**Assessment 2: Individual investigative report**

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# Dilmah Sri Lanka**Part 1: Company profile of Dilmah Ceylon tea Company**

## **Company overview**

Name : Dilmah Ceylon Tea Company PLC

Founded : 1985 by Merrill J. Fernando

Headquarters : Peliyagoda, Western Province, Sri Lanka

CEO : Dilhan C. Fernando

Employees : Approximately 678 (as of 2024)

Website : [www.dilmahtea.com](http://www.dilmahtea.com)​

Today, Dilmah stands as a vertically integrated tea manufacturer, exporter, and marketer of tea products-all under the Dilmah brand. It operates through its segments such as tea bags, tea packets, ready-to-drink beverages, and others. Black tea, green tea, oolong tea, white chamomile, as well as natural herbal infusion, make up the company's product range.

## **Global presence**

Products from the multinational Dilmah are available all over the world and in more than 100 countries. The whole essence of this unique brand lies in the single-origin Ceylon tea, as it assures no compromise on quality, purity, or authenticity. Dilmah now capitalizes on a strong reputation in the global marketplace on ethical and sustainable practices.

## **Table 1: Financial highlights**

|  |  |  |  |
| --- | --- | --- | --- |
| Metric | FY 2024 | FY 2023 | Change |
| Revenue | LKR 18,497.35 million | LKR 22,313.01 million | ▼ 17.1% |
| Net Income | LKR 744.23 million | LKR 5,034.35 million | ▼ 85.2% |
| Earnings Per Share (EPS) | LKR 35.89 | LKR 242.77 | ▼ 85.2% |
| Operating Income | LKR 1,163 million | LKR 2,658 million | ▼ 56.3% |
| Gross Profit | LKR 7,249 million | LKR 10,089 million | ▼ 28.1% |
| EBITDA | LKR 1,672 million | LKR 3,029 million | ▼ 44.8% |
| Free Cash Flow | LKR -1,491 million | LKR 1,905 million | ▼ 178.3% |
| Dividend Per Share | LKR 18.00 | LKR 50.00 | ▼ 64.0% |
| Gross Margin | 39.20% | 45.20% | ▼ 6.0 pp |
| Operating Margin | 6.30% | 11.90% | ▼ 5.6 pp |
| Profit Margin | 4.10% | 22.60% | ▼ 18.5 pp |

## **Table 2: Dilmah Ceylon Tea Company PLC**

|  |  |
| --- | --- |
| Category | Products / Sub-Brands |
| Main Brand | Dilmah® – 100% Pure Ceylon Tea |
| Black Teas | Ceylon Supreme, English Breakfast, Earl Grey, Pure Ceylon (Loose & Bags) |
| Green Teas | Pure Green Tea, Jasmine Green, Moroccan Mint |
| White Teas | Ceylon Silver Tips, Rare White Teas |
| Oolong Teas | Lightly oxidized specialty oolong teas |
| Herbal & Infusions | Peppermint, Chamomile, Rosehip & Hibiscus, Turmeric Ginger & Lemon |
| Flavored Teas | Vanilla, Mango & Strawberry, Cinnamon/Cardamom/Ginger, Lemon & Lime |
| Ready-to-Drink Teas | Bottled Iced Teas with Natural Infusions (export markets) |

## **Table 03: Main Competitors’ Analysis**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Competitor | Headquarters | Key Products | Strengths | Weaknesses |
| Lipton (Unilever) | UK / Netherlands | Black, Green, Herbal, Iced Teas | Global brand, strong distribution, large-scale marketing | Mass-market perception, less focus on premium quality |
| Twinings | United Kingdom | Traditional, Herbal, Wellness Teas | Strong premium branding, wide variety | Higher price point, limited local sourcing transparency |
| Tetley (Tata Group) | India / UK | Tea bags, Green, Herbal, Flavored Teas | Large global footprint, R&D in blends | Less focus on single-origin purity |
| Ahmad Tea | United Kingdom | Black, Green, Herbal, Gift Sets | Premium image, strong in Eastern Europe and Asia | Less innovation in wellness and functional teas |

## **Table 04: Director Board of Dilmah Ceylon Tea Company**

|  |  |  |
| --- | --- | --- |
| Name | Position | Professional Background |
| Dilhan C. Fernando | Chairman & Chief Executive Officer (CEO) | B.Sc.; Over 33 years with the company; son of founder Merrill J. Fernando. |
| Himendra S. Ranaweera | Executive Deputy Chairman | Over 27 years of service; key figure in corporate governance and strategic planning. |
| Malik J. Fernando | Executive Director | B.Sc.; Over 33 years with the company; oversees leisure ventures under MJF Group. |
| Darshana Gunasekera | Group Finance Director & Executive Director | FCMA, FCCA, B.Sc.; Appointed in 2020; brings over 24 years of financial expertise. |
| Roshan Tissaaratchy | Executive Director | B.A., MBA, DipM, FCIM; Over 20 years with the company; focuses on marketing and branding. |
| Rajanayagam Asirwatham | Non-Executive Director | FCA; Former Senior Partner at KPMG; |
| Ravi A. Fernando | Non-Executive Director | DBA, MBA, MSt. (Cambridge); Expert in sustainability and corporate strategy. |
| Minette D. A. Perera | Non-Executive Director | FCA, FCMA, FCCA; Over 12 years on the board; experienced in finance and governance. |
| Anil L. N. Dias | Non-Executive Independent Director | Appointed in January 2025; chairs the Audit Committee. |
| John Michael Jenn Lo | Non-Executive Independent Director | Appointed in 2023; brings international business experience. |
| Ravindra A. Fernando | Non-Executive Independent Director | Appointed in 2022; contributes to governance and compliance. |

# **Part 2: Business analysis report of Dilmah Ceylon Tea Company**

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## **Executive summary & findings**

### **Company overview – Dilmah Ceylon Tea Company PLC**

Dilmah Ceylon Tea Company PLC is a well-known and respected tea company with headquarters in Sri Lanka. It was founded in 1981 by Merrill J. Fernando with a visionary purpose: to resurrect and restore authenticity, quality, and integrity to an industry that had succumbed to the whims of multinational corporations and commodity blending. At the very foundation of Dilmah’s ideology is the promotion of single-origin, garden-fresh Ceylon tea that is canned, processed, and packaged in Sri Lanka in order to ensure its natural freshness and health benefits.

### **Company origins and philosophy**

Dilmah was founded on a revolutionary premise: the immediate availability of fresh, single origin Ceylon tea, produced ethically and packaged at source. The idea was to break the ice with a foreign monopolized tea blending business, which he aspired to. An exotic image for the tea industry, which would never compromise on quality, and never have its success run solely for its profits, but would benefit the local community and the environment. Life and soul, so to speak.

Dilmah maintains that principle in good stead. As a vertically integrated company, it controls every component of the value chain: from tea plantation and harvesting in Sri Lanka's central highlands to packaging and distribution across the globe. This control system ensures that there are no compromises on quality and firmly places the spotlight on freshness, purity, and sustainability.

### **Product portfolio and innovation**

Dilmah Ceylon Tea Company PLC has established a high-tech and diverse product portfolio, backing its claims for quality, authenticity, and constant innovations. One of the main principles of Dilmah is the uncompromising adherence to the concept of "Single Origin Tea," which is an avowed dedication to the production of 100% pure Ceylon tea grown, harvested, processed, and packed entirely in Sri Lanka. This philosophy guarantees freshness and authenticity and ensures that every cup of Dilmah tea offers the special character of Ceylon's unique terroir, namely, its soil, climate, and elevation.

### **Global presence and market penetration**

Over the years, Dilmah Ceylon Tea Company PLC has reached an impressive level of international recognition and market penetration; thus transforming from its homegrown Sri Lankan tea brand status to one of the most respected names in premium tea on earth. Unique to the company culture is an inimitable paradigm of brand philosophy: uncompromising commitment to authenticity, quality, and ethics, which resonates with this large audience that is yearning for integrity and provenance in whatever they purchase. This paradigm has given Dilmah the advantage to venture into the different markets worldwide, engender strategic alliances, and nurture a loyal consumer base of over 100 countries around the globe.

From the late 1980s onwards, the expansion into the foreign markets signified the birth of Dilmah on the realms of tea trade as an original-direct-marketing concept inaugurated by Merrill J. Fernando, its founder. At a time when the tea trade was completely in the hands of multinational corporations, full-scale producing and blending teas, Dilmah chose to challenge the status quo and sell only freshly packed whole leaf pure single-origin Ceylon tea to the consumers: unblended. The very essence of this positioning, based on quality and origin, proved to be a formidable differentiator in both the established and emerging markets.

### **Sustainability and ethical practices**

Companies that cannot butcher the English language might represent situations in which any remarks about Dilmah come true: the actual personality of Dilmah weighs heavy, balanced solidly on the side of social justice and environmental conscience, speaking to high ideals that the company espouses, gives substantial credence to the company's lofty ideals. The foundation supports through its work with thousands of people in education, healthcare, empowerment, and entrepreneurship programs throughout Sri Lanka, and it receives a minimum of 15% of pre-tax profits. This includes the disabled, children from underprivileged areas, and members of marginalized communities.

### **Recognition and brand value**

Dilmah has had at least a few prestigious awards from institutes across the globe, owing to its popular reputation. In 2020, Forbes included the same company in its Asia's 200 best under a Billion list. It has also been rewarded for its social and environmental initiatives, packaging design, and innovation. Even industry stakeholders regard Dilmah as one of the most genuine and ethical brands in the beverage industry.

### **Key findings**

In fact, a very detailed study of Dilmah Ceylon Tea Company PLC shows it as an enterprise for which heritage, innovation, ethics, and global market dynamics all have the strategic alignment. As a pioneering face in the international tea industry, Dilmah's journey contains many vital critical insights that elucidate its unique positioning, continuous success, and future growth trajectory. Among the most startling findings is the robust and unbreakable commitment of the company to its quality and authenticity. Throughout its odyssey from childhood, Dilmah has upheld the ideal of "real tea", and this is indeed an ingredient of single-origin Ceylon tea rather than the popular custom of blending teas from various regions. (EDB, 2025)

## **Macro & microenvironment analysis**

### **PESTEL analysis of Dilmah Ceylon Tea Company PLC**

Political analysis: Politically, Dilmah's works are highly driven by political stability and the regulatory environment in Sri Lanka, where its tea plantations, production facilities, and management are located. Historically, Sri Lanka saw itself as a lead tea exporter, and the government favored the tea industry by providing incentives, facilitating exports, and entering global trade agreements.

Economic analysis: The economy takes Dilmah strategize and act significantly because the global economy such as GDP growth, income by individuals, and patterns of consumer spending count influence tea consumption in regions. Volatility in exchange rates such as depreciation of the Sri Lankan rupee against other currencies like the US dollar and euro affects the company-profits from pricing strategies.

Social analysis: Social circumstances have appreciably influenced the brand positioning and customer engagement of Dilmah. That is to say, the customer preferences are changing towards more healthy, natural, and authentic food and beverages, which coincides with the core value propositions of Dilmah. Most consumers nowadays in the Western and emerging markets are much more concerned with the social and environmental issues related to their purchases. Technological analysis: Technological advancement of Dilmah has discovered new horizons in production, marketing, and distribution. There is high potential for yield improvement, resource optimization, and quality control enhancement using automation and precision agriculture in tea plantations. Digitization of the different operations such as inventory management, customer relationship management, and data analytics will enable Dilmah to achieve improved operational efficiencies and gain better insight into consumer behavior. (TR122, 2014)

### **SWOT analysis of Dilmah Ceylon Tea Company PLC**

Strengths: The heritage, authenticity, and quality commitment are the core strength of Dilmah. Established in 1988 by Merrill J. Fernando, the company introduced the revolutionary idea of 'single-origin Ceylon tea,' allowing consumers to buy unblended, aromatic tea straight from Sri Lanka. Such dedication to authenticity is what makes Dilmah special in a monoculture market of blended teas worldwide from different countries. Further, the brand has made it prominent by the public around the globe, mostly in those premium segments where consumers value purity, flavor, and ethically sourced products.

Weaknesses: Dilmah does, however, face a few weaknesses which require careful management as the company has, apart from delivering the greatest Ceylon tea, marketed itself as the best in the area of premium, single-origin products, and this can be categorized as a niche market that has a less mass appeal within price-sensitive categories of the mainstream market. The strength of Dilmah-in being Ceylon tea-can be used positively, but it also acts as a double-edged sword leaving the business highly reliant on the Sri Lankan tea industry, as it exposes it to all local agricultural risks and labor issues and disruptions in supply.

Opportunities: Apart from happenings within the organization, there is a huge opportunity outside of Dilmah to secure a hold in the global market. Dilmah's increasing global demand for premium, organic teas and specialty teas aligns well with its own brand proposition. Increasingly, consumers worldwide seek healthy beverages, artisanal products, and ethically produced items. All these pave a good opportunity for the company to bring in new products and enlarge its present clientele.

Threats: There is, however, a complementary set of threats against which Dilmah has to navigate to achieve long-term success. The tea industry worldwide is markedly competitive, with the large multinationals enjoying advantages over economies of scale, brand awareness, and marketing prowess. Price competition-notably in the commodity tea segment-can pose threats to premium brands like Dilmah. Climate change stands existentially against tea culture, where erratic weather patterns, increasing temperatures, and extreme events could ever threaten yields and quality. (hub, 2020)

### **Mendelow’s matrix**

High power / High interest (Key players – Manage closely): Some of the key players that sit in the High Power / High Interest category of Dilmah include its board of directors, senior management, major distributors and retail partners, and finally its own MJF Charitable Foundation and Dilmah Conservation teams. All of these stakeholders contribute to the success achieved by the organization directly influencing the strategy, operational, sustainability objectives, and market performance. Thus, Dilmah would have to engage them closely with regular communication and strategic discussion in terms of collaborative decision-making, to maintain alignment and drive success for the long run.

High power / Low interest (Keep satisfied): Low-interest governors in the states are interested in Dilmah in truly intense ways: affecting operations, giving talks and even providing financing. Despite the fact that their operation is not popular with Dilmah, they are quite powerful players whose decisions and opinions definitely turn around regulations, financing, and the general public. In these cases, the relationship administrations have with their stakeholders will be nurtured through their periodic updates, good governance, and addressing any concerns before they arise, which will win the approval and satisfaction of set actors in the industry.

Low power / High interest (Keep informed): Most of the consumers, tea lovers, employees, NGOs, and environmental groups have major concerns about Dilmah's products, ethics, and sustainability practices within the Low Power, High Interest category. These stakeholders care more than they can influence making impactful decisions. Keep informing them to maintain trust, loyalty, and a good reputation. Bolster this with defined communication channels like newsletters, social media, ethical reports, and feedback mechanisms to ensure these stakeholders feel appreciated and engaged.

Low power / Low interest (Monitor with minimal effort): Stakeholders such as the general populace and small local suppliers in the Low Power-Low Interest classification really impact Dilmah's strategic decision-making; in fact, they do not even get involved with the company. Though their impact is low, it would still be best to occasionally monitor them for any emerging concerns or opportunities. (Himma-Kadakas, 2023)

### **Mackency’s 7s framework**

The McKinsey 7S Framework is a tool that assists in the internal analysis and alignment of the Dilmah Ceylon Tea Company with its internal factors to enable better organizational performance. Seven interdependent factors are included within the framework. Strategy, for Dilmah's considerations of global growth and ethical mission. Structure, having to do with the organization's setup from plantations to international distribution. Systems, encompassing the company's processes of production, quality control, and sustainability. Shared Values, regarding integrity, quality, and social responsibility. Style, which refers to the leadership's commitment to innovation and ethical business. Staff, which includes competent employees across plantations, factories, and offices. (Team, 2025)

## **Industry analysis & portfolio analysis**

### **Porter’s 5 forces analysis**

High Competitive Rivalry: There are numerous international and regional brands competing for market share in the tea industry. Leading players, such as Twining’s, Lipton, Tetley, and local players in major markets like India, China, and Kenya intensify competition. Price, quality, brand image, innovation, distribution networks, and policies regarding ethical sourcing are used to compete.

Threat of new entrants (Moderate to low): There is substantial money involved in building the brand, ensuring quality, obtaining certification, setting up distribution networks, and creating marketing strategies in the tea industry, particularly in the premium tea segment where Dilmah is operating. Small boutique brands and artisanal tea producers are beginning to emerge around the world, yet breaking into Dilmah's established market position is difficult due to its strong brand reputation, long-standing customer loyalty, and vertically integrated supply chain.

Bargaining power of suppliers (Moderate): Dilmah has a remarkable edge comparing to its competitors in this regard since it has its own tea plantations and production facilities in Sri Lanka that help it reduce dependence on any third-party suppliers. Vertical integration gives Dilmah the kind of control over quality, true labor conditions, and costs. Besides that, the company still sources some other external suppliers for packaging materials, logistics services, marketing, and technology solutions.

Bargaining power of buyers (High): Large supermarket chains, distributors, and hospitality partners- the most critical of all buyers- impose a high degree of upward power edge against the tea producers. All of these buyers tend to look for competitive pricing, discounts depending on volume, customized packaging, and flexible arrangements for delivery terms. Today's consumers are very well-informed, have become price-sensitive, and demanding about product quality, ethical sourcing, and sustainability practices.

Threat of Substitutes (High): The beverage industry experiences a high threat of substitutes. Tea drinkers have other alternatives such as coffee, herbal infusions, soft drinks, energy drinks, and bottled water. Additionally, herbal, fruit, matcha, and specialty blends present more competition within the tea category. Changing consumer preferences, health trends, and seasonal fluxes in demand may alter normal patterns of tea consumption. (Gratton, 2025)

### **Boston consulting group growth share matrix for portfolio analysis**

Stars (High growth, High market share): Dilmah’s premium Ceylon tea lines including flagship black tea, single-estate teas, and specialty blends, can be categorized as Stars. These products hold a high market share in the premium segment and operate within expanding global markets, where demand for ethically sourced, high-quality tea is in increase.

Cash cows (Low growth, High market share): The staple black tea ranges by Dilmah especially in matured market places like Sri Lanka, Australia, and a couple of parts of Europe, would fall under the Cash Cow category. The category, while slow or mature overall in terms of growth, has products with robust brand loyalty and a very steady demand with a somewhat stable market share.

Question marks (High growth, Low market share): According to BCG, Dilmah's wellness teas, organic infusions, and ready-to-drink iced teas are all Question Marks. The products are in fast-growing global segments, but compared to larger multinational competitors, their current market share is small.

Dogs (Low growth, Low market share): Some specific flavored teas may be classified as Dogs because they appeal only to their respective niche or region. Some of their older product lines have served to define a trend but seem to have no appeal in the market today. These hold low market share in a slow-growth or declining segment, contributing little towards overall profitability. (Team, 2025)

## **Strategies used by Dilmah Company**

### **Segmentation, targeting and positioning of Dilmah Company**

Dilmah's STP strategy is implemented in such a way that it continues to add value to its premium reputation. It has segmented the market based on demographics such as age or income; psychographics such as lifestyle and health consciousness; and geography, i.e., cultures related to tea-drinking the world over. (hapugoda, 2025)

### **Marketing mix analysis to create customer value**

Dilmah's marketing mix effectively creates high customer value by its delicate balance of product, price, place, and promotion. On the product side, Dilmah retails premium, single-origin Ceylon teas for freshness, authenticity, and ethical production with a wide range including black, green, herbal, and specialty teas. It positions itself accordingly with a premium positioning by using value-based pricing to communicate high quality while still offering perceived value through ethical and sustainable channels. (Kenton, 2024)

### **Growth and competitive strategies**

Its growth strategies involve product innovation, export market development, and brand diversification. With continuous innovations in new tea flavors, wellness teas, and ready-to-drink concepts, Dilmah appeals to new consumer trends and increases its repertoire. Abroad, it establishes presence in over 100 markets, entering new geographies and extending more in-depth distribution arrangements. (Team, 2025)

### **Porter’s generic strategic**

Dilmah's generic strategy is Porter's differentiation as its main generic strategy. Dilmah differentiates based on the supply of high-quality, single-origin Ceylon tea that emphasizes authenticity, ethical origin, and superior quality. Dilmah doesn't appeal to price-conscious customers such as cost leaders but appeals to customers who would want differentiated product attributes, sustainability, and social good. (Team, 2025)

### **Ansoff growth strategy framework**

Dilmah applies the Ansoff model of growth strategy by adopting a mix of market penetration, product development, market development, and diversification. It strengthens its position in existing markets by using market penetration by establishing brand loyalty and driving sales of core tea brands. Through product development, Dilmah introduces innovative products like wellness teas, herbal infusions, and ready-to-drink formats to meet changing consumer preferences. In corporate growth, the business expands to new geographic regions and consumer bases around the world. Finally, through diversification, Dilmah expands into related industries such as hospitality partnerships and tea-infused experiences for continued growth and stability in a global competitive market. (Peterdy, 2025)

### **Value creation components**

Dilmah's value proposition is founded on several key pillars: quality product, ethical sourcing, sustainability, and social responsibility. By offering high-quality single-origin Ceylon tea, Dilmah offers better flavor and freshness that customers enjoy. Its vertical integration provides it with control over every production process, ensuring higher quality and authenticity. Along with the product, Dilmah provides extra value in its genuine commitment to environmentally sustainable practices and in reinvesting profits in the MJF Charitable Foundation to support community development and conservation efforts. (Grönroos, 2015)

### **Communication tools**

Dilmah utilizes a variety of communication tools to reach out to and interact with its audiences and reinforce its brand message. They include traditional advertising through print and broadcast media, online advertising using social media sites, and engaging content on its website covering the brand's history, ethical business practices, and products. Public relations initiatives, such as media publicity, interviews, and sustainability reports, entrench its reputation, while educational initiatives, such as tea tastings, masterclasses, and storytelling, build customer knowledge and loyalty. (Dilmah, 2025)

## **Marketing communications to reach target audience**

Dilmah's marketing materials are thoughtfully designed to appeal to its target market, which includes consumers of premium tea, those who are health-conscious, and those who value ethics. The business highlights its family-owned roots, Sri Lankan heritage, and dedication to sustainability through poignant storytelling. Dilmah has direct access to younger and international audiences through digital channels like social media, influencing collaborations, and captivating video content. Its superior image is further supported by premium packaging, advertisements in stores, and partnerships with upscale hotels and airlines.

Dilmah uses a variety of communication channels, including international trade exhibitions, hospitality alliances, sponsorships, and e-commerce platforms, to reach international markets. Its relationships with tea lovers and the hospitality industry are strengthened by educational content, such as tea master classes, tasting incidents, and environmentally conscious workshops. Dilmah guarantees that its messages are successfully received by both individual customers and corporate clients globally by fusing digital outreach with individualized, experience-based marketing. (Djuric, 2016)

## **Models which are used for developing products**

### **The 4 V’s model**

The operational features of Dilmah are described by the 4 V's model: volume, variety, variations, and visibility. Dilmah ensures high quality by operating with moderate volume and producing cost, single-origin teas instead of mass-market quantities. With a varied portfolio that includes herbal, wellness, black, green, and specialty teas, it provides a high degree of variety. Demand fluctuation is carefully controlled since consumer tastes vary by market and season, necessitating adaptable production and distribution strategies. Finally, by managing every step from plantation to packaging, Dilmah ensures transparency, traceability, and reliable delivery of its ethical and high-quality commitments, thereby maintaining strong visibility all through its supply chain. (Gartside, 2025)

### **Porter’s value chain analysis**

Porter's value chain analysis, which Dilmah uses, demonstrates how the business adds value at each level of its operations. In order to ensure freshness and quality, inbound logistics primarily uses meticulously sourced single-origin Ceylon tea from its own plantations. Operations concentrate on streamlined manufacturing and packaging procedures that maintain the integrity of tea. Products are delivered all over the world by outbound logistics using effective global distribution channels. Service encompasses client involvement, education, and post-purchase assistance, whereas marketing and sales prioritize premium positioning, ethical practices, and brand storytelling. (Hughes, 2025)

## **Favorability for competitive advantage and stakeholder value**

Examining areas 7 through 14, it is clear that these tactics are mostly in line with enhancing Dilmah's competitive edge and providing value to stakeholders. Innovation, moral behavior, international market expansion, and environmental responsibility are some of the components that strengthen the brand's uniqueness and appeal to socially conscious customers and business associates

### **Communication plan**

Body of the message: The messages ought to highlight Dilmah's dedication to quality, sustainability, ethical sourcing, and innovation. They should emphasize the company's efforts to adapt to changing consumer preferences (e.g., wellness teas and environmentally friendly packaging), the good social impact that the MJF Charitable Foundations has created, and its commitment to providing genuine Ceylon tea all over the world.

Image which should retain for receivers: The intended perception of Dilmah is that of a premium, ethical, and trailblazing tea company that sets the standard for sustainability and innovation in the world's tea market. Recipients ought to identify Dilmah with honesty, excellence, and social responsibility, viewing it as more than just a supplier of goods but as a mission-driven company that benefits both people and the environment.

Budget that should be spent: A thorough marketing plan should serve as the basis for budgetary decisions, but it should also account for influencer partnerships, public relations, content creation, multi-channel campaigns, and sustainability reporting.

How the messages should be delivered: An integrated marketing communication, or IMC, strategy should be used to convey messages. This covers traditional media (TV, printed matter, radio), online channels (social media, web page, email marketing), PR initiatives (interviews, press releases), on-pack communication, and experiential advertising (tastings, workshops, environmental sustainability events).

### **Post-communication strategy**

Actions that should be taken by receivers: Customers ought to be urged to interact with the brand on the internet, try new products, and end up endorsing it. Employees should coordinate their efforts with the shared vision and values, buyers should continue or expand their support, and business partners should fortify their partnerships.

Things that was achieved: Increased market share, improved sustainability metrics, improved stakeholder relationships, improved brand perception, and quantifiable social impact achieved by the MJF Foundation should all be used to gauge success. These results will confirm whether Dilmah's strategic objectives were successfully supported by the communication efforts. (Wu, 2013)

## **Conclusion and recommendations**

### **Conclusion**

Dilmah Ceylon Tea Company PLC, which showcases a typical story of a Sri Lankan family-run business transitioning into a well-recognized global premium tea brand, is still upholding the principles and values with which it began. She has built her lifestyle on genuine and pure single-origin Ceylon tea, norms that rule out several competitors in the global market. Owned by Dilmah is the entire tea-making process, from plantation to packaging, besides ensuring ethical and sustainable practices for super quality as an occasion of this deep-rooted commitment to social and environmental responsibility.

### **Recommendations**

Dilmah should keep entering emerging markets and make investments in e-commerce and digital marketing to reach a kid, tech-savvy consumers in order to improve its market position. Increased customer demand for health and responsibility for the environment can be satisfied by creating more inventive, health-conscious tea products and environmentally friendly packaging. Brand visibility can also be increased by fortifying alliances with international hospitality and luxury industries. To preserve its moral leadership and guarantee a sustained competitive edge, Dilmah should continue to make internal investments in staff training and supply chain sustainability. (EDB, 2025)

# **Personal learning**

Personal learning is an ever-evolving process and continuous journal, shaped by experiences, challenges, failures, and successes. It has been an important realization for me, observing that learning is not just something that takes place in classrooms or structured settings-it happens through real-life interactions, personal discoveries, and introspective development. That deepened my understanding of being a lifelong learner while also encouraging me to focus more deliberately on establishing my own processes toward personal development.

Yet, discovering curiosity as a vital essence for myself has been a powerful learning. Curiosity forces me to question, acquire knowledge, and venture outside the realm of my existing knowledge base. New subjects, cultures, or job skills, whatever it is, curiosity keeps my mind active and open. That mindset has helped me embrace change and uncertainty in times where hundreds of changes happen in a matter of minutes.

The opportunity to reflect on experience is another facet that goes toward personal learning. The ability to reflect allows me to identify what went right and what could have been changed in an experience. I have developed the habit of stopping to consider my communication style, group collaboration, and time management when difficulties arise in group projects. Rather than blaming others, or feeling frustrated, I choose to think about what I can control in the situation and how I will do better next time. This required a mindset that made me much more adaptable, thus creating more resilience in both my academic and work life.

Technology has offered another arena for me to continue growing in my personal learning journey. With such a wide gamut of resources on the internet, digital tools, and virtual learning experiences nowadays, I have been furthering my knowledge beyond the physical confines of a classroom. Online courses, webinars, podcasts, and educational videos have helped me to tap into experts, ideas, and insights from across the world. Still, I have also learned to important manage digital distractions and give sincere attention to content in an information-overloaded world.

The major change in my personal learning has been valuing soft skills just as much as technical skills. Emotional intelligence, communication, critical thinking, and teamwork are skills that are equally important to technique for success and personal growth. Lastly, I've realized that discipline and goal-setting are essential for personal learning. It's simple to get sidetracked or overwhelmed by conflicting demands in the absence of clear guidance. I can monitor my progress and recognize accomplishments along the way if I clearly define my goals, break them down into manageable steps, and remain dedicated.

This methodical approach guarantees that my education is in line with my long-term goals, both personally and professionally, and keeps me motivated. In conclusion, personal learning is an ongoing endeavor that calls for discipline, curiosity, introspection, and flexibility. By adhering to these values, I keep developing and creating a more purposeful and happy life path.

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