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Casebook

Round 01

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Company Overview

Anwar Group of Industries, one of Bangladesh's oldest and most diversified conglomerates, traces its roots to 1834 when it began as a modest hides and skins trading business under the visionary leadership of Lakku Mia. Over nearly two centuries, the group has evolved into a powerhouse with 18 subsidiaries spanning consumer goods, steel, cement, textiles, finance, automotive, and real estate, employing over 14,000 people directly and indirectly. Today, under the stewardship of Chairman Manwar Hossain, Anwar Group is recognized for pioneering 36 innovative products and services, earning accolades such as Dun & Bradstreet's award for the most diversified corporate entity in Bangladesh.

The Building Materials Division, a cornerstone of the group's portfolio, was established to address the nation's pressing infrastructure needs, particularly in rural and low-income areas plagued by inadequate housing and climate vulnerabilities. In 2013, Anwar Cement Sheet Limited (ACSL) was launched as a flagship initiative within this division, introducing fiber-reinforced cement sheets as a revolutionary alternative to traditional corrugated iron or thatch roofing. Headquartered at Baitul Hossain Building, 27 Dilkusha Commercial Area, Dhaka-1000, with its primary manufacturing plant in Anwar Industrial Park, Char Baushia, Gazaria, Munshiganj, powered by advanced German technology, the plant produces high-quality fiber-reinforced cement sheets in strict compliance with ISO-393:1964, BDS 1046:1983, and BSTI certification standards. With an annual production capacity exceeding 108,000 metric tons, ACSL employs dedicated professionals and has emerged as a pioneer in transforming not only residential construction but also poultry, dairy, and industrial shed infrastructure across Bangladesh and beyond.

From its inception, ACSL has been driven by a singular vision: "Affordable Dreams, Sustainable Futures." The company addresses a long-standing demand for cost-effective, long-lasting roofing that outperforms traditional materials like corrugated iron or thatch especially in Bangladesh's harsh tropical climate marked by extreme heat, heavy monsoon rains, and chemical exposure in agricultural zones.

About Anwar Cement Sheet

Anwar Cement Sheet, is a 4 mm thick, six-layered fiber-reinforced cement roofing solution available in lengths from 3 to 10 RFT and in four standard colors: Gray, Red, Blue, and Green. Lightweight at approximately 12 kg per standard sheet, it delivers unmatched durability and performance across residential, agricultural, and industrial applications. The product is completely rust free and corrosion-free, resists chemical attacks from ammonia and fertilizers, and withstands fire up to 1,200°C. Its advanced thermal insulation reduces indoor temperatures by up to 12°C, while excellent noise reduction and vapor permeability minimize condensation and rain noise making it ideal for tropical climates.

In poultry and dairy sheds, the sheet's ability to maintain optimal internal conditions has transformed farm economics, while its eco-friendly composition and recyclability align with green building standards. Backed by a decade-long warranty and produced with consistency ensured by German automation and European-sourced inputs, Anwar Cement Sheet stands as a benchmark in affordable, high-performance, and sustainable roofing across Bangladesh and its export markets. LEED (Leadership in Energy and Environmental Design) certification, developed by the U.S. Green Building Council (USGBC), is the world's most widely recognized green building rating system. For Anwar Cement Sheet Limited (ACSL) currently pursuing LEED certification for its Gazaria plant, the benefits span financial, operational, reputational, regulatory, and societal dimensions. Below is a clear, paragraph-style explanation tailored to ACSL's context:

Earning LEED certification delivers immediate and long-term financial savings by optimizing energy and water use in the manufacturing process. For instance, LEED-compliant plants typically reduce electricity consumption by 25–40% through efficient lighting, HVAC, and machinery upgrades directly lowering ACSL's BDT 400–500 million annual energy bill. Water recycling systems mandated under LEED can cut freshwater usage by up to 50%, critical in water-stressed Munshiganj. These efficiencies improve EBITDA margins by 3–5 percentage points within 2–3 years, while qualifying ACSL for government tax rebates and low-interest green loans under Bangladesh's Sustainable Finance Policy. From a market and branding perspective, LEED certification positions ACSL as Bangladesh's only LEED-certified cement sheet manufacturer, creating a powerful differentiator against Chinese imports and local rivals. It unlocks access to high-value green construction projects, such as RMG factories, export-zone warehouses, and government housing under "Smart Bangladesh" where LEED or equivalent certification is mandatory. This can boost urban and institutional sales from 15% to 30% of revenue within five years. Export markets like India and the EU increasingly demand certified sustainable materials; LEED compliance can increase export margins by 8–12% through premium pricing.

Business Challenges

The Bangladesh roofing materials market is experiencing robust expansion, driven by urbanization, infrastructure development, and the increasing poultry and dairy sectors, which collectively contribute to a projected 6-8% CAGR through 2030. Within this dynamic environment, Anwar Cement Sheet (ACS), a leader in fiber-reinforced cement roofing, faces intensifying competition from corrugated iron (CI) sheets, commonly known as "Dheu Tin" brands. Competitors are aggressively capturing market share through targeted incentives for dealers, retailers, and end-user influencers like carpenters, who drive 28% of cement sheet sales. Despite ACS's superior product attributes such as 10-year warranties, thermal insulation reducing temperatures by up to 12°C, and eco-friendly composition the company struggles with inconsistent channel activation and limited penetration in high-growth agri-sectors, where poultry and dairy farms represent a BDT 100+ billion opportunity but remain 94-95% dominated by CI sheets.

The roofing materials market in Bangladesh is expanding rapidly, driven by rising construction in both rural and semi-urban areas. Within this competitive environment, Anwar Cement Sheet Ltd. (ACSL) a long-standing and trusted brand is facing mounting pressure from corrugated metal sheet brands (Dhew Tin) that are actively reshaping the competitive landscape through aggressive marketing and incentive-driven engagement.

The Dhew Tin market has evolved with advanced marketing strategies and strong field-level engagement. Competing brands are not only advertising heavily but also investing in localized activation campaigns such as "carpenter loyalty programs," dealer sales contests, and retailer bonus drives. These activities have created a powerful value chain of influence ensuring that every layer of the market, from distributors to carpenters, is financially or emotionally motivated to push their products.

Many of these competitors run monthly and quarterly reward programs, offering cash bonuses, foreign trips, motorcycles, and digital vouchers for top-performing dealers and carpenters. They maintain direct communication channels via mobile apps and WhatsApp groups, where they provide updates, promotions, and recognition to maintain brand excitement.

In comparison, Anwar Cement Sheet's market activation remains limited in visibility and frequency. Although it offers structured incentive programs such as the "Lakhpoti Offer," the communication and tracking mechanisms have not reached full optimization. While carpenters are aware of the brand, only 30-40% of registered carpenters remain active monthly resulting in a large gap between potential and actual brand advocacy.

Business Challenges

This disparity has allowed Dhew Tin brands to capture mindshare at the point of recommendation, where carpenters influence nearly 28% of cement sheet sales through installation choice and brand endorsement.

Dealers and retailers are the backbone of the roofing material distribution system, acting as both sales enablers and local brand ambassadors. Despite Anwar Cement Sheet offering attractive incentive structures and long-standing business relationships, many dealers now prioritize Dhew Tin brands.

The reasons are structural: Higher profit margins offered by Dhew Tin brands, Faster product turnover, reducing inventory holding costs, Frequent promotional campaigns that drive footfall and quick sales, Dynamic field engagement teams from competitor brands who frequently visit and support retailers with marketing materials and POS displays.

As a result, even loyal Anwar dealers often allocate greater shelf space and sales attention to Dhew Tin products. Retailers, influenced by both margin and customer demand, echo this preference. The combined effect has been a gradual erosion of brand visibility for Anwar Cement Sheet at the retail level, despite its strong legacy and quality reputation.

Beyond household roofing, Bangladesh's poultry and dairy industries are experiencing remarkable growth due to increased demand for protein and milk consumption. This has led to a construction boom in rural and peri-urban areas, creating significant demand for cost-effective, heat-resistant, and durable roofing materials.

Cement sheets naturally have strong advantages in this sector they provide better insulation (keeping sheds cooler), longer lifespan, and lower maintenance costs compared to metal sheets. Despite these strengths, Anwar Cement Sheet currently covers only 5–6% of this growing market segment, while Dhew Tin brands dominate the rest due to their aggressive dealer incentives and wider availability.

Your Task

As strategic consultants for **Anwar Cement Sheet Ltd. (ACSL)**, your challenge is to design an **integrated marketing and market activation campaign** aimed at revitalizing the brand's presence, increasing sales volume, and strengthening its competitive position against Dhew Tin and other modern roofing materials in Bangladesh.

Your business goal is to **reignite sales momentum** and **expand ACSL's market share** by:

- ✓ Activating and engaging **carpenters** to become strong brand advocates.
- ✓ Strengthening **dealer and retailer relationships** to drive better product push and loyalty.
- ✓ Expanding market presence through **new outlet coverage and industrial sector penetration** (poultry and dairy).
- ✓ Reestablishing **Anwar Cement Sheet** as the most **durable, trustworthy, and thermally efficient roofing solution** in the country.
- ✓ Developing and presenting a comprehensive **cost breakdown** for every proposed initiative and activity.

Final Submission Guidelines

Submission Format:

- The solution must be submitted **both** of the following files **PDF Version** and **PPT Version**.
- **File Name Format:**
TeamName_UniversityShortName
(Example: Team Anwar_CU)

PPT Slide Requirements:

- Maximum of **15 slides** (excluding the cover slide).
- Adding the **BizMaster 2025 official logo** in your slides is **highly encouraged**.
- Maintain a **professional, clear, and visually engaging** presentation style.

Submission Method:

- All submissions must be made **through the official Google Form link** provided via email.
- **No other submission method** (email, drive, etc.) will be accepted.

Deadline:

- All submissions must be completed by **11:59 PM, 12 November 2025**
- Late submissions will **not be accepted** under any circumstances.

Judgement Criteria

Criteria		Distribution of Marks
Understanding for Overall Presentation (Content Presentation, Content Framework)		10%
Situation Analysis		5%
Objective		5%
Big Idea		10%
Strategy	Strategies	35%
	Taglines	
	Tactics	
	Actions	
	Control	
Budget		15%
Strategy Feasibility		20%
Total		100%



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Good Luck!