

Internship Report on
“Marketing Strategy of a New Cement Product in a Competitive
Market: A Case Study on Dhalai Special Cement”



Submitted to:

Islamic University of Technology

in partial fulfillment of the requirements for the degree of BBA in Technology
Management

Submitted by:

I understand that my final report will become part of the permanent collection of the Islamic University of Technology (IUT) in partial fulfillment of the requirements for the degree of BBA in Technology Management. My signature below authorizes the release of my final report to any reader upon request.



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Letter of Transmittal

Date: September 4, 2025

To
Ms. Fatima Meher
Junior Lecturer
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Board Bazar, Gazipur

Subject: Submission of Internship Report

Dear Madam,

With due respect, I am pleased to submit my internship report entitled “**Marketing Strategy of a New Cement Product in a Competitive Market: A Case Study on Dhalai Special Cement**” as part of the partial fulfillment of the requirements for the Bachelor’s degree in Business and Technology Management at the Islamic University of Technology.

This report is based on my internship experience at the **Brand Department of Unique Cement Industries Limited (UCIL)**, a concern of Meghna Group of Industries. During my internship, I was directly involved in the branding activities for **Dhalai Special Cement (DSP)**, which provided me with valuable insights into marketing strategy development in a highly competitive market.

I have made every effort to present the findings, analyses, and recommendations sincerely and accurately. I am grateful for your continuous guidance, valuable feedback, and encouragement throughout the preparation of this report.

I sincerely hope that the report meets your expectations and provides useful perspectives on the subject matter. I would be pleased to provide any further clarification or information if required.

Thank you for your time and consideration.

Yours faithfully,



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Declaration

I, Shah Hosney Mobarok, a student of the Department of Business and Technology Management (BTM) of Islamic University of Technology (IUT) hereby attest to the fact that this report is purely my own work and has been prepared under the supervision of Fatima Meher, Junior Lecturer in the Department of Business and Technology Management.

I also ascertain that I have not given this report to any other person or organization in return for any kind of certificates. Furthermore, I take full responsibility for any violations of the university's plagiarism and AI detection policies.



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Acknowledgement

I would like to begin by expressing my heartfelt gratitude to my academic supervisor, Ms. Fatima Meher, Junior Lecturer, Department of Business and Technology Management, for her constant guidance, encouragement, and insightful advice throughout my internship journey and in preparing this report. Her mentorship has been invaluable in shaping my understanding of the professional world.

I am deeply thankful to all the faculty members of the Islamic University of Technology (IUT) for their dedication, inspiration, and for equipping me with the knowledge and skills that served as a strong foundation during my time in the industry.

My sincere appreciation goes to all my colleagues at Unique Cement Industries Limited (UCIL) for welcoming me warmly and making my internship experience both educational and enjoyable.

In particular, I am profoundly grateful to Mr. Kazi Mohiuddin, Senior Brand Manager of Meghna Group of Industries (MGI); Mr. Md. Rakibul Hasan, Brand Manager; and Mr. Sakib Ibne Mohiuddin, Senior Executive of the Brand Department. Their patience, valuable feedback, and willingness to share their expertise gave me a unique opportunity to learn directly from experienced professionals and to be involved in meaningful projects.

Finally, I would like to thank everyone both in academia and industry, who contributed in any way to making this internship a truly enriching and memorable chapter of my life.

Executive Summary

This report presents a case study on the marketing strategy of Dhalai Special Cement (DSP), a rapid-hardening, high-strength 42.5-grade casting cement launched by Unique Cement Industries Ltd. (UCIL), a concern of Meghna Group of Industries (MGI). The study is based on a 13-week internship (25 January to 24 April 2025) in UCIL's Branding and Market Research Department, where I actively contributed to DSP's promotional and positioning activities in a competitive and mature cement market.

The report analyzes DSP's unique value proposition: 28.5% faster curing and 18% cost savings positioned under the brand essence "Strength. Speed. Savings." It details how DSP differentiates itself from traditional cement products through performance-driven messaging, targeted campaigns, and technical credibility supported by BUET-certified results. The internship provided hands-on experience in brand strategy development, integrated marketing communication, competitor benchmarking, and field-level promotional activities.

Findings indicate that while DSP's technical performance and niche positioning create strong market potential, challenges remain in consistent product availability, digital marketing presence, and distinctive visual identity. Recommendations include strengthening DSP's packaging and brand design, expanding mason-focused fan club programs, increasing digital and influencer-driven campaigns, and implementing structured dealer feedback systems.

The study concludes that DSP represents a strategic shift in the cement industry from price-led competition to value-based branding. By aligning distribution reliability, technical proof, and targeted marketing, UCIL can establish DSP as the preferred choice for time-sensitive casting applications in Bangladesh's construction sector.

Keywords: Dhalai Special Cement, Meghna Group of Industries, Rapid-Hardening Cement, De-shuttering, Construction Cost Efficiency, CEM I (Ordinary Portland Cement), CEM II (Blended Cement), S-V-L (Slag-Fly Ash-Limestone), Clinker, Market Positioning, PESTEL Analysis, Porter's Five Forces

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**Marketing Strategy of a New Cement Product in a Competitive
Market: A Case Study on Dhalai Special Cement**

Chapter 1. Introduction

1.1 Background

Bangladesh cement industry is considered to be extremely competitive as more than 30 brands compete over the share of the saturated market. Distinction based on branding and product performance is essential in such a landscape. Available varieties of most brands of cement resemble each other- Ordinary Portland Cement (OPC) or Portland Composite Cement (PCC) and specialize in most general building constructions. In this monotony, Dhalai Special Cement as a performance oriented rapid-hardening cement brand was launched under Unique Cement Industries Ltd. (UCIL), a concern of Meghna Group of Industries (MGI) in the last quarter of 2023 with a point of difference in the market. First Showroom of Dhalai Special Cement was inaugurated on January, 2024. (*CemNet*, 2024; *The Business Standard*, 2024)

The particularity in the construction market in which Dhalai Special Cement (DSP) offers higher performance is faster deshuttering and cost-efficient casting without sacrificing strength. Dhalai Special Cement (DSP) belongs to the range of CEM II/A-M (S-V-L), 42.5 R and operates. It is the unique cement in Bangladesh placed as a product that is treated as a specialist where the project like roofs, beam, and columns used in buildings are concerned, strength, speed, and reliability are not options. (*Meghna Group of Industries*, n.d.)

Not only was it a product that was launched, but an intervention in the brand created a solution to the pain points contractors and engineers face as well as developers of real estate. As an intern, I gained the privilege to work in the Brand Department of UCIL and thus contributed directly to the marketing activities of this new product, which needs to be positioned as a favorite in the 42.5 grade of cement.

1.2 Objectives

The marketing strategy behind the Dhalai Special Cement shall be looked at and analyzed in this report with a view of achieving the following objectives:

- To understand the strategic branding decisions that shaped Dhalai Special Cement's market entry.

- To examine how the product differentiates itself from traditional cement brands through positioning, messaging, and campaign execution.
- To identify the key elements of its brand architecture and communication strategy, including its value proposition, USP, and emotional appeal.
- To reflect on the practical marketing activities I contributed to, including campaign planning, market segmentation, and content creation.
- To evaluate the challenges and opportunities faced when marketing a new product in an established, price-sensitive industry.

1.3 Significance

This case study is significant not only because it analyzes a real-world brand but also because Dhalai Special Cement offers a rare instance of niche-based marketing in a commodity industry. Cement is often seen as interchangeable, yet DSP's marketing approach challenges this perception by emphasizing speed, strength, and savings. This reflects a deeper shift in the market from undifferentiated supply to value-based branding.

Understanding how Dhalai Special Cement communicates its differentiation provides insights into how technical advantages are translated into marketing messages that resonate with both professionals (contractors, engineers) and individual homeowners. It also showcases the evolving role of brand strategy in sectors traditionally driven by price and distribution rather than emotion or brand equity.

1.4 Methodology

The study follows a qualitative and participatory methodology based on my 13-week internship experience at UCIL. Data and insights were collected through:

- Direct participation in brand meetings, dealer events, and campaign briefings.
- Collaboration with the creative, marketing, and sales teams to develop campaign content.
- Observational insights from field activities, fan club events, and promotional distribution.
- Internal analysis of marketing materials, brand modules, and competitor benchmarking.

- Informal interviews with product stakeholders such as masons, engineers, and retailers.

The analysis draws upon my active role in developing communication for the brand and reflects a ground-level understanding of the branding strategy from inception to execution.

1.5 Limitations

Despite access to branding activities and internal documentation, this study has some limitations:

- It is restricted to the **Brand Department's perspective** and does not include supply chain, pricing, or finance data.
- The report is focused on the marketing strategy of a single product: Dhalai Special Cement, within a short time frame.
- Quantitative customer feedback, market share data, or advertising ROI were not accessible due to confidentiality.
- The internship was limited to the Dhaka-based operations, which may not reflect rural market perceptions.

Chapter 2. Overview of the Company

2.1. Introduction

Unique Cement Industries Ltd. (UCIL) is one of the flagship concerns of Meghna Group of Industries (MGI), a leading industrial conglomerate in Bangladesh with business operations spanning FMCG, cement, steel, textiles, chemicals, energy, packaging, shipping, and logistics. MGI employs over 35,000 people and operates more than 54 industrial units, contributing significantly to the nation's industrial growth and economic development. (Meghna Group of Industries, n.d.)



Figure 2.1: Logo of Meghna Group of Industries (MGI)

Established in 2002, UCIL entered the cement market in 2002, during a period of strong growth in Bangladesh's construction sector, fueled by urban expansion and large-scale infrastructure projects. Over the years, UCIL has positioned itself as a reliable supplier of high-quality cement for both residential and industrial projects, benefiting from MGI's vertically integrated supply chain that ensures consistent raw material sourcing, quality control, and efficient distribution. (Meghna Group of Industries, n.d.)

UCIL's portfolio includes Fresh Cement Ultra Strong, Meghnacem Super Deluxe, and its latest innovation, Dhalai Special Cement (DSP)—a rapid-hardening, high-strength 42.5-grade cement designed for specialized casting applications. DSP, launched in late 2023, offers measurable advantages in construction speed, cost savings, and structural durability, making it a game-changer in a highly competitive cement market. First official showroom of Dhalai Special Cement was inaugurated on January, 2024. (CemNet, 2024; The Business Standard, 2024)

FMCG	BUILDING MATERIALS	ENERGY & POWER	FEEDS
Edible Oil	Cement	LPG	SEEDS CRUSHING
Milk Powder	Steel	Power Generation	FIBRE
Drinking Water	Bricks & Blocks		AVIATION
Flour	Construction Stone	PULP & PAPER	SHIPPING
Condensed Milk	Ceramics	Tissue Paper	FINANCIAL INSTITUTIONS
Salt			CAPITAL MARKET
Sugar	CHEMICALS	STATIONERIES	HOSPITALITY
Lentil	Basic Chemicals	Exercise Book	HEALTH CARE
Rice	Petrochemicals	Printing and Writing Paper	INFORMATION TECHNOLOGY
Puffed Rice		Ball Pen	REAL ESTATE
Beverage (Cold)	ECONOMIC ZONES	School Stationeries	SPORTS
Beverage (Hot)	Meghna Economic Zone		
Spice	Meghna Industrial Economic Zone	PRINTING AND PACKAGING	
Confectionery	Comilla Economic Zone	Paper	
Biscuits & Cookies		Corrugated Packaging	
Noodles	LOGISTICS	Foil Packaging	
Bread & Bun	CNG Refueling & Conversion		
Cake	Transport & Logistics	HEALTH & HYGIENE	
Snacks		Diaper	
		Sanitary Napkin	
		Baby Wipes	

Figure 2.2: Business Verticals of MGI (Source: Website of Meghna Group of Industries)

2.2. Brief History of Company

- **1976** – Meghna Group of Industries founded by Mr. Mostafa Kamal with a vision to contribute to Bangladesh’s industrialization.
- **2002** – Establishment of Unique Cement Industries Ltd. as MGI’s entry into the cement manufacturing sector.
- **2005–2015** – Rapid expansion in production capacity and dealer network, enabling nationwide market presence.
- **2018** – Upgradation of manufacturing facilities with **state-of-the-art European technology** to ensure superior product quality and efficiency.
- **Q4 2023** – Launch of **Dhalai Special Cement (DSP)**, the country’s first rapid-hardening casting cement, aimed at reducing project completion time and construction costs. First official showroom of Dhalai Special Cement was inaugurated on January, 2024. (*CemNet, 2024; The Business Standard, 2024*)

Over two decades, UCIL has transformed from a single-factory operation into a nationally recognized cement manufacturer, contributing to mega infrastructure projects, commercial developments, and residential construction across Bangladesh. (*Meghna Group of Industries, n.d.*)

2.3. Growth Trajectory

Since its inception in 2002, Unique Cement Industries Ltd. (UCIL), a sister concern of Meghna Group of Industries (MGI), has steadily established itself as a key player in Bangladesh's cement industry. Its growth path can be characterized by strategic capacity expansion, product diversification, and nationwide market penetration. (*Meghna Group of Industries, n.d.*)

In the early years, UCIL prioritized building a strong manufacturing base and securing reliable sources of raw materials. By leveraging MGI's vertically integrated supply chain, the company ensured consistent product quality and timely delivery. This foundation enabled UCIL to gain trust in the market and sustain long-term growth.

Between 2005 and 2015, UCIL significantly expanded its production capacity and extended its dealer and distributor network across urban, semi-urban, and rural regions. The adoption of advanced European manufacturing technologies in 2018 enhanced efficiency, improved product strength, and reinforced its reputation for quality and durability in a highly competitive sector.

UCIL's consistent drive for innovation has also earned it **international recognition**. In 2023, the company received the **World Cement Association (WCA) Project Award: Grinding Upgrade** at the WCA Annual Conference in Dubai. This award acknowledged UCIL's innovative grinding circuit design that increased capacity and flexibility while simultaneously reducing power consumption. Notably, UCIL remains the only cement manufacturer from Bangladesh to hold corporate membership in the WCA, which underscores its stature in the global cement industry. (*Dhaka Tribune, 2024*)

Domestically, UCIL's brands such as **Fresh Ultra Strong Cement** and **Meghnacem Super Deluxe** have been trusted in some of Bangladesh's most significant infrastructure projects, including the Kanchpur, Meghna, and Gumti bridges as well as the Matarbari Power Plant. The exclusive use of Fresh Ultra Strong Cement in these projects illustrates the exceptional quality of UCIL's products and the confidence placed in the brand by contractors and government stakeholders alike. (*Dhaka Tribune, 2024*)

The launch of **Dhalai Special Cement (DSP)** in Q4 2023 further marked a breakthrough in the company's innovation journey. Positioned as Bangladesh's first and only rapid-

hardening casting cement, DSP addressed a clear market gap. With proven benefits of **28.5% faster curing time** and **18% cost savings**, DSP quickly gained traction among engineers, contractors, and project managers tasked with time-sensitive construction projects. Its very name, *Dhalai*—which means “casting”—strengthened brand association as a cement specialized for structural applications, helping UCIL strategically penetrate the casting segment. (*CemNet*, 2024; *The Business Standard*, 2024)

Today, UCIL’s growth continues to be driven by product innovation, international recognition, strong supply chain management, and expanding dealer networks. With its dual strength in **heritage and innovation**, the company is not only consolidating its leadership in Bangladesh’s cement market but also laying the groundwork for future regional expansion.

2.4. Vision, Mission, and Core Values

Vision:

“To be Bangladesh’s most admired and progressive global conglomerate.”
(*Meghna Group of Industries*, n.d.)

UCIL aligns itself with the broader vision of Meghna Group of Industries (MGI), aiming not only for domestic leadership in the cement sector but also to become a globally recognized brand associated with quality, innovation, and trust.

Mission:

“Delighting our customers and maximizing value by innovative solutions, inspired employees, adaptation of technological advancements and living in harmony with environment.” (*Meghna Group of Industries*, n.d.)

This mission reflects UCIL’s commitment to:

- Delivering exceptional value to customers through superior products and services.
- Encouraging innovation and continuous improvement in manufacturing and distribution.
- Empowering employees to be motivated, skilled, and customer-oriented.
- Leveraging the latest technology to enhance efficiency and sustainability.
- Ensuring environmentally responsible operations.

Core Values:

UCIL, as part of MGI, is guided by the following core values:

- **Integrity** – Upholding transparency, honesty, and fairness in all business dealings.
- **Respect** – Valuing customers, employees, partners, and communities.
- **Keeping Promises** – Building trust by delivering on commitments.
- **Customer Focus** – Placing customer needs and satisfaction at the center of decision-making.
- **Teamwork** – Fostering collaboration within and across departments to achieve common goals.

2.5. Organogram of Company

The organizational structure of **Unique Cement Industries Ltd. (UCIL)** is designed to ensure efficient coordination between manufacturing, marketing, sales, and support functions. Being part of **Meghna Group of Industries (MGI)**, UCIL operates under the strategic guidance of the MGI leadership while maintaining its own specialized management team for cement operations.

Organizational Hierarchy:

Chairman & Managing Director (MGI)

└─ Director (UCIL)

└─ Executive Director (UCIL)

└─ Production Department

└─ Sales Department

└─ Branding & Market Research Department

└─ TSBD (Technical Support & Business Development) Department

└─ Supply Chain Department

└─ Finance & Accounts Department

└─ HR & Admin Department

- **Chairman & Managing Director (MGI)** – The overall head of Meghna Group of Industries, responsible for corporate strategy, investment decisions, and group-wide governance.
- **Director (UCIL)** – The top-level authority of UCIL, directly overseeing cement operations, strategy, and performance.
- **Executive Director (UCIL)** – Responsible for operational management, ensuring smooth coordination between departments to meet business goals.
- **Production Department** – Manages manufacturing operations, quality control, and plant maintenance.
- **Sales Department** – Oversees dealer relationships, order management, and market coverage.
- **Branding & Market Research Department** – Handles brand positioning, promotional campaigns, and market intelligence.
- **TSBD Department** – Provides technical advice to clients, organizes training for engineers and contractors, and supports business development initiatives.
- **Supply Chain Department** – Ensures timely procurement, transportation, and delivery of cement products.
- **Finance & Accounts Department** – Manages budgeting, cost control, and financial reporting.
- **HR & Admin Department** – Oversees recruitment, employee welfare, and administrative support.

Organogram of Unique Cement Industries Limited (UCIL)

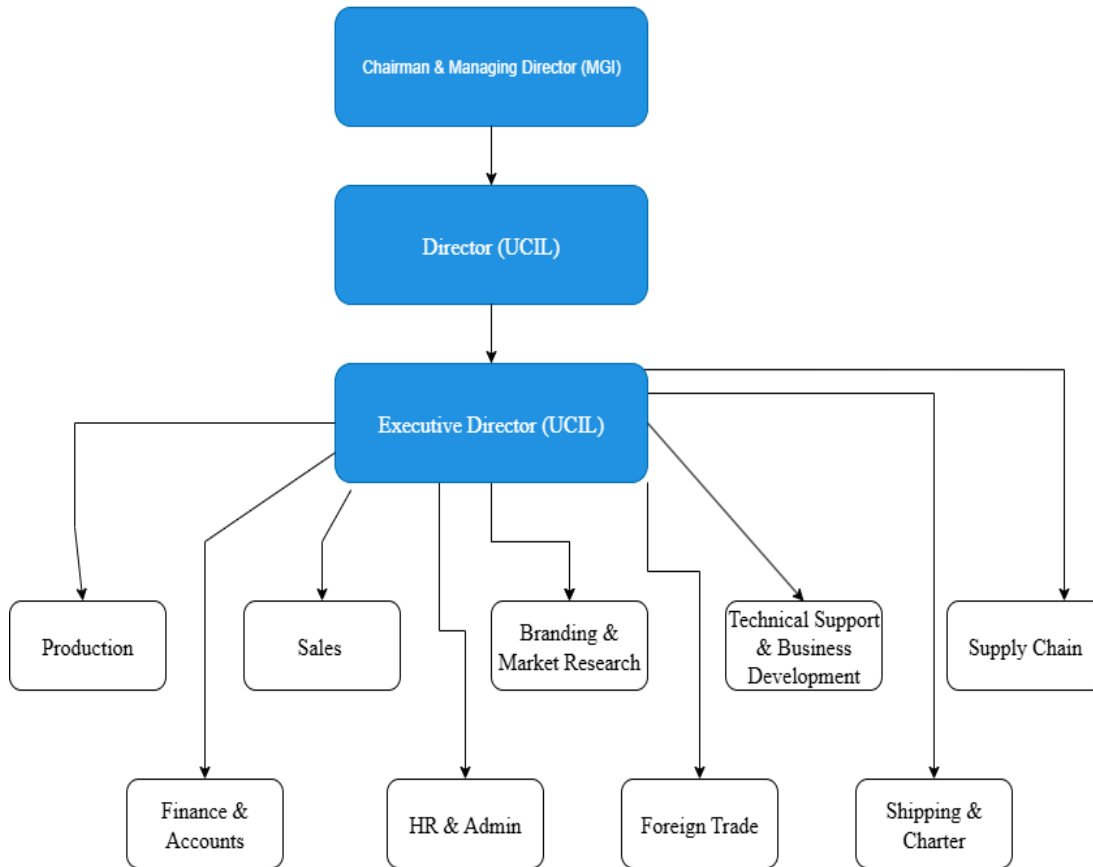


Figure 2.3: Organogram of UCIL

During the internship, I worked directly with the Branding and Market Research Team, which played a crucial role in shaping the positioning, communication, and field-level promotional activities for Dhalai Special Cement.

2.6. Products/Services of the Company

Unique Cement Industries Ltd. (UCIL) offers a diverse range of cement products tailored to meet the needs of different construction segments, from individual homeowners to large-scale infrastructure projects.

UCIL manufactures and markets several types of cement:

Table 2.1: Comparison of UCIL Cement Brands

Brand Name	Product Type & Classification	Clinker Content	Key Strengths / Features	Target Use Cases	Launch Time
Fresh Super	OPC – CEM I 52.5 N	95–100%	Maximum strength, high durability, suitable for demanding structural work	High-rise buildings, heavy infrastructure projects	Existing SKU
Fresh Special	CEM II/A-M (S-V-L) 42.5 N	~80–89%	Balanced strength and workability, suitable for versatile construction applications	General structural works, housing, commercial	Existing SKU
Fresh Ultra Strong	CEM II/B-M (S-V-L)	70–79%	Highest minimum clinker content among B-M cements (higher than typical 65%), strong brand positioning	Plastering, affordable but quality-conscious works	Existing SKU
Meghnacem Super Deluxe (MCD)	Premium blended cement (CEM II/A-M 42.5 N)	~80–89%	High durability, Better Bonding, superior finish, suitable for premium projects	Bridges, high-rise, premium commercial projects	Existing SKU

Dhalai Special Cement (DSP)	Rapid-hardening casting cement – CEM II/A-M (S-V-L) 42.5 R	~80–89%	28.5% faster curing, 18% cost savings, high early strength	Casting works, time-sensitive projects	Q4 2023
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Dhalai Special Cement, launched in Q4 2023, is positioned as a premium, performance-based solution for faster construction and efficient deshuttering, making it ideal for roofs, beams, and columns.

Primary Brands & Product Variants:

1. **Fresh Cement** – UCIL’s flagship brand, available in three different SKUs to meet varying performance requirements:

- **Fresh Super** – Ordinary Portland Cement (OPC), classified as CEM I 52.5 N, with **95–100% clinker** content. Designed for high-performance structural applications where maximum strength is essential.
- **Fresh Special** – Classified as CEM II/A-M (S-V-L) 42.5 N, a blended cement with optimized performance for a wide range of construction purposes.
- **Fresh Ultra Strong** – Classified as CEM II/B-M (S-V-L), containing 70–79% clinker. The highest minimum clinker content among B-M category cements at the time of launch. While competitors typically start from 65% clinker, Fresh Ultra Strong’s higher minimum content was the key reason for its “Ultra Strong” positioning. This variant is widely used for plastering and general construction where both quality and affordability matter.

2. **Meghnacem Super Deluxe (MCD)** – Previously famous as fair face cement. This premium cement brand targets high-strength, durable construction needs. Suitable for high-rise and aesthetic buildings, bridges, and other critical infrastructure projects due to its excellent strength and workability.

3. **Dhalai Special Cement (DSP)** – Also launched in Q4 2023, DSP is Bangladesh’s first rapid-hardening 42.5-grade casting cement (CEM II/A-M (S-V-L) 42.5 R). Specifically engineered for casting applications and time-sensitive projects where speed, early strength, and cost efficiency are critical. Proven to reduce project completion times by 28.5% and costs by 18% compared to traditional cements. Positioned with the brand essence: “*Strength. Speed. Savings.*” (Meghna Group of Industries, n.d.)



Figure 2.4: Logo of Dhalai Special Cement (DSP)

Packaging Innovations:

UCIL has utilized BOPP (Biaxially Oriented Polypropylene) laminated bags for selected products, including DSP, to improve moisture resistance, shelf appeal, and durability during transportation. Due to a temporary shortage in BOPP bag supply, UCIL reverted to standard packaging, but due to strong market demand, plans are underway to reintroduce BOPP bags in the near future. *(Meghna Group of Industries, n.d.)*

Value-Added Services:

UCIL's Technical Support and Business Development (TSBD) team provides on-site technical assistance to engineers, contractors, and builders, offering:

- Guidance on mix design and application best practices.
- Troubleshooting for site-level challenges.
- Training programs for skilled and semi-skilled construction workers.

This multi-tiered product offering allows UCIL to compete effectively across different price segments and performance requirements, while its strong supply chain ensures availability — a key driver of cement sales in Bangladesh, where distribution efficiency often outweighs advertising influence.

Competitive Advantage:

Competitive advantage of Dhalai Special Cement of UCIL:

- Advanced German Polycom Technology

- In-house sourcing of raw materials from Vietnam, Indonesia, and Thailand
- A nationwide distribution network and strong logistics support from MGI
- R&D collaboration with BUET-RISE to ensure product innovation and testing
- Strong brand equity in consumer markets via Fresh Cement

2.7. Future Endeavors

Unique Cement Industries Ltd. (UCIL) has set clear strategic directions to strengthen its market position and meet evolving customer needs in Bangladesh's competitive cement industry. The company's future initiatives include:

1. **Reintroduction of BOPP Packaging** – Due to strong customer demand for BOPP laminated bags that offer superior protection and a premium appearance, UCIL plans to resume production of these packaging solutions once raw material supply stabilizes.
2. **Capacity Expansion** – To meet increasing demand for both traditional and specialized cement products, UCIL is exploring investments in additional production lines and plant automation.
3. **Geographic Market Penetration** – While UCIL already has nationwide reach, targeted dealer expansion in under-served regions will ensure stronger distribution coverage, particularly in rural and semi-urban markets where construction demand is rising.
4. **Product Innovation** – Building on the success of Dhalai Special Cement (DSP), UCIL plans to develop additional specialized cement products catering to niche segments such as high-performance concrete, eco-friendly cement, and infrastructure-grade cement.
5. **Strengthening TSBD Services** – UCIL intends to enhance its Technical Support and Business Development team's capacity by introducing mobile technical units and digital advisory tools to support contractors and engineers in real time.
6. **Sustainability Initiatives** – Aligned with MGI's environmental commitments, UCIL is focusing on reducing CO₂ emissions through alternative fuel use, clinker substitution, and improved energy efficiency in cement production.

Through these initiatives, UCIL aims to not only maintain its competitive edge but also lead industry innovation and sustainability efforts in Bangladesh.

2.8. SWOT Analysis of the Company

Table 2.2: List of Strength and Weakness of Dhalai Special Cement

Strengths	Weaknesses
<ul style="list-style-type: none"> • Backed by Meghna Group of Industries (MGI), one of Bangladesh’s largest and most diversified conglomerates, ensuring strong financial stability. 	<ul style="list-style-type: none"> • Limited online marketing presence, with a heavy reliance on outdoor advertising.
<ul style="list-style-type: none"> • Strong nationwide distribution network leveraging MGI’s integrated logistics. 	<ul style="list-style-type: none"> • BOPP bag packaging is temporarily unavailable due to supply shortages.
<ul style="list-style-type: none"> • Diverse product portfolio catering to multiple market segments (OPC, blended, premium, and specialized cements). 	<ul style="list-style-type: none"> • Fresh Cement brand perceived by some premium buyers as less suitable for high-end casting applications.
<ul style="list-style-type: none"> • Introduction of Dhalai Special Cement (DSP), the first rapid-hardening casting cement in Bangladesh. 	<ul style="list-style-type: none"> • Heavy competition from established market leaders with long-standing brand loyalty.
<ul style="list-style-type: none"> • Technical Support & Business Development (TSBD) team offering direct field-level assistance to engineers and contractors. 	

Table 2.3: List of Opportunities and Threats for Dhalai Special Cement

Opportunities	Threats
<ul style="list-style-type: none"> • Increasing infrastructure development projects under government and private initiatives. 	<ul style="list-style-type: none"> • Price competition in the cement industry reducing profit margins.
<ul style="list-style-type: none"> • Rising demand for rapid-hardening and specialized cement solutions. 	<ul style="list-style-type: none"> • Volatility in raw material prices, especially clinker and imported additives.
<ul style="list-style-type: none"> • Expansion into untapped rural and semi-urban markets. 	<ul style="list-style-type: none"> • Supply chain disruptions affecting raw material availability.
<ul style="list-style-type: none"> • Adoption of sustainable and eco-friendly cement production practices to align with global trends. 	<ul style="list-style-type: none"> • Regulatory changes in environmental and industrial policy impacting production.
<ul style="list-style-type: none"> • Potential to increase brand differentiation through packaging innovation and customer engagement programs. 	<ul style="list-style-type: none"> • Market dominance of competitors like Shah Cement, driven by unmatched availability.

SWOT Analysis - Unique Cement Industries Ltd.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">- Backed by MGI's strong financial stability- Nationwide distribution network- Diverse product portfolio- First rapid-hardening casting cement in Bangladesh- TSBD field-level technical support	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">- Limited online marketing presence- BOPP bag unavailability- Perception of Fresh Cement in premium casting- High competition from established brands
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">- Growing infrastructure development- Demand for rapid-hardening & specialized cement- Untapped rural & semi-urban markets- Eco-friendly cement production- Brand differentiation via packaging & engagement	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">- Price competition reducing margins- Volatility in raw material prices- Supply chain disruptions- Regulatory changes- Competitors' strong market dominance

Figure 2.5: SWOT Analysis - Unique Cement Industries Ltd.

Chapter 3. Industry Analysis

3.1 Overview of the Cement Industry in Bangladesh

The cement industry in Bangladesh has experienced rapid growth over the past two decades, driven by the country's infrastructure boom, real estate development, and increasing demand for urban housing. With over 35 active cement brands and a production capacity exceeding 80 million metric tons annually, the market is characterized by excess supply, intense competition, and price sensitivity. (*Rahman, 2023*)

Despite having only limited domestic sources of raw materials like limestone, Bangladesh's cement manufacturers have built vertically integrated supply chains, importing clinker from countries like Vietnam, Indonesia, and Thailand. The industry's current focus lies in value-added segments, such as high-performance, premium, and rapid-hardening cement, where companies like UCIL aim to build brand differentiation. (*Meghna Group of Industries, n.d.*)

3.2 Industry Growth Stage

The cement industry in Bangladesh is in a mature stage with slow but steady growth. While overall cement consumption continues to rise with infrastructure projects and urbanization, the volume growth has begun to plateau, especially in urban residential markets. Therefore, innovation, brand perception, and product performance have become key levers for differentiation. (*Foreign Investors' Chamber of Commerce & Industry [FICCI], 2024*)

3.3 Seasonality of Demand

Cement demand in Bangladesh exhibits clear seasonal trends:

- **Peak Season:** Winter and dry seasons (November–March), when construction accelerates.
- **Off Season:** Monsoon months (June–August), when heavy rains delay or suspend many construction activities. (*Bangladesh Cement Manufacturers Association, n.d.; Rahman, 2023*)

Dhalai Special Cement's faster setting time is particularly advantageous during shorter dry periods, allowing for quicker project turnaround in a limited construction window—an important point in seasonal planning. (*Meghna Group of Industries, n.d.*)

3.4 PESTEL Analysis

Table 3.1: PESTEL analysis of Bangladeshi Cement Industries

Factor	Impact on Cement Industry
Political	Stable government and mega projects (e.g., Padma Bridge, Metro Rail) boost cement demand. However, policies on import duties and energy prices affect cost structures.
Economic	Economic growth sustains construction, but rising fuel and raw material import costs affect profitability.
Social	Urbanization and middle-class housing demand continue to grow. Quality awareness among builders is increasing.
Technological	Growing interest in R&D, performance cement (like DSP), and automation. Limited industry-wide adoption of digital marketing.
Environmental	Cement is a major CO ₂ emitter. Environmental regulations and carbon footprint awareness are rising. UCIL is exploring waste heat recovery and greener alternatives.
Legal	Bureau of Research, Testing and Consultation (BRTC-BUET) and BSTI certification requirements regulate cement grading and safety.

PESTEL Analysis - Bangladesh Cement Industry



Figure 3.1: PESTEL analysis of Bangladeshi Cement Industries

3.5 Porter's Five Forces Analysis

Table 3.2: Porter's Five Forces Analysis of UCIL

Force	Impact Level	Explanation
Industry Rivalry	High	Numerous brands compete largely on price, with few offering specialized positioning like DSP.
Threat of New Entrants	Medium	High capital cost acts as a barrier, but entry by foreign brands is possible via joint ventures.
Bargaining Power of Buyers	High	Contractors and developers have many alternatives for CEM-II category; price and performance drive decision-making.
Bargaining Power of Suppliers	Medium	Dependence on imported clinker subjects companies to FX fluctuations and global supply risks.
Threat of Substitutes	Low	There are no direct substitutes in the rapid-hardening category, though A-M or B-M cements can serve as alternatives in core structural applications. However, they lack the ability to deliver the same time and cost savings as DSP, making differentiation crucial

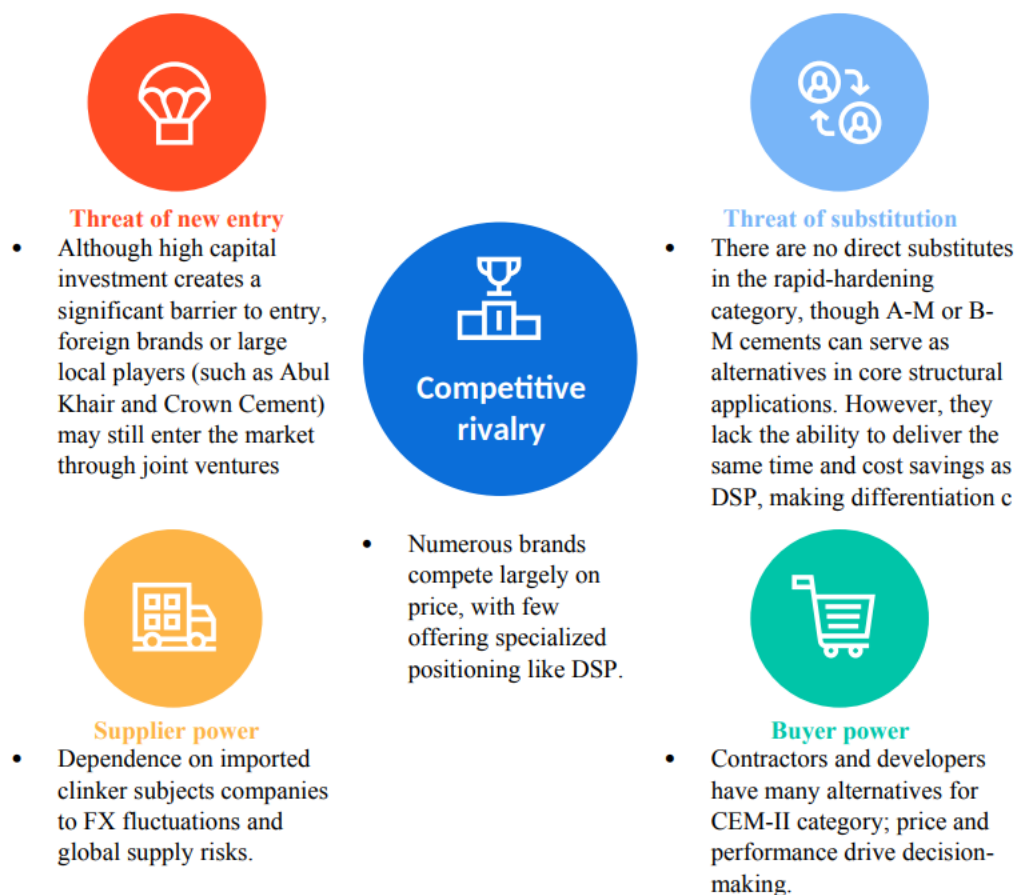


Figure 3.2: Porter's Five Forces Analysis of UCIL's Dhalai Special Cement

3.6 Competitive Landscape in the 42.5 Segment

The 42.5-grade cement category (high-strength, premium segment) is gaining traction, especially for casting-focused applications. Key competitors include:

- **A-M:** A well-known premium cement brand with strong dealer penetration and quality perception.
- **B-M:** Positioned as cost-effective, but lacks strong performance claims.
- **Dhalai Special Cement (DSP):** Entered as a rapid-hardening solution offering 28.5% time savings and 18% cost reduction, backed by UCIL's brand trust and BUET-approved performance results. (*Meghna Group of Industries, n.d.*)

DSP's entry into this space represents a blue ocean opportunity, carving out a new product sub-category focused on specialized casting cement, rather than competing head-to-head with traditional PCCs.

3.7 Competitors' Digital Activities (March 2025)

An analysis of social media advertising and content reveals how rivals are engaging with customers online. The findings show:

- Some competitors are highly active in running **dynamic ads**, signaling a stronger push for customer engagement.
- Others maintain only **static ads** or limited content presence, indicating lower investment in digital outreach.
- Regular social media content is maintained by only a few competitors, highlighting opportunities for DSP to stand out through consistent digital storytelling.

The charts below summarize these competitor activities:

- **Ad Activities:** Distribution of static vs. dynamic ads across competitor brands.
- **Content Activities:** Volume of social media contents created by each active competitor.

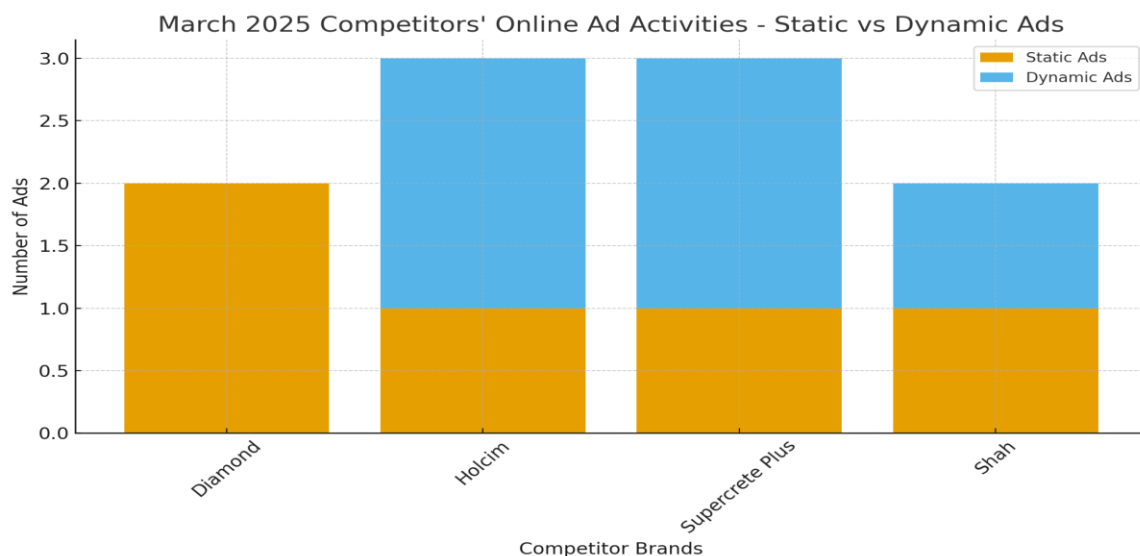


Figure 3.3: March 2025 Competitors' Online Ad activities - Static vs Dynamic (Source: Meta Ad Library, March 2025. Data compiled by the author)

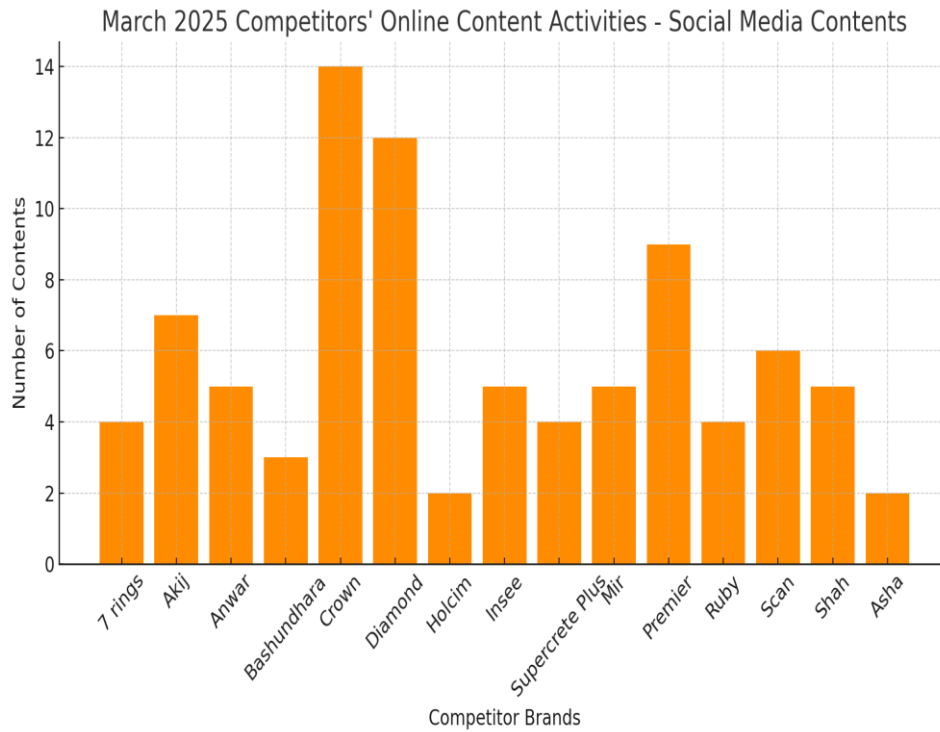


Figure 3.4: March 2025 Competitors’ Online Content Activities - Social Media Contents (Source: Author’s own observation and manual analysis of 15 cement brands’ Facebook and other social media posts (January–March 2025), conducted during weekly activities of Week 10–11)

Together, these insights highlight that competitors’ digital presence remains uneven. Some rivals are investing heavily in dynamic ads and content, while others are comparatively quiet online. Since DSP is positioned as a differentiated, rapid-hardening product in the 42.5 segment (as discussed earlier), this uneven digital landscape suggests a strategic opening for DSP to strengthen its visibility and brand storytelling online, if pursued.

Chapter 4. Description of Main Duties

4.1 Overview of Internship Role

During my 13-week internship at Unique Cement Industries Ltd. (UCIL), a concern of Meghna Group of Industries, I served as a Brand Intern in the Branding and Market Research Team. The internship was aligned with the launch and marketing of Dhalai Special Cement (DSP)—a newly introduced rapid-hardening product. My responsibilities were centered on branding, communication planning, market insight generation, and campaign support.

My daily activities and broader responsibilities were structured around the strategic positioning and promotional execution of DSP within the competitive 42.5 cement category.

4.2 Daily and Weekly Activities

My weekly involvement can be summarized into the following core activities:

Week 1–2: Induction and Market Understanding

- Orientation with the UCIL Brand Department
- Learning DSP’s technical features, competitive position, and target audience
- Reviewing campaign performance of Fresh Cement and other existing brands

Week 3–5: Brand Strategy & Positioning

- Participated in the development of DSP’s **Brand Key Module**, contributing to:
 - Brand essence: *“Strength. Speed. Savings.”*
 - Key brand values: Quality, innovation, efficiency
 - Discriminator: The only rapid-hardening 42.5-grade cement with data-backed savings
- Helped structure product insights into customer-friendly language

Week 6–7: Marketing Communication & Content Development

- Developed content briefs for a social media campaign titled **“Dhalai স্পেশাল কেনো স্পেশাল?(Why Dhalai Special is Special?)”**

- Created comparison charts and messages showing DSP's advantages in:
 - Setting time
 - Project turnaround
 - Cost savings (up to 18%)
- Contributed to POSM (Posters, Leaflets) and assisted in visual content direction

Week 8–9: Promotional & Field-Level Campaign Execution

- Assisted in **fan club strategy design** for local masons, retailers, and engineers
- Coordinated distribution of campaign materials to dealers
- Observed feedback from frontline sales and dealers

Week 10–11: Competitor Bench-marking

- Analyzed marketing activities of key competitors (A-M, B-M)
- Evaluated their positioning, visual identity, and promotional claims
- Provided internal presentations comparing DSP's strengths and gaps

Week 12–13: Reporting & Wrap-Up

- Summarized internship contributions in presentation slides
- Participated in debriefing sessions and received feedback from supervisors
- Compiled observations into this case-study-based report

Table 4.1: Weekly Duties and Description

Week	Key tasks (what I did)	Tangible outputs	Stakeholders
1–2	Induction; product & segment study; review previous Fresh campaigns	Notes deck; glossary of DSP terms	Brand, TSBD
3–4	Drafted Brand Key elements into consumer-friendly wording	1-page Brand Key summary for DSP	Brand Lead
5	Built comparison snippets (DSP vs conventional) for social	Copy + visual wireframes	Designer
6–7	Wrote briefs for “ Dhalai স্পেশাল কেনো স্পেশাল? (Why Dhalai Special is Special) ” series	3 post briefs + caption bank	Brand, Agency
8–9	Supported fan-club material distribution; collated dealer feedback	POSM pack; field feedback log	Sales, Dealers
10–11	Ran competitor scan (ads + content) and organized findings	March dashboard; 2 charts	Brand, Management
12–13	Compiled report slides; handover of assets and tracker files	Closeout deck; asset folder index	Brand Lead

4.3 Key Tools & Methods Used

List of tools and methods used during internship program:

- **MS PowerPoint & Excel** for documentation and competitor analysis
- **Canva & Google Slides** for visual content briefs and layout planning
- **Interpersonal communication** with sales teams, graphic designers, and TSBD officers
- Internal research materials and performance reports of previous campaigns

4.4 Link with Theoretical Concepts

Table 4.2: Link with Theoretical Concepts

Academic Concept	Practical Application
STP (Segmentation, Targeting, Positioning)	Used to define DSP's primary audience and craft its brand key accordingly
Branding Models (Brand Key)	Applied in full to DSP, including discriminator, emotional benefits, and reason to believe
4Ps of Marketing	Focused on Promotion and Product aspects while gaining exposure to Place (distribution) strategy
Integrated Marketing Communication (IMC)	Helped align offline POSM with digital campaign messaging
Competitor Analysis	Used tools such as SWOT and perceptual mapping to evaluate DSP's position in the 42.5-grade segment

4.5 Communication & Collaboration

I worked closely with:

- The **Branding and Market Research Team** to execute messaging strategies
- The **TSBD Team** to translate technical specs into customer-centric value propositions
- **Sales & Dealer Coordinators** to assess field-level feedback and promotional reach
- **Designers ,Content Creators and Agencies** for POSM and digital content alignment

This cross-functional exposure allowed me to understand the interdependencies between technical knowledge, branding, and market activation.

4.6 Brand Key Module for DSP

During my internship at UCIL/Meghna Group, I developed a comprehensive Brand Key Module for Dhalai Special Cement (DSP). This was based on competitor analysis, consumer insights, distribution learnings, and practical market activities (fan club design, POSM execution, dealer/engineer interactions).

The module captures DSP’s heritage, competitive landscape, target audience, insight, benefits, values, reasons to believe, unique selling proposition, and brand essence.

To make the framework actionable, I documented it in both tabular format (for clarity of each element) and a visual brand key diagram (for strategic communication and presentations).

Table 4.3: Brand Key Module for DSP

Element	Description
Brand Essence	1. “Speed. Strength. Savings.” 2. Casting Specialist

Discriminator (USP)	The only cement in Bangladesh that delivers 25% faster deshuttering and 18% cost savings with rapid-hardening technology.
Reasons to Believe	Proven lab results (25% faster, 18% cost savings), European technology, UCIL reputation, trusted in projects.
Values & Personality	Values: Quality, Durability, Reliability, Innovation, Customer Focus, Efficiency. Personality: Strong, Dependable, Innovative, Expert, Approachable, Efficient.
Benefits	Functional: Faster deshuttering, cost savings, high early strength, durability, superior workability. Emotional: Confidence, peace of mind, pride in innovation.
Consumer Insight	“I need high-strength cement that lets me build faster, reduce costs, and ensure durability.”
Target Audience	B2B: Contractors, developers, engineers, dealers. B2C: Homebuilders, masons, project manager, Non residential Bangladeshi and other potential Homebuilders . Age 30–55, male-focused, Upper Middle class to Rich; urban → suburban → rural expansion.
Competitive Environment	Competes with Holcim, Crown Cement, Shah, Seven Rings. Market driven by price; DSP differentiates via speed, strength, savings.
Root Strength (Heritage)	Part of UCIL; Backed by MGI; Bangladesh’s first and only CEM II/A-M (S-V-L) 42.5 R; European tech; trusted heritage.
Key Vision	To be the most trusted and preferred high-performance cement brand in Bangladesh, setting new standards in speed, strength, and sustainability.

Key Extensions	Product: Dhalai Ultra, Dhalai Eco, Dhalai Waterproof. Service: Dhalai Express Concrete, Training programs. Geographic expansion into suburban and rural Bangladesh.
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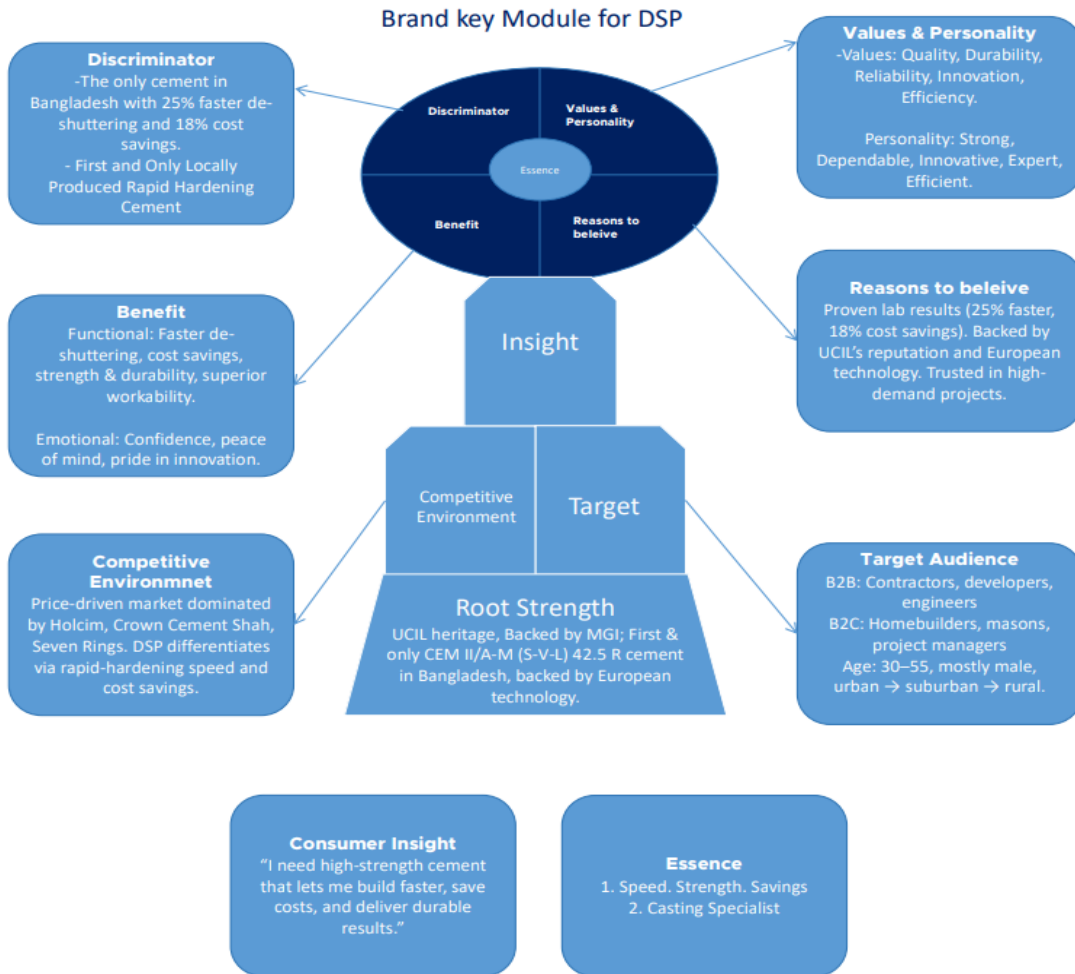


Figure 4.1: Brand Key Module for Dhalai Special Cement (DSP)

The table serves as a reference tool for marketing and product teams, ensuring consistent messaging across all campaigns. The visual brand key model, on the other hand, is designed for stakeholder presentations, making DSP's positioning and promise easy to grasp in a single glance.

Together, these outputs demonstrate how DSP can transition from competing primarily on price to adopting a performance-driven positioning anchored in Speed, Strength, and Savings. In addition, I proposed an alternative brand essence: “Casting Specialist.” This option draws on the market’s existing perceptions of UCIL’s portfolio. For instance, Fresh Cement is often regarded as a weaker product suitable mainly for plastering applications. In contrast, the very name Dhalai translates to “casting,” naturally signaling specialization in structural applications. Positioning DSP as a casting-focused cement would not only leverage this linguistic and cultural association but also allow UCIL to penetrate the casting segment more effectively, reinforcing the brand’s role as a trusted solution for critical structural work.

Chapter 5. Analysis of Internship Activities

5.1 Key Learning Outcomes

During the 13-week internship (25 January – 24 April 2025) at UCIL, working in the Branding & Market Research Team on Dhalai Special Cement (DSP) produced multiple concrete learning outcomes:

1. **Application of branding theory to a technical product:** I learned how the Brand Key framework translates technical product characteristics (e.g., CEM II/A-M 42.5 R rapid hardening) into communicable benefits—functional (early strength, faster deshuttering) and emotional (confidence, peace of mind).
2. **Integrating technical and marketing teams:** Close collaboration with the TSBD team taught me how to convert lab/field test results into dealer scripts, POSM content, and mason training briefs.
3. **Practical campaign development:** I gained hands-on experience creating content briefs, POSM layouts, and a social campaign series (“Dhalai স্পেশাল কেনো স্পেশাল?”) that aligned product claims (28.5% time-saving; 18% cost-saving) with contractor pain points.
4. **Field insight collection and triangulation:** Dealer visits, fan-club interactions, and frontline feedback showed me the primacy of availability/logistics over advertising in real purchases, and how on-site demonstrations bolster technical claims.
5. **Competitor bench-marking and digital gap analysis:** Reviewing competitor ad frequency and content (March analysis) clarified DSP’s weaker digital cadence and the strategic need for a hybrid outdoor + targeted digital approach.

These outcomes converted textbook concepts (STP, 4Ps, Brand Key) into practical marketing deliverables for a technically complex B2B product.

5.2 Work Environment Condition

The work environment in the Branding & Market Research Team was professional, collaborative, and fast-paced, characterized by:

- **Cross-functional collaboration:** Regular coordination with TSBD, Sales, and Supply Chain allowed brand claims to be validated technically and operationally. This improved credibility of marketing claims.
- **Resource constraints:** Time and limited access to certain internal datasets (sales by SKU, ROI on ads) restricted in-depth quantitative analysis. Confidentiality rules also limited access to precise ad spend and distribution metrics.

- **Hands-on mentorship:** Supervisors provided structured briefs and iterative feedback, which accelerated my learning curve in content development and campaign planning.
- **Field orientation:** The team prioritized field activation (fan clubs, dealer distribution, POSM), so much of the learning was experiential rather than desk-based.

Overall, the environment supported practical learning but could be strengthened with more systematic data sharing and a structured field-feedback dashboard for marketing decisions.

5.3 Company-Level Analysis

From a company perspective (UCIL), my internship observations reveal strengths and operational gaps relevant to DSP's marketing success:

Strengths observed

- **Corporate backing & resources:** MGI's scale provides UCIL with logistics capabilities and capital to support new product launches (e.g., DSP, MCD).
- **Technical credibility:** The TSBD function and BUET-level testing (used to substantiate DSP claims) are important differentiators for performance-based cement.
- **Product architecture:** A multi-SKU Fresh brand and the simultaneous launch of MCD + DSP show intentional portfolio segmentation.

Operational / Marketing gaps

- **Distribution consistency vs. branding:** The field insight that supply availability often drives purchase decisions (Shah Cement example) means UCIL must match branding with availability. DSP's premium promise falls flat if dealers can't supply it reliably.
- **Packaging & premium cues:** BOPP laminate bags increase perceived quality and durability; the temporary halt of BOPP due to supply shortages reduced DSP's premium visibility. Reintroducing BOPP is commercially justified.
- **Digital capability:** UCIL's outdoor-heavy marketing is appropriate given the target profile, but digital presence (especially demo videos, time-lapse proof, and paid targeting to developers/engineers) is underutilized.
- **Performance to sales linkage:** At UCIL, there is currently no formal measurement system to clearly demonstrate whether technical product demonstrations or mason fan-club training sessions are directly translating into increased sales of Dhalai Special Cement. While these initiatives likely raise awareness and interest among

dealers and contractors, the company lacks structured evidence to confirm the actual sales conversion or “uplift” that results from them. To strengthen this performance-to-sales linkage, UCIL would benefit from introducing a dealer feedback and demo ROI tracking system that collects field-level data, measures the impact of each promotional activity, and ensures resources are invested in strategies that generate the highest return.

Implication for UCIL: To scale DSP beyond a niche, UCIL must align distribution reliability, packaging, and structured field evidence with the Brand Key claims—otherwise the product’s superior technical attributes will not consistently translate into market share.

5.4 Market-Level Analysis

Placing DSP into the broader cement market produces the following insights:

- **Market structure favors availability.** Overcapacity and a price-sensitive market make logistics and dealer reach decisive. DSP’s niche advantage (rapid hardening) is most valuable where availability and technical need coincide—divisional cities and contractor-heavy projects.
- **Segmentation opportunity.** The market is bifurcated: mass commoditized buyers (price/availability driven) and project/contractor buyers (performance/value driven). DSP fits the latter; therefore marketing and distribution tactics must prioritize contractor ecosystems and large projects.
- **Channel mix alignment.** Outdoor media (wall paintings, dealer POSM, site banners) remains crucial for masons and dealers. However, developers and engineers increasingly consult digital media—the recommended approach is a **hybrid IMC**: continue outdoor dominance but supplement with targeted digital assets (YouTube demos, LinkedIn technical briefs).
- **Competitive dynamics.** Competitors with deep dealer penetration can neutralize performance advantages through better availability. DSP must therefore prioritize dealer incentives and stock reliability in target districts (Dhaka, Chattogram first).
- **Seasonality leverage.** DSP’s early-strength promise should be emphasized ahead of peak construction months (Nov–Mar) and in campaigns to recover monsoon slippages.

5.5 Professional Level Analysis

This section reflects how the internship shaped my professional competencies and identifies areas for future development:

Skills gained

- **Brand strategy execution:** Hands-on creation of Brand Key elements and campaign briefs.
- **Technical translation:** Converting lab/TSBD inputs into field-usable messages and dealer scripts.
- **Field research & stakeholder interviews:** Collecting on-site feedback and synthesizing it into actionable insights.
- **Content planning:** Creating POSM, social content briefs, and visual comparison assets with clear product claims.

Gaps identified for my professional growth

- **Quantitative analytics:** I need stronger skills in market analytics—e.g., running ROI analysis on campaigns, dealer sales modeling, and basic time-series interpretation of sales vs. campaigns.
- **Supply-chain appreciation:** While I learned the basics, deeper exposure to distribution logistics (inventory planning, depot economics) would make my marketing recommendations more implementable.
- **Advanced technical fluency:** Further learning on cement chemistry and production constraints (clinker %, admixtures, curing kinetics) will improve the precision of marketing communication for technical stakeholders.

Career implication

The internship confirmed my interest in brand management for technically complex products. To be effective in similar roles, I will focus on developing data analytics and supply-chain literacy alongside creative brand skills.

Chapter 6. Recommendations and Conclusion

6.1 Recommendations for UCIL and Dhalai Special Cement

Based on my observations and internship experience, I offer the following recommendations to further strengthen the marketing strategy and brand position of Dhalai Special Cement (DSP) in the competitive 42.5-grade market:

1. Strengthen DSP's Visual Identity

Although DSP is strategically positioned as distinct from UCIL's other cement brands, including Fresh Cement, its current visual identity—encompassing the logo, color scheme, and packaging—does not adequately convey this differentiation. In practice, there have been instances where the DSP logo and bag design were perceived as resembling those of Holcim, which risks creating brand confusion in the marketplace. To address this issue, the development of a distinct and cohesive design system, aligned with DSP's technical advantages and premium positioning, is essential. Such an approach would strengthen brand recognition and reinforce DSP's unique value proposition. Alternatively, intensified investment in outdoor and digital branding initiatives could serve to clearly distinguish DSP from Holcim (under Lafarge), thereby safeguarding its competitive positioning and enhancing market penetration.

2. Expand Fan Club & Field-Level Education

The DSP Fan Club for masons and site workers is a high-potential grassroots initiative. To maximize its impact:

- Expand it geographically beyond key urban zones
- Include brief technical training modules (on mixing ratios, curing times, etc.)
- Incentivize participation through recognition and reward programs
- Stories of customers (IHB, engineers, real estate companies, construction firms etc.) should be promoted in the fanclub

This would build on-ground advocacy and long-term loyalty.

3. Invest in Digital Marketing Strategy

DSP's digital presence is still developing. In an era where even B2B stakeholders consume content online:

- Paid campaigns on Facebook, YouTube, and LinkedIn could enhance reach

- Short explainer videos on DSP's time and cost savings would boost awareness
- Field success stories or time-lapse videos can visually reinforce its benefits

4. Collaborate with Influencers (in the education & engineering field) & Engineers

Partnering with civil engineering influencers, YouTube educators, or BUET alumni could add credibility to the brand's performance claims. Technical reviews of DSP could help penetrate contractor communities more quickly. As DSP is new in market it should also focus on future civil engineers if they have enough budget.

5. Monitor and Benchmark Feedback

Set up a simple feedback loop from dealers, engineers, and workers to continually refine communication strategies. Competitor monitoring should also be systematized to keep DSP ahead in claims, innovation, and field tactics.

6.2 Conclusion

The launch and early branding of Dhalai Special Cement represent a bold strategic move by UCIL to carve out a differentiated position in a price-driven, commoditized market. Through its rapid hardening ability, early strength development, and cost efficiency, DSP has introduced a new narrative of performance and professionalism to the construction materials sector.

My internship provided a firsthand experience of how a product's technical advantages are transformed into meaningful brand promises, and how internal alignment — across branding, technical support, and field sales — is critical for execution.

By targeting real customer pain points and delivering on its brand essence — “Strength. Speed. Savings.” — DSP has the potential to become a long-term player in the premium cement segment. With continued investment in awareness, education, and identity building, Dhalai Special Cement can grow beyond its current niche and establish itself as the default choice for structural casting work in Bangladesh.

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Appendices

Shah Hosney Mobarok

Internship Report on “Marketing Strategy of a New Cement Product in a Competitive Market: A Case Study on Dhalai Spec...

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Head of the Department (Acting)
Department of Business and Technology Management
Islamic University of Technology
Boardbazar, Gazipur, Dhaka.

Subject: Acceptance of Internship at MGI

Dear Mr. Mamun,

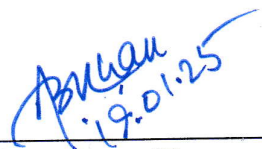
With reference to your letter dated January 13, 2025 on the above subject, this is to inform you that the Management has accepted your request and decided to allow your student named **Mr. Shah Hosney Mobarok, (Student ID-200061151)** from BBA Department (Major in Technology Management), an Internship Program for a period of 3 months which is effective from **January 25, 2025**.

In this connection you are requested to inform your concerned student to report to **Mr. Kazi Md. Mohiuddin, Sr. GM-Brand, Meghna Group of Industries, Fresh Villa, House # 15, Road # 34, Gulshan-1, Dhaka-1212, Bangladesh**.

During the internship period, his services will be governed by the rules and regulations of the company. After completion of internship, he will submit a report based on his project/findings to the undersigned.

Thanking you,

For Meghna Group of Industries,



Atiq uz zaman Khan
Chief Human Resources Officer
E-mail: atiq.zaman@mgi.org

CC:

- Honorable Chairman & Managing Director
- Board of Director
- Sr. GM-Brand
- Concern Admin Department
- Office File

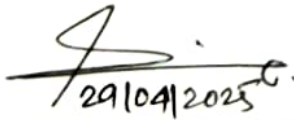
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 1st week

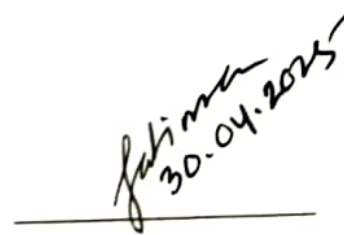
Date: From 25th January 2025 to 30th January 2025

List of Activities With Brief Description:

1. Joined MGI's Unique Cement Industries Limited as an Intern in the Brand department.
2. Underwent orientation and onboarding, gaining an understanding of the company structure, key marketing strategies, and ongoing projects.
3. Met with the Brand Manager to discuss roles, expectations, and initial tasks.
4. Analyzed every leaflet and Brochure of "Dhalai Special" of Unique Cement Industries Limited
5. Identified all the features and USP of "Dhalai Special Cement"
6. Have talked with Civil Engineers especially in the construction field to gain more proper understanding of the product from the user perspective.
7. Met with Senior GM of Brand Department


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Academic Supervisor

Fatima Meher

Junior Lecturer, BTM

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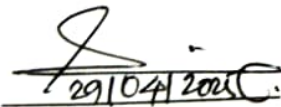
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 2nd week

Date: From 1st February 2025 to 6th February 2025

List of Activities With Brief Description:

1. Created leaflet concept for public health awareness due to clinker
2. Delivered the concept to the creative team of Brand Department
3. Distributed POSM and leaflet for the sales team
4. Coordinated with the transportation & courier team to deliver the gifts.
5. Created Headline, copy and call to action for the public health awareness leaflet
6. Received 1800 pcs of Notebook for Dhalai Special and distributed it to the sales team with the help of transportation and courier team
7. Learned about zoning and how the UCIL operates overall Bangladesh through sales team, dealers and retailers.


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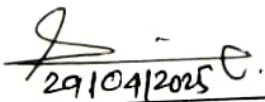
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 3rd week


Date: From 8th February 2025 to 13th February 2025

List of Activities With Brief Description:

1. Met and collaborated with the market research team to gain more insight
2. Joined a meeting with the agency "Wire" to create ideas for creative content that will be used in Digital platforms
3. Brainstormed in the meeting and gain insight about contents
4. Have planned content for the timeline February to March especially considering Ramadan Content
5. Have corrected a flyer concept with the help of Sales Team
6. Have translated USP for Masthead ad that will be published in "The Daily Star"
7. Have monitored the gift distribution activities.
8. Helped in Creating Social Media Post for "Shab-E-Barat"


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 4th week
2025

Date: From 15th February 2025 to 20th February

List of Activities With Brief Description:

1. Have searched for Image in social media and other digital platform to see whether the proposal given by company actually exist
2. Delivered my gained insight on the proposal to the Brand Manager
3. Worked with the Sr. Executive for Brand Department's Digital Team
4. Worked with the transportation team to monitor gift distribution activities
5. Helped in writing news about Rapid Hardening Technology for the Bangla Daily Samaka
6. Sr. GM of Brand Assigned me the task to made Brand Key
7. Worked on ELP program's leaflet distribution with the help of transportation team
8. Have talked with Civil Engineers especially those who works in Construction Site to gain more insight about cement industries
9. Helped to create copy for 21st February International Mother Language Day's content


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 5th week
2025

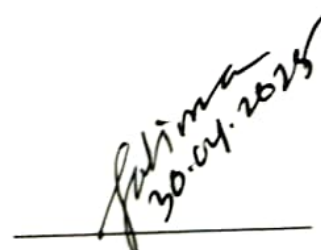
Date: From 22nd February 2025 to 27th February

List of Activities With Brief Description:

1. Helped to pay bill for the "Expert Meet Program". These events helps in branding activities for the brand "Dhalai Special Cement"
2. Delivered Notebooks and other POSM to the Sales Team of Khulna
3. Talked with AGM of UCIL to gain more insight on the product/brand "Dhalai Special Cement".
4. Delivered gifts and other POSM to the engineer of Dhaka Zone
5. Analyzed a video that will be published in the Samakal's Youtube Channel and delivered my insight to the Brand Manager
6. Analyzed Social Media positioning of each cement brands
7. Verified the Ramadan Calender for Dhalai Special and deliver my insight to the Brand Manager
8. Collected data from Market Research Team to modify the Brand Key
9. Collected Savings Leaflet with the help of Deputy Manager of Brand
10. Participated and collected insight from the DMA awards held in Intercontinental Hotel.
- 11.


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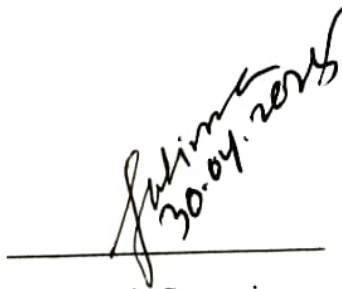
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 6th week**Date:** From 1st March 2025 to 6th March 2025**List of Activities With Brief Description:**

1. Bought a Samakal Daily newspaper and analyzed the paper to ensure that the paper actually published our ads.
2. Helped in naming an event for the masons
3. Have seated with the Sr. Executive of the Digital to plan the brand key and social media strategy
4. Talked with a delegation team that seeks sponsorship for a concert
5. Collected an invoice from media buying house and sent it along-with a copy to the Sr. Executive of the Digital team of Brand Department
6. Took help from Creative team to do photography of Gamboot of ABC company. This will be used for branding of "Dhalai Special Cement" and will be gifted to the Engineers.
7. Planned for a voice message campaign for "Dhalai Special Cement".
8. Assigned to build brand key for other cement brands of UCIL: "Fresh Cement Ultra Strong", "MeghnaCem Super Deluxe"



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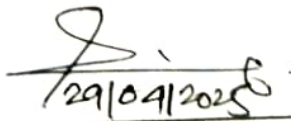
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 7th week

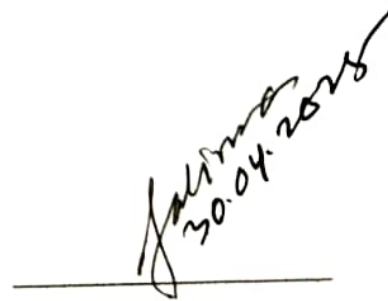
Date: From 8th March 2025 to 13th March 2025

List of Activities With Brief Description:

1. Sent festoon, wrapping paper and other POSM for LGED picnic that is sponsored by Dhalai Special
2. Sent 50 "Why Special" Leaflet to the sales team of Nilphamari
3. Collected and delivered documents of bill & note for several projects
4. Participated in a meeting with the Insurance Company "Guardian Life" to talk about insurance policy for the staffs of UCIL
5. Wrote a meeting minutes on the meeting and sent it to the Brand Manger
6. Analyzed 6 layout communication for Dhalai Special Cement
7. Participated a meeting with the agency "Wire" for creative content plan discussion
8. Delivered my Idea, insight and creative concept to the Creative Team
9. Talked with the Senior GM of Brand and delivered him the update of Trademark status of MGI


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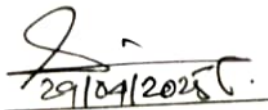
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 8th week

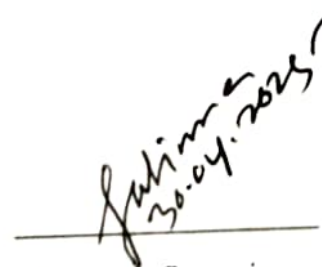
Date: From 15th March 2025 to 20th March 2025

List of Activities With Brief Description:

1. Planned for the strategy of social media with the Sr. Executive for Digital
2. Planned for the strategy of newly created Fan Club for Dhalai Special
3. Talked with Civil Engineers, University teachers to gain insight about cement that will be helpful to provide new concept for creative contents
4. Talked with a IT firm for website creation of Fresh Cement
5. Delivered the insight from several IT firms to Sr. Executive of Digital
6. Worked on the growth of Fan Club for Dhalai Special Cement


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 9th week

Date: From 22nd March 2025 to 27th March 2025

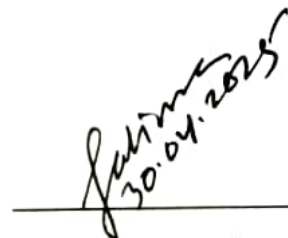
List of Activities With Brief Description:

1. Planned new strategy for the growth of Dhalai Special's Fan Club
2. Modified the brand key for "Dhalai Special Cement".
3. Helped in documentation for outdoor events like highwall paintings, billboard and others
4. Made copies for work order and approval note for billboard, highwall paint and signboard
5. Took meeting minutes with the Brand In Charge for North Bengal.
6. Planned another strategy for the content of "Dhalai Special Cement" Fan Club
7. Made Questionnaire for the interview of consumers and customers that will be uploaded in the Fan Club
8. Worked with the Deputy Manager for Invitation letter for DSP sponsored events
9. Helped Sr. Executive for creative content for "Lailatul Qadr".
10. Helped Sr. Executive for Digital and Assistant Manager of Creative team for Independence Day's content



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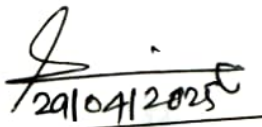
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 10th week

Date: From 29th March 2025 to 3rd April 2025

List of Activities With Brief Description:

1. Eid Vacation


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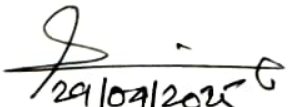
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 11th week


Date: From 5th April 2025 to 10th April 2025

List of Activities With Brief Description:

1. Created questionnaire sets for IHB interview for Fan Club.
2. Helped in MeghnaCem Super Deluxe's Project Board approval note's documentation
3. Created questionnaire sets for engineers interview for Fan Club.
4. Planned for Mnemonic title
5. Helped to create copy for video intro of Fan Club
6. Planned for the annual strategy and setted targets for the social media pages of Dhalai Special
7. Planned for the monthly strategy for Dhalai Special Cement's Facebook Page


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 12th week

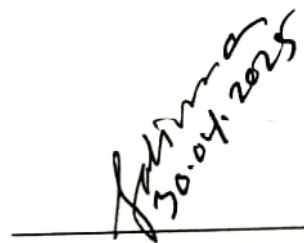
Date: From 12th April 2025 to 17th April 2025

List of Activities With Brief Description:

1. Gathered insight using Meta Ad Library for competitors' ad
2. Analyzed and created report competitor ad analysis report and delivered it to the Sr. Executive
3. Helped to create strategy for the growth and contents of Fan Club
4. Created Competitors' content analysis report
5. Planned for Intro of Fan Club's review videos
6. Have delivered trademarks documents to the foreign trade department
7. Gift Plan for the Sales team was passed and have to plan the gift that will be awarded to the sales team if they will achieve the target for fan club growth
8. Created copies and ideas for Pahela Boishakh Content for the brand MCD


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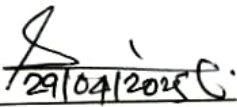
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 13th week

Date: From 19th April 2025 to 24th April 2025

List of Activities With Brief Description:

1. Handed questionnaire for interview soft copies to the Brand Manager
2. After the approval of Brand Manager, the soft copies were sent to the North Bengal's Brand in-charge
3. Worked on the documentation of bill for project board, sign board, billboard
4. Have worked with the Outdoor Sr. Executive of Brand Department for bill processing
5. Have learnt how the whole outdoor process works
6. Worked in the naming of the event retail meet for DSP
7. Delivered Trademark documents to the foreign trade department


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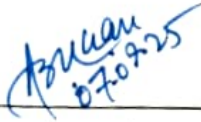
Junior Lecturer, BTM

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TO WHOM IT MAY CONCERN

This is to certify that **Mr. Shah Hosney Mobarok**, Student ID: 200061151, a student of Islamic University of Technology, graduating from the BBA program (Major in Technology Management), has successfully completed his internship in the Brand Department of Meghna Group of Industries from January 25, 2025 to April 25, 2025. During the period of his internship, he has acquired practical knowledge about marketing strategy of a new cement product. He has shown great dedication and enthusiasm.

We wish him every success in his future endeavors and regarding career ahead.


07-09-25

Atiq uz zaman Khan
Chief Human Resources Officer
Meghna Group of Industries