

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories  
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.  
as well as in Open J-Gate, India (link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1388 Cities in 138 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

[www.ijrcm.org.in](http://www.ijrcm.org.in)

## CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<b>A FRAMEWORK FOR GREEN PRODUCT ADOPTION BY INDIAN CONSUMERS</b> <i>VISHNU NATH, DR. RAJAT AGRAWAL, DR. ADITYA GAUTAM &amp; DR. VINAY SHARMA</i>	1
2.	<b>PROBLEMS IN IMPLEMENTING E-COMMERCE IN OMAN</b> <i>M. IFTEKHAR AHMAD &amp; DR. A. M. AGRAWAL</i>	8
3.	<b>FINANCIAL PERFORMANCE (FP) AND INFORMATION TECHNOLOGY CONTROL SYSTEM (ITCS) IN NIGERIN BANKS</b> <i>MANSUR LUBABAH KWANBO</i>	12
4.	<b>AN EXTENDED TECHNOLOGY ACCEPTANCE MODEL TO UNDERSTAND ONLINE SHOPPING</b> <i>MUHAMMAD RIZWAN, IMRAN ANWAR MIR &amp; DR. KASHIF UR REHMAN</i>	16
5.	<b>AN ATTITUDE SURVEY ON FIVE TOP TOURIST TRAFFIC HOST COMMUNITIES TOWARDS TOURISM ACTIVITIES: A CASE STUDY OF ETHIOPIA</b> <i>DR. GETIE ANDUALEM IMIRU</i>	21
6.	<b>CHANGING SCENARIO OF EXPORT ORIENTED CERAMIC TABLEWARE INDUSTRY OF BANGLADESH AND MARKETING STRATEGY FORMULATION: AN APPLICATION OF GROWTH-SHARE MATRIX</b> <i>GOLAM MOHAMMAD FORKAN</i>	32
7.	<b>IMPACT OF THE THEORY AND PRACTICE OF GOVERNMENT CONTRACTING IN THE SOUTH AFRICAN PUBLIC HEALTH SYSTEM</b> <i>LULAMILE NTONZIMA &amp; DR. MOHAMED SAYEED BAYAT</i>	39
8.	<b>COMPARISON OF COMPREHENSIVE INCOME AND NET INCOME IN EVALUATING OF FIRM PERFORMANCE</b> <i>ROYA DARABI, MALIHE ALIFARRI, MAHBOOBEH REZAYI &amp; SHAHIN SAHRAEI</i>	45
9.	<b>INFLUENCE OF SERVICE QUALITY ON SATISFACTION OF CUSTOMERS OF TELECOM SECTORS IN CHENNAI</b> <i>L. SRIDHARAN &amp; DR. N. THANGAVEL</i>	52
10.	<b>EFFECT OF COMPUTER ASSISTED INSTRUCTION (CAI) ON ELEMENTARY SCHOOL STUDENTS' PERFORMANCE IN BIOLOGY</b> <i>RAMANJEET KAUR, SUSHAMA SHARMA &amp; ANIL K. TYOR</i>	57
11.	<b>RURAL TRANSFORMATION AND SHGS IN NAGAPATTINAM DISTRICT – A HOLISTIC APPROACH</b> <i>N. SATHIYABAMA &amp; DR. N. SHANI</i>	60
12.	<b>RECENT TRENDS IN INDIAN AGRICULTURAL DIVERSIFICATION</b> <i>DR. DEEPAKSHI GUPTA</i>	68
13.	<b>INVESTMENT BANKING - A COMPREHENSIVE OVERVIEW</b> <i>DR. S. ANITHA</i>	73
14.	<b>PREVENTION OF INVENTORY SHRINKAGE IS BETTER THAN SHRINKING THE PROFIT – A GLOBAL ORGANISED RETAIL CONFRONTATION</b> <i>P. SATHISH CHANDRA &amp; DR. G.SUNITHA</i>	77
15.	<b>A STUDY OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES IN HOTELING SECTOR</b> <i>V. P. DESHMUKH, N. R. JADHAV &amp; S. P. SHINDE</i>	82
16.	<b>ROLE OF GOVERNMENT OF INDIA IN ENHANCING KNOWLEDGE MANAGEMENT PRACTICES IN MSMEs</b> <i>DR. CHITRA SIVASUBRAMANIAN &amp; S. D. UMA MAGESWARI</i>	89
17.	<b>CRM IN VARIOUS DIMENSIONS</b> <i>MOHD ABDUR RAHMAN, MOHD ABDUL HAMEED &amp; DR. SHAZAN MOHD KHAN</i>	96
18.	<b>WI-FI DEPLOYMENTS IN CONJUNCTION WITH WI-MAX FOR NEXT GENERATION HETEROGENEOUS NETWORK</b> <i>AJAY M. PATEL &amp; HIRAL R. PATEL</i>	103
19.	<b>A CASE STUDY ON PERFORMANCE APPRAISAL WITH REFERENCE TO INDIAN BANK, CHITTOOR DISTRICT (A.P)</b> <i>CHEEKOORI JYOTHSNA &amp; CIDDA REDDY JYOSHNA</i>	106
20.	<b>STRATEGIC TRAINING FOR NON-LIFE INSURANCE COMPANIES' OF INDIA</b> <i>CHIRAG DHANJI PATEL</i>	113
21.	<b>BIOMETRICS SECURITY SYSTEM IS A TOOL FOR DAILY LIFE SECURITY</b> <i>MONALIKA SHARMA</i>	118
22.	<b>EFFECTIVENESS OF SOFTWARE METRICS IN FINDING THE FAULTY CLASSES</b> <i>POOJA</i>	122
23.	<b>A COMPARATIVE STUDY ON PERFORMANCE OF SELECTED SBI SECTOR FUNDS</b> <i>G. L. MEENA</i>	127
24.	<b>MICRO, SMALL AND MEDIUM (MSMEs) ENTERPRISES AND INDIAN ECONOMY: AN EMPIRICAL STUDY ON ROLE OF MSMEs</b> <i>SUSANTA KANRAR</i>	129
25.	<b>ENHANCING EFFECTIVENESS OF CRM THROUGH MOBILE CRM IN EDUCATION SECTOR</b> <i>LAKSHMI KALYANI &amp; DR. ABHISHEK SINGH</i>	136
26.	<b>A STUDY ON PROFITABILITY ANALYSIS OF SHIPPING COMPANIES IN INDIA</b> <i>DR. P. CHELLASAMY &amp; M. SRIDEVI</i>	140
27.	<b>SCIENTOMETRIC MAPPING OF GREEN COMPUTING: THE GLOBAL PERSPECTIVE</b> <i>M. PADMINI, T. R. SAJANI NAIR, R. SURYA &amp; T. SUHIRTHARANI</i>	144
28.	<b>TESTING THE WEAK FORM EFFICIENCY OF COMMODITY MARKET IN INDIA</b> <i>YUVARAJ. D</i>	148
29.	<b>AGILE BUSINESS INTELLIGENCE FOR AGILE DECISION-MAKING</b> <i>SIREESHA PULIPATI</i>	152
30.	<b>INFORMATION TECHNOLOGY: ITS APPLICATION AND IMPACT ON ORGANIZATIONAL CULTURE OF STATE BANK OF INDIA AND ITS ASSOCIATES WITH SPECIAL REFERENCE TO MODERNIZATION OF CORE PROCESSING SYSTEM</b> <i>MOHITA</i>	157
	<b>REQUEST FOR FEEDBACK</b>	161

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, GuruGobindSinghIndraprasthaUniversity, Delhi  
Ex. Pro Vice-Chancellor, GuruJambheshwarUniversity, Hisar

**PATRON**

**SH. RAM BHAJAN AGGARWAL**

Ex.State Minister for Home & Tourism, Government of Haryana  
Vice-President, Dadri Education Society, Charkhi Dadri  
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. S. L. MAHANDRU**

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

**CO-EDITOR**

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

**PROF. PARVEEN KUMAR**

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

**PROF. H. R. SHARMA**

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

**PROF. MANOHAR LAL**

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), GuruGobindSingh. P. University, Delhi

**PROF. R. K. CHOUDHARY**

Director, Asia Pacific Institute of Information Technology, Panipat

**DR. ASHWANI KUSH**

Head, Computer Science, UniversityCollege, KurukshetraUniversity, Kurukshetra

**DR. BHARAT BHUSHAN**

Head, Department of Computer Science & Applications, GuruNanakKhalsaCollege, Yamunanagar

**DR. VIJAYPAL SINGH DHAKA**

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHINDER CHAND**

Associate Professor, KurukshetraUniversity, Kurukshetra

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N.GovernmentCollege, Faridabad

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**DR. BHAVET**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana

***ASSOCIATE EDITORS***

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. NAWAB ALI KHAN**

Department of Commerce, AligarhMuslimUniversity, Aligarh, U.P.

**DR. ASHOK KUMAR**

Head, Department of Electronics, D. A. V. College (Lahore), AmbalaCity

**ASHISH CHOPRA**

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

**SAKET BHARDWAJ**

Lecturer, HaryanaEngineeringCollege, Jagadhri

***TECHNICAL ADVISORS***

**AMITA**

Faculty, Government M. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

***FINANCIAL ADVISORS***

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

***LEGAL ADVISORS***

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

***SUPERINTENDENT***

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

### 1. COVERING LETTER FOR SUBMISSION:

DATED: \_\_\_\_\_

**THE EDITOR**  
IJRCM

**Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF**

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled '\_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

#### **NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

#### **NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)**
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:****BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITE**

Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

## CHANGING SCENARIO OF EXPORT ORIENTED CERAMIC TABLEWARE INDUSTRY OF BANGLADESH AND MARKETING STRATEGY FORMULATION: AN APPLICATION OF GROWTH-SHARE MATRIX

**GOLAM MOHAMMAD FORKAN**  
**ASSOCIATE PROFESSOR**  
**FACULTY OF BUSINESS ADMINISTRATION**  
**EASTERN UNIVERSITY**  
**BANGLADESH**

### ABSTRACT

*People are used to household appliances from the very beginning of human civilisation. Habitually human beings are paying attention on aesthetics and are contributing new and newer utensils everyday by its maturity. Tableware ceramic products are these kinds of household utensils. Many companies are producing ceramic tableware products but very few are going out of national boundary; i. e., Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan Ceramics Ltd., Farr and Others etc. This study attempted to find out changing face of ceramic tableware industry of Bangladesh and set marketing strategies by using growth-share matrix. Study was done depending on secondary data of company and industry sales from 2004-2005 to 2008-2009. The study found that in 2005-2006 SBUs are in the lower parts of cash cow and dog quadrants area, in 2006-2007 SBUs are in the upper parts of cash cow and dog quadrants area, in 2007-2008 SBUs are in the upper parts of star and question mark quadrants area, and in 2008-2009 SBUs are in the lower parts of cash cow and dog quadrants area. Then the study suggested some marketing strategies depending on the resulting changing scenario of the SBUs.*

### KEYWORDS

Growth-Share Matrix, Marketing Strategy, Ceramic Tableware Industry.

### PRELUDE

Marketing deals with identifying and meeting human and social needs. One of the shortest definitions of marketing is "meeting needs profitably". According to American Marketing Association "Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stake holders" (Kotler and Keller, 2005). Marketing is the anticipation, management, and satisfaction of demand through an exchange process (Evans and Berman, 1994). **Marketing**, more than any other business function, deals with customers. It is managing profitable customer relationships. Marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return. (Kotler and Armstrong, 2005). Marketing is an ongoing process of planning and executing the marketing mix for products, services or ideas to create exchange between individuals and organizations. The American Marketing Association (AMA) states, Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (<http://en.wikipedia.org/wiki/Marketing.html>). Strategy embodies a firm's objectives and reasons for being in business. It includes corporate policies, resource allocations, customer markets, and the competitive environment in which it chooses to operate (Anderson and Vincze, 2006). A **Strategy** is a long term plan of action designed to achieve a particular goal, most often "winning." Strategy is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed. Strategies are used to make the problem easier to understand and solve. (<http://en.wikipedia.org/wiki/Strategy.html>). **Marketing Strategy** is the marketing logic by which the business unit hopes to achieve its marketing objectives. (Kotler and Armstrong, 2005). Marketing strategy means guiding the long-run use of the firm's resources based on its existing and projected capabilities and on projected changes in the external environment. At its essence, strategy (the "how") is a way to accomplish an objective (the "what"). In terms of a marketing strategy, if the objective of marketing is to select, serve and satisfy customers in a profitable manner, then a marketing strategy is the way a company accomplishes those objectives, which may include segmentation studies, competitive analysis, and the tactical 4 Ps (Perla, 2003).

The art of ceramic is perhaps as old as human civilization. Initially, it started with clay and then passed through stages of molding various media like wood, stone, shell and metal before reaching the age of ceramic and porcelain. Ceramics denote the manufacture of any product made from a non-metallic mineral hardened at high temperatures. Industrial ceramics comprise all industrially used solid materials that are neither metallic nor organic. Major ceramic products include glass, earthenware, porcelain, and white-ware, porcelain enamels, Bone China, Stoneware, brick tiles and terracotta, refractories, cement, lime and gypsum and certain abrasives. ([http://banglapedia.search.com.bd/HT/C\\_0071.htm](http://banglapedia.search.com.bd/HT/C_0071.htm)).

The first ceramic factory in Bangladesh (the then East Pakistan) was established by Tajama Ceramic Industries in the year 1962. The production capacity was limited and so was the company's impact on the market. In 1968, some quality porcelain tableware manufactured by People's Ceramic Industries Ltd. started to come to the market but the journey was stalled by the liberation war. The post-liberation years saw a dull performance by the existing companies until the mid 80s when with the coming of some new quality companies the sector was rejuvenated. In the 90s, there were more entries and the sector attracted foreign investment. At the same time the process of product diversification began with the industry manufacturing different types of ceramic products such as Ceramic Sanitary Ware. (<http://theexecutivetimes.com/bangladesh-ceramic-industry-outlook.html>). About 95% of raw materials for making quality and exportable ceramic products in Bangladesh are imported from abroad. The materials are imported mainly from Japan, Germany, New Zealand, South Korea and India. The prime raw materials of ceramic products are white clay and sand ([http://banglapedia.search.com.bd/HT/C\\_0071.htm](http://banglapedia.search.com.bd/HT/C_0071.htm)). At present, there are 15 ceramic producing plants (12 private, 1 state owned and 2 joint ventures) in the country producing over 40,000 tonnes of ceramic products per year. (<http://smetimes.com/ceramic-sector-in-bangladesh.html>). Monno, Shinepukur, Bengal Fine, Standard, Peoples and National Ceramic are engaged in tableware while RAK, Fu Wang, China-Bangla and Mir are engaged in tiles and sanitary ware. Ceramic products including stone tableware, porcelain tableware, bone China tableware, tiles and sanitary ware have a \$20 billion world market of which Bangladesh's share is only 0.17 percent (Rahim, 2005).

The BCG Growth-Share Matrix is a portfolio planning model developed by Bruce Henderson of the Boston Consulting Group in the early 1970's. It is based on the observation that a company's business units can be classified into four categories based on combinations of market growth and market share relative to the largest competitor, hence the name "growth-share". Market growth serves as a proxy for industry attractiveness, and relative market share serves as a proxy for competitive advantage. The growth-share matrix thus maps the business unit positions within these two important determinants of profitability (<http://arjun.net.np/bba/bcg.php>).

A decisive impulse for strategic planning activities comes from the ideas promoted by the Boston Consulting Group (BCG) in the late 1960s (Henderson 1973, 1979). The essence of BCG approach is to present the firm in terms of a portfolio of businesses, each one offering a unique contribution with regard to growth and profitability. The firm is then viewed not just as a single monolithic entity, but as composed by many largely independent units whose strategic decisions are to be distinctively addressed. In order to visualize the particular role to be played by each business unit, BCG developed the growth-share matrix, in which each business is plotted on a four-quadrant grid. The area within each circle is proportional to the total sales generated by that particular business (Hax and Majluf, 1984). There are three basic insights a manager can gain from the growth-share matrix. **First**, the graphic display provides a powerful and compact visualization of the strengths of the portfolio of businesses of the firm. **Second**, it is a mechanism to identify the capability for cash generation as well as the requirements of

cash for each business unit, and thus it contributes to assist in balancing the firm cash flow. And **third**, because of the distinct characteristics of each business unit, it can suggest unique strategic directions for each business.

Rahamn Pramanik et al. (2004) focused on the prescription of BCG matrix for strategy formulation of backward linkage industries of RMG sector in Bangladesh. The study was conducted with an aim to provide an appropriate guideline to the policy makers of the country so that they can prepare industrial policy for the textile sector of the country. Boston Consulting Group (BCG) matrix was used for the study. It's an important tool for determining performance of SBUs in terms of market growth rate and relative market share and for determining strategy. By applying the matrix the study found that to survive in the local market is not safe for the industry and the industry should expand its market abroad gradually for better future. This study did not discuss how cut-off points of the matrix were set.

Although much criticized in the business press and no longer featured as a leading product by the Boston Consulting Group, the cows, dogs, stars and question marks of the growth/share matrix have become part of the language of business strategy. Their images are powerful, as are the oversimplified prescriptions for action which students and managers may attach to the images: we should kick the dogs, cloister the cows, and throw our money at the stars. To avoid those oversimplifications, we must remember that the dogs may be friendly, the cows may need a bull now and then to remain productive, and the stars may have burned themselves out (Seeger, 2006).

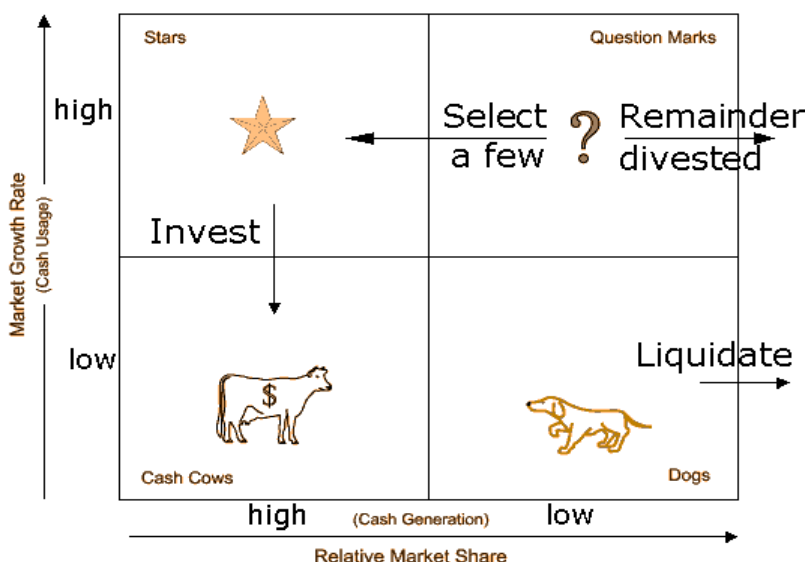
**RELATED CONSTRUCTS OF THIS STUDY**

It is necessary to clarify the related constructs of this study; i.e., Growth-Share Matrix, Cut off Point, Strategic Business Unit (SBU), Marketing Strategy, Ceramic Industry, Ceramic Tableware Industry, and Export Oriented Ceramic Tableware Sub-Sector.

**GROWTH-SHARE MATRIX**

The **Growth-Share Matrix** also known BCG matrix, B.C.G.-analysis, B.C.G.-matrix, Boston Box, Boston Consulting Group analysis. It was first traced to a consulting project. Alan Zakon of BCG did the project for the Mead paper corporation in the late 1960s (Morrison and Wensley, 1991). Using the BCG approach, a company classifies all its SBUs (Strategic Business Units) according to the growth share matrix. On the horizontal axis relative market share and on the vertical axis market growth rate is presented (Kotler and Armstrong, 2007). BCG divides business organizations or strategic business units into four groups, those are given below:

**FIGURE-1**  
**The BCG Matrix**



**Stars (High Growth, High Market Share)**

Stars are units with a high market share in a fast-growing industry. The hope is that stars become the next cash cows. Sustaining the business unit's market leadership may require extra cash, but this is worthwhile if that's what it takes for the unit to remain a leader. When growth slows, stars become cash cows if they have been able to maintain their category leadership, or they move from brief stardom to dogdom.

**Cash Cows (Low Growth, High Market Share)**

Cash Cows are units with high market share in a slow-growing industry. These units typically generate cash in excess of the amount of cash needed to maintain the business. They are regarded as staid and boring, in a "mature" market, and every corporation would be thrilled to own as many as possible. They are to be "milked" continuously with as little investment as possible, since such investment would be wasted in an industry with low growth.

**Question Marks (High Growth, Low Market Share)**

Question marks are growing rapidly and thus consume large amounts of cash, but because they have low market shares they do not generate much cash. The result is a large net cash consumption. A question mark (also known as a "problem child") has the potential to gain market share and become a star, and eventually a cash cow when the market growth slows. If the question mark does not succeed in becoming the market leader, then after perhaps years of cash consumption it will degenerate into a dog when the market growth declines. Question marks must be analyzed carefully in order to determine whether they are worth the investment required to grow market share.

**Dogs (Low Growth, Low Market Share)**

Dogs, or more charitably called pets, are units with low market share in a mature, slow-growing industry. These units typically "break even", generating barely enough cash to maintain the business's market share. Though owning a break-even unit provides the social benefit of providing jobs and possible synergies that assist other business units, from an accounting point of view such a unit is worthless, not generating cash for the company. They depress a profitable company's return on assets ratio, used by many investors to judge how well a company is being managed. Dogs, it is thought, should be sold off.

**MARKET GROWTH RATE**

It is the ratio between the change in the total market in the current year from previous year and the total market in the previous year. That is,

$$\text{Market Growth Rate} = \frac{\text{Total Market (Current Year)} - \text{Total Market (Previous Year)}}{\text{Total Market (Previous Year)}} \times 100$$



**RELATIVE MARKET SHARE**

Relative market share as used in the BCG matrix is the strategic alternative's share divided by the share of its largest competitor or the leading company. In other words, it is the ratio between business sales to leading competitor's sales. Business sales mean sales of the company, which is being studied. On the other hand leading competitors means the company or firm or enterprise, which is in the top of the market in the same line of trade. If the company itself is in the top, then the second from the top will be the leading competitor. That is, when an alternative is number one in a market, the largest competitor is number two. When an alternative is not number one, the market leader is the largest competitor. That is,

$$\text{Relative Market Share} = \frac{\text{Business Sales (Current Year)}}{\text{Leading Competitor's Sales (Current Year)}} \quad (\text{Hax and Majluf, 1984})$$

**CUT OFF POINT**

The horizontal line of the matrix divides the alternatives plotted in the space into high and low growth markets. This line is usually set at 10%. The vertical line is typically set at 1.0 relative share and thus divides the alternatives that are market leaders and followers. The BCG Matrix, shown above, establishes four cells (a 2X2 matrix), with the midpoint for the Relative Market Share set at 1.0 (Key Rival's market share). Where the mid-point of the Market Growth Rate axis is set depends. If all SBU's are in the same industry, then the average growth rate of the industry is used. If the SBU's are located in different industries, then the mid-point is set at the growth rate for the economy (<http://arjun.net.np/bba/bcg.php>). The mid-point on this axis (vertical axis, market growth rate) is dependant on the industry or segments growth or decline. (if all the business/products etc. belong to one industry) If they are not in the same industry then the growth of the gross national product is usually used or a weighted average of all of the industries can also be used. The original classical matrix used a mid point of 10%, which was seen as the company investment threshold cut-off rate. The midpoint or cut off point on this matrix was determined to be 1.0 by the Boston Consulting Group. The market leader, which is a business/product with a relative market share greater than one, has a significant strength. Some companies use a cut off point of 1.5 because a positioning above this determines that a business/product can truly dominate an industry ([http://www.ciphersys.com/HofHelp/Bcg/plot\\_configuration.htm](http://www.ciphersys.com/HofHelp/Bcg/plot_configuration.htm)). The cut-off point is usually chosen as 10 per cent per annum ([http://en.wikipedia.org/wiki/Growth-share\\_matrix](http://en.wikipedia.org/wiki/Growth-share_matrix)). According to Henderson's rule of three and four and presented in Henderson (1979), that in its initial proposition BCG selected a relative market share of 1.0 to perform this distinction. Sometimes basic cut off line is drawn at a relative market share of 1.5, because only by enjoying that kind of competitive advantage, a firm can truly exercise a significant dominance in a business ((Hax and Majluf, 1984)). In this study the cut off point **market growth rate** is set at 10% and **relative market share** is at 1.

**STRATEGIC BUSINESS UNIT (SBU)**

A strategic business unit is a unit of the company that has a separate mission and objectives and that can be planned independently from other company businesses. An SBU can be a company division, a product line within a division, or sometimes a single product or brand (Kotler and Armstrong, 1997). In bigger organizations, and SBU could be a company division, a single product or a complete Product Line. In smaller organizations, it might be the entire company (Google, 2008). This study has considered each company as an SBU.

**MARKETING STRATEGY**

Marketing strategy is to effectively allocate and co-ordinate marketing resources and activities to accomplish the firm's objectives within a specific product-market (Boyd et al., 1998).

**CERAMIC INDUSTRY**

Ceramics denote the manufacture of any product made from a non-metallic mineral hardened at high temperatures. Industrial ceramics comprise all industrially used solid materials that are neither metallic nor organic. Major ceramic products include glass, earthenware, porcelain, and white-ware, porcelain enamels, brick tiles and terracotta, refractories, cement, lime and gypsum and certain abrasives (<http://www.encyclopedia.com/doc/10999-ceramic.html>). Which companies are producing such types of products are jointly called ceramic industry. Ceramic industry took a formal start in this country in 1958 (<http://www.ceramics-directory.com/CERAMIC-INDUSTRY/2-0.html>).

**CERAMIC TABLEWARE INDUSTRY**

Which ceramic products are used for fine art of dining and showcase are called ceramic tableware products. Which companies are producing such types of products are jointly called ceramic tableware industry. Ceramic tableware sub-sector took a formal start in this country in 1965 (<http://www.ceramics-directory.com/CERAMIC-INDUSTRY/2-0.html>). In the tableware ceramic industry, companies are delivering almost same types of products. Different types of ceramic tableware products are marketed; i.e., Bone China, New Bone China, Ivory China, Porcelain, High Alumina Porcelain (Tableware Catalog, 2007). The companies which are producing such types of products are: Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan Ceramics Ltd., FARR Ceramics Ltd., Bengal Fine Ceramics Ltd., Peoples Ceramics, H & S Ceramics Ltd., Standard Ceramics, National Ceramics Ltd. (Financial Express).

**EXPORT ORIENTED CERAMIC TABLEWARE SUB-SECTOR**

Some companies of the ceramic tableware industry are selling products out of national boundary, i.e., Shinepukur Ceramics, Monno Ceramics, Artisan Ceramics, and Farr and Others (From discussion with employees of Shinepukur Ceramics).

**OBJECTIVES**

The broad objective of the research is to apply Growth-Share Matrix on export oriented ceramics tableware sub-sector of Bangladesh to know changing scenario of the industry and suggest strategic marketing options.

More specifically, the study has following four objectives:

- To identify market growth rate of the industry from 2005-2006 to 2008-2009.
- To identify the relative market share of the companies from 2005-2006 to 2008-2009.
- To position each business (SBU) in the matrix to understand the scenario.
- To suggest marketing strategic options for the players.

**METHODOLOGY**

Methodology includes sources of data and data analysis.

**SOURCES OF DATA**

This study was conducted mainly on the basis of secondary data. Export oriented ceramic tableware producing companies, i.e., Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan Ceramics Ltd., and Farr Ceramics Ltd. under ceramic industry of Bangladesh were considered for this study. Negligible part of products are also exported by some other Data were collected through different reports and papers of the companies, prospectus, relevant journals, dailies, periodicals, related research works, and relevant books and websites. To calculate the **market growth rate** of the SBUs, Total Market (Current Year) and Total Market (Previous Year) were collected from different previous papers of the association of the ceramic tableware industry. To calculate the **relative market share** of the SBUs, Business Sales (Current Year) and Leading Competitor's Sales (Current Year) were collected from different previous papers of the companies.

**DATA ANALYSIS**

Data collected from different sources have been tabulated and analyzed using Growth-Share (BCG) matrix or growth-share matrix. To implement the portfolio analysis following steps were followed:

- In using this model the study first identified strategic business units (SBUs).
- The study carefully calculated the market growth rate of the industry.

- 3) The study carefully calculated the relative market share of the companies.
- 4) Plotted SBUs in the matrix considering market growth rate and relative market share.
- 5) Viewed resulting graph and forecasted trends of the driving factor
- 6) Formulated strategies for each business (sbu)

**FINDINGS AND ANALYSIS OF THE STUDY**

To understand the condition of the players (SBUs) of the industry through Growth-Share matrix market growth rate and relative market share were considered. For market growth rate study focused on sales of the industry for five years (2004-2005 to 2008-2009) and for relative market share focused on sales of the industry players for four years (2005-2006 to 2008-2009). Depending on the calculated market growth rate and relative market share SBUs were plotted in the graph and marketing strategies were formulated considering scenario of each SBU in the each graph.

**MARKET GROWTH RATE**

**TABLE 1: MARKET GROWTH RATE OF THE INDUSTRY FOR FINANCIAL YEARS 2005-2006 TO 2008-2009**

Financial Year	Total Market of the Industry (in million \$)	Market growth Rate
2004-2005	28.75	-
2005-2006	26.76	(6.92) %
2006-2007	28.35	5.94%
2007-2008	34.03	20.04%
2008-2009	31.70	(6.85) %

In tableware ceramics industry, the main competitor of Shinepukur is Monno Ceramics Ltd. In domestic market they are the market leader also. In this matrix, I have selected the fiscal year or base year is 2005-2006. This BCG growth share matrix is done only on some leading companies under ceramics industry in Bangladesh through tableware. The analysis of the BCG matrix is as follows:

**RELATIVE MARKET SHARE**

**TABLE 2: RELATIVE MARKET SHARES OF THE COMPANIES FOR 2005-2006 TO 2008-2009**

Financial Year	Name of the Company	Business sale (in million \$)	Leading Competitor's Sale (in million \$)	Relative Market Share
2005-2006	Shinepukur	17.14	6.23	2.75
	Monno	6.23	17.14	0.36
	Farr and Others	3.39	17.14	0.20
2006-2007	Shinepukur	15.45	7.51	2.05
	Monno	7.51	15.45	0.49
	Artisan	1.52	15.45	0.10
	Farr and Others	3.87	15.45	0.25
2007-2008	Shinepukur	16.72	9.86	1.70
	Monno	9.86	16.72	0.59
	Artisan	1.56	16.72	0.09
	Farr and Others	5.89	16.72	0.35
2008-2009	Shinepukur	12.47	6.78	1.84
	Monno	6.78	12.47	0.54
	Artisan	0.67	12.47	0.05
	Farr and Others	11.78	12.47	0.94

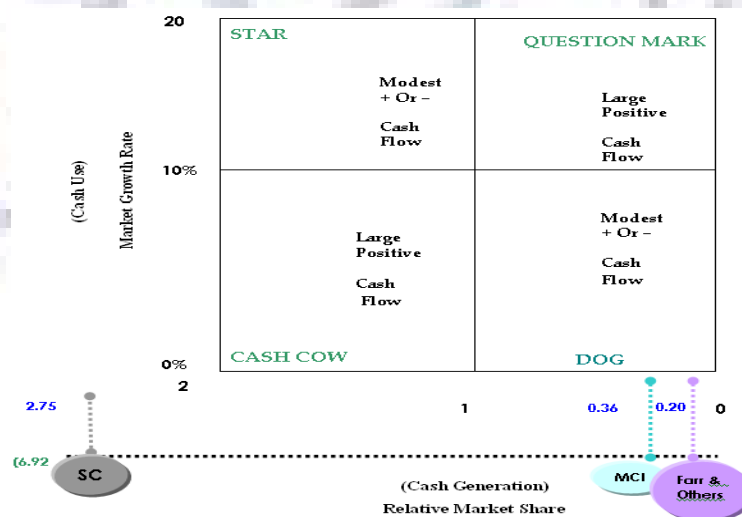
**GRAPHICAL PRESENTATION AND MARKETING STRATEGY FORMULATION**

Putting the values of market growth rate and relative market share of Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan Ceramics Ltd., and Farr & Others in the matrix following scenarios were found.

**Graphical presentation and marketing strategy formulation for fiscal year 2005-2006**

Following is the scenario of Shinepukur Ceramics Ltd., Monno Ceramics Ltd., and Farr & Others for fiscal year 2005-2006. Shinepukur is in the lower left area of cash cow quadrant (MGR=-6.92%, RMS=2.75), which indicates high relative market share and negative market growth rate. So, company should go for hold strategy, i.e., product modification, lower price, intensive distribution, trade and consumer deals, market expansion opportunities, improving the effectiveness of marketing variables and programs. Monno (MGR=-6.92%, RMS=0.36) and Farr (MGR=-6.92%, RMS=0.20) are in the lower right area of dog quadrant, which indicates low relative market share and negative market growth rate but overall condition is not bad. So, companies should go for some moderate harvest strategies, i.e., reducing the number of sizes and features, competitive price, reducing promotion, eliminate marginal distribution channels etc.

**FIGURE 1: GROWTH-SHARE MATRIX OF EXPORT ORIENTED CERAMIC TABLEWARE COMPANIES FOR 2005-2006**



**Graphical presentation and marketing strategy formulation for fiscal year 2006-2007**

Following is the scenario of Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan, and Farr & Others for fiscal year 2006-2007. Shinepukur is in the upper left area of cash cow quadrant (MGR=5.94%, RMS=2.05), which indicates high relative market share and moderate market growth rate. So, company should go for hold strategy, i.e., diversify brand and models, lower price, intensive distribution, trade and consumer deals, market expansion opportunities, improving the effectiveness of marketing variables and programs. Monno (MGR=5.94%, RMS=0.49), Artisan (MGR=5.94%, RMS=0.10) and Farr (MGR=5.94%, RMS=0.25) are in the upper left area of dog quadrant, which indicates low relative market share and moderate market growth rate. So, companies should go for some harvest strategies, i.e., increasing investment, repositioning, competitive price, reducing the number of sizes and features, reducing promotion in some areas etc.

**FIGURE 1: GROWTH-SHARE MATRIX OF EXPORT ORIENTED CERAMIC TABLEWARE COMPANIES FOR 2006-2007**

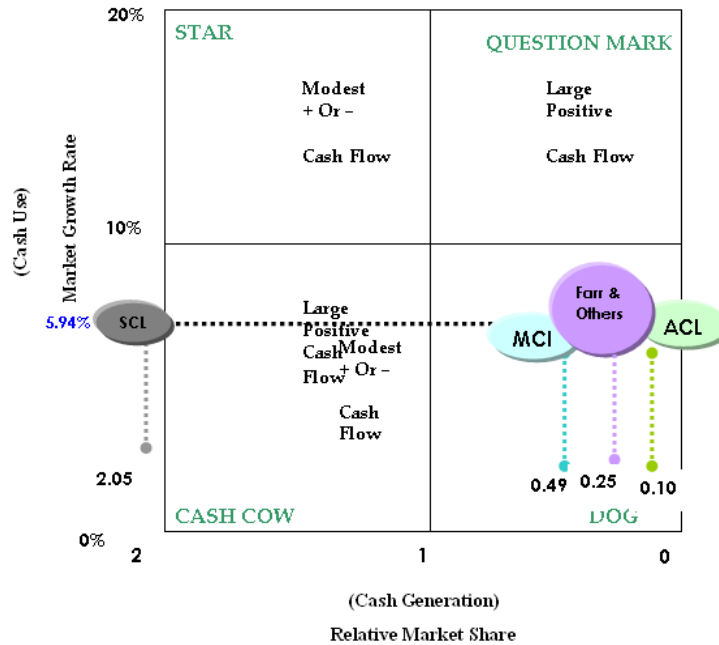


Figure: BCG Growth Share Matrix

**Graphical presentation and marketing strategy formulation for fiscal year 2007-2008**

Following is the scenario of Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan, and Farr & Others for fiscal year 2007-2008. Shinepukur is in the upper left area of star quadrant (MGR=20.04%, RMS=1.70), which indicates high relative market share and high market growth rate. So, company should go for hold strategy, i.e., product extensions, service, warranty, price to penetrate market, intensive distribution, build awareness and interest in the mass market, and reduce sales promotion to take advantage of heavy consumer demand. Monno (MGR=20.04%, RMS=0.59), Artisan (MGR=20.04%, RMS=0.09) and Farr (MGR=20.04%, RMS=0.35) are in the upper left area of question mark quadrant, which indicates low relative market share and high market growth rate. So, companies should go for some build strategies, i.e., offer a basic product, use cost-plus pricing, selective distribution, build product awareness among early adopter and dealers, and use heavy sales promotion to entice trial etc.

**FIGURE 1: GROWTH-SHARE MATRIX OF EXPORT ORIENTED CERAMIC TABLEWARE COMPANIES FOR 2007-2008**

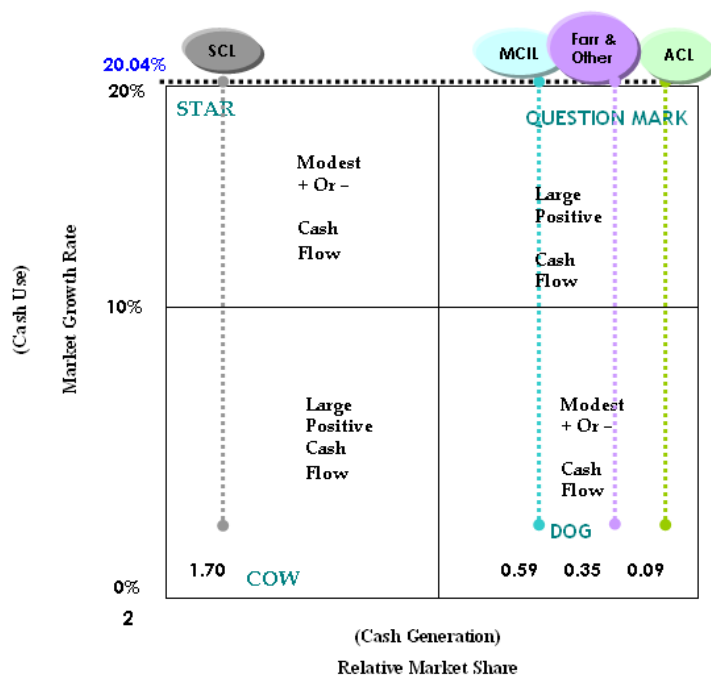
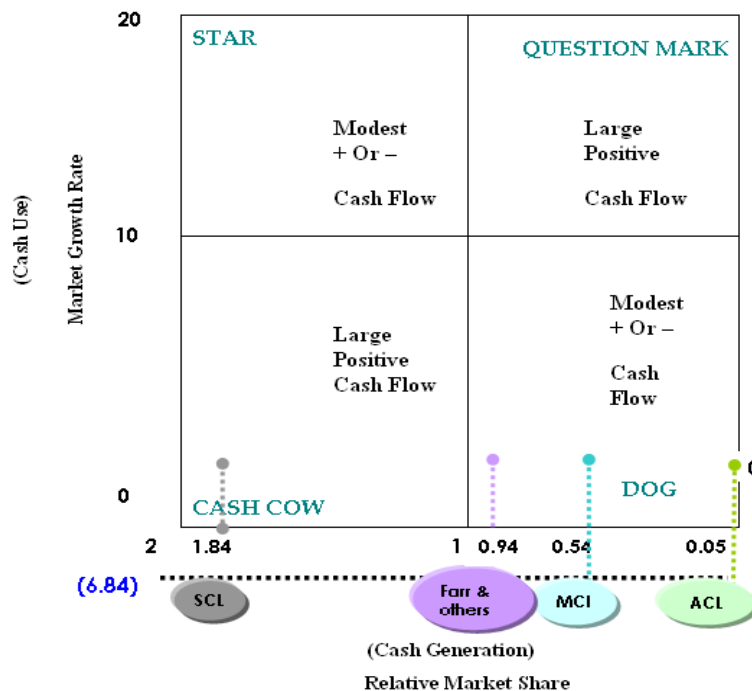


Figure: BCG Growth Share Matrix

**Graphical presentation and marketing strategy formulation for fiscal year 2008-2009**

Following is the scenario of Shinepukur Ceramics Ltd., Monno Ceramics Ltd., Artisan, and Farr & Others for fiscal year 2008-2009. Shinepukur is in the upper left area of cash cow quadrant (MGR=-6.85%, RMS=1.84), which indicates high relative market share and negative market growth rate. So, company should go for hold strategy, i.e., diversify brand and models, lower price, intensive distribution, trade and consumer deals, market expansion opportunities, improving the effectiveness of marketing variables and programs. Monno (MGR=-6.85%, RMS=0.54), and Farr (MGR=-6.85%, RMS=0.94) are in the lower right area of dog quadrant, which indicates moderate relative market share and negative market growth rate. So, companies should go for some harvest strategies, i.e., increasing investment, repositioning, competitive price, reducing the number of sizes and features, reducing promotion in some areas etc. Artisan is in the lower right area of dog quadrant (MGR=-6.85%, RMS=0.05), which indicates very low relative market share and negative market growth rate. That means Artisan has entered in the declining market and its relative market share is also low. So it should capture competitors' market share through right product, right price, right distribution, and right promotion.

**FIGURE 1: GROWTH-SHARE MATRIX OF EXPORT ORIENTED CERAMIC TABLEWARE COMPANIES FOR 2008-2009**



**Figure: BCG Growth Share Matrix**

**CONCLUSION**

In our country tableware ceramics industry is developing day by day. Already many companies are in the market and are serving consumers delivering quality products but very few are going for overseas markets. To compete smartly in the international markets companies need to set appropriate marketing strategies. For setting correct strategies companies need to find out its position the industry appropriately. Growth-share matrix can help a lot identify the companies' position in the industry correctly. Growth-share matrix says that overall situation of the industry is not so pleasant because of frequent fluctuating growth rate of the industry. If individual organizations can set appropriate marketing strategies, this problem can be solved and that will be beneficial for the organizations as well as for the industry. Lots of changes have taken place in tableware ceramics industry in last few years. In modern world consumers' demand is changing day by day and they switch companies frequently. So, to retain the consumers is important and it will be possible when companies will set right marketing strategy at right time.

**LIMITATIONS AND FUTURE RESEARCH DIRECTION**

There are a number of limitations of this study. Henceforth, the findings should be considered with caution.

- a) The BCG approach ignores factors like risk, customer loyalty, channel control, market structure etc (Sudharshan, 1995)
- b) The factors of this study are latent factors. Researchers always recommended multi-item scales for measuring these types of variables. Therefore, findings of this study should be validated further by identifying the dimensions, developing multi-item scales and assessing their internal consistency and different types of validity
- c) Market growth rate is only one factor in industry attractiveness, and relative market share is only one factor in competitive advantage. The growth-share matrix overlooks many other factors in these two important determinants of profitability.
- d) The framework assumes that each business unit is independent of the others. In some cases, a business unit that is a "dog" may be helping other business units gain a competitive advantage.
- e) The matrix depends heavily upon the breadth of the definition of the market. a business unit may dominate its small niche, but have very low market share in the overall industry. In such a case, the definition of the market can make the difference between a dog and a cash cow (<http://arjun.net.np/bba/bcg.php>).

**REFERENCES**

1. Anderson, Carol H. & Vince, Julian W. (2006), "Strategic Marketing", 2<sup>nd</sup> edition, Biztantra, An Imprint of Dreamtech Press, 19-A, Ansari Road, Daryaganj, New Delhi-110 002, p.79
2. Bangladesh Ceramic Industry Outlook (2008), Retrieved from World Wide Web: <http://theexecutivetimes.com/Coverstory/Bangladesh-Ceramic-Industry-Outlook.html>, Last accessed on 15 November 2008.
3. BCG Matrix (2008), Retrieved from World Wide Web: <http://arjun.net.np/bba/bcg.php>, Last Accessed on 12 December 2008.
4. Boyd , Harper W, Jr., Walker, Orville C, Jr. & Larréché, Jean-Claude (1998) "Marketing Management: A strategic approach with a global orientation" 3<sup>rd</sup> edition-Inwin/McGraw-Hill, United States of America, p. 31
5. Ceramic, The Oxford Pocket Dictionary of Current English (2008), Retrieved from World Wide Web: <http://www.encyclopedia.com/doc/10999-ceramic.html>, Last Accessed on 12 October 2008.

6. Ceramic Sector in Bangladesh: Opportunities unbound (2008), Retrieved from World Wide Web: <http://smetimes.com/ceramic-sector-in-bangladesh.html>, Last accessed on 16 November 2008.
7. Ceramic Industry in Bangladesh (2008), Retrieved from World Wide Web: [http://banglapedia.search.com.bd/HT/C\\_0071.htm](http://banglapedia.search.com.bd/HT/C_0071.htm), Last accessed on 12 July 2008.
8. Ceramic Industry in Bangladesh (2008), Retrieved from World Wide Web: <http://bangladeshinfo.com/business/ceramic-industry-in-bangladesh.html>, Last accessed on 16 November 2008.
9. Competitive Sectors for Investment (2008), Retrieved from World Wide Web: <http://boi.gov.bd/competitive-sectors-for-investment/ceramic.html>, Last accessed on 16 November 2008.
10. Definition of Marketing (2008), Retrieved from world wide web: <http://en.wikipedia.org/wiki/Marketing.html>, Last accessed on 12 July 2008
11. Definition of Strategy (2008), Retrieved from world wide web: <http://en.wikipedia.org/wiki/Strategy.html>, Last accessed 19 November 2008
12. Definition of Marketing Strategy (2008), Retrieved from world wide web: <http://en.wikipedia.org/wiki/Marketing-strategy.html>, Last accessed 19 November 2008
13. Evans, J R & Berman, B (1994), "Essentials of Marketing"-Macmillan Publishing Company, NY, p.9
14. Global Ceramic Market (April 2008), Retrieved from world wide web: <http://theexecutivetimes.com/Coverstory/Global-Ceramic-Market.html>, Last accessed on 12 July 2008
15. Growth-share matrix (2010), Retrieved from world wide web: [http://en.wikipedia.org/wiki/Growth-share\\_matrix](http://en.wikipedia.org/wiki/Growth-share_matrix), Last accessed 19 November 2010
16. Global Ceramic Market (2008), Retrieved from World Wide Web: <http://theexecutivetimes.com/Coverstory/Global-Ceramic-Market.html>, Last accessed on 14 October 2008.
17. Hax, Arnodo C. & Majluf, Nicolas S. (1984), "Strategic Management: An Integrative Perspective", Prentice-Hall Inc. Englewood Cliffs, New Jersey 07632, p. 127-153
18. Industrial Ceramics and Pottery Directory (2008), International Database of Ceramic Industry, Products, and Art,, Retrieved from World Wide Web: <http://www.ceramics-directory.com/CERAMIC-INDUSTRY/2-0.html>, Last accessed on 12 July 2008
19. Kotler, Philip and Armstrong, Gary (1997), "Principles of Marketing", 7<sup>th</sup> edition, Prentice Hall of India Private Limited, New Delhi-110 001, p. 39
20. Kotler, Philip and Armstrong, Gary (2005), "Principles of Marketing", 11<sup>th</sup> edition, Prentice Hall of India Private Limited, New Delhi-110 001, P. 4, 5, 40, Glossary-G-6
21. Kotler, Philip & Keller, Kevin Lane (2005), "Marketing Management", 12<sup>th</sup> edition, Prentice Hall of India Private Limited, New Delhi-110 001, pp. 5-6
22. Morrison, A. and Wensley, R. (1991), "Boxing Up or Boxed in?: A Short History of the Boston Consulting Group Share/Growth Matrix", Journal of Marketing Management; Coventry, UK, Warwick Business School, Apr, Vol. 7 Issue 2, p105
23. Perla, Michael L. (2003), How Should You Test Your Marketing Strategy?, Retrieved from world wide web: <http://www.leapup.com/TestingYourMarketingStrategy.html>, Last accessed on 14/10/2011
24. Plot Configuration (2008), Retrieved from world wide web: [http://www.cipher-sys.com/HofHelp/Bcg/plot\\_configuration.htm](http://www.cipher-sys.com/HofHelp/Bcg/plot_configuration.htm), Last accessed on 12 July 2008
26. Rahamn Pramanik, Md. Abaydur, Islam, Md. Shariful & Forkan, Golam Mohammad (2004), "Should the Backward Linkage Industries of RMG Sector Still Remain in the Market? A Prescription of the BCG Matrix", Journal of the Institute of Bangladesh Studies, 27 (August): 113-122
27. Rahim, M Abdur (2005). From Ceramic makers eye \$100m annual export by 2008, The Daily Star, February 22.
28. Seeger, John A (2006), "Research note and communication. Reversing the images of BCG's growth/share matrix", Strategic Management Journal, Volume 5, Issue 1 (Nov), pp. 93 – 97
29. Shinepukur Ceramics receives Export Trophy (April 19, 2008),
30. The Daily Independent Web Edition/Business/Local/Shinepukur-Ceramics-receives Export-Trophy.html
31. Sudharshan, D. (1995), "Marketing Startegy – Relationships, Offerings, Timing and Resource Allocation", New Jersey , Prentice-Hall, p. 250
32. Tableware Catalog (2007). Shinepukur Ceramics Limited.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in) for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

