

# SWOT ANALYSIS OF CEMENT INDUSTRIES IN CHHATTISGARH (COMPARISON BETWEEN INTERNATIONAL BRAND AND LOCAL BRAND)

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**ABSTRACT-** The cement sector notably plays a critical role in the economic growth of the country and its journey towards conclusive growth. Cement is vital to the construction sector and all infrastructural projects. The construction sector alone constitutes 7 per cent of the country's gross domestic product (GDP). The industry occupies an important place in the Indian economy because of its strong linkages to other sectors such as construction, transportation, coal and power.

The cement industry India is the second largest in the world thanks to the government promoting various infrastructure projects, housing facilities and road networks. With several multi national brands entering the country, the cement industry has been consistently growing at an enviable pace.

Presently, in India there are more than 500 cement plants are there since 1929. Modernisation of such plants is going on. Since the cost of production of the cement is increasing day by day, it is necessary that a good quality monitoring system has to introduce to reduce the waste without affecting its cost. so a quality focussed with good maintenance is very much essential. The producer must have a strong awareness about their strengths, weaknesses, opportunities and threats (SWOT).

**Index terms:** cement industry, strength of cement, weakness of cement, local brand, international brand.

**1.1 INTRODUCTION-** The cement sector notably plays a critical role in the economic growth of the country and its journey towards conclusive growth. Cement is vital to the construction sector and all infrastructural projects. The construction sector alone constitutes 7 per cent of the country's gross domestic product (GDP). Presently, in India there are more than 500 cement plants are there since 1929. Modernisation of such plants is going on. Cement is one of the basic construction material for house, infrastructure, industry or any developmental activity. After decontrol in 1989, there has been healthy growth in capacities. Add to that an increasing global demand and a flurry of activity in infrastructure projects – highways roads, bridges, ports and houses – has sparked off a spate of mergers and acquisitions in the sector. Furthermore, the country's finance minister, P. Chidambaram, has stated that India would double spending on infrastructure over the next five years to sustain its record economic growth and modernise its infrastructure.

**1.1 HISTORY OF CEMENT-** History reveals that Egyptians began to use mud mixed with straw to bind dried bricks (3000BC). They also used gypsum mortars and mortars of lime in the building of the pyramids. The Chinese used cementitious materials in the construction of the Great Wall. Portland cement was developed from cements (or correctly hydraulic limes) made in Britain in the early part of the nineteenth century, and its name is derived from its similarity to Portland stone, a type of building stone that was quarried on the Isle of Portland in Dorset, England. Joseph Aspdin, a British bricklayer, in 1824 was granted a patent for a process of making a cement which he called Portland cement. His cement was an artificial hydraulic lime similar in properties to the material known as "Roman Cement" (patented in 1796 by James Parker) and his process was similar to that patented in 1822 and used since 1811 by James Frost who called his cement "British Cement". The name "Portland cement" is also recorded in a directory published in 1823 being associated with a

William Lockwood and possibly others. Aspdin's son William in 1843 made an improved version of this cement and he initially called it "Patent Portland cement" although he had no patent. In 1848 William Aspdin further improved his cement and in 1853 moved to Germany where he was involved in cement making.[1] Many people have claimed to have made the first Portland cement in the modern sense, but it is generally accepted that it was first manufactured by William Aspdin at Northfleet, England in about 1842[2]. The German Government issued a standard on Portland cement in 1878.

**2.SWAT ANALYSIS-** SWOT analysis looks at your strengths and weaknesses, and the opportunities and threats your business faces. By focusing on the key factors affecting your business, now and in the future, a SWOT analysis provides a clear basis for examining your business performance and prospects.

**STRENGTH-** This includes the question: What strengths does your business have that make you competitive? Examples might include family, labor, machinery, size, etc. What do you do better than anyone else does? Are you a better marketer? Are you a well-respected employer? Are you able to complete planting and harvesting duties efficiently?

**WEAKNESS-**Weakness are the characteristics that place the business at a disadvantage relative to others and can include • A source of competitive disadvantage • Things the business lacks or does poorly • Factors that place a business at a disadvantage • Issues that may hinder or constrain the business in achieving its objectives.

**OPPORTUNITIES-**elements that the business could exploit to its advantage and can include • Technological innovation • New demand • Market growth • Demographic change • Social or lifestyle change • Government spending programmes.

**THREATS-**Check out the competition. Assess other potential challenges. This includes the question. • What are the current obstacles to success? • How is the competition addressing challenges? • Are the product/service needs of customers changing? • What is your ability to counter competition? • Is competitor use of technology threatening? • Is the external regulation hurting? • Would an improving/declining economy kill you? • Is the need for your product/service declining? • Are overseas competitors taking market share? Why? • What is your ability to influence industry trends? • Do you have flexibility to change quickly? • What is happening to revenue streams? • Can we respond quickly to competition and be profitable?

## 2.1 SWOT analysis in cement industry-

SWOT analysis can be used for the result and the product analysis. many cement products Altaratch, Lafarge, jaypee etc analysis are done by SWAT with customer satisfaction. Strengths and weaknesses are often internal to your organization, while opportunities and threats generally relate to external factors

provide a list of the core competencies that give your product or service certain advantages (Example: High quality, competitive pricing, customer care).

**Strength Factors** -Strengths are internal factors that will help the cement industry be successful. They can include employees, procedures, business assets and products. Examples of internal factors that are a strength are:

- A strong brand name
- Market share
- Good reputation
- Expertise and skill

**Weakness Factors** -Weaknesses are internal factors which could stop or slow down organisation's growth and success. Just like strengths they can relate to employees, procedures, business assets and products. Examples of internal factors that are a weakness are:

- Low or no market share
- No brand loyalty
- Lack of employee experience
- Inefficient company processes and procedures

**Opportunity Factors**- Opportunities are factors outside the business which the firm may be able to use to help it grow the cement production. Examples of opportunities include:

- A growing market.
- Increased consumer spending.
- Legal changes which make selling abroad (internationally) easier
- Changes in society such as an increase in birth rates.

**Threats Factor**- Threats are factors outside the business which could make trading conditions more challenging for the firm. Examples of threats include:

Competitors

- Government policy such as a ban on some of the activities carried out by the firm
- Taxation rules which reduce the firm's or consumer income
- A change in consumer habits which makes the firm's products less appealing to the target market.

**2.1.1 MATRIX OF SWOT**-The obtained information can be systematically represented in a matrix; different combinations of the four factors from the matrix (Houben and Lenie, 1999) can aid in determination of strategies for long-term progress. When used properly, SWOT can provide a good basis for strategy formulation (Kangas and Kurtila, 2003). According to Table 1, SWOT matrix offers four types of strategies.

Internal factor	Strength(S)	Weakness(W)
Opportunities (O)	SO Strategies	WO Strategie
Threats(T)	ST Strategies	WT Strategies

SO strategies: Using the internal strengths and external opportunities will be determined.

WO strategies: Use of external opportunities, internal weaknesses can be reduced or eliminated.

ST strategies: Using internal strengths, external threats reduced or be removed.

WT strategies: Decreases the internal weaknesses and external threats are avoided.

**2.1.2 IMPORTANCY OF SWOT**- The above data shows the matrix of SWOT is the matching of specific internal and external factors. However, what about the matching items within internal factors and items within external factors. The primary reason is that matching these factors will create strategies that will not make sense. For example, with a combination of strength and weakness (both are internal factors), lets say one of your organization's strengths is "plenty of cash" and one of your weaknesses is "lack of training". Therefore, mixing these two factors together, your management team might simply decide to plan more training for the staff members. The obvious remark for this purposeless strategy will be "so what!" Mainly because you should not train, just for the sake of training ( A successful training program must have a specific target in response to external changes. You have to determine your organization's specific needs for training in line with the external and internal factors. In other words, the strategy must have an external factor as a trigger in order for it to be feasible.

**3.CEMENT COMPANY IN CHHATTISGARH-**

In present time there are more than twenty cement industry are working in chhattisgarh state. Most of them are working at Raipur and Baloda bajar district. Some of the are working at bilaspur,durg balod and Raigarh districts. The Chhattisgarh government is giving their maximum support due to their developing policy. According to CIS-cement information system under the ministry of commerce and industry 2013 report major cement companies of Chhattisgarh are Lafarge,Ambuja,Acc,century,Altratech etc. Chhattisgarh is a rich in mineral that provides an opportunity to produce cement at the most competitive prices. The Raipur Bilaspur belt provides the best location where both labour and material is available at competitive costs. The state government provides several concessions to accelerate growth of the industry, to create employment and contribute to the welfare of the people. There are huge amount of limestone reserves in Chhattisgarh, which are the source of several large and small cement projects. Around 3,580 limestone reserves are there in Chhattisgarh, contributing 4.73 per cent of the total limestone reserves in India. Cement production grew by 13 per cent in Chhattisgarh in 2006-07. There are nine major and 12 minor cement units in Chhattisgarh, the majority concentrated in the Raipur area. Chhattisgarh is a mineral-rich state that provides an opportunity to produce cement at the most competitive prices

The major cement units are :-

Name of Company and location	Annual Prod. capacity(lakh tonnes)
ACC Ltd., Jamul, Durg	15.8
Century Cement Ltd, Baikunth Raipur	12
Grasim Cement Ltd, Rawan Raipur	15
C.C.I. Ltd. Akaltara, Janjgir	4
C.C.I. Ltd. Mandhar Raipur	3.8
Lafarge Cement Gopalnagar Janjgir	22.4
Larsen & Toubro Ltd. Hirni, Raipur	17.5
Ambuja Cement Ltd. Modinagar, Raipur	18
Lafarge Cement Sonadih, Raipur	14.3

Data source- India Brand Equity Foundation report

There are widely occurring limestone reserves in Chhattisgarh, which have spawned several large and small cement projects. Around 3,580

limestone reserves are present in Chhattisgarh, contributing 4.73 per cent of the total limestone reserves in India. Cement production growth rate is 13 per cent in Chhattisgarh in 2006-07. 9 major and 12 minor cement units are there in Chhattisgarh, the high density in Raipur area. There are many cement plants in Chhattisgarh but they are not exporting, due to international standards. They are able to achieve the foreign money through exports, proper maintenance and implementation are required for proper operation. Additional accessories, tool, have to add for this process. The SWOT analysis helps in evaluating, analyzing the strategy planning in cement industry. It is a strategic tool to identify Strengths, Weaknesses, Opportunities and Threats involved in a production. It is used as part of Strategic Planning Process in Chhattisgarh.

**3.1 SIGNIFICANCE OF CEMENT PLANT WITH INTERNATIONAL BRANDS AND SWOT.**

Following points should be used by implementing a SWOT analysis to making a set of strategies-

**Strength**-this category included the strong points of industry, means brand name international brand is more popular than local, skilled workers, global supplier, transportation etc are the other points which helps to compare between local and international brand.

**Weakness**-it shows the difficulty and problems of industry in front of growth. many question related to Weakness are given below

- What can be improved?
- In what areas do your competitors have the edge?
- What necessary expertise / manpower do you currently lack?
- Do you have cash flow problems?
- Are you relying primarily on just a few clients or customers?
- Additional weaknesses

**Opportunity**- Future aspects of industry are included in this category. what are the opportunity in future.  
 -what are the marketing strategy in future?  
 -where we can get the opportunity?  
 -how can get opportunity?

**Threats**-Threats are basically the unfavorable conditions that may critically damage the business, like exceptional rent increase, non-availability of skilled manpower, political unrest, exceptional inflation that may reduce purchasing power, and adverse market conditions. No one think about it but it is barrier to growth. the questions of threats are-

- Do the opponents enjoy a better reputation in the market?
- Does the skilled workforce prefer to be employed in other organizations?
- Is better technology being utilized by others?
- Is the change in technology too abrupt so that the organization cannot keep pace with it?
- Are the product specifications changing too rapidly?
- Will the emerging product trends affect the organization weaknesses?

Based on above all factors the table (1) is given for the international and local cement industry. the table shows international brands are good in mechanical strength, they have high skilled worker and innovative ideas, suppliers need them, they are expertise in cycling, international brand have a good reputation in international market.

From table 1 it is found that international brands are more strength points than Weakness. The information about the strength, weakness, opportunities and threats of international standard show that there

are 16, 8, 8, and 8 points respectively. They are given in percentage wise below. (strength, weakness, opportunities and threats).

<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. mechanical strength is good</li> <li>2. highly skilled human resources.</li> <li>3. flexibility.</li> <li>4. availability of raw material.</li> <li>5. good reputation</li> <li>6. innovative ideas</li> <li>7. dedicated dealers</li> <li>8. suppliers need you</li> <li>9. expertise in cycling</li> <li>10. close relationship with customer</li> <li>11. fastest transportation services.</li> <li>12. quality of product</li> <li>13. good in share market</li> <li>14. good R&amp;D wing</li> <li>15. availability of international market</li> </ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. rural area network</li> <li>2. purchase and maintenance of equipment</li> <li>3. cost of resources</li> <li>4. hit hard by the recession</li> <li>5. too high price for the majority of customer</li> <li>6. focus on only high income group</li> <li>7. carrying high reliability an risk in many projects</li> </ol>
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. market growth</li> <li>2. outsourced labour for development</li> <li>3. distribution network</li> <li>4. reduce risk</li> <li>5. increase quality of product</li> <li>6. capacity of resource building</li> <li>7. research and development</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. decreasing quality of work</li> <li>2. new distribution channels</li> <li>3. global competition</li> <li>4. technological advances</li> <li>5. government policy</li> <li>6. taxation</li> <li>7. availability of raw materials</li> </ol>

**Table 1 Strength, weakness, opportunities and threats of international cement brand**

**3.2 SWOT ANALYSIS FOR INTERNATIONAL BRANDS RATINGS -**

The importances are obtained from the survey and expert's opinion, the following percentage is obtained. Then graphs are plotted. Comparison graph is also prepared to identify the importance of each item and graphs are given below (Figure 1, 2, 3, 4).

**1. strength-**

STRENGTH	%
1. mechanical strength is good	5%
2. highly skilled human resources	10%
3. flexibility	8%
4. availability of raw material	5%
5. good reputation	6%
6. innovative ideas	9%
7. dedicated dealers	4%
8. suppliers need you	3%
9. expertise in cycling	6%

10.close relationship with customer	10%
11.fastest transportation services	6%
12.quality of product	4%
13good in share market	7%
14.good R&D wing	11%
15.availability of international market	3%
16 other	3%

2.Weakness

WEAKNESS	%
1.rural area network	22%
2.purchase and maintenance of equipment	14%
3.cost of resoureses	11%
4.hit hard by the recession	10%
5.too high price for the majority of customer	16%
6.focus on only high income group	9%
7.cararying high reliability an risk in many projects	7%
8.other	11%

3 opportunity-

OPPORTUNITY	%
1.market growth	13%
2.outsourced labour for development	12%
3.distributaion network	9%
4.reduce risk	13%
5.increase quality of product	14%
6.capacity of resource building	10%
7.research and development	18%
8.other	11%

THREATS	%
1.decreasing quality of work	11%
2.new distribution channels	14%
3.globlal competition	24%
4.technological advances	8%
5.goverment policy	12%
6.taxation	16%
7.availability of raw materials	9%
8.other	6%

Table 2. Percentagewise division of factors

s.no	Strength	%	Weakness	%	Opportunities	%	Threats	%
1	5	1.25	22	5.5	13	3.25	11	2.75
2	10	2.5	14	3.5	12	3	14	3.5
3	8	2	11	2.75	9	2.25	24	6
4	5	1.25	10	2.5	13	3.25	8	2
5	6	1.5	16	4	14	3.5	12	3
6	9	2.25	9	2.25	10	2.5	16	4
7	4	1	7	1.75	18	4.5	9	2.25
8	3	0.75	11	2.75	11	2.75	6	1.5
9	6	1.5	0	0	0	0	0	0
10	10	2.5	0	0	0	0	0	0
11	6	1.5	0	0	0	0	0	0
12	4	1	0	0	0	0	0	0
13	7	1.75	0	0	0	0	0	0
14	11	2.75	0	0	0	0	0	0
15	3	0.75	0	0	0	0	0	0
16	3	0.75	0	0	0	0	0	0
TOTAL	100	25	100	25	100	25	100	25

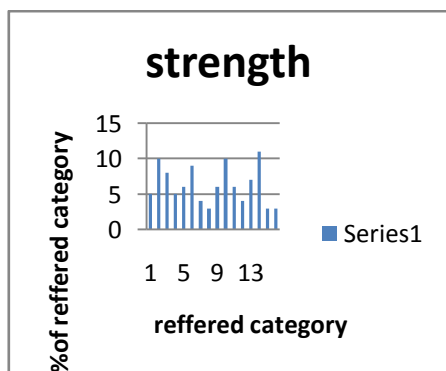


Figure 1 Relationship of strength in SWOT

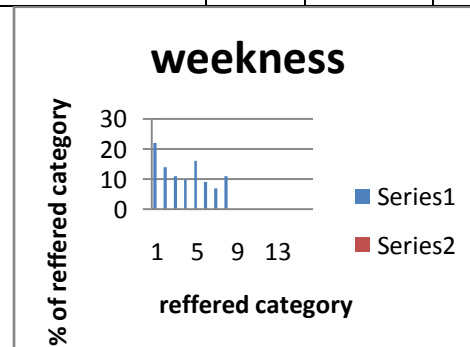


Figure 2 Relationship of Weakness in SWOT

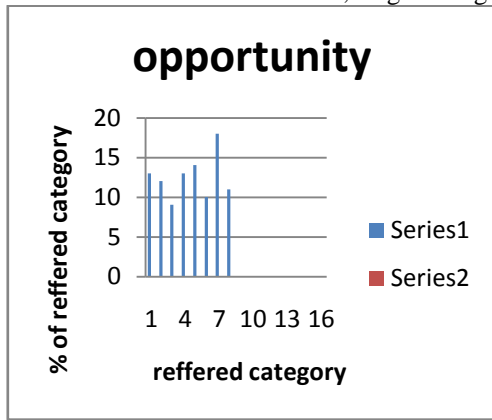


Figure 3 Relationship of opportunities in SWOT

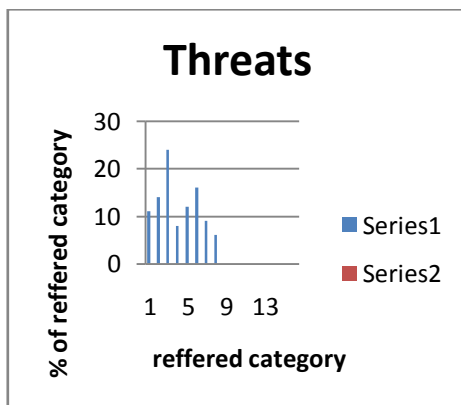


Figure 4 Relationship of threats in SWOT

### 3.3 SWOT ANALYSIS FOR LOCAL BRANDS RATINGS -

Now a days many local branded cement companies are increasing day by day. The new entrepreneurs are taking advantage of central government and state government policies. They are giving more benefits to the entrepreneurs. Money, taxation benefits are given by the government because industries create more jobs and increase the nation's GDP. In present time more than 175 companies are working in India. Out of total companies 16 companies belong to the public sector and others belong to the private sector. Some private companies are well in product and some have normal quality compared to international products.

Availability of raw material and labor with low cost are the benefits of the local industries as a strength.

There are some weaknesses of local industries that to maintain the quality and adopt the new technology

Government support and taking advantage of localization are the opportunities of local industries, but they fear about the local and global competition. They should satisfy the customer first. This may be called threats of local companies.

Table and percentage wise analysis are given below in Table 3.

<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. variety of product.</li> <li>2. reasonable low price.</li> <li>3. government support.</li> <li>4. cheap land availability</li> <li>5. local market information, owner is local</li> <li>6. use of traditional marketing strategies</li> <li>7. easily transportation</li> <li>8. cheap labour availability</li> </ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. low brand awareness.</li> <li>2. limited resources</li> <li>3. poor advertisement and publicity</li> <li>4. no international market</li> <li>5. low market shares</li> <li>6. poor customer satisfaction</li> <li>7. poor worker satisfaction</li> <li>8. limited range and size</li> <li>9. poor skilled worker</li> <li>10. limited no. of customer</li> <li>11. lack of modern marketing approaches</li> </ol>
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. growing industry</li> <li>2. new social trends</li> <li>3. development of technology</li> <li>4. continuous innovation</li> <li>5. expansion facility</li> <li>6. high demand to common men</li> <li>7. distribution network</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. competition from local and international brand</li> <li>2. low marketing budget</li> <li>3. revenue drops</li> <li>4. availability of raw material</li> <li>5. new regulations</li> <li>6. poor lab facility</li> <li>7. requirement of skilled workers</li> </ol>

Table 3 Strength, weakness, opportunities and threats of local cement brand

Percentage wise analysis of the above points are given below:

### 1.strength –

STRENGTH	%
1.varity ofproduct	9%
2.reasonable low price	15%
3.government support	11%
4.cheap land availability	12%
5.local market information,owner is local	13%
6.use of traditional marketing strategies	17%
7.easily transportation	7%
8.cheap labour availability	10%
9.other	6%

### 2.Weakness-

### 3.opprtunity-

OPPORTUNITY	%
1.growing industry	16%
2.new social trends	13%
3.development of technology	11%
4.continuous innovation	8%
5.expansion facility	14%
6.high demand to commen men	17%
7.distribution network	19%
8.other	2%

WEAKNESS	%
1.low brand awareness	7%
2.limited resources	8%
3.poor advertisement and publicity	6%
4 no international market	8%
5.low market shares	10%
6.poor customer satisfaction	11%
7.poor worker satisfaction	9%
8.limited range and size	5%
9.poor skilled worker	12%
10.limited no. of customer	16%
11.lack of modern marketing approaches	6%
12.other	2%

### 4.Threats-

THREATS	%
1.competition from local and international brand	24%
2.low marketing budget	8%
3.revenue drops	11%
4.availability of raw material	16%
5.new regulations	17%
6.poor lab facility	6%
7.requirement of skilled workers	9%
8.other	9%

S.NO.	STRENGTH	%	WEAKNESS	%	OPPORTUNITY	%	THREATS	%
1	9	2.25	7	1.75	16	4	24	6
2	15	3.75	8	2	13	3.25	8	2
3	11	2.75	6	1.5	11	2.75	11	2.75
4	12	3	8	2	8	2	16	4
5	13	3.25	10	2.5	14	3.5	17	4.25
6	17	4.25	11	2.75	17	4.25	6	1.5
7	7	1.75	9	2.25	19	4.75	9	2.25
8	10	2.5	5	1.25	2	0.5	9	2.25
9	6	1.5	12	3	0	0	0	0
10	0	0	16	4	0	0	0	0
11	0	0	6	1.5	0	0	0	0
12	0	0	2	0.5	0	0	0	0
TOTAL	100	25	100	25	100	25	100	25

Table 4. Percentagewise division of factor

The table 1 and 3 shows the separate criteria of local and international brand. We found that international brand have more strength than Weakness. It has highly skilled human resources, good reputation in market, they have a lot of raw material supplier, supplier take more interest on them for profit, international brand create and adopt the new innovative ideas, they are expertise in cycling, they make close relationship with customer, believe to maintain quality of product, use the fastest transportation services, they are strong in share market, dealers are dedicated for them, they allow high degree of flexibility of differentiation.

On the other hand local cement companies have the low brand awareness, they have the limited resources, customer are not fully satisfied by this product, not believe in different variety, have the limited range and size, they want to increase the production but not adopt the new marketing approaches. The SWOT analysis notify a clear view about how the cement are obtaining the market in the international, national and local division. The factors are found to be genuine. The customer always needs a quality product at a reasonable price from the nearby markets (Kotler Philip, 2010) Table 1 and Table 3 give the separate division of the factor of SWOT available from the discussion and opinion of the expertise. Its percentage is also obtained from the questionnaires collected. Then each point is again analysed with respect to the overall percentage and a comparison is done in the bar charts (Figure 1-4) and graphs in Figure (5-16). These figures give a clear understanding about the grading of each factors in SWOT analysis. Further study can also be done by the ABC analysis which gives the importance of major and minor factors. These factor points can also be analysed mathematically by the Interpretive structure modelling (ISM) analysis.

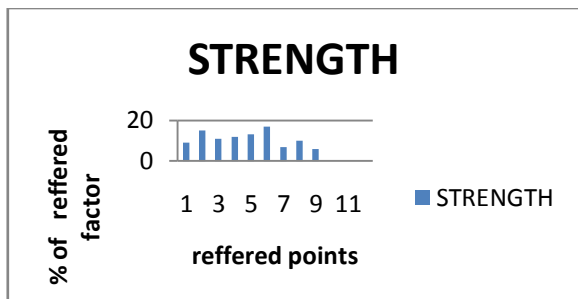


Figure 5 Relationship of strength in SWOT

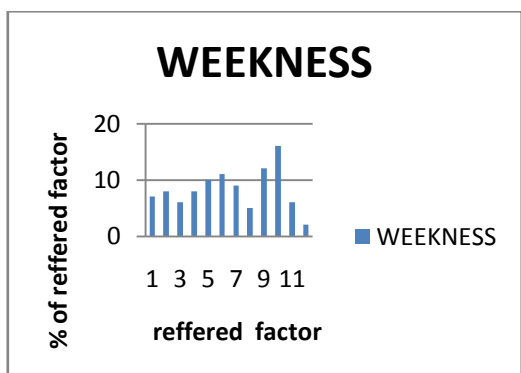


Figure 6 Relationship of Weakness in SWOT

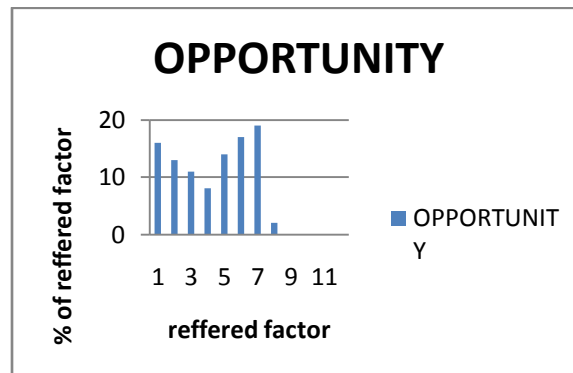


Figure 7 Relationship of opportunities in SWOT

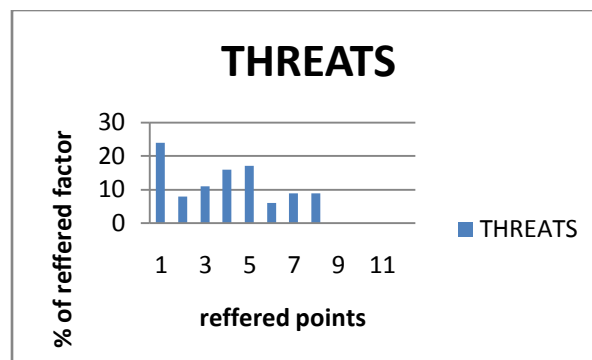


Figure 8 Relationship of threats in SWOT

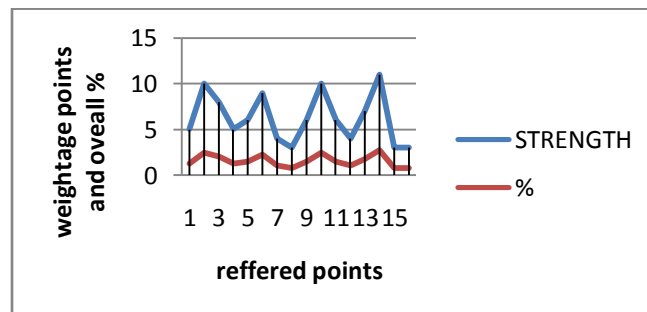


Figure 9 Relationship between Strength points and its overall % in SWOT

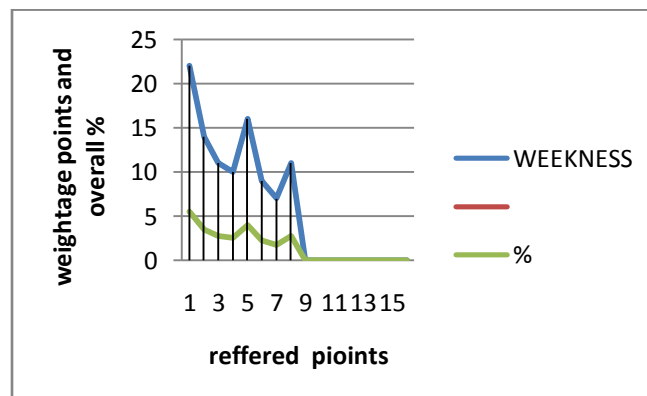


Figure 10. Relationship between Weakness and its overall % in SWOT

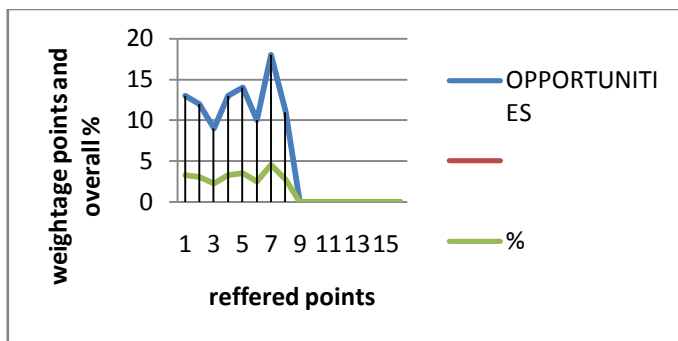


Figure 11. Relationship between Opportunities and its overall % in SWOT

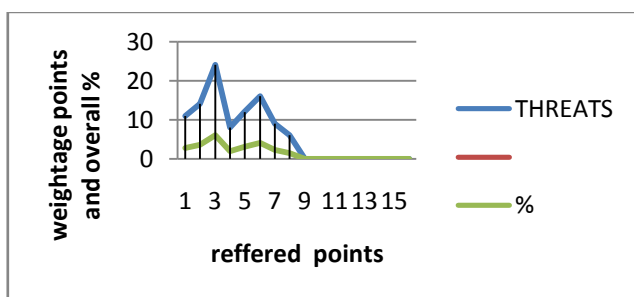


Figure 12. Relationship between Threats V/S its overall % in SWOT

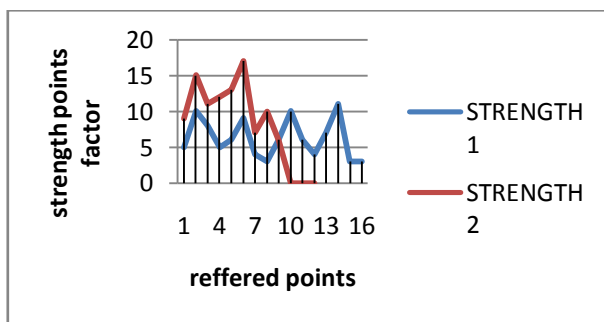


Figure 13. Relationship of Strength in International(1) and national(2) brand

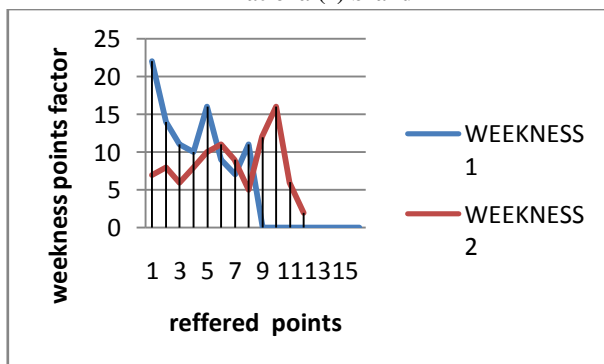


Figure 14. Relationship of Weakness in International(1) and national(2) brand

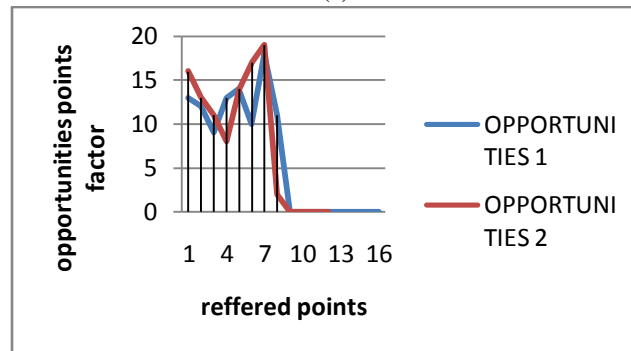


Figure 15. Relationship of opportunities in International(1) and national(2) brand

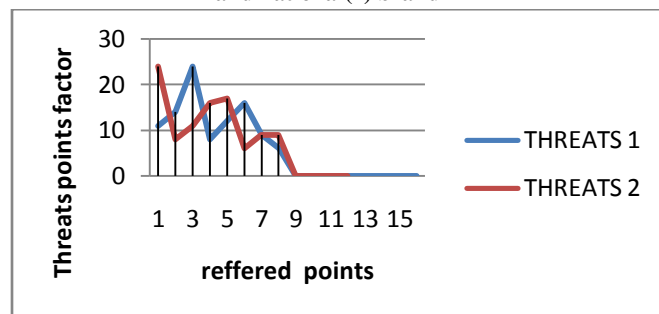


Figure 16. Relationship of Threats in International(1) and national(2) brand

**CONCLUSION-** SWOT analysis of interanational and the local brand of cement company is done from the questionnaires and discussions with experts in this fields and industrialists.

By this analysis points are cleared that international brand has more benefits than local cement brand. It is more strength and opportunity than local brand. However, some local companies have qualities of cheap production and provide cheap product to local customer. More facilities and benefits are provided by the government to local companies. International brand have more skilled worker and good reputation in international market. The graph from ( ) shows the comparative advantage of international brand. They have the quality research lab. Innovate the product according to the market and demand. The main purpose of any product is to fully satisfied the customer. SWOT analysis of this paper clear the picture about above points.

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