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2023

# Final Project Report

DiBM

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A M K S ATHTHANAYAKA

DIBM (A/L)

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## **Assignment brief**

This brief of the assignment is an analysis based on the topic of the current marketing activities or the organization that has been selected the current marketing organization company according to the company investigation product, promotion, place, price, target market, positioning strategies, and branding strategies for this issue.

## Declaration by candidate

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## **Acknowledgment**

The ESOF metro campus has given us the opportunity to participate in this opportunity and I want to thank them for it.

I want to thank the lecturers who have assisted us in solving our problems. I'm closing I want to express my gratitude to everyone who frequently helped and supported me in the creation of this project.

## **Executive summary**

The current marketing activities require a compare adhesive report for an assignment that was requested. The current marketing activities of the current marketing organization are being analyzed here.

Academic journals, textbooks, conference papers, and proceedings are all types of publications to gather information. The study received the collected information. On the other hand, a comprehensive market analysis with an organizational analysis was done in order to get the maximum benefit of the information goals and objectives were set. Targeting the market positioning strategies and branding strategies were the second conference papers and proceeding.

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# 1) Introduction to organization

## 1.1. History of the organization.

C.W Mackie (C W M), C.W Mackie and Company was set up in 1922 person a restricted agency consisting of 4 subsidiary agencies specifically Cayman Rubber Organization LTD, centra (PVT) Ltd, Kelani Valley Canneries Ltd and Sunquick Lanka (PVT / LTD).

Sri Lanka's leading conglomerates have been a part of it for over 1000 years it has been operating as a leading conglomerate in Sri Lanka, Producing and exporting value-bought rubber, coconut, products spices, and uploading dispensing of meals (C.W Mackie PLC. (2022/2023)

CWM 's FMCG group contributes approximately 64% to the group's revenue. CWM's FMCG category includes many internationally renowned brands for example Kotagala Kahata tea, Scan jack mackerel, Scan jumbo peanuts, Star brand color, and Sunquick.

It is worth noting that among all FMCG products, the Sunquick brand is the brand that provides the most revenue and profit to the brand that provides the most revenue and profit to the FMCG industry (C.W. Mackie PLC 2022/2023)

The Sunquick brand has established and maintained good relationships with customers for many years.

These relationships were built through managers regularly visiting every corner of Sri Lanka and abroad to communicate directly with customers and foster mutual understanding.

Additionally, short lead times on-time delivery proper payment to suppliers and distributions, and competitive prices for high-quality products have contributed to increased customer value. This is how we have become a globally recognized brand and market leader in cardiovascular products over the past 40 years.

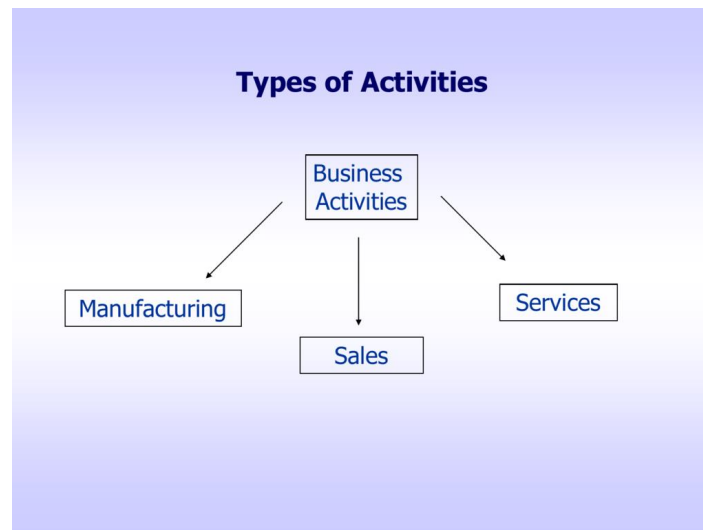


Figure 1 : Sunquick

The Sunquick brand has not only achieved higher brand loyalty from customers but also a seamless supply and distribution network through a strong and flexible organizational culture that is financially and operationally established.

## 1.2. Current business activities

Corporate activities refer to all activities carried out by a company to achieve its goals. This generates revenue and ensures business continuity. Examples include manufacturing, marketing, and sales. These three activities are operation, investing, and financial activities.



Register capital Rs: 507,047,487 Number of products exported: Rs. 35,988,558 Export and local sales of think and light crepe rubber (TPC), ribbed paper rubber (RSS4) customers 42 coconuts other and wholesale sugar on site import and sales of lightweight. Machinery and welding roads and consumables, cutting and grinding wheels, rock drilling tools, and earthmoving machinery spare parts. Refrigeration 44 air conditioning 44 parts, equipment important sales, thermal insulation.

Materials, copper pipes, refrigeration gas, and pipe support products. Import, sale of marine paints and protective coating food, Food products of fact moving goods under various leading.

Bottled water and processed peanuts under the brand Sunquick (C.W.Mackie PLC annual report 2021/2022)



Figure 2 : Group activities

A joint venture between CO-RO A/S Denmark and C.W. Mackie PLC has been certified as one of the best places to work by creating a place to work, an independent rating agency in Sri Lanka.

As the market leader in the squash and finctures category in Sri Lanka, the Sunquick brand has a market share of over 70% and is consistently one of the most trusted brands in Sri Lanka. By creating an employee is given clearly defined responsibilities or ownership Sunquick continues to produce high-quality products while responsibly pursuing customer satisfaction. It helps build a loyal customer base and maximizes customer experience.

### **1.3. Mission, Vision, Goals, and Objectives.**

#### **Mission**

The mission is “The primary purpose of C.W.Mackie PLC and its subsidiary companies (C.W.M group) is to maximize financial returns on investments in the best interests of all its stakeholders whilst fulfilling an obligation to contribute, over the long term and to the fullest extent possible to greater efficiency and growth of the total economy of the country” (C.W.Mackie PLC 2021/2022) to provide market leadership products across all communities.

#### **Vision**

The vision is “To be recognized as one of the top ten trading houses in Sri Lanka”

#### **Objectives**

The objective is to achieve financial, technical, and commercial independence by operating separate business power clusters as ongoing, self-sustaining, and viable entities.

To gain competitive advantage in the local and international markets by doing good business and creating and selling good products and services at the best price; ability and best price ability and best performance to deal with finance, business, and business.

A way to attract, develop, and retain best-in-class human resources to effectively serve the business. Expanding the industry and diversifying participation by better utilizing capacity and resources, value-added product development, and services for export conversion and local use are available.

#### **Goals**

The Goal is Each company within the CWM Group will accomplish the primary.

## 1.4. Organizational structure.

The organizational structure also determines how information flows between levels within the company, for example in a centralized structure. Discussions flow from the top down, while in a decentralized structure. Decision-making power is distributed among various levels of the organization. Having an organizational structure in place allows companies to remain efficient. So I'm going to refer to the organizational structure of this company.

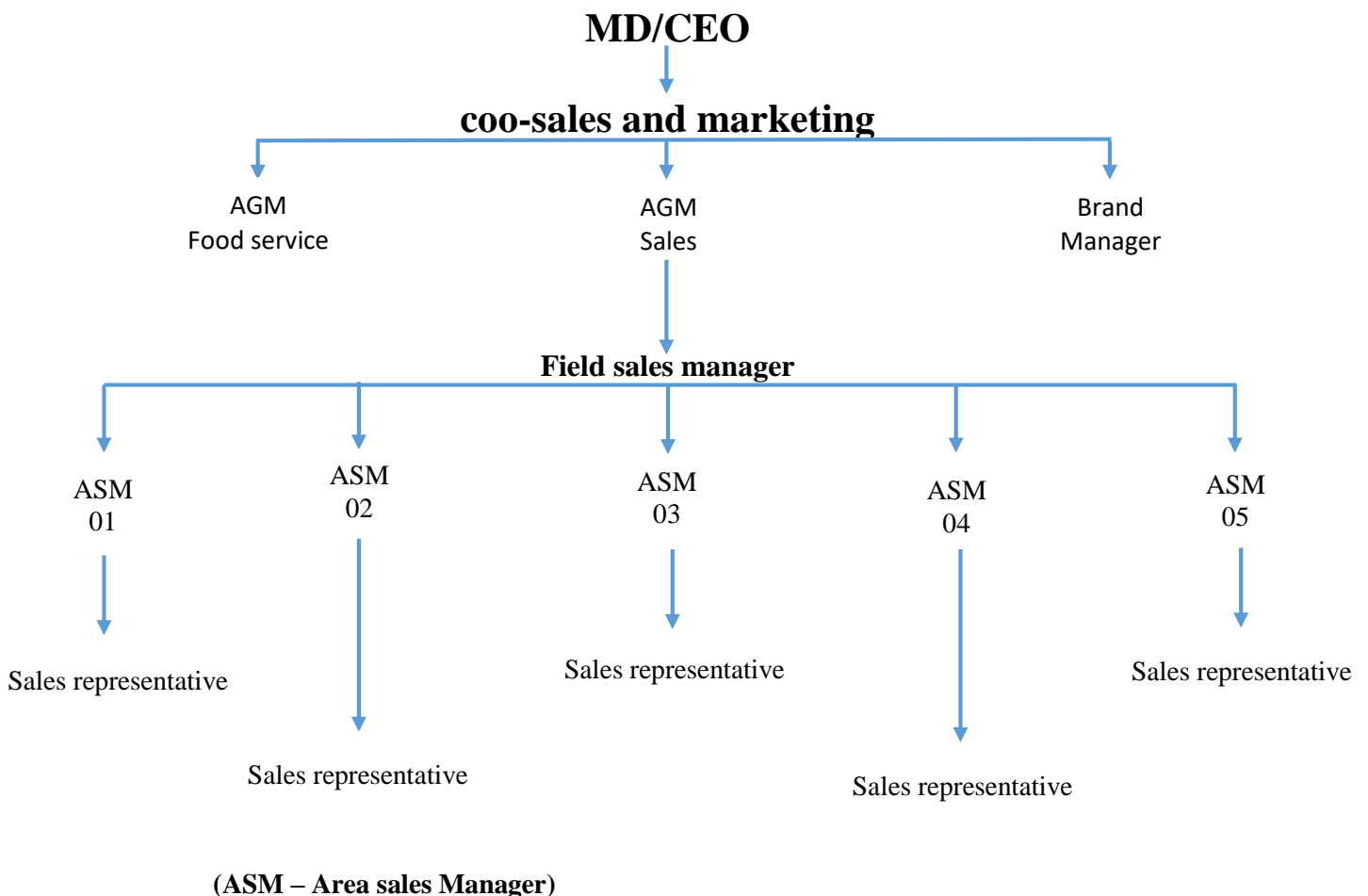


Figure 4 : Organizational Structure.

The organization was looking for a solution to overcome the problem of not having similar sales throughout the year. The company decided to make an organizational change to improve sales and marketing as a new step to improve sales. The structure can have a great impact on teamwork and performance (Manager in 2016)

The company appointed sales. A key operation and a new brand manager with the transformation of the company's management level to achieve the brand's business objectives in the short and long term, along with new additions to the company's management team. Able to develop sales and marketing.



## **1.5. Type of Business**

IPO and shareholder change C.W.Mackie PLC ( then known as C.W.Mackie and Company Ltd) went public in 1994 by issuing shares equal to 25% on the Colombo Stock Exchange (CSE). Shares Listed, section. All companies involved consist of shares and seek to raise capital for future diversification and expansion.

At the beginning of 2010, Lankem Celanese PLC and Kotagala Plantation PLC acquired 56.56% of the shares.

Current status section C.W. Mackie PLC group presently consists of C.W. Mackie PLC and its subsidiaries engaged in diversified industry areas ranging across exports from Sri Lanka, importers, manufacture, resale activity, and distribution of products islandwide. Parent company Lankem Ceylon PLC was incorporated in Sri Lanka in 1964 as a private limited company and its shares have been listed on the CSE trading floor since 1970. Section Lankem group of companies has a wide range of products. Business activities including manufacturing ( paints, agrochemicals, and asphalt products)

Distribution to customer division petroleum and tea property management. Hotel and tea operation division. A subsidiary of its diversified conglomerate rates the Colombo first bank and PLC establishment. Lankem's acquisition of the resulted in an improved C.W. total administrative capacity.

## 02). Organizational Analysis

### 2.1. current situation Analysis

It is a tool for identifying an organization's strengths, weaknesses, opportunities, and threats. Specifically, SWOT is a simple model used to evaluate what an organization can and cannot do in terms of resources and threats. SWOT analysis is performed using information obtained from environmental analysis and is divided into internal problems ( strengths and weakness ) and external problems ( brick SWOT analysis identifies what can help the company achieve its goals and objectives ) Desired results what barriers have been overcome or mitigated. Let's see.....

During planning, they decide in advance what we will do, and how we will do it. This is the most important role for any organization it involves finding new opportunities, and strengths and identifying their weaknesses and threats. (management 2016)

Based on their SWOT analysis the main factors affecting their result were identified. Because good business in the area of discovering, developing, and exploiting these opportunities (Kotler and Keller,2016)

Strength	The internal environment is the situation inside the organization (positive)	Factorstrelating to products organizational culture higher brand devoting from clients the smooth supply	Factors tend to be in the present
Weakness	The internal environment is the situation inside the organization (Negative)	Brand positioning is not a solid level high employee turnover not sufficient training. Lack of product improvement	Factors tend to be in the present
Opportunity	The external environment is the situation outside the organization (positive)	Consumer are more attached to words supermarkets. Expanding demand for beneficial and health foods and beverages	Factors tend to be in the future
Threats	The external environment is the	Higher restrictions on food and beverage. Increment in imposing	Factors tend to be in the future

	situation outside the organization (Negative)	texes consumer products by goverments	
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## 2.2. communication process

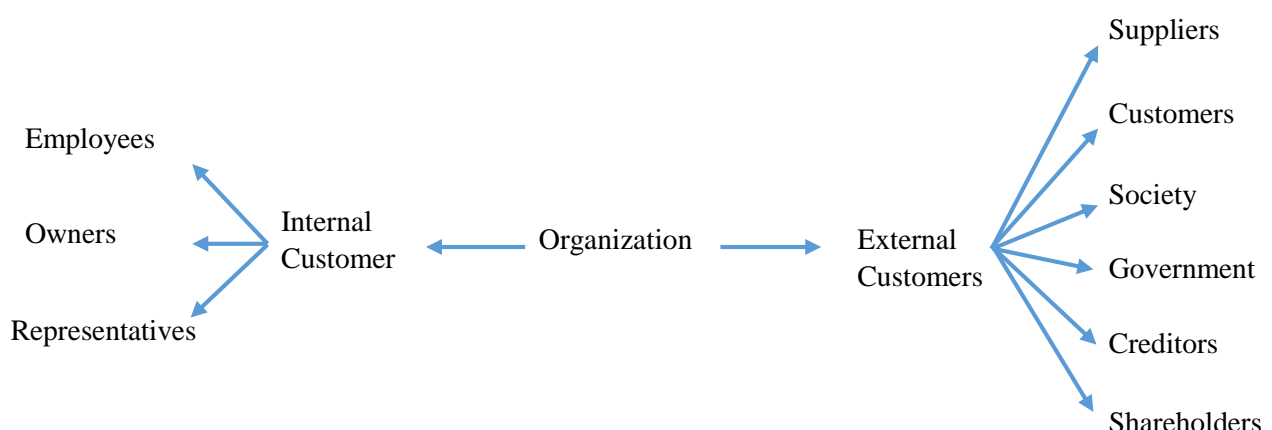
Communication is the process of sending and receiving messages, verbal or nonverbal for example a production manager can message a manager to receive sales inquiries regarding sales for the next 5 months so they can plan production levels. Discount. The manager will reply to the product manager with the appropriate number.

This is an example of internal communication, where communication occurs between employees of a company communication, then is what brings all the different activities of your business together and ensures that everyone is working to warts the same goal and knows exactly what to do and when to do it. Therefore, communication is effective. The basis for business success.

Companies need to communicate with people and organizations outside of the company. External communication. For example, a marketing manager must inform customers about new offers, and a finance manager must submit a section to the Nank. Illegal communications may be blocked informal communication has the potential for team building because employees are in a comfortable environment.

Internal communication intelligence business intelligence provides clear direction develops management skills gains employee support leads change for the organization internal communication skills positively impact and directly benefit the business.

External communication helps improve the company's image in the outside world through website presentations and reports.



Figures 5: internal vs external

## 2.3. Human resource activities of the company

Human resources are the people who work for the organization and human resource management is the management of employees refers to employees who are assets of the business and employees are sometimes called human capital. It is a job that focuses on recruitment management in an organization and guiding employees in the organization.



Figure 6: Humen management

The company's human resources activity. Restrictions on business activity require strict compliance. The protocol is guidelines set by the government. There was a need to pay attention to the health and safety of factory workers. All factory employees, including contract workers, received both. Vaccination at an early stage contributed to minimal decline. Time and production interruptions, even for factories. Employees exposed to the virus. Because of this foresight, the initiative to solve the assigned tasks allowed the company to implement them. Power requirements.

DDespite the difficulties of market uncertainty, the two companies Cymac and Ceytra archived and provided the footage. Including salary allowances and other related matters. Obligatory payments in accordance with the group's care policy for the well-being of company people. The challenges of the contemporary talent market are motivating companies to change their human resources approach.



Figure 6: Human management

The company achieved its digital transformation goals in April 2021 and completely switched to the haenid HRIS system. Digital people solutions powered by the company have many processes their payment is working well now and will support people to do high-level work next year

The benefits module which enables the expense reimbursements of all staff in real time was introduced during the year. The staff especially can now upload their expense statements following an expedited approval and the performance module has now been set up specially.

The performance module has now been set up with specially structured performance criteria and will be fully operational in the forthcoming year. Staff performance will be assessed based on KPL's introduced through the human resources information system (HRIS). The company was confirmed by the exceptional results achieved by staff in all locations of the company during the year of the review despite the limitations of the pandemic. The contributions of dedicated motivated staff are the primary reason for the company's highly commendable financial performance and profitability during this financial year. Ex:- COVID-19 response it was another year of restricted employee movements due to the COVID-19 pandemic. Reiterating its commitment to looking after its employees the company has continued to implement health and safety initiatives to minimize the spread of COVID among employees this year, with a range of lockdown measures introduced across all departments.

They provided employees affected by COVID-19 with the necessary leave and medical services to ensure a quick recovery and return to work.

( C.W. Makie plc annual report 2021/2022).

## 2.4. Marketing activity of the company.

“marketing is the process by which a business creates value for its customers and builds strong relationships with them in return” (Kotler and Armstrong, 2012). It is the value of the products and services that consumers purchase. Customer value is the difference between the total benefit a customer receives from purchasing a product or service and the total cost the customer spends. Benefits may be the functional value of the product. The value of the image associated with the brand on the value of related services. Costs that may be borne by the customer may be cash costs and energy costs. Value mainly depends on quality, service, and cost.

The company exports to many countries including Japan, the United States, China, India, England, Europe, Pakistan, Taiwan, Singapore, Canada, South America, and Africa. Approximately 80% of rubber is exported in its natural form is done. It is sold to countries such as Japan, Singapore, England, Europe, and the United States for the pharmaceutical and adhesive industries. The remaining 20% is sold to the Sri Lankan market for local shoe traders and other rubber industries.

Selection of products for section export is a careful process in which comprehensive examination is carried out at each stage to ensure their physical, chemical, and microbiological compliance with section International Organization for Standardization (ISO) regulation. All production processes of products are produced and exported in accordance with international and EU standards. The company follows all required standards for the delivery of its products to ensure 100% customer satisfaction. Selection environmental and social problems that may arise during production are effectively addressed and resolved.



Figure 7: Products Division

The FMCG cluster is one of the group's three broad clusters the FMCG business was expanded into a fully-fledged cluster and now includes FMCG Manufacturing and import activities and dedicated distribution channels for food and (Fandamp: B) products and personal and household care (Pandamp: HC) products. This restructuring follows a corporate strategic decision to streamline the strategic business units (SBUs) to enable them to operate from a position of strength to withstand the volatilities that arose as a result of the pandemic and other external factors that created market uncertainties. The brand portfolio of the scan products ranges from reputed local and global brand names such as Sunquick squashes, scan jumbo peanuts, scan bottle drinking water, Delish dessert and bakery products, Kotagala Takahata tea, Ocean, Fresh tuna, and colorings, as well as the KVC products personal care products that include the santoor range of soap from Wipro consumer care Lanka (Private Limited) Wipro consumer care limited India. Home care products Baygon household pest control included.



## 2.5. Social responsibility of the company

Mackie PLC dredging products division has launched the “Recycling for the next generation” initiative at EPR building CSR C.W.Mackie PLC screening products division launches “Recycling for the generation” initiative in large business and industry on the generation and consequences of environmental, water and pollution harms in EPR.

With this in mind, global and local businesses are encouraging manufacturers to collect the plastics they produce and are increasingly embracing extended producer responsibility (EPR) which holds them responsible for recycling and placing them on the market.

One of the organizations receiving the EPR policy is CW’s screening products division. Mackie PLC is a diversified organization engaged in the import, export, production, marketing, and distribution of nationally recognized brands. The company has announced the next-generation EPR recycling project which will focus on the collection and recycling of PET bottles, in collaboration with ECO Spindles (PVT) LTD, Sri Lanka’s leading recycled material manufacturer.

Commenting on the potential of corporate responsibility (CSR) and its responsibilities towards stakeholders, Mr.Perera added It is true that we are paying more attention to sustainability, waste management, anti-flu programs, and improving public health, Sunquick ready-to-drink (RTD) manufacturing facility. The facility produces 125ml RTD packs in four flavors and is a joint venture with CO-RO A/S Denmark



Figure 8: Quality standards.

This is the first place that needs to be addressed by focusing on the development of the channel. Specify the cost model for the cost of 4,444 items as required in each method. The export market has also been developed section continuous review and monitoring of product cost to ensure the lowest profit standard product development product rationalization, attention is paid to rapid development of goods while unsold product are discontinued. Introduce automation, increase production, better manage operations improve the results of the production floor. ( C.W. Mackie PLC Annual Report 2021/2022 )

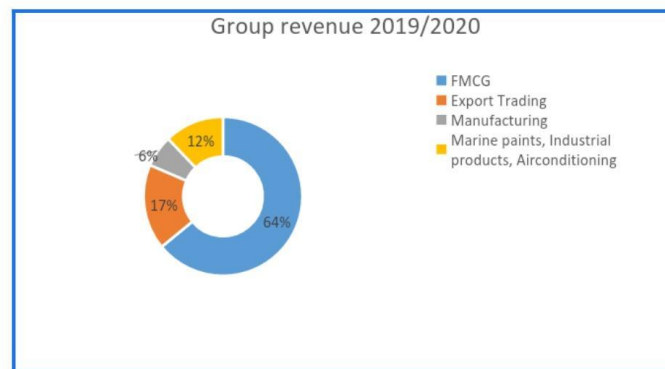


Figure 9: a year in review

“Understanding the depth of the impact and the impact it creates An EPR for drinking water bottles because of the responsibility they assume as a company we adopted the policy. we believe this will also encourage their customers to contribute to this effort, so everyone can work together” Sri Lanka Ceylon Chamber of Commerce and Biodiversity is funded by the United States Agency for International Development and supported by the Ministry of Environment. (C. W. Mackie PLC publishes 22/23 Annual report)



Figure 10: CSR activities

## 2.6. Company strategies for the long run

In early 2022, the pressure of the new COVID-19 has once again caused macro-economic difficulties chapter rising debt, stagnate foreign exchange, energy, shortage, and inflation are distressing chapter the Asian Development Bank predicts that the country is economic growth will fall to 2.4% in 2022 guesses.

Section supply chain disruptions, entry restrictions, failed section organic farming policies and products international price increases due to diseases section on bullied up section exports to buying section 44. Currency foreign exchange, reduction of commercial income in section tourism decrease in remittances, higher importance price, and exchange rate depreciation also lead to further inflation. The exchange rate remained stable for most of 2021 and into the first quarter of 2022, mainly due to fair stimulus from the Central Bank in March 2022 when fixed price falls

Section the government is currently working hard to achieve economic stability by tightening financial controls and improving debt.

The economy needs time to recover and this is only through economic restructuring. Actions can be taken Article can make it difficult for people.

Sunquick LANCA properties the company is part of the joint venture with Co-Ro A/S of Denmark. C.W. Mackie PLC owns 51% of the company. The company owns the land and building on which the Sunquick ready-to-drink (RTD) product 1.5 is installed. Land and buildings are leased to Sunquick LANGUAGE (Private) Limited from which manufactures. Sunquick RTD product.

The company's main source of income is rent. During the section review period. The company incurred a loss of Rs.21 0,4 444.4 billion due to having to provide exchange losses on materials used for the construction of the Sunquick RTD facility

## **2.7 Problem identified in the current operation of the company**

Analysis of the data shows that the total annual revenue of 2016-2017 was RS 388 million and the annual revenue for 2017-2018 was RS 363 million units, Sales in 2017-2018 decreased by 25 million units compared to 2016-2017. In a stable economy corporate managers must expect a corporate crisis to occur at some point (Kotler and Keller 2016). Therefore FMCG executives can conclude that the main reason for the decline in sales is the change in people's lifestyle and income levels.

People changed their income and lifestyle and prefer to purchase ready-to-eat food (Business café 2014). Therefore buyers who drink alcohol are looking for ready-made fruit drinks. Additionally, the company understands that the reason sales increased in April and May is because the products are limited to drinks that can be purchased as seasonal gifts or on special occasions, and the business team is working hard.

Sell quickly to a small audience group. Moreover, because the product is sold only in stores and downtown, customers are under the impression that SunQuick is only used for special occasions. It is important to utilize human resources to help an organization achieve its goals. However, the approach to strengthening the capabilities of the sales and marketing team was not successful, and there is no separate team in charge of branding.

This is why sales and marketing departments follow traditional methods of attracting customers and selling products. Therefore, SunQuick failed across Sri Lanka and reached out to consumers with juices suitable for everyday consumption and special occasions.

## **(03) Recommendations for the company**

### **3.1 Strategies recommended to overcome identified problems of the company**

Strategies planning is a great tool that can help organizations achieve their goals and increase their performance (Isaiah o, vaboro,2011) - (Bert George 2019) One of the first steps taken by the new management was to focus on product promotion in the HORECA (Hotel, restaurant and canteen) business line. Initially, sunquick was divided into general trade and Modern trade products and sold in bulk in boutiques and supermarkets. Thanks to their new business, the company has become successful in the hotel and restaurant business and has become the water of partners in hotels, restaurants, and dining houses. In order to support the distribution of HORECA products training and support were provided to special sales personnel under the guidance of the distribution manager.

This initiative by the new manager helped Sunquick maintain sales throughout the year due to huge demand from companies in the HORECA industry.

At the same time, the introduction of many ready-to-drink (RTD) beverages directly affected Sunquick's business. Since Sunquick is a fruit juice that takes a lot of time to prepare consumers turn to ready-made fruit juices because of their convenience. The company then realized that if it produced smaller lighter and more durable Sunquick Tetra pak containers in addition to its regular mixes. It would be harder to compete in the current market without developing products to meet the changing needs of consumers.



**Figures 11: Sunquick is ready to drink a tetra pack.**

New products should be introduced as a new experience for customers. Therefore, the organization focuses on product development and increasing product awareness across all customer segments. As a BTL (below-the-line) promotion for the product, sunquick realizes different sales by organizing events in markets and “Drink and win” competitions among customers visiting the stores.



**Figure 12:-BTL advertising**

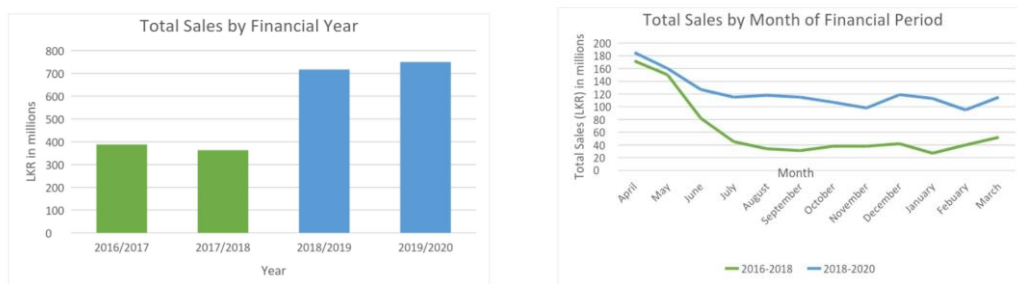
All the above analyses on solar quick sales show that the company's sales are increasing. Sales year from 2016-2018. Excluding the holiday period from 2018 to 2020.

Therefore company management took action to make the product more attractive than other soft drinks and Sunquick captured its business.

### 3.2. strategies recommended to improve the performance of the company.

The FMCG group performed well in the financial year despite a competitive and uncertain market. At the beginning of the fiscal year, from April to the end of November many stores were closed to contain the second wave of COVID-19, and stores were closed under sections, primarily for casual business general business, and food service.

However, sales spoke in March 2022, on the eve of the Sinhala and Tamil New Year season. Snacks are doing well. Especially due to COVID concerns raising awareness of the need to pure popular brands for consumption. Demand for the group's leading brand, Sunquick has fallen due to disruption for five months from April 2021 due to coronavirus concerns. But the performance of the RTD Sunquick dwarfs the head of the by reducing its squash and good friends. Despite many problems this year, the FMCG group reached its peak with a 6% growth compared to 2022/21.



**Figure 13: Total sales by year (2016 - 2020)**

The multichannel division of the FMCG group is achieving its design objectives. They have also organized various training programs in collaboration, with SLIM Sri Lanka Academy to enhance the skills of employees and vendors across the country. Thanks to its successful strategy and management culture. Not only made sales throughout the year but also increased its business volume. It also helps ensure efficiency and, effectiveness at work.

## Reference.

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## Appendix

Thesis. :- Business Analysis

Academic journals. :- activities, social

Textbook. :- Marketing, human resource, economy

Conference papers. :- News, organizational structure

Presentation. :- figures

Website. :- daily update

Social Media. :- service, customer service information