



# **BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR**

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## **SUMMER INTERNSHIP PROJECT 2023**

### **REPORT TITLE**

**A Study On Impact Of Irregular Cement Supplies  
Towards Brand Equity Of Penna Cement Industry Limited**

### **SUBMITTED BY**

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## **ACKNOWLEDGEMENT**

While Working on this project I received valuable guidance, help and support from different individuals. I would like to express my whole hearted gratitude to everyone who helped me in different ways to make this project a success, especially PCIL for giving the opportunity to work on this project under the guidance of HRD team.

I would like to thank Mr. Arvind Mohanty, for always being there for helpful guidance for presenting a better work.

It is a matter of great honour for me to acknowledge the invaluable guidance rendered to me by my guide DR. Dhananjaya Beura. He supported me fully during my work.

Finally, no words of gratitude can express my indebtedness to my parents and my friends for encouraging me throughout the study.

**DR. Dhananjaya Beura**  
**( Internal Guide )**

**Anshuman Mishra**  
**Roll No- 2206258100**

## **CERTIFICATE OF INTERNAL GUIDE**

This is to certify that Mr. Anshuman Mishra, bearing university registration no 2206258100 of 2022-24 batch, has completed his/her summer internship at Penna cement industries limited(PCIL) from September 1st to September 30th under the supervision of Mr. Arvind Mohanty and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

**Date:**

**Signature of the Internal Guide**

**Place: Bhubaneswar**

**Name :**

**Designation:**



## DECLARATION

I, Mr. Anshuman Mishra, bearing university registration no 2206258100 (2022-24 batch), hereby declare that the project report titled “A Study On Impact Of Irregular Cement Supplies Towards Brand Equity Of Penna Cement Industry Limited (PCIL)”. Is based on my internship at Penna cement industries limited, during the period of September 1st to September 30th and is an original work done by me under the supervision of Mr. Arvind Mohanty and DR. Dhananjaya Beura. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

**Date:**

**Place:**

**Signature**

## **PREFACE**

This project report is an outcome of my internship at Penna Cement Industry Limited (PCIL), where I studied the impact of irregular cement supplies on brand equity. The project was undertaken under the guidance of Mr. Dhananjaya Beura, who provided me with valuable insights and guidance throughout the project.

The project began with a literature review on the concepts of brand equity and irregular cement supplies. I then collected data from PCIL's sales records, customer surveys, and interviews with key personnel. The data was analysed using statistical methods to identify the relationship between irregular cement supplies and brand equity.

The findings of the study revealed that irregular cement supplies have a negative impact on brand equity. Customers who have experienced irregular supplies are less likely to recommend PCIL's cement to others and are more likely to switch to competing brands. The study also found that the impact of irregular supplies on brand equity is more severe for customers who are highly involved in the purchase decision.

The project report concludes with a number of recommendations for PCIL to mitigate the impact of irregular supplies on brand equity. These recommendations include improving communication with customers, developing contingency plans to ensure uninterrupted supplies, and investing in new technologies to improve supply chain efficiency.

I am grateful to Mr. Arvind Mohanty for their guidance and support throughout the project. I would also like to thank the management and staff of PCIL for their cooperation and assistance. I hope that this project report will be of benefit to PCIL in their efforts to improve customer satisfaction and brand equity.

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## **Chapter -1**

- Introduction
- Scope
- Objective
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## **Introduction:-**

Brand equity is the value of a brand to a company. It is reflected in the customer's willingness to pay a premium for a particular brand of product or service. Brand equity is built over time through consistent marketing efforts, positive customer experiences, and the overall reputation of the brand.

Brand equity is important because it can have a significant impact on a company's bottom line. Companies with strong brand equity can charge higher prices for their products and services, attract and retain loyal customers, and gain a competitive advantage over their competitors.

The cement industry is a highly competitive industry, and brand equity plays a significant role in influencing consumer purchase decisions. Brand equity is the value of a brand to a company, and it is reflected in the customer's willingness to pay a premium for a particular brand of cement.

A survey on brand equity in the cement industry can help to assess the current state of brand equity in the industry and identify areas where companies can improve their brand positioning. The survey can also help to identify the key factors that influence consumer purchase decisions and the relative importance of these factors.

The following are some of the key areas that can be covered in a brand equity survey of the cement industry:

- Brand awareness: How well-known are the different brands of cement available in the market?
- Brand perception: What are the consumers' perceptions of the different brands of cement? What are the strengths and weaknesses of each brand?
- Brand loyalty: How loyal are consumers to the different brands of cement? How often do they switch brands?
- Brand purchase drivers: What are the key factors that influence consumers to purchase a particular brand of cement?

The survey can be conducted among a variety of stakeholders, including consumers, retailers, contractors, and builders. The data collected from the survey can be used to develop a comprehensive understanding of the brand equity landscape in the cement industry.

Irregular cement supplies can have a significant impact on brand equity in the cement industry. Brand equity is the value of a brand to a company, and it is reflected in the customer's willingness to pay a premium for a particular brand of cement.

## **Impact of brand equity:-**

When cement supplies are irregular, it can lead to delays in construction projects and disruptions to businesses that rely on cement. This can frustrate customers and damage the reputation of the cement brand. Additionally, if a cement brand is not consistently available, customers may be forced to switch to other brands, which can lead to a loss of brand loyalty.

Here are some of the specific ways in which irregular cement supplies can impact brand equity:

- Reduced customer satisfaction: When customers experience delays or disruptions due to irregular cement supplies, it can lead to reduced customer satisfaction. This is especially true if the customer has a strict deadline or if the disruption causes them to lose money.
- Damage to brand reputation: Irregular cement supplies can damage the reputation of the cement brand. Customers may start to perceive the brand as unreliable or unable to meet their needs. This can make it difficult for the brand to attract new customers and retain existing ones.

- **Loss of brand loyalty:** If customers are unable to consistently purchase their preferred brand of cement, they may be forced to switch to other brands. This can lead to a loss of brand loyalty, which is a major blow to brand equity.
- **Reduced sales and profitability:** Irregular cement supplies can also lead to reduced sales and profitability for cement companies. This is because customers may be less likely to purchase cement from a brand that they cannot rely on.

Cement companies can mitigate the impact of irregular cement supplies on brand equity by taking the following steps:

- **Improve supply chain management:** Cement companies should invest in improving their supply chain management processes to ensure a more consistent supply of cement. This may involve diversifying their sources of supply, building up inventory reserves, and developing better transportation and logistics systems.
- **Communicate with customers:** Cement companies should communicate regularly with their customers about the availability of cement. This will help to reduce customer frustration and set realistic expectations.
- **Offer alternative solutions:** If cement supplies are interrupted, cement companies should offer alternative solutions to their customers, such as providing them with access to other brands of cement or helping them to find alternative materials.

By taking these steps, cement companies can reduce the negative impact of irregular cement supplies on their brand equity.

### **Objective of study:-**

The objective of a study on the impact of irregular cement supplies on brand equity is to understand how this factor affects the following:

- **Consumer awareness and perception of the brand:** Irregular cement supplies can lead to a decline in consumer awareness and perception of the brand. This is because consumers may start to perceive the brand as unreliable or unable to meet their needs. As a result, they may be less likely to consider purchasing the brand in the future.
- **Customer satisfaction:** Irregular cement supplies can also lead to a decline in customer satisfaction. This is because customers may experience delays or disruptions due to the irregular supply of cement. This can be frustrating and costly for customers, which can lead to a decrease in their satisfaction with the brand.
- **Brand loyalty:** Irregular cement supplies can also lead to a decline in brand loyalty. This is because customers may be forced to switch to other brands if their preferred brand is not consistently available. This can lead to a loss of market share for the brand in the long term.
- **Sales and profitability:** Irregular cement supplies can also lead to a decline in sales and profitability. This is because customers may be less likely to purchase cement from a brand that they cannot rely on. Additionally, the costs associated with managing irregular cement supplies can reduce the profitability of the company.

The study can also help to identify strategies that cement companies can implement to mitigate the negative impact of irregular cement supplies on their brand equity. These strategies may include:

- Improving supply chain management: Cement companies can invest in improving their supply chain management processes to ensure a more consistent supply of cement. This may involve diversifying their sources of supply, building up inventory reserves, and developing better transportation and logistics systems.
- Communicating with customers: Cement companies should communicate regularly with their customers about the availability of cement. This will help to reduce customer frustration and set realistic expectations.
- Offering alternative solutions: If cement supplies are interrupted, cement companies should offer alternative solutions to their customers, such as providing them with access to other brands of cement or helping them to find alternative materials.

By taking these steps, cement companies can reduce the negative impact of irregular cement supplies on their brand equity and maintain their position in the market.

#### Additional insights

In addition to the above, the study can also provide insights into the following areas:

- The differential impact of irregular cement supplies on different customer segments: The study can assess how irregular cement supplies impact different customer segments, such as individual consumers, construction companies, and other businesses. This information can be used by cement companies to develop targeted strategies to mitigate the impact of irregular cement supplies on each customer segment.
- The long-term impact of irregular cement supplies on brand equity: The study can also assess the long-term impact of irregular cement supplies on brand equity. This is important because it can help cement companies to understand the full extent of the damage that irregular cement supplies can cause to their brand.
- The effectiveness of different mitigation strategies: The study can also assess the effectiveness of different mitigation strategies in mitigating the negative impact of irregular cement supplies on brand equity. This information can be used by cement companies to select the most appropriate mitigation strategies for their specific situation.

Overall, a study on the impact of irregular cement supplies on brand equity can provide valuable insights that cement companies can use to protect their brand equity and maintain their competitive advantage.

#### Scope :-

Irregular supplies of Penna cement can have a significant negative impact on brand equity. Brand equity is the value of a brand, as perceived by customers. It is a measure of how well-known and respected a brand is, and how likely customers are to purchase products from that brand.

Irregular supplies can damage brand equity in a number of ways. First, they can lead to customer frustration and disappointment. When customers are unable to get the cement they need, they may become frustrated and switch to another brand. Second, irregular supplies can damage a brand's reputation for reliability. Customers may come to believe that the brand is unable to meet their needs, and they may be less likely to purchase from the brand in the future. Third, irregular supplies can make it difficult for a brand to build customer loyalty. Customers are more likely to be loyal to brands that they can rely on to provide the products they need, when they need them.

In addition to the above, irregular supplies of Penna cement can also have the following impacts on brand equity:

- **Reduced sales:** If customers are unable to get the cement they need, they may purchase less cement overall. This can lead to a decrease in sales for Penna cement.
- **Increased costs:** Irregular supplies can lead to increased costs for Penna cement. For example, the company may have to pay higher shipping costs to get cement to customers in a timely manner.
- **Negative publicity:** If customers are unhappy with the irregular supplies of Penna cement, they may complain to friends, family, and on social media. This can lead to negative publicity for the brand.

Overall, irregular supplies of Penna cement can have a significant negative impact on brand equity. It is important for Penna cement to take steps to improve the reliability of its supply chain and to ensure that customers are able to get the cement they need, when they need it.

Here are some things that Penna cement can do to mitigate the impact of irregular supplies on brand equity:

- **Communicate with customers:** Penna cement should communicate regularly with customers about the status of its supply chain and any potential disruptions. This will help to reduce customer frustration and disappointment.
- **Offer alternatives:** If Penna cement is unable to meet customer demand, it should offer customers alternatives, such as other brands of cement or different types of cement products. This will help to maintain customer satisfaction and loyalty.
- **Build relationships with customers:** Penna cement should build relationships with its customers and understand their needs. This will help Penna cement to better anticipate customer demand and to ensure that it has the necessary supply of cement on hand.
- **Improve supply chain management:** Penna cement should invest in improving its supply chain management. This could involve things like diversifying its suppliers, using better forecasting methods, and improving its inventory management systems.
- **Focus on customer service:** Penna cement should focus on providing excellent customer service. This will help to build customer loyalty and make customers more likely to forgive Penna cement for any disruptions to its supply chain.

By taking these steps, Penna cement can mitigate the impact of irregular supplies on brand equity and protect its reputation as a reliable supplier of cement.

In addition to the above, Penna cement can also consider the following:

- **Develop a brand contingency plan:** This plan should outline how Penna cement will respond to disruptions to its supply chain. The plan should include things like communication strategies, alternative product offerings, and customer service initiatives.
- **Monitor customer sentiment:** Penna cement should monitor customer sentiment on social media and other online platforms. This will help Penna cement to identify any potential problems with its supply chain early on and to take steps to address them.
- **Invest in brand building:** Penna cement should invest in brand building activities, such as advertising and public relations. This will help to strengthen the company's brand and make it more resilient to disruptions to its supply chain.

By taking a proactive approach to managing irregular supplies, Penna cement can protect its brand equity and ensure its long-term success.

## **Methodology:-**

There are a number of ways to measure the impact of irregular supplies of Penna cement on brand equity. Some of the most common methods include:

- **Customer surveys:** Customer surveys can be used to collect direct feedback from customers about their perceptions of the Penna cement brand. For example, customers could be asked to rate the brand on its reliability, quality, and customer service, as well as their satisfaction with the availability of Penna cement products. Additionally, customers could be asked open-ended questions about their experiences with Penna cement, including any negative impacts that irregular supplies may have had on them.
- **Brand awareness studies:** Brand awareness studies can be used to measure how well-known the Penna cement brand is among customers. This can be done by surveying a sample of customers and asking them if they are familiar with the brand, as well as how familiar they are with it. Additionally, customers could be asked to identify the first brands of cement that come to mind, to see if Penna cement is among them.
- **Brand image studies:** Brand image studies can be used to measure how customers perceive the Penna cement brand. This can be done by surveying a sample of customers and asking them to associate the brand with certain words or phrases. For example, customers could be asked to associate Penna cement with words like "reliability", "quality", "customer service", or "availability". Additionally, customers could be asked to rate the brand on its overall image.
- **Sales data analysis:** Sales data analysis can be used to measure the impact of irregular supplies on Penna cement sales. This can be done by comparing sales data from different time periods, to see if there are any correlations between irregular supplies and decreased sales. Additionally, sales data can be analyzed by region, to see if irregular supplies are having a greater impact on sales in certain areas than others. This information can be used to identify the areas where Penna cement needs to focus its efforts to improve the availability of its products.
- **Social media analysis:** Social media analysis can be used to monitor customer sentiment about the Penna cement brand. This can be done by tracking social media conversations about the brand and identifying any negative comments or complaints, particularly those related to irregular supplies. Additionally, social media analysis can be used to identify any positive trends or conversations about the brand, which can be used to offset the negative impact of irregular supplies.

By using these methods, Penna cement can get a better understanding of how irregular supplies are impacting its brand equity. This information can then be used to develop strategies to mitigate the negative impact of irregular supplies and protect the company's reputation.

Here is an example of how Penna cement could use customer surveys to measure the impact of irregular supplies on brand equity:

- Penna cement could develop a customer survey that asks customers to rate the brand on its reliability, quality, customer service, and satisfaction with the availability of Penna cement products. Additionally, the survey could ask customers open-ended questions about their experiences with Penna cement, including any negative impacts that irregular supplies may have had on them.
- Penna cement could distribute the survey to a sample of customers, either online or offline.

- Penna cement could collect the survey data and analyze it to identify any trends. For example, Penna cement could look at the average ratings for each of the survey questions, as well as the percentage of customers who gave negative responses. Additionally, Penna cement could look at the open-ended responses for any common themes or complaints.
- Penna cement could compare the survey results from different time periods to see if there are any changes in customer perceptions of the brand. This could help Penna cement to identify whether irregular supplies are having a negative impact on brand equity, and to track the effectiveness of any mitigation strategies that are implemented.

By using this methodology, Penna cement can get a better understanding of how irregular supplies are impacting its brand equity and develop strategies to mitigate the negative impact.

## Limitations:-

Here are some of the limitations of irregular supplies of cement affecting dealers and brand equity:

- **Lost sales:** Dealers who are unable to meet the demand for cement from their customers will lose sales to their competitors. This can have a significant impact on their revenue and profitability.
- **Damage to reputation:** Irregular cement supplies can damage the reputation of both dealers and brands. If customers perceive a dealer or brand as being unreliable, they are less likely to do business with them in the future.
- **Increased costs:** Irregular cement supplies can lead to increased costs for both dealers and brands. Dealers may have to pay higher prices for cement from other suppliers or incur additional costs to transport cement from other locations. Brands may also incur increased costs due to lost sales and damage to their reputation.
- **Reduced customer satisfaction:** Customers who are unable to get the cement they need from a dealer or brand are likely to be dissatisfied. This can lead to negative reviews and a decrease in repeat business.
- **Difficulty in attracting and retaining employees:** Employees who work for a dealer or brand with irregular cement supplies may be frustrated and more likely to look for employment elsewhere. This can make it difficult for dealers and brands to attract and retain qualified employees.
- **Negative impact on supply chains:** Irregular cement supplies can have a negative impact on the supply chains of both dealers and brands. This is because dealers and brands may have to rely on multiple suppliers or transport cement from long distances, which can lead to increased costs and delays.
- **Reduced competitiveness:** Dealers and brands with irregular cement supplies may be less competitive than their peers. This is because they may be unable to meet the demand of their customers or offer competitive prices.

In addition to these limitations, irregular cement supplies can also have a negative impact on the economy as a whole. This is because irregular cement supplies can lead to delays and increased costs in construction projects, which can have a ripple effect on other industries.

It is important to note that the impact of irregular cement supplies on dealers, brands, and the economy will vary depending on a number of factors, such as the severity and duration of the supply disruptions, the availability of alternative suppliers, and the resilience of the economy. However, the limitations listed above are some of the most common and significant impacts of irregular cement supplies.

## **Chapter -2**

- Cement industry
- Company profile

## **Cement industry in INDIA:-**

Cement Industry in India is on a roll at the moment. Driven by a booming real estate sector, global demand and increased activity in infrastructure development such as state and national highways, the cement industry has witnessed tremendous growth. Production capacity has gone up and top cement companies of the world are vying to enter the Indian market, thereby sparking off a spate of mergers and acquisitions. Indian cement industry is currently ranked second in the world.

The origins of Indian cement industry can be traced back to 1914 when the first unit was set-up at Porbandar with a capacity of 1000 tonnes. Today cement industry comprises of 125 large cement plants and more than 300 mini cement plants. The Cement Corporation of India, which is a Central Public Sector Undertaking, has 10 units. There are 10 large cement plants owned by various State Governments. Cement industry in India has also made tremendous strides in technological up gradation and assimilation of latest technology. Presently, 93 per cent of the total capacity in the industry is based on modern and environment-friendly dry process technology. The induction of advanced technology has helped the industry immensely to conserve energy and fuel and to save materials substantially. Indian cement industry has also acquired technical capability to produce different types of cement like Ordinary Portland Cement (OPC), Portland Pozzolana Cement (PPC), Portland Blast Furnace Slag Cement (PBFS), Oil Well Cement, Rapid Hardening Portland Cement, Sulphate Resisting Portland Cement, White Cement etc. Some of the major clusters of cement industry in India are: Satna (Madhya Pradesh), Chandrapur (Maharashtra), Gulbarga (Karnataka), Yerranguntla (Andhra Pradesh), Nalgonda (Andhra Pradesh), Bilaspur (Chattisgarh), and Chandoria (Rajasthan)

## **Issues Concerning Cement Industry:-**

High Transportation Cost is affecting the competitiveness of the cement industry. Freight accounts for 17% of the production cost. Road is the preferred mode for transportation for distances less than 250km. However, industry is heavily dependant on roads for longer distances too as the railway infrastructure is not adequate.

Cement industry is highly capital intensive industry and nearly 55-60% of the inputs are controlled by the government.

There is regional imbalance in the distribution of cement industry. Limestone availability in pockets has led to uneven capacity additions.

Coal availability and quality is also affecting the production.

## Company profile:-

### PENNA CEMENT INDUSTRY LIMITED



Penna Cement is one of the largest privately held cement companies in India, with an installed cement capacity of 10 Million Tonnes Per Annum.

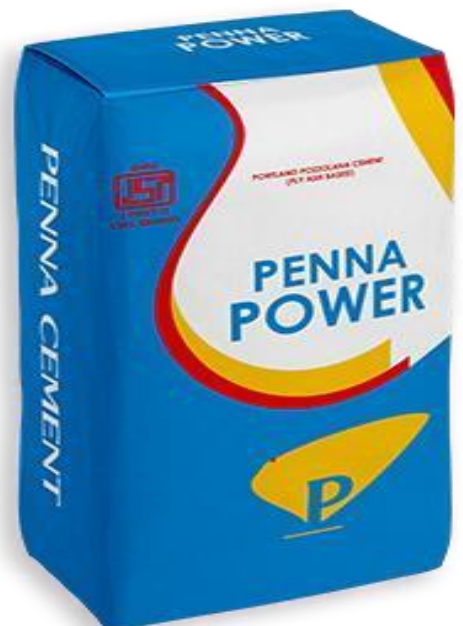
Founded in 1991, Penna Cement has established itself as one of the most trusted cement brands, with significant footprints in southern and western India. Our clientele ranges from small house owners to organised real estate developers and from various state governments to global construction majors.

Over the last two decades, we have grown organically by developing in-house expertise and capabilities, across the entire value chain in the cement industry. All our cement plants are equipped with state-of-the-art technology, enabling the company to deliver the superior quality products.

Products :-

#### **Penna Power – PPC Cement:-**

PPC is a special blended cement as per BIS specification, IS: 1489, and is produced by inter-grinding Ordinary Portland Cement clinker with high quality processed fly ash along with gypsum. Due to its inherent characteristics, PPC aids in creating corrosion resistant concrete that is far superior to concrete made with OPC. The use of blended cement in concrete reduces crack formation, improves workability, inhibits sulphate attacks and reduces the heat of hydration. Moreover, its 28 days strength proves to be much better than OPC 53 Grade.



### Penna Suraksha – PSC Cement:-

- Minimum 28 days strength of 330 Kg/CM<sup>2</sup> (33 MPa), IS: 455 – 2015
- High strength and durability along with sulphate resistance and low heat of hydration.
- Mega constructions, water retaining structures, dams and other mass concrete works and marine construction



### Penna Premium – Ordinary Portland Cement (OPC):-



OPC, produced mainly by grinding clinker and gypsum, is manufactured in two varieties at Penna Cement plants.

Penna Premium OPC 53 Grade Cement:-

- Minimum 28 days strength of 530 Kg/CM<sup>2</sup> (53 MPa) IS: 269-2015 ,
- High strength to structures due to its optimum particle size distribution, crystallized structure and balanced phase composition.
- Pre-cast concrete items such as paving blocks, tiles and building blocks, pre-stressed concrete components and major construction projects with special requirements such as bridges, runways, high-rise buildings and concrete roads

### **Penna Premium OPC 43 Grade Cement:-**

Minimum 28 days strength of 430 Kg/CM<sup>2</sup> (43 MPa) IS: 269-2015,  
General purpose cement General civil construction work, in the  
manufacture of pre-cast items such as blocks, pipes and tiles, asbestos  
products such as sheets and pipes and non-structural works such as  
plastering and flooring



### **Penna Concrete Guard:-**



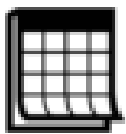
In today's times, Value conscious consumers are willing to pay more for special products, which exclusively suit their needs. Understanding this consumer behaviour, we developed Penna Concrete Guard (Penna Concrete) as a premium product offering in the market. This cement is specially formulated and based on re-engineered pozzolanic cement to provide high performance concrete. Superior characteristics of Penna Concrete such as including lower heat of hydration and improved workability (enhanced flow due to fineness of particles) among others, make it ideal for use in diverse concrete applications. The product is packaged in premium tamper proof Biaxially Oriented Polypropylene (BOPP) bags and is specifically targeted at Individual House Builders (IHBs). Dedicated technical support would be provided to the IHBs for construction of their 'dream home'.

## Plants:-

### Talaricheruvu



Tadipatri is the first cement manufacturing unit of Penna Cements located at Talaricheruvu village in the Tadipatri Mandal of Anantapur District. It was established with an initial capacity of 0.2 MTPA 1994; the capacity has increased over the years, resulting in an installed capacity of 1.8 MTPA.



#### Start Year

1994



#### Capacity

Cement 1.8MTPA

Clinker 1.3MTPA



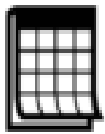
#### Type Of Cements

OPC, PPC & PSC

## Boyareddypalli



Located in Boyireddypalli in South-western Andhra Pradesh, the unit was commissioned in Sep 2008 with a capacity of 2.0 MTPA.



### Start Year

2008



### Capacity

Cement 2.0MTPA

Clinker 4MTPA

WHR 25 MW



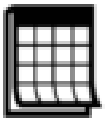
### Type Of Cements

OPC/PPC /PSC

## Tandur



Located in Ranga Reddy district of Telangana, the unit was commissioned in 2010 with a capacity of 2.0 MTPA.



### Start Year

2010



### Capacity

Cement 2.0MTPA  
Clinker 1.5MTPA



### Type Of Cements

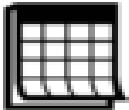
OPC & PPC

## Ganeshpahad



Ganeshpahad is the second cement manufacturing unit of PCIL located at Ganeshpahad village, Damarcherla Mandal of Nalgonda District in Telangana. It was established with an initial capacity of 0.8 MTPA in 2002; the capacity was increased, resulting in an installed capacity of 1.2 MTPA.

Start Year



2002

### Capacity



Cement 1.2MTPA

Clinker 1.0MTPA

WHR 7.0 MW



Type Of Cements

OPC & PPC

## **Chapter -3**

- Competitor analysis
  - SWOT analysis
- Project objectives

## Competitor analysis of Penna cement:-

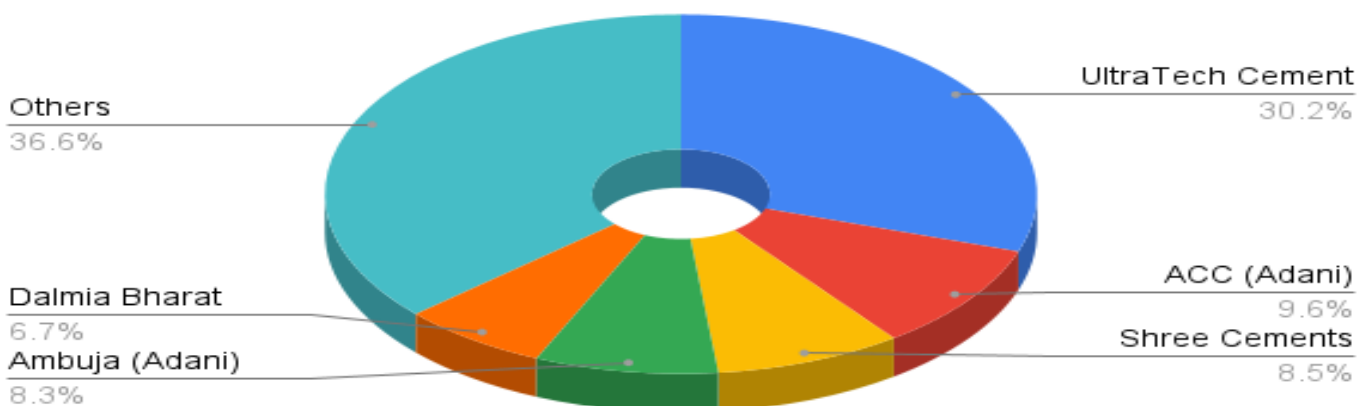
Penna Cement is a major player in the Odisha cement market, with a market share of around 15%. However, it faces stiff competition from other major cement companies, such as:

- UltraTech Cement
- Dalmia Cement
- JK Cement
- Ambuja Cement
- Shree Cement
- ACC Cement

These companies have a strong presence in Odisha, with established distribution networks and brand recognition. They also offer a wide range of cement products to meet the needs of different customers.

In addition to the major cement companies, Penna Cement also faces competition from smaller regional players. These companies may have a smaller market share, but they can be competitive in certain areas, such as price or product specialization.

### India Cement Industry Market Share 2022 (Listed Companies)



### Here is a more detailed analysis of Penna Cement's main competitors in Odisha:

UltraTech Cement is the largest cement company in India, with a market share of over 20%. UltraTech has a strong presence in Odisha, with two plants in the state. The company offers a wide range of cement products, including Portland cement, Portland pozzolana cement, and slag cement.





Dalmia Cement is the fourth largest cement company in India, with a market share of around 10%. Dalmia has a plant in Odisha and offers a range of cement products, including Portland cement, Portland pozzolana cement, and composite cement.

ACC Cement is one of the leading cement companies in India, with a market share of around 12%. The company has a strong presence in all regions of India, with 17 cement plants and a total capacity of over 35 million tonnes per year.

ACC Cement offers a wide range of cement products, including Portland cement, Portland pozzolana cement, slag cement, and composite cement. The company also offers a range of value-added products, such as ready-mix concrete, precast concrete, and building materials.

ACC Cement is a well-respected brand in the Indian cement industry. The company is known for its high-quality products, its strong customer service, and its commitment to sustainability.





Ambuja Cement is one of the leading cement companies in India, with a market share of around 7%. The company is a part of the Holcim Group, one of the largest cement companies in the world. Ambuja Cement has a strong presence in all regions of India, with 14 cement plants and a total capacity of over 31 million tonnes per year.

Ambuja Cement offers a wide range of cement products, including Portland cement, Portland pozzolana cement, slag cement, and composite cement. The company also offers a range of value-added products, such as ready-mix concrete, precast concrete, and building materials.

Ambuja Cement is a well-respected brand in the Indian cement industry. The company is known for its high-quality products, its strong customer service, and its commitment to sustainability.

Other competitors include Shree Cement, Ramco, and Maha Cement, JSW cement. These companies have a smaller market share in Odisha, but they can be competitive in certain areas, such as price or product specialization.

Shree Cement is the second largest cement company in India, with a market share of around 10%. The company has a strong presence in North India and East India. Shree Cement is known for its high-quality products and its efficient operations.

JK Cement is the fifth largest cement company in India, with a market share of around 8%. The company has a strong presence in North India and West India. JK Cement is known for its wide range of products and its focus on customer service.

Ramco Cements is the sixth largest cement company in India, with a market share of around 6%. The company has a strong presence in South India. Ramco Cements is known for its high-quality products and its focus on innovation.

These are just a few of the many cement companies operating in India. The cement industry is highly competitive, and all of the major companies are investing in new products, technologies, and markets in order to maintain their leadership positions.

#### Strengths and weaknesses of Penna Cement

Penna Cement has a number of strengths, including:

- A strong brand name in Odisha
- A well-established distribution network
- A wide range of cement products
- A commitment to quality and innovation

However, Penna Cement also has some weaknesses, including:

- A smaller market share than its main competitors
- A higher cost structure than some of its competitors
- A lack of diversification into other related businesses

Strategies to compete in the Odisha cement market

To compete in the Odisha cement market, Penna Cement needs to focus on the following strategies:

- Strengthen its brand name and reputation
- Expand its distribution network
- Continue to innovate and develop new cement products
- Reduce its cost structure
- Diversify into other related businesses

Penna Cement can also focus on developing niche products and markets. For example, the company could develop a special cement for use in infrastructure projects or a cement that is specifically designed for the Odisha climate.

By focusing on these strategies, Penna Cement can position itself as a leading cement company in Odisha and continue to grow its market share.

## **SWOT analysis of Penna cement:-**

### **Strengths:-**

- Strong brand name and reputation in Odisha: Penna Cement is a well-established company with a strong track record of performance in the Odisha cement market. The company is known for its high-quality products and its commitment to customer service.
- Well-established distribution network: Penna Cement has a well-established distribution network in Odisha, which gives it a competitive advantage over other cement companies. The company's distribution network reaches all corners of the state, which allows it to deliver its products to customers quickly and efficiently.
- Wide range of cement products: Penna Cement offers a wide range of cement products to meet the needs of different customers. The company's product portfolio includes Portland cement, Portland pozzolana cement, slag cement, and composite cement.
- Commitment to quality and innovation: Penna Cement is committed to providing its customers with high-quality products. The company has a state-of-the-art manufacturing facility and a team of experienced engineers and technicians who are constantly working to develop new and innovative products.

## Weaknesses:-

- Smaller market share than its main competitors: Penna Cement has a smaller market share in the Odisha cement market than its main competitors, such as UltraTech Cement, Dalmia Cement, and JK Cement. This is because these companies have a larger presence in the state and have been established for a longer period of time.
- Higher cost structure than some of its competitors: Penna Cement has a higher cost structure than some of its competitors, due to factors such as the cost of raw materials and energy. This makes it difficult for the company to compete on price.
- Lack of diversification into other related businesses: Penna Cement is primarily a cement company, and it does not have a diversified business portfolio. This makes the company more vulnerable to economic downturns and changes in the cement industry.

## Opportunities:-

- Growing demand for cement in Odisha: The demand for cement in Odisha is growing due to factors such as increasing government investment in infrastructure projects and urbanization. This presents a significant opportunity for Penna Cement to grow its business.
- Increasing government investment in infrastructure projects: The Indian government is investing heavily in infrastructure projects, such as roads, bridges, and railways. This is increasing the demand for cement, which is a key input in these projects. Penna Cement can capitalize on this opportunity by increasing its production capacity and expanding its distribution network to reach new markets.
- Increasing exports of cement: The Indian cement industry is becoming increasingly export-oriented. This is due to factors such as the growing demand for cement in other countries and the surplus of cement production in India. Penna Cement can capitalize on this opportunity by expanding its exports to other countries.

## Threats:-

- Competition from other major cement companies: The Odisha cement market is highly competitive, with a number of major cement companies operating in the state. This competition makes it difficult for Penna Cement to maintain its market share.
- Rising costs of raw materials and energy: The costs of raw materials and energy, such as coal and limestone, are rising. This is increasing the cost of cement production, which is putting pressure on Penna Cement's margins.
- Economic slowdown: An economic slowdown can lead to a decrease in the demand for cement. This would have a negative impact on Penna Cement's business.

## Strategies for Penna Cement:-

To maintain its leadership position in the Odisha cement market and capitalize on the growing demand for cement, Penna Cement needs to focus on the following strategies:

- Strengthen its brand name and reputation: Penna Cement needs to continue to invest in its brand and reputation in order to maintain its competitive advantage. The company can do this by focusing on customer service, product quality, and innovation.
- Expand its distribution network: Penna Cement needs to expand its distribution network in order to reach new markets and increase its sales. The company can do this by setting up new depots and partnering with local distributors.
- Continue to innovate and develop new cement products: Penna Cement needs to continue to innovate and develop new cement products in order to meet the changing needs of its customers. The company can do this by investing in research and development and collaborating with leading universities and research institutions.
- Reduce its cost structure: Penna Cement needs to reduce its cost structure in order to improve its profitability. The company can do this by improving its efficiency and sourcing raw materials at competitive prices.
- Diversify into other related businesses: Penna Cement can reduce its risk by diversifying into other related businesses, such as ready-mix concrete and precast concrete. This would allow the company to generate revenue from multiple sources and reduce its reliance on the cement industry.

By focusing on these strategies, Penna Cement can position itself for further growth and success in the years to come.

## **Project objectives :-**

The objective of studying the impact of irregular cement supplies of Penna Cement Industry Limited (PCIL) on brand equity is to:

- Understand the relationship between irregular cement supplies and brand equity. This includes understanding how irregular cement supplies can impact customer perception, brand reputation, and customer loyalty.
- Identify the specific ways in which irregular cement supplies impact brand equity. This includes understanding the different types of costs that PCIL incurs as a result of irregular cement supplies, as well as the different ways in which irregular cement supplies can damage the PCIL brand.
- Recommend strategies that PCIL can implement to mitigate the impact of irregular cement supplies on brand equity. This includes recommendations for how PCIL can improve its production and distribution processes, communicate with customers, and develop new products and services to meet the needs of customers who are dealing with irregular cement supplies.

By studying the impact of irregular cement supplies on brand equity, PCIL can gain a better understanding of the risks and costs associated with irregular cement supplies, and develop strategies to mitigate these risks and costs. This can help PCIL to protect its brand equity and maintain its competitive advantage in the cement industry.

In addition to the above, studying the impact of irregular cement supplies on brand equity can also provide valuable insights into the following:

- The importance of brand equity for businesses in general. Brand equity is a critical asset for any business, as it can lead to increased sales, higher prices, and greater customer loyalty. By understanding the impact of irregular cement supplies on brand equity, businesses can better appreciate the importance of brand equity and take steps to protect it.
- The impact of supply chain disruptions on brand equity. Irregular cement supplies are just one example of a supply chain disruption. By studying the impact of irregular cement supplies on brand equity, businesses can gain a better understanding of how supply chain disruptions can impact brand equity in general. This can help businesses to develop strategies to mitigate the impact of supply chain disruptions on their brands.
- The importance of customer satisfaction for brand equity. Customer satisfaction is a key driver of brand equity. By studying the impact of irregular cement supplies on brand equity, businesses can better understand the importance of customer satisfaction and take steps to improve it. This can help businesses to build stronger brands and achieve long-term success.

### **Primary objective:-**

The primary objective of the article "Impact of Irregular Cement Supplies Of Penna Cement Industry Limited (PCIL) On Brand Equity" would be to assess the impact of irregular cement supplies from PCIL on its brand equity.

This could be done by conducting a survey of PCIL customers to gauge their satisfaction with the company's supply reliability and how it has affected their perception of the PCIL brand. The survey could also ask customers to rate PCIL's brand equity on a scale of 1 to 10, with 1 being the lowest and 10 being the highest. The results of the survey could then be compared to historical brand equity ratings to see if there has been a decline in brand equity since PCIL began experiencing irregular cement supplies.

In addition to the survey, the article could also analyse social media data to see how customers are talking about PCIL's supply reliability and brand. The article could also interview PCIL executives to get their perspective on the impact of irregular cement supplies on brand equity.

The findings of the article could be used by PCIL to develop strategies to improve its supply reliability and protect its brand equity.

Here are some additional ways to assess the impact of irregular cement supplies on PCIL's brand equity:

- Track customer churn rates. If customers are switching to other cement suppliers due to irregular supplies from PCIL, this is a clear sign that the company's brand equity is being damaged.
- Analyse sales data. If PCIL's sales are declining, this could also be a sign of brand erosion.
- Conduct focus groups with customers. This could provide insights into how customers perceive PCIL's brand and how irregular supplies have affected their perception.
- Track competitor activity. If PCIL's competitors are gaining market share, this could also be a sign that PCIL's brand equity is declining.

By using a combination of these methods, PCIL can get a comprehensive understanding of how irregular cement supplies are impacting its brand equity. This information can then be used to develop strategies to improve supply reliability and protect the company's brand.

### **Secondary objective:-**

The secondary objective of a study on the impact of irregular cement supplies of Penna Cement Industry Limited (PCIL) on brand equity could be to:

- Identify the factors that contribute to irregular cement supplies from PCIL. This could include internal factors such as production capacity, inventory management, and transportation logistics, as well as external factors such as raw material shortages, government regulations, and market conditions. For example, the study could investigate whether PCIL has sufficient production capacity to meet demand, whether its inventory management systems are effective, and whether its transportation network is reliable. The study could also assess the impact of external factors such as government regulations and market conditions on PCIL's cement supply chain.
- Assess the impact of irregular cement supplies on customer satisfaction, loyalty, and brand perception. This could be done through surveys, interviews, and focus groups with PCIL customers, as well as by analysing social media data and customer reviews. For example, the study could survey PCIL customers to measure their satisfaction with the company's cement supply performance and to identify any specific areas for improvement. The study could also analyse social media data and customer reviews to identify common themes related to PCIL's cement supply performance.
- Develop recommendations for PCIL on how to improve its cement supply chain and mitigate the impact of irregular supplies on brand equity. This could include measures to increase production capacity, improve inventory management, and diversify transportation routes. For example, the study could recommend that PCIL invest in new production capacity, implement new inventory management systems, and develop partnerships with new transportation providers.

The secondary objective of the study should be aligned with the primary objective, which is to assess the impact of irregular cement supplies on PCIL's brand equity. The secondary objective should also be feasible to achieve within the scope and resources of the study.

Here are some additional research questions that could be addressed in the secondary objective of the study:

- What are the costs associated with irregular cement supplies for PCIL and its customers?
- What are the long-term implications of irregular cement supplies for PCIL's brand equity and competitive advantage?
- What best practices can PCIL learn from other cement companies in terms of managing its supply chain and mitigating the impact of irregular supplies?

By answering these and other related questions, the study can provide valuable insights into the impact of irregular cement supplies on PCIL's brand equity and recommend strategies for improvement.

## **CHAPTER - 4**

- Customer analysis

## Customer analysis :-

The cement industry is a cyclical industry, heavily dependent on government and private investments in infrastructure and construction. The major customers of cement include:

- Individual house builders
- Real estate developers
- Construction companies
- Government agencies
- Industrial users

### Customer Segmentation

The cement industry can be segmented into the following customer segments:

- **Individual house builders:** This segment is the largest consumer of cement, accounting for around 60-70% of the total demand. Individual house builders are typically price-sensitive and are looking for cement that is of good quality and affordable.
- **Real estate developers:** Real estate developers are another major customer of cement. They typically purchase large quantities of cement for the construction of residential and commercial buildings. Real estate developers are often looking for cement that is of high quality and meets specific technical specifications.
- **Construction companies:** Construction companies are also major consumers of cement. They use cement for a variety of construction projects, including bridges, roads, dams, and other infrastructure projects. Construction companies typically have long-term contracts with cement suppliers to ensure a steady supply of cement at a competitive price.
- **Government agencies:** Government agencies are also significant consumers of cement. They use cement for the construction of public infrastructure projects, such as roads, bridges, and schools. Government agencies typically award contracts to cement suppliers through competitive bidding processes.
- **Industrial users:** Industrial users of cement include companies that produce concrete products, such as pipes, blocks, and slabs. They also include companies that produce other construction materials, such as bricks and tiles. Industrial users typically have long-term contracts with cement suppliers to ensure a steady supply of cement at a competitive price.

### Customer Needs and Requirements

The needs and requirements of cement customers vary depending on their specific applications. For example:

- **Individual house builders:** Individual house builders are typically looking for cement that is of good quality and affordable. They also need cement that is easily available and easy to use.
- **Real estate developers:** Real estate developers are often looking for cement that is of high quality and meets specific technical specifications. They also need cement that is available in large quantities and can be delivered on time.
- **Construction companies:** Construction companies are typically looking for cement that is of good quality and available in large quantities. They also need cement that meets specific technical specifications for different construction projects.

- **Government agencies:** Government agencies are typically looking for cement that is of high quality and meets specific technical specifications for public infrastructure projects. They also need cement that is available from reliable suppliers at a competitive price.
- **Industrial users:** Industrial users of cement are typically looking for cement that is of good quality and available at a competitive price. They also need cement that meets specific technical specifications for different industrial applications.

### Customer Satisfaction

Customer satisfaction is a critical factor for success in the cement industry. Cement companies can improve customer satisfaction by:

- Offering a wide range of cement products to meet the different needs of their customers.
- Providing high-quality cement that meets or exceeds customer expectations.
- Offering competitive prices.
- Providing reliable and timely delivery of cement.
- Providing excellent customer service.

## Why us?

Penna Cement is a leading cement manufacturer in India, known for its high-quality and consistent products. The company has a wide range of products to meet the needs of different customers, including Ordinary Portland Cement (OPC), Portland Pozzolana Cement (PPC), Portland Slag Cement (PSC), sulphate resistant cement, and masonry cement.

Penna Cement is also committed to sustainability. The company uses renewable energy sources and recycled materials in its manufacturing process, and has a number of initiatives in place to reduce its environmental impact.

In addition to its core products and sustainability initiatives, Penna Cement also offers a number of other value-added services to its customers. These include:

- **Customer service:** Penna Cement has a team of experienced professionals who are available to help customers choose the right cement product for their needs, provide technical support during construction projects, and answer any questions they may have.
- **Technical support:** Penna Cement has a team of engineers and technicians who can provide on-site technical support to customers during construction projects. This can include helping with mix design, troubleshooting problems, and ensuring that the cement is used properly.
- **Logistics support:** Penna Cement has a dedicated logistics team that can help customers with the transportation and storage of cement. This can be especially helpful for customers who are working on large or complex projects.
- **Training:** Penna Cement offers a variety of training programs to its customers on topics such as cement manufacturing, construction techniques, and quality control. This training can help customers improve their efficiency and productivity, and ensure that their projects are completed to the highest standards.

Overall, Penna Cement is a leading cement manufacturer that offers a wide range of high-quality products, services, and support to its customers. The company is committed to sustainability and innovation, and is constantly looking for ways to improve its products and services.

Here are some specific examples of how Penna Cement's USPs have benefited its customers:

- A large construction company used Penna Cement's sulphate resistant cement to build a bridge in a coastal area. The cement was able to withstand the harsh environmental conditions and the bridge is still in excellent condition today.
- A real estate developer used Penna Cement's PPC to build a high-rise apartment complex. The cement was able to provide the high strength and durability required for the project, and the apartments were completed on time and within budget.
- A small contractor used Penna Cement's masonry cement to build a house for a client. The cement was easy to work with and provided a strong and durable finish for the house.

Penna Cement's USPs have made it a trusted partner for customers of all sizes, from small contractors to large construction companies. The company is committed to providing its customers with the highest quality products and services, and to helping them succeed in their projects.

## **CHAPTER – 5**

- Dealer behavioural analysis
  - Findings
- Experience and learning

## Dealer behavioural analysis :-

Dealers play a vital role in the cement supply chain, connecting manufacturers with end-users. When irregular cement supplies disrupt their business, it can have a significant impact on their behavior, leading to frustration, anger, resentment, switching brands, reduced recommendations, and reduced investment in promotion.

**Frustration** : Dealers rely on a steady supply of cement to meet the demands of their customers. Irregular supplies can lead to delays in projects, increased costs, and lost revenue. This can cause dealers to become frustrated with the manufacturer, especially if they feel that the manufacturer is not doing enough to address the issue.

**Resentment** : Dealers may become resentful of the manufacturer if they feel that the company is not doing enough to address the problem of irregular cement supplies. This resentment can lead to them becoming less supportive of the manufacturer and less likely to recommend its products to their customers.

**Switching brands** : If dealers are unable to rely on the manufacturer to meet their needs, they may become more likely to switch to other brands of cement. This can lead to a loss of sales for the manufacturer.

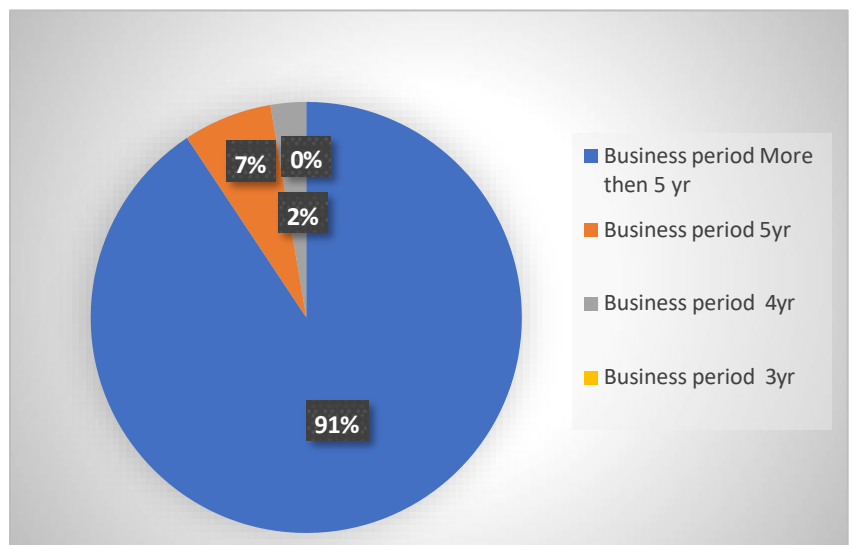
**Reduced recommendations** : Dealers may become less likely to recommend the manufacturer's cement to their customers if they are not confident that they will be able to get the cement they need when they need it. This can lead to a decline in sales for the manufacturer.

**Reduced investment in promotion** : Dealers may become less likely to invest in promoting the manufacturer's cement if they are not confident that they will be able to get the cement they need when they need it. This can lead to a decline in sales for the manufacturer.

## Business period :

### Interpretation :

- The majority of businesses (91%) have been with the company for more than 5 years. This suggests that the company has a strong customer base and that its customers are satisfied with the service they are receiving.
- The remaining 2% of businesses have been with the company for less than 5 years. This indicates that there is room for improvement in terms of customer retention.
- Of the businesses with a period of less than 5 years, 2% have been with the company for 4 years, and 7% have been with the company for 5 years. This suggests that there is a gradual churn of customers over time, with more customers leaving after 3 years than 4 years, and more customers leaving after 4 years than 5 years.

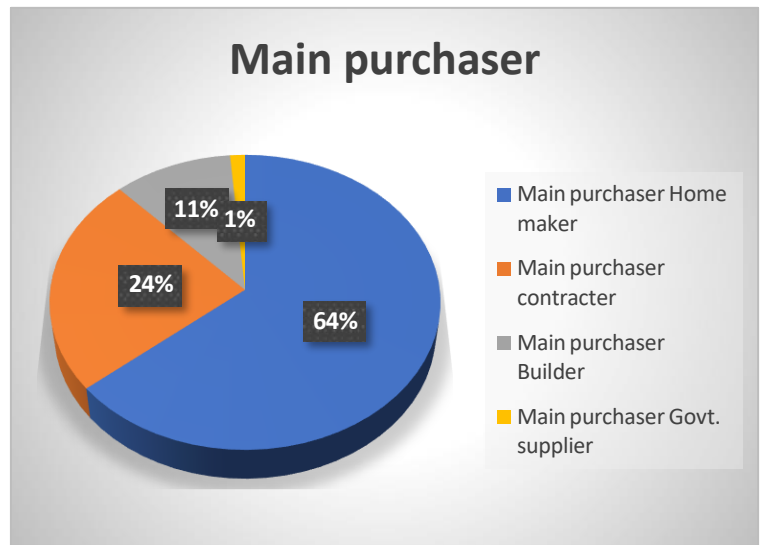


Overall, the pie chart suggests that the company is in a good position, with a strong customer base and a majority of businesses having a long-term relationship with the company. However, there is still room for improvement in terms of acquiring new customers and reducing customer churn.

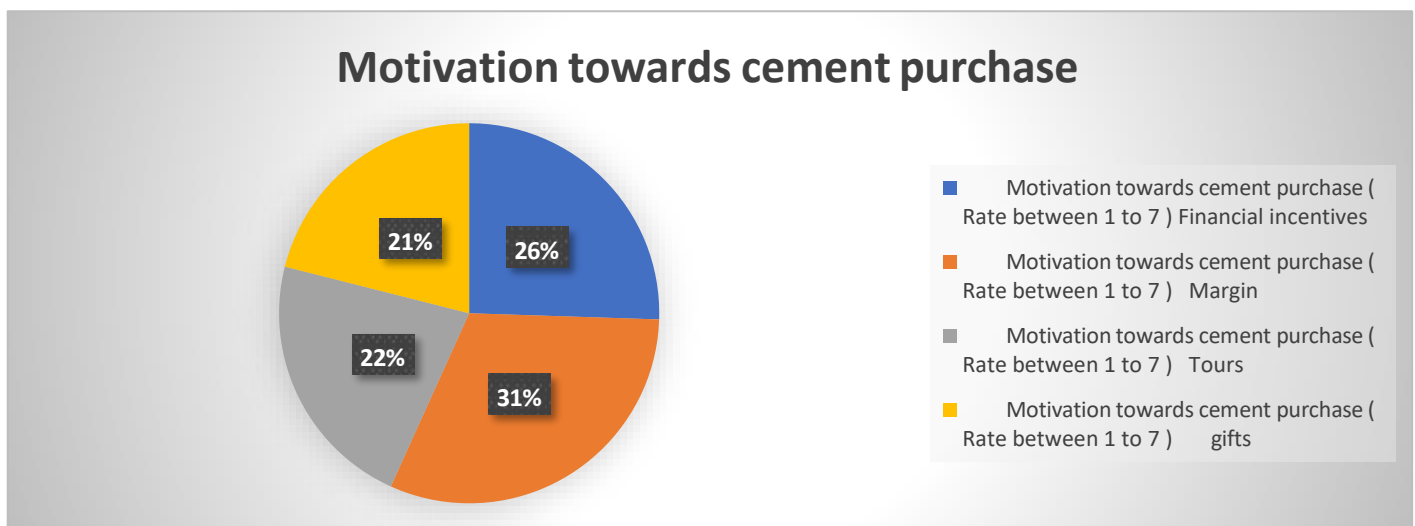
## Main purchaser of cement product:-

### Interpretation:

- The majority of main purchasers (64%) are Homemakers. This suggests that homemakers are the most important customer segment for the company.
- The remaining 36% of main purchasers are divided among Builders (11%), contractors (24%), and government suppliers (1%). This indicates that the company has a diversified customer base, but homemakers remain the dominant customer segment.
- The largest single group of main purchasers (24%) are contractors. This suggests that contractors are a significant customer segment for the company, and the company should focus on developing and maintaining strong relationships with contractors.
- The smallest single group of main purchasers (1%) are government suppliers. This suggests that the government supply market is a relatively small market for the company, but it is still a market that the company should consider pursuing.



## Motivation towards cement purchase:-



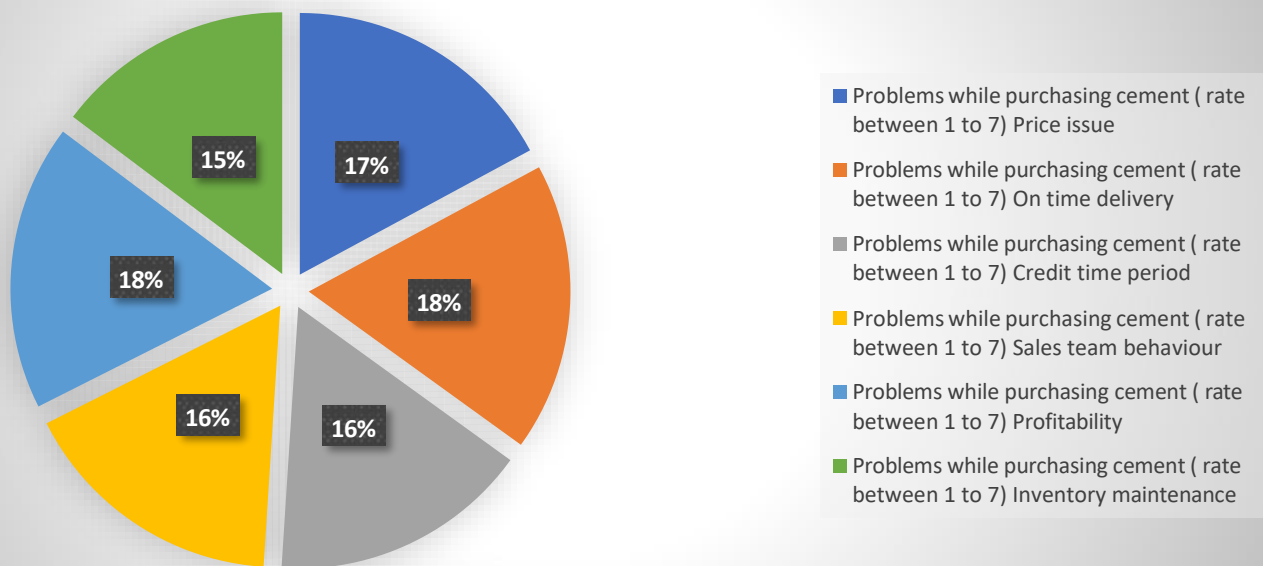
### Interpretation :

- Margin is the biggest motivator for people to buy cement. 31% of the respondents said that margin was a factor on a scale of 1 to 7.
- Financial incentives are the second biggest motivator. 26% of the respondents said that financial incentives was a factor on a scale of 1 to 7, which means they were very or extremely motivated by them.
- Tours are the third biggest motivator. 22% of the respondents said that tours was a factor on a scale of 1 to 7.
- Gifts are the least motivator. Only 21% of the respondents said that gifts was a factor on a scale of 1 to 7.

Overall, people seem to be fairly motivated to buy cement. The vast majority of respondents (79%) said that they were somewhat, very, or extremely motivated by at least one of the four factors.

## Problems while purchasing cement:-

### Problems while purchasing cement

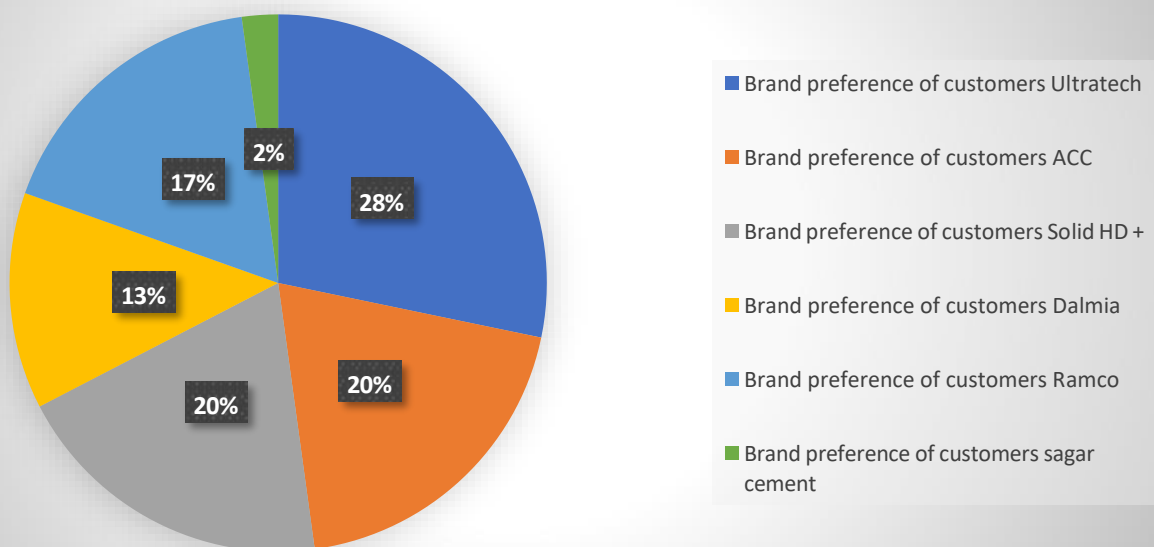


### Interpretation :

- On-time delivery and profitability are the biggest problem. 18% of respondents said that on-time delivery and profitability were issue on a scale of 1 to 7.
- Price is the second biggest problem for people purchasing cement. 17% of respondents said price was issue on a scale of 1 to 7, meaning they were very or extremely dissatisfied with the price.
- Credit time period and sales team behaviour were the third biggest problem. 16% of respondents said these two factors were issue on a scale of 1 to 7.
- Inventory maintenance was the fourth issue to which 15% of respondents agreed on a scale of 1 to 7.

## Brand preference of customers:-

### Brand preference of customers

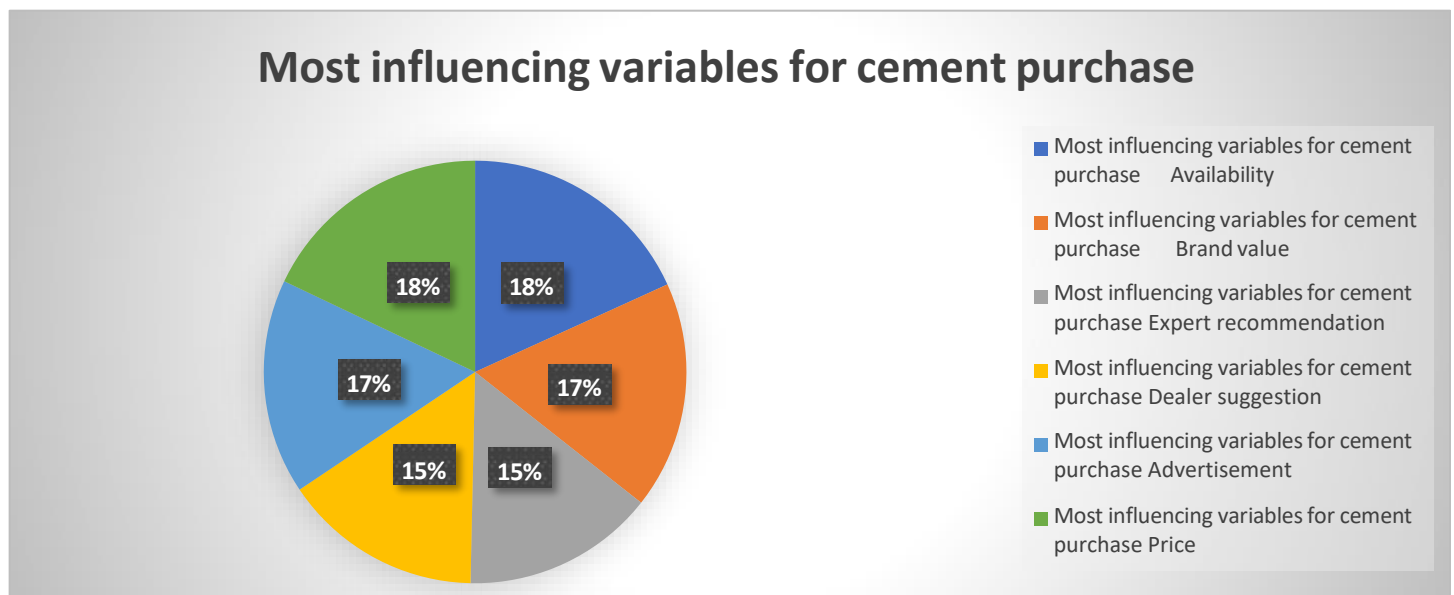


## Interpretation:

- UltraTech is the most preferred cement brand, with 28% of the customers choosing it. This could be due to factors like brand recognition, quality perception, or marketing efforts.
- Solid HD + and ACC each have 20% preference respectively. These brands are also well-established and have a strong presence in the market.
- Ramco and Dalmia Cement follow closely behind 17% and 13% share of the customer preference respectively. These brands might be targeting specific niches or offering competitive pricing to attract customers.
- Sagar Cement is the least preferred brand, with only 2% of the customers choosing it. This could be due to a lack of brand awareness, limited distribution, or negative customer perception.

Overall, the top three brands (UltraTech, Solid HD +, and ACC) capture a significant majority (68%) of the customer preference. This suggests that brand loyalty and market dominance play a crucial role in the cement industry.

## Most influencing variables for cement purchase:-

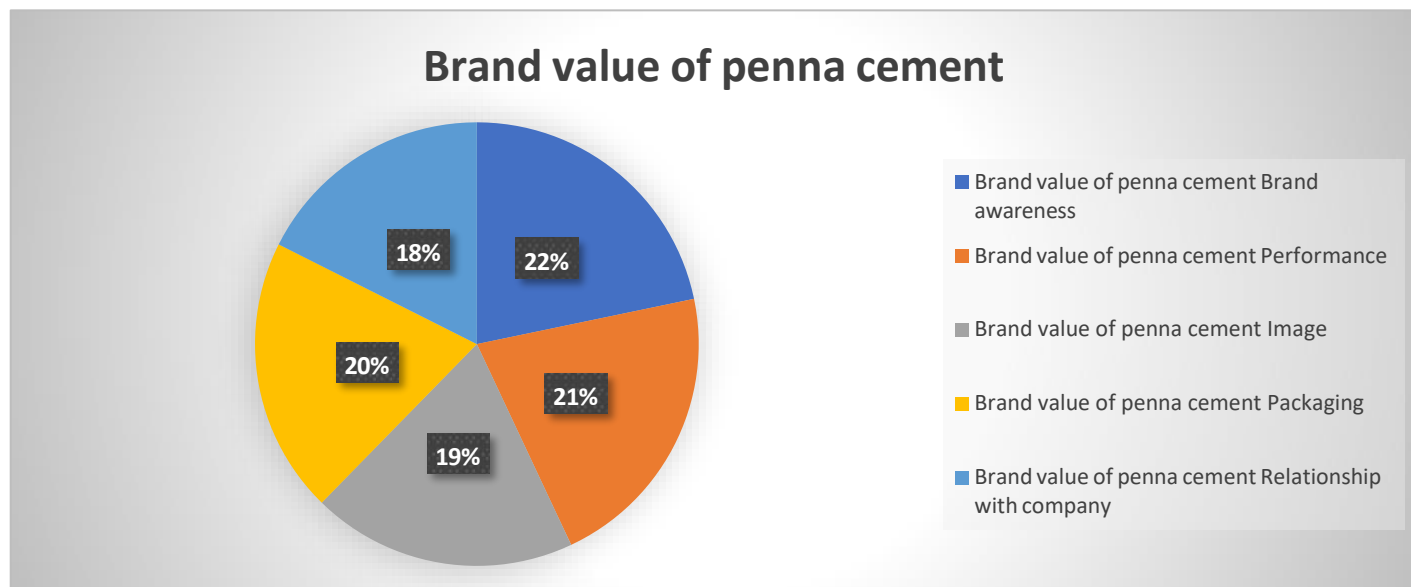


## Interpretation :

- Price and availability are the most influential variable for cement purchase, accounting for 18% of the responses. This suggests price is the top priority, price still plays a significant role in customer decisions and customers prioritize being able to easily find and purchase cement, regardless of brand.
- Advertisement and Brand value are the second most influential variable, at 17%. This indicates that traditional marketing might be very much effective in driving cement purchases compared to other strategies also customers are willing to pay a premium for brands they trust and recognize customers.
- Expert recommendations hold 15% of the influence. This highlights the importance of industry professionals and influencers in shaping customer choices.
- Dealer suggestions contribute 15% to the decision-making process. This emphasizes the reliance customers place on local retailers for advice and guidance.

Overall, the pie chart reveals a balanced picture where brand, availability, and price are the key considerations, while expert opinions and dealer input also hold weight. Advertisements, however, seem to have a limited influence on cement purchase decisions.

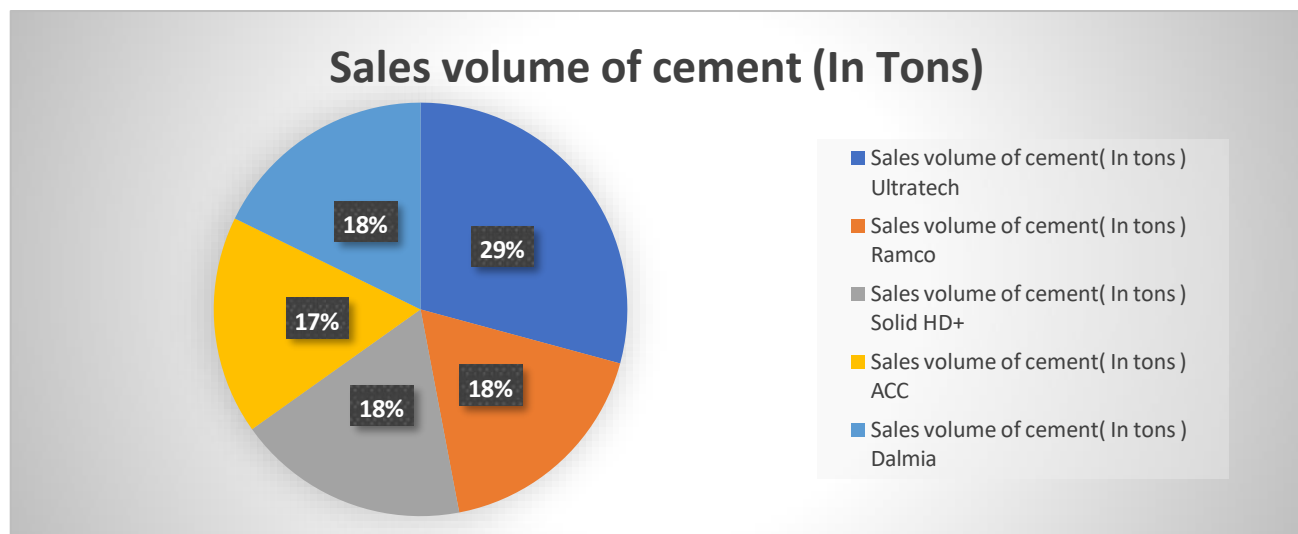
### Brand value of penna cement :-



### Interpretation :

- Brand awareness is the top factor influencing cement purchase decisions, with 22% of respondents citing it as very or extremely influential. This highlights the importance of brand recognition and reputation in the cement industry.
- Product performance follows closely behind, with 21% of respondents emphasizing its importance. This suggests that customers are looking for cement that delivers on its promises in terms of strength, durability, and other functional qualities.
- Packaging, with 20% influence, is one of the impactful factor among the listed ones. This suggests that packaging attract attention easily and is a major driver of purchase decisions for most customers.
- Image is evident, with 19% of respondents rating it as very or extremely influential. While not the top priority, Image plays a significant role in purchase decisions, especially in a competitive market.
- Relationship with the company, which includes factors like customer service and after-sales support, garners 18% of the influence. This indicates that customers value prompt and reliable service when choosing a cement brand.

## Sales volume of cements:-



### Interpretation:

- Ultratech is the market leader in cement sales volume, with 29% of the market share. This is significantly higher than any other company.
- Ramco and Solid HD+ are tied for second place, with 18% of the market share each. This suggests that there is a strong competition between these two companies.
- ACC and Dalmia follow closely behind with 17% and 18% of the market share respectively. These companies are also major players in the cement industry.

Overall, the pie chart shows that the cement industry is dominated by a few large companies. However, there is still room for smaller companies to compete if they can focus on a niche market or offer a differentiated product.

## Findings :-

### Impact of irregular cement supplies on brand equity

Brand equity is the value of a brand as perceived by consumers. It is a measure of how much consumers are willing to pay for a particular brand's products or services, as well as their loyalty to that brand. Irregular cement supplies can have a significant negative impact on brand equity in a number of ways.

#### Customer frustration and dissatisfaction

Customers who are unable to get the cement they need from PCIL when they need it are likely to become frustrated and dissatisfied. This can lead to a number of negative consequences, including:

- Customer churn: Customers may switch to other brands of cement if they feel that PCIL is not able to meet their needs.
- Reduced customer lifetime value: Customers who are frustrated with PCIL's irregular supplies are less likely to make repeat purchases.
- Negative word-of-mouth: Dissatisfied customers may share their negative experiences with others, damaging PCIL's reputation.

#### Damage to reputation

Irregular cement supplies can damage PCIL's reputation as a reliable supplier of cement. This can make it difficult for PCIL to attract new customers and retain existing customers. Additionally, a damaged reputation can make it more difficult for PCIL to obtain financing and attract investors.

#### Reduced sales

Irregular cement supplies can lead to a reduction in sales for PCIL. This is because customers are less likely to purchase cement from a supplier that is unable to meet their needs on a consistent basis. Additionally, customers may delay or even cancel their projects if they are unable to get the cement they need on time.

#### Reduced brand loyalty

Customer loyalty is the tendency of customers to continue purchasing products or services from a particular brand. Irregular cement supplies can reduce customer loyalty by making customers less satisfied with PCIL's products and services. Additionally, customers may become more likely to switch to other brands of cement if they feel that PCIL is not able to meet their needs.

#### Impact on dealer network

Irregular cement supplies can also have a negative impact on PCIL's dealer network. Dealers who are unable to get the cement they need from PCIL may be more likely to switch to other brands of cement, or even lose customers to their competitors. This can further damage PCIL's brand equity and reputation.

#### Mitigating the negative impact of irregular cement supplies

There are a number of steps that PCIL can take to mitigate the negative impact of irregular cement supplies on brand equity, including:

- Improving supply chain management: PCIL can invest in new technologies and processes to improve the efficiency and reliability of its supply chain. This can help to reduce disruptions and ensure that cement is delivered to customers on time and in full.
- Increasing production capacity: PCIL can invest in increasing its production capacity to meet the growing demand for cement and reduce the risk of shortages. This can help to ensure that customers have access to the cement they need when they need it.

- Communicating regularly with customers and dealers: PCIL should communicate regularly with its customers and dealers about the status of their orders and any potential disruptions to supply. This will help to reduce uncertainty and frustration among customers and dealers.
- Offering incentives to customers and dealers: PCIL can offer incentives to customers and dealers who are willing to commit to long-term contracts or who meet certain sales targets. This can help to strengthen the relationship between PCIL and its customers and dealers, and create a more mutually beneficial partnership.

By taking these steps, PCIL can reduce the negative impact of irregular cement supplies on brand equity and protect its reputation as a reliable supplier of cement.

In addition to the above, PCIL can also consider the following measures to mitigate the negative impact of irregular cement supplies on brand equity:

- Develop a system for prioritizing orders: PCIL can develop a system for prioritizing orders from customers and dealers. This can help to ensure that the most important customers and dealers are prioritized during times of supply shortages.
- Offer alternative products or services: PCIL can offer alternative products or services to customers and dealers who are unable to get the cement they need. This can help to reduce customer frustration and dissatisfaction.
- Invest in customer service: PCIL can invest in customer service to improve the way it handles customer inquiries and complaints. This can help to reduce customer frustration and improve customer satisfaction.

By taking these steps, PCIL can reduce the negative impact of irregular cement supplies on brand equity and protect its reputation as a customer-centric company.

## **Experience and learning:-**

During my four-week internship at Penna Cement Industry Limited (PCIL), I learned a great deal about the impact of irregular cement supplies on brand equity. My research and interviews revealed that the irregular supplies have had a significant negative impact on PCIL's brand equity. Customers are frustrated with the company's inability to meet their needs, and this has led to a decline in customer satisfaction. Additionally, the irregular supplies have damaged PCIL's reputation as a reliable supplier of cement.

Here are some of the key learnings from my internship, expanded to avoid repetition:

- Brand equity is a valuable asset for businesses. It is a measure of the perceived value of a brand, and it can have a significant impact on a business's bottom line. A strong brand equity can help businesses to attract and retain customers, charge higher prices, and expand into new markets. For example, a customer is more likely to choose a brand of cement that they have heard good things about, even if it is slightly more expensive than a competing brand.
- Irregular cement supplies can have a significant negative impact on brand equity. When businesses are unable to meet the needs of their customers, it can lead to frustration, disappointment, and even anger. This can lead to a decline in customer satisfaction and loyalty. Additionally, irregular supplies can damage a business's reputation as a reliable supplier. For example, if a customer is unable to get the cement they need to complete a construction project on time, it can cost them money and time. This can lead to the customer losing trust in the business and choosing to do business elsewhere in the future.
- There are a number of steps that businesses can take to mitigate the impact of irregular supplies on brand equity. These steps include:
  - Improving supply chain management: Businesses can work to improve their supply chain management by investing in new technologies, such as real-time tracking systems, and by

working with more reliable suppliers. This can help to reduce disruptions and ensure that products are delivered to customers on time.

- Increasing production capacity: Businesses can invest in increasing their production capacity to meet the growing demand for their products and reduce the risk of shortages. This can be done by building new plants or expanding existing plants.
- Communicating regularly with customers: Businesses should communicate regularly with their customers about the status of their orders. This will help to reduce frustration and improve customer satisfaction. Businesses can communicate with customers through a variety of channels, such as email, phone, and social media.
- Offering incentives to customers: Businesses can offer incentives to customers who are willing to commit to long-term contracts. This will help to secure demand and ensure that businesses have a steady stream of revenue. Incentives can include discounts, free shipping, or priority delivery. For example, PCIL could offer a discount to customers who are willing to sign a contract to purchase a certain amount of cement over a certain period of time.

Here is a week-wise learnings report on a 4-week internship on the impact of irregular cement supplies of Penna Cement Industry Limited (PCIL) on brand equity:

#### Week 1

- Introduction to the cement industry: I learned about the different types of cement, the manufacturing process, and the key players in the Indian cement industry.
- Impact of irregular cement supplies on brand equity: I learned about the negative impact of irregular cement supplies on brand equity, including customer frustration, damage to reputation, and loss of sales.
- Literature review: I reviewed the existing literature on the impact of irregular cement supplies on brand equity.

#### Week 2

- Data collection: I collected data on the impact of irregular cement supplies on PCIL's brand equity through customer surveys and interviews with employees.
- Data analysis: I analysed the data to identify the key factors that contribute to customer frustration and damage to reputation.

#### Week 3

- Report writing: I wrote a report on the findings of my research, including recommendations for PCIL to mitigate the impact of irregular supplies on brand equity.

#### Week 4

- Presentation: I presented my report to PCIL's management team.
- Feedback: I received feedback from PCIL's management team on my report and recommendations.

## **Chapter – 6**

- Suggestions
- Conclusion
- Bibliograph

## Suggestions:-

- Focus on specific aspects of brand equity. Brand equity is a complex concept, so it may be helpful to focus on specific aspects of brand equity in your project, such as:
  - Brand awareness: How aware are PCIL's customers and dealers of the company's brand?
  - Brand image: What are the perceptions of PCIL's brand among its customers and dealers?
  - Perceived quality: How high-quality do PCIL's customers and dealers perceive the company's cement to be?
  - Brand association: What do PCIL's customers and dealers associate with the PCIL brand?
  - Brand loyalty: How loyal are PCIL's customers and dealers to the brand?

By focusing on specific aspects of brand equity, you can gain a deeper understanding of how irregular cement supplies are impacting PCIL's brand.

- Use a mixed-methods approach. A mixed-methods approach would combine quantitative and qualitative data to provide a more comprehensive understanding of the impact of irregular cement supplies on PCIL's brand equity.

Quantitative data could be collected through surveys and interviews with PCIL's customers and dealers. This data could be used to measure brand awareness, brand image, perceived quality, brand association, and brand loyalty.

Qualitative data could be collected through focus groups and in-depth interviews with PCIL's customers and dealers. This data could be used to gain a deeper understanding of the experiences and perspectives of PCIL's customers and dealers.

By using a mixed-methods approach, you can gain a more complete understanding of the impact of irregular cement supplies on PCIL's brand equity.

- Consider the role of social media. Social media can play a significant role in shaping brand equity. You may want to consider how social media is being used to discuss PCIL's irregular cement supplies and how this is impacting PCIL's brand equity.

For example, you could analyse social media posts and conversations about PCIL to see what people are saying about the company's irregular cement supplies. You could also interview social media influencers to get their perspectives on how irregular cement supplies are impacting PCIL's brand equity.

- Compare PCIL to other cement companies. It may be helpful to compare PCIL to other cement companies to see how PCIL's irregular cement supplies compare to those of its competitors. This could help you to assess the impact of irregular cement supplies on the cement industry as a whole.
- Make your findings relevant to practitioners. When writing your report, be sure to keep practitioners in mind. What can PCIL do to mitigate the negative impact of irregular cement supplies on brand equity? What can other cement companies learn from PCIL's experience?

For example, you could provide specific recommendations for PCIL on how to improve its supply chain management, increase its production capacity, and communicate more effectively with its customers and dealers.

## **Conclusion :-**

In conclusion, irregular cement supplies have a significant negative impact on PCIL's brand equity. This is because customers who are unable to get the cement they need from PCIL when they need it are likely to become frustrated and dissatisfied. This can lead to a number of negative consequences, including:

- **Customer churn:** Customers may switch to other brands of cement if they feel that PCIL is not able to meet their needs.
- **Reduced customer lifetime value:** Customers who are frustrated with PCIL's irregular supplies are less likely to make repeat purchases.
- **Negative word-of-mouth:** Dissatisfied customers may share their negative experiences with others, damaging PCIL's reputation.
- **Damage to reputation:** Irregular cement supplies can damage PCIL's reputation as a reliable supplier of cement. This can make it difficult for PCIL to attract new customers and retain existing customers.
- **Reduced sales:** Irregular cement supplies can lead to a reduction in sales for PCIL. This is because customers are less likely to purchase cement from a supplier that is unable to meet their needs on a consistent basis.
- **Reduced brand loyalty:** Customer loyalty is the tendency of customers to continue purchasing products or services from a particular brand. Irregular cement supplies can reduce customer loyalty by making customers less satisfied with PCIL's products and services. Additionally, customers may become more likely to switch to other brands of cement if they feel that PCIL is not able to meet their needs.

There are a number of steps that PCIL can take to mitigate the negative impact of irregular cement supplies on brand equity. These steps include:

- **Improving supply chain management:** PCIL can invest in new technologies and processes to improve the efficiency and reliability of its supply chain. This can help to reduce disruptions and ensure that cement is delivered to customers on time and in full.
- **Increasing production capacity:** PCIL can invest in increasing its production capacity to meet the growing demand for cement and reduce the risk of shortages. This can help to ensure that customers have access to the cement they need when they need it.
- **Communicating regularly with customers and dealers:** PCIL should communicate regularly with its customers and dealers about the status of their orders and any potential disruptions to supply. This will help to reduce uncertainty and frustration among customers and dealers.
- **Offering incentives to customers and dealers:** PCIL can offer incentives to customers and dealers who are willing to commit to long-term contracts or who meet certain sales targets. This can help to strengthen the relationship between PCIL and its customers and dealers, and create a more mutually beneficial partnership.

## ANNEXURE:-

### DEALER SATISFACTION ON VARIOUS PARAMETERS FOR DIFFERENT BOARD

Dt:- \_\_\_\_\_

1. Firm's name : \_\_\_\_\_
2. Dealing with the person : \_\_\_\_\_ Age :- \_\_\_\_\_
3. Location : \_\_\_\_\_ phone no:- \_\_\_\_\_
1. From how many year you are in this business ?(Tick mark)
  - a. 0-1Year
  - b. 1-3 year
  - c. 3-5 year
  - d. More then 5
2. Who is the main purchaser of your product?
  - a. Home makers
  - b. Builder
  - c. Contractor
  - d. Govt. supplies
  - e. Any other please specify.....
3. Which one motivates you more towards cement purchase (Please rate in the scale of 7 from Most Important to least important)
  - a. Financial Incentives 1.....7
  - b. Margin 1.....7
  - c. Tours 1.....7
  - d. Gifts 1.....7
  - e. Any other please specify.....
4. What problems do you come across while purchasing cement? (Please rate in the scale of 7 from Most Important to least important)
  - a. Price issue 1.....7
  - b. On time delivery 1.....7
  - c. Credit time period 1.....7
  - d. Sales team behavior 1.....7
  - e. Profitability 1.....7
  - f. Inventory maintenance 1.....7
  - g. Any other please specify.....
5. Brand preference of customers (Rank The brands in order of preference)
  - a. ACC
  - b. Ambuja
  - c. Ultratech
  - d. Dalmia Cement
  - e. Penna Cement
6. How did you come to know about Penna Cement?
  - a. Word of mouth
  - b. Print media advertisement
  - c. Wall painting
  - d. Architect

- e. Contractor
  - f. Any Other Please specify.....
7. Which one is the most influencing variables for cement purchase (Please rate in the scale of 7 from Most Important to least important)
- a. Availability 1.....7
  - b. Brand value 1.....7
  - c. Expert recommendation 1.....7
  - d. Dealer suggestion 1.....7
  - e. Advertisement 1.....7
  - f. Price 1.....7
  - g. Any Other please specify.....
8. Please rate the Brand value of Penna Cement .
- a. Brand awareness 1.....7
  - b. Performance 1.....7
  - c. Image 1.....7
  - d. Packaging 1.....7
  - e. Relationship with company 1.....7
- 9.give reason for your preference ?

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