

Executive Summary

This case study report which examines how Kurunegala plantations was turnaround by public sector management while staying ahead of their competition is based on an in depth analysis done on Kurunegala Plantation Limited. In Sri Lanka, it is accepted that the private sector has gone beyond the government sector with respect to management skills. Also most of the public enterprises depend on the treasury for their funds. Society may prefer the public sector to deliver efficient service to them and government is also looking for ways to reduce their burden in maintaining unprofitable units.

The conceptual frame work developed consists of four variables, namely, Leadership of Organization, HR Policies and Employee Benefits, Operational Efficiency Mechanisms, and Strategic Focus which affected the organization turnaround. Framework is supported through literature in a funnel approach and the theme is supported by published secondary data. Sample was selected to collect primary data through depth interviews conducted with management of Kurunegala Plantations Limited.

Through the literature it was identified that many factors are contributing towards the successful turnaround. Out of these factors in selecting the context and the suitability, most prominent factors were selected and conceptual framework derived from these factors. The analysis further identified the patterns and given a score to visually represent the measurements. The case has limitation as the organization turnarounds can be different from context to another. Therefore, the impact of the factors that have been identified as the independent variables may not be the same in another context. It is also noted that factors like behavioral, cultural and climatic condition can come into play in different contexts because this study is limited to Kurunegala.

Recommendations to the case are carried out relating the current issues and the remedies for these issues. The report recommends KPL to invest more on branding, to consider value addition to product, and to focus on customer requirements.