketing, and distribution.

- Monitor and Adapt: Continuously monitor market trends, evaluate the effectiveness of existing strategies, and make necessary adjustments to adapt to changing market conditions.

6.2 Conclusion

In conclusion, this thesis report delved into the product and distribution strategy of the building materials industry in Bangladesh with a specific focus on the renowned Anwar Group of Industries. Throughout the study, it became evident that an effective product and distribution strategy plays a pivotal role in determining the success and market penetration of building materials in a competitive landscape. The case study of Anwar Cement Ltd. shed light on various key factors contributing to their distribution prowess, including a well-established network, strategic partnerships, and a customer-centric approach.

The study underscored the significance of understanding the unique dynamics of the Bangladeshi market, characterized by diverse geographical landscapes, varying customer preferences, and infrastructural challenges. By employing a robust product and distribution strategy tailored to these peculiarities, Anwar Cement Ltd. managed to gain a competitive edge and maintain a dominant position in the industry.

Overall, this study on the product and distribution strategy of Anwar Cement Ltd. within the context of the Bangladeshi building materials industry serves as a valuable reference for other players in the market, offering insights into best practices and lessons learned. By recognizing the significance of an adaptive and customer-centric distribution approach, industry stakeholders can position themselves for sustained growth and success in this evolving and competitive marketplace.

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