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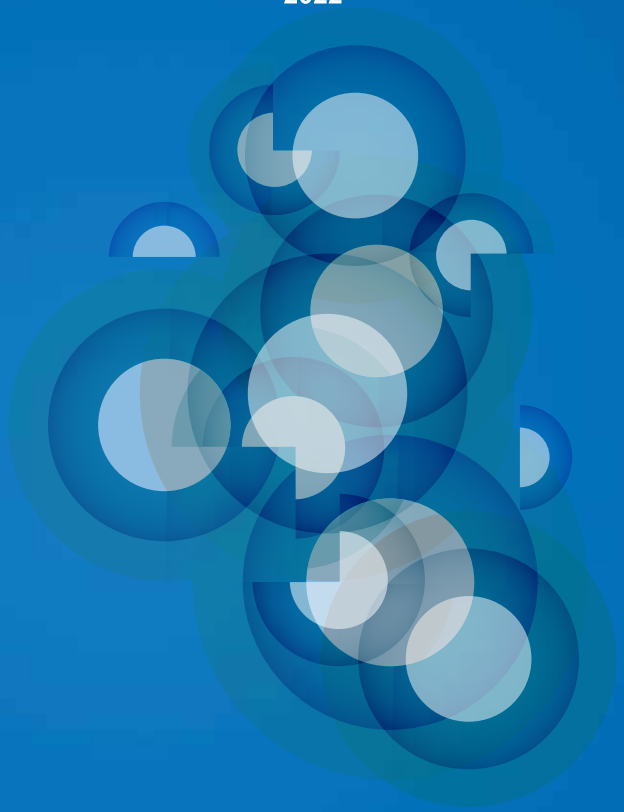
PIM MBA RESEARCH ABSTRACTS

(Applied Research)

Volume 2
2022



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University of Sri Jayewardenepura

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- Shows self-control in not deviating from expected practices
- Cooperates willingly in enforcing rules and regulations
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- Displays energy and dynamism in action

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- Pays attention to detail in carrying out job-related responsibilities
- Demonstrates utmost attention while doing the duties
- Listens to the other person's point of view and seeks to find how other's look at an issue

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RESEARCH ABSTRACTS
(Applied Research)

Volume 2
2022

Postgraduate Institute of Management
University of Sri Jayewardenepura

Colombo - Sri Lanka

PIM MBA Research Abstracts: Applied Research

Management Field Research – 2022

Management Skills Research – 2022

Entrepreneurship Skills Research – 2022

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PREFACE

The existence of a problem pulls knowledge into practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. Management field Projects (MFRP) is based on building value in organisations through problem-solving. MFRP addresses either a significant performance issue in a company, such as a decline in competitiveness or an attractive opportunity that would enhance current profitability. Firstly, identify a "problem" as the unit of analysis for the study of strategic and organisational questions and decomposes managerial challenges into problem identification. Secondly, assess the key theoretical elements necessary to understand problem identification. Thirdly, make some initial steps in categorising various problem identification processes and develop solutions to create value in organisations. MFRP offers an excellent opportunity for MBA students to use the knowledge gained from their study programme to analyse an organisational issue and develop recommendations for resolving it. MFRP produces a project report based on MFP guidelines which will be output similar to a consultancy report.

In the Management Field Research Project, the student is required to identify a problem/opportunity from the organisation's performance records, previous reports, and interviews and gather data based on the study's overall objective. Further, the study should be based on a strong literature review which supports a framework for study with at least three components which are in line with constructs in the conceptual framework in the conclusion of a MFRP project a discussion carried is linked to theoretical and practical findings to all the components of the project and detail the outcomes, thereby contributing to the research in the relevant discipline of the MFRP. Recommendations would indicate the critical aspects/prerequisites relating to the solutions developed. Short-term and mid-term recommendations would

In 2021, number of MBA applied projects carried out was 272 and some organisations implemented the solutions. In the process of knowledge translation of MFRP projects, the most successful projects were presented at the PIMARC annual conference and in the Industry Dialogue, where key managers representing the industry discussed the output and outcomes of the projects.

Dr. A.K.L. Jayawardene
Research Coordinator

MANAGEMENT FIELD RESEARCH PROJECTS MONOGRAPH

(2022)

Reducing Production Wastage at CEYFLEX Rubber Limited

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Executive Summary

Ceyflex Rubber Limited is a company that manufactures and exports latex rubber-related products. The company has been facing a complex problem due to the high amount of rubber waste generated in its production. Due to the issue, the company has been wasting a considerable amount of money. This project was done as a study to analyse and bring a solution to resolve this issue. Through analysing company data, it was found that the wastage was remarkably high and accounted for 44.8%, whereas the expected level was 13.2%. The major waste generation points were found to be the dipping and the slitting operation. The major improvement areas were identified as managing employees, machine maintenance and process quality control to resolve this management problem. The root causes for the problem were identified as lack of production-related rewards, absence of a production supervisor, non-availability of a proper preventive maintenance plan for slitting, non-availability of a proper plan to improve machines, inadequate checking in slitting operation and the inefficiency in the QC checking process in dipping. Then the solutions and the techniques were searched from the literature. The main objective of the project was set to reduce total production wastage from 44.8% to 13.2%. The project proposed six solutions to be implemented to resolve the current issue. These were introducing a production-based incentive for the dipping process, appointing a production supervisor for the dipping process, introducing an SOP for the slitting process, changing the QC checking method in the dipping process, introducing and maintaining a comprehensive preventive plan for slitting and last being identifying and improving critical machines. The cost estimate for the entire project was estimated as LKR 2.2 Mn while it brought net incremental benefits of LKR 66.56 Mn. The overall outcomes of the project can be identified as more confidence and satisfaction in buyers, timely deliveries, more reliable manufacturing operation, a motivated work force, more effective utilisation of machinery, better predictability of machine faults and a having a systematic budget planning for replacing machinery. Finally, the recommendations were proposed.

Increasing Adoptation of Electronic Accounts Opening Process at Prosperity Bank PLC

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Executive Summary

The focus of the management research field project was to increase adherence to the Electronic Accounts Opening Process of Prosperity Bank PLC which was one of the leading private banks in Sri Lanka. The report described the background by describing the world banking industry, and Sri Lankan banking industry, and narrowing it down to the organisational level. To increase the clarity a brief description of the project and the significance of resolving the issue was highlighted. Quantitative and qualitative techniques root cause diagrams, closed group interviews and analysis of internal data were used as the methodology was described in detail. Practical limitations that arose when carrying out the project were explained under the limitations. The way all six chapters are organised in the report is defined in the chapter framework. The profile of the bank was discussed to provide an overall idea about the bank. Through a SWOT analysis key strengths, weaknesses, opportunities and threats were identified. The bank needs to digitalise its process in addition to its products to be competitive and survive in the financial industry. The electronic accounts opening process was introduced as one step towards digitalisation. The actual current conformity to the process was way below the management's expectations. The key issue and other associated issues are described qualitatively and quantitatively with data. The root causes of the problem were analysed using the Ishikawa diagram based on the data gathered through brainstorming sessions, closed group interviews and other company sources. Process improvement, training and development and IT support were identified as the main causes for less adherence to the process. When reviewing the literature on digitalisation, it was revealed that inculcating digitalisation is a must for organisations to survive in the long term. The literature based on the banking industry also confirmed the need for digitalisation and its benefits. Among the causes for less adoption of digital processes process improvement, training and development and IT support were extensively addressed. The importance of monitoring in digitalisation processes is detailed in the literature with proposed solutions for effective monitoring. Employees' low transition towards digitalisation was identified as a clear weakness, particularly in the front lines

of the accounts opening department. The Millennials, are a tech-heavy generation. However, reluctance to change from their current process could be observed. Support of IT systems in rectifying errors and helping users of the process were detailed. The need of establishing an information-sharing system and the need for all the applications available in digital form was justified. A study framework was developed based on the findings. Additionally, the techniques that could be utilised to solve the problem were identified through the literature and presented in detail. The main objective of the project was to increase the number of accounts opened electronically from 48% to 85% within one year period. Sub-objectives that would lead to achieving the main objective were established under each component with the techniques. Solutions were proposed based on the literature findings and practical implementation. A monitoring system was established to increase the alignment of the employees to the process by using tools such as control charts and process mapping. A job description for accounts opening officers was introduced to assign the duty of monitoring front liners' progress under process improvement. Further, a training programme to develop soft skills and to inculcate the concept of sustainability among accounts opening staff were introduced in order to fill the skill gap under the training and development. Additionally, an information-sharing system was introduced to reduce the difficulty in contacting employees of the IT department and responsibilities as assigned by defining a RACI matrix. The total cost for the project was Rs. 398,500/00 to implement the proposed solutions. The benefits of the project were calculated in monetary terms. The total benefits of the project were Rs 6,098,849/00. The benefit-cost ratio was calculated to ensure the viability of the project and was 15.3. Expected project outputs and outcomes that would be ascertained through achieving each objective were detailed under each component. The main output was increasing the adherence to the electronic accounts opening process to 85%. As sub-objectives, increasing the efficiency of the process to 83%, reducing printing cost by 71% and reducing inquiries for repetitive inquiries by 49% would be achieved when implementing the project. Critically connecting the current situation of the bank and the proposed solution with the literature were described under findings. The strength of the theoretical support for the project is elaborated with relevant references. Short-term and medium-term recommendations were made on aspects that are crucial when implementing solutions. Conclusions were presented by summarising the project.

Reducing Service Request Delay in People's Leasing and Finance Plc

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Executive Summary

This management field research project studied reducing the delay of completing branch service requests in People's Leasing and Finance PLC, one of the largest financial institutions in the country. The company background and selected problem have been explained in this report. In addition, the significance of the problem has been identified with the evidence. The qualitative and quantitative approach has been used as the project methodology and elaborated in detail. And in the limitation section, the limitations which have been found in the project have been explained. The rest of the chapters in this project report are aligned with the chapter framework. The organisational profile has been explained in detail with the company's history and current position. Strengths, weaknesses, opportunities, and threats have been identified through the SWOT analysis. The time delay in completing branch service requests has been identified as a critical problem due to its significance. The problem has been identified and analysed through various quantitative and qualitative data which has been collected from multiple sources of the company. From the selected problem, root causes have been identified through brainstorming sessions with the staff and illustrated in the Ishikawa diagram. A detailed analysis has been carried out on the theoretical background of the selected problem. Previous authors' work in their studies has been analysed deeply through the literature review. In addition to that, it has been discussed what they have been proposed as solutions. The literature review has focused on all the relevant areas in the Ishikawa diagram. According to the finding, a study framework has been developed with "Information systems", "Request management", and "Internal processes" as the components for the selected problem "Completing service requests". The techniques that can be used to develop the solutions have been described with the support of the literature. The key objective of this project was to reduce the average time taken to complete branch service requests from 8.5 hours to 4.5 hours (47% of the current time) within six months after the complete system implementation. In addition to that, sub-objectives have been identified under each project component. The earlier identified techniques that can be used to achieve

the objectives have been explained. The current situation of each project component has been deeply elaborated, and proposed solutions have been highlighted under each component. Those solutions were well described by illustrating how to implement those in a precise manner. The resource allocation has been carried out by identifying the required resources for each solution. Mainly existing staff members will be used as resources since the key solutions can be developed internally. Finally, the expected cost has been calculated for each solution. Project benefits have been identified in monetary value under tangible benefits. Those were mainly the saved cost by reducing employees' time on request processes and related costs. In addition, reduced call expenses and paper and printing expenses are also benefits to the company. Therefore, a benefits-cost summary has been produced, and the Benefit / Cost ratio has been calculated. Furthermore, projected outputs and outcomes by achieving project objectives have been carefully analysed and explained effectively. Project findings have been discussed under the main project and each component. In addition, literature support has been taken to strengthen the provided solutions. Recommendations have been made for the proposed solutions. Finally, the overall project has been summarised till achieving the results.

Increasing the Productivity of Inter-Terminal Trucking Service of SLPMCS

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Executive Summary

This project is focused on the identification of productivity deficiencies in the Inter Terminal Trucking services between East Container Terminal and Jaya Container Terminal of the Port of Colombo carried out by Sri Lanka Port Management & Consultancy Services (Pvt) Ltd. The problem has been identified as a key issue as the timely delivery of the containers between the two terminals was of utmost importance to plan the vessel schedules and the spaces in yards. In simple words, the company's failure to deliver the designated volume of containers on time can jeopardise the goodwill of the terminals among the stakeholders. The identified problem in this report has been justified with the internal information circulated in the Company and the outputs from a few interviews carried out during the study. A detailed overview of the Company and the environment in which it operates were discussed in detail through a critical analysis carried out using the SWOT tool so the readers can understand where the company stands as the specific strengths, weaknesses, opportunities, and threats are discussed in detailed. Inter Terminal Trucking service is a comparatively new operation commissioned by the Company and the significance of the service is also high compared to other businesses. The selected problem has been described in detail using quantitative and qualitative data and such data was presented in the formats of tables, figures, and graphs in order to enable the readers to understand the problem properly. The theoretical background of the identified problem has been scrutinised as to how the scholars have discussed the matters in relation to identified project components and the recommendations, solutions, and models they have developed to overcome the relevant issues. The project components which are the identified areas of the problem have been broken down through fish bone analysis through an Ishikawa diagram. The said diagram identifies the areas of focus for the literature review. Based on the findings, a comprehensive study framework has been developed with "Management Practices", "Training and Development", and "Operational Practices" which are identified as the components of the project. The techniques that can be utilised to solve the problem of ITT productivity improvement were identified through the literature presented

in detail. The main objective of this project work was to improve the average job completion rate from 79.6% to 95% within 6 months after implementation in order to increase the revenue from ITT operations by approximately Rupees 900,000 per month within 6 months after commencing of the project by improving the average job completion rate. In addition to the main objective, sub-objectives are also identified coupled with the techniques that are used in order to bring the solutions. The present situation in the company in relation to the identified components was discussed using the internally available data in the forms of quantitative and qualitative. In addition, the proposed solutions were adequately supported by the annexures on how to implement such solutions and the expected results. The budget estimates also were provided with clarity and supported with evidence in the annexures if applicable. Calculation of monetary and the net present value of the benefits and the costs of the project is also performed and presented in order to provide a clear understanding for the readers. The project outputs and the outcomes were discussed in a summarised form, solutions have been proposed based on pragmatic grounds so that the implementation of the proposals also will be pragmatic. Finally, a summarised discussion of the findings was provided for each one of the components identified. Further, a specific timeline for the implementation has also been developed as these recommendations are the vital part of the project where a solution has become achievable together with the other project objectives identified. The appendixes included the evidence for such as the implementation phase of the recommendations, cost calculations, other calculations, detailed plans, and any other relevant information for the readers to understand the report.

Reducing Employee Turnover at Knitting Department of Teejay Lanka PLC

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Executive Summary

High employee turnover in the textile industry is becoming a most problematic management topic in today's volatile world. Even though in a pandemic situation Sri Lankan Textile industry was able to generate an export income of 5.6 billion US dollars. This was a 46.9% contribution to the total export income. During this pandemic situation, the lack of foreign exchange became a key economical issue. As a result, the Sri Lankan community experiencing a lot of disruptions to manage their day-to-day lifestyle. Being the largest fabric manufacturer in Sri Lanka, Teejay Lanka PLC contributes to Sri Lankan economy by creating more employment and generating foreign exchange for the country. The main objective of this project was to identify the root causes of high employee turnover at the knitting department of Teejay Lanka PLC. As a result of high employee turnover, knitting wastage and productivity have come down and it was negatively impacted on company's financial performance. Therefore, solutions were suggested to reduce employee turnover by ensuring their cadre availability to provide a better service to their customers. The key reasons for high employee turnover were categorised in terms of HR processes, HR systems and the skill development of employees. When it comes to the HR process unavailability of a structured selection process for shop floor level employees and the absence of a proper awareness mechanism about the internal processes were identified as the main route causes for high employee turnover at the Knitting department. In terms of HR systems, the absence of a well-defined career path for non-executive employees and goal setting for supervisory staff without considering labour turnover was identified as the main contributory factors for labour turnover. Since labour turnover has not been identified as a main goal, the line manager has not provided the required level of attention and effort to control it. A lot of new employees left TJL PLC due to a lack of skills to perform their job and a lack of supervisory support and their biases towards the senior employees negatively impact the retention of new employees. Literature related to employee turnover describes it as a key managerial issue and it will negatively impact the product quality, consistency and stability of services offered by the organisation to its

customers. There are two types of employee turnover, one is controllable and the other is uncontrollable. As explained in human capital theories labour turnover is defined as a loss of firm-specific human social capital. Reduced turnover positively contributes to maintaining the competitiveness of a firm to achieve long-term success. The process of recruitment and selection is one of the most important aspects to reduce employee turnover. When selecting employees' interviewers should focus on their fit to the job, organisation and department to retain them for a long period. Most of the theoretical studies have proven the contribution of career management to reduce employee turnover. As human beings, we are all motivated by advancing our careers. Apart from that they require competency development to perform a job also important to provide a better service without putting much effort. However, the positive relationship with the supervisors also contributes to reduce employee turnover. The main objective of this project is to reduce the knitting department's annual employee turnover from 19.36% to 7.8%. In terms of achieving this main objective sub-objectives were set up in all the key areas. To achieve those objectives solutions proposed in the report included a new employee selection process, interviewing skill development training, new induction programme. Under the project component two new career path for non-executive level employees, designing a competency assessment sheet for non-executive employees, and redesigning Shift executives' and Team leaders' goal sheets were proposed as solutions. Under the skill development, four solutions were proposed including a new training manual to improve employees' technical capabilities. To strengthen the supervisor and workers relationship supervisory skill development training is also proposed. To implement these solutions resources have been allocated in the proper way and cost estimation was conducted to identify the total cost of this project. Benefit-cost analysis was conducted to evaluate the project feasibility and the benefit-cost ratio was calculated as 9.94 times which is considerably a good rate of return. To calculate the benefits both direct tangible incomes and indirect tangible income were considered. Apart from that, all the intangible benefits were identified to evaluate project success. In addition to that project outputs and outcomes were evaluated to identify the impact of this project on the organisational performance. According to the project feasibility study this project Finally, the report discussed how the literature and solution development are linked to each other. In addition, the medium-term and short-term recommendations were given together with key considerations in implementing the solutions and the expected time frame for implementation. Therefore, through the application of the proposed solutions, Tee jay Lanka PLC can reduce their high employee turnover in their Knitting Department to provide a better service to their customers.

Improve New Customer Sales Leads Conversion at UTE

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Executive Summary

Organisations in the modern world are highly sales driven with the intention of defeating their rivals and gaining a better advantage over them. Irrespective of macro-environmental challenges managers are keen on contributing more sales revenues to the organisations through the performance of their sales teams. This Management Field Research Project is intended to study a current problem faced by United Tractor & Equipment (Pvt) Ltd (UTE), which also has a connection to the fields of sales, marketing, and product. The entire project is elaborated under six (06) chapters. Understanding different contexts which affect organisational performance such as macro-level, industry-level and internal organisational context is pivotal. Though organisations developed effective plans and strategies to survive without having sound knowledge about these different contexts those plans will not be actionable. Similarly, the significance of the problem identified, which intends to solve through this project is analysed by paying attention to applicable methodologies and limitations as well. Adequate knowledge regarding the organisation (in this context UTE) such as organisational profile and internal and external analysis (SWOT) is essential at the beginning of the next stage due to their relevance of them to the main problem, which is the low conversion of new customer sales leads generated through Mar. Com. activities. In the next sections project report analysed this key problem in detail with supporting evidence and facts. The Cause-and-effect analysis was a key highlight within this chapter, which allows us to get a deep understanding of various root causes of the problem under four major cause categories. Moreover, the author selected and finalised four (04) key root causes out of all, which fall under three (03) cause categories [Marketing Communication, Sales Management and Product Management] and were later renamed as Project Components to carry out the next steps of this project. The literature review is the heart of the theoretical underpinning related to the Management Field Research Project. Thirty-four (34) ranked journal articles sourced from reputed databases have been evaluated by the author to gather proven and available knowledge applied to solve similar types of organisational problems in the past. Each project component along

with the main project outcome has been studied with knowledge available in relevant journal articles, which suits to root causes identified under each project component. A study framework is also proposed subsequently to have a better focus on developing project objectives within the next chapter. Project Objectives play a vital role in terms of evaluating the final effectiveness of this entire project. Therefore, these objectives have been indicated with a connection to Chapter 2.5 Problem Description, where it discussed and showed evidence of the problem and its significance. Each project component as well as the main project/outcome consisted of at least one project objective backed by several project techniques as elaborated in this chapter. Further, the current situation of each project component is described, which permitted to develop appropriate solutions with estimated budgets and resource allocation. Evaluation of the viability of a project in terms of its Benefits and Costs is a key concern for every organisation including UTE. This has been fulfilled under the next chapter with a positive level of benefit-cost ratio, which signals the appropriateness of implementing this project within the context of UTE. Moreover, projected outputs and outcomes of project objectives under each project component and the main project have been lined out by the author to further strengthen the positive status of Benefit-Cost analysis. The final chapter of this Management Field Research Project is dedicated to discussing the findings from the literature review, which can be applied to the solutions discussed. Similarly, it proposed recommendations for each project component and for the main project, which are short-term and prerequisite solutions developed. Each chapter of this project is linked with one or a few other chapters, which allows having smooth flow within the project report. Chapter 2.5 is linked with Chapter 4.2 objectives development, whereas Chapter 4.2 is subsequently connected to Chapter 5.3 when indicating projected outputs and outcomes. Further, Chapter 6.2 directly deals with Chapter 3.2 literature review when applying theoretical proposals with solutions. The project report ended with an overall conclusion followed by a list of references and appendices.

Reducing Employee Turnover in Core Business Units of Freedom21 (Pvt) Ltd

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Executive Summary

Human Resources is the most valuable asset of an organisation. The depletion of human capital may lead to several adverse consequences in organisations. Accordingly, this management field research project examined the high employee turnover (ET) in the core business units (CBU) of FR21 Company, a leading enterprise software development company. Sri Lanka's ICT industry is expected to be worth USD five billion by 2025, making the industry more competitive. Hence, retaining employees is crucial for IT companies. Subsequently, this project focused on reducing the high employee turnover in CBUs of FR21 and utilised quantitative and qualitative methods to find information. The project's main limitations were the inability to generalise the findings, restrictions in obtaining company data, unavailability of past company data, and lack of industry-related data in the local context. FR21 is a subsidiary of FRS Group which has a footprint in more than 30 countries across the globe. A swot analysis was carried out to study the company profile. Accordingly, the renowned brand name and solid financial background were identified as the significant strengths. The lack of standardised processes and lack of consideration for skills development are noticed as the key weaknesses. Similarly, increasing career interest in ICT and the emergence of IT start-ups are identified as the foremost opportunity and threats. The critical problem of the project is high ET in CBUs. As discovered, out of all the employees who left FR21, more than 90% are from CBUs. As a result, FR21 has failed to maintain the ET rate below 10% and the average ET rate of the company was identified as 14%. Consequently, the current problem has delayed employee development, challenged achieving service excellence, and sourced the company's talent requirements. To investigate the problem, the root-cause analysis was conducted based on the brain-storming session, exit interview data, and employee heartbeat survey data. Subsequently, an extensive literature review was conducted to understand the conceptual background of the main problem. Similarly, the literature relevant to the identified root causes in the root-cause analysis was reviewed to perceive the solutions recommended in the literature for reducing ET. The secondary data such as peer-reviewed ranked journal articles,

published books, internet sources and printed journals were referred for the literature review. The study framework was developed based on the findings with the identified project components: career development practices, service delivery management, and employee hiring process. Further, the management techniques applied to develop solutions are also identified through the literature review. The key objective of this management field research project was to reduce the ET of CBU in FR21 from 18% to 13%. Likewise, sub-objectives were developed to improve the identified project components as well. Further, the current situation of each project component was studied to understand the actual situation. Employees lacking career advancement, dissatisfaction with the management, high workload, meaninglessness of their job, employee dissatisfaction and inefficiencies in the hiring process were presented under the current situation. Accordingly, the solutions such as improving processes, conducting training need analysis, planning training programmes and evaluating them, introducing an e-performance appraisal platform, and introducing psychometric selection tools were proposed to resolve the identified problems. Further, the cost of the project is estimated at Rs.1,514,160. Moreover, the project team was built under the leadership of the HR Director. The critical resources from HR, software development, risk team and CBUs are included in the project team with the respective roles and responsibilities. The perceived savings from employee resignation costs, new hire training costs and new hire recruitment costs were realised as the direct tangible cost of the project. Saving from the recruitment process automation is noticed as an indirect tangible benefit. Good onboarding experience and employee engagement are identified as intangible benefits. Overall, the benefit/cost ratio of the project was calculated as 10.6, which indicates the worth of implementing the project. Additionally, the increased efficiency of processes, employee development, employee performance, management quality, and improved employee-manager relationship is identified as the outcomes of the project which will result from the outputs such as reduced employee turnover, e-performance appraisal platform, psychometric selection tool, management training etc., The authenticity of the findings and developed solutions are validated by using the literature. It is recommended to implement the proposed solutions within six to twelve months. Therefore, it is advised to have proper planning and effective change management to overcome possible challenges such as resistance to change. Considering the related risk, providing required training, creating awareness through effective communication, senior management involvement, and periodical monitoring is also recommended to reduce the ET in FR21 as anticipated, and to sustain the project outcomes.

Increasing Container Throughput at GFS Lanka (Pvt) Ltd

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Executive Summary

GFS Lanka, as a pioneer in the ship feeder business serving South Asia's Liner Shipping Industry, plays a vital role in interconnecting regional economies with the intercontinental trade flow via transhipment hubs. GFS Lanka extends its operations to the West, South and East coasts of India, the Upper Bay of Bengal, Gulf and Upper Gulf destinations from the Colombo hub. Despite operational significance, the company has suffered from a continuous drop in annual container throughput, thus revenue in Colombo. Despite the industry recovering from the doom and gloom of the pandemic hit era, the company continuously struggle to secure a strong volume flow, unfavourably affecting the company's long-term growth prospects and strategic reliability within GFS regional network. The contemporary substandard performance will eventually compel Global Feeder Shipping to divert hub operation from Colombo to alternate emerging regional competing coastal ports, whose impact would be detrimental to the long-term economic prosperity of Colombo. Following a thorough situational analysis, service differentiation, demand management, and organisational agility were found to be the main causes resulting in the contemporary substandard performance of the company. The service differentiation paradigm lacks service co-creation efforts and communication strategy, which results in losing stakeholder confidence and support. As the company doesn't occupy an integrated communication exchange, demand management efforts are challenged, due to which she fails to respond to customer inquiries efficiently, resulting in vessel capacity underutilisation, thus revenue loss. Poor cross-functional training and the absence of a crisis action plan further impede GFS' performance as the company fails to provide functional flexibility to its stakeholders as well as operational resilience. Literature pertaining to identified overarching issues at GFS Lanka resulting in substandard performance revealed the effectiveness of short sea shipping services is evaluated through the carrier's logistics network design, cost of service, reliability, and carrier's sales and after-sales behaviour. A thorough analysis of cues decrease in common carrier throughput could be a result of both internal and external influences. The logistics customer service point of view

discusses the organisational ability to act on service quality, innovativeness, operational flexibility, and effective resource utilisation determines its long-term success. In creating a progressive service experience, the literature stresses the productive collaboration of service providers and customers integrating resources collaboratively. Whilst former literature extensively discusses the role of service differentiation in the maritime industry, demand management is also identified as a key challenge which liner industry faces amidst contemporary disruptions. Demand management is a balancing act between the supply chain's capability and customer expectations, in which role of information plays a vital role in optimising organisational benefits. Information capability narrates a firm's capability to acquire, process, and transmit information to support accurate decision-making. As the literature further establishes, organisational agility is a key competency that the contemporary business backdrop demands. Accordingly, the literature extensively argues the necessity of an effective crisis action plan to address uncertainties. In order to overcome identified substandard performance, this project proposes the development of a project management software enabling integrated information exchange with all connected stakeholders. This is expected to enhance the stakeholder engagement process and reduce response time whilst increasing visibility to overall vessel utilisation and space management within the GFS network. Further, the proposed communication and stakeholder participation matrix is expected to enhance engagement strategies streamlining both intra and inter-organisational information flow. The project also proposes conducting cross-functional training and implementing standard operating procedures together with crisis action plans as solutions to overcome contemporary adversities. In implementing proposed solutions, scientific project management tools including critical path method, Kanban boards, stakeholder mapping, training need assessment, training evaluation, and training design is used. Successful implementation of proposed solutions was found to deliver both long-term and short-term benefits for the organisation. Cost-benefit analysis performed justifies the returns of effort put forth in mitigating advertisements of the current performance of the company. Benefits were assessed in terms of growth in overall container throughput, thus revenue. Further, additional benefits retrieved from reduced extra operational costs are presented to justify the proposed efforts. Finally, the report discusses how literature analysis and proposed solutions are linked with each other, together with medium, and long-term recommendations given for the company in implementing and continuing proposed solutions. Therefore, through the application of the proposed solutions, GFS Lanka could increase container throughput, thus revenue at the Colombo hub. Accordingly, this management field research project will deliver an effective proposal to overcome contemporary substandard performance at GFS Lanka (Pvt) Ltd.

Exploring Ways to Achieve Maximum Utilisation of Bio-Owned Buildings at Boi Katunayake Export Processing Zone

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Executive Summary

This Management Field Project is with regard to achieving maximum utilisation of BOI-owned buildings in the Katunayake Export Processing Zone through optimum occupancy. BOI-owned buildings in Katunayake Export Processing Zone are within the zone and outside the zone which is in the vicinity. These building spaces have been built in order to provide leased-out properties for commercial purposes and also for the use of BOI offices. Income from such leased-out properties of BOI KEPZ has been continually decreasing due to lower occupancy". "Firstly, the Management Field Project provides an introduction to the topic of exploring ways to utilise the underutilised buildings of Katunayake Export Processing Zone of the BOI as an income generating method. An introduction to the background of the project along with a description of the project insights on a brief note is given. Then the significance of the study is discussed considering the financial significance that the leased-out property income can make to the total income of the Katunayake Free Trade Zone of the BOI. In addition, to that the methodology of the project is discussed in terms of both primary and secondary data collection methods. Moreover, the underlying limitations of this management field project are discussed". Secondly, the problem in detail is described with evidence obtained through internal sources of the BOI. Thereinafter, it analyses the external and internal environment to identify the strengths, weaknesses, opportunities and threats of BOI. Also, the performance gap is shown with regard to the identified problem. The root causes for the main problem are identified through the cause-and-effect diagram, under the main 04 components of the project. Thirdly, the critical review of the literature is done and described in detail definitions, concepts and theories relevant to the selected topic of the project. In addition, the emphasis is given to available literature that will support to justify the problem and build solutions and recommendations. Thereinafter, a conceptual framework for the project is developed based on the components of the project, namely: layout management, facility management, people and process.

Fourthly, the main objective of the problem and consequently the component-wise sub-objectives are developed. Also, the techniques for each component of the project have been identified. The components are discussed in detail while developing solutions. In addition, resource allocation and cost estimation has been done in the relevance of the project. Finally, the estimated benefits are identified in the project, while the cost-benefit analysis is done in order to identify the feasibility of the project. Output and outcome of the project are discussed in relation to objectives developed earlier: main objective and sub-objectives. The management field project is concluded with the key findings under each component and recommendations are provided alongside that.

Increasing the Insurance Renewal of Amana Takaful Life PLC Through Developing a New Process

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Executive Summary

In the contemporary world, insurance becomes an important element. The risk behind life is calculated only through life insurance. Because of the unexpected market changes in the world, people need life insurance to manage their life without high risks. Through the emerging market conditions for the health insurance segment in the world, organisations are focusing on investing in insurance organisations. In Sri Lanka, the same scenario can be applied due to a positive market. Amana Takaful Life come up with a new Islamic concept of insurance for the country, before 25 years Amana Takaful identifies a new market segment in health insurance but Amana Takaful. In Sri Lanka, the life insurance market grows continuously. The average market growth was more than 10% each year but Amana Takaful Life was not performing in the market. There was negative growth in Amana Takaful Life in recent years. There are many reasons for the poor performance of Amana Takaful Life. As insurance organisation growth was calculated based on the GWP of the organisation but Amana Takaful Life GWP was continuously having negative growth. This research mainly focuses on the factors affecting the GWP of Amana Takaful Life, many reasons are affecting the performance of Amana Takaful Life and some are directly influencing the performance of Amana Takaful Life. The main reason for the above issue is the low collection of renewal payments. Amana Takaful Life's renewal payment collection did not systematically take place. Renewal is the main contributor to the GWP. Currently, sales agents are collecting customer payments, but customers don't have any convenient ways to pay the premium. Secondly, the low growth of the organisation compared to the industry. Amana Takaful Life's performance was not to the expectation of management. The Sri Lankan insurance industry is growing rapidly but Amana Takaful Life shows negative growth in the performance and thirdly poor outcomes in the current system compared to management expectations. The current process affects the organisation's expectations. Due to these issues in the Amana Takaful Life, they are losing their current market

position. The researcher brought to light, what are the major components affecting the organisation, through SWOT analysis. The researcher clearly explains the current position of Amana Takaful Life. With a strong background, Amana Takaful Life couldn't compete with other market players. Through this study, the organisation identifies the key problem as renewal and works on the components. The researcher uses the Ishikawa diagram to identify the root causes of the problem. The first component was people. In Amana Takaful Life sales agents' performance getting low due to this organisation facing many challenges, Current process for sales agents makes them not focused on sales they are more focused on service too. Due to that, they are not performing well. Secondly, the organisation's current process gets challenging, the process is not effective, and it consumes more human time. To increase performance organisations must utilise the available resource effectively. Even customers are facing many challenges in the payment process. Thirdly, communication is a challenging factor. Amana Takaful Life communication was poor compared to other competitors even for customers Amana Takaful Life not directly communicating. In the communication, process agents are involved, and the payment receipt takes more than 2 weeks to be delivered to the right address. Fourthly, technology is directly affecting the Amana Takaful Life. Through this research poor use of technology makes your current process more complex. Overall, the main components that challenge the Amana Takaful Life performance are people, process, communication, and technology. The researcher went through a comprehensive literature review to carry out the knowledge regarding the components. The components help to identify more sub-components supporting these issues. Using the literature review helps to identify the solutions to the problem. The framework has been developed to the above four components. As the overall objective is to increase the GWP by 15%, by developing a new process for Amana Takaful Life. Amana Takaful Life uses technology as the main element to change the other components. Developing a mobile application that would connect all the departments into one division will change the current process. Through this mobile application sales agents can connect to the organisation also the customers can connect to a single point. In the final chapter, the report intensively provides the solution for the current issue. With the help of a literature review, Amana Takaful Life can link the current situation to formulate a solution. The author comes up with recommendations to make this project a success.

Reduction in Non-performing Advances in Bank of Ceylon Corporate Segment

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Executive Summary

From the start author briefly make an introduction to the project report. Bank of Ceylon is the major bank in Sri Lanka which have strong leadership as a government corporate expanding its history of 82 years. Bank of Ceylon has a proven track record of its strong financial position and reputation as it was the first corporate that reached to one Trillion Rupee Asset base. Not only the asset base but it has a well-known brand name embedded in people's minds as BOC, which is the number one brand in Sri Lanka over the years denoted as "Banker to the Nation". The author as an employee of the BOC is keen to reduce the non-performing loans of the bank. This is one of the major issues currently faced by the financial institutes in the country. This management field study will examine the non-performing loan increase in the Bank of Ceylon especially referring to the Corporate Banking Unit and find the root cause of the problem and give short-term recommendations to get the non-performing rate to an acceptable level. Project at the first section brief on the chapters. Then the author will describe the key problem of the project that he observed in the bank, which is the project that the author carries out. As discussed, the project run through the non-performing loans issue faced by the bank. The author elaborated with the graphs, tables and illustrations where necessary by the author. Then the author makes a problem analysis in a snapshot via the Ishikawa fish-born model. Project variables are compliance, Human resources and operation for the non-performing advances drivers, variables are narrated with the subcomponents. There is a copiousness of literature on the topic that the author selected. Non-performing loans are defined by many authors as loans which gone bad and have no ability to recover. Non-performing advances reflect the performance standard of a bank. (Singh, Basuki & Setiawan,2021). The author has gone through the articles related to the project topic and examined the previous writers' views point on the same topics. It will clarify the meaning of the study of the project and on the other hand, it will make the guideline on the study with previous examples. The project literature describes all the variables identified with the definitions found in the journal articles. All the studies based on the theories will reflect the study framework and

provide the base for the project. Project tools used by the author of the study are also described in its literature. The author describes the project in detail, here overall project objective is described in detail. Initially, project components describe each project sub-objective with the related techniques. Each project component/variable describes the current situation observable in the bank at present. Here author narrates the plus and negative points in detail. The solution for each project component has been built in detail. In other words, the project solutions proposed are linked to the component with the chosen techniques. Then the resource allocation will describe each component that the author suggested solutions. Cost estimates and solutions in detail will narrate on the appendix at the end of the study paper. At the end of this paper will discuss the identified components in detail. Then the project will discuss the recommendations made by the author in this study, which is the outcome of the study. In this section author try to link the literature and the study in detail. This discussion involves with steps should take to make the success of the project. These activities are suggested to guarantee the solutions are implemented successfully and required objectives are met in a timely way.

Maximisation of Sales Revenue at GISMO International (Pvt) Ltd

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Executive Summary

Gismo International (Pvt.) Ltd is a locally owned company which is established in the year 2011 with the vision of "Being the best one-stop household item supplier in Sri Lanka". Eventually, the organisation converted Bathware and Sanitaryware products as their main product and currently the company is the sole agent for "Grohe" and "American Standard" fittings in Sri Lanka. These two brand names can be treated as the world's number-one brands in the Bathware industry. These brands brought plenty of innovative designs to market and there is a range of designs available for customers to choose from according to their favour. With the limited employee base, the organisation was able to compete with major rival brands in the market. In the initial years, the organisation was successful a lot and able to surpass the annual sales revenue targets easily. But, in the recent few years, the organisation has reported a sales revenue decline continuously and further to that the budgeted and actual sales revenue gap is increased. It is recorded that the sales revenue gap is 55% in 2019. It is identified that three main components are affected to enhance the significance of the problem. Team Performance, Marketing and Supply Chain are treated as the three main components which are affected to decline the Sales Revenue of the company. Under team performance, it can be identified that lack of training and development opportunities, poor employee well-being activities, and fewer rewards and recognition affects to reduce team performance. Not having a proper marketing plan and lack of productivity among the B2B sales force have created paths for the Marketing issues and those marketing issues direct to the main problem of declining project sales revenue. Poor system designs, lack of internal monitoring and non-availability of clearly defined procedure affects the supply chain issues and that also directs to a decline in project sales revenue. Literature on the above-discussed area revealed that issues in team performance affect sales revenue dropdown. It is identified that lack of performance evaluation methods job dissatisfaction, and stagnating one point in career affect the team performance and it is linked to the sales revenue. Reviewed literature depicts that proper marketing policy can enhance the sales revenue of an organisation. Literature

related to supply chain management described how clearly defined policies and well-integrated system drives the smooth operation of the supply chain of an organisation. Further, it is discussed the relationship of the supply chain to sales revenue. Overall connection, related issues and solutions are discussed in the literature. The solutions proposed are based on the literature review and it is identified that issues related to team performance can be eliminated through training and development, establishing KPIs, and introducing performance evaluation methods. Introducing an SOP with clearly defined procedures and developing the existing system with proper interconnection can be addressed most of the supply chain-related issues. Crafting a well-established marketing plan can be addressed the issues related to marketing and by providing solutions for root causes correctly, the organisation can solve the main problem of the company. Benefit-Cost Analysis is included in the findings of MFRP and the entire cost and benefits, planned to tolerate through this project are shown there. Since the project targets, one year and the plans can be changed within the first year after analysing the results the NPV value is not mentioned in the project. Project outputs and outcomes are discussed both short-term and long-term expectations planned to achieve through the MFRP. Finally, a discussion of findings is linked with the literature and recommendations are given accordingly. The recommendations are provided in the short term and long term. Short-term solutions are aligned with given solutions, and it is discussed long-term solutions which are necessary to maintain the project's achievements. Especially, developing a learning culture with training, and change management styles are played a vital role in long-term recommendations. As the final piece of writing the conclusion is brief the MFRP and highlighted the importance of maximising the sales revenue of the company to achieve the ultimate goal of the organisation.

Reduce Sample Submission Delays at Fem Design (Pvt) Ltd

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Executive Summary

Sri Lanka is a world-renowned destination for apparel manufacturing where all the major players of the market are into intimate wear and performance wear manufacturing. There are a very limited number of apparel manufacturers who are into the fashion apparel segment and Fem Design is one of the leading fashion apparel manufacturers and exporters in the country. Having started with 33 sewing machines in 1988, today the company owns four state-of-the-art production facilities that are capable of manufacturing 700,000 garments a month. However, changes in the market dynamics have forced buyers to offer reduced lead time for the apparel manufacturers and this change has been a challenging change for Fem Design. Because of that Fem Design struggled to secure enough FCA orders to fill factories' capacities. This issue is stemming from sample submission delays hence this project focused on developing solutions for Fem Design's sample submission delays. According to 2019 data (2020 data was not considered due to operations being hugely impacted by the COVID-19 pandemic), it showed that Fem Design was facing a serious persistent issue with on-time sample submission and the situation kept worsening. A deep analysis of the problem was carried out and the root causes of the problem were identified under three main areas: Employee training and development, process management, and supply chain management. It was identified that there were no training programmes to develop the sample room employees. This has led to creating a gap between the employees' skills and the skill required to cater for the new demands of the apparel industry. The sample manufacturing process also hasn't been revisited recently. Therefore, the process followed by Fem Design was not matching to cater for the current demand of the market. It was further identified that there were inefficiencies in sourcing and arranging materials in the sample room that led to unnecessary process hold-ups. Hence the project sets its focus on developing solutions for the issues identified under the above three main subject areas. An extensive literature review has been carried out to understand what can be done to address the issues identified at the Fem Design sample room. According to the literature review carried out under employee training

and development, the literature provided ample evidence that employee training can lead to improving the efficiency level of the employees. In addition, there is an array of benefits both employees and employers can gain through employee training and development programmes. The literature also provides detailed information on how to conduct employee training and development programmes to meet the expected results. The literature on process management showed that the way an organisation manages its business processes defines the lead time it takes to cater for the customers. The literature further revealed through the proper management of business processes a business can improve its productivity and efficiency thereby the overall lead time. Supply chain management is a widely researched area and according to the literature, the field is rapidly evolving. Market competition is no longer among businesses but supply chains. Therefore, according to the literature close monitoring and follow-up on the movements throughout the supply chain is essential to ensure the buyer receives the end product on time. The main project objective and sub-objectives under each project component were developed and it is designed to achieve the terminal project objective of achieving a 95% on-time sample submission rate by way of achieving the objectives set under each project component. Several management techniques have been used in developing the solutions such as training needs analysis, training design, training evaluation, critical path method, Gantt chart, etc. The key solutions proposed are comprehensive training programmes for sewing machine operators, rearrangement of existing sample room process flow, introducing of a raw material sourcing organiser, and introduction of a few SOPs that will help reduce overall sample manufacturing lead time and thereby reduce sample submission delays. An analysis of the cost of the project and expected benefits were carried out considering the project is capable of delivering benefits for 18 months from the implementation completion. The total benefits of the project comprise direct tangible benefits, indirect tangible benefits and also a set of intangible benefits. Considering the NPV of the tangible benefits the project is expected to yield 174 times of benefits compared to the cost needed to be incurred to implement the project. Based on the benefit-cost ratio the project is highly profitable. Finally, the solutions proposed were backed by showing the link to the literature. Short-term and medium-term recommendations were made to overcome the identified problem. Further, critical considerations in implementing the project and relevant timelines also were discussed. Accordingly, Fem Design will be able to reduce sample submission delays and achieve the KPI for on-time sample submission by implementing the solutions proposed.

Receiving Foreign Nationalities for Ship Repairing Projects During Pandemics

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Executive Summary

Though Sri Lanka is an island separated from the main continent, it continued having international relationships for several thousand years as a trading hub. Though the political and legitimate gaps shifted the importance away to the Strait of Malacca which took Sri Lanka as the benchmark, still this island nation has the skills and God-given geographical advantages to rise in the shipping industry. Ship repairing is one of the highly valued adding industries which generate forex, direct and indirect employment in supporting construction and heavy engineering sectors as well as the developing skilled, qualified human resource who would support the economy. Though Sri Lanka has all opportunities to grow in shipping, she has few merchant ship owners. Hence shipping is not growing as a community where shipbuilders, OEMs, authorised service providers, ship surveyors, etc. due to less concentration so ship repairing has to depend on many foreign stakeholders such as ship owners, service engineers, and specialised overseas workshops. Though it is a challenge, Colombo Dockyard PLC (CDPLC) who is a forerunner of the shipping community of Sri Lanka competes with leading shipyards with quality and flexibility. However, a simple travel ban on foreigners could bring the ship repairing industry almost to zero immediately. The covid-19 pandemic was an eye-opener to the bitter reality of the industry. Colombo Dockyard has had an impressive portfolio in the shipbuilding repairing, heavy and offshore engineering sector for 48 years with the added strength of Japanese collaboration of almost three decades. The foreign interactions were well supported by the unfractured already developed country for tourism which connects all main airports to Colombo and with world-class hotel chains. Depending on more than 90% of volumes from foreign clients and specialised services, again from overseas, the physical presence of the foreign stakeholders was found to be a critical factor. Especially the seeming risks to employees in mingling with foreigners, the perception of the third world by foreign stakeholders and the safety first approach by ship crew were found to be the main causes of the key problem of dropping the physical presence of foreigners in ship repair projects. The covid-19 pandemic outbreak started at to end of 2019 hence literature pertaining to the above study areas

was found not so common. However previous research on SARS, Ebola, Anthrax, Swine flu and situations that emerged due to the threat of terrorism would be much more useful in understanding scenarios of plausible futures hence drafting the possible solutions or rather solutions with minimum gaps. Though the empirical knowledge is not limited only to ship repairing but also referred to tourism, the health sector, public transport, the construction industry, ports operation etc which are having similar characteristics. The referred journal articles found to be some research done on different regions such as India, Australia, New Zealand, Japan etc. but the context found the relationship to what Sri Lanka is facing during the pandemic. While examining eliminating the barriers to receiving foreigners physically, the attractions and benefits of taking advantage of thinking outside of the box brought the gap between the theoretical knowledge and the expected outcome. The key problem is being described by concentrating on three main project components managing employees who directly involve with foreigners, foreigners whose physical presence is vital for commencing the project and ship crew which is an unavoidable critical factor. With the pandemic, different regions applied different regulations. And those communities have different understandings and ways of facing the pandemic. Especially being in a totally isolated and safer environment, the ship crew reacted totally differently to land-based persons. Of course, they have very limited backup plans even at a fatality and very limited opportunity to halt a possible spreading onboard. Analysing the root causes for the physical and psychological challenges of these three components, practical and effective solutions are being given connecting the relevant management techniques. Based on the solutions, relevant resources and cost allocation has done. The benefits of solving problems in a given direction are basically of four categories: tangible, intangible and direct, and indirect. The main benefit is the value addition to the organisation by expanding the ship repair revenue so as not to keep the massive infrastructure and employees idling just because of the absence of foreigners. With the proposed safe house operation, an opportunity for a new business unit is also identified. Therefore, the benefit-to-cost ratio explains a huge tangible opportunity Colombo Dockyard has and a number of intangible benefits such as competitive advantage, emphasising reliability, building reputation, enhancing brand image, attracting new markets and clients etc. where Colombo Dockyard would be beneficial in the long term. Finally, the report details the findings out of three components. It further recommends starting up a luxury accommodation facility targeting marine stakeholders which is an opening for diversification. Adopting new normal working culture, supporting building an expert community within Sri Lanka, create new job opportunities for the marine community where Colombo Dockyard can be the forerunner of Sri Lanka's shipping industry.

Reducing of Non-performing Advances at Boralesgamuwa Branch, Commercial Bank of Ceylon PLC

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Executive Summary

Being the country's largest private bank and the third largest in the entire banking sector, Commercial Bank of Ceylon PLC has established a strong brand name in the minds of consumers. It is observed that there is an increasing trend in NPAs in certain branches of CBC and the reduction of NPAs will have a competitive edge over its competitors. Lending is a core business of CBC where the bank earns interest income. However, the increase in NPAs will reduce the interest income and providing provisions from the branch profit, over NPAs will make the scenario worst. Therefore, the reduction of NPAs is of paramount importance. It is observed that the NPA at the Boralesgamuwa branch has been increasing over the recent past. This sort of scenario has negatively impacted the organisation in respect of both financial and non-financial losses. At the same time, further lending opportunities are curtailed due to non-recovery of capital thereby potential borrowers will be dissatisfied and shift into competitors. The background to the problem of the increase in NPAs is created by carrying out a SWOT analysis. The problems of increasing NPAs have been persistent over the last few years. The main reasons for the increase in NPAs were categorised in terms of recovery management, internal credit process and human resources, when it comes to recovery management the absence of the specified staff for recovery management. Further, the absence of simplified procedures has also caused an increase in NPAs.in addition, the NPAs have been increased due to the lack of skills of the staff in the credit department where competency level is lacking, and effective negotiations, teamwork and effective decision-making in reducing NPAs were not done effectively. Therefore, inadequate training provided on the handing of NPAs to the respective staff was also recognised as another root cause. Literature relating to the aforementioned study areas revealed that managing NPAs are extremely difficult for a lender. However, the nonpayment of capital and interest affects the cash flow of the lender which is badly disturbed to the budget and profitability. Many scholars have highlighted the increase of NPAs leads

to incurring losses to the lending institutions as interest and capital payments are halted and providing of provisions out of profits. Recovery management is considered a key part of the literature, and the absence of a recovery unit is named to be a key reason for the increase in NPAs. The importance of having simplified internal credit procedures has been provided in literature with suggested frameworks for the internal credit process. Further, studies have confirmed that the skills of the employees play a vital role in terms of handling NPAs and many lending institutions incur huge losses due to the absence of skills required in team members. It has been demonstrated that developing skills via training has an optimistic impact in excelling their duties and scholars given a systematic methodology in detail for conducting training programme effectively. The solutions are proposed under three main components namely recovery management, internal credit process and human resources. Recoveries can be managed by way of portfolio development, identifying routes to recovery and exit and developing guidelines for best practices of recovery preparation. Thus, the NPAs can be reduced by way of proper recovery management. Further, techniques like conducting brainstorming sessions, work breakdown structure and process mapping have been proposed as solutions under the component of the internal credit process. The simplified procedure will give immense benefit to the organisation. The third project component was concentrated on developing the skills of the staff through training that will help in reducing NPAs due to competency development. Further, setting individual KPIs for JEAs who are supposed to be fully engaged in NPA-related activities. Thereby, there will be a reduction in NPAs. The viability of the project is assessed by the computation of benefit-cost analysis. The results show that carrying out the project on the reduction of NPAs is viable since the benefits are much higher than the cost incurred. In addition, project objectives are set in such a way that the output is measured and qualified while outcomes are also presented. The main project objective is to reduce the NPA ratio by 7% while other project objectives are well aligned with the main project objective. Finally, the discussion of the report leads to, how the literature linked to the solutions developed. Further recommendations were given along with the main consideration of solutions being implemented and the anticipated time frame for implementing solutions. The expected time frame is to be within one year. Therefore, proper application of the solutions proposed, by Commercial Bank of Ceylon PLC, the Boralesgamuwa branch can reduce the increase of non-performing advances.

Increasing Sales of the E-commerce Platform of Glomark Supermarkets

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Executive Summary

As an accomplishment of an aspiring leader Mr. Ashok Pathirage, Glomark has been a pioneer in bringing out its inspirational side of retail purchasing. With operations in a variety of cities, the organisation focuses on supermarket functions. The consumer industry has been recognised as the company's key revenue source, and the organisation flaunts a distribution network that has grown to over 10 retail stores island-wide in a short amount of time. It is one of Glomark's many sources of competitive advantage, which puts the company above the market's intense competition. This project was created with the goal of developing and maintaining another stream of revenue in the retail market, namely the Glomark eCommerce platform. Glomark has launched an online marketplace in order to enter into a section of the market that is presently underserved by the retail chain and to provide a long-lasting experience. Glomark has made the daring move of entering the industry after analysing a number of the country's more prominent eCommerce firms. Nevertheless, the project's main issue is the gradual drop in income generated from the web platform, which had shown promise in its early stages. However, both internal and external factors might be blamed for the downturn, the purpose of this report is on more manageable internal factors by which solutions have also been provided. The author found many internal underlying causes contributing to diminishing sales in the e-Commerce marketplace through an introductory round of interviews and discussion groups, which have been documented in the context of an Ishikawa diagram with four levels. A SWOT analysis of the highlighted issue was undertaken, providing a deep insight into the conditions that needed further attention. This in-depth investigation has aided in the discovery of project components, such as process management, training and development, performance management, and marketing management, that must be addressed in order to fix the existing problem. The author was able to deduce specific answers using this method after doing full literature research to assess the current body of knowledge on the project components that were discovered. According to the literature review, several subcomponents that fall under the main components were also discovered,

and these were employed in the creation of solutions for the matter at hand. Following that, a study structure was created, which included the four project components indicated before. The eventual aim of the completion of this project is to achieve a 10% increase in sales revenue generated through Glomark.lk platform month after month following the project's implementation. Moreover, the author has identified a few other objectives, like sustaining reward mechanisms, no delivery delays, achieving budgeted sales values, training and also website development which are connected to the project components and the methodologies for accomplishing them. All of the solutions are developed at Glomark. lk was based on a literature review and information gathered all across the MBA programme and was implemented in accordance with the situational conditions. Annexures have been provided that provide comprehensive information on the execution of the remedies as well as the factors that must be considered prior to execution. The final section of this report is centred on marking connections between the literature review, the solutions provided, as well as the project components. The author was able to connect the current state of knowledge with recommended techniques, and eventually, the author recommended suggestions to be taken into account during the implementation phase of the project for accomplishment.

Reducing the Deviation Between Planned and Actual Cost for Transport Related Expenses at Head Office of Board of Investment of Sri Lanka

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Executive Summary

The Board of Investment of Sri Lanka (BOI) was incorporated as a statutory body in 1978 as the government's principal agency with the purpose of upgrading and facilitating industrial development in Sri Lanka. This agency's primary responsibility is to upgrade and facilitate of FDIs and local investments, especially in industrial exports, services, and infrastructure sectors". "BOI is continued to play a key role in Sri Lankan present and future economic development. However, this will be influenced by numerous challenges and issues including the external economic environment, competition for FDIs and Sri Lanka's competitiveness and investment environment". Even though the BOI has a strategic vision, the absence of internal control over many areas becomes a major internal problem for the organisation. As a result of that, the deviation between the planned and actual cost for transport-related expenses had been identified within the HO of BOI and it created financial and non-financial losses for the organisation, over a period of time. The cost for transport-related expenses has been increased over a period of time within HO, due to the absence of internal control for financial planning related to transport. Therefore, the operational level key problem was identified as the deviation between planned cost and actual cost for transport-related expenses within the HO of the BOI which remained from 2016 within the organisation. It created a performance gap of Rs. 11.326 Mn in 2019 the actual cost for transport-related expenses has exceeded the planned cost by 19% in the same year. Three associated problems were identified concerning the key problem and its performance gap such as increasing cost of routine inspections, increasing number of accidents, and increasing number of issuances of 'Vehicle Parking Seasons Tickets' for WTC car park. Therefore, the root causes had been identified as poor planning of routing and scheduling, inadequate training and development, and absence of SOP for managing vehicles by using a cause-and-effect diagram. Then the literature review had been developed following the key problem of deviation between planned cost and actual cost for transport-related expenses and the reasons were identified. Therefore, the fleet managers' lack of knowledge of effective cost control mechanisms for the fleet,

absence of fleet monitoring and control methods, and poor routing and scheduling plans for transport operations were identified as causes for the key problem. Also, if the organisation followed various techniques designed for fleet optimisation and simulating the operation, it helped to meet the organisational objectives in a cost-efficient way. As many scholars suggested, developing Human Resources through proper training and development programmes, helped the organisation to gain a competitive advantage. Appropriate monitoring and control mechanisms validate the internal controls within the organisation to comply with its policies, procedures, and regulations. Therefore, the main objective of the project was to reduce the deviation between the planned and actual cost for transport-related expenses from Rs. 11.326 Mn to Rs. 7.922 Mn by 30% by achieving the sub-objectives. For the successful completion of the main objective, management techniques of business process reengineering, training needs assessment, training effectiveness assessment, performance-related pay, and SOP have been used to develop the link between set objectives and proposed solutions. Then the author proposed to define 'cluster', based on the district secretariat, and the output of the Joint Inspection Schedule for routine inspections will be initiated through the web portal to achieve the objective of reducing total routine inspections. Then, the training programme on Road Safety and Traffic Laws proposed to reduce the number of accidents. Finally, setting up an SOP for the Transport Unit had been proposed to reduce the number of excess vehicles parking passes issued by the HO of BOI. Required resource allocation was identified for the successful initiation of the proposed solutions with estimated budgets. Then the estimated tangible and intangible benefits of the project were calculated, and the tangible benefit was identified as a reduction of the deviation between the planned and actual cost for transport-related expenses, while the intangible benefit was the increase in time efficiency via the introduction of a joint inspection schedule. Then, the Benefit/Cost Ratio (Times) had been identified as 06 times and then the chapter consisted of the expected output and outcomes of the project. Finally, the understanding of the theoretical knowledge based on the literature was applied to the practical perspective of the project components. And it linked the literature discussion with project solutions to show that was conceptually structured to generate the output of the project together with the link connected to the core of the project areas and its proposed solutions". After that, short-term and long-term recommendations had been developed, which related to the implementation of the expected outcome of reducing the deviation between the planned and actual cost for transport-related expenses. Further, it was considered the potential time duration for implementation. Therefore, the execution of solutions and recommendations shall lead to reducing transport-related expenses in the organisation and meeting the stated project objectives.

Reducing Market Returns of Lanka Canneries (Pvt) Ltd

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Executive Summary

Lanka Canneries (Pvt) Ltd exports its production to 32 countries across the globe and most of its production is sold within Sri Lanka. Therefore, the Sri Lankan competitive environment for the food industry is critical for the company as demand for fast-moving consumer goods heavily depends on the economic performance of the country. The objective of this report is to develop solutions to high market returns experienced by the company because market returns account for about 9% of the net revenue from local sales of the company. The project will be conducted with a blend of peer-reviewed journal articles, company records and interviews conducted by the author. The impact of the pandemic and the scale of operation would limit the applicability of the report findings on other occasions and other organisations. In addition, the impact of only one cause being considered at a time ignoring their interactions also affects findings. A SWOT analysis is conducted to obtain a better understanding of the internal and external factors affecting the business and a clear understanding of the key problem and the associated issues are identified by the author in consultation with the stakeholders of the company. After evaluating data, it has been observed that the most significant contribution to market returns is from the general trade sector and therefore, returns in the general trade sector have been the primary focal area. A technical analysis of the key problem has been analysed using a cause and effects diagram. Three main key areas of root causes have been identified and the areas have been investigated up to four levels excluding the area level. In literature, market returns are discussed as "Reverse Logistics" and as per cause-and-effect analysis, incorrect demand planning is a key reason for high market returns and the literature also affirms this. Dump sales involve offering products at a significantly lower price compared to the cost to a target market and it is one reason for making demand planning ineffective. The incentive structure could motivate dump sales and literature on operationalising strategy explains dump sale and incentive relationship. Product quality is defined as the ability of a product to satisfy the needs and wants of a consumer. Innovation can support product quality and the quality assurance process could help reduce market returns. Distributor competence and financial stability is also a contributor to the business's success as a supplier in the long run. Considering these factors, a study framework is prepared.

Reducing Provisions for Bad Debts of Enterprises Registered at the Board of Investment of Sri Lanka

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Executive Summary

The Board of Investment of Sri Lanka (BOI) was incorporated as a constitutional body with a special mandate to function as a central facilitation centre for foreign investors and local investors who bring Foreign Direct Investments to Sri Lanka. There are 14 zones, and 1,700 enterprises are operating under the purview of BOI at present. The enterprises registered at BOI contributed 68% of the total export of Sri Lanka in 2020. The organisation recorded LKR 4.9 billion in revenue and LKR 1.2 billion in net profit in the year 2020 and the revenue growth from 2016 to 2020 was 36%. However, the organisation was experiencing revenue losses due to increased provisions for bad debts over the past years. The receivables for the organisation have been increased over the period due to the non-settlement of liabilities by the enterprises even though there was no stipulated credit period. Therefore, the provisions for bad debts increased from LKR 290 million to LKR 410 million from 2016 to 2020. Hence, the key problem of this project was increasing provisions for bad debts. There were three associated problems of the key problem such as a lower level of the recovery rate of receivables, a low work completion ratio in terms of receivable management, and an increasing number of losses from cancelled, closed down, and operation suspended enterprises of the organisation. The underlying root causes for the key problem were identified as the absence of KPIs, absence of inspection schedule, inadequate training for employees, absence of SOP for receivable management, and absence of a real-time information system in the organisation. The literature emphasised that allowance for uncollectible accounts should be identified based on reasonable assessment when the ability to collect the credit is uncertain. There were key reasons that cause an increase in bad debts such as failure to follow up with enterprises for past due, suffering losses from bad credit risks, disregard to provide training for employees in the organisation to manage late-paying enterprises, lack of debtor funds, intention not to pay, lack of legal procedures, and incorrect record keeping. The literature highlighted substantial business failure records due to inefficiencies in the collection of debt and organisations need to manage the receivable turnover to increase the efficiency of accounts receivable.

Many scholars stressed employees should have adequate knowledge to achieve a higher level of job performance and the organisation needs to deploy the right employee to the right position to maximise the effectiveness of receivable management. The literature underlined the business process has to redesign to achieve sustainable xiv improvements in terms of service, quality, cost, lead time, innovation, and flexibility to increase the speed of the system, keep the data integrity, and proactively decisions. Hence, the main objective of the project was to reduce the provisions for bad debts from LKR 410 million to LKR 348 million by 15% with the support of sub-objectives. The management techniques such as working capital cycle, training needs assessment, training design, training effectiveness assessment, business process reengineering, and SOP were used to create the link between solutions and objectives of the project. It was proposed to set KPIs for employees in terms of receivable management and prepare a proper inspection schedule to increase the recovery rate of receivables, prepare training programmes to increase the work completion ratio and develop a web portal to automate the existing manual process and SOP to standardise the process to reduce the loss of receivables due to cancelled, closed down or operation suspended enterprises as solutions for the problem. Further, the team structure of the project was designed with three sub-committees under the top management and project committee to make efficient decisions and maintain the hierarchy. The resources were allocated to the project with the priority to the internal resources of BOI and the total cost for the project was estimated as LKR 1.18 million. Apart from the cost of the project, there were tangible and intangible benefits of the project. The tangible benefit was the reduction of provisions for bad debts and the intangible benefit was time-saving due to an increment in the efficiency of report generation through the technology-driven data ingestion process. The total benefit of the project was LKR 65.67 million and the benefit-cost ratio of the project shows the feasibility of the project since it was recorded 55 times, a significant amount in comparison to the benefit and cost of the project. In addition to the main output, the main outcomes of the project were to increase the revenue and profit of the organisation, enhance the brand image and brand equity of the organisation and expand the contribution to the national economy of Sri Lanka. Finally, the conceptual solid understanding and application in terms of theoretical perspective and practical perspective about the project components were discussed. And it linked the literature discussion with project solutions to show that was conceptually structured to generate the output of the project. The recommendations critically considered the situation of implementation of solutions to reduce the provisions for bad debts and avoid revenue losses. Further, it was considered the potential time duration for implementation. Therefore, the execution of solutions and recommendations shall lead to reducing the provisions for bad debts in the organisation and meeting the stated project objectives.

Increasing Customer Service Levels of Panama Travels

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Executive Summary

In the management field research project, the main intention was to understand a current issue prevailing in the organisation and to come and with suitable solutions which can be implemented. Panama Travels Pvt Ltd customer dissatisfaction levels were a major concern for the company. This is one of the Travel Companies in Sri Lanka. The project, it was presented the background of the company along with the selected problem. Next, the scope of the project is discussed for the clarity of the reader. The importance of solving the identified problem was discussed. The project methodology of using quantitative and qualitative mechanisms is further discussed. The limitations which were faced by the author during the research were also explained in detail. The chapter framework was discussed along with the rest of the areas which are handled under the project. The SWOT analysis tool was used for critical analysis and to understand the company profile. The company's strengths, weaknesses, opportunities and threats were discussed while understanding the company's current situation. Considering the areas of concern Panama Travels high customer dissatisfaction levels were selected as the main issue. Then the identified problem was analysed further while creating an Ishikawa Diagram through brainstorming sessions, one on one discussions and interviews. Then qualitative and quantitative data were given to justify the selected issue. Later to understand the current issues which might prevail which are similar are researched and identified issues and thoughts on another scholar who can support the selected issue. A theoretical review of the background was conducted. How scholars have discussed customer satisfaction and the link it has to the service industry. In addition, areas identified in the Ishikawa diagram were also further analysed using the literature. According to the findings four main components were established and the study framework was developed. 'System and Technology', 'Credibility and Reliability' and Covid and the New Normal were taken into the study framework. Through the literature review, the techniques which can be used to solve the identified problems were also presented. The main objective of the project was to increase customer satisfaction levels of Panama Travels to 95% from 71% within a period of one year.

Identified sub-objectives of the components were also analysed. Identified techniques to be used in order to achieve the given objectives. The current situation of Panama Travels was discussed in accordance with each component selected. This was justified using both qualitative and quantitative data. Solutions were also given to each identified component and objective. The solutions looked at are implementable within a period of one year. The responsible person and the resources were analysed. The estimated cost and the benefits of the selected recourse and solutions were further discussed. The Benefit cost estimation was done to understand the ratio. And the viability of the solution and the plan. The possible outcomes and outputs were further elaborated on. In this, the outcomes and outputs were taken based on the practical solutions which were given. Lastly, the overall recommendation of the entire project is presented. Linking the literature review and the author's recommendations. It further elaborated on how the author had suggested certain similar cases and the solutions put forward for these. Taking such into notice and consideration the recommendations are given. The component-wise recommendations are given in the same manner. Finally, the chapter gives an overall summary of the entire project.

Reducing Repair and Maintenance Budget Overrun at Brandix Essentials

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Executive Summary

Brandix, as one of the country's pioneering apparel manufacturing companies, has built a strong brand name and a reputation around the world by providing inspired solutions to renowned brands. Brandix Essentials (BEL), the Brandix group's largest SBU, has played a significant role in keeping the Brandix flag at the top of the market over competitors. In that light, profitability is the utmost important factor for BEL to consider in the journey towards the company's vision. However, it was observed that high overhead budgets, mainly due to overhead budget overruns in the key cost centres like engineering functions, have been creating challenging situations for BEL to achieve its desired profitability targets. Repair and maintenance costs were identified as the primary contributors to engineering overhead budget overruns at the BEL. The main reasons for the repair and maintenance budget overrun were explored in relation to the three project components, namely maintenance management, budgeting process improvement, and monitoring and control. In terms of maintenance management, the absence of a predictive maintenance integrated maintenance plan, a lack of training in accordance with a training plan, and insufficient time allocation for equipment and machinery maintenance due to the absence of an overtime plan were identified as root causes. In terms of budgeting process improvement, the absence of an asset disposal evaluation plan and issues in the existing budgeting process were identified as root causes. Furthermore, the absence of an AMC finalisation process and a standard operating procedure for the GRN process were identified as root causes of the monitoring and control component. Literature pertaining to the above study revealed that budget overrun is a common and continuing concern in organisations irrespective of the type of industry but could be reduced by good management practice. Scholars have emphasised the importance of maintenance management as failures in maintenance management would not only result in productivity loss but also in the loss of timely service to the customers and financial budget overruns. The application of predictive maintenance has been identified as one of the most effective maintenance management strategies in the literature. Furthermore, the facilitation of training

requirements for maintenance technicians and the allocation of adequate time for the maintenance of machinery and equipment were emphasised as prerequisites of solid maintenance management. Furthermore, the literature highlighted the importance of having a standard budgeting process to eliminate budget overruns as a result of scenarios like underbudgeting. Scholars have also emphasised the importance of having periodic asset disposal evaluations to ensure asset portfolios comprise only the good working condition assets. As monitoring and control measures, the literature has outlined the importance of precise scope finalisation especially the maintenance agreements to avoid unnecessary additional costs beyond the original scope. Furthermore, many scholars have underlined the importance of maintaining standard operating procedures in inventory management to reduce cost overruns as a result of maintaining high safety stocks to offset operational issues like on-time delivery. The solutions proposed in the project report comprised developing an integrated predictive maintenance plan, training plan for maintenance technicians, and overtime plan under the maintenance management project component. Proposed solutions could help to reduce high recurrent machine breakdowns and high emergency machine breakdowns, which subsequently result in reducing the high cost of machine and equipment maintenance. Under the budgeting process improvement, the development of a new budgeting process by revising the existing budgeting process and developing an asset disposal evaluation plan was proposed to reduce the underbudgeting status and increment of repair and maintenance per machine cost. In relation to the monitoring and control project component, the development of a new AMC finalisation process and a new SOP for the GRN process were identified that could assist to reduce high costs for outsourced maintenance and engineering-related PR items. Relevant to the findings, the financial feasibility of the project was evaluated based on the benefit-cost analysis. As per the results, 8.9 times, a positive benefit-cost ratio can be generated by the project. Furthermore, quantitative outputs and qualitative outcomes that could be gained through the project were also discussed in detail. Finally, the report evaluated the feasibility of proposed project solutions by investigating the linkage between solutions with the literature. Moreover, recommendations were given over and above the proposed solutions to improve their effectiveness. Hence, through the application of the proposed solutions, Brandix Essentials could be able to reduce repair and maintenance budget overruns resulting in reducing adverse impact on company profitability.

Improve Productivity Within Work-From-Home Model in Managed Services Division of M-Esp

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Executive Summary

Work-from-home (WFH) culture is becoming more prevalent across the world. Until recently, there were few options for remote workers to do their jobs from their own homes, wherever in the world. For the vast majority of IT-based firms, WFH culture is an exclusive club to be joined. The trend is likely to be supported by management because it saves a significant amount of money. Since its inception in 1996, M-ESP has been a thriving business. A subsidiary of the Colombo Stock Exchange-listed Ambeon Holdings PLC. Several major corporations, such as Oracle, Microsoft, Amazon, IBM, Dell-EMC and Hitachi, Cisco, Google and Infosys, have formed worldwide alliances with the business software giant. WFH employees have worked fewer hours in recent years than they had intended in the company. There is a large discrepancy between the amount of time spent at the office and the company's amount of money. An increase in income will improve productivity by identifying and solving the core reasons for restrictions. Employees will also reap the benefits of this change. SWOT analyses of M-ESP were performed on both internal and external aspects of the organisation's working environment to determine how the WFH model would be implemented from 2015-2020 and beyond. A thorough examination of the significant issue, is supported by quantitative and qualitative evidence such as interviews and brainstorming sessions with key players. The M-ESP WFH paradigm contains flaws, resulting in poor staff productivity and low income. According to an internal poll, employee satisfaction is below average at 40%. A lack of supervision, an imbalanced work-life, and communication mismatches are the markers used to assess employee difficulties. Thus, resolving project issues will improve staff productivity and overall performance. Low employee productivity is identified in the M-ESP WFH method, which has lowered revenue significantly. WFH is encouraged and expected to enhance employee performance before 2020 (which is influenced by covid-19). Notably, WFH 2020 shows a 49% decrease in staff performance. In traditional work, settings is a 10-20% performance decrease. After defining the issue, presented a theoretical framework supported by past research papers on WFH, building on previous research on the topic and its identified project components.

Also, a management solution was provided based on previous research, boosting employee productivity during WFH. Analysis of root cause, fishbone, and Ishikawa analyses and linked research publications may reveal the three primary root causes. Management techniques like ISHIKAWA (Cause and effect diagram), SWOT analysis, Evaluating Training Performance, and Lean Techniques like 5S, Kaizen, and NPS were used in this project. The study framework was e used to develop previously known project components, which detailed insight into the project's goals. It will describe the purposes of the project and the steps necessary to carry them out. After that, it goes through the suggested solutions and innovations for each project's components. Consequently, the resource allocation will be explained in terms of the project's needs. The primary goal of this project is to raise the WFH model's employee productivity by keeping the work-to-life ratio over 100 %. As a result of the epidemic, there has been a 49% drop in those infected. It is expected that revenue will rise by 10% to sustain a marginal level of growth (overall 20 % incline). Using the research structure, project goals for each identified component were outlined and discussed ways to fulfil the project's goals, the action plan, and the tasks involved. Specified components were detailed in great depth with the allocation of resources, and the estimation of project costs was formulated as 3,374,500.00 LKR. A cost-benefit analysis was performed as the total benefit of 33,857,600.00 LKR to verify the project's capabilities for the firm and to establish its worth to the organisation. The benefit-cost ratio was calculated as 10.03. All parties engaged could see the project's long-term benefits through the project's outputs and results, which will be given at the end of this section. The project's theoretical consequences have been linked with the present situation and solutions, and the Project report was concluded by highlighting the components' current condition and project results. After the component descriptions, an implementation time frame and key implementation concerns are discussed. The project's primary goal is to boost the business unit's productivity in the WFH environment. The remedies will be implemented within twelve months, and results will be recognised in future financial reports. Establishing a WFH Control and Monitoring team, conducting a post-implementation Survey, introducing the Wellbeing Tracking Tool, conducting On-the-job training, preparation of the WFH Guideline, arranging the Mentoring Programme, implementing a Flexible Work Schedule to enhance work-life balance, executing the WFH Allowance, and preparing the Work-life Balance Guide Lines, are the author's answers and recommendations for project success.

Increasing Blended Cement Share in Industrial Segment of Siam City Cement (Lanka) Limited

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Executive Summary

INSEE, also known as Siam City Cement (Lanka) Limited, is considered the primary cement manufacturer in Sri Lanka, having more than 50 years of operational history. INSEE has maintained the number one market player position for a longer period and is mostly known by the name Sanstha in every household. As identified in the report, with its sustainability initiatives, INSEE has pioneered in extending its product portfolio to numerous segments, bringing costs down and increasing profitability. It is understood that blended cement has a high priority in the organisation, where the share in each segment is considered a key element under monitoring. With the analysis done through company data, it was noted that having a low percentage of blended cement in the B2B segment of INSEE has high relevance to its key volume contributors, process lapses in loading in the Puttalam Cement Plant and sales team KPIs. Hence, by deriving the root causes of the main problem, a report carried out a detailed discovery on the data which were gathered through the organisation and interpretations were made in relation to them, by assessing the impacts on the total problem under the project. Theoretical background was discussed in line with the study framework, with literature associated with the main problem area and related components. It was highlighted by many scholars the nature of dynamics in the B2B market, with extensive research done on customer behaviour and product positioning. It was noted that much literature provided evidence of managing B2B customers with long-term business relationships and sound knowledge of the related products and services. The solutions incorporated in the report mainly consisted of developing a training programme for establishing more awareness, improvement of processes via SOP and Optimised processes, and implantation of a marketing plan to establish the desired level of consumer preference for blended cement. In relation to the findings of the project, benefit-cost analysis proved that the proposed initiatives are worthwhile due to having a 44 times positive benefit/cost ratio, through the implementation of the project. In addition to the financial benefits, many non-financial benefits were discussed giving an insight into the overall project significance. Finally, the report assessed the

association between the proposed solutions in relation to the scholars' approaches, by adding the insights extended through literature. In addition, further recommendations were proposed to make a successful implementation of the project. Thus, through the implementation of proposed resolutions, INSEE could be able to mitigate the current challenge of increasing blended share in B2B and improve profitability.

Reducing Employee Turnover in the Shared Service Cluster at McLarens Holdings Limited

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Executive Summary

This study aims at providing solutions to the high employee turnover reported in the shared service cluster of McLarens Holdings Limited. The shared service cluster comprises departments namely Finance and Audit, ICT, HR, Corporate Communication and Administration and Legal which caters to more than 48 subsidiary companies within the group. The shared service cluster has been experiencing a high employee turnover since 2017 and it has caused many issues to the smooth continuity of business operations. The turnover rate stands at 18% at present and reducing this percentage would lead to providing a cost-benefit of LKR 7.9 million for the organisation. With the aim of providing solutions to this issue the author initially carried out a SWOT analysis along with an internal and external evaluation to identify the strengths the organisation has and the level of the factors that impact the organisation. In the evaluation of all the factors, the cause-and-effect relationship was carried out to identify the main root causes of the problem. The root cause analysis derived three main project components namely recruitment and selection, performance management and training and development as the main causes for the increased shared service cluster employee turnover. Based on the root cause analysis the theoretical background for the main problem and for the identified components literature has been presented. The literature review extensively elaborated on many scholars' findings regarding the root causes of the stated problem. All literature was sourced through ABDC-ranked journal articles. Through the theoretical background, a solid justification was provided for the problem and the root causes aligned with it. Subsequently, a study framework was derived based on the 3 major components identified giving an indication of how the problem would be solved. The techniques that can be used to solve the problem too were explained in brief. According to the problem analysis apart from the main objective to reduce employee turnover from 18% to 6%, there were six objectives formed to provide results to a given problem. The objectives were to increase vacancy filling achievement from 60% to 80%, to reduce employee replacement cost by 50%, to reduce head hunting cost by 37%, to reduce onboarding cost by 50%, to reduce performance grade moderation from 37.5%

to 15% and to reduce older employee contract from 40% to 15%. Next the current process that is being followed in the organisation was explained and the solutions to the problem were presented along with the resource allocation and the cost estimates. The proposed solutions were to develop a standard operating procedure for recruitment and selection, to develop a talent pool database, to conduct a job analysis, to develop departmental structures, to develop-Open Ranking Method to evaluate performance, to develop and conduct 360- Degree performance appraisal, to develop a salary structure, to develop a training and development policy and to develop a succession plan for the employees. The findings of the project were presented along with the benefit-cost analysis. The benefits of implementing the project were presented along with the benefit-cost detail based on the implementation of the solutions. The Net incremental benefit would amount to approximately LKR 7.3 million and the benefit-cost ratio stands at 12:1. By the implementation of the solution to the problem, the outcomes and the outputs were listed based on each project component since it elaborates both the qualitative and quantitative results that the project will bring forth. Finally, the findings were discussed based on the identified project components. The findings were elaborated linking to the literature which justifies the solutions provided. Next the recommendations which were not initially discussed were presented along with the time frame of implementation. The recommendations were initially not discussed since the author was concerned with the most cost-effective and time-effective solutions that could be implemented within a short span of time so the issue related to the employee turnover in the shared service cluster of McLarens Holdings Limited could be resolved to have higher retention of employees within the group.

Increasing Raw Materials (packing, tea and ingredients) Availability Level in the \ Procurement Unit at English Tea Shop

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Executive Summary

This study aims at providing solutions to the high employee turnover reported in the shared service cluster of McLarens Holdings Limited. The shared service cluster comprises departments namely Finance and Audit, ICT, HR, Corporate Communication and Administration and Legal which caters to more than 48 subsidiary companies within the group. The shared service cluster has been experiencing a high employee turnover since 2017 and it has caused many issues to the smooth continuity of business operations. The turnover rate stands at 18% at present and reducing this percentage would lead to providing a cost-benefit of LKR 7.9 million for the organisation. With the aim of providing solutions to this issue the author initially carried out a SWOT analysis along with an internal and external evaluation to identify the strengths the organisation has and the level of the factors that impact the organisation. In the evaluation of all the factors, the cause-and-effect relationship was carried out to identify the main root causes of the problem. The root cause analysis derived three main project components namely recruitment and selection, performance management and training and development as the main causes for the increased shared service cluster employee turnover. Based on the root cause analysis the theoretical background for the main problem and for the identified components literature has been presented. The literature review extensively elaborated on many scholars' findings regarding the root causes of the stated problem. All literature was sourced through ABDC-ranked journal articles. Through the theoretical background, a solid justification was provided for the problem and the root causes aligned with it. Subsequently, a study framework was derived based on the 3 major components identified giving an indication of how the problem would be solved. The techniques that can be used to solve the problem too were explained in brief. According to the problem analysis apart from the main objective to reduce employee turnover from 18% to 6%, there were six objectives formed to provide results to a given problem. The objectives were to increase vacancy filling achievement from 60% to 80%,

to reduce employee replacement cost by 50%, to reduce head hunting cost by 37%, to reduce onboarding cost by 50%, to reduce performance grade moderation from 37.5% to 15% and to reduce older employee contract from 40% to 15%. Next the current process that is being followed in the organisation was explained and the solutions to the problem were presented along with the resource allocation and the cost estimates. The proposed solutions were to develop a standard operating procedure for recruitment and selection, to develop a talent pool database, to conduct a job analysis, to develop departmental structures, to develop-Open Ranking Method to evaluate performance, to develop and conduct 360- Degree performance appraisal, to develop a salary structure, to develop a training and development policy and to develop a succession plan for the employees. The findings of the project were presented along with the benefit-cost analysis. The benefits of implementing the project were presented along with the benefit-cost detail based on the implementation of the solutions. The Net incremental benefit would amount to approximately LKR 7.3 million and the benefit-cost ratio stands at 12:1. By the implementation of the solution to the problem, the outcomes and the outputs were listed based on each project component since it elaborates both the qualitative and quantitative results that the project will bring forth. Finally, the findings were discussed based on the identified project components. The findings were elaborated linking to the literature which justifies the solutions provided. Next the recommendations which were not initially discussed were presented along with the time frame of implementation. The recommendations were initially not discussed since the author was concerned with the most cost-effective and time-effective solutions that could be implemented within a short span of time so the issue related to the employee turnover in the shared service cluster of McLarens Holdings Limited could be resolved to have higher retention of employees within the group.

System Improvements to Minimise the Variance in WIP Inventory Valuation

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Executive Summary

Sunshine Consumer Lanka Limited (SCL) is a company that serves the Sri Lankan FMCG industry and offers three well-known tea brands to the domestic market. Currently, the company holds approximately 36% share of the local tea market. Since the company does the value addition on its own, it needs to maintain a high inventory in order to cater to market requirements and contain production costs. It has been identified that there is a significant variance in work in progress (WIP) inventory valuation as the company could not identify the material components separately due to the unavailability of the bill of material (BOM) module. It is necessary to identify the reasons for variance and adjust it in financial statements. Otherwise, it will affect a very important quality: true and fair view of the financial statements. Hence, the objective of this project is to identify the main causes for significant variance in WIP inventory valuation and provide realistic solutions to overcome such problems. Accordingly, the main reasons for variance in WIP inventory valuation were identified in terms of packing material issuance, product costing and finished goods receipt records. With respect to packing material issuance, excess packing material issuance is identified in this area which has resulted in high WIP variance. Product costing plays a major role in the company due to the absence of the BoM module. It has been identified that the standard cost data used in cost figures are outdated. Since the company introduces promotional items every month there is a risk that costs attributable to promotional items are not captured in the system. Further, employees make mistakes in recording finished goods receipts as they erroneously record incorrect product codes. The above components have been identified as the main items relating to work-in-progress inventory variance in WIP inventory valuation. The WIP inventory system of an organisation is identified as a primary control element in literature and the absence of a proper WIP system is identified as a major challenge for long-term business success. Therefore, it is recommended by the literature to keep the variance in WIP inventory valuation as low as possible. Literature relating to the project area further enlightened that ERP systems play a vital role in inventory management and successful implementation of

ERP systems would provide an opportunity for business organisations to accurately record their bill of materials, reduce pipeline inventories and assist in keeping accurate inventory records. Further, scholars have identified that inventory recording mistakes and errors usually happen from operational works. According to studies, environmental complexities, and operational variables cause a high impact on the accuracy level of operational staff. Further, literature has identified that the work pressure of employees results in inaccurate inventory record keeping. Therefore, literature has suggested recruiting people with work ethics and training them for the requirement and finally doing a performance evaluation. Moreover, the literature suggested implementing a well-designed internal control system for the business organisation including sound standard operating procedures, cycle inventory counts, and an integrated inventory system that links supply chain function. The solutions presented in the report include the development and implementation of a stand-alone bill of material system for the business relating to packing material issuance as the manually maintained bill of material is impractical for SCL due to the large production volumes. Therefore, it is expected that the use of such stand-alone BOM will result in the issuance of the exact requirement of packing materials to the production flow. Further, in order to calculate more accurate product costings, the report has proposed the use of best estimate tea blend cost figures to costings. Accordingly, training is to be given to Tea Manager on the Microsoft Excel Solver function in arriving at estimated cost figures for different tea blend combinations. Also, a standard operating procedure (SOP) is to be introduced to avoid product cost update errors in promotional items. As the final project component, to reduce the errors made in the recording of finished goods receipts, proper goal setting along with performance evaluation is introduced. Since performance evaluation is linked to employee incentives it will drive as a motivation factor to keep the inventory accurate. The project elaborates on the resource allocation among project components and cost estimates to implement the solutions. Benefit-cost analysis has been carried out in order to evaluate the net impact of implementation. Project outcomes and outputs are listed with reference to the corresponding project component. The report ends with further emphasis on the link between theoretical underpinning and the issues & solutions identified in the project. It is believed that the implementation of the above recommendations would result in reducing the variance of WIP inventory valuation and allow the business to have more accurate financial information for decision-making.

Reducing Employee Turnover Among Executive Grade Staff of Pan Asia Banking Corporation PLC

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Executive Summary

This field project investigates a critical problem of high employee turnover in executive grade employees that were identified at Pan Asia Bank. In an attempt to resolve this identified problem, the project explores the most viable solutions in the key areas of performance management, career development, Rewards and recognition followed by a rigorous analysis through a Cause and Effect diagram that is developed based on qualitative information and the ethnographical view from the author's personal experience. As a key financial service provider that offers a range of customised financial solutions to customers in a competitive financial services market, Pan Asia Bank needs to retain its human capital as they represent the service through its knowledge, customer relationship skills and analytical capabilities. The outflow of talent has a detrimental impact on service delivery and operational productivity. Therefore, this field project analyses the problem of high turnover in the bank and proposes solutions that have practical relevance while maintaining consistency with theoretical and empirical research. In so doing, this project provides a comprehensive background of the banking industry from a macro-level perspective in chapter one. It also discusses the problem of the study to establish the purpose of why the bank needs to pay attention to resolve the problem by drawing to the significance of the problem and potential benefits if the problem is being resolved. Chapter One further establishes the direction of this project towards resolving the problem of high turnover in the bank explicating the methodology of the project along with a few limitations that would be of consideration in the future investigation of similar projects in the banking sector. Chapter two offers a more context-specific understanding of the subject organisation that is the bank's specific information about its history, accomplishments, performance and current situational analysis using SWOT. The context-specific information promotes better insights into the bank in terms of its capabilities and limitations and establishes the scope of the problem specific to executive grade staff of the bank. The problem has been identified by comparing the turnover ratio with other competitive organisations and qualitative data gained from different stakeholders of

the bank based on which a detailed Cause and Effect diagram has been presented. Based on the key components identified under each root causes, a detailed review of the literature concerning performance management, career development and rewards and recognition has been presented in chapter three. A review of the literature on the components offers a theoretical understanding of the problem, identification of potential solutions and their relevance to the key problem of employee turnover. The extant literature explicated under each subsection assists to derive the study framework for which the author developed context-specific solutions to resolve the problem. In line with the study framework, chapter four links the project objectives for which a range of activities have been proposed under solutions. Also, it outlines the allocation of resources for each component on which the solutions are provided followed by a detailed benefit-cost analysis. The structure of the project team and the responsibilities of each team have also been discussed and established the outcomes of the project along with each outcome of the components. Finally, a comprehensive discussion based on the findings has been presented in chapter five with an attempt to align relevant theoretical support in the extant literature that was used in chapter three for the components of performance management, career development and rewards and recognition. The solutions provided are consistent with the theoretical and empirical research concerning service-oriented and financial service-providing organisations. The recommendations have been proposed for the subject organisation that is Pan Asia Bank for them to consider as important for improving staff retention and competitiveness of the service offerings.

Reducing Delays in Solution Deliveries of the ERP Team at Syngco (Pvt) Ltd

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Executive Summary

The primary objective of this management field study project is to propose suitable solutions in relation to reducing the delay in solution deliveries of customer cases of the IFS ERP support team at SYNGCO (Pvt) Ltd to a reasonable level. Being the biggest revenue-generating division in the company, the ERP team of SYNGCO consists of both functional and technical consultants specialising in multiple modules of the IFS ERP system. In the process of observing the company with regards to the identified issues the CEO, Manager – Operations and the Head of Functional Consultants were interviewed to gather the required information and in addition to that, the internal records of the company were used for the study. Even though project delays are a critical problem faced by almost all IT companies, the author attempts to identify the company-specific reasons for this problem faced by SYNGCO as the company's delay rate is observed to be too high and the management of the company is facing issues in convincing the customers of the reasons behind the delays. The period of study is limited to 6 months between July to December in the year 2020 for the identification of the main causes. ERP systems have been developing gradually and were initially used by both IT and non-IT large-scale organisations which are now extended to small and medium-scale enterprises. With the developing trend of the use of ERP in large and small & medium-scale enterprises, a huge demand for ERP post-implementation support services evolved from the companies which use ERP Systems within their operations. In IT and ERP industries, the delay in project deliveries is a commonly identified issue faced by almost all companies. SYNGCO currently provide support to 21 client companies around the world and their main customer base is in the UK. The company has contracted to provide 1255 support hours every month for all the customers during the customer working times. Therefore the company operates in a 24/7 shift operation to make sure to deliver prompt service to the customers. Even though the company operates 24/7, the management has identified that the ERP team does not deliver solutions for most of the cases on time and keeps receiving reminder mails for cases continuously. As the delays in solution providing in the IT industry is

a global issue, the company believes 25% is an acceptable delay rate for the company. During the study, the author has identified that currently, the delay rate of the ERP team is 70.64% which is significantly higher than the accepted rate of 25% where the team has delayed 717 cases out of the 1015 cases which all customers have logged during the period from March to July 2020. Out of the 717 delayed cases, the team has delayed solutions for 111 cases for more than 30 days which amounted to 15.48%. These delays have caused a revenue loss of a minimum of LKR 25 Mn to SYNGCO calculated based on the uncovered contracted billable hours for the period. During the study, the author has identified several factors which have been contributing to cause this issue of delays in solutions. Out of which employee knowledge, the time estimation process and the shift operation are identified to be the highest impact causes. Hence, solutions have been developed under three project components to bring down the solution delivery delay rate of the ERP team to 25%. Also, the project intends to contribute to reducing the learning time reported by team members and increasing their billable hours reported, to bring down the time taken by team members to resolve a case and to bring down the incorrectly estimated number of hours. It has been estimated that the total increment cost of the project is LKR 1,397,675.00 with an expected net financial benefit of LKR 5,064,386.18 as a result of implementing the project. In addition to the financial benefits highlighted, the author identifies non-financial benefits which the Company receives upon the successful completion of the project. Finally, the author has brought forward the recommendations for the successful implementation of the project in relation to the critical factors covering each project solution.

Reducing Operational Expenditure of Liquid and Cultured Plant at Fonterra Brands Lanka

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Executive Summary

Fonterra Brands Lanka (FBL) is a multinational dairy company that is known as one of the leading dairy nutrition providers in the Sri Lankan nation. Fonterra has a strong brand reputation and a strong customer base across the country. FBL has its own Liquid and Cultured plant where it produces dairy products such as flavoured milk, yoghurts, and many other food service ingredients. Over the last three years, FBL is facing some challenges which have impacted the reduction of volumes of Liquid and Cultured plants. Due to this situation, operational cost per metric ton of production has been showing an upward trend which ultimately impacted eroded the company's bottom line. The main reason for the operational expense (OPEX) increases was identified as volume reduction and simultaneously increase in maintenance, people, and energy cost. With regard to the energy cost, the absence of a proper energy monitoring plan and the absence of agile-driven energy management plans were highlighted as key causes. In terms of people cost lack of multi-skill development programmes, and the absence of agile labour pooling were identified as the main areas for improvement. When it comes to maintenance cost, a lack of agile maintenance models and gaps in procurement skills were highlighted as key causes to increase the in maintenance-related cost. Literature on energy management revealed that energy monitoring has significantly contributed to increasing the cost of production in a volume-dependent environment. The author has identified the requirement to establish agile driven energy management plan to control and reduce energy consumption against the declining production volume. Also, the literature emphasised the need for renewable energy to answer the problems that arose with increased fuel prices. When it comes to the literature on people management, capability building of blue-collar staff was identified as a key element of building flexible labour pooling which can be synchronised with volume reductions. Also, maintenance process-related works of literature proved that agile asset management models bring multiple benefits to reduce OPEX. The solution proposes to the problem contained with building flexible labour pooling through multi-skilled development

programmes, re-allocating contingent labour, developing new manage service models through procurement skill development, establishing an energy monitoring system to initiate energy-saving opportunities, restructuring of blue-collar shift patterns, moving to renewable and agile energy models and building demand-driven energy controlling system. The findings of the project included benefit-cost analysis and calculation of project cost for each solution. Since solutions were focused to execute within one year period, NPV or IRR has not been developed. Finally, the author presented a discussion of project findings, recommendations, and project conclusion. The discussion was developed to bring the necessity of proper HR management to reallocate contingent labour, changing shift patterns, and other people-related changes. The conclusion of the project served with an outline of the project approach and the final outcome of the main objective of reducing OPEX in the L&C plant.

Minimising Project Delays Beyond the Intended Completion Time Period at RDC

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Executive Summary

In the construction industry, it is important to achieve timely completion of a project within the stipulated completion time period is a major criterion of project success. The construction industry is one of the most complex industries referred to as schedule and resource-driven. Project delay is one of the most significant issues experienced by the construction industry. Delays in the completion of any construction project can cause several negative outcomes for consultants, contractors as well as stakeholders. Being one of the leading multi-sector international consultative firms, Resources Development Consultants (Pvt) Ltd (RDC), provides "consulting services in a wide spectrum of engineering and non-engineering assignments ranging from planning through to preliminary feasibility studies, bidding, bid evaluation, preparation of designs, construction supervision and contract management and administration, more importantly in Sri Lanka as well as overseas." Although RDC has a great reputation among their stakeholders for being one of the best construction service providers, it has not escaped the challenges of failing to deliver construction projects on time. This has unfavourably affected RDC in terms of financial and non-financial losses. The significant causes for project delays were categorised in terms of project planning, Monitoring and Controlling and project teamwork. In terms of project planning, delays occurred due to several factors, such as stakeholders and project staff not being involved in the initial stage of the project planning stage, absence of using standard project planning software, risk matrixes not being prepared for each project unless the client requires it, and improper allocation of resources. When it comes to monitoring and controlling, RDC does not prepare proper communication protocols for each project and does not use the latest project monitoring software to track and monitor projects that are complex. An ineffective project team is another significant delay factor. RDC hires project staff on a contract basis and does not conduct training programmes. Hence, insufficient training to develop project management soft skills such as teamwork and decision-making skills was identified as another significant factor causing project delay. An extensive review of the literature revealed that project delay in the construction industry is a

global phenomenon. Many scholars identified that project delay led to several negative outcomes such as client dissatisfaction, revenue loss, and loss of reputation in the industry hence, project success is not achieved. Project planning is considered a critical step in literature and it helps to turn a project from an intangible theory to a tangible result. In addition, the importance of monitoring and controlling has been discussed by many scholars in literature and monitoring ensures that a project remains on track by tracking actual versus planned project management activities. Apart from that, teamwork is seen as an important strategy in many literatures and emphasised that the successful delivery of a project is more dependent on people who can work as an integrated team. And the importance of conducting effective training programmes also has been illustrated in the literature. The solutions suggested in the report included; introducing the latest project management software, preparing a risk matrix for each project and involving all relevant stakeholders in the initial stage of project planning in order to improve ineffective planning. To overcome the ineffective monitoring and controlling, the author proposed solutions such as preparing effective communication protocols, introducing project management software and conducting regular meetings with professionals. The proposed solution of introducing the latest project management software can help in the planning process as well as in project monitoring. Conducting effective training programmes was proposed as a mitigating factor to improve project teamwork and prevent project delays from occurring due to ineffective project teams. Finally, the report concluded by discussing how literature and solutions are linked to each component. Furthermore, proposed solutions and recommendations were discussed together with the expected time frame needed to implement the solutions. Therefore, RDC can reduce project delays through the applications of proposed solutions in order to retain clients and increase the opportunities of future projects awarded to RDC.

Improving Gross Profit at Madushika Paint & Chemical (PVT) LTD

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Executive Summary

Madushika Paint and Chemical (Pvt) Ltd ('MPC') is an SME operating in the building material segment of the construction industry. SMEs have been identified as the backbone of economies and key contributors to the growth of economies given the statistics on the level of employment and income generation by SMEs. For example, in Sri Lanka, it is stated that SMEs represent over 90% of the establishment and employ over 45% of the workforce (Ministry of Industry and Commerce, 2016) contributing approximately 52% to the GDP of Sri Lanka (Advocata, 2019). MPC is one such SME which contributes to the economy in terms of employment and national income. However, over the recent past, it was observed that MPC had been experiencing a severe performance decline. A comprehensive analysis with the market leaders to validate the business issue very shockingly revealed that the decline in MPC's performance was indeed on the back of a growing industry. The business issue in this context has been the decline in MPC's profitability over time. MPC had been experiencing a decline in its operating margins from 22% in 2018/19 to 7% in 2020/21 which had led to an EBITDA shortfall of over LKR 33Mn (which is 12% of MPC's 2019/20 revenue) thereby eating into the cash profits of the business affecting its liquidity position and questioning its survival into the future. Further analysis revealed that MPC has a low operating leverage thereby indicating that the problem of declining profits was stemming mainly from the decline in the top line items of the profit and loss statement which in effect is its gross profit. Therefore, the business issue which was tackled in this study was the declining gross profit at MPC. The project commenced with an organisational analysis through the use of tools such as SWOT, PESTEEL and a risk review. This was followed by a cause-and-effect analysis based on the interviews conducted with the MPC team. Diving into the gross profit of MPC as measured through its gross profit margin, it was observed that in the recent past, MPC had been reporting a decline in gross profit margin from 29% in 2018/19 to 25% in 2019/20 and further down to 20% in 2020/21 due to various associated subproblems such as a decline in revenue, increasing cost and excess capacity. The qualitative and quantitative data revealed subproblems whereby sales had declined by 33% in the last financial year in addition to an increase in the cost-to-income ratio by approximately 5% whilst the output levels were staggeringly low at 36% of potential output. To address the problem, the author conducted a comprehensive literature review to devise a study framework to overcome the performance gap. The literature review revealed that several high-growth SMEs bore the success factors of revenue growth and cost management. Capacity utilisation

was identified as having a twin-fold effect on cost and revenue. Accordingly, the literature review enabled to devise a study framework under the focus areas of sales and marketing, cost management and capacity utilisation. Supported by the problem identification and literature findings, solutions were devised. The key objective of the study was to increase the gross profit margin to 23% within a span of 12 months through activity streams under identified components namely to increase the revenue by 6% within 12 months, to reduce costs by 3% to achieve a cost-to-income ratio of 77% within 12 months and to increase output levels by 62% to reach overall 60% of potential level within 3 months utilising existing resources. Activities required for solution implementations were identified alongside cost estimates and corresponding benefits were quantified to identify the benefit-cost ratio. The main techniques for the Project included planning and control tools. It was identified that in the case of sales and marketing, efforts needed to be targeted in the form of formalised plans with clear guidance for the team. This plan utilised a marketing mix such as a proposed price incentive whereby the author utilised PED to identify viable price change based on associated probable market reaction. Further, performance monitoring proposed through the use of data visualisation techniques (dashboards) was proposed to support informed decision-making. Under cost management having identified material cost as a major cost contributor at 81% of the cost of sales, a standard procurement process was introduced to formalise the procurement approach with the main highlights being the introduction of a cost approval hierarchy and supporting documents to ensure cost tracking. Cost initiatives were also proposed of seeking alternate suppliers for products, forecasting purchase requirements and seeking volume discounts and, to the extent possible, undertaking advance ordering and utilising unused factories to store the goods thus curb cost escalations to the extent possible. In the context of the final component being 'capacity utilisation', a product portfolio monitor was introduced which would enable MPC to see at a glance its revenue mix and also identify which products are the most profit-generating SKUs. Further, having identified limiting resource constraints impeding output levels at MPC, a simple and extensively useful tool was proposed to plan the capacity and resource utilisation at MPC. In light of machine breakdowns which further hindrance capacity utilisation, a machine maintenance plan was introduced to reduce costly production interruptions and support the projected capacity increase. Finally, the Project concluded with recommendations to the management highlighting facilitators for solutions implementation which will aid to sustain the proposed solutions into the future and also facilitate the implementation of the Project. The final output of the Project is to increase the gross profit margin to 23% within a period of 12 months. Driving up utilisation has been identified as a major contributor to this core objective whilst revenue plays a major role. The benefit-cost ratio of the Project is estimated at 15.77:1 indicating viability of the Project whereby benefits are over 15-fold as against the estimated Project costs. Therefore, based on its viability and the practicality of the solutions proposed to address a key business issue weighing heavily on MPC, this Project will a key to fuel the growth of MPC and ensure its operations are sustained into the future.

Reduction of the Defect Rate of Knitted Fabric at Trischel Fabric (PVT) LTD

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Executive Summary

As a textile manufacturing company, Trischel Fabric (Pvt) Ltd (TF) has to be widely concerned regarding product quality. But, in 2020/21, the average defect rate in the knitted fabric production process was higher than the expected level of the company. Around 57 knitted fabric defect types have caused the total defective fabric output in the TF and this project was only focused to reduce the top 7 defect types among the total. The top 7 defect types were crease marks, off shade, moire, contamination, GSM failure and colour fastness and snagging. The average defect rate which was pertaining to the top 7 defect types was 6.24 % and this project was targeted to reduce it to below 4 % on average. The high defect rate in the knitted fabric has been impacted by several issues i.e., high reprocessing cost, high scrap fabric cost, delivery delays, customer dissatisfaction, employee demotivation etc. As per the SWOT analysis, the high defect rate in knitted fabric was identified as one of the major weaknesses in the TF. The sub-problems i.e., low rate of the high-grade greige fabric output, high GSM variations rate in the stenter machines due to the machine breakdowns, fabric defect rate due to the low absorption of the dyes into the fabric, high contamination rate in inbound shipments, high fabric tangling rate in stenter machines due to the incorrect feeding and loose winding, snagging and moire defect rate due to the poor handling, low first bulk hit rate in the dyeing process and finally, high processing time in DE-Twinster were identified that have been contributed for the main problem. Also, a cause-and-effect analysis was conducted in order to identify the root causes of the main performance gap. The root causes were categorised under the 4 cause categories i.e., machinery maintenance, supplier management, production planning and training and skills management. A comprehensive literature review was done in order to build a robust theoretical foundation for the studied performance gap. Literature pertaining to each concept was identified and a study framework was developed based on the discussed literature. The study framework was based on the four drivers i.e., machinery maintenance, supplier management, production planning and training and skills management which were identified in the cause-and-effect analysis. Afterwards,

literature pertaining to the techniques which have been used to address the problem was discussed. The techniques were SWOT analysis, Pareto analysis, cause and effect analysis, PM schedules, training need analysis, supplier assessment form, 3PL service providers evaluation criteria etc. Subsequently, the main and sub-objectives of the project were identified. The main objective was set to reduce the average defect rate of the top 7 knitted fabric defect types from 6.24 % to 4 %. The following solutions were developed in order to achieve the sub-objectives of the project. Daily knitting machine cleaning schedules were developed based on the yarn type, yarn filament count and greige fabric output in order to increase the high-grade greige fabric output rate from 46.47 % to 80.00 % and also, frequency and duration of the preventive maintenance (PM) were increased in the stenter machines to reduce the GSM variations rate in stenter machines due to the machine breakdowns from 0.39 % to 0.15 %. 3PL service providers' performance evaluation mechanism was developed in order to increase the shipments in-house rate without raw material contamination from 72.29 % to 95 % and supplier assessment form and pre-shipment sample inspection process were developed to reduce the fabric defect rate due to the low absorption of dyes into the fabric from 0.49 % to 0.20 %. The demand forecasting tool was upgraded to enhance the first bulk hit rate in the dyeing process from 83.00% to 95.00%. An on-the-job training programme was planned for the team members in the finishing department to reduce the fabric folding/tanging rate in stenter machines due to the incorrect feeding and loosely winding in stenter machines from 0.74 % to 0.37 % and, also, an off-the-job training programme was planned for the production team leaders and supervisors in the knitting, dyeing and finishing departments in order to reduce the snagging and moire defect rate due to the poor handling of fabric from 1.23 % to 0.74 %. As per the Benefit-Cost Analysis (BCA), the net incremental benefit of this project was LKR 52,019,957 and the benefit/cost ratio was 9.16. Subsequently, project outputs and outcomes were identified by connecting them with the project objectives. The main output was to reduce the average defect rate of the top seven knitted fabric defect types to 4 % and outcomes pertaining to this output were the enhancement of customers' satisfaction, on-time delivery and employee motivation etc. Also, supplier assessment forms and knitting machine cleaning schedules etc. can be identified as outputs. Finally, the practical findings of the project were linked with the theoretical findings and also, and critical aspects required to be considered when implementing the project were discussed under the recommendations. The recommendations of this project were to follow a systematic change management process, to maintain sophisticated databases, to conduct performance evaluations of the 3PL providers and suppliers on a regular time basis, and to conduct training need analysis and performance evaluations of the team members, team leaders and supervisors on regular time basis etc.

Reducing Employee Turnover Among the Employees Who Did Not Complete One Year in the Production Floor at Samson Manufacturers Private Limited

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Executive Summary

First, this report gives a brief idea about the project itself. Many organisations face challenges in recruiting, developing, and retaining a talented workforce to gain a competitive advantage over them, especially highly labour-intensive organisations for such organisations' high employee turnover is a big challenge to face. So here the selected problem is high employee turnover among the employees who have not completed one year. This problem is critical to address its financial impact is higher. So, the root causes for employee turnover has identified through interviews, questionnaires and past records of the organisation and through analysing them the solutions are supposed to give accordingly with specific objectives. Further, the limitations have also given for this project. After discussing about introductory part, the second focus has given to discuss the organisational analysis. The organisation is Samson Manufacturers Private Limited which is a leading footwear manufacturer operates under the DSI group. So, in the chapter, it has briefly described about the organisation profile and then has given the organisation analysis under the SWOT framework including a conclusion of organisation current position in relates to the selected problem. Then the chapter has went through describing the main problem and the associated problems with facts and figures. So there , the financial impact of employee turnover has identified as 3 million per year and associated problems has identified as poor compensation and performance appraisal, poor work environment and supervisor behaviour. Finally, these problems have further analysed and root causes has also identified accordingly. The problem and associated components and root causes were identified in chapter two and thereby, in the third chapter, the literature findings have discussed. Mainly through literature it has seek on how previous authors has discussed and described about employee turnover and its consequences to the organisation. Then the subcomponents which has identified by the author through the root-cause analysis has reviewed through literature. What

is the association in between compensation and benefit, work environment and supervisor behaviour to the employee turnover has given in previous authors views. All such literature has supported that this three components has an identical impact on employee turnover. So, in each component, the literature for root causes in related to all the components has reviewed. Chapter framework has developed based on the literature findings. Finally, the technique which has derived through literature has been discussed in order to use as solutions development. According to the problems and associated problems with facts and figures discussed in chapter 2, the objectives have first set to give the solutions in this chapter. Mainly the overall objective has set as to reduce the employee turnover from 13% to 3% within a one-year period. So, the sub objectives have set accordingly for each component to achieve the overall objective of the project. Therefore the, identified techniques has been used in giving solutions for the identified problems. Here, current situation of each associated problems has discussed with relevant proof of facts and figures with tables. The solutions have developed to overcome those identical drawbacks of the key and the associated problems each solution which has discussed in this chapter is connected with the techniques which were described in the literature review. Finally, the resource allocation and the cost estimation have done for the each solutions developed in the beginning of the chapter. The cost benefit analysis has done in this chapter, based on the solutions developed to achieve the main objective and to the three sub objectives. The main tangible benefit is taken as the reduced loss after achieving the project's main objective. The cost has been calculated based on the cost estimations taken by the relevant responsible parties and resources providers. All the expenses related to refreshments for trainings has been minimalised through catering them via the existing meal providers of the organisation. Similarly, all other expenses has also been minimalised through negotiated with relevant parties and the final agreed costs are shown under the cost estimation for the full project. Thereafter project outputs and outcomes have been developed based on the project objectives discussed in chapter 4. The project components have critically analysed through a thorough literature discussion in the chapter six. By using the literature discussed in the chapter three and the new literature sources has been used to established and discuss the link between the literature findings and the proposed solutions in this project. Therefore, it has created a fare base to implement the proposed solutions. The recommendations has carefully described as long-term and short-term, in order to help the relevant parties to implement the project successfully within the organisation. Those recommendation can also use as a foundation or a guideline to eliminate the expected barriers in implementing some solutions.

Increasing Capacity Utilisation at Waffle Boy

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Executive Summary

Waffle Boy is a start-up organisation which produces waffle-based products such as waffle cones used with ice-cream products, waffle tubs and tartlets. The report provided an introduction to the project including background, significance of the project, methodology and limitations. The target market of the organisation is large scale ice-cream manufacturers, hotels and restaurants who are using waffle tubs and tartlets to serve fruit salads and finger foods. The manufacturing facility of Waffle Boy is located in Mirihana, Nugegoda. As a small-scale organisation, Waffle Boy strives to achieve manufacturing excellence through maximum utilisation of scarce resources. However, it was noticed that the factory has not met its expected level of production capacity during the past few years owing to various reasons. Hence, this project is conducted to identify the real operational problem behind that and propose solutions. It is very significant for Waffle Boy to maintain its optimum level of the capacity to meet the increasing demand in the market despite the challenges of world pandemics. The author has collected both qualitative and quantitative data from the organisation and industry to identify the problem and root causes. However, there were some limitations to the project mainly the inconsistencies and inadequacy of data provided by the employees. The organisation analysis and problem identification are discussed subsequently. Organisation was analysed using SWOT. Major strengths were identified as innovativeness and own production facility and knowledge of the leadership. Further, advantages of being a small-scale organisation such as strong relationships with employees and government support for business developments are also identified as strengths. Major weakness is the over-dependency on the CEO for decision making. Waffle Boy has the opportunity to franchise with its innovative product range. Also, risk of outdated technology for manufacturing and high competition in the market identified as major threats. Moreover, key issues were identified with relating to the organisation to arrive at the analysis of the problem. Cause and Effect Analysis (CEA) is carried out to identify the root cause of the major problem of low-capacity utilisation. Accordingly low-capacity utilisation was identified as the main problem. Issues in layout planning, quality control, human resource management and process

improvements were the areas in which main causes were identified. Literature reviews for major areas identified under problem analysis were carried out. Accordingly, literature from 2007 to 2021 has analysed in detail. It has covered the theoretical background of capacity utilisation, Layout Planning (LP), quality control and human resource management. Similarly, the chapter extended to present the study framework illustrating the project components and the outcome. Furthermore, techniques used for the problem analysis were also discussed under this chapter. Further, the report described the project objectives including the main project objective, sub objectives addressed under each project component. Further, this chapter included the solutions proposed by the author to address the root causes identified with the problem analysis. As such, the main project objective is to increase the capacity utilisation of the waffle cone making section from 44% to 75% after 12 months of implementation. Further, it provided a link between the current situation and how the current problems are addressed through solutions under each component. Moreover, resource allocation and cost estimates for implementation of proposed solutions were enclosed in this chapter. Findings of the project are discussed including benefit-cost analysis followed by project output and outcomes. The net incremental benefit from the project is expected as LKR 4.47 Mn with a cost benefit ratio of more than two. This shows the feasibility of solutions provided by the project. Moreover, project outputs and outcomes show the significance of the project and its solutions for Waffle Boy when achieving its broad objective of higher manufacturing capacity utilisation. Further, at the end of the report, it has presented the discussion of findings, recommendations and conclusions. Validity of the solutions were discussed under the areas of capacity improvement together with layout planning, quality control and human resource management with reference to previous studies. Further, the conclusion provides an overall summary and gains from the project by the author.

Improving Dialog Finance Savings Account Openings VIA Genie Super APP

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Executive Summary

This management field project studied and evaluated on ways of improving Dialog Finance Savings account opening via genie super app, which is one of the emerging fintech mobile apps in Sri Lanka. The report has presented the background of the company and the selected problem along with the specific project. The scope of the project was established for the clarity of the reader. How significant it is to resolve the problem was highlighted through evidence. The project's methodology, which had utilised qualitative and quantitative mechanisms, was then explained in detail. There were a particular set of limitations that the author had to face while working on the project. These limitations were explained under the limitation's sections of the project. The chapter framework was defined by laying out the areas explained under each chapter of the project report. The company profile was discussed in detail and critically analysed using SWOT as a tool. The specific strengths, weaknesses, opportunities, and threats were identified and accessed to determine where the company stands. Due to the significance, the low savings genie app registrations to savings account opening ratio was selected as the focus area of this particular project. The selected problem was explained and justified with quantitative and qualitative data. These data were critically analysed in order to draw an accurate picture of the problem. Then the problem analysis was performed using the Ishikawa diagram as the tool. Root causes of the problem were identified as per the brainstorming sessions, interviews, and other company sources. An in-depth analysis of the theoretical background of the selected problem was carried out. How the scholars discussed savings account opening in general context and fintech context and what solutions they have proposed to overcome the problem were studied. In addition, all the relevant areas to the problem identified through the Ishikawa diagram were also selected as focus areas for the literature review. As per the findings, a study framework was developed with 'App experience', 'Product Market Fit', 'Product Awareness', 'Operational Issues' and 'Security' chosen as the components for the problem' Digital Savings account opening.' The techniques that can be utilised to solve the problem were identified through the literature presented in

detail. The project's main objective was to improve genie registrations to digital savings account opening ratio to 50% within a one-year period. Sub objectives for each of the identified components were also identified. Which of the earlier specified techniques to be used in order to achieve the objectives were explained. The current situation of each of the project components was discussed in detail with the help of qualitative and quantitative data. Solutions were developed for each component and presented with adequate annexures, ensuring that the proposed solutions are implementable. Required resources for each of the pro-posed solution was clearly defined. The estimated budget for the implementation of the solutions was presented with the relevant cost justifications and evidence. Monitory value of the expected benefits of the project was stated along with the calculations. The benefit-cost analysis was performed to prove what could be gained by the execution of the proposed project. Expected project outputs and outcomes were also defined concerning the project components and objectives. The project components were critically analysed with the identified literature sources. As the solutions were proposed for each project component, it is crucial to establish the theoretical base that they were built on. It further proves the authenticity and the practicality of the solutions. After that, recommendations were made that need to be referred to when implementing the proposed solutions. They explained the expected timeframes, best practices, critical success factors, things to avoid, and many more. These recommendations are vital for the project's success and advised to be referred to when implementing the proposed solutions.

Reducing Excessive Inventory Write-offs of Walters Bay Tea Estates (Pvt) Ltd

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Executive Summary

As a tea manufacturing company Walters Bay Tea Estates (Pvt) Ltd has been in operation since the year 2011. In tea manufacturing business, the business success is depending on the quality of the tea manufactured. However, it has been noticed that Walters Bay Tea Estates (Pvt) Ltd had been experiencing excessive inventory write-offs in the recent past years. This situation had been a key concerning area for the company as far as their company operations are concerned. Because the amount of such inventory write-offs had been massive in value and had negatively impacted the company's profitability in large scale. And also, as a result of this the customer satisfaction on the company products had come down drastically. The main reason for these inventory write-offs experienced in the company had been categorised in to three segments namely, raw material quality issues, excessive machine breakdowns and end product quality issues. Analysis of company information on raw material quality had revealed the key root cause as the absence of proper raw material quality assurance system which has led to the company's main problem from one side. Also, the analysis of company information on machine breakdowns had revealed another key root cause as absence of proper machine maintenance system in the company that had led the main problem of the company. Also, the information on end product quality had shown another key root cause as absence of proper end product quality assurance system that had led the company's main problem of excessive inventory write-offs. The literature relevant to raw material quality issues had explained the importance of having a proper raw material quality assurance system in a manufacturing company which is a key result of proper supplier quality integration in any manufacturing company. Also, the literature had pointed out that the raw material quality issues had arose mainly due to the suppliers. Also, literature had pointed out having a proper procurement strategy, considering in supplier development & supplier involvement had been major success factors to make sure quality assurance in raw materials. Further, the literature had shown that having an effective machine maintenance system as a key to control the machine breakdowns & resulting quality issues in end products in many ways. In

this, Total Productive Maintenance had been a key area highlighted by the literature and Overall Equipment Effectiveness had been identified as a solid key performance indicator in this process which helps manufacturers to ensure a quality end product. Further, literature had revealed Total Quality Management as a key requirement to make sure the quality in production and in this having a proper product certification system in place had been highlighted as a key technique to make sure superior quality in any product manufacture. The report had set objectives to reduce the negative impacts of each such project components, required techniques and solutions for execution that eventually lead to achieve the main objective of this report. Under raw material quality component, the report had identified, operating good leaf count sample tests, obtaining regular supplier feedback and offering incentives for quality suppliers as techniques. Also, under machine maintenance component, the report had identified operating overall equipment effectiveness system as a value adding indicator to measure and control machine breakdowns and to improve machine maintenance. Under end product quality component, the report had identified implementing ISO 9001 & 22000 product certification systems as a technique. Also, the report had provided a sequential solution flow and allocated resources & cost estimates under each project component. Further, the project had done a comprehensive benefit cost analysis covering all the project components including execution of relevant techniques and solutions. Also, the report had provided a detailed analysis about the projected outputs and the outcomes of each of the project components separately. Finally, this report had discussed all the findings of this management field research project in detail giving reference to each project component and to the main operational issue of the company showing the relatedness of the reviewed literature. Further the report had elaborated the short term, medium term and long-term recommendations to each project components and the main problem of the company. Therefore, by application and execution of such proposed solutions Walters Bay Tea Estates (Pvt) Ltd would be able to reduce the existing excessive inventory write-offs in the company to the expected minimum level.

Reducing the Negative Growth in Sales in Food and Beverage Department of Odel PLC

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Executive Summary

Being one of the leading retailers, Odel Plc has established a strong brand name in local and foreign customers' minds. Odel Delight is the Food and Beverage Department of Odel Plc which makes available a variety of food and beverage items in 20 outlets of Odel Plc. But it was observed that there is a negative growth in sales in Odel Delight from the Year 2019 to the current Year. This problem has unfavorably impacted on the company's financial performance. The main causes behind the negative growth in sales in Odel Delight were categorised under 3 main project components as Training and Development, Product availability and Marketing. When it comes to Training and Development, it was identified that lack of knowledge and training in the Food and Beverage industry has led to the focus on Food and Beverage retailing. The products that customers expect should be available to attract and retain the customers and to enhance the sales. But the product availability was identified as another cause behind the negative growth in sales in Odel Delight and the issues in Supply chain, warehouse operations and poor product assortment were identified as the causes behind this. Further, the poor brand awareness and inadequate sales promotions were identified as the reasons behind the failure in marketing of Odel Delight. The solutions developed in the report consist of designing and conducting training programmes to fill the employees' knowledge gap in required areas and conducting electronic media campaigns and promotions. Training programmes that designed to deliver the knowledge in Products, Market trends, Category and market segmentation, Trend analysis and Customer service can help to mitigate the employees' knowledge gap, to enhance the focus on food and beverage retailing and to make available more effective product assortments to the customers as reducing the negative growth in sales in Odel Delight. Further, conducting effective electronic media campaigns and promotions can enhance the customers' brand awareness and to reduce the negative growth in sales. Finally, the report elaborated how the developed solutions are aligned with the literature. Further, the appropriate recommendations were provided along with the key considerations 11 in the implementation and the time frames for the solutions. Through implementing the proposed solutions, Odel Delight can reduce the negative growth in sales.

Reducing Project Completion Delays at Abans Engineering (Pvt) Ltd

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Executive Summary

This management field project is on project delays at Abans Engineering (Pvt) Ltd. The overview of the whole project has been demonstrated initially. It consists of the Background of the project, Project in general, Significance of the Study, Methodology, Project Limitations and Chapter Framework. Then consists of the Introduction and focuses on the Organisational Profile. Then the Organisational Analysis will be done through SWOT analysis to identify the problem. Using the previous qualitative and quantitative data the key problem will be analysed. Concerning the concern of the selected business problem, the outcomes will be further discussed and analysed. As to projects delayed the data available will be analysed and the key problem will be identified with the available evidence. Then the identified problem will be further described and analysed. The selected problem will be further analysed concerning its sub causes and the root causes which occur the problem. To carry out this analysis Root Cause Diagram (Ishikawa Diagram) figures, charts and diagrams will be used. In which the chapter will end with its summary. Project completion delays, stakeholder involvement, overall project planning, project requirements, engineering defects, study framework, description of techniques, work breakdown structure, risk management framework, knowledge mapping, training needs analysis, product road mapping, Kirkpatrick's model, Process Mapping, business process unification, and RACI matrix were all discussed at length in chapter three. To further grasp the ideas, the existing literature in each of the following categories was consulted. Based on the literature, the researchers offered comparable fundamental reasons, with remedies clearly articulated and provided. A research framework was created by revising the literature, obtaining new information, and learning new things. The techniques that were discovered have also been included in the chapter. The most critical part of this MFRP project was to propose solutions for each of the project components and how to execute them were discussed. First, by solution implementation, the objectives were set to on which are to be achieved. For each project component, the current xiv situation and the proposed solution were discussed in detail. Then to conclude for each component the resource

allocation and the cost estimation were presented. Then the report will mainly focus on the contains of the field research project in detail of the findings of the project along with the cost-benefit analysis. The output and the outcome will be discussed at the end after discussing the benefit-cost analysis and analysing each component of the project concerning it. Benefit-cost will be conducted concerning overall cost comparison against the overall benefits. As for the final step project outputs and outcomes will be discussed in detail. As to conclude the report it contains in detail the findings that will be discussed as per the project components will be discussed as the first step. The proposed findings will be discussed as I whole at the end relevant recommendations will be for the company and analysing each component of the project concerning it. Then the overall project conclusion will be presented to complete the chapter and the management field research project itself.

Reduction of Sourcing Delays in Category Projects at Central Procurement Division of John Keells Holdings PLC

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Executive Summary

Procurement is the process of acquiring goods and services from an organisation under a comprehensive and timely evaluation of suppliers to make sure that an acceptable balance between cost and quality is maintained. John Keells Holdings PLC is the largest conglomerate in Sri Lanka with more than 70 companies scattered within seven industry sectors. Due to the diversified nature of the company, the procurement function has been centralised to enable cost savings via economies of scale effect, when sourcing group common goods and services. Timely completion of sourcing categories within the defined timelines is important to an organisation, and the situation has been of utmost importance to JKH, mainly due to the complex and diversified nature of businesses. After studying the data collected over the last three years, gathered from the online Procurement Management System (PMS), the author came to the realisation that there is a significant trend in the Group Procurement Department on the not-completion of category sourcing projects on time. Data was collected directly extracting from the Procurement Management System with the project completion times (both planned and actual times) over the last three years for the eighteen sourcing categories, in order to analyse and identify potential trends and patterns which can lead to figure out valuable data driven insights. After analysing the collected data, an Ishikawa diagram was developed, in order to identify the root causes for delaying trend of completion of category sourcing projects, under three sub-areas mainly, Procurement Management System (PMS) related functions, contract management related functions and product testing related functions. All potential issues related to those three areas were identified after conducting brainstorming and structured interview sessions with department staff. An Ishikawa diagram was developed by drilling into the apparent issues to figure out root causes. Using the Ishikawa diagram developed, the author was able to identify the key root-causes to the key problems. After identifying the root-causes, an extensive literature review was conducted by the author to identify the

similar situations experienced by scholars as well as to identify potential solutions to those key root-causes, under the main problem statement as well us under previously identified three project components and hence, developed a theoretical framework. In the meantime, author extended the literature review in order to identify the required set of project tools and techniques which will be applied during the implementation of the proposed solutions. Based on the analysed data, current delay rates with regard to procurement system related functions, contract management functions and product testing related functions had been identified, and separate objectives had been established for each area, which could drive the project to reduce the current sourcing project delay rate of 48.32% down to 20%. Based on the literature review conducted as well as using the experience of the author in the context of procurement, solutions were proposed per each project component. A benefit-cost analysis was conducted, in order to figure out the financial feasibility of the proposed solutions and most of the solutions except for PMS related solutions, could be implemented without incurring an incremental cost. The proportionate financial loss that will be reduced after achieving the project objectives had been identified as the main tangible benefit of the project and it was compared against the costs. A benefit to cost ratio of 1.82 was recorded which provided a positive insight on the financial feasibility of the project. Also, in order to provide clarity to objectives, project outputs and outcomes were also identified. Under the procurement system related functions component, three solutions had been proposed, namely, development of a training manual and a video for suppliers to replace manual individual training for PMS, enhance the supplier involvement with the system via "JKH-Ariba Champions" programme and to develop a rolling database to record key learnings at the end of each category project. Upgrading the existing PMS with SAP-Ariba Contract Management module and implementing the "DocuSign" online digital signature platform had been proposed under contract management component. Finally, for the user acceptance testing component, a KPI dashboard, as well as a communication plan to enable a solid communication among all the stakeholders involved in the product testing process had been introduced. Finally, a discussion on findings was conducted in order to identify the linkage between the proposed solutions and the available literature and based on the experience of the author in the context of procurement, a set of recommendations had been provided, which could be helpful, when implementing the proposed solutions.

Reducing Adhoc Transport Cost at M-creative Center

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Executive Summary

This project focussed on reducing the Adhoc transport cost at M-Creative Center generating a favourable impact on M-Creative Center's monthly overhead leading to lowering the sample development cost. Currently, there is a 65% average increase in the Adhoc transport cost at M-Creative Center compared to the budget. If this current trend continues it would have a USD 53,400 adverse impact on M-Creative Center overhead cost compared to the FY budget. It was evident that there were certain requirements that arise due to the current pandemic situation. Thus, the project aims to reduce the monthly Adhoc transport cost by 28% from the current average actual Adhoc transport cost generating a monthly average saving of three thousand seven hundred United State dollars. A SWOT analysis was conducted in order to evaluate the overall current situation of the company in a comprehensive manner. The PESTEEL analysis allowed to identify the macroeconomic factors that impacted the M-Creative Center operations. The key problems which led to the high Adhoc transport cost were categorised into three components: administration process, people management and production process. High transport allocation for long-distance plant visits and sending multiple means of transport for the same direction on the same day were identified as the main categories under the administration process. An increase in additional transport costs due to the increase of overtime done by the production employees was identified as the main category under people management. The production process has the main subcategories as the damages within the in-housed panels and embellishment production delays. Each of these categories was further analysed in order to identify the underlying problem and the quantifiable value. An extensive literature review was conducted by the author based on 42 journal articles pertaining to the three components that led the foundation to form the theoretical framework related to the research project. Y. Wang et al. (2017) have stated the benefits that the organisations could create through the use of a collaborative transport approach that would bring significant cost reductions which are mainly used in the research study. The findings of the research done by Frazzon et al. (2017) led to the foundation for process improvements. Based on

the study of Ingels and Maenhout (2017) overtime is a significant portion of the people-related cost that could lead to other related costs. Joseph et al. (2017) have stated that people-assisted programmes have generated significant benefits for organisations which were mainly focused on the research by the author. Thereafter the project team developed solutions for each component defined under the study framework by reviewing the current situation and the desired situation. Process mapping, standard operating procedures, checklists and transport optimising strategies were some of the strategies proposed by the author to achieve the target levels. Administration processes were improved by introducing a new process for scheduling style briefing meetings, the process for virtual meetings and developing a process for long-distance transport requests. Solutions to people management were developing a recruitment promotions process, a group attendance appreciation process and the formation of an employee assistance committee. Finally, the production process-related improvements were suggested to be achieved by implementing checklists for data sharing and quality checking, standardising data sharing formats and introducing a process on cut panel sending for critical samples. The total project is estimated to have a cost of USD 9,370 to implement the suggested solutions. The project is estimated to generate a direct tangible benefit of USD 44, 412 and an indirect tangible benefit of USD 31,643 with a benefit/cost ratio of 8.12 by implementation of the suggested solutions. There were multiple outputs and outcomes to be expected to achieve by the implementation of the suggested solutions by the author under each component considered in the study. One of the key outcomes expected from the project is a reduction in M-Creative Center's carbon footprint and alignment with United Nations' Sustainable Development Goals number seven and thirteen. Finally, the recommendations were presented by the author to ensure that the M-Creative Center continues operations in a resilient manner. Possible grievances from the transporter could be managed by improving the current transport allocation process with equal opportunity and allocating excess requests that were been allocated to the cab services by the closely located M-Sports plants. Further benefit could be obtained by having a proper agreement with a third-party courier service to deliver small packages. The suggested processes need to be re-evaluated at a new customer onboarding where necessary improvements could be incorporated. The real-time data monitoring needs to be improved using a GPS system enabling proactive decision-making. The involvement of the group HR team and the counsellors would ensure the effectiveness of the solutions suggested under people management, and ERB involvement would lead to easy implementation. Overall process audits need to be conducted to ensure process adherence.

Reducing Project Delivery Delays in Managed Services Team at Pixels Software

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Executive Summary

This management field research project studied and assessed the project delivery delays of Managed Services (MS) team at Pixels Software. First, the background of Pixels Software, one of the top-rated technology companies in the world, is discussed along with the business model and the current position in the market. Then the problem is established with the facts and findings followed by the significance of the project. The project methodology is elaborated with a high-level explanation of the steps. There are also limitations faced during the project explained under the limitations sections followed by the chapter framework. The chapter framework explains the high-level areas covered in each chapter. Then the organisational profile is discussed followed by a critical review of the organisation by a SWOT analysis. Strengths, weaknesses, opportunities, and threats are discussed in detail followed by a summary of the SWOT analysis. Project delivery delays of the MS team have been selected as the key problem considering the financial loss as well as the negative impact on the brand name. The problem is described in detail with quantitative evidence such as past data as well as interviews with company employees. Three associated areas to the main problem are analysed with quantitative data to elaborate the problem further in detail. Then the main problem is analysed using an Ishikawa diagram identifying root causes through multiple resources such as organisational internal sources and brainstorming sessions. A thorough literature review is carried out for the main problem to understand the theoretical background with the help of previous studies. The solutions provided in the literature were further evaluated to recognise the suitable solution. And also, the literature review focused on the root causes identified in the Ishikawa diagram 'requirement gathering', 'effort estimation', and 'resource allocation' followed by a study framework. The techniques that can be utilised to implement solutions are discussed by extracting appropriate ones from previous studies. The main objective of the project is to reduce the project delivery delays of the MS team from 173% to 90% within one year of execution. Objectives of the components are presented in a table with the techniques to be used to achieve them. The current situation of each

component is discussed in detail with graphs and tables to elaborate on the gaps. Then solutions are discussed to meet the objectives of each component with references. The required resources are discussed in detail to form a project team with the roles and responsibilities. Then the cost incurred for each solution is presented in a table. The benefits of the project are discussed to present the tangible benefit that can be gained from the project. Then a cost-benefit analysis is done to calculate the benefit/cost ratio. The objectives of the main problem and each component are presented in a table with the expected output with the completion of this project. The outcome was also presented as a result of the successful execution of this project. The components of the project were critically analysed linking to the literature sources to establish the problem with previous studies. The solutions are also linked with the previous studies to demonstrate the conceptual understanding, application of theoretical references, and practical scenarios to project areas. The recommendations are given to explain the dependencies to ensure a successful outcome of the project and the importance of referring them during the execution phase.

Increase the Market Share of Hybrid Maize Seeds in Ceylon Agro Industries Limited

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Executive Summary

Seed is one of the key live inputs in the agriculture sector that generates crops to produce foods to secure food security. Sri Lanka has a well-established seed market that generates over LKR 12 billion per annum. Maize is the second-largest grain crop cultivated in Sri Lanka. There is an inclining demand for maize grains as it is the main raw material of animal feeds and therefore cultivation extent is increasing and demand for the seed is increasing in parallel. CAI played a major role to introduce hybrid seeds to Sri Lankan farmers being the Pioneers of exotic hybrid maize seeds. However, after 2016 a shrinkage of the market share of CAI. This project is focused to find a way to address the market share declining of CAI. The main problem of CAI in the maize seed industry was "Poor growth of sales in comparison with the market share of the company, despite the market growth". As the pioneers of maize seeds, CAI maintained a 100% market share as it was the only company, which is dealing with a monopoly. After 2014, a few large business conglomerates entered the importation of seeds and therefore competition was created. However, CAI did not put their strategies to minimise the risk of the market. According to the analysed data, CAI showed a market share decline from 2016 to 2020 from 62.52% to 39.47%. Since the staff of CAI was not ready and prepared for the competition some members left, the rewards came down; sales returns increased and finally, competitors started to dominate the market. This project analyses, using different techniques such as SWOT, to get an idea about the micro and macro environment of the industry and the Ishikawa model has been used to identify the real root causes of market share decline. Previous studies and evidence were used to understand the real root causes of the maise seed market of CAI. Three project components were identified according to the evidence training and development, sales and marketing and research and development. Those factors were influenced by the seed market. As per the previous studies, it was proven that training and development is an important function to face a competitive market by improving the skills, attitudes and knowledge of responsible staff members who engaged in sales. Promotional activities are important to increase the awareness level and loyalty of

farmers to motivate them to repeat purchasing seeds. However, marketing strategies were somewhat different when compared to the fast-moving consumer goods (FMCG). New product introductions and innovations in seeds were important to minimise the risks of the traditional seed market and the company should have kept up its product line up to minimise the market risks due to the products of competitors. Finally, it was proposed a study framework. The primary objective of the project was to increase 2.5% of the market share of hybrid maize seeds of Ceylon Agro Industries Limited within 12 months of implementation of the proposed solutions. Then it was further derived into sub-objectives such as to improve the attitudes towards the competitive market environment to gain additional 10% sales targets from each salesperson within 12 months; to increase the brand awareness of pacific seeds on farmers within 09 months addressing 10% of total maize growing farmer population (From early Yala season); and to increase the number of new products under pacific maize seeds introducing 3 maize varieties within 12 months from April 2022 (Early Yala season). The current situation of the CAI was explained based on the identified project components. Solutions were developed based on the related previous studies and resources were allocated to implement the proposed solutions. The cost of the project was estimated and it was LKR 2,807,330.00. Estimated project benefits were calculated based on the project objectives and using supportive information from external parties. The estimated project benefit was 68,181,720.00 and the cost-benefit ratio is 23.38. That was a positive value and the author accepted the project. After that project output and outcomes were explained based on the project objectives. The findings of the project were acceptable because the proposed solutions of the project were proven by previous studies and practical scenarios. Recommendations were proposed to minimise the internal barriers when implementing a project to solve the issue of CAI. It could be concluded that the proposed solutions on market shrinkage of CAI are acceptable and could be used to implement on CAI.

Reduce Number of Trees Cut Down in Transmission Line Projects of Ceylon Electricity Board

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Executive Summary

Ceylon Electricity Board is a state own enterprise which is the sole authorised entity for electricity generation, transmission and distribution in Sri Lanka. The project division is one of the major players in the organisation to provide all infrastructure developments in electricity generation and transmission activities. There is a boom in this department in the last few years to ensure a reliable network across the country, to cater for the demand increase, to absorb renewable energy sources, etc. Under the project division, the transmission project division is mainly carrying out transmission line constructions and transmission grid substation constructions with voltage levels of 220kV and 132kV. In transmission line constructions, it has to remove trees under the lines for making safety clearances, construction works and maintenance purposes. Annually around 60 km to 90 km, new transmission lines add to the transmission network. Based on the data it was identified that around 200,000 trees had to be cut down only for transmission line constructions. For such wayleave damages, CEB has to pay compensations to landowners based on the economic value of the trees. But there are more values associated with trees with ecological, carbon sequestration, etc. In this study, it was searched for warranted knowledge on how to value trees other than their economic benefits to understand the real damage to the environment. Based on such valuations it was identified the significance of the problem with causing around LKR 650 million loss to the organisation. Currently, there is no proper approach to reduce the environmental damage and establish sustainability practices in the project division even though there are possibilities to reduce the environmental damage in transmission line constructions with different alternatives. Such alternatives include combined line routes, innovative technologies in line constructions, changes in tower heights, proper line route designs, etc. The possibility of reducing environmental damage with such alternatives was calculated based on three sample sites in different geographical areas. Then it was identified the main reasons behind the not implementation of sustainability

measures in the CEB project division were analysed with the support of a cause-and-effect diagram. The root causes for the growing tendency of environmental damage in transmission projects in CEB were analysed with the support of a cause-effect diagram. Such root causes were analysed with project activities with reference to the research articles in the same direction. It was identified several problematic areas as the reason for the high tendency of environmental damage with respect to project implementation system, project construction process and less awareness of sustainable project management. First, it was searched on sustainable project management concepts and how they can be implemented in transmission development projects. Possible ways of improving the project execution system with proper resource planning were also searched with available research. It was possible to find innovative methods in project execution with minimum damage to the environment. Research data is used to value the environmental damage in monetary terms and those values can be used in cost-benefit analysis to implement innovative techniques in project execution. Literature findings were utilised to find out available tools and best practices in terms of improving environmental sustainability in transmission projects. Main project objectives and sub-project objectives were identified in this project. The overall objective is to reduce the number of trees cut down in transmission projects by 55% by integrating environmental sustainability practices into transmission line construction projects. It is planning to reduce tree cuts by 20% with the implementation of a project coordination committee, realign the project implementation system and establish a responsibility matrix under the project implementation system. It is also planning to reduce tree cuts by 25% by introducing innovative technologies to the construction process. By giving proper training and inter-project awareness sessions, it is expected to reduce tree cuts by 10%. Proper implementation of this project will result in a 55% reduction of environmental damage, and it has both tangible and intangible benefits. Total benefits were calculated as Rs. 439,963,300.95 against the total cost of implementation of Rs. 43,523,573.88 per year. Hence, the benefit-to-cost ratio stands at 9.11. Outputs and outcomes of the project were also discussed with each project component. Finally, it described the findings from the field study project, as well as the principal component and sub-components. Solutions were also explained in a complete manner, stressing significant issues that needed to be addressed right now. With the aid of the literature offered, the link between the problem and the solutions was illustrated. The report concludes with recommendations to implement solutions so that senior management can implement environmental sustainability practices effectively in the transmission project construction. This will help to save the world for the future generation.

Online Order Management System to Improve the Sales Performance at Keells Supermarket

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Executive Summary

In the modern world, the retail industry is one of the growing industries due to the development in many areas like transportation, communication and technology which includes POS, mobile technology and the internet. On a global level, also retail sector can be taken as one of the blooming industries due to many external and internal factors such as customer lifestyle changes. Based on the COVID-19 impact analysis done by Technavio Global Technology Research and Advisory Company, it is forecasted to have an incremental growth of $631.84 from 2020 to 2024. Which is 29% growth can be expected as a compound annual growth (CAGR). This study particularly conducts research on online delivery delays occurring in one of the key retailers in Sri Lanka namely Keells supermarket (Subsidiary of John Keells Holdings). Hence, here the purpose is to improve the overall home delivery time. Keells is mainly catering to customers in two ways, such as in-store operations and online delivery operations. The online delivery operation is a new focus area of the company after the Covid-19 pandemic which created a potential. In this e-commerce operation, the company has set within 24 hours delivery as an order completion time once after the customer places the order. This 24-hour is the customer promise which is the company's desired KPI as well. Though the company set it as 24 hours, currently this operation experiences an average of 6% order delivery delays from the total no of deliveries. These delivery delays are coming from all three phases of the online delivery process. Keells supermarket chain is one of the key players in the retail industry which have 25 years of excellence in providing value to customers through its brand promise which is quality and freshness. Keells supermarkets chain have the advantage of being a subsidiary of John Keells Group which has 120 plus outlet spread the island-wide. Keells biggest strength is the company security and the reputation which comes through John Keells Holding. Keells is one of the subsidiaries of John Keells Holdings which is one of the biggest and well-reputed conglomerates in Sri Lanka. But one of the biggest weaknesses which can identify is its lack of focus on the e-commerce platform. Though it generates 3% of the revenue for the business, this has great potential to generate more revenue

for businesses in the modern world. There are several causes for the online delivery delays at Keells apart from the lack of focus. Those are preparation delays and rider delays mainly. The theoretical evaluation was done based on the cause-and-effect diagram identified and there are three main causes for this problem. Employee performance is the first component. The second component is the internal order management system, and the third component is the delivery management system (logistics). Here, the theoretical study will help to support and justify the identified problem and its causes. With that base, a solution and recommendations have been developed for the project. With that, the three problem causes were taken as three project components while different techniques have used to develop solutions for each component. The main project objective is to improve on-time online deliveries from 90% to 98%. In addition, there are sub objectives as well which align with the main three project components. Further, solutions are given to achieve the set objectives. The first component is employee performance, here delays occur as an employee has to do multi-tasking and workload leads to poor performance. Here as a solution, the introduction of a new training plan and reversal of KPIs of the employee specific to the online operations. The second component is the internal order management system, here the delays occur as a result of preparation level delays while doing online delivery operations with the in-store operation. Here as a solution, developed an internal order monitoring system which will help to fulfil the given KPIs in time. The final component is the delivery management system which relates to the logistic side of the process. This issue occurs when delays come from riders due to different issues. Here as a solution, the introduction of a real-time location tracking system is given as it helps to optimise route planning. The expected saving or earnings from the project is 15,648,439. With that, the cost-benefit ratio of the project is 12.51 against the cost. In this project, findings were developed by aligning theoretical groundwork with given solutions to each component. Here the conclusion provides help to the overall study by linking the insights and techniques to improve the online delivery time. Here the overall project recommendation is to introduce an overall training structure to its employees while introducing advanced systems like an internal order monitoring system and a real-time location tracking system. These systems will help to improve the time of delivery process by providing resources for monitor and tracking the overall process.

Reducing Material Related Time Overrun in Construction Projects of Frigi Engineering Services PLC

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Executive Summary

Large-scale infrastructure projects are already ongoing in Sri Lanka, and Projects such as Mega Port City are already willing to start in Sri Lanka while the construction industry contributes 7.1% to the country's GDP. In the construction industry, FRIGI Engineering Services PLC is one of the Pioneering Building Services Companies, especially in Air Conditioning, Ventilation, Fire Detection and Protection Systems, and Electrical and Plumbing in Sri Lanka. Generally, FRIGI Engineering Services PLC received construction projects through a tendering process or directly through recommendations based on past project completion. Therefore, the project completion period is a critical factor for the company. However, in the past few years, FRIGI Engineering Services PLC construction projects have been delayed due to delayed material delivery to the construction locations. Finally, company results have many financial and non-financial losses due to delayed projects. The main reasons for the delayed material delivery process are management practices, project monitoring and control, and employee-related. When considering management practices, poor planning for material order placement due to no usage of project management tools, lack of experienced staff in the planning process and poor coordination were identified as fundamental causes to delay. In terms of project monitoring and control, not having an internal responsibility allocation document and insufficient multi-tasking skills with the project teams were identified as causes to delay. Due to poor multi-tasking skills, project teams depend highly on consultants or clients for the material ordering process. In terms of employee-related, the delay happened due to a lack of soft skills with project-allocated teams and procurement-related teams. The company has not conducted any soft skills training programme for company staff during the last few years. The literature review aims to find similar studies on construction project material delays. The literature reveals that the project material delivery process is essential to maintain the projects within the expected budgets and appropriate period, and the success of a construction project

is highly influential on procurement handling and related material. Material-related factors result in an idle labour force and overrun schedule, increasing project costs—material management perspective based on the time to deliver material and the correct quantity to provide the material. Management practices include procurement plans, materials status database, long-lead materials identification and materials delivery schedule. Theoretical studies have proven that planning is a primary function in material management, and the predicted programme has to be monitored and changed according to the construction schedule, and project management is essential to the material delivery process. Literature proves that soft skills play a vital role in project management, and scholars have provided guidelines for conducting an effective training programme. The project management software based on the material delivery process is the primary solution under management practices. The software primarily can develop Gantt charts for construction schedules and material schedules results to plan material ordering deadlines considering critical paths and assign staff to material ordering works. Other management practices solutions are updating material order schedules with construction schedules, maintaining separate material ordering plans for critical materials, procurement log sheets to identify the priority for import material ordering, and supplier evaluation checklist to develop a supplier ranking system. Solutions developed under project monitoring and control are brief documents for the project scope based on lengthy project agreement documents and the design Responsibility Assignment Matrix (RAM) and multi-tasking skills training programme. The precise boundaries towards the project management role are set with RAM and result to release the project manager working on supporting functions and give authority to control these support functions. The third component focused on developing soft skills of material delivery related to staff members and targeting soft skills: negotiation, decision-making, conflict management, and teamwork. The cost-benefit analysis has been done to verify the profitability of implementing the solution. Direct and indirect tangible and intangible benefits are considered to calculate the total benefit from the implementing solution. Overall project output, outcome and project output and outcome related to each project component are shown in tabular form. Finally, the report shows the link between literature and solution development. Additionally, long-term recommendations under each project component were provided. Based on proposed solutions and recommendations, FRIGI engineering services PLC can reduce the schedule overrun due to construction material delay.

Reducing Non-Performing Advances of "Bank Of Ceylon, Corporate Branch"

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Executive Summary

Bank of Ceylon is a 'systematically important, domestic, commercial bank', which accounts for the majority of assets, deposits and advances of the Sri Lankan banking industry. The corporate branch is the main part of the Corporate and Offshore Banking division of BOC and is considered one of the most critical Business Units of the bank. The project addresses the problem of increasing the level of Non-Perming Advances at the Corporate branch due to its significant impact on branch performance and overall bank as well as the stability of the entire bank. Accordingly, the project intended to reduce the NPA ratio of corporate branches by 1% (by Rs.2.1 Bn) within one year period. The project used data collected from the year 2016 up to 2020 as well as insights from the person directly involved, to analyse the problem in detail. Analysis of the financial statements of the branch revealed that NPA in absolute terms as well as a percentage of total advances has been increasing rapidly during the past five years. This has resulted in the loss of interest income to the branch as well as having to maintain a significant value as a loan loss provision. Limitations in credit evaluations, lack of post-disbursement loan monitoring, and issues in initiating recovery actions were identified as peripheral problems leading to the main problem. Deficiencies related to Credit and Recovery processes, NPA management, Training and Development were identified as the root causes of these problems. Overcoming these root causes was deemed necessary to arrest the increasing level of NPA in the Corporate branch. The literature review which was conducted primarily based on ABDC-ranked journals validated the findings of Cause-and-Effect analysis and further paved the way for the best solutions to address the problems. It was revealed that deficiencies in credit evaluations, attitudes of bank officers and legal lapses were key contributors to the increasing NPA other than natural calamities. It further identified the importance of an effective loan monitoring system to avoid new loans classifying to NPA. In addition, the significance of proper training mechanisms was emphasised in the research in order to build the skills and competencies of officers as means of enhancing employee motivation as well as a long-term investment in the organisation. Based on the theoretical studies, the study

framework was developed which comprised of main components; NPA Management, Process Improvement, Training and Development. Techniques such as KPI settings, workflow solutions and Training Need Analysis were identified through literature to develop solutions for the key problem. The main objective of the project was set as reduce the NPA ratio of corporate branches from 11.9%p.a. to 10.9% p.a. within one year period from project implementation. Doubling the number of annual recovery actions, increasing the irregular status notifications to 100% and increasing the number of Training programmes for job-specific knowledge as well as soft skill development of ROs were recognised as sub-objectives in achieving the main objective. The study identified fifty customers out of total NPA facilities for which, specific recovery actions can be made within the next one-year period. The author proposed to set new KPIs towards NPA recovery in the Annual Performance Evaluation which is the basis for the annual increment of the employees, introduce a recognition scheme for extraordinary performance in terms of NPA recovery directly linked to annual promotions, introduce an incentive scheme for legal officers with outstanding performance monthly wise, develop a computerised loan monitoring systems, work segregations, Training programmes and soft skill development as key solutions to reduce the NPA. The Benefit-cost analysis revealed the project will have a Net incremental benefit of Rs. 92.65 million which is a fair value considering the business volumes of the branch. The key recommendations of the project implementation included the practical aspects which were necessary for the successful implementation of the solutions. The support of the Deputy General Manager (Corporate and Offshore Banking) was identified as vital in terms of providing financial resources for new system implementations, and incentive schemes and also releasing staff members for training sessions. Further, obtaining approval of top management for the system implementation is a pre-requisite for the suggested computerised loan monitoring system which is to be carried out as a special project of the bank. Furthermore, approval of the AGM (Training) is required to conduct customised training programmes for the Relationship teams from internal and external resource persons. Most importantly it is recommended that a sense of urgency and importance of reducing the NPA levels of the branch is created among all staff members, in order for better acceptance and successful implementation of the suggestions made through this report.

Reducing Cashless Claim Service Cost in ABC Insurance PLC

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Executive Summary

ABC Insurance PLC is one of the top five life insurance providers in Sri Lanka and has been providing life insurance solutions for more than 30 years with a strong brand name in the heart and minds of Sri Lankans. In order to be relevant in the competitive market space, ABCI creates its own future by developing various products. Introducing customer-centric health insurance products with life insurance reflects the competitive positioning in the insurance market of Sri Lanka. In addition to core benefits and features of health insurance products, ABCI offers various value-added benefits including Cashless Claim Service (CCS) option for their consumers. However, ABCI has not built internal capabilities to operate the CCS within the company's management. Hence, it has been outsourced to a TPA at a higher cost than the budget. The main reasons which have led to outsourcing CCS at a higher cost are categorised into lack of competencies in servicing ability, human resources and process capability When it comes to servicing ability the unavailability of service design and service provider network are critical root causes that have led to incompetent structure for CCS operation. When it comes to human resources unavailability of medical administrators and non-provision of training on CCS are critical root causes that have led to the incompetency of human resources for CCS operation. When it comes to process capability the unavailability of computer software which can connect the entire touch points is the critical root cause that has led to the incompetency of process strength for CCS operation. Finally, entire root causes have collectively contributed to outsourcing CCS at a higher cost. According to the literature from various scholars, the managerial decision is considered as the fundamental driver of cost management. Since the claim management of an insurance company accounts for 10% to 30% of operating expenses, claim management and its efficiency have been the centre of attention in cost management. Moreover, improving the profit by cost reduction approaches positively impacts the value of the firm than an equal increase in profits from the pricing. As per the study, service innovation is the new tool to be alive in the market with the emergence of the service design concept.

Therefore, organisations must think critically to innovate the service design to improve the performance of the organisation. In any organisation, people are the most important strategic resource since organisations are around people. Therefore, it is very essential to utilise the human resources to achieve a high-performance culture. On the other hand, technology is the key driver of innovative and breakthrough business processes, and it is the fundamental transformation agent to transform business operations, business environment and customer behaviour. The solution proposed to reduce the CCS cost is to establish an in-house operation within the company. Therefore, this project proposes to design a CCS infrastructure to begin the operation. Subsequently, a service provider network connecting hospitals across the country to be built to run the operation in-house. Since, ABCI does not have enough trained staff to run the operation, a team for CCS needs to be built and subsequently training must be arranged for continuous capability development. In addition to that computer software must be designed to connect each of the CCS touch points to make the entire process more convenient and effective. Therefore, the author proposes all these solutions under three key components of the project to facilitate capacity building. When the proposed project is fully implemented to establish an in-house CCS, the author expects a 50% cost reduction from the existing cost structure. Therefore, the project will contribute to improving the profitability of the company. In addition to that, the company will be equipped with physical and human capabilities to face the changing market dynamics. In the meantime, it will result in various intangible benefits including independence in claim handling, room to change the service design, data protection from third parties and speedier claim settlement with the internal resource base. The author believes that this project to establish an in-house CCS can be completed within the time frame of six months period. However, the support from the top management is highly essential to successfully implement the project. Therefore, the top management of ABCI must ensure the required infrastructure, financial allocation, human resources and authority to implement this project.

Improving Lead Time for Drop Shipping Made to Stock Products at Spirax Sarco India

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Executive Summary

This study aims to understand the problems faced by Spirax Sarco India in its drop shipping process. The study has been initiated as with the growth of the organisation, a bottleneck has emerged with respect to lead times for MTS products that are drop shipped. The lead time may not be of concern if it only pertains to a small population of the MTS products that need to be shipped or if the competitors' lead times are similar. However, in this case, the lead time for most MTS products that are drop shipped is higher as compared to the competition. Hence, this study will focus on understanding the causality and correlations of the aforementioned issue and recommend short-term and long-term solutions to overcome the gaps identified. The project identifies the background of the problem where OEMs like Spirax Sarco face an ever-growing demand for the supply of products as quickly as possible. However, as far as the research is concerned it is limited to the improvement of lead time for MTS products that are catered to the customers using the method of drop shipping. Drop shipping involves the supply of material directly from the manufacturer to the customer mediated by a retailer. Furthermore, the significance of the study is that it enables the organisation to perform not only financially, but also in terms of satisfying the customers and thus enabling their sustainability goals to be achieved. The operations of Spirax Sarco in the Indian subcontinent were executed through a joint venture since 1960, however, since 2015 the joint venture in the subcontinent was dissolved and a separate manufacturing facility was set up to cater to the Indian subcontinent. Although, when it comes to Sri Lanka and Bangladesh, a significant portion of the materials are supplied from outside the Indian manufacturing facility using the drop shipping process. This process is influenced by the various internal and external factors that affect Spirax Sarco India. The main problem with drop shipping as far as the customers are concerned is the high lead time. Through root cause analysis it is identified that the main components of the problem can be divided into process improvement and standardisation, monitoring and reviewing and People. The literature review pertaining to the main problem and its associated components reveals insights into the problem. The literature reveals

causality and associated side effects of the problem. Furthermore, the study framework for the project is developed and the techniques are identified based on the literature. The objectives for the projects were set based on the literature review and different techniques such as training were established. Based on the techniques and literature review, the solutions were developed pertaining to the components of the study framework. Resources were also allocated based on the different solutions intended to achieve the project objectives. Finally, an estimation of the cost of the project was calculated based on the different techniques. Additionally, the benefits of implementing this project were estimated based on the direct (tangible/intangible) and indirect (tangible/intangible) impacts. Then through the benefit-cost analysis, it is identified that the project also shows a positive net benefit as an output when implemented. The outputs and outcomes of the project are established based on the various improvements identified. Finally, the findings from the project are discussed with support from literature and project components that were identified. Furthermore, the project posits recommendations grounded on the findings of the study and certain factors beyond the study as well.

Increasing Exports in Anverslly & Sons (Private) Ltd

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Executive Summary

The main objective of this field research report is to analyse how tea exports can be increased at Anverally & Sons (Private) Limited (hereinafter referred to as "Company"), a tea exporting company. Global tea production and consumption have witnessed a significant increase during the last six years. However, the volume of tea exported by the said company has shown a declining trend during the same period. The company prepares a budget annually and tries to achieve at least 92% of the budgeted tea exports. Except in 2015, the company has not achieved this target during the last six years. Considering the global increase in the consumption of tea and the demand for Ceylon Tea in the global market, the declining trend of the Company's tea exports becomes a critical issue that requires urgent attention. The second chapter explains the main issue faced by the company. In order to further identify the problem, one of the competitors of the Company was selected and the tea exports of that company were analysed. Further, key issues and root causes for the declining tea exports of the Company were identified in this chapter. A cause-and-effect diagram was utilised to determine the root causes of the problem. A comprehensive SWOT analysis was also conducted to assess the internal and external elements that contributed to the declining trend in the Company. Apart from the key issue, other issues associated with it were also identified in this chapter. The Third chapter explains the theoretical background of the issues identified at the Company. Apart from identifying the main issues, this chapter strives to identify and explain the theoretical background for the root causes determined in chapter two. In determining the theoretical background of the issue, numerous journal articles were referred to. After recognising the vital elements of the main problem of low tea exports, the subsequent part of the chapter demonstrates the acknowledged factors. A framework of the study was established based on the literature review. Three major components impacting the main issues were identified. They are namely, business focus, materials management and human resource management. In the latter part of this chapter, techniques used in addressing the main issue and sub-issues are explained. By discussing all the determined definitions including the

reasons from acknowledged literature, a framework was created and the findings from the literature review were utilised for the solution development. The fundamental problem of the Company was illustrated in detail in this chapter. The solutions were gathered by the author with the assistance of the identified literature. This chapter also explains the resources allocated for each component in performing the actions to resolve the problem. Further, the estimated costs of this project were determined by performing the solutions addressed in this chapter. The fifth chapter explains the benefit /cost ratio of this project. This ratio was calculated to analyse the feasibility of establishing this project in the organisation. Benefit-cost analysis acknowledges that it is favourable for the Company, and it displays that this project is financially prudent to be implemented. The final chapter of the project explained in what manner the author discovered solutions to be developed based on the prudent literature. In this section, author demonstrated the literature under the main problem and each project component. The latter part of this chapter explains the subsequent recommendations for the management of the Company. Under the recommendations, it was explained how the management could enhance tea exports successfully at the Company.

Low Productivity of Compost Generated from Municipal Solid Waste of Urban Council, Puttalam

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Executive Summary

Information linked to the organisation and context of the problem was initially highlighted. The business case was developed from this, and the main problem of this project was the low productivity of compost developed from municipal solid waste. The problem was further strengthened by identifying economic loss to the institution due to this operation. Methodology illustrated ways that could be undertaken to identify the reason for the situation and lead to potential solutions. Desk review of existing documents and surveys, and field observation was some of the methodologies to have deep knowledge about the problem. Collected data were systematically analysed and solutions were proposed. However, there were some limitations to implementing this project. For example, a project focuses only on internal aspects and problems were resolved due to a lack of focus on external factors. Further, policy-level changes and strategic changes were incorporated. However, the project addressed functional issues. At the end, there was a chapter framework which illustrated how chapters were organised from chapter one to chapter six. An internal aspect of the organisation that was targeted for studies was illustrated in chapter two. SWOT analysis and Ishikawa diagrams were used as tools to have a detailed understanding of the institution. Strengths and respective weaknesses, threats and respective opportunities were detailed in the chapter. The key problem elaborated on in chapter two was low productivity which was six per cent of the input however a typical production process shows thirty per cent of the input materials. Local authorities provided many services and solid waste management service delivery is one of them. The literature review is about similar research done by other researchers in the same context. Several researchers highlighted productivity issues and provided various solutions. Most of the researchers proposed technical or engineering solutions. Thus, this research focused on management aspects. The principle behind this chapter was exploring literature backing the overall problem and how it was resolved. Low productivity was a key issue in the facility and similar issues were identified in other countries as well. The fourth chapter was defining the project and possible methodology that could be undertaken

to improve productivity. Quantitative aspects were considered in the research. Project components were resource allocation, production process and monitoring and evaluation. Smart objectives and techniques were highlighted in this chapter. The current situation supported with data was illustrated in the chapter. Project components, related project objectives and techniques were illustrated here. Though the local authority is an autonomous body, they find it difficult to generate income. Solutions and appendices which showed ways and means to resolve the issues were highlighted. The cost estimate in chapter four captured all the expenses that would have been incurred during the project implementation. However, most of the work was done internally and it added cost to the institution. In the end, there was a summary which illustrated briefly the chapter's focused. The findings of the research and the benefits of the project were discussed. The output and outcome of the objectives were highlighted in the chapter. The main objective of the research was to improve the productivity of compost produced from municipal solid waste. Further, separate outputs were considered for each component of the research. This will discuss tangible and intangible benefits. The financial benefits of non-tangible benefits were not highlighted in the research. There was a summary at the end and the benefit-cost ratio of the project was twelve which show the positive side of the project. Discussions on findings and solutions supported by previous researchers were given to the problems defined in the Ishikawa diagram and given solutions supported by previous researchers. There were direct and indirect motivational elements influencing to improve productivity. For example, sales of compost provided income which was an indirect aspect to improve productivity. Team spirit was another element to improve employee engagement leading to improved productivity. Resources allocated to the production process were suitable to go through the production flow. The raw material which is municipal solid waste needed to meet the required quantity and quality to ensure required productivity. Further, in addition to qualitative and quantitative aspects, the layout of the plant matters to ensure processing conditions. Therefore, the layout was defined to improve productivity. There was a conclusion and recommendation at the end.

Improve Low Overall Equipment Effectiveness (OEE) Towards Desired Level

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Executive Summary

Sri Lanka is considered a viable, reputed, competitive, and cost-effective printing, paper bags, paper envelops, and other customised paper-related products manufacturing market. Most importantly, the industry minimalises polythene and plastic waste. W. U. Seneviratne & Co. (Pvt) Ltd is a manufacturer and the entity is being operated as a family business. The organisation faces several existing business challenges. Out of them, the main challenge is the average overall equipment effectiveness of 51% for the main nine product output machines according to the past four years' data in printing, bags and envelop sections which are 19% lesser compared with the desired target and industry benchmark level of 70%. Anyhow, the world-class OEE level standard is at 85%. Moreover, due to low OEE in W. U. Seneviratne & Co. (Pvt) Ltd, the financial impact and losses towards the organisation are approximately Rs. 124 million which is nearly 9.3% when compared with its revenue. The project is aimed to resolve the existing 51% OEE, by increasing it towards 70% level by minimising machine downtime, and related losses, and increasing the effectiveness in the related manufacturing processes. A detailed SWOT analysis has been conducted. The low machine effectiveness is a weakness, which has been further elaborated by recognising its figure as 51% OEE which is the key problem of the organisation. Therefore, due to this significant problem of low OEE achievement, lack of performance is reflected in machine downtime, right first-time quality levels, on-time delivery, production achievement, annual machine maintenance deviation, machine conditions, and employee conditions in the past four years of W. U. Seneviratne & Co. (Pvt) Ltd. A detailed root cause analysis for low OEE has been constructed by identifying relevant root causes in relation to Total Productive Maintenance, Lean Manufacturing, and Lean Leadership as project components. A comprehensive literature review has been conducted for OEE, TPM, LM, and LL project components. This complete theoretical context comprises definitions, illustrations, theoretical findings, critical analysis, and investigations of the problem by using the same related industry literature and others. Thereby, has established the study framework and techniques to apply in the project. The main project objective i.e., to increase

51% OEE to 70% level and subsequently, the sub-objectives have been recognised in relation to TPM, LM, and LL. Moreover, TPM, LM, and LL project components have been evaluated according to their existing processes, flows and practices. Consequently, thorough solutions have been developed along with implementable plans against recognised root causes in problem identification. Among solutions, the development of TPM procedure with tools and schedules including 5S procedure, strategic tool to reduce machine downtime, benchmark KPI OEE details, autonomous maintenance procedure, planned maintenance procedure, focused improvements procedure, quality maintenance procedure, and safety assurance procedure are crucial in relation to TPM component. Further, improvements in the Lean Manufacturing procedures and tools covering visual management, standardised layouts, value stream mapping, Kaizen, SMED, quality tools, policy deployment, and a new operational excellence department have been established to ensure organisational LM systems and tools to solve the OEE problem. Moreover, solutions development in relation to Lean Leadership by strengthening systems and tools to resolve OEE problems in W. U. Seneviratne & Co. (Pvt) Ltd are significant. Most importantly, providing training, development, and education for the relevant workers on TPM, LM, and LL to improve OEE and to sustain the performance are imperative. Moreover, the author has recognised resource requirements and resource allocation according to the project's component-wise and solution wise. Thus, to enhance OEE from 51% to 70%, according to the benefit-cost analysis, the total project's cost is Rs. 5,380,000 and the total project's benefits are Rs. 86,954,978 with Rs. 81,574,978 net benefit which delivers a benefit per cost ratio of 16.2 times with the OEE improvement project. Therefore, the project is highly financially feasible. Furthermore, the acknowledged project components and their respective project objectives have been documented with figures and their respective outputs and outcomes as major findings. The theoretical support towards each developed solution according to the identified root causes has been facilitated with sound literature. Also, the author has made recommendations which are connected to solutions where certain solutions need certain critical aspects and prerequisites over and above. With the author's comprehensive proposal, W. U. Seneviratne & Co. (Pvt) ltd. existing 51% OEE development towards the 70% desired level ensures the accomplishment of high equipment and manufacturing effectiveness in the organisation.

Reducing Delays in Project Completion at Valley View Research Company

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Executive Summary

This management field research study is analysed a prevailing business issue of Valley View Sri Lanka which can be solved with operational-level work efforts. To this extent, this project examined the delays in research project completion in Valley View Sri Lanka quantitative research team. Currently, the company is facing a critical financial issue due to this problem as it impacts actual financial recognition and shows a significant variation between forecasted and actual revenue figures. Since Valley View provides a professional service, it is important to complete the clients' research projects on time, as they do not want outdated findings for their decision-making process. However, this project is limited to internal causes and operational-level implications as the external environmental factors are beyond the author's control zone. It is important to get a proper understand of the background of the organisation which facilitates understanding the context of the problem. The organisational profile presented first, and next SWOT analysis was carried out to classify the organisational internal strengths and weaknesses as well as external opportunities and threats. Once the company background is established, then the key problems that exist in the organisation were discussed. Out of all the problems that the organisation currently faces, this project examined only the core problem that has the most significant impact on the company right now. The impact of the problem on the organisation was shown through the relevant statistical graphs and diagrams. Further, the financial gap was supported to the same to show the significant impact on the revenue from the stated problem. The key problem was further analysed through the cause-and-effect diagram by mining the root causes that helped to establish the problem in the company. In the meantime, this key problem has created other three associated problems which slow the company's daily operations. A literature review exercise was carried out to identify the main problem by using journal articles and other literature constructed in past. There were many studies which can be connected to the project problem and can be related to the different industries as well as from different country contexts. Under the theoretical background to the problem, the author critically analysed the problem by referring

to many literatures. Throughout this exercise, both analysing the problem causes in different aspects and what are solutions, and actions taken in different contexts were educated. Afterwards, the study framework was established to identify the path that is needed to resolve the defied problem. It was identified that in order to ensure the timely completion of projects, the support of employee performance, process and IT support is necessary. Accordingly, the different techniques, mechanisms and tools that have been suggested in the research findings to solve the problem components were presented. The methodology of the project was discussed as the way of solving the main problem of delay in project completion. Based on the literature review conducted, the author identified the sub-root causes for the problem and techniques and tools that can be used to address the problem causes in order to solve the main problem of project delay. In this case, the author stated the main project objective and other sub-objectives that were going to be achieved through this project. Afterwards, all the project components were discussed in their current context and solution development context comprehensively. The allocation of resources was presented next to develop the solutions stated by the author. The cost allocations or else the project budget that was incurred to develop the proposed solution was presented later. As a part of solution implementation for the key problem of delay in project completion at the quantitative research team, the cost of solutions development against the values of its projected benefits to the company was calculated and analysed comprehensively. These benefits were identified as direct and indirect tangible benefits and there were not any intangible benefits identified. This benefit-cost analysis provided the proper indication and validation of project execution by showing a positive ratio. Afterwards, presented the project outputs which are quantifiable items and project outcomes which are qualitative results of the project. Finally discussed the findings and recommendations of the study. The author has suggested this project to reduce the delays in project completions at Valley View Research Company and focused on the findings of the project and the recommendations out of the findings. The discussion of the findings segment was related to chapter three which was carried out in the literature review exercise based on the journal articles. For all the components, employee performance, research process and IT support, the identified findings in the previous chapter were discussed and afterwards, the author presented the recommendations to the management of the Valley View Research Company in order to sort out their critical problem of project delays.

Reduction of the Defective Shoe Stocks in Bata Shoe Company of Ceylon Limited

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Executive Summary

Defective products unfavourably affect the company's profit in various ways. Cost saving for material and labour can be achieved by way of reducing defective products. A company with low cost can compete with competitors by using a cost leadership strategy. At present, Bata Shoe Company's factory production is about 30% of the total revenue meanwhile balance is from imported products and outsources production. Even though outsource production is higher than in-house production, 79% of the defectives are from in-house factory production. Hence, this project focuses on increasing defective stock in Bata Shoe Company of Ceylon Limited. The author expects to reduce the defective stocks in retail by addressing three main cause categories, which leads to an increase in defectives.

Bata Shoe Company of Ceylon Limited is a multinational company that operates in more than 60 countries and Bata Sri Lanka operates in Sri Lankan for more than 70 years while being the only multinational shoe company in Sri Lankan retail market. Manufacturing shoes and trading other accessories is the core business of the company. The author identified several key strengths, weaknesses, opportunities and threats of the company. Among the weaknesses, increasing the product defect is one of the key problems of the company that needs immediate attention to ensure the long-term survival of the company in the market since most of the customers focus on the quality and durability of the products. Literature reveals that causes for defective stocks are high stock levels in raw material and ageing material, lack of knowledge of new employees, poor planning, and continuous machine break-down situations. The increase of the defective stock has resulted to decrease the space for fresh stock and it affects the company's cash flow due to low sales. In addition, it will decrease the customer's satisfaction as well. According to Ishikawa's diagram, the author has identified several root causes. Segregating the defective according to the source of production and administrative activities related to the manufacturing process are also considered for extracting facts.

When considering the theoretical background to the problem, defectives are created due to material defects, machine defects and human errors. Connolly (2008) explained

effective management of material warehouses is one of the key determinant factors of an efficient supply chain of the company, which can reduce defect generation. Machine maintenance is the next important part of the as found in the cause-and-effect diagram and human errors due to lack of training and tacit knowledge to operate the machine. Then the theoretical background was analysed based on relevant literature and a study framework was developed with root causes revealed as per the Ishikawa diagram.

The main objective of this project is to decrease the defective stock of the company from 15% to 5% and other sub-objectives are set for each component of the project to achieve the main objective. The existing data in the ERP system of the company was analysed as the main source of the data to identify the problem. Structured interviews were conducted with the retail manager, factory manager, costing manager and purchasing manager in the company to find out the real root causes of the defective production problem. As the key stakeholders, they willingly contributed to analyse the issue. The present situation of the purchasing of materials, machine maintenance and training and skill development have been described under the main three project components in Chapter 4.3 to understand the gap between current practices and proposed practices as stated in the solutions of the project.

However, solutions to the problem can be implemented with a projected budget, and human resources and by adhering to the procedures introduced in the SOP. The total cost of the project will be LKR 2,797,400 and the expected benefit of the project will be LKR 21,261,911. Decreasing defective products inventory level to 5%, which is currently remaining at 15.69% of the total sellable inventory in outlets, will be the main output of the project. As shown in Table 4.1, project components are linked with the objectives of the project. By achieving the project objectives, the author expects to enhance profitability by reducing the defective production costs since all the defective finally affect the profitability of the company.

Three main components of the project were further analysed with the literature and many scholars have emphasised that proper planning and warehouse management can reduce the material defects and proper machine maintenance will reduce the number of breaks down and thereby reduce the machine defects such as stat-up damages, calibration damages etc. training and skill development will reduce the human errors in the machine operation. Material defects, machine break downs and outsourced stitching of the upper component, which are the main root causes contribute to 80% of the defective according to the Pareto analysis in order to improve efficiency and profitability by reducing the defective.

Sustaining Production Output at P. G. Martin Industries (Pvt) Ltd

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Executive Summary

P. G. Martin has been a brand name recognised by Sri Lankans for decades. The brand takes pride in producing bags and travel accessories of superlative quality. The recognition it has received for completely manufacturing its products in Sri Lanka is yet another remarkable achievement. However, in an era where the manufacturing sector is suffering from skilled labour shortages, raw material import restrictions and the threat of low-cost products from Asian competitors, the company strives to maintain its production output. With the emergence of social media and digital marketing, the brand has experienced a spike in demand. Thus, the supply needs to be geared to meet this demand. After carrying out a comprehensive organisational analysis with the aid of a SWOT Analysis it is understood that the organisation has many opportunities to capitalise on. Reflecting on the production figures and annual turnover over the last five years the company has seen a steady decline in the production output. It can be noted that there a several issues on the operational front that are directly linked to this issue. This issue which is of concern to the organisation is what this entire project is based around. Utilising tools such as an Ishikawa Diagram and employee interviews the Author aims to shed more light on the root causes for this decline in production output. Following along the same basis, three main root causes have been identified which the project aims to focus on individually and provide solutions. The lack of adequate training and development frameworks, improper task allocation at the production level and the outdated inventory management system was identified as the main three causes for the decrease in annual production output. After selecting the three main root causes a literature review was carried out to understand the current solutions implemented and tested in the industry for similar circumstances. Literature pertaining to the main and subcomponents of the project revealed that production output has direct links to the identified root causes. Many scholars have outlined that the lack of employee training and development is linked to a decline in production output. Furthermore, the transition from a manual inventory control system to an automated system is backed by many scholars and shown to have a positive impact on the production process. Although task

allocation is industry and process specific the importance of a logical task allocation protocol has been identified as paramount to ensure that production efficiencies are maximised. Finally, a study framework based on the main component and these three subcomponents has been formulated. The solution proposed in the report to address the outdated inventory management system was to introduce an automated inventory management software which is linked to the central software system. This would automate all goods issuing, receiving, reordering and stock-level monitoring processes. Moreover, offering outbound training, training sessions from industry consultants and a more rigid training programme for new recruits were the main solutions proposed to tackle the inadequate training. The solutions developed for task allocation primarily involved the re-structuring of the production floor to divide teams into two different production lines which would reduce employees from continuously switching between production processes and allow for specialisation at a given task which will in turn increase efficiency in that respective task. Resources required for the implementation of the solutions and a summary of the costs incurred have also been also discussed. Following the discussions of the solutions, the Benefit-Cost Analysis presented the estimated direct and indirect tangible benefits that the implementation of the proposed solutions can bring about. This is compared against the estimated costs of implementing the given solutions. The benefit-to-cost ratio yields a figure of 9 times in favour of the benefits. The Author believes this is a conservative figure and in reality, can only be higher. Furthermore, the project outputs and outcomes presented further reiterate the positive impact of these proposed solutions. Finally, the Author presents a discussion around the findings of the project, the primary objective of increasing the production output it to capitalise on the growing demand for the brand and by being able to fulfil the needs of more customers the company will not only increase overall revenue but also increase customer satisfaction levels. The strong belief in not compromising on quality or outsourcing production is also a reason that generations of customers have built strong brand loyalty. In order to maintain this customer loyalty and brand recognition the recommendations proposed at an operational level also take into account the importance of product quality. Increasing production output on its own is not adequate and the attention to detail on quality and design is of equal importance.

Reducing Non-Performing Loan Ratio of National Savings Bank

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Executive Summary

National Savings Bank has the identity of the largest specialised bank in the country. And also, it has achieved its identity as the fifth most valuable brand in the country. Further to that it has been identified as the safest bank in the country as the only bank having 100% government security for its deposits and the interest thereon. The author has identified the continuous increase of the non-performing ratio of the bank as a matter of significant importance. Since the increasing non-performing ratios indicate a negative impact towards the profitability of the bank and it creates a certain impact regarding the liquidity of funds as well. So, the author focused on reducing the non-performing loan ratio of NSB by reducing the especially mentioned non-performing loan by 50%, considering the higher volume and ability to achieve the required results during a shorter period of time. In Chapter 2 while further analysis of the issue it was found that a higher portion of the credit portfolio and the non-performing loan portfolio of the bank consist of personal loans with personal guarantors where the security value was considered zero in loan loss provisioning. The main causes and the sub-causes were found using an Ishikawa diagram. It was found that weaknesses in the credit evaluation process, lack of expertise and experience of the employees, higher concern for the target achievements, heavy workloads, lapses in the credit documentation process and weaknesses in the post-loan review mechanism have resulted in a continuous increase the non-performing loan ratio of NSB. In chapter three the problem of non-performing loans was reviewed with literature findings. In literature findings also it has been discussed regarding the importance of maintaining the accepted standards in credit evaluation and maintaining credit quality. Further, it has been discussed in the literature regarding the importance of conducting an effective post-loan review mechanism and enhancing the human skills of the credit staff. And also, in the literature, it has been discussed the importance of recovering non-performing loans as early as possible. So depending on the literature findings and the root causes found in the issue analysis study framework has been developed considering credit evaluation, post-loan review mechanism and human skills as project components. In Chapter 4 project components

were taken into consideration with the expected project objectives, outcomes and outputs. Further to those solutions for each project component have been discussed after analysing the present situation of the component. And also, a comprehensive cost analysis has been done depending on the techniques that were suggested use for the implementation of solutions. Further to that responsibilities of the resource persons have also been discussed depending on the resource allocation plan for the project. In Chapter 5 overall benefits analysis has been calculated based on both direct tangible benefits and indirect tangible benefits. Then a benefit-cost analysis has been done to determine the net benefit of the project over its cost estimation followed by an analysis of the expected outcomes and outputs of the project. Finally, in Chapter 6, the author has connected the findings of the project with the literature findings and the present scenario of NSB. Then further recommendations have been given in addition to the suggested and discussed solutions in Chapter 4.

Increasing 13th Month Policy Continuation Ratio of Bancassurance Department at AIA Insurance

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Executive Summary

This project's primary objective is to raise the 13th month policy continuation ratio of the AIA Bancassurance department. AIA Insurance Lanka Limited is one of the largest multinational public listed life insurance businesses with its headquarters in Hong Kong and controlled by the AIA Group. AIA Insurance is the country's third-largest life insurer and commenced its operations in Sri Lanka in 2013. As a life insurance firm, policy continuance is critical, and it is entirely dependent on customer engagement and interaction with the company. Because life insurance is a long-term contract with customers who pay insurance premiums for more than ten years, 13th month policy continuation ratio is a significant source of revenue for life insurance companies. Although AIA is improving its overall performance, the firm has had a burning issue in its Bancassurance channel for the previous three years. In this channel, a significant number of customers cancel their life insurance policies within the first 12 months after purchase. Some of AIA Bancassurance's customers are not renewing their policies within the first 12 months after purchase, which has impacted the department's 13th-month policy continuation ratio. It dropped to 78%, 79%, and 78% in 2018, 2019, and 2020, respectively. However, they have to maintain this ratio at 89 per cent. This translates to a loss of around 30% of clients who acquired coverage in 2018, 2019, and 2020. This is a big issue for a life insurance business since it will diminish its revenue and, ultimately profitability. This study focused on analysing the reasons for decreasing the 13th-month policy continuation ratio by identifying each area's possible associated problems and performance gaps in this sales distribution unit. To explore the current situation, the Author has interviewed a few stakeholders, including Bancassurance sales executives and other functional representatives (Marketing, Actuarial, Operations, Finance, Claims, Sales Management, etc.). Further, with the support of all these stakeholders, the Author was able to brainstorm possible root causes through a cause-and-effect diagram to find proper solutions and recommendations to mitigate the current problems and improve the 13th-month policy continuation of the Bancassurance department. The author has analysed all currently available data carefully and identified the performance gaps in

each area. The author has also analysed three key areas which are identified through the cause-and-effect diagram. The first area is about the sales management process, the second area explained the training and development and the final area discussed the monitoring and controlling system of the Bancassurance channel. The detailed theoretical underpinning has immediately aided in justifying and comprehending the problems and their root causes, developing solutions, and providing appropriate recommendations. Additionally, those three critical areas were selected as essential components of the project. Further, the Author set certain objectives for this project that includes improving the 13th-month policy continuation ratio of the Bancassurance department from 78% to 89%, which improves the revenue generation of the company by LKR 71 million and profit gain of LKR 14.3 million. Apart from that the Author also set sub-objectives to increase the standing order payment percentage from 33% to 70%, reduce the policy lapsation from 27% to 11%, reduce the customer complaints from newly onboarded customers from 18% to 4% and also to increase the follow-up calls percentage by 30%. All these set objectives will further support earning the expected profit of LKR 14.3 million. The author also analysed the current situation of the Bancassurance department under each component and gave appropriate solutions for each area. The engagement of top management in the Bancassurance department is necessary for the success of this project. Appropriate solutions were established after a thorough study of the issues discovered within each project component. Each project component is assigned a specialised team with assigned responsibilities. The author further elaborated on how the project can be implemented with its cost element. Cost-benefit analyses have been identified for each project component. Further, the Author also discussed the outputs and outcomes of the project. The Author also discussed the findings of the project backed with previously discussed and proven theoretical underpinning. Further to implement the given solutions, the author has further elaborated the recommendations for the overall project and for each component. The author has further calculated the cost-benefit analysis and cost-benefit ratio which has been analysed as 7.1. Further, the implementation of this project will generate a revenue of LKR 71 million and a profit gain of LKR 14.3 million

Reduction of the Bended Nurse Turnover at DNS Hospital, Sri Lanka

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Executive Summary

This project focuses on how the 'bonded' nurse training programme at DNS Hospital could be made more effective to reduce turnover. Given the importance of nursing, in the overall patient experience, this project is seen as being of critical importance. Both primary and secondary data were sourced for the purposes of this study. The primary data collected included, depth interviews and some focus group studies carried out with some key individuals at the Nurse Training School (NTS) as well as at the DNS Hospital to establish the status quo and the extent of the issues faced. In collaboration with the customer service department, a questionnaire was used, to establish patient sentiments and nursing care, in particular. Secondary data was collected relating to overall health care within Sri Lanka, as well as DNS Hospital and its NTS. A key limitation of this study is that it only helps one to understand the context surrounding nursing care in private hospitals, and not the larger segment of nurses, in government hospitals and their particular circumstances. To have contextual information on the organisation, a SWOT analysis was carried out. A key issue that was identified, was certain concerns over nursing care and an increase in in-patient complaints. A lack of management directive and certain inconsistencies in the overall wellbeing of nurses was identified. The multiple issues surrounding the nurses were seen to have a direct impact on the turnover of trainee (bonded) nurses. They were seen as overworked and underpaid and with the absence of a well-thought-out performance measurement system in place the situation was seen to worsen. In identifying the root causes for the problem identified (bonded nurse turnover) a 'fishbone analysis' was carried out, and four major issues were identified in areas of patient care management, nurse training management, the impacts of the pandemic and certain broad issues in human resource management (HRM). In order to place this study in context, a detailed literature review was carried into similar studies. Several international as well as local studies on bonded nurses revealed interesting information that provided greater insights into this area. Based on the revelations of the fish bone analysis, as well as the extensive literature review that was carried out, a study framework was developed, and three critical points were

identified. These are related to the need to have proper patient care, improving certain aspects of the nurse training management programme while having more systematic and well-thought-out human resource management practices within the hospital. These were identified as being directly contributing towards the overall success of the bonded nurse training programme and thus the reduction in the level of turnover among the bonded nurses at NTS. The main objective identified for this project was to reduce the bonded nurse turnover level from the present 5% to 2% within 12 months of implementing the recommendations of this project. Besides the main purpose, three other sub-objectives were developed for the bonded nurses in relation to three such areas - patient-related procedural violation reduction, general nursing procedural violation reduction and their level of KPI accomplishment. After having identified the different project components, their associated projects objectives and the techniques to be deployed to achieve those objectives, a resource allocation was done where the suggested solution was clearly stated, along with the responsibility being identified to key individuals, and finally with their specific responsibilities in this regard being detailed. These were then 'costed' to establish the overall cost of the intervention. Based on the estimated costs/benefits of this project, a systematic Benefit-Cost Analysis (BCA) was carried out, to establish the relative costs and benefits of this project quantified in financial terms. This clearly revealed that if this project is properly executed, with the necessary checks and balances in its implementation that it would result in a net saving of approximately LKR 1,670,000. This worked out to a cost-to-benefit ratio of 5.6 times. Some of the significant gains were expected in the savings resulting from 'rectification costs' (resulting from having poorly trained nurses), reduction in hiring costs, the gain from productivity increases of having trained nurses and the increases in financial returns to the hospital and its shareholders as a result of a better reputation for the hospital, specifically for its nursing care. Based on the BCA the specific output and outcomes of this project were identified and detailed. Finally, based on the specific findings of the report some well-thought-out recommendations were developed to ensure that the project once implemented is a success. These recommendations were developed under the three broad areas of patient care management, nurse training management and general HRM. These recommendations would significantly improve the effectiveness of its bonded nurse training programme and reduce the turnover of such nurses as per the stated objectives of this project.

Reducing Employee Turnover in Executive and Above Category of Atlas Axillia

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Executive Summary

This project is based on a stationary manufacturing company in Sri Lanka. It has been reviewed in the macro level, industry level, and organisational level contexts. Educational platforms are changing day by day with technological advancement and the growing population in Sri Lanka. Atlas Axillia is the leading stationery brand in Sri Lanka which is dedicated to making learning experiences for Sri Lankan children for over six decades. The company has a challenge of retaining key talents within the company and the employee turnover rate is increasing year on year. As identified, there was a significant impact arising due to the performance gap. Since the job market is competitive, takes a longer period to recruit the right candidates. The project methodology was based on reviewing primary, secondary data, exit interview details, and focus group discussions. Limitations have been identified as selected categories, financial cost impact, and different perceptions of the turnover intention of individuals. Atlas is the market leader in the stationery industry, and the company is having the largest distribution channel island-wide. Organisational analysis has reflected that the company has difficulties retaining its critical talents, new joiners, and employees joining with a key competitor. Also, there is no succession planning process or leadership pipeline to mitigate the talent risk. Employee turnover impacts the company in many ways. The major issue is difficulties in filling the vacancies as per the given targeted timeline, high recruitment costs, and failures to meet performance targets. Hence, have to get the service of resigned employees at a higher cost to mitigate the gap. Moreover, career development, reward, recognition, empowerment, and autonomy are the low-rated dimensions of the employee engagement survey. Problem analysis has been done by using the Ishikawa diagram to identify the root causes. Retention of high-performing teams is the cornerstone for organisational success. According to the problem analysis of high employee turnover in the executive and above category of Atlas Axillia, three components have been identified that create an impact on employee turnover. Recruitment and onboarding, compensation and benefits management, talent management, and succession planning are the identified functions of increasing

employee turnover rate. High-performance work practices, retention management of key talents, developing retention strategy, firm-specific skill development initiatives, performance-based promotions, and well-defined career ladder positively connect with the turnover intention of employees. The key project objective was to reduce the high employee turnover among executive and above-category employees. There are several project objectives have identified for each project component. Those are to reduce recruitment cycle time, reduce the cost impact, increase new joiner retention, and increase the rating for rewards and recognition. Unique techniques have been identified to develop solutions to achieve project objectives. The current situation has been explained under each project component and solutions have been mentioned in the appendix number. Resource allocation has developed to understand the resource requirement to implement the defined solutions. A budget estimation is prepared for each solution to execute the solutions and make a viable project. The output of the project has been calculated based on benefit-cost analysis. Solutions have been provided to outsource content writing of job advertisements, rewards and recognition programmes, cost of internship trainee and cost of each activity presented. Benefits have been calculated considering the direct tangible benefit and indirect tangible benefits. The cost-benefit ratio has been presented based on the net incremental benefit of the project. The most important area of the project is the output and outcome that the company gained through the proposed objectives. The project outputs were the reduced employee turnover (experienced/new joiner) reduction of recruitment cycle time, cost savings, availability of standard operating procedures, and new joiner retention plan. Project outcomes were improving employee satisfaction, engagement, motivation, and value creation. Finally, a discussion of the project findings, recommendations to improve the performance gap, and the overall conclusion of the project has been mentioned. Employee turnover in the executive and above categories has significantly impacted the company's performance. Improving the practices of human resources, and HRM bundles, recognising value creators, innovators and developing retention strategies, identifying critical talents, ensuring effective onboarding processes, and understanding gender differences have positively impacted employee retention. The management of Atlas Axillia should pay high attention to the solutions to reduce employee turnover to retain key talents of the company with the aim of driving future objectives.

Increasing Customer Adaptation to Digital Banking Solution of Commercial Bank of Ceylon PLC (Greater Colombo region)

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Executive Summary

This report focuses on increasing the customer base of the Commercial Bank of Ceylon PLC's Digital Banking Solution, with an emphasis on the Greater Colombo Region. With a 102-year history, the bank is known for its high-quality service and customer loyalty. It is the country's third-biggest bank and the country's premier private bank. The Commercial bank serves over 3 million clients by offering services such as Internet banking, ATMs, "Microfinance, and SME loans to those from a variety of business backgrounds. To increase service quality, market share, and customer satisfaction, banks provide creative, technologically sophisticated, cutting-edge digital banking facilities to their customers, spend billions in internet infrastructure, and participate in aggressive marketing activities. However, according to bank data, there are fewer digital banking customers than eligible consumers. This study will focus on identifying the main dimensions of the quality of the bank's digital banking-related services, with a particular focus on the Greater Colombo Region. It will also provide an opportunity to investigate the requirements for enhancing the current internal process in order to improve customer adaptation. Customers in the Greater Colombo Region can be identified as one of the most potential sets of customers who can be persuaded to embrace ComBank Digital, based on their social class and educational level. The Greater Colombo Region's customer base exceeds 250, 000. However, just about 8% of individuals are now using digital banking. Customer perception, staff competency development, IT infrastructure development, and process management were identified as the main causes of key problems. The cause-and-effect diagram is used to narrow down project components to root causes, which will aid in addressing the problem with appropriate solutions. The literature review is an important component in management field projects since it will help to gain a deeper understanding of the problem and provide evidence from previous studies on theories and models that have been studied and used by various scholars. The literature review is divided into four sections, each

focusing on a different topic to review the elements that influence customers' adoption of ComBank Digital's banking solution. In the domains of customer perception, staff competency development, IT infrastructure development, and process management, literature perception is linked to the four project components. It also emphasises theoretical explanations on how to improve customer adaption in ComBank's Digital Banking Solution by enhancing these areas. For each project component, solutions are defined after a critical analysis acquired from the literature review. Customer perception, staff competency development, IT infrastructure development, and process management were all areas where solutions were developed. Basic improvements that can be implemented quickly also include the introduction of a user manual for both staff and customers. Furthermore, a bank could use fintech and business process reengineering to adopt VBanking and VKYC to improve customer on boarding and communication. Staff competencies will be improved by implementing a training need analysis, a training evaluation process, and optimising the training calendar. Establishing Key Performance Indicators for frontline employees will dramatically alter the bank's current corporate culture. Service availability can be established by employing updated software and internal servers running Linux; hence it can be classified as infrastructure development. The offered solutions are evaluated in the context of a cost-benefit analysis including resource allocations, among other things. Following the project's completion, the output and outcome are discussed in order to determine the project's overall impact. It is mandatory to examine the project's objectives in order to establish its viability before proceeding with any further steps in the evaluation process. Cost-benefit analyses are carried out to examine the viability of proposed solutions. These analyses show essential costs and advantages and result in the computation of the project's benefit/cost ratio during its whole duration. The latter part of the report, it is focusing on the recommendations to improve the customer base of ComBank Digital Solution. The relationship between literature and solution development is explored, as well as the medium- and long-term implications of the findings. A discussion of key concerns and anticipated time frames is conducted, followed by practical recommendations in regard to the selected project components. ComBank can increase the number of customers who use the ComBank Digital Solution by implementing the solutions that have been offered.

Reduction of Wastage Cost in Nawinna Factory of Richard Pieris Tyre Company Ltd

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Executive Summary

This project was about reducing the wastage of tyre retreading in the Nawinna Factory. RPTC provides tyre-retreading solutions for a wider range of tyre sizes through four factories operating in Nawinna, Weligama, Kandy and Kurunegala. Nawinna Factory has been incurring higher wastage costs compared with the other three factories. Hence, the project aimed to provide solutions to bring down the gap between Nawinna and its best factory Weligama. In addition to the process wastage of RTOs and ACFs, RPTC considers customer returns (UCs) as their wastage. Managing wastage is crucial as it has a significant impact on customer satisfaction and retention, production cost and the growth of the company. With its prestigious brand image and group strength, RPTC has a large number of strengths, which can successfully use for exploiting opportunities in the market. SWOT analysis was carried out to ascertain the internal and external evaluation. The company should evaluate each Strengths, Weaknesses, Opportunities and Threads. It should take action over identified weaknesses and threats and exploit opportunities by reducing wastage and improving quality and service levels in the long term for achieving future growth aspect. Relevant project data was gathered through various internal sources and documents and several interviews and brainstorm session was carried out to identify the root causes of the problem. The literature review was carried out to identify the theoretical background and possible solutions for root causes. Six root causes were identified under the categories of Quality Assurance of Material, Training and Development and Machine Maintenance. Accordingly, each component was discussed with the relevant literature. Important of minimising wastages and quality improvements were highlighted with the relevant references and impact if otherwise. SOPs, Inventory monitoring, Training and Skill development programmes and Proper preventive maintenance plan are some of the highlighted techniques that can be used for solution development. The project aimed to bring down the overall Nawinna wastage percentage by 31% from 2.9% to 2.01%. For that, sub-objectives were set for each identified component. Existing wastage data was deeply analysed to confirm the root causes. It was highlighted Nawinna had more

customer returns. Out of that, more tyres were premature failures, which caused due to aged casings use and poor repairing. Further higher defect casings had been used causing higher RTOs at Nawinna. Another hand higher number of non-vented tyres contributed to the increase in the RTOs in Nawinna. In addition to these factors, poor machine maintenance was highlighted as a main cause for interrupting the steam supply, which caused higher ACFs. Project findings were evaluated using Benefit-Cost Analysis and It was highlighted successful project implementation could result in significant cost savings of around rupees 4 million, generating a higher positive Benefit Cost Ratio. The project would reduce the overall wastage cost and give positive Output for increasing the Profitability of RPTC. Some of the long-term Outcome highlighted in the project was customer satisfaction and retention, improved employee satisfaction, increase productivity and improved machine lifetime with improved performance. Project findings were looked back with reference to the solution found in the literature. Assurance of proper quality procedures, Proper Inventory management policy, appropriate training and development programmes and proper job rotation plan and impalement of proper preventive maintenance plan were highlighted as proposed solutions for identified root causes. The author recommended to management to look at some other post-implementable proposals on removing production barriers and improving overall company wastage further, sustaining Policy decisions on Casing storage across the company, performance-based incentives, proper supervision etc.

Reducing Software Delivery Delays in Inova IT Systems (Pvt) Ltd

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Executive Summary

"Inova IT Systems" is a software firm that was founded ten years ago with the goal of providing custom software solutions to clients all over the world. When we look at the organisation, Inova IT Systems has a solid reputation among clients for providing software solutions that were requested by the customer. A lot of aspects must be considered throughout the development of a software product or solution. These could be separated into categories such as product quality and error-freeness, performance, usability, and scalability. When it comes to Inova IT systems, the development process is experiencing significant delays. As a result, there is a need to evaluate the factors that cause project delays and come up with solutions. The project goal is to reduce Inova IT systems (Pvt) Ltd.'s software delivery delays. Inova It systems (Pvt) Ltd. is a software development business situated in Sri Lanka. The project is created and developed to identify and analyse the challenges that cause delays based on available literature as well as information gathered from project teams in order to come up with a solution for the project. The study's major focus is on Inova, a project-based software development company that implements agile development methods, where delays in deliveries will have a wide-ranging impact. As noted in the report, these delays have resulted in both financial and non-financial losses for the organisation over the years. Employees from various project teams, procedures, and departments are taken into account for the project team. To have a comprehensive grasp of the operation, all department heads participate in the project team. The project evaluates the existing operations processes using SWOT analysis to uncover both internal and external issues that can affect the firm. Furthermore, cause and effect analysis, also known as root cause analysis, is being performed in order to fully comprehend the situation. There are three major areas found that are directly involved with the main problem. The three aspects are Quality Cost, Requirements, and Resources. In order to analyse the indicated important topics, literature research was conducted. Previous research literature was examined as supporting remarks to bolster the arguments. The primary goal of the initiative is to minimise project delays from 50% to 35% within a year. Relevant sub-objectives

are defined based on the project's essential components. Finally, the study concludes with recommendations for reducing software delivery delays, as well as actions recommended for implementation and evaluation. The study describes the solutions for the three major categories as solutions. As stated in the paper, remedies for the cost of quality include implementing a proper QA methodology and implementing a proper time estimating approach, as there are two primary problems to be addressed. Also, for the requirement area, the solutions are Introducing a requirement gathering template and introducing a proper complexity estimation method, as it has the most important area of the project. For the resources area, the solutions will be introducing a proper resource placement planning mechanism and giving employees training on agile. The next major goal is to emphasise and justify the project outputs and outcomes in order to compare and analyse the benefits of project implementation. As may be seen, an analysis of project outputs and outcomes has been presented. This will be demonstrating the project's tangible/quantifiable and intangible/qualitative outcomes. Then the look is at the cost of implementing the solutions and the benefit that comes out from the solutions as a result. A cost-benefit analysis will be conducted in order to get an idea about the returns of the implementations. Finally, the recommendations and the discussions of findings will be discussed as the recommendations are important to build up the solution.

Performance Gap of Sinopec Lubricants in Sri Lanka

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Executive Summary

This project is focused on reducing the sales performance gap of Interocean Lubricants (PVT) LTD. IOL is a company that operates in the lubricant industry in Sri Lanka and is the sole agent and distributor of the "Sinopec" range of lubricant products. The lubricant industry faces fierce competition from 13 local and global brands that are licensed by the Ministry of Petroleum to either blend or import and distribute lubricants locally. IOL entered the lubricant market in 2011 and its sales predominantly include "Sinopec" lubricants and Greases. Despite representing a fortune 500 brand and being a subsidiary of a large conglomerate; McLarens Group in Sri Lanka, in recent years, IOL has failed to meet its sales targets. Its sales volume has dropped year on year from 1986 KL in 2017 to 1146 KL in 2020. This is a sales drop of 42% and is a serious cause of concern for the company. IOL has failed to perform in expectation of its budget, the industry and in comparison, to its sister company brand in the same industry- Exxon Mobil. This has resulted in several associated problems such as a negative impact on its market share, profits and relationship with its principal. By analysing deeper, four main components were identified that contributed to the problem: sales and distribution, new product development, sales staff attrition and marketing communication. To further analyse each of these identified components, the author studied available literature on each topic by citing journal articles, books and other publications. The theoretical analysis helped justify the importance of each of these components towards sales performance. It also helped to understand the key subcomponents and root causes with more clarity. Using this understanding the author was able to develop a study framework which was the basis of developing solutions to overcome the problem. The main project objective was to increase the total sales volume to the 2019 level adjusting for a small decline in the industry volumes. Therefore, the project aims to increase sales volume by 31% from 1143 KL to 1503 KL and the overall sales revenue by the same proportion by December 2021. In order to achieve this overall objective, SMART objectives were developed for each of the identified keys. To achieve these objectives, solutions were developed for each component. Sales and distribution-related solutions included:

revamping the sales and distribution structure, developing distributor partnerships, developing online channels, implementing a customer loyalty management system and using technology for sales route and customer onboarding processes. It was proposed to emphasise new product development by studying the market needs, sampling and testing new products and most importantly, incentivising the process. The solutions were thoroughly analysed by looking at the costs and benefits to understand the project's viability. Both the tangible and intangible benefits were weighed against the project cost of LKR 24 million. The analysis indicated that the project would result in an incremental benefit of LKR 146 million. The expected outputs and outcomes of the project were also identified to show the quantitative and qualitative results of the project. Finally, the solutions identified were linked to theoretical findings from the literature and it was found that most solutions developed were consistent with theory. The author also provided short-term and long-term recommendations for the successful implementation of the solutions.

Reducing Time Overrun in Software Releases at Zincat Technologies

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Executive Summary

This Management Field Research project is focused on addressing the problem of time overrun of software releases at Zincat Technologies (Pvt) Ltd. This project is aimed to analyse critical factors which are affecting time overrun in software releases. In the competitive software industry, not being able to deliver on time is a critical problem for the company as it leads to cost overrun and customer dissatisfaction as well. Therefore, the author has conducted a comprehensive problem analysis to identify the exact reasons that cause time overrun and make delivery of software releases delayed. Having understood the problem and its root causes properly, the author has conducted an extensive literature review to find solutions and has proposed appropriate solutions for the most critical root causes of the problem with the aim of reducing the time overrun in software releases. The main reasons behind time overrun in software release were categorised into three components: planning, software development and requirement management. With regard to the planning, lack of effective scope controlling process and lack of standard time estimation methods were identified as key root causes for time overrun. In terms of software development, time overrun occurred due to the lack of development practices and lack of requirement tracking processes. When it comes to requirement management, lack of standard requirement templates and lack of knowledge on requirement validation techniques were found to be the root causes for the time overrun. An extensive literature review was then carried out in the areas of the aforementioned root causes. Literature related to the above areas showed that project delays in the software industry are common and having a better understanding of the reasons for project delays can better mitigate them. Studies by many authors indicate that effective planning, progress monitoring, and predicting are critical for project success. The literature pertaining to time overrun in terms of development practices emphasise that a lot of software defects emerge during the software development process and since software defects are expensive and time-consuming, defect

prevention is essential for software process quality. Also, the literature reveals that the quality requirement management process is important for the success of software development projects. Inadequacies in the software requirement specifications can lead to defects and defects found in the later stages of the software development takes more time and cost to fix. Therefore, requirements should be carefully managed as an ongoing process. The proposed solutions in this report include applying the planning poker technique for software effort estimation which involves the team's input and consensus, making the estimations more accurate than other methods. The scope controlling process was also proposed to better manage the changes requested for the project scope. With regard to the lack of development practices, test-driven development technique is proposed to include in the existing software development process and version control process for design documents to reduce the high number of defects. To address root causes in requirement management, the proposed solutions include introducing a software requirement template to ensure clear and concise requirements and the inspection technique for requirement validation. Proposing solutions is not sufficient if they are not feasible to implement. Therefore, the author has analysed the financial benefits that can be gained from each project component after the implementation of the suggested solutions. The costs that can be incurred for the implementation of each solution were also analysed and the benefit-cost ratio was calculated to see whether the implementation of suggested solutions is feasible and cost-effective. Furthermore, an analysis of the projected outputs and outcomes of each solution is conducted to provide a better understanding of the solutions. Finally, this report discussed the link between the literature and the proposed solutions to justify how the solutions are developed. Furthermore, the author has given recommendations for the implementation of each solution to achieve the expected benefits. Therefore, the application of the proposed solutions to Zincat software development will reduce the time overrun in software releases. It will not only provide financial benefits but also non-financial benefits such as customer satisfaction, brand image and employee motivation.

Reducing the High Rate of Corrective Maintenance at the Ambatale Water Treatment Plant

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Executive Summary

The purpose of this management field study was to evaluate the existing maintenance management system due to the high rate of corrective maintenance reported in the Ambatale water treatment plant, National Water Supply and Drainage Board during 2020. The key problem of the study is the high rate of corrective maintenance which is critically affecting the plant operation and budget utilisation of the organisation. However, the author did a comprehensive problem analysis to discover the reasons with underlying causes and offered acceptable remedies for each possible sub-problem with the help of a detailed literature review. The national water supply and drainage board is the government authority to produce transmit and distribute potable water to the customers. NWSDB owns the market monopoly of potable water supply since it is the only potable water supplier in the country. NWSDB was founded in 1965 as a sub-department of the Public Works Department. Today NWSDB functions under the Ministry of Urban Development, Water Supply & Drainage. 325 water supply schemes are operated throughout the country to provide quality potable water for 49.2% of the country's population. Ambatale water treatment plant is a critical water production scheme which is producing 80% of the potable water demand of Colombo city. However, the author identified that rate of corrective maintenance in the WTP is considerably high. It was an average of 24.86% of total maintenance activities for the year 2020. Hence, the key problem of the study has been critically analysed deploying different tools to sort out the root causes. Chapter 3 of the report is the literature review carried out to examine the problem of the project. Previously carried out researchers, case studies and theories were reviewed to identify the background and possible solutions for the project problem. Ishikawa diagram in Chapter 2 was supported to structure the literature review. The study framework of the project was built based on the literature review and Ishikawa diagram. Further, techniques which were applied when problem identification, problem analysis, solutions and implementation in this study have been explained in Chapter 3. Chapter 4 of the report consists of the proposed solutions to achieve each project objective. This chapter is structured to discuss the current

situation and propose solutions for each subproblem. Solutions proposed for further improvements should be viable and effective. Hence, the author has provided guidelines for solutions and resource allocation to identify the type and number of resources to be allocated to develop the proposed solution. Further, cost estimation has proceeded to identify the financial requirement for the proposed solutions. The solutions provided in the study should gain tangible or intangible benefits to the subjected organisations. Otherwise, resource allocation for the project will be wasted and it will be an extra burden to the organisation. Therefore, a benefits analysis was carried out in Chapter 5 to estimate the benefits that could be earned from the project. Furthermore, output and outcome analysis were included in this Chapter to elaborate on the immediate and long-term impact of the organisation from the project. Finally, in Chapter 6, the answers are discussed with references to the literature on real-world applications and theoretical background in order to ensure that the solutions are appropriate and logical to develop in the organisation. Supporting solutions with the theoretical and practical backgrounds will increase rationality. Recommendations for future improvements of the project solutions are included in this chapter. They have been categorised into short-term and mid-term based on the requirement and implementation. NWSDB can gain the ultimate benefits of the project through implementing proposed solutions and recommendations.

Reducing Workforce Cost at Sanken Construction (Pvt) Ltd. Concrete Batching Plant

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Executive Summary

The construction industry can be identified as a growing industry. Therefore, demand for construction materials has been significantly increasing year by year. Demand for ready-mix concrete also has been increasing due to the growth of the industry with superior technologies being deployed. Therefore, competition in the ready-mix concrete market also has been intense. Sanken Ready-Mix Concrete Batching Plant (Sanken RMCBP) is a subsidiary of Sanken Construction Pvt. Ltd. which is a premier construction company in Sri Lanka. It has a reputed name for quality concrete for decades of operation in the construction industry and has a reputation as a premier concrete supplier for many national projects in both the public and private sectors. However, Sanken RMCBP has been experiencing a continuous erosion of profits and profitability as a percentage of the revenue throughout recent years even apart from the external factors which affected the economy in general such as the Easter attack and Covid 19 pandemic. Sanken RMCBP's revenue and production volumes have reached the company benchmarks throughout the period under consideration. But profits and profitability percentage to the revenue of each year have shown declining trends. Further analysing past data for the duration, it is noted that total workforce cost has increased in a pattern similar to the erosion of profits. Each cost item of the workforce cost also shows signs of an increasing trend. Salaries of the workforce and performance incentives represent more than two third of the workforce cost and all have been subject to continuously increasing inclination. It is noted that solving some factors, such as the increase in material costs, are outside the context of the project, common to other competitors too and may possibly take a long time period. Therefore, providing a solution through reducing the workforce cost is significant to restore both profits and profitability in the short to medium terms. Through the root cause analysis, it was identified that there were significant issues affecting the profit erosion due to workforce cost which may be attributable to components such as growth in salaries, structure of incentive scheme and workforce cost monitoring. The comprehensive literature review was conducted to find historical approaches to provide solutions in

such scenarios focusing on three main issues identified in root cause analysis. Most of the historical studies emphasised that incentives should be aligned with the profits and revenue of the organisation. The importance of an incentive system to motivate employees was verified in the previous studies. Different types of incentive systems such as profit-sharing incentives and piece rate incentives have been discussed in previous studies. However, careful selection of a proper incentive system was encouraged. Several forms of restructuring of the workforce have been proposed through previous studies, such as outsourcing, downsising, work sharing and shift work to reduce the workforce cost in an organisation. The importance of an effective monitoring system has been emphasised by several researchers in order to review the results of the implementation. That will ensure the sustainability of the implementation to accomplish the profit expectations. Based on the literature review, the objectives of the study were selected under three project components, namely, restructuring the incentive system, restructuring the workforce and monitoring workforce cost. Each project component was discussed extending to the current situation and solution development. The author has proposed to realign the incentive with the performance of the organisation addressing two aspects, namely, restructuring the present incentive structure and introducing a hurdle rate profit-sharing system. A significant reduction in incentive amount was observed in the calculations of potential as expected in project objectives. Aligning the performance incentive is expected to avoid further profit erosion due to larger volumes. Workforce restructuring was discussed under five solutions. Workforce planning was proposed to identify the real requirements of the organisation followed by several propositions such as outsourcing the concrete delivery section, introducing shift work, possible work sharing and restructuring the pay system to avoid unplanned overtime. Project objectives for restructuring of the workforce would be achieved and further profit gains realised once proper implementation had been done after the workforce planning. A monitoring system for workforce cost was proposed to assure that the implementations had been done and a data log was created for further improvements. Proposed solutions were designed to achieve the project outcomes and outputs as expected. The monitoring system is helpful to sustain profit and profitability gains. The findings of the study were connected to the literature review through the discussion. Implementation timelines were discussed under recommendations. Duration for comprehensive implementation of the proposed solutions is three months before starting the financial year and results are expected within one year of operation. In conclusion, implementation of the proposed solutions would result in an increase in profits and profitability as expected within a year and to the betterment of prospects of Sanken RMCBP.

Enhancing Innovation Revenue of Noyon Lanka (Pvt) Ltd of MAS Holdings

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Executive Summary

This project aimed to boost the innovation revenue of Noyon Lanka of MAS Holdings. The decline in income from innovation has been identified as a key problem of Noyon, and it has been revealed that the company has failed to meet its innovation revue target for the last five years. To succeed in today's agile, competitive business environment, innovation is crucial. Noyon, as a fabric manufacturer has established an internal target of generating 5 percentage of its sales from innovative products. However, from 2016 to 2020 actual revenue value was less than 5 per cent. Noyon's innovation revenue was 0.9 million in 2016 and 0.124 million USD in 2019, which indicates a significant drop. In 2019, the company's actual monthly average innovation revenue was 10,388 USD while the monthly budgeted average revenue was 94,000 USD. The company's internal date was analysed, with a few interviews conducted to understand the causes of the main problem. There were multiple reasons for reducing innovation revenue. It highlighted several roots not only through the company's internal data but also through the interviews conducted with different levels of employees at Noyon. High lead time, product failure, poor customer hit rate, quality issues, a lack of skills and capabilities and a limited number of concepts are the main reasons highlighted. Additionally, it was also mentioned high product prices and poor supply base as two other reasons for innovation failure. Following a in-depth problem examination, the product development process, raw material quality and people management are identified as the key areas that need to be developed in order to remedy the main issue. A literature review with theoretical background was conducted under key components of the project which were identified from a cause-and-effect diagram. Firstly, the existing knowledge related to the product development process, innovation process, lead time, customer development hit rate and process standardisation was established. There were research studies on raw material quality, right-first-time pilot delivery, value-added material, supplier's innovation, supplier evaluation model and raw material quality. Furthermore, employee time utilisation, skill requirements, training and development and goal setting were examined. Theoretical underpinning aided in

understanding the problem and justifying root causes. A study framework consisting of process improvement, raw material quality improvement and people management was established to find solutions to key challenges. The project's main was to make recommendations to increase Noyon Lanka's innovation revenue so that it could meet the organisation's budgeted target of 5 percentage of total revenue in 2022.In order to achieve the main objective seven sub-objectives were identified. Reducing concept sample average lead time from 12 days to 8 days and technical samples' lead time from 18.5 days to 15 days, increasing customer development hit rate from monthly average value 15% to 22%, value added raw material percentage from monthly average Figure of 11.6% to 18%, right first-time pilot delivery percentage from 69% to 77%, monthly concept development from 2 to 3 and employee daily time utilisation from 71.9% to 88% by end of 2022 was the sub objectives addressed in this project. To provide solutions, the current processes and practices at Noyon Lanka were thoroughly analysed. For each project component, key solutions were proposed to increase the innovation revenue of the firm. It also covered the critical areas of the project, resource allocation and cost estimation which is 22.207 million LKR. Several solutions were proposed in order to meet the main objective and sub-objectives of the project. Standardising the product development process, updating the sample development SOP and monitoring system, forming a cross-functional team, developing a supplier evaluation model, introducing a material inspection plan, training and development in innovation, and introducing new goals are some of the solutions that have been identified in this project. According to the calculations, project has a benefit-cost ratio of 9.41. There are many outcomes of the effort including expanding the innovation product portfolio, boosting the development success rate, enhancing customer satisfaction, getting skilled employees, improving company recognition, and strengthening the innovative supplier base. The project's findings were presented in a way that links the literature to the identified solutions for each project component. The project included several key recommendations. Critically analysing the product development process, facilitating an awareness session, formation of a committee to validate ideas, developing value-added material by collaborating with suppliers, and establishing a reward mechanism for employees are some short to midterm key recommendations identified. Noyon Lanka can absorb these recommendations and propose solutions in order to boost its innovation revenue.

Consumer Complaint Reduction in the Powder Plant of Fonterra Brands Lanka (Pvt) Ltd

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Executive Summary

This field study project intends to reduce high consumer complaints of the powder plant Fonterra Brands Lanka (Pvt) Ltd. The overall objective of this project is to reduce the monthly average CPM (Complaints Per Million Sales) value from 2.5 to 2.0 (From LKR 28.8 Mn to 6 Mn) within six months of project implementation. Based on statistical analysis of the Fonterra consumer compliance system, it has been evident that the CPM value was trending for consecutive three months and above its average CPM value of 2.3 causing a direct financial loss of 10.3 Mn LKR. Fonterra Brands Lanka has been fuelling national dairy requirements through its strong nutritional product portfolio in the past few decades. SWOT analysis has been performed to draw conclusions on the company's overall situation while translating them into strategic actions. Strong food safety and quality culture is the key strength of the company, achieving uncompromised world-class quality is a commitment made to build trust in consumers and long-term value creation. The dairy industry of Sri Lanka is one of the prominent sectors undertaken by the state with the view of improving domestic milk production in the future amidst heavy dependence (61%) on dairy necessities through imported milk powder. The key problem of high consumer complaints has been identified through quantitative analysis based on the Fonterra consumer compliance system and then validated through in-depth interviews and discussions with the senior managers in relevant functional departments. Accordingly, four key problem areas were revealed as internal process, warehouse, and logistics management, and training and development. Accordingly, aforesaid four key issues have been examined through a comprehensive literature review in relation to the identified root causes. The literature review has been directly supported to analyse empirical evidence based on published journal articles whilst validating root causes and building solutions and recommendations to resolve the problem as suggested in previous studies. Subsequently, a study framework was developed and illustrated with three variables as an internal process, warehouse and logistics management, and training and development in relation to third-party storage and distributions and training and development in order to reduce consumer

complaints. The key objectives of the project are to reduce the CPM value from 2.6 on average to 2. within the first half of the year F22 which is equitant to LKR 10.9 Mn LKR. Simultaneously, three project components were identified as internal process improvements, warehouse, and logistics management, and training and development to align with variables identified in the study framework. Then, appropriate solutions have been developed under each component to achieve key objectives while resource requirements together with roles and responsibilities are clearly outlined. Under benefit-cost analysis, it is assumed that the cost of the project activities to accrue over four years and thus be discounted at a company WACC of 14%. Accordingly, the project is expected to generate a gross benefit of LKR 10.7 Mn LKR. In light of the above, project findings of solution development are constructed according to the theoretical background of the problem. Then, recommendations with respect to short-term and long-term have been presented where the management commitment towards sufficient funding, resource allocation, logistical support, and leadership emphasised for a successful implementation of the project. In addition, long-term recommendations such as modification of e change system, expansions in the raw material warehouse, development of strong quality culture and behaviours, supplier performance dashboard development, and internal knowledge repository on quality have been proposed to embark in future.

Reduction of the Number of Delayed Days in Delayed Software Development Projects at Ogilvy Martech

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Executive Summary

This project is mainly focused on minimising the number of delayed days in each delayed project at Ogilvy MarTech, Sri Lanka. Ogilvy MarTech is the digital arm of the Ogilvy Sri Lanka. Ogilvy Sri Lanka is operated under the supervision and management of Ogilvy Global based in New York. Ogilvy Sri Lanka is one of the leading digital marketing agencies in Sri Lanka. As an organisation operated in the service sector, it is very important to have less project delays in order to make the customers happy for Ogilvy MarTech. Customer satisfaction is a key factor for the success of any organisation operated in the service sector. As the software development industry is very competitive and customers can replace the service vendor very easily, it is very important to maintain healthy relationships with the existing and new customers without dissatisfying them with the project outputs. Therefore, studying the identified problem of having considerable number of delayed software development projects annually at Ogilvy MarTech is very significance as it directly impacts to the revenue generation of Ogilvy Sri Lanka. Therefore, a project team is formulated by the author with the help of the HODD, in order to get the necessary help and guidance to study the identified problem and come up with solid solutions to overcome them. Both qualitative and quantitative data are used to identify the root causes for the identified problem. Even though there are both internal and external factors leading for project delays, only the internal factors are considered when the solutions are designed as there is not power to control the external factors for Ogilvy MarTech. Also, as the solutions are required to be implemented very soon in order to minimise the project delays as soon as possible, many of long-term radical solutions are not considered at this point such as management process re-engineering. Ogilvy MarTech serves different types of clients including leading business organisations in Sri Lanka operated in different domains such as education, hospitality and banking. SWOT analysis is conducted to identify the strengths, weaknesses, opportunities and threats of Ogilvy MarTech and it shows the true

potential of Ogilvy MarTech in the current market. There are a few weaknesses that the team members and the management have to work on in order to minimise the threats. Using the strengths and the opportunities that company has, the project delivery delays can be managed effectively. After conducting a few brainstorming sessions with the fellow team members, three main components that are xiv caused for the project delays are identified. People development, refining requirements and resource planning are the identified three main components. Knowledge gaps of the employees, ineffective leadership, ineffective communication, poor documentation, and ineffective software development life cycle are a few of identified major root causes that lead for the project delays. Literature review has been used to find out the most effective solutions to overcome the identified root causes. How to analysis the training needs, how to conduct proper training programmes, importance of having training programmes, importance of effective leadership and communication, importance of having a finetuned state of art software development life cycle, importance of accurate documentations are a few of areas where the theoretical aspects were analysed and discussed. A study framework is designed and developed based on the theoretical underpinnings. The main objective of the project to is to reduce the number of delayed days per each delayed project by 50%. The number of delayed projects in each delayed project is considerably high since 2018 (More than 50% of the estimated days). Therefore, it is important to work on to reduce the count of the delayed days at least by 50% per each project which is not meeting the deadline. In addition, the sub objectives are identified, that will support to achieve the main objective of the project. Conducting training programmes, introducing new recruitment processes, introducing an effective software development life cycle are a few of solutions that are proposed based on the literature review in order to support achieving the objectives of the project. The cost-benefit analysis is conducted to study the feasibility of the implementation of the solutions and to identify the benefits that can be gained through the project implementation. Also, the outputs and the outcomes of the project are also discussed in detail. A proper discussion is carried out to discuss the findings and the recommendations of the project. The findings are underpinned with the theoretical aspects as well. Recommendations are discussed that will be supported to increase the effectiveness and the efficiency of the projects in the future. However, it is very important to monitor the implementations of the proposed solutions closely to evaluate the effectiveness of the new implementations. In addition, the outputs also need to be monitored to understand the effectiveness of the proposed solutions as well.

Reducing High Turnover of Banking Trainees at Serendib Bank Plc

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Executive Summary

This Management Field Research Project is about reducing Banking Trainee Turnover of the Serendib Bank PLC, which is one of the leading private sector Banks in Sri Lanka. The project report begins with the company background to provide an overview of the organisation. The project scope was discussed at the outset to provide the clarity of the project area. Next, the author has mentioned the significance of the project in terms of resolving the problem. Further, quantitative and qualitative methods have been brought to design the project methodology and project limitations were also highlighted that the author had to face. Finally, all chapters were summarised under the chapter framework to provide an understanding to the reader about the layout of the project. The profile of the company was discussed in detailed and the company was analysed using the SWOT management technique. It has been identified strengths, weaknesses, opportunities, and threats related to the company, and key problems were also discussed. Then one critical problem was identified to show the performance gap and its' financial implication. In addition to that, another three associated problems stemming from the main problem were identified with related performance gaps. Accordingly, three areas were identified as the key drivers for the identified problem: high Banking Trainee Turnover of the Serendib Bank PLC. The areas are Work Environment, Career Development, and HR Practices. Afterwards a root cause analysis was developed to identify the ultimate reason for the main problem. It was a collective effort developed through brainstorming sessions, interviews, and focused discussions. Then report demonstrates a discussion of the theoretical background of the identified problem. It provides detailed analyses of the components, the root causes, and how these areas are interconnected with the solutions. Further, justification of the literature and the solutions literature has been provided in chapter three. As per the literature findings, the study framework was developed through the components identified in order to establish a structure for this problem. Then, the techniques were identified to develop solutions for the identified problem.

Reducing the Delivery Delays of Ready Mixed Concrete in Tokyo Supermix (Pvt) Ltd

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Executive Summary

Construction sector in Sri Lanka saw a boom in the last decade and subsequently the competition among the construction material suppliers has grown. Hence the quality and the on-time supply capability of material is being evaluated by the sites and on-time supply capability has become a prequalification to be accepted as a good RMC supplier for many construction projects. Tokyo Supermix (Pvt) Ltd, a fully owned subsidiary of Tokyo Cement Company Lanka PLC is currently the largest ready mix concrete supplier in the country and the market leader in the RMC industry. As per the past data it has been identified that the delivery delays of ready mixed concrete in TSM have become a problem for the company and it is costing the company financially as well as it gives a negative brand perception. Also, it affects the sales volumes and harming the future business opportunities as well. Hence author has selected Reducing Delivery Delays of Ready Mixed Concrete in TSM as the management field research project and the main objective and purpose is reduce delivery delays. By analysing the past data for 6 months, the average delivery delay of RMC was identified as 3.5 Hours from the requested time. And as per the industry norm, only 2 hours delay was acceptable and currently TSM has around 1.5 Hours performance gap which needed to be addressed and resolved. By brainstorming, interviewing relevant officials and analysing the data, the causes for delay were categorised to three main cause areas. Namely Production and distribution process, Quality Management and Machinery and Fleet maintenance. Those areas were contributing to the delivery delays of RMC and author has done a root cause analysis and identified the root causes for each main cause in each category. An extensive literature review was done, and the theoretical background is researched by the author related to the main problem, and also to the sub problems which are contributing to the main problem in identified cause categories. Also, the solutions given by the past researchers were analysed to back up the authors solution development to the problems. Project objectives were identified by the author with related to each project component. The sub project objectives were set according to each project component. Reducing plant idling time and production cycle time were set

as the objectives under production and distribution process project component, and under quality management project component, reducing rejections and testing time were identified as the relevant project objectives. Finally, under machinery and fleet maintenance, reducing plant breakdowns and truck break downs were set as project objectives. And the solutions were derived for each project component in order to achieve the project objectives. New processes were proposed to schedule, sales order approval, aggregate and cement testing. A technical training programme was planned for laboratory technicians and automations and checklists were suggested to plant and fleet maintenance optimisation. The resource allocation and cost implication for each solution was being presented. There were direct tangible benefits from the project such as reducing customer claims, reducing rejection cost and reducing maintenance cost. Also, there were indirect tangible benefits such as the plant allocation for more sales volumes. Each benefit was calculated, and a benefit cost analysis was also being conducted where a 11.5 benefit to cost ratio will be achieved by implementing this project, which also suggested that this was a financially viable project. In addition, author suggested additional recommendations which were also useful to reduce the delivery delays however not discussed in the project due to the limitations such as investments. Finally, by implementing this project, the author believes that the brand image and the industry recognition of the company will be boosted and there will be more future opportunities to ne grabbed with the industry growth.

Improving Pawning Portfolio at Valaichchenai Branch, Commercial Bank of Ceylon PLC

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Executive Summary

Main focus of this Management Field Research Project is to identify the causes related to low pawning portfolio at Valaichchenai branch of Commercial Bank of Ceylon PLC. This main problem exists in branch for last three years and it has been justified with the comparison of actual and budgeted figures of the branch. Extent of achievement of pawning target by the branch during last three years stand as 34% on average and achievement for the first nine months of year 2021 stand as 35%. Main reasons for low pawning portfolio in Valaichchenai branch due to time consuming, lengthy operational procedures, lack of performance monitoring, low competency level of staff and less marketing activities of the branch. No simplified procedures relating to pawning operation, no individual KPIs in terms of performance monitoring, lack of training and development in terms of low competency level and no frequent marketing campaigns resulting to low pawning portfolios of the branch. Further, to the Interviews carried out with staff of Valaichchenai branch also reveals that above mentioned causes has led the branch to low pawning portfolio. Detail study of theoretical background was carried out in relation with cause-and-effect diagram. Analysis has been carried out mainly focusing on three areas such as Operations, Human Resource and Marketing. Detail analysis of understanding issues, identification of the root causes has been carried out based on the literature. In addition, theoretical background of the project techniques which will be used for the project under each project component has been elaborated deeply. Solutions and recommendations also have developed in order to meet the project objectives based on the three main project components. Overall objective of the project is to increase pawning portfolio of the valaichchenai branch by 100% (increasing the extent of achievement from 35% to 70%) during the period of six months from the date of implementation of the project in year 2022. This main objective could be achieved only by accomplishing three project objectives listed under the three project components such as Operations, Human Resources and Marketing. Improving work efficiency ratio by 90% with the reduction of customer turnaround time in terms of operations, increasing achievement of target given to pawning staff by 75% in terms of

human resources and increasing marketing activities by 90% in terms of marketing are the three project objectives which will lead the branch to achieve the overall objective to increase pawning portfolio of valaichchenai branch during the proposed time span of the project. Project solutions and recommendations have been carried out based on the project components and solutions were modifying/ simplifying existing pawning process, conducting brainstorming sessions, assigning individual KPIs, conducting training programmes, organise marketing campaigns and direct marketing activities. Finally, Recommendations have given under Chapter 6 considering the key facts in implementing the solutions and anticipated time frame for project completion. Hence, with the application of proposed solutions, Valaichchenai branch of Commercial bank of Ceylon Plc would be able to increase the pawning portfolio in year 2022 and contribute to the branch bottom line sizeably in the long run to breakeven the branch as well.

Improving Customer Retention of WSO2 Inc.

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Executive Summary

WSO2 Inc is an open-source global software technology provider which delivers middleware technology products for enterprises for digital transformation and enterprise integration. With the rapid expansion of the business of WSO2, it is facing the challenge of customer retention and the scope of this project is to research and develop solutions on improving customer retention of WSO2 Inc. The project is developed to conduct an organisational study, analyse the current problems, and root causes of the problems, review existing literature related to project components, develop solutions, and finally present findings and recommendations. The significance of this study emphasises the importance of conducting this project as customer retention is a primary contributing factor for the business growth of WSO2 and failure to retain customers in the long-term may hinder its growth potential. Improving customer retention is also a primary OKR (Objective and Key Result) of the WSO2 Customer Success team which the author is part of. This project is only focused on operational and process level improvements to overcome the problems and will not focus on strategic level decisions and software engineering related technical solutions. The research evaluated the current situation of WSO2 by performing a SWOT analysis which indicated that there are significant strengths and opportunities present to achieve great business growth while there are some key weaknesses and external threats also present which should be eliminated or minimised. To understand factors that contribute to current issues a root cause analysis is performed by following the why-why approach. According to the root cause analysis, it was indicated that issues in WSO2 products, operational processes, and partners are contributing to the primary issue. Solutions developed in this project were focused on finding solutions to eliminate or reduce some of these causes which will contribute to eventually achieving project objectives. The main objective of this project is to improve customer retention of WSO2 from 80% to 85%. Few sub-objectives are also identified which are reducing defects in WSO2 products, reducing customer escalations, and increasing the number of certified WSO2 partners. To achieve these project objectives a set of solutions were proposed which are provision SonarQube automatic code review system, appoint a dedicated

quality assurance team, train WSO2 customer success engineers on technical and soft skills, implement a customer onboarding programme, improve partner training programme, and appoint a partner advisory board. According to cost estimates for the implementation of proposed solutions and benefit-cost analysis, implementation of this project is supposed to bring a significant return on investment with a benefit to cost ratio of 9.85. In addition to that, the project is also expected to bring a significant amount of non-financial and indirect benefits as well. Finally, the project concludes with recommendations to follow during the implementation of the project and prepotential future work that can be considered to further improve customer retention of WSO2 Inc.

Improving Client Retention Rate at IDEONE Advertising (Pvt) Ltd

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Executive Summary

IDEAONE Advertising (Pvt) Ltd is a second-tier advertising agency that competes very hard with the other second-tier advertising agencies and first-tier advertising agencies in a very competitive market. This intense competition demands of maintaining a high level of client retention rate to manage overheads effectively and ensure profitability. Because, staff cost is the major component of the overhead cost, and by having a loyal client base, staff can be allocated to those clients and manage the overhead cost effectively. This way the agency will be able to achieve the breakeven point easily and ensure profitability. This project is to develop suitable solutions to improve the client retention rate of IDEAONE Advertising (Pvt) Ltd. It was revealed that the client retention rate of IDEAONE Advertising (Pvt) Ltd is 68%, whereas the average standard client retention rate of the industry is 84%. It is also estimated that the lost revenue from 2017 to 2020 due to this low client retention is around Rs. 76 million. It is calculated that if the client retention rate can be increased to 80%, IDEAONE Advertising (Pvt) Ltd will be able to save around Rs. 7 million annually. The lack of successful creative campaigns produced by the agency, lack of proactive initiatives taken by the agency and lack of project efficiency were identified as associated issues that leads to client dissatisfaction and low client retention. A root case analysis was conducted and 'creative effectiveness', 'proactive behaviour' and 'project management abilities' were identified as the main cause categories that affects client retention. A detailed literature review confirmed that 'creative effectiveness', 'proactive behaviour' and 'project management abilities' are directly affecting the client retention of advertising agencies. It was further revealed that 'creative effectiveness' can be improved through structured training and effective recruitment of creative staff members. Similarly, literature confirmed that proactive behaviour can be improved by providing relevant information about client's businesses to the staff, where they will be able to use that information and knowledge to come up with proactive solutions. It was also revealed through the literature review that project management efficiencies can be improved by reducing the time taken for the delivery while ensuring the quality. Therefore,

'creative effectiveness', 'proactive behaviour' and 'project management' were identified as the project components. The main project objective was set to improve the client retention rate from 68% to 80%. To achieve this main objective, project components wise objectives were identified accordingly. Therefore, objectives were set to improve successful campaign ratio, proactive campaign ratio and project efficiency ratio. It was identified that the existing creative staff lacks knowledge of creative development techniques, knowledge of communication platforms, knowledge of key consumer and market trends and knowledge of judging effective creatives. Training programme was presented as a solution to improve knowledge on these areas. An effective recruitment process was also suggested for creative staff recruitments. When it comes to developing 'proactive behaviour' a training programme was suggested as a solution to improve the knowledge on client's businesses, as it was revealed that the staff lacks this knowledge. A standard operating procedure was suggested as a solution to improve project efficiency, as it was revealed that current process result in a longer project cycle and inadequate time allocated for creative development. The cost of implementing above solutions were estimated as Rs. 423,000.00. A financial feasibility of the project was evaluated by conducting a benefit-cost analysis. It was revealed that the project would achieve a total incremental benefit of Rs. 6.8 million. This proves that the project is financially viable, and it was calculated considering only annual figures, whereas the benefits of the projects can be enjoyed for a longer period. Apart from the achieving the project objectives, many templates, procedures, training need evaluation sheets, detailed job profiles, recruitment assessment procedures were developed that can be used by the organisation, not only for the implementation of this project, but also for the general use. Finally, the suggested solutions were assessed with the literature which confirms that the suggested solutions are in line with the findings of the literature. This builds confidence of achieving the project objectives by implementing suggested solutions. However, certain critical points when implementing the suggested solutions. The project cost is estimated based on existing number of staff, clients, and exchange rates. Hence the project cost can be varied at the time of implementation with any changes to the above elements. The standard operating procedure is developed only for integrated communication projects and the management needs to control the small-scale projects, to avoid any time delays.

Reducing Service Quality Issues of OPL Foreign Clients at GAC Marine Services (Pvt) Ltd

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Executive Summary

Under port-related services, the agency operations sector plays a key part in influencing vessel owners to choose Sri Lankan ports as their number one choice in the region. Therefore, agency services with highest degree of quality and minimum delays are in high demand and most agency companies are thriving to cater to the same. As the market leader of shipping agency operations in Sri Lanka, GAC Marine Services Private Limited (hereafter referred as GMSL) has gained a reputation in the industry as a company who provides wide range of agency ser-vices with highest degree of quality. However due to several reasons such as Covid-19 pan-demic, reactive mindset of staff, higher threat of new entrants, less standardised processes, higher bargaining power of suppliers have caused service quality issues to GMSL. Therefore, it is pivotal in identifying solutions to address these service quality concerns and subsequently execute these solutions to improve service quality levels. Through this report author is intending to address one of the pivotal problems at GMSL which is increasing service quality issues of OPL Foreign European customers. The first chapter of this report will carry out a back-ground analysis of the project in the first part and brief introduction to GMSL. Also in this chapter, the author will explain the significance of this study and possible limitations in carrying out the project along with the methodology used in this project. The second chapter is dedicated on providing a detailed introduction about the company GMSL and will show a comprehensive SWOT analysis about the organisation. Further during the second part of this chapter, author will be explaining the problem through gathered data and related information with depiction of relevant charts and tables. This part will provide the reader a holistic view of the service quality problem and how it has hindered the organisational performance of GMSL. Upon identification of gravity of this issue, author will embark on a journey in second chapter by carrying out a deductive analysis of the problem to identify underlying causes of the problem. Upon identification of key causes, author opted to address three main project components to improve service quality levels of GMSL. In the third chapter author will carry out a rigorous review of literature of the main project component which is service

quality along with three subcomponents namely customer relationship management, human element, process and physical dimension. After the literature review, author will explain the relevant techniques used during this project in identification of the problem and solutions along with execution of identified solutions. The initial part of the fourth chapter of this report will reflect of objective setting related to main and sub project components. This will be linked to the description of the project. The second part of this chapter will be dedicated in carrying out a current situation analysis of the project components and subsequently solutions will be proposed in this part. These solutions will address in solving the underlying causes identified in the fishbone diagram. Moreover, this chapter will depict the relevant resources allocation for these components when implementing solutions along with relevant cost estimates. The fifth chapter of this report will reflect a comprehensive benefit cost analysis of implementing the proposed solutions stated in the chapter four. Also, this chapter will discuss the relevant direct and indirect benefits which can be gained by GMSL through execution of proposed solutions. Moreover, this chapter will reflect the ratio of cost to benefit if GMSL opts to implement these solutions. Further through the last part of this chapter, author will explain the relevant outputs and outcomes of achieving the stipulated objectives in each project component through execution of suggested solutions. The first half of the last chapter will describe the integration of conceptual framework to the proposed solutions in chapter four. This will reflect how effectively the author had applied theoretical studies to practical applications in the project areas. The latter half of this chapter will provide the reader the key considerations to be pondered when executing the proposed solutions in chapter four along with relevant timelines for implementation of the solutions.

Increasing the Level of People's Credit Card Usage in the Market

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Executive Summary

This project focuses on increasing the level of People's credit card usage in the market. With the advancement in technology, cash is replaced with different alternatives and credit card is one of the main factors among them. The Sri Lankan credit card industry has also become highly competitive with 14 credit card issuing banks and financial institutes. Even though People's Bank currently performs as the second largest bank in Sri Lanka, it has not been able to maintain that higher position in terms of credit card business. The less usage of People's credit cards in the market has directly affected profitability and market share in the credit card industry. The significance of the issue encapsulated a few burning effects such as loss of fee base income and loss of market share. The identified problem here is justified by the information calculated within the People's Card Centre and a few interviews conducted during the study process. As per the internal research data people's credit cards currently held the 11th position in the credit card market with a 3.2 % market share. Based on the internal data the average credit limit usage of People's credit cards is 32% as a percentage of the total approved credit limit. The industry average of this is around 40%. Therefore, it is important to increase credit card usage in order to increase the market share of People's credit cards. Based on the collected data during the project, the author has identified four main functional areas which have a direct influence on less usage of People's credit cards in the market. Those are credit card issuance, marketing management, sales management and customer service. A detailed analysis of each final functional area is presented through root cause analysis to identify issues that need to be addressed when developing solutions. Based on the analysis, the author has identified non-activation and delay in activating the credit cards, less credit-worthy customers and poor customer service as the main issues of these problems. The theoretical study was conducted for the identified functional areas in the cause-and-effect diagram. This theoretical evaluation is mainly structured under four pillars namely credit card issuance, marketing management, sales management and customer service. And under each of the above functional areas, a detailed analysis was carried out to identify,

support and justify the identified root causes with the historical findings. Based on this theoretical evaluation the study framework is developed with the identification of project components and development of solutions. Non-activation and delay in activating the credit card are identified as a direct influence in less usage of credit cards and the establishment of a clear follow-up process with proper timelines, the introduction of an automated self-service App for credit card-related activities and strengthening the call centre were identified as a solution for the credit card activation issue. Then the unavailability of any unique features with the product offering, average level customer base and less focus on premiere level customers has also been identified as causes for the less useful. Development of customer specific product offering which can cater to both average level and premier level customer has been identified as a solution for that. Finally poor customer service has been identified as a key reason for less usage of the credit card and establishment of customer service norms specific to the card centre, use of available modern technology for customer service and providing training and education has been proposed as a solution to increase the customer service. By implementing these solutions within a period of 12 months. People's card centre expects to generate LKR 40 million against the cost of implementation of LKR 10 million. Finally, the proposed solutions are justified as implementable and useful in order to solve the identified problem under this project.

Increased Training Failure Rate-Resulting in Increased GACA Audit Queries

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Executive Summary

This Management Field research Project report is focused on reducing GACA audit findings by 40%. Over the past five years, an increasing audit finding trend was observed. If not arrested in a timely manner could have contributed to a significant safety breakdown and a significant non-compliance with the federal regulation. The author has explained the impact these non-compliances could lead to and the benefit to the organisation by implementing this project. Based on internal meetings and interviews supported by the survey results, the management has taken remedial measures to implement this project where applicable on priority. This project has identified the root cause of the increased GACA audit findings at XYs Airports Company and has narrowed the study down to three main components /Key drivers, namely Quality Management where the quality system breakdowns are identified, and mitigations have been recommended, it is worthy of note that majority of the 2021 GACA audit findings were around non-standard documentation and quality control. Secondly, Process Management, where the process of the Standard Operating Procedures was not up to date and did not reflect exactly what the Airside Duty Team (ADT) was required to do, in a time-sensitive and safety-critical role where passenger aircraft safety is paramount having the right processes to be followed at the right time was essential. Thirdly Learning and Development regime was reviewed as the ADT predominantly consists of Asians, and UEA nationals, English which is the aviation language, is not the first language used by these personnel. The goal was to identify and establish a link between the main problem and provide improvements where necessary and also to determine if the quality of the training provided and if the trainers meet the required standards along with the existing training process and the complexity of the content used, and to validate the same through literature review. The key issues and contributors have been discussed through a literature review. Multiple journal articles and textbooks have been studied to justify the findings and literature review. As briefly discussed above, key drivers have been discussed in detail under the study framework of this report. Solutions have been developed with utmost care for

each project component, taking into consideration the current economic and corporate climate which the industry had to undergo due to the current COVID-driven pandemic, the author wishes to stress that the aviation industry as a whole is on recovery mode hence financial constraints had to be absorbed in certain areas. After careful analysis of the findings and solutions, XYZ Airports have taken the initiative to implement Quality and Process related recommendations (Creation of a Document control and Standardisation Procedures Manual and Compliance Assurance Manual) parallel to this project at a total cost of AED 72,000.00 to the company utilising internal resources. The total project implementation will cost the business a sum of AED 392,000.00; even though this is an additional overhead to the business, the reduction of re-training by 15% would save the business an average of AED 310,310.00 annually, which is a direct tangible benefit, however, when this is combined with the overall project objective of reducing the overall GACA audit findings by 40% will far outweigh the total cost incurred by the company. This project concluded with the recommendations to the management to improve the three key internal drivers to reduce the GACA audit findings from 40% to 20% compared to previous years, which will be put to the test during the 2022 annual surveillance audit. As a long-term recommendation, an in-depth discussion has been made to understand and reflect upon the concept of microlearning and its benefits and implementation process in the organisation to address the existing gaps. It has also been reflected that microlearning is a modern or advanced approach to employee training and development adopted to ensure that the employee's abilities to learn and retain knowledge can be improved. The discussion has reflected that the approach to microlearning ensures that the overall learning or the training programme can be divided into smaller parts or groups depending upon the learning needs and requirements. Further focusing on the implementation plan of the microlearning, it stressed that the management could adopt a defined strategic process that includes identifying the training needs, implementing the plan and further having a constant monitoring and improvement approach.

Improving Aircraft Technical Dispatch Reliability of Sri Lankan Airlines

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Executive Summary

This management field research project discussed the low technical dispatch reliability which was identified as a key problem at Sri Lankan Airlines. Even with a smaller number of flights operated than usual during the pandemic, the technical delay cost of SLA has been attributed to an amount exceeding USD 200,000 together with a loss of more than 400 flight hours only due to these technical delays. Since the airline operates codeshare flights connecting with several other airlines around the world to connect flight sectors severe consequences are experienced due to flight delay propagation as a result of the cascade-like effect of these flight delays. The project was conducted with the aim of improving the technical dispatch reliability of the airline. The problem was discussed in three different areas. Component failures, scheduled maintenance and pre-flight maintenance are the three main components. The key problem of low TDR and the performance gap between the target reliability levels and actual figures were discussed in detail under problem identification with evidence given in both tabulated and graphical forms. An analysis of the problem using the cause-and-effect diagram was carried out in-depth and the root causes of the problem were identified as issues in staff awareness and knowledge sharing, heavy dependency on paperwork, lapses in the reliability programme, use of outdated methods for analysis and lack of predictive maintenance. The theoretical background related to the problem of low technical dispatch reliability was explored in the literature review. Published literature including online journal articles and other research papers, and publications of institutions including the International Air Transport Association (IATA) were used to further elaborate the problem together with the main cause categories. The theoretical background to the identified problem focusing on the main cause categories: component failures, scheduled maintenance and pre-flight maintenance was discussed, and this theoretical foundation was utilised to create the study framework. Then the selected business problem of low TDR was explored and analysed, and appropriate solutions were proposed for the recognised root causes with the application of management theories and the use of practical scenarios. First, the main objective of the project

was defined as to increase the technical dispatch reliability of the Sri Lankan Airlines fleet to 99% within 12 months of implementation of the proposed solutions. Other objectives specific to each component were also defined as to reduce flight delays due to component failures by 25%, scheduled maintenance by 50% and pre-flight maintenance by 40% within 12 months of implementation. The proposed solutions are then outlined related to the respective project component. Restructuring the reliability section, changes to the reliability programme, upgrading online platforms, external partnerships for predictive maintenance, digitalisation programmes, training programmes, knowledge elicitation programmes focus group discussions and introduction of mobile applications are the main solutions proposed in the project. The resources necessary to execute the solutions and assignment of the responsibilities for the involved personnel related to each of the components were outlined and discussed. The total estimated project cost of 8,712 USD is expected to be within the acceptable limits referring to the historical data of the Engineering cost centre budget allocated for technical reliability improvement-related activities. The net benefits of the project have surpassed the 35,000 USD margin. The benefit/ cost ratio has gone beyond the value of five which re-confirms the acceptability of the solutions based on the fact described above. The main project objective and the objectives associated with each project component along with the respective outputs and outcomes were discussed. Improved customer satisfaction, reduced disruption costs, enhanced staff motivation, improved regulatory authority confidence and optimised maintenance schedule are the key outcomes of the overall project. At the end of this project report the project outcome and each project component identified under the analysis of the problem were discussed. In the discussion of the components of the project, all of the components and their associated solutions are justified with the evidence from reviewed literature. The recommendations are outlined to explain how the proposed solutions will resolve the problem once implemented and the proposed techniques to enhance the effectiveness of the proposed solutions. The effectiveness of the solutions related to these key components mainly depends on the inter-divisional and inter-departmental coordination and cooperation and therefore the recommendations were presented accordingly. Then the long-term solutions including switching to a new ERP system and external partnerships which address areas related to the problem but were not covered within the scope of the project are outlined.

Increasing the Productivity of E-Government Division of EPC Technologies (Pvt) Ltd

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Executive Summary

The management field research project evaluated and studied the low productivity and continuous decreasing of the e-government divisional productivity of EPC technologies Pvt Ltd. EPC Pvt Ltd is a leading software company in Sri Lanka that provides automated solutions for several sectors, including key government organisations. Company and industrial background evaluated to make the environment for the project and project described as the initiation part of the project. The significance of the problem has been described in detail to illustrate the importance of the problem to the reader. Project methodologies used within and all methodologies are mentioned in a separate section. Limitations were described author faced when carrying out the project. The organisational profile described, and the current corporate situation are analysed using SWOT analysis to identify the company's strengths, weaknesses, opportunities, and threats. Further analysed the identified factors while the SWOT analysis to deeply understand the company's current status. Continuous decreasing in the productivity of the e-government division has been selected as the problem area for the project out of several issues currently faced by the company. The problem chosen was further analysed and elaborated with qualitative and quantitative data using critical charts and tables. Four fundamental associated problems were identified during interviews and brainstorming sessions with divisional employees. Key related issues were discussed and elaborated on using internal organisational data. The problem was analysed using an Ishikawa diagram further using identified key associated problems in the previous section to identify the root causes for each associated problem. Theoretical findings were carried out for the identified problem to find out the theoretical findings done by previous researchers for similar issues. Further, a literature review was done for each identified root cause to learn what previous researchers have found and suggested for overcoming similar issues and root causes. Additionally, a study framework has been built as per the findings. Three main components added to the study framework are 'internal processes', 'employee skills', and 'stakeholder engagement' for the main problem of increasing the division's productivity. Further, the literature review was

carried out to find the techniques to find solutions for the identified problem. The project's main objective and sub-objectives were defined as going to be achieved by doing the project. The project's main objective was to increase the productivity of the e-government division from 33% to 75%. There are sub-objectives identified for each component illustrated along with techniques going to be used to achieve those objectives. Three main project components were described with the current situation with qualitative and quantitative data analysis. Suggested solutions were described with descriptive annexures to give a deep understanding of solutions and implementations of proposed solutions. Resource allocation for the entire project is shown in a table, and allocated resources are illustrated in a chart and organisational hierarchy. The required cost for the project has been demonstrated with detailed calculations and evidence. Project benefits have been shown with calculations to find the monitory value of the project benefits. The benefit-cost analysis uses calculated project costs and benefits to deliver the project benefits that can gain over the total cost by executing the project. Project outputs and outcomes are defined by considering project objectives for each component to show the short-term output of the objective and long-term achievements after executing the project. The main project outcome was elaborated with literature findings to show the theoretical alignment for solutions. All findings discussed project components wise with relevant literature to prove the theoretical background for findings. Recommendations have mentioned the need to consider when implementing the given solutions. Recommendations were made for the primary outcome of the project and project components. Recommendations are essential to successfully implement the project and acquire maximum benefits from given solutions. It includes pre-conditions, best practices, and critical factors to consider when executing the project.

Improving Sales Volume of CEAT 15 Size pcr Tyres

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Executive Summary

This management field research project aims to identify the factors contributing to the decline in CEAT PCR 15" size tyres sales volume in the Sri Lankan market and provide sustainable solutions for improving CEAT PCR 15" size tyres sales volume. CEAT Kelani International Tyres (PVT) Limited is Sri Lanka's largest producer and market leader of pneumatic cross-ply and radial tyres for trucks, buses, light trucks, motorcycles, three-wheelers, and agricultural, as well as passenger vehicles, SUVs, and vans. This project focuses on 15" CEAT PCR (Passenger Car Radial) tyres, where the company has suffered a considerable fall in sales despite market leadership of 23.6 per cent (Tyre Category Market Share Report 2019/20, 2020). While CEAT is the market leader in the PCR tyres category, its market share in the 15" sized tyres subcategory (which is primarily used on mid-sized sedans) is only 4.4 per cent (Tyre Category Market Share Report 2019/20, 2020). It is worth noting that imported brands such as MAXXIS, GT, DUNLOP, GOODYEAR, and PIRELLI command a substantially more significant market share than CEAT. The overall 15" size tyre subcategory (used on mid-sized sedans) accounts for 27% of the total PCR category (Category Market Share Report 2019/20, 2020). However, a market share of only 4.4 per cent in the 15" size subcategory has affected CEAT's growth potential (value and volume) in the overall PCR category. This project thoroughly evaluated this situation and acknowledged that there are numerous sub-clauses and root causes of the critical issue in order to recommend solutions in areas such as process improvement, marketing and sales management, and training and development, all of which would ultimately result in increased sales of CEAT 15" size PCR (Passenger Car Radial) tyres. The cause-and-effect diagram has allowed us to identify three leading causes: marketing and sales management, training and development, and process improvements with sub-causes and root causes that lead to the decline of CEAT PCR 15" size tyres. Later these main causes were further discussed with relevant literature as an approach to problem-solving. This is determined by the ABDC-ranked journals, which publish solutions that are more immediately applicable to the industry. Each component revealed there in root cause analysis is referenced in the literature. As a result, more appropriate solutions to the fundamental reasons can

be identified. More significantly, the literature review provides the proper framework for identifying more specific and appropriate solutions to the main problem. Additionally, similar challenges discussed in the journal papers can be exploited to develop more modern solutions for the project. A study framework is given graphically to assist readers in identifying and resolving the problem. It further discusses the management techniques necessary to resolve the issue in detail. These techniques correspond to the solutions discussed and are explored in detail, referencing pertinent literature. The project objectives and solutions include developing a category-specific marketing plan, allocating a category-specific A&P budget, and introducing a new sales incentive structure based on sales volume under the sales and marketing management project component. Developing a training need analysis, training design, and training programme and introducing a performance appraisal methodology that takes vertical promotions into account are proposed under training and development solutions. Finally, under process improvements, the author suggests establishing a CFT, creating a project charter for each new product development project, and using work breakdown structures. Decisively project's output and the expected outcomes have been implicated one year after adopting the solutions mentioned above. Benefit-cost analysis has been prepared for the entire project, which considered the project's feasibility for CEAT Kelani International Tyres (PVT) Limited. Lastly, but certainly, not least, this project goes on to examine the discussion of findings, recommendations, and conclusions associated with the successful completion of a management field research project for CEAT Kelani International Tyres (PVT) Limited, which would help to improve sales volume of CEAT 15" size PCR tyres.

Improve the Quality of Software Products by Reducing Bugs in Information System Associates (Pvt) Ltd.

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Executive Summary

The background of the problem will be discussed. The project, significance of the study, methodology and limitations will be discussed based on the selected problem in this report. The chapter will give an overview of the project with a briefing on the importance of doing the project. The significance will be described by linking to the impact of the problem to be discussed. The limitations encountered while doing the projects will be also highlighted in this chapter. The organisational analysis and detailed description of the identified problem are described in the second chapter. Starting with the introduction to the chapter, the company profile will be discussed explaining the organisational process. Further Strengths, weaknesses, opportunities and threats of the company will be evaluated in detail. The key problems that exist in the company will be highlighted. A description of the particular problem which is discussed in this project will be given. The location of the problem, critical chart diagram as well as financial implications of the problems will be graphically represented. The specific problem will be analysed and presented through a fish-bone diagram. The author will summarise the findings from the literature related to the project components. The problem faced by the software companies due to the production bugs will be discussed and the impact will be referred from the past literature. The author has used references of past works, done by scholars to discuss the problems faced in requirement gathering, process frameworks and quality assurance. The solutions related to the problem will be discussed through the previous works of scholars. The study framework will be presented based on the literature review. Further, the techniques used to achieve the objectives related to each project component are described. The chapter will be summarised at the last. The projects and the methodologies or solutions taken to each problem will be discussed. The project objectives will be presented in a table with the used techniques under each project component. The current situation of the problem related to individual project components will be described in detail. Further, the solutions will be given under each

component. The resource allocation for each suggested solution, with the specific roles and related responsibilities will be clearly described in a table. In addition, a cost analysis will be done for each solution. Further, the author discusses the benefit financially gained from the project. The author analyses the cost and the benefit of the project based on the solutions suggested in each project component. Through the analysis of benefits and costs, the author proves that the investment to implement the solutions will give profit to the organisation. Further, the chapter explains the output and outcome of each objective mentioned. By implementing the proposed solutions, the expected output and outcome are listed in the table. The chapter concludes with a summary. The findings of the projects are discussed. The author discusses the findings in each project component relating them to the existing literature and objectives of each component. The solutions are also discussed based on the findings. The recommendations are provided by the author to the organisations while implementing the solutions considering the challenges that could be faced by the management team as well as employees. The chapter ends with the conclusion describing how the author line-up the project which leads to the expected result.

Time Overrun of Software Projects in ULTRADIGICO Limited

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Executive Summary

Being a pioneer software development company in Sri Lanka, ULTRADIGICO Limited has contributed to the nation's development at its best. Under the vision of "creating the future for how money moves" ULTRADIGICO Limited has become a leading provider and innovator of integrated and electronic payment processing solutions for banks and other financial institutions in local and international contexts. However, during the past few years, ULTRADIGICO Limited is facing delays or time overruns in its software projects drawing the company into both financial and non-financial losses. The time overrun of the software projects has caused significant financial losses in the last three year which is a major concern recognised and need immediate attention. ULTRADIGICO Limited is a subsidiary company of ULTRADIGICOD Corp, Japan. With these strategic initiatives and in terms of the time overrun of software projects, the company has its micro-environmental factors which have led to strategic decision-making. Being a member of the ULTRADIGICOD group, the reputation of the company is strengthened and the new trends in the digital world have provided more opportunities to ULTRADIGICO Limited. The lack of a proper configuration management process, a change management process, a review and clarification process, lack of a requirement gathering template, resignation of senior employees without due notice and working from home conditions have caused the problem of time overrun of software projects of ULTRADIGICO Limited. The scholars' literature has interpreted and explained the time overrun projects in various aspects and the focused time overrun of software projects has directly caused customer dissatisfaction while leading to disruptions as the projects are not met given timelines. On the other hand, the literature has identified that the ultimate result of time overrun causes human resource failure which will adversely impact the company in the long run. The literature has identified requirement gathering as the initial requirement of the software projects while directly affecting human resources and development. The study framework is developed based on the root causes and spirit of literature and techniques identified to use in the development of the solution to time overrun. When the essence of the main project objective is to reduce the time

overrun of software projects of ULTRADIGICO Limited in terms of reducing the delayed hours, the sub-objectives follow with the intention of reducing user acceptance rounds, non-functional defects and change requests. The project components are linked to the study framework and include sub-objectives addressing the critical issues which ultimately help to resolve time overrun by achieving the main objective. The current situation analysis of ULTRADIGICO Limited has been conducted to identify the spirit of the importance of the solutions proposed. The configuration management process with a new requirement-gathering template is recognised to have precise information. The knowledge transferring process is to increase the knowledge of the employees and build up trust while the change management process and the new review clarification template have recognised the effective management in changes required. The proposed solutions have consisted of the resources which are given responsibilities for solutions implementation. The findings of the project are based on the objectives identified and on the tangible and intangible benefit-cost analysis conducted to assess the financial impact of the solutions. The outputs and outcomes are also linked to the objectives identified ensuring the effectiveness of the solutions proposed bringing solutions into a reality emphasising the rational relationship of the solutions if implemented by ULTRADIGICO Limited. This assessment identified the rate of reduction of time overrun of software projects of ULTRADIGICO Limited as the final result and provides a strong justification for the developed solutions; configuration management process with a new requirement gathering template, the knowledge transferring process and the change management process and the new review clarification template. The project report discusses findings based on the solutions by providing recommendations in relation to the solutions proposed. Finally, the recommendations are based on how the literature and solution development are linked to each other. In addition, short-term and long-term recommendations are given together with key considerations for implementing the solutions. Therefore, by application of proposed solutions, ULTRADIGICO Limited can reduce time overruns or delays in its software projects effectively.

Reducing production related accidents and incidents at MAS KREEDA product development Center

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Executive Summary

The Management Field Project focused to identify the prevailing issue in MAS KREEDA Product Development Centre, on Production related accidents and incidents which has made direct impact toward the employees of the organisation as well as the production process. MAS Holdings is the one of the largest apparel manufacturing organisations within South Asian region which cater more than 20 number of well recognised international brands. MAS KREEDA is the one of the key division of MAS Holdings which operate toward serve one of the Key brand "Nike". MAS KREEDA Product Development Centre operates as one of the strategic business units under MAS KREEDA where the sample development and designing process being carried out by. Once the sample being designed and developed with referring to the customer each sample share with the bulk operation plants of MAS KREEDA to proceed with the bulk operation. Therefore, MAS KREEDA Product Development Centre is a vital location where, entire operation in bulk plant are depends on the performances of the MAS KREEDA Product Development Centre. When comes to the operation process of MAS KREEDA Product Development Centre, human capital is a key resource as the operation is highly dependent on the employee skill and the contribution. Therefore, in order to ensure the smooth operation of production it is pivotal to have healthy and safe work environment within MAS KREEDA Product Development Centre. Author has been identifying the root causes of the business issue which it high number of production related accidents and incidents along with support given by the management team of the MAS KREEDA Product Development Centre. Due to the high machine intensive environment which integrate with the human behaviour of the organisation it has been identified three key elements which the project is focuses on. This includes Production machinery management, Internal process and the Training and development which the identification has been done based on the root cause analysis. Author has identified the quantitative data which support the identified key problem and the sub problems

of the study. Descriptive analysis has been carried out on key problems which being identified through root cause analysis. The author reviewed the theoretical background associated to the detected sub-causes and root-causes in order to propose prospective solutions xi that have been frequently adopted by researchers in the freight forwarding sector. The study framework for the field project was built based on the causes and effects revealed during the problem analysis, and the solution creation was carried out using literary insights to provide solutions to the identified underlying causes. The project components, key objectives and the techniques which will be used to achieve each key objective has been identified in this project. With referring to the current status author has developed solutions for the identified project components of the management field study. Furthermore, the author has recognised those sub-causes as major project components of the Management Field Project and has provided answers and recommendations for each project component. The key objective of this project is to reduce production related accidents and incidents in MAS KREEDA Product Development Centre from 5 per month to 1 per month. Other three sub-objectives and action plans connected to each project component have been prepared in order to attain the goal by conducting a full analysis of the situation. The project expenses have been identified for each project component, and resource allocation has been done based on the company's existing resources to support the project's implementation. Author has identified the cost associate with the identified key problem and the benefit which will be tangible and intangible by implementing the developed solutions within MAS KREEDA Product Development Centre. Following author has carried out cost benefit analysis to identify the financial benefit of implanting the project. Furthermore, author has acknowledged the key component relevant project outcomes and output descriptively which will be result by the project. Following the identified sub problems author has developed short term solutions such as carry out a comprehensive machine risk assessment, developing job hazard analysis to identify the risk factors associate with job activities and implementing comprehensive training plan followed by training need analysis. Further author has recommended long term-based solutions which may need to incur additional cost while implementing.

Reduction of Rework in the Laundromat of OnDemand Services (Pvt) Ltd

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Executive Summary

OnDemand Services (Pvt) Ltd. is an organisation operated from Colombo, Sri Lanka specialising in offering on-request/demand laundry services for business establishments in Colombo and suburbs through a web-based application. OnDemand Services (Pvt) Ltd. prides itself on providing reliable service to its customers by offering freshly pressed linen at competitive prices at the customer's convenience. As providing clean pressed linen is one of the core value propositions of OnDemand Services (Pvt) Ltd., the quality of the linen delivered to customer needs to be at the highest level. However, in the recent past, it was observed that a significant number of linens gets returned for reworking because of not meeting the client's expectations. This situation has adversely affected the company with financial and non-financial losses. In addition, customer dissatisfaction has led to a negative reputation and the cancellation of contracts. The identification of the main causes behind this rework and solution development is the main objective of this research. To assess the gravity of rework and its implications OnDemand Services (Pvt) Ltd.'s financial results for several years were analysed. Conclusions were drawn after conducting extensive interviews and analysing plant processing data. The main causes behind the high rework rate in the laundromat of OnDemand Services (Pvt) Ltd. were identified as the absence of quality assurance systems, absence of planning mechanisms and unsupportive plant layout. As the causes behind the absence of quality assurance procedures, it was identified that OnDemand Services (Pvt) Ltd. haven't defined operating procedures to standardise the washing process. The staff were unaware of the quality expectations of the company and any quality monitoring and control wasn't in place overseeing the linen leaving the laundromat. The lack of inventory management causing frequent stockouts was identified as one of the causes behind the absence of planning mechanisms. Furthermore, the discrepancy between the capacity of the laundromat and the demand for order processing was highlighted as well. As the last cause of rework, it was discovered that the unsupportive plant layout created unnecessary movement between workstations and led to the displacement and wrinkling of linen. Based on these investigations, existing literature was referred to investigate rework causation and recommendations for improvement. Scholars have discovered that rework is an inherited part of the manufacturing process

and by strategically developing solutions the rework occurrence can be minimised. They have exposed the direct consequences of rework as cost and time overruns in terms of material and time usage. As indirect consequences, the literature has listed employee stress, demotivation and loss of clients. Quality assurance is considered a key aspect in literature and the absence of quality assurance systems is termed to be the main reason for rework. Scholars have detailed the systematic methodology for conducting an effective quality assurance programme. The importance of planning is highlighted in many literary works in terms of material and capacity planning and demand forecasting. The literature has illustrated that the plant layout plays a major role in the smooth functioning of the manufacturing process and directly affects the productivity and quality of the output.The solutions recommended were based on frameworks presented in the literature above. The solutions developed were grouped into three project components. The first project component was implementing a quality assurance system. To implement a quality assurance system a standard operating procedure manual was developed. As an extension of the system, a training programme was developed to train the employees and as the last step a quality inspection system was established to monitor and control the quality. The second project component targeted introducing planning mechanisms, thus an inventory management system was introduced to ensure that the laundromat always has sufficient materials required. A demand and capacity management system were put in place to redistribute excess demand according to the capacity. As the final project component, the plant layout was redesigned, and a workplace organisation system was advocated to reduce rework. The cost estimates were established and resource allocation for each project component was presented afterwards. Then efforts of the report were focused on analysing the tangible and intangible benefits expected from the whole endeavour and establishing the net benefit. The reduction of various expenses incurred due to rework was seen as a direct benefit while the additional revenue generated through additional capacity gained was considered an intangible benefit. According to the final calculations the project scored a positive net benefit, thus was deemed highly feasible. Then outputs and outcomes has been discussed. The achievement of main objectives and sub-objectives together with tangible outputs resulted from solution development were considered as direct outputs. The project is expected to result in various outcomes such as high washing quality, customer satisfaction, organisational reputation and growth in company's profit margin. Lastly, a discussion was led on how the literature and solution development were linked to each other. A comparison between scholarly literature against real world circumstances and implementations were drawn by the author and discussed in detail. In addition, additional recommendations were given together with key considerations in implementing the solutions. In consequences, with the application of proposed solutions, OnDemand Service (Pvt) Ltd. can be expected to reduce the high rework it is experiencing.

Minimising the Time Overruns of Projects in Critical Infrastructure Business Unit at N-able (Pvt) Ltd.

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Executive Summary

N-Able Private Limited is a leading IT solutions provider in the telecommunication sector. The critical infrastructure business unit handles the data centres, network integration, Extra Low Voltage systems, and building management system solutions. Most Critical Infrastructure Business Unit projects are full turnkey-based projects, and the business unit is responsible for delivering the projects as one solution. In the past few years, the business unit failed to complete most projects within agreed timelines and the company has suffered financial and non-financial damage because of this circumstance. Furthermore, client unhappiness has resulted in contract cancellations and the loss of future contracts. The main reasons behind these delays in IT projects were identified as lack of project financial control and handling, technical project planning and team planning. When it comes to the project financial control and handling, the lack of collecting project invoices has been identified as the major problem. Overall, the business unit failed to collect their milestone payment invoice from their clients, and it has badly impacted several projects cash flows. Secondly, the business unit failed to deliver their technical solutions as per the client agreement. Initial bidding errors are the main problems for this component, and it was further observed that currently, N-Able doesn't have a proper bid management practice as well. Finally, team planning problems has been identified as the third component, and lack of employee training was the critical issue in this problem. Even though the business unit allocated a budget for training in their annual budget, top management fails to convert into real experience in training. The literature in the above-mentioned study areas reveals that project delays can happen in any project for various reasons. However, it can lead to customer dissatisfaction and disputes due to the delays in their milestone targets. Financial control has been identified as the main key component in a project and maintaining a positive cash flow for the project can direct the project into successful completion. Furthermore, it has been revealed that continuous monitoring of financial activities can

minimise the sudden financial burdens in the project. Scope variations, rework costs and approval delays have been identified as key technical delay points during a project. To minimise these delays, initial project planning in the bidding stage must be done most perfectly and a proper bid management process can mitigate this kind of error. Lack of skills in employees is identified as another major issue in this type of IT project field. Continuous training and skill enhancement activities need to be conducted for employees to improve their knowledge and experience. According to the literature, management must consider this training budget as a future investment for their companies. The author has proposed a new process to track the business unit invoice collection, and the progress can be reviewed through the proposed dashboard. A new monthly progressive meeting schedule has been proposed to take critical decisions on invoice collection as well. The existing bid management process has been requested to change, and the author proposed conducting a Kaizen event to identify the delays in the current process. A project charter document is a must to maintain for projects from start point to finish, and it can help to understand the project responsibilities, risks, and objectives. Then, the RACI model has implemented for the entire project to identify each project component responsibility, accountability, consultation, and whom to inform. Then, the author proposes to conduct a knowledge sharing session on the importance of having trainings for employees and these sessions will be conducted for both top management and employees. Then, new training identification process and training review model has proposed for business unit and HR to panning the training calendar in an efficient way. Author calculated both the total benefits which can gained by implemented these proposed solutions and the cost regarding these proposed solutions. Then, author has calculated benefit-cost ratio for this project and project outputs and outcomes have clearly explained for proposed each solution. Finally, the author explored the relationship between literature and solution creation. In addition, proposals for the medium and long term were provided, as well as significant factors in adopting the solutions and the projected time for entire project. As a result, N-Able Private Limited can minimise the internal delays happens inside the N-Able by implementing the offered solutions.

Quality Improvements in Software Delivery at Air Canada

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Executive Summary

This report is about improving the software delivery quality at Air Canada. There are principal objectives categorised to achieve as a part of the project execution. Firstly, the main objective identified is to improve the overall delivery quality from 50% to 90%. Secondly, create a well-maintained software documentation repository and increased source code maintainability by compliance with documentation up to 90% by July 2022. Third, increase stable software code release to production by increasing the software code quality up to 90% by Dec 2022. And al last reduces the customer complaints on digital services usage by increasing the stable software releases up to 80% by Dec 2022. Therefore, Air Canada is the largest airline in North America. Moreover, the organisational strategy is to relentlessly invest in the digital experience to gain the airline's competitiveness. The competitive airline intends to accelerate the digital transformation and use emerging technologies to provide a digital experience to attract more customers from different programmes like loyalty, on-time notifications during the end-to-end journey, and continuously personalised offers to win their hearts. It means that all airlines are trying their best to use the software implementations to bring organisational objectives to value realisation. Therefore, a SWOT analysis has been performed during this project to understand Air Canada's current situation. As a result, many opportunities to gain customer loyalty, expand digital publicity for new products, and improve customer service using the latest technologies have been identified. Besides, from the SWOT analysis, it has been determined that airlines need to automate specific compliance tasks and provide timely alerts to required departments upon the expiry of government policies and regulations. In other words, digital experience creation has been identified as an opportunity. At the same time, IT organisation is going through serious quality issues in software delivery, which impacts customer satisfaction, security concerns, software bugs in the customer experience, and challenges in current software maintainability. Therefore, there is an intense need to sort out the ongoing software quality issues and complete software delivery to implement error-free systems. The theoretical studies were performed under the area

identified from the root-cause analysis using fish-born analysis. Based on the research, three phenomenal issues were identified for the project consideration. They are Documentation Training, Software Quality Gates Check, and Test-Driven Development. In addition, the detailed theoretical deep-dive helped to understand and justify the problem, root-cause, and solution development from the literature. As per theoretical analysis, the author learned rationale for the issue on how those have been addressed in past. Moreover, this has been useful in capturing the techniques for the solution. Therefore, based on the literature review, three key project components are identified: Software Documentation, Test-Driven Development, and Quality Gates Check. The project components have been identified to increase the software maintainability by reducing documentation non-compliance from 60% to 10%. The technique used is to provide documentation training as per Quality Management Systems standards. Also, minimise poor software quality from 80% to 10% using a Test-Driven Development as per the Test Before Development technique. And as the last objective, reducing unstable software releases from 70% to 20% has been identified with Quality Gates Check as a technique. Each project component has been discussed during the execution phase, and solution development is performed under each element. Firstly, the Software Documentation component has been addressed by developing comprehensive project documentation templates and crafting a Bi-Directional Traceability Matrix to link each document in the development lifecycle. Secondly, the Test-Driven Development component has been addressed by developing a Test-Driven Development practice within the software development team. At last Quality Review, Gates check has been addressed by creating an Internal Operating Model as guiding principles to validate every important stage gate of the software development until the software release to customer usage. Moreover, resource allocation and roles and responsibilities are clearly defined for each role. Also, cost estimation has been given a complete understanding of the investment, and cost-benefit quantification has been performed. As a part of this exercise, a cost ratio of 47% was identified. In addition, there are findings constructed depending on the literature. All the components are explained how they work theoretically and the benefits. Finally, recommendations have been given based on the solution development in the project. Improvement of the software quality will improve the quality of the digital experience to the customers, ultimately increasing the company's revenue. All three components are an intense need for the Air Canada Software engineering team since the digital transformation will continue to evolve and grow.

Reduce Internal Work Processing Time at DFCC Bank Plc

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Executive Summary

DFCC Bank PLC incorporated 65 years ago as a development bank and having proven well developed track records of project lending built a strong brand name in the corporate world. In 2007 after amalgamation with DFCC Vardhana, DFCC Bank PLC got the commercial banking license from Central Bank of Sri Lanka and now DFCC is a fully fledged commercial bank. Sri Lankan banking industry comprises of licensed commercial and specialised banks and the market is very competitive. After DFCC incorporated as a development bank it was observed that there were delays in meeting customer requests on time and that lead to an increase in customer complaints. This situation was affected negatively the quality of the service provided by the bank, created delays and high waiting time and unfavourably affected the customer satisfaction. The main reason for high time taken to complete the internal processes was categorised in terms of business process related, employee related and digitalisation and IT related. When it comes to business process related no recent revision in internal work processes was identified as key cause that affects the time taken for internal processes. When it comes to digitalisation and IT related more manual work and lack of digitalisation identified as the key cause. Then under employee related lack of training identified as the root cause that affects the time taken for internal processes. Literature related to the study areas revealed that high waiting time and delays in internal processes are common in the banking industry but the impact of the same is high. Many researchers argued that high time taken for internal processes affects the customer satisfaction and leads to customer disputes. The importance of training and development, digitalisation in fast changing environment and business process improvements including delegation has been highlighted in the researches. Through the literature review carried out three main areas that affected the time taken to complete the internal processes identified and the study framework developed based on the same. The components identified are IT and digitalisation related, employee related, and business processes related. The solutions proposed for the identified problem under the identified three components. Here suggested to improve the business processes by removing the non-value adding

minor tasks which takes higher time, to revise the delegation of authority by bringing more authorities to BMs and RM and to implement the control mechanisms to reduce the time taken for approval processes. The solutions proposed under next project component which was IT and digitalisation a here suggested to incorporate in the new core banking system for which DFCC already incurred Rs.1.0Bn as an investment and the new system is going live from 2022. Here in order to make the system more accessible including the financial facilities obtained by client in one screen including the leasing and credit card facilities, collaborating all the day end, month end reports in to the system, including the trade facilities as well in to the system and give access to the branch staffs as well, providing the details of the customer and collateral offered all under the client number while improving the security features of the system and ensure the user friendliness. The next project component is related to employees and here solutions suggested to improve the skills of the employees by providing proper training and development. Here by implementing the motioned suggestions DFCC can reduce the time taken to internal processes and they can meet the SLAs developed. Further by reducing the time taken for internal processes DFCC can reduce the number of customer complaints, can improve the efficiency level of employees, can improve the customer satisfaction and can create better financial performance as well. Finally, the report analysed how the literature and solution developed are linked to each other and the recommendations were given. Therefore, by the application of proposed solutions DFCC Bank PLC can reduce the time taken for internal processes.

Improving Accuracy of Expected Delivery Report at Brandix Apparel Limited

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Executive Summary

This project focuses on increasing the Expected Delivery Report (EDR) accuracy at BLI SBU of the Brandix Apparel Limited. Expected Delivery Report (EDR) measures the deviation between actual inhouse date of the raw material lines and planned inhouse date of the raw materials. When there is a deviation between planned inhouse date of a raw material line against its actual in-house date, then, it is recognised as an EDR failure. If the raw materials are in housed on the same date of the planned inhouse date, then it is considered as a passed EDR line. Current accuracy of the EDR is very low compared to the desired state. Generally, accuracy of the EDR of the SBU lies at around 30% or below. However, the organisation expectation is to have a EDR accuracy above 60% for all five SBUs. Expected Delivery Report accuracy plays a vital role in organisation's supply chain function as it indicates whether the raw materials are in housed as planned to the warehouse. When there are deviations in actual inhouse date and planned inhouse date of raw materials, then this can cause disruptions to organisation's manufacturing process. The failure to inhouse raw materials as planned will result in production delays. Furthermore, this will cause idling of resources at the raw material warehouse. Accordingly, it is essential that raw materials are in housed on time as planned. This can have key financial benefits to the organisation reducing the demurrage cost due to unloading delays and optimising and eliminating waste from the warehouse processes. Key reasons for having low accuracy of the Expected Delivery Report are analysed under this report. It has been identified through a root cause diagram that there are three main problem areas impacting the accuracy of the EDR. These three components are identified as procurement process, warehouse process and supplier performance. Under Chapter 3 these identified project components are evaluated using published literature. Furthermore, under Chapter 3, study framework of the project has been developed using three elements discussed above. Finally, different techniques utilised by the author to identify and provide solutions for the problems identified has been mentioned under techniques under Chapter 3. Chapter 4 of the report focuses on providing solutions for the identified key problem areas. These solutions are developed

under the three main project components identified. Key Performance Indicator (KPI) implementation, process mapping, SOP designing, performance dashboard designing is some solutions brough forward under the project to provide solution to problems identified under procurement process, warehouse process and supplier performance. Furthermore, resource allocation and cost implications for deploying the project has also been included under the fourth chapter. Under Chapter 5, cost benefit analysis and key outcomes and outputs of the project has been mentioned in detail. Feasibility of the project is evaluated by identifying both tangible and intangible benefits related to the project. Finally, under Chapter 5 key outcomes and outputs related to each project component is explained using tabular form. Chapter 6, which is the final chapter discussed about the findings, recommendations and conclusions related to the project.

Reduction of Machinery Downtimes in Finishing Department at Teejay Lanka PLC

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Executive Summary

High machinery downtime in the finishing department of Teejay Lanka PLC is addressed by this project. Knitting and dyeing departments' machine downtimes are well maintained within the target, but over the last financial year, the average actual finishing machine downtime was 2.91% against the target of 2.0% over the total available time. Considering the manufacturing process, machinery downtime is the topmost cause for generating a production backlog in the factory. Production delays led to financial losses in multiple ways, including customer air-freights claims. The total loss was calculated as LKR 121.5 million for the financial year 2020/21. Teejay Lanka PLC is the largest cotton fabric manufacturer in Sri Lanka, generating more than 40 metric tons per day. Last financial year, it secured a revenue generation of USD 240 million (LKR 48.7 billion), and its main factory is situated at SEPZ (Seethawaka Export Processing Zone), Avissawella. SWOT analysis highlighted its internal strengths, external opportunities, and potential threats. However, machinery downtime was identified among its weaknesses. Associated key issues to the main problem were identified as machinery breakdowns, premature failure of spare parts, high service time by the engineering technicians, high time is taken for weekly cleaning by operators, the high number of quality defects by operator faults, and repetition of same breakdowns. CED (Cause and Effect Diagram) was developed by project team brainstorming. The root causes were determined by categorising them as machinery, internal process, and skills management. Detailed literature reviews were conducted with ranked journals, peer-reviewed articles, other academic materials, and corporate world writeups from the warranted knowledge. The areas covered are manufacturing, machinery lifecycle, machinery ageing, factors affecting machinery downtime, machinery breakdowns in the textile industry, maintenance, utility supplying to machines, spare parts inventory management, internal processes in manufacturing, service maintenance, machinery cleaning, maintenance management systems, tools management, supervisory SOPs (Standard Operating Procedure), machine and technology-related training, talent availability and talent sourcing, skill-based remuneration, production target incentives,

and employee motivation. A study framework was developed for the project based on the literature reviews. Proven solution techniques such as CM (Corrective Maintenance) and PM (Preventive Maintenance), AM (Autonomous Maintenance):PM Ratio, CLIT (Cleaning - Lubricate - Inspection - Tightening) technique, process modernisation, process mapping and SOP, skill matrix, and KPI (Key Performance Indicators) setting were described. The key objective of the project is established as "to reduce the machinery downtime from 2.91% to 2.0% in the finishing department of Teejay Lanka PLC" with associated sub-objectives defined as to reduce the machinery breakdowns of selected finishing machines from 4.9% down to 1.2%, to eliminate cost incurring for premature failure of spare parts which is currently at 7.2%, to reduce the machinery service time from 8.4% to 6.3%, to reduce the weekly cleaning time from 3.2% to 2.7%, to reduce the fabric quality defects by operator faults from 0.10% to 0.05%, and to eliminate repetition of the exact breakdown from 0.4% to zero. The current condition of the project components was analysed. Solutions and plans for each problem were developed with details attached as appendices. Resource allocation and roles of each member were outlined. Finally, the cost estimates for the project were summarised. The project's tangible and intangible benefits were identified and quantified in financial terms. The total benefits were summed as LKR 44,455,244. The detailed calculations were attached as appendices. The total costs for the proposed solutions were totalled LKR 10,130,548. Therefore, the benefit-cost ratio was derived as 4.39 for the project. These calculations were done considering the cash flows of the first year of the project implementation. The outputs and outcomes of the project were forecasted based on the project components. The linkage and validation of the solutions proposed to bridge the performance gaps were authenticated by the literature again. The project findings were endorsed by warranted knowledge. There are specific recommendations charted, which will provide an assurance instead boost to achieve the outputs and outcomes of the proposed solutions. These are described under implementing solutions for the complete set of machinery, implementation schedule, managing overburden of duties, leadership drive, machine manufacturer's support, and industry experts to assess the skills. Throughout this entire project, the author developed conceptual, technical, and interpersonal skills.

Minimising revenue Loss on Non-Revenue Data Plans at Mobitel (Pvt) Ltd

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Executive Summary

Mobitel (Pvt) Ltd. is the second largest telecommunication service provider in Sri Lanka and it is the national mobile service operator in the country. It provides numerous services having achieved several remarkable milestones such as launching a super 3.5G network, 4G/LTE network and trailing 4G LTE-Advanced Pro Technology. While competing with other operators to cater for customers' broadband data needs, it introduces number of data plans annually. However, it has been observed that some data plan subscribed customers consume data services without paying the relevant bill as they are not captured in billing processes, causing revenue losses for the company. Failure to identify, analyse and remove them from the system will impact the profitability of the company in the long term. SWOT analysis was carried out to assess the internal strengths and weaknesses Mobitel has at present and external opportunities that can be exploited with imposing threats from rivalry. Further, PESTEEL was used to identify and grab opportunities due to affecting changes in the business environment. As per the analysis carried out by the author on data, it was observed that the revenue loss due to these non-revenue data customers has increased over the past two years. As per the analysis of the internal reports, data revenue loss due to this non-revenue consumer on data is over 4.9 million LKR in the year 2019 and over 7.8 million LKR in the year 2020. As per the cause-and-effect analysis carried out for the problem by the author, it was identified Process Integration and Management, Technical Integration, Revenue Assurance and Employee were the main causes identified for the problem. However, the author selected Process Integration and Management, Technical Integration and Revenue Assurance as the main causes for this field research study. According to literature, it has been recorded that the revenue loss of telecommunication service providers is billions of dollars every year. Although it appears that day-to-day operations are running without any problem, there can be several misalignments which can happen among systems, network elements and manual processes leading to revenue losses. Lack of integrations in interdependent processes, changes in systems, processes, and products have been the leading causes for the issues. As a result, the

company should have a proper change control procedure to avoid such concerns. Further, technical integration can be done to identify any revenue losses. Managers can use dashboards to identify any flaws or deficiencies in related systems at a glance. The revenue assurance process describes the method to improve operational efficiency while ensuring all revenues are collected for the organisation. It ensures to increase company revenue by identifying all possible revenue losses, eliminating and reducing operational costs. Hence proper revenue assurance activities are vital for a company to minimise revenue losses. As per related literature pertinent to the problem, the author selected Process Integration and Management, Technical Integration and Revenue Assurance under the study framework. SMART objectives were set for main and sub-project objectives. The main objective was set to minimise revenue loss on non-revenue data plans to 0% (zero LKR) by implementing the suggested solutions within a period of one year. Sub objectives were set under each project component. Solutions were provided by the author after analysing the current situations to achieve sub-objectives. Finally, it aimed to lead to achieve the main objective. Resources and responsibilities were listed for the successful implementation. As per the cost estimation carried out by the author, most of the solutions were developed internally and a cost of 790,750 LKR would be incurred for the company as expenses. Tangible benefits achieved through proposed solutions were calculated and it was calculated as 6.4 million LKR. Several intangible benefits such as increased quality of data plan product, increased business operation efficiency while cutting down waste, increased employee productivity due to ease of operation, faster delivery, reusability and traceability are also listed. The benefit-cost ratio for this project was calculated as eight which expresses the monetary value of the proposed implementation as a positive value. Hence, the viability of the proposed solutions confirmed as the expected benefit-cost ratio was greater than the minimum expectation value two. Thus, the benefits gained to the company are greater than the cost expenditure by implementing this project. Under the discussion, finding on project components and proposed solutions were validated against the literature in order to confirm the standard solutions by bridging the identified gaps. In conclusion, it was important to adhere to the recommendations given for the implementation of the suggested solutions in the company to minimise revenue losses while improving business operational efficiency.

Non-Achievement of Delivery Targets in Silver Star Industries

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Executive Summary

Silver Star Industries is a paint manufacturing and distributing company located in Veyangoda in the Gampaha district. In the beginning, it provided only decorative paint items for retailers and now it has been expanded up to several painting items as well as consists of transportation services for outsiders and sanitiser manufacturing. The high quality and great customisation have made the higher demand for Silver Star Paints. When analysing the customer complaints, the majority was allocated to the on-time delivery fulfilment issues. The company had tried several solutions to overcome this issue but, this problem had been an issue for a longer period. In the SWOT analysis also, the main weakness was "non-achievement of delivery targets. Therefore, the most impactful complaint was the having gaps in delivery targets. Company internal data indicated that although, the delivery benchmark was 18-20 hardware shops per day, reps were unable to meet this benchmark. Most of the day's sales reps and delivery Lorries had been able to meet 9-12 of the given targets. These delays make not only drop revenue but harming the brand name as well as customer loyalty. Root causes were identified using five why process, one identified issue was operational management issues which is related to process improvements. The high lorry loading waiting time and manual processes are identified main root causes for this. The second cause category was material management issue which is related with material purchasing. The further analysis reviewed that company still working with a manual inventory management system and that system does not indicate the reorder levels. The third cause category was related to people management, and it has two considerable issues related to improper workforce planning and inadequate performance evaluation system. Literature analysis consists with how root causes make impact on main problem. The relevant solution findings by previous literatures were used to generate techniques that can be used to overcome the problem. Among them process improvement, material purchasing, and people management were discussed with appropriate solutions. The Literature on the above study highlighted that on-time delivery was considered as the key objective in supply chain management and logistics for the satisfaction of the customers as well as

the company performance measurement. To overcome these identified issues the main objective of this project was to reduce non-achievement of delivery on-time from 26% to 6% by reducing process delays by 36%, Material purchasing delays by 19%, and People related issues by 14%. Moreover, warehouse planning and inefficient management of layout have been demarcated as an important consideration in process improvement. Most manufacturing companies now depend on information systems for improving their operational activities efficiently and effectively. Therefore, the solutions for the first root cause of process improvement were warehouse redesigning and developing information system procedures for centralised operations. Material purchasing is the responsibility of all levels of the organisation and a mistake in determining the reorder level of raw material affects company functions. Therefore, the literature highlighted Stock Level Determination Technique (Perpetual Inventory System) as the solution for the second root cause. Human resource management acts as the strategic approach related to employee development and people welfare of the particular company. The people management was a critical issue in this company as high employee turnover and non-achievement of given target have been fluctuating over years. Therefore, as the solution this project suggests working on people management through workforce planning and improving performance management system. Finally, the project discussed the output and outcome of the project objectives as well as the benefits and costs associated with the project. The last chapter described how well theoretical background and its relationship with developing solutions for the problem fitted. The recommendations were based on future expansions as well as on reducing failures during implementation.

Reducing Failed Delivery Rate at Cross Border Department of Easy Buy

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Executive Summary

The prime objective of this Management Field Research Project is to propose implementable solutions towards reducing the high failed delivery rate at the Cross Border department of Easy Buy. Being the leading e-commerce organisation in Sri Lanka it has been able to capture and cater to the entire island within a short span since its inception. The organisation has been able to build a substantial volume over the past few years experiencing a 100% year-on-year growth due to unique competitive advantages. Further, the organisation enjoys the benefit of being a subsidiary of strong e-commerce based in China while it has its own delivery fleet as well. When examining the identified issues, three managers were interviewed to gather information followed by peer discussions at work. In addition to this, internal records and reports were utilised for the study. E-commerce has been able to gain a lot of attention in the recent past and is recognised as one of the thriving industries in the world. Given the nature of technological advancement as well as socio-economic habits of the people the outset for e-commerce is positive. The customer experience is the utmost priority when it comes to e-commerce. Unlike traditional organisations, internet-based organisations do not have the luxury of engaging with the customers physically. Therefore, different strategies need to be followed in order to ensure that customer satisfaction is high. Once an order is placed by the customers making it is a successful delivery is of high importance. On the other hand, if the number of failed deliveries is high it brings multiple adverse effects to the organisation as a whole. When considering the overall failed delivery rate of the organisation it stands at 6% on average whereas the failed delivery rate of cross border department is at 12% for the same period. The organisation has been spending approximately USD 8,000 per month additional expenses due to this high failed delivery rate of cross-border departments while a lot of other resources have been deployed to tackle the issue decreasing the efficiency of the overall organisation as well as the department's efficiency. During the study, several factors were identified which have contributed increasing in failed deliveries. Out of which, delivery personnel, user engagement and processes and

procedures were identified as the areas which made the highest impact. Accordingly, in order to understand the importance of the problem proper research was conducted based on the available academic knowledge with the use of journal articles. During which more than 53 journal articles were reviewed ensuring that all the journal articles that were reviewed were from ABDC ranked journals. Further, the study framework has been developed based on the identified components earlier i.e., delivery personnel, processes and procedures, and user engagement. In order to provide the solutions for the identified issues, the solutions were developed under three main project objectives i.e., to decrease additional operational and handling costs by 30%, to decrease issues that occurred due to improper guidelines for employees and on the website for customers by 35% and to decrease customers not re-purchasing due to failed deliveries by 25% Further, comprehensive solutions were presented based on the discussed status quo of the issue along with resource allocation and cost estimate It has been estimated that the entire project would incur an investment of LKR 1.2 Million and it is expected to receive a net incremental benefit of LKR 7.19 Million as the outcome of the project bringing a cost-benefit ratio of 6.71 When it comes to the cost of the project a significant amount incurs to make amendments to the existing website and mobile app as the organisation needs the support of external parties. On the other hand, most of the benefits are gained by reducing existing expenses followed by revenue generated from the improvements made. Finally, the mentioned solutions have been brought forward by the author linking to the theoretical perspective and discussing the relevancy of given solutions. Further, the recommendations and implementation extremities are stated by the author and specifically, the author has emphasised the importance of managing the change and people management aspect along with introducing the new amendments in order to execute the project successfully.

Reducing Late Delivery Rate at Teejay Lanka PLC

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Executive Summary

The textile and apparel industry are one of the ancient and largest industries which popular in the Asian region. Considering the Sri Lankan aspect, this industry will provide a mass contribution to economic growth. However, the global competition of the textile industry is rapidly growing, and Sri Lanka needs to follow an agile and disruptive strategy to remain in the market. This project will be analysed factors that impact the late deliveries at Teejay Lanka. Since the delivery date is provided by the manufacturer, all the deliveries should be on time. Teejay Lanka is the largest textile mill in South Asia net worth of Rs.33 billion of annual income. The Pacific Textile company, the largest textile mill in the world is one of the shareowners of Teejay Lanka. More than 2600 employees are working in the company. Also, the product range is developed from basic weft knitting fabrics to synthetic fabrics, cotton fabrics, and printed fabrics. However, the company is currently facing an issue of achieving on-time delivery which is 84%. Developing the Ishikawa diagram has identified the main root causes for the OTD failure. The problem analysis, it has identified three main components connected with the main problem. They are dyeing process-related issues, quality controls, and a lack of proper training. Using the existing knowledge from peer-review articles author has suggested using techniques such as value stream mapping, lean tools, TNA, and designing JD to achieve the targeted OTD rate. The author has analysed the current process of the dyeing, quality inspection, and training and development programmes to build the solutions to eliminate the root causes which impact the late delivery at Teeja Lanka. Here the author has suggested outsourcing lean consultants to identify the wastes in the processers. Also, the author has suggested designing a training and development programme to reduce communication errors, and mistakes that impacting to OTD failure. According to the developed solutions, the total project cost is Rs. 6,519,500.00 and the tangible benefit is Rs.17,684,523 due to the reduction of air freight cost and production cost due to low reworks. Then, the overall project benefit to cost ratio is 2.71 which has a positive output. The expected outcome of this project is to improve customer satisfaction, and employee satisfaction by reducing non-value-added works to achieve the OTD. Finally, the author has included identified theoretical findings from the peer review articles which helps to build the project solutions. Even though this is a six-month project the author, suggests monitoring and followup this project for a year ahead to evaluate the outcome and benefits of the project. Also, it has mentioned the importance of the support of the leader board to succeed in this project.

Minimise Employee Turnover of Brombil Orthodox and CTC Tea Factory (Pvt) Ltd.

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Executive Summary

The higher level of employee turnover rate among the production assistant of the Brombil Orthodox and CTC Tea Factory (BTF) which is managed by the Evergreen Group (EG) is based to prepare this project report. High employee turnover is the major problem of the BTF. As a result of that, BTF has to face revenue losses due to quality issues of the final product like bag-to-bag variances and delays in delivery have occurred. In that case, BTF had to pay additional fees and bear the revenue losses. Analytical tools like SWOT analysis and Ishikawa Diagram were used to identify the exact reasons for the higher employee turnover of the BTF. It was identified that through the SWOT analysis, the employee turnover among the production assistants was the key weakness of the BTF. Ishikawa diagram was used to analyse the main problem of the BTF and, other employees' influence, supervisors' leadership, performance appraisal, and pay structure were identified as the main causes for the higher employee turnover in the BTF. The employee turnover of the BTF in the last four consecutive years was above 18% and it was the highest employee turnover compared to other tea factories which are managed by the EG. As a result of the higher employee turnover, BTF recorded LKR 2.1 million as the loss made in 2020 due to quality matters and delays in the shipments were occurred in higher employee turnover. It was referred to the previous literature like research were done related to higher employee turnover of the organisations to find reasons for leaving employees from the organisations. Employee turnover can happen either voluntarily or non-voluntary turnover. Managements should take immediate actions to minimise the higher employee turnover in the organisations. The influence of the other employees, the leadership of the supervisors, and the absence of proper performance evaluation are impacted in different ways to increase employee turnover. Other employees' influence, supervisors' leadership, and performance appraisal were identified as the variables of the study framework for this project. By referring to resignation letters received from the employees, 30% of total resignations occurred due to other employee influences. Issues of supervisors and lack of recognition in the workplace are the other reasons that lead to higher employee

turnover, and 25% and 15% of the total resignations respectively. Failure to achieve the final product standards, created work pressure for the newly appointed employees by co-workers. Further, supervisors of the BTF were unable to meet the performance level and it created an impact to record higher employee turnover in BTF. Even though some of the sections achieved their targets, employees weren't recognised according to their achievements. The main objective is to reduce the employee turnover of BTF from 18% to 10% after 12 months of implementation. Three sub-objectives were created for three project components and solutions were made according to those sub-objectives. Cost estimation and benefits were measured related to the solutions. Tangible benefits were identified and measured for the whole year after implementing the solutions. When analysing the benefits against the cost through the benefits-cost analysing, it identified through implementing the solutions were given in this project proposal will create more 25 times benefits than the cost had to spend. Through achieving the main objective of this project, the outcome of reducing the employee turnover to 10% of BTF is achieved, and the outcome of that is to improve the efficiency of the organisation. Finally, the findings of the project were proven by the literature were review. And the recommendations were given later after the discussion of findings and those recommendations were given to the management to get better results from the implementation and the further improvements of the implementation. The conclusion was given as the final comments of the project report.

Improve Process Efficiencies of the Backend Operations at Softlogic Life Insurance PLC

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Executive Summary

This management field research project (MFRP) is allocated to study and improve process efficiencies of the backend operations of the Alternate Distribution Channel at Softlogic Life Insurance PLC, one of the largest Insurance companies in the country. The company background and selected problem have been explained in this report. In addition, the significance of the problem has also been identified with correct evidence. The qualitative and quantitative approach has been used as the project methodology and elaborated in detail. Like in all other cases, this project also has got certain limitations which have been explained in the limitation section. The rest of the chapters in this project report are aligned with the chapter framework. The organisational profile has been explained in detail with the company's history and current position. Strengths, weaknesses, opportunities, and threats have been identified through the SWOT analysis while the PESTEEL analysis was also conducted to investigate the external environmental factors. Process inefficiencies of the backend operations of the Alternate Sales Channel have been identified as a critical problem due to its significance in terms of cost, quality and time. The problem has been identified and analysed through various quantitative and qualitative data which has been collected from multiple sources of the company. From the selected problem, root causes have been identified through brainstorming sessions with the staff and illustrated in the Ishikawa diagram. A detailed analysis has been carried out on the theoretical background of the selected problem. Previous authors' work in their studies has been analysed deeply through the literature review. In addition to that, it has been discussed what they have been proposed as solutions. The literature review has focused on all the relevant areas in the Ishikawa diagram. According to the finding, a study framework has been developed with "Internal Processes", "Internal Systems", and "Human Resources" as the components for the selected problem of "Improved Process Efficiency". The techniques that can be used to develop the solutions have been described with the support of the literature. The key objective of this project is to improve process efficiencies of the backend operations at the Alternate Distribution Channel. A key contributor to the

process efficiency improvement has been identified as 100% automation of backend operations at the Alternate Distribution Channel within a one-year period. In addition to that, sub-objectives have been identified under each project component. The earlier identified techniques that can be used to achieve the objectives have been explained. The current situation of each project component has been deeply elaborated, and proposed solutions have been highlighted under each component. Those solutions were well described by illustrating how to implement those in a precise manner. The resource allocation has been carried out by identifying the required resources for each solution. Mainly existing staff members will be used as resources since the key solutions can be developed internally. Finally, the expected cost has been calculated for each solution. Project benefits have been identified in monetary terms under tangible benefits. Those were mainly the saved cost by improving process efficiencies of the backend operations at Alternate Channel. Additionally, the reduced stationary, printing, postage and courier costs are also benefited to the company. Therefore, a benefits-cost analysis has been produced, and the Benefit / Cost ratio has also been calculated. Furthermore, projected outputs and outcomes by achieving project objectives have been carefully analysed and explained effectively. Project findings have been discussed under the main project and each component. In addition, literature support has been taken to strengthen the provided solutions. Recommendations have been made for the proposed solutions. Finally, the overall project has been summarised till achieving the results.

Reducing Lapsation During the First 12 Months of the Policies at AIA Insurance Lanka Limited

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Executive Summary

The key objective of this project is to reduce the lapsation during the first 12 months of the policies at AIA Insurance Lanka Limited and it will increase the customer retention level as well. AIA Insurance Lanka Limited is a multinational life insurance company headquartered by AIA Group located in Hong Kong. Although AIA is moving forward with better performances, there is a burning problem within the company. A considerable number of customers are lapsing their policies during the first 12 months after the purchase and the amount of lapsation has increased to 21%, 22% and 23% in the years 2018, 2019, and 2020 respectively. This study is focused on finding a solution for reducing this lapsation rate by identifying the possible causes behind the problem. Relevant people were interviewed including customers, agents, and functional representatives (Marketing, Operations, Claims, Sales Management, and Actuarial etc.) to identify and explore the reasons for the problem. This project analysed all relevant internal data to find out the main causes of the problem. Based on the company internal data, this project analysed the problem deeply using the fishbone technique and identified three main causes for the lapsation at AIA Insurance. One is misinterpretation of terms & conditions by the Wealth Planners (Agents) at the time of purchase. Second, lack of need-based selling and sold policies without matching the customers' real needs. Third is the premium paying frequency where higher number of policies are sold with monthly premium paying frequency. Past studies and literature are reviewed to strengthen the identified factors causing lapsation. There are many past studies on the lapsation around the globe and those studies have identified the various reasons behind the lapsation. Some studies have examined this topic in macroeconomic perspective, and some have conducted their studies from the microeconomic point of view. It was identified that lack of knowledge of the customers on the policy due to misinterpretation of terms & conditions, agents' inability of selling policies based on the real need of the customer and selling high number of policies with

monthly premium paying frequency has a higher impact on the lapsation. A conceptual framework is developed based on the literature and past studies reviewed related to these three factors that affect the lapsation at AIA Insurance. After developing the conceptual framework for the project, the project objectives including the main objective of bringing the current lapsation ratio (22%) during the first 12 months of the policies, up to the expected level of 10% by the end of 2022 are established in relation to the well explained project components: Misinterpretation of terms & conditions, Need-Based Selling, and Premium Paying Frequency. Solutions are proposed under each project component to achieve the set project objectives that lead the project towards achieving the overall objective. All the solutions are proposed according to the project components and related analysis done with the internal data. Further, resources are allocated for the entire project and the cost of each solution for resolving the problem is identified with the relevant estimates. All the benefits including the tangible and intangible benefits are identified in comparison to the cost of implementation. Both direct and indirect tangible benefits of the project are illustrated in-depth. Benefit-cost analysis is also done by comparing the total benefit values and the costs related to the project. This measures the financial effectiveness of the project. Further, outputs and outcomes of each project components are analysed in relation to the set objectives. Outputs are the direct results of the project and outcomes are the indirect results that AIA will achieve upon the successfulness of the entire project. Findings of the whole project are discussed in detail on how those creates value for the entire organisation. This discussion is conducted with the linkage of literatures and past studies reviewed previously. That connects the findings of this project and the literature around the globe by strengthening the relatedness of the project success. In addition to the suggested solutions under each project component, recommendations are provided to implement them effectively to achieve the set objectives successfully. Conclusively, this project focuses on reducing the lapsation during the first 12 months, from the current rate of 22% to the expected rate of 10%. To achieve this objective, this project has focused on reducing the misinterpretation of terms & conditions at the point of sale, increasing the agents' ability of need-based selling, and reducing the monthly premium policies. The successfulness of this project directly affects the financial performance of AIA Insurance Lanka Limited because the lower lapsation rate drive the entire company towards achieving higher gross margins.

MTV Channel (Pvt) Ltd Sirasa TV Prime Time Reduce Revenue Loss Due to Internal Operations

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Executive Summary

Started twenty-five years ago on Dawson Street, Colombo 02 as a small television station, Sirasa TV today has become a giant in the television industry. Enjoying market share over 11% the channel has been able to emerge as a leader player in the market. The revenue loss occurred in revenue generation process in processing advertiser requests in the prime time due to the internal operations have been discussed in the report. Report starts with an introduction to organisation along with the importance of the issue that has been discussed. The methodology that is used in the project has also been explained with a chapter framework. The first chapter is a comprehensive approach to the entire project. This is followed by a detailed analysis on the depth of the problem starting from the key problem, problem analysis and the description of the problem which gives a clear idea about the respective areas of the problem that the author is striving to explain. The problem has also been explained with the help of a fishbone diagram where root causes were identified. Company data of the first three quarters have been taken in to consideration and that information were primarily collected by the author himself and the sales director. Number of missed spots due to the internal operations were counted and it was multiplied by the spot rate of the weekday and weekend to calculate the loss that had been occurred in the organisation. A comprehensive understanding on the theoretical underpinning to the problem where theories, arguments, and present debate on academic field on the topic has been explained in the report with ranked publications. The project includes a comprehensive study framework based on which the study areas were precisely identified in bringing solutions to the problem. Certain techniques were used in the process to gain insights an understanding on the stakeholder opinions in bringing in solutions to the problem where author followed effective ways of collecting information. Even though it was difficult to find the direct literature available for the intended scope of study author managed to get the most appropriate and suitable literature in order to find solutions to the existing problems pertained in the organisation. Author himself was involved in gathering primary data in calculating the revenue loss and understanding the key

problems pertaining to issue while gaining insights on the depth of xiv the problem. Issues with the delays in processing advertiser requests by the sales division due to which the other departments experience a delay, issues with customer relationship management and issues pertaining to inter departmental coordination were identified and the solutions have been suggested in the report which includes increased percentage of training modules, digitising the current manual processes and setting service level standards through optimum usage of latest communication mechanisms. The problem that has been identified and discussed in the project is prevalent in Sirasa TV for a long time. But accurate measures have not been taken by the management and required stake holders to bring solutions to the intended issue. However, the effort that has been put in for past 09 months in gathering data has enlighten the stake holders in identifying and finding solutions to the existing revenue loss issue at the organisation occurred due to the internal operations of the firm. Outcomes of reducing the revenue loss by minimising the faults and mistakes in the process was critically analysed and recommendations are given in the report for further improvements while setting targets for the first two quarters of the next financial year.

Increasing Revenue of Dry Category at Keells Food Products PLC

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Executive Summary

Sri Lankan consumer food market consists of many categories where the ready-to-eat and Soya food categories make tremendous consumption among each consumer segment. The economic level in Sri Lanka has different consumption patterns which can be linked to many industries. Even though Food Production Industry was impacted by the pandemic situation, consumers are interested and engaging with this industry. This Management field study research project is focused on the dry category which includes Soya & Ready to Eat products where Soya has a big market in retail and bulk segments while ready to each has spicy and non-spicy segments. Many market leaders have over 60% market share and continue highly competitive market strategies. This study is based on the Keells Food Products PLC dry category which includes the Esy Rice SKU range and the Soya meat SKU range. This range was launched recently to the market by incorporating with company other processes to increase the company's overall revenue. The main problem of this study is the declining sales revenue in the dry category in the past six-month period by making a significant loss for the company and absorbing processed food category profits to settle the loss. In addition to that, this problem is impacted the John Keells Group P & L where 45% of profit declined in 2020 when compared with 2019. Ishikawa analysis was used here to analyse the main problems and their causes and SWOT analysis has been done for the situation analysis. The dry category of Keells Food Products PLC was established in 2019 from the Ezy rice category and added Soya in 2020. Although KFP is the market leader in the processed meat industry, it didn't work for the dry category to attract the market and gain market share. Basically, the Dry category in KFP is providing products through different channels such as General trade and Modern trade across the key supermarket in Sri Lanka. For the purpose of expanding the market, KFP has recruited a separate sales force and support staff including distributors to expand this market across the country with confident forecasting. Theoretical aspects were covered for the major three components identified after doing the root cause analysis. Literature supported the main problem of Sales revenue and major components

such as Employee performance, Distribution and market product returns. In general Customer Relationship Management (CRM) was used to drive techniques which were proposed to implement as solutions. Employee performance techniques across the key performance indicators were identified to improve sales employee performance through effective techniques which are supported by the literature. Distribution identified numeric and weighted distribution improving techniques via data analysis and way of working through company technological tools. Market product returns identified the gaps with the theoretical underpinning to introduce a new product returns policy and cycle grid. The project implementation plan was conducted with four objectives including the main objective to increase sales revenue by 60% by the existing level. Also, three major objectives were incorporated with three components such as increase RD KPI performance up to 90% and above, increasing the numeric and weighted distribution by 20% and finally maintaining product returns percentage as below 2% from the category. All components have been discussed with the solution and allocated team members and their working hours to utilise the existing resources toward effective results. The overall project budget was described in the chapter with detailed figures in annexures. MFR Project finding has been described in the chapter by showing the benefit-cost ratio across the tangible and intangible benefits if the project will be implemented. Since this project will lead to driving sales revenue, the benefit-cost ratio is at a significant rate such as 32.21 in terms of the total benefit and total cost of the project. All the project components and their solutions have been further described with outcomes and output. Employee performance was directed to establish a strong sales force and excellent consumer-supportive staff in the market. Distribution was discussed to expand across all competitive areas and block the competitors. Market product returns were given solutions, outputs and outcomes to make a defined return policy and decrease the market product returns rate by declining the impact on sales revenue. Discussion of findings has been elaborated in the study on how sales revenue can improve while implementing solutions on major three components such as employee performance, distribution, and market product returns. The recommendation has been proposed to revise the scorecard for sales employees to improve KPI in terms of sales, introducing a new distribution management model and tracking system to share the current situation of the market & continuously push the sales team. Finally, an effective product return policy and evaluating system have been recommended to establish best practices like a cycle grid and it will be used to reduce the impact on sales revenue due to high product returns.

Improving Service Levels at DMS Electronics (Pvt) Ltd Support Service Division Help Desk

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Executive Summary

Global IT services are forecast to total $1.2 trillion in 2021, indicating an increase of 9.8% from 2020 (STAMFORD, 2021). However, the Asia IT support services industry only has a 5% growth expectation (IDC, 2020). In Sri Lanka, there is considerable growth each year in the ICT industry. This growth has created massive potential in the services industry. Most companies running critical systems tend to maintain high-level support contracts with system support service providers to maintain their plans to provide continued services to their customers. DMS Electronics (PVT) Ltd has been one of the pioneers in the information and communication technology market for more than three decades. They have built their reputation in the industry by providing quality products and services to customers. Since then, they have managed to sustain themselves in the market with the help of their loyal customers around Sri Lanka. Services in the ICT industry can be identified as one of the significant revenue-generating areas. The study is primarily focused on determining the root causes of the decline in service levels at the system support help desk within the service support division and on restoring service levels to the company's standards of 90% average handling time. The support services help desk is currently experiencing an increment in the first call resolution rate beyond the acceptable level. Therefore, the support level dropped to 59%, which is also beyond the company's standard level. The main fundamental problem identified is declining service levels in the system support help desk. Numerous factors contribute to these delays, including a high FCCR, low employee performance, and current processes and systems issues. The primary objective of this project is to offer solutions and recommendations for the main key issues. The author has carried out theoretical research in the domains indicated by the cause-and-effect diagram. According to the root cause analysis, the main problem in the system support division of the company can be divided into three main components. Employee performance has been identified as the first component. The second is internal systems, and the third is internal processes. The main key problems and the root cause of the problem were justified by using literature, journal articles, and past research. Finally, other

solution development was carried out and provided the authors' recommendations and the techniques to solve the main issue and the other key three components. Then the main problem of the system support division is a decline in service levels of the system support help desk, and the main objective of the project is to improve the service level of the system support help desk. The service desk's efficiency is one of the crucial factors, and the primary key driver for productivity improvement is the service level. Employee performance is one of the critical factors affecting productivity. In the current context company's system, the support helps desk is considered a cost centre, and one of the objectives is to turn it into a profit centre, increasing the service levels. According to the current analysis, the engineer's productivity is about 61.75%, and it has to be approximately around 80% as per the company's standards. The proposed solution is to develop and implement a new strategic training structure to improve frontline support engineers' soft and technical skills and close the performance gap. Secondly, internal systems also positively impact the decline of service levels of the division. In the current context, the company does not have the required features in their help desk system to meet customer expectations and maintain a competitive edge by providing quality services. The proposed solution to improve the quality of the internal system is new automated ticketing and monitoring module for the existing system, which will enable the users and management team to get a 360-degree view of the system support helps desk. In addition, it allows the management team to generate required reports to take management decisions to improve the service levels. Finally, internal processes that contribute to service level declines were identified. The proposed solutions for improving internal processes include developing a new set of process flows and establishing an internal service level agreement (SLA) for the frontline support division to close the gap between customer expectations and service level delivery. The estimated cost of implementing the project's suggested solutions is 1.53 million rupees, while the estimated net benefit is approximately 7.8 million rupees. The benefit-to-cost ratio is 5.14.

Improving Sales Performance of Keells Krest Ezy Rice in Western Province

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Executive Summary

The project was initiated to identify the causes for the low performance of Keells Krest Ezy rice and the means of improving it by correcting the identified causes. The problem identification is done through the expected sales and the actual sales performance of the brand. This is further discussed by the identified gaps of non-effective operation and underutilised resources. Although the causes have a significant impact on the nation-wide operation, this project would elaborate only focusing on western to provide better solutions that could be tested and expanded. The cause identification is done using the Ishikawa model and the identified causes, which are the strategies of distribution and availability and marketing and visibility, product quality management, and the performance management of the sales team are further elaborated in this project to provide the current and the desired situation. This gap identification supports the author to identify the areas the brand needs to focus on to reach the desired objective. The report further provides an understanding of the past models, theories that supports understanding the solutions that have been used in the past which could support KFP to achieve the goals that were planned for the brand. The main objective of this project is to gain sales improvement in western province and to improve the profitability of Keells Krest Ezy rice by 30% in December 2022. The solutions were proposed to meet the sub-objectives of the project such as proposing a proper tracking system to manage and monitor the performance of the sales team's KPI, creating a Tik Tok campaign targeting the youth market, reforming the distribution plan, and increasing the coverage of the outlets and to improve the product quality management and plans to improve consistency and quality. The project report also provides a cost indication and provides an understanding of the cost-benefit analysis to showcase how profitable the investments recommended for the project would be to create confidence in the project solutions. Finally, the overall project report was discussed and summarised the findings are discussed and analysed and recommendations for the identified proposals were given to improve the profitability of the brand. The author has provided long-term recommendations that would further enhance the brand's performance on profitability in the future.

Improving Distributive Trade Profitability Through Improving Input VAT Reimbursement at Unilever Sri Lanka

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Executive Summary

Operating as one of the largest FMCG MNLs within the country, USL manufactures and distributes heavily penetrated household FMCG products ranging from laundry, skin cleansing, skin care, food and beverages and oral to many more categories. DT business model plays a crucial role in the business operation with 54 BPs. Therefore, mutually beneficial business partnerships and processers are of high importance in dealing with these BPs. Absence of stringent SOPs will result in areas such as, BP's failing to pay their output tax OTIF. This in turn prevents USL re-claiming its input VAT from IRD. Such accumulated un-claimable tax values will finally result in a write-off from the P&L, which dilutes the bottom line of the company. The main problem which is failing to recover 75% of the input VAT, which accounts to about LKR75 Mn paid for the BPs is explained in this chapter. This links to 3 other associated key problems. Reduction of the ROI ratio in trade related promotions from 4 to 3.7, 80% of the OT cost utilised for input VAT document and payment reconciliations and USL Managers losing 100% achievement on their input VAT related KPIs in their annual goal achievement without a direct control on the process or stakeholders are elaborated with relevant performance gaps. The underlying reasons for USL failing to re-claim their input VAT were categorised under 3 project components which are reporting and monitoring processes, business performance evaluations and stakeholder engagement (USL and BP). The application of the root cause analysis tool (Ishikawa) uncovered few key causes which are BP's lack of knowledge on the process, absence of an official party to communicate, train and monitor the process, non-user friendly characteristics of the CRM system to obtain the required invoice details, ROI and VAT profitability KPIs not been built into the evaluation criteria of the DT related employees including the BPs and absence of clear functional and role clarity in supporting the re-imbursement of input VAT. Literature related to the mentioned study domains revealed that poor achievement in input VAT reimbursement is mainly due to lack of awareness, knowledge, and structured

education of the related parties. Sufficient literature related to BPM uncovered that the absence of strategic business led KPIs, results in associated individuals failing to realise the importance of a business process. Relevant individuals who operate within the respective business scope failing to influence the customer was a key highlight that was derived through the later theory. Unawareness of a clear process that is required to be followed was also highlighted as a key factor for any business loss arising, as a result of poor business practices. Literature related to stakeholder management, highlighted that discussing the common business objectives with the related stakeholders may lead to their endorsement, thus may actively come on board in achieving the desired outcome. The solutions proposed in the report included establishing processes to clearly communicate, train and monitor BP's employees through usage of interactive platforms such as short videos sent on different platforms. These attempts were found to refresh the process knowledge on settling their output VAT to IRD. Training of junior executives to use more efficient tools such as advance Excel and Power BI with the receival of accurate documentation for VAT reconciliation purposes will cut out excessive OT time spent. The development of the current CRM system, to be a simpler and a user-friendly system was also recognised as a viable solution to help stakeholders easily obtain invoice information. Building profitability and ROI related KPIs for DT employees and BPs makes them more accountable in attempts taken to persuade the BP to pay their output VAT with accurate documentation, so that USL could re-imburse the same from the IRD. The incorrect corelation between the Finance, Tax and CDx functional and individual's KPIs on input VAT re-imbursement was resolved by proposing actions to better help them integrate with the BP and USL Sales Managers in the process, while making the input VAT re-reimbursement a direct KPI of the USL Sales Managers. Chapter 5 structures the cost-benefit computations with respect to the solutions developed with the integration of literature. The cost to benefit ratio is computed to be 3. In addition, medium and long-term recommendations were discussed, considering the implementation of the solution within the time frame of a year. Therefore, through the application of proposed solutions, USL could improve the input VAT reimbursement of the DT business, avoiding any writing-off the P&L. The report concluded by discussing how the reviewed literature and proposed solutions are inter linked with each other. Furthermore, the medium- and long-term recommendations were given collectively. Important considerations and critical measures to be examined in executing the solutions with the anticipated time frame for the project execution was discussed in detail. Therefore, through the applications of the crafted solutions USL can improve the reimbursement of the input VAT in the DT business, thus arresting any financial loss on the P&L.

Reduce Acceptance Delays in Telecommunication Projects at ZTE Lanka (Pvt) Ltd

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Executive Summary

Telecommunication service providers in Sri Lanka has a high competition amongst them for the market share. Market share is the number of personal and corporate subscriptions. Expanding coverage, capacity and updating the technology are key technical strategies followed by telecommunication service providers. Telecommunication vendors support telecommunication service providers to achieve their technical goals. Vendors represent European and Chinese markets who can design, consult, implement and monitor service providers' requirements. This study focuses on the vendor's service delivery component of such businesses where delays can be occurred in acceptance. Vendors outsource the service delivery to subcontractors. Delays occur in service delivery has distresses in forms of financial and non-financial aspects to vendor and subcontractor. In addition, vendors' reputation in the industry will be adversely affect by delayed project acceptance. Project cash-flow is directly affected by this problem. In addition to that, the project rework cost increases. Acceptance delay in telecommunication projects is categorised to domains of customer relationship, supplier relationship and project management. Failure to complete acceptance installation completed sites as planned and customer absence in acceptance are falls under customer relationship. The root cause identified for above scenarios are poor customer management. Under supplier relationship, it is identified both poor quality and low efficiency leads to create delays in acceptance. The root cause behind this is identified as subcontractor failure to manage their skilled workforce. Finally, under project management domain, the delay to start sites as planned is identified as a cause to project delay. The root cause for this was lack of information sharing between parties. Literature review emphasises that delays in projects occurs globally in every discipline is a common case. Nevertheless, it curtails future opportunities for the vendor. Delays signal the productivity and performance issues of contractor. In the context of B2B, the consequence can be losing the long-term collaboration with customer. There are fair sides of delays due to unavoidable interruptions such as government decisions, economic recession and natural disasters. In B2B mode, factors that determine the long-term collaboration are trust, commitment,

satisfaction and portfolio management. When focus more into services, the relationship between customer and vendor becomes vital. Further, interaction level management found to be integral factor of relationship development. Fairness of vendor determines the behavioural intention of the outsourcer or supplier whereas responsiveness of the supplier leads to long term collaboration with the vendor. From vendors perspective, improving the supplier performance leads to a win-win situation in a business. Under customer relationship improvement, it is proposed to conduct soft skill development training programmes. A customer interaction model is developed to create consist of interaction with customer. To further enhance supplier relationship, it is proposed to train supplier staff and recognise them as certified personnel. Proper recognition has been used as a driving factor in performance transformation. It is proposed to identify the risks associated with projects as a team effort and propose solutions mitigate them. In order to minimise delays in addressing issues, a physical collaboration environment is proposed during the project peak. A Benefit-Cost analysis is carried out to make sure the monitory value of the benefits is much higher than cost incurred in short term and medium terms. The extended invoicing capacity and reduced rework are the benefits of the project. Company had an advantage over IT solutions development for a zero cost since the company is an ICT giant. The objectives, output and outcomes are presented based on the framework components. Outputs are quantitative, short term and tangible while outcomes are qualitative, long term, and intangible. Finally, the study discusses the link between the solution development and the literature review. It justifies the authors' attempt to narrow the performance gap of the problem to considerable amount using the existing body of knowledge in literature. Further recommendations are proposed in order to emphasise consequences of negating solutions and them more effective. Collecting feedbacks from project stakeholders, conducting time-spaced training programmes, creativity enhancements are key recommendations from the author as a management consultant to the company. With this study, the author expects to reduce acceptance delays and become vendor to be more competitive in the market.

Reducing High Turnaround Time in Non-medical Policy Issuance at AIA Insurance Lanka Ltd

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Executive Summary

While AIA Sri Lanka; a part of the global AIA Group, is one of the top life insurers in Sri Lanka, the organisation has been continuously losing market share over the past 3 years. One of the key reasons identified for the loss of market share was that competitors in the industry have much shorter and improved policy issuance time and process, compared to AIA Sri Lanka. This enables AIA's competitors to issue more annual policies and increase their customer foothold much faster than AIA Sri Lanka. With AIA Sri Lanka having the longest policy issuance time when compared to some of the other top competitors, this project is concentrated on reducing the high non-medical policy issuance time (also known as non-medical TAT) which was found to cause significant annual revenue losses for the organisation. The justification for reduction of non-medical TAT is further strengthened by AIA Group guidelines, specifying a minimum non-medical TAT for all AIA Group companies, which at present AIA Sri Lanka is not able to achieve. (Non-medical policy issuance is considered as these have less uncertainty for issuance time, compared to medical policy issuance which relies on medical centre and customer information, prior to issuance). A detailed root cause analysis on AIA Sri Lanka's high non-medical TAT, highlighted that the problem was mainly due to limitations from the areas of digitalisation, process re-engineering and learning & development in the organisation. Previous literature on high turnaround time showcased that this was a problem which can even make or break a company, especially with the macro environmental changes brought forward through the covid pandemic. Through the theoretical underpinnings it was found that digitalisation is key for improving TAT and one of the key weaknesses barring true digitalisation in organisations is that insurers seek to digitalise through static information gathering and risk mitigation by only looking at best case scenarios. From the perspective of process re-engineering, it was again found through previous literature, that process re-engineering need to be intertwined with the organisation's IT strategy to achieve success

while lean management mechanism can further improve said re-engineering activities. While learning & development has been a key focus area for many organisations, the current pandemic has further increased the importance of such initiatives. However, it was found that most often L&D initiatives fail, because these learning initiatives are held in silos and not interconnected with the daily activities of the learner and because the initiative effectiveness is not used as a parameter to improve the initiative. This MFRP illustrates three solutions under the key focus areas of digitalisation, process re-engineering and L&D for AIA Sri Lanka to reduce the high non-medical TAT and achieve an overall objective of reaching 90% 3-day non-medical policy issuance by end of 2022. By introducing a dynamic integration and digital analysis approach for some of the key underwriting questions in the proposal, automatic issuance of non-medical proposals (non-medical STP) will be increased 16.4% which enables additional digitalisation of the value chain. The underwriting workflow process will be re-engineered to reduce 34% of the underwriting TAT, by introducing a digital workflow solution built on waste identification and mitigation from lean management. Data driven skill gap identification and individual learning course allocation based on the digital workflow data will further enhance and improve the L&D of the company agents which will help reduce outstanding requirements (additional requirements generated after submission which need to be cleared prior to policy issuance) by 36%. A benefit cost analysis (BCA) on this project showcased that with a BCA of almost 5 times, it makes more than enough financial justification for AIA Sri Lanka to invest in this project. Additionally, it must be noted that the intangible financial benefit which can be gained through this project is quite large as well, as this has the potential to increase the agent productivity and active agent counts. Since both those parameters are directly related to the policy issuance and revenue of the organisation, the future implications from this project could be much higher as showcased by the projected outputs and outcomes. The solutioning recommended through this project is based on cross-functional and cross-departmental improvements. Therefore, the top management commitment will be pivotal for project success. Furthermore, the three solutions that have been recommended within this MFRP takes multiple system integrations as well as integrated data flows. Therefore, a key recommendation for the project team during implementation of this MFRP is that significant testing is done prior to production launch. However, the successful implementation of this project will also give rise to an improved digital transformation journey to AIA Sri Lanka which will be based on analytical data driven decision making and will be a foundational piece for future solutioning activities at AIA Sri Lanka.

Reduction of Edible Food Wastage in the Staff Cafeteria at Cinnamon Lakeside Colombo

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Executive Summary

Cinnamon Lakeside (CL), a well-known provider of luxury hospitality services, is located in the heart of Colombo, Sri Lanka. CL offers its guests a five-star hotel experience complete with a variety of restaurants, delectable cuisine, and world-class standards. CL is a subsidiary of John Keells Holdings, with John Keells Leisure Sector responsible for general operations and other strategic functions. Cinnamon Lakeside has a KPI of maintaining the Payroll and Employee Related costs lesser than 25% from the Revenue but, for the last 3 Financial Years they could not be able to achieve this target. Although the Easter attack in 2019 and followed by the Covid 19 consequences in Sri Lanka, one can think of revenue may have an impact but, before those two financial years also, Cinnamon Lakeside has barely achieved the said target was the Problem of this Project is going to offer solutions. To give a nutshell about the current situation at Cinnamon Lakeside with this issue, specifically those associated with Staff Meals, it was accounts for 7% and 11% of the P&ER cost. After digging down to the issue witnessed, analysing the records it was found that, the Edible Food Wastage is accounts for minimum of 40% from the total cost bearing of Cinnamon Lakeside and ultimately it accounts for approximately 3-5% from the Payroll and Employee Related Costs of Cinnamon Lakeside Colombo. Accordingly, The Objective of this Management Field Research Project is formulated as "Reduction of the Edible Food Waste in the Staff cafeteria at Cinnamon Lakeside". The Project Team is expected to reduce the edible food wastage from 42% to 34% as mentioned above and it is accounting for a 20% reduction in WESM from the Payroll and Employee Related costs of Cinnamon Lakeside Colombo. During the initial investigation of the identified issue, it was discovered through focus group discussions with the key stakeholders that there are no Demand Planning mechanisms, Menu Engineering mechanisms, or competency to understand certain rationales behind the primary casus among the individuals who engage with the highlighted area. The Root Cause Analysis was a critical technique in assisting the author in comprehending the underlying issues relating to the waste. Having dig down to the causes, the author conducted a comprehensive review of the existing literature in

this Management Field Research Project to substantiate his views. As a result, several scholarly articles, journals, and books were discovered that bolstered the author's justifications. Chapter 3 illustrates the conceptual structure of this study by describing the techniques that the author intends to utilise to reduce the edible xiv food waste at CL. Among the strategies available in the literature, the author has focused on the use of new technologies to decrease food waste, Gannt charts, work breakdown studies, correlation analysis, multiple regression analysis, demand forecasting theories, Standard Operating Procedures and most significantly the training need analysis and setting up key performance indicators to reduce the edible food waste at the staff cafeteria of Cinnamon Lakeside Colombo. The fourth chapter will describe how to implement proposed solutions using the given mechanisms. Fourth chapter is the most crucial among other chapters of the report. Concerning Demand Planning, the author proposed constructing a demand planning process and systematising it with low expense, as well as creating an add-on to the existing time attendance system for demand planning activities. In a nutshell, the proposed food demand planning mechanism is based on employee data regarding their meal preferences. Here, technology is applied in a unique way, yet it is a simple but reliable technology. After the Demand Planning mechanism is built, the Menu Engineering approach will be included as an extension to the same analytics-based technological platform. Menu engineering will be performed here using correlation and multiple regression analysis, and a waste projection formula will be produced for each menu based on the majority of preferences, and the same system will be utilised as a menu engineering approach in the future. Finally, one KPI is given for competency growth. Lack of competency among the key personnel responsible for the area was a primary issue that is identified, and in order to enhance their technical competence, a series of training programmes on technical and behavioural skills development is suggested. This project costs 584,230.88 LKR and generates 7.30 times that amount in benefits. Thus, the Author believe that expense is justified. The organisation spent 325,900LKR on developing the Demand Planning Tool and 258,330 LKR on developing the Competency. Finally, for an author or a project team, planning and developing certain project tasks may feel natural. However, when it comes to implementation, it will be different. As this company is heavily unionised, the author and project team may encounter unexpected implications during implementation, as this project touches on one of employees' primary benefits. Thus, a good communication strategy and participative management will always be required when implementing this project in the future.

Reducing the Incident Response Time in Cybersecurity Operations Centre Sri Lanka Telecom PLC

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Executive Summary

Cybersecurity is a significant concern for all the industries in today's digitised world. Today many sectors are working on digital transformation and rely heavily on digital infrastructure to improve the efficiency of their daily operations. These digital transformation initiatives have opened doors for cybercriminals to exploit the critical infrastructure and disrupt the entire organisation's operation. According to Bloomberg, a single data breach will cost an average of $4.24 million in 2021 (Cost of a Data Breach,2021). Therefore, all organisations try to ensure the security of their digital infrastructure using various cyber security measures. Cybersecurity Operations Centres help organisations monitor the activities on the enterprise network, identify any abnormal activities, notify users about cybersecurity alerts, and take remediation actions in systems to stop any potential cyber-attack. In this report, the purpose is to analyse the delayed response time in cyber security incidents reported to the Cybersecurity Operations Centre (CSOC) of Sri Lanka Telecom PLC. Being the national telecommunication provider of Sri Lanka, the company pays a massive concern over the cybersecurity attacks that can occur to the enterprise network of Sri Lanka Telecom PLC. After facing a cyberattack in 2020, Sri Lanka Telecom has established an in-house Cybersecurity Operations Centre (CSOC) to monitor the enterprise network and identify any threats or abnormal activities that can exploit the network's operations. In this analysis, it was planned to identify the most critical factors affecting delays in responding to cybersecurity incidents and to propose feasible solutions with proper details and statistics. In the Chapter 1 author discuss about the organisational background and the services provided by Sri Lanka Telecom as the national telecommunications provider. Then author discuss about the project main objectives and the significance of the project. Later authors discuss about the project methodology and the limitations considered to be excluded under this project. As the telecommunication industry is highly competitive, SLT always tries to maintain

high service availability and high Quality of Service (QoS) in their customer offerings. Delayed response time in cybersecurity incidents can allow hackers to get into the organisation's critical infrastructure and do malicious activities, leading to a potential cybersecurity breach and compromising the organisation's critical infrastructure. The potential risk of a cyberattack will increase the risk of losing sensitive customer data, billing data, and service unavailability, eventually resulting in losing the organisation's market share. Sri Lanka Telecom consists of 6500 user devices used island-wide by individual employees of the organisation and 650 servers located in their data centres to serve their customers. Internal Service Level Agreement (SLA) for responding to a reported cybersecurity incident is four hours. However, it is observed that only 51.52% of the reported incidents are resolved within the SLA period. This key problem was comprehensively analysed in Chapter 2 of the report with the aid of different techniques to identify root causes. In Chapter 3, the literature review was done to examine the problem with the existing knowledge in the industry and find solutions for the problem using existing literature. The literature review was done based on the cause-and-effect diagram derived from the problem analysis in Chapter 2. With the aid of a literature review and the cause-and-effect diagram, the study framework for the project was developed. Further, the techniques used to analyse the problem data and propose relevant solutions were also explained in Chapter 3. Following the problem analysis with the theoretical knowledge and previous industrial experiences gained from the literature review, the solutions for the project were built up by the author in Chapter 4. Identified sub problems are addressed by the solutions from the literature review, with the required resources for implementing the proposed solutions. New platforms or systems introduced to enhance the effectiveness of the operation of CSOC were described in this chapter, along with the training need analysis with a detailed description of required training. According to the proposed solutions, the expected output and outcome were discussed in Chapter 5. Further, the projected financial benefits of the project also were compared with the estimated costs for the proposed solutions, which helped get a clear picture of the return value of the project. In the final chapter of this project report, the author gave recommendations to the identified key problems using the identified components and to increase the efficiency of the operation of CSOC. These recommendations were categorised as short term and mid-term according to the requirement and effectiveness. Further, the findings of the project were also discussed in this chapter. SLT management can use these recommendations and findings of the project to ensure the operational effectiveness of the CSOC and increase the cybersecurity resilience of the organisation.

Improving Motor Insurance Claim Process at Continental Insurance Lanka Ltd

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Executive Summary

An efficient claim process in the highly price sensitive general insurance industry gives a business a competitive advantage over its competitors. 58% of the general insurance industry represented the motor class of insurance segment, and the remaining 42% represented the non-motor class of insurance. This project was about the motor insurance claim settlement process of Continental Insurance Lanka Ltd (CILL). A faster claim settlement process was vital in the motor class of insurance, as customers wanted to be back on the road as soon as possible after an accident. Customers were satisfied if the insurance company settled the claim quickly and adequately. The quick claim settlement process ensured customer retention, prevention of revenue leakages, protection of market share, provision of better service quality, reduction of employee turnover, cost reductions, and management of business operations smoothly. Further efficient processes improved the entire industry, supported sustainable development goals and enhanced the country's overall ranking in the ease of doing business index. Therefore, this project was focused on improving the no. of days it takes to process a motor insurance claim at CILL. Quantitative and qualitative methods were used in identifying the problem, and the key limitations faced by the Author were the lack of published information about the peer companies and the reluctance shown by employees to disclose information. CILL is an 11 year old company engaged in the general insurance business in Sri Lanka. At the end of 2020, CILL ranked in the eighth place in the general insurance industry with a GWP of over Rs. five Bn per annum and an asset base of over Rs. seven Bn. This project deeply analysed the key issues associated with the motor insurance claim settlement process at CILL. The SWOT and PESTEEL analyses comprehended the current internal and external environmental factors of CILL and their implications on the identified problem. A root cause analysis was carried out to identify the key causes of the problem from the perspectives of people, processes, and technology. Employee turnover, employee dissatisfaction, lack of training and development, financial perspective based KPI in performance evaluation, lengthy manual processes, centralisation, lack of investment intensity in

capital assets, and lack of process automation were recognised as the key root causes in people, processes, and technology aspects. A literature review was conducted to understand the theoretical background of the problem. Sufficient research evidence was available in the previous studies conducted in support of the implication of people, processes, and technological aspects on the excessive no. of days taken to process a motor claim. Also, theoretical evidence was presented on the impact of key root causes identified for the problem. Accordingly, the study framework was developed to reduce the excessive number of days it takes to process a motor insurance claim. Stay interviews, brainstorming, non-financial rewards, training needs assessment, training design, training evaluation, BSC approach, job redesign, process redesign, delegation of authority, capital budgeting, and process automation were the techniques discussed to develop solutions for the root causes identified. The overall objective of the process was to reduce the motor claim processing cycle time from 19 days to 10 days to be on par with the other peer companies. The objective was discussed under four project components, and each project component had its own objective. The first project component was employee turnover, with the objective of reducing employee turnover at the motor claims department by 2%. The second project component was service quality, with the objective of reducing customer feedback on service quality issues by 1%. The third and fourth project components were processes and technology, with the objective of reducing claim cyclical time by 47%. The techniques discussed above were used in achieving the objectives set under each project component. A cost estimate was carried out to identify the overall project cost, and a project team was built with representatives from respective departments to ensure successful implementation of the project. The roles and responsibilities were assigned to each team member to ensure smooth project completion. The project was expected to generate tangible as well as intangible benefits for the company. The direct tangible benefit was the GWP saved as result of 47% improvement to the claim cyclical time at the 68% customer feedback level on the motor policy retention rate. The indirect tangible benefit includes the reduction in administration costs on claim processing. The cost of the project calculated separately, and a benefit-cost assessment provided a benefit to cost ratio of 57.9 times, which ensured the financial viability of the project. Finally, the project findings were discussed in relation to the theoretical evidence linked to the project outcomes. Recommendations under each project component were given with guidelines for implementation in the short term as well as in the long term. In addition to the recommendations given in the report, CILL required corporate management support and a cultural change for the successful implementation of the project.

Reducing Employee Turnover of Non-managerial Staff in Tanfeeth – UAE

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Executive Summary

The report has been articulated based on the project of reducing employee turnover within nonmanagerial staff at Tanfeeth, a fully owned subsidiary of Emirates National Bank of Dubai (ENBD) Group. The overall objective of the project is to reduce the employee turnover from 32.4% to 20% by 2023. The internal reports of the company, and analysis of the internal surveys have proven the fact that a high rate of employee turnover exists within the strata of non-managerial staff. The employee turnover rate within Tanfeeth is higher than the industry rate in UAE, which was found to be 18.6% and was identified to be negatively impacting on the organisation's performance in diverse aspects both directly and indirectly. Key impacts identified were the declining of productivity, increasing of recruitment and training costs and declining of profitability. The current situation of the organisation was analysed and identified through SWOT and PESTEL analysis performed. Comprehensive information on the internal and external conditions of the organisation and the industry were obtained through this analysis. The objective of the utilisation of more than one analysis method is to obtain a profound and a precise understanding on the organisational situation in multiple angels. The key problem of high employee turnover has been intensely studied through a cause-and-effect analysis. The key impacting areas as identified through the cause-and-effect analysis were the different aspects of reward and recognition, employee engagement and the training and development within Tanfeeth. A profound understanding on the root causes of the problem was derived through the cause-and-effect analysis. The theoretical aspects of the key problem, the high employee turnover and of the three key areas of reward and recognition, employee engagement and training and development were broadly studied via the established knowledge in existing literature. The theoretical background of the problem and that of the identified key project components have been discussed in the literature review. The applicability to the organisation and the industry relevance have been the key concerns of the referred literature. A study framework for the entire project has been developed based on the knowledge derived via the literature review. The knowledge derived

through the extensive study of the existing literature has been made use in choosing the appropriate techniques to be used towards the accomplishment of the project objectives. The project objectives for the particular project have been determined so as to accomplish the key objective of reducing employee turnover within non-managerial staff from 32.4% to 20% by the end of 2023. Sub objectives have been set for each project component and they are, setting up a reward scheme of which the annual financial component increased from AED 0% to 5.36% of the monthly salary of each non-managerial employee, increasing annual employee job rotation rate from one to three, increasing the mandatory training hours per employee by 20% and increasing customised training hours per employee from 0 to 10%. The prevailing situation of each component has been illustrated with solutions developed for each to overcome or enhance the status. The techniques derived through the literature review has been made use in developing the solutions. The resource and responsibility allocation were done with roles assigned to each member involved. AED 784,000 is the total estimated cost for the project. The findings of the project are based on the theoretical knowledge derived through the literature review. The projected outputs and outcomes of the project also has a theoretical basis of established knowledge in literature. The findings of the project have been brought into discussion and it is through the discussion of findings that the connection between the core of the project and the proposed solutions have been emphasised. The recommendations under each project component comprises the critical considerations in the implementation of the proposed solutions. All the proposed solutions of the project are short to medium term which could be continued with modifications based on the results generated and as per the changes in the organisation's strategic direction. Several limitations pertaining to the initiation and implementation of the project were identified. The sensitivity of the information held by the company has made the access to such information limited. The contributing reasons for such were identified as customers' caliber, data security and the industry competitiveness. The collection of the relevant data was limited by the non-disclosure policies of the HR, while the lack of authority by the author for the disclosure of exact financial figures has limited the divulge. The unwillingness of the employees to divulge the true reasons for the exit, has limited the presence of only the data that are readily available.

Field Operations Cost Reduction

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Executive Summary

This initiative identifies cost-cutting opportunities for Urbaser's field operations. It identifies cost-cutting opportunities within the field operations department. The project's issue has been divided into three distinct sections. The first is a higher rate of inventory shrinkage. The second is the fleet maintenance division's budget shortfall. Third and finally, there is an increase in staff turnover due to a variety of factors. Urbaser's strategy plan is centred on lowering the total cost of field operations in 2022 and beyond. With the burden of RO 879 loss at the end of 2021, all sections will need to work especially hard to achieve the aim of breaking even or being aligned by 19 percent in 2022. According to financial data and discussions with Urbaser's management, the primary reason for the bad performance is the global economic crisis and pandemic, as well as a significant increase in consumable prices and a range of other factors. The field operations department is the business's most expensive component. For its part, Urbaser's field operations section has identified areas where it may save money in 2022. After consulting with Urbaser's responsible management, in-depth research was done using historical field operations data and a current scenario analysis. Furthermore, a SWOT analysis of the organisation's strengths, weaknesses, opportunities, and threats was undertaken. Urbaser being one of the early entrants to the Oman market has given the competitive edge over other service providers to Be'ah. Strong physical presence across the globe makes a perfect entity to enter the markets easily as well as the reputation for executing with better efficiency. The preference by the local partner who has connections to all entities from the royalties to the various authorities, gives the company upper hand in moving to places where others finding it challenging. Following that, a literature review was conducted, encompassing the areas highlighted in the cause-and-effect analysis in a manner that resolved the problem. It outlined the study's framework, which includes inventory management, human resource management, and fleet management. Thus, suitable theoretical underpinnings for the problem were studied and demonstrated in order to improve understanding of the problem, develop remedies, and offer persuasive suggestions for its resolution. Simultaneously, four critical aspects of the project were identified as project components. vi Furthermore,

the study's purpose of recommending a plan to reduce field operations costs. Inventory shrinkage will be reduced to 4% on an annual basis with the new inventory management systems. By simplifying the integration of company processes from the strategic to operational levels through the adoption of ERP inventory modules in the stores, it is also possible to reduce costs and time. On an overall yearly achievement can be considered a 57% onwards. With the help of numerous training programmes and standard operating procedures, the field operations department will be able to keep the personnel turnover rate to less than 2%. This programme will improve field operations and the company as a whole by increasing vehicle availability, employee morale, customer and end-customer confidence, employee skill development, and perceived organisational support. The primary goal of a company like ours is to be able to provide uninterrupted service to clients while field activities are going properly. Increased system efficiency allows employees to focus on more critical tasks, saving time, effort, and resources. The fleet management cost reduction emphasises, the company will save around 12% on its annual budget, thereby eliminating the deficit trend. If the trend continues in 2022 and onwards, the company has a good chance of focusing on getting into the next few years of the contract, either by an extension or winning the bid for the same governate as well as other contracts that is related to the business.

AIMS Accounting Integrated & Management Services

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Executive Summary

The Introduction will introduce the main entrepreneurial research project brining into light the importance of online distance learning and the importance it is to the students in Oman. The objective of the project is to create a viable business model to deliver the Edexcel & Cambridge syllabus subject from Sri Lanka teachers to teach the children in Oman at an affordable rate. While doing this project, we tried to showcase our local talented teachers' knowledge and capability to international curriculum children in Oman. This market & operational experience can be used to explore other parts of the world also in the near future. The main project and its significance will be given followed by an explanation of the limitations the project has on completion. Opportunity identification will give an explanation on the opportunities identified from the formulation of the project AIMS An Online Educational Service Company providing the background and the business case which will make it a suitable project to carry out in Oman. The pandemic has created another way of doing business remotely without direct interaction with the people. Therefore, the same concept is being escalated to the education system also. Therefore, the entrepreneurs have taken this opportunity to resolve the tuition education system problem in Oman, especially for international curriculum students. Meantime the market is also ready to move in to get the few services like this to get it from online. Theoretical framework for diagnosis will explain the main theoretical framework for diagnosis which is the use of Literature which is available on books, journals, and other online material to get a better understanding onto the topic of distant learning and shed new and old practises in the online education. The main value proposition will be given by understanding the business model and technical, economic and financial feasibility studies done along with ecological and other factors. The theoretical research analysis will give the confidence and inside knowledge of the respective project. The research papers are being evaluated by a lot of scholars. Therefore, it will have an essence of theme in the subject matter. The project will explain the project methodology adopted to implement the project. In this chapter, we will be discussing about the modern techniques and tools being used to

implement the projects in an effective and efficient manner to achieve the task on time and maximise the utilisation of resources. Further, with the right work breakdown structure with the list of tasks and the procurement plan to carry out this business. The project implementation will explain in detail all the implementations of the project plan and what actions were taken to implement the project, how the work methodology was created to give the shape of the project, the vision, mission and objective of the project and business strategy that was adopted to execute the project in an efficient manner. In this chapter, in general, theoretical part is being converted into a commercial way which take place with the main variance and the profit and loss statements. Project outputs & skills displayed will explain the outputs, outcomes generated from this project and what impact was created by our activity, how it was reflected in our operation, how the operational decisions have impacted our deliverable and how the skills we had was improved or sharpened in the real practical world to contribute the organisation growth. Always focusing on the business objective will create positive results in the operation.

Strategies to Improve Bancassurance Performance of Commercial Bank Ceylon PLC - Seeduwa Branch

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Executive Summary

Purpose of this project is to build strategies to improve the Bancassurance business income of Commercial Bank of Ceylon Plc's, Seeduwa Branch. Commercial bank is the largest private bank in the country and was able to win many awards for its highest-level achievements in the banking industry. Whilst focusing on the performance of the overall bank, this project has especially concerned about its Seeduwa branch operations. The project has discussed the significance of the study and the methodology that used for the study. Further, the project discussed the limitations that the author had to encounter. Under the chapter review, author had briefly discussed the areas that going to be discussed in each chapter. Overview of the company and Seeduwa branch was carried out in detail. Further project had analysed the strengths, weaknesses, opportunities, and threats of Seeduwa Branch. The same had link to the overall issue which is the nonachievement of given bancassurance targets and its impact on the overall performance of the branch. After identifying the main problem areas, a root cause analysis had carried out to determine the main root causes for the problem. These identified root causes were briefly discussed. Theoretical background to the identified problem and its component was carried out. This was an in-depth analysis that compares the scholar's argument over the main problem area. Further, author had searched the literature for root causes for the main problem in view of finding literature to solve the main problem and its components. Based on the findings author develop a study framework to arrest the issues identified. Process, people, and culture was chosen as the main components of the project. Techniques were identified through analysis of literature which can be used to solve the problems relating to each component. Main objective of the project is to increase the bancassurance income of Seeduwa Branch from 4.9 % to 10% from the total profit. Sub-objectives also identified which achieving of such will help to achieve the overall objective of the project. Techniques identified earlier have been used to achieve such objectives.

Present situation of the problems has been discussed in detail with supportive data. Solutions for the problem were also stated along with the problem. Detail breakdown of actions taken in each solution is depicted in appendices. These appendices will determine the viability of the implication of solutions. Resources requirements for implication of each solution were discussed by identifying activity, team members that involve supporting the activity, and role of each team member under each activity. Cost estimate for the implication of each solution was also tabled to ascertain the total cost of the project. Benefits arising from the implication of the project had been calculated. This includes tangible benefits and intangible benefits. Calculation of each benefit has illustrated under relevant appendices. After finalising the total benefit, benefit-cost analysis was carried out to ascertain the viability of the project in terms of returns it generates from the cost associated with the same. Total project outputs and outcomes are also tabulated in each component-wise along with project objectives. Project components were analysed critically with identified literature. Solutions provided for each component have cross-checked with the literature. This will ensure that the solutions were built on the strong backing of identified literature. This will also ensure the practical implication of the proposed solutions. Finally, the project has presented the recommendation to implement for Commercial Bank Seeduwa branch to increase its profitability by focusing on increasing the bancassurance income.

Reducing Billing Delays at Axiata Digital Labs (Pvt) Ltd

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Executive Summary

This management field project is carried out to study and evaluate increasing billing delays and revenue recognition at Axiata Digital Labs (Private) Limited which is one of the upcoming Telco-based IT companies in Sri Lanka. The company is acting as a central hub for IT and Telco-based service to overall Axiata companies operating in the Asian region. The report has presented the organisational background and the problem area selected for the study along with the project scope. The framework for the scope of the project is developed to bring clarity to the readers along with the seriousness of the problem area supported by valid evidence observed at ADL. The project methodology has been taken up by utilising quantitative and non-quantitative approaches which were detailed in the project. When performing the project study, the author faced a few limitations which were detailed in the limitation section. The chapter framework has been used in each chapter to define the flow of the chapter and areas focused on the respective chapters. The organisational profile is detailed and the author has used 2 major business environmental analysis tools such as SWOT and PESTEL to give the overall internal and external business environment state. These tools identify the controllable and non-controllable market trends and clarify where the organisation in discussion stands. Considering the significance, the author has concluded that delays in billing and revenue recognition as the focus area to further develop the project. This has become the selected problem area to perform in detail analysis and critically draw readers' attention through data and information related to the key problem. The problem analysis is performed by a visual presentation named the Fish Bone Diagram (Ishikawa). The key causes contributing to the said problem are identified from internal discussions and company data sources. A detailed understanding of the theoretical underpinning was followed thereafter where different literature studies related to the selected problem are discussed in the project adding more relevance and validity. The literature study depicts how previous scholars have identified the problem and what feasible solutions are proposed by them to overcome the issue. The literature review has also focused on different areas of the problem highlighted in the Ishikawa diagram.

Based on the findings the study framework has been developed presenting 'Internal controls', project management and system integration as the project components to take the study forward. These 3 project components were identified as the key factors causing the identified problem of delays in billing and revenue recognition. The techniques to overcome the said problem were eventually proposed from literature studies. The main objective of the project is to minimise billing delays and reach an acceptable range of 5%- 7% of the overall project master data per month. In addition to that secondary project objectives for each identified project component were developed to support the achievement of the main objective. The current situation of each project component was analysed in detail with the support of data and solutions were proposed for each component supported by annexures to ensure the feasibility of each proposed solution. This was followed by resource requirements mapped against project components stating their role play in the organisation. The discussion further extends to illustrate the budget requirements to execute the solutions in the organisation validating the cost and benefit figures. A benefit-cost analysis has been carried out to confirm the feasibility of the project followed by project output and outcomes. The project components were related to literature sources to critically analyse and link them with theoretical underpinning as it is important to back up solutions with the presence of theories. This adds more relevance and makes the solutions more practical to analyse. The recommendations were developed to support the implementation of the suggested solutions that cover ethical best practices, timeframe, and success factors. Such recommendations are important to consider in foreseeing the project's success in the organisation.

Reducing the Non-billable Hours at Commercial Lending Division of Finex Analytics (Pvt) Ltd

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Executive Summary

This management field research project was conducted to study and assess the higher non-billable hours at the Commercial Lending Division at Finex Analytics (Pvt) Ltd which is one of the leading service providers in the arena of bespoke research, analytics and business intelligence to the financial services sector operating internationally. The study below has presented the background of the business environment, the company operations and the selected problem under the particular project. The project scope was set up and presented for the clarity of the reader. The significance of carrying out this project to suggest a solution to the aforesaid problem was highlighted. The methodology of the project which is inclusive of both quantitative and qualitative mechanisms was provided with an explanation in detail. As the final section of the first chapter, the chapter framework was drafted by drawing the areas discussed under the respective chapters of the study. The profile of the company and the selected division was explained in detail and evaluated using SWOT analysis. Accordingly, the strengths, weaknesses, opportunities and threats were recognised and thoroughly assessed to get a clear understanding of the position on which the company stands in terms of internal as well as external environment. Owing to the significance of the high non-billable hours across the sub-teams at the Commercial Lending Division, the aforementioned problem was selected as the main focus area. The selected problem was then detailed with further evaluations which supported building the justification for the significance of identifying feasible solutions to this problem. Thereafter, the analysis of the problem was carried out through logical deduction towards the root causes using an Ishikawa diagram. Those root causes were backed by interviews with resource personnel and other sources of information obtained from internal company reports. The analysis of the theoretical background of the key problem was performed in detail. The discussions given in scholarly articles on the issue of higher non-billable hours and the solutions to overcome the issues were thoroughly studied. Along with that, all the associated root causes for the main problem identified through the Ishikawa diagram were also chosen for the in-depth study through the literature review. According to the findings received

through the literature review, the study framework was developed incorporating the components „employee performanceR23; technology utilisationR23; and „process streamliningR23; which leads to the main problem of „non-billable hoursR23; In order to resolve the identified problem, the relevant techniques were studied through the literature presented in detail. The main objective of carrying out the project was to decrease the non-billable hours at the Commercial Lending Division of the company from 23% to 17% within a one-year period. Under each of the identified components, sub-objectives were also identified. The techniques identified in the literature review were applied in achieving the respective objectives for the main problem and the subcomponents. The prevailing situation of each of the project components was assessed in detail. Solutions were designed and developed in order to better resolve each component and those were clearly presented with adequate annexures to make sure that the proposed solutions can be executed following the steps provided in an orderly manner. The resources required to implement the proposed solutions were clearly identified recognising the role of each of those resources. The estimated cost to be incurred in implementing suggested solutions was calculated and presented with the applicable justifications and supporting evidence. In order to present the value of conducting this project, direct and indirect benefits associated with the project were estimated and supported by the monetary values. This estimation is supported by a calculation shown in the appendices. The total benefits were compared with the total cost estimated to compute the benefit-cost ratio in order to demonstrate the overall value generated from the project. The objectives identified under the main problem and subcomponents were presented along with the project outcomes and outputs as a summary. The presentation of such a summary allowed an understanding of the significance of carrying out the project as a whole to the organisation. The components recognised in resolving the main problem were discussed with reference to the literature review carried out previously. The solutions identified in the literature review were connected to the recommendations to further prove the authenticity and the practicality of the solutions. The interconnections between the components, the solutions generated, and the literature have been developed and presented. The recommendations to implement the proposed solutions smoothly were incorporated in this study to take into consideration during the project execution which is vital for the successful accomplishment of the final project outcomes.

Increasing the Customer Premises Equipment Material Update Success Rate in ERP

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Executive Summary

The "Management Field Research Project studied and evaluated the high failure rate in Customer Premises Equipment material update in ERP at Sri Lanka Telecom PLC which is the national telecommunication service provider in Sri Lanka. The report has presented the background of the company and the selected problem along with the specific project. The scope of the project was established for the clarity of the reader. How significant it is to resolve the problem was highlighted through evidence. The project's methodology, which utilised qualitative and quantitative mechanisms, was then explained in detail. There were a particular set of limitations that the author had to face while working on the project. They were explained under the limitation sections of the project. The chapter framework was defined by laying out the areas explained under each chapter" of the report. Initially the "company profile was discussed in detail and critically analysed using SWOT as a tool. The specific strengths, weaknesses, opportunities, and threats were identified and accessed to determine where the company stands. Considering the problem's significance, Customer Premises Equipment (CPE) material update for service assurance was selected as the focus area of this particular project. And here the author focused only on the Customer Premises Equipment only out of other materials since those CPEs need to be tracked properly with the systems. The selected problem was explained and justified with quantitative and qualitative data. These data were critically analysed in order to draw an accurate picture of the problem. Then the problem analysis was performed using the Ishikawa diagram as the tool. Root causes of the problem were identified as per the brainstorming sessions, interviews, and other company" sources. After this "a detailed analysis of the theoretical background of the selected problem was carried out with the help of the scholars who discussed the main problem and related components. Here author considered the solutions they have proposed to overcome the particular problem. In addition, all the relevant areas to the problem identified through the Ishikawa diagram were also selected as focus areas for the literature review. As per the findings, a study framework was developed with software development, Process Changes and

ERP system chosen as the components for the problem. The techniques that could be applied to solve the problem were identified through the literature" presented in detail. The "main objective of this project was to reduce Customer Premises Equipment (CPE) material update failures in ERP system at SLT and hence, increase the CPE material update success rate from 59.4% to 75% within six months period. Sub-objectives for each of the components were also identified. Earlier specified techniques were used in order to achieve the objectives explained. The present situation of each of the project components was discussed in detail with the help of qualitative and quantitative data. Solutions were developed for each component and presented with satisfactory annexures, ensuring that the proposed solutions are implementable. Required resources for each of the planned solution was clearly defined. The required staff members were illustrated within the organisational chart and distinct the creation of the project team. The projected cost for the implementation of the resolutions was offered with the relevant cost justifications and" evidence. Then the "monetary value of the expected benefits of the project was stated along with the calculations. The benefit-cost analysis was performed to prove what could be gained by the execution of the proposed project. Then the expected project outputs and outcomes were also defined concerning the project components and objectives". Finally, "the project components were critically analysed with the identified literature sources. As the solutions were proposed for each project component, it is crucial to establish the theoretical base that they were built on. It further proves the validity and the practicality of the solutions. After that, recommendations were made to be referred to when implementing the proposed solutions".

Reducing Expiry Returns at Coca-cola Beverages Sri Lanka Limited

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Executive Summary

Today the FMCG market become more competitive than ever, even though there is a highly volatile, uncertain, complexity, and ambiguity environment there. The beverage market has many players today in Sri Lanka, where big companies rival each other in their marketing campaigns. The soft drinks market has many substitutes such as healthy drinks, bottled water, dairy and fruit-based drinks. When we talk about soft drinks, no wonder we get one name to our mind, which is Coca-Cola. With its multinational reach and the mighty brand name, Coca-cola spread all over the world. In Sri Lanka Coca-Cola company doing good business all over the years with a reputation, with the plus and minus over the time. The author in this project considers one of the challenges faced by the company as an FMCG, that is expiry returns. Expiry returns are always a big burden for a company as is an impact on the bottom lines of the income. The author hereby makes a brief introduction of the company's background and performance. Then describes the problem and takes into account the project. Expiry returns of the company was 1.6% in 2020, which was a burden to the company that hinder the profits. If a company could have that cost as possible it would be a greater saving for the company. It has many other issues related to expiry returns such as customer unsatisfactory, warehouse issues, incentive cost, cost of disposal and many more. There are many reasons which impact the higher expiry returns as sales dumping, bad warehouse and stock management, sales targets driven at month end, and staff unawareness. All these factors were shown in the sketch under the Ishikawa fishbone model. There are many literatures written on the project area and it is noteworthy to look at them before entering the project execution part. The literature will show the path to researchers on previous research studies. It will help the researcher to know about the previously written subject area. The project runs through the three components as the author thinks that factors affect the expiry returns. That factors are Storage and warehouse, sales staff and distributor management and sales management process. Then the techniques of the project are to be considered with the literature and definitions which are the drivers of the project. Then the report discusses the project methodology, which

starts with the field project objectives. The objective of this project is to reduce the expiry returns to 1.00% from the 1.60% on Coca-Cola beverages Sri Lanka limited. The project components discuss the current situation with deep analysis. The author hereby conveys her ideas on the current practices of the company and the shortcomings of the activities. This will provide the base for the project problem and the root causes. Then the author suggests the solutions for each component with the techniques. Then the budget cost discusses in the table against each component's solutions. The next section discusses the project findings, which firstly analyse the cost and the benefit in a descriptive way. Then it converses on the project output and the outcomes, most times project objectives become the output of the project. For the storage and warehouse management component outcomes would be minimising wastage, effective logistic management and improving the company inventory management. Sales staff and distributor management component outcomes would be trained sales staff, increase discipline of the staff, and motivated sales staff. The last component of the sales management process comprises with reduction of consumer complaints, enhance of the market share of the company. The last section project deals with the discussion of findings, recommendations and conclusion. Findings discus with the main outcome of the project which is to reduced expiry returns of the Coca Cola beverages Sri Lanka. Then discuss the findings related to the components of the project. These findings are compared with the literature review findings written by the early researchers. It will blend the literature with the project findings which could conclude by the author. Then discuss the recommendations for each project component based on the findings and the opinion of the author. This is the final output of the project. Finally, the author makes a conclusion on the project with the findings and the experience gained through the execution of the project.

Improve Investment Promotion Targeting at Board of Investment, Sri Lanka

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Executive Summary

Being the country's sole Investment Promotion Agency (IPA), the Board of Investment (BOI) holds the privilege of attracting foreign exchange revenue to the country via foreign direct investments. Hence, investor qualifying and targeting have an immense role to act within the body. Even though part and partial responsibility of creating an ideal environment for foreign investors lie in the hands of the Government of Sri Lanka (GoSL), BOI should focus on bringing the right investment opportunities towards the country. The identified market needs of the country and areas of interest where improvements could be laid off within the country's potential capabilities should always be the platform for investor targeting. Hence is a matchmaking approach. However, in the recent past, it was observed that lower figures were recorded under the foreign direct inflows towards the country. And that has created an unfavourable situation for the organisation and country in terms of financial and non-financial losses. More than the monetary value, the organisation has lost its image to a nonfunctional/nonproductive government entity. Part of its productivity belongs to where it takes the attention on investor targeting, where the intention of this report is carried out as an emphasis on rationalising the investor targeting process to improve investment promotion targets. The main reasons to experience failures in investor targeting are categorised in terms of target planning irrespective of the country and the sector, shortcomings in promotional activities, blind targeting, and technical knowledge on a few sectors. When comes to investor target planning, the absence of a strategic/focused approach, lack of knowledge on utilising the latest communication methods and technological tools on promotions, underutilised human resources, and absence of certain critical resources (B2B databases) were identified as key causes for losing investors. In terms of resistance to change, promotion officers follow standardised/structured methods which have been used since the 1990s. In case of a change to these methods, people lose relationships and hierarchical nature drags decisions to days and months and becomes a reason to lose investors for not being able to serve them at the right time with the right approach. And that is the bureaucratic hierarchy that makes huge

dependencies on decision-making at BOI. Hence a comfortable, supportive, and flexible working environment is a vital component to BOI. Having discussed the background to the problem, the main objective of the project is to increase the investment promotion targets to 10% (by 5.2% - whose current 'actual' targeting figure is in an average of 4.8% from the estimated target figure set at the beginning of a year). This project takes one year approach with suggested solutions to reach a projected consensus. And all the solutions proposed to the project are practical within the context of the organisational hierarchy and some solutions that have been suggested were judgmental over the last 5-10 years. Their existence is identified as three different project components about the key problem. They are namely, performance improvement, investment promotion readiness, and resource maximisation and utilisation. Then appropriate solutions have been carried out to address the objective/s listed under each project component as succeeding direction to arrive at the key objective of the project. In the view of the project's benefit-cost analysis, the project has brought its benefit-cost analysis under two different circumstances. And it was evident that the project has a short-term benefit/cost ratio of 4.759. Also, based on the organisational context, it is assumed that one-off spending incurred on project activities to accrue over the next three years thus discounted at a WACC of 8%. Accordingly, the project is expected to generate higher benefit/cost ratios in each year against the one-off spending. Next, the project findings of solutions were discussed associating theoretical background to the study. Then, recommendations in respect to short-term and mid-term have been offered where the management involvement is proposed on project funding, decision making, and monitoring performances for smooth project implementation.

Increase Productivity Bancassurance Sales Distribution Channel

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Executive Summary

AIA Insurance Lanka Limited is one of the largest multinational public listed life insurance businesses with its headquarters in Hong Kong. As a life insurance company, the productivity of sales staff is critical, and the entire business inflow depends on the effectiveness of the sales distribution units. This project's primary objective is to increase productivity in Bancassurance sales distribution. AIA is improving its overall performance, but the firm has a burning issue in its Bancassurance channel. AIA group expectation is to maintain more than 10 productivities at the channel level. Some of the local competitors already have more than 12 productivities, whereas AIA Sri Lanka has an average productivity of 5. This research looked into the reasons for the low performance by identifying each area's possible difficulties and performance gaps in this sales distribution unit. The author contacted a few stakeholders, including Bancassurance sales executives and other functional representatives, to better understand the current scenario. The author was also able to discuss possible root-causes using a cause-and-effect diagram with the help of all of these stakeholders in order to discover appropriate remedies and recommendations to minimise the existing problems and increase the Bancassurance department's productivity. The author meticulously examined all currently available data and found each area's performance deficiencies. The author has also looked into three major regions that were discovered using a cause-and-effect diagram. The first area described low sales activities; the second area explained the internal management process; and the third area discussed the Bancassurance channel's awards and recognition system. Furthermore, the author defined certain project goals, such as increasing lead creation from 13 to 20 leads per month from bank partners by 50%. (1,050 per month). In addition, every month, the number of sales presentations should be increased by 50%, from 13 to 20. (Increase the number of presentations by 1,050 for a month.) Reduce worker turnover by 6% by increasing average monitoring and supervision sessions from 200 to 265 (daily huddle meetings). (from 11% to 5%). This will result in an increase of 10.9 million dollars in operating earnings and a total benefit of more than 12.4 million dollars. The current

status of the Bancassurance department was also analysed by the author under each component, and appropriate solutions were given for each sector. The participation of top management in the Bancassurance department is critical to the project's success. After a thorough examination of the concerns revealed within each project component, appropriate remedies were developed. The author also discussed about the project's conclusions, which were backed up by previously established and proved theoretical foundations. In order to put the answers in place, the author has expanded on the recommendations for the overall project and each component. The cost-benefit analysis and cost-benefit ratio were estimated by the author and found to be 4.2.

Reducing the Workload Compression at the Audit Division of J&Y Partners

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Executive Summary

This management field research project evaluated and studied the increased workload compression in the tax deadline months in the audit division of J&Y Partners. J&Y partners is one of the leading international audit firms in Sri Lanka. An overview to the firm and background of the project were briefly presented as the starting point in this report. The project scope was elaborated with a purpose of giving a clarity to the reader. The significance of the problem was then highlighted with evidence to provide an understanding why the problem should be solved. The methodology of the project was then discussed which explains how qualitative and quantitative data were collected and analysed to establish the problem, causes of the problem and solutions to the problem. Author had to face certain limitations to carry out the project and such limitations were then presented in the report. The chapter framework presented in the project provides a layout of the areas analysed and described under each chapter of this project report. The firm's profile was described in detail and a critical analysis of the internal and external environmental factors of the firm was performed using SWOT analysis tool. Strengths, weaknesses, opportunities, and threats specific to the firm were identified and analysed to determine the firm's position. Increased auditor workload compression in the tax deadline month was identified as the key problem to be solved, due to its significant impact to the firm, in both financial and non-financial terms. The identified problem was described with justifications using quantitative data. Author critically analysed these data with sub indicators to the problem to get more understanding and clearer picture of the problem. Then Ishikawa diagram was used as a tool to analyse the problem and find the root causes. Accordingly, based on the brainstorming sessions with the staff and available quantitative data, root causes were identified. Theoretical background of the identified problem was then discussed in the literature review. The discussion was focused on how the scholars defined auditor workload compression, how it impacts the audit quality, client relationship and revenue losses to the audit firms and the proposed solutions to tackle workload compression. Besides, the related areas to workload compression recognised through the root cause analysis were also

chosen for the literature review. The understanding and the findings of the literature review were used to determine the study framework of the project. Accordingly, 'audit planning', 'audit completion' and 'staff allocation' were selected as the components of the project. Further, the literature review also focused on the techniques that can be used to provide solutions to the identified problem and discussed in detail. The main objective of the project was to reduce auditor workload compression in the tax deadline month from 54% to 20%, in a year. The author has also identified the sub objectives under each project components and presented in this report. The techniques to be used for the solutions, discussed in the literature review were also presented along with the sub objectives of the project components. Each project component's current situation was elaborated in detail using qualitative and quantitative data. Based on the current situation analysis and the literature review performed, author developed solutions for each component and presented in the report. The way the proposed solutions to be implemented is presented in the annexures to this report, in a detailed manner to ensure that the solutions are implementable by the management. The details of the resources required for each of these solutions proposed were also presented in this report. The estimated cost implications for the solutions proposed were presented along with the evidence and justifications detailed in relevant annexures. The necessary staff members from the firm, for the project implementation and the project team were also depicted using relevant organisational charts. The expected direct and indirect financial benefits of reducing auditor workload compression were presented along with necessary calculations. Based on the cost estimations and the resulting benefits, a benefit-cost analysis was conducted to ensure that the benefits from the project outweigh the cost. The project's outputs and outcomes were also presented under each project components and sub objectives to enable the reader to realise what could be achieved from the project. A discussion on the main problem, project components and the solutions in relation to the literature was then presented in the project report. It is vital to ensure that the solutions are built upon the theoretical base since it ensures the validity of the proposed solutions. Finally, recommendations that are required to be referred to when executing the proposed solutions were presented. Recommendations include preferred timelines, best practices, things to be avoided, important factors to be observed and many more. It is advised to refer these recommendations during the implementation as it is important for the project's success.

Reducing the Breakage of Cement Packaging Sacks at St. Regis Packaging (Pvt) Ltd

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Executive Summary

St. Regis Packaging has been able to establish a reputable brand in the industry. Despite the market's success, consumer complaints concerning cement packaging sacks have increased significantly as St. Regis's cement packaging sacks have reportedly been breaking even when packed within the specified tolerance level. Attaining the 0.001% tolerance is critical in the cement business, failure to comply would disrupt the entire cement manufacturing process. It has only been St. Regis that has not been able to achieve the industrial standards and failing to do so have raised concerns among the consumers, failing of market share, and the company is at the verge of losing its primary customers, who accounted for more than 50% to 60% of the company's cement packaging sales. Along with the losing market share, this has resulted in a replacement cost. At St. Regis, the primary causes of cement packaging sack breakage were classified as follows: production process, competency development, and machinery maintenance. When it comes to production planning, it was determined that the absence of a structured planning mechanism, as well as the absence of SOPs, KPIs, and monitoring, were significant factors affecting sack breakage. In terms of competency development, the critical technical skills essential for proper production were not prioritised. As a result, insufficient technical training was recognised as another main reason. Finally, under machinery maintenance, it was identified that malfunctioning machine parts as a result of a lack of preventative maintenance were another root cause of the high breaking rate of cement packaging sacks. According to the literature relevant to the above-mentioned study areas, breakage of cement packaging sacks is common, but the effects were reported to be severe. Many academics have emphasised the aforementioned, the breakage of cement packaging sacks, as a cause for a company's reputation to be tarnished, whilst increasing the cost and reducing the mutual trust. It has been suggested that a critical part of the production process is the planning process, and that the absence of planning is the primary cause of production failures. The relevance of SOPs and monitoring in manufacturing has been stressed in the literature in order to achieve product consistency and compliance with industry standards. Researchers

have also emphasised the importance of preventative maintenance in order to avoid potential equipment breakdowns, which has been demonstrated in studies. Aside from that, theoretical studies have demonstrated that technical skills play a crucial role in production, with many manufacturing organisations failing to achieve success due to a lack of technical skills among the team members. It has been demonstrated in the literature that training in technical skills has a positive impact on output. The study framework was built in accordance with the causes and effects identified during the problem analysis, and solution development was conducted in accordance with the insights obtained from the literature to propose solutions to the identified root causes. The primary objective is to reduce cement packaging sack breakage at St. Regis from 0.03% to 0.015% over a one-year period. To accomplish the aim, three sub-objectives and an action plan have been devised, one for each project component, following a thorough examination of the problem. The report recommended several solutions, including developing an excel tool for production planning, developing SOPs for each production task, assigning KPIs to the production team, conducting a technical skill enhancement training programme based on a training need analysis, and developing a preventive maintenance schedule. The project costs have been established in relation to each project component, and resource allocation has been determined in relation to the company's available resources that can support the project's implementation. Following that, a tangible benefit, costs, and a net benefit calculation for each solution has been developed. A summary of the benefit cost analysis is then included in the report to assist the reader in understanding. Additionally, project outputs and outcomes have been displayed in a tabular manner to provide a comprehensive visual representation of the project's projected outcomes. Finally, the report discussed the relationship between the literature and solution development. Furthermore, short and medium term recommendations were provided, with key consideration in adopting the solutions. It is recommended that St. Regis' top management provide the necessary assistance to execute solutions and maintain open and two-way communication at all levels. When introducing advanced excel tools, it is recommended for the staff to be encouraged to utilise the advanced tools without hesitation and a data base should be maintained with past and current data from various sources to support the suggested planned excel tool. Management should take the initiative to relate KPIs to performance management in order to motivate employees to meet them. To ensure that the preventive maintenance schedule works properly, management should develop and measure KPIs. St. Regis Packaging can thereby prevent cement packaging sack breaking by using the offered solutions.

Reducing Delays in Provisional Acceptance Certificate and Final Acceptance Certificate Processes at SLT-Mobitel (Pvt) Ltd

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Executive Summary

Being the national telecommunication service provider of Sri Lanka, SLT- Mobitel has maintained a strong brand image. When considering the revenue generation of the company, network expansion projects play the major role behind the scenes and Mobitel Engineering Division is responsible for carryout the network expansion projects. Most of the expansion projects conducted by the Engineering Division is carried out by external vendors and hence, it is more important to proceed the payments to vendors on time, once the work is completed by them. When analysing the payment certificate issuance process existing at Mobitel, it was observed that, there is a huge delay in the payment certificate issuance process. This situation has highly impact towards the company unfavourably in terms of both financial and non-financial aspects. The main reasons for the delay affecting within the identified problem scope has been categorised in to three aspects as human resource, process and project requirements. When it comes to the human resource aspect, many delays have been occurred due to the lack of soft skills within the project team members such as leadership, conflict management ability, ineffectiveness in negotiations, communication skills, ability in problem solving and making proper decisions. The lack of training has been identified as the main reason for this problematic aspect. In terms of the process, absence of a proper structured mechanism to track the delays within the Provisional Acceptance Certificate and Final Acceptance Certificate process has been clearly identified as the major drawback within the Mobitel and due to the absence of an automated tool, the process monitoring has been highly affected. Due to not having a proper documentation method and requirement gathering process, most project team members engaged within the approval process have been encountered with many difficulties and as result, many delays occurred within the process. Literature review carried pertaining to the main problem identified in the project reveals that, project delay is occurred commonly in most complex projects and many scholars stated that time and the cost are

the two most crucial factors that are important for any project in addition to the people aspect. If the project target achieving get delayed, it would badly impact towards all the stakeholders of the project. Hence, human resource management, process management and process requirement management processes can be considered as 3 key aspects which needs to be analysed specifically during the project execution phase. As per literature findings, proper training provision to team members, establishment of proper information gathering processes and executing business reengineering processes will have positive impact towards the organisation and it will help to reduce the delays occurred in the project execution. Initially, the objectives have been set in terms of the main project components and further to the theoretical findings, many techniques have been identified to develop solutions for main project components and based on that, solutions have been developed under each project component to overcome the delays associated in the entire process of issuing payment certifications to vendor. The first component has been mainly focussed on conducting training sessions on improving the soft skills training need of the project members whereas second component is mainly focusing on building an online platform which can help the all-team members to gather the relevant requirements that are required for the business process. Further, it specifies the importance of having standard documentation methods and templates to conduct the requirement gathering processes. Finally, the requirement of automated processes instead of the manual processes has been provided and relevant technical methods to execute the developed solution has been provided. Relevant resource allocation and cost estimation have been carried out to ensure the proper implementation of the solutions. Then, benefit cost analysis on the projected outcome of the project has been carried out to evaluate the project in terms of monetary values. Then outputs and outcomes of the entire project has been carried out to review the long term benefits of the project The benefit-cost analysis has been performed to ensure and to calculate the benefit that could gain trough implementing the solutions of the project. Finally, the solutions developed under each project components have been further evaluated through the theoretical findings and recommendations have been made in terms of medium term and long term in implementing the business solutions for the identified main problem and the time frame that would require to implement the developed solution. Through use of the application of proposed solutions, SLT-Mobitel can overcome the issues in the delays occurred un the PAC and FAC approval process.

To Save Cost Overrun Due to Final Account Not Closing on Time

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Executive Summary

This project identifies opportunities for Oman Tourism Development Company (Omran) to reduce the cost overrun due to the final account not closing on time. It addresses areas within the procurement and contract department wherein the cost can be optimised. The project issue is identified in three distinctive areas. The first is issuing Engineers Instruction (EI) on time. The second is finalising the costs on time of all parties involved in the project. The third and final is obtaining approval on time. Oman Tourism Development Company's direction focused on break-even by 2024. The cost overrun at the end of 2020 of $ 17.95 million. All departments involved in the projects must go the extra mile to realise the target of breaking even by 2024. Based on the analysis of the financial reports and the interviews with the Oman Tourism Development Company management, the root cause of the poor results can be attributed to the global economic downturn, significant competition in the region, and the reduction of oil prices. In construction, completion of the final account always consumes more time. Oman Tourism Development Company's procurement and contract department have mentioned areas where it can diminish the time to finalise the final account. The current situation was analysed using a cause-and-effect diagram under three areas. The detailed theoretical underpinning has directly supported to justify and understand the problems and route causes for the problem, develop solutions, and provide recommendations. Further those key four areas were identified as key project components. The Project management of engineering contribution will be needed to be a success. There will be greater involvement required from the execution team. After a detailed analysis of the identified problems under each component and sub-component, the author developed solutions. For each project component, a dedicated team with specific roles is assigned. For each of the project components, the cost-benefit analysis was identified. The detailed project plan must be monitored closely to see that the tasks occur as planned. Finally, in the fifth chapter, the recommendations to be implemented have been identified. The replacement of logistics provider, establishing long-term contracts for components, sale of slow-moving components, installing "BIM" for construction works, gaining in-house capabilities for galley inserts, and introduction of a preventive maintenance programme for galley inserts considered as recommendations in the short term.

Increasing Customer Base at Global Frontiers (Pvt) Ltd

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Executive Summary

This Management Filed Research report analysing the reason that impact in customer base in Global Frontiers Pvt Ltd. Researched Company is a software solution provide across the Sri Lanka and African region. Company BD team is small and not performing well as per the expectation. Recent customer base doesn't improve as management vison. Through this study the gap between the performance and which area to cover and how solution can develop using the theories and evidence from literature. Sri Lankan ICT industry is the 4th largest exporter. It consists of more than 300 verticals of business. Sri Lankan tech companies exporting their product and services to North America, Australia, and Much More part across the world. Global Frontiers was formed in 2015, mainly doing HR software for companies and also some other software solution as Software Quality Assurance, School Management System, and Project Management services across the globe. Using SWOT analysis author finding some reason that can impact in this poor performance in customer base increments. Quality product and customer success, cost effective, more diversify product, and experienced directors are the strengths. Then poor training, less BD team, poor recruitment, and Poor Partner develop are the identified weakness. Along with opportunity and threats were described respectively. Then author found a key problems like key account management, recruitment, and training and development are the area that impact in research purpose. Then using the Ishikawa diagram, identified issues developed with root causes. Current key account management has many practical issues from this project have to find proper alternative solution. Then recruitment activities have to improve to hire the suitable employee to bring the company vision to reality. Therefore, those active solution has to develop. Then training and development is the key motivate area should cover to enhance the employees that directly and indirectly contribute to enhance the customer base increments. Literature review carryout to get evidence from researchers. That give more theoretical support and argument to derive the proper solution for the research. Author got the reason and solutions evidence for wrong recruitment, poor key account management, and poor training and development. Then

study framework developed, and techniques suggested to solve this issues to attain the research goal. Example as CRM tools initiation, HR software implementation, Hiring HR headhunter, and internal recruitment for HR and BD position, sales training with expert, promotional allowances for BD team, and Orientation initiative and customer meetups. Then Project components and expected objectives described for respective component. And also, necessary techniques were suggested. The project component current situation and suggested solution given respectively. Then how the company resources can allocate to complete this project and cost allocation to each solution that going to implement to this project are described. Necessary appendices were giving below the research report. From the key account area improve the 30% from partner follow up, and 40% increment from customer base to attain that CRM implementation and customer appreciation, Kanban board training and promotional allocation developed. Then for recruitment, hiring the HR headhunter to pool the right candidates. Then reduce the BD turn over by 50% because that impact more in company develop. Then increase the team by ad more two BD members. Then improve performance for BD team as 40%. To attain this using proper job platforms and background check, and initiate HR system for company will help to achieve. Then training and development objective like give end to end knowledge about company product and services and training to how to pitch and deliver the demo. That lead to proper deals close strategy by less number of cycle. To get the objective sales training, past experience sharing, partner meetup and improve orientation programme will support. Then benefit cost analysis given to identify the direct tangible, intangible and indirect benefits to the company. Benefit cost like direct sales generated by implement this project and HR agency cost will reduce. Then BD manager turnover will reduce the give more benefit for company indirectly. Expected outcomes like market reputation increase, brand image developed, cost customer base creation and expected return, sustainable employment develops, and much more other outcomes will remain. This area covering the after implemented these proposed solutions, what are output and outcomes will remain to the company described. Finally last chapter of this project discussing of findings from evidence of literature for each project components and based on the whole research author suggest the recommendation for each project components to implement these solutions. Then conclusion of the management filed research project.

Improving Omani-talent Retention Rates Within the First Year of Employment

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Executive Summary

This project will identify and implement best practices to reduce employee turnover among Omani nationals and increase first-year retention rates. It focuses on cost-cutting measures within the human resources department. The issue at hand has been classified into three distinct categories. The first is that the number of Omani nationals expressing dissatisfaction has increased. The second issue is that Omani nationals receive less training and have a greater knowledge gap than other nationalities. Another issue has arisen as a result of the high turnover rate of Omani nationals during their first year of employment. Alshaya's strategic direction is centred on being an employer of choice while also meeting the government's nationalisation targets. After analysing turnover data for several years, it became clear that, on average, 50% of new Omani recruits leave the company within their first 12 months of employment, putting the company's overall stability at risk. According to the facts, Alshaya incurs a significant financial loss of US$ 2313 for each Omani who leaves the company during their first year of employment. Alshaya spends approximately $150,000 per year, or about 15% of total revenue. If employees leave the company during their first year of employment, as is the case with the 2020 revenue, the company is more likely to lose the entire investment with no return. It is possible that the company will be required to repeat the process multiple times, impeding the entire People management process, and resulting in direct and indirect costs in terms of time and resources. According to the analysis of human resource reports and interviews with Alshaya management, the global economic downturn, as well as the region's most obvious competition, can all be blamed for the poor results. To better understand the current situation, a cause-and-effect diagram was constructed. It was broken down into three categories. First and foremost, talent management must address the gaps in learning and development (L&D). The second concern was about direct management supervision and the increased number of grievances lodged by Omanis in recent years. The third and final point to mention is the high cost of recruitment because of the inadequacy of the resourcing system in place. Details of the theoretical underpinning have directly

aided in the justification of and understanding of the problems and their root causes, as well as in developing solutions and formulating recommendations for the problems. In addition, those key areas have been identified as critical project components. The goal of the study, which was established in chapter four, was to recommend a plan to reduce the high employee turnover rate, which was discussed in detail in chapter five. With the new methods suggested in L&D, the number of training hours can be increased from 60 to 90, allowing for the completion of the Alshaya mandatory learning hours requirements. Furthermore, with the outsourcing of government-funded vocational training programmes, the costs associated with onboarding can be avoided. With the implementation of new guidelines and processes, the number of grievances can be reduced, allowing the employer's brand to be protected and preserved. A more effective recruitment procedure for hiring nationals can help employers save money and reduce the number of employees who leave within the first year of employment. Active participation by senior HR management will be required for the project's success. Country operations managers, HR Business Partners (HRBP), and the Director of Human Resources will all be expected to play a more active role. Solutions were developed after a thorough investigation of the issues that had been identified under each project component and sub-component was conducted. There is a dedicated team for each project component, each of which has been entrusted with specific responsibilities. Due to a lack of in-house expertise in Arabic teaching, the assistance of external government-funded training institutes will be enlisted to assist the organisation. For each project component, a cost-benefit analysis has been identified and documented. The detailed project plan will be closely monitored to ensure that the tasks are completed as specified. As a final step, the sixth chapter identifies and discusses the recommendations that will be implemented. Employer branding, word-of-mouth publicity via government partnerships, and a positive work environment all contribute to success. A First-Person View of Management Increased organisational commitment, increased self-confidence, and engagement in supervision, reduced work-family conflict, and decreased turnover intentions were just a few of the recommendations made to increase the retention rates of Omani nationals during their first year of employment. Additionally, an improved resourcing system with increased recruiter effectiveness and employer branding, as well as a higher perception of organisational support among employees, were recommended.

Improval Last-Mile Delivery Failure Rate of Inbound Shipments at DHL Keells (Pvt)

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Executive Summary

This management field research project studied and evaluated the delivery failures among the inbound shipment deliveries of DHL Keells Private Limited, which is one of the leading courier service providers in the world. The report has presented the background of the company and the selected problem, along with the specific delivery failure reasons. The scope of the project was established for the clarity of the reader and an important resolution to the problem was highlighted through evidence obtained through internal data sources. The project's methodology, which utilised qualitative and quantitative methods, was then explained in detail. A particular set of limitations that the author had to face while working on the MRFP. These limitations were discussed and explained under the limitations sections of the project report. The chapter framework was defined by putting out the areas explained under each chapter of the MFRP report. The company profile was discussed in important points form and the SWOT analytical tool was used to analyse internal and external factors of the company. The company's specific strengths, weaknesses, opportunities, and threats were identified. The analysis provided important factors about the company's standing position. Due to the importance of successful deliveries in the courier industry, inbound delivery failure improvements were selected for this particular project. The selected delivery failure problem was explained and justified with quantitative and qualitative data available from the company. This data was critically analysed in order to draw an accurate picture of the problem. Then the issue analysis was performed using the Ishikawa diagram as the tool. The root causes of the problem were identified as per the brainstorming sessions, interviews, and other company sources. A comprehensive theoretical background analysis was carried out for selected problem. Literature reviews discussed the outcome of delivery failure and components. Secondly, scholars discussed about solutions proposed to overcome the particular problem. In addition, the Ishikawa diagram was used to identify all-important parts of the problem, which were then chosen as focal areas for the literature review. As per the findings, a study framework was developed with 'distribution network, communication system and

human resources selected as the components for the issue delivery failure. The project's main objective was to decrease the delivery failures of inbound shipments from 8% to 4% within a one-year period. There were sub objectives identified for components. The existing situation of each of the project components were discussed in detail with the help of qualitative and quantitative data. Proposed solutions were presented in an implementable way and solutions were developed and given with relevant annexures. Resource requirements were clearly explained under annexures. The estimated budget for the implementation of the solutions was presented with the relevant cost calculations, justifications and evidence. Along with the computations, the monitory value of the project's predicted benefits was indicated. The benefit-cost analysis was carried out to show what might be achieved from the proposed project's completion. Concerning the project components and objectives, expected project outputs and outcomes were also established. Literature sources identified for project components to do the analyses. As the solutions were proposed for each project component, it is crucial to establish the theoretical base that they were built on. It also demonstrates the solutions' validity and applicability. Following that, recommendations were given that must be followed when putting the recommended solutions into action. They covered everything from expected timelines, best practices to essential success factors to things to avoid. These suggestions are critical to the project's success and should be used when putting the recommended solutions into action. Finally focus to discuss the findings, recommendations, and conclusion of MFRP. The chapter discuss findings with including main outcome and other three components. Main out of come was delivery failures reduce to four percent from the eight percent. MFRP Discussion will directly link with literature reviews and identified solutions. The chapter will discuss findings identified through the MFRP and recommendation for each findings. Finally, chapter will discuss about the conclusion to the MFRP project.

Reducing Payment Recovery Delays at Monarch Lanka Engineering (Pvt) Ltd

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Executive Summary

This management field research project studied the problem of payment recovery delays of ongoing and completed projects at Monarch Lanka Engineering (Pvt) Ltd. which is one of the emerging ACMV contracting companies in the country. The start-up of the company, its operation and industry background were discussed with the details. The specific problem has been explained in detail with the historical data of the company and other evidence. Project methodology was explained with the limitations that the author faced during the time of working on the project. Chapter framework was described with the each and every chapter layout. MLE profile was explained with the details and the business environment, and the company were critically analysed using SWOT. Company internal strengths and weaknesses have been analysed and then the external threats and opportunities have been identified to determine the company standards and feasibilities of doing business. Since ACMV installation projects are the main business of the company, receiving payments on time is very much important in order to have a smooth operation of the company. Author has identified the issue of delaying project payments more than three months, sometimes even up to one year after submitting the payment request. This has been explained using financial data of 2017, 2018 and 2019 financial years. The issue was critically analysed using Ishikawa diagram and root causes of the problem were identified. Interviews and other form of discussions with the employees were used to make accurate analysis of the problem. Theoretical background of the selected problem was analysed using journal articles. This was important to identify the how scholars have looked at similar issues and how they have proposed solutions to such problems. This analysis was carried out under the identified project component in the Ishikawa diagram. Using the findings in this analysis, study framework has been developed to carry out the further studies on the problem. Project contracts, claim process and employee behaviours have been identified as the project components. Several important techniques were identified to solve the problem and those were also explained in brief.

Reduce Industrial Relations Issues at a Baur & Company (Pvt) Ltd

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Executive Summary

A. Baur & Co. (Pvt.) Ltd is a 125-year-old Swiss-owned company in Sri Lanka operating in diversified business conglomerates such as Healthcare, Consumer goods, fertilisers and Agri inputs, Industrial Raw Materials, Solutions for Air Services, and Education, engaging with world-leading agencies and principals. Baurs has a solid customer base in each industry with its brand name built in customers' hearts. Employees were identified as their key strength in success over 125 years of the journey; recently, a substantial number of industrial relations issues were indicated at Baur's. This situation has unfavourably affected Baurs regarding financial and non-financial losses in the last three years. In addition, employee attrition went above 20% and lost good latent to the company. The main reasons for the significant increase in industrial relations issues were determined by, Management decisions, divisional performances, and HR division. When it comes to Management decisions, the absence of participative management and communication caused many issues. Politics also fund as a root cause but did not consider this project since this project mainly focuses on operational issues. In terms of the inefficiency of the HR, results are due to wrong HR placements and some problems involved in HR policies. Finally, divisional performances also caused increased industrial issues due to conflicts inside the divisions with communication barriers and wrong job arrangements. Literature on the above study areas revealed that issues in industrial relations are directly caused slow down the developments and innovations in the business due to a conflict-filled environment. Also, employees staring to distract themselves from their working mindset, and it is hard to take them back to their regular performances. As per the reviewed literature, management decisions can be upgraded to avoid industrial issues by educating management/ employees, soft skills development, implementing an open-door policy, etc. HR performances can be developed by identifying their core competency and placing accordingly, evaluating JD, developing team spirit and upgrading, and making employees aware of HR policies they are working with daily. Finally, the literature has illustrated that divisional performances can be improved via correct communication channels and development skills. Also, proper placement of skills and reliable targets positively impacts increased performance.

Maximising Competitiveness of Project Solution at Workshop of Nikini Automation Systems (Pvt) Ltd

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Executive Summary

Being the pioneer in industrial automation in Sri Lanka, Nikini Automation Systems (Nikini) has a long-term experience in serving the industry for over 30 years. The brand Nikini is famous amongst the tea factory owners as patented designs were implemented in tea factories to reduce human involvement in the process of withering, rolling and drying of tea. Nikini has its head office located in Colombo 05 and the workshop location is in Bandaragama. Nikini has a wide range of product agencies from Europe/ America, and it gives the best platform to the company to integrate components and offer unique solutions. However, in the recent years it had been observed the revenue generation of the workshop division had been drastically dropping year on year. As per the company data, Nikini workshop had been declining in revenue generation for last five years which had shown a significant financial loss to the company. A SWOT analysis for the organisation illustrated that it has weaknesses of high solution costs, high turnover rate, high lead times in projects and threats from emerging competitors. The main reasons for the drop in generating revenue were identified as poor cost management, inventory management and people management. Absence of a standard tool in generating bill of quantities was identified as the key problem in poor cost management as different engineers generate different designs for the same inquiry based on their level of thinking and knowledge. Absence of job descriptions had led to poor people management as the scope of work is not defined. This resulted in several employees to be overutilised and another set of employees to be underutilised. Not analysing the inventory had generated stockout situations which is the key reason behind poor inventory management where it added high lead times and costs to projects. Previous studies revealed the impact from each identified component are crucial for organisation's success. Stockout situations in inventory causes dissatisfied consumers and push business opportunities towards competitors. Many scholars have referred to techniques such as reorder point calculation, ABC inventory control technique, economic order quantity calculations as good inventory control practices to mitigate stockout situation and to lower the input cost of raw materials. Scholars have

also highlighted the importance of job descriptions for employee motivation, retention and capability of organising a streamlined work structure within the organisation. Further, scholars have mentioned how job descriptions minimises the underutilisation and overutilisation of employees as employees are given a clear framework and scope by the organisation. Literature also showed the importance of job cards to identify and record work progress, material utilisation, labour utilisation and helps in identifying if any employee is underutilised or overutilised. Theoretical studies have shown the importance of standard mechanism to generate bill of quantities. Scholars have illustrated the limitations in standard mechanisms if humans are involved in the process as it introduces heterogeneity. The way forward to avoid heterogeneity whilst standardising a mechanism to generate bill of quantities is to use a software tool with prewritten algorithms by an expert team. The solutions provided in the project are to refill the inventory after performing a design change to conveyor solutions to standardise as much as possible and by performing an inventory analysis to calculate the reorder point along with safety stocks, economic order quantity and ABC classification of inventory. For good people management and reduce employee turnover, job descriptions for all workshop employees and job cards for production floor employees are proposed along with the format. A software tool for generating standardised bill of quantities is proposed for good cost management where inaccuracies of bill of quantities will be minimised regardless of the engineer involved in the requirement. Training on the software and awareness sessions on impacts of inaccurate bill of quantities is proposed for employees to be comfortable with the change from manual to automatic generation of bill of quantities. Project cost estimates were calculated for refilling the inventory for reorder point and purchasing of new software tool for bill of quantities. The direct tangible benefits of the proposed solutions were identified as increase in solution competitiveness and indirect being saving of training costs which incur on each time a recruit is hired. The benefit – cost analysis provided a benefit-cost ratio of over 5 which is deemed viable for the project. Further, project outputs and outcomes were clearly identified with the main objective of reaching 500% increment in generating revenue for the next financial year compared to the financial year 2020/2021. Finally, the report discusses on the findings and relates how literature and solutions were linked together. Recommendations and considerations for main project objective and identified project components were discussed along with time frames for each proposed solution to be implemented. Therefore, by implementing the proposed solutions, Nikini will be capable of maximising project solution competitiveness for improved financial performance and regain market share to enhance brand image and become the leader in industrial automation projects.

Reducing Interest Cost at Premium International (Pvt) Ltd

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Executive Summary

Sri Lanka is ranked as a top free healthcare service providing country in the world. Every year, the Sri Lankan government, when doing their annual budget allocation around 4% to 5%, set aside for healthcare services. Due to the emerging new diseases, the industry was very lucrative and competitive. Increase in global expenditure on healthcare, advancement of technology, and increasing trend of chronic diseases, the global demand for medical devices is expected to be USD 409 billion by 2030. Premium International (Pvt) Ltd, the privately owned entity that supplies medical devices, equipment, and medical solutions to the healthcare industry, faces enormous challenges, including maximising the shareholders' wealth. It is paramount to manage these challenges by implementing robust operational strategies and managing operational cost efficiency. Therefore, the project is focused on resolving the high interest cost at Premium International (Pvt) Ltd without interrupting any supplies to the hospital taking due care of patients' lives. As a result, the company maintains a healthy cash flow by reducing the debtor's collection period, efficient management of inventory, and careful attention to company debt management, leading to a healthy financial position and efficient working capital management. It was revealed that the interest cost is a significant part of the companyR23; s operating cost, 16% to 20%. The company has faced considerable difficulties in the last five year period due to the high interest cost burden in the companyR23; s financials hence the profitability impacted. A detailed root cause analysis was done to discover the major causes of the high interest cost to provide a sustainable solution to reduce the interest expenses and a SWOT analysis to understand company strengths, weaknesses, opportunities, and threats. The problem was analysed from the theoretical context to thoroughly understand and develop the project theoretical framework. Customer management, Inventory Management, and debt management were identified as project components that directly impact the company interest cost. A detailed literature review was conducted on the project outcome and project components to reduce the interest cost concerning the healthcare industry. The theories used in this project are a cause-and-

effect diagram, SWOT analysis, GAP analysis to identify the current collection process at the marketing department, training needs analysis, ABC analysis, just-in-time delivery system, Economic Order Quantity model, and barcode system to solve the problem via theoretical point of view. Project objectives were developed on each component identified in the project, which enables to achieve the primary objective of reducing interest cost from 16% to 5%. Each project component was discussed in detail with the support of process flow whenever required. Comprehensive techniques were used to solve the problem, and solutions were developed for each project component. The author recommends setting collection targets for customer management, conducting a comprehensive training programme for marketing department, including government payment process, and monitoring monthly actual collection targets instead of the targeted collection. To achieve efficient inventory management author recommends performing an ABC analysis to categorise the inventory to make the management pay attention and accordingly select the suitable delivery or ordering system (Just in Time and Economic Order Quantity EOQ). A barcode system was recommended to increase the monitoring system to reduce inventory expiry. Implementation of robust internal controls was recommended to monitor the companyR23; s debt management closely. In addition to that, the estimated cost of the project, resource allocation, output, and outcome are also carefully drafted and adequately documented. The benefit--cost analysis showed the net incremental benefit of LKR 33,380,013 results of 35:1 Benefit--Cost Ratio this reconfirms the project viability. Discussion of Findings of the project's components was discussed in detail with extensive literature support to facilitate a strong understanding of the concepts. The application of theories in the practical scenarios was adequately laid down. The project recommendations were comprehensively discussed and proposed to reduce the interest cost at Premium International (Pvt) Ltd.

Reducing Non-Performing Advances at Bank of Ceylon Supra Grade Branches in Western Province South Region

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Executive Summary

Non-Performing Advances are becoming a massive problem for banks, shrinking the bank's future investment opportunities and limiting competitiveness in the form of capital adequacy, liquidity, profitability, and asset quality. The Bank of Ceylon (BOC) is one of the leading government banks which provided extended network coverage in Sri Lanka for over 82 years. The Western Province South is one of the top provinces with significant branch coverage and business volume contributing more to the bank's profit. There are five (05) sub-regions under WPS, and the last few years' financial reports emphasise an increasing trend in NPA in one of the WPS sub-regions identified as Supra Grade Branches. If this rising NPA trend continues, the WPS performance will minimise and impact the overall bank performance. When analysing the data from 2018-2020, the increasing trend in NPA is visible while decreasing trends in the advances signalled over the period. The other four regions under WPS showed an average NPA ratio from 2%-5%. The Supra Grade Branches NPA showed 14% in 2020, with a considerable gap with other areas. Therefore, this project aims to identify the causes of the SGB region's increasing NPA and provide practical solutions to control the rising NPA further. There may be a counterargument that NPA is increasing due to pandemic situations and the Easter Sunday attack in 2019. But the other four (04) regions also operate in the same province but maintained the NPA at a maximum of 5%. The Central Bank provided many relief packages for those who were affected due to pandemics and Easter Sunday attacks and had a grace period to settle the loan instalments, which led to minimising the NPA in the bank. The root cause was developed to identify the possible issues at the SGB, have a brainstorming session, and identify the leading four causes as an employee at SGB, Recovery Process, Branch Credit Culture, and Branch specific factors. The author reviewed several articles under literature review to identify the relevant concepts relating to NPA and characteristics that determined the NPA. Three significant factors contribute more than the other factors towards the NPA, evident in the literature

review. The employee at SGB, Recovery Process, and Branch credit culture are the three factors that influence the NPA at SGB. The project objective is to maintain the average NPA ratio of 5% at the SGB, similar to other regions, by reducing 9% from the current NPA ratio. Implementing a pre-defined credit training module for each credit officer, increasing the employee retention period in the credit department, and including it in the employee rotation card are proposed solutions for each employee at SGB. The defining RACI diagram, while introducing a function in the core banking system to generate reminder letters and rewarding employee systems to continue the recovery process, is proposed solutions under the project component Recovery Process. The pre-defined loan portfolio with a maximum percentage in each product category and include minimum qualification to assign the credit officer are proposed solutions under Branch Credit Culture. The benefit-cost analysis will provide a healthy ratio of 3.14 by considering a minimum benefit achievement of 1%, which is an excellent sign to view the proposed project. It is evident that achieving proposed solutions within a minimum of one year and the outputs derive the possibility of clearly achieving project objectives. The identified outcomes are more beneficial to the region and the overall bank, which provide long-term benefits to the employee and bank image and credibility. If the proposed project can be implemented successfully in the SGB, this project can use as a pilot project and implemented into the overall bank to reduce the NPA. It is better if there is a mechanism to measure the training module effectiveness by having an exam by giving case studies. The proper guideline can measure each step in the credit process as identified in the literature review. To control the loan portfolio, generate periodic statements to determine each product category's percentage and monitor the deviations. Implementing these proposed solutions, the bank can face the dynamic environment challenges in a strong position by maintaining proper liquidity, profitability, and credibility. Ultimately, the bank image and the brand value are increasing, and better funding for development projects in the country. It will benefit every citizen in the country since the BOC is the leading contributor to government development projects.

Reducing Lorry Waiting Time in Animal Feed Segment of Ceylon Grain Elevators PLC

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Executive Summary

The respective project would discuss the critical matter arising in Ceylon Grain Elevators PLC due to its operational deficiency. It is noted high lorry waiting time of customer lorries which are coming for the purpose of order fulfilment. As per the statistics, generally, customer lorries are waiting at the business premises for nearly more than one hour as a result of, customers are engaging with more number of touch points within the company. This resulted in a waste of time, effort and money as it creates unnecessary movements and non-value-adding actions over the order fulfilment process. From the company's point of view, this has been caused for increasing in night shift work and related overtime and administrative cost. The author has identified the ultimate root causes for the issue highlighted, the high level of lorry waiting time as it involves deficiencies in process improvement, manufacturing operations and customer management. When considering the process improvement, it has been noted considerable delays in order taking to the system. High manual intervention over the customer order fulfilment process is a critical issue in each company procedure. Further, most of the stocks are reserved in the system and take considerable time to invoice. This has resulted in the system indicating stock shortages. And existing loading capacity is not sufficient for facing high customer demand. When it considered the manufacturing operations, it has been noted certain material shortages and delays in material issuance to the production mill. Due to failure in accurate demand forecasting, these material shortages are resulting. Parallel to the material shortages, the production mixing formula has to change with the available materials. This will highly impact high machine set-up time and cost as machines need to adjust in order to match the new production formula. Ultimately this will increase the material cost as instant order raising for the purpose of continuing the production. And further, the third critical root cause, customer management has been highlighted due to the non-availability of real-time customer information within the order-raising system like allowable customer discounts and credit limits. In the case of sorting out customer side information, it may have difficulties to contact customers and takes high

response time. The major issue is to non-availability of accurate demand forecasting methodology. Most of the issues can be removed if it is possible to establish proper demand forecasting techniques. As the author's finding of root causes, has been further evaluated on empirical evidence as well as other sources on research findings. That has been clearly introduced various approaches to mitigate the existing risk like items categorisation, installing a centralised system etc. Based on the experiences gathered by the author from her employment as well the two-year MBA, it has been suggested certain solutions under each project component for mitigating the impact from root causes as well as for obtaining the maximum benefit in the application of experience gathered. Benefit-cost analysis has been performed in order to evaluate the net gain on the implementation of suggested solutions. Further, the author has touched upon resource allocation for the succession of the project suggestions. Each solution has been addressed in the cause and effect diagram as discussed in problem identification. At the final stage of this project report, all the findings and the suggested solutions have been discussed for better implementation procedure and evaluated with considering of findings in empirical evidence as well.

Reducing the Customer Complaints for the Online Delivery Service at Healthguard Pharmacy Limited

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Executive Summary

Sri Lanka's pharmaceutical market has been estimated to be worth more than USD 400 million per year and it is still a growing business in the country. When it comes to the regulation of the pricing of these medications in the market, it plays an enormous role in the impact on the health of the population. When the pandemic struck the country, the country was left lifeless and the economy was crashing, but the main concern was that the most important resource for the population is medications. The retail pharmaceutical industry needs to be functioning at all hours since the demand for medicines is increasing constantly due to poor health habits as well as the rise in the pandemic conditions. Sri Lanka is providing very cost-effective healthcare which is very strong in the community. Health guard pharmacy is a well-reputed pharmaceutical chain which is widely known for its prominent branding the purple colour and a large number of individual outlets as well as express outlets within certain Keells outlets. Their main focus is to provide the best healthcare service in the country in order to maintain a positive rapport with its customers hence the customer service at all outlets needs to be equal so that the customers can experience the same service over the outlet they visit. To make sure that the situational analysis is done right, the micro and macro analysis has been carried out using SWOT analysis and PESTEEL analysis. The target markets for the pharmaceuticals are usually the whole community but it mainly targets the growing and the ageing population. The ageing population usually takes a lot of pharmaceuticals in order to maintain a healthy lifestyle. According to the UN population division, the population in Sri Lanka will increase from 18.55 million in 2000 to 22.58 million in 2022 which is roughly an increase of twenty per cent. The major target market being above 65 years of age, the percentage of the population is expected to rise from 9.4% in 2000 to 19.0% in 2022 which meant that the pharmaceutical industry is expected to grow and making it efficient is a priority. There are several competitors in the market when it comes to retail pharmaceuticals which include the main competitors

who have started the e-commerce deliveries of medicines, and this is considered as the main competitor during the pandemic. Pharmaceutical digital marketing is used to come up with strategies and technologies in order to promote the services to the right audience across various digital channels. Once the pandemic started, physical branding was not necessary as the community was under lockdown and hence it was an opportunity for the organisation to leverage many cost-effective digital marketing strategies in order to connect with their consumers. These are healthy marketing strategies as using the website can help interact with various audiences with the help of social media platforms as well as to build trust with the consumers. The project has identified three major components which have been supported by theoretical aspects after carrying out a root cause analysis. The customer handling database, the delivery time management and the employee performances are the main project components which have been supported by various published literature. The customer handling database found that at the beginning only a manual system was used, and the outlets had a suggestion book where the customers could write their complaints. This was found to be an ancient method and the customer handling database was converted into software where the complaints could be handled much easier. It is evident that manual work creates more idle time, and it takes longer to finish the work rather than an efficient software database where the work can be more systematic. The human aspect was considered by the involvement of employee performance indicators such as key performance indicators (KPI) and the process of recruitment. The recruitment was suggested due to the new emergence of e-commerce due to the pandemic and more tech-related employees were essential to making the process more effective. The project plan was designed and implemented with three major objectives. To reduce the percentage of customer complaints from 27% to 07%, by reducing the delivery time from 77% to 10% and also increasing the employee performance ratings from 03 to 05. The current reason for the rise in customer complaints was the shift from brick-and-mortar service to e-commerce services which was unavoidable due to the pandemic situation. The organisation was new to this type of service hence the rise in complaints was noted. The solution for this was the implementation of a new customer handling database as well as a much easier and user-friendly website to place orders. The delivery time for the services was high since it was given to a third-party service and this was also another reason for the rise in the complaints. The solution for this issue was to deploy an own in-house delivery service where the employees currently with the organisation will take responsibility for delivering the products to the customers. This was forecasted to reduce the inconvenience caused to the customers since the employees at the organisation as trained in customer services and can manage the situations easily. The solutions for each component have been supported by a benefit-

cost analysis in order to implement this project. Based on the solutions, it is close to LKR 30.46 million net benefits per annum which will help place the company in a high position in the market. The conclusion of the project was to ensure that the customer complaints drastically reduce within a year hence building a brand image for the organisation in the market not only for their retail services but also for their e-commerce services. The theoretical findings also lead the project in identifying key recommendations which can be put in place in the future such as making the delivery system semi-automated where the riders can be tracked much more easily and using satellite and GPS trackers to make sure that the deliveries are done efficiently and safely. It also includes making the customer handling database more efficient by developing more tabs which highlight the nature of the suggestions and hence the customers would receive the feedback on time without any delays as the system was more efficient.

Reducing the Lapse in Orderbook Fulfilment at INSEE Concrete

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Executive Summary

This report consists of the operational problem in the ready-mix concrete industry. The Sri Lankan construction industry has become an emerging industry. In the current context, small-scale to large scale including individual house builders tend to purchase ready-mix concrete instead of producing concrete at the site. Especially in highly urbanised areas like Colombo, Gampaha and Kandy, the ready-mix concrete business is showing rapid growth. This report provided special reference to INSEE Concrete which is operating under the umbrella of Siam City Cement (Lanka) Limited, which is also known as INSEE Cement known to be the largest cement manufacturer in the country and has the capacity to produce more than 4 million tons per annum. By conducting this study, the author expected to address the lapse in order book fulfilment at the operational stage of INSEE Concrete. The study focuses on reducing the lapse in order book fulfilment by 50% in INSEE Concrete. To achieve this objective this study has been conducted for 6 months period from July 2021 to December 2021 by observing the operation of INSEE Concrete and the industry background. The specific problem has been identified using techniques such as SWOT analysis and Fishbone diagram after collecting data from the firm level. The empirical studies have been identified and analysed to evolve the appropriate solutions to mitigate this problem. This study has used techniques such as the Gantt chart, root cause analysis, training need analysis, training design, etc to provide the solutions for this problem in this company. Through these empirical findings, the study identified specific techniques that would use to provide further solutions to the study. Then the empirical analysis illustrated a study framework including three components as vehicle fleet management, operation management, and inventory management. The outcome has been identified as order fulfilment. In the study, the author has explained the current situations of the identified components and the solutions were explained accordingly. Accordingly, solutions have been identified as introducing new fleet management processes, GPS-based route management systems, and technical training programmes. To implement these solutions, several techniques have been identified as root cause analysis, Gantt chart, training need analysis, training

design, etc. This study has identified some major findings such as increasing sales by reducing the order rejection due to fleet unavailability, increasing sales by reducing order rejection due to the low production rate, increasing sales by reducing the order rejection due to the aggregate unavailability, energy-saving with the increase of batching efficiency. Finally, a study has shown the connection between the proposed solutions with the empirical knowledge obtained through the literature review. Further, the author has given mid-term and long-term recommendations on the lapse in order book fulfilment, implementing the operation management, inventory management, and vehicle fleet management in the INSEE Concrete organisation in Sri Lanka.

Minimising adverse Variances in Profits of it Construction Projects at N-able (Pvt) Ltd

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Executive Summary

N-Able Pvt Ltd operates as a prominent systems integrator in the IT industry, offering services to selected business domains in several engineering disciplines. The systems integration industry is highly competitive and therefore it is important to realise the maximum out of the thin margins available from projects undertaken. N-Able's strategic business units (SBUs) are structured in terms of these engineering disciplines and one common problem suffered by all SBUs, to a greater or lesser extent, is adverse variances in profits of projects, where the actually realised profits from projects tend to be lower than the initially estimated profits. This has been identified as a significant issue, as it impacts the ability of SBUs to meet their annual gross profit targets, thus disrupting business plans and negatively affecting the motivational levels of employees. It was further identified that the SBU that has mostly suffered from adverse variances is the IT Constructions SBU. Upon an analysis into what caused this impact, it was realised that adverse variances have arisen from factors underlying three main areas: Engineering Operations (scoping errors and estimation errors), Cost Management (excess recurring costs and cost increases from price fluctuations) and Information Management (use of incorrect rates for pricing and unclaimed charges). The underlying root causes behind these factors include inadequate documentation of tasks and assumptions for scoping errors, lapses in the staff allocation process for estimation errors, lack of a formal cost control process for excess recurring costs, lapses in the risk management process for cost increases from price fluctuations, unavailability of data in a central location for use of incorrect rates in pricing and lack of a configuration management system for unclaimed charges. The literature review conducted in relation to this key issue of adverse variances reaffirmed the existence of the above-mentioned factors and their heavy financial impact on the profits of companies in a similar context. Most of the literature highlighted that cost overruns in such projects may be caused by factors affecting cost estimates and factors that arise during project execution. The literature review was extended to the root causes identified under the three main areas of Engineering Operations, Cost Management and Information Management. This helped to identify

techniques used by authors to resolve issues of a similar nature and which could be used to develop solutions to address the root causes in the context of the project. Such techniques include staff allocation processes, work breakdown structures, assumption logs, risk management processes, earned value analysis, centralised databases and configuration management systems. Prior to developing solutions to address the root causes, objectives expected to be achieved from deploying the solutions, were identified in terms of the key issue and each of the project components. The solutions developed primarily include an improved staff allocation to help to reduce estimation errors and a scope establishment process to reduce scoping errors under the Engineering Operations project component, a financial risk management process to minimise the impact of price fluctuations and a cost estimation and control process for recurring costs under the Cost Management project component, and a centralised database for rates to reduce the use of incorrect rates for costing/pricing and a configuration management process to increase the availability of information to reduce unclaimed charges from the customer under the Information Management component. A benefit-cost analysis was carried out to illustrate the effectiveness of the solution. Benefits are expected to derive from reduced cost overruns upon applying the proposed solutions to a set of projects that the IT Constructions SBU hopes to bid for and complete in the next year. The benefits thus calculated amounted to LKR 18.8 MN whilst the total cost expected to be incurred in deploying the solutions amounted to LKR 1.1 MN, giving a benefit-cost ratio of 17.1 times. The analysis of the project outputs and outcomes revealed that, in addition to reduced cost overruns, a number of process assets such as process guidelines and templates would be created as projects outputs, whilst increased staff satisfaction, greater confidence to undertake new projects and increased awareness on processes such as staff allocation, scope establishment and financial risk management will be created as project outputs. In conclusion, it was analysed how findings from the literature review have effectively been used in developing solutions. Recommendations for deploying the proposed solutions have also been provided in the form of critical activities that need to be completed prior to solution deployment, along with timelines. Primarily such activities include obtaining approvals for the proposed solutions and templates and introduction of proposed solutions and awareness creation among the staff for smooth adoption of the new processes.

Production Related Non-moving Stocks Accumulation

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Executive Summary

The apparel industry is one of the main contributors to the GDP of the country. According to Centre Bank which was 15 percent in 2009 (CBSL Report, 2009). Further in this report, the apparel industry is the largest foreign currency which generates nearly US dollars 3.761 billon, which is 53 percent of the total export earnings. this industry provides than direct employments for more than 330,000 which is 5 percent of country's total work force in 1,060 garment factories Compared to other regional countries we have been able to sustain our quality standard at a higher rate, that is why lot of high-end brands like Nike, M&S, H&M produces fashion garments in Sri Lanka. Since Bangladesh and China suppliers emerging as a major supplier of garments at very competitive rates. Furthermore, the increasing competition from low-cost manufacturers and the slow progress in domestic infrastructure development impairs external competitiveness (World Trade Organisation, 2004). Later in 2008 and COVID-19 in 2020 manufacturing industries were badly affected. Sri Lanka lost GSP plus benefit, which was given by the European commission, but which was reinstated in 2017 May (European Union website, 2017) Omega Line Ltd is BOI company which is 100% owned by Italian fashion retailer Calzedonia S.p.A. There are 4 other factories in the Omega Line group and all the finished goods are bought by the mother company. 75% of the total production related raw materials are shipped from the mother company, and the balance 25% is sourced from local companies. The main problem which is discussed in this project is accumulation of production related non-moving stocks in Omega Line warehouse. This has been observed for many years, and the total non-moving inventory is increasing annually by millions of rupees. In Chapter 1 will introduce the project and its background. This will include a brief background of the problem addressed in the project, the project, the significance of the project and benefits to the organisation through resolving the problem/issues In Chapter 2 main focus goes to give a comprehensive overview on the company, product portfolio and manufacturing process with inventory management. Later this chapter will evaluate the current position of the company by doing a detailed SWOT analysis. Main idea

is to identify internal and external factors which has implications on the problem discuss in the project document. There after key problem(s) of the project and detailed description to the problem(s) will be given using tables and figures. Chapter will be ending with the Ishikawa diagram which helps to identify main components of the problem and their root causes. Chapter 3 will give an account of the literature review done to understand the concepts which would help formulate a theoretical framework which will lead to recommendations to resolve the problem identified. In addition, this section will dig deep into literature done by the previous scholars, by main component and subcomponents. In the last section, techniques that the author is intended to use in the project will be discussed. Chapter 4 is where project components meet objectives of the project. Current situation analysis will be discussed in detailed and the solution to that matter will be followed by. All resources required and the allocation will be done right after that and then cost estimates will be highlighted. Chapter 5 will be relatively a brief chapter. But most significant part of the project benefit-cost analysis will be done. And more importantly outputs and outcomes going to be discussed in this chapter. Main focus of chapter 6 will go on findings and recommendations. Findings of each component will be disused solutions with referring some of the literature found in chapter 03. And recommendations will come up with potential time duration of implementation. This chapter will end with a conclusion, there you will find a brief project plan and how the results can be measured or monitored and discuss how to do any the fine tunes (if required).

Reducing Time Delay of Granting Letter of Approvals at Board of Investment, Sri Lanka

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Executive Summary

The influx of Foreign Direct Investment (FDI) has accelerated the pace of economic growth in many countries. The Board of Investment (BOI) of Sri Lanka is the leading FDI agency in Sri Lanka and contributes to make Sri Lanka the most preferred investment destination in Asia. Hence, an efficient investor service is essential to attract more investors to the country. However, the FDI inflow has fallen sharply over the last few years due to lack of investor facilitation. Further, many investors have complained that the approval process of BOI is very complex and time consuming. Approval delays are often costly, and it is in the interest of all project parties to complete projects on time. During the study, it was recognised that the delay in granting Letter of Approval was particularly prevalent in the tourism sector projects. Hence the aim of this study is to investigate the key problem of Time delay in granting approval letters for tourism sector projects and find solutions and make recommendations to overcome such adverse conditions. The significance of the study showed that this study supports the enhance the service efficiency, thereby enhancing the organisational profitability through attracting new investors while reaching to the best rank of DBI and finally contributing to the economic growth of the country. Several limitations were identified and considered during the study. In Organisational analysis, it was found that BOI stands as the leading investment promotion agency in Sri Lanka. The author analysed the organisation environment status and found that there are several weaknesses to be focused as it adversely impacts the organisational performance. One of the significant problems identified was the time delay in granting approval letters, especially in tourism sector projects. In problem analysis, Administration approval process delays, Lack of IT enable service and poor HR performance identified as the main three problem areas. The main two root causes for each problem area identified as the lack of monitoring and follow up mechanism, lack of SOPs, poor IT skill and knowledge, lack of IT application usage, lack of training and development to improve soft skills and lack succession planning respectively. The literature on the subject of this project, in which the main

components Process Management, Information & Communication Technology and HR Performance in particular were studied separately. Many scholars have explained that the time delay in service delivery with respect to the approvals lead to negative consequences to the organisation. Hence reducing the time delay of granting approvals is significant as it directly connects to improve the service efficiency and profitability of the company. According to the literature, Process management has been identified as a major area that affects project delay. The significance of proper monitoring and follow up mechanism was identified by the literature towards the improvement of the process and service efficiency of the company. Under the second component, ICT, it was identified that lack of IT skill and poor level of ICT application usage leads to the problem of time delay. Accordingly, the importance of the high-level technology enables service with IT applications and the people with high IT literacy people useful to reduce the time delay. Further the theoretical research have proven that the importance of the training and development towards the improvement of skills and knowledge of the employees and also it emphasised the importance of internal development as a solution to the HR issues that related to the retirements as it affects to reduce the delay of the services. The solutions suggested in the report developing a project dashboard, SOP and process flow chart helps to reduce approval delay through a proper follow up mechanism and allocating relevant responsibilities. Under the second component of ICT, it was suggested to develop an internal software to track the status of the approvals is really useful to minimise the time waste process steps and it speeds up the process by achieving the targeted timelines. According to the third component of HR performance, an effective training programmee was suggested to conduct in order to enhance the communication skills of the employees which helps in reducing the delays occurring due to staggered negotiations, slowness work and ineffective decision making. Further, it suggested to introduce a succession planning record as a solution to reduce the delay of filling job vacant posts related to approval process. Accordingly, the organisation can improve its service efficiency by implementing these solutions. Then the benefit and cost of the proposed solutions were discussed. The benefit cost ratio of the project was 7.74 as it is clearly visible that the proposed project is really worth improving the profitability of the company by creating more indirect benefits such as creating employee opportunities, improve the FDI levels by attracting more investors. Next, the report discoursed that how the literature and project solutions were interconnected to each other. Furthermore, the recommendations were given together to guide the study further. Accordingly, it is well established that such findings can ultimately reduce this time delay in granting Approval Letters of the organisation.

Reducing the Non-performing Loan (NPL) at NSB Piliyandala Branch Post Covid-19

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Executive Summary

The underlined Field Research Project concerns on a timely issue that has being throughout the history of banking which is the Non-Performing Loans out of the bank's credit portfolio. The rise of COVID-19 has raised some new concerns on this recurring matter making the gap widen. The project concerns about the inflated figures of the NPL at the National Savings Bank Piliyandala Branch in the post COVID-19 period and means of bringing down the NPL figure to the Bank Benchmark of 4% within one financial year starting from January to December 2022. The National Savings Bank is a fully state owned Licensed Specialised Banks established half a century ago. The bank is known to be the thrift bank of the country to teach the saving practice to the nation. The project starts with analysing the background for the underlined issue of the field study. This background check is to understand the outline of the project scope and the consequences of not being able to address the gap successfully. Banking sector is the backbone of the financial system and the stability of it is vital for the long run of the economy. The background analysis is backed up with a detailed description about the project, the methodology of conducting the same with the limitations that would be possible in the course of conduct. The author together with the staff of the branch were able to identify several root causes that has led to the increase of the NPL. Accordingly, the identified root causes were aligned under four project components namely Internal Processes, Branch Staff, Government Intervention and the Customer Analysis. The debt moratorium granted by the government in order to help the public during the time of the pandemic, the absence of a system to work from home during the time of roster reporting due to the COVID restrictions, lack of independency with regards to the internal control systems and the customer credit literacy are the root causes identified to give remedial actions in the due course of the project. The identified external factors that the bank has no control of has been omitted from giving solutions. The problem significance has been established with the necessary data and has been described in a precise manner to convey the gravity of the problem. Alongside with the identification of the problem, an analysis with regards to the available opportunities in the branch

and in the bank, context have been identified with the intention of efficiently allocating those factors in the project execution stage. NPL has not being a new topic to the world. Hence conducting a theoretical review to the project, author could identify the potential solutions that have been already used by the scholars as remedies to treat the NPL back for decades. The literature has been identified with regards to each of the root causes where every root cause can now be treated with the techniques found via the review of articles. The study framework has been developed based upon the cause and effects identified during the analysis of the problem stage. Finally, the author has summarised each of these techniques under the relevant project component and the root cause to give the necessary guide towards successfully implementing the solutions with regards to each of those. The overall objective of this Field Project is to bring down the NPL of the underlined branch to the bank benchmark of 4% within the current financial year which is from January to December 2022. Thus, in order to achieve the overall objective, five sub objectives have been set up based upon the project components. These sub objectives at a glance are revision of internal circulars, implementing working from home, appointment of a permanent recovery officer, standardised credit evaluation system and implementing a customer grading system. These sub objectives are to be more specific, quantifiable and timely with the progression of the project. The solution development to each of these sub objectives has been done based on the identified technique previously after analysing the current situation of each project component and the cost related to each of these implementations has been calculated to estimate the budget of the project and resource allocation was conducted in parallel to identify the strengths that can be used in the implementation of the project. As the next measure of the project the expected tangible and intangible benefits were calculated to identify the total benefits gained from the project and the cost-benefit ratio were calculated to gain an understanding about the overall feasibility of the project after it is concluded. The expected outcome and output of each project component in relation to the objectives and the solutions given have being critically analysed as the next step. Finally, the author has summarised the findings of the entire field project and how those have been linked to the literature and the solutions. Recommendations have been given by the author to maintain the momentum even after the completion of the project period.

Improving On-time in Full Performance at CBL Natural Foods (Pvt) Ltd.

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Executive Summary

CBL Natural Foods specialise in the production of Natural Foods. After Ceylon Biscuits Limited (CBL) purchased Cecil Foods in 2003, the firm changed its name to CBL Natural Foods in 2007, in order to optimise its operational and marketing capabilities under the CBL brand. Company, We specialise in natural food manufacturing and export our fruit, coconut, cashew, and spice items all over the world. We obtain organically farmed produce from our Sri Lankan farmer network, guaranteeing that our consumers receive genuine and high-quality goods. Sri Lanka's economy is focused on agriculture, and its primary regional competitors are India, Indonesia, and Vietnam. Agriculture employs about a quarter of a million Sri Lankans and provides 7.4% of the country's GDP. As a result, agriculture export is the country's most important sector. Agriculture, on the other hand, in Sri Lanka is a difficult business for a variety of reasons. Due to a lack of government backing, businesses must work hard to establish basic agricultural infrastructure in order to achieve the desired results. Continued delays and short shipments, on the other hand, are lowering consumer satisfaction and decreasing customer retention. CBL Natural Foods Limited (NFL) has lost a substantial number of consumers in recent years; therefore, this is a significant issue for the company. The main reasons decreasing on time in full performance at CBL natural foods (Pvt) limited were categorised in terms of machinery management, internal process management and employee skill management. When it comes to machinery management, high packing machine down times and high-unplanned stops were identified as key causes affecting delays. In terms of internal process management, delays were occurred due to higher per shipment sample rejections and higher error rates in space calculation. In addition, order delays were increased due to lack of employee skills Result in, company face lower production targets and low peeled weight on operational performance. Literature pertaining to above study areas revealed that order completion process is widely regarded as one of the most important tasks in any company but the consequences are high when it goes beyond the control. Many scholars have emphasised that companies that offer short customer lead times achieve

significantly better OTIF than the companies offering long lead times. Machinery management is considered as a key aspect in literature where it is emphasised that Preventive maintenance (PM) is the initial effort to reduce the frequency of mechanical failure. Essentially, PM can decrease the incidence of breakdown by calculating the rate of inspection, replacement, and revision based on the Machine's error. The importance of internal process management has been given in literature with its important aspects of organic products and chemical contamination, container load ability system. Apart from that, theoretical studies have proven that employee skill management plays an important role in improving OTIF. It has been illustrated in literature that Maximising efficiency in productive output necessitates implementing comprehensive planning and control systems that allow work organisations to integrate the processes of transforming ever-increasing volumes into favourable output levels. The solutions proposed in the report included introducing inventory management system for spare parts and improving preventive maintenance plan under the one project component of production process. Result in, company can improve OTIF rate of order completion process. Considering internal process management aspect, report provide solution of introducing supervisory audits and container load ability system to improve OTIF rate. The third project component was focused on enhancing employee skills of staff via training which helps in improving on time order completion ability of the company while creating skilled labour force within the company. Finally, the report discussed the relationship between literature and solution creation. In addition, proposals for the medium and long term were provided, as well as essential factors for adopting the solutions and the projected time for implementation. As a result, CBL Natural Foods can improve on time in performance by implementing the offered solutions.

Improvement of Sales in Brew 1867 by Dilmah - Nawam Mawatha

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Executive Summary

The study is based on Dilmah which is a world-renowned Sri Lankan brand known for its high-quality Ceylon Tea and is often considered as one of the unique luxury tea blends in the world. As the market dynamics escalate, Dilmah elevated its business scope beyond the tea to retain the brand sustainability and to explore new market opportunities and Brew 1867 by Dilmah is such a diversification strategy of Dilmah focusing on new exploiting new trends in the market. Service at Brew 1867 By Dilmah is unmatchable as their brand name and product portfolio certainly adds more value into the restaurant space. Brew 1867 offers a wider range of food selection representing the culinary experience in Sri Lanka and the ambience was set different form a regular café with the inherent business model. Brew 1867 was successfully launched in March 2018 meeting sales and service expectations to a great height. However, by 2019, Brew 1867 By Dilmah was exposed to a decline in sales and the purpose of this project is to explore the root causes for the decline in sales revenue despite the effort and strategic direction of the company to increase sales. One of the key emphases of the report would be to quantify the financial impact of the loss of sales over the time period and the underlying reasons for the loss of sales. The qualitative data obtained from these internal sources would set the foundation in proposing recommendations and solutions. As a strategic decision, in 2018, Brew 1867 by Dilmah was founded and the organisational structure at Brew 1867 is a tall organisational structure with a line of command and several tiers of management involved. There is a hierarchy from top to bottom established in the current business model that facilitates accountability, supervision and strategic direction to formulate decisions. Food and Beverage sales is the main source of revenue in the current business model. The SWOT analysis identified the internal and external environmental factors that impact on Brew 1867 to determine how these factors are impacting on the overall performance of the organisation. In May 2018, the organisation reached the targeted monthly sales goal with a good run in the second year. However, sales revenue was experiencing a declining trend by the second quarter of 2019. The revenue performance in the first quarter until April was picking

up, however with the Easter Sunday Attacks in April and 2020 indicates a higher rate of decline in sales with the outbreak of the COVID 19 pandemic and the all-island lockdown restrictions that were imposed by March 2020. Using the Ishikawa Diagram, the key flaws in the business model and the strategic decision-making process that has resulted the decline in sales revenue since 2019. A literature review was conducted to critically evaluate the theoretical aspects related to the key problem identified in the study by identifying key themes that were revealed during the root cause analysis that was conducted. One of the key emphases of conducting a literature review was also to explore practical solutions and recommended suggested by past studies in the similar scope of the research. A conceptual framework is also developed to indicate the relationship between the discussed components and the decline in sales revenue and these variables were recognised through the root cause analysis that was conducted in highlighting the problem of the study. The key variables in discussion were pricing strategies, product offerings, human resources and marketing strategies and the impact of each individual variable on the decline of sales revenue. Furthermore, an in-depth analysis on the different techniques used in the study is also conducted to gain a practical insight as to how these techniques would be utilised to arrive at recommendations and further performance improvements. Furthermore, the study would also focus on assessing the research problem in depth based on the findings from the internal sources of data in addressing the reasons for the increment in losses of sales revenue over the timeframe. To implement strategies to provide solutions to the existing problem, project objectives are set to develop an action plan for execution subject to the existing stance of the organisation. Furthermore, a resource allocation for the project has been conducted to identify the resource requirements and to allocate the existing resources of the organisation to meet those requirements. A cost-benefit analysis is also executed to oversee how well these solutions can be implemented within the organisation to address the current issues and the decisions are arrived at by considering the net benefit of the implementing the solutions. The study also emphasises on practically implementing the recommended solutions by also referring to the past research studies and the real organisational situations based on which the study framework was developed. By highlighting the key themes, pricing strategies, product offerings, human resources and marketing strategies, recommendations are proposed by drawing conclusions from the study in addressing the problem of the study.

Reduce Expenses of Five-Star Food Delivery

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Executive Summary

One of the leading hospitality brands in Sri Lanka, Cinnamon Grand (CG) hotel has established a strong brand name in the customer's mind as a trend setter in the industry. Food delivery service is an emerging consumer trend to five-star hotels after the Covid pandemic which became a significant revenue generation source for the five star hotels. Five-star food delivery service has become the most competitive business segment in Colombo city hotels today since the target clientele is limited. Delivery service is playing a major role in revenue since it contributes a 100% on revenue during the lockdown period and 14% - 20% during normal country situation. However, CG has observed high delivery expenses in the delivery segment when compared to the industry average and normal restaurant expenses. This situation has unfavourably affected the financial terms of the company since it has made a significant contribution toward hotel overall revenue. Apart from that customer dissatisfaction and shifting the brand has been caused due to the delay of orders, food quality issues and service associate issues. The main reason for a high expenses of food delivery service were categorised as high food cost, outsourced delivery service and gaps found in human skills. When it comes to high food cost, absence of menu planning, absence of food cost management techniques and absence of demand planning were identified as a key cause for high food cost. In terms of outsourced delivery process, high delivery commission from the outsourced third party due to absence of internal delivery process was resulted in increasing the delivery expenses. In addition, many order errors, delivery delays and service failures have resulted to reduce revenue and tend to dissatisfy customers which were mainly due to lack of soft skills whereas lack of hard skills such as Information Technology(IT) skills has resulted in paying considerable amount of web commission to third party agent Hence insufficient soft skill training and lack of hard skill training such as IT based training were identified as main root causes. Literature pertaining to above study revealed that low profit margin tends to reduce the performance of the whole organisation since allocation of the resources and extend of the operation will get limited. Many scholars have emphasised that low profit margins reduce the survival of the company in long term aspect. According to literature high food cost in the food

industry mainly caused due to food wastage resulted in over production and expensive ingredients due to absence of menu planning. Literature has been given showing menu engineering matrix to develop more profitable menus. Further literature has revealed that advantages and disadvantage of the outsourced delivery and explained the hidden cost of outsource delivery over in-house delivery whereas it emphasised on establishment of in-house delivery service to reduce the hidden cost and increase customer satisfaction. Apart from that theoretical studies have proven the importance of both soft skills and hard skills in the hospitality industry and how skills affected positively in workplaces. Scholars have proposed detail a methodology to conduct training and evaluation of the training to make training effective. The solution proposed in the report included hiring culinary expert consultation to develop profitable menus, menu planning matrix to evaluate menu periodically with consumer trends, food demand planning to reduce food wastage and menu survey to identify competition and consumer trends to reduce food cost. The proposed solution for high-cost outsourced delivery is to be establishing in-house delivery process by allocation of necessary resources and conduct series of training programme to reduce delivery commission and customer delay complains. Further to enhance the selected soft skills identified through training need assessment, outsourced training programme is planned, and continuous training programmes has arranged to deliver in house. Further to reduce the web commission and reduce the web control of third party, web portal management training has been proposed through external agency. The solution proposed by author has been linked with literature in the final phase of the report. In addition, the medium term and long-term recommendation were given along with major considerations in implementing solutions along with the time frame. Therefore, proposed solutions will help to reduce expenses of CG Hotel delivery service.

Reducing Tobacco Dust Waste in Primary Manufacturing at Ceylon Tobacco Company PLC

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Executive Summary

This management field research project focuses on the reduction of tobacco dust waste at the Ceylon Tobacco Company PLC's primary manufacturing department. Ceylon Tobacco Company is a subsidiary of British American Tobacco, which is based in the United Kingdom. The company is Sri Lanka's only legally licenced manufacturer and distributor of cigarettes, with a 2020 revenue of more than 130 billion LKR. Additionally, the company is one of the largest contributors to the government's tax revenue, with a contribution of over 100 billion LKR in 2020. This places the company in a unique position of importance because its performance has an effect on government revenue. The primary raw material for the company's products is tobacco leaves, and with the current legal and regulatory environment, harvesting tobacco sustainably in the country has become increasingly difficult. As a result, any type of tobacco waste represents a potential loss for the company. As a result, the author has identified tobacco waste reduction as a top priority for the company. The primary manufacturing department is where tobacco is cut and blended prior to being used in the final cigarette manufacturing process, and this project focuses on tobacco dust waste reduction in this department. The primary manufacturing department operates on a process-based model based online production, in which each process feeds into the next. The author recognised that any of these processes could result in the production of tobacco waste and thus set out to identify the department's problem areas with the assistance of the primary manufacturing department's staff. Further analysis revealed that the tobacco dust waste levels exceeded the acceptable level, resulting in an annual loss of over ten million LKR. Therefore, the reduction of tobacco dust waste would undoubtedly result in an increase in revenue for the company. The team discovered that a high volume of unplanned stops and lengthy durations of unplanned stops were contributing to this issue. Additionally, tobacco waste was identified as a result of improper tobacco retrieval in certain processes. Additionally, the analysis revealed that maintenance-related processes and scheduling were being performed inefficiently, which contributed to the issue. Finally, the author identified a lack of KPIs in specific

areas and training deficiencies as contributing to the overall problem. Factors outside the scope of the team's project, particularly those involving strategic decision making, were omitted from the analysis. The author then conducted a literature review to ascertain the theoretical underpinnings of the identified subproblems. The literature was combed through to ascertain the solutions proposed by scholars to similar issues in the tobacco and manufacturing industries. Three drivers were identified that contribute to tobacco waste namely machinery maintenance, production processes and training and competency development. A study framework was developed based on the drivers identified during the problem analysis phase, and the insights gleaned from the literature review were used to develop solutions for the root causes identified. When providing solutions, the study framework areas have been identified as management field research project components. The primary objective of the project is to reduce tobacco dust waste generation in primary manufacturing from 1.32 percent to 0.5 percent of total inputs. To accomplish the set target value, three project components have been identified, and solutions with associated action plans have been developed for each of these project components. The solutions to the three components are primarily to implement new preventive maintenance processes, to enhance existing corrective maintenance processes, to implement a tobacco sieving mechanism, and to conduct a training need analysis using a skill matrix to optimise employee training. The project costs have been identified in relation to each project component, and resource allocation has been determined in relation to the company's available resources that can support the project's implementation. The project's benefits have been classified as tangible and intangible, and valuations for each have been calculated and included. After that, the author undertook a benefit-cost analysis of the project to establish its viability. The project's outputs and outcomes are discussed, with the primary output being a decrease in tobacco dust generation in the company's primary manufacturing department. Then, the author's recommended solutions to the project are justified by the literature. This instils confidence that the recommended solutions have been tried and tested and are thus capable of addressing both the primary and secondary issues. Additionally, the author made recommendations to the company regarding areas to consider when implementing the solutions, ensuring their smooth and effective implementation. These recommendations will ensure that the resources necessary to implement the proposed solutions are used efficiently. The project concludes with a set of long- and short-term recommendations for reducing tobacco dust waste generation in Ceylon Tobacco Company PLC's primary manufacturing department.

Reducing the Unavailability of Timely Information to Make On-time Decisions at the Human Resource Department of Wurth Lanka (Pvt) Ltd

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Executive Summary

Information plays a vital role in everything we do in our day-to-day life. Information being available on the right time is crucial to make correct and precise decisions. Human Resource is the backbone of any company and having employees who are equipped with proper information via the Human Resource Department is as important as chasing for profits and returns. This Management Field Research Project examined the unavailability of timely information to make on-time decisions at the Human Resource Department of Wurth Lanka (PVT) LTD, which is a trading company that is a fully owned subsidiary of Wurth International, Germany. Competing in a dynamic market environment, it is critical that the company possess information timely to make decisions. Hence this project focused on reducing the unavailability of timely information to make on-time decisions at the Human Resource Department of Wurth Lanka (PVT) LTD with the use of both qualitative and quantitative methods to capture information. The main limitations of this project were the inability to generalise the findings of the project to other companies due to the unique setting of the company's structure, lack of data from the industry relating to this topic in the local context, company restrictions in disclosing sensitive data and the restrictions from the pandemic situation to explore more to get industrial exposure. A detailed discussion on the company profile was provided and a SWOT analysis was carried out to understand where the company stands. Due to its significance, the unavailability of timely information to make on-time decisions in the Human Resource Department was selected as the focus area of this project. Both qualitative and quantitative data were used to justify and explain the selected problem. An Ishikawa Diagram was drawn after critically analysing the data collected to build up an overall picture of the problem. Brainstorming sessions, interviews, focus group discussions and exit interviews were used to arrive at the root causes of the drawn diagram. An extensive literature review was carried out to gather

an understanding of the theoretical background to the selected problem. Literature supporting each of the root causes identified was analysed to understand the solutions proposed by the literature to overcome the unavailability of timely information to make on-time decisions. The literature review was built up with the aid of peer-reviewed ranked journal articles, internet sources, printed journals and published books. As per the findings of the literature review a study framework was developed and three project components were identified namely, "Human Resource Information System", "Human Resource Department Planning" and "Analytical Skills". The techniques utilised to develop solutions were identified through the literature review. The overall project objective is to reduce the timely unavailability of HR information from 100% to 30% within 12 months of the project commencement. Sub objectives were developed for each of the identified components. To identify the original situation, the current situation of each of the project components was studied. Lost and misplaced vital documents due to the improper manual filing system, manual processes in the HR department leading to duplication, improper recruitment planning, improper succession planning, an improper mechanism to balance the workload of the HR department employees, and inability to handle bulk data were presented with evidence in the current situation. The specified techniques derived from the literature review were used to develop solutions for each of the discussed components. The resource allocation to develop each solution was carried out indicating their individual roles and responsibilities. The cost of the project was estimated at LKR 1,248,775. Savings from the hit to the company cash flow, savings from legal cases and fines, savings from not building additional archive space, and savings from employee resignation costs were identified as direct tangible benefits while savings from automation of the HR process was identified as the indirect tangible benefit of the project. The overall benefit/cost ratio of the project is 9.1 indicating the importance of implementing the project. Furthermore, improved efficiency of the HR department, timely availability of information, improved employee satisfaction, precision and accuracy of the information managed, improved response time during data handling at HR department were identified as outcomes of this project. With the help of a literature review, the solutions were developed, and the findings were validated. The recommended timeframe for the implementation of the proposed solutions were within a period of six to twelve months. Further recommendations on the best practices, success factors, and effective management of resistance were highlighted along with recommendations for each component's solution implementation. These recommendations are vital for the success of the project and are suggested to frequently refer to during the implementation of the solutions proposed by the project.

Improve Doorstep Delivery Service to Enhance Sales Performance (with special reference to Glomark)

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Executive Summary

Softlogic Glomark is Sri Lanka's first global level inspirational supermarket that freshly entered to the Sri Lanka's FMCG modern trade industry. The main purpose of Softlogic Glomark is to offer an inspiring and unique global supermarket experience to the Sri Lankan customer base by redefining the concept of modern trade business in Sri Lanka. Concept of doorstep delivery service started to popular during the period of 1950s as result of busy life cycle of the people. Simply most families preferred to go ahead with doorstep deliveries while spend their free time to stay with their families, watching a movie and TV shows. Therefore, Doorstep delivery service is a key immerging service in current modern world. This allows the combining of professional services with easy access to the consumer's doorstep. With development of technology, all supportive services have developed very speedily, and it's become more efficient. Therefore, with the support of technology and infrastructure facilities, doorstep delivery service has become more and more popular among people. Changes in people lifestyle, changes in grocery purchasing patterns, development of the technology and devices has become main causes to grow this doorstep delivery services. Also, global online delivery market is having a huge potential to grow by 4% in 2021, compared to 2020 and this will be growing up to 6% in 2024. This study mainly focusses on improving the doorstep delivery service of Softlogic Glomark electronic commerce platform. Softlogic Glomark is currently operates its main business operations in ten in-store locations, electronic platform and Omni channel platform. Softlogic Glomark is currently doing around 90% of sales from in store and 10% from doorstep delivery sales. Softlogic Glomark has promised to do the delivery to customer's doorstep within 4 hours and this is Softlogic Glomark's key differentiator compared to its competitors. Therefore, Softlogic Glomark is working hard to fulfill what they have promised to their customers. But with the current situation, Softlogic Glomark is facing an issue of doorstep delivery delays. Currently Softlogic Glomark is having a delivery time standard of 98% for the on-time doorstep delivery on or before four hours. It means Softlogic Glomark is accepting 02% of delays in doorstep deliveries according to their delivery time standard. But currently Softlogic Glomark is facing an issue by experiencing 20% average rate of doorstep delivery delays. The biggest concern is this rate has a continuously growing trend

proportionately to total doorstep deliveries. As an outcome of this delivery delays, Softlogic Glomark experiencing huge revenue loss due to customer order cancellation by customer end and higher number of customer complaints. Because after four hours, customer can reject the receiving by not accepting the order. Also, customer can request to refund they paid amount for that specific order. Because Softlogic Glomark has promised four-hour delivery service to their customers by using different communications tools. In current situation, 4.5% of doorstep delivery orders are being ignoring by customers at an incremental rate. It means 4.5% of revenue is losing by Soflogic Glomark due to the doorstep deliveries. Therefore, author conducted this study identify the key areas which may impact on doorstep delivery delays and provide necessary suitable solutions to minimise doorstep delivery delays by analysing each impacting key areas. According to this study, identification of the problem is mainly accumulated through secondary data sources such as previous research conducted by Softlogic Glomark, company reports and analytics. As a methodology, Situational analysis will be done through using SWOT analysis to identify the current situation at Softlogic Glomark's internal and external environment. Also, theoretical background for this study is supported by ranked ABDC journals. Purpose for doing literature review is to support main three research components. Ishikawa Diagram – The Root Cause Analysis will be using to prove the identified problem with necessary justifications. Financial techniques will be using to analysis cost benefits and using various diagrams and charts to showcase the doorstep delivery process. As per the root cause analysis, author has found that there are few sub reasons behind to lead higher number of doorstep delivery delays. One sub reason is internal order preparation delay. Because 63% of total orders got delayed during past seven months due to the delay in internal order preparation and currently it takes average of 127 minutes to arrange an order. But given standard time frame is 30 minutes. Other than order preparation delays, delivery rider delays also lead to delaying the doorstep deliveries. Because there is average of 1549 orders got delayed due the delivery rider's delay. Softlogic Glomark's standard is to do a delivery within 30 minutes at the point of handing over the prepared order pack from respective outlet. But this standard is not achieved by the delivery riders' due to location tracking and route planning issue. Those main key components affected for Softlogic Glomark's doorstep delivery delays are employee performance, internal order management process and delivery management system. Therefore, to author has given solutions to overcome those identified issues. Those solutions are restructuring training programmes which are currently executing, introduce new automated internal order management monitoring system for the overall doorstep delivery management system and finally to manage the deliveries, author suggested an automated location tracking system. All these solutions will support Softlogic Glomark to make smooth business operation for doorstep delivery service by achieving the given customer promises.

Reducing the Engine Overhauling Service and Maintenance Delays for Tata Commercial Vehicles in the Dimo Siyambalape Branch

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Executive Summary

DIMO is one of the major players in the automobile industry. This project report is focused on the key operational problem that exists in the DIMO Siyambalape branch. The existing problem was that the branch is failing to achieve its KPI of the 2 days for engine overhauling concept for TATA small commercial vehicles, pick-ups and light & intermediate commercial trucks. Currently, the branch has exceeded the KPI of 2 days to average 4 days. As a result, the branch's sales revenue has decreased significantly, and customer complaints have increased more than the expected level. Siyambalape branch has assessed that the predicted loss was Rs. 13 million in the year 2020 presenting 8.8% of the total revenue of 148 million in the year 2020. The KPI set for customer complaints is 15 complaints per month for engine overhauling under the TATA commercial vehicles specified above but the last year there were complaints ranging between 20 to 35 per month. The methodologies used for the study are internal reports of the DIMO head office and Siyambalape branch, unstructured interviews, brainstorming sessions with managers and a comprehensive literature review to identify and analyse the problem. The limitations associated with this report were the validity of the internal reports and the difficulty of conducting interviews face to face due to the COVID-19 pandemic. Furthermore, this report emphasised how the Siyambalape branch can achieve the SDG goal of, "Decent Work and Economic Growth" by promoting sustainable economic growth, productive employment and decent work for all. The service portfolio of the Siyambalape branch included three service categories that are 'Maintenance, Service Lubrication & Running Repairs', 'Engine Overhauling & Unit Repair' and 'Collision Repairs'. Under each category, there were several subcategories of services provided. SWOT analysis was performed to identify the internal and external factors of the organisation. Senior management controls on strengths and weaknesses were critical to ensuring the company's performance while paying attention to the opportunities and threats. PESTEEL analysis was also carried out to identify external factors. The

analysis of the key problem was done through a problem description that linked to the organisation's revenue, expected loss of revenue and customer complaints. The root causes of the problem were analysed by using the fishbone scientific approach with four key components that are Technology, Training and Development, Procedures and Processes Management and Inventory Management. Comprehensive literature was carried out by identifying the theoretical background to the problem and focusing on three main categories that have been identified as solutions to the problem through scholars related to the problem. Sub-areas were identified and analysed in the literature review under each category. Many authors have highlighted that training and development, use of technology and spare parts inventory management were critical to solving the identified problem with knowledge sharing culture. Training and development have led to increasing employee productivity, the use of technology has contributed to reducing lead time and better supply chain management and spare parts inventory management led to reducing lead time, satisfying demand and reducing storage costs. Several techniques were also identified and analysed to use in the project for the development of solutions. The main project objective and sub-objectives were developed based on identified project components and relevant use of techniques. The main project objective was developed as 'Reduce the engine overhauling delays for TATA small commercial trucks, pick-ups and light & intermediate commercial trucks from 200% to 100%' (from 4 days to 2 days). These objectives were developed through the description of the problem and analysis of the key problem using a fishbone diagram. The current situation and solutions to achieve the developed objectives were discussed under each project component. Furthermore, relevant costs were identified for each solution given by stating who is responsible for implementing the given solutions. Benefit-cost analysis was conducted based on tangible benefits, intangible benefits and project costs. It has been identified that the projected tangible benefits were Rs. 6,501,821, projected intangible benefits were Rs. 704,000 and projected total costs were Rs. 1,180,000. The estimated net benefit of the project was Rs. 6,025,821 and as a result, the benefit/cost ratio of the project was estimated to be 6.11. Projected outputs and outcomes were given to each project component including the main project objective stated above. Discussions on findings were conducted based on the project outcomes and the other three project components. Findings were linked with the literature review and identified project solutions. Feasible and viable recommendations were given for each identified project component to ensure that successful implementation of these recommendations would lead to the expected results and how the benefits would contribute to the country under the 'Sustainable Development Goals' identified in this project.

Reducing the Cost Overrun at Alsa Solar Systems

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Executive Summary

Alsa Solar is one of the pioneers of Renewable energy sources in the United Arab Emirates. It is thriving to minimise the cost overrun to secure the industrial opportunity of growing demand for solar energy. Renewable energy has almost occupied all the households and our livelihoods. Innovation will obviously continue to drive new applications of solar energy technologies that enhance our living style and aid in a cleaner world. In the project-related industry, completing a project within the budget is more critical as companies work more on narrow margins. "The projects face unique challenges due to the existence of different cultures, complex demand of style and quality, lack of workforce and involvement of worldwide teams which makes the cause of delays and cost overrun to be slightly diverse from other countries". However, the company does not have the means for proper cost analysis and hence is facing a huge cost overrun. The present cost overrun of Alsa Solar is 12%. Thereby it is paying a huge impact on the budget. So, the performance is also affected eventually. So, cost overrun was a significant contributor to the performance of the whole organisation. Along these lines, this cost overrun is distinguished as a significant issue as far as monetary value, performance and environmental impacts. On that note, this project takes up the issue for further research and study. The project discusses and analyses ways and means of reducing the cost overrun at the Alsa Solar system. The purpose of this project is to reduce the cost from 12% to 5% at Alsa Solar. The qualitative and quantitative studies will be utilised to explore the framework to reduce cost overruns and to identify the reasons associated with the cause. In liaising with several departments and external literature regarding the root cause of the issue, 3 major project components were identified. They are procurement management, project management, and cost management respectively. In accordance with the procurement management, the variables that made a significant impact on the identified issue were to reduce the material cost from the existing discount of 2% to 5% and increase the supplier quotation from 2 to 4 for procurement purposes. Also, if we look closely at the root causes, the solutions that can be incorporated are identified such as calling for more competitive quotations from suppliers, negotiation techniques and Standard Operating procedures.

In view of the study and its findings, the literature review was completed to distinguish the underlying theoretical background behind the event of the occurrence of the issue. The remedies and solutions created proposed are the best based on the utilisation of the underperforming existing resources. The tools that are used to infer the solutions were “Nonstandard procedures, negotiation techniques and getting more competitive quotations from suppliers”. The main objective of the project components is to notify and establish the fact to reduce the overall project cost overrun from 12% to 5% within a period of one year. Also, to make sure that reduce the overhead cost overrun from 12% to 5%. The project cost overrun is mainly due to a lack of project monitoring tools to report the status of time and cost overrun also projects are mismanaged and need a complete redesign to understand and minimise the cost overrun. Thus, several plans and solutions were formulated to overcome these problems such as: Reviewing the project breakdown structure and evaluating the critical path to understand the delay in projects. Analysing the cost-effective construction methodologies and the planning process to ensure the operational allocation of resources. Improving the use of system-embedded estimation tools to ensure accuracy. The techniques used for this analysis were the project breakdown structure, critical path analysis, Gantt chart, Risk Assessment framework, and use of tools for estimation. The commercial management had the following main findings such as: reviewing the availability of bank facilities in order to maximise the use of project financing and analysing the overdue client outstanding case by case and decreasing the collection days. Finally checking the contracts and ensure proper retention clauses and defects liability period are stipulated as per the nature and size of the work. Based on the findings the proposed solutions were reducing the labour cost overrun from 12% to 5 %. Reducing the receivable overdue payments from 120 days to 60 days. The tools that are used to infer the solutions were Activity Based Standard costing should be used to estimate the bid and budget. The benefit-cost analysis outlines the overall output of the project. It further elaborates on the intangible benefits to all stakeholders. The study also includes a recommendation plan with formerly identified theories. recommendations are stated for every identified project component, focused on the timeline for implementing the proposed solution. Also, the report comprises a conclusion specifying the overall project process. This project will be an eye opener and a major game changer for Alsa Solar, when the proposed solutions are put into effect. This will drastically accelerate the cost reduction initiative of the company.

Increase Customer Visitations at LAUGFS Supermarkets (Pvt) Ltd.

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Executive Summary

As an early mover into the retail industry operating since February 2001, LAUGFS Supermarkets (Pvt) Ltd. (hereafter referred to as LAUGFS Supermarkets) have established a strong reputation across the nation. With the increasing market trends, it is observed that LAUGFS Supermarkets have a long way to go in achieving its pinnacle of success and maintaining its brand loyalty amidst the competition in the retail industry of Sri Lanka. Though catering to a large customer segment is a daily struggle faced by LAUGFS Supermarkets, the organisation was committed to providing its products and services to its customers and the nation through the online channel LAUGFSSuper.com and door-to-door deliveries amidst the hurdles faced due to the COVID-19 pandemic and is still practising the same. In this report, the author has addressed the challenges faced by LAUGFS Supermarkets due to the reduction of customer visitations when providing both its products and services to its customers across its retail stores. It was observed that the reduction in customer visitations occurred due to the inefficiencies in customer relationship management, human resource management and inventory management practices. To provide the supporting information, secondary research was carried out through the literature review to reflect on the theories and frameworks introduced by scholars that can be used to ease the challenges faced by LAUGFS Supermarkets. Moreover, it is of paramount importance to invest in the development of technological infrastructures that enable LAUGFS Supermarkets to take the necessary steps towards achieving customer excellence and accuracy of inventory in its warehouse and across its 37 retail outlets and to create an engaging and vibrant environment for its customers, employees, internal and external stakeholders to carry out their tasks and shopping needs. The solutions that are derived from the following Management Research Field Report include providing a comprehensive 360° training plan along with awareness programmes customised and designed to mitigate the challenges faced by LAUGFS Supermarkets. Such developments will benefit the frontline staff members to reduce the number of complaints raised by the customers and provide prompt responses to customer queries and concerns. Moreover, with the

implementation of technological advancements, LAUGFS Supermarkets will benefit in gathering visibility to the real-time inventory management systems and functionalities across its central warehouse and the retail stores island-wide. Likewise, with the implementation of the aforementioned, it is believed that LAUGFS Supermarkets are able to overcome and recover from the challenges faced each day by its employees and suppliers and subsequently mitigate the challenges and increase customer visitations across all its retail stores. Lastly, through the following study, the author examines that the proposed solutions of the study aim to provide short-term solutions to a long-term problem encountered by LAUGFS Supermarkets. To earn exceptional results, the author believes that the proposed solutions and the recommendations can be accomplished if the organisations apply the same and comply with the associated timelines of the project. Therefore, it is believed that LAUGFS Supermarkets can improve on its current practices and take necessary steps to increase its customer visitations to generate its desired organisational achievements and beliefs.

Reducing Time Overrun of Project Completion in Idac (Pvt) Ltd.

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Executive Summary

This management field research project is based on the time overrun of the air condition installation project completion in Idac Pvt Ltd which has been an issue for the last few years. The air conditioner market in Sri Lanka has expanded recently with the changes in weather conditions and also with rapid industrialisation. Especially, the air conditioning market for industrial projects has increased as well as the domestic requirements. Idac Pvt Ltd, being a pioneer in the air conditioner market in Sri Lanka, provides solutions for industrial and domestic air condition requirements. This project is to find out the solutions for one of the main issues that Idac Pvt Ltd is facing, delays in the timely completion of air condition installation projects and some other associated issues. The first chapter will be discussed the project background and the significance of the study where the company can implement solutions to resolve the problems. The data was collected from the company and through virtual discussions with a few employees. The discussions were limited to virtual discussions due to the current pandemic situation and the data collected were also limited to minimum data due to confidentiality and most of the data were given and extracted from company data files. Organisational analysis, and SWOT analysis, will be done in chapter two for Idac Pvt Ltd which could reveal the company's strengths, weaknesses, opportunities and threats in order to identify and mark the market position of the company. The location of the problem is limited to the air conditioning section of the company. The key problem identified and discussed in this project is a failure in timely completion of air condition installation projects which creates a considerable revenue gap too. The company's actual average project completion rate is low below the company's target project completion rate. There are other three issues, identified with associated the main issue will be discussed. Low job retention, high air condition re-installation works and issues in allocating engineers in site works were identified as the other issues. The root causes for the main issue were identified by using the Ishikawa diagram and employee turnover, employee performance and operational practices have been identified as the components. In the third chapter, the literature review is done to find

out the theoretical background for the identified problems. The journal articles which were published recently have been reviewed. The literature is found for the main issue, components and root causes identified in the problem analysis and discussed to find the connectivity among them. Supported literature for the techniques that can be used to resolve the issues is also found and it will be connected to the root causes to find the solutions. The study framework is built up with the identified components, hence the project components will be employee turnover, employee performance and operational practices. In the fourth chapter, the main project objectives and sub-objectives will be given related to the main issue and the project components. The objectives will be defined in terms of SMART where they will be specific, measurable, realistic and time bounding. The techniques identified in the literature review will be linked with the objectives in order to indicate where the techniques are used. The solutions for the project components will be given while discussing the current situation of the problem in detail and also how the resources of the company are allocated in implementing the solutions. The cost will be calculated for the solutions given and it will be presented as a cost estimate. The findings of the project will be mainly discussed in cost-benefit analysis and projected output and outcomes. The benefit which can be achieved by implementing the suggested solution will be calculated and further, the benefit/cost ratio will also be calculated which is expected to be more than 10%. According to the calculations done, by implementing the suggested solutions Idac Pvt Ltd can gain a considerable benefit to the company. The projected outputs and outcomes will be stated as related to the project's main objective and sub-objectives. In the sixth chapter, the findings will be further discussed in relation to the literature findings of chapter three. The applications of the techniques to resolve the problems will also be linked with the literature. And the recommendations will be given separately for each component of the project. When recommending the solutions to be implemented, the time duration, which is set as one year for this project will also be considered.

Role of Hashtags, Trustworthiness and Social Media Adoption in Sensemaking: Analysis of Social Media in the Social Movement Context

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Executive Summary

Social media has become one of the driving forces in recent social movements due to its ability to create smart mobs by connecting people who are not physically linked. Past literature consistently reports that collective sensemaking must be established before any collective action and sense-giving is a vital factor to decide the successfulness of collective sensemaking. Sense-giving is the process of influencing the individual sensemaking of others with a predefined definition of reality in mind. Recent literature provides evidence that social media can play an agential role in the collective sensemaking process and the use of hashtags, perceived trustworthiness of social media actors and social media adoption can influence the sensemaking process. Accordingly, the purpose of this research study is to investigate how the use of hashtags in social media, and the perceived trustworthiness of social media actors and perceived trustworthiness influence the sensemaking process based on the theoretical foundations of the theory of organisational sensemaking (TOS), stimuli-organism-response theory (SOR), and commitment-trust theory (CTT). Quantitative research was conducted using a sample of individual social media users who are 18 years old or more and have at least one social media account. The research findings revealed that the use of hashtags, perceived trustworthiness and social media adoption influence the sensemaking process of individuals positively. Conceptualisation of the relationships between the use of hashtags, perceived trustworthiness, social media adoption and sensemaking and providing a theoretical framework combining TOS, SOR and CTT are the main theoretical implications of the research study. Further, managers of the organisations can effectively use the research findings to implement the right marketing and brand awareness strategies by identifying the right social media platform, better social media influencers and the right set of hashtag campaigns.

Increasing Jebel Ali Free Zone Authority's On-site Residences Annual Revenue

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Executive Summary

This project is about increasing annual revenue in Jebel Ali free zone authority's on-Site Residences (JAFZA OSR). The project objectives are to increase the annual revenue and decrease the annual operational cost within one year period from the date of implementation of this project's recommendations. This will be obtained by decreasing the termination of existing customers, attracting new customers and reduction of wastage. The financial statements of the last four years, clearly indicate that the annual revenue of JAFZA OSR has decreased by 19% in the year 2020 compared to the year 2017. JAFZA is a DP World (Dubai Ports World) own company. This company currently has more than 136 business operations in 61 countries all over the world. JAFZA OSR is one business unit apart from those 136 business units. The ultimate goal of every business is revenue and profit maximisation. Hence this project will be benefited the company towards OSR revenue maximisation. The SWOT analysis is illustrated the company's current situation. Based on the situation analysis, three key problems were identified which are continuous loosing of existing customers, low attraction of new customers and high operational cost. The root cause analysis has been used to recognise the key areas and the theoretical studies have been conducted based on the three identified key areas. These are customer engagement, marketing management and cost management. Through this theoretical study, the problems and the root causes associated with it have been justified and understood. Furthermore, theoretical studies have been used to develop solutions and to make recommendations The three key areas were specified as project components of this management field research project. As well as three project objectives were identified associated with project components. The first project objective is to reduce the loosing of existing customers by 5% compared to the previous year. The second project objective is to increase the number of occupancies by 5% to 10% compared to the previous year by attracting new customers. The third project objective is to reduce operational costs by 5% by identifying and reducing wastage. Then the solutions have been developed under each project component. The resource allocation is provided along with the defined responsibilities of each project role.

Comprehensive cost estimation has been provided to have a better understanding of the financial impact of the project. The benefit-cost analysis has illustrated the return on investment within the first year itself along with the 8.127 benefit/cost ratio. As well as the major project outcome of this project is to increase the annual revenue by 5% to 10%. Furthermore, some other outcomes also can be identified through this project. These are enhancing customer satisfaction, improving brand awareness and equity and being a leader in the competitive real estate market. Finally, the recommendations have been summarised in order to increase the annual revenue based on the solution developments. Customer satisfaction is very important to enhance the customer base of any business. Hence, the recommendations for improving customer engagement, marketing on JAFZA on-site residences and training and development on identifying and eliminating wastages are some major highlights of this management field research project.

Reducing Service Interruptions in Online Learning Applications at Trusty Learners

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Executive Summary

The management field research project focus on reducing the service interruptions happening in online learning applications at Trusty Learners. The report provided with a background and the line of the business of Trusty Learners and explained the value and the necessity of the project in the current context. This project has taken the quantitative methodology to capture and design the solution to the problem. Author has faced several issues and limitations when working on the project and the limitations are also explained in detail. Report also illustrated the chapter framework which provides an explanation to each chapter. The company profile is described in detail and the organisation is further critically analysed by using the SWOT analysis. Organisation is analysed according to strength, weaknesses, opportunities and threats. Each component was further analysed and assessed individually to provide more information. A couple of problems were described as the outstanding problems in the organisation and high number of service interruptions happening in online learning applications was selected as the key problem which the organisation has currently facing now. The selected problem was further justified with the quantitative data and few other associated issues had explained with the supporting data. The collected data were used to generate the root cause diagram for the problem analysis and root causes were able identify from many interviews and brainstorming sessions. A comprehensive literature review has been carried out for the selected problem with an in-depth analysis for the theoretical background. Service interruptions in the online application has been discussed and analysed with the previous scholarly reviews and solutions for the problems. Furthermore, each component and the root causes which were identified by the Ishikawa diagram have elaborated more with the literature reviews with the solutions. Study framework has been designed for the 'servers', 'documentation' and 'new application updates' for the selected components from Ishikawa for the problem 'high number of service interruption in learning applications. The techniques which can be used to resolve the problem then described with a strong literature review. The project's main objective was to reduce the service interruption count by 38% within

a one year. The associated sub objectives were also discussed and achieved using the techniques which were identified earlier for each project component. The current situation of each project component was discussed in detail and the solutions were presented with the required annexures to ensure the proposed solution are workable. Resource allocation for the project was segmented into component wise to demonstrate the ownership of each function. Cost estimate was then introduced to allocate a monetary value to implement the proposed solution component wise. The benefit-cost analysis was calculated considering the direct, indirect tangible and intangible benefits. And presented to show what can be gained by expediting the proposed project. The cost benefit ratio provides a clear picture on the project returns against the project cost. The cost benefit ratio projects whether the proposed project is viable and add value to the company. The project outputs and outcomes were described for each component with the objectives to show project end goal and the artifacts which the project has brought to the organisation. The project components were thoroughly analysed against the literature review. The solutions for each component were linked with the previously identified literature and the bond between the literature review and the solutions were clearly emphasised. Further the author has provided a critical recommendation for each project component in order to make the project to be concluded successfully. These recommendations were given with an authority and had resembled within a time frame which provides a vital advice for the project completion.

Reducing Quality Failure Incidents Related to the Outside Operations of Lanka Hospital Diagnostics

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Executive Summary

Lanka Hospitals Diagnostics (LHD) is a fully owned subsidiary of Lanka Hospitals Corporation which specialises in providing diagnostics (Medical Laboratory) services. LHD is ranked among the leading diagnostic service providers in Sri Lanka and is the only laboratory in Sri Lanka with multiple accreditations and has been accredited with College of American Pathologists accreditation and ISO 15189 accreditation. LHDs business strategy has been to differentiate itself based on service quality and its operational set-up include a Reference Laboratory, Regional Laboratories, LHD Sample Collection Centres and Franchise Sample Collection Centres. The Regional Laboratories and LHD Sample Collection Centres are collectively referred to as the outside operations of LHD. In recent years it has been noted that the number of quality related incidents reported in respect to outside operations have increased and this has negatively affected LHD in relation to financial performance, customer satisfaction, and market position. The aim of this project is to identify the causes for these incidents and to suggest solutions in order to reduce the number of quality related incidents reported. Following a root cause analysis three areas of interest were identified: Operations Management, Quality Management Systems, and Employee Training. The Operations Management component focused on ensuring that all provisions required for service generation was available at the point of service generation, and the service generation process takes place efficiently and effectively. The QMS focused on establishing a system which controls and directs LHD in respect to the quality of outside operation, and the Employee Training was aimed at improving the staff competency in fulfilling tasks assigned to them. The solutions suggested in respect to operations management included the introducing of standard WBS and Gantt charts for establishing new business units in relation to outside operations. These standard formats were to be customised for individual business units and it was expected that the suggested solution would ensure better coordination of setting up new business units. The solution suggested for QMS included the development of SOPs and a Quality Indicator system which can be used as the foundation to implement a fully functional QMS. The Solutions

for employee training included the development internal pool of resource personnel and identifying training needs based on the quality related incidents reported in previous years and conducting the required training for employees, furthermore this solution was also linked to the two other project components by using the suggested training programme to promote awareness on the SOPs. The awareness in SOPs firstly is important in addressing issues related the management of routine operations, and secondly in promoting awareness on QMS among employees. In conclusion this project suggested solution which mainly involves process changes which can be implemented at the operational level of the organisation. The Employee training component requires a financial allocation, but it is suggested that it be set-off against the annual budget on training and development. The suggested solutions are planned to be implemented within one year and doesnR23; t require significant changes in organisational policies. Furthermore, the author suggests a review on organisational policies and management structure in order to identify any possible areas of improvement which can support the improvement of service quality in respect to outside operations.

Reducing defects that Arise Within the Software Projects in Sysco Labs (Pvt) Ltd.

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Executive Summary

The software industry is rapidly growing in the current Sri Lankan context. The companies strive to introduce various process improvements, automated processes, smart approaches, and innovations to enhance the activities proceed within the software development projects. Software development methodologies set the driving mechanism for the project activities. The software quality assurance process plays a crucial role in managing, maintaining, and enhancing the quality of a software product. The defects are the most severe threat to software product development. It also directly affects the customer credibility, project cost, and effort. Sysco LABS is a Sri Lankan software company providing sophisticated software solutions for the international foodservice industry. Sysco Corporation, a global foodservice industry giant, owns this local software company. Sysco LABS is now dealing with a critical issue involving software defects. The company is observing a high level of software defects within the software projects, and there is a significant growth in the number of defects. This management field research project has preciously analysed the problem to identify the exact root causes. The problem root causes reflect different issues related to requirement management, software quality assurance process, and software development. The literature review is conducted in light of the problem causality areas defined in the cause-and-effect diagram. The three problem causality aspects are synthesised in this theoretical study. This analysis focused on grasping the theoretical underpinnings of the main problem and its components and identifying available solution strategies proposed by scholars. The theoretical study incorporates and analyses the studies related to the main project problem and anticipated outcome. Moreover, the study analysed problem components, including requirement management, software quality assurance process, and software development quality. The study framework reflects that these three components are areas to develop the project methodology. Several techniques, including shift-left testing, test pyramid, Requirement Clarity Index, tool-based requirement management, automated regression testing, and video-based learning, are outlined as solutions to identified problem root causes. The project methodology is developed through

requirement management, software quality assurance process, and development quality. These components are focused on reducing software defects by addressing the root causes. The project's main objective is to achieve a 30% defects reduction compared to the number of defects in the 2020/2021 annum. The objectives are set for each project component to accomplish the project's main objective. The Requirement Clarity Index and tool-based requirement management practice significantly influence requirement defect reduction. The shift-left testing strategy enables extensive process support for early-stage software testing. The project suggests implementing automated development regression testing in the deployment pipeline. The automation test pyramid method directly improves the code quality by increasing the code coverage. In addition to that, the project proposes video-based learning tutorials to provide consistent design and code quality knowledge to employees. The cost estimation of these solutions reflects that solutions are developed cost-effectively. This project methodology strives to address the project problem and gain valuable benefits. The projects reflect the significant benefits to the company. The project solutions ensure that the project achieves a clear financial advantage. The benefit-cost analysis recorded LKR seven million net project benefits, indicating a 7.06 benefit-cost ratio. The project also emphasises several non-financial benefits. The projected outputs ensure that objectives can be accomplished by the solutions related to project components. The project's primary output is a 30% reduction in software project defects. The efficiency and effectiveness of the software quality assurance activities are enhanced by the solutions. The project outcomes emphasise the sustainable improvements in employee productivity and innovations. That signifies the project achieves the sustainable development goals related to productive employment, decent work, innovation, and infrastructure. The project establishes the connectivity between theoretical studies and project components. The project solutions drive the theoretical aspects of the software quality assurance process, requirement management, and development quality to real-world practical solutions. The concept of total quality management is incorporated into the solution strategies for the project. Reliable recommendations are suggested to improve solution implementation. The project solution strategy ensures the United Nation's sustainable development goals of innovation and infrastructure and decent work, and economic growth can reach through the project. The project develops a precise mechanism to reduce the software defects and its cost and effort. This management field research project provides a systematic approach to identifying the software defect causalities and developing reliable solutions to benefit the software organisations.

Reducing the Delivery Delays of the Project Sales at Nippon Paint Lanka

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Executive Summary

Project sales are an important aspect of growth strategy in every organisation. Therefore, focusing on project sales is an important aspect. This project is mainly focused on Nippon Paint Lanka (Pvt) Ltd which is a premier company in Sri Lankan paints and coatings market. Nippon Paint also has higher percentage on project sales which is sixty percent from the total revenue of the Nippon Paint due to the delivery delays. 30% of the total project sales deliveries completed in 2020 is delayed deliveries. Therefore, this report identified the factors which cause delivery delays in project sales in the future. The report only focuses on the main four causes which affected delivery delays in NPLK due to the limitations. The organisational analysis is mainly described through SWOT analysis and a fishbone diagram. According to SWOT analysis, NPLK can more focus on its strengths and opportunities effectively and become a market leader while maximising its profit. Additionally, weakness and threats also need to be mitigated and eliminated by the company. The issue in the existing SAP and centralised decision-making process has also an effect on the delivery delays in NPLK. Additionally, NPLK logistic team is maintaining the delivery delays around 30% from the total completed deliveries in the last five years. Due to this performance gap project team of NPLK and bottom line and sales revenues are directly impacted. One key responsibility of NPLK is to deliver the ordered materials on time to the customer as a main corporate paint supplier in project sales. Then the theoretical background behind these selected components has been analysed by referring to past literature. The main components for the study are supplier issues, project planning, project communication, and labour productivity. Then the study framework developed and clearly analysed on the current situations and develop possible solutions. These solutions are derived based on the past literature under each component. Additionally, main techniques used to complete this study are also mentioned in the literature review. The mainly used techniques were the Ishikawa diagram, SWOT analysis, resource histogram, critical path analysis, and skill matrix. The general objective of the project is to decrease supplier delays from 30% to 10% within the next 12 months. There are four main sub-objectives developed to achieve

this objective. Further, the current situation for each component with the possible solutions has been finalised in detail in this study. The main solution for supplier issues and communication barriers is to upgrade the current ERP system. An introduction of a new supplier evaluation system also will reduce supplier-related issues. The company is highly recommended to use resource histogram and critical path analysis to reduce planning delays. Additionally, the company can introduce new management information system to tackle problems on time. Another recommendation is to use a third-party logistic solution for the supply chain activities after the manufacturing process. Further, the company is highly recommended to provide labour training on skill enhancement. These solutions are further explained through resource allocation and possible cost estimations. The project has a 2.02 benefit/cost ratio as projected in the main analysis which is a favourable amount to follow. Therefore, implementation of this project is an effective decision for the company by referring to further discussions related to the past literature. Finally, the report provided recommendations for each solution by deciding specific time frames. All the solutions were aligned within the period of six months to one year.

Reducing Non-performing Loan Ratio of Small and Medium Enterprise Sector of Nations Trust Bank

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Executive Summary

Non-performing Assets (NPA) refer to the non-repayment of borrowed funds by businesses and individuals for more than 90 days from the pre agreed maturity dates and which create financial and reputational loans for financial lenders. The NPA ratio of SME division has increased since 2017 from 4.2% to 22% as at date by deteriorating the financial performance of the business unit. This is a significantly high figure compared to the banking industry where NPA average of commercial banks stood around 5% as at 2020. The NPA of the NTB bank also stood around 6% as at 2021. NTB bank incorporated in 1999 and the bank managed to the position the entity as a fastest growing bank in Sri Lanka with the assistance of technology to capture the market gradually. The bank provides all banking solutions for the customers as a service-oriented entity. The current internal and external environment of the bank have created strengths, weaknesses, threats and opportunities to improve the market position of the bank over rivalries. The continuous increase in the NPA ratio of SME division has created adverse effect for the bank performance by diminishing the shareholders wealth. Causes for the rise in NPA ratio of SME division the bank could be identified under main four arears such as macro economical, human resource, credit process and recovery process. The existing literature on NPA ratios in ranked journal have provided causes and mitigating actions for the NPAs under the identified main sub arrears in banking industry in order to reduce the same to improve financial performances. Economic growth of the country, Inflation rate, Market interest rates are the main causes which effect for the fluctuations in NPA ratio under the macro-economic factors. Unrealistic revenue KPIs on managers as well as individual viewpoints of managers effect for the NPA ratios under human resource factor according to the evidence provided by the literature. Financial statement, other information of borrowers, central credit information, etc. assist banks to evaluate the credit worthiness of borrowers under credit process. Early identification of stress signs of borrowers enables to mitigate default losses to the bank

under recovery process. NPA ratio of the SME division in NTB bank to be reduced from 22% to 16% within three years via proposed solutions by increasing technical expertise of existing credit managers as well as recruiting new staff with sufficient technical expertise and relevant experience. The facility rejection percentage of the SME division to reduce in order to grow the asset book with quality credits in order to reduce the NPA ratio. Recovery percentage to be improved through employee motivation and decentralisation to improve financial performances of the bank. The estimated cost for the proposed solutions to reduce NPA ratio gradually account for LKR 5.2Mn in Year 1 and which to be increased by 15% year on year with required resources to implement proposed solutions. The project to be generated a financial benefit of LKR 31.7Mn in Year 1 with the 6.2x Benefit/ cost ratio and benefits to be improved year on year by maximising shareholders' wealth. Proposed solutions to be implemented within year 1 and returns to be generated during medium to long term due to the nature of solutions. The net present value of the project account for LKR 100Mn within initial five years and which will assist to improve performances in SME division as well as high credit growth will ensure the financial stability of the economy in Sri Lanka. Solutions to reduce NPA ratio of the SME division in NTB bank have been developed based on the existing literature found by the well-known authors and researches, which will guide the bank to reduce the ratio gradually in future. Recommendations have been provided to implement proposed solutions within the SME division of the bank in successful manner within one year in order to generate return during medium to long term by maximising shareholders' wealth.

Reducing Changeover Downtime in Under Wire Forming Process at Prym Intimates Lanka

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Executive Summary

Prym Intimates Lanka (Pvt) Ltd which is a German company which has been engaging in business for the last several years. The company produces accessories for reputed intimate wear manufacturers. Currently, it is operating as a joint venture company between Prym Group, Germany and MAS Holdings, Sri Lanka. It is situated in Biyagama Export Processing Zone. The study is based on the excessive machine downtime per changeover experienced in the underwire wire forming section. It has been observed that there is a significant gap between standard and actual time taken for machine changeovers. Therefore, the purpose of the study was to identify the key issues pertaining to the high changeover downtime. To identify these root causes an Ishikawa diagram was used. Through that it was revealed that machine improvements, the need to implement a quick changeover (QCO) method and the development of operator skills were identified to be the major factors affecting the high changeover downtime. Reducing changeover downtime is a continuous improvement project and PDCA cycle theory is referred to develop solutions to each project component. For the machine side improvements, Kaizen was used to find ideas for machine modifications. Single minutes exchange of die (SMED) technique was referred for quick changeover method. Finally for operator skills development, training need assessment and evaluation methods were referred through literature and techniques like Skill Matrix and STW were applied to develop solutions The solutions developed in the report for the machine improvements are the use of Kaizens and introducing a new machine purchasing checklist. Kaizen ideas were used to bring improvements for machine tools to support programme saving. To optimise the overall changeover process SMED technique was used. Activities in the process were separated into internal and external activities and they were streamlined to support the process by optimising each step. Finally, to develop the operator skill level, a new training plan was introduced to the wire forming process. Skill Matrix and STW were modified to train and evaluate machine operators to improve the skill level and minimise programming time variation between operators. Finally, the report discussed the relationship between literature and solution creation. In addition, proposals for the medium and long term were provided, as well as critical considerations for implementing the solutions. As a result, Prym Intimates Lanka can reduce changeover downtime in the underwire wire forming process and boost production capacity by implementing the offered solutions.

Sustainable Wildlife Watching Tours at Yala National Park

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Executive Summary

The Yala (Ruhunu) National Park is a protected area of natural reserves located in the southeast region of Sri Lanka administered by the Department of Wildlife Conservation. Housing high biodiversity and supporting one of the highest densities of leopards in the world, it has become a tourist attraction and the most visited national park in the country (SLTDA, 2018). With the growth in popularity, the national park started being excessively visited by tourists posing major challenges to nature conservation and visitor experience at the park. The current practices and the procedures of this protected area consumption for wildlife-watching tours were observed to be unsustainable and destructive to nature and to the future of tourism activity associated with it. Prioritising and promotion of the United Nation's fifteenth sustainability goal of 'Life on Land' which stresses the necessity to conserve and sustainably utilise forest covers for economic objectives acted as a key motivational factor for the author to select this issue as the subject of the project. This project conducted a micro and macro environment analysis of the organisation using SWOT and PESTEL analyses, and a current situation analysis of the problem using an Ishikawa Diagram to have a profound understanding of the problem and to identify operational level issues pertaining to destructive exploitation of the park for wildlife-watching that fail its prime objective of conservation. The situation analysis was supported by primary data collected from informal interviews with the top management of the DWC and other stakeholders of the NP. Internal and external secondary data sources provided a solid base for statistical perspectives highlighted in this study. Root causes stemming from three principal areas of operational underperformance were identified as causes of unsustainable utilisation of this park. The three respective areas were visitor management, safari management and sustainability awareness. Based on the current impact and behaviour of the root causes, specific objectives to be addressed in this project were identified. Following the identification of key contributing factors of the issue and the specification of project objectives, the author conducted a literature review for the purpose of providing

a strong theoretical base for the problem analysis. Based on the critical analysis of literature a study framework was developed with visitor management, safari management and sustainability awareness as the key dimensions though which the author proposed solutions in this project. The techniques that were employed to ensure sustainable utilisation of the protected area for tourism were equally supported with literature. Accordingly, the author identified the ADKAR change management model, customer engagement and value creation as techniques to address the existent service quality and process gaps and training systems approach, recruitment and selection process, employee orientation, GROW model, knowledge outsourcing process and best practise workshops as techniques for capacity building, which together contributed to eliminate current sustainability constraints of the organisation. It was equally required that the project proposes a premium pricing scheme to rebrand the national park as a sustainable destination for wildlife-watching tours and this was supported with literature under the description of techniques. The author then finalised and set project objectives to be addressed under each component of the framework according to the SMART criteria. Solutions were carefully developed based on the data analysis, the expectations of the management, and the techniques validated with management theory and practise in chapter 3. Resources were then prudently allocated to effectively implement the solutions and the costs involved in solution implementation were estimated. Based on the cost estimation, a cost benefit analysis was conducted with a focus on both the tangible and intangible benefits of implementing the suggested solutions. The anticipated incremental benefits of the project were calculated based on the current average income of the national park for the reader to have a detailed understanding of the financial benefits this project is expecting to achieve after its successful implementation. The project report lastly presented a critical discussion of findings under each project component drawing associations from literature to theoretically support the components as well as the solutions proposed by the author. To conclude, the author provided further recommendations for the organisation on future measures that have the potential to supplement the solutions proposed in this project to ensure sustainability of the protected area and wildlife-watching tours conducted therein.

High Frequency of Stock Outs at Mobitel (Pvt) Ltd.

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Executive Summary

Mobitel (Pvt) Ltd is a pioneering telecommunications service provider in Sri Lanka, with a 25-year reputation of excellent service. It is a member of the SLT group and so regarded the national mobile service provider. Despite the fact that the mobile communication market in Sri Lanka is extremely competitive due to the presence of four large multinational operators, Mobitel was able to secure the second largest market share and revenue share. However, the Sri Lankan market is already saturated due to high mobile penetration. Because of the high demand for data services, which are not as profitable as voice services, revenue earned from traditional phone services is not showing any signs of improvement. Furthermore, because there are no substantial technological differences, the risk of client churn is large. To secure market share, it is necessary to maintain high service quality and the network availability. The author identified a frequent stock out in the warehouse and analysing the existing processes of the inventory management. This stock out incidents directly affecting the base station commissioning schedules as well as the fault rectification works, finally affect to the revenue of the company. The author of this management field study project has only discussed the impact of stock out incidents on fault rectification works. The main objective of this management field research project is to reduce the number of frequent stocks out incidents from 7% to 0%. The author uses a variety of methods to obtain information and analysed data. This will aid in a deeper understanding of the problem and the identification of root causes that must be addressed to resolve the problem. The author conducted multiple interviews and reviewed information regarding the frequent stock out incidents. The theoretical background of the topic was examined, and author has identified three components. Analysing the areas linked to the three sub-components as well as the key project components. Inability to manage inventory, according to literature, could result in increased stock losses, failure to provide items, production shuts down, and other negative effects for the company's performance. Author briefly discussed the advantages of the proper inventory management, challenges of the inventory management and recognises the solutions presented based

on the literature and discusses them accordingly. The main purpose of the project is to reduce the frequent stock out incidents. To attain that aim, sub-objectives for each project component will be established and addressed using the xiv appropriate techniques. Stock outs can be reduced by introducing a smart mobile platform to key users to ensure that inventory handling runs smoothly. Further, the gap between the quantity requested on seasonal changes and the quantity on hand will be reduced with material requirement planning. It will be beneficial to improve their performance by identifying the reasons of major failures and designing training programmes to meet their needs for fault rectification, installation, removal, and redeployment activities. Employee feedback and evaluation of the training programme will be beneficial to the programme's ongoing development. Excessive stock outs incidents can be reduced by introducing a smart mobile platform to key users to ensure that inventory handling runs smoothly. Successful implementation of the recommended solutions can result in two types of benefits. Benefits are both tangible and intangible. Every tangible advantage has a monetary worth. The intangible advantages are not given a monitory value by the author. The benefit cost analysis has been carried out to evaluate the projects in terms of monetary values. Each project component's output and outcome are identified in the report to review the long-term benefits of the project. Finally providing the findings, recommendations and the conclusion to proposed project. Based on the feedback and recommendations of various users, the provided solutions might be improved further. The commitment of the field employees and line managers is critical to the project's success. In addition, the author has made recommendations for each component that will be necessary for the report's proposals to be implemented successfully. Furthermore, top management's support and understanding are expected to play an important role in the project's success.

Minimising Cost Overruns in Construction Project of Access Civimech (Pvt) Ltd

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Executive Summary

Access Civimech (Pvt) Ltd is a construction company that involves itself in medium to large-scale construction projects in Sri Lanka. Established in 2015, as a part of the wellknown Access Group of Companies, Access Civimech (Pvt) Ltd needs little introduction in the corporate circle. The company has completed some significant constructions in the Colombo area, that stand mighty and tall, which may indicate that the company is profitable and knows its business. However, the situation internally is completely different. The company has been grappling with significant financial losses since FY 2018 and has managed to stay afloat only due to the parent company's support. The company has not recovered financially to date and its performance has led to all internal and external stakeholders being dissatisfied. The core issue for the poor performance is "cost overruns", which is the subject of this study. The study conducted revolves around critical details surrounding seven significant construction projects Access Civimech (Pvt) Ltd completed during FY 2018 and FY 2019. Quantitative data (financials, exact timelines, etc) were gathered via collaboration with relevant internal departments and qualitative feedback has been obtained via detailed interviews of stakeholders. Upon analysis, the root causes that have resulted in the cost overruns of Access Civimech (Pvt) Ltd were identified as tendering and estimation, project execution issues, and material supply issues. Some critical factors that contributed to the root causes are lack of quailed and experienced staff members, lack of knowledge of project pricing, delays in putting through purchase, and hiring poor quality subcontractors. The literature survey carried out was targeted to understand the gravity of the issue from a theoretical standpoint. Previous studies were reviewed and the understanding of the problem from different perspectives and solutions identified were collated. The literature survey concluded that cost overruns are a serious problem, if not the most serious a construction company faces. The study carried out seconded the root cases identified above amongst other causes that are not significant in the case of Access Civimech (Pvt) Ltd. Literature illustrated that training staff members are critical towards addressing knowledge gaps in the pricing of projects. Further following

proper communication protocols with stakeholders, in accordance with construction law, could yield less complication, which can lead to financial losses. The literature review also illustrated that gannt charts, critical path analysis Work Breakdown Structure (WBS) can be coupled with other solutions to effectively mitigate the root causes identified. The critical solutions proposed includes training individuals in the QS department based on training assessments made, implementing a Quality Assessment (QA) process to evaluate subcontractor performance, streamlining communications according to construction law, and establishing procurement protocols with the inputs of experienced practitioners amongst others. The cost elements were identified against each solution proposed and the tangible benefits were quantified, using mathematical extrapolation. It was clearly evident that the implementation of the solutions will enable Access Civimech (Pvt) Ltd to experience a sustained recovery to become a profitable organisation in FY 2023. The benefits were estimated to outweigh the costs by a staggering LKR 35.4 million in FY 2023 for Access Civimech (Pvt) Ltd. Finally, the report discusses the need of the management to provide their support in allocating financial resources and time for staff to attend various training programmes. All elements of the solution will be completed by June 2022 apart from the system migration of the procurement department, which is estimated to be completed by September 2022. Cost overruns are a significant issue every construction industry should be wary of. Failure of a big company such as Access Civimech (Pvt) Ltd could impact other industry participants such as subcontractors and suppliers negatively, causing systemic risk. Therefore, the learnings of the report can be applied across the industry to mitigate cost overrun situations.

Reducing the Rejection of Audited Financial Figures Against the Approved Budget by RERA

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Executive Summary

Meralis Chartered Accountants and Registered Auditors is an internationally recognised accounting auditing firm providing professional services over the past four decades. The firm was the pioneer in real estate service charge audit when it's started the Dubai operation in 2006. The firm's UAE operation reveals 70% of revenue generated from service charge budget review and service charge audit. The remaining 30% is derived from other sectors. In 2018 RERA has made it compulsory for JOPs that the service charge budget be reviewed by an independent audit firm and the reviewed budget needs approval from RERA. Further in 2021 RERA made it compulsory that audited financial figures need to be updated against the approved budgeted amount the in Mollak portal for the approval of the audited financials. When the JOPs submit audited financials in the Mollak portal against the approved budget nearly 80% of the audited financials are rejected by RERA without approval. The author has analysed the current internal and external factors of the firm by way of SWOT analysis. The further author selected the samples of rejected audited financials and analysed the reasons for the rejection and the key reasons for the rejections including, 1) actual expenses higher than budgeted amounts 2) incorrect uploading in the Mollak portal 3) financials annexures not in compliance with the templates shared by RERA. The author has applied the fishbone diagram and five whys and discovered people issues, process issues, and management issues are the key drivers of the rejection of audited financials. The author has reviewed facts and findings from 21 ABDC ranked journal articles to understand the issues in-depth and to find recommended solutions discovered by other authors for similar issues. With theoretical background to the issues, a framework is developed by the fishbone diagram. The framework is focused on the areas of people development, process management, and management supervision. Various tools such as fishbone diagram, five-why analysis, training need analysis, training design, personality development, SOPs have been chosen by the author for each project component linked to specific project objectives. Then the author discussed in detail the present state of each project component by analysing the processes and developed various process

flow charts to understand deeply the current situation. The review of the existing literature and finding thereon for similar issues enabled the author to formulate and recommend viable solutions to mitigate the issues faced by the firm. For each project objective, required resources are assigned and a cost-benefit analysis is performed to see the practical implementation of the project. For a project to take practical form need budget and resources. The author linked the budget proposal to each project component and discussed the cost-benefit analysis for the recommended solutions as illustrated under 5.2.1. Further project objectives are discussed along with outputs and outcomes to clearly understand the how the project will contribute to address the present issues and add value to the firm and customers. The author has illustrated the findings of the project components by linking the literature review and current state of each project components identified during the project and discussed recommendations which are formulated with the help of indepth literature review where other authors recommended solutions for similar issues. The viable recommendation of the study is decribed under 6.3.2 which are implementable in the midterm (6 to 12 months).

Optimising the Inventory Management at ACL Cables PLC

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Executive Summary

ACL Cables PLC is the single largest cable manufacturer in Sri Lanka. It is fair to claim that ACL Cables has a monopoly in Sri Lanka, thanks to Kelani Cables PLC, which is ACL Cables' primary subsidiary. When considering company finished goods levels company accounts significant amount of materials cost when producing finished goods. However other past period company finished goods involve a significant amount of non-moving and slow-moving stocks and which available in warehouses without optimising therefore lagging huge stocks in the warehouses directly affect the company revenues and cash flows. Overproduction is the primary cause of the massive stockpiles in warehouses that aren't moving. However, deeper investigation into the subject reveals that there are numerous reasons and core causes for this. Human resources and skills, manufacturing and production, information technology, and sales and marketing are the main components of this dilemma. The company suffers enormous cashflow challenges as a result of its large amount of slow moving and non-moving goods, as the majority of the cash is stranded as inventories as of 31.03.2021, which is roughly Rs. 600 Mn. Literature reviews were conducted in relation to the identified components of the problem. When considering the human resource, it can see that company must have a proper department to look after its employees and it must have a proper strategic HR plan to guide the human capital. In literature, it has identified that manufacturing planning must be available for each manufacturing plant and lean production method must be practiced eliminating waste and for continues improvement on the manufacturing and production. Further, when considering the information system it is a common fact each company must have a proper system to support the business further having a management information system and decision support system could enhance the business's decision-making ability to grow business. Finally, sales and marketing, it is important fact that having proper sales marketing plan and foresting demand in the related industry; hence it will ensure the product are not over produced. The solution proposed in the report include restructuring the HR department, implement strategic HR plan, training and development, lean manufacturing, implementing a management

information system, marketing plan and finally proper mechanism to collect debtors. And it is estimated to implement this solution at a total cost of Rs3.7Mn. Further, required resources have been allocated for each component to lead the solution and implement it within the organisation. As per the solution company could expect various benefits in term of the tangible and intangible benefits. Mainly there could see huge waste saving from the lean methods. Further due to the new marketing plan company could expect the incremental sales in dealer market. In addition to that brand awareness higher investor relation could considered as the intangible benefits for the company. Total benefits account for Rs.771 Mn. Finally, the report explored the relationship between literature and solution creation. In addition, proposals for the medium and long term were provided, as well as essential factors for adopting the solutions and the projected time period for implementation. As a result, ACL Cables PLC can optimise inventory management at their warehouses.

High Level of Associate Employee Turnover in the Audit Division of KPMG Sri Lanka

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Executive Summary

KPMG Sri Lanka is one of the leading Chartered accountancy firms in Sri Lanka. Being a professional accounting firm that depends on the technical expertise of employees, it is highly important for KPMG SL to retain knowledge and transfer the experience of senior-level staff to the junior level in order to achieve audit quality which is considered the main KPI of KPMG SL. Due to the high level of associate-level employee turnover, the existing staff gets more pressurised, and the newly recruited staff rarely gets the opportunity to learn from the senior staff. Accordingly, the knowledge transferring process from the experienced staff to the junior staff is not happening effectively in the audit division of KPMG SL causing non-compliances in the audit works. The budgeted associate-level turnover ratio is 15% and the actual turnover ratio has exceeded the budgeted ratio creating a performance gap within the organisation. The high level of turnover had increased the stress levels of the existing staff members due to the lack of resources to complete the audits on the timeline given. In addition, the existing staff need to sacrifice their time in training the newly recruited staff and to closely monitor them in getting the work done for them. Root causes for the identified problem have been evaluated under four components namely work allocation, human relations, organisation practices and organisational justice. Not having a structured audit planning process, managers not acting as mentors, and the salaries and performance rewards not matching the amount of work performed are identified as critical root causes under each component mentioned above. The literature has confirmed that a high level of employee turnover impacts audit quality. Past research has proved that high levels of employee turnover had created expensive outcomes for an employer from different perspectives. Among them, adverse impacts on the reputation of the firm and increased recruitment costs and training costs, productivity issues are critical. Based on the literature review a study framework has been developed taking work allocation, human relations, and organisation practices into consideration. The past literature has elaborated on the advantages of having a proper audit planning process, mentoring process, on the job review process and total reward system as the possible solutions

to the key problem of the project. The main objective of the project is to reduce the associate-level staff turnover to 15% which is the budgeted employee turnover of associate-level staff within twelve months upon implementing the proposed solutions. Solutions were proposed at each project component level in order to minimise the root causes identified and reduce the employee turnover ratio of the associate-level staff to the expected level. Conducting a RAPD discussion is proposed in order to establish a structed audit planning process followed by communication of key tasks allocated to associate level staff and allocation of expertise employees to audit engagements based on the employee profiles developed. The allocation of mentors to each associate-level employee has been proposed in order to increase the employee's relationships with associates and managers. A total reward system which includes both monetary and non-monetary rewards is used as a technique to minimise employee complaints regarding low pay and performance-based rewards. The viability of the project execution has been evaluated using benefit-cost analysis. The expected benefits of the project are Rs. 10.75 Mn and the total estimated cost of the project is Rs.0.14 Mn. Accordingly, there is a net incremental benefit of Rs.10.61 Mn and a benefit cost ratio well above the minimum of two which reconfirms the viability of the solutions proposed by the Author. The overall output of the project is the reduction of the associate-level staff turnover to 15% which is the budgeted employee turnover of associate-level staff within twelve months upon the execution of proposed solutions. The expected outcomes of the overall project objective are to enhance the audit quality of the audit engagements performed, retain experienced staff and avoid the loss of senior-level associate staff and enhance the quality of knowledge transferring process from senior associates to junior associates. The author has been able to link the identified issue and the identified root causes to the past literature in order to create confidence in the minds of readers of the report. The proposed solutions and the techniques used for the solution development have also been linked to the existing literature. The majority of the responsibilities with regard to the solution implementation are in the hands of the human resource manager and the audit managers. Accordingly, collaborative participation among all levels of employees is required in the effective implementation of the proposed solutions in order to achieve the expected project outputs and outcomes within the expected timelines.

Reducing Non-performing Advances Position of Maharagama Branch of DFCC Bank PLC

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Executive Summary

DFCC Bank PLC (DFCC) is a licensed commercial bank in Sri Lanka, which was incorporated under the companies act no. 07 of 2007 since the year 2015. DFCC Bank PLC comprises the then largest development bank of Southeast Asia titled DFCC Bank having incorporated under a parliament Act in the year 1955 plus DFCC Vardhana Bank LTD, which was a fully owned subsidiary of the DFCC Bank. Presently DFCC accounts for 3.2% of the total asset base of the country as per the latest published information. The Maharagama Branch of DFCC is considered one of the main branches with a market presence for the past 15 years. DFCC is considered one of the prudent lenders with Nonperforming assets (NPA) ratio of 5.56% which is closely heading to the industry average of 4.9% as of the end of December 2020. However, Maharagama Branch has continuously recorded an NPA ratio above the industry average which stands at 8.5% p.a. as of December 2020, above the budget and on an ever-increasing trend and accumulation. The actual recoveries done have been at a very minimal level. The author identifies this scenario as an operational problem of the branch since peers have arrested and contained the situation satisfactorily. Due to the increasing trend of NPA, the branch's financial performance and position is impacted, and management concern has also arisen. In order to contain the rising NPA position the author has analysed the problem through root-cause analyses and drawn an Ishikawa diagram which identifies three root causes which are lack of training and development for job skills, poor recognition and motivation for recoveries, plus unavailability of follow-up and recovery process. The author identifies three components namely "NPA Management", "Process Improvement" and "Training and Development of staff" based on the root cause analyses to resolve the NPA problem of the branch. The author further identifies the core objective of the project as reducing the NPA position of the branch. Thus, the stated three components will be accountable for supporting the reduction of NPA. The author undertakes a literature review in order to study the scientific literature on resolving the problem. The author extends the literature search to such a granular level by researching each component area separately. The author uses accepted journals

from the ABDC journal list and some local journals such as the Sri Lanka Journal of Management as the sources for the literature review. The literature review reveals that NPAs rises due to "macro-economic" issues and "micro issues" as well. "Micro issues" relate to organisational factors. Whilst macro issues frame the operating environment, the responsibility of managing micro issues and organisational issues vests with the bank or institution. The study further suggests that NPA management could be achieved in a profitable and viable manner via two different methods which are "reduction of existing NPA" and secondly taking "stricter monitoring activities" to arrest new NPA classifications. Process improvements will support by increasing the efficiency of follow-up of arrears facilities and reduce NPA new classifications by taking timely actions. Training and development of staff results in creating a focused staff cadre with enhanced Knowledge, Skills and Attitudes eliminating the performance gap to reach organisational, functional and individual-level job performance objectives. Next, the author selects several techniques under each component to arrive at the solutions nourished from the literature review. The techniques which will be used by the author for "NPA Management" and "Process improvements" will derive from behavioural control techniques such as "Assigning KPIs, placing standard operating procedures, and performance monitoring sheets". In order to rapidly recover existing and stagnant NPA under "NPA Management", the author assigns targets, incorporating the same into the annual KPI, motivating through periodic milestone-based incentives and performance recognition methods. Under process improvements, a standard operating procedure is developed, and a process map is undertaken to superfine the existing process. The author proposes a modified follow-up and recovery process with an activity profile ensuring continuous communication and follow-up. A change management plan is also developed by the author since the credit staff of the branch is used to grating facilities rather than stricter recoveries. Training and development of staff will be undertaken via conducting of twelve training programmes out of which three programmes will be to develop soft skills and nine training programmes to develop specific recovery skills. In line with the intended component objective, the overall project is expected to derive a 30% reduction in the NPA. Thus, NPA Ratio will stand at 6% having reduced from 9% within one year. The quantum decrease of NP Assets will be Rs 97.5Mn. The cost-to-benefit ratio under this project will be 11.3 times. In addition, the project will entrust a debt collection and recovery-savvy staff cadre with more attention to recovery aspects. The branch will be entrusted with a robust recovery process embedded in the branch culture.

Improvement of Fabric Receiving On-time and in Full of Brandix Apparel Limited

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Executive Summary

This project was conducted with the aim of improving the on-time and full receiving of Fabric from key suppliers of Brandix Lanka Ltd. Brandix Lanka Ltd, being one of the two leading apparel manufacturing and exporting companies of the country, Brandix Lanka operates mainly 4 strategic business units and manufactures and exports a portfolio of garments. Being the main component of a garment, Fabric receiving on time and in full is a critical key performance indicator for Brandix to achieve the profit margins as budgeted. Brandix, being a company, which operates in a "Made to order" Model, has its inherent strengths and weaknesses. Low on time and in full reception of raw material, especially Fabric is seen as one of the critical performance gaps faced by Brandix, hence addressed as the main performance gap through this project. Post analysis of the data of the company, the on-time and in-full reception of fabric from key fabric suppliers was estimated to lie at 88% average as opposed to the 100% target given to the suppliers. As key contributing factors for the negative business impact caused due to low on-time and in-full reception of raw material from key suppliers, Lack of standardisation and monitoring, high-quality rejects and supplier planning issues which are caused by Brandix inadequacies are seen as critical weaknesses through the performance of a root cause analysis for the project. Post establishing the performance gaps, the author has demonstrated the performance gaps identified through the root cause analysis using the data of the company of the past year (2020). Then by understanding the theoretical framework and post conducting a comprehensive literature review, the main components of the project are identified to be addressed. After identifying the main components author establishes project objectives to reach the desired outcomes and outputs after conducting the project. For each of the root causes leading to the main performance gaps identified, the author has recommended solutions. The key areas to be addressed in developing solutions have been comprehensively discussed and the solutions developed are being supported by further budgeting and cost calculation in quantitative and qualitative terms in appendices. Finally, Through the addressing of the key objectives, the benefit to Brandix Lanka is calculated in monetary as well as qualitative terms in the project. The immediate outputs of performing the project and the long-term outcomes are discussed in the latter chapters.

Reducing the Cost Overrun in the Logistics Services for Assisted Countries at Expo 2020

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Executive Summary

Expo 2020 is a major technological exhibition that will be hosted once every five years. Previously this exhibition was hosted by first-world countries such ask the United States, United Kingdom, Italy, France etc. However, this exhibition was awarded to the middle east region for the first time. United Arab Emirates (UAE) secured this opportunity and became the first middle eastern country to host the Expo event. Further, the Expo event is the first global event hosted by the middle east and established as the pioneer to bring global events to the Gulf region. The Expo exhibition will be arranged with the participation of all the countries, and for Expo2020 Dubai, 192 countries are participating. In other words, 192 countries are exhibiting their technological inventions and future technologies at the Expo 2020 exhibition to other countries. The UAE government created a semi-government organisation in the name of EXPO2020 to construct, host and dissolute the overall programme. The Expo 2020 exhibition was initially planned to start in October 2020; however, due to the spread of Covid 19, it was postponed from October 2021 to March 2022. The logistics function is one of the critical aspects of hosting this event since 192 countries worldwide are required to bring their exhibits and return them to their home country. Out of these 192 countries, UAE assisted 115 countries in terms of Logistics services. EXPO2020 engaged with various partners and providers to host the event. Similarly, UPS was initially joined with EXPO2020 through a partnership agreement to handle the logistics services for these 115 assisted countries. However, they have withdrawn from this agreement due to the spread of Covid 19. Therefore, the EXPO2020 logistics team was tasked to independently handle all the logistics services. The EXPO2020 Logistics team initiated the shipment and transportation process for the assisted countries. A significant cost overrun of 31% is encountered in completing the first ten shipments. The cost overrun was noted as significant and beyond the acceptable limits established by EXPO2020. As an organisation, EXPO2020 is already incurring a heavy financial burden due to the event's postponement. Therefore, this cost overrun is critical in finance and the diplomatic relationship with the assisted countries. As such, the issue was taken to

study further. In reviewing various departments on this issue, it was identified that three project components, procurement management, project management, and cost management, contribute to the overall cost overrun in the logistics services for the assisted countries. In review with the procurement management, inappropriate vendor selection and inappropriate tender process are identified as the variables contributing to the overall issue. Similarly, in review with the project management, the gap between the actual plan shipment documents and inappropriate Joldal management is identified as the independent variable. In terms of cost management, the gap in the process for low-value payments and the time between the supplier's cash outflow and cash inflow are identified as the variables. Based on the findings, a literature review was carried out to identify the theories behind the occurrence of the issue and solutions were developed. The objectives for the project components are established to address the issues identified in each component. In addition, an overall objective was also created to reduce the cost overrun in the logistics services for the assisted countries. In terms of proposed solutions, an additional vendor pool is proposed to address the inappropriate vendor selection, eliminating unnecessary management costs. Further, e-tendering is recommended to address the issues in the tender process and eliminate the number of rejected bids due to transport-related reasons. Similarly, a centralised labour resource structure is proposed to address the issue in labour resource management, which aims to eliminate labour idling costs. A sub-process is introduced to address the plan and actual shipment gap, enabling the project team to plan proactively. A new low-value payment process is established to avoid payment delays to the vendors, and the new process is created by making minor modifications to the existing process. Finally, an advance payment option is proposed to eliminate the supplier's cash outflow and cash inflow gap. A project was developed based on the above, and the required manpower and budget were identified. After that, a cost-benefit analysis was carried out to analyse the tangible and intangible benefits in the case of the execution of the proposed projects. Further, the objectives are tabulated against the outputs and outcomes of each project component. An analysis was carried out to check whether the initial project objectives were achieved by implementing the project solutions. It was found that the proposed solutions resolve the identified objectives and provide additional benefits at the organisational level. Those benefits can be helping other stakeholders of Expo2020 as well. Following this, a recommended action plan was compared and discussed against the previously identified theories, and the relationship between the theories and the applied solutions was analysed. Further recommendations are provided for each identified project component, mainly focusing on the timeline for implementing the proposed solution. Finally, the report includes a conclusion detailing the overall project process.

Reducing High Logistics Cost of Martin Lewis (Pvt) Ltd

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Executive Summary

Power engineering is an industry with very few key players. ABB, Schneider and Siemens are the key competitors of Martin Lewis (Pvt) Ltd in the local market. In 2013, Sri Lanka experienced phenomenal growth in the construction sector due to post-conflict developments. The construction GDP has grown from 6.6% to 8.7%. Ever since the demand for real estate was very high and it has resulted in a very high demand for good quality power products. However, Martin Lewis (Pvt) Ltd has failed to reap the total benefit of the boom in the construction sector. For the last three years, Martin Lewis (Pvt) Ltd has failed to achieve its annual revenue growth targets and the total operational cost has increased rapidly. The second largest operational cost of the company is logistics cost. Further, the company has identified that the quality of service provided to customers has not improved with the increasing logistics cost. This Management Field Project is focused on identifying the causes for the rapidly increasing logistics cost of Martin Lewis (Pvt) Ltd. A detailed literature review has been carried out to understand the problems identified by root cause analysis, develop solutions and provide recommendations. It was revealed from the interviews conducted with sales and logistics teams that logistics team members lack the technical competencies which are required to perform their job role. Longer lead times, and not providing solutions to customer complaints have resulted in losing valuable customers. Incapable IT infrastructure and poor synergy levels among teams are some other identified issues. Considering all factors, the main project problem is analysed in four different key aspects: employee training & performance management, internal control & procedures, systems & technology and warehouse & inventory. The main project objective is reducing the rapidly increasing logistics cost of Martin Lewis (Pvt) Ltd. Recommending training programmes for improving intra-team communication and reducing demurrage cost by 10%, recommending a process for improving employee motivation and improve efficiency at work to gain saving of 10% from total demurrage cost and to recommend training programmes to up-skill employees and reduce errors in order booking and stock entry by 95% with immediate

effect are the objectives established under the project component 'employee training and performance management'. Lack of proper shipment consolidation, inefficiency, poor demand forecasting and lack of customer complaint management system was the root causes identified under the second factor 'internal control and procedures.' The four objectives established under the project component 'internal control and procedures' are recommending a shipment consolidation method to reduce freight cost by 5%, recommending a process for eliminating non-value-adding activities and reducing lead time by 40%, recommending a demand forecasting method to improve annual revenue by 1% and recommending a process for reducing demurrages by 10% and eliminate penalties charged by customers. Discrepancies in stocks and lack of a proper mechanism to dispose of stocks are root causes identified under warehouse & inventory. To recommend a structured approach for reducing inventory discrepancies percentage to 1.5%, to recommend a process for reducing the non-moving inventory by 50% and reduce warehouse costs by 5% are objectives under the component warehouse and inventory. The factor 'systems & technology' is not being discussed in this report. Solutions were developed to achieve the objectives of the project. Resources were allocated to implement the solutions based on relevancy. Due to the Covid-19 pandemic situation, the company cannot afford new recruitment. Hence, the project has proposed job enhancements for a few existing employees and utilising interns. The project costs were identified using the relevant standard costing techniques. Further, intangible and tangible benefits of the project were identified using the benefit-cost analysis to assess the feasibility of the project. Outputs and outcomes further analyse the impact of implementing the project within the organisation. The report further discusses the problems identified in Chapter 3 in relation to the solutions developed. Finally, the recommendations of the author are presented to maintain the process of optimising the logistics cost and providing a better quality of service to customers.

Reducing the Delays of the Trademark Registration Process at NIPO

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Executive Summary

For decades, the most widespread criticism about government institutions has been that they operate at a snail's pace. The National Intellectual Property Office (NIPO), Sri Lanka's sole organisation for IP protection, has received similar criticism for its sluggishness. Delays in processes and deliverables can be seen in the Trademark Registration Process (TRP), which has been stacked up for years for NIPO. Despite the fact that NIPO has undertaken numerous initiatives to mitigate the problem, the situation persists. The foundation and objectives of the project are broadly discussed in the project report, including the significance of the problem, project methodology, and project limits. Consistent with financial figures, trademark registration accounted for more than 54% of NIPO's total revenue. Every year, the Trademark Division gets about ten thousand applications. NIPO implemented a special project to clear the backlog in the trademark division, with a budget allocation of 100 million LKR in 2017. Another important fact about the significance is that Sri Lanka was ranked 99th globally in terms of the "Ease of Doing Business Index" by the World Bank Group in 2021, while the "Starting a business" rank is 85th. One more critical factor is the achievement of the United Nation's "Sustainable Development Goals Index," which is 87th among 165 countries. Reducing service delays will undoubtedly contribute to developing a robust government institution where citizens may receive prompt service. Organisational Analyses and Problem Identification has been described, including macro and micro-environment analyses such as SWOT and the PESTEEL. The reason for the problem is the Trademark Division's production lags, which are created by delays in the trademark registration procedure. At the NIPO, a delay is defined as unmet requests that are more than six months old. As a result, the KPI is designed to keep delays at 10% per year, which is now recorded at 60% per year on average. Despite the fact that NIPO has organised numerous efforts to minimise the backlog, the problem has persisted for many years. These projects are costly, and they aren't a decent way to clean up backlogs on a regular basis; thus, the backlogs should be discontinued. A Fishbone diagram was used to analyse the causes of the problem as a tool. The author will review the

conceptual model's literature to provide theoretical justification for the endeavour, which was identified during the root cause analysis. The impact of Process Changes, Documentation Management, Monitoring, and Control on registration delays was thoroughly explored. A study structure was built based on the chosen subject areas. Training Needs Analysis, Japanese 5S, Kaizen, Process Mapping, Work Breakdown Structures (WBS), Customer Feedback, and Digital Transformation are just a few of the strategies that have been used to develop solutions for the MFRP Project. The author also concentrated on developing solutions for each project component recognised. The primary goal of this initiative is to Reduce Trademark Registration Delays by 35 %, from the existing average of 60 % within 12 months of implementing the project. Thereby improving availability, retrievability, and dependability by up to 75%, allowing for quick report production and decision-making are the key expected improvements implementing the project. And also, the project aimed to raise the percentage of activities that are completed on time from 0% to 80%. And keep the "Maximum Days Delay" number under 200 days. Solutions were established to achieve the project's objectives, together with lengthy appendices. A resource allocation plan was also presented. Finally, cost estimation was calculated as 1,550,150.00 LKR to analyse the project's long-term viability while implementing project solutions. Then the report emphasised the monetary worth of the project's potential benefits in return for the implementation expenses. As a result, the Total Benefit of the project was calculated at 60,612,577.00 LKR, and the Cost-Benefit Ratio was 39.1. The outputs and outcomes were clearly explained with the reader's intention to understand what the author is trying to achieve via the implementation of this comprehensive project. Finally, the author has tied the literature discussed in the project component with the current problem and solution. The Recommendations focused on process optimisation, system automation, staff development, SOP development, and customer handling, all aimed at improving TRP service quality at NIPO. The solutions suggested were proposed to implement in six to twelve months. And NIPO expects to enhance TRP within 12 months after applying the recommended remedy.

Reducing the Repeat Complaints at Ideal - Bosch Diesel Service Center

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Executive Summary

Automobile industry be the most challenging industry due to technological advancement in the products. So, the aftersales service is become as one of the main aspects to attract and retain customers for the total automobile solution (Product sales, parts sales, service sales and repeating the product sales to customers). Customers are in the modern world also now make use to maintain their vehicles with superior condition with minimum breakdowns, improved service life, less maintenance cost, less lead time etc. Ideal Motors is a prominent automotive distributor in Sri Lanka, they are the sole distributor for the Mahindra vehicles in Sri Lanka. Over the past years they maintained better market share in terms of product sales. In 2019, Ideal Motors received the Bosch distributorship for the Sri Lankan operations from the Robert Bosch India. So, they started a service facility in Pachikawatte for the Diesel components repair and services. Panchikawatte is a high potential area for the Diesel Systems repair and services. Their Main competitor is DIMO, and they also possess the distributorship from Robert Bosch India. Both the companies have the similar background for their business operations. Because of the Ideal Motors brand prominence in the market, the business development was happened quickly. In the similar way some operational related negative element also increased. The Ideal Motors' management has observed the increase in repeat complaints at the Ideal Bosch Diesel Service, impacting the top line and bottom line of the financial statements. When the problem was benchmarked by the author, the significance of the problem was seen compared to DIMO operation. The issue was further analysed through the Cause-and-Effect diagram to study deeply about the causes and the effects for the increase in repeat complaints. There are three main components identified as the contributors for the increase in repeat complaints. Those are Process and Systems, Policies and People. Through the various techniques like root cause analysis, five why analysis, brainstorming, interviewing the staff etc… helped to simplify the main components. Comprehensive literature review has been done to find the relevancy of each component and the subcomponent. Journal articles, books, and websites were used to understand such similar scenarios relevant to the

three project components. Further, historical data analysis, brainstorming, interviewing the employees, SWOT analysis were done to understand the problem and the situation clearly. Each component was evaluated further to the current situation and to solution development. Policies component was studied thoroughly and proposes to introduce inventory management and purchasing management policy to build the supply chain to receive the genuine parts for the repairs and services. And incentive/ commission policy was proposed to build the rapport with the external parties. Process and Systems component was controlled through the suggested vehicle testing, trouble shooting and repeat complaints handling process and systems. People component was controlled through new KPI's for the employees, training, and development of the employees, implementing a customer satisfaction survey and learning culture. Then, benefit-cost analysis done relevant to operation with the proposed suggestions. And project outputs and outcomes were highlighted relevant to each project component. Suggested solutions have been designed to accomplish the project outcomes and outputs as expected. Monitoring system will be helpful to attain profit and profitability gains. Findings of the study were well connected to the literature review through the discussion. Implementation timelines relevant to each solution were discussed under recommendations. Duration for comprehensive implementation of the proposed solutions is six months end of second quarter of the financial year and results are expected during the same duration. In conclusion, implementation of the proposed solutions would result in reducing the repeat complaints and it will improve the service levels at the Ideal-Bosch Diesel Service Centre.

Reducing the Delays of the Laboratory Service at Bandaranaike Memorial Ayurveda Research Institute

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Executive Summary

Research laboratories in the indigenous sector has responsibilities to link the ancient therapeutic formulas to the modern world by proving the therapeutic efficacy by research. BMARI was the only institution for the researchers of indigenous sector in Sri Lanka. Therefore, BMARI has a greater responsibility for the maintaining of the efficiency of their laboratory services. Over the years it was noted that BMARI has number of unsolved issues in the laboratories, creating obvious delays in issuing reports. This Management Field Study is carried out to find the root causes for the delays and find out the solutions. Finding of the causes for the delays and identifying the solutions were the outcomes expected from this project. Human resource factors, process issues and the supply chain issues were selected to search for the root causes. Expected outcome of the project is to minimise the delays in the laboratories by increasing the filling of the cadre by about 30%, reduction of the cycle time of the supply chain by 40% and reduction of the breakdown time of the equipment by 50%. Overall objective is to minimise the ultimate laboratory delays from 30% to 10 %. Extensive literature survey was conducted based on the theoretical background of the delays. Study framework designed with 3 main components including human resource management, supply chain management and internal laboratory process. Manpower planning and job descriptions, flow chart, stock verification and equipment maintenance schedule were the selected techniques. Those techniques were described with introducing the relevant formats. Considering the Field Project Objectives and techniques solutions were proposed. Resource allocation and cost estimation done for the task and activities separately, considering the number of participants, supply of meals or stationaries and the cost of the venue. The proposed project will be expected to bring this institution to level of profit-making venture instead of the losses. Benefit Cost analysis clearly visualise the investment that BMARI could achieve. Project outcome is to improve the performance of the institution, increase employee retention and the customer

satisfaction. This institution needs continuous improvement in the selected three areas to reduce the delays in the Laboratory services. Key recommendations were the manpower planning, supply chain optimisation and maintenance of Equipment at the laboratories to achieve the objective of this study. It is expected to minimise the overall delay by 30% to 10% within one year. To achieve this ultimate goal, the institution has to increase the cadre filling by 20%, reduction of the cycle time of the supply chain by 40% and reduction of the breakdown time of the equipment by at least 50% during that period.

Reducing Early Contract Termination in Merex Investment Group LLC

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Executive Summary

The real estate sector in Dubai is one of the most important economic sectors in the country's growth. With a growth rate of 2.2%, Dubai's GDP reached Dh407 billion in 2019, up from Dh389 billion in 2018. In 2019, the real estate industry contributed 7.2% to Dubai's GDP, with an added value of more than Dh29.4 billion, up 3.3% from 2018. Despite of Covid19 had a global economic impact that included the real estate industry, digital transformation and technology advancement are helping to lessen the severity of the situation. When it comes to real estate, not only the Covid 19 impact, but there are some additional variables to consider, since some of the real estate companies are battling to survive in a competitive market in UAE. Merex Investments, on the other hand, is one of the most competitive real estate companies in Dubai. The primary objective of this management field research project is to identify the problem faced by Merex Investment, and company that continues to lose rental revenue due to early contract terminations. In this report, the author of the project provides solutions to the problem. Merex Investments LLC's strategy to minimise early contract termination by 6% and increases turnover by 3% while reducing legal cost and increases occupancy ratio was the basis for this field project report. Combination of internal and external issues leading the early contract termination which has become more common in recent years. New early terminations are predicted to increase by 10% in 2022, while management turnover is expected to decrease by 6%. The author emphasised the project's relevance as well as the anticipated advantages that might be obtained if it were implemented within the company. This was followed by a comprehensive review of the whole project, as well as the methodology and constraints that guided the project's success. This project has uncovered the factors that have contributed to Merex Investment LLC's high rate of early termination contracts throughout the years. The lack of tenant relations services, sales and marketing operations, and training and development contributed to the situation. in addition to do organisational analysis, the author has outlined the organisational background. Organisational analysis was conducted using a variety of analytical techniques, including SWOT analysis

and cause and effect analysis. Merex Investment LLC's early contract terminations were encouraged by a SWOT analysis that evaluated at internal and external factors that contributed to the company's significant influence. The primary problems were thoroughly explored and supplemented by a problem description. The literature review has addressed the theoretical background of the key problem and important drivers. The author utilised a variety of journal articles, textbooks, and other sources to support the literature review. The author has identified three key factors, all of which are linked with the core problem. The research framework mentions tenant Management, sales and marketing operations, and training and development as key project components. Solutions for each project component were developed in order to address the primary problem in the report. By the first quarter of 2022, prepare strategic sales and marketing activities and approaches, as well as new tenant service and management activities and a new training and development programme. Three project components that are aligned with the project objectives have been discovered to improve project objectives: current situation analysis and cause and effect analysis. In order to accomplish the aforementioned aims, Merex Investment will have to contribute an additional AED 960,000 to the existing budget. The project concluded with short term recommendations such as Improve tenant relationships and tenant management activities by offering excellent service, resolving tenant's issue respectfully, reduce complains and carried out market research and In-dept analyse to see what rivals are offered and provide competitive offerings to the target customers. Adaptation of digital transformation also encouraged use of more cutting-edge technologies to reach and attract target customers. Provide mandatory training to the employees in accordance with the job description are recommended since well-trained strong team will bring company to the next level. In addition to the short-term recommendation, the author has given some long-term recommendations for the company's success. Forming and retaining highly skilled employees who can contribute to many aspects of the business, delivering excellent customer service to the tenant and sustain them more than five years for consistence income, improving the service quality, values, band promises, and move the bands to the next level and broaden the service offering. It is also recommended that work continuously to reduce revenue loss and take the appropriate steps to reduce legal case and legal costs. Marketing through new channels, migrate to new technology platform and keep up to date are recommended for company long run. Merex management will be able to fulfil the recommended strategies, early contract termination decreases by 6% while revenues increasing by 3% if this management field research project plan is executed successfully.

Reduction of Service Delivery Delay of Fiber Product at Sri Lanka Telecom PLC

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Executive Summary

Sri Lanka Telecom PLC is the pioneer telecommunication service provider in the country which provides world class information and communication services to customers. Even though it can provide services through latest technologies in the world, it is under performing in the service operation sector due to inefficient service delivery process. In the context of fierce competition in the market, it compels to revise the service delivery processes of key products as competitors are gaining advantages in the market. The fiber service which has introduced recently to the customers, is playing vital role in this context. Current pandemic situation in the world has created an exponential demand for internet application where SLT can obtain vast opportunity in the market to gain unpredicted revenue from fiber service. It is unfortunate to mention that SLT is losing valuable business opportunities due to inefficient service delivery process in fiber product. The quantitative and qualitative analysis revealed the root causes of fiber service delivery delay in SLT. It is important to mention that SLT couldn't achieve fiber SFI targets since its introduction to the market. It has reached 74% as the highest achievement in 2019 even though the set target was 90%. Supply chain management issues, improper communication between sales and operation teams, insufficient focus on KPI achievement, poor training and development, project management issues, IT system integration issues and poor synchronisation between target setting and delivering sales leads can be identified as main causes for this service delivery delay. Those findings in the problem analysis process have categorised in to four distinctive areas as supply chain management, demand signalling management, service quality management and project management for further proceedings to give recommendations to solve the problem. The literature has significantly discussed on issues pertaining with service deliveries in service organisation. It is vital to understand the best practices and solutions given for such issues before applying in practical scenarios. In the context of supply chain inventory management, ABC classification was significant in literature findings which enable to prioritise the material base on inventory cost and highest usage. Employee motivation through incentive schemes and employee knowledge

improvement through training courses were some of other findings. Service delivery quality management is another key area that need to be concerned where author found that data accuracy issues in IT system have significant impact on literature findings as well. It suggested to arrange data cleansing programmes and necessary system changes to improve the accuracy. Employee competency improvement is significantly important in this regard. Inter team collaboration and synchronisation is essential to avoid bullwhip effect in the supply chain to maintain accurate demand signalling between teams. These literature findings led to develop conceptual framework of the project. Project objectives and components were identified and formulated where main objective is to reduce service delivery delay of fibre product and other components were extracted from conceptual framework. Project techniques are finalised with the reference of literature. Current situation and proposed solutions of each project components were listed thereafter. Resource allocation was done for each project component and each project component is structured into a cost model and presented accordingly. Cost of implanting new incentive schemes, conducting training programmes and introducing new features to the OSS were considered on this regard. Furthermore, intangible cost components were also listed under the cost estimation to find the total cost of the project. Benefit of the project is calculated against each project solution and component. Revenue saving due to improving service delivery, reducing OSS returns, reducing service order rejections and improved service delivery were calculated under this discussion. In a summary, total project cost was 7M whereas benefit of the project was 82M. Hence benefit cost ratio was 11.95. Then project outputs and outcomes were presented against each project component. The findings of the project were interconnected with literature review and discussed against each project component. Thereafter, recommendations were made for the consideration of senior management of SLT. Managing industry disputes, improving customer data accuracy, arranging proper marketing calendar, effective negotiation with suppliers and talent development across the organisation are key highlights of the same. The conclusions of the project can be made in association with this concept. Improvement of fiber service delivery can uplift the internet penetration of the country with better customer satisfaction. It is promoting the entrepreneurship and small business sector of the country. On the other hand, it ensures a quality education for the learning community. Furthermore, community standards may enhance. The project further highlighted the effective usage of resources. In conclusion, the project addressed 4 sustainable development goals namely, industry innovation and infrastructure, quality education, responsible consumption and production and sustainable cities and communities.

Reducing Time Overrun of Field Jobs at Service Department of Construction and Mining Machinery Cluster of Dimo

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Executive Summary

DIMO is one of the leading conglomerates in Sri Lanka. Since 1939, DIMO has diversified into many business areas while keeping the automotive field as the core business area. The project study was based on the construction and mining machinery service department of DIMO. The service department was not performed well due to various reasons in the past few years. One of the major issues related to the financial loss of the service department is the time overrun of the field service jobs, which is a less focused area in this business. Time overrun of the field service jobs always disturbs the regular business operation. The main reasons for the time overrun was identified as the prolonged business process, unavailability of spare parts, and lack of training. The current business is centralised and operated from the Colombo workshop of DIMO. Therefore, after the customer's approval, the job initiation time is considerably high in this process. Unavailability of spare parts can be identified as a critical factor for the time overrun. Human skills and attitude development are also essential to getting the proper outcome. Literature related to the above problem area explained that the time overrun was a common problem in many of the projects. This was not an independent factor. Due to time overrun the cost overrun, customer dissatisfaction and quality issues were in the projects. The importance of business process development and implementation of branches were described by the scholars. The importance of spare parts availability and human skills development as a solution to the problem were also explained by the many of scholars in their researches. The proposed solution to reduce time overrun could be identified as the implementation of a new customer touch point in Anuradhapura. Then the current centralised service department will be decentralised. The proper inventory management will directly affect to reduce time overrun after reducing repeat jobs of the department. The human skills development project component is suggested to improve the technical skills and soft skills of the staff. The cost incurred for the proposed solutions were critical in this study. The cost

breakdown and the forecasted benefit were discussed in this report. The practicality of the implementation of any project depends on the cost factors. Therefore, maximum utilisation of available resources was the main focus in this project. The financial benefits of the field project were discussed with details. The findings and the solution development linkage with literature were discussed in the final chapter. The recommendations were given to further development of the service department of DIMO. Finally, overall project conclusion was briefly described.

User Retention of Health and Wellness Mobile Applications Powerd by Digital Healthcare Solutions (Pvt) Ltd

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Executive Summary

With the mission of "healthier nation" Digital healthcare Solutions private limited (DHS) has introduced health and wellness mobile applications to Sri Lankan and Bangladesh smartphome users bringing health and wellness to the fingertip of its users creating a holistic ecosystem with the help of its partner network. DHS is leading the operate wellness space as ayubo. Life being the number one digital wellness solutions provider with its innovative corporate proposition with numerous team-based wellness challenges. Since providing corporate digital wellness solutions is a core competence of ayubo.life, user acquisition has become fairly easy and DHS has the advantage of acquiring the exact target segment of users. User retention is far more important for the DHS to get the competitive advantages, higher turnover, growth in bottom-line and increase in brand value. It has been observed that higher churn rates than the industry norms and resulting poor user retention especially in the lifeplus app which is offered to the Bangladesh market. This situation has unfavourably affected the company in terms of financial and non-financial losses. In addition, the customer dissatisfaction has caused cancellation of contracts and lose of repetitive business as a significant problem. The main reasons for poor user retention were categorised in terms of app quality management, absence of quality criteria, poor use of available tools, inadequate testing, lack of handover processes and not adhering to processes were identified as key causes affecting the quality. In terms of internal processes, high churn rates occurred due to lack of processes, poor planning, gaps in internal communications. Another set of causes of poor user retention, related to customer relationship management were, limited operations of user support, lack of service level agreements and lack of processes. Lack of processes, internal communication gaps, poor use of tools and not adhering to processes were common in few categories. Literature pertaining to above study area revealed that delay in complaint handling, poor user interface and user experience (UI/UX), frequent bugs and app crashes, poor processes, not obtaining customer feedback

and inadequate testing as root causes for the poor user retention of health and wellness apps. Many scholars have emphasised that delays in project delivery led to customer dissatisfaction and disputes, hence project success is not achieved even if time targets were compromised. App quality management is considered as a key aspect in literature and absence quality control process termed to be one of the key reasons for poor user retention in health and wellness apps powered by DHS. The importance of managing internal processes has been given in literature with proposed frameworks for effective monitoring. In addition, the significance of standard operational processes (SOP) in streamlining operational processes has been highlighted in research especially in corporate propositions executions and new product developments. Apart from that, theoretical studies have proven that customer feedback and regular app testing play important roles in managing app quality and ensuring customer satisfaction. It has been illustrated in literature that use of systems has a positive impact on effective management of processes and customer relationship. The solutions proposed in the report under the first project component included developing a quality management process including development of quality criteria, alpha and beta testing model customer feedback survey tool under quality management. Second project component of internal process management was focused on developing of SOP's, reinforcing the process to optimum utilisation of project management software, and empowering the team with knowledge, skills and proper communication. The project management software can help to establish a structured planning process with minimal manual interventions; thus, the project delays are reduced while supporting project monitoring. The third project component, customer relationship management was focused on expansion of customer support helpline, optimal utilisation of customer relationship management software and developing rosters for user support and tech representatives were proposed under customer relationship management. Finally, the report discussed how the solutions were developed using the knowledge gathered from literature review by linking solution development with literature. In addition, the recommendations were made to continue solutions in the long run and maximise the benefits without limiting the period defined for the project execution. Therefore, DHS can improve user retention rates through application of proposed solution.

Reducing Inventory Holding Period at Mclarens Lubricants 3M Operation Commercial Solutions Division

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Executive Summary

The main objective of this project is to reduce the inventory holding period at 3M by 10% from 194 to 174 days by the year-end of 31st December 2022. 3M is a globally reputed brand that is also a Fortune 500 company and it's a company that has diversified its innovation and research capabilities among various industries. McLarens Lubricants, as the master distributor for 3M in Sri Lanka adopts 3M's international practices by distributing 3M products across 10 divisions in the company. With a large number of product categories and the Stock Keeping Units (SKU) varying in colour, size, etc.., inventory management is key for business performance. The intended profits to the company will be brought in by the smooth movement of stocks and this will ensure a healthy working capital flow for the company as well as a strong long-term financial position. However, during the annual KPI verifications of 2021, it was observed that the inventory holding period was high in the overall company and particularly in the Commercial Solutions Divisions and was continuing to grow beyond the internal target. This has also resulted in various financial and non-financial impacts on the overall company. With the aid of a Cause-and-Effect analysis, the main root causes for the above problem of high inventory holding were identified under the components of Competency Management, Demand Planning, and Warehouse Management. Under competency management, the main cause for the low individual sales values was recognised as the inadequacy of training and development effort for the sale staff in the CSD. The absence of a process to monitor and control the variation on the forecasted vs actual demand was identified as the reason for the high forecasted vs actual demand variance under the demand planning component. Representing the warehouse management component, the absence of a Standard Operating Procedure (SOP) for stock issues was revealed as the reason for the high percentage of expired stocks in the existing inventory. All these root causes have contributed to the increased inventory holding period at the CSD of 3M. With reference to the literature review

conducted using scholarly articles, it was revealed that having sales targets in place is an effective methodology to push the performance of sales staff. If there are skill gap in these employees, relevant training and development practices must be adopted to close this gap. In another scholarly article, the importance of demand planning as a sub-process of the overall supply chain management process was discussed. The methods of demand forecasting, having processes in place to monitor and control a manual demand planning environment were discussed. Further, it was noted that stocks issues are a main component in the inventory management process for a company where the core competency of the business is inventory management. For the processes in warehouse to be effective in terms of inventory management, properly documented guidelines must be in place to ensure efficiencies as per scholars. With the aid of the literature discussed, solutions too have been come up with for the sub problems. For the contributing factor under competency management, the formulation of a competency matrix for the sale staff, preparation of training and development plan and a post training evaluation from has been suggested with the aim that trained staff and post training evaluation from has been suggested with the aim that trained staff would yield higher sales. To reduce the variation between the forecasted and the actual demand, a KPI implementation process cascading down to employee rewards has been put down as a monitoring mechanism to control the variance. For the warehouse management component, to reduce the percentage of expired stocks, an SOP has been recommended for stock issues whereas the project will focus on the SOP development plan in the year 2022 as the initial phase with specific timelines and resource allocations. Moreover, the costs and the benefits of the project have been calculated with regard to each project component and in relation to the solutions that have been proposed. For the ease of management to evaluate on the feasibility of the project, the cost to benefit ratio has been calculated and a favourable ratio was revealed. Further, the outputs and the outcomes of the project have been discussed in detail so that the final results of the project can be known and assessed beforehand to decide on the implementation status of these activities. In the final chapter of the report, the author has presented the proposed solutions by linking them to the theoretical findings in the literature review. Furthermore, detailed recommendations have been provided linked with each project component and these will be of help in the successful execution of the project according to the given timelines. With the successful implementation of the proposed solutions, the Commercial Solutions Division of 3M could reduce the inventory holding period to the expected level and achieve the relevant financial and non-financial benefits while adopting the same practices to other divisions to attain overall organisational performance as the 3M Master Distributor in Sri Lanka.

Increase Debt Collection in AFL Division of SGS Lanka (Pvt) Ltd

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Executive Summary

Being a part of a multi-national, the expectations are high in terms of operational management as well as other functional areas. Working capital management has always been a problematic area for SGS Lanka (Pvt) Ltd from the past. However, on the other hand, if managed properly, this can even become a competitive advantage for the company in a highly competitive market. While there are many areas to look at for improving working capital, the most important and significant area is the trade receivables. This project mainly aims on an important performance gap the SGS is experiencing in connection to the poor debt collection in the main division of the company which has led the company not being able to achieve its Net Working Capital (NWC) KPI for several consecutive years. Therefore, solving of this issue of debt collection has become extremely important for the company in order to achieve one of its main KPIs. The collection target for AFL division is 45% and average monthly collection of AFL is 36% of its total outstanding. This has led the AFL division not meeting the collection target and ultimately this will contribute to company not meeting its NWC target. The main reasons were identified under three main categories namely, Weak Debtor Collection Process, Poor Sales Management Practices and Unavailability of Proper Procedures and Policies. Under each category, few main root causes have been identified. Lack of proper negotiation is one issue in collection process itself. The company do not have a collection lead to provide a proper guidance and leadership to the collection team. Document retrieval delay is another root cause in the collection process itself. Under poor sales management practices, the sales team do not enter into proper sales agreements with all relevant terms and conditions with customers which result in collection team facing bad repercussions when resolving the disputes related to sales. Another weakness in this sales management process is the invoicing process. There have been lot of invoicing issues which ultimately cause the collection delays. Under policies and procedures, the author identified the unavailability of credit policy and time-consuming credit note approval system as the main root causes that contribute to collection delays. Review of the literature also proves how costly these

collection problems can be for a company. It recognises the necessity of offering trade credit in order to achieve business xiv growth while managing the credit to achieve working capital stability of the company. It also recognises that organising a good collection process within the organisation is crucial for the effective and efficient collection function in any organisation. In that context, business process improvement has become essential for overcoming current complex challenges and difficulties and achieving and maintaining competitive advantage. Unmanaged business processes result in lost time, a lack of data, increased blame, disenchanted staff, increased mistakes, and even investor withdrawal. The impact of these credit sales management strategies is determined by the firms' expertise and prowess in managing their credit sales procedures. The researches have demonstrated that effectively managed credit sales improve a firm's profitability and liquidity situation. In this context, credit policy is a crucial tool to manage the company's trade receivables. The objectives include nominate an officer from AFL division to lead the whole collection process by Dec 2021, build a team of 4 collectors for AFL division who are reporting to the collection lead by Dec 2021, reduce document retrieval turnaround time down to 4 days, Reduce invoicing errors in AFL division below 10 per month within 6 months, reduce improper sales contracts to nil within 3 months, develop a credit policy and implement within 6 months, reduce credit note approval turnaround time to 2 days. The solutions include, recruitment and Selection, job designing to create a new role as collection lead, leadership training for the new collection lead, link the remuneration of collection staff with the collection performance. Training for collection staff for document archiving through Knowledge Sharing with SGS India. Job designing to re-arrange the workload of invoicing staff, training the invoicing staff and sales staff – Knowledge Sharing with SGS India. Training the finance staff on credit policy development - Knowledge Sharing with SGS India, document archiving and retrieval process to be redesigned, implement partial automation for credit note approval, develop a delegation of authority system for credit note approval. The benefit cost analysis for the project gives a ratio of 26 times which is a highly positive indicator that encourage the implementation. Also, the main outputs and outcomes such as enhance overall liquidity position of the company, High employee motivation, high investor satisfaction, smooth business processes and high customer satisfaction can be identified as highly motivating factors that encourage the implementation of the project. Finally, the findings have been discussed in relation to the literature and set of recommendations have been provided. Gaining the top management support, proper resource allocation for the implementation, maintain proper communication, linking the implementation to the employee goals and KPIs, and regular monitoring and taking corrective actions can be identified as very important.

Life Products Entrepreneurship Skills Research Project Report

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Executive Summary

By considering about the Sri Lankan current status of the health issues, there is a huge growth of the Non-Communicable Diseases. Apart from that many young people in Sri Lanka are suffering from Non-Communicable Diseases. Due to modern lifestyle addiction to eat fast foods and food flavouring chemicals thrive these issues. However, many people don't bother about that condition of Sri Lanka. Considering about this situation author want to give natural solution for these issues. Therefore, by using cinnamon and other spices author try to mitigate these health problems. Considering about the cinnamon sector in Sri Lanka it will provide huge export value to this country because Ceylon cinnamon is world famous ingredient. Therefore, there are already suppliers and vendors occupied this market. However, these market giants mainly do the raw material business. Therefore, value adding cinnamon products are pretty much rear in this market. Therefore, author decided to create value added cinnamon products to the local and international customers to fill that market gap. By doing market survey author identified what items that customers willing to purchase and it open many doors to the author to create products and the market the products. By using market survey author identified the customer segment and it helps to build the pricing strategy of the company. By considering about the marketing strategy direct marketing, social media marketing and B2B marketing is using by the Life Products to reach to the customers. Based on the literature author identified about how sustainability embedded to the business model and the strategy. Therefore, by using lean startup model author modelled the Life Products business model and it help to recognise the customer value. Identifying the customer value is not easy task, however by using value analysis author illustrated the Life Products customer value by using value network. Thereafter author conducted the feasibility analysis by including technical, production, economic, financial and economical. The result of the feasibility provides positive result for the Life Products. Considering about the project management it helped to the author to plan and control the business by using Work Breakdown Structure author scale up all activities and use time plan to monitor the activities fulfilment. Thereafter by dividing project

into for sectors such as preliminary, planning, execution and follow-up author monitor each activity variance and make immediate reactions to variance for saving the cost. By consider about the business project implementation, author started the business activities when the business was registered. As author mention earlier this business always consider about the sustainability aspects. Due to that reason procurement to order delivery to customer the sustainability is cope with-it. For the marketing aspects author develop the website and social media pages to reach to individual customers and by using B2B marketing author reach to the corporate customers. By using MOUs and agreements author mitigate the financial risk. Monitoring will provide opportunity to understand the current passion of the business therefore, by monitoring inventory, financials makes business more efficient in goal achievement. Thereafter consider about the literature with the business model and verify each activity with the literature findings Under risk management author identified some external risk factors that effect to the project and author recommend the mitigation actives to prevent those risks. Thereafter business continuity was discussed and operational activities time illustrated in the Gantt chart.

Improving Export Volume Movement of Cosco Shipping Lines Lanka (Pvt) Ltd

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Executive Summary

The Management Field Research Project is focused upon the increasing the export volume movement handled by Cosco Shipping Lines Lanka. since the company is faced a setback when compared to the targets or budgets set in the previous year while other competitors are having a upper hand in moving export volume than Cosco that has effected the market share of the company as well. The project will focus upon the reasons for the loss in volumes and to identify the root causes to the problem that the organisation is facing in the current situation. And with the main causes identified it the main objective by solution to increase the loading export volume of the organisation by 15% per month if the volume is converted in TEU it will approximately around 200 TEU per month and achieve the desirable profits as well the market share in the market and be competitive with other shipping giants in the market. As Export are one of the main revenues generates in the company and the highest percentage of the revenue is generated through commission of export handlings. And the importance of export is highly important for the company's bottom line. It was identified that main reasons for the dip in export volumes are due to Lack of Customer service excellence, the failed marketing approaches and finally the principal-Agent coordination and communication breakdowns within the organisation. After unedifying the three issues the theoretical background is based on these issues identified. Which are Customer service excellence, marketing approaches and Principal-Agent coordination and supported and justified each cause by relevant literature by prier journal articles and books form renowned authors around the world. and the solution from the problems to overcome the issues are also identified in the study from the authors knowledge and experience from the MBA and further the advice solution is also backed up by the relevant literature and case studied in other organisation and competitors which are published across the world. each solution is aligned to different project component and related to the current operation scenario to improve and achieve the objective which is to increase the export volumes handled of the organisation. The outcome and output of the project is also highlighted if and when the solution that are suggested are implemented

and the obstacles as well as the sub objectives are determined which based on the SMART framework. And the estimated cost and the resources required for the project is discussed thoroughly to finally determine the relevant cost and the cost -benefit analysis. Finally, the findings are discussed of the project and the recommendation how to finally improve the project and achieve the potential of the organisation is elaborated in detail.

Improving Coconut Milk Yield at RMP Coconut Products (Pvt) Ltd

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Executive Summary

This project focus to increase the yield of the coconut milk extraction process at RMP Coconut Products (Pvt) Limited from 12.01% to 13% by the end of December 31st, 2022. RMP Coconut Products (Pvt) Limited is one of the largest coconut product manufacturers in Sri Lanka. RMP produce pasteurised coconut milk as their major product and apart from that they produce coconut oil, desiccated coconut, low fat desiccated coconut and coconut chips. The milk extraction yield is one of the most significant factors to be profitable and to get the competitive advantage over the competitors in the market. Since the coconut milk is the major product produced by RMP, extraction of higher yield is key for them to increase the process efficiency as well as profitability. However, since the beginning of 2021, it was observed that the yield of coconut milk extraction is getting lower than the standard value. This issue has caused severe financial and non-financial losses for the organisation. The main reasons behind the lower yield were identified and categorised in terms of machine maintenance, internal manufacturing processes and employee training. Under the component machine maintenance, the absence of preventive maintenance system, absence of spare parts inventory management system was identified as the key root causes for higher unplanned stops and poor performance of the machines which caused lower yield extraction. For the component of internal manufacturing processes, the absence of SOP for milk extraction process and poor storage capacities of the wet section were identified as the key root causes. Under the component employee training, absence of proper training and development plan was identified as the key root cause. Due to the lower skills of the employees, there were many wastages in the primary processing section which led to lower yield of milk extraction. When pertaining to the literature under the above study areas it was revealed that lower yield in any extraction processes could cause severe financial losses and inefficiencies specially in manufacturing organisations. Many scholars have emphasised that the overall productivity of organisation gets reduced when there is lower yield. The literature further has revealed that poor machine performance and unplanned breakdowns could lead to reduce the efficiencies of the extraction processes

thus, reducing the yield. In addition, many scholars have found that standardisation of internal manufacturing processes could ensure smooth flow of operations and prevent any process deviations hence, the efficiency of extraction processes could be increased. Further, many scholars have revealed that poor skills of employees could lead to cause heavy wastages and reduce the productivity of any manufacturing process. They also have revealed that through proper employee training these inefficiencies can be eliminated and this could lead to have enhanced yield in extraction process. As the solutions for the identified root causes under machine maintenance, implementation of a preventive maintenance plan, spare parts inventory management system, a job card system was proposed. These solutions will enhance the effectiveness of maintenance activities, thus improving the machine efficiency leading to higher milk extraction. Under the internal manufacturing processes, it was proposed to introduce an SOP for the milk extraction process with a post check list and to expand the kernel storage capacity in wet section. This will ensure the smooth flow of operation eliminating any process deviations. This optimal condition of the process will lead to increased milk extraction leading to increased yield. The proposed solutions for employee training were the conducting a competency mapping and introducing a proper training plan for the employees in primary processing section. This could eliminate the wastages in the process and increase the yield of extraction process. At the latter part of the report the author has discussed how the proposed solutions linked with the literature findings. In addition, comprehensive recommendations were given under each project component which will be critical in successful implementation of the proposed solutions within the given time frame. With the proper implementation of the proposed solutions RMP can increase their yield and enhance their profitability. This will ultimately lead them to gain competitive advantage over their competitors.

Improving Debtor's Collection Period at Aitken Spence Shipping Ltd

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Executive Summary

The high debtors' collection period is one of the major issues that most companies are currently facing. The debtors' collection period is one key component in the CCC of a company which measures the working capital, and it directly affects the profitability of the company as well. Aitken Spence Shipping Ltd is also experiencing this issue by having 84 days of debtor's collection period which is comparatively high with the industry norm of 60 days. When analysing the figures for the past 5 years the collection period has increased from 39 days to 84 days. In addition to the collection period, the GP margin has also come down to 14% from 24% over the past five years which will badly affect the sustainability of the company. Even Aitken Spence Shipping Limited is established in 2008, Aitken Spence group has a golden history of 152 years, and the company is into different industries such as tourism, manufacturing, plantation, strategic investments, maritime and logistics. Aitken Spence Shipping Ltd is under the Maritime and logistics sector and the company is into freight forwarding as the main business activity. While having a backup of a stable organisation, the company's performance is drastically coming down as a result of the high debtor's collection period. After carrying out a deep analysis, it was observed that out of the debtors as of 31st March 2020 24% comprise of debtors over 90 days which is a significant amount when considering the total debtors. The NP margin of the organisation has also decreased as a result of the provision for doubtful debtors over 90 days. The legal cost related to collection issues has increased up to Rs.0.7Mn from zero cost over the past 5 years. These legal cases are mainly from over 360 days debtors which are 12% of the total debtors as of 31st March 2020. Apart from all this, there will be an indirect effect on interest income on short-term investments as far as the collection delays are concerned. When analysing interest income of the past five years it was observed that interest income has come down drastically from Rs.4Mn to 1Mn which negatively impacted the NP margin of the company. Author has carried out detailed analysis to find out the main root causes for this problem by gathering data through interviewing key personnel of the company. In addition, the author has analysed the data gathered through the company's past records

and systems data as well. Author has identified three main root causes by analysing the data gathered through various sources. The identified root causes are issues related to the sales and collection process, issues related to the credit control process and employee-related issues. The study framework of this project has been developed based on the literature review and the framework is the foundation to develop project components and the solutions identified throughout the analysis. As per the literature high debtor's collection period will negatively affect to the profitability and working capital management of the organisation. Invoicing delay is also one of the key issues for a high debtor's collection period. The literature emphasises that evaluating customers will increase the performance of the company. This helps to identify the good paymasters within the customer portfolio and will decrease the over 90 days debtors and will not arise legal cases on defaulting payments. Lack of training for salespersons on customer service and customer relationship management will negatively affect the performance of the company and employees are demotivated due to the existing incentive scheme of the company. Solutions were proposed by the author for the identified project components. Author proposed to develop a SOP to evaluate customers and to have a smooth invoicing process without delays. Recruiting credit controller is also one of the solutions proposed by the author. With regard to following up on issues of employees, the author has suggested introducing a realistic incentive scheme, conducting training on customer service and customer relationship management and sending automatic emails to customers by reminding the due amounts. When it comes to credit control the author has proposed a SOP for establishing credit limits and author suggested to implement a system mechanism to capture the original transaction date in the invoice in order to avoid giving more credits to the customers. By implementing this project ASSL will be able to gain an incremental benefit of Rs. 14,368,759.67 while having a benefit-cost ratio of 0.081. Author has given the recommendation in Chapter 5 to implement the solutions proposed in Chapter 4 based on the literature in Chapter 3. External factors may affect the implementation of the project and therefore a scenario analysis should be carried out before implementing the project. The provided recommendations by the author will help ASSL to have a successful implementation of the project.

Reducing Solid Tyre Rejects in Trelleborg Wheel Systems Lanka (Pvt) Ltd

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Executive Summary

The main objective of the management field project is to reduce the tyre rejects at Trelleborg Wheels Systems Lanka. Trelleborg Wheels Systems Lanka is an industrial tyre manufacturing facility located in Biyagama Export Processing Zone under the Swedish multinational corporation Trelleborg AB. Trelleborg AB consists of five business units which are into providing industrial solutions, sealing solutions, coating systems, offshore & construction and wheels systems solutions. The company recently introduced a new product with superior features namely XP 800 tyres where the product design, material handling, durability and usage levels are improved compared to the existing product range. The demand for the product has increased ever since its release to the market and with the volume increase the number of rejected tyres increased up to 10.52 per cent of the monthly average whereas the acceptable level of rejects is at 6.0 per cent. The author analysed the cause drivers leading to the increase of tyre rejects by gathering data through conducting brainstorming sessions and interviews with the production engineer and engineering specialist at the plant. The major three cause drivers identified namely the manufacturing process, machinery management and skills and competency management of employees. Further detailed analysis demonstrated the root causes for the increase which are leading to the production of tyre rejects. The outdated SOP, high flow marks of the tyres, repetitive machine breakdowns, high unplanned downtime, human errors and rejects due to employee fatigue are among the identified root causes of this project. Further, the author has explored past literature provided by scholars related to tyre rejects and related to manufacturing industries in assessing the solutions provided to overcome such issues and to develop the theoretical background. The main objective to develop the theoretical background was to assess the cause drivers related to the identified key problem of the study. The study framework was developed by considering the main cause drivers identified through the theoretical background which are manufacturing process, machinery maintenance and skills and competency management. The explored literature was helpful in providing solutions to the identified problems and

the study framework areas have been considered as field research project components. The primary objective of the project is to reduce the tyre rejects at Trelleborg Wheel Systems Lanka Pvt ltd. The average reject rate of 10.52 per cent needs to be reduced to 6.0 per cent and the proposed action plan is provided for attaining the identified targets and solutions for the performance gaps have been mentioned accordingly. Revising the current SOP, Introducing PM approach to machinery management and developing a comprehensive training plan are suggested solutions in overcoming the key problem. The estimated cost of implementing the proposed solutions is assorted in the study and the resource allocation in attaining the proposed objectives is also demonstrated in the study. The assessment of the project benefits in the form of tangible and non-tangible has been identified and the benefit–cost analysis has been shown in assessing the project feasibility in solving the identified key problem. In addition, the overall project outputs and outcomes are assessed by achieving the identified project objectives and are discussed in detail. Finally, the author's suggested solutions are discussed and justified with the support of literature in overcoming this problem. Further, the recommendations are provided in implementing the project's proposed solutions successfully emphasising the help of top management and the employees in embracing changes initiated in implementing the proposed solutions with the aim of reducing tyre rejects at Trelleborg Wheels Systems Lanka. The recommendations will ensure that the proposed suggestions are implemented successfully establishing a positive overall impact accordingly. The project concludes by providing long-term as well as short-term actions that need to be implemented in reducing the tyre rejects at Trelleborg Wheel Systems Lanka (Pvt) Ltd.

Optimising the Production Capacity Utilisation at Grip Delmege (Pvt) Ltd

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Executive Summary

This management field research project focuses on the capacity optimisation of Grip Delmege (Pvt) Ltd Magickwood furniture manufacturing process. Grip Delmege (Pvt) Ltd is a subsidiary of Delmege Limited which is parenting to Vallibel One PLC. The company is providing interior designing solutions to corporate clients while performing furniture manufacturing as well as interior construction projects with 2020/21 Financial year revenue of more than LKR 352Mn. The company has recently engaged with the export-oriented standard furniture manufacturing called Magickwood Furniture. The main input of the process of manufacturing is wooden panel boards and the operation is more machine intensive, and the capacity of the factory also depends on the machine capacity. The products and the services of the company are more linked to the finishing stage of the projects and hence, the timely completion of the projects is of utmost importance in customer satisfaction, project profitability and business continuity in the long run. But, in the existing operation meeting customer delivery schedule and deadline is utmost difficult. Hence, the factory resources are not optimally utilised, in other words, the factory capacity is underutilised. Thus, this project focuses on the capacity optimisation of the Magickwood furniture manufacturing at Grip Delmege (Pvt) Ltd. The magick wood production operates based on a WorkCentre-based model in which the output of each process feeds the inputs of the next process. The author has recognised that the production process and other few supporting areas resulted in the underutilisation of factory capacity with the collaborative effort of the staff of the production department, industrial engineering department, human resources department, procurement department and finance department. Further analysis of the problem revealed that the Grip Delmege factory capacity utilisation level is lower than the acceptable level, resulting in an annual loss of contribution of over LKR 28Mn. Hence, enhancing the capacity utilisation of the factory would undoubtedly lead to strengthening the bottom line of the company. The study revealed that the inefficiencies relating to the production process and the issues pertaining to the material management and existing workforce-related problems contributed to the main problem. Finally, the

lack of proper machine maintenance also contributes to the main problem. Factors out of the scope of the project, particularly those involving strategic decision-making, were omitted from the study. The author then has been conducted a literature review to ascertain the theoretical underpinnings for the identified subproblems. The literature was also combed through to ascertain the solutions that are proposed by scholars to similar kinds of issues as in the Grip Delmege and other manufacturing industries. Three drivers were identified that contribute to Grip Delmege's low-capacity utilisation namely machine management, production processes, material management and workforce management. A study framework has been developed based on the key drivers that are identified during the problem analysis stage, and the insights gleaned from the literature review had used to develop solutions for the identified root causes. The primary objective of the project is to factory capacity utilisation from 46 per cent to 70 per cent of total output capacity. To accomplish the set target value, four project components have been identified, and solutions with associated action plans have been developed for three of these project components. The solutions to the three components are primarily to introduce an efficient and new production layout, a new SOP for production planning and loading of the production line, efficient cutting planning and best pooling of designs, and for material requirement planning, introducing training and development and automated leave planning system. The project costs have been estimated in relation to the project components, and resource allocation is determined with the company's resources available that can facilitate the implementation of the project. The author carried out a benefit-cost analysis of the project to establish its viability. The project's outputs and outcomes are discussed, with the aim of enhancing the production capacity utilisation of the company. The justification for the project was provided through the benefit-cost analysis and output and outcome analysis. Then, the author's recommendations as solutions to the project are justified through literature. The recommended solutions that have been tested and tried would be capable enough of addressing both the primary and secondary problems. Further, the author has made his recommendations regarding areas to be considered when solutions are being implemented while ensuring their smooth and effective implementation. It is ensured that the resources necessary to implement the proposed solutions are used efficiently through the given recommendation. The project has been concluded with a set of long-term and short-term recommendations for enhancing the capacity utilisation of Grip Delmege (Pvt) Ltd Magickwood furniture manufacturing.

Reducing NPA Ratio Seylan Bank PLC's Leasing Portfolio

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Executive Summary

The leasing industry had been always a lucrative business for both baking and non-banking institutions. Therefore, the competition that is existing in financial institutions for leasing businesses is also high. A significant portion of the loans and advances portfolio of banks and non-banks consists of leasing facilities. Leasing facilities are mostly granted to purchase vehicles for both personal and business uses. In the context of Sri Lanka, the vehicle population had been ever-increasing year after year and currently, the vehicle population of the country stands at 8.3 Mn and continues to grow. And therefore, the leasing books of financial institutions also are growing with steady momentum. However, in the Sri Lanka context personal vehicle ownership stands as low as 4.09% whereas this figure in developed countries is between 70% to 80%. Hence there is still more potential for financial institutions in Sri Lanka to unaddressed this gap. Although the leasing industry had always delivered promising returns to financial industries, the industry inherited many risk aspects as well the main risk is the high default possibility. In this context, in Seylan Bank PLC (hereinafter referred to as SBK or The Bank), even though significant growth can be seen in the leasing portfolio, NPA volume and ratio are increasing rapidly year on year. This poses a serious question on the soundness/ health of the leasing advances portfolio of the Bank. Currently, the total leasing NPA of the bank stands at LKR 2.43 Bn and as a percentage, this is 9.7% whereas the industry average is only 6.5%. In this study report, the author identifies key components: marketing activities, facility evaluation and leasing recovery process together with external factors in combination with many root causes under each element contributing towards aggravating the NPA issue in SBK. Some of the key root causes identified this way were target pressure from top management, complexity in documentation, complicated system, minimalistic evaluation requirements and lack of training and development which need to be addressed urgently toward improving the asset quality of the leasing portfolio. To understand and then address the root causes, the author embarked on an extensive literature review through which the author identified robust techniques and solutions that can address the issue of NPA

in SBK permanently. Some of the techniques identified this way were the introduction of a comprehensive checklist, the introduction of a 360-degree evaluation process, the introduction of pre-approved facility limits for professionals, revamping of target setting process, simplifying security documentation, development of the leasing system and revamping of training and development. These techniques identified are supported with elaborative annexes given in this report which will assist in implementing such techniques proposed. Further, a detailed cost estimate was also done to assess the total cost of the project. To maintain the cost estimate realistic, several quotations were obtained by the author from different vendors and service providers to support the quoted costs under different techniques/ solutions. To assess the financial viability of the project, a benefit-cost analysis was then done and by doing so the main project and the project components were linked logically to project objectives, outputs and outcomes emphasising the feasibility and the viability of the project. Finally, findings related to the outcome and the components were discussed in detail and recommendations were provided with specific emphasis on critical consideration in implementing all identified techniques/ solutions. Expected timeframes were also defined under each recommended solution in order to complete the project in a time-bound manner. The main objective of this project is to achieve an overall reduction of NPA ratio by 0.5% in leasing NPA within one year from the implementation date of this project and in the meantime also achieve several other sub-objectives set under different components.

Reducing the Write-Off Expired Carbonated Soft Drinks Cans at Ceylon Cold Stores PLC

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Executive Summary

Ceylon Cold Store PLC is the market leader in beverages in Sri Lanka, competing with international brands such as Coca-Cola and Pepsi under the brand Elephant House. Elephant House also exports its popular carbonated soft drink (CSD) variants to international markets in cans produced through a state-of-the-art can manufacturing plant in Malaysia. Managing the supply chain and inventory for the CSD Cans exclusively for exports plays an essential role in operations for the International Marketing division, the cost management of which directly impacts the division's profitability. It has been observed that a substantial write-off has been done on expired stock affecting the division and the company's profitability. The fundamental reasons for the high expired stock write-offs are not having structured inventory management internal processes in place in the division, leading to overproduction and maintaining a high inventory stock level. Further, not having a proper demand forecasting system and a demand planning tool to calculate how much stock should be produced at a time at the manufacturing plant has led to variances in production against the demand and high stock write-offs. Finally, there is a gap in understanding of the importance of inventory management among the division staff leading to errors in reporting inventory data and FIFO systems not being followed due to the division not having KPIs set for measuring operational performance. The root causes were identified together with the staff at the international marketing division, helping to define the problem areas clearly. A theoretical background study was done to clearly understand the theoretical underpinning needed in developing solutions through a literature review. This review will provide confidence to the management at CCS relating to the study framework and the solutions that are detailed in the report. The literature clearly defines the importance of managing inventory stock in an organisation to ensure efficiency and strategic advantages over the competition. Literature findings also provide a clear understanding to demand to forecast and create a demand planning tool. The literature review further aims to understand already established techniques in inventory stock management which can be used in developing solutions for the project. The solutions proposed in

the project report include developing processes required for managing the CSD-Cans inventory in Malaysia. It further details the development of a demand planning tool where a demand forecasting system and formulas are developed to support accurate forecasting to produce required stocks of the CSD variants. Finally, the solutions outline a detailed technical training programme covering identifying training needs, designing the technical training programme, and evaluating the training programme to ensure effective training is done, leading to KPI development which can be used to measure the performance of the operations in the division. A detailed analysis of the resources required and the costs involved are also outlined in the development of the solutions. Key value from the project implementation is highlighted with the details of the project's quantifiable benefits and the benefit to cost analysis, giving a clear impression of the quantifiable benefits from implementing this project. Further, the quantifiable outputs in terms of achieving the project objectives and the long-term outcomes in terms of value creation are given, giving confidence in the project implementation at CCS. Finally, the report discusses the link between literature findings to the solutions developed to create a clear link between the solutions and popular literary sources. The report also lists the author's recommendations to enhance the solutions given and further increase the value to the organisation through implementing the project and optimising the inventory management of CSD-Cans, leading to a further reduction in inventory-related costs and improving departmental and company profitability.

Minimising the Delays in Remotely Monitored Construction Projects at Foresight Engineering (Pvt) Ltd.

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Executive Summary

Foresight Engineering (Private) Limited is a company which has been involved in many diversified business areas. Among those construction plays a key role. The company gives its priority to foreign-funded construction projects as a strategy company and its own-funded building projects. At present, there are two major projects being progressed in FEL which are the Chinese-funded hospital project (CHP), and the Netherland-funded hospital project (VAMED). The CHP consists of the construction of 13 hospitals spread all over Sri Lanka. FEL's major income is contributed by the profits generated from CHP however it was noted that the revenue generation is considerably low when compared to expectations. The reason behind this problem was the delay in achieving the construction targets of the project. In this project associated data of the CHP were analysed from multiple perspectives to find the cause of this delay and resulting financial problems. Accordingly, three major delay-contributing areas were identified, and they were further analysed for root causes. In relation to project planning the delay in settling of sub-contractor payments and the delay in internal procurement were identified. Similarly, for project monitoring, the absence of a proper monitoring process and in connection with human resources the unavailability of skilled labours and the division of workloads were identified. The literature in connection to construction delays mansion that the delays are a universal common scenario, however, it is contradicted by others and should not be considered a normal condition. Most of the ligatures find that the consequences of delays are leading to unpleasant situations like disputes, which ultimately resulted in the client's dissatisfaction. According to the literature planning and execution play a vital role in the success of project execution, however, it is mostly connected with project monitoring as well. In addition to these material delivery delays and financial difficulties are also taken the major attention of scholars. Apart from that, the end results are always dependent on the skill level of work hence the continuously developed skills are also identified in

related literature. In addressing these issues, a set of relevant solutions were proposed of which project schedule-based finance and procurement planning takes the major stake. Here the creation of a payment plan is proposed in accordance with the current project plan. Similarly, the procurement schedule is proposed to generate and practice a procurement schedule with a lead time. For the monitoring-related problems, it was suggested to have a proper reporting mechanism with delay cause identification and to rearrange the composition to result in proper guidance to the project team as well as identification of technical problems. With respect to human resources issues, it was proposed to implement a training schedule and a priority-based work allocation schedule to eliminate reworking attempts. These solutions will not only produce the predicted benefits but also these attempts are known to increase teamwork, individual skill levels and profitability of the overall stakeholders. In addition, the project summarises the connection between the solutions implemented and the literature available in connection. Also, the benefit and the cost have been calculated with respect to the solution creation and also the output and outcomes of the solutions. The time frame and the techniques used in solution implementation have been detailed and the performance analysis mechanisms have been included in each solution. Hence it is intended that by executing the proposals in this project the FEL can minimise the existing project delay pattern and improve the productivity of the company.

Optimal Utilisation of Retail Network to Increase Sales of Air Conditioner Category of Singer (Sri Lanka)

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Executive Summary

Main objectives of the retail companies in the market is to be the market leader in their product categories. However, companies face many challengers in external environment as well as internal business environment. Singer (Sri Lanka) is at the second position in the market in terms of the Air conditioner category though company has achieved No 1 position in many other categories. Due to the market demand and lower penetration in the air conditioner category Singer has immense opportunity to grow with the largest retail network owned by the company. Singer has the largest network in Sri Lanka among the consumer durable industry. Singer has the opportunity to optimise the retail strength at the maximum level to increase the sales of the air conditioner category. This report aims to identify the issues and reason that showrooms face when selling air conditioners, main objective is to identify why showrooms are not focused on this category and to solve the challengers in order to increase the sales in showrooms. Due to the lack of focus on the category company is forgoing an income of 194 Mn monthly. There is an opportunity to double the unit sale per month if at least 70% Of the showrooms focused on the category. The project conducts SWOT analysis to evaluate the strengths and weaknesses Singer owned to develop the category and the threats and opportunities in the market. Move over, the study conduct a Cause-and-Effect diagram to identify main issues and literature review was done to covering the main areas identified through cause-and-effect analysis. At the showroom level issues were identified related to sales staff, quality of after sale service, service infrastructure and display merchandising. Previous literature has identified that knowledge of the sales staff, their attitude impacts to attract the customer and sales conversion. It suggests that educated salespeople can improve sales call success by quickly and accurately categorising customers based on their business issues. Singer has identified lack of knowledge and selling skills in the showroom staff to promote the product. Quality of service is key requirement in the AC category since the A C's needs to be serviced

every 6 months or annually and the company provides free 3 services. Quality of the service also includes the service provide during the breakdown. Literature suggest that quality of the service impacts the repurchase behaviour, product recommendations and customer satisfaction. Due to delays in service request, lack of control over the service franchisers. Service infrastructure is a key requirement to run the business smoothly and to have the visibility towards the business. Lack of systems in service area is identified as major drawback. Display merchandising has been identified as one of the key requirements to increase sales. Literature suggests that visual merchandising boost sales by giving pleasant shopping experience to the customer. Researchers states that visual stimuli generate form merchandising helps to differentiate the product from the competitors. The study identifies the bottlenecks in maintain the display racks in the showrooms which have a negative impact on sales at the showroom level. Objective of the project is to increase the trainings by 10% to enhance the knowledge of the sales staff, reduce the free services backlog by 10% on monthly basis, reduce the lead time of services and repairs from 6 to 2 days, increase the order quantities of critical spare parts, develop the franchisee network, new system implementation to develop the service infrastructure. The next chapters give an overall understanding of the current situation of the company in each area and the solutions to overcome the issues. Solutions are mainly focused on the implementation on training to develop sales staff, restructuring service divisions, implementation of reward schemes for service centres and allocating separate team to clear the service backlog. Moreover, to improve the service infrastructure it is recommended to implement a SFA system and link the SFA system to a service app for smooth process and visibility. In order to improve the display of the showrooms it is recommended to have a SOP for display arrangement and maintenance and allocate the AC promoter as the responsible party to maintain the display racks. Further it is recommended to introduce dummy units for the display to reduce the stock holding cost. Above solutions are discussed in detail and the cost benefit ratio is calculated based on the total cost incurred for the solutions and the total benefit gained by implementing the recommended solutions. Finally, the project outcome and output of each component is and recommendations discussed in detail. As discussed, the overall study will help to identify the reasons behind the underperforming showrooms and to utilise all the showrooms at optimum level to increase the sales of the AC category.

High Rate of Labour Turnover at Silueta (Pvt) Ltd

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Executive Summary

This projected is concentrated on the prevailing issue of high rate of labour turnover. As human resources are the stamina of an organisation, it is essential that a competent, strong and skilled workforce is being produced within an organisation. It is similarly highlighted through the significance of this project as conducting this project is immensely important for organisations predominantly operating on skilled labour force. Accordingly, the issue is addressed from an operational perspective. Silueta (Private) Limited is established to be specialised in lingerie manufacturing in South Asia as a child company of MAS Holdings, a leading apparel manufacturer in Sri Lanka. Current situation of high rate of labour turnover at Silueta (Private) Limited is evaluated using the SWOT analysis and PESTEEL analysis in order to understand the internal and external environments of the organisation. Moreover, a detailed cause and effect analysis is conducted to identify the actual root causes to the prevailing issue. Subsequently, the identified prevailing issue at Silueta (Private) Limited is supported through theoretical evidence by conducting a thorough literature review using published and peer-reviewed ranked journal articles. The key areas highlighted through the cause-and-effect analysis are being focused on the literature review and accordingly the study framework is developed comprising the key components of the project. In addition, the key techniques used in the project are discussed. As per the supported facts, project objectives are set followed by the main objective of the project and sub objectives in relation to each of the key components. Current situation at Silueta (Private) Limited is discussed while proposing solutions to overcome the prevailing issue from each of the key aspects. Furthermore, a designated team is assigned to carry out the project within Silueta (Private) Limited in order to successfully achieve the project objectives, while project related cost estimated are calculated. As the cost estimates related to the project are discussed, key benefits of the project are estimated and the benefit cost analysis is computed accordingly, in order to identify the viability of the solution and its positive impact towards the success of Silueta (Private) Limited as high labour turnover leads to weak workforce gradually leading organisation towards low organisational performance. In addition, outputs and outcomes of carrying out this project is projected at high level.

Time Overrun Projects at IFS Sri Lanka

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Executive Summary

This Management Field Research Project is focusing on an operational issue prevailing at Industrial and Financial Systems (IFS) Sri Lanka. The company is among the top ten Enterprise Resource Planning (ERP) solution providers in the world. The company provides software solutions by covering diverse areas as manufacturing, services, energy, telecommunication, engineering, aerospace and defense. The company comprises of over 2000 employees and they perform based on technical, functional and administrative groups based on the work being conducted. In the current context, the company is delivering the software solutions according to the pre-defined date agreed with the customer. It is observed that there has been an average of 17% time overrun of projects over a one and half years' time. The project focuses on reducing time overrun of projects at IFS Sri Lanka by addressing the work practices used in the current context. The project time overrun is in line with two KPIs (Key Performance Indicators) maintained by the company as adherence to schedule KPI for the tasks within the projects and the other KPI would be the rework cycles. In the current context the average adherence to schedule is 0.89 and average rework cycles is 0.83 for a period of one and half years. Another observation is that whenever the project tasks are created, they are listed in a separate queue until an individual pick the task to work on. It is noted that 52% of the tasks have a time duration over 4 weeks to pick from the queue. The author has conducted the brainstorming sessions with Offshore Supply Chain Consultants at IFS in order to identify the root causes and sub causes for project time overrun. Literature review has been conducted by the author to assess the theoretical background of the identified root-causes and sub-causes in order to get an understanding on the potential solutions that have been used by the scholars in relation to Information Technology industry. Some key highlights identified as the poor resource management which results in schedule slippage in most projects and can be reduced by empowering project managers to assess scenarios in the project (Crawford, J. K.,2009). The author has developed a study framework for the Management Field Research Project by considering the identified cause and effects in the problem analysis. The study framework consists of three components as process, policy and knowledge

management which will act as main causes to the identified problem of project time overrun. The main objective of the project is to reduce the project time overrun at IFS Sri Lanka from 17% to 10% within a period of one year. Total of five sub objectives have defined in order to achieve the main objective and detailed action plan has been brought out in relation to each identified project component. The solutions have been developed mainly relating to identified three project components and described as distribute the work tasks for Offshore Consultants to have an understanding on overall project phases, weekly status meetings arranged with the Developers and Offshore Consultants, introduce realistic time estimates for testing tasks, introduce visualiser environment during handover sessions with the customer, introduce the use of Scope Tool to define the scope, test automation using ClickLearn, conduct trainings based on training need analysis and create a repository to refer previously implemented solutions. The project costs have been calculated in relation to each project component in line with the solutions provided and resource allocation has been conducted based on available resources at IFS who can support and contribute the implementation of the project. Benefit Cost Analysis has been conducted to evaluate the financial viability of the proposed solutions. The total benefits have been calculated based on the time savings achieved by reducing project time overrun which comprises of reducing rework tasks, reducing solution design time for repetitive tasks and by increasing adherence to schedule of the tasks being performed. According to the analysis, the calculated benefit cost ratio is 13.56 which gives an indication on how much of benefits can be derived compared to cost incurred. The projected outputs and outcomes have been listed by referring to the identified project components. Finally, the author has discussed the findings of the project with respect to the project components. An indication is given on the proposed solutions, and they have backed by available literature. The recommendations have been provided to further improve the business processes at IFS Sri Lanka to carry out the project related work successfully. The author has recommended to have project execution and monitoring, draft contingency plans based on the project, competency evaluation and tracking, meetings to discuss software testing issues, trainings for soft skills development and conducting knowledge sharing sessions as improvements which further facilitate the project implementation.

Mitigating Internal Delays in Completing Due Diligence Projects on Agreed Timelines at Ernst & Young Sri Lanka

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Executive Summary

An organisation's growth can be achieved in either organic growth or through mergers and acquisitions. The primary purpose of mergers and acquisitions (M&A) is to generate faster growth for the organisation while maximising the shareholder value. As per Sri Lanka Accounting and Auditing Standards Monitoring Board (SLAASMB), there are 78 practicing professional audit firms as of 31st December 2020. Among them Ernst & Young, KPMG and PwC are the largest international audit firms with strong client base operating in Sri Lanka. These professional audit firms provide various professional services to clients including due diligence services. Due diligence services include financial, tax, human resource, and information technology. Transaction Diligence business unit of Ernst & Young Sri Lanka has been widely recognised for providing financial due diligence services to clients. The Transaction Diligence (TD) business unit is currently facing with a key management challenge due to persistent internal delays in completing due diligence projects within the timeline agreed with the client as per the engagement agreement. Accordingly, management field research project identifies and evaluate the underlying internal root causes for delay in completing due diligence projects in agreed timelines. The persistent delays have resulted in loss of revenue or opportunities for the TD business unit. Further, such delays have caused excessive pressure for the staff members which has resulted in higher staff turnover. Upon detail analysis, it was identified that internal shortcoming in project management; training and development; and engagement supervision and performance management are the main root causes which resulted in delay in completing the due diligence projects on agreed timelines. The Author has extensively perused ranked journal articles, non-ranked journal articles and academic books written by scholars to gain a reasoning of different perspectives and possible solution for the components identified in the study framework. By perusing these relevant literatures, several management techniques were identified to propose solution to mitigate the internal delays in completing due

diligence projects on agreed timelines. The theoretical underpinning gained through perusal of scholarly articles and academic books laid the foundation for conceptual understanding and developing possible solution for the management field research project problem. The overall management field research project objective is to reduce the internal causes which results in delays in completing due diligence projects from 40% to 16% within a period of one year. In order to achieve this overall objective, sub objectives were developed under each project component with related techniques. The Author has discussed the current situation of each project components and developed possible solutions which will achieve the sub objectives. The achievement of sub objectives in turn results in achievement of the overall objectives of the management field research project. Further, the resource allocation plan and cost estimates to implement the proposed solutions are discussed in detail giving thorough understanding of the proposed solution implementation strategies. The author has performed detail project benefit analysis. Thereafter, it is compared with the cost of implementing the proposed solutions. It has been identified that with implementation of proposed solution, the TD business unit can achieve an estimated overall benefit/cost ratio of 4.5 times. The Author has discussed in detail the management field research project objectives, outputs and outcomes under each project component. In addition to the proposed solutions developed by the Author for each project component, the Author points out the practical project implementation considerations such as the need for voluntary appointment of existing staff member of TD business unit as a change management agent or Project Manager to successfully implement the proposed solutions and monitor the progress. Further, the Author emphasise the importance of involvement of top management to implement the proposed solutions. This shows the Author's conceptual understanding and application of knowledge gained through MBA in practical scenario that should be considered in successfully implementing the project. Further, the Author believes that the proposed solutions to mitigate the internal delays in completing the due diligence projects on agreed timelines would be positively taken by the staff members of TD business unit since their views were also taken into account through joint brainstorming sessions. Furthermore, the Author trusts that by executing the proposed solutions, TD business unit would be able to realise the overall management field research project objective within a period of one year. It will result in creating a positive vibe in TD business unit, smooth workflow, increased reputation and quality of the output which would enable the company to achieve greater success in its performance.

Restructuring of the Present Recruitment Assistance Mechanisms of the Board of Investment

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Executive Summary

The Board of Investment (BOI) of Sri Lanka being the main institution dealing with promoting, approving and facilitating foreign direct investments (FDI) provides a plethora of services to the companies registered under the BOI, via a multitude of departments functioning under it. Out of all these departments, the Industrial Relations Department of the Board of Investment of Sri Lanka, amidst performing various functions and tasks mainly dealing with maintaining the industrial peace within the BOI registered companies, focuses a lot on providing recruitment assistance services to such enterprises. These recruitment assistance services used to be provided through traditional and manual driven mechanisms, mainly through the employment service units which are commonly known as job banks established within the major export processing zones, and also by organising and conducting physical job fairs and career fairs. A lot of inefficiencies were identified within the provision of these services using manual procedures, resulting in a very low number of job applicants being actually recruited by the BOI registered companies. With the spread and the advent of the Covid19 pandemic, further constraints were posed with the inability to operate the physical job bank units and also with the inability to organise and conduct any physical job fairs due to health-related limitations. Reluctance on the part of the enterprises registered under the BOI, in participating at such physical career fairs were also observed. Such constraints and inefficiencies negatively impacted the companies coming under the BOI, since they were not able to fill their manpower requirements in a timely fashion. Thus, the purpose of the study was to identify the key root causes creating the inefficiencies in the current provision of these recruitment assistance services. In order to identify these root causes, an Ishikawa diagram was drawn, and three key project components were identified. They were the usage of hard copy versions of job application forms, inefficient and cumbersome manual methods of providing the said service and industrial relations officers with attitudinal drawbacks who were not very tech-savvy. In rectifying all these identified root causes, embracing a more digitalised means of providing recruitment assistance services was identified to be the resulting solution.

Declining Student Enrolment for Short-Term Courses of SFS Academy

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Executive Summary

The Management Field Project on declining student enrolment for short term courses of SFS Academy initially gives an introduction to the organisation. While providing the background of the problem, it presents the purpose of conducting the project. SFS Academy is a professional education & career development institute which was established in 2008 under the group name of SNAP Ferd Systems. The purpose or the prime focus of this project is to identify root causes for the decreasing the revenue of the head office branch which has been serving for the industry for past 13 years with a customer base greater than 5000. The significance of this Management Field Project includes analysing the past & current operation while aiming to identify the loopholes of the business which has caused to the current situation compared to the past & which requires to address immediately for a better business result. Next, the project methodology as well as the limitations of carrying out the MFP was focused. Under the Organisational Analysis & Problem Identification, the report focuses on examining the organisational background & the business problem in it. Under the organisational profile, the SFS Academy's flat organisational structure, its products & operational process in professional education context is discussed. Next, the external and the internal environments of the company is deeply analysed using SWOT analysis. Then the business problem is explained in detail with the available company data for past few years. According to the analysis, the number of student enrolments and the revenue has been decreased significantly for past three years. Also, there is an increase in the gap between the projections of revenue & enrolment targets given. Another noticeable thing is that number of re-enrolments also have decreased significantly. In order to find out the root causes of the problem, the Ishikawa diagram can be used. Next section of Literature Review presents a deep literature review conducted according to the proposed the theoretical background of the problem. The critical root-causes of Operational Process, Sales & Marketing, and Human Resources have been identified in addressing the revenue focus of the organisation. According to the findings of literature survey, the study framework is derived with selected three components of

the study. The latter part of the chapter 03 focuses on the identification of techniques to address the business problem. Methodology focuses on the method of carrying out the project. The key project components of Operational Process, Sales & Marketing, and Human Resources are identified based on the root cause analysis. Later, the project objectives are developed to cater the prime objective of the project which is to increase the student enrolment (both new & reenrolments) for short term courses by 30% by December 2022. When considering the basis for the primary objective, company management has planned to increase the overall revenue by 30% within 2022 and the marketing team has to work on it. Since the author has taken the target & worked on focusing the most important income source of the company, short term courses. After the techniques such as Process Mapping & Customer Feedback surveys are proposed to achieve the set objectives. At the same time, resource requirements as well as cost estimates for every component is also be presented. Finally, the section is followed by a detailed cost-benefit analysis. Findings are discussed & presented basically with two tools. Under the benefit – cost analysis, the cost is taken aligning with the cost estimate in Chapter four. Benefits are taken considering both tangible benefit as well as intangible benefits of the project implementation. Further, the long-term benefit is also presented. At the same time, the project outputs and outcomes are discussed under each project component of Operational Process, Sales & Marketing, and Human Resources focusing the established project objectives in order to address the revenue & re-enrolment issue related to SFS Academy. Under the Discussion, the theoretical underpinning discussed in the literature review is connected along with the proposed solutions in the chapter four. The ultimate aim of discussion section validating the proposed solutions by providing a conceptual understanding on the post situation of practical application of the proposed solutions. Therefore, chapter six can be identified as a further exploration of the proposed project components along with its relevant literature. Later, the author's recommendation for the business solutions implementation is presented. Some of the key recommendation include introduction of a clear-cut territory division for all three branches of SFS Academy for its operational aspect, recruiting a Sales & Marketing Manager for the Academy to manage the sales force of the Academy and finally establishing an HR department with minimum of one employee for the Academy's HR aspects.

Reducing Time Overruns in the Execution Phase of Projects at Pabro Master Painters (Pvt) Ltd.

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Executive Summary

The purpose of this Management Field Research Project was to examine the project time overruns in the execution phase of Pabro Master Painters (Pvt) Ltd. This report has been determined to identify the most important and significant causes of project time overruns in the execution phase of projects, as well as to provide feasible solutions with appropriate evidence and facts. As a result of time overruns in projects in the execution phase, Pabro has recently undergone major crisis in terms of project completion within the scheduled time frame. Chapter 1 of this project have illustrated the background for the project, the significance of the study, along with project methodology, limitations and the chapter frameworks. Pabro Master Painters (Pvt) Ltd has established its reputation as a service company since 2004, providing professional construction and maintenance services for high rise buildings. Pabro caters the construction industry as an applicator for waterproofing, painting, glass cleaning and bird spike products in Sri Lanka. Since its inception, Pabro has been able to establish its market territories in terms of professionals in proactive and decorative coatings in Sri Lanka. Chapter 2 of this project starts off by illustrating the overview of the organisation inclusive of its products and services, strategic intent, existing organisational hierarchy, and the organisational analysis. However, Chapter 2 also illustrates the identification of the key problem while illustrating the sub problems associated along with quantitative and qualitative analysis of the gaps identified in each, contributing to the key problem. Analysis of project time overruns in the execution phase of projects at Pabro highlights an average of project wise time overruns of 62% were discovered considering the period from 2016 - 2020. This value was considerably higher when considering the industry standards as well as the already stipulated company standards. In order to ascertain the root causes of the problem, the author conducted a complete analysis using varied and pertinent techniques. A comprehensive review of literature was conducted in Chapter 3 of the report to assess the challenge in light of previous industry experiences and was organised using the cause-and-effect diagram constructed during the problem analysis of Chapter 2. The review of literature was conducted in order to explore similar industry

incidences and analyses, as well as potential solutions to the associated sub problems which were identified. Review of the literature as well as a cause-and-effect illustration were also used to create the study framework. Furthermore, the approaches utilised to assess the problem data and provide appropriate solutions were also presented in Chapter 3. Based on the industry and theoretical knowledge extracted from the review of literature as well as the problem analysis, author has developed solutions in Chapter 4. The proposed solutions for the highlighted sub problems were detailed, including the necessary resources and estimated costs. The proposed solution development has been constructed based on the identified project objectives and the management techniques to be used in order to implement the said solutions in a structured methodology. Solution development has been constructed based on the key project components identified within the project. The projected output and outcome were stated in Chapter 5 as per the recommended solutions. Furthermore, the project's economic benefit was assessed by comparing them to the estimated cost of the suggested solution, which ultimately has provided a clear representation of the project's return. Finally, the author emphasised the significance of the recommended solutions in Chapter 6, citing the insights gained from the review of literature, which contributed to authenticate the solutions for the discovered subproblems. It also aided in the development of credibility towards the proposed solutions for resolving the identifies problems. The author also provided recommendations for Pabro Master Painters Management as to maximise benefits and sustain strong practices in order to minimise project time overruns in the execution phase. According to the need and effectiveness, recommendations were divided into two categories: short term and medium term. Lastly, it should be noted that this project report has an excellent analysis of time overrun factors in the project execution phase at Pabro, and the author has provided fair and realistic solutions with expected output and outcomes.

Enhancing the Brand Equity of SLT Fibre at Sri Lanka Telecom PLC

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Executive Summary

Sri Lanka Telecom PLC is known as The National ICT Solutions Provider in the country with a 160 plus years of operation. The company had built a good brand image throughout the years with its services offered to customers. Nevertheless, the company has faced many challenges in the recent past with heightened competition and high customer demands. SLT Fibre is the latest and premium broadband service of the company and is expected to be the cash cow into the foreseeable future. Company has invested a substantial amount of money on building Fibre infrastructure. A high demand is expected for SLT Fibre as it is the latest technology with very high speeds and low latency. Nevertheless, the brand equity of SLT Fibre has been declining over the past years creating a significant problem for the company. The situation had led to declining of sales and customers. This management field research project (MFRP) will focus on the problem of low brand equity of SLT Fibre by identifying the root causes for the problem and by proposing solutions to overcome the problem. The company has many unique strengths and opportunities to overcome its weaknesses and face the challenges confidently. The methodology used for analysing the said problem and identifying the root causes comprised of a qualitative method which included the interviews carried out with the SLT employees and a quantitative method which focused on company's past data. Accordingly, few key reasons had been identified for the problem and the related root causes were recognised via an Ishikawa diagram. Namely, issues in marketing department of SLT, non-alignment of strategy in sales and marketing departments and performance gaps of outsourced contractors were the main reasons identified. Three sub arears were identified under the marketing issues. They are the lack of functional integration with supply chain management leading to unavailability of material, lack of integrated marketing communications and lack of customer retention strategies. Once the root causes had been identified, a thorough literature review was carried out linking to the identified root causes which had helped the author in gaining a wider knowledge on differing viewpoints for a similar problem that had been experienced by other organisations globally. Subsequently a study framework was constructed

which led to proposing solutions to overcome the problem. Then techniques relevant to each project component were stated. Accordingly, for project component one, an SOP for integrating marketing functions with SCM was proposed as a technique along with regular communications with both marketing and SCM teams to overcome this situation. Also, establishment of a team to coordinating with all advertising agencies was proposed as a technique to establish integrated marketing communications of the company eliminating multi-channel communications. A dedicated marketing team was proposed to be established for retaining SLT Fibre customers. Under project component two the integration of sales and marketing teams under one leadership was proposed to mediate the activities of both areas. Under project component three, an SOP along with training workshops were proposed as techniques to overcome the performance gaps of outsourced contractors. Next the current situation was analysed for each component of the project and then solutions had been discussed for each of the project components along with the respective objectives. Then the related cost estimations were provided with relevant appendices on how the executions will be carried out. Benefit cost analysis was then carried out for the project. The total cost for executing this management field research project is LKR 7, 292,000 which is expected to produce a benefit of LKR 189,394,239 with a benefit to cost ratio being 25.96. Subsequently project outputs and outcomes related to each project objective was provided. Finally, a detailed discussion had been provided for each individual project component linking to the root causes and solutions proposed based on the literature review as well as the internal interviews that had been conducted with the employees of SLT. Subsequently recommendations were provided by the author for the effective and smooth implementation of the proposed solutions of the project. The successful implementation of this field project will not only benefit SLT, but the Fibre connectivity with the expected service quality will reap numerous benefits to the Sri Lankan society and to the country as a whole contributing to the achievement of Sustainable Development Goals (SDGs) established by the United Nations. The digital infrastructure created through Fibre optic connectivity is capable of supporting the sustainability of agriculture and in improving food security aligning with SDG No. 2. IOT technology enables the monitoring of soil and environmental conditions that will improve harvest and reduce crop damage by using big data. Also, it provides information for farmers to improve productivity. It can also support in reducing the inequality of income in the society by connecting the rural areas with urban cities providing free access to knowledge and work opportunities in the developing countries like Sri Lanka which will help in achieving SDG No.10.

Reducing High Labour Turnover at Asia Asset Finance PLC

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Executive Summary

The prime objective of this management field study project report is to propose solutions towards reducing the high labour turnover at Asia Asset Finance PLC (AAF) to be in line with the industry standards. The report presented the background of the company and the selected problem along with the specific project. The scope of the projects was established for the clarity of the reader. The significance of resolving the problem was highlighted with relevant evidence. Quantitative and qualitative mechanisms were used as the project methodology and explained in detail. The limitations author had to face whilst working on the project was explained under the limitations section. The chapter framework was defined by laying out areas explained under each chapter. The company profile was discussed in detail and critically analysed using SWOT as a tool. The specific strengths, weaknesses, opportunities and threats were identified and accessed to determine the company's position. The significance of the project was highlighted as reducing the labour turnover which is the focus area for this project. The selected problem was explained and justified with quantitative and qualitative data. The data was critically analysed towards identifying the accurate situation of the problem. The problem analysis was performed using the Ishikawa Diagram as the tool. Associated causes of the main problem were also presented and analysed using relevant data. The Root causes of the problem were identified through brainstorming session, Exit Interviews, Climate Survey data and other company sources. A thorough examination on the theoretical underpinnings of the chosen problem was carefully examined. The studies explored how the scholars addressed the labour turnover and what remedies they recommended to overcome the specific challenge. Furthermore, the relevant aspects to the problem highlighted by the Ishikawa diagram were chosen as emphasis topics for the literature review. According to the findings, a study framework was created with 'Remuneration Practices,' 'Working Conditions,' and 'Career Progression' as the components for the problem of 'Labour Turnover.' The strategies that can be used to solve the problem were determined through a detailed review of the literature. The strategies that can be used to solve the problem were determined through a detailed

review of the literature. 10 The main objective of the project was to reduce the labour turnover from the existing 35% to 10% within a one-year period. The current situation of the project components was discussed in detail with data wherever applicable. Solutions were developed for each of the components and presented with adequate annexures whilst ensuring that the proposed solutions are implementable. Resource requirement and allocation for the proposed solutions were also specified. The staff requirement for the project was illustrated in a separate chart. Budget estimate for implementing the solutions was presented with the relevant cost justifications and evidence. Discussion of project findings commenced with the cost benefit analysis was performed to justify the benefits gained by execution of the project. Both tangible and intangible benefits were presented / discussed. Since all the proposed solutions were of a short-term nature, no long-term benefits or financial considerations were discussed. Output and outcome of the project components were discussed along with the anticipated objectives in line with the problem discussed in a previous section, commencing with the main objective and cascading onto the other objectives. Reducing the labour turnover was identified as the main project outcome followed by the discussion on the components. These findings were further complemented by theory as supporting evidence to prove the link between the proposed solution to the component. A brief description is also provided for the recommended components to be in line with the project.

Reduction of Service Response Delays and ITS Impact to SF Logistics Lanka (Pvt) Ltd

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Executive Summary

In line and with the consent of the top management of SF Logistics Lanka (PVT) Ltd (SFL) which is a subsidiary of SCS Express (PVT) Ltd, the author engages in an in-depth and an interactive field project to improve the aforementioned entity's overall performance by offering pragmatic solutions to a prevailing operational issue/s having a significant impact to its overall performance. Belonging to a highly volatile service sector in general, SFL's path to success as a competitive and a reliable logistics service provider (LSP) solely depends upon its ability to be highly responsive to its clients. The overall responsiveness to client inquiries has several phases such as quotation phases with accurate ETD/ETA schedules, on time booking arrangements, shipment status updates, so on so forth. As a third-party LSP, the entity's output which is the effective distribution of the client's physical goods from one destination to another, plays a vital role to many organisations as it is part of the total supply chain management process. Hence, on-time responsiveness, availability, effective communication and engagement between relevant parties involved in fulfilling the service offering to client-base are some of the key success factors of SFL. However, at present, there exists certain operational challenges at SFL, impeding its successful performance and growth, owing to several reasons which will be analysed and unveiled in this project. The author attempts to resolve these issues by following certain steps such as, firstly identifying the present scenario by extracting the available information of the company regarding its performance, then, how the identified issue is impacting SFL's revenue which has a significant impact on its overall performance, afterwards harnessing existing knowledge on probable solutions by researching various published literature information, followed by further acknowledged recommendations that the author finds suitable in providing the most viable and pragmatic solution to overcome the issue and direct the entity towards successful performance. The identified issue is thoroughly analysed using Ishikawa diagram which is a sophisticated tool of problem analysis, there upon the author would systematically resolve the identified operational issue by deploying various techniques and mechanisms, resource allocation within a projected

timeline. By deriving at such pragmatic solutions to the identified problem, the author would be able to utilise the finished project as a practical guiding manual that can be offered to the management of the company for effective implementation of solutions to the same or similar issues that may arise in the future. The project components have been discussed along with the resources and the cost estimates. The variables for consideration include processes, technology and human resource with the cost of Rs 1.2 million for process improvements, ERP systems and human resource development. The identified components are then further analysed to identify areas of improvements whereby the identified resources in order to solve the problem can be utilised as per the project plan and implement overtime within the short- and long-term periods to achieve the increase in overall performance of the entity.

Achievement of Annual Tableting Budget Through Compression Output Increase

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Executive Summary

Morison Limited is a leading pharmaceutical manufacturer in Sri Lanka who is specialised in manufacturing generic products. With the huge investment made for its EU GMP compliant plant in Homagama and due to its delay of starting the operations, company is facing an enormous cost pressure. In such circumstances achieving its annual sales budget is quite essential which at the moment has not been possible. As a result, Morison Limited is looking at various ways and means to increase its tablet compression output without investing capital to purchase new machineries. When analysing the global and local scenarios of manufacturing, due to cutthroat competition in the global and local markets and day by day increasing resource limitations, manufacturers always happy to follow productivity improvement initiatives. Among the other industries pharmaceutical manufacturing is unique one which, strictly adheres to quality standards as well as strictly regulated. As a result, most of the pharmaceutical manufacturing companies are slow to adopt "lean initiatives". But cost pressures are applying in the same way as other industries. As a remedial action business goals are set to increase efficiency and to eliminate waste which ultimately reduce the cost of production. In this project author has identified one of the main problems which Morison Limited face today. Not achieving annual tablet compression budget at Mutwal factory is the fundamental problem and author has brought evidence to establish the problem. The related problem areas of the main problems also have been identified with evidence. The project, its significance, methodology and limitations were explained in chapter 1. The key problem and the related issues were verified through a thorough literature review, objectives were set, findings were discussed along with a benefit cost analysis and recommendations were proposed. The project task has been discussed in chapter two along with the corporate profile of the company. SWOT analysis has been used to narrow down operational problems to more specifics and has identified the priorities. High annual leave utilisation, high labour turnover, high machine idle time due to lengthy changeovers, high rate of machine breakdowns, high machine related quality issues of tablets were identified as sub problems which lead to the main problems. The

performance gap was delivered in terms of quantitative aspect in order to highlight the significance of the problem. Root causes were identified through an Ishikawa diagram done to evaluate the key problem. In chapter 3 author has done a thorough survey of literature to evaluate the same or related problem has been justified in prior literature and if any solutions have been offered. This review has gone into depth of discussing the key components which include machinery management, quality management and human resource management. In this chapter, the literature very well supports the main problem, related problems and also propose some practical remedies to those problems. A study framework has been developed based on this survey. In chapter 4 project components have been established based on the literature survey. The main objective is to increase annual tablet compression output by 100 million. To achieve this main objective, sub objectives have been set. The sub objectives are to reduce average per day leave usage from 6 to 4 which is a reduction of 17% to 12%. Annual labour turnover reduction from 7 to 3 which is 21% to 10%. Changeover time reduction by 2 Hrs. which is a time reduction of 25%. Unplanned machine failure reduction from 16.3Hrs./ month to 0Hrs/ month. Which is 100% reduction. To reduce machine set up related quality issues by 100% which is 1.3 issues/month to 0 issues/ month and reduce of monthly tablet puncher breakdown from 0.7 to 0 which is a reduction of 100%. Techniques such as SWOT analysis, Ishikawa diagram, 5S, SMED, TPM, training need identification, machine calibrations were used with the backing of literature to derive solutions to the key problem. Further, this chapter consist of cost estimations of the resource allocations to solve sub problems to derive with the desired state of main problem. In chapter 5, author has brought the benefit cost analysis of each project objective. Benefits were evaluated as tangible and intangible benefits. Budgeted cost was proposed. The output and outcomes of the project were discussed. The benefit cost ratio of 8.21 has been proven. In chapter 6, proposed solutions for main problem and sub problems were discussed and verified with the evaluated literature and evidence delivered for the effectiveness of proposed solutions. Further recommendations were given such as bringing consultations for lean and TPM implementations, transparency for benefit distribution, machine spare part inventory management system, providing continuous technical trainings for operators and engineering technicians. Finally, the report was ended with conclusion made by the author.

Reduction in the Cost of the Fish Cold Supply Chain at ARR Diving (Pvt) Ltd

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Executive Summary

ARR Divine Pvt Ltd is a company for the export of fish registered under the EU commission as a licensed exporter of seafood for the EU countries. There is a problem because of the increase in costs within the company. The productivity, quality, profitability, and growth are affected by the increase in the cost. There are pending payments for the freight forwarding companies and the suppliers. The increase in cost has put the company under a threat of experiencing losses. At the moment the company is making a profit and by decreasing the cost more profits can be made. The company can grow its business if the cost is reduced. The main reasons for the increased cost were identified and the components involved were the HACCP team and adherence, procurement, Handling laboratory equipment, and Logistics. When considering the HACCP team and adherence it was found that the repeating verification tests and human error were the root causes. While considering procurement the root cause identified was the absence of SOP for calibration of weighing scales. With handling laboratory equipment, the root cause was the need to purchase new chemicals often. The logistics component had the root cause of a need to ship with 3PL and packing material needs rework. The identified components were only three excluding handling laboratory chemicals and equipment because of the importance of the other three factors compared to laboratory chemicals and equipment. A literature study done showed that an increase in cost is due to the non-maintenance of cold storage throughout the supply chain. And not maintaining critical control points throughout the supply chain. For procurement, the right supplier selection was the solution identified from the literature. For logistics, it was found from the literature that for a Small and Medium Enterprise the use of 3PL may not be profitable. Later the literature findings were linked to the solutions to describe the recommendations. The solutions were prescribed for each component identified. For the first component HACCP team and adherence, the solutions were given to do sample verifications with government agencies and follow poka-yoke to prevent human errors. For procurement, the solutions were given to catch fish and transport them directly to the factory from the landing sites. For logistics, it is proposed that the 3PL be not

considered for transport and that the company should register with customs to handle the logistics by itself. In the next chapter, findings about the project are presented. First a table presented has benefits of the project. There are tangible and intangible benefits with value for each. Next, a benefit-cost analysis was done to find the benefit-cost ratio. The outputs and the outcomes of the project were also discussed. In a table, given were the project component, objectives, outputs, and outcomes. Finally, a summary of the Chapter is given. In the final Chapter a discussion of the findings is given along with recommendations and conclusion to the project. The discussion of findings was about decreased cost, HACCP regulations, procurement, and logistics. Then recommendation was given to each component stated above considering the solutions proposed and the time frame for each solution. Finally, a conclusion for the project was stated.

Reduce Insufficient Imported Wines and Spirit Stocks for Sales at the Rockland Distilleries (RDL)

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Executive Summary

The supply chain is a dynamic. In the supply chain, there are a lot of things that may go wrong. People, organisations, information, and technology are all intertwined in a complex web _of links that connects them all. Everyone and everything rely on being able to obtain the appropriate products and services at the appropriate time, which is why supply chain management must be flawless in order to succeed. The supply chain will become more streamlined, resulting in faster interactions all the way down the chain of distribution. When addressing supply chain efficiency, it is vital to apply these concepts to the operations of planning, sourcing, producing, delivering, and returning that occur throughout the supply chain's lifecycle. Information management has the ability to transform enterprises and spur the establishment of new businesses. Their primary goal is to streamline information flow and make decision¬ making more straightforward. One of the few supply chain elements that can give both greater performance and lower costs is an information management system, which is becoming increasingly popular. It enables businesses to save critical information in a format that is easily accessible and to make better decisions about their operations and planning. Improving inefficiencies and implementing successful solutions will contribute greatly to the success of the supply chain by enabling the flow of information and enhancing the efficiency of supply chain operations. In this technique, a consistent mode of communication across supply chain links is demonstrated and suggested, and an identical set of tools is used throughout the chain. The communication content structure, on the other hand, is not displayed. The importance of information, on the other hand, is decided by the person who receives it and the context in which it is delivered. Information can be tremendously valuable to one recipient while being completely useless to another. Data and information are only as good as their source of know ledge. The analytical model demonstrates that in order to remain competitive, Rockland Distilleries, a distilled alcohol manufacturing company involved in the wine and spirits industry's supply chain management, it is necessary to actively manage information flows within the supply chain, which translates to controlling what it

knows as well as what its competitors and suppliers know. Rockland Distillery (RDL) will boost their business lines by increasing information flow, maintaining current, and improving supply chain information management. In this context, a discussion of imported wines and spirits will be covered the cost-benefit analysis has been done to verify the profitability of implementing the solution. Direct and indirect tangible and intangible benefits are considered to calculate the total benefit from the implementing solution. Overall project output, outcome and project output and outcome related to each project component are shown in tabular form. Finally, the report shows the link between literature and solution development. Additionally, long term recommendations under each project component were provided. Based on proposed solutions and recommendations, RDL can reduce lost sales of the company.

Increase sales volume of window blinds product portfolio at L&S Engineering (Pvt) Ltd.

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Executive Summary

The primary goal of any organisation is to generate profits (bottom line) and the sales revenue is the top-line achievement for gaining the bottom line. Achieving topline growth is then a key area for all business organisations to consider focus. L&S is a market leader for window blinds and curtains in Sri Lanka for more than a decade. The window blinds industry is a very lucrative industry that is developing with the construction industry as a part of it. The developing lifestyle of the millenniums. Modern lifestyles and new approaches to architectural design are combing working together for developing this industry. Window blinds are merging and improving irrespective of the continent, and even in Sri Lanka, it has been improving as a result of the tourism industry the new lifestyle of the people, and urbanisation. There was a sales decrease in the window blind product portfolio at L&S within the last three years. The sales decrease has been influencing very negative consequences towards the organisation. The cash inflow problem, continuous bank loans, customer dissatisfaction, and employee demotivation are the significant consequences of decreased sales. The key problem identified in chapter two with other problems that are related to the main problem. As elaborated the material unavailability was influencing the decrease in sales. Detailed analysis has been done with secondary data that is available in the organisation. The available data real that there are some supportive problems influencing sales decades of the WBs at L&S. SWOT analysis was done for the L&S and its main product polio of WBs, and the past data have been proven some extent of the idea of the project root causes. The Ishikawa analysis mainly helped to understand for the author to deep drive the root causes as expected. The three problem areas were identified as procurement management, sales force management, and marketing communication as the main causes of the project and impact on the sales decrease. The identified route cases and project problems were further revealed through literature reviews for understanding the conceptual links and finding that had found other studies related to these subject areas including the main problem and project components. The literature review was helping for the author to understand many other parameters related to project tropic and subheadings. Finally,

its conceptual framework s was developed with the support of a literature review. The project objective is to increase the sales volume by Rs 69.51 million and that will be supported by Rs 25.69 million through making material availability, which is an increase of 83.40% to 87.46% material availability. The reducing delivery delays of the special project is expected to achieve Rs 10.44 million. That is a delay very delayed reduction from 51.33% of the current situation to 10%. The sales executive retaining and motivating them is expected to achieve another Rs 16.45 million by retaining them in the present movement of 94.62% to 98.03%. Finally increasing the social media lead productivity and expected to achieve Rs 16.93 million and which is an improvement of 8.71% of the present situation to 19.08% social media conversations. Paralleled the solutions were given with developing SOP for safety stocks, rolling forecast, and training the team for working on it. SOP for special project handling and coordinating and its education. The new incentive scheme, close monitoring evaluation of sales team performances, organising new social media marking communications programme, and evaluation system are the solution that develops for achieving the above objectives. The total cost is Rs 10.23 million benefit-cost analysis was calculated, and the project's benefit-cost ratio is 6.80. The total direct benefits are 69.51 million against the Rs 10.23 million cost. Increasing sales volume is an indicator of total performance. Efficiency and effectiveness improvement. The material availability increase, its support production efficiency, and cost-saving of saving time are indirect benefits. Salespeople motivate their retaining, then I s increasing the organisation's reputation, and increasing viral communication through social media campaign help to increase brand averseness. Top of the mind bared awareness customer awareness, brand reputation. All the non-quantifiable benefits indirectly help the organisation to move forward with success. The possible challenges in these volatile markets could be possibly impacted when it is implementing the solutions. However, the 69.51 million is not a difficult task in achieving annually. It is Rs 579 million per month. County lockdowns, existing Doller issues, worldwide supply chain management problems ad delays may impact implementation. However proper coordination with customers and the internal teams can mitigate the possible challenges.

Improving Consumer Adaptation Towards E-Services with Special Reference to Consumers of Ceylon Electricity Board

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Executive Summary

Ceylon Electricity Board (CEB) is one of the largest and most strategically important state-owned enterprises in Sri Lanka, which is responsible for electricity generation, transmission, distribution and retailing in Sri Lanka. Electricity is a crucial contributor to the development of the country, CEB has marked its presence for more than 50 years ensuring continuous electricity supply to the nation with successes and downfalls throughout its course of operations. The financial position of CEB is deteriorating mainly due to not adapting a tariff system that reflects the actual prices of the generation sources. However, as a public entity, CEB has been absorbing this as a financial loss without passing it on to the customers and thereby showing that CEB is adhering to its core value of "Service to the nation". The general perception of the power industry is that it is not surrounded by cutting-edge innovative technologies like the telecommunication industry or healthcare industry. Since the establishment of CEB, providing a stable and reliable power supply was the main goal while preventing any major financial burden to the company. However, today, while still having a laser focus on affordability and reliability, the circumstances in and around the country have demanded CEB welcome digitisation and innovation into the company. As a result, the CEB Care solution was designed and implemented as an e-service with the objective of improving customer engagement, and customer satisfaction and most importantly reducing the costs related to maintaining traditional customer touchpoints like call centres, customer service centres, bill centres and area offices. The introduction of e-services would enable CEB consumers to be in contact with CEB and obtain live updates instantly. Even though there are ample amount of benefits attached to e-services, the data suggests that customer adaptation towards e-services is very low. The key reasons for low adaptation towards e-services were classified in terms of technology acceptance, skill management and internal process and systems. When it comes to technology acceptance, poor planning, lack of marketing in creating

customer awareness on e-services, lack of materials to educate the customer and poor identification of update requirements as per customer needs and wants were identified as the main causes contributing towards the low adaptation towards e-services. In terms of skill management, lack of training for CEB personnel in customer touchpoints to convert customers from traditional customer touchpoints to e-services and the absence of skilled software developers were identified as the main causes affecting customer usage when it comes to e-services. In terms of internal processes and systems, it was identified that lack of monitoring and control, lack of customer interaction options and system incompatibilities with different hardware contribute towards low customer adaptation towards e-services. The available literature related to the above study area suggests that customer usage of e-services brings net benefits to the company or to the business. In fact, they elaborate those net benefits can be financial or non-financial and also it can be positive or negative. According to the available literature, the customer usage of e-services is dependent on the customer's intention to use the services. Many of the models explained in the literature suggest factors like system quality, information quality, service quality, perceived usefulness, perceived ease of use and also demographics play a huge role in influencing the customer intention to use e-services. Furthermore, the literature suggests that training staff for customer awareness campaigns, training in system development, customer awareness campaigns and social influence would also improve the customer intention to use e-services. The proposed solutions in the report include conducting market research to obtain a better understanding of creating marketing campaigns to promote e-services, market research to obtain customer feedback to improve the existing e-services, use of existing communication methods like the bill and SMS as customer awareness creating mechanisms, training staff at customer touchpoints to create customer awareness which would lead to the conversion of the customer from traditional customer touchpoints to e-services, establishing a monitoring and control committee and feature improvement for the existing CEB e-services. These solutions include basic frameworks and the basic structure of implementing the proposed solution along with costs. Further, the report includes the perceived outputs and outcomes of implementing the proposed solutions. Finally, a discussion on linking the available literature to root cause analysis and solution development is presented in the report. Further, long-term, short term and mid-term recommendations were provided along with important considerations when implementing the solutions. Therefore, by the implementation of proposed solutions, CEB can improve customer adaptation towards e-services.

Reduce the Time Taken for ICB Tender Evaluations in Ceylon Electricity Board

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Executive Summary

This Management Field Research Project is pivoted around the solution development for the delays occurring in the ICB tender evaluation in Ceylon Electricity Board. In the initial stage, the author presented the background of the electricity utility set-up in Sri Lanka. This included the micro-level analysis of the electricity industry of the South Asian region and a micro-level analysis which is focusing on the electricity utility arrangement of Sri Lanka. The author has moved to organisational level analysis which is purely focusing on the analysis of the arrangements and business of the Ceylon Electricity Board. The significance of the project and the methodologies which the author going to use for solution development were discussed in the beginning as well. Since 100% perfection does not exist, the author described the limitation in this field project as well in the initial stage. The second stage of this MFRP is purely focusing on organisational analysis and gap identification. The key tool which was used to do the organisational analysis is the SWOT analysis. All these problems were expressed in percentage form to initiate a quantitative analysis. Apart from the key problem, the author used three associated problems with quantitative figures to justify the importance of the key problem. In the latter part of the project, the author used these quantitative figures to establish the objective of the project. Analysis of the whole scenario was done using the tool ISHIKAWA or Fishbone diagram. The root causes were taken down to the 5th level to penetrate more into the real cause of the issue. The further author developed this ISHIKAWA diagram considering three aspects or components namely information technology, human resources and processes/measurements. The next stage of the project was focusing on the literature review to dig out the findings of the scholars on similar or closely related issues to the core of this project. The author used ranked journals, extracts of books and writeups on the internet by various scholars to figure out the importance of the project and the solution developments. The literature review is segregated into parts based on the components depicted in the ISHIKAWA diagram depicted in the earlier part of the project. The presentation of the references was done using the guidelines given by American Physiological Association. In the latter

part of this stage, the author developed a study framework which shows the basic link between the main issue and the three main project components. Following the study framework, the author has clearly mentioned the techniques to be used under each project component. The objectives of the project in quantitative figures were discussed at the next level. The author tabulated the project components, projects objectives and techniques to be used in a single table for the easy reference of the users. Then each project component was analysed deeply for the current situation analysis and solutions development under each component. Subsequently, the author tabulated the resources the author needs to succeed in the project which is mainly focused on human capital needs. This stage of the project was concluded with the cost estimations which the author expected to incur during the live implementation of this project. All these cost factors were justified with the estimations obtained from the open market service providers. The ultimate outputs and outcomes of this whole exercise were discussed in the latter part of this project document. Outputs were elaborated in quantitative form and outcomes were discussed in qualitative form. Each output and outcome were tabulated with reference to the related project components where information technology, human resources and processes and measurements. The basic calculation was used by the author to prove the gain of this project through a cost-benefit analysis. This is a very critical analysis as the whole implementation of the project completely depends on this cost-benefit analysis. This is because it is not financially viable to implement a project which is not bringing any direct or indirect financial benefits to the organisation. Finally, the author explained the findings, recommendations and brief conclusion of this project. The discussions on findings were again segregated into the project components for easy reference. These findings were showing the author's knowledge of the theories/concepts learnt during the MBA programme. The recommendations of this project to overcome the main issue were indicated with the time frames for the implementation. All the solutions recommended by the author are relatively short term, hence not supported using any NPV, or ROI calculations which is a must for long-term recommendations. The whole project was concluded with a brief conclusion which explain how the whole project was lined up.

Increasing Operational Efficiency of Sri Lankan Airlines for Enhancing Future Profitability

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Executive Summary

Sri Lankan Airlines is the national carrier of Sri Lanka and is an organisation with a unique and colourful history. Sri Lankan Airlines prides itself on being the embodiment of Sri Lankan hospitality and taking Sri Lanka's culture and heritage to the world. Having enjoyed years of profitability and success under the management of Emirates in the past, Sri Lankan Airlines was subsequently taken over by the Sri Lanka Government (GoSL) in 2008 and thereafter suffered from losses year after year. This project aims to identify the root causes of the losses sustained by the airline and propose solutions for recognised operational issues they face. An extensive literature review has been carried out on the focus area of the project including losses by airlines, flight operations, cabin crew and passenger revenue. A literature review on the proposed solutions has also been conducted including literature on the use of lean management techniques by airlines, performance evaluations and productivity of cabin crew as well as the use of mobile technologies by airlines for customer engagement. Techniques such as Value Chain Analysis, Muda, Kaizen, Performance Evaluation, KPIs and Digitalisation have been used in the development of the solutions. Solutions proposed by the project include the introduction of lean management techniques by the airline, the development of a mobile and web-based application for performance evaluation of cabin crew and tracking of cabin crew productivity, upgrading the features of the mobile application for customers of Sri Lankan Airlines and a social media campaign, among others. The cost and benefits of implementing the solutions have been evaluated and show to have benefits, both tangible and intangible in nature, which are significantly over and above the costs of implementing the solutions. The schedules for implementing the solutions as well as the roles and responsibilities of personnel within the organisation in this regard have also been identified. The solutions will lead to a reduction in operational expenditure of the airlines as well as improvements in passenger revenue. Such benefits will begin to materialise within an estimated 4 months of implementation of said solutions. Reduction of the losses of Sri Lankan Airlines is of importance not only to the airline itself but also to the nation as a whole. As such, the proposed solutions

provide a starting point for further operational improvements which the airline can incrementally build upon to increase their efficiency and begin their path towards productivity and profitability. In implementing such solutions, the airline will need to take into consideration potential challenges that may be faced and take steps to overcome such challenges and thus achieve successful execution and reap the long-term benefits of the solutions. When implementing the new mobile and web-based application for evaluation and tracking of employee productivity, acceptance and adoption of the new technology by personnel is of utmost importance; as such, training, ongoing support and monitoring of the use of the application by the IT department is essential. The upgraded mobile app for customers will help the airline to bridge the gap between itself and its competitors in terms of technological progress and mobile app features offered to customers; in doing so, it is imperative that the airline makes continuous improvements to features and technology of its mobile app to avoid stagnation and maintain customer engagement. Such solutions give the airline a foothold to reduce its losses and improve its operational efficiency in a manner that doesn't require extensive capital outlay; this is paramount, as the airline is a State Owned Enterprise (SOE) and given its tight liquidity position, the airline cannot make significant capital investments in the short to medium-term such as through the expansion of its airline fleet, to catch up with its rivals. Therefore, strategies for operational improvement that are best suited for the airline are those which allow significant cost savings and increase in revenue, achieved with minimum capital outlay; such are the solutions outlined in this study, which seek to enhance the operational efficiency of Sri Lankan Airlines for the enhancement of future profitability.

Reducing the Financial Losses of Generator Service Jobs in Colombo Dockyard PLC

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Executive Summary

The primary goal of any business venture is the achieving profitability with financial stability. It is very much essential for every export-oriented organisation to achieve this goal to survive in the current volatile market conditions. Colombo Dockyard PLC (CDPLC) is one of the top-ranked companies that bring foreign exchange to the country. But due to various reasons, the company was recorded financial losses during the last five years which has shaken finance stability of the company. This project is mainly focused on finding reasons behind the financial losses of one of the key revenue generation jobs of CDPLC which is generator service and giving solutions to mitigate the current status and come back to profit generating track. This project is more significant for the company to find out solutions for problems like the author selected as the accumulation of such financial loss jobs guide away from the company's primary goal of earning profits. The project is carried out subjected to a few limitations but covers almost all aspects to reduce the existing financial loss of generator service jobs. Colombo Dockyard PLC is the only shipbuilding and ship repair company in Sri Lanka, located in heart of the commercial capital of Sri Lanka, the port of Colombo. CDPLC is having the strength of being situated on a strategic location of the west to east sea routes and their skilful workforce added more value to the company. CDPLC is always capitalised on its strength to capture the opportunities available in the region while paying attention to its weaknesses to mitigate threats in front of them. One key weakness identified is recording financial losses in four years in the last half-decade. Further narrow down to individual jobs, it was found that key jobs related ship repair projects ended up with huge losses due to various reasons. In this project author picked a major job carried out in his division which is generator service and after analysing past records of the years 2018,2019 and 2020, it was noted that generator service jobs ended up recording 36% financial loss. As per root cause analysis for the subject matter, it was noted that high labour cost is one major factor for recording financial loss from generator service jobs mainly due to less productivity of employees during normal hours and high overtime cost involved in generator service jobs. Further material

cost also added a significant portion for the increased total cost against the received revenue. Material cost is increased mainly due to the usage of expensive chemicals for generator service and the high wastage of the same material during consumption on the field. While increasing the cost of generator service due to high labour and material cost, revenue generation for the particular job is not at a satisfactory level as generated revenue from generator service job were well behind the company targeted value, mainly due to inaccurate estimation. The theoretical background of the recording financial loss of the various organisation was thoroughly analysed. Research papers suggested that a few critical factors affected the profitability of any company and employee behaviour and key decision taken in a company affect towards gaining profitability. How productivity of employees can affect to increase labour cost of a job is well explained in selected literature and few research authors suggested few factors to look on to mitigate less productivity in the organisation. Literature reveals how material costs play a major role in determining profit on a job and as per literature, cutting down of the small percentage of material cost is hugely impact on gaining profits from the given job. Research article clearly showed that inaccurate estimation directly affects the profitability of the company. Factors that need to be considered when preparing estimation is very well defined in the few articles and as per studies, availability of clear and correct data will always guide for accurate estimation hence earning more revenue to increase the gap of revenue and cost of the job. The study framework is derived as per literature review data gathered through research papers and the interviews carried out with relevant officials. Various management techniques which apply to this project are very well explained with the help of available research data. This project's main objective is to mitigate the existing 36% financial loss of generator service jobs and achieve the company targeted 15% profit from servicing generators in ship repair projects. Sub-objective like minimising material cost from existing 29% to 15%, reducing material waste from 27% to 10%, increasing the productivity level of employees to 75% from existing 50%, reducing overtime cost from 40% to 10%, and increasing accuracy of job estimation from 88% to 100% will help to achieve the well setup main objective. The current situation of the project components is very well explained, and solutions of each project component bring out to mitigate the existing issue. Reducing material cost is achieved by introducing dry ice blasting for generator cleaning and various monitoring steps to minimise the cleaning material wastage. Further correctly address the employee waste hours and narrow down the activities of generator service to monitor the entire process to mitigate any labour wastage. Man-hours wastage due to employees' unnecessary movements is clearly addressed in the solution section. The introduction of a new tariff plan with the contribution of all the divisions incorporated with generator service will increase the accuracy

of the estimation and having a lesson learned record will give additional support to submit accurate estimates to the customer. Proper resource allocation to the project is presented on a table by identifying the task of each resource person. Cost estimates for the entire project were carried out and found that some solutions are having zero cost due to usage of internal resources while some solutions have considerable cost such as introducing dry ice blasting. But when calculating the benefits received from the project over the cost associated with the project, it is found that benefit to cost ratio is greater than the 7, which implicates that the project is having financial benefits to the company to mitigate the current circumstances. Findings of each project component were linked with industry literature and how these can affect CDPLC's current context is very well explained. Recommendation to achieve the successful project is pointed out in detail and how CDPLC management should act to pluck the fruitful result from the solution given by this project by giving short term and long-term recommendation also very well described in detail.

Adaption to Digital Transformation: Local Corporates Segment of Standard Chartered Bank

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Executive Summary

Digital Transformation is a key word that can be heard in the modern era very often. Standard Chartered bank being an international bank have embarked on digital penetration strategic initiative across all the markets that bank is operating. Bank has a very comprehensive digital banking platform known as Straigh2Bank which is used by bank's clients across all markets. Sri Lanka as a country is lagging in terms of digital transformation. Digital advancement achieved in Sri Lankan banking sector is still at a very primitive state in the background where world has advanced to blockchain and fintech technologies. Therefore, there is a clear gap between Bank's strategy to implement digital penetration and the readiness of a market like Sri Lanka. Moreover, this gap widens when digital initiatives are considered for local corporate clients which has complex approval processes and complex products compared to individual retail clients. Stemming from one of the main weaknesses of the bank of having lack of focus on driving more digital channel usage and transactions through the platform, slow adaption to digital transformation by local corporate clientele was established as the key problem for this project as it has reduced bank's transaction base income and increase customer dissatisfactions. Based on the root cause analysis performed main causes for this problem was identified. Lack of Customer alignment due to lack of understanding about client's psychological barriers, Unable to offer quality training for the client due lack of understanding about client's literacy level, Poor support service due to absence of proper training given to support service staff who are not IT experts are the key findings of root cause analysis. There were many techniques identified from the literature review conducted based on the components identified. Digital Maturity index to understand the client's literacy level, Training Need Assessments to understand the gap in ideal and actual performance, techniques such as Digital creativity and social presence to entice adaption with digital channels are some key techniques that were identified from literature review and used for the solutions development. After analysing the current situation related to very component discussed, 13 solutions developed as the mitigant strategies for the problem covering the main three elements

identified in chapter 2. Along with solutions, resources required, and cost involved with each solution was identified. Further, objectives were set to measure the effectiveness of proposed solutions such as Increase the S2B registration to 100% in the local corporate portfolio, Reduce the number of repetitive training requests by 50%, Reduce customer inquiries received non-technical reasons by 50% from current level, Reduce the average response time for customer queries by 50%, Minimise customer complaints receive on system issues due to delays in resolving by 80%. After identifying the resources and cost involved with the project, it was compared with the expected benefits expected from increase in income due to customer satisfaction and increased volume of transactions routed through the bank. The incremental revenue was determined based on incremental transaction volumes and showcased that this project has Cost benefit ratio of 8.28 times. Finally, the identified components and solutions discussed linking to concepts and theories identified during the literature review to emphasise that the solutions proposed are aligned with the empirical studies carried out by previous researches. This chapter illustrated the solid conceptual understanding of the author and its application with key theoretical references and practical scenario to project areas.

Improving On Time Delivery in Naturub Accessories Bangladesh (Pvt) Ltd.

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Executive Summary

This project aims to identify the causes of the lower on-time delivery of Naturub Accessories Bangladesh (Pvt) Ltd. The report analyses the overall apparel industry in the global and the South Asia region. It has revealed that the South Asia region now became the most promising place for the apparel business. Bangladesh has attracted the apparel business and becomes the second-largest apparel manufacture. In the last ten years, Bangladesh's economy has grown an average of more than 7%. The apparel sector contributes over 87% of the total export, which shows that Bangladesh is the best place to setting apparel and related investment. Naturub group originated in Sri Lanka set up its first overseas project in Bangladesh in 2009, considering the market prospect. While having more excellent growth in the company during last few years, the company faces serious issues concerning meeting on-time delivery. The lower on-time performance severally disrupted the company's performance and incurring some additional costs. The report explained the methodology and key limitations the author face while conducting the project and, in the end, details the chapter framework. The company has recorded significant growth over the last six years, and there is an excellent opportunity for the company to grow in the future. Business income is mainly derived from the nominated business. The overall operation has been evaluated through the SWOT analysis by identifying its strengths, weaknesses, opportunities, and threats and then the conclusion to SWOT. Increased customer complaints have risen from 0.46% in 2019 to 0.60% in 2021. The production damages increased 3.50% in 2018 to 3.74% in 2021 while expecting to maintain 2.50% annually. The customer has chargeback to the company as an air claim due to delivery delay and quality issues which make the high additional cost to the company. Delay delivery forced the customers to prevent placing orders. Within three years, per machine spare part cost risen 112%. High employee turnover has severely impacted the overall operation. It has mainly due to lower on-time delivery performance, which is 82%. Several inside revealed during the interview with the key management employee of the company. The problem has been analysed through the root cause analysis. The problem has been studied under three key labels:

quality controls in the production process, machinery maintenance, and training and development. The literature has been studied under the area identified from the cause-and-effect diagram. The study was carried out under three key areas: quality controls in the production process, xiv machinery maintenance, and training and development, which significantly impacted achieving on-time delivery. The study framework has appropriately identified and discussed the method in detail. Recommended techniques have been referred to the theoretical underpinning directly supported to justify and understand the problem, develop solutions, and provide recommendations. Identified project objective and intended techniques applied. Each project component was details discussed with the current landscape; under the quality control component discussed, appropriate responsibility not taken by the respective quality member, which delays the process and increases the damage due to delaying taking decision. Proper preventive maintenance and adequate quality checking in spare parts were not carried out appropriately, which resulted in an increasing number of breakdowns. Adequate training needs assessment and timely feedback not provided, and employee not motivated. It harms employee engagement, and the efficiency and effectiveness of the employee were significantly reduced. The resource allocated is based on its needs and its relevancy. Under each project, the component identified the project team members and their scope to be carryout. The overall project costs were determined by the analysis-related technique going to be implemented. The attractiveness of the project was evaluated through the benefits cost analysis. The project components were appropriately connected with the relevant literature. Recommendations were given under each project component to reach the delivery on time from 82% to 95% and explain the limitation of the project timeline. Due attention was given to the respective project owners to the importance of the project to be live to reach an expected result, and the report was ended after that.

Reducing Expiry Market Returns in Maliban Biscuit Manufactories (Pvt) Ltd.

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Executive Summary

Maliban Biscuit Manufactories Pvt Ltd is experiencing high volume of expiry market returns for years. Therefore, the loss of profit is increasing day by day when the value of biscuits and the tonnage of expired biscuits increases. The distributors of the company are reimbursed only 0.25% of the total value of the expired biscuits and they have to incur a loss of 99.75% of the value of the expired biscuits. Therefore, the topic of expiry market returns has become a topic to be addressed from both company and distributor sides. The main purpose of this MFRP project under the topic REDUCING EXPIRY MARKET RETURNS IN MALIBAN BISCUIT MANUFACTORIES PVT LTD is to address the significance of the issue and to propose a workable solution to successfully implement this project by reducing expiry market returns by 90% by the end of the year 2022. The project flows from Chapter One to Chapter Six, starting from the overview of the organisation up to the findings of the project. The project is highly significant for the company as its implementation leads to saving millions money for the company. The significance of the project is well explained in the first chapter with the statistical data presented with graphs which supports to get an understanding of the current situation of the company and the performance gap which is required to be bridged to achieve the project objectives. Ichikawa diagram has been used as the model of key problem analysis which is carried out under four project components as Sales Management, Marketing Management, Distribution Management, and Training & Development. Ichikawa model support addressing the root causes of the issues identified under each project component and makes the path to developing solutions for the root causes identified in the model. Here, the development of the solutions is done using literature given in ranking journal papers and the project is carried out under the study framework developed using the project components. Here, the research ideas of theoretical giants are being used in developing solutions for all the root causes identified under the Ichikawa model. This is given in the project under Literature Review in Chapter Three. Chapters Four to Six are devoted to discussing the project objectives under each project component identified in the Study Fame Work, solutions development, project output

and outcomes, budget for the project and the findings of the project. Key solutions are identified and discussed to convince the management of the company for of the importance of implementing such solutions. SMART Project Objectives are aligned in order to performance gap and the project output and outcome are discussed under each project component. Total cost for the project is discussed under the resource allocation for the project and in order to identify the viability of the project. Finally, the project findings are discussed in the last chapter which identifies the similarities and differences between practical solutions developed and the theoretical solutions. Here, the discussion is extended to theoretical and practical findings of the three project components and the project outcomes being complied with the research requirements under MFRP. Almost all the theoretical solutions provided by the literature for the critical issues discussed under each project component. Therefore, this MFRP Project agrees with the literature in providing the solutions to the problems identified.

Reducing Operational Cost of Bakery Operation at Jaykay Marketing Services (Pvt) Ltd.

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Executive Summary

Modern retail penetration in Sri Lanka is currently nearly 16% with the recent growth trajectory and inclusion of the new players given much prominence to the industry. Being the second largest supermarket based on the number of outlets and market share Keells has much potential to achieve. Recent brand change from Keells Super to Keells impacted positively to customer perception and new brand promise paved the way to achieve top 10 brand in Sri Lanka in consecutive years. This project intended to find the root causes for high operational cost at bakery operation and provide solutions to overcome. Since bakery operation net profit contributes more than 25% to Keells overall profitability. Resolving key issues helped Keells to achieve better financial and non-financial results. Keells bakery operation plays a pivotal role for Keell's success story and some of the outlets incurring losses due to high operating costs. The main factors which impacted high operating costs are wastage of material and finished products, overhead cost machinery and equipment, staff attraction and servicing cost due to high attrition level. There were inefficiencies in the decentralised purchase process which resulted in low quality inputs and price variations. Due to that, companies unable to materialise scale benefit from bulk purchases. Due to high staff turnover outlets experienced lack of skill staff and proper training and development couldn't execute since outlets require minimum staff to operate. This resulted in low quality products, improper usage of machinery and equipment etc. By maintaining a fully-fledged bakery operation in all outlets required resources such as experienced team, machinery and equipment which will impact fixed overhead cost and underutilisation of resources. The theoretical background of the selected problem carried out in detail. The key areas identified through the fish born diagram and related publication from scholars studied in relation to reducing the high operational cost in manufacturing and retail industry. The study framework developed on "training and development", "process optimisation" and "process standardisation". The study identified various operational management, human resource, and finance management techniques to solve the identified root causes. The main objective of the project is to

reduce the operating cost of bakery operations. The reduction in operating cost will result in an increase in the gross profit margin and net profit margin. As identified in the present situation wastage in loss making outlets comparatively higher than the profit-making outlets hence reduction of wastage can be achieved by process mapping and standardisation of the procurement process to scale the bulk purchasing with maintaining the quality standards. Introduction of Kaizen recognition will motivate the staff and will be able to factor the employee ideas into the business process to enhance the efficiency and effectiveness. High attrition rate was a significant issue in Keells and bakery operation attrition comparatively higher than the other divisions. Providing proper training and development to perform the job and having fair targets which link with rewards will increase the loyalty and reduce the attrition level. This will help to maintain good product quality and proper customer service. Having a fully functional bakery operation in each outlet had its own disadvantage of requiring significant capital, experience, staff and other resources. There was underutilisation of assets, which resulted in significant overhead cost to bakery operations. Deployed an experienced staff also should rationalise based on the requirement of capacity and operation of the outlet. Providing online training content access to staff enables them to familiarise the working steps, best practices, and important action items to be done in the production process. This will upskill the staff exposure and be able to maintain the product quality, texture and standardisation of product and services across outlets. The introduction of a centralised procurement process leveraged the scale benefit and uniformity of purchases based on prices, quality, and services. Centralisation of bakery operations to supply ready to bake products for proximity outlets leveraged the cost savings. The quantitative and qualitative benefits of the project are expected to be higher than the incremental cost of the project. These solutions led the outcome of promises which Keells to its customers, employees, operation, finance, and community. The solutions which are suggested in the study are primarily based on the theoretical literature sources and the techniques which are proposed have proven as best practices in given conditions. In addition to the solutions author has given recommendations for management to implement along with the solutions to materialise the full impact of tangible and intangible benefit to the company. These solutions and recommendations ultimately resulted in increasing the gross profit and net profit of the company and turnaround the loss-making bakery outlets into profit generating outlets. Since employees are the key resource in a company, increasing the loyalty level and giving fair recognitions and rewards enabled to retain precise resources for future betterment of Keells.

Profit Maximisation of FriMi Digital Wallet Powered by Nations Trust Bank

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Executive Summary

The Banking industry has come to an era of revolution, moving away from brick-and-mortar banking enabling mobile first approach with the development of global connectivity through the internet. With the rapid development of the sector many players are waving hands to enter the space. Global tech gain has put its footprint with adding features into their platforms which can serve customer financial needs. Everyone is now looking at user friendly, 24 available with quick responses. The industry added a new buzz word fintech which is a combination of finance and technology connecting dots of both industries for the betterment of the global village. Mobile wallet is novel concept which is to store your wallet into a mobile application and use for financial needs remotely without reaching to a bank. High smartphone penetration and wide range of the internet coverage have allowed smartphone to become mini bank with the revolution's a developing island nation in the Indian ocean Sri Lanka has huge potential to transform moving fewer physical cash using nation contributing to save trees and energy for printing. This study is to analyse the FriMi digital mobile wallet of Nations Trust Bank PLC, a listed commercial bank in Sri Lanka and propose a methodology to maximise profits to become a successful venture for the country's prosperity. Even Though, Rapid development of the internet usage of FriMi is not performing well due to various causes. The research has found out three main causes for poor performances which are operational lapses, Foundational Skill Gaps and Promotional Strategy. For the depth understanding of the problem the research was conducted with SWOT and PESTEEL analysis. SWOT has elaborated on the current situation and Ishikawa analysis revealed main root causes for FriMi income drain. The research showcased that service units Operation, Customer Service, Merchant Services and FrIMi marketing have not capitalised their full potential to progress. The main cause for loss making of FriMi were identified in operation management, people management and promotion, in operation management, lack of process mapping and absence of automated digital solution were found as key for service lapses. In terms of people management, service gaps and efficiency laps were shown due to lack in foundation skills of the team suck

as cognitive skills, interpersonal, self-Leadership and digital skills. In addition, profits reduced due to promotion expenses without analysing the outcome. It conducted marketing campaigns with zero outcome to the product and identified incorporating digital promotion management toll to overcome issues and to make it worthwhile for FriMi's growth potential. Literature review of the analysis unearthed drawbacks for the problem and showcased remedial actions for the survival from the theoretical underpinning. Scholars have highlighted that poor performance of mobile wallets causes poor services which make customers unhappy. The value of consistency in monetary did not let anyone derail in the team. In addition, positive impact of foundational skills was highlighted. Another, aspect is for profitable venture is sound promotion strategy to retain and get new clients with minimum churn rate were emphasised in the review. Those were factored in the project to propose the solution. The proposed solutions included developing a module for operation management, enhancing foundational skills and structure promotion strategy with the assistance of Customer Relationship Management Module (CRM) module. The operation management module will assist to streamline operation with efficiency improvement reducing staff idling time which will reduce service delays. Enhancing team members' foundational skills will create future ready team to work as team, better negotiation, resource maximisation and to build a loyal team without conflict among the team. The initiative will transform the FriMi team into global standard run the show with more innovation in the dash boards with agility. Third component is to streamline the promotion strategy with making more responsible team for customer retention, promotion expenditure with data visualisation using the Salesforce CRM. The all selections were made with critically evaluating value for money for the organisation to get the maximum output. Finally, the research linked proposed solutions and literature with short term and longer-term recommendations. The cost benefit analysis has shown financial value from the project. The implementation of the proposed solution will enhance the value of FriMi contributing with profits to NTB in longer run.

Improve the Low Cross-selling Ratio of Commercial Bank of Ceylon PLC (Moratuwa BR)

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Executive Summary

Commercial Bank of Ceylon PLC (CBC) being the country's largest private sector bank and overall 03rd amongst the entire banking industry has established a strong brand name, vast no of customer base. The bank's strong financial performance is testified by many awards and accreditations accorded by both local and international governing bodies. The main asset for any bank is its valuable customer base which interact with them investing and borrowing transactions. Hence, the concept of cross-selling provides valuable opportunities to interact more with them in return provides bundle of tangible and intangible benefits such as increase in revenue, establish longer ties and high customer satisfaction. However, it was observed that this has not been taken seriously by many business units even though same has been highlighted as a KPI with strategic importance. Similar to overall performance of the bank, cross-selling performance of the Moratuwa branch too has indicated a poor performance. This has had negative connotations to the branch P & L via loss of income, resulting inability to meet other targets. Among many other reasons for underperforming of cross-selling, main reasons were identified as technical skills, infrastructure facilities and communication and coordination. In terms of technical skills, it was identified that lack of reliable predictive analytics tools/systems caused low lead generation rate. The element of infrastructure facilities, the lack of customised market solutions and non-reliance of digital marketing channels triggered low market penetration and less lead conversion rate. Finally, with regard to the communication and coordination, absence of Customer Relationship Management (CRM) has caused intra-firm information flaws, lack of visibility of work processes resulting delivery delays. According to the literature review, it was highlighted that even though cross-selling is capable of offering bundle of benefits, that three-quarters of all cross-selling initiatives do fail and unable to realise potential benefits. Hence, many scholars have empathised that failure to cross-sell effectively have caused negative implications both financially as well as non-financially. Technical skills were figured as a key aspect in literature and in the absence of analysis of customer behaviour and predictive analysis techniques

led to poor quality and volume of lead generations. The importance of infrastructure facilities was also highlighted in literature stating that importance of developing personalised and direct marketing efforts, customising the product properties per identified customer segments, thus have helped to increase the campaign efficiency while reduce costs. In addition, scholars have also stated that practicing techniques like relationship selling have contributed to improve lead conversions. Finally, research have also cited that importance of communication and coordination in cross-selling process that features of CRM has the benefits of providing a 360o of the customer while enhance the efficiency to track and manage service request, eventually helps to reduce service delays. During the solution phase, the report recommended for developing of a Recommender System (RS) for limitations of technical skills provided hybrid approach consist of both analysing transactional data with Collaborative Filtering (CF) and Acquisition Pattern Analysis (APA) which use current as well as historical data to forecast activity, behaviour, and trends to predict future. The proposed solution of conducting cross-selling campaigns through digital communication channels is recommended for impediments of infrastructure facilities. Further, in this respect a detailed marketing plan is drafted to be implemented. Moreover, in order to improve relationship selling, a training programme has also been proposed aiming to improve soft skills such as negotiation and teamwork skills. Overall, implementing these actions helps to elevate marketing penetration while increasing the rate of lead conversions. Finally, in order to address the concern of communication and coordination issues, focus was on implementing a CRM which addressed the intra-firm communication flaws, while integrate other systems to a common platform which helps to track and manage service request and ultimately improve the service delivery. The methodology of project was carried out using analytical tools such as SWOT, PESTEL, Ishikawa fish bone diagrams, big data analysis, data visualising techniques, collaborative filtering techniques and digital marketing techniques. Then the viability of the project was analysed using benefit- cost analysis with application of forecast P & L prepared for 12 months. Finally, the report discussed on how literature and solution development are related to each other. In addition, several recommendations were given on medium- and long-term basis with due consideration to be given for certain critical factors, while during the phase of implementation and assigning time frames.

Reducing Non-performing Advances of Metro-I Region of Seylan Bank PLC

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Executive Summary

The management field research project on the high none performing advances in the Metro I region of the Seylan Bank PLC is considered as the research area. The significance of the project is explained, and requirement of the solutions was highlighted. The corporate profile was explained and the importance towards the economy and other financial systems are explained. The methodology of the research was explained based on the information sources and the data collected. The identified main issue and financial significance was evaluated based on the Ishikawa analysis. This was carried out based on the brain storming sessions, group discussions and the interviews. The information available were limited when carry out research and limitations were faced were mentioned. The chapter framework explained the each and every chapter content when developing the management field research project. The Bank and the organisational profile were explained, and the situational analysis was carried out using the SWOT analysis. The summarised the SWOT and finally derived the burning weakness in the organisation and in this contest Metro I region. It is identified long term non-performing loan ratio is higher compared to other Banks. The key problem was established, and the exact problem was described properly. The Metro I region was identified as main region for the analysis. The associated issues were identified, and the impact was quantified on the non-performing loan due to the associated issues. The Ishikawa analysis was carried out to ascertain the root causes for the associated issues for the main issue of high non-performing loans. The Study framework developed to non-performing loans with three components of Loan disbursement management, loan recovery management and the competency developments. The three components were deeply analysed through the extensive research carried out on the higher-grade research articles which were published by the scholars were used. The in-depth theoretical background was developed based on the root causes identified in the Fish bone diagram. The scholars have identified reasons for the high non-performance loans and CRM of the Bank has to evaluate and tight protocols to be established were recommended. The modern thinking of the future loan associated risk evaluations

were deeply discussed in the literature. Most of the reasons identified for the high non-performing loans were lack of the risk assessment and lack post disbursement monitoring of the loans. The analysis was carried out sector wise none performing of the loans. The project objectives were developed based on the root cased identified and the solution were developed with the help of the techniques identified by the thorough literature review. The main important aspect of this project is the cost estimate and the resource allocation. The cost estimates were assessed reasonable accuracy. The existing processes were analysed to deep level to find the solutions to meet the objectives of the project of each component. The serious work has to be carried out and the solutions should be more focus on the operational and it should be implementable within a shorter time period. The solutions were developed in detail in the appendices to follow when the actual implementation expected to be carried out by the management. The resource requirement is fulfilled through the internal resources, and this will facilitate to improve the effectiveness of the internal recourses due to the new exposure to the new project. The tangible benefit of the project has direct and indirect financial benefit. The most important was the recover overdue interest of the loans and it is directly impact over the increase the profit of the Metro I region and its branches. The indirect financial benefits were that the capital tight up without generating any income to the region or respective branch can generate income by lending to the new customers. The project objectives defined, and outcomes of the project was established. Most of the outcomes were based on the customers and the assessment and the customer management has increased. This has lead reduction the NPLs of the Metro I region with a substantial financial impact. The solution introduced has created an impact over the Metro I region performance and the profitability. The recommendations were carried based on the solutions and literature and the solution developments were discussed and the connectivity of the same was established. The recommendations of the solutions were based on the requirement was established. The discussions and the findings were established to ensure the success of the project. The overall success of the project was established success of the solutions were derived through the lenses of the literature.

Human Resource Optimisation of How to Drive Driving Solutions

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Executive Summary

How to Drive Driving Solutions is a very young organisation with different offerings related to driving solutions. The concept of the business model is different from the conventional business model existing in the country. Core business model is related to learning programme designed to obtain local driving license in Sri Lanka. The organisation is heavily using modern technology in the programmes offered. Further, the organisation offers a range of different driving solutions engaging all age categories from a small kid to an adult with variety of knowledge and entertainment through their range of solutions. Being a very young organisation HTD introduced couple of key signature services to the market using technology specially on the area of driver skill development. Out of the range of products offered by HTD the project focuses on the basic driving license obtaining programme. Key learning related to subject areas of the MBA programme is used to identify and discuss on the focus area. Significance of the study, methodology and limitation of the study outlines followed with the chapter framework in the first chapter. Project zoom on the gaps in human resource utilisation in overall operation. This results in underutilisation of resources, inefficiencies and customer dissatisfaction overall. Detailed analysis about the current practices to identify the gaps, organisation data, information are being critically evaluated with a detailed analysis of internal and external environment of the organisation. A comprehensive study about the relevant literature to the study area within the industry and outside industry researched for better understanding about the problem. Literature supports the study to be focused with professional direction and in developing a study framework to address the key problem. Based on the framework relevant management techniques are stated in order. As per the key components developed in the study framework project objectives are clearly defined. Under each component, critical evaluation on the current condition and key solutions suggested is discussed in detail. The relevant resources involved in the project and the estimated costs involved are stated with cost benefit analysis, outcome and output of the project are detailed. Concluding chapter discusses about the key recommendations which are in line with the literature discussed. Overall project contributes to improve the operational efficiencies of HTD recourse management. As the key subject area contribute to develop discipline educated drivers on the local road in a methodical manner, this helps to reduce the number of fatalities, accidents, traffic and overall problem related to the road users.

Reducing Rework in Telecom Implementation Projects at Browns Engineering & Construction (Pvt) Ltd.

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Executive Summary

The BEC is considered as one of largest enterprises in Sri Lanka. The entire businesses of the organisation are project based and the engineering services are the core activity of the business. This management field research project studied and analysed the high rework ratio among the NDU, which is carryout telecommunication implementation projects for various clients. Hence this report focus is to identify root causes lead to increase rework and provide solution to minimise the cost overrun. The significant of solving problem was highlighted with the evidence collected through various domains in the organisation. There were particular set of limitations that the author had to face due to data gathering difficulties and restrictions. BEC is a subsidiary of the LOLC group which has heritage of 140 years grown quietly and developed as a sophisticated company where it is awarded as a largest conglobate non- banking financial service in Sri Lanka. The BEC is engineering arm of LOLC group which was established in 2019. The internal and external analysis of the organisation has provided the holistic picture of the business operation. Since the dynamism of the engineering sector, BEC has faced challengers in the day-to-day operation. So, the author has identified the rework issue in NDU in BEC which has financial impacted to the organisation by loosing approximately 33,298,704.98 LKR during FY 2021. The analysis of the data has provided the associated area related to main problem as gaps in employees' key performances, quality issues and project management issues. Further, the analysis of the problem was performed by using Ishikawa diagram and main root causes of the problem were identified through barnstorming sessions and the findings of the internal survey. In depth analysis of the theoretical background was carried out based on the root causes identified from the Ishikawa diagram. The literature survey has been provided the detailed information about root causes and its background areas to enhance the theoretical knowledge through similar cases. Based on the finding of the previously proven data, study framework was developed with the association

of the recruitment and selection, technical training and project management. The comprehensive theoretical analysis has directly led to develop solution to overcome causes and to provide recommendations. In the solution development perspective, various management techniques have been applied to enhance the clarity of content in the report. The main objective of the management field research project was to reduce average annual rework in NDU from 38% to 15% to reduce additional cost at least by 20,531,280.47 LKR through minimise the repetitive activities within one year period of time. The current situation of the associated problems was provided clear picture of existing process and procedures and by using management techniques, provided the solutions to minimise the gaps of identified each associated issue. Required resources and their responsivities were identified to as problem-solving viewpoint. The project component, proposed solutions and budget associated with each sub problems were provided and identified total cost incurred for solve sub issues. The benefits-cost analysis was provided direct tangible benefits, indirect tangible benefits and intangible benefits in financial values and provided total benefits of the project. The total benefits of the project have been identified as 23,013,983.52 LKR and total cost was 1,576,148.00 LKR. By analysis those two factor, net benefits of the project were identified as 21,437,835.52 LKR and cost to benefits ratio as 14.60. The outputs were provided tangible element of the project and outcomes provided intangible benefits achieve through successfully execution. The discussion of findings was linked with main issues and other associated sub issues with the literature discussion. It was provided the conceptual understanding and application of theoretical knowledge for problem solving domain. The recommendation was provided critical considerations in implementing solutions and provided special steps to be taken to increase success rate of each component. Hence, requested to assign change management officer during changers are affected to employees. Further, author was proposed to maintained candidate's database to minimise cycle time of new recruitment and selection process, registration of NAITA to increase quality of the training session and recommended to allocate specific area such as war room in initial stage of the project implementation. Finally, the evidence has proven the feasibility of provided solutions to overcome the gaps of each project components.

Maximising the Revenue at Generator Service Center at Hayleys Aventura (Pvt) Ltd

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Executive Summary

The service sector becoming prominent in the production sector over the last few decades. Product-selling organisations are shifting from product orientation to service base solution production. This shift is mainly due to the changes in the customer needs. Organisations across the world has understand this trend and looking to add the service component to its offerings. Services are generating sustainable revenue and good profitability for the organisations. It creates more value for the customers and enhances customer loyalty. Due to the inherent nature of the services, running a service organisation is a real challenge. Organisations need to keep its customer orientation and need to do service innovations continuously. Service employees play a key role and hence need to keep their motivation and service-oriented mindset to be successful in the service industry. Hayleys Aventura Pvt. Ltd. (HAPL), is a fully owned subsidiary of Hayleys PLC. It represents the power and energy arm of the group. The Power Engineering Division of HAPL, provide solutions to its clients in Sri Lanka and Maldives market by providing world-class engineering solutions on engineering inputs. HAPL is having separate subdivisions for product sales like generators, material handling equipment, lifts and car parks, medical equipment's and industrial raw materials. Apart from the product sale, HAPL has run a Service Centre for its products, mainly for the Generator. Service Centre operation is included a main service centre and 12 regional service centres all around the country, where they are responsible for carried out all the routing maintenance services, breakdown services and all value-added service of the generators. Service Centre has contributed to the total Power Engineering SBU in a considerable portion of its revenue in FY 2015/16 and 2016/17, respectively 28% and 22%. But during the last few years, the revenue contribution of the Service Centre has declined and during the FY 2019/2020 it has recorded only 12% of the total Power Engineering SBU. This decline in revenue has been visible in other management parameters as well. The budget deficit is increasing and per head revenue contribution of employees has declined. Although the generator sales division has continuously added new generators to its installation base, addition of

new generator service contracts was not happening in the same face. This performance gap of the Service Centre has been identified by the author and looked for the root causes and possible solutions to increase the revenue of the Service Centre. During root cause analysis, three main areas are found. Service design, internal process and human resource areas were highlighted as root causes for revenue decrease of the service centre. Lack of customer orientation of service offerings, complexity of the service offers has highlighted with regards to service design. Challenges of operating regional service centres has highlighted with regards to internal process. Lack of motivation of service centre employees has founded with regards to HR aspect. The project was designed to find the solutions for these three aspects. Existing literature has examined to find the solutions to the problems and study framework has developed accordingly. To enhance the customer 01ientation and to simplify the service offers, service productisation has introduced. With the simplified product like service objects, it has simplified the service offering and provide options for customisation. With this simplified service offerings, cross selling has introduced to the system to enhance the customer reach. Digitalisation and the modern ICT technologies has introduced to improve the efficiencies of the internal process. Operation, control and monitoring of RSC operation has integrated to a software solution. Relocation of the RSCs has done based of the geo tagged locations of the generators. Financial incentive scheme has introduced for Service Centre employees and performance measurement system has revised to keep the service-oriented mindset of the employees. With these measures the company abled to achieve the indented output of the project which is to increase the revenue of service centre up to 20% of the total Power Engineering division revenue. With this result its clearly visible that service revenue is depending on the service design, efficiency of the internal process and motivation level of the employees of the service centres. As recommendations authors has proposed to offer customer-oriented service offering's while do the service innovations continuously, integrating the digitalisation and ICT technologies to internal process as well as service offerings and motivate employees for continuous developments and keeping the service oriented mindset of the employees continuously.

Increasing the on Delivery Systems of Micron Technologies (Pvt) Ltd.

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Executive Summary

The project began by giving a general background understanding of the macro level scenario of the IT hardware, software and communication industry, there was steady growth technological one of the articles in the financial times newspaper states that Computer Hardware Sales revenue increased from LKR 59.7 billion in 2014 to LKR 114.9 billion in 2019. Micron operates its business in Sri Lanka as one of the leading importers of IT and Communication products and accessories and distributes throughout Sri Lanka through dealer networks, Micron is in the distribution business, and one of the major functions in distribution ensuring the delivery of goods on time when customers raise orders. Solving the delivery issues is the priority, currently, the company loosed about LKR 56 million in sales turnover. The author conducted research using primary and secondary research data collected from interviews and focus group discussions. The research methods were explained and the limitation of getting accurate data due to the current Covid situation and the unavailable structured database at Micron Technologies. Micron Technologies has over 800 SKUs and over 1500 dealers network island-wide. Micron Started the business operation in 2010, the company was able to survive and sustain its business model and progressed over a period of time with a strategic approach. It was shown that Micron's internal and external environment analysis uses SWOT tools to understand the strength and weaknesses, opportunities and threats to evaluate the company position to strategically move to attract potential opportunities and combatting threats posed.as discussed, the company has a key problem with on-time delivery failure, the internal secondary data records were taken to analyse and identify significant gaps to detect and support the problems.Ishikawa diagram helped the company to analyse the problem in depth and link root causes with other associated problems to evaluate links between key problems and associated problems components .in this chapter mainly company has only 82% delivery completion while losing 18% loss of delivery orders led to the loss of approximately LKR 56 million sales turnover in the year 2020. The qualitative and quantitative research supported the key problems and other associated problems components in view of

the literature review to provide theoretical and empirical underpinning supported by A+ and A grated articles. The literature provides a fundamental understating of problems and related with evidence from other sources finding appropriate how these problems have been given solutions and techniques, accordingly author introduce brings solutions and techniques to apply to problems in order to achieve the main and sub-project objective and other project objectives. The essence of the projects is the achievement of objectives in the form of output. The overall project objective was to increase on-time delivery to a 95% success rate from 82% in the year 2022.the study further identified associated problem components that linked with its objectives and techniques could be applied through each implementation of each solution specific to the problems identified. at present improper inventory management resulted in stocks of LKR 161,341,193 in 2020, a customer churn rate is 485 customers in the same year and employees idle labour hours of 2,912 which demanded training and development for employees. the management introduced solutions considering the nature of the problems and their association with other problems. The solutions such as implementing proper internal inventory systems, Key account management systems and training needs analysis within the budgeted allocation. roles and responsibilities were assigned to relevant project members. The benefit-cost analysis has been clearly explained considering tangible and non-tangible from project implementation. Every project has output and outcome, unless these achieved no worth of implementing a project, in that view projects output is much more closed to project objectives, the key output would be achieving 95% on-time delivery level performance within six months period of time, similarly, other components of problems output can be achieved in accordance with projects objective. The author gives the project financial aspect of the project and results achieved in the form of output and outcome. Finally, project provider findings of the projects and the project's problems were briefly explained with prominent literature with the conceptual clarity to give a clear understating of the problems in Micron and supported by the literature. The recommendations were developed for each problem as to how the solutions were going to be implemented. In circumstances Management decisions might affect and disqualify the proposed solutions, it is the role of the project manager to justify the output relations to the budget. The problems and solutions can be implemented within six months period and realisation of benefits in terms and financial and non-financial perspectives. Finally, the conclusion part elaborated on the project of increasing on-time delivery can help Micron to increase revenue by 20% and improve working capital.

Reducing Delays of Value-Added Services Related Complaint Resolution in Dialog Axiata PLC

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Executive Summary

Effective customer complaint management is a key success factor of an organisation. It is highly important to a service sector organisation since it increases the company's NPS score and increases brand recognition and reputation. Since the telecommunications industry is highly competitive and customers are also highly concerned about the quality of service its high time to revisit the complaint-handling process of Dialog Axiata to retain and increase the market share of the organisation. The complexity of the network and services has caused many of the VAS-related complaints to breach the SLA and this project focuses on optimising the process and reducing the amount of SLA-breached VAS-related complaints. The author conducted a thorough background study and the significance of the project within chapter one to initiate the project. The organisational profile and the problem were analysed in chapter two along with the problem analysis. Necessary qualitative and qualitative data was provided in order to establish and justify the problem. Data during the past five years were gathered and analysed in order to identify trends in the SLA breach problem. During the initial analysis, two major reasons are identified that have caused to breach of SLAs of the VAS-related complaints. They are increasing amount of complaints lodged and increasing resolution time per complaint due to inefficient processes. This project mainly focused on analysing the reasons for the average resolution time increase and proposing solutions to increase the volume of complaints resolved within the SLA to 90%. Three major project components were identified during the problem analysis and a literature review was conducted based on those three areas. The theory related to the identified components is studied in detail and a study framework is developed. Multiple techniques were used during the study which will be described in detail in chapter three. The project components are described in detail in chapter four. The objectives of the project and the project components are discussed along with the resource allocation and the cost estimates. The author used all techniques described in previous chapters to develop the solutions relevant to each component. The findings of the project were described in chapter five. Cost-benefit analysis and project outputs and outcomes are also described

in chapter five. Dialog should introduce process improvement techniques to increase the productivity of the complaint-handling system. The author discusses how to adopt new technologies like artificial intelligence, machine learning and big data analytics in optimising the existing complaint management process. In chapter six, the author proposes several other recommendations such as a dedicated contact point for VAS complaint resolution, migrating VAS services towards could and an AI-powered bot to resolve complaints at the first level. The author further provided some additional recommendations which might be essential when implementing the solutions at the ground level. The further author intends to note that the recommendations provided can be implemented within one year and the implemented solutions need to be monitored regularly. There might be new issues coming up which may create a large impact on the process hence ideally the project needs to be expanded to address all the issues identified at the initial stage of the project.

Reduce Customer Churn Rate at Bharti Airtel Lanka (Pvt) Ltd.

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Executive Summary

As a multinational telecommunication service provider Bharti Airtel Pvt Ltd is operating in over 13 countries with 450 million subscribers. Bharti Airtel Lanka commenced operations in Sri Lanka in 2009 and currently owns around 10% of the market share in the telecommunication industry in Sri Lanka. The organisation is providing basic telecommunication services as well as many value-added services for its customers with the best cost strategy. As well as other industries, the telecommunication industry also has a major concern of customer retaining for a longer period affecting organisational revenue. Hence the organisation has to focus on customer churn management while maximising the revenue and market share as well as improving the quality of service and customer satisfaction. Also, due to 99% of the customer base in the organisation being prepaid customers, it is significant to focus on prepaid customer churn management. Strengthening the organisation's vision of enriching customer life, the organisation launched 4G services in 2021 and offers the best value packages to customers. As of current trends of using data services more, the organisation will have more opportunities to serve customers with its' 4G network. But the organisation still has the issue of higher customer churn as there are many competitors as well issues with marketing and branding plans. Also, there are many micro-level causes that increase the customer churn rate at the organisational level and those are mainly due to service issues, process issues, price plan issues and communication gaps. According to literature and theoretical background acquiring a new customer is five times more costly than retaining an existing customer. Also, when a customer is retaining the organisation for a longer period then customer loyalty toward the organisation will be improved. Then those customers are not distressed about the amount they are spending on services. But customers are using the services or repurchasing till they get the new information. Hence effective communication and customer engagement are more important in order to reduce customer churn rate. Another reason that is impacting to retain a customer is the service quality that is offered after selling a product. Hence for the telecommunication industry network/technical quality and functional/customer

services are important factors to improve customer satisfaction and retain customers within the organisation. Therefore, service quality, price and customer communication are important factors for customer churn management. When it is considering the organisational customer service quality there are many calls centre KPI that are lower than marketing standards, hence lowering the current service quality. Such KPIs are first contact resolution, customer effort score and average handling time. Hence the customer services provided through the customer centre are impacting customer satisfaction level hence it is causing the customer churn rate. In order to address these issues, it is suggested an integrated CRM system as currently, customer agents are required to access many different systems to get the required information to resolve customer complaints. Not only might it require support from technical teams which is costing more time and hence lowering the call centre KPI values. Also, the price factor of the current plans is not giving the best value for each individual customer. The main issues with current plans are they are costly for one-time payment for a whole month of usage and usage is limited to daily capacity. Hence customers purchase with a lower-value pack which is not giving sufficient benefits to the user. Hence it is improving customer dissatisfaction and hence the churn rate. As a solution, the organisation needs to focus on a loyalty programme targeting individual requirements. Hence it is suggesting identifying and categorising the users as per their usage and offer for customer requirements. Also, customer needs to be informed with correct and timely information all the time to enhance customer engagement. Hence organisations need to identify the current communication gaps and address those. As a solution, it is suggesting improving customer communication with correct information through a notification platform. The effort of retaining customers needs to be profitable. Hence the cost and benefit will be considered with a suggested solution. Also, the suggested solutions need to be fulfilled the objectives of the project with desired output and outcome. As per analysis an improvement of the suggested solution for service quality same will improve customer satisfaction and hence reduce customer churn rate by 2%. 1% of the churn rate will be reduced through loyalty programmes which is giving more value to customers. This will improve customer loyalty. Also, with an improved customer communication plan 2% of the customer churn rate will be reduced with higher customer engagement and customer satisfaction. In conclusion, the churn rate will be reduced with suggested solutions which are backed by theories and literature. Also, there are some recommendations suggesting further improvements for solutions.

Revenue Maximisation at Hugo Boss Brand Under Abans Lifestyle

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Executive Summary

The demand for luxury products especially fashion brands is rapidly growing all over the world without restricting to the US and European countries. This incredible global expansion presence in South Asia and emerging countries and Sri Lanka is considered the next South Asian fashion consumer market to enter. By identifying this market opportunity, Abans PLC has introduced well-renowned international fashion brands into the Sri Lankan market. The Hugo Boss luxury fashion brand is one of them and it caters for a niche market segment in Sri Lanka. Hugo Boss franchised by Abans PLC was launched in Sri Lanka in 2017, but it has shown a sales declining behaviour since 2018 and this actual performance is remained at an unsatisfactory level compared with budgeted sales and supplier-committed sales targets. The main reasons for the revenue decline in the Hugo Boss channel under Abans Lifestyle in Abans PLC were categorised in terms of Buying, Retail strategy and Promotion Mix. When it comes to Buying, lack of business and buying analytics, lack of expertise and organisational structure issues were identified as key causes affecting Buying issues to derive low sell-through and high inventory levels. The lack of display arrangement expertise and missing cross and up-selling opportunities were identified as major issues in Retail Strategy to generate low average transaction value and unit per transaction value. Also, the global brand guidelines, luxury brand marketing restrictions, limited marketing channels lack of customer analysis and customer relationship issues were identified as key issues affecting the promotion mix to generate low awareness, customer dissatisfaction and make better decisions. Literature review pertaining to the above study areas revealed that the luxury market is growing despite the economic recession, and it reveals that there is massive potential for Luxury brands. Many scholars have emphasised that the buyer role in the fashion retail industry plays a vital role in selecting the proper product mix which is directly correlated with sales performance. Also, it has been identified that the decision-making process of buyers is a highly important factor and proper clothing styles are critical to creating a sustainable competitive advantage to improve sale performance. Buying or selecting products isn't a simple task, it's a

systematic approach. Apart from those theoretical studies have proven that ensuring a stylish product mix at the store at the right time enables, to maintain the brand image in the customer's mind. When a company doesn't have an effective retail strategy, it leads vi to poor performance and customer dissatisfaction. This emphasises that store atmosphere is required to align with customer expectation which is driven by sales performance as it was found that retail strategy and customer performance exist a positive relationship. It has been illustrated in the literature that reinforcement of branding messages about the reputation and quality of the retailer through promotional activities tend to be intertwined concepts in the fashion retail sector. Digital marketing, Omni channel retailing and customer experience management to increase brand awareness have become emerged. Also, there is a positive correlation between the positive characteristics of communicators in advertisements and purchasing intention. In the luxury market, celebrity endorsement has become an important promotional strategy. The selection of a proper promotion mix enables increased awareness and customer satisfaction. The solution proposed in the report for buying component has included that build an expert team for each function in the Abans lifestyle channel by changing the current organisational structure, developing people through proper training programmes, applying business analytics knowledge into business, and developing a proper SKU planning strategy before actual buying to ensure the accurate product mix, increase the sell-through and reducing month of stocks. The proposed solution to improve the retail strategy included optimising the layout of the store based on data analysis results and implementing a VM incentive scheme. The third project component of the Promotion mix has focused on increasing awareness and customer satisfaction via resorting to business analytics knowledge on the promotion mix, applying the net promoter score model to increase customer satisfaction and determine the best possible promotion tools and relaunching the Abstract social media page. In addition to that, it has elaborated the required resource allocation and cost estimates to implement the project components respectively. The overall benefit-cost analysis accomplished by solution implementation has been presented and the expected outputs and outcomes were elaborated. Eventually, the report discussed how the literature and solution development have linked to each other. The medium and long-term recommendations were given with key considerations in implementing the solutions along with the expected time frame. Hugo Boss under Abans lifestyle in Abans PLC is expecting to resort to proposed solutions to maximise the sales performance in future.

Minimising Contractor-Related Project Completion Delays in Ceylex Engineering (Pvt) Ltd.

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Executive Summary

The success of a project lies in timely completion, within its budget, and delivering the desired quality. However, in Ceylex Engineering (PVT) Ltd, which is a leading EPC (Engineering, Procurement, Construction) contractor in energy and power-related infrastructure projects, project delays occur due to many reasons. The author looked into key problems leading to project delays due to contractor-related issues and will provide recommendations to address these delays related to the contractor and provide solutions to overcome or reduce the delays. The ultimate objective of the project will be to reduce the cost overrun by reducing project delays in the company. The SWOT analysis of Ceylex Engineering (PVT) Ltd. identified many strengths, weaknesses, opportunities and threats regarding the company, which gave a clearer view of the problem. Upon analysing the problem further, even though Ceylex always strives to acquire the expected profits to the maximum, according to the statistics, the company has lost approximately an average of 30% of the anticipated profit from the majority of the projects due to project cost overrun, mostly due to contractor related issues. The loss of profit reduces employee benefits, which in turn contributes to issues like employee turnover and reduced efficiency of the workforce due to lack of motivation. Furthermore, exceeding the project timeline directly affects the project overheads increase, causing the bottom line of the profit to drop. Other than the loss of profits, it also leads to issues like staff allocation for new projects, resource allocation and distribution among the projects and a high workload on the executive staff. Using the Ishikawa diagram and Kipling's method, the root causes for project delays were identified, out of which the main issue was identified as the lack of comprehensive training and skill development in Engineers, problems in project management and poor planning, monitoring and controlling. In the literature review, the theoretical aspects of project management were thoroughly studied, including Training and skill development of employees, 7G Framework, Planning Control and Monitoring, Project

Planning and Project Management. Furthermore, the tools which were intended to be used in the study, including SWOT Analysis, Ishikawa Diagram, Kipling's Method, Training need analysis, Change Management, Data analysis and process review, Lean Project management techniques and 7G Framework by focusing Glue, Grow, Glow and Give were studied, referring to the literature. The main objective of this Management Field project was to reduce the contractor-related delays which are currently occurring in projects executed by Ceylex Engineering (Pvt.) Ltd. from 54% to 30% by the end of the year 2022. And the author identified three main project components, and their objectives and gave recommendations for them. The first component was the Training and Skill development of the employee, and the objective was to reduce design delays from 29% to 16%. In order to achieve that, he recommended using the Training need analysis, 7G frame. (GROW, GLOW, GLUE, GIVE) and Change Management. The second component was, Planning, Monitoring and Controlling, with the objective of reducing delay due to Planning, Monitoring and Controlling from 30% to 17%. And the intended techniques to use were Data analysis and review process, Lean Project management techniques, and Training need analysis. The third component was Project Management, with the objective of reducing delay due to Project Management from 32% to 18%. And the techniques that were recommended by the author were data analysis and review process, and Lean Project management techniques. In the Cost-Benefit analysis, the impact of the proposed solutions on achieving the project objectives is discussed, including both tangible and intangible benefits. According to the cost-benefit analysis, with respect to that, the organisation remarkably benefits from this project upon its successful completion. Finally, assessing all the results, the author gives his recommendations for Minimising Project Completion delay, Training and skill development of employees, Planning, control and monitoring and regarding Project Management, with short-term, mid-term and long-term solutions which are viable to mitigate the issues. With the proper implementation of these recommendations in the company's strategic plan the problems of project overrun will be successfully resolved.

Improving Customer Request Handling in Data Centre

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Executive Summary

First chapter will give more insight to the Sri Lanka Telecom PLC. This Managerial Field Project is targeted the Data Centre and cloud services division in SLT. This division is having Network Operating Centres which is working as the customer front end for the Data centres and the cloud services. This project will consider the Network Operating centre in the Data Centre Infrastructure section. Most of the customers directly contacting these staff members and it is required to acknowledge the customer request via phones and e-mails. Otherwise, that will lead to lower the acknowledgement rate. Next second chapter will give more idea about the organisational capabilities and the opportunities from the strategic level via SWOT analysis. The problem identified the author is "There is low customer request acknowledgement rate by NOC. The target Key Performance Indicator given internally to achieve is 85% for request acknowledgement rate where it is not achieved". The problem analysis was done by the author via conducting the interviews and brainstorming session with the internal staff. With that finding of the author was able to develop the fishbone diagram to find the root causes were identified to address the problem. Third chapter is focusing the theoretical background of the problem of "low customer request acknowledgement rate". With that problem existence and the nature of the problem were studied by the author via research articles and using journals. Based on the identified components and the root causes, other theoretical background finding was done. Based on the identification, author has identified to provide the solutions for the three components, based on the study framework developed with respect to the theoretical finding. Those three components are "staff aspect", "system monitoring and tracking" and "technical knowledge Further techniques which identified in the solutions given by the theoretical background also well described by the author in the last in this third chapter. Fourth chapter has set the objective of the project to improve the customer acknowledgement rate from 70% to 85% within one year. Also, other objectives which is in line with the other three components also identified by the author. Further current situation of the problem was described with the associate with the components. Then the solutions

were developed by the author and well documented with appendices. That will provide the proof for the solution can be executable. For the solutions which was developed by the author, is present with the resource allocation of the project. Further the estimated cost was calculated and presented under this chapter. Fifth chapter is focusing on the benefits of the project after finishing the implementation. Author has identified the monetary value benefit, after the completion of the project. Further benefit-cost analysis also calculated and listed in the appendix. Based on the project, author has listed the outcomes and the output of the project also. Sixth chapter is discussing about the findings of the literature with respect to the proposed solutions by the author. Author is comparing the theoretical findings and the company level proposed solutions are critically evaluated. With that author was able to prove the theoretical findings are proving practise as well. Then the author has discussed the recommendation to implement the solutions via timelines, limitations, the skills which required to success the project. With this recommendation, project objectives can be achieved and the solutions can be implemented with successfully.

Reducing Inventory Write-offs at Processed Chicken Division of CIC Poultry Frams Ltd.

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Executive Summary

Inventory is one of the most valuable assets in the balance sheet which is having a direct link to the profit or loss where many companies use the inventory to real earning management. Hence inventory has been a very significant component. Moreover, due to the perishable nature, the processed chicken inventory of CIC Poultry Farms Ltd has been a major asset of the company with Rs.335 Mn and Rs.104 Mn value as of 31st March 2021 financials. CIC Poultry Ltd is a 74% owned subsidiary of CIC Feeds (Pvt) Ltd which is the livestock arm of CIC Holdings PLC. The company is into rearing of broiler birds and production of processed or frozen chicken. During the organisational analysis, author identified multiple-key strengths, weaknesses, opportunities and threats of the company. Especially under the weaknesses, consistent inventory writes down diluting the operating profitability of the company was a key issue that company has been facing for last five years which require major attention in order to sustain profitability in future. In the financial year 2020/21, the hit to the profit or loss as inventory write-off has been Rs. 28 Mn which is the difference between the physical inventory and the system inventory balance in the context. Along with this key problem, the author identified many other weaknesses that are paving way to the main problem identified. They lack standard operating procedures on areas like inventory stacking, issuing, counting and sales returns, lack of proper monitoring and control over freezer trucks, scales, weigh bridges and SAP system transfers, lack of monitoring dashboard over significant and material expenses such as stock write offs, lag in updating the sales to system thereby inability to have real time sales and inventory balances. A cause-and-effect analysis was carried out in order to establish the linkage between the main problem and the driving causes of this problem. During the evaluation of the empirical evidence to provide theoretical background to the problem, it was noted that Chadhary et al. (2018) has highlighted that nature of the product is really important in determining the level of inventory to be maintained as it could later lead to the costs like inventory maintenance costs, spoilage cost and deterioration cost which directly impact the profitability of a company. Harringtom et al. (1990) mentioned that inventory of a company covers

the errors of inaccuracy and host the other errors. Spear and Bowne (1999) as cited in Mor et al. (2018), the work standardisation ensures the clear identification of the activities that are value adding an enables company to outline the activities in a way that maximise the performance and minimise the waste especially the abnormal wastes such as stock write offs. Harrington et al., (1990), the annual physical counts can be taken as a controlling measure to give a feedback o the level of accuracy in stock records. Taylor (1993) as cited in Jones et al., (2002) explained that's Sales Force Automation (SFA) systems are providing the sales teams access to the information that they require when they visit the field. The main objective of this project was to reduce high inventory write-offs of processed chicken to the acceptable level of 0.2% of the annual production in the coming year. According to the current situation this main problem is contributed by the lack of inventory frequent counts, high data entry errors and high scrapping of inventories which are elaborated under main three project component are described in Chapter 2.5 and Chapter 4.3 for the readers to apprehend the performance gaps in a clear manner. The solutions in terms of developing standard operating procedures, having monitoring and controlling activities in place, sales force automation and training were formulated to address the weaknesses that contributed to the main problem. The expected total cost of implementing these proposed solutions are Rs. 4.2 Mn and anticipated benefits worth Rs. 21.76 Mn are overriding the cost once these objectives are achieved. It was expected that the company will reduce the high inventory write-offs to the level of 0.37% of the production value which was the main output if the solutions provided are implemented. The solutions were developed based on the evaluation done on each project component with empirical evidence in literature. Hence the solution given were critically evaluated against what is on the literature. Further few recommendations in terms of training to staff, balance carder management, empowerment of employees for further fruitfulness of the solutions were given in latter part of this report. Others. According to Gattorna et al., (1991) inventory write-offs also form a part of the inventory holding cost. Hence management must determine the level of stocks the needs to be maintained by the company which is balanced in terms of costs of holding and benefits to the customer.

Reducing the Number of Operational Risk Incident Reports Within Commercial Bank of Ceylon PLC

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Executive Summary

This Management Field Research Project will examine the reasons behind the high number of operational incidents reported within Commercial Bank of Ceylon PLC with the ultimate aim of reducing such incidents reported by 50% within the next 12 months through solutions and recommendations. For a financial service providing institution, it is important to perform services accurately and precisely in order to maintain the quality of customer services offered and to maintain good customer relationships. Therefore, the significance of this study is that by addressing the key issue of the high number of operational incidents, Commercial Bank of Ceylon PLC will be able to reduce the reputational damage, operational costs, legal costs and regulatory fines to a greater extent. Operational Risk Management is an important aspect of banking as it determines the amount of capital to be held as a buffer against operational incidents. A measure of Operational Risk is the number of Operational incidents being reported and this is significantly high within the past eighteen months of Commercial Bank. These incidents are high in value and also are a major reason for the decreased customer satisfaction, increased operational and legal costs, and increased reputational damage. Reasons behind the key problem was identified based on the definition provided by the Basel Committee as Human errors, System errors, and Process errors. This study will follow both a quantitative and qualitative approach to identify issues and to develop solutions. Root causes were identified through techniques such as the SWOT Analysis and ISHIKAWA diagrams, brainstorming, questionnaires and interviews with the staff members at CommBank. The major limitation of the project identified by the Author was that information with regard to operational incidents are considered sensitive and the availability of past data has been limited to 18 months. Therefore, the comparability of information is low. And also, availability of past literature focuses more on defining what operational risk is rather than identifying reasons for operational risk incidents within an organisation. Past literature further establishes the importance of operational

risk while defining it in many aspects. Many scholars identified the lack of a proper training and job rotation schedule, lack of employee feedback or not having proper employee communication methods, and most of all work overload as major causes of operational incidents which are also classified as reasons behind human causes of operational incidents. The use of outdated software and hardware systems was also highlighted in past literature as system causes of operational incidents and finally, the interrelationship between human and systems with processes is also studied through past literature. Accordingly, the root causes for the high number of incident reports are identified based on the above project components. Solutions proposed by the Author are to develop employee work schedules based on prioritisation, to conduct employee feedback surveys and interviews, develop standard training and job rotation schedules to be followed on a compulsory basis. Performing routine system audits, assigning risk management agents within branches and providing employees training on ORM. By achieving the project objectives, the Author intends on achieving outcomes such as enhanced brand image, improved customer satisfaction, reduced operational costs, and reduced legal costs and regulatory fees by achieving individual objectives of project components. Outcomes of the first project component will focus on employee development while the second component focuses on improving system efficiency and accuracy of business and operational processes. Outcomes of the third and final project component will focus on increased operational efficiency and improved knowledge of risk management. All of which will result in a benefit to the organisation compared to the cost that would incur to implement the developed project solutions. The cost-benefit analysis done by the Author highlights a benefit of more than 200 times compared to the cost that incurs. Finally, the report includes a discussion on the solutions developed by the Author while linking them appropriately with the established literature. Recommendations are provided considering the practical implications of each solution. Key words: Operational incident reports, work overload, job rotation, RPA, standardisation, risk management agents.

Address the Adverse Variance in Revenue Due to the Centralised Operation in CMD Service Department DIMO

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Executive Summary

The projects discuss an issue related to adverse variance in revenue due to the organisation's centralised operation. The project is focusing on Diesel and Motor Engineering PLC which is a public listed organisation that represents world-renowned brands in Sri Lanka. For the project purposes, the author had narrowed down the directing area to CMD (Construction Machinery Division) department aftersales support services in DIMO which caters to the construction and mining machinery in Sri Lanka. The author had further narrowed the scope to the CMD HM (Heavy Machinery) section which represents products such as Komatsu, Bomag, Kaeser etc. for the construction industry. The project is focusing on the customers in the Anuradhapura region for effective problem resolution. The HM service functions control and operate by its central workshop located at Siyambalape. The deployment of service crews for the services and repairs and parts counter is operating at Siyambalape main workshop. Apart from the Siyambalape parts counter, another parts counter is operating at the DIMO head office. For any parts purchases, customers have to wait until the parts get delivered to their location or the customers have to travel around 150 km (one way) to either of the CMD parts counters. Also, when a customer needs to get his machine repaired or serviced, they have to wait until the service team get deployed from the Siyambalape workshop. All these issues are disappointing the customers severely as the opportunity cost of idling such a machine while waiting is millions of LKR for days. The report discusses the relevant theories and previous studies on the identified problem. Several papers have been read during the literature review which focused on identifying and developing the project components to mitigate the identified issue. Based on the literature review a study framework has been developed. Chapter four discusses the project components which were identified through study work and the report discusses the project components based on manpower allocation, infrastructure development and inventory management. The report explains how the author plans

to execute the strategy with the identified project components A detailed cost-benefit analysis had been performed for the project. It analysed the benefit over the investment. The costs for the project are in two forms namely one-time and annual costs. Annual costs are incurring year-on-year whereas the one-time cost only takes place xi at the beginning of the project. Then for the rest of the years, that particular cost does not take place. Then the report analysed the relevant projected outputs and outcomes. A Benefit-Cost Analysis had performed on the project, and it concluded that the project is worthy to process with a cost of LKR 1,039,500.00 vs a benefit of LKR 5,365,000.00 minimum per annum. The final chapter concludes how the project outcomes had been formed from the literature review. Further, it concluded the effectiveness of the project in terms of the department as well as the whole organisation. The project is also aligning with the global goals for sustainable development which are mainly the 13th and 9th development goals respectively climate action and industry innovation and infrastructure. The report described how effectively the infrastructure facilities are being utilised and also the effective reduction of carbon footprint through the project. Hence, the project can be concluded as a sustainable development project which benefits both the organisation and the planet.

Improving Production Target Achievement at Link Sudantha Toothpaste Manufacturing Plant

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Executive Summary

The reduction in achievement of set production targets was seen at the Link Sudantha toothpaste plant at Link Natural Products (Pvt) Ltd., to be the main cause of declining revenue over time. The availability of finished goods for sales, at the time of evaluation, was not consistent which resulted in the quantifiable loss of sales, against the set target of sale and the conversion of loyal consumers to the brand's competitors. On the root cause analysis, machinery maintenance was an important aspect that was considered as part of the manufacturing process was automated. The production capacity allows for a higher production of toothpaste within the production cycle from the mixing of raw materials to the filling of tubes, as this process is automated. The machines that were used here, were aged, with repeated breakdowns that resulted in a lag in production cycle time, high repair time resulting in loss of productive workhours and under achievement of daily and monthly production targets. The cartoning, on the other hand, is a manual process that involves workers specialised in this stage. In terms of production process, the holistic production process was evaluated with contributing factors to the identified main cause. While the total production floor must be hygienically cleaned and maintained, the lag in cleaning of machines gave rise to further machine downtime which could have been used for production. The lack of a cleaning schedule gave rise to haphazard cleaning of machines, resulting in congestion between internal structures that had to be taken apart, cleaned and repaired, contributing to further lags in the production process. The layout of the production floor was unfavourable for movement of materials and man, as the storage of WIP stocks on the production floor hindered seamless movement. The blockages of pathways leading to sections of the plant, prevented rapid transport of materials from one station to another. The WIP stocks remained on the production floor as the cartoning step of the production process was done manually, with workers unable to carton tubes at the same rate the tubes were being produced. Process mining was introduced to understand the exact lags throughout the production process, from which immediate action can be taken to rectify any faults. The introduction of a digitised inventory control system

was suggested as a means to control and monitor spare parts that are essential for machinery maintenance. Preventive maintenance checklists, schedules and equipment maintenance checklists were also introduced so that workers can conduct initial checks of equipment and machines prior to beginning the production. The layout of the production floor was re-evaluated to create a space where elements flowed smoothly between workstations. Factory Layout Planning (FLP) has been suggested to minimise movement of elements within the plant while reducing overhead and other accessory costs. Hence improving the production capacity of the plant. The lack of a cleaning schedule saw the haphazard cleaning of machines, especially where leakages during toothpaste filling occurred. Suggested cleaning and housekeeping checklists and clean-in-place methods, proven to be effective for limited human interaction during cleaning, preventing further contamination. Worker welfare was also evaluated, as their wellbeing was directly related to the speed at which cartoning occurred, their knowledge in machine operation and the total functioning of the production plant. Upskilling and providing support to employees for maximal output was also proposed, as means to prevent a backlog throughout the manufacturing process. Training different levels of workers, stretched across stations of the production cycle was customised based on their training needs analysis. Skill matrixes are introduced so that the management can score workers based on their proficiency in their job role. Recommendations for each identified component were justified, where protocols and process alterations are suggested to improve drawbacks and improve components that were identified to reduce production target achievement. The benefit-cost analysis that was calculated, a value of 9.9 showed the effectiveness of the project where the estimated costs and benefits in terms of opportunities that are associated with the project affirms the proposed recommendations for execution. Through the implementation of this project, the organisation's objectives are met through favourable outputs and outcomes, maximisation of resources and limitation of wastage. Through the stringent evaluation of existing procedures and protocols, root causes for underlying operational problems at the production plant, was identified. Recommendations were produced for implementation at each component of the project. A numerical benefit of the project was also presented which denoted the validity of the project on implementation. Such benefits are recognisable within a short –long term timeframe, as described within each component of the project.

Reducing the Number of Work Cycles Incurring in the Web Portal of MAS Active Trading (Pvt) Ltd.

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Executive Summary

MAS Holdings is crowned as the one of the Sri Lankan Largest apparels manufactures who is heavily contributing to develop the Sri Lankan Economy. While acting as key exporter in Sri Lankan economy they are massively partnering with 300 odd both Sri Lankan and overseas supplier base to develop their businesses. Namely MAS holdings has 5 clusters such as MAS Active, MAS Intimates, MAS bodyline, MAS KREEDA, and MAS Linea aqua. MAS Active is one of their specialised clusters to Knit Active wear and lingerie items. Apart from cut & sew manufacturing Mas Active has one of the most innovative seamless manufacturing facilities in their production process. There are Eight production plants located in island wide to cater to one of the world-renowned brands like Lululemon, Patagonia, RL Europe, Tommy John, Gym shark, Lacoste, Odlo and Alo yoga. Since there is a high no of supplier contribution MAS was concerned on settling their supplier payment on time. So as a result, company was invested in a e commerce platform to conduct their procurement to payment process digitally. Furthermore, the idea of digitalising the overall procurement to payment process was benefited on settling their payment as agreed. However, there were some instant that the payment process was halt due to the work cycles creating in the system. Work cycles are generally identified as the payment disputes such as price variance, quantity variance and delivery date variance. When a work cycle created in the system, MAS Legato which is the financial department charge 2 US dollar as the penalty to clear the work cycle. Therefore, it was identified as a burning issue to sort out as soon as possible. Most of the work cycles can be minimise both the suppliers and the MAS team follow the MAS Active web portal effectively. MAS Active Web portal is a similar e-commerce application where we use in Amazon, Alibaba, and Daraz App. There are some portal functions introduced to minimise the email confirmation carrying out in between supplier and merchant. Start with the PO released to the web portal. Both the parties can confirm their orders through the web portal and its kind of e-commerce agreement where supplier can use as a proof to start their manufacturing process in the plant. Not only that it will massively save the time in both merchant and supplier.

Then once the manufacturing process finish supplier can arrange their delivery to the agreed plant and in this occasion, supplier should have submitted their PL to the web portal along with the Invoice PDF. So that the quantity variance issue ca be minimised and plant GRN team can proceed their GRN smoothly. Since the supplier has submitted the proforma invoice to the web portal MAS Legato can proceed the supplier payment within the agreed credit period. So based on the research it was noted that there are some bottle necks in their main areas like People, Process and Environment which involve with 6 departments such as, Supply chain department, Business Development department, Sourcing Department, Plants GRN teams, Finance department and the IT department. The working load handle by the Supply chain department was overloaded with the lesser no of resources. So, it was identified that the organisation should recruit a resource person to overcome these workload balance issue. further, the newly recruited person can oversee the entire P2P process while monitoring the functions that are directly impact in the MAS active web portal performance. Likewise, there were other issues in other department such as business development need to maintain a proper System format when they create material codes. Sourcing team need to create the proper and accurate purchase order by align with the supplier agreed details. Then the plant team need to complete the GRN with in the 24-hour time duration. This has to be 100% accurate as it directly impacted in the final payment process. Then the latte part MAS legato need to arrange the supplier payment after collecting the supplier invoice and completing the system invoice verification process. So as an IT department they should have sort out the IT issues arise from the time above departments to make sure the P2P process is speed and final output is accurate. The main objective of this research it to observe the bottleneck created in the process and setting up a proper monitoring, coaching, and controlling mechanism to increase the system efficiency while clearing and reducing the number of work cycle occurred in the process.

Reduce Results Delay of the Premium Study Programme of Sri Lanka Institute of Marketing

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Executive Summary

Every year nearly 81% of the GCE A/L pass students miss the opportunity to enter government universities. Such students select local and foreign higher education institutes to continue their tertiary education. Sri Lanka Institute of Marketing (SLIM) is one such leading local education institute to provide marketing education. Post Graduate Diploma in Marketing (PGDip) is the key education product of SLIM and it contributes to 43% of the annual revenue. SLIM has been experiencing increasing student displeasure on the service levels of the institute. One key reason that contributes to such displeasure is the results delay of PGDip. As per the norms, Institute is should release the PGDip results within 30 days from the examination closing date. However, currently, there is a 49.33% delay in results released, spending 18.4days extra from the target of 30 days. This delay is trivial in terms of revenue, brand image, and student satisfaction. Internally this results delay has caused numerous operational issues hindrances and increasing complaints from the divisions directly linked to the education operation. Root causes of the results delay are from various aspects such as Examination Administration, Information Management Systems, and Technical Services. Examination Administration is about administering the examination execution for which the examination team is responsible. In terms of the Examination Administration, two main concerns lead to the results delay. One is the delays caused by the paper markers. Ideally, paper marking should be completed within 10 working days, yet the actual is 13 days, recording a 30% delay in the results processing. Such delay has been caused by the lenient nature of the SLIM. Hence author suggests adopting a proper SOP and penalising the delays using a penalty scheme. Further, the second concern under the examination administration is the manual work delay. Manual work is mostly created by allowing students with coaching payments to manually register and sit for the examination. The author well identifies the situation proposes an SOP for the examination registration process while timely balance payment collection is encouraged through an incentive scheme. Information Management is all about better managing the examination information through a system. Confidential data that is entered into the examination system should

have a high accuracy level. Data entered into the system do support us to generate various types of xiv examinations reports. However, it was found that data entering into the ERP system has a delay of 42.8% from the original time due to not having proper examination administration documents. Hence author suggests standardising the product formats so that such standard documents will be utilised for the examination administration by eliminating results entry delay. The second reason is the delay caused by results uploading to the SLIM website. The vendor is not supportive and there could be two to three days delays in results uploading. Hence author suggests SLIM IT teams be trained on uploading results. The third aspect of the results delay is the Technical Services. This is about the people aspect and various skill issues among the SLIM staff lead to the results delays. It is observed that activities of the examination division have not aligned to the overall education activity plan, as a result, they often initiate the activities much closer to deadlines so that end up not meeting the deadline. Individuals show a lack of both planning and time management skills. Lack of planning and time management skills are indicated in the 38% delay in releasing exam admission and timetable. As a result, they often work late hours and extended weeks which results in high OT expenditure to the institute. The Annual OT cost of the examination team is 108% of the annual salary cost. This is a serious concern to the management since it is an additional cost, as well as a staff issue since staff overcommitting to the work and negotiating other social and family commitments, could destroy the healthy balance of their lives. In general, the authors' focus on the project is to standardise most of the activities and the documents, skill enhancements of employees, establish controls, and encourage a work-life balance. Accordingly, solutions were created under the three elements, Examination Administration, Information System, and Technical Services. All of these solutions recommended are immediate implementations leading to generating results within a shorter period. The cost-benefit analysis of the project remains at 3.9, which is a satisfactory cost benefit ratio related to the project. However, other than the short-term and quantitative benefits, the impact of the project will be on the longer-term qualitative aspects as it contributes to enhancing the quality of the examination function and student satisfaction which improves the brand image of the institute for the sustainability of the institute.

Improvement of Cost to Income Ratio of Seylan Bank PLC

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Executive Summary

Seylan Bank PLC is one of the leading commercial banks operating in the Sri Lankan market and this project was carried out with the objective of reducing the Cost to Income Ratio of Seylan Bank PLC. The Cost to Income (CIR) ratio is a key performance indicator of an organisation and maintaining a CIR that is at par with the market standards is vital to an organisation's success and sustainable performance. The project provided an overview of Seylan Bank PLC in terms of the products offered, the scale of operation and the financial position and carried out an evaluation of the organisational Strengths, Weaknesses, and Opportunities and Threats faced by the organisation. The key project problem was defined which is the High Cost to Income Ratio of the organisation. An analysis of key financial data of Seylan Bank PLC for the past 5 years was carried out in comparison against the key competitors that are closer in scale to the bank. A root cause analysis carried out allowed the project problem to be categorised into 4 key problems which were Low Income levels, High Personnel cost, Issues arising from lack of technologic al focus and Process inefficiencies. A literature review was carried out referring to current and relevant theoretical studies carried out with regards to solving similar project problems which allowed the project to identify 3 key project components which were namely Rationalising Expenses, Improving Income and improving of Internal Business Processes. Thereby, a conceptual framework established and key techniques to be used in the project execution was identified. Thereafter, the key project Objectives were identified with relation to each identified project component. The 3 key project objectives were, "Reducing the overall bank cost by 3% at the end of 2022", "Improving the overall bank income by 25% by the end of 2022 and "Achieving a man hour saving of 60,000 hours by end of 2022" across the banking network via efficiency gain". Recommendations in order to achieve each of the above-mentioned objectives, were provided and the resource allocation for each of the identified recommendations were provided in terms of key personnel assigned and the proposed project cost estimates. The project key finding was then discussed in detail where both tangible and intangible expected project benefits were discussed and

accordingly a cost-benefit analysis was carried out. The projects expected outcomes and outputs with related to each identified project component were discussed. The project's key expected outputs were reduction of the organisation's efficiencies and ultimately reducing the organisation's CIR. The key project outcomes were focused towards achieving a more sustainable, lean work environment with a highly skilled and motivated workforce which would ultimately reflect on the organisation's profitability and the service quality. Finally, the identified project components and the solutions were discussed in relation to the current literature and accordingly recommendations were provided in order to achieve the final project objective of reduction of Seylan Bank PLC's CIR.

Minimise the Food Wastage in Burger King Sri Lanka

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Executive Summary

Burger King Sri Lanka is operating under Softlogic Restaurants Private Limited. Softlogic Restaurants (Pvt) Ltd.'s ultimate parent company is Softlogic Holdings PLC, which is a leading conglomerate in Sri Lanka. This study was based on Minimising the Food Wastage at Burger King Restaurants in Sri Lanka. There were very few studies had been conducted on this area in Sri Lanka's fast-food industry. Managing wastage of a Restaurant operation ensures the efficiency of the business and it is a challenging component in Financial Statement. This study had focused to evaluate the control of wastage by using inventory holding periods, marketing campaign evaluations and wastage percentage of sales. Further, mechanisms of wastage controlling, Effect of controlling wastage on financial performances and restrictions on effective wastage control practices were discussed in this study. The study has conducted to find the components which are affecting the high wastage amounts in Burger King. Data has granted by using company financial statements, Management accounts, Records from management meetings, other source of reports and from targeted group interviews. By using granted data, key problems for high value of wastages and the root cause for these problems have been identified by using Ishikawa diagram. A SWOT analysis has been conducted to identify the Strengths, Weaknesses, Opportunities and Threats. Three major project components have been identified which are affecting the high values of wastage through a comprehensive survey. Lack of training, minimum order guarantee requirement of suppliers and operation cash flows used for investment activities are the components as mentioned above. The literature review has carried out to develop the theoretical framework for the study based on the identified factors from the survey. The literature review has conducted by reviewing the ABDC ranked journal and other academic books. The identified literature has shown the importance of effective control of wastage, current issues facing by the organisation and suggested solutions. Controlling the wastage is highly important to improve the company profitability and efficiency. According to the identified literature, it has divided into main components and link to the organisational operational profitability and operational performance.

Eight Solutions have identified to solve the high value of wastage issue in Burger King by restructuring the wastage control process. Aggressive marketing campaigns for import items, include slow moving import items for suggestive selling steam, prioritise training sessions, introduce new training methods, increase training department staff as per the company requirement, arrange separate funds for investment activities, negotiate with suppliers and enter into agreements to extend the supplier credit period. The project implementation process is based on the above eight solutions. Resources have been allocated to each identified project components to implement the wastage control process in Burger King. Total incremental cost is LKR 319,023 and cost benefit analysis shows the incremental benefit as LKR 4,070,991. The cost benefit ratio is 12.7 times. A comprehensive discussion has performed to identify three major project components which were Lack of training, Minimum order guarantee from suppliers and operational cash flow used for investment activities. Finally, the study has concluded with the recommendations such as establishing proper training programmers, pay attention to supplier negotiations to get continuous supplies with reasonable conditions and the attention of higher-level management to improve wastage controlling process of Burger King, Sri Lanka.

Reducing the Shortage of Finished Goods at Gills International (Pvt) Ltd.

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Executive Summary

This management field research project investigates and analyses a finished goods shortage at Gills International (Pvt) Limited, a leading distributor of processed meat items in Sri Lanka. The company's background, the specified problem, and the specific project were presented in the report. The project's scope was established for the reader's convenience. Evidence was used to emphasise how important it is to tackle the situation. The methodology for the research, which included both qualitative and quantitative procedures, was then thoroughly detailed. The author had to deal with a specific set of constraints while working on the project. Those were described in the project's limitation part. The chapter framework was developed by putting out the areas discussed under each section of the project report. Utilising SWOT as a technique, the firm profile was examined in-depth and critically analysed. To establish where the company stands, specific strengths, weaknesses, opportunities, and threats were discovered and made accessible. The shortage of finished goods in the production department was chosen as the project's emphasis area because of its significance. Quantitative and qualitative data were used to explain and justify the chosen problem. This data was analysed critically to create a complete perspective on the issue. Then, the problem analysis was carried out utilising the Ishikawa model as a tool. The problem's root causes were discovered through brainstorming, interviews, and other corporate data. Considering the selected literature sources, the project components were thoroughly evaluated. Since the solutions for each project component were suggested, it was critical to provide the theoretical foundation on which they were based. It also demonstrates the solutions' validity and applicability. Additionally, all areas pertinent to the problem as defined by the Ishikawa diagram were chosen as emphasis topics for the literature review. Following the findings, a research framework was established. The techniques which can be applied to overcome the problem have been determined through a detailed examination of the literature. The project's major objective was to reduce the shortage of finished goods in the production department from 43% to 30% in a year. There were additional sub-objectives for each of the identified components,

which of the previously indicated strategies should be employed to attain the objectives stated. With the use of qualitative and quantitative data, the current state of each project component was examined in detail. Each component's solutions were designed and given appropriate annexures, indicating that the recommended solutions could be implemented. Each proposed solution's required resources were explicitly outlined. The relevant staff members were depicted in the organisational chart, which determined the project team's composition. The cost estimate for implementing the solutions was presented, along with cost explanations and proof. The monitory value of the project's predicted benefits was also indicated along with the computations. The benefit-cost analysis was carried out to show what may be achieved from the proposed project's completion. Concerning the components and objectives of the project, anticipated outputs and outcomes of the project were also established. Following that, recommendations were given that must be followed when implementing the recommended solutions. Furthermore, it demonstrates the solutions' genuineness and practicability. They covered everything from anticipated timelines to best practices, from essential success criteria to things to shun. These recommendations are critical to the project's success and should be used when implementing the recommended solutions into action.

Reducing Labour Cost at Value Added Services Division at Spectra Logistics (Pvt) Ltd.

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Executive Summary

This field project is designed to analyse the current mode of operation and establish its shortcomings together with an improvement solution. Value Added Service activities are high labour oriented therefore the main focus area is to eliminate the waste and improve the profitability through productivity gains. The main focus area is to reduce the overall labour cost from the present 81% to 75%. By doing so the overall direct cost will significantly reduce which brings a positive impact to the bottom line. In the competitive business environment, the growing high labour cost is a critical item for contracting companies providing labour-oriented services to their customers. Therefore, the author has performed a comprehensive problem analysis to understand the exact reasons and root causes which affect the high labour cost. The study also includes short-, medium- and long-term solutions to convert the business vertical into a sustainable model without compromising its service, quality, or compliance aspects. Spectra Logistics (Pvt) Ltd is a leading Third-Party Logistics (3PL) service provider which provides end-to-end logistics services such as warehousing, distribution, Value Added Services (VAS), management consultancy, transportation and other container-related services in Sri Lanka. Out of all business units, VAS division is given extra focus by shareholders as it has higher growth potential in the Sri Lankan market. Though extra attention was given to the newly formed VAS vertical, various factors, mainly labour cost has caused challenges to offer competitive rates to its potential customers. The internal study proved that the labour cost alone represents 81% of the total direct cost. This is approximately 62% of the total revenue generated under VAS. In order to turn around this activity it is inevitable to improve productivity through various initiatives by not compromising the labour payment as per country norms. Therefore, the author has used various analysing tools to establish the root cause to form a rectification plan. An extensive literature review is carried out to support problem identification with the support of past experience and already-revealed knowledge in the industry. It is structured aligning with a cause-and-effect diagram developed in problem analysis. The Literature review helped to study similar analyses

and incidents conducted for similar industries to investigate probable solutions for identified sub-problems. The study framework was built with the support of a cause-and-effect diagram and the findings of the literature review. Finally, the techniques used to analyse project problems and the solutions derived from those problems were discussed. Following a comprehensive problem analysis and theoretical knowledge blended with industrial experiences derived from an extensive literature review, the author has developed solutions for identified problems. The resource requirement and estimated cost for each recommended solution were explained in detail with respect to identified subproblems. The proposed training requirements and performance evaluation criteria were discussed in detail providing supportive documents. Then the cost estimates and guidelines for solutions are also discussed in detail providing details in appendixes. Then expected outputs and outcomes for all proposed solutions were discussed. The potential benefits which can be derived against each project objective were calculated providing the logic and assumptions. This draws a clear picture of project returns against the cost. Then the cost benefit ratio also depicted to assess whether this project is viable and adding value to the organisation. Finally, the relevance and validity of the proposed key solutions for each sub-problem were explained while extracting insights from past literature and justifying the applicability. Then the recommendations for SPL to implement to achieve additional benefits and to provide quality and cost-effective services to customers also discussed categorising midterm and short-term recommendations. The recommendations are categorised into short-term and long-term based on the time period taken to implement the solution and the effectiveness of the benefit. In summary, this field project can be identified as a very good study not only for SPL but also for all the 3PL service providers, other related service providers and manufacturing organisations in identifying the problems they face and effective solutions to be implemented to overcome the existing problems. This will not only provide financial benefits but also non-financial benefits like employee motivation, customer satisfaction, brand image and etc.

Increase the Profitability of Spectra Logistics (Pvt) Ltd - Distribution Centre

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Executive Summary

Most warehousing and 3PL businesses focus to improve their Sales and market share by achieving the bottom-line profit and they will lose their focus on internal business processes, KPIs management, and other main activities to improve the awareness of the company. As a result, Management will fail to remember the main core functions of Brand awareness, KPIs Management and Knowledge management which support achieving revenue and profit targets directly. The Company should not focus only to achieve the sales and profit target but also to focus internal business processes, operation aspects and Marketing activities such as brand awareness. Improving customer relationship through brand awareness, KPIs management and knowledge management are core parts of any kind of business, especially in warehousing and distribution business where most of the business improvement depend on such core activities. In warehousing and distribution business profitability reflect how efficiently manage the internal business process, Knowledge management and sharing that knowledge with all level employees and effectively communicating the company name and brand awareness to its customers. The ultimate goal of any business is to maximise profit and improve sales and efficiently manage other core functions of the business. Spectra Logistics (Pvt) Ltd is a joint venture company formed by McLarens Group and GAC Logistics, which began commercial operations in the 2018 financial year. GAC Logistics is a global leader in the logistics and supply chain industries. Spectra Logistics also has four key business verticals: warehousing and distribution, inland container terminal, custom brokerage, and transportation. Spectra offers a broad range of logistics solutions to a variety of customers across all business verticals. Since there is a variance between budgeted Vs actual sales and profit of Spectra's distribution centre from its inception of 2018 and this is identified as the performance gap, and further, the purpose of the project is to increase the sales to LKR 100 Mn per annum while increasing profits by LKR 10Mn per year. To achieve the target, the author analyses, different techniques. For example, SWOT analysis, cause-and-effect diagram analysis and performed interviews to drill down the correct problem by analysing the past data

in the SPL Distribution centre. The conceptual framework was created by gathering theoretical background from the author, thoroughly analysing prior literature linked to the concepts, and proposing background and solutions in accordance with the theories presented in the literature review. xiv According to the theoretical basis, brand awareness, knowledge management, and KPIs management are emphasised as the primary components of profitability, and a conceptual framework is constructed based on that. Hypothetical studies aid in understanding the tools and strategies that can be employed, as well as the solutions that are recommended to increase SPL DC's profitability. The prime object of the MFRP is to Improve the profitability of SPL DC by LKR 10 million per year. to achieve the target, with the help of SPL data and the comprehensive industry statistics and other areas are underlined that required improvements and to achieve that, some tools and techniques have been suggested. Relaunching the Marketing campaign, developing corporate video/s, conducting the brand audit, Developing KPIs/Dashboards, and ISO Implementations were some of the tools and techniques that are proposed. The total cost will be LKR 3.2Mn of additional cost to the company and gain a benefit of LKR 20Mn that was obtained over the benefit-cost analysis that was performed to identify each solution.

Increasing Technician Productivity at United Tractor and Equipment (Pvt) Ltd

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Executive Summary

This management field research project was conducted to increase the technician productivity in the Service Department at United Tractor & Equipment (Pvt) Ltd. The causes that led to low productivity were studied in detail and appropriate solutions were presented to overcome the identified causes. The report began with an introduction to the industry and the organisation that is being studied. The significance of the project was highlighted to help the reader understand the importance of this issue in light of the organisation. The methodology of the project which used quantitative and qualitative methods was explained. The limitations that the author faced whilst doing the project were also highlighted and the chapter framework was explained for each chapter in the report. The second chapter briefly explained the organisational profile, along with a SWOT analysis of the company analysing the strengths, weaknesses, opportunities and threats facing the company. The problem of low technician productivity was chosen as it was the most significant issue affecting the profitability of the organisation. This was later explained and justified with sufficient data. There were other associated issues that occur as a result of the main issues which were also presented subsequently. After this, a detailed problem analysis was conducted using the Ishikawa diagram and the root causes were identified after several brainstorming and interview sessions with key personnel in the department. In the third chapter, a detailed analysis of the problem was carried out through an extensive literature review to establish a strong theoretical background for the project. The study showcased the manner in which the scholars had studied the problem of productivity and the solutions that were proposed to overcome the problem of low productivity. The identified areas from the Ishikawa diagram were selected as focus areas for the literature review. As per the findings of the literature review, a study framework was developed with 'Lost Time', 'Rework', and 'Inefficiency' as the components that lead to the problem of 'Productivity'. Finally, the techniques that can be used to solve the issues were later discussed in detail. The fourth chapter provided details of the project itself. The main project objectives and the sub-objectives for the components were identified along with the techniques that

will be used to achieve them. The current situation of the project components was explained in detail, and the solutions were developed for each of the components which were presented with references to the annexures which give the detailed manner in which the solutions can be implemented at UTE practically. The required resources to implement each of the solutions were identified. The cost estimates for each of the solutions were calculated with evidence for each of them. The fifth chapter provided the benefit-cost analysis of the project confirming the viability and financial feasibility of implementing the solutions. This was done by calculating the benefits of the project in monetary value and comparing it with the cost estimates. Subsequently, the project outputs and outcomes were also explained giving the immediate and long-term benefits of implementing this project and the implications this will have on the operational efficiency of the Service Department. The sixth and final chapter provided a critical analysis of the project components and solutions with the theoretical references that were identified through the literature review, to establish a strong foundation for the project and to prove the viability of the solutions being able to achieve the expected outcomes. Afterwards, the recommendations from the author were presented which will be important to adhere to, before the practical implementation of the solutions in the organisation. These included best practices, things to be avoided, timeframes and so forth. It is advised to adhere to the recommendations that were highlighted for the successful implementation of the proposed solutions.

Reducing Employee Turnover at Insurance Section at Aldi Services (Pvt) Ltd.

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Executive Summary

The aim of the project was to provide a solution for the identifies main issue of employee turnover in the insurance section of Aldi. The background to the project, the aim of doing this project, the methodology of the project and the limitations were presented at the start. This helped in explaining the significance of the project to the organisation as high employee turnover is considered one of the key issues in the organisation. Finally, a chapter framework is provided. Further, a comprehensive elaboration of the background of the organisation is given subsequently. Aldi is considered one of the leading BPM organisations in Sri Lanka and all around the world. The information on the number of countries in which Aldi is currently located, the number of employees in other organisations and the types of services provided. Furthermore, more focus is given to the problem statement of the organisation and the financial impact of the problem on the organisation which is the key reason for selecting this problem as the topic for the project. The project component and the root causes of each project component are identified and analysed with the help of a fishbone diagram. Finally, three main associated problems are identified and explained with the support of internal data collected. The literature review is considered a key validation of the project where supportive literature and articles written by famous scholars are used in order to construct the arguments for the main problem as well as the individual project component and root causes. The project components are strengthened based on the findings already presented in scholarly articles and journals. Further, the main techniques that are to be used in providing the solutions for each of the root causes of the main problem are analysed through the knowledge acquired in the last two years throughout the MBA. The current status of the problem with suitable data and graphs that are collected internally and externally is presented as part of problem-solving. Further, the impacts of the current status of the problem on the organisation are discussed in detail. The solutions are developed based on the finding from the literature review and with the help of techniques analysed in the Literature Review. The cost estimates are established based on the data collected and a table of resource

allocation is presented in order to highlight the resource requirements, roles and responsibilities. The most important part of the project is cost-benefit analysis where estimated cost and benefits are analysed for implementing the proposed solutions to the project. The costs and the benefits have been calculated to the best estimate using quotations and invoices for each proposed solution. The outcomes and the outputs of the overall objectives and each project component have been provided in detail in the chapter with a conclusion to the chapter in the end. Finally, a comprehensive discussion of each project component in conjunction with the literature review and provides suitable recommendations to implement the proposed solution within the time scale period is presented. Further, the overall recommendation to achieve the objective of the project concludes with a summary of the project.

Improving the Resolution Rate of Complaint Management Process

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Executive Summary

ABC PLC is one of the giants in the telecommunication and digital services industry in Sri Lanka. It is a group of telecommunication companies where the mother company is located in Berhad, Malaysia. Recently in 2019, ABC Group launched their software company in Sri Lanka connected to ABC PLC. Accordingly, the opening chapter was an introduction to the company, the surrounding industry, and the project flow explained with its methodology, limitations, and chapter framework. A study on the organisational profile has considerable value in providing an operational-level solution for the existing process improvement. The author as a Project Lead – Engineer in a critical division of ABC PLC, has conducted a SWOT analysis to comprehensively identify the internal and external environment of the company. In that, she has identified there are significant gaps in the organisation in complaint resolution for Mobile and Fixed Broadband (FBB) services. Thus, the author has used a fishbone diagram to deep dive into identified problematic areas where there are functional performance gaps in achieving KPI goals, a high rate of customer inquiries at call centres, customer management issues, and employee service excellence that degrades both the financial and nonfinancial prestige of the company. Literature study is a key element in a research project where the author broadens the knowledge of theoretical and practical aspects for the project execution. Here the author has conducted a comprehensive literature study on the three key problematic areas of "complaint resolution: 'system software issues, gaps in 'fault types of management', and 'execution process". Along with this author has built up the study framework of the project. Further, she has classified several techniques which are useful in the project execution to develop a complaint management system of the next level. In this process, the author has referred to ABDC ranking journals, book chapters, other publications, website documentaries, internal information records, and annual reports of ABC PLC as data sources. Clear identification of the project objectives is highly important in driving project proceedings on the right path. Thus, the author has disclosed the main objective of the project as "Increasing the rate of complaint resolution to the marked KPI 80% in Mobile and Fixed Broadband

(FBB) services". Mobile and FBB services are the most critical businesses for ABC PLC which hold more than 95% revenue of the company. Therefore, service excellence, customer satisfaction, and customer retention are countable factors for the company. Thus, complaint resolution is a key critical element on it. The main objective has been supported by four sub-objectives in processing the project with respect to identified three problematic areas. Once project objectives were grasped, an outline of project solutions, project costs, and resource allocation was done which provided a clear view of the affordability of the project. Accordingly, the author has developed solutions from her perspective referring to the literature study, and expert information. Thus, chapter four has provided detailed evidence of the methodology of project execution. Benefits are the essence of the project where a company be happy in the end. So, benefit-cost analysis plays a critical role. Benefit-cost analysis was drafted interpreting the overall financial status of the project. Next, expected project outputs and their outcomes were discussed showcasing the value of project implementation. Most significantly it addressed operational excellence with reliable quality service, customer satisfaction, and employee wellbeing. Whilst findings of the project have showcased the savings of expenses at call centres that could be utilised on some other occasion. Amongst the multiple solutions identified from the literature and other sources, the author`s recommended solutions were summarised as; "develop a centralised software platform for complaint management, conduct effective training programmes for staff, develop the overall process of complaint resolution, create a process for fault monitoring and fault prediction, introduce a standard service request (SR) forum and promote self-service approaches among customers". These solutions have facilitated the path to achieving the main project objective witnessing the aim of project execution. Finally, it has concluded the overall process of the MFRP.

Unauthorised Overtime of Center for Distance and Continuing Education, the University of Peradeniya

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Executive Summary

In the twentieth century, Work verse Leisure has become one of the debatable topics in the field of human resource management and time has been considered as a most valuable resource with the lack of leisure time. Though, technologies have become an ever-capable and cost-effective substitute for human workers, still most developing countries depend on human resources to a large extent. As a result, the productivity of many organisations highly depends on the human capabilities and human resources of an organisation is a main determinant of success. However, employees of many organisations have shown incapability of completing assigned work within the official time period and overtime has become a normal phenomenon. Therefore, many organisations are spending huge amounts of money on overtime payments. Unauthorised overtime is the other problem related to these high overtime requirements. CDCE is the external arm of the university. High unauthorised overtime of the centre has been reported to a significant level and this has become a burden for the administration. Considering the situation, this study aims to investigate the causes behind the unauthorised overtime of CDCE of the University of Peradeniya and suggest suitable solutions. At first, the problem was analysed deeply to understand the real situation and significance of the problem and the current scenario. Though CDCE is strengthened with human resources, physical resources, and collaborations with external parties, non-academic employees of the centre have failed to complete assigned tasks within the period given due to various reasons. Brainstorming sessions were conducted with relevant administrative non-academic officers and non-academic employees of the university to understand the depth of the problem and its causes behind it. Causes and the relationship between causes were identified through the sessions and an Ishikawa Diagram was developed accordingly. According to the information collected, unauthorised overtime has emerged due to lapses of management that have affected the issue. According to the analysis, lack of planning,

lack of training and development and lack of process improvements are the main reasons affected by the current problem. Then, the previous literature was investigated to have an understanding of the problem components and their applications in previous studies. A wide range of theoretical and empirical studies have focused on employment and overtime. Scholars have defined overtime as a premium for the work rendered for the organisation during the off hours. According to the literature, it was observed that many government institutes are considering overtime as a burden while some organisations use it as a solution for the inadequacy of labour and other staffing problems. Moreover, scholars have identified the interest of employees to earn money, lack of training and development, poor planning and scheduling, uneven demand, lack of control and procedures and lack of technology as the main factors affected to the unauthorised overtime of the organisations. Further, it was observed that techniques such as process mapping, Pareto analysis, and ADDIE model can be used to address the root causes of the problem After having an understanding of the literature, the solutions were developed using the knowledge gained. Proper planning, process improvements and preparation of policy on Overtime, training and development opportunities for non-academic staff have been suggested to address the issues related to unauthorised overtime. Enhancing awareness of employees about the importance of employees' development has also been suggested. Under the process component process, the introduction of MIS also has been identified as a suitable solution to overcome the issue. In concluding the project, the developed solutions were carefully revisited with the root cause analysis and the literature. The solutions were supported with the tools and methods identified in the previous literature while aligning with the organisational competencies. The cost-benefit analysis was carried out considering one year period. When the project is implemented, it is recommended to obtain approval from the relevant authorities before implementation. Further, it has been suggested to discuss the project with relevant stakeholders and improve the project with their suggestions.

Improving Workshop Spare Parts Sales in Dimo PLC

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Executive Summary

Being a well-known conglomerate in Sri Lanka, Diesel & Motor Engineering PLC was able to build its reputation within the customers' minds over the years. Its presence has been established in several industries. When the aftermarket segment of the TATA automobile sector is considered, reduced growth in workshop spare parts sales have been experienced. Customers have found it comfortable to get their spare parts requirement fulfilled from wayside garages with the utilisation of competitor products and low-cost spurious parts. Thus, a delay in addressing this issue may adversely affect DIMO's financial and competitive position in the market. DIMO owns 16 TATA workshops which are dispersed island-wide and DIMO is the market leader for the sale of commercial vehicles. They are abundantly available in the market. The provision of two years warranty on all spare parts sold has been recognised as one key differentiating element among rivals in the automobile aftermarket industry. Even with the presence of these opportunities, less growth in workshop spare parts sales has been observed. Among the many factors affecting the reduced growth, limited availability of subject specialists, poor performance monitoring and the presence of obsolete inventory have been addressed in this Management Field Project. Reduction in gross profit, difficulty in covering workshop operating expenses, limitation to receive additional discounts from TML and decline of market share have been identified as major consequences of this issue. There are many literature reviews which have been done on performance management. Those studies affirm the fact that the absence of key performance indicators and poor monitoring of the same have an adverse impact on organisational sales. When the spare part stock with no movement for one year and above is considered, it is 11% of the total TATA CV spare parts inventory. It indicates the presence of obsolete stock. Researchers have found that the presence of obsolescence has adverse consequences on a firm's performance. Previous studies have stated that core employees (Who are referred to as the subject specialists in the project) are vital to carry out prime functions of the organisation. However, when it comes to workshop operations, there is a problem where such positions are not being filled by the right

personnel who possess the required knowledge, skills and attitudes. Similar to what has been depicted by scholars, negative impacts have to be encountered due to the poor selection of candidates for core job positions. In order to eliminate the problems associated with less growth in workshop spare parts sales, objectives have been set. Consequently, the solutions have been developed in accordance with what has been proposed by previous scholars. In order to alleviate the problem of poor monitoring of key performance indicators, a balanced scorecard dashboard has been suggested. Under the obsolete inventory liquidation policy which has been proposed, a stock which has no movement for one year and above is categorised as slow-moving, very slow-moving, and obsolete stock. A process chart has been suggested to scrap the stock which has been identified as obsolete. The NEO-PI-R tool has been chosen to evaluate the personality traits of candidates during the process of selection in accordance with the big five models. Also, a selection policy has been proposed to eliminate the drawbacks encountered in employee selection. The solutions suggested addressing the key root causes of the problem of less growth in workshop spare parts sales have reshaped the manner in which those business functions have been carried out. Thus, in order to address the resistance during the process of implementation, acquiring the support of top management has been recommended. For the process of performance measurement and evaluation to be a success, it has been suggested to link it with the system of reward and recognition. Through the application of the recommendations stated above when establishing the solutions, the growth of TATA workshop spare parts sales can be improved.

Reducing the Inventory Write-off in Young Plants Division at Hayleys Quality Seeds Company (Pvt) Limited

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Executive Summary

Hayleys Agriculture Holdings is an agricultural sector pioneer and market leader, providing a diverse range of products and services to both local and international markets. Our portfolio of Agri solutions to Sri Lankan farmers, ranging from seed and planting materials to fertiliser, crop protection goods, land preparation and harvesting machineries, and veterinary and animal health supplies for pet and livestock. Sri Lanka climate range from tropical to temperate, availability of skilled labours and expertise on quality producer of young plant, company has good potential within the country to produce flowering young plant to both local & foreign markets. The Young plant division of Quality Seed specialise & offer, high quality young plants, However, in the recent past it was observed that the level of inventory write-off the company is increased beyond the normal level in the industry practice. This situation has unfavourably affected to the company in terms of financial and non-financial losses. Furthermore, the company's expansion is being restricted as a result of increasingly declining performance. The main reasons for increasing plant inventory write-offs were categorised in terms of production process, people management and marketing. When it comes to production process, higher amount of over matured plants and high variances in production and sales volume were identified as key causes affecting write-offs. In terms of people management, inventory write-offs were occurred due to lack of awareness of labours about proper agronomic practices. In addition, discarded inventory volume was increased due to lack of proper marketing activities of the company Result in, company was weak in achieving sales targets. Hence improper promotion mix was identified as another root cause. Literature pertaining to above study areas revealed that inventory write-offs are common in a company, but the consequences are high when it goes beyond the normal loss. Many scholars have emphasised that inventory write-off lead increase company's cost on inventories, hence bottom-line performance is reduced due to incremental cost. Production process is considered as a key aspect in literature and

absence of using proper agronomic practices and less diversified portfolio is termed to be a one of reason for project delays. The importance of marketing aspects has been given in literature with proposed frameworks for effective promotion mix. Where the significance of advertising, public relations, direct marketing, sales promotions and personal selling has been highlighted in research. Apart from that theoretical studies have proven that technical knowledge plays an important role in reducing inventory write-offs by labours. It has been illustrated in literature that technical knowledge training has a positive impact on creating competitive advantage for the company. The solutions proposed in the report included introducing new plant varieties to the product portfolio, increasing number of inventory verifications and evaluating existing agronomic practices under the one project component of production process. Result in, company can reduce inventory write off while increasing inventory movements, product quality and more corrective production decisions. The proposed solution of re-structuring marketing mix support company to achieve sales targets and reduce inventory holdings. The third project component was focused on enhancing technical knowledge of workers via training which helps in improving plant up-keeping and reducing the inventory write-offs due to improper applications of chemicals and fertilisers. Finally, the report discussed the relationship between literature and solution creation. In addition, proposals for the medium and long term were provided, as well as essential factors for adopting the solutions and the projected time period for implementation. As a result, Hayleys Quality Seeds Company may decrease inventory write-offs in the Young Plant segment by implementing the offered solutions.

Increasing Sales at ABC Brand

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Executive Summary

The women's fast fashion industry is characterised by numerous brand proposals ranging from high-end fashion houses to small private label offerings. This necessitates the need to constantly evaluate and modify marketing strategies to remain a top-of-mind brand in order to sustain healthy sales growth. ABC is a women's fast fashion private label brand founded in 2015. The brand saw a strong uptake in the year of launch; however, sales growth has since failed to remain in line with internal projections. The objective of this management field research project, therefore, is to provide viable suggestions to revive sales of ABC based on past academic research and industry knowledge. In order to achieve this the prevailing external environment constituting macro-economic indicators and market trends, and the internal environment of the company itself is to be analysed in depth. Fashion-oriented businesses appear to be positioned favourably given the rising level of affluence in Colombo, its suburbs and outskirts as well as rapid urbanisation. A high female workforce participation rate and proliferation of internet-enabled electronic devices also bode well for online fashion commerce. Internally ABC is positioned modestly as it has built up a respectable level of brand awareness among customers and employees skilled designers. The brand's discovering fashion focus additionally provides a unique value proposition. Nevertheless, a highly competitive market and underinvestment in advertising and promotion over an extended period, have weakened the brand's market position. These dynamics are reflected in the gradual slowdown in sales and the widening gap between projected and actual sales. The onset of the COVID-19 pandemic in 2020 further aggravated the situation forcing a pause in business. Delving further into insights from interviews with the founder and company data over the 2015-2020 time period showed that the slowdown in sales was caused by a decline in volumes. The below industry advertising and promotional spend coupled with other below industry figures were evidence that the cause of the issue was multifaceted yet rooted in weak planning of brand management, marketing communication and digital space. A study of academic literature in the broader topic areas of brand management and marketing management revealed critical attributes and aspects which should be evaluated when forming a strategy to increase sales

and sustain a healthy growth rate. Among these was the importance of maintaining a clear and detailed view of the target customer through a buyer persona that closely aligns with the brand identity which a given brand attempts to portray, well-balanced marketing campaigns that not only focus on promoting products but also leverage the modern digital tools and platforms available to engage and share content that is capable of driving two-way communication and creating a community around the brand as well as optimisation of a website to support a convenient and easy shopping experience. Using these insights, the study framework was formulated comprising brand management, marketing communications management and digital space management as the three main components. The project proposed to reach LKR 10 million in sales for the financial year 2022 representing a 27% increase over the financial year 2019 sales on a comparable basis. This is broken down into several sub-objectives including increasing the number of transactions and average order values, growing the follower base across social media platforms and improving metrics such as click-through rate, bounce rate and cart abandonment rate. Achieving these are collectively expected to contribute towards the full-year sales goal. A core project team was proposed in order to work on the solutions with the project manager providing guidance on each task. Expected costs are also budgeted with an overhaul of the website expected to be the largest one-time expense and marketing campaigns representing the rest. Expected benefits are also outlined primarily in the form of contributions to overall sales. Finally, proposed recommendations to be implemented within the current year are discussed at length. These proposals include developing a buyer persona, cataloguing past marketing content, creating a content publication schedule, overhauling the website, and simplifying the checkout process among others. Possible further steps are also presented in brief as a means of sustaining healthy sales growth over the long term. These if implemented are expected to potentially add to the estimated project benefits outlined.

Reducing Excessive Over-time Expenses of Lanka Walltiles PLC-Meepe Factory

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Executive Summary

This study maintained a key theme of excessive overtime expenses of Lanka Walltiles PLC – Meepe Factory. The study outlined the excessive overtime workings of non-executive grade employees. When monitoring the past data, it has been proved that most of the non-executive grade employees have been working overtime as a habit for many years. Typically, it was with the intention of increasing one's income. However, this has been also linked to their health reasons. This study was segmented into six major segments. The initial segment of this study has explained the background and significance of the project. It has also mainly focused on the methodology of the study. The author has used different techniques to gather data from different parties of the company. Then the limitations of the project have been discussed. Limitations can be found in any study, but it is important to be aware of the possible constraints of a field research project. Then the next section of the project specifically addressed the organisation that has been selected for this study. SWOT analysis was used to better describe the organisations' micro and macro environment. Moreover, the key problem and description of the issues have been highlighted with the essential identification of subproblems which contribute to the key problem. This section was critical because it analysed the key problem and the subproblems linked to the profit of the organisation. The next section of the study has deeply examined the literature related to the selected study and will greatly help the author to deeply understand the concepts related to the relevant study. It has also helped in formulating a theoretical framework as well as providing recommendations to resolve the problem identified. The techniques identified to provide the solutions to solve the problems have been described in the latter part of that section. The next section is the most prominent section of the study as it has deeply described the project, project objectives as well as the solutions developed to solve the problems identified by the author. Further, this section has been linked with the theoretical framework and has addressed the critical issues of the project and has clearly addressed the resource allocation to execute the solutions developed. After that, the next section specifically focussed on the benefits of the project followed by the "Benefit Cost Analysis". And also, it has clearly defined the outputs and outcomes related to the project. Then the project was focused on discussions related to the findings and presented the recommendations to resolve the identified problem in the study. This discussion has been as closely related to literature as possible.

Increasing Sales Performance at TSPL Technologies (Pvt) Ltd.

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Executive Summary

The Management Field Research Project was based on the theme of increasing sales performance at TSPL Technologies (Pvt) Ltd. TSPLTPL is a food manufacturing organisation, categorised under the small-scale enterprises in Sri Lanka. The Small and Medium Enterprises are considered as significantly contributing entities to the economic growth in Sri Lanka. The project was analysed the current condition of the organisation, identified the key problem, and proposed suggestion to solve the key problem. The project was significant for the growth of the company, for the customers and employees for their satisfaction and improved livelihood, and for the economic growth of the country. The information and data gathered from primary and secondary sources for the project. The project limitations were insufficient data during the first two financial years of the company on cost of goods sales, production failures, trials, and inventory losses. The organisation's background, its capacity, product types, and ongoing projects were described at the beginning of the second chapter. Then, the organisation internal and external environment were analysed using SWOT and PESTEEL tools. The key problem of the organisation was identified as inability to achieve sales targets of the organisation. The associated problem areas were frequency of orders, order rejections, and vacancy rate of the organisation. The problem was further analysed using cause and effect analysis to identify the root causes in each area. The main root causes were lack of staff, not having a meeting schedule, less follow up the customers, lack of space, lack of checking materials, several productions at same time, and not having a wastewater treatment plant. Further, the customer complaints were analysed using the pareto analysis. The literature findings described the sales performance of the SME manufacturing firms in developing countries. It described the SME sales performance, operational barriers that hinder the firm's sales, the importance of the SME sector, and the five growth stages of SMEs. Then, the literature on three project components such as the process improvement, supply chain management, and people management were presented based on the related issues and the approaches to increase the sales of SMEs. The project components derived from

the associated problem areas identified for the key problem. Then, the techniques used for the project solutions were described at the end of the chapter. The project main objective was to increase current sales revenue of the organisation to achieve their sales targets. The sub objectives were increase repeat order sales of active customers, increase new customer sales, and reduce order rejections. The current situation of each project component was described. Then, the solutions were suggested for each project component by aiming to solve identified root causes under the three associated problem areas of the key problem. Implementation of all the solutions, the resource allocations and cost calculations were comprehensively described under the relevant appendices. The project benefits were all tangible and derived from increased repeat order sales of active customers, increased new customer sales and reduced customer rejects. Then the benefit cost analysis was conducted to assess the project viability. The benefit cost ratio was 3.69 and the project was viable for the implementation. Then, the outputs and outcomes of the project described based on the main project objective and sub objectives under each project component. The project findings were described by connecting them with the literature. The project findings were mainly the developed solutions by the author for each project component to solve the identified root causes of the project key problem. Then, the short-term recommendations were suggested for further implementation of the project to increase the sales performance of the company. Finally, the project key problem, objectives, solutions, benefits, and the significance of the project were connected by presenting the conclusion for the project.

Improving the Production Efficiency of Brandix Casualwear Rideegama

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Executive Summary

Brandix is a leading apparel manufacturer in Sri Lanka. However, with the changes in trends, demands and competition in the industry casualwear products of the Brandix Casualwear cluster is presently in a challenging situation with the competitors reaching for the declining demand in casualwear products in terms of cost, quality, and agility. This project specifically identifies Brandix casualwear's Sri Lankan operations at Rideegama, which operates at a low production efficiency. The key problem of low production efficiency causes other issues such as high cost per product, low capacity, OTD achievement etc, and low production efficiency has become a fundamental issue for the concerned factory. The project, its significance, the methodology and the limitations of the project have been discussed in detail in Chapter 1 of the project, while the entire project analysed the organisation and identified the key problem of low production efficiency, verified the problem through a literature review, set out objectives, the findings were discussed with benefit-cost analysis and recommendations were given. The project's challenge has been described and analysed in Chapter 2. The corporate profile has been discussed, as well a SWOT analysis was done that assisted to narrow down the problem to specifics. Low performance to plan, high leaves by machine operators, high changeover lost time, line idle time, style feeding delays and machine downtime was identified as the sub-problems that contribute to the key problem of production efficiency. The performance gap in terms of quantitative aspects was discussed to highlight the significance and a root-cause analysis was done through an Ishikawa diagram to evaluate the key problem. Following the analysis of the organisation and the key problem, the author did a full literature review in chapter 3 to evaluate if the problem has been justified in prior literature and if any solutions are offered for this problem. This chapter goes into a deep review of the key components, which include workforce management, production planning, sewing line processes and machine management. In this chapter, the literature supports the problem and suggests some practical remedies. A study framework has been built based on this. The author established the field project objectives in Chapter 4 after doing literature research for

the identified project components. The main objective is to improve the production efficiency of Brandix casualwear Rideegama factory's sewing lines from 60% to 70%. To achieve these key objectives, sub-objectives were set. The sub-objectives are improving PTP from 92%-100%, and improving machine operator availability by reducing leaves from 9% to 6%. To reduce the number of changeovers from 20.8 to 15.2 per month, to reduce line idle time from 1.97% to 0.5% and to reduce machine downtime from 1.01% to 0.5%. Techniques such as SWOT analysis, cause and effect analysis, Pareto-analysis, leave planning system, process flow chart, training need analysis, SOP and line balancing were used along with the support with literature to derive solutions to the key problem. The resource allocation and cost estimates for the proposed solutions were also discussed in this chapter. In chapter 5, the author discussed the solutions that were proposed and stated why the proposed solutions are essential to improve production efficiency. The solutions from Chapter 4 were to introduce a new learning achievement ladder with connected incentive schemes, introduce a multi-skill training programme, introduce a jumper pool, implement automised leave system, and SOP for product loading, develop a a skill matrix, develop a pre-setting procedure for the changeover, and maintaining spare part inventory. For these solutions, a benefit-cost analysis was conducted. Further, projected outputs and outcomes of the proposed solutions have also been evaluated in this chapter. In Chapter 6, The identified key problem, and sub-problems problems along with the proposed solutions which are findings were discussed and verified with the literature review done in Chapter 3. Further recommendations such as target visualisations for Mos, transport route optimisation, group spare part inventory integration, functional involvement and increasing close-product mix were mentioned with explanations and the report was concluded with such recommendations.

Improving Contribution to Sale with Omni Channel Business at Softlogic Glomark

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Executive Summary

As the latest entrant to the modern trade fertility Softlogic Supermarkets (PVT) Ltd (Softlogic GLOMARK) has gained the reputation as a bold and an innovative change maker in the retail market. GLOMARKs astonishing contribution towards driving digital business has now taken path in changing the entire landscape of modern trade business in Sri Lanka and the Omni channel business development in GLOMARK has become its emerging business objective. As the latest entrant of the market, reaching and being able to service larger proportion of the market has become highly challenging in the current business context. GLOMARK believes the development of Omni business brings the competitive edge over the larger established chains operating in the market. Therefore, Omni channel development has become utmost important for the organisation. With the recent hardships occurred due to Covid-19 in Sri Lanka, consumer purchase patterns have taken a paradigm shift in favor of GLOMARKs business objective in developing the Omni Channel business. However, in the recent past it was observed a substantial amount of contribution coming through the Omni Channels of GLOMARK has been significantly impacted even when the market dynamics are changing towards an e-commerce driven era. These situations have unfavourably impacted the organisation in financial and non-financial aspects. Furthermore, the dissonance crated through these issues has also impacted the potential growth of the business as well. As the main reasons for such loss of contribution was identified in terms of changes in channel management, channel investment, development & integration and terms of physical channel optimisation aspects. When looking at the channel management aspect, losses of contribution occurred due to not having dedicated staff to manage the different channels. Secondly, by not having timely invested developments to sufficiently support omni channel was identified and finally, the lack of training in physical channels staff members were identified as lapses which causes these impacts. Secondary research study conducted through the literature review implied the importance of looking at these aspects identified and the areas to focus when managing an omni channel operation. many secondary research and industry studies also imply by not managing

these aspects efficiently can result customer dissonance ultimately impacting the overall business operation. Managing different channels is considered as a key area in the secondary research study and this is termed to be one of the key areas to be looked at in-terms of developing contribution towards the business. Furthermore, when operating in Omni space, the importance of timely investment, development and accurate integration of solutions was also amplified through the literature study in terms of its assistance towards the achievement of the business objective. Finally, being an Omni business solution provider, the importance of having a well optimised physical channel in establishing a positive perception and in creating engagement towards the business was also discussed focusing on the role played by the staff in servicing the Omni channel business. The solutions derived through this management field study includes allocation of current staff members to dedicatedly service Omni channel business operation, developing a fully integrated front end and backend application for glomark.lk operation and conduct training sessions for staff members to better serve Omni channel services. By dedicating staff members at outlet level would allow the organisation to better manage and mitigate the lost sale due to cancellation of orders improving the contribution coming through the Omni channel business. The suggested fully integrated front end and back-end solution would provide customers a better platform to engage with the business with greater convenience also allowing the organisation to effectively manage and monitor the e-commerce operation. Final component of carrying staff training would amplify the overall service level of Omni operation and bring greater satisfaction towards the customer when engaged with GLOMARK. Finally, through the study, it is discussed how these proposed solutions are linked with business problem and the illustrated literature alongside mid- and long-term recommendations for implementation of these solutions also looking at the timelines and key considerations. Thus, through implementation of these solutions, GLOMARK can improve the contribution coming through its Omni Channel Business.

Improving Sales Growth in Matara Branch of Janashakthi Insurance PLC

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Executive Summary

The decline in sales in terms of several life insurance policies at the Janashakthi Insurance Matara branch is addressed via this project`. Year on year sales growth in the Matara branch in terms of Number of life insurance policies was -55% from 2019 to 2020, indicating the significant decline in life insurance sales. As the purpose of the Janashakthi Insurance PLCs, Uplifting lives empowering your dreams via providing different types of life insurance policies since 1994, life insurance sales is of main importance to the Janashakthi Insurance in meeting their purpose. SWOT analysis indicates the strengths of the Matara branch of Janashakthi Insurance. The branch uses the Janashakthi brand name as a strength. Enough budgets for marketing campaigns and location of the branch are some examples for strengths of the branch. Negative growth in sales in terms of number of sales is a weakness. Reduction of the contribution to the regional sales volume and reduction in First Year Premium revenue are identified as the adverse results of the project. In addition to that branch has made losses continuously and the contribution of Frist Year Premium revenue to the total premium of the branch has reduced. As a result of that future renewal revenue will be reduced. Since the Matara branch has a negative growth in sales, the Matara region sales growth has reduced though both Akuressa branch and Tangalle branch have positive growth. Fishbone Diagram was created by considering the root causes under components of training and development, employee engagement, and recruitment. Literature for growth in life insurance sales in terms of number of Life Insurance policies was provided. Under that section, it is proved that factors affect the performance of the life insurance sales agents. The impact of the training and development and employee engagement on the growth of the sales and the competence of managers to recruit suitable candidates were explained with the support of the literature. The theoretical framework is created based on the literature and techniques are also explained. The main objective of this project is to increase the year-by-year sales growth of Janashakthi Insurance, Matara branch by 16% bringing the average growth from -33% to -21% after one year from the project implementation. Solutions for each component were developed and resources

for each solution under the components were allocated. After allocating the solutions, the cost for the whole project was calculated. Under the section of cost-benefit analysis, firstly identified the project benefits. Based on the project benefits and the total cost for the project, the benefit/cost ratio was calculated, and it is highly acceptable. Outputs and outcomes are set for each project component. Finally, the author has provided the recommendations for each component. Before that the author has presented the findings for each component. Those findings are links with both literature review and solutions.

Reducing Employee Turnover of Food and Beverages Division Employees of Trinco BLU by Cinnamon

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Executive Summary

The hospitality sector is a service-oriented industry which focuses on providing experiences that make people happy. Being an industry directly impacted by the COVID-19 pandemic, and in a local context being an industry which was also adversely impacted by the Easter Sunday attack, the industry has suffered for more than three years, leading employees as well as dependents of the industry shift to other alternative career and livelihood options. At Cinnamon Hotels and Resorts (CH&R), the average employee turnover of past three years is 12.4%, however, at Trinco Blu by Cinnamon (TBBC), this stands at 23%. During this current year, 2021, the Employee Turnover off TBBC stands at 29.4%, which is a significant increase considering the average Employee Turnover of Sri Lanka resorts, which is 15.9%. In further drilling down, it was realised that the area which contributes for this high Employee Turnover was the F&B division which was 61%. TBBC, once a 70s resort originally designed to resemble a great sailing vessel, was transformed and relaunched on the 15th of May 2010. Being a strong brand that is part of the Cinnamon Chain and being part of John Keells Holdings, TBBC still faces a huge issue of high employee turnover, especially in the heart of the business, the F&B division. The Employee Turnover rate of employees attached to the F&B division of TBBC is 49%. This can be simply explained as half of the cadre will be replaced during a span of a year. This is a critical problem that has to be immediately addressed by the management of TBBC in order to sustainably operate and remain competitive in business. This high Employee Turnover among employees attached to the F&B division has resulted in many associated issues as well. They are Adverse impact on Customer Satisfaction, Internal and External Pay Inequities, no opportunities for career development and Regular Interferences to shifts due to long distance travelling. The issues identified have been listed under three category labels. There are talent hiring, pay management and technical training. This project has in detail reviewed literature related to the area of Employee Turnover with specific focus

to the hospitality industry. Based on the components of the Fish Borne Analysis; Talent Hiring, Pay Management and Technical Training, the study framework for this research project has been developed and the literature related to these areas also have been discussed in detail. The solutions that have been identified in previous journal articles have been discussed with regards to the components of the study framework. After careful analysis of the current situation and tedious review of related literature, the author suggests the following solutions. (1) Implement a mechanism for communicating vacancies internally, (2) Establish a training school at TBBC to provide training courses on hospitality targeting neighbouring communities, (3) Rollout an annual community awareness campaign to reach out to the neighbouring communities and provide awareness on the career in hospitality and its benefits, (4) Based on Job Evaluation outcome, implement a job banding system which sets the guideline for salary scales, (5) Conduct a Market Survey and benchmark the salary scales in order to avoid Market Anomalies, (6) Rectify the Salary Anomalies by applying the new salary scale, (7) Introduce career mapping planning for all positions in the F&B Division, (8) Develop a comprehensive training plan to uplift the skills of current employees attached to the F&B division of TBBC after thorough Training Needs Analysis, and (9) Develop a comprehensive mandatory on the job skills development programme for all employees attached to the F&B division. The benefit-cost analysis to understand the feasibility of implementing the solutions proposed above has been conducted. This concluded a net benefit of Rs.1,378,402/- per month to TBBC which is a significant amount that the firm could use in other productive tasks. Further the intangible benefits of implementing this project to TBBC are Productivity, Customer Satisfaction, Save on Management Time and Save on Human Resource (HR) Staff Time, which could be used for more productive tasks. Therefore, it can be considered as the implementation of this project would improve the current situation. Also, the projected Outputs and Outcomes have been identified have been identified against each project objective. In order to overcome the issue of high employee turnover at TBBC it is important that the management focus on implementing the recommended solutions. The vocational training school is recommended to be established within six months. Also, the recommended increments in order to overcome the internal and external pay inequities has to be provided along with the next increment cycle (within three months). The comprehensive mandatory on the job skills development programme has to be launched at least within the next three months so that employees would reach the expected level of competency by the commencement of the next season; October 2022.

Reducing Employee Turnover at the Software Engineering Department of Pearson Lanka Ltd

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Executive Summary

Pearson Lanka is the 2nd largest Software company on the island which is the IT hub of the multinational organisation in the education industry. The number of qualified graduates that are produced by the local education system for the IT sector is not fulfilling the human resources demands of the industry. That demand leads to build up high employee turnover in organisations such as Pearson Lanka because Pearson Lanka is having well established corporate environment and high skilled IT laborers who worked in the industry for a longer period. That has been an issue for the organisation for a longer period. This project intends to research the causes that lead to increased employee turnover in the engineering department of the Pearson Lanka LTD and propose a solution to reduce it. Employee turnover of the engineering department is 18% on average over the last five years. According to the industry standard that is published by the ICTA of Sri Lanka it should be 13% on average. That is the key problem, and this report intends to propose solutions to reduce employee turnover. There are several techniques used by the author to gather information and analyse data. That'll help to understand the problem to a deeper level and identify root causes that will have to address to resolve the issue. The author has conducted several interviews and also analysed the information about the exited employees from the department from 2017. From the analysis of exit interview notes, it's identified that most of the employees were resigned voluntarily due to better job offers from another organisation. That shows there would be gaps in the salary bands and rewards management of the organisation. The second highest reason is due to employee branding-related problems. Also, it's identified that there are gaps in the recruitment process which led to waste time and resources. Several theoretical publications have been referred to in relating to the main issue. According to the studies, the employee turnover formula shows that employee turnover is not all about people who are leaving the organisation, but it's combined with people who are onboarding to the organisation in each period. Because the average number of employees is taken into consideration to calculate the ratio. Also, some research further stated that the higher employee turnover of an organisation can

led to financial losses in several ways, people who leave the organisation within one year from the joining date would impact the employee branding of the organisation as well. The recruitment process, Employee branding, and Reward management have been considered as the components that influence Employee turnover to develop the study framework of the organisation. Several management techniques have been used in analysing the problem and proposing solutions. The objective of the proposed solutions is to reduce the employee turnover of the engineering department of Pearson Lanka to 14% from 18%. To achieve that target there will be sub-objectives according to each project component that is identified. The recruitment process can be optimised by enhancing automation coverage of the process that leads to reducing the recruitment lead time of an employee. Employee branding can be increased by reducing the number of people who resign due to an unsatisfied work environment and culture. Reward management can be enhanced by adjusting the current salary bands to be competitive in the job market and by setting up an effective reward management process. Several solutions have been discussed in the report with the resources and budget allocations that are required for the implementation of the entire project. Line managers, TA managers will have to play major roles in implementing the solutions. The total cost has been given an estimated budget allocation. It would be less than 120,00 LKR required as per the estimations. Project benefits have been discussed in the report from two different angles. Those are tangible benefits and intangible benefits. Every tangible benefit has a monetary value. According to the estimations done in the report about the tangible benefits, there is a total of 18,000,000 LKR monitory benefits that can be gained from the successful implementation of the proposals given. The project output and outcome from each project component have been identified in the report. There are around fifteen direct outcomes have been reported from the project. There is a bridge that is illustrated in the report which connects the theoretical recommendations to practical implementations. Also, the author has given recommendations on each component that will be essential for the successful implementation of the proposals given in the report. Especially line managers and TA managers will have to understand the additional commitment that will be required. Also, it's expected that the support and understanding of the higher management for the project as an accountable party.

Reducing Operational Expenses at Region-1 of DFCC Bank PLC

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Executive Summary

The banking industry worldwide has experienced significant changes and crises in the last year. In Sri Lanka, the banking system has been greatly expanded and strengthened in the last few years. Central Bank of Sri Lanka (CBSL) has taken measures to safeguard the banking industry of Sri Lanka; introducing policy rates, ceiling rates for lending, reduction of interest rates, introduction of capital adequacy limits, constrain on expenditures, etc. Generally, the strong financial stability of the bank, benefits for future growth of any economy. The main purpose of this research study is to find the measures for controlling the operational expenses of the Region-1 of the DFCC Bank. Banks require to control their operating costs due to high-interest rate risks. This study sets out the basic framework elaborating the significance of this study. It is witnessed that even though external factors cause changes in the financial positions of the financial institutions, they cannot control external variables like Inflation, regulations, recession in the economy, natural disaster, etc. So, controlling the operating expenses of any financial institution is important. The statistics of the Region-1 of DFCC Bank for the period of 20 16-19 were gathered by using various secondary sources. The organisation - DFCC Bank has been analysed comprehensively by using SWOT analysis. This is important since it gives a fine insight into this study. The collected secondary data from various sources were systematically arranged to explore the problem. Here, a well-known management tool called Cause & Effect Diagram (Ishikawa Diagram) is used in order to explore the problem/so This tool shows the systematic relationship between a result and effect or possible causes. This research study develops and improves the theoretical background. This gives a scientific approach to this study. The commercial banking industry is explained widely by discussing its legal framework, the financial performance of the banks, its profitability, operational expenses, other income, bank efficiency, etc. The findings of the Cause & Effect diagram are listed separately, and they are reviewed broadly using the literature appropriately. These are components that are to be solved in order to achieve the objective of this study. So, these components need various techniques to be used. Basically, the technique is a method, procedure

or way something is done. The components which were arrived from the Cause-and-Effect Diagram have to be solved in order to obtain the objective of this study. So that the main objective and sub-objectives are shown against each and every component. To accomplish these objectives, these components should be answered by incorporating various techniques. The techniques that are expected to use during this project are also shown distinctly. Real practices are more important to give steady solutions for problems. These current situations of DFCC Bank are explained under each and every component. Followed by these situations the problems are developed and are listed separately. Recourses are vital to carry out any project successfully. In this study, the resource allocation is done while resenting benefit-cost analysis. The estimated benefit of this project shows a very healthy figure. It says that by implementing this project, DFCC Bank may get an enormous advantage. So as to get a better understanding of this study, it structures the projected outputs and outcomes separately. This research study outlines the outcome of the project separately. There the identified components are also discussed while linking the literature review. The time span of the implementation of these solutions is also underlined in this study. At the end of this study, it prioritises the recommendations base on the risk, importance and advantages of those solutions to the DFCC Bank.

Minimising the Customer Complaints in SGS Lanka (Pvt) Ltd

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Executive Summary

The Management Field Research Project report focuses on reducing customer complaints at SGS Lanka (Pvt) Ltd. SGS Lanka has a significant market share in the Testing, Inspection, and Certification industry. SGS was founded in France in 1878, and the SGS Lanka affiliate was established in 1995. Due to poor customer service in SGS Lanka's Trade and Inspection division, the company has failed to meet customer expectations. This poor customer service has an influence on various activities, including financial, marketing, and operations. The key drivers of consumer complaints are poor customer service, a lack of action on customer feedback, and a lack of action following a customer complaint. The primary goal of this study is to identify the key dimensions of customer complaints in the SGS Lanka. It can also provide the opportunity to review the requirements for improving the entire process in order to reduce customer complaints. Client complaints and their consequences are critical to SGS Lanka's business and market share. When the company's prior records about the client's complaint were examined, an aggregation of customer complaints with different types were identified in the relevant division. As premium client and new client complaints have a significant impact on the organisation, it is vital to determine the nature of the client's complaints and their core causes in order to assist the organisation in quickly mitigating them. The client's criticisms have a negative impact on the company's good business connection. The SGS has witnessed a decrease in service sales volume from clients who have a high number of unresolved complaints. Service quality, Process and Procedure, Employees' behaviour and Price were identified as the key problems. The Ishikawa diagram can be used to connect project components to root issues, which can then be addressed with appropriate solutions. The literature review is a crucial part in management field projects since it helps to obtain a deeper understanding of the key issues and provides evidence from past studies on theories and models examined and applied by various scholars. The literature review is split into three important categories, each focusing on a particular topic to review the factors that influence reducing the customer complaints. The service quality, process and procedure, employees'

behaviour. The perception of literature is connected to the three project components. It also focuses on theoretical explanations for how to reduce customer complaints by addressing these important areas. As per the defined project components, solutions are defined after a critical analysis acquired from the literature review. Service quality, process and procedure and employees' behaviour were all areas where solutions were developed. Client's inquiry register creates and maintain by the KAM staff. The register can be reviewed and prepared as a report and submitted and presented to the SGS management on a weekly basis. Moreover, the TAT progress report generated and shared to the management to reduce the delays. For the front-line KAM staffs the customer care trainings will be provided in order to reduce the lapses in the process. The proposed solutions are assessed in the circumstances of a cost-benefit analysis that includes, resource allocations and other various factors. As completion of the project, the output and outcome are clearly described for understand the overall impact of the project. As per the mandatory concept, that the project objectives are evaluated for ensure its viability and this has to be pre examined before other steps to process in the project. To assess the viability of proposed solutions, cost-benefit assessments are performed. These evaluations reveal important costs and benefits, resulting in the calculation of the project's benefit/cost ratio over its whole duration. Eventually, the final content will focus on the derived recommendations to minimise customer complaints in the organisation. The relationship between literature and solution development is clearly addressed. Following a discussion of significant concerns and predicted time frames, practical recommendations for the selected project components are made. Organisations can have a beneficial or reduction in customer complaints while implementing the solutions that are derived and developed from this study.

Decreasing Training Leadtime of the Direct Cadre at Bodyline (Pvt) Ltd

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Executive Summary

The selected management field study research project (MFPR) focused on investigating in depth the increasing training lead time of the direct cadre at Bodyline (Pvt) Ltd, which is one of the top leading apparel companies in Sri Lanka under the MAS Holdings. The report provided an overview of the company and the problem seised. The relevant significance of the overall issue and three other issues stemming from it has been emphasised and explained using quantitative parameters to prove the urgency of addressing the issue identified. The composition of the project methodology covered both the quantitative and qualitative aspects. Given the data gathering for the issue was not very straightforward author explained such limitations in the subsequent chapters. Accordingly, a chapter framework was introduced to give a better understanding of the subsequent chapters to the users in reading. Next, a brief company profile was presented and then supplemented through one of the famous management tools, the SWOT analysis. Likewise, each component was described in detail along with an overall summary, to highlight the strategic value of the issue addressed. As stated at the beginning the increasing training lead time of the direct cadre was the topic seised for the current study and the three associated issues stemming from it included, increased direct cadre and its related payments, decreased return on training investments and increased machine maintenance costs. Accordingly, all four issues stated previously were justified and presented in relation to both quantitative and qualitative data as it formed a basis to understand the real nitty-gritty of the issue seised. The area of problem analysis was conducted with the support of the Ishikawa diagram where the mechanisms launched in gathering the data included cross-pollinated brainstorming sessions and discussions with the respective individuals. The appropriate and sufficient literature was collected and studied by the author in order to find the already known root causes and tools/ techniques to overcome the issue seised. Upon gathering the required literature, the author summarised such key findings out of the past research works and presented them in distinct themes with due acknowledgements. Similarly, the results of such tools and techniques were also presented. Based on the findings of the literature author next

developed the study framework including all the relevant variables. The components selected for further studies included the management and human resource aspects, process designing and innovation aspects and infrastructure-linked components. The prime objective of launching the project was to lessen the training time of the direct cadre of the selected company from its current average level of 25WDs to a maximum of 14WDs. Likewise based on the remaining project components identified, the author developed a series of project objectives. The tools and techniques defined in the previous chapter were used in the current chapter to provide solutions for the objectives identified with reference to the sub-project components. Next, a detailed insight was provided for the three remaining project components covering its prevailing situation and the proposed solution to overcome such barriers. A comprehensive resource and cost estimation was provided with all details required for the successful launching of the proposed project solutions. Subsequently, the findings of the current research project were presented in detail. Accordingly, this included a benefit-cost analysis. Under which the author presented the total cost associated with the project in separate line items. Next, the author calculated the overall project benefit value covering both tangible and intangible. Under the third sub-segment, the author arrived at the overall benefit-cost percentage of the project using the previous two subcomponents to measure and ensure the overall project feasibility. Correspondingly, detailed insights into the entire project outcomes and outputs were also demonstrated by the author. The concluding chapter of the entire MFPR included the findings discussion, recommendations and conclusion to the overall project. Under which the author proved and demonstrated the linkage between previous research findings and the proposed recommendation to overcome the reported issue. As per the final outcomes, it could be clearly seen that the current research findings were well on par with the past research works. Then the author detailed the self-drawn recommendations in relation to all the project components and their extensions. Concurrently, the author believed such recommendations would guide the management of the company in better launching the suggested solutions, as well as it would produce zero space for any misapprehensions. The overall conclusion chapter marked the end of the selected MFRP and its insights.

Improving Productivity of Mathugama Sri Chandavimala Primary School

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Executive Summary

The project is overseen and guided by the National Productivity Secretariat and is funded by the Postgraduate Institute of Management (PIM). The school was chosen based on PIM's criteria, and initial assessments were completed in accordance with the productivity framework. The project's ultimate purpose is to improve the productivity of Bapa/Mathu/Sri Chandavimala primary school, and it will focus on key areas such as physical environment, resource management, management of, awareness and application of productivity concepts, creativity and innovation, school and community, and productivity results. The initial assessment conducted by the National Productivity Secretariat revealed that the school chosen is in the range of 150 or less, which meets the basic requirements for school selection. Following a visit to the school and a meeting with the principal of the school and coordinators, the basic difficulties and needs of the school were recognised, and the action plan provided is in agreement with the basic problems highlighted during the initial visit of the school. The overall goal of the project is to increase the productivity of Bapa/Mathu/Sri Chandavimala primary school in accordance with the National Productivity Secretariat's productivity framework and qualify the school for the National Productivity Award 2021. In order to achieve the overall objectives school should achieve a score of 850 for the overall project and there are separate marks allocated to individual components. Initial assessment of the school carries about the physical location of the school and other human and physical resources of the school. A comprehensive SWOT analysis was conducted to identify internal and external environmental factors. Further, a status analysis was conducted by the NPS. Which includes analysing the problems under the respective eight assessment criteria. The problem's literature reveals that the project has interconnected components that contributed to the problem. Based on the findings from the literature review, the author depicted a theoretical framework that would be used to solve the problems identified. Which exposes techniques such as 5S techniques, Kaizen suggestion scheme, Quality circle and KPIs. These techniques are used to identify and diagnose the problems under concern. After several discussions

and with the assistance of NPS officers and the principal of the school, an activity plan was created for each component in order to reach an overall score of 850. As a result, there were multiple outputs for each component, such as a model classroom, fixing a hand railing for the staircase, a safety net and a repaired play area. Several activities were also held to raise awareness about quality tools and productivity principles in order to provide the school community and project stakeholders with a better notion. A productivity unit was established with the help of teachers and parents to ensure that productivity was maintained. Further, several workshops were also conducted to improve creativity and innovation skills among students and teachers. It was noted that the benefits derived through this project will be long-term and create social value for society. As such, society is benefiting through implementing the solution. Direct and indirect tangible and intangible outputs are leads to generate the total benefit from implementing planned solutions for problems identified. Finally, the report shows the link between the literature and the solution implemented. Additional benefits were realised as a result of the project's implementation, including a more positive image of the PIM as a socially responsible institution with greater recognition than competing educational institutions. Furthermore, teachers and students will benefit in a variety of ways as a pleasing and appealing environment is produced in the school, which has a beneficial impact on the teaching-learning process. Several skills were developed because of the implementation of the project. Which mainly includes conceptual skills, interpersonal skills and technical skills. The further author was exposed to improving broader skills in problem analysis, project management, time management, and problem-solving skills. Finally, all stakeholders will experience psychological satisfaction as a result of their assistance to a project that aimed to be an investment in the future.

Reducing Delays of Credit Facility Approvals at Business Banking Department of First Abu Dhabi Bank PJSC

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Executive Summary

The banking industry is one of the most critical and sophisticated industries in the world and the value of this industry for the growth of modern economies is paramount. United Arab Emirates (UAE) is one of the major hubs of the banking industry due to oil-driven liquidity and wealth, its central geographical location between Europe and Asia, its attractive destination of investments, and a relatively new country developing at a rapid phase to achieving its ambitious goals. In the UAE, Small and Medium Enterprises (SMEs) play a major role in highly contributing to the GDP since the major portion of businesses are in this category. Access to bank financing for this business segment is important for economic growth and sustaining the income of individuals who are employed in the sector. This project analysed the issue of credit facility approval delays of First Abu Dhabi Bank (FAB) which is the largest bank in the country. The author has observed quite a number of credit applications have been processed with a delay where, by the time which bank reaches back to the client with a decision, the customer has already obtained financing from a competitor bank, or they have lost the business opportunity for which the client needed financing. In this situation, the bank as well as the client incur losses of potential revenue and profits. Hence, this management field research project attempted to find the root cause of this issue and accordingly provided recommendations to solve this issue. In this project, the problem is analysed with available information to ascertain the significance of the problem. Root cause analysis has been carried out to find out the cause of the problem and main problem areas have been drilled down to bottom layers of root causes. Thereafter, the theoretical background to the issue identified is discussed with literature available from previous studies. Multiple journal articles were referred including ranked journals in order to analyse the root causes identified. Accordingly, three key drivers of the problem were identified as problems related to People Management, Process Management and Systems Management. To address the main problem, solutions were developed

based on the recommended solutions available in the literature for similar issues. Key objectives identified in the project are reducing employee turnover, reducing time spent by higher management on providing decisions on credit proposals and reducing the time spent on various systems to retrieve information necessary for credit decisions. On the surface of it, most of these are not recognised as possible causes for delay by the current management team. However, the drill down of root causes for the problem has led to these problem areas which need to be addressed to see improvements in the approval process. In order to achieve these objectives recommended action points are to increase training, improve employee engagement, introduce an executive summary for credit proposals for top management to review rather than the full proposal and develop an API to integrate information sharing among various information systems available in the bank. These have been identified as relatively short terms solutions that can be implemented within a maximum of one year period. Accordingly, Human Resources, Operational and Information management areas are touched upon by the author to provide possible solutions for the problem. Towards the latter sections of the report, analysis is provided on the costs and benefits of the project which proved to be advantageous for the bank by a significant buffer against the nominal value of costs involved. With the successful implementation of the proposed changes, FAB will be able to reduce the credit approval turnaround time to 12 working days, which is their current turnaround time as per internal SOPs. This is about a 42% improvement in turnaround time compared to the average of the recent past. By doing that bank will be able to grab an estimated amount of AED 3Mn of revenue which otherwise would have been lost due to delays in approvals.

Reducing NPL Ratio of Bank of Ceylon Corporate Credit Division

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Executive Summary

The objective of the following report is to identify the root causes which has contributed to the increase of non-performing loans in Bank of Ceylon and to develop an operational solution work plan to improve or eliminate the root causes affecting the growth of NPL Corporate Department considered the heart of the bank with its contribution to the overall performance of the bank. Analysing the NPL growth since 2017, the growth shows an increasing trend since the financial year 2017 amidst a continuously increasing loan portfolio per financial year. The analysis of this problem is conducted in light of the importance of increasing the profitability of the bank, improving the customer base of the bank and establishing the stability of the bank. It highlights the importance of reducing nonperforming advances and converting them to income-generating assets. This report elaborates on the background of the project and the importance of maintaining low non-performing advances and how it affects revenue generation and sustainability of the bank. Subsequently, the author briefly explains the identified issue and the approach to the problem analysis which is followed by highlighting the importance of the issue and the impact to the bank from the issue. Next, the author briefly explains the data sources referenced in the project and how they will be used quantitively and qualitatively on a strategic level. Multiple data sources are referenced in the project to be used for decision-making on a quantitative and qualitative basis for strategic-level solution development. The chapter is concluded by identifying the limitations prevalent in the data analysis. Interviews and statistics are used to determine the granular level factors affecting the increase in nonperforming advances. The root cause analysis is founded upon these findings using the 5W model. Key issues identified in this evaluation are poor credit evaluations, weak post-monitoring and inefficient recovery process. These have been identified through the root cause analysis and validated through the available management information data. Literature review, related literature from different research studies is gathered and reviewed to enrich the chosen concept of the field study covering the banking industry, nonperforming loans and advances, post-monitoring of credit facilities and recovery action of credit

facilities. Previous research and literature establish the conceptual relationship between nonperforming advances and the influencing components identified in this study. Based on these relationships and variables the research framework is developed to address the main problem which is the increasing ratio of non-performing advances in the Bank of Ceylon. The main project objective of this project is to reduce the nonperforming advances percentage of the corporate department by 1%. In addition, there are four sub-objectives developed under each component identified in the root cause analysis. The bank has a major concern with initiating recovery action for non-performing advances due to incomplete documentation of credit files. It is suggested to increase the completed and error-free loan files by 10% in the corporate department. Further, the skills and knowledge of the credit officers are insufficient to properly analyse a credit requirement of a customer. The officers were more concerned about the quantity than the quality of the credit facilities. Hence, it is suggested to provide advanced credit training to 40% of the Credit Officers in the Corporate Department and the recovery officers as well. The impairment provisioning is affecting the liquidity position of the bank and the amount of loanable funds. The impairment provisioning ratio is suggested to be reduced by 1% of the Corporate Department to address this concern. A team structure was developed to allocate resources and responsibilities in executing each component. A cost-benefit analysis has been conducted in line with the proposed project objectives to evaluate the feasibility and return on investment of the project. The project report concludes by reviewing the literature and connecting the findings in them to the respective solutions and components. In this final analysis, recommendations are made by the author to further improve on the identified problem. The author has suggested a few recommendations holding a very futuristic view on improving the profitability of the bank. These are more advanced, and technology-driven solutions to the currently identified components. The study provides recommendations based on the existing constraints. In the event there is enough capital to invest these recommendations will be impactful to improve the quality of the loan portfolio and generate income to contribute towards the profitability of the bank.

Performance Improvement of City Office Branch Sri Lanka Insurance Corporation

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Executive Summary

The field study project report's aim is to improve performance to generate revenue for the City Office branch of Sri Lanka Insurance (SLIC), one of the leading financial institutions in Sri Lanka. The city office branch is the premium branch of SLIC engages in Life and General businesses with the significant performance of benchmarking products and services in the industry. The author, of the project has discussed and highlighted the performance that can be expressed in revenue in the current objective of the key issue or the branch. The City Office branch has the capability in adapting to new technologies, in other words restructuring the entire process developing fully fledged efficient and effective improvement with a strong financial obligation and achieving a significant performance of revenue outcome. However, the key problem has been identified as extremely lower operational performance in terms of growth in revenue generation. This issue in other words, the problem absolutely be rectified by using significant techniques such as SWOT analysis, Cause and Effect diagram and other techniques as tools used to extreme analysis of the root cause of the problem whilst, anticipating significant revenue growth by improvement of overall operational process in the branch. The key scenario through a root of the cause-finding method of the cause-and-effect diagram' in other words 'The Ishikawa diagram. The four key issues for the overall problem were analysed as key elements that directly contribute to the relevant component. There are four key components identified in the cause-and-effect diagram in terms of addressing relevant issues that, contribute to a key component in four-level branches of issues as root causes. The key components are the extreme drivers of the project in the context of the current performance process of the branch activities. The comprehensive study of literature with reviews of relevant journals and articles of similar facts highlights the much-needed key facts that, will extremely contribute to the entire scenario of the project objective. The abstract of reviews and solutions of similar statements will analyse with critical techniques issues for possible findings to address solutions for the issues in a very effective manner for similar scenarios. On the other hand, referring to the literature review there can be

very considerable facts and other significant techniques used for hypothetically similar issues that, are in line with past examples on references of studies in literature reviews. The entire project is based on the critical levels of issues to address the significant key problems that, may directly contribute to the attention of the management and impact of the overall performance process of the city office branch. However, the project focuses on the revenue improvement of the City Office branch, Therefore, the key factor is the main objective of achieving the branch target by improving the process of generating the expected revenue. On the other hand, the significance of each key component of the project extremely contributes to the main objective. Further, studying the current situation of the project components will significantly contribute to the project objective. The significance of the solution development for relevant components will identify the extent to which the capability of the solution will be effective for the significant component. Therefore, the application of the solution is one of the significant key factors of the branch's responsibility, for the resource allocated as mentioned in the recommendation. However, the significant cost estimation of the proposed budgets according to the solutions developed is extremely effective or in other words, contributes to the benefit-cost analysis of the most significant weight of the project. The implementation of this project is the hallmark of addressing the effective operational improvement of the City Office branch to achieve the growth of the expected revenue. Therefore, the author's commitment to unleashing all the effort in proceeding to the extremes of improvement and development through a cost estimation of benefits with significant analysis of the cost relevant to the value percentage ratio. of direct tangible benefits to be implemented within a stipulated time frame. Hence, the project significantly executes an environment to unleash the potential of employees for effective engagement with a commitment to achieving the branch goals by conducting a series of skills development training programmes. The critical issues are well addressed in this project in Chapter 1 under the significance of the project covering all the aspects that, need to be developed and implemented whilst, be the achievement of the positive quantifiable output and qualitative outcome of project objectives. Furthermore, the significance of the research claim that, findings refers to gain in the opportunity of implementing improvements absolutely in customer service and, the significance of workflow process are the areas of issues that are being addressed. The project report was successfully concluded with significant recommendations and final remarks on the conclusion.

Reducing the Processing Time of Routine Journals in WNS Global Services - Sri Lanka

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Executive Summary

The rapid increase in rivalry is the biggest challenge faced by businesses all over the world. Every organisation primarily focus on wealth maximisation whilst reducing its own costs. Modern economic countries have identified outsourcing as one of the cost-effective solutions, which reduces the management stress on less effective processes and the cost spent on them. The availability of expert knowledge in the Asia market grabs opportunities in their country to reduce the unemployment ratio in the economy and support Foreign Investments. Hence during the last few years Business Process Management (BPM) sector has received considerable attention. WNS Global Services is a leading organisation in the BPM industry. However, during the last five years, the new business additions were considerably reduced and few businesses were withdrawn. This has impacted the bottom line of the organisation. WNS Global Services Sri Lanka (WNS Sri Lanka) was established as a subsidiary of WNS India in 2004. Currently, WNS Sri Lanka has two locations that provide services mainly to UK and US clients. The main source of revenue is from service rendering income based on the predetermined rate for Full Time Equivalent (FTE). Recently, BPM sector rivalry and the new tax benefits introduced by the government increased the market competition. Hence it is more important to satisfy the customer by providing quality, accurate and timely service. As stated above highlighting the fact customer base reduction during the last few years while failing to attract new customers, the Author has done a comprehensive data analysis based on the historical data available within the system. It was noted that more than 16% of FTE was lost due to a delay in processing an accounting transaction. During the analysis, various factors were identified related to the issue. People, Input Data and Methods were discussed as the main factors affecting the processing time delays. A study framework has been developed based on the literature and it was used to construct the project components and solutions. These delays are mainly due to the re-performance of the work due to errors identified through reviews. Further, the literature emphasises that these causes contributed more to the issue and that organisation needs to focus on mitigating the causes. Among these causes 40% of

delays are due to process methods and people caused around 30% of the delay. Process Method needs to be revisited and people need to be groomed well to handle data effectively to avoid delays in processing time. With the rapid development of new technology and innovation, the organisation is looking to streamline processes through standardisation and Automation. Hence Author would like to focus on new innovative solutions for the current process to reduce human involvement and reduce processing time. Developing an integrated system will also reduce the error associated with input data as well. The knowledge gap between the expected and the current level also contributed considerably high for the process delays. A proper training plan has been designed and the author suggested continuing knowledge-sharing sessions with the team which will provide an opportunity for everyone to understand the in-depth process. The training programmes and the knowledge-sharing sessions will be planned to have with the subject matter expert within WNS and the associated cost components are relatively low. This will enhance motivation and also provides a clear career path for each individual. Within 12 months of implementation of the project, the author expected to reduce the journal processing time by 25% and achieve a benefit-cost ratio of more than 50%. To achieve the objectives, the author further proposed to have another layer either from peer review or from the quality team. Similar situations can also be applied to input data verification. It will capture the errors at the early stage of the process. The rework will be captured from this and the number of reworks assigned can also be tracked through a workflow tool. The efficiency and the error count captured through the workflow system will be linked to KPI and monthly rewards. The feedback will be communicated with relevant individuals which will lead to results in an effective employee. These proposed solutions will be suggested to WNS to reduce the routine journal processing time.

Reducing Raw Material Write-Off at Mas Intimates (Pvt) Ltd

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Executive Summary

This management field research project researched and appraised the high raw material write-off at MAS Intimates (Pvt) Ltd, which is one of the leading one-stop shops for apparel solutions in South Asia. There was further clarity provided where the scope of the problem will cover primarily the frontend service-driven raw material write-off causes in the company. The report outlines the background of the company along with a glimpse of the group, which is more renowned as MAS Holdings, the largest apparel manufacturer in South Asia. The scope of the project along with its locations guides clarity to the reader along with the impact this problem being solved may generate in the context of the organisation. The methodology of the project has been elaborated in detail giving due reference to the quantitative and qualitative mechanisms utilised. The limitations of the project have also been given prominence giving a full scope to the reader on the limitations involved. The chapter framework is a guide to the entire project document giving due reference to each chapter on what areas are covered. The profile of the company was outlined with due references to the values and purpose the company stands on. The use of SWOT as a tool brings about useful traits in the current positioning of the company both from an internal on its strengths, and weaknesses are concerned and opportunities and threats from an external lens. The problem under scrutiny has been devised from the frontend services which involves merchandising, technical and sourcing-related functions which are centrally controlled from the head office. The use of both qualitative data in the form of interviews, and discussions with key functions concerned as well as quantitative data from company records were about to light to unearth the depth of the problem. The cause-and-effect diagram was thereafter established to dissect under key areas concerned which then became the project components. The extensive analysis of previously researched work by scholars gives a glimpse of the findings which then becomes a guiding light to take the problem identified forward. The focus areas of the analysis appeared to be the project components which were previously identified during the cause-and-effect diagram. Based on the findings, subsequently, a Study Framework was established., where key

project components which are 'Primary Departmental alignment', 'Cross-functional alignment' and 'Process iteration' were established for reduced raw material write-off in the company. The identification of techniques that may be relevant and useful in solving the problem were taken into consideration post the literature findings. The overarching objective of the project is to reduce the overall negative impact higher raw material write off has on profitability and cost competitiveness, as the scope of the project is too large in the context of multiple manufacturing locations and business accounts concerned, the author aims to address the variance caused especially by reasons that are driven by front end driven actions. As such, the performance gap of 0.38% within the calendar year taken into the study, is further dissected by a fraction of the actions that front-end actions contribute as such it will be 0.19% is what this project will aim to resolve. The sub-objectives have been drafted based on this assumption. The present condition of each project component was taken into consideration backed by appropriate data. Thereafter, using the techniques identified in the previous studies solutions were recommended and supported by annexures that justify with clarity each solution provided on the base of implementation. The synergising of the resources needed to be based on the type of solutions provided was further demarcated so as to ensure the project implementation is methodical. The required funds for the execution of the project were identified followed by a benefit analysis on the potential yields expected. The outputs and outcomes were also projected based on objectives and components. The identified literature was linked with the project components, subsequently giving a theoretical foundation as to how the solutions were derived. The credibility already established by previous works gives the organisation a stronghold to rely on the solutions proposed. Finally, recommendations were listed in the context of the organisation offsetting any theoretical skewness so as to explore key critical factors that need to be considered.

Reducing Time Overrun in Residential District Construction Project at Dubai South

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Executive Summary

This report was prepared to recommend improving the time overrun delays in the residential construction projects at Dubai South. The delays in project delivery directly contribute to the company's revenue and negatively impact the company as a property developer. Dubai South is developing the future city in the southern part of Dubai, which community is called Dubai South and is part of the government of Dubai. Dubai South is developing the residential district and logistics and aviation district within the area as part of the future development plan. The organisation started decades back and started the residential district developments in 2012. Since its inception, Dubai South has completed several projects in the logistics district and some in the residential district. Major key projects started in the residential district after 2016, and Dubai South failed in the key projects due to various reasons. Mainly projects were not managed properly due to internal restructuring, continuous changes within the organisation, and a lack of resources to manage the projects. The survey and literature review explained that the company's current situation was ineffective in managing the projects appropriately. The project's main objective was to identify the main causes of delays that directly and indirectly contribute to the Residential district projects and provide a reasonable solution to improve the situation and reduce the time overrun in the current and upcoming projects. This was identified and discussed in the project component such as problem analysis, design and supervision, contract administration and process improvement. Further, the cause-and-effect diagram was developed using the factors directly or indirectly related to the overall project delay. It was narrowed down to develop a theoretical framework with the main components of problem analysis, design & supervision, contract administration and process improvement. Then the required resources were identified to fit the components to achieve the required performance to achieve the project goals. Also, the cost-benefit analysis was carried out to analyse the effectiveness of the resource allocation to achieve the project's success and, in return, the increase in profit in the long run. Finally, the overall solution was provided based on the problem identified and solution to key factors that directly impact the project delays and reasonable recommendations to improve the process of overall project completion without adjusting the agreed project timelines in Dubai South.

Improving Sales Revenue at NIBM-Galle Regional Campus

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Executive Summary

This report is mainly focused on one of the main business problems in the NIBM Galle campus and provides necessary solutions to that. NIBM is a well-recognised private university in Sri Lanka which provide certificate level to graduate level in business, computing, engineering, language, and design for the school leavers as well as for employed. The target number of student enrollments should be achieved by 100% at the end of the year as it is indicated in the KPI and there is a significant importance in achieving this target by 100%. The decreased actual number of student enrollments not only impacts the financial performance of the organisation but also would impact the reputation and the competitive position of the organisation. As a main limitation, the project is focusing only on the NIBM Galle campus. This study has discussed the business environment of NIBM by using SWOT analysis and there are many strengths and opportunities to follow. However, there are multiple weaknesses in the operations of the regional campus and a few opportunities are being missed due to the holistic management approach that is being practised. The opportunities can be leveraged by the regional management and administrators' growth is possible. The present concern is that the Galle regional campus of NIBM has not been achieving its revenue target and its performance has been consistent over time though other regional campuses and NIBM has been seeing significant growth. The purpose of this project is to find out the root causes for the increasing gap between expected revenue and actual revenue at the NIBM Galle Regional Campus. A deeper root cause analysis has been done by using the Ishikawa diagram to identify the causes behind revenue losses. As per the results from the Ishikawa diagram the study has discussed its theoretical background relevant to the main three components process, enrollment, and dropout management. The author analysed arguments on these selected components based on the past literature. Then the study framework has been developed to get an idea about the main methodology. In the latter part of the literature review, the study discussed the main techniques that that have been used in the study which are the Ishikawa diagram, SWOT analysis, training need assessment, Gantt chart and Kirkpatrick model. Then the main project has been

designed by setting proper objectives. The main objective of the study is to reduce the revenue gap from 15 million to 7 million within 12 months. To meet this objective, there are specific three sub-objectives as well. Then the author discussed the current situation of the main project components in detail and then suggested possible solutions. The main solution to develop the process is to introduce an inquiry management system as a new system interface. The problems relevant to student enrollment will be overcome by redesigning the marketing strategy through a proper marketing plan. The suggested solutions for dropout management are introducing a comprehensive skill development training programme for both academic and non-academic staff and a reward system for the highest-performed students Further resource allocation with the cost estimation has been elaborated as a part of the development of the solution. Further, the study mainly described the benefits gained from the project and the benefit-cost analysis relevant to that. According to the cost-benefit analysis, NIBM has a reasonable benefit/cost ratio of 2.21. Therefore, these suggested solutions will be highly beneficial to the company. Additionally, the company has many tangible and intangible benefits concerning the projected outcomes and outputs. Finally, the relationship between the problem's theoretical gap and the project components, as well as the potential solutions, has been discussed. As a result, the justification for aligning the solutions in the way offered was created, and guidance affecting the success of solution implementation, as well as certain short-term recommendations, were made with the goal of closing the revenue gap at NIBM.

Reducing IT Helpdesk Incidents at EMIRATES Group

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Executive Summary

Digitalisation has brought the world closer, where digital technology has been the focal point for all businesses to reach the world faster. With organisations digitally transforming, it demands that employees and all stakeholders adopt faster to those digital platforms. Adopting to use digital systems is not a straightforward approach, especially for mass organisations and for employees who used to work in the old traditional way. In this sense, it demands the organisation's staff and stakeholders to be digitally literate. Although organisations have taken immense measures to uplift the digital literacy of employees and stakeholders still the organisation employees and stakeholders need the support of experts in seamlessly the digital platform, this includes the ones who are literature. As digital systems depend on and connect to different interfaces. To assist their end users, most digitally transformed organisations have established their IT helpdesks. Apart from functional and general support, the need for an IT helpdesk is essential to make sure that the organisation's IT system problems and issues are addressed. Emirates Group one of the pioneers of global air service providers is digitally transformed and its operations are completely dependent on its digital platform. Emirates Group, IT helpdesk is equipped with staff who works around the clock all 365 days to assist EmiratesGroups' staff and stakeholders' IT needs and is committed to resolving any reported helpdesk incident within a speculated service level. However, the IT helpdesk has been overwhelmed by receiving IT incidents which have been a challenge of late. This Management Field Research Project (MFRP) is conducted to understand the causes and derived possible solutions for how to reduce the IT helpdesk incidents raised with the Emirates Groups IT helpdesk. Through conducting organisation analysis such as SWOT, PESTEEL is observant that any digital platform is an impact on the overall operations and the value creation of Emirates Group. Therefore, a high number of IT helpdesk has an impact on the direct revenue streams. Although this problem is a niche in nature literature reviewed and captured the theoretical background of the key problem and the main three contributing causes for the problem. The three main contributing factors for the key problem were a high

number of IT policy breaches by the digital platform users which requires an inspection from an IT helpdesk staff, the second staff and stakeholders of Emirates Group turning towards the help desk for functional assistance on system functional issues rather than technical problems and the third being system accessibility issues due to authorisation and system development and release gaps. Based on this, a study framework is developed to further pursue creating a comprehensive plan. Then further studies are carried out in this paper to understand the current situation on each component of the main cause and the possible solutions which are proposed. To execute the suggested solutions, different departments in the Emirates Group must synergise with each other on varieties of activities from conducting training, conducting workshops, refining policy documents, designing systems, bridging the gaps in system development, and IT infrastructure changes. This will require appropriate resource allocation with timelines where this Management Field Research Project (MFRP) further elaborates. The project will provide a thorough overview of the cost and benefits of implementing the solutions which are identified and researched. The probable outcome is expected in the second year where the implementation will be driven on the first year. The suggested plan will be driven as a project with an end in mind. In terms of benefits, the study states the project will bring tangible benefits in reducing IT helpdesk staff, with system improvement in reducing operational overtime, reducing IT asset costs and a variety of intangible benefits including enhanced brand equity. The final part of this report will further elaborate on the findings of the study and provide recommendations in terms of implementing the attributes derived in this study and with relevant timelines. Some suggestions are being timed as short-term which can be categorised as quick wins, mid-term which are items to be implemented within six months and long-term implementation recommendations which are to be implemented by the time the project is closed in a year. This study has been conducted using real-time data and implementing this project within a speculated period which is a year can bring more efficiency, cost reduction and further value creation to Emirates Group in the longer run.

Improving Digital Product Target Achievement in Commercial Bank of Ceylon Plc Negombo Branch

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Executive Summary

The Sri Lankan banking industry is moving towards digitalisation at an ever-increasing phase. As evident from the annual reports of leading banks, the main strategic focus has been given to digital transformation. Looking at the phase of technologies emerging, one can predict that the present brick and motor banks will transform into virtual banks within very few years to come. Therefore, digitalisation has become a future competitive advantage among players in the industry. As the largest private bank in the country, the Commercial Bank of Ceylon PLC has also committed to accelerating digital transformation initiatives as a part of its corporate plan. While investing in technological developments for the products, CBC has allocated targets to every business unit to achieve in terms of digital customer enrollments. Negombo Branch is one of the oldest and most prominent branches in CBC which was selected for this project to improve performances in achieving digital banking products targets. Looking at the present status of the Negombo Branch's performance on digital products, it was observed that there are problems that persist in several areas. When analysing the key problems and the other related problems, three main areas have been highlighted that will lead to the main issue of low performance in digital banking product targets. The areas can be identified as staff-related, performance monitoring-related and service quality-related. The numbers have clearly shown that there is a consistent gap between expected and actual levels of these areas. As per management practices whenever there is a gap, it is essential to find root causes in under-identified areas. Solving organisational issues is a dynamic exercise that needs unique solutions for each organisation. However, when finding the most appropriate solutions, it is prudent to review the existing knowledge available in the areas of concern. In the case of this project, the author has reviewed the literature on what management experts, and researchers have published related to the identified areas. How other countries, and other banks have described these problems and what the solutions and results recorded in the literature were referred to get valuable insights that would lead to finding the main causes and most effective solutions for the problems related to digital banking performance in Negombo Branch.

Having gained the existing knowledge of the problem, the project directs its focus to practical scenarios in CBC Negombo Branch. Observing the current situation in Negombo Branch has led to certain areas in that the project can propose solutions. One of the areas is the change resistance of staff members. As these digital initiatives are new changes to the existing banking processes, there was resistance and less commitment displayed from the staff members which is also noted in the literature. Commonly, organisational changes are experiencing internal resistance due to various reasons. Mostly the resistance was there due to a lack of awareness of the change. If the staff members are aware that change is inevitable, they will adapt to change by realising that there is no survival without adaptation. In the context of digital transformation, not only the staff members, but the whole bank would not survive if not adapt to the new changes in the industry. Likewise, this project discusses identifying each component and developing solutions to achieve the project's objectives. The benefits of this project are both long-term and short-term in this project. The short-term tangible benefits are measures to evaluate the viability of implementing this project. Considering the cost factors of project proposals, most of the solutions can be delivered at zero cost due to economies of scale related to management and other resources. As a large corporate, CBC has ample technical capacity, and management capacity to extend a new initiative. Staff members are very well-skilled and volunteer to contribute to value-adding projects. Also, the outputs and outcomes of the project are prominent where the results are directly linked to a key strategic pillar of the bank. Finally, this project will bring reasons, causes and solutions to solve the performance gap in digital banking products in CBC Negombo Branch. The findings of this project will be beneficial for the CBC where they can straightforwardly implement this project for other branches in the CBC network. In addition, if the project outputs and outcomes will exceeding corporate management expectations, this project can be adapted to implement as a bank project with more resources and further improvements to achieve more benefits that will ultimately lead CBC to stay ahead in the digital transformation journey and reap benefits of the digitalisation.

MANAGEMENT SKILLS RESEARCH PROJECTS

(2022)

PREFACE

The existence of a problem pulls knowledge into practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. Management Skills Research Projects (MSRP) is based on building value in organisations through problem-solving. MSFRP addresses either a significant performance issue in a company, such as a decline in competitiveness or an attractive opportunity that would enhance current profitability, or address operational issues across the supply chain, which allow to identify opportunities for value creation in organisations.

Management Skills Research Project is a part of applied research carried out at PIM Through MSRP, the student will demonstrate his/her knowledge and understanding in a chosen area of study via a survey of existing knowledge, and identification of a business or management problem requiring solutions in a practical setting, and demonstration of competency in a chosen area(s) by designing a project, implementing it and reporting the results obtained. Selection from a wide range of projects in construction, business, services and management of organisations is permitted. MSRP offers an excellent opportunity for MBA students to use the knowledge gained from their study programme to analyse an organisational issue and develop recommendations for resolving it. MSRP produces a project report based on MSRP guidelines which will be output similar to a consultancy report Further the project will implement solutions to the identified problem and conduct a benefit-cost analysis. Short-term and mid-term recommendations are made to sustain the solutions successfully implemented.

In 2021/22 MBA 14 number of projects were carried out, and where, organisations implemented the solutions. In the process of knowledge translation of MSRP projects, the most successful projects were presented at the PIMARC annual conference and in the Industry Dialogue, where key managers representing the Industry discussed the output and outcomes of the projects. The MSRP projects contribute to the impact of research at PIM through the expertise, knowledge, and analysis in resolving organisational issues and creating value in the organisation.

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Executive Summary

The community development project, which began in 2018, was initiated by the PIM as part of its philanthropic activities. One of the key motivations for starting this project was to broaden the impact of PIM's productivity improvement programmes, which mostly focused on increasing school productivity, to include a broader set of outcomes such as livelihood, social, and cultural development. During the first year of the project, a comprehensive theoretical framework was developed to address the development of the chosen community in a systematic manner. The initiative was transformed from a strictly community-focused initiative to a research-oriented engagement to evaluate the PIM's community development model from the second year onwards. The community associated with Bapa/Mathu/Pareigama Maha Vidyalaya, a school in the Kalutara district, was chosen for this worthy cause. A thorough assessment of the Pareigama village found a slew of social and economic difficulties that will require outside assistance to resolve. The underlying issues impeding most families' advancement include social discrimination, lack of basic domestic facilities, and poverty. Being mostly an agricultural village dependent on tea plantations, home garden crops, paddy, animal husbandry, and day labour, the community had the potential and possibilities to build small-scale home-based businesses. A detailed literature review was conducted to seek solutions to difficulties impeding the community's progress. The theoretical framework revealed that a community could be developed by promoting entrepreneurship/home-based small businesses, stimulating social and cultural development, and developing the school. The community, village school, and village temple are thus three important foundations of this model. The project managers devised a detailed project plan to test the above theoretical model in this impoverished community based on the difficulties identified and potential solutions presented by the literature review. The project was carried out over a three-year period. Each year, two learning partners from the corresponding MBA batches were assigned to oversee the initiative, with PIM serving as the project's principal funder. At the same time, outside contributors and volunteers were brought in to help where they were needed. Moreover, stakeholders such as the school principal, the head priest of the village temple and government officials such as Grama Sewaka,

Improving Production Plan Achievement of Secondary Billets Manufacturing in Melting Plant at Alumex PLC

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Executive Summary

Alumex PLC is the largest and the leading manufacturer of aluminium extrusions in Sri Lanka with sustained brand loyalty among both local and international customer base. The organisation is a subsidiary of Hayleys Group under the construction material sector with the ability to curtail a range of aluminium profiles including mill-finished, powder coated, anodised, wood finished and aluminium components for domestic and industrial applications with high quality products. The organisation consists of various manufacturing processes with the highest annual manufacturing capacities among other local competitors positioning higher in the market. The organisation utilises imported primary billets and local secondary billets in manufacturing and focuses on recycling aluminium-producing aluminium billets as raw materials for their extrusion products. The current market conditions. Economical savings and the turbulent environment in the aluminium industry had the organisation focused on utilising more local secondary billets in their production thus increasing the capacity of secondary billet manufacturing in melting plants to cater to extrusion processes. However, the organisation was facing an operational gap of capacity shortage in the melting plant unable to achieve the production plan in secondary billet manufacturing due to various issues and restrictions. The low production plan achievement of the secondary billet manufacturing process was identified as the key problem through operational gaps including high machinery downtime, high breakdown frequency, high process downtime, high secondary billet defects, high melting ash loss, low melting production yield, long melting cycle time and high furnace door opening time. These operational gaps contributed to different degrees and the inability to achieve the production plan of the melting plant which resulted in both quantitative and qualitative restrictions in the secondary billet manufacturing process. These gaps were discovered as first-level causes followed by addressed root causes of low production plan achievement through improved performance and efficiency of the sub-processes scrap segregation, melting and casting which were focused upon the secondary billet manufacturing process as a whole. Literature pertaining to the above study revealed

that capacity enhancement through production plan achievement of a manufacturing process with permanent and contingent resources allocated in a more productive manner through minimised uncertainties and variations in the operational functions and machinery equipment of the plant. the study focused on permanent resources as the researchers have emphasised on identified operational gaps categorised under a study framework of machinery maintenance, monitoring and control, process standardisation and process improvement under the main project of improving production plan achievement in secondary billet manufacturing in melting plant. The literature further elaborated that focusing on various total productive maintenance strategies with continuous improvement through techniques and methodologies to achieve process standardisation in melting plants and scrap yards for improved production plan achievement, enhanced capacity and plant performance considering overall equipment efficiency. Identified project's main problem along with sub problems was critically evaluated by the project team and discovered solutions with operational departments. The current situation for each sub problems under project components was analysed by collection of operational data, operational systems, process activities and documents and determined the current situation. The machinery maintenance component focused on the Melting Furnace A planned maintenance and breakdown scenario, monitoring and control component focused on billet defects and rework frequency, process standardisation focused on melting operation and sequence of melting operations and process improvement focused on lack of scrap segregation methodologies with the current secondary billet manufacturing process. The brainstorming sessions with the project team and functional departments ensured initiation of the solutions were effective thus a high degree of contribution to improved results. The implemented solutions through project techniques included a preventive maintenance plan and schedule, digital database system, process flow charts, work instruction with the checklist, layout planning and planned maintenance work with regard to melting plant and scrap yard operations to sustain best practices. The solutions implemented bridged the gaps and achieved the main and sub objectives of the project within the project time period improving production plan achievement increased by 19.81%. However, the project solutions would require further guidance, monitoring and control with limited time availability and continued compliance levels. Finally, the report discussed the outputs and outcomes of the project followed by the discovered relationship between the solutions implemented and the literature. The management skills developed and performed for the management of the project were explained upon improving production plan achievement in the secondary billet manufacturing process in the melting plant.

Reducing the Delays in the Budget Control Reporting Process at Axiata Digital Labs (Pvt) Ltd

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Executive Summary

Axiata Digital Labs is an innovative software developer and service provider delivering telco focused digital and IT services. The company employees over 1000 professionals across South Asia with its head office in Union Place, Colombo, Sri Lanka. The business is a wholly owned subsidiary of Axiata Group, Malaysia. The business largely services the Axiata subsidiaries across Asia (Dialog, XL, Ncell, Robi, Axiata Digital Services, Smart and Celcom) and has plans of entering the external market. With the expansion and growth of the business, it continuously needs to re-engineer the business operations to compete in the global market. One of the recurring operational problems observed by the author was the continuous delays in its budget control reporting process. The finance team had been spending an average of 8 working days on the process while the requirement was to complete it within 6 working days. This resulted in the wastage of valuable time and delays in completing other operational work by the finance team. The author observed a set of non-value-adding activities coupled with extensive manual efforts causing the delay. With the phase of business growth, the requirement to solve the causes resulting delays was an urgent requirement. It was noted that the business needs practical solutions to be implemented on that behalf. In solving the problem, the author obtained further understanding about the organisation through performing organisational analysis. This project formed a team of internal staff and external business partners to identify the sub problem areas which lead to the main problem and brainstorm the root causes behind. A cause-and-effect diagram was made after the brainstorming sessions which assisted the project team to implement project solutions subsequently. Existing literature was referred in gathering references to similar cases found in former studies. The findings were documented together with the study framework formed from the study. The suggestions and techniques identified during the literature review were modified and developed as solutions to be implemented in solving the project problem. The project team decided the main project objective was to reduce the reporting delay from 8 working days to 6 working days. Also, 6

sub objectives were formed in achieving the main project objective. Next, 11 project solutions were developed to achieve the sub objectives while addressing the problem's root causes identified. The resource requirements were assessed with the cost-benefit analysis of the organisation. With the ability to make use of existing resources in the organisation, the cost was minimum while the benefit cost ratio was reasonably higher. These suggested solutions were discussed, agreed, planned, and implemented. The project team observed several deviations within the actual project implementation compared to the projected cost, timeline, and delivery. Nevertheless, the overall project was successfully completed by December 2021 in which the author together with the project team could meet the objective of completing the reporting within six working days. This was supported by the continuous commitment and contribution of the project team over several months despite the tight work schedules every team member was undergoing. With the realisation of the main project objective and sub objectives, the project resulted a set of outputs and outcomes to be enjoyed over an unforeseeable future, (which can be further improved and enhanced). The project team expects to further optimise the internal reporting processes through attempting to increase the accuracy and relevance of information which was not covered through the scope under this project. Moreover, the foundation laid by this project can be extended to create real time information sharing dashboards in the future through further improvements.

Improving Productivity of Mathugama Sri Chandawimala Primary School

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Executive Summary

The overarching objective of the Postgraduate Institute of Management's (PIM) CSR initiative is to improve rural school productivity in compliance with the criteria outlined in the National Productivity Award school sector. According to the preliminary assessment conducted to select a school to carry out the project, Mathugama Sri Chandrawimala primary school was chosen to carry out the project. The project was funded by the PIM and guided by the National Productivity Secretariat. The project's ultimate goal is to achieve an 850-point score by the end of February 2022. The project was organised around eight components, four of which are discussed in this report: leadership, effective management of the curriculum and co-curricular activities, awareness and application of productivity concepts, and school community welfare. The completion of this project will qualify the school for the National Productivity Awards in 2022. Aside from project activities, stakeholders were exposed to productivity concepts such as 5S, quality circles, green productivity, and productivity tools through specific awareness seminars. With the help of the school community, an activity plan was adopted after enough awareness was provided. Five quality circles projects and three green productivity cells were implemented. A productivity unit was established with a teacher in charge in order to sustain the school's productivity improvements. Displaying vision, mission, and values, developing an annual plan, creating a gunadarma tree, student data management system, and school website are among the project deliverables. The "Daye daruwo" scholarship programme chose 16 candidates and created a scholarship scheme of rs.3,000 per month for a minimum of one year. Several kaizen projects were also executed through quality circles, including a full file system, naming places and things, and numbering fans and lights. Unwanted items were removed from school grounds during a Seiri day, and everything was kept in order, increasing efficiency and effectiveness. Several challenges arose during the project's implementation. One of the most difficult challenges was the limitations imposed by Covid-19. This created several obstacles for the project's implementation, as the project required multiple gatherings to effectively deliver the project's deliverables. Furthermore, because the

majority of the parents are daily wage workers, it was difficult to get their maximum contribution because the project would cause them to lose their daily income. Several skills were developed during the project implementation process, including conceptual skills, interpersonal skills, and technical skills. Problem analysis, project management, time management, and problem-solving through innovative solutions are among the conceptual skills. Interpersonal skills were also developed as part of the project, which required dealing with a variety of people including the principal, teachers, parents, and students, all of whom required different approaches. Quality tools, 5S, Kaizen, quality circles, green productivity, and many other productivity-related concepts are among the technical skills learned. Project coordinators visited the school around 30 times in order to make sure the activity plan was within the time frame. NPS officials visited the school from time to time and provided the necessary guidance and direction in order to make the project successful. In addition to the achievement of project deliverables, all stakeholders in the project will have inner satisfaction due to supporting a rural school to uplift the standards of the teaching-learning process.

Reducing Number of Vehicle Supplier Payment Delayed Facilities of Three-Wheeler Lease Products at Citizens Development Business Finance PLC

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Executive Summary

The project was proposed and executed with the objective of reducing the number of vehicle supplier payment delayed facilities for Three-Wheeler lease products at Citizens Development Business Finance PLC during the project periods of October, November and December 2021 compared to the previous months of the year 2021. CDB has been registered under the Finance companies' regulation under the Central Bank of Sri Lanka for the last 25 years. CDB is engaged in accepting deposits from customers and lending money through various types of products. The project was initiated by analysing the three-wheeler supplier payment releases in the company from January 2021 to August 2021, the past experiences and customer expectations. It was identified that the delayed supplier payments were recorded at higher ratios than the timely requirements. Cause-and-Effect diagram was prepared to further analyse the main problem and identify the root causes of the problem, some of the root causes were not covered in the project since such categories cannot be controlled by the project team or project owner. It was used to derive the project components of the project which are named as payment process, process standardisation and performance monitoring. The author carefully searched the literature for the entire causes categories and the main problem and then framed the project scope and solution of the root causes discovered through root cause analysis. The author has developed the theoretical framework after analysis of the literature connected to the project. Solutions are given for each of the project components to address the main problem. Development of ERP-based online platforms, delegations to branch staff members, develop system generated Payment Memos through the system, develop a scan (based on documents) online Payment request platform through the ERP system, Examine the credit process and update the credit operation procedure manual and Review and revision of the Transaction Authority Limit (TAL) of credit operation payment functions were used as solutions

under the payment process component. Automation via RPA, training programmes for branch staff, uniform methods for charge calculation, Develop a new training programme called "First Time Right", to improve knowledge of lending Documentation/Processes and recorded videos clips share among all staff who involve in the lending process, Conduct live/virtual (via MS Teams) training Programme for Credit officers regarding Documentation and Charges Calculation and Increase the existing payment processing cut-off time imposed by the finance division by negotiating with the finance team were used as solutions under the process standardisation component. A separate unit was created for the three-wheeler payment release, monitoring reports were developed and allocate a separate supervisor for monitoring the performance of the payment release officers connecting to the Three-Wheeler supplier to monitor the performance of the process these are the solutions given under performance monitor component. It was able to achieve the objectives by providing solutions at different levels of the project. It resulted in 45% of the delayed three-wheeler supplier payment being released from 60%. Process times for supplier agreement issuance and supplier payment preparation were reduced by up to 88 minutes and 93 minutes, respectively. Developments in the process resulted in the achievement of a reduction of the customer-rejected facilities by 53%, Payment preparation time come down from 225 minutes to 95 minutes after enhancing the Transaction authority limits of the head office staff the average payment authorisation time was reduced from 40 minutes to 12 minutes, by introducing RPA automation to the data entry processes that were helped to reduce data posting time from 75 minutes to 17 minutes and finally developing the online real-time performance and SLA breached reports aid to improve performance and effectiveness of the payment release staffs at head office department. As an outcome of the project solution, the project team was able to bring a net financial benefit of 10.59 million and eliminate the stationery cost of the department, which resulted in a paperless environment in the department. The author has finally given further recommendations to improve the results by further monitoring of the project and by adhering to such recommendations would lead towards an improved three-wheeler payment process in CDB.

Reducing Processing Time of Cash-Backed Loans at Citizens Development Business Finance PLC

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Executive Summary

Citizens Development Business Finance PLC is one of the leading financial institutions in Sri Lanka, having over 70 branches all over the country, with its head office located in Colombo 10. The company provides a full range of financial services, including leasing, hire purchase, mortgage loans, personal loans, fixed deposits, savings accounts, pawning, etc. The company has over 1500 employees to facilitate and provide delightful financial support. The company is always trying to extend the services 24x7 and streamline the customer onboarding and boarding processes to the CDB iNet digital platform. Although the organisation has young, hardworking staff, there are some hindering factors that affect the effectiveness of the company's processes. As identified by the author, one of the foremost problems was the delay in granting cash-backed loans, where the company takes more than 3 hours (203 minutes) to grant a loan, though the company standard is 120 minutes. The author identified that the delay occurred at the time of initiating the loan from the branches and also at the disbursing point at the central office. A delay in cash-backed loans is very risky as it is connected with deposit customers and also unsatisfied customers, leading to a deposit withdrawal. Further, it resulted in finding funds from some other sources like bank loans which double the cost. So, through this project, the author desired to give solutions to the root causes that were causing the delay. The author with the project team was able to identify the specific root causes through a few brainstorming sessions. So, the main problem of delay in granting cash-backed loans has been caused by three main sub-causes: internal processes, systems and databases, and people and skill management. It was further identified that delays in granting loans were due to six subproblems related to call confirmation, loan approval, document submission, loan initiation, high rejections, and loan authorisation. The theoretical background related to root causes has been referred to by using 29 journal articles and identified the potential solutions that have been given by scholars related to the delay in loan granting. The study framework has been developed based on the identified causes and effects. when analysing the problems, and solution development both were done based on the findings from the

literature. In order to achieve the project objective, resource allocation has been done with the available resources of the company, which could contribute towards achieving the project's success. The main project objective was to reduce the 40% delay in cash-backed loans after implementing the solutions. To achieve the main project objective backed by three sub-components, an action plan has been prepared after thoroughly analysing each component with the project team. So, throughout the period author and the project team were dedicated to completing the project on time but due to some unavoidable reasons, there were delays occurred from external parties with regard to some solutions, but overall, the author and the project team were able to complete the implementation by November 30th, 2021. When analysing the performance, it was observed that the project team was able to achieve the objective of granting cash-back loans within 120 minutes. To achieve the project objective, the team members were very supportive and committed throughout the project period, with their busy schedules. Finally, outputs and outcomes were presented that could be gained through the project both financially and non-financially. Finally, as a finance company, CDB should pay attention to the rest of the processes as the current world has pushed all financial companies to compete with the latest technology, and there is a huge challenge to catering to the increasing customer demand.

Reducing Solid Tyre Rejects in Trelleborg Wheel Systems Lanka (Pvt) Ltd

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Executive Summary

The main objective of the management field project is to reduce the tyre rejects at Trelleborg Wheels Systems Lanka. Trelleborg Wheels Systems Lanka is an industrial tyre manufacturing facility located in Biyagama Export Processing Zone under the Swedish multinational corporation Trelleborg AB. Trelleborg AB consists of five business units which are into providing industrial solutions, sealing solutions, coating systems, offshore & constructional and wheels systems solutions. The company recently introduced a new product with superior features namely XP 800 tyres where the product design, material handling, durability and usage levels are improved compared to the existing product range. The demand for the product has increased ever since the release to the market and with the volume increase the number of rejected tyres increased up to 10.52 per cent of the monthly average whereas the acceptable level of rejects is at 6.0 per cent. The author analysed the cause drivers leading to the increase of tyre rejects by gathering data through conducting brainstorming sessions and interviews with the production engineer and engineering specialist at the plant. The major three cause drivers identified namely the manufacturing process, machinery management and skills and competency management of employees. Further detailed analysis demonstrated the root causes for the increase which are leading to the production of tyre rejects. The outdated SOP, high flow marks of the tyres, repetitive machine breakdowns, high unplanned downtime, human errors and rejects due to employee fatigue are among the identified root causes of this project. Further, the author has explored past literature provided by scholars related to tyre rejects and related to manufacturing industries in assessing the solutions provided to overcome such issues and to develop the theoretical background. The main objective to develop the theoretical background was to assess the cause drivers related to the identified key problem of the study. The study framework was developed by considering the main cause drivers identified through the theoretical background which are manufacturing process, machinery maintenance and skills and competency management. The explored literature was helpful in providing solutions to the identified problems and

the study framework areas have been considered as field research project components. The primary objective of the project is to reduce the tyre rejects at Trelleborg Wheel Systems Lanka Pvt ltd. The average reject rate of 10.52 per cent needs to be reduced to 6.0 per cent and the proposed action plan is provided in attaining the identified targets and solutions for the performance gaps have been mentioned accordingly. Revising the current SOP, Introducing the PM approach to machinery management and developing a comprehensive training plan are suggested solutions to overcoming the key problem. The estimated cost of implementing the proposed solutions is assorted in the study and the resource allocation in attaining the proposed objectives is also demonstrated in the study. The assessment of the project benefits in the form of tangible and non-tangible has been identified and the benefit–cost analysis has been shown in assessing the project feasibility in solving the identified key problem. In addition, the overall project outputs and outcomes are assessed by achieving the identified project objectives and are discussed in detail. Finally, the author's suggested solutions are discussed and justified with the support of literature in overcoming this problem. Further, the recommendations are provided in implementing the project's proposed solutions successfully emphasising the help of top management and the employees in embracing changes initiated in implementing the proposed solutions with the aim of reducing tyre rejects at Trelleborg Wheels Systems Lanka. The recommendations will ensure that the proposed suggestions are implemented successfully establishing a positive overall impact accordingly. The project concludes by providing long-term as well as short-term actions that need to be implemented in reducing the tyre rejects at Trelleborg Wheel Systems Lanka (Pvt) Ltd.

ENTREPRENEURSHIP SKILLS RESEARCH MONOGRAPHS

(2022)

PREFACE

The existence of a problem is an opportunity for applying knowledge to practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. An Entrepreneurial Skills Research Project (ESRP) is designed to build value in business by seeking different ways of adding more function and form in products and services. An ESRP is typically envisaged as a startup business which addresses either a significant consumer need or want but not limited to addressing nor identifying a performance issue in a company, such as a decline in competitiveness nor any attractive opportunity that would enhance current profitability, which would lead to the identification of an opportunity for value creation in an organisation.

Fundamentally, in an ESRP a "problem" is identified as one which addresses an unfilled customer need or one which would look at the need to have product or service augmentations or extensions that would enhance competitiveness in the market. This can take the form of either improving the cost of quality or delivery, specifically if the startup of a business clearly addresses the specific customer need.

As such, an ESRP offers an excellent opportunity for an MBA student to use the knowledge gained from the study programme to identify a customer need in order to develop a business. The ESRP is designed to produces a project report based on specific guidelines which has an output similar to that of a consultancy report for a business startup which documents the implementation of the project as well.

Furthermore, the study should be based on a feasibility report which contains a business model In the body of the ESRP project, a discussion which is linked to the key outputs and outcomes and which envisages developing into a stable and mature business, thereby contributing to the body of research in the relevant domain of the ESRP. Furthermore, the project of this startup will detail a benefit-cost analysis. Short-term and mid-term recommendations will ensure that all solutions will be successfully implemented.

In the 2021/22 MBA Batch of students, a 31 number of projects were completed, wherein several business startups which indicated probability of leading to maturity were initiated. In the interest of knowledge translation of ESRP projects, some of the most successful projects were presented at the PIMARC annual conference and also in the Industry Dialogue that followed, where key corporate managers representing diverse industries commented on the output and outcomes of these projects. In conclusion, ESRP projects contribute to the impact of research originated at PIM which reflects the expertise, knowledge, and analysis directed at resolving organisational issues and creating value in organisations.

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Meadora: An Online Retail Platform for Empowering Fashion SMEs in Sri Lanka

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Executive Summary

Apparel and garments are not new to the Sri Lankan market. With the advent of e-platforms such as daraz.lk and takas.lk, the Sri Lankan retail industry has also taken a stride into a new arena. However, merging fashion and launching it on an online retail platform with value-added features has never happened earlier in Sri Lanka. Meadora is an online fashion retail platform. A brainchild of the promoter, Meadora provides Sri Lankan shoppers with a unique shopping experience and an opportunity to adore themselves, while creating an opening for budding fashion designers to showcase their talent. Focused on retail fashion, the Meadora platform targets both the traditional customer who patronises the brick-and-mortar store, as well as the online customer who is looking for a new online shopping experience. Modelled as a lean start-up, the Meadora platform aims to be reasonably priced while delivering value to its customers, all in the safety of their homes amid the ongoing COVID-19 pandemic. Meadora was born out of an idea to revolutionise how people could pursue unique fashion offerings designed by fashion designers of Sri Lanka and get these products delivered in the comfort of their homes mitigating the risk of COVID-19. A platform which was dedicated to fashion, harnessing the potential of the designers of Sri Lanka, leveraging the ability of computing and the power of social media networks transformed into Meadora. This online fashion retail platform delved into the customer needs, customer requirements, status of current offerings in the market and target beneficiaries, while also identifying the lacuna that existed in what the online and offline market had to offer in terms of fashion. Having sensed this opportunity using the Theory of Entrepreneurial Opportunity Identification and Development, the entrepreneur's social networks, personality traits and prior knowledge have served as antecedents of entrepreneurial alertness to this business opportunity. Meadora offers its customers a large bundle of features to create a convenient and interactive shopping experience from the safety of their homes. What further makes Meadora unique for its customers is the ability to "virtually fit on" an item of clothing to perceive its aesthetic fit, prior to purchase. Furthermore, the feature recommends the most appropriate size of an item of clothing

to the customer, based on the customer's body measurements, to arrive at the best functional fit. The promoter delved into the theoretical background and other credible academic literature, validated through extensive research and stringent peer reviews. This was followed up by application literature which was extracted from industry sources and other published reports by relevant industry resources. Application literature elaborated on how theories and hypotheses which form part of academic literature are actually transformed and applied to a particular industry. Also, they provided a route map from idea to execution. The value proposition of the business was designed by way of the value proposition canvas to arrive at how the business will cater to what customers really want. The business model canvas was developed to capture the essence of how the business would provide value to its customers. Marketing strategies were discussed as applicable and a thorough feasibility analysis was conducted along with projected cash flows, P&L and Ratio analysis, while also listing factors as pertaining to PESTEEL analysis where Meadora is concerned. Project management is a critical role to ensure the success of a project. The promoter clearly emphasised project management aspects learned from the PIM MBA, focusing on the different project components which were: initiating, planning, executing, monitoring and controlling and closing. The project plan was then explored, along with an elaboration of the Work Breakdown Structure. Afterwards, the list of tasks was detailed, along with the procurement plan, project team structure and project controls for Meadora. The promoter has then detailed the end-to-end implementation of Meadora, starting from the commencement of the business and completing with the final evaluation at the end of the operating period. Key variances and issues faced during the implementation of the project have been elaborated upon. The promoter has also presented the Profit and Loss Statement, Balance Sheet and Statement of Cash Flows, followed by an analysis of key ratios to assess the performance of Meadora since its commencement. The promoter emphasised the achievement of outputs and outcomes of the project from the time period of April 2021 to February 2022, while making recommendations for better execution of the project activities and to grow as a business in the long run. The activity and benefit-cost analysis of the project was detailed, and a discussion was carried out on the business model and components linked to the literature. The conceptual skills, interpersonal skills and technical skills developed by the promoter have then been discussed, along with the management aspect of the project. Overall, Meadora has succeeded in its market entry, paving the path for future business growth.

Sharah Intimates (PVT) LTD Tailored Lingerie for the Sri Lankan Market

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Executive Summary

Clothes are one of the essential requirements of human beings; it brings confidence to the person. Especially the undergarments worn by a woman should make her comfortable and confident. The authors of this Entrepreneurship Skills Research Project (ESRP), with their handful of experience in the apparel industry mainly in lingerie wear and tailoring conducted a survey and interaction sessions with a group of ladies in Sri Lanka about their experience with purchasing lingerie. The survey revealed that 81.5 % of ladies prefer comfortable and perfectly fitted sizes when they select undergarments, and 75% of ladies accepted that it is difficult to find perfectly fitted lingerie in the market. 85% of ladies informed that they face problems with either size, colour, or fabric while choosing their intimate wear, which they purchased as readymade from the retail stores. Further, the lingerie retail industry's standard practice is that customers cannot trial or fit out the undergarments before purchasing, and retailers sell undergarments with the condition of non-returnable. The ladies are not always fortunate to find the perfect fit lingerie off-the-shelf. The initial survey revealed that the current ladies' lingerie market in Sri Lanka does not meet the customers' expectations. The survey result enabled the authors to understand the market gap of lacking customised lingerie solutions in the Sri Lankan market. Through the comprehensive marketing, technical, operational, financial, and environmental feasibility analysis the authors identified the viability of starting up the tailor-made lingerie business. A further extensive literature review is carried out under the topics of the history of the lingerie market, lean startups, mass customisation, pink marketing, and demand creation to build the theoretical background to the project. Sharah Intimates (Pvt) Ltd was incorporated to address the found market gap of lacking customised lingerie solutions in the Sri Lankan market. The motto of Sharah Intimates is, 'We Craft Your Comfort", which encapsulates the belief in providing comfortable intimate wear to its customers. The ladies who want their lingerie to be customised can visit the website of Sharah Intimates and select the styles, colours, and fabric according to their preferences. Then enter their specific measurements following the instructions displayed on the website

to get their tailored lingerie to their doorsteps within seven working days. Sharah Intimates creates intimate wear for its customers, in various sizes, styles, and colours as per their instructions, through www.sharah.lk and mobile application while selling size adjustable wire-free readymade brassieres via selected fashion retail outlets in Sri Lanka. The project completely follows the lean business startup model; therefore, it maintains strong coordination with all players in the supply chain. Demand creation is used to promote the sale of tailor-made lingerie. According to the projections of this project's entrepreneurs, the benefit-cost ratio is 1.15 based on the budgeted figures for the five years from the year 2022 to 2026. At the project's initial phase, to maintain the minimum order quantity (MOQ) of raw materials suppliers, Sharah Intimates also manufactured readymade lingerie, including size adjustable brassieres, and sold through selected fashion outlets in Colombo, Kandy, and Batticaloa. Tailormade lingerie received positive feedback from customers and continues to grow in demand. The successful introduction of Sharah Intimates tailormade lingerie for the Sri Lankan market made the target customers experience the comfort of customised brassieres and briefs at the best affordable prices. After successfully launching the Sharah Intimates tailored and size-adjustable lingerie to the Sri Lankan domestic market, the brand plans to establish and grow within its domestic target market for the first year. Sharah Intimates plans to increase its product portfolio in tailored and adjustable lingerie categories in the second year while entering into other market segments. The company is expecting to carry its tailormade lingerie concept to the world as a Sri Lankan brand in its third year onwards. Thus, the brand is looking forward to entering the Indian and Bangladesh markets as its world's gateway.

Project "Gama-gedara" from Gemi Leisure (Pvt) Ltd

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Executive Summary

The purpose of this project is to establish an uncommon type of eco-tourist company that operates under a lean business model with minimum capital and operational expenditure. The business model is created with a clear differentiation from regular business models by embedding sustainability into its core. The entrepreneurs clearly identify an unserved niche market and address the market gap through the project. The relevant market is Sri Lankan expatriate families who are working and living in other countries. There are a considerable number of Sri Lankan expatriate families living abroad, especially in the Middle East. Although most of them are not permanent residents of their respective countries, they tend to live longer in those countries, and their children do not get enough opportunities to experience the unpretentious Sri Lankan lifestyle. Since the target market is an untapped market segment, the project can be considered operating in the "blue ocean" of the travel and tourism industry. Being part of the targeted customer segment, entrepreneurs could utilise their deep understanding of customer expectations as a unique advantage. The initial business was built by promoting the concept to the Sri Lankan community in Oman with the support of the Sri Lankan Community Social Club through signed discount agreements. Moving forward, entrepreneurs expect to sign similar agreements with Sri Lankan community clubs operating in other countries to expand the business. Apart from using word of mouth as an entry wedge, entrepreneurs had planned to use powerful social media platforms. However, the company hit a roadblock due to curtailing measures enforced by the Central Bank of Sri Lanka during the economic downturn triggered by the COVID-19 pandemic. The project also operates under the Triple Bottom Line framework, making sure there are social, environmental, and financial benefits for relevant stakeholders. Village communities are heavily involved throughout the value chain, serving customers. Not only was the support team organised, but also the sourcing of most of the consumables was from respective villages at an equitable price. Since chosen properties are in large plantations, the average guest density is negligible and, hence, the adverse effect on the environment is minimised. The preferential

service alterations allow the company to provide exactly what is required by guests, and this not only reduces the operational cost but also minimises adverse effects such as food waste commonly seen in mass tourism. The company breaks even at a 20% occupancy rate in the best-case scenario, and therefore, it can be financially sustainable in a short period of operation. The company Gemi Leisure (Pvt) Ltd was registered in Sri Lanka to operate its first project, "Gama-Gedara", and implementation was carried out by meticulously adhering to the project plan. As a start-up, entrepreneurs chose a lean business model that minimised capital expenditure and recurring charges as much as possible. It was decided not to set up the office in a commercial building with high local visibility as there would not be a considerable value addition to the business as the targeted customer segment lives outside of Sri Lanka. The designing of marketing materials, including name boards, T-shirts, and business cards, was completed by other local entrepreneurs in the Kurunegala area. Similarly, company registration-related activities as well as website design were given to young entrepreneurs. The entrepreneurs themselves have completed the IT setup, including social media pages. The entrepreneurs were able to successfully launch the business starting in the month of December 2021. They have hired an employee for the position of Business Coordinating Manager (BCM), who is responsible for a smooth business operation by effectively understanding customer requirements and aligning required resources to fulfil those requirements. As for the inventory, the company signed three revenue-shared lease agreements with property owners, but only a single property was utilised during the first three months of operation while the other two properties were under renovation and construction, respectively. The BCM played a major role in building the community support team as well as the supply chain, sourcing consumables. While launching a new business during a pandemic is always challenging, irrespective of whether the project is a novel concept, entrepreneurs were confronted with several issues. Some of the issues, such as delays in opening the bank account, impacted the launch date as delays impacted other activities present in the critical path. Some other issues, such as the inability to carry out US Dollar transactions, impacted the way project objectives were achieved. As an example, it was decided to completely move to a promotional marketing model as the targeted marketing campaigns on social media were not available without the ability to conduct US Dollar transactions. By facing such challenges, entrepreneurs have demonstrated their resilience, achieving business objectives. Furthermore, the conceptual, interpersonal, and technical skills of entrepreneurs as well as the BCM were sharpened throughout various stages of the project.

Establishing a Business to Provide Employee Performance Management Systems to IT Companies

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Executive Summary

It is evident that in today's knowledge economy, the firms first win in the workplace to win in the marketplace. In this light, performance management plays a pivotal role in keeping employees engaged and productive. However, the current market offerings lack the sophisticated features required by the firms to seamlessly manage the performance of the companies without making the process itself an overhead. This market vacuum has paved the way for the authors to conceptualise the product StridePal. The authors ventured into this business to build the product – Stride Software private limited. Stride software will help organisations align their strategic direction with their daily work. StridePal achieves this by guiding the teams to focus on things that matter the most while keeping them engaged. By helping organisations carry out unbiased reviews of the work done by employees regularly, StridePal ensures better employee engagement. The authors want to make StridePal the ultimate tool that would allow organisations to use their goals for growth while keeping the employees happy. The authors evaluated the opportunity and project idea using the data gathered from an employee survey and a questionnaire for HR managers, followed by an analysis of the ICT sector with empirical data on the industry's growth, making it an attractive industry. Furthermore, the personal first-hand experience made the authors take an empathetic approach towards finding a solution to the market gap, which was realised through the unique experience of the two authors. The authors identified key lacking features in the current offerings that contributed to the market gap, such as lack of support for real-time feedback, goal congruence, and user-friendliness. The authors transformed this opportunity into a sustainable business by creating a new value curve, creating new demand in an uncontested marketplace. The authors developed a company that builds a product not to compete with the existing alternatives but to complement those offerings. The authors built a solid theoretical framework based on a comprehensive literature review regarding the industry's subject matter through which they further strengthened the business case as the literature confirmed the detrimental effects of performance mismanagement. The correlations between performance management

and other aspects such as employee engagement, employee turnover, the performance of the firm, and how performance management would adversely affect the bottom line of the company were explored within the theoretical framework. Furthermore, through the literature review, the authors decided to employ design thinking, agile project management, and lean startup principles at the operational stage of the project. A business plan was formulated adhering to the lean startup model, which was the underpinning business model throughout the project. Thorough feasibility studies on technical, production, economic, financial, and environmental proved the worth of the project at the outset. The project was carried out in four stages, initiation, planning, execution, and closure. The authors followed project management theories when identifying the project components and making plans accordingly to deliver those components. Tools such as WBS and Gantt charts were used to construct the building blocks of the project and later track the progress of the deliverables. However, the authors have a business continuity intention, and they will focus on growing the business at the next step of this entrepreneurial venture. Cost and quality planning were carried out to meet the customer requirement and fulfil the market gap in the best possible way. The authors commenced the project implementation by registering with the required legal entities, setting up the workspace, and pitching the idea to potential customers. The recruitment and procurement of equipment were done to start the software development process. The authors intensely and tirelessly worked on building an MVP as they believed that the working software was the best marketing tool. However, they worked on branding by navigating through the challenges of promoting an intangible product. The authors employed a content strategy through social media and the official website to further strengthen brand equity. In the long run, the authors expect to position Stride software as a thought leader in the performance management arena through this content strategy. The business has been profitable since November 2021, and the first three sales made a total revenue of more than one million LKR in the last three months. The ratio analysis showed improvement and growth. The authors believe that the initial goal of a startup is to learn; scaling comes next. Therefore, the authors will focus on scaling the business in the long run. However, the current focus is on consolidating the customer base and improving the product. The authors have already secured a sales pipeline with possible leads to ensure the business is sustainable. Long-term AMC contracts have been signed with specific customers, which helps the company stay in operation. Subsequently, the authors will look to build strategic partnerships with a more prominent firm when the proper attention is gained. The authors want to make great strides in the future with stride software.

A Blue-ocean E-Commerce Solution for the UAE Market

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Executive Summary

This project intends to establish a single mobile application offering identified services within a selected market, primarily in UAE – the United Arab Emirates, while keeping other markets in mind and to see the feasibly of lessons learned from implementing the product in the UAE market and offer similar services where the additional market study shall be initiated and implemented later where the project feasibility indicates a favourable towards the investment while creating a value for the shareholders in the long run. With the opportunity identified with the market study conducted identifying the market gap from the analysis, partners devised a lean business model covering relevant areas. With the disruption caused by the emergence of a new virus from Dec 2019 onwards, everyone wanted to avail of necessities delivered to the home or access them with simple online searches. This allowed a multitude of companies to take advantage of the offering. Mobile applications launched rapidly, which provided the customer with easy-to-access nonphysical methods to obtain the required services. With the critical studies done and evaluating the services offered, the entrepreneurs identified the critical market segment to launch the application. Identifying the target market and explicitly designing marketing campaigns to attract those customers would be practical. The entrepreneurs projected a marketing campaign with a hired staff and social media marketing to reach out to the identified customer through these specific campaigns designed to attract and entice the customer to use the mobile application to avail of the required services. By using Osterwalder's Business Model Canvass, the entrepreneurs were able to identify the relevant areas of the business that would be attractive and where the business venture would be profitable while providing a unique proposition to customers where the services obtained will not be available anywhere with the single click of a button with a multitude of unmatched benefits to customers. The project was established with all the feasibility studies performed on Financial, Market, technical and operational studies. The establishment was opened as an eCommerce company offering online services in Sharjah Publishing City Free Zone with a business in the UAE. In addition, the bank accounts were opened to have

the financials managed within the UAE and were being used for the transactions and payments of various activities. The entrepreneurs have entrusted a Sri Lankan IT company to provide and design the applications for mobile use. An identified individual performed the branding to develop suitable tender colours unique to the company created. The same colour schemes were used throughout the project, and the marketing campaigns were designed using these colours as guidelines. The company will be evaluated for success within UAE while expanding to other cities. It will be used as a model to be launched for other markets in different phases later once the company is established with considerable maker share with the customer base.

Petwalk.lk Entrepreneurial Skill Research Project Report

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Executive Summary

Petwalk.lk is an online-based customised pet care service provider. Petcare industry in Sri Lanka is still in the booming phase. The pet care industry ecosystem consists of veterinary surgeons, veterinary assistants, pharmaceutical companies, pet food and accessory suppliers, pet shop owners and pet owners. The Sri Lankan pet market is expanding as the pet population of Sri Lanka is increasing as well as the global perspective of having a pet at home has changed over time. This project intends to find solutions to the market demand that has not been addressed so far. Pet care solutions available in the Sri Lankan market are mostly the health consultation in any pet food market. The lifestyle of consumers is changing continuously. To meet the consumer needs in the changing lifestyle market offering must be innovative and must be able to adapt based on different market segments. Top animal hospitals in the country focus on health consultation and pet boarding services. Consumers consider their pets as a part of their family and that impacts the traditional pet care business model. Which is also called humanisation. Many global researchers prove that the connection between a pet and the pet owner has an impact on the mental health of the pet owners. Empirical evidence by numerous researchers shows that spending quality time with pets can impact the health and well-being of the pet owner as well. Petwalk intends to cater to people with a busy daily schedule but who are also worried about the health and well-being of their pets. Two primary services of the Petwalk are pet sitting service and pet walking services. Many customers do not want to keep their pets inside the cages when they travel. The project was conceptualised based on empirical evidence and real business case studies from the global markets as well as the successful business model implementations in the local market. The business model is based on the shared economy business model. The company does not hold any fixed assets. However, the organisation will act as an intermediary to help suppliers to find the correct market while the core team of the organisation also provided services to the customers. The long-term vision of the organisation is to be the most innovative pet care solution provider in the market. The unique selling proposition of the organisation is providing

innovative solutions for a cost-effective price while being a reliable service provider. Human resources required Executive Summary for the project was gathered through the freelance suppliers. Petwalk is a private limited company with two directors. The newly appointed director is a veterinary surgeon with more than 10 years of industry experience. The successful formula of the project is having clear market knowledge, skilled labour and adequate investment while being innovative. The theoretical framework of the project describes the success case studies from global companies, shared economy concepts and business models, online business and e-commerce driven economy and customer readiness in Sri Lanka. Project planning involves estimating the financial requirements and projections. Resource allocation, categorising tasks under the main project, and establishing control mechanisms were ensured. The business operations were started without the main e-commerce site due to the time constraints of the project. Operational expenses for the project have been increased due to the sales and advertising costs. The number of people reach through advertising has a direct impact on the sales numbers of the business. The average gross profit margin of the project is 25% meanwhile with a seasonal effect it can go up to 52% plus. Advertising efforts helped to reach many industry suppliers and industry professionals to initiate business partnerships. Petwalk anticipates continuing its business partnership with PetVet Colombo to fulfil all the laboratory needs and medical requirements. The current economic conditions have been affecting business operations in many ways. Import restrictions have an impact on the pet food supply in the market and pharmaceutical products' availability in the market. The inflation rate of the country also connects with the service pricing and the product pricing. The long-term objective of the organisation is to establish a pet vacation centre without cages. Pets will be allowed to enjoy the time they spend at Pewalk premises. Pet walking is new to the market and consumers do not feel comfortable around getting a service to take their pets out for a walk. More time is required to establish new services in the market and educate the consumers on how to use online platforms to fulfil their needs and the advantages of getting an online consultation. The key control and the performance indicators have been measured frequently to reduce operational costs and improve the profit margins of the organisation.

Gekcolabs Entrepreneurship Skills Research Project Report

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Executive Summary

Developing nations such as Sri Lanka faces many challenges relating to accessing quality education. Even though Sri Lanka boasts of its free-education movement, private tutoring is the popular choice among students. This is to bridge the gap in quality. Therefore, as a result, the education sector continues to address the mismatch between the skills required and the labour market. For a country to transform into a knowledge-based economy, it is vital that governments and the private sector work together, towards providing quality education for all its citizens. The COVID-19 pandemic forced schools, and both private/public education institutions to shut down stranding millions of knowledge seekers/students with no means to upskill or reskill. However, it is not only the knowledge seeker who are deprived but also tutors. Tutors earn extra wages by providing private tutoring, thus with lockdowns and social distancing measures tutors lost their source of income from lecturing. Further, companies faced many problems as they were required to hire staff who is updated about the industry to function in a VUCA environment. The author suggested a marketplace education platform where both tutors and students could interact. A tutor will share his/her knowledge in the form of a course and the student will subscribe to the course by paying a fee. In addition, the application issues a certificate when students complete a course. It also includes features such as a mini quiz to reassure knowledge is grasped by students. The feasibility of the idea was tested by performing a survey with company executives. Therefore, with a positive attitude shown by executives, the company GekcoLabs was incorporated in October during the pandemic. The application development began thereafter, thus the author created a bank account and partnered with Payhere.lk to facilitate its payment process. The project ran short of capital, and as a result, the author was unable to contribute the said capital as anticipated. The project pivoted many strides attempting new approaches to the business. The company followed a lean startup method; hence this was possible. The project requires heavy funding, so it could be spent on marketing and educating about GekcoLabs among people. The concept of a marketplace in the education domain is relatively new for Sri Lankans,

therefore, a proper marketing campaign requires to be carried out. The author applied for JohnKeellsX accelerator programme to raise 5 M LKR in exchange for an equity of 10%. The funds are expected to be used to hire a sales and marketing team. Further, it will also be used to carry out successful promotional and marketing campaigns for the business. The author has applied many skills he has learned during the MBA programme, further, he has been able to apply the knowledge he gathered during the course. Communication skills, accounting and analytics are only a few. The project at the moment runs at a loss, however with proper funding, and a proper marketing budget in hand more can be done to make GekcoLabs a successful venture in both Sri Lanka and Overseas.

Establishment of the Concrete Manufacturing Company Kalana Builders

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Executive Summary

As far as time goes, shelter was a basic necessity for survival. With the march of time, this necessity has transformed into a pivotal industry, in the modern day. Sri Lanka deviates not from thereof phenomenon, and monuments such as Ruwanweli Stupa, Sigiriya and olden irrigation systems, stand testaments to that. Further, the modern Sri Lankan construction industry significantly contributes to the economy, as one of the core industries in Sri Lanka. The entrepreneur was brought up in a construction business-oriented family background and based the experience to identify the opportunity. Intending to create value within the industry, the entrepreneur entered the arena of construction supplies. As a result, Kalana Builders was born as a concrete block manufacturing organisation, an identified point of ingress, to the industry. The entrepreneur recognised customer needs and wants and brew a formula to approach them; emphasising how existing alternatives, failed to meet the identified customer needs and wants. Consequently, the business case was built, based on empirical research. And finally, the means of bridging the identified gap were drawn through intended project deliverables. A literature review on the intended business was carried out, in the forms of research-based literature and application literature. As a result, the entrepreneur unravelled many mysteries and infused the findings into the business, developing the business model with the strength of many researchers of the world, and local industry experts. Thereafter, the value proposition of the business was brought into the light, which was designed to create value for not only the customers but all stakeholders, through accounting for people, the planet and profit. In reference to the customer element, the business makes a promise to become a reliable and sustainable partner, that offers superior quality products, at reasonable price points. The marketing strategy of the business revolves around a WOM-based approach, accounting for the nature and current capacity of the business. For thereof strategy, the entrepreneur capitalises on the already established network within the industry, derived from the family construction business. Further, the target market and market segmentations were defined, accompanying the best-suited market reach methodology. As a result, the

business intends to reach the right customer, the right way. Further, the entrepreneur introduced the ERRC grid for the business, which recognises what to eliminate, reduce, raise and create; and the Strategy Canvas was introduced, depicting the relative position of the business against competition, in terms of competitive factors. Finally, an extensive feasibility study was carried out, in order to assess the practicality of the business. The feasibility study emphasised technical and production feasibility with an emphasis on innovations, economic feasibility, financial feasibility, ecological/ environmental feasibility, social feasibility, political feasibility, ethical feasibility and legal feasibility. Project management is a crucial tool in conducting a business, which enables the entrepreneur to lead the business in the best possible direction, at all times. Thus, the project was broken down into four phases and carried out accordingly. An indicative Gantt Chart was incorporated, in order to depict the scheduling of the project. Thereafter, the project plan was introduced, accompanying the planning of time, cost and quality. Thereof elements were discussed, in the light of future prospects. Subsequently, the Work Breakdown Structure was introduced depicting the activities, of which the business is comprised. The allocation of resources was drawn, accompanying the list of tasks, in order to help entrepreneurs, optimise the resources. Subsequently, the procurement plan was discussed, which covers the steps to follow, when arranging procurement for the business. Furthermore, the project team structure was introduced, in order to depict the hierarchy and authority of the individuals, that are involved in the business. Subsequently, project controls were discussed, in terms of quality controls, cost controls and time controls, which ensure the attainment of goals, and long-term sustainability of the business. Kalana Builders is an entrepreneurship project that evolves on creating value, in a sustainable manner. The journey of Kalana Builders was embarked on, in four phases; preliminary phase, planning phase, execution phase and follow-up phase. On the subject of project execution, the business was registered as a sole proprietorship, with the entrepreneur as the sole proprietor. Premises acquisition and civil work were done accordingly, with the aid of Mr. Anura De Silva, the mentor and father of the entrepreneur. The procurement element in terms of suppliers and transportation, was discussed extensively. Equipment that is involved in the craft was introduced, with an emphasis on the sources thereof equipment. Kalana Builders heavily leans on an organisational strategy, that evolves on sustainability, quality, innovation and ethical practices; in order to create value for all stakeholders. Subsequently, the vision, mission and values of the business were introduced, in line with the organisational strategy. Further, the marketing strategy was extensively discussed, accompanying the method behind the brand name and the story behind the brand. Thereafter, the operational strategy of the business was introduced, in terms of production, order process and delivery. Subsequently, the recruitment process

of employees was discussed; with an emphasis on distinctive properties, that are associated with employees recruited from different sources. Monitoring the business is crucial for the continuity of the business, and thereof element was discussed in terms of inventory monitoring, financial monitoring and productivity monitoring. Subsequently, the key variances that occurred when planning the business and executing the business were discussed, in terms of cost variance, delivery variance and time variance. The issues faced when implementing the business were extensively discussed, with an emphasis on the entrepreneur's experience. Finally, the financial performance of the business was analysed, through profit and loss statements and balance sheets. In the final chapter, the actual outputs and outcomes of the business were analysed, and recommendations were given accordingly, to support the growth of the business in the long run. Subsequently, a benefit-cost analysis was carried out, in order to determine whether the costs outweigh the benefits. Thereafter, the business model was revisited in the light of literature review findings. Subsequently, the skills which the entrepreneur displayed and developed throughout the project, were discussed. The risk management element of the project was discussed, with an emphasis on the pragmatic measures employed by the entrepreneur, to mitigate identified risks. Finally, the continuity of the business was discussed, followed by an introduction to the actual operational performance, depicted with a Gantt Chart.

ACE Acumen Business Process Outsourcing Entrepreneurship Project

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Executive Summary

The inspiration to set up a business process outsourcing (BPO) unit in Sri Lanka to undertake accounts processing for Australian Self-Managed Super Funds (SMSF) was one that transpired through opportunities presented during COVID lockdowns in the early part of 2020. As part of a trillion-dollar industry, SMSF is a fast-growing retirement savings option and one which is strictly regulated. The accounts processing and preparation work can be rather monotonous, highly technical and seasonal; many accounting firms have found it challenging and financially infeasible to maintain dedicated full-time staff for this role and it tends to have a high attrition rate and has proven to be hard to replace. With remote work being adopted, and digitisation a forced reality, the Author saw an opportunity to offer an outsourced solution for SMSFs accounting process to Australian accounting firms, which would considerably lessen the burden financially and help mitigate resourcing restraints in the Australian labour market. With a Sri Lankan BPO, working in tandem with an Australian front end, the holistic business will aim to support the end customer with a cost-effective, dynamic, high quality and quick turnaround service, delivered through a skilled workforce trained by the Author, a Chartered Accountant (Australia & New Zealand) and engaging in end to end digitised workflows supported by virtual platforms. Whilst the project was planned with some contingencies for pandemic conditions, the bureaucratic and other operational challenges that materialised were beyond the planning scope and hence impacted the timelines and working model envisioned for the project. Ultimately, the project was able to successfully navigate from ideation to operations and turn profitable within the first two months of operating, with a sustainable growth and profit model in place for the next two years.

N-ACH (Pvt) Ltd Technology Partner of Your Need for Achievement

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Executive Summary

This report is the final output of the entrepreneurial skills project of Achintha Perera. The target was to set up a company named "N-Ach (Pvt.) Ltd" and operate and generate revenue within the given time while providing quality products and services to its customers, to society and to Sri Lanka as a country. Everybody has their own need for achievement. Especially the SME sector in Sri Lanka is being restricted in their business activities due to the lack of a proper e-commerce platform for a reasonable price. If they had a proper e-commerce platform, they could sell their products and services online to the whole world. This market gap has been identified and proposed to develop a robust software solution to sell their products and services worldwide. The background of the project has been briefly discussed in chapter one and detailed in later chapters. The significance of the project methodology has been identified. Limitations were identified and analysed by categorising into 3 main categories as technical, economical, and legal limitations N-Ach mainly involves in software development activities. It will be both product and project-based software company which develops software products as well as develop customised projects. The background of the project has been discussed in the second chapter and the gap and the opportunity have been analysed in detail. A survey has been performed and collected data has been analysed comprehensively to find the gap. How founders transformed the market gap into an opportunity will be discussed followed by target beneficiaries' analysis in chapter two. The business case has been analysed with the ERRC framework to identify what should be eliminated, reduce, raise, and create. Planned project deliverables were identified, and anticipated outputs and outcomes were identified at the beginning of the project. All the findings have been further analysed with the existing literature in the third chapter. A literature review has been designed to find out SME sector needs, VUCA environment, and consumer behaviour change, find the solution to fill the SME requirements with digital solutions and software engineering market. Value proposition, business plan and business model have been analysed. SWOT analysis and PESTELE analysis have been performed to analyse the micro and macro environment. A feasibility study has been

performed to find the 17 technical feasibility, economic feasibility, financial feasibility, social political and legal feasibility, market feasibility and production feasibility of the project. Project methodology has been identified initially and project components, objectives, goals, vision, and mission have been set at the beginning of the project. Once objectives are set, all the operational tasks can be aligned to achieve the vision and mission. Key achievements, time period, budget and WBS have been planned for the project N-Ach. Human resource management plays a main role in companies. Human resource management has been planned strategically and has been integrated with the vision and mission of the organisation using the 7G framework. Methods of communication, risk management and quality control have been identified and explained in chapter four. A gap analysis has been performed and the product has been designed accordingly. The project plan has been produced considering all requirements of the product. All the tasks have been listed and categorised into epics and sprints. The project that has been implemented successfully will be discussed in detail in the fifth chapter. The project plan has been carefully designed for the project and components of execution, analysis, gathering feedback and final report have been identified. Every project does not execute as per the initial plan. The project had slight variance due to external factors such as the pandemic situation and the issue in Sri Lanka. Variance and its reasons were identified to take action in future projects. Project financials have been clearly done such as balance sheet, profit and loss statements and NPV calculation and detailed in chapter five. Project outputs and outcomes have been clearly identified and analysed. Activity benefit-cost analysis has been developed. Founders could effectively use the gained knowledge from MBA on the project and gained skills in different ways and such as conceptual, interpersonal, and technical skills which will be described in chapter six.

Maga Home Building Solutions (Pvt) Ltd MHBS

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Executive Summary

The main idea of this proposal is to help all Sri Lankans staying overseas and planning to either construct their dream home or try to figure out how to support their home in Sri Lanka while they are working abroad. The author himself struggled to make his dream home while working in Oman. It's like the saying that "Necessity is the mother of Invention" which gave this concept to the author and then during the construction of the home the author further worked upon the idea. The author met several architects, contractors, and building material suppliers in both Oman as well as in Sri Lanka. Further, this Covid-19 pandemic situation acts as a perfect case point for the author to believe 100% in his idea and start making a roadmap towards the fulfilment of his business idea. Now being a current student of PIM, it also helped a lot to the author in designing a professional business model. Hence to start with the author first did a market survey and found that the results were highly supportive of his business idea. There was no such expert individual or company available in the market which caters to the needs of individual middle-income group people who aspires to construct/support a home in Sri Lanka while working abroad. The author then realised that it's this opportunity will be a unique selling proposition (USP) for his business as there was an untapped market that no one has thought about it. Chapters one and two respectively discuss the project background and its significance. The author initially identified his customer base (the Sri Lankan) through various social groups operating in Oman and presented his business case to his fellow natives and instantly got high approval ratings. He further found that demand is huge, and they are feeling helpless, and the trust factor is the biggest issue apart from the cost factor they have in mind hence author caught this and has worked backwards. The third and fourth chapters cover the framework used to conceptualise the business model highlighting the competence, and skill sets of the entrepreneur to contribute to the business's success by identifying the value propositions and the brand-building initiatives to bring an identity to MHBS. The author ensures that the significance of such a project also has its benefits to the triple bottom line while it ensures that the people and profit component is taken care of there is also the community and planet aspect which the entrepreneur sheds light on. In the

new normal and in uncertain times it is important to understand how the construction industry takes prudent measures to ensure that its business objectives are achieved sustainably. Chapters five and six highlight the project implementation, any variances reported during the project delivery, finance, timeline, and issues encountered by the entrepreneur considering the ongoing turbulent economic conditions to fulfil the project output, outcome, and cost benefits towards project completion. The lessons learned and managing the project regarding skill sets key intakes to ensure the success of the business in the next twelve months. The learnings of the MBA journey help the author to formulate a business plan and execute the business Mega Home Building Solutions (Pvt) Ltd successfully.

Salad Factory: A Salad Restaurant in Colombo Wise Choice Foods (Pvt) Ltd.

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Executive Summary

Sri Lankan foods are predominantly based on rice or flour and accordingly, daily intake of carbohydrates is comparatively high. Due to various reasons including concerns over health issues, freshness and hygiene factors, consumers are looking for an alternative food option for traditional rice/flour-based meals. One of the healthy food options that can potentially replace traditional meals is salads. While the essential nutrition facts are kept intact, it is possible to make various salads reducing the carbohydrate intake to a very low level. The entrepreneur has done a market survey to identify the opportunity for a healthy food option. The responses proved that there is an unsatisfied demand for a healthy food option to replace traditional/fast foods. The survey results have also indicated the need, requirement and price range which the customers are willing to pay for a healthy meal. Accordingly, the project "Salad Factory" has been initiated with a view to offering fresh salad meals, soups and fresh juices. The business followed Osterwalder's nine-block business model for its operation focusing on Minimum Viable Products at the initial stage. The key value proposition of the project is to offer a novel salad meal full of nutrition facts to substitute traditional rice/flour-based meals. In this regard, the literature review was conducted to understand the food industry in general and in Sri Lanka and the nutrition facts and health benefits of salads. The feasibility studies carried out for the project clearly indicated that the project is viable in terms of production, economic and financial feasibility. Macro environment has also been evaluated including ecological, environmental, social, ethical and legal which suggested no exception. In view of better managing the project components, the project was broken down into five major components: initiation, planning, execution, monitoring and control and review and closure. A Work Break Down structure was prepared to break each step into manageable sub activities and to explain the resource requirements. A Gannt chart was also prepared to illustrate the project schedule and timelines. The project's key deliverables such as the incorporation of a company, setting up a store facility and recruiting staff have all been completed and the restaurant was opened at the Colombo City Centre on 24th December 2021. As of 31 January 2022

(approximately one month and a week of operation), the project has achieved a revenue of over LKR 700,000. While project controls played a major role in conducting activities as planned, there were certain variances in terms of delivery, time and costs especially due to challenges resulting from Covid-19 and economic difficulties of the country. Post-evaluation of the project was carried out and assessed the output and outcome against the progress of the project. The evaluation indicated that while most of the output targets have been achieved, there are a few areas where progress is yet to be made to complete the task. On an overall basis, the project gave an excellent opportunity for the entrepreneur to put learning into practice and sharpen his conceptual, interpersonal and technical skills.

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