

## **Executive Summary**

Narah Computer Forms is a small family owned Printing business that was officially registered in 2002. The Company is managed by two brothers (partnership). The Company manufactures and trades (wholesale) various types of printed materials (Computer forms, books). The imports, marketing, finance and administration have been providing supportive functions to enhance its business activities. Meanwhile, the distribution activity has been outsourced to its subsidiary Company. Majority of the imports (paper reams, ink materials, etc) are from India (Tamil Nadu News Paper Printers). The major earnings for the Company have been from wholesale activities. At the end of the financial year 2017/2018 there were around 220 employees working for Narah Computer Forms. Though the Company produces various computer forms to its customers, highly focused customer segment is the government (70%) sector.

The primary focus of this field project was to verify reasons for the declining performance of the Narah Computer Forms since 2013 and suggest suitable solutions that could enhance the business performance for the financial year 2019/2020. In order to study the in-depth problem(s), the author has used several management tools such as SWOT analysis, Competitor analysis, Ratio analysis, questioning (W's and H's), Ishikawa cause and effect diagram and Pareto analysis. The primary (interview, audited report) and secondary data (literature, Company reports and magazines) were collected to support the analysis. There are fourteen (14) results gathered from these analysis which were then plotted into "why" concept. The most relevant and direct problems were spotted from the interview, that are fundamental and to be solved for sustainability. Thereby, scrutinize the problem(s) into six items such as inappropriate strategic decision, low value addition, more imports, longer lead time, unplanned workflow and frequent customer penalties as the major components that had an impact on the financial result of the Company.

In order to highlight the prevailing problems, several journal articles were examined under each problem and discussed in-depth. To build a strategy, a study framework was developed covering all the problems into a common theme namely enhancing customer preferences and connectivity, layout planning, configuring inter-departmental process flow and introducing credit management system.

After setting up the necessary base for the project, the objectives were categorized into the revenue enhancement and cost reduction. Thereafter, the four common themes were tabled with techniques that can be used under each theme; discussed in-depth about the problems and several alternative solutions that can be used to solve those problems; allocated resources for implementation; estimated implementation cost of Rs. 5.4 million; performed a cost benefit analysis and found Rs. 101 million as a benefit from the project and supported with a summary of outputs and outcomes of the project.

Based on the projected plans the key findings were discussed in terms of positive perspective to validate the highlighted four themes are reasonable and thereby plotted six recommendations for the purpose of future implementation. In order to enhance the business performance of Narah Computer Forms, it is recommended to establish a debt recovery policy with secured recovery insurance cover. Secondly, the Company should create a small scale ERP system that will integrate each division together for information sharing and streamline the distribution and removes manual paper works. Thirdly, the Company should re-investigate its customer segment and implement a business model with new marketing practices. Fourthly, to expose the business experience with new customers it is recommended to establish an online web service. Fifthly, the management must re-configure the existing operational set-up in terms of process thinking with productivity measures, error logs and dashboard implementation. Sixthly, re-arrange the factory layout to fit the work flow and finally, train all the staff for the relevant changes. These recommendations must be taken into management consideration and validate it. Once the management board validates its reliability, in 2019/2020 it can be implemented.