



THE INSTITUTE OF  
**CHARTERED**  
PROFESSIONAL MANAGERS  
OF SRI LANKA

# CHARTERED MANAGER

SPECIAL EDITION



STORIES OF  
**BEST MANAGEMENT  
PRACTICES COMPANY  
AWARDS 2025**



# PROMOTING BEST MANAGEMENT PRACTICES IN SRI LANKA

In a continued commitment to promoting excellence in corporate leadership and organizational management, the Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) successfully hosted the Best Management Practices Company Awards 2025 for the **fourth consecutive year**. This flagship event, now a hallmark in the corporate calendar, recognizes and celebrates organizations that exemplify outstanding management practices across Sri Lanka. (Visit: [www.cpmawards.com](http://www.cpmawards.com))

The 2025 edition saw an overwhelming response, with      received from a diverse range of companies. Following a rigorous evaluation process, **128 companies** were recognized for their exemplary performance, making this year's awards one of the most competitive and impactful to date.

The awards spotlighted companies that demonstrated exceptional capabilities in strategic leadership, policy formulation, effective people management, resource optimization, operational efficiency, and impactful partnerships. More than a celebration of achievements, the awards serve as a benchmark and inspiration for organizations to continuously evaluate and enhance their internal practices.





A distinctive and value-added feature of the awards was the **CPM Management Insights Summit**, where the success stories of the top six companies were presented. This platform offered invaluable insights into real-world strategies and practices, inspiring others in the corporate sphere to strive for similar excellence.

In line with its mission to promote continuous professional development, **CPM Sri Lanka also offered a complimentary seat at the Summit to every participating company.** This initiative was aimed at fostering a culture of learning, giving all entrants the opportunity to listen, engage, and gain from the experiences of industry leaders – a unique learning opportunity embedded within the awards framework.

The awards were presented across multiple categories, ensuring comprehensive recognition of excellence. Additionally, the prestigious **Leadership Excellence Awards** were conferred upon the exemplary leaders of the **top six companies**, acknowledging their pivotal role in driving innovation, resilience, and sustainable success.

# Types of Awards

- **Overall Gold, Silver and Bronze Winners**
- **Excellence in Best Management Practices Company Awards 2025**
- **Leadership Excellence Awards for Top Six Companies' CEO/MD**
- **Twenty Outstanding Companies in Best Management Practices Company Awards 2025**

- **Sector Awards of;**

- 1. Banking**

- (a) Public Sector (b) Private Sector

- 2. Finance & Leasing**

- (a) Public Sector (b) Private Sector

- 3. Insurance**

- (a) Public Sector (b) Private Sector

- 4. Healthcare**

- (a) Private Hospitals & Medical Laboratories
- (b) Pharmaceuticals
- (c) Public Hospitals
- (d) Equipment & Accessories

- 5. Hospitality & Tourism**

- (a) Hotels & Resorts
- (b) Services
- (c) Entertainment, Events and Recreation

- 6. Manufacturing**

- (a) Food & Beverage
- (b) Apparel & Garments
- (c) Printing & Publishing
- (d) Chemical, Ceramic and Glass
- (e) Electronics & Assembly
- (f) Tire, Rubber, Metal & Wood Furniture
- (g) Leather, Footwear & Parts
- (h) Diamonds, Gem & Jewellery
- (i) Fisheries and Livestock
- (j) Pharmaceutical Drugs
- (k) Other (Not belong in the above list)

- 7. Power and Energy**

- (a) Renewable (Solar and Wind)
- (b) Hydropower
- (c) Thermal (Fuel, Coal and Gas)

- 8. Beauty, Health & Cosmetics**

- (a) Wellness Centers & Beauty Parlors
- (b) Ayurvedic & Herbal Products
- (c) Cosmetics & Hygiene

- 9. Agriculture & Plantation**

- (a) Tea (b) Rubber (c) Coconut
- (d) Paddy Farming and Rice Milling
- (e) Fruits, Nuts and Vegetables
- (f) Spices

- 10. Construction, Fabrication, Condominium & Real Estates**

- 11. IT, Software & BPO Services**

- 12. Transport, Logistics, Shipping, and related Services**

- 13. Educational and Professional Institutes**

- 14. Diversified Group of Companies**

- 15. Supermarkets, Malls and Shopping Complexes**

- 16. Non-Governmental Organizations**

- (NGOs/Charitable Institutions/Societies)

- 17. Telecommunication**

- 18. E-Commerce and Online Retails**

- 19. Stockbrokers**

- 20. Security Guards and Patrol Services**

- 21. Other**

- (Any Significant Industry Which is not in the above list)

- **Cluster Awards**

- 1. Diversity, Equity and Inclusion** (DEI Cluster)

- 2. Environmental, Social, and Governance** (ESG Cluster)

- 3. Digital Literacy Cluster**

- 4. Corporate Social Responsibility** (CSR Cluster)

- 5. Exports Cluster**

- 6. Small and Medium Enterprises** (SME Cluster)

- **Merit Winners**

*Companies who earned 61% or above marks, but did not secure any such title were recognized as the 'Merit in Best Management Practices Company Awards 2025'*

- **Certificate of Recognition**

*Companies who earned 50% to 60% marks, but did not secure any such title were recognized as the 'Certificate of Recognition in Best Management Practices Company Awards 2025'*

CPM Sri Lanka continues to lead the way in fostering a culture of professional management by recognizing those who set new standards in excellence. The Best Management Practices Company Awards not only celebrate success but also inspire a new wave of strategic thinking and innovation within Sri Lankan businesses.



# AWARDS

## STRUCTURE AT A GLANCE



Visit Site  
[www.cpmawards.com](http://www.cpmawards.com)

# BMPC



CPM THE INSTITUTE OF  
CHARTERED  
PROFESSIONAL MANAGERS  
OF SRI LANKA

Best Management Practices in Sri Lanka

# Fueling Excellence: Powering Possibilities



Thank you, **Mastercard**  
Our Annual Platinum Partner



# Contents

06

**About us**  
CPM Sri Lanka



15

**Messages**

50

**Voice of Values**  
Insights from Companies  
Raising the Bar in Management Practices

07

**Chartered Professional Manager Programme**  
for Aspiring C-Suite Leaders



18

**Story of The Gold Winner**  
Kelani Valley Plantations Plc

88

**Highlights**  
of BMPC 2025 Awards Night

08

**Panel of Judges**  
BMPC Awards 2025



26

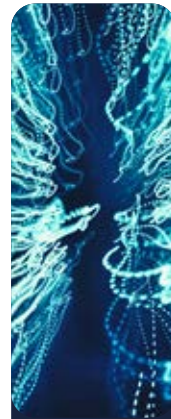
**Story of The Silver Winner**  
Colombo Coffee Company (Pvt) Ltd

106

where **Recognition** meets **Inspiration:**  
The Power of BMPC Awards and the MI Summit

12

**Recognized Companies**  
BMPCA 2025



34

**Story of The Silver Winner**  
Metropolitan Technologies (Pvt) Ltd

107

**About MI Summit 2025**  
and Photo Highlights



42

**Story of The Bronze Winner**  
Ansell Textiles Lanka (Pvt) Ltd

111

**CPM Sri Lanka Membership**

# ABOUT US

The Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) is a leading professional body committed to advancing excellence in management and leadership. Since its establishment in 2009, CPM Sri Lanka has grown into a vibrant community of over 3,800 professionals across diverse industries.

Founded by Prof. Lakshman R. Watawala, a visionary who identified the need for professional management education in Sri Lanka, the Institute was created to develop future-ready leaders through strategic thinking and innovation. In 2019, it was upgraded to its current status, reflecting its expanded role and national significance.

Renowned for its impactful educational initiatives, CPM Sri Lanka offers leadership development, cutting-edge insights, and practical knowledge highly valued by professionals and the broader business community.

Each year, CPM Sri Lanka introduces new, meaningful events for its members, corporate partners, and well-wishers, focusing on emerging trends, knowledge sharing, and professional networking.

Internationally, CPM Sri Lanka is an active member of the Association of Management Development Institutions in South Asia (AMDISA) and has established academic partnerships with the Malaysian Institute of Management and the Indian Institute of Management Ahmedabad (IIM Ahmedabad), strengthening its regional engagement and commitment to global standards in management education.

## OUR VALUE PROPOSITION





CHARTERED  
PROFESSIONAL  
MANAGER

PROFESSIONAL PROGRAMME

CPM Sri Lanka

# 'Chartered Professional Manager' Programme for Aspiring C-Suite Leaders

In an era defined by rapid transformation, global uncertainty, and disruptive innovation, the demand for capable and visionary leadership has never been greater. Recognizing this need, the Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) is offering the **Chartered Professional Manager (CPM) Professional Programme**, a future-focused, progressive qualification designed to equip professionals with the knowledge, skills, and mindset required to lead with impact. Chartered Professional Manager Programme is a professional development journey tailored for **graduates, undergraduates, early-career professionals, and aspiring leaders**. With a curriculum built around global management trends, leadership development, innovation, governance, sustainability, and strategic thinking, the programme offers a comprehensive pathway toward **C-suite excellence**.

Structured across multiple levels—from foundational certificates to advanced strategic competencies—the programme supports participants in building **well-rounded managerial capabilities**. It goes beyond academic theory to provide **practical application and real-world relevance**, ensuring participants are prepared to take on leadership roles in diverse organizational contexts.

One of the defining features of the CPM Programme is its focus on **future-ready skills**. In a business landscape shaped by digital transformation, data-driven decision-making, stakeholder complexity, and environmental challenges, the programme empowers learners to think critically, manage ethically, lead inclusively, and innovate sustainably. "Today's professionals need to be more than just technically proficient. They must possess emotional intelligence, a global perspective, and the ability to drive positive change," stated a representative from CPM Sri Lanka. "This programme cultivates such multidimensional leaders by integrating

contemporary management practices with values-driven learning."

The Chartered Professional Manager designation is not just a credential—it is a **recognition of professional excellence**, credibility, and leadership potential. Participants who complete the full programme earn a professional title that signifies their capability, commitment, and readiness to take on strategic roles in both local and global settings.

CPM Sri Lanka also provides access to a vibrant community of professionals, mentors, and industry leaders, allowing participants to **build networks, exchange insights, and grow collaboratively**. With a strong emphasis on ethics, sustainability, and governance, the programme reflects CPM's core philosophy of developing leaders who are not only effective but also responsible and purpose-driven.

Whether you are a young graduate beginning your journey, a mid-level manager seeking to move up the ladder, or an entrepreneur looking to formalize your leadership acumen, the **CPM Professional Programme offers a clear, credible pathway for advancement**.



EMPOWERING  
PROFESSIONALS  
FOR C-SUITE EXCELLENCE



SCAN ME  
FOR INQUIRY





# PANEL OF JUDGES

BMPC AWARDS 2025







# PANEL OF JUDGES

**Dr. Samantha Rathnayake**

Chairman of Panel of Judges  
Governing Council Member of CPM Sri Lanka

**Mr. Mohideen Hussain**

Chairman  
Board of Quazis of Sri Lanka

**Prof. B. Nishantha**

Professor in Entrepreneurship  
University of Colombo

**Dr. Ravi Bamunusinghe**

Senior Faculty, Postgraduate Institute of Management  
University of Sri Jayewardenepura.

**Dr. Chani Imbulgoda**

Registrar  
University of the Visual and Performing Art

**Mr. Chaminda Nishantha Palihawadana**

Deputy Director  
Telecommunications Regulatory Commission of SL

**Ms. Mahesha Amarasuriya**

Director  
Mastercard

**Mr. Lal Jayawardene**

Director  
Wijeya Newspapers Ltd. & Sanvin (Pvt.) Ltd

**Mr. Lal Ravindra Perera**

Director General  
Plantation Human Development Trust

**Mr. Lalith Bandaranaike**

Management Consultant  
Former CEO, Monaro Group and Certis Group

**Mr. Gunalan Karuppanan**

Procurement Expert, WHO Hub for Pandemic and Epidemic Intelligence  
World Health Organization, Germany

**Dr. Nishamani Rathnayake**

Lead Manager Research & Development  
LankaPay Private Limited

**Mr. Sunil Dissanayake**

Strategic HR, Hospitality & MICE Leader/  
Professional & Vocational Education Specialist

**Mr. Hikaam Khalid**

Vice President  
GLT Freight, Saudi Arabia

**Ms. Ruwaiha Razik**

Senior Lecturer, Department of Human Resources Management, Faculty of Management and Finance  
University of Colombo

**Mr. Prasad Edirisinghe**

Former Commission Member and Chief Executive Officer  
National Science and Technology Commission

**Dr. Askey Harinda Lakmal**

Dean-Faculty of Built Environment & Spatial Sciences  
General Sir John Kotelawala Defence University

**Eng. (Major General) Kalpa Sanjeewa**

Director - Principal / CEO  
Ceylon German Technical Training Institute

**Mr. Ajith U.K. Ethugala**

Assistant Project Director (Environment), Project Management Unit, Strategic Cities Development Project (SCDP)  
Ministry of Urban Development, Water Supply & Housing Facilities

**Prof. Champika Liyanagamage**

Head of the Department, Accounting and Finance, Faculty of Management Studies  
The Open University of Sri Lanka

**Ms. Emaajine Selvarajah**

Head of Leagal Affairs  
DPR Corporate Services Pvt Ltd

**Mr. Nishantha Gunasekara**

Senior Consultant/ Managing Director  
Emsolv Consultants

**Mr. Naveendra Liyanarachchi**

Managing Director/CEO  
Sustainable Lanka Impact Investing Network Pvt Ltd

**Mr. L.E. Susantha Silva**

Managing Director  
R.M. Parks Private Ltd

**Dr. Asanka S. Gunasinghe**

Assistant General Manager - Marketing  
Development Lotteries Board

**Mr. Mohamed Rizley Mihular**

Management Consultant  
Former Chief Accountant-Ceylon Electricity Board

**Mr. Tharanga Thilakasiri**

Deputy Principal Officer  
Parliament of Sri Lanka

**Ms. Kaushalya Hatch**

Management Consultant,  
Former Head of Legal  
Seylan Bank PLC

**Mr. Hassan Mubarak**

Senior Student Recruitment Advisor  
Institut Trebas Québec Inc. Canada

**Ms. Nilanthi Weliwe**

Country Head of Legal & Public Affairs  
Michelin Lanka

**Mrs. Renuka Rathna Hewage**

Founder - Sejaya Micro Credit  
Former Associate Principal-Sri Lanka, Gojo & Company & Inc, Japan

**Mr. Sathish Nadarajah**

Executive Vice President (Finance)  
Al Ghurair Foods LLC, Al Gubaiba, Al Gubaiba, Dubai

**Mr. M. N. M. Ziyad**

Senior Administrator IT Systems  
Oman Dental College



# JUDGING PROCESS

## BMPC AWARDS 2025

The BMPC Awards 2025 followed a **rigorous, transparent, and multi-stage evaluation process** aimed at recognizing organizations that demonstrate outstanding management excellence, strategic foresight, innovation, and sustainability.

Each participating company was required to submit a **detailed report** following a **standardized template provided by CPM Sri Lanka**, outlining their best practices, strategic initiatives, and performance outcomes. These reports served as the foundation for the initial evaluation.

Our esteemed panel of judges, comprising senior professionals, many of whom are members of CPM Sri Lanka, and subject matter experts from diverse industries, conducted a thorough evaluation of the written submissions and presentations, guided by a comprehensive and structured scoring framework.

It is important to note that some submissions were **not recommended by the judges**, not due to the nature of the company or its overall performance, but rather because of **non-adherence to the prescribed template** and a **lack of focus on the required areas outlined within it**. This reinforces the importance of aligning with the evaluation framework to ensure clarity, comparability, and fairness across all entries.

The judging process included:

**Initial Screening and Compliance Check**

**Evaluation of Detailed Submissions**

**Assessment of Structured Presentations**

**Panel Discussions and Final Deliberations**

Judges reviewed each entry against clearly defined criteria, including leadership, strategic execution, stakeholder engagement, innovation, operational efficiency, and impact.

CPM Sri Lanka take this opportunity to extend our **heartfelt appreciation** to our distinguished panel of judges for their **invaluable contribution, expertise, and commitment**. Their diligent efforts, professionalism, and impartial judgment were instrumental in ensuring that only the most deserving companies were recognized through the BMPC Awards 2025.

## SPECIAL JURY

**Mr. Mahendra J. C. Amarasuriya**

The Patron  
CPM Sri Lanka

**Prof. Lakshman R. Watawala**

Founder and President  
CPM Sri Lanka

**Dr. Samantha Rathnayake**

Chairman of Panel of Judges  
Governing Council Member of CPM Sri Lanka

**Mrs. Kushani Rohanadeera**

Secretary General  
Parliament of Sri Lanka

**Mr. Sandun Hapugoda**

Country Manager-Sri Lanka and Maldives  
Mastercard

# Recognized Companies

## of Best Management Practices Company Awards 2025

### Overall Gold Winner

*Kelani Valley Plantations PLC*

### Overall Silver Winners

*Colombo Coffee Company (Pvt) Ltd  
&  
Metropolitan Technologies (Pvt) Ltd*

### Overall Bronze Winner

*Ansell Textiles Lanka Pvt Ltd.*

### Excellence in Best Management Practices Company Awards 2025 (Companies in alphabetical order)

-  *Ansell Textiles Lanka Pvt Ltd.*
-  *Ceylon Petroleum Storage Terminals Limited*
-  *Colombo Coffee Company (Pvt) Ltd*
-  *Kelani Valley Plantations PLC*
-  *Metropolitan Technologies (Pvt) Ltd*
-  *Wayamba Printpack (Pvt) Ltd*

### Leadership Excellence in Best Management Practices Company Awards 2025

(Leadership in alphabetical order)

-  **Mr. Dinesh J. Ambani,**  
*Chairman of the Metropolitan Technologies (Pvt) Ltd*
-  **Mr. D.J.A.S. De S. Rajakaruna,**  
*Chairman of the Ceylon Petroleum Storage Terminals Limited*
-  **Mr. Kushan Samararatne,**  
*General Manager of the Colombo Coffee Company (Pvt) Ltd*
-  **Mr. Nashad Nawas,**  
*Managing Director of the Wayamba Printpack (Pvt) Ltd*
-  **Mr. Ramesh Nanayakkara,**  
*Senior Director, Country Head-Sri Lanka Operation & General  
Manager of the Ansell Textiles Lanka Pvt Ltd.*
-  **Dr. Roshan Rajadurai,**  
*Managing Director of the Kelani Valley Plantations PLC*






### Twenty Outstanding Companies

in Best Management Practices Company Awards 2025  
(Companies in alphabetical order)

-  **ACE Apparels (Pvt) Ltd**
-  **Aitken Spence (Garments) Ltd**
-  **Alliance Finance Company PLC**
-  **Alpha Apparels Ltd**
-  **Amana Takaful Insurance**
-  **Ansell Lanka (Pvt) Ltd**
-  **Brown & Company PLC**
-  **CEAT KELANI HOLDINGS PVT LTD**
-  **Commercial Bank of Ceylon PLC**
-  **HAYCARB PLC**
-  **Hayleys Consumer Products Limited**
-  **Hayleys Fabric PLC**
-  **Hayleys Fentons Limited**
-  **INSEE ECOCYCLE LANKA (PRIVATE) LIMITED**
-  **Jaykay Marketing Services (Pvt) Ltd**
-  **Omega Line Limited**
-  **OREL IT**
-  **Pan Asia Banking Corporation**
-  **People's Bank**
-  **Sanasa Life Insurance Company PLC**
-  **S-lon Lanka (Pvt) Ltd, Capital Maharaja Group**
-  **Sri Lanka Telecom PLC**
-  **Technomedics International (Pvt) Ltd**

### Cluster Winners

of the Best Management Practices Awards 2025

-  **Diversity, Equity & Inclusion (DEI) Cluster**  
**Gold Winner** - People's Bank
-  **Environmental, Social & Governance (ESG) Cluster**  
**Gold Winner** - Kelani Valley Plantations PLC  
**Silver Winner** - Commercial Bank of Ceylon PLC  
**Bronze Winner** - Ansell Lanka (Pvt) Ltd
-  **Digital Literacy Cluster**  
**Gold Winner** - Ceylon Petroleum Storage Terminals Limited  
**Silver Winner** - Pan Asia Banking Corporation  
**Bronze Winner** - Omega Line Limited
-  **Social Responsibility (CSR) Cluster**  
**Gold Winner** - S-lon Lanka (Pvt) Ltd, Capital Maharaja Group  
**Silver Winner** - Omega Line Limited  
**Bronze Winner** - People's Bank
-  **Small & Medium Enterprises (SMEs) Cluster**  
**Gold Winner** - BIMT Campus
-  **Exports Cluster**  
**Gold Winner** - Omega Line Limited  
&  
Ceylon Heritage Collection (Pvt) Ltd



# Category Winners

## of the Best Management Practices Awards 2025

-  **Winner of the Banking (Public Sector) Category**  
People's Bank
-  **Winner of the Banking (Private Sector) Category**  
Commercial Bank of Ceylon PLC
-  **Winner of the Finance & Leasing (Private Sector) Category**  
Alliance Finance Company PLC
-  **Winner of the Insurance (Public Sector) Category**  
Sri Lanka Insurance Corporation General Limited
-  **Winner of the Insurance (Private Sector) Category**  
Amana Takaful Insurance
-  **Winner of the Insurance (Private Sector) Category**  
Sanasa Life Insurance Company PLC
-  **Winner of the Healthcare-Hospitals Category**  
Hemas Hospitals (Pvt) Ltd
-  **Winner of the Healthcare-Hospitals Category**  
Nawaloka Hospital PLC
-  **Winner of the Medical Laboratories Category**  
Asiri Laboratories
-  **Winner of the Pharmaceuticals Category**  
Slim Pharmaceuticals (Pvt) Ltd
-  **Winner of the Equipment & Accessories Category**  
Technomedics International (Pvt) Ltd
-  **Winner of the Hospitality & Tourism-Services Category**  
Aitken Spence Travels (Pvt) Ltd
-  **Winner of the Manufacturing-Food & Beverage Category**  
Colombo Coffee Company (Pvt) Ltd
-  **Winner of the Manufacturing-Apparel & Garments Category**  
Ansell Lanka Textiles (Pvt) Ltd
-  **Winner of the Manufacturing-Printing & Publishing Category**  
Wayamba Printpack (Pvt) Ltd
-  **Winner of the Manufacturing-Chemical, Ceramic and Glass Category**  
Union Chemicals Lanka PLC
-  **Winner of the Manufacturing-Tyres, Rubber, Metal & Wood Furniture Category**  
CEAT Kelani Holdings (Pvt) Ltd
-  **Winner of the Manufacturing-Diamonds, Gems & Jewellery Category**  
Vogue Jewellers Pvt Ltd
-  **Winner of the Manufacturing-Pharmaceutical Drugs Category**  
Haleon Lanka (Private) Limited
-  **Winner of the Manufacturing-Other Category**  
Thunder & Neon Pvt Ltd
-  **Winner of the Manufacturing-Other Category**  
JAT Holding PLC
-  **Winner of the Manufacturing-Aluminium Extrusion Category**  
Swisstek Aluminium Ltd
-  **Winner of the Manufacturing-Energy Innovator Category**  
Leader Kaijie Battery Pvt. Ltd
-  **Winner of the Manufacturing-Activated Carbon Category**  
Haycarb PLC
-  **Winner of the Manufacturing-Knitted Fabric Category**  
Hayleys Fabric PLC
-  **Winner of the Power & Energy-Renewable Category**  
Ceylon Petroleum Storage Terminals Limited
-  **Winner of the Power & Energy Thermal Category**  
Insee Ecocycle Lanka (Pvt) Ltd
-  **Winner of the Beauty, Health & Cosmetics-Ayurvedic & Herbal Products Category**  
Wedagedara Producers (Pvt) Ltd
-  **Winner of the Beauty, Health & Cosmetics-Cosmetics & Hygiene Category**  
Looks Amazing (Pvt) Ltd
-  **Winner of the Agriculture & Plantations-Tea Category**  
Kelani Valley Plantations PLC
-  **Winner of the Agriculture & Plantations-Rubber Category**  
Kelani Valley Plantations PLC
-  **Winner of the Construction, Condominium & Real Estates category**  
Ceyoka (Pvt) Ltd
-  **Winner of the IT, Software & BPO Services Category**  
OREL IT
-  **Winner of the Transport, Logistics, Shipping & related Services Category**  
Spectra Logistics Pvt Ltd
-  **Winner of the Transport, Logistics, Shipping & related Services Category**  
Advantis Projects & Engineering (Pvt) Ltd
-  **Winner of the Educational & Professional Institute Category**  
Oxford College of Business (Pvt) Ltd
-  **Winner of the Diversified Group of Companies Category**  
Janashakthi Group
-  **Winner of the Supermarkets, Malls & Shopping Complexes Category**  
Jaykay Marketing Services (Pvt) Ltd
-  **Winner of the Non-Government Organizations (NGOs) / Charitable Institutions / Societies Category**  
Berendina Development Services (Guarantee) Limited
-  **Winner of the Telecommunication Category**  
Sri Lanka Telecom PLC
-  **Winner of the Eye Care and Hearing Aids Services Category**  
Vision Care Optical Services
-  **Winner of the Government, Semi-Government & Authorities Category**  
Ceylon Petroleum Storage Terminals Limited
-  **Winner of the IT and Business Related Solutions Category**  
Perfect Business Solution Services (Pvt) Ltd
-  **Winner of the Investment Banking Category**  
First Capital Holdings PLC
-  **Winner of the Trading and Manufacturing Category**  
Brown & Company PLC
-  **Winner of the Automobile Category**  
SATHOSA MOTORS PLC
-  **Winner of the Technology and Engineering Services Category**  
Metropolitan Technologies (Pvt) Ltd
-  **Winner of the Consumer Services Category**  
Hayleys Consumer Products Limited
-  **Winner of the Project & Engineering Category**  
Hayleys Fentons Limited
-  **Winner of the E-Commerce & Online Retailers Category**  
eChannelling PLC

# Merit Awards

of the Best Management Practices Awards 2025

(Companies in alphabetical order)

-  **Ansell Lanka (Pvt) Ltd**
-  **ATS Transport & Logistics (PVT) Ltd**
-  **Berendina Micro Investments Company Limited**
-  **Ceylon Petroleum Storage Terminals Ltd**
-  **Colombo Coffee Company (Pvt) Ltd**
-  **Expack Corrugated Cartons PLC**
-  **Haleon Lanka (Private) Limited**
-  **Hayleys Consumer Products Limited**
-  **Hayleys Fentons Limited**
-  **Hemas Hospitals (PVT) Ltd**
-  **Horana Plantations PLC**
-  **JF & I Packaging (Pvt) Ltd**
-  **Martin Bauer Hayleys Pvt Ltd**
-  **Meditechnology Holdings Pvt Ltd**
-  **Melsta Hospitals Ragama (Pvt) Ltd**
-  **Nextgen Healthcare Pvt Ltd**
-  **NIPPON PVC HOLDINGS (PVT) LTD**
-  **Orient Finance PLC**
-  **Pan Asia Banking Corporation**
-  **People's Bank**
-  **R I L Property PLC**
-  **Sanasa General Insurance Company Ltd**
-  **UB Finance PLC**
-  **Unidil Packaging Ltd**

## Certificate of Recognition Awards

of the Best Management Practices Awards 2025

(Companies in alphabetical order)

-  **S-Ion Lanka (Pvt) Ltd**
-  **UB Finance PLC**





# Message from the Founder and President

## Best Management Practices Company Awards 2025

As the leading professional management body in the country, **CPM Sri Lanka** is proud to host the **Best Management Practices Company Awards 2025 (BMPC Awards)** for the fourth consecutive year and the **CPM Management Insights Summit 2025 (MI Summit)** for the twelfth year. Both events are part of our continuous mission to promote excellence in management and the adoption of sound practices across both the public and private sectors—critical for addressing the pressing economic and social challenges facing Sri Lanka today.

Our nation stands at a decisive juncture, where bold and unprecedented reforms are necessary to rebuild institutional strength and reinforce macroeconomic fundamentals. It is imperative that public and private institutions work in the public interest with renewed vigor, responsibility, and transparency. A strategic resurgence built on collaboration and collective commitment can pave the way for transformative change and sustainable national growth.

I extend my warm congratulations to all award winners and participating organizations of the **BMPC Awards 2025**. It is evident that poor management practices, especially within the public sector, have resulted in huge losses and inefficient services resulting in the grave problems faced by our country. Strengthening accountability, transparency, and professionalism in management should be prioritized if we are to reverse years of neglect and steer the nation towards recovery and prosperity.

We were indeed honored by the presence of **Hon. Justice Yasantha Kodagoda, Justice of the Supreme Court of the Democratic Socialist Republic of Sri Lanka**, as Chief Guest at the BMPC Awards Night. His participation underscored the national importance of reinforcing best management practices and good governance.

The **CPM Management Insights Summit 2025**, held under the timely theme *“Management ‘X’ Factors for Sri Lanka: Maneuvering and Leading,”* seeks to move beyond rhetoric and into the realm of meaningful action. Now more than ever, Sri Lanka requires a robust business climate and effective managerial execution to foster a thriving ecosystem of local producers, SMEs, and innovators. Transparent and efficient management practices are essential for strengthening governance, reducing corruption, and aligning regulatory frameworks with international standards.

We were privileged to welcome **Mr. Tetsuya Yamada**, Chief Representative of the **Japan International Cooperation Agency (JICA)** in Sri Lanka, as our Chief Guest, and **Prof. Pawan Kumar Singh**, Director of the **Indian Institute of Management – Tiruchirappalli (IIMT)**, as our distinguished Keynote Speaker at the Summit.

We are confident that the insights shared during the summit enriched participants with valuable knowledge and inspiration to pursue excellence in management while contributing meaningfully to their organizations’ agendas.

In closing, I wish to express my sincere appreciation to the **Governing Council, Conference Committee, director, senior management, and staff of CPM Sri Lanka** for their dedication and professionalism in organizing two of the most significant and impactful events in our annual calendar. Your tireless efforts continue to elevate the stature of CPM Sri Lanka and foster a culture of continuous improvement across our professional community.

**Prof. Lakshaman R. Watawala**  
Founder and President  
CPM Sri Lanka

# Message from the Chairman of The Panel of Judges of Best Management Practices Company Awards 2025 and Technical Chairman of CPM Management Insights Summit 2025



It is both an honor and a privilege to serve as the **Chairman of the Panel of Judges for the Best Management Practices Company Awards 2025 (BMPC Awards)** and the **Technical Chairman of the CPM Management Insights Summit 2025 (MI Summit)**. These two prestigious events have become significant milestones in our collective efforts to promote excellence in management and foster a culture of innovation and good governance within Sri Lanka's public and private sectors.

At the **BMPC Awards 2025**, I was deeply impressed by the caliber of entries and the relentless pursuit of excellence displayed by the participating organizations. Each of the award-winning companies has demonstrated outstanding management practices, from visionary leadership to the effective implementation of strategies that align with global best practices. The awards are a testament to the remarkable progress made by these organizations and the impact they have on not only their own operations but also the broader economic landscape of Sri Lanka.

As the **Technical Chairman of the CPM MI Summit 2025**, it has been incredibly rewarding to witness the exchange of ideas, insights, and strategies among industry leaders, policymakers, and academics. The Summit, themed "Management 'X' Factors for Sri Lanka: Maneuvering and Leading," highlighted the pressing need for transformational leadership and effective management in driving Sri Lanka's recovery and future growth. The discussions at the summit underscored that good governance, transparency, and accountability must remain at the core of every business practice as we strive to build a sustainable and resilient nation.

The challenges faced by Sri Lanka today are unprecedented, and the solutions lie in a collaborative approach that integrates the best management practices with a focus on ethical leadership and systemic reforms. As we continue to move forward, it is essential that we build a culture of responsibility, innovation, and continuous improvement in our institutions and organizations.

I would like to extend my sincere congratulations to all the award recipients and participants of the BMPC Awards 2025. Your commitment to excellence serves as an inspiration to all. I would also like to express my gratitude to all the speakers, panelists, and delegates at the **CPM MI Summit 2025** for contributing to the meaningful dialogue that will shape the future of management practices in Sri Lanka.

I am confident that both the awards and the summit will leave a lasting impact on our business community, empowering organizations to make bold, informed decisions and lead Sri Lanka toward a more prosperous future.

**Dr. Samantha Rathnayake**  
Chairman of The Panel of Judges of  
Best Management Practices Company Awards 2025  
Technical Chairman of CPM Management Insights  
Summit 2025  
Governing Council Member of CPM Sri Lanka  
Senior Faculty, Postgraduate Institute of  
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## Message from the Chairman of the Journal Committee

Welcome to the Special Edition of the 'Chartered Manager' journal dedicated to the BMPC Awards 2025. In this edition we are showcasing the best stories of the BMPC Awards 2025 which support other organizations in understanding the value of having best management practices in the corporate world.

I must congratulate all the winners and participants! Your hard work inspires everyone. Thanks to the Hon. Justice Yasantha Kodagoda for being the Chief Guest; his presence showed the importance of governing best management practices.

I also want to extend my appreciation to all companies that have contributed articles and advertisements to this special edition of the Chartered Manager Journal. Your support and participation enrich the discourse on management practices and contribute to the collective learning of our community.

I appreciate the unwavering support of the Director and the hardworking staff for setting up the foundation for us to be able to provide you with this special edition. Their committed work guarantees a smooth transition from conception to your desk. Thanks for being part of the journey toward better management. Let's keep inspiring each other to reach new heights!

### **Kosala M. Dissanayake**

Hon. Secretary and Governing Council Member  
of CPM Sri Lanka

The Best Management Practices Company (BMPC) Awards 2025 received over 120 outstanding corporate entries, reflecting the remarkable milestones achieved by organizations across various sectors.

Out of these, 21 distinguished companies have graciously granted approval to publish their success stories in this special edition of the Chartered Manager journal, offering valuable insights into real-world excellence in best management practices.

This journal is printed for distribution, free of charge among CPM members, award-winning companies, and other stakeholders, and is not for sale.

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# Story of **The Gold Winner**



An aerial photograph of a vast tea plantation. A straight, reddish-brown dirt path runs vertically through the center of the frame, flanked by rows of green tea bushes. Several people are visible along the path, some walking and others standing. In the background, there are dense green hills and a cloudy sky. The overall scene is lush and green, with a sense of scale and perspective.

# **"A Home for Every Plantation Worker"**

Ensuring better  
healthcare,  
education, and  
housing.

**Youth  
empowerment  
programs,  
reducing  
unemployment  
and creating  
new economic  
opportunities.**

A close-up, slightly blurred photograph of tea bushes, showing the dense green foliage and the curved shape of the plants. The image is positioned on the right side of the page, partially overlapping the text area.



## 01 The emerged situation in the company before implementing the best management practice

The plantation industry, deeply rooted in tradition, faces an urgent need to adapt to modern sustainability demands. Kelani Valley Plantations PLC (KVPL), one of Sri Lanka's leading Regional Plantation Companies, has undertaken a transformative journey through its Knowledge Management Drive. This initiative demonstrates how structured knowledge management can catalyze not only operational improvements but also environmental stewardship, social equity, and governance excellence.

Despite a rich 150-year heritage and numerous training programs including technical, green, social, and global learning series KVPL recognized gaps in knowledge sustainability and value creation. The company sought to strengthen its knowledge infrastructure to: Ensure long-term relevance and adaptability; Bridge knowledge management gaps; Move beyond traditional plantation models toward a regenerative, innovation-led economy.

## 02 A brief description of the "best management practice" either pillar basis or individual/ one distinct practice basis of your company practices highlight novelty and innovation.

Incorporated in 1992 and listed on the Colombo Stock Exchange in 1996, KVPL manages 25 estates across 13,000 hectares, cultivating tea, rubber, coconut, coffee, and other export crops alongside agroforestry. With 8,500+ employees and responsibility for a 58,000 strong plantation community, KVPL has evolved into the most certified and awarded Regional Plantation Company in Sri Lanka. The launch of the company's ESG strategy, KVPL's Corporate DNA, marked a turning point in embedding sustainability into its operational and corporate culture.

In alignment with UN SDG 4 Quality Education, KVPL developed its Knowledge Management Drive to ensure continuous learning, innovation, and value creation. The initiative addresses the Universal Knowledge Management Cycle, encompassing Collection & Capturing, Classification, Organization & Storage, Sharing & Dissemination, Access, Use & Review, Value Creation, and Knowledge Sustainability. This holistic framework aims to enhance KVPL's ESG performance and drive a "greener business," avoiding risks of greenwashing or whitewashing.

## 03 How has the said best management practice contributed to the Business/ Company to sustain/grow the business

The implementation of the KVPL Corporate DNA ESG framework has significantly contributed to the sustainability and growth of the business by enhancing financial stability, operational efficiency, and stakeholder engagement. The following three key pieces of evidence demonstrate the impact of this best management practice:

### 1. Financial Growth and Resource Optimization

The structured ESG approach led to higher and steady financial growth while optimizing resources. A 10% increase in employee earnings under SDG 8 (Decent Work and Economic Growth) reflects improved financial well-being, directly contributing to workforce motivation and productivity. Additionally, cost reductions and efficiency gains such as the 54% increase in estates equipped with digital weighing systems (SDG 9: Industry, Innovation, and Infrastructure) have streamlined operations, reducing wastage and enhancing profitability.

### 2. Strengthened Environmental Sustainability and Compliance

The company's commitment to environmental responsibility has bolstered its long-term sustainability and regulatory compliance. The adoption of renewable energy generation saw a 12% increase (SDG 7: Affordable and Clean Energy), reducing dependency on conventional energy sources and minimizing operational costs. Additionally, GHG reporting expanded to include Scope 3 emissions, achieving over 80% capture (SDG 13: Climate Action), reinforcing KVPL's commitment to global climate goals and regulatory expectations, enhancing its credibility in international markets.

### 3. Enhanced Governance and Stakeholder Trust

The adoption of IFRS S2 reporting standards and securing third-party assurance for non-financial data have improved corporate governance and transparency. This has led to reduced regulatory interventions, ensuring smoother business operations and fostering investor confidence. Additionally, KVPL strengthened global partnerships, evidenced by a 78% increase in collaborative hours with global experts for biodiversity research and sustainable tourism (SDG 17: Partnerships for the Goals), expanding market opportunities and reinforcing its position as a sustainability leader in the plantation industry.



Through these strategic enhancements, the KVPL Corporate DNA ESG framework has not only mitigated operational risks but also positioned the company for long-term sustainable growth and global competitiveness.

## 04 How could the output and outcome of the said best management practice be measured or described?

The Knowledge Management Drive yielded tangible business outputs:

### Financial Growth:

Revenue increased from Rs. 7.8B to Rs. 20.7B **(60% growth)**

Operating Profit rose by Rs. 1.1B **(69%)**

Profit Before Tax increased by Rs. 1B **(55%)**

Profit After Tax rose by Rs. 310M **(17%)**

### Lower Absenteeism:

Through training, engagement, and motivation of a labor-intensive workforce.

### Development of a Creative Economy:

Regenerative agriculture and innovative projects fostered fresh ideas and improved productivity.

KVPL's initiatives have:

Positioned the company as a leader in regenerative agriculture and biodiversity conservation.

Enabled collaborations with universities and global research institutions.

Strengthened financial resilience during external shocks such as rupee depreciation, energy crises, and political instability.

Enhanced the knowledge-to-value chain, ensuring sustainability and competitiveness in a challenging global marketplace.



## Industry Impact: Leading Sustainable Transformation

KVPL has redefined the plantation industry by pioneering:

Regenerative Agriculture & Clean Energy Adoption, setting new standards for sustainable farming.

The Kelani Valley Protectors Initiative (KVPI), which has inspired conservation efforts across the industry.

A model that proves sustainability and profitability can coexist, influencing global ESG best practices.

## Societal Impact: Improving Employee & Community Well-being

KVPL has transformed the lives of plantation workers and their communities through:

'A Home for Every Plantation Worker', ensuring better healthcare, education, and housing.

Diversity, Equity, and Inclusion (DEI) initiatives, fostering a fair and inclusive workplace.

Youth empowerment programs, reducing unemployment and creating new economic opportunities.

Health & well-being programs, reducing alcohol, tobacco, and drug dependency, improving overall quality of life.

## Economic Contribution: Strengthening National & Global Competitiveness

By embedding ESG principles into its business model, KVPL has enhanced:

Long-term financial resilience, attracting sustainable investments and reducing operational risks.

Job creation through eco-tourism, contributing to local and national economic growth.

Knowledge sharing with global partners, strengthening Sri Lanka's position in sustainable plantation management.

Financial Stability: ESG-driven strategies have boosted investor confidence, ensuring steady revenue growth and mitigating risks.

Regulatory Compliance: Strengthened governance has reduced legal interventions, ensuring seamless business operations.

Transparency & Accountability: Adoption of IFRS S2 reporting and third-party assurance for non-financial data enhances corporate governance.

## Recognitions & Global Awards: Proof of Excellence

KVPL's sustainability leadership has been recognized through prestigious awards, reinforcing its business excellence:

### TAGS 2024 – Plantation Sector – Gold Winner

South Asian Business Excellence Awards 2024  
Best Sustainability Strategy (Winner)

Best Presented Annual Report & Integrated Reporting Awards (SAFA 2023) – Bronze Winner (Agriculture Category)

Bizz Award 2024 (World Confederation of Businesses, USA) – Most Inspirational Company

CMA Excellence in Integrated Reporting Awards 2024 – Merit Award

Best Corporate Citizen Sustainability Awards 2024:

*First Runner-Up  
(Category B – Turnover below Rs. 15 billion)*

*Top Ten Corporate Citizens Winner*







### Continuous Monitoring and Reporting:

KVPL maintains transparency through regular monitoring and reporting of its sustainability performance. The Integrated Annual Report 2023/24 provides detailed insights into the company's environmental, social, and governance (ESG) initiatives, reflecting a commitment to accountability.

### Employee Engagement and Training:

Recognizing the importance of human capital, KVPL invests in employee training programs to enhance skills and promote a culture of sustainability. This focus on the human element in ESG ensures that employees are aligned with the company's sustainability objectives.

### Stakeholder Collaboration:

KVPL actively collaborates with stakeholders, including local communities, government agencies, and non-governmental organizations, to foster sustainable development. Initiatives like the 'Kelani Valley Protectors' exemplify this collaborative approach to environmental conservation.

### Innovation in Sustainable Practices:

The company continually explores innovative practices, such as agroforestry and the establishment of the Biodiversity Research Tourism Centre, to promote biodiversity and sustainable agriculture. These initiatives not only enhance environmental stewardship but also contribute to economic growth.

Through these comprehensive measures, KVPL ensures the sustainability and consolidation of its best management practices, reinforcing its position as a leader in sustainable plantation management.



## 05 Measures are taken to sustain and consolidate the process

Kelani Valley Plantations PLC (KVPL) has implemented several measures to sustain and consolidate its best management practices, ensuring long-term success and continuous improvement:

### Integration of Sustainability into Core Operations:

KVPL has embedded sustainability into its core business strategy, aligning with the United Nations Sustainable Development Goals (SDGs). This integration ensures that environmental and social considerations are central to decision-making processes.

### Commitment to Science-Based Targets:

As the first plantation company globally to commit to the Science Based Targets initiative (SBTi), KVPL has set ambitious goals to reduce greenhouse gas emissions, demonstrating leadership in climate action.

# 06 **A brief description of any other supporting aspects**

## **Kelani Valley Plantations PLC - Integrated Annual Report 2023/24:**

Kelani Valley Plantations PLC proudly presents its 10th Integrated Annual Report, prepared in alignment with the International Integrated Reporting Council (IIRC) Framework. This report covers the Group's economic, social, and environmental performance, including its subsidiaries, for the financial year from April 1, 2023, to March 31, 2024.

Additionally, this marks the 10th consecutive year of reporting under the Global Reporting Initiative (GRI) Standards, reaffirming KVPL's commitment to transparent and responsible sustainability reporting.

[https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq\\_pMlz?usp=sharing](https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq_pMlz?usp=sharing)

## **Kelani Valley Plantations PLC - SDG Report 2023/24:**

KVPL aims to enhance long-term value for both its business and society by aligning with the UN SDGs. This commitment is showcased in the company's SDG Report, which reviews goal-specific ongoing initiatives, highlights achievements, and outlines future plans for reaching the 2030 SDG targets.

[https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq\\_pMlz?usp=sharing](https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq_pMlz?usp=sharing)



## **Kelani Valley Plantations PLC - ESG Framework:**

Kelani Valley Plantations PLC (KVPL) has established a comprehensive ESG framework (Environmental, Social, and Governance) to strengthen its Triple Bottom Line business approach. This framework strategically aligns KVPL's Sustainability Development Strategy with its overall business objectives while formally integrating Governance into its sustainability agenda for the first time.

Documented as "KVPL's Corporate DNA", and modeled after Hayleys' Life Code, the framework provides a structured approach to managing ESG-related risks and opportunities. It emphasizes efficient resource allocation, stakeholder engagement, and ethical reporting, ensuring transparency across KVPL's operations and supply chain.

The framework outlines KVPL's strategic objectives and action plans for 2025 and 2030, contributing to the achievement of the UN Sustainable Development Goals (SDGs) by 2030. Through improved governance systems and stakeholder communication, KVPL aims to enhance sustainability and long-term business resilience.

[https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq\\_pMlz?usp=sharing](https://drive.google.com/drive/folders/1zaWUZOjrGr6aS84Rf6qHYsaNOq_pMlz?usp=sharing)





# CONGRATULATIONS!

Kelani Valley Plantations won 6 Gold Awards and the  
**Overall Gold Award**  
at the Best Management Practices Company Awards  
2025!



- Tea Category
- Rubber Category
- ESG/Sustainability
- Leadership Excellence
- Excellence Gold Award
- Overall Best Management Practices





**COLOMBO  
COFFEE  
COMPANY**

Story of  
**The Silver Winner**





# **"Data-Driven Growth Strategy"**

a transformative  
approach that  
redefined  
the company's  
trajectory toward  
long-term success.



## 01 The emerged situation in the company before implementing the best management practice

Prior to 2022, CCC's decision-making processes were primarily intuitive, relying on short-term trends, gut instincts, and, at times, sheer assumptions. Even in the face of major disruptions, such as the Easter bomb attacks and the COVID-19 pandemic, strategic choices were made without the rigor of deep analytical insights.

However, 2022 marked a turning point with the institutionalization of a data-driven decision-making (DDDM) culture. This shift placed data at the heart of CCC's operational strategy, with its most profound impact on demand planning and forecasting. Previously, CCC frequently faced the dual challenges of stock shortages—leading to costly air freight—or excessive inventory, which constrained cash flow. By moving beyond a narrow three-month data window to incorporate insights from two to three years of historical trends, including pre-pandemic benchmarks, CCC was able to forecast demand with greater accuracy. Additionally, shipment lead times were no longer estimated arbitrarily but instead calculated using historical shipment averages and maximum lead times, ensuring logistical efficiency. As a result, from 2022 onwards, CCC eliminated the need for air freight while simultaneously preventing stockouts and maintaining optimal inventory levels, securing both operational stability and financial health.

Despite the success of data-driven operational decision-making, CCC's approach to growth strategy remained largely unstructured and reactive. Until 2024, there was no systematic discussion or framework for expansion—growth was merely an afterthought, left to unfold organically rather than being deliberately planned. Even as businesses began recovering from the economic turbulence of 2019-2022, CCC's growth efforts lacked cohesion. The 2023 planning process, for instance, was driven by scattered management insights rather than structured analysis, leading to decisions based more on intuition than empirical validation. While some organic success was achieved, these outcomes were more a product of circumstance than of strategic intent. Growth initiatives were pursued in an ad-hoc manner, with no robust mechanisms to measure, predict, or refine their effectiveness. This lack of precision resulted in missed opportunities, inefficient resource allocation, and an overall stagnation in CCC's ability to scale efficiently.

Recognizing these gaps, CCC introduced the Data-Driven Growth Strategy (DDGS) in 2024, marking a critical evolution in its strategic planning. Prior to this, growth-related decisions were made without a structured framework for verification or validation.

The company relied heavily on assumptions, past experiences, and fragmented data, leading to inconsistent decision-making and inefficiencies. Without a clear methodology to assess market trends, customer behavior, or internal performance metrics, CCC often faced challenges in identifying the most effective growth opportunities. This lack of analytical rigor resulted in misallocated resources,

unpredictable outcomes, and an overall inability to scale in a structured and sustainable manner.



## 02 A brief description of the "best management practice" either pillar basis or individual/one distinct practice basis of your company practices highlight novelty and innovation. management practice

In 2024, Colombo Coffee Company (CCC) implemented the "Data-Driven Growth Strategy" (DDGS), a transformative approach that redefined the company's trajectory toward long-term success. Prior to this strategy, CCC's growth was largely organic, driven more by circumstantial factors than by strategic foresight or scientific analysis. Although the company experienced positive growth during the recovery period in 2022 and 2023, this success was more a result of sporadic, progressive developments than a deliberate, data-informed plan.

The introduction of DDGS shifted this paradigm by establishing a structured, data-centric framework that focused on driving sustainable growth across all facets of the organization. Unlike traditional methods that rely on intuition or generalized assumptions, DDGS emphasizes leveraging data and advanced analytics to fuel business expansion, optimize operations, and uncover new growth opportunities. Data is gathered from various sources, including customer behaviors, sales performance, market trends, and operational metrics, and then carefully analyzed to reveal valuable insights. In cases where we couldn't find data, we bought the data to make sure that the growth strategy is set in the correct path. These insights enabled CCC to identify and target high-potential markets, refine product offerings, and adjust pricing models to enhance revenue. For example, by analyzing regional demand, CCC can strategically expand into the most profitable areas, ensuring that resources are focused where they can yield the highest returns. In product development, data-driven forecasting enables the company to align inventory with consumer preferences and seasonal trends, ensuring a more responsive and efficient product portfolio.

Pricing strategies are optimized by data-driven intelligence that allows the company to adjust prices dynamically, improving both revenue and profitability across diverse markets. Meanwhile, marketing efforts are fine-tuned through the use of digital performance metrics, allowing for highly targeted campaigns that generate greater customer engagement and conversions.

Beyond these specific areas, the DDGS framework also enhances customer retention. By analyzing purchasing behaviors and lifetime value, CCC can develop personalized loyalty programs that cater to highvalue customers, ensuring that relationships are nurtured for long-term business growth.

The essence of DDGS is that it integrates data-driven principles into every department and function of the company, creating a network of insights that span from market expansion and product development to pricing, marketing, and customer loyalty. Rather than a set of isolated tactics, DDGS represents a **holistic approach** to growth—one where data drives every aspect of decision-making, continuously evolving to ensure the company remains competitive and poised for sustainable success.

In summary, DDGS has not only redefined CCC's approach to growth but also embedded a culture of continuous improvement, making it a strategic enabler for the company's long-term prosperity.

## **03** How has the said best management practice contributed to the Business/ Company to sustain/grow the business

### **Increase of top line / Bottom line**

For any organization, the most effective way to measure the success of a strategic move is by evaluating both the topline (revenue) and the bottom line (EBITDA and PBT). In 2024, CCC achieved its most outstanding year to date, surpassing the record set in 2023. The topline saw an impressive **32% year-on-year growth**, while EBITDA improved by **25% year-on-year**. To deliver back-to-back record-breaking years with such sustained high growth, a solid growth strategy was essential—and the exceptional results in 2024 underscore the transformative impact of DDGS on CCC.

However, 2024 was not without its challenges, and the true influence of DDGS becomes evident when examining the quarterly performance. In the first quarter of 2024, only 18% of the total annual topline and 8% of the annual EBITDA were achieved. It was at this point that the management team at CCC recognized that the company's growth strategy needed adjustment, prompting the introduction of DDGS. This pivotal decision led to a more data-driven approach to strategy formulation. The subsequent three quarters demonstrated remarkable progress, with topline contributions of 21%, 23%, and 38%, and bottom line contributions of 19%, 22%, and 51%, respectively.

While the processes and personnel remained largely unchanged throughout the year, the key differentiator was how decisions regarding the growth strategy were made. By leveraging data to make informed decisions, management was able to drive exceptional performance as the year unfolded.

### **Customer acquisitions**

Customer acquisition is the lifeblood of any company, fueling revenue growth, market expansion, and long-term sustainability. A steady influx of new customers not only offsets natural attrition but also strengthens brand presence and competitive positioning. Beyond immediate financial gains, successful acquisition fosters a thriving ecosystem of customer engagement, loyalty, and advocacy—paving the way for sustained business evolution. In an ever-changing marketplace, the ability to attract and retain customers is not just an advantage; it is a necessity for continued success.

While even in previous years, CCC did manage to acquire customers, the intensity and the efficiency of acquiring these customers were slow paced given no real strategy was behind it. DDGS allowed us to optimize the efforts, maximize ROI, and scale efficiently. By leveraging data at every stage of the acquisition process, we managed to make informed decisions, enhance targeting, and improve customer experience.

Analyzing customer data helps businesses understand demographics, behaviors, and preferences and this allowed us to target the most profitable segments. Rather than just analyzing the number of employees or the number of rooms, more parameters were set in prioritizing customers. While the overall customer count went up by 27% during 2024, the use of DDGS resulted in the per customer value (bucket value per customer) going up by 6% overall. Specifically, the newly acquired customers of 2024 yielded a 18% more bucket value

when compared with the existing customers of 2023 which clearly shows the impact DDGS had on CCC.





## Brand equity & awareness

Colombo Coffee Company's enhanced brand equity and awareness is a cornerstone of its success, effectively integrated with its focus on data-driven growth strategy, particularly through the use of digital media. By continuously analyzing data from digital channels—such as social media performance, website analytics, and customer feedback—CCC optimizes its marketing strategies to not only increase brand visibility but also to foster deeper customer connections. This approach ensures that each campaign, content piece, and customer interaction aligns with both consumer preferences and the company's long-term brand vision.

The results from 2023 to 2024 have been remarkable. **Social media engagement has grown by 258%**, with content that resonates more deeply with audiences, driving both interactions and brand sentiment. **Website traffic has also increased by 303%**, reflecting stronger brand interest and consumer intent. Perhaps most notably, **online sales saw a 574% rise**, directly attributed to more targeted digital campaigns and better customer segmentation based on data insights.

Furthermore, brand awareness, as measured through online mentions and customer surveys, has grown by over 200% in 2024 compared to 2023. This increase reflects not only the digital media efforts but also the broader alignment between CCC's brand messaging and its customer base. The combination of these metrics highlights a clear and measurable impact, showing that the synergy between data, digital media, and brand equity drives significant growth, both in terms of consumer loyalty and market expansion.

This data-driven approach has allowed CCC to fine-tune its marketing efforts, ensuring that every decision is backed by actionable insights, ultimately propelling the brand's presence in the competitive coffee industry while creating lasting value for its customers.

**Social media engagement has grown by 258%**

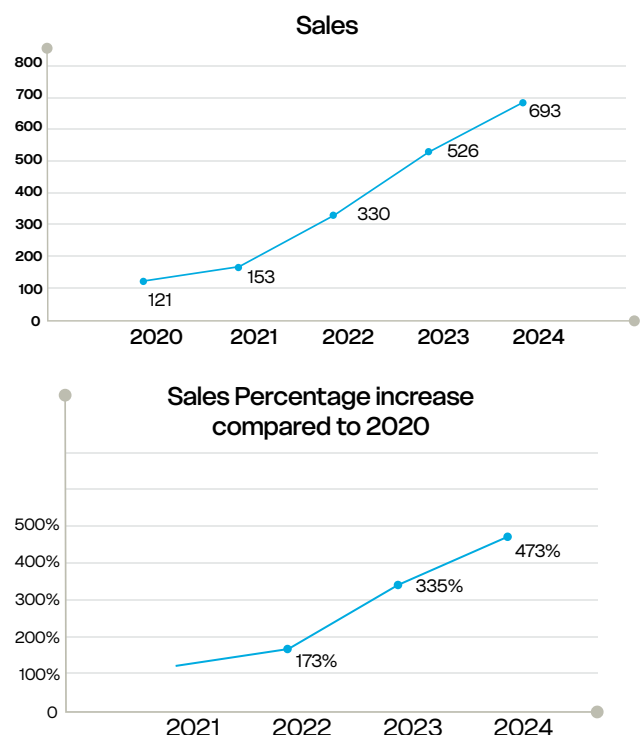


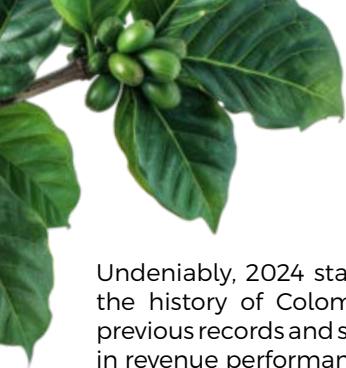
Website traffic increased by  
**303%**  
Online sales **574%** ↑↑

## 04 How could the output and outcome of the said best management practice be measured or described?

The impact of any strategic decision can be measured through various parameters, yet its true significance is ultimately reflected in its effect on an organization's top line and bottom line. A thorough analysis of these financial indicators provides the most compelling evidence of the change brought about.

Presented below is a graphical representation of Colombo Coffee Company's revenue trends over the past five years, offering a clear and indisputable illustration of the influence "DDGS" has exerted on the company's financial performance.

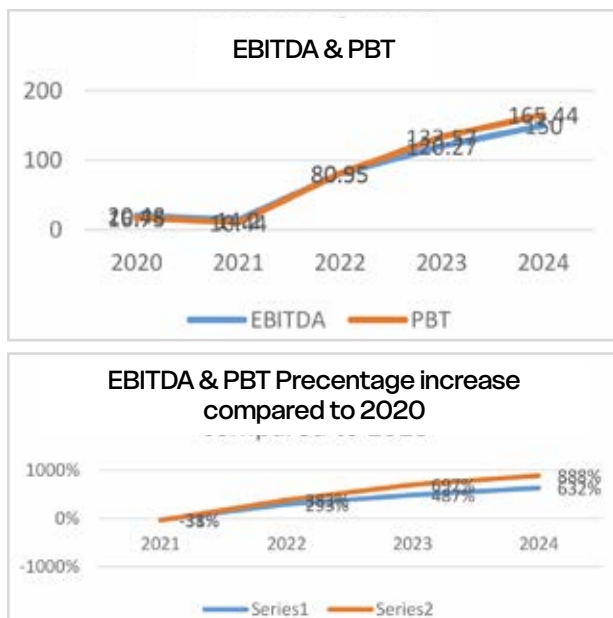




Undeniably, 2024 stands as the most triumphant year in the history of Colombo Coffee Company, shattering all previous records and setting an unprecedented benchmark in revenue performance as well as another massive year in terms of the revenue growth of the organization.

While revenue serves as a valuable indicator of performance, the true measure of a company's success lies in its bottom line—specifically, its EBITDA and Profit Before Tax (PBT). These financial metrics provide a deeper, more accurate reflection of operational efficiency, profitability, and long-term sustainability.

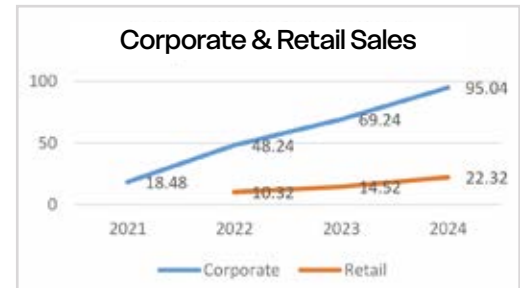
Presented below are the EBITDA and PBT levels of Colombo Coffee Company over the past five years, offering critical insights into the company's financial strength and strategic growth.



What these graphs irrefutably demonstrate is a singular, powerful truth—2024 was the most exceptional year in the history of Colombo Coffee Company. The transformation from 2020 to 2024 and specially 2023 - 2024 was not merely a shift; it was a monumental leap, driven by a decisive strategic evolution.

At the heart of this success was a fundamental redefinition of the company's vision—embodied in the DDGS strategy. This bold, forward-thinking approach reimagined CCC's growth trajectory, unlocking unprecedented opportunities and propelling the company to unparalleled heights.

While the overall numbers give a top-down indication of the performance of the company, a better understanding can be gained by looking at several sectors that have performed significantly in 2024. This will indicate the true essence of the strategy where not only a single sector has performed to give extraordinary results but rather a combination of all sectors.



While acquiring new customers is a hallmark of any successful business, true excellence lies in identifying high-potential clients and maximizing their value contribution. Enhancing customer efficiency is not just a metric—it is the cornerstone of sustained profitability and operational excellence.

With the implementation of the **Data-Driven Growth Strategy (DDGS)**, Colombo Coffee Company refined its approach to customer acquisition, elevating both precision and effectiveness. As a direct result, the newly acquired customers of 2024 delivered an impressive **18% higher bucket value** (value per customer) compared to those from previous years. This strategic breakthrough led to an overall **6% increase in value per customer**, marking a significant leap in business efficiency and revenue optimization.

DDGS is not merely about sales or corporate performance; it embodies a far-reaching commitment to the entire ecosystem it touches, including its environmental footprint. In 2024, CCC's strategic vision extended beyond business metrics to encompass meaningful environmental impact.

One of our key realizations was the unsustainable nature of our foil paper packaging, which contributed over 1.5 tons of non-biodegradable waste annually. Recognizing this, we made a decisive shift to kraft paper, a more sustainable alternative. With an average carbon footprint of 3.37 Kg CO<sub>2</sub>e per kilogram for aluminum foil packaging compared to just 1.56 Kg CO<sub>2</sub>e per kilogram for kraft paper, this transition resulted in an annual reduction of **1,501.81 Kg CO<sub>2</sub>e—a remarkable 53% decrease**.

Beyond packaging, CCC also championed the **"Paperlite" campaign**, an internal initiative that challenged each department to **reduce paper consumption by 70%**. While ambitious, the campaign achieved an impressive **61% reduction**, a small yet impactful step that translates to saving five trees annually.

Ultimately, DDGS is not just about how CCC conducts business—it defines the very ethos that shapes every decision, ensuring that sustainability is not an afterthought but an intrinsic part of our corporate identity.



## 05 Measures are taken to sustain and consolidate the process

DDGS is not merely a reflection of a company's financial performance; it encapsulates the entire ecosystem within which the organization operates, influencing all stakeholders. While financial results serve as a definitive measure of success and impact, DDGS represents a far more intricate process—one that extends beyond numerical outcomes to encompass strategic sustainability and long-term consolidation. These measures will be elaborated upon using the Triple Bottom Line Model (refer to Appendix A).

### 1.Economic Dimension

As previously outlined, the implementation of DDGS as a management practice has propelled Colombo Coffee Company (CCC) to its most successful year in history. Revenue surged by 32%, while EBITDA and PBT increased by 25% and 24%, respectively, underscoring the profound influence of this approach on financial performance. Additionally, the value per customer rose by 6%, with newly acquired customers in 2024 generating 18% higher value, reinforcing the efficiency and effectiveness of DDGS in driving sustainable growth.

### 2.Social Dimension

DDGS extends far beyond financial metrics, deeply integrating into the fabric of both internal and external stakeholder engagement. Internally, employees underwent a transformative shift—redefining workflows, adopting data-driven decision-making, and embracing new strategic approaches. Every department experienced an evolution, where individual and collective progress was continuously shaped by data insights.

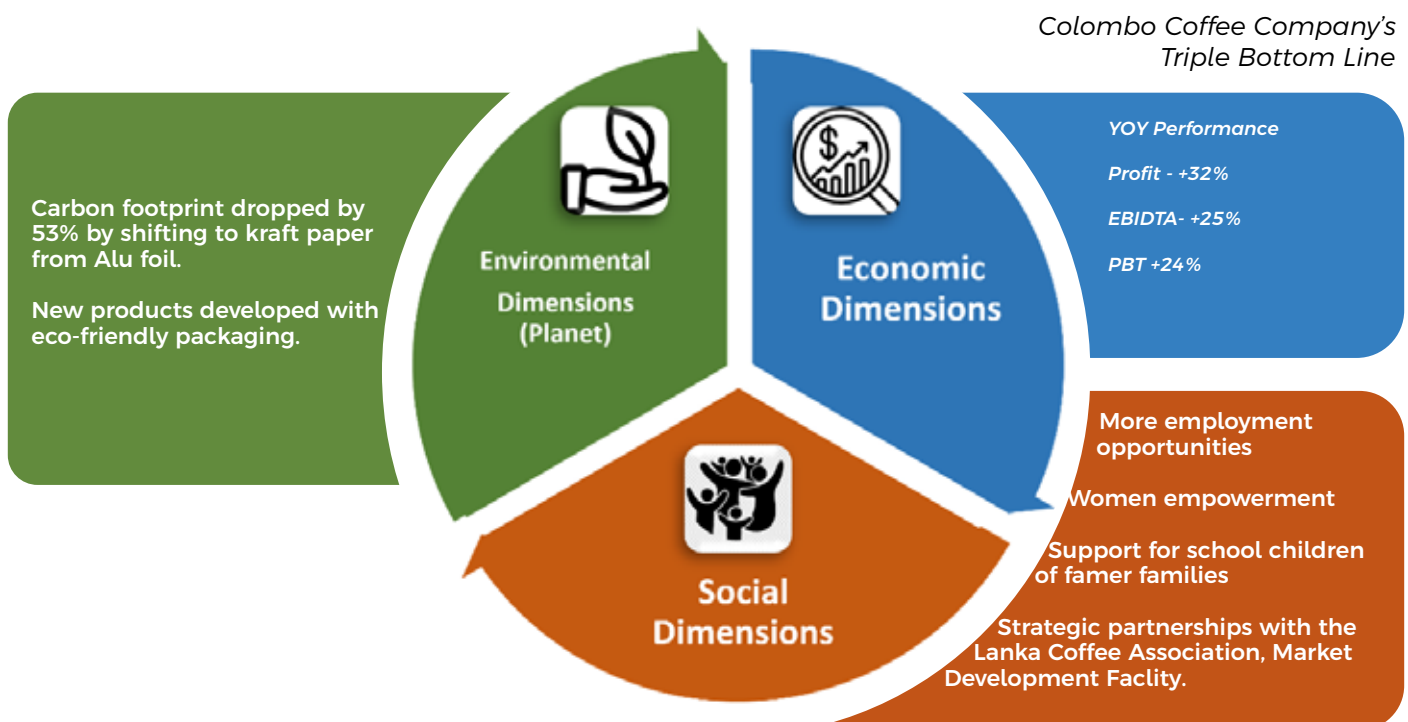
Externally, one of the most impactful strategic decisions was to establish long-term partnerships with four primary suppliers of locally sourced green beans. Supplier evaluations were not solely based on business efficiency but also on their contribution to employment generation and gender empowerment. A key focus was placed on ensuring women's active participation in these supply chains, reinforcing CCC's commitment to fostering inclusivity and social responsibility.

### 3.Environmental Dimension

By integrating DDGS principles at every stage of the supply chain, CCC has made significant strides in environmental sustainability. The company's latest initiatives have led to a 53% reduction in average carbon emissions, while the "Paperlite" campaign has saved five trees annually. While these figures may seem modest in isolation, they reflect a strategic shift towards long-term sustainability, setting a clear direction for future environmental stewardship.

## 06 A brief description of any other supporting aspects

DDGS is more than just an indicator of a company's financial performance; it represents the broader organizational framework, encompassing its culture, values, and strategic mindset. While financial results offer a clear measure of success and impact, DDGS reflects a more intricate process—one that transcends numbers to embrace a forward-thinking strategy, sustainable growth, and long-term organizational resilience.





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# Story of **The Silver Winner**

An abstract background featuring a complex, glowing blue and white digital pattern. The pattern consists of numerous interconnected lines, dots, and curves, resembling a network or data flow, set against a dark blue background.

# "Zero to Hero"

"Transforming  
performance  
culture"





## 01 The emerged situation in the company before implementing the best management practice

### The Situation Before Implementing the Best Management Practice

Before the launch of the “Zero to Hero: Transforming Performance Culture” initiative, Metropolitan Technologies (Pvt) Ltd faced critical challenges in its performance management system. The existing appraisal process was outdated, lacked transparency, and failed to align individual performance with business objectives. Employees had limited clarity on how their contributions impacted the company’s success, leading to low engagement and motivation. Additionally, the reward system was not performance-driven, creating dissatisfaction among employees and a perception of bias. Operational inefficiencies further delayed the decision-making process due to the reliance on manual systems.

#### Key Challenges Faced Before Implementation:

**Manual Performance Appraisals:** Paper-based evaluations were time-consuming, leading to inefficiencies in performance tracking and assessment.

**Generic KPIs:** Employees were assessed using broad, non-specific KPIs that failed to align with business goals, resulting in a lack of motivation and goal orientation.

**Low Employee Engagement:** Employees perceived the appraisal process as a routine task rather than a performance enhancement tool, limiting enthusiasm and participation.

**Lack of Performance-Linked Rewards:** Annual increments and bonuses were not tied to individual performance, leading to dissatisfaction and perceived bias in the reward process.

**Operational Inefficiencies:** Reliance on manual processes resulted in errors, duplication of work, and delays in decision-making, impacting overall productivity.

To address these challenges, the company launched the “Zero to Hero” initiative, integrating technology-driven, performance-focused strategies to enhance transparency, efficiency and employee motivation, aligning performance management with business success and employee growth.

## 02 A brief description of the “best management practice” either pillar basis or individual/one distinct practice basis of your company practices highlight novelty and innovation. management practice

### Pillar Basis

The Zero to Hero: Transforming Performance Culture was introduced as a game-changer in Human Resource Management, focusing on leveraging technology to drive a high-performance culture. This best management practice incorporated a digital transformation strategy combined with performance-centric policies.

#### A. Digital Transformation for Performance Management

**Cloud-Based HRIS System:** A centralized platform ensuring real-time performance tracking, goal setting, and employee self-service.

**Paperless Performance Appraisals:** Transition from manual to system-based evaluation, reducing time spent on performance reviews.

**Performance Dashboards:** Offering real-time visibility into employee performance and goal achievement.

**Mobile App Integration:** Employees can access HR major functionalities anytime, anywhere.

**Automated Alerts & Notifications:** Employees receive real-time alerts for pending evaluations and progress updates.

**Integration with Payroll & Compensation Systems:** Ensuring seamless synchronization between performance and compensation structures.

**Self-Service Reporting for Employees:** Employees can generate performance reports for self-analysis and improvement plans.

**Automated Goal Setting & Performance Alignment:** Aligns individual employee goals with organizational objectives for strategic growth.

## B. Performance-Centric Practices

**Role-Specific KPIs:** Ensuring every employee's KPIs align with their responsibilities and departmental objectives.

**Performance-Based Compensation:** Structuring increments and bonuses based on individual performance results.

**SMART KPI Implementation:** Establishing Specific, Measurable, Achievable, Relevant, and Time-bound goals tailored to job roles.

**Recognition & Rewards:** Structured incentive programs, including employee awards, promotions, and public recognition.

**Career Growth Mapping:** Identifying high-potential employees and implementing succession planning strategies.

**Training Needs Assessment:** Linking employee performance data to tailored training programs to upskill and enhance competencies.

**Employee Self-Assessment Features:** Encouraging employees to review their own performance and set self-improvement goals.

**Collaboration Tools for Performance Discussions:** Providing employees with platforms to engage in discussions with managers regarding their progress.

**Custom Performance Improvement Plans:** Individualized coaching and support plans for employees who need additional assistance in meeting targets.

## 03 How has the said best management practice contributed to the Business/ Company to sustain/grow the business

### Financial Improvements:

Role-specific KPIs contributed to improvements in gross revenue, gross profit, net profit and units sold compared to the previous financial year (2023 vs. 2024).

Key Metric	Manual System	HRIS System	Improvement
Appraisal Processing Time	04 - 06 weeks – Time-consuming process involving manual form creation, printing, distribution, and collection from multiple locations. Follow-ups were required to retrieve forms.	01 - 02 weeks – Digital workflow automates distribution, tracking, and submission, significantly reducing processing delays.	Reduced by 50% - 75%
Paper Usage	700+ printed forms – High paper consumption due to multiple revisions, errors, and reprints. Additional administrative burden.	0 papers – Completely digital system with online submission and tracking	100% reduction in paper usage
Rating Errors & Manual Mistakes	5% error rate – Typing errors, incorrect entries, misfiled forms, and duplicate submissions from employees and HR. Some employees mistakenly filled out others' forms, requiring reissuance.	0% errors – Automated calculations, validation checks, and structured input prevent errors and ensure accuracy.	Elimination of manual errors



50-75% Faster Processing Time: Automated workflows eliminate manual distribution and collection delays.

100% Paperless & Cost-Saving: Entire process is conducted digitally, eliminating paper, printing, and storage costs.

Zero Manual Errors: System ensures data accuracy, prevents misfiled forms, and automatically calculates performance scores.

Real-Time Tracking & Transparency: Employees, supervisors and HR can track progress in real-time, ensuring accountability.

Improved Convenience: Employees can access and complete their appraisals remotely, reducing logistical challenges.

#### Employee Retention and Engagement:

Attrition rates dropped by 1.9% due to clear career progression and recognition efforts

Year	Attrition Rate
2023	12.7%
2024	10.8%

#### Reduce Absenteeism Rate

Year	Absenteeism Rate
2023	9.29%
2024	6.24%

Transparency: The transparency of the process, which is linked to bonuses and annual increments, has created greater fairness and harmony (zero complaints after bonus payments and zero complaints after annual increments).

#### Annual Increment % Metrics

Likert Scale	Annual Increment
Exceptional	12%
Exceed Expectation	11%
Meet Expectation	10%
Partially Meet Expectation	5%
Does Not Meet Expectation	No Increments

Bonus Payment : Approved bonus payments will be distributed among individuals based on their final performance score.

## 04 How could the output and outcome of the said best management practice be measured or described?

### Business Growth and Market Leadership

Due to business growth and expansion, we have been able to create more job opportunities for the community.

Number of Employees		
January 2023	January 2024	January 2025
621	630	684

Expanded Internship Opportunities: Increased internships for university students and technical colleges (VTA, Maradana Technical College, NAITA), providing hands-on experience with skilled professionals to enhance practical knowledge and career readiness.

Number of Inerns		
January 2023	January 2024	January 2025
13	42	45

Market Leadership: Achieved the No.1 market share position in the printing machines sector, with 48% market share for Canon products (as per The International Data Corporation (IDC) reports and Sri Lankan Import statistics).

2023	2024
42%	48%

Sales Growth: One of our main products is the Canon Copier Machine. Sales have increased significantly this year, marking a record-breaking achievement in Metropolitan's history. The machine selling rate has increased by 82.75%.

Service Contract Growth: Service contracts increased by 20% compared to the previous year, contributing significantly to revenue growth and higher employee incentives.

### Financial Performance

New Business Ventures: This financial stability has enabled the company to explore new business opportunities, including the launch of a new Information Communication Sector in December 2024, marking a major milestone in Metropolitan Technologies' diversification strategy.

**Employee Income Growth:** The improved financial performance has directly benefited employees through increased earnings from performance-based incentives, fostering higher motivation and job satisfaction. In 2024, 23.43% of new staff members are entitled to performance-based incentives, and the individual incentive income rate has increased by 29.29%.

**Investment in Growth:** With a solid financial foundation, the company has made a bold investment in the construction of a new state-of-the-art corporate building featuring eco-friendly facilities, the first in Metropolitan's history.

### Employee Development and Engagement

**Retention Rates:** Attrition rates dropped by 1.9%, attributed to clearer career progression paths, personalized development plans and a performance-driven culture.

2023	2024
12.7%	10.8%

The company has significantly increased its focus on training and development from 2023 to 2024, demonstrating a strong commitment to employee skill enhancement and professional growth.

2023	Inhouse	External	Total
<b>No. of training conducted</b>	41	4	45
<b>No. of hours covered</b>	156.2	51.5	207.7
<b>Total no. of participants</b>	713	5	718

2024	Inhouse	External	Total
<b>No. of training conducted</b>	38	26	64
<b>No. of hours covered</b>	184.5	197.5	382
<b>Total no. of participants</b>	959	125	1084

**Total Trainings Conducted:** Increased from **45 (2023) to 64 (2024)**, a **42% rise**.

**Total Training Hours Covered:** Increased from **207.7 hours (2023) to 382 hours (2024)**, an **84% growth**.

**Total Participants:** Increased from **718 (2023) to 1,084 (2024)**, a **51% increase**.

**External Training Expansion:** External training sessions grew from **4 in 2023 to 26 in 2024**.

**Standard of Living:** **Improved living standards** for employees, driven by performance-based incentives, which have shown a marked increase year over year.

**Diversity & Inclusion Strengthening:** Implemented fair and equitable evaluation methods to reduce bias in performance assessments.

### Economic Contribution

**Higher Tax Contributions:** Business growth led to an increase in contributions to the national economy.

## 05 Measures are taken to sustain and consolidate the process

To ensure the long-term success and sustainability of the "Zero to Hero: Transforming Performance Culture" initiative, we have implemented a range of targeted measures designed to embed continuous improvement and performance excellence.

### 1. Ongoing Refinement of Policies & Processes

**Strategic KPI Alignment:** Continuous refinement of KPIs to ensure alignment with the company's strategic priorities, with periodic reviews to adapt to changing business environments. Based on the annual strategic plan, organizational-level KPIs will be cascaded down to each staff member and driven throughout the year.

**High-Risk, High-Reward Culture:** Introduction of performance-based incentives tied to high-impact projects, promoting a culture of accountability and excellence.

**Dynamic Performance Policy Guidelines:** Regular updates to performance-related policies to reflect evolving business objectives, market conditions, and employee feedback.

**Transparent Pay Structures:** Bonuses and annual increments are aligned with the Performance Policy and metrics, which remain consistent each year. Only the POT may vary with Board approval.

**Awareness:** Continuous awareness sessions will be conducted on the performance-based culture and process (e.g., participation of all department heads in the workshop conducted by Mr. Hewa Paththinige, Feedback Playbook, and KPI Mastery for Success in 2025).



## 2. Succession Planning and Introduce Predictive Analytics

**Succession Planning Models:** The company plans to introduce the 9-box grid for succession planning at Metropolitan Technologies. As the first step, we have implemented the Talent Management module and are currently working on the groundwork to go live by the end of April 2025, aligning with the financial year-end appraisals.

**Predictive Analytics:** We have integrated a dedicated Predictive Analytics module into our HRIS

### Phase 1 – Foundational Predictive Analytics:

In the initial phase, we will incorporate basic predictive analytics focused on key HR metrics such as attrition trends, absenteeism patterns. This will enable us to identify early warning signs, improve employee retention strategies, and enhance workforce planning.

### Phase 2 – Advanced Predictive Analytics:

In the second phase, we have planned to develop more advanced analytics capabilities. This will include insights into training effectiveness, skills gap analysis, and future skills demand forecasting.

These advanced tools will help in identifying trending training needs, critical skill shortages, and supporting data-driven talent development strategies.

This two-stage approach will enhance our ability to make proactive decisions and support the company's long-term strategic goals.

## 3. Enhanced Employee Engagement Strategies

### Real-Time Feedback Mechanisms:

Implementation of continuous feedback tools within HRIS, called "Voice of Yours," allowing employees to receive timely recognition, developmental feedback, and submit grievances or whistleblowing reports.

### Enhanced Employee Engagement Activities:

Metro has introduced employee engagement activities such as weekly sports, the year-end party, sports day, and MCA event participation, fostering teamwork and collaboration. These initiatives promote a positive mindset and contribute to enhancing continuous employee performance.

## 4. Continuous Learning & Development for Sustained Growth

### Leadership Acceleration Program:

A structured program targeting mid-level managers, focusing on transformational leadership, strategic thinking, and change management. In 2024 this facility granted for the Senior Management team and this year we expect to go to the next level.

### Upskilling and Learning Track:

Based on the training needs identified through performance appraisals and additional requirements highlighted by individuals and their superiors, we have developed an Annual Training Calendar.

All training records are systematically documented in the HRIS, allowing us to:

- Track individual training participation at any given time

- Monitor training hours for each employee

- Analyze various training statistics to support upskilling and continuous learning

This structured approach ensures that employees receive customized, need-based training to foster their professional growth and enhance overall organizational capability.

## 5. Governance & Performance Review Mechanisms

Metropolitan will introduce a system to track KPI progress on a monthly basis and provide continuous feedback to help employees achieve their targets, which we will launch next year.

By integrating technology and performance-centric practices, the company has successfully shifted from a traditional setup to a high-performance culture. This transformation underscores the company's resilience, commitment to innovation, and readiness for sustained growth in the competitive business environment.





# Think Technology Think Metropolitan



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Story of  
**The Bronze Winner**





# 01 The emerged situation in the company before implementing the best management practice

Ansell Textiles Lanka (ATL) faced significant challenges in achieving high standards of quality, productivity, and efficiency in textile manufacturing. With machine utilization below 50%, inconsistent product quality, and lower productivity, ATL struggled to demonstrate its capability to handle high-end products and complex manufacturing processes.

## Key Challenges in 2023

### 1.Low Productivity & Operational Inefficiencies

Outdated machinery and manual processes led to frequent downtime and reduced efficiency.

Poor workflow design, inefficient machine layouts, and lack of structured training resulted in high error rates and rework.

The knitting division faced difficulties maintaining consistent production due to machine failures and inefficient processes.

### 2.Inconsistent Product Quality

Machines were not maintained at base conditions, causing frequent breakdowns and unstable performance.

Quality control was reactive, issues were identified only after defects occurred rather than through proactive process monitoring.

Knitted fabric quality was inconsistent, with a high reject rate exceeding industry standards.

There was a greater focus on output rather than process parameters, leading to undetected defects during production.

### 3.Ineffective Inventory & High Costs

Poor inventory management led to frequent stockouts and overstocking, disrupting the supply chain and increasing holding costs.

High energy consumption, driven by reliance on non-renewable energy sources, resulted in increased operational expenses and a larger carbon footprint.

## 4.Challenges in R-840 Sewing Production

Sourcing of key components from external suppliers revealed inconsistencies in color and thickness across different lots.

Packing methods from suppliers did not align with ATL's process, requiring additional labor for kitting adjustments.

The absence of in-house mold processing led to challenges in quality control and production consistency.

With these operational weaknesses, ATL faced significant barriers in achieving higher manufacturing standards. Without improvements in productivity, quality, and process efficiency, the plant remained behind industry benchmarks, limiting its potential for growth and expansion.

# 02 A brief description of the "best management practice" either pillar basis or individual/ one distinct practice basis of your company practices highlight novelty and innovation. management practice

The leadership of our organization made a bold decision to develop the **lead model in Ansell Production System** for Textiles manufacturing covering all operations such as yarn covering, knitting, R840 sewing, body protection, printing, and packing. But this is launched with a medium- term goal to beat Chinese manufacturing standards in terms of productivity, quality and delivery while maintaining highest safety standards. This vision was called as our Compelling Business Need for the plant.

Since this is a labor-intensive operation and typical Ansell Production System was designed for machine intensive operations, we designed tailor made tools to achieve the expected objective of each pillar.

## 1. Centerline (CL) Concept

Theoretically centerlines are machine/ process standards such as viscosity, temperature, motor speeds, humidity etc. But the same concept we applied to human behaviors such as number of time the operator couldn't achieve hourly targets, number of time the individual time taken to reach target productivity after a changeover if off, number of times the required skilled labor is not available for a production cell etc. Through this, not only machine reliability, we could also monitor labor productivity at leading indicator level.

## 2.Problem solving at shop floor (Initial problem solving- IPS) and with experts (Unified problem solving- UPS).

Base on centerline off target scenarios, we get employees to do problem solving and identify the root causes and develop solutions to eliminate the problems. Since this goes hand in hand with CL concept, we were able to embed this quickly for the operational environment.

## 3.Defect Handling (DH) and Cleaning, Inspection, Lubrication (CIL)

As they do problem solving, the people identify defects in the machines and inefficiencies in the process flow. We have categorized defect types so they can escalate these to respective departments and these defects are getting fixed based on priority. Further, we developed capabilities of machine operators to do CIL in their machines on standard frequencies

## 4.The Daily Direction Setting (DDS)

We have defined the targets to beat China plant standards and broke in down to each quarter. And the quarterly targets were set in daily direction setting meeting. The objective is to attain China standard at least one day and then work on to sustain that in the longer run.

This meeting is mainly focused on safety, centerline outages, problem solving, defect handling, CIL skill levels, machine stops, quality defects and new centerlines created to measure productivity at each sub- operation.

These key tools along with DDS meeting structure were implemented in all key areas across the entire plant with the communication that we are going to be world class in 12 months.

# 03 How has the said best management practice contributed to the Business/ Company to sustain/grow the business

## Improving the machine efficiency and labor productivity beating Chinese benchmarks

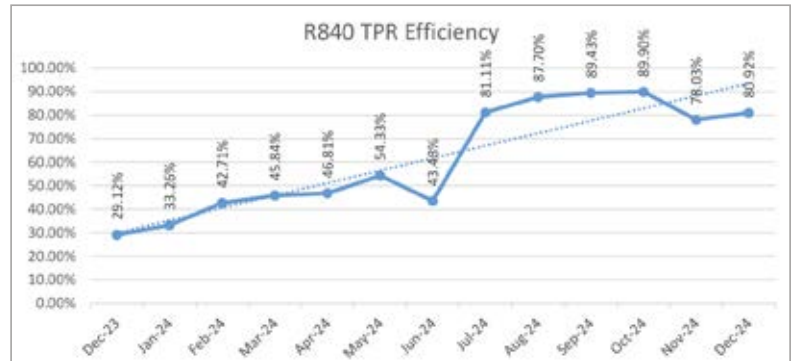
As we identified the labor efficiency related centerlines and machine-oriented centerlines, we were able to improve the inefficiencies in a very short time through problem solving. The body protection sewing Chinese factory productivity was 14 PPH (pieces per labor hour) and we were averaging at 8 PPH in 2023. After going through the tools and processes we developed with Ansell Production System design, we were able to improve the productivity sustainably and pass the benchmark productivity levels in 11 months.





The liner knitting is the other operation where it goes through a process called R840 sewing before packing. That operation is to attach a Thermoplastic Rubber (TPR) bumper to the liner. It has been importing from China at that time since we couldn't meet the manufacturing cost of China.

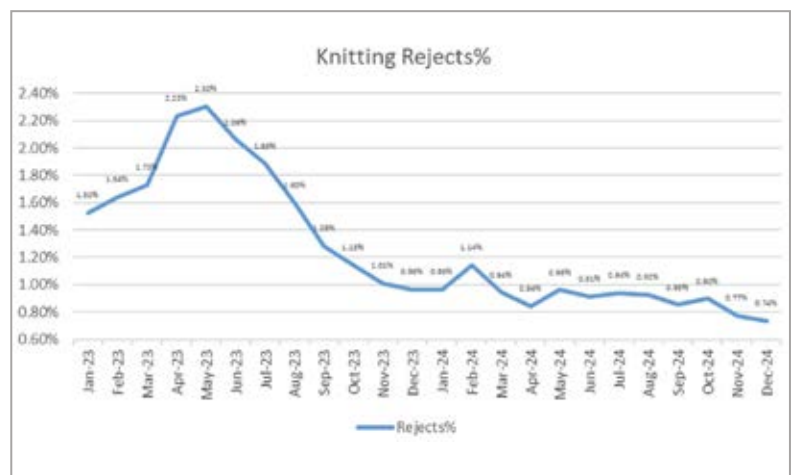
But we have brought a pilot machine to understand how far we can compete with China. With the implantation of CL, CIL and DH processes along with DDS review meetings and problem solving, we were able to reduce the downtime of the machine and process and improve efficiency by 166%-195%. As we doubled the net production of the machine, this was a breakthrough, and we were able to be competitive than importing the semi-finished bumper.



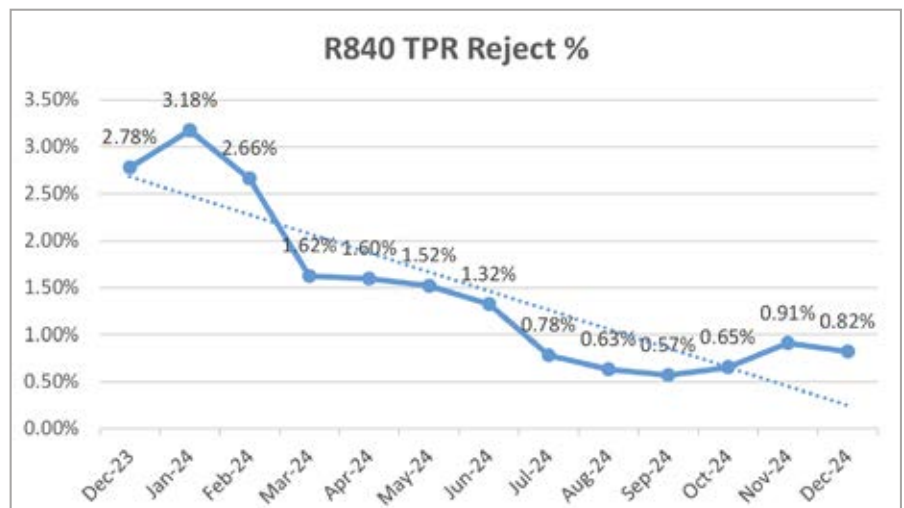
### Reaching worldclass quality levels

The knitting machines we had was significantly older and we have added an 1.5% reject rate allowance for the design itself. Because, none of the manufacturing sites have ever achieved reject rates lesser than 1.5% consistently. Original machine design does not support this sort of lower reject rates, specially when the entire knitting process is fully automated.

As our operators started implementing new centerlines to the process such as to identify the tension of the yarn, location of the yarn in addition to the temperatures, humidity and lubricant levels of the machine. These new centerlines and faster defect fixing process along with detailed problem solving (IPS/UPS) brought down the reject levels less than 0.75% which was half from the design reject level. And some of the products, we have achieved zero rejects in days which was never thought of. Our best line is having 0.1% rejects on average as of December 2024. This is the industry benchmark level by any plant as per the study we carried out recently.



Further the R840 TPR machine reject rates were brought down from 2.7% to 0.6% and that has impacted significantly to reduce the manufacturing cost and become competitive against China. The critical success factor for this is the problem solving and bring many new centerlines to control the process in a very smooth manner.



And the body protection sewing operation had zero customer complaints during last 12 months and that's a breakthrough improvement we achieved from the implantation stage of Ansell Production System.

## Increased demand allocation to Sri Lanka Manufacturing Plant

As we improve the quality and productivity to the world class levels, the Ansell group decided to move some of the manufacturing volumes to Sri Lanka from China. During last 12 months, more than 100 styles transferred to Lanka making our body protection portfolio to about 126 styles. In addition, the complex labor-intensive operations such as taping and welding also transferred to Lanka due to faster productivity improvement. The body protection monthly volume increased by 164%.



R840 TPR volume also increased from 75,000 pcs per line to 155,000 pcs per line and now the company has decided to invest in machines to cater the internal demand in full without importing the bumpers.

## 04 How could the output and outcome of the said best management practice be measured or described?

### Organizational and Industry Impact:

#### Output:

The body protection sewing has achieved the highest productivity and the manufacturing cost in Sri Lanka will be the most competitive in the group. The knitting plant has also achieved the lowest reject rate bringing **US\$ 0.547Mn per annum** against the previous year. R840 sewing plant also doubled their monthly output to 1Mn pairs while the R840 TPR operation is set to manufacture the bumpers at a lower cost than China.

#### Outcome:

The body protection operation has scaled up with complex high-end styles coming to Sri Lanka which incased the production capacity by almost 3 times. R840 sewing operation also doubled the capacity along with 100% Sri Lankan based backward integration and the customers has started directly visiting the plant and appreciated for the quick improvements done in terms of productivity and quality.

### Societal Impact:

#### Output:

As we scale up the operation, we have created **2150+ new job opportunities** for the Sri Lanka textiles industry in less than a year. And also we have opt for internal sourcing in R840 TPR raw materials that will eventually opening up indirect opportunities for many. The machine operators capability level and intellectual capacity has also improved with CIL, DH and problem solving activities. This has resulted in high productive work force.

#### Outcome:

The R840 sewing is a unique operation to Sri Lanka and body protection sewing and taping is also not common. Hence, as we build those capabilities in Sri Lankan labor force will be a future asset for the country. And this may invariably open opportunities for apparel industry to penetrate into these product portfolios.



**2150+**  
New job opportunities



Now we are in the process of adopting **digitalization** by studying Ansell Lanka plant to reach to the next level of self-governing system.



## Economic Impact:

### Output:

The incremental inter company sales for the current financial year amounting to US\$ 37Mn along with the capacity enhancement. The additional investment in new operations such as lamination which will bring direct capital investments of US\$ 0.5Mn during the year.

### Outcome:

The Ansell group has also decided to scale up textiles operation further in Sri Lanka and the proceeding are underway. Hence, this will be a major positive impact to the country in terms of FDIs and job creation whilst developing talents.

We have established **monthly performance review** meetings that involve employees from all key operational areas. These sessions serve as a platform for teams to present their past performance, analyze trends, and discuss key learnings and areas for improvement. By fostering transparency and collaboration, these meetings ensure that all employees remain aligned with the company's objectives and continuously strive for excellence.



## 05 Measures are taken to sustain and consolidate the process

The sustenance program is mainly driven through DDS meeting and monthly review mechanism for each CIL, CL, DH programs. DDS meeting will ensure the key areas are continuously monitored and improved. Monthly health checks of the above programs will ensure the process maturity is assessed and gaps are being addressed. Further, the lead teams have developed in each area to assess the work flow consistently and this is also being assessed by the central Ansell Production System governing team.

In terms of developing new recruits to the skill level that we are operating now, we have **introduced a training school** with designated timelines where we develop respective operators in pre-defined time slots to the expected productivity levels before getting to the manufacturing cells.

Further we have also developed a **multi-skilled crew** at a higher category where they are not only multi skilled in sewing operations, but also multiple other operations as well. Hence, they will be shared between departments when the requirements arise.

To further strengthen employee engagement and reinforce a culture of continuous improvement, we have integrated a recognition and reward system into these meetings. The best-performing employees are acknowledged and rewarded based on key performance indicators such as productivity, quality, problemsolving, and adherence to best practices. This initiative has significantly boosted morale, encouraged innovation, and sustained the momentum of operational excellence across the organization.

## 06 A brief description of any other supporting aspects

To further validate the success of our best management practices, Ansell Textiles Lanka has been recognized with **multiple prestigious awards** at both national and international levels. These accolades reflect our commitment to excellence in quality, efficiency, compliance, and innovation. Our achievements in digitalization, technical textiles, and employee engagement demonstrate the significant impact of our continuous improvement initiatives.



**Ansell**

**Leading the world to  
a safer future.**



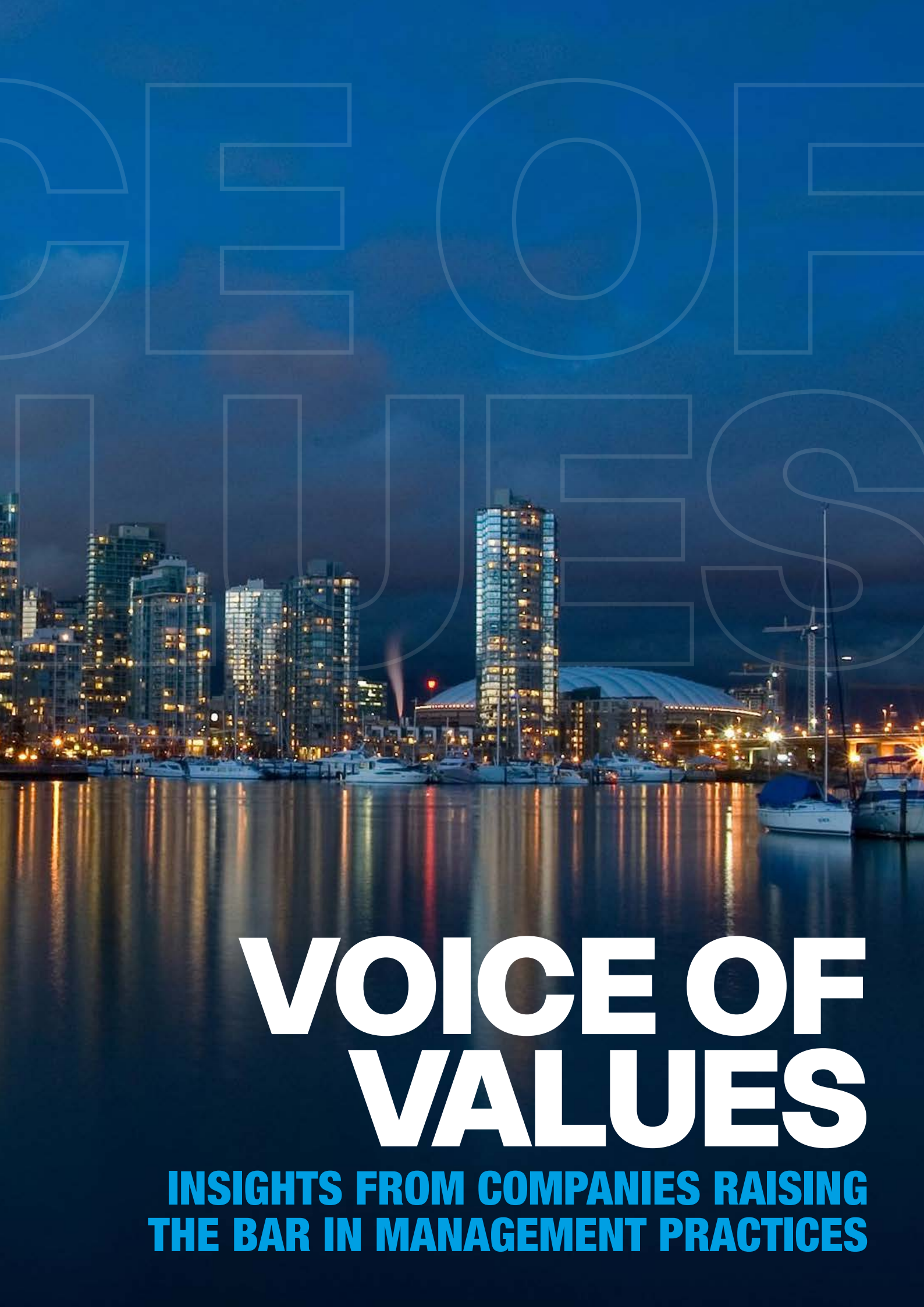
# Ansell

**Textiles Lanka (Pvt) LTD**

VOIC







REPORT  
VALUES

# VOICE OF VALUES

**INSIGHTS FROM COMPANIES RAISING  
THE BAR IN MANAGEMENT PRACTICES**



## Executive Summary : Commercial Bank of Ceylon PLC

Commercial Bank of Ceylon PLC (CBC), as the largest private bank in Sri Lanka, recognized the critical need for environmental responsibility. In the Sri Lankan banking industry, sustainability and carbon neutrality were relatively new concepts, with most banks focusing only on reducing paper consumption. However, broader measures to address carbon emissions, especially within bank buildings and operations, were not widely considered.

As the banking sector in Sri Lanka geared towards digital transformation, CBC identified an opportunity to integrate sustainability into its core operations. The goal was to lead by example and **become the first carbon-neutral bank in Sri Lanka** while fostering a culture of sustainability among employees and customers. This commitment was further reinforced by the bank's vision to act as an ambassador for a greener future in the industry.

### Description of the Best Management Practice

CBC's Carbon Neutral Strategy was established as a core environmental sustainability practice. This initiative focused on:

**Measuring & Offsetting Carbon Emissions** – The bank conducted a carbon footprint analysis and offset its emissions through verified carbon credits.

**Energy Efficiency & Green Buildings** – Investments were made in energy-efficient lighting, air-conditioning, and renewable energy solutions.

**Sustainable Banking Practices** – Encouraging suppliers to adopt green standards, implementing paperless banking, and introducing sustainable finance products.

### Contribution to Business Sustainability and Growth

#### The Carbon Neutral Strategy

contributed to the bank's sustainability and long-term growth through:

**Brand Leadership in Sustainability** – CBC became the first Sri Lankan bank to achieve carbon neutrality, enhancing its reputation as an industry leader.

**Cost Savings & Efficiency** – The transition to LED lighting, inverter-type ACs, and solar energy reduced operational costs significantly.

**Customer & Stakeholder Engagement** – The “Best Sustainable Branch” campaign and the “Trees for Tomorrow” initiative engaged employees and customers in sustainability efforts.

### Measurement of Output and Outcome

**Carbon footprint reduced by 23%** over three years.  
**Energy consumption decreased by 24%** following HVAC and lighting optimization.

**More than 50% of CBC branches** were equipped with solar panels, reducing reliance on fossil fuels.

### Sustainability Measures

To ensure long-term sustainability, CBC has:

Implemented an **Annual Carbon Footprint Audit** to track emissions.

Integrated **sustainability into corporate strategy**, ensuring alignment with global environmental goals.

Continued investment in **green finance products**, promoting eco-friendly customer practices

# COMMERCIAL BANK SHINES AT THE BEST MANAGEMENT PRACTICES COMPANY AWARDS 2025

Commercial Bank is proud to be recognised for excellence in management and sustainability with three prestigious accolades at the Best Management Practices Awards 2025, organised by the Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka)

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Twenty Outstanding Companies in  
Best Management Practices

Cluster Awards - Silver Winner  
Environmental, Social  
& Governance (ESG)



These recognitions reflect our unwavering commitment to responsible leadership, innovation, and impact.  
We thank all our stakeholders for being part of this achievement.

The Most Awarded Bank in Sri Lanka

 **COMMERCIAL BANK**



## Executive Summary : Wayamba Printpack (Pvt) Ltd

When a company stalls—not from lack of potential but from absence of direction—the signs are often subtle at first: delayed decisions, rigid hierarchies, and missed opportunities. At Wayamba Printpack, these symptoms grew louder over time. Operational inefficiencies, centralized decision-making, and slow market adaptation became roadblocks to sustained long-term growth. The 2016 fire accident was a defining moment—exposing deep cracks, especially the absence of “Disciplined People” and “Disciplined Thought.” Agility was compromised. Progress stagnated. Supplier dependence grew. Employee engagement declined. Production inefficiencies multiplied.

This wake-up call, coupled with intensifying supply chain bottlenecks and workforce capability gaps, marked a turning point. It wasn't merely about survival—it was about transformation. Wayamba Printpack embraced a new paradigm: anticipating risks before they become problems. This shift toward a proactive management approach enabled the company to overcome its barriers and pave the way for long-term, sustainable growth.

### Description of the Best Management Practice

Wayamba Printpack implemented a **Proactive Management Framework** structured around **four key pillars**:

Emergency Preparedness, Cultural Transformation, Technological Accelerators, and Customer Focus. Unlike traditional reactive strategies, this approach strengthens preparedness, minimizes disruption impact, and accelerates recovery, ensuring resilience, operational efficiency, and sustainable competitive differentiation.

Our approach to novelty and innovation is built on four key pillars. First, we have ensured resilient leadership by establishing eight specialized Risk Management Teams and diversifying our supplier base, guaranteeing business continuity even in challenging times. Second, our people-first philosophy fosters a mission-driven workforce by prioritizing internal promotions, cross-training, and performance-based incentives, ensuring we have the right talent in the right roles to drive success.

Third, Technology alone doesn't create greatness, but when used strategically, it accelerates momentum. However, when we used reactively, it can hinder progress. We have leveraged technology wisely, adopting ERP systems, advanced printing, lamination manufacturing technologies at the right time to enhance agility.

Lastly, our customer focus is not about chasing every opportunity but about excelling in what we do best to create unmatched value – Going beyond customer satisfaction, striving to make a distinctive impact through an industry-first 7-day delivery model, complimentary consultancy services, and the introduction of flexographic printing, making high-quality packaging more accessible to SMEs. By focusing on what aligns with our core strengths, we ensure consistent, high-quality service that naturally delivers exceptional customer experiences. Through these initiatives, we continuously innovate, balancing core values with forward progress, sustaining performance, and turning strategy into long-term success.

#### Objectives & Scope:

The framework aims to **eliminate inefficiencies, enhance workforce agility, integrate cutting-edge technology, and**

**solidify customer loyalty.** It transforms Wayamba Printpack from a **good to great company, ensuring growth, and operational excellence** in Sri Lanka's flexible packaging sector.

### Contribution to Business Sustainability and Growth

Strengthened risk management has optimized operations through supplier diversification and team specialization, significantly reducing machine downtime and disaster recovery duration. A people-first approach, anchored in internal promotions and structured training helped retain talent and ensured key roles were filled with high performers.

Technology investments have boosted printing capacity, minimized manual errors via ERP systems, and introduced eco-friendly innovations. On the customer side, strategic initiatives including the industry-first 7-day delivery and free consultancy have significantly increased new customer acquisition and retention, particularly among SMEs.

Collectively, these efforts have resulted in substantial improvements in operational efficiency, talent retention, technological capability, and customer relationships, outpacing industry benchmarks and reinforcing long-term leadership.

### Measurement of Output and Outcome

Wayamba Printpack's Proactive Management Framework has delivered measurable industry, societal, and economic impact.

**Industry Impact:** Significant reduction in product complaint rates and a strengthened export position through reliable, high-quality packaging and faster delivery timelines.

**Societal Contribution:** Strong employee retention, notable workforce growth, and higher female participation in production roles, advancing inclusivity.

**Economic Value:** Solid revenue growth, SME client base expansion, and greater engagement in foreign currency transactions contributing to national economic resilience.

These results solidify Wayamba Printpack's role as an **industry leader in sustainable growth.**

### Sustainability Measures

Wayamba Printpack ensures the long-term success of its **Proactive Management Framework** through structured governance, periodic reviews, and continuous improvement initiatives.

#### 1. Institutionalizing Emergency Preparedness

**Risk Management Governance:** **Eight specialized Risk Management Teams** conduct **monthly audits** and update contingency plans annually.

**Supply Chain Resilience:** **Annual supplier evaluations** and strategic stockpiling ensure material availability.

**Employee Cross-Training:** A significant portion of staff is trained across multiple functions to maintain operational continuity during disruptions.

#### 2.Strengthening Cultural Transformation

**Quarterly Competency** to align employee skills with business needs.

**Annual Leadership Development Programs** to ensure a strong talent pipeline

**Diversity & Inclusion Initiatives,** ongoing efforts to enhance workplace inclusivity, with defined targets for balanced representation.

#### 3. Advancing Technology & Process Optimization

**5-Year Technological Investment Plan** for automation and sustainability.

**ERP enhancements & AI integration** for data-driven decision-making.

**Renewable energy investments,** including solar power & waste recycling initiatives.

#### 4. Enhancing Customer-Centric Strategies

**Semi-annual market analysis (PESTEL)** to adapt to industry trends.

**Dedicated Customer Success Teams** for proactive engagement.

By embedding these mechanisms, Wayamba Printpack ensures **sustained innovation, operational resilience, and industry leadership.**



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## Executive Summary : CEAT Kelani Holdings Pvt Ltd

CEAT Kelani Holdings faced a critical challenge in the Car & SUV Radials segment, where it held a dominant market share in 2023/24 but struggled with a considerably low share in rim sizes above 15 inches. Consumer perception positioned CEAT as a rugged, heavy-duty tyre brand, limiting its appeal in the premium passenger vehicle segment. Market preference for imported brands, low brand meaning, and minimal share of voice further compounded this challenge. Competitors capitalized on aggressive marketing and premium positioning, intensifying the competition.

### Description of the Best Management Practice

To address these challenges, CEAT Kelani implemented a comprehensive marketing and branding strategy leveraging its German engineering and global expertise. Key strategic initiatives included brand repositioning by reinforcing CEAT's R&D capabilities in Frankfurt, Germany, and global presence in over 110 countries. Dealer engagement and advocacy were strengthened through trade incentives and promotional schemes. A multi-channel marketing execution strategy was employed, combining digital, traditional media, and experiential marketing. Product superiority messaging emphasized safety, durability, and CEAT's standing as Sri Lanka's No.1 tyre brand. Channel premiumization efforts upgraded retail outlets with exclusive CEAT-branded spaces and enhanced in-store experiences. Additionally, CEAT introduced the CEAT EUROPE RANGE premium car radials range for high-end European vehicles.

### Contribution to Business Sustainability and Growth

The implementation of these strategies has significantly contributed to CEAT's business sustainability and growth. Sales increase was evident as CEAT increased its sales volume, reflecting a 22% year-on-year growth. Brand awareness and share of voice improved, with CEAT's SOV in the tyre category dominating competitors and reinforcing premium positioning. Increased production capacity through agile internal

processes, ensuring market demand fulfillment. Strengthened dealer influence through several initiatives and built stronger relationships with dealers and second-generation successors. Industry recognition and financial stability were reinforced as CEAT maintained an 'AA+' credit rating from Fitch Ratings for the fourth consecutive year, reaffirming its financial resilience.

### Measurement of Output and Outcome

The impact of CEAT Kelani's strategic initiatives has been measured across various business and industry indicators. Market leadership was reinforced as CEAT solidified its position as Sri Lanka's leading tyre brand, countering the influx of low-cost imports. Industry contribution was demonstrated through the supply of OEM tyres to Sri Lanka's vehicle assembly sector, fostering local automotive industry growth. Economic impact was evident through increased production output and investments in workforce development, contributing to employment and economic stability. Customer and dealer engagement was enhanced through an elevated brand preference and loyalty via improved retail presence and incentive-driven dealer partnerships.

### Sustainability Measures

To ensure the long-term sustainability of these initiatives, CEAT Kelani has adopted a multi-faceted approach. The company has shifted from an inside-out to an outside-in business model by integrating real market insights

into strategic planning. Continuous investment in R&D and technology is planned, with a commitment of LKR 4.5 billion to enhance product quality and manufacturing capabilities. Adherence to global standards remains a priority, as CEAT maintains IATF 16949:2016 certification to ensure top-tier quality and safety compliance. Expansion into global markets continues with international certifications, enabling CEAT to strengthen its export presence. Workforce development is emphasized through training programs to upskill employees and align with industry advancements. Internal brand ambassadorship is encouraged through active employee engagement and internal communication initiatives.

Through a strategic and innovative approach, CEAT Kelani Holdings has successfully transformed its brand perception, strengthened market leadership, and ensured long-term business sustainability. The execution of best management practices has positioned CEAT as a premium tyre brand in Sri Lanka, reinforcing customer trust and industry leadership while delivering significant economic contributions. This transformation serves as a benchmark for excellence in branding, marketing, and operational efficiency within the tyre industry.



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## Executive Summary : People's Bank

People's Bank, Sri Lanka's second-largest Licensed Commercial Bank, has historically operated under a conventional banking model with limited emphasis on sustainability. Recognizing gaps in structured ESG integration, employee expertise, and green financial products along with evolving stakeholder expectations, the Bank strategically adopted the Sustainable Finance Framework (SFF) in 2023. Aligned with the Central Bank's Sustainable Finance (SF) Roadmap, the SFF embeds ESG principles into credit and investment decisions, strengthens risk assessment capabilities, and expands SF solutions. This transition reinforces the Bank's commitment to responsible banking, risk mitigation, and long-term value creation while supporting national and global sustainability objectives.

### Description of the Best Management Practice

People's Bank has undertaken a strategic transformation by embedding sustainability into its core operations through the SFF. Key initiatives include the implementation of an Environmental and Social Management System (ESMS), Sustainable Policy & Procedure Guidelines, and tailored green financial products. The establishment of a Green Finance Committee, capacity-building programs, and strategic partnerships further strengthen this commitment.

These initiatives enhance ESG risk management, support renewable energy adoption, while reinforcing Bank's position as a responsible financial institution, fostering long-term resilience and competitiveness in the evolving financial landscape.

### Contribution to Business Sustainability and Growth

The adoption of the SFF has positioned the Bank in responsible banking, driving significant business growth. Lending opportunities expanded into high-potential sectors such as renewable energy and sustainable manufacturing, contributing portfolio growth. Customer acquisition increased by 2%, with further potential through product innovation and stakeholder engagement. The launch of the "Green Power Loan Scheme" marked a milestone in SF.

Aligning with global standards, the SFF enhanced regulatory compliance, investor confidence, and access to green funding, ensuring long-term competitiveness while promoting eco-friendly entrepreneurship

### Measurement of Output and Outcome

The launch of the SFF at People's Bank has generated substantial financial, social, and economic benefits.

**Industry Impact:** Bank's sustainable loan portfolio grew by **LKR 3.5 billion** (2023 - 2024), despite challenging market conditions. The introduction of the **Green Power Loan Scheme** and integration of **ESG criteria** into lending decisions attracted ESG-focused investors, broadening funding opportunities.

**Social Impact:** A **2% increase in customers** enhanced financial inclusion, supporting SMEs and micro-businesses engaged in sustainable practices. The Bank financed **50+ renewable energy projects**, promoting social equity and employment generation while investing in workforce training.

**Economic Contribution:** The framework facilitated **sustainable investments and green infrastructure development**, supporting economic resilience and resource efficiency. Aligning with **Sri Lanka's sustainability targets** and

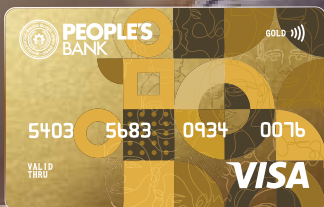
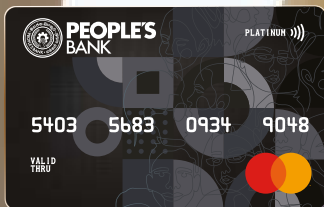
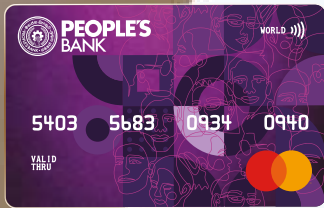
**global climate objectives**, the Bank is driving industry transformation and fostering a greener, low-carbon economy.

### Sustainability Measures

To sustain and enhance the progress of the SFF, Bank has adopted key measures. A continuous monitoring and reporting mechanism ensures alignment with sustainability goals. Strengthened stakeholder engagement fosters collaboration with clients and institutions for sustainable development. Ongoing capacity-building programs equip staff with essential skills. Regular policy updates align with evolving best practices and regulations. ESG factors are integrated into risk management to mitigate sustainability risks. Additionally, the Bank is streamlining sustainable product development to expand its offerings.

These initiatives reinforce the bank's commitment to sustainability, ensuring long-term success and resilience in sustainable financing.





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**PEOPLE'S  
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## Executive Summary : Hayleys Fabric PLC

Hayleys Fabric PLC introduced Best Management Practices focusing on process optimization, water recycling, energy efficiency, and emission reduction. Key measures included improved production scheduling to reduce sample trials, the integration of advanced forecasting software, adoption of low-energy dyeing technologies, and the implementation of a water recycling system. Additionally, real-time monitoring systems were introduced to track resource usage and optimize operational performance. These initiatives not only enhanced efficiency but also strengthened compliance with sustainability standards set by key customers.

The impact of these best management practices has been substantial. The company achieved measurable resource efficiency gains, with a reduction in water usage per production cycle and a improvement in energy efficiency. Strengthened customer confidence was another key outcome, as aligning sustainability initiatives with global brands' stringent environmental KPIs helped maintain and secure long-term business relationships. Additionally, enhanced environmental performance reinforced Hayleys Fabric PLC's ESG credentials, making the company more competitive in securing orders from sustainability-focused global brands.

To evaluate the effectiveness of these best management practices, Hayleys Fabric PLC focused on industry, societal, and economic impact. The company's improved sustainability metrics positioned it

as an industry leader in resource-efficient textile manufacturing. Societal benefits included reduced strain on local resources and a positive influence on other manufacturers to adopt similar sustainable practices. Economically, the efficiency improvements resulted in cost savings, allowing for reinvestment in innovation, job retention, and enhanced market competitiveness.

To sustain and consolidate these improvements, the company has institutionalized continuous improvement programs, employee training initiatives, and collaborations with stakeholders. Regular process reviews, investment in advanced manufacturing technologies, and the introduction of automation and AI-driven process controls ensure ongoing efficiency enhancements. Additionally, sustainability awareness programs and employee incentives promote a culture of responsible resource usage.

By implementing and continuously refining these best management practices, Hayleys Fabric PLC has successfully mitigated operational inefficiencies while reinforcing its leadership in sustainable textile manufacturing. The company's commitment to reducing environmental impact, optimizing production processes, and aligning with global sustainability trends ensures long-term business resilience and growth. Moving forward, Hayleys Fabric PLC remains dedicated to driving innovation in sustainable manufacturing, demonstrating that environmental stewardship and profitability can go hand in hand.

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by knitting together a better  
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## Executive Summary : First Capital Holdings PLC

First Capital identified key opportunities for growth by addressing legacy systems, manual workflows, and limited digital capabilities that once challenged operational efficiency and client engagement. Recognizing the evolving needs of its customers, the company embarked on a strategic transformation, introducing seamless digital onboarding, real-time portfolio tracking, and enhanced security frameworks. Alongside this, renewed focus on employee training and strategic empowerment has laid the groundwork for more agile decision-making. These efforts mark a significant step in reinforcing First Capital's commitment to innovation, compliance, and client-centric service in today's fast-paced financial landscape.

### Description of the Best Management Practice

To address its challenges, First Capital implemented key management practices focused on digital transformation, leadership, and innovation. The company adopted new technologies to enhance customer engagement and operational efficiency. Clear digital vision and strategic direction were set, with strong leadership from the MD/CEO and Head of IT, ensuring alignment across the organization. Employees were empowered through segmented project ownership, improving decision-making and operational efficiency.

A culture of innovation was fostered, leading to the successful launch of the First Capital WhatsApp Transacting Solution, which won a Gold Award at the National ICT Awards. Additionally, security frameworks were strengthened to ensure regulatory compliance and achieve ISO 27001 certification, enhancing customer trust in the company's digital platforms.

### Contribution to Business Sustainability and Growth

First Capital's digital transformation journey was driven by a commitment to embracing new technologies, resulting in innovative solutions that improved customer satisfaction and operational efficiency. A key achievement was the introduction of Sri Lanka's first 100% digital E-KYC system, streamlining customer onboarding, enabling over 3,000 clients to register digitally, and reducing costs and environmental impact. The company also launched an online portal, mobile app, WhatsApp Transacting Solution, and Missed Call Balance Service, significantly enhancing customer engagement, reducing dormant accounts by 25%, and expanding the customer base.

Leadership played a vital role in driving this transformation, with clear communication and a unified digital vision from the MD/CEO

and Management Committee. This approach fostered a culture of innovation and collaboration across the company, empowering employees to contribute to the digital strategy.

Additionally, First Capital expanded and specialized its IT team from 5 to 11 members, improving operational efficiency and supporting the completion of 52 key projects in 2024. The IT department, led by the Chief Technology Officer (CTO), played a critical role in driving innovation, security, and customer experience improvements.

### Measurement of Output and Outcome

First Capital Holdings PLC has adopted key best management practices, including digital transformation, strategic leadership, employee empowerment, innovation, and security enhancements, driving business growth. Notable achievements include the introduction of the e-KYC system, which improved onboarding efficiency and allowed over 85% of new clients to join digitally in 2024. Digital platforms like the mobile app and online portal increased customer engagement, contributing to a 40% growth in the Unit Trust customer base. The WhatsApp transaction channel and missed call facility further enhanced customer convenience, with 30% and 60% adoption, respectively.

Strong leadership and a strategic vision led to the expansion of the IT team, from 5 to 11 members, improving specialization and operational efficiency. This expansion allowed First Capital to complete 52 successful projects in 2024. A culture of innovation and continuous learning fostered employee empowerment, leading to higher productivity, satisfaction, and retention. The company also received industry recognition, winning awards like the ISACA "Digital Trust" Gold Award and SLIM's "Brand of the Year 2024."

Enhanced security measures reduced cybersecurity incidents and ensured regulatory compliance, building customer trust. These practices

resulted in measurable improvements in efficiency, customer satisfaction, and market position, positioning First Capital as a leader in digital financial services.

### Sustainability Measures

First Capital Holdings PLC has implemented several measures to sustain and consolidate its best management practices, ensuring long-term success in digital transformation, leadership, employee empowerment, innovation, and security.

The company uses a structured KPI framework to monitor progress, reviewing performance annually to assess business impact, technology-related KPIs, and employee efficiency. Monthly team and individual KPI updates, along with career growth tracking, ensure continuous improvement.

Continuous staff training is prioritized, with employees receiving specialized training in digital tools, cybersecurity, and emerging technologies. The company also focuses on enhancing financial literacy in Sri Lanka through educational initiatives to increase market share.

To stay competitive, First Capital invests in innovation and AI-driven improvements, integrating AI in customer service automation, predictive analytics, and fraud detection, while also automating processes to reduce costs and improve efficiency. These measures ensure that First Capital's management practices remain scalable and adaptable, securing its leadership in the financial services industry.





# First Capital

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## Executive Summary : Pan Asia Bank

In line with the provisions of the Electronic Transactions Act, No. 19 of 2006 (ETA) and to the subsequent amendment of Electronic Transactions (Amendment Act, No. 25 of 2017, Pan Asia Bank took a pioneer management decision in January 2024 to carry out day to day internal and external communications digitally (in electronic form). Accordingly, all paper-based documents signed with manual signature (wet signature) have been converted to electronic documents and completed with e-signature. Bank signed up with a service provider for supply, delivery, and deployment of an electronic signature solution “Evia Sign”, referred in the Bank as PAB eSign.

### The situation before implementation

Before the implementation of the PAB eSign, approvals within the bank, ie. between the branches and head office as well as inter departments and vice-versa, was carried out using paper-based documents with manual signature. Such manual documents generated using a computer had been printed, signed and either couriered or the scanned image was forwarded to the next desk for action. In many instances, such manual documents forward as a scanned documents were printed, manually signed, re-scanned and forwarded to the next level for approvals where multiple approvers are required. Documents couriered used to take multiple working days until it reaches the destination, and the completed document reaches the initiator.

This process contributed for huge inefficiencies within the bank, delaying very crucial operations of business. The physical paperwork not only raised operation costs but also developed clogs in systems, particularly if an employee was absent or worked remotely. Besides this, large amounts of paper and printing material were being wasted, adding to the environmental concerns of our stakeholders and customers. Apart from responsiveness to market fluctuations, not having a smoothed-out process was putting employees at task with time-consuming and repetitive work.

### Description of the Best Management Practice

In the PAB eSign the end-to-end lifecycle of a document is managed electronically. In this platform, a document created using a computer is uploaded, forwarded to the signing authority through the workflow, signed electronically and once the document is signed, a pdf version of the completed document is sent back to the initiator for action and a copy is archived for future references. The document is sealed with tamper evident digital token to validate the authenticity. The PAB eSign platform enables users to view and sign documents from anywhere, anytime, track real time and on any device connected to a mobile service provider.

### Contribution to Business Sustainability and Growth

PAB eSign has had a deep impact on the sustainability and growth of our business. For 2024, the platform has saved about 35,393 man-hours, which is the equivalent of approximately 23 employees' productivity. These time savings have allowed us to reallocate resources to more strategic initiatives, driving overall business growth. Looking towards 2025, we forecast 61,396 man-hours of savings for 2025, which would equate to 39 employees' work output. The projected cost saving on manpower itself for 2025 is approximately Rupees 58.5 Mn.

### Measurement of Output and Outcome

PAB eSign contributed immensely towards improving the turnaround time in performing banking transactions and activities within the organization. It was not only enhanced user experience but contributed towards reaching well over the profit targets of the bank driven efficiently with the saved workforce, efficiency and enhanced user experience.

### Sustainability Measures

Besides the above, PAB eSign has greatly reduced our environmental footprint. In 2024, we saved 615,100 A4 sheets of paper, which means the saving of 77 trees and a cost saving of Rs. 1,353,000. These savings are not only financial in nature but also conform to our commitment toward sustainability, one of the core values of our organization.

The measurable outcomes of the PAB eSign implementation are over multiple dimensions: From the environmental point of view, there are 418,400 kg of carbon emissions the platform has helped us avoid and conserve 7 million liters of water. These figures underline our contribution to environmental sustainability that is among the core concerns of the modern business world. The immediate tracking on the platform has increased the level of transparency, where the status of documents in each stage of the approval process is tracked.



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## Executive Summary : SATHOSA MOTORS PLC

Established in 1962, Sathosa Motors PLC (SML) has evolved into Sri Lanka's most trusted leader in the automotive industry. Our enduring partnership with Isuzu Motors Ltd, Japan, has been pivotal in our growth, allowing us to supply high-quality brand-new commercial vehicles at competitive prices. As the premier distributor in the country, our vehicles play a vital role in supporting key economic sectors, reinforcing our commitment to national development.

### Adapting to Industry Challenges

The prolonged ban on vehicle imports has significantly impacted the Sri Lankan automotive industry, creating unprecedented challenges for businesses reliant on new vehicle sales. Despite these adversities, SML took proactive measures to navigate the turbulent market conditions. Our strategic focus shifted towards customer retention, enhancing after-sales services, and optimizing internal processes to maintain resilience and drive sustainability.

### Strategic Business Focus and Growth Initiatives

With vehicle sales revenue declining since 2019 due to import restrictions, SML realigned its business strategy. The management transition in 2023 marked a turning point, bringing renewed focus on operational excellence and strategic diversification.

### Key initiatives included,

1. Enhancing After-Sales Services: Prioritizing workshop services for high-quality maintenance, repairs, and genuine spare parts, strengthening customer loyalty.
2. Boosting Spare Parts Sales: Focusing on the spare parts segment ensured steady revenue, compensating for the downturn in vehicle sales.
3. Operational Efficiency: Streamlining operations to and enhance efficiency, optimizing resource allocation to maintain profitability.
4. Employee-Centric Performance Model: Introducing Key Performance Indicators (KPIs) linked to company turnover, empowering employees with greater responsibilities.

### Employee Engagement and Development

Employees are at the heart of SML's success. We restructured our human resource strategy to cultivate a high-performance culture, focusing on,

**Performance-Based Rewards:** Linking financial incentives to individual and team achievements.

**Ownership and Responsibility:** Encouraging employees to take ownership of roles, supported by technical and managerial training.

**Competitive Benefits:** Offering attractive financial packages, including performance bonuses.

**Transparent Communication:** Promoting collaboration through strong internal communication channels.

**Comprehensive Training:** Providing regular training on customer service, teamwork, and self-motivation.

### Measuring Business Performance

We adopted a comprehensive performance measurement framework to evaluate our strategic initiatives:

**Revenue Growth Metrics:** Tracking income from spare parts and after-sales services.

**Customer Retention Rates:** Monitoring repeat service visits and satisfaction scores.

**Operational Efficiency:** Assessing cost reductions and process improvements.

**Employee Performance:** Evaluating KPI achievements and feedback.

Despite challenges in vehicle sales, our strategic pivot has ensured steady revenue from alternative streams, maintaining financial stability.

### Financial Highlights

For the financial year 2023/24, SML achieved strong financial performance,

**Revenue:** LKR 2,173 million  
**Profit Attributable to Owners:** LKR 85 million

**Total Assets:** LKR 3,877 million

**Net Assets:** LKR 2,544 million

Include 2024/25 as at 31/01/2025

These figures reflect our adaptability and financial resilience.

Sustainability Measures for long-term Success Sustainability is integral to our business philosophy. Our measures include:

**Diversifying Revenue:** Investing in value-added services like extended warranties and premium maintenance plans.

**Strengthening Networks:** Enhancing supplier and dealer partnerships to ensure a stable spare parts supply

**Digitalization:** Implementing online service bookings, automated inventory management, and data-driven decision-making.

**Employee Development:** Fostering continuous learning through training and upskilling.

**Eco-Friendly Practices:** Adopting sustainable practices in vehicle servicing and waste management

### Conclusion

Through strategic redirection, operational excellence, and employee empowerment, Sathosa

Motors PLC has repositioned itself for sustainable growth. Our focus on after-sales services, process optimization, and a high-performance culture ensures our continued leadership in Sri Lanka's automotive industry. Our commitment to innovation, employee engagement, and financial sustainability will drive future success.

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## Executive Summary : BIMT Campus

BIMT Campus, dedicated to delivering quality education, has faced significant challenges due to student skill shortages. Key concerns include a lack of industry-required technical skills, deficiencies in soft skills, limited practical exposure, and inadequate critical thinking, leadership, and decision-making abilities. These gaps have resulted in students struggling with academic and extracurricular activities, particularly in leadership, technological adaptability, and project management. The impact on business performance has been substantial, with reduced student retention due to difficulties in completing assignments and engaging in academic work. A high turnover rate has been observed as students struggle to meet examination requirements. Additionally, operational costs have increased, as managing smaller student groups requires the same resources as larger ones. Compared to the previous year, dropout rates have risen, retention has declined, and inefficiencies in academic coordination have grown. This highlights the urgent need for best management practices to address these skill gaps and improve student success.

To address skill shortages within students, BIMT Campus implemented a Pillar-Based Approach focusing on Human Resource Management, Curriculum Development, and Industry Collaboration.

HR initiatives included faculty development through a Train-the-Trainee program and personalized student mentorship. The curriculum integrated industry-driven technical training and critical thinking. In 2024, BIMT partnered with Chartered Management Institute (CMI) UK to launch a management skills program. Introduced initiative programs such as communication skills training, English Club, and student union activities. Industry collaboration was strengthened through partnerships with the International Chamber of Commerce (ICC) Sri Lanka, National Chamber of Commerce (NCC) Sri Lanka and reputed audit firms, offering guaranteed internships, guest lectures, and corporate mentorship and direct industry exposure.

The integration of student skills development into BIMT's business strategy has led to significant operational, financial, and market expansion and customer retention benefits.

### Operational Efficiency

Skills management has boosted productivity by 20%, reduced task completion time by 25%, and allowed BIMT to focus on value-adding activities. With 30% of vacancies filled by alumni, internal hiring has become more efficient. Enhanced skills, including critical thinking and communication, contribute to overall academic and professional excellence. The establishment of a student union has further fostered teamwork and innovation.

### Financial Improvements

BIMT has experienced a 15% reduction in training costs due to well-prepared students. Student-led process improvements, such as automation and resource management, have increased cost efficiency. Additionally, skill-enhanced students completed the program and reduced student

dropped outs, reduced student dropouts, completed academic journey on time reduce unnecessary penalties to Awarding bodies and reduce nonvalue added work such as student withdrawals. All these things affect business growth and profitability and improve overall financial condition.

### Market Expansion

BIMT caters to students seeking knowledge expansion, skills development and trying to climb to the next level of their career. BIMT is not the place to provide just qualifications. This approach enhances reputation and credibility in the market, attracting more students. Alumni success strengthens industry connections, positioning BIMT as a leading institution for professional and skills development. BIMT Campus provides a competitive edge, further boosting enrollment and brand recognition. BIMT's commitment ensures students become impactful contributors to society and the global workforce, reinforcing sustainable growth. Skills development with BIMT Student identified that they have motivation to complete the program on time, they have developed their confidence, student pass rate is high, student fail rate is low and this is maintaining customer retention.

BIMT Campus strategically bridges academic learning with industry demands through its student skills development initiatives, ensuring employability, societal contribution, and economic impact.

### 1. BIMT Students skills development program Industry Impact:

- 85% of graduates secure jobs within six months.
- 30% hold leadership roles within five years.
- More than 50% of industry collaborations support internships and placements.
- 78% of employers report improved productivity from BIMT-trained employees.

### 2. Societal Impact:

- 60% of alumni engage in community initiatives.

- 20% start business, with 65% sustaining in the business for over one year.
- 40% of students come from underrepresented backgrounds and BIMT Campus has developed them.
- 75% participate in corporate social responsibility efforts.

### 3. Economic Contribution:

- Employer training costs have reduced by 35% due to job-ready graduates.
- BIMT-supported startups generate LKR 50M annually.
- 12% of students are international, boosting Sri Lanka's education sector.
- Skilled professionals contribute to a 5% industry-wide productivity increase.

To ensure the sustainability of the BIMT Campus Students' Skills Development Program, several actions are implemented:

1. Conduct Workshops and Training: Monthly workshops on leadership and industry skills
2. Mentorship: Students are directed to provide career guidance.
3. Curriculum Integration: Skill-building activities are embedded into courses like Business Management, Early Childhood Education, Artificial intelligence for accounting profession incorporating case studies and real-world simulations.
4. Industry Collaboration: Partnerships with different entities to provide internship opportunities and promote BIMT courses to develop skills (Partnering with National Chamber of Commerce, International Chamber of Commerce)
5. Monitoring and Feedback: Regular evaluations through student feedback and employer evaluation about our graduate.
6. Recognition: BIMT Campus Top skills performers are rewarded with awards and scholarships for excellence.
7. Alumni Engagement: The Alumni Mentorship Forum connects students with successful graduates for career insights.





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## Executive Summary : Berendina Development Services (Gte) Ltd

Prior to the centralization of the finance department, the organization operated a decentralized financial management system across its various projects. Each region had its own financial team, leading to inefficiencies in cash flow management, inconsistent financial data, and delays in payment processing. The lack of integration between regions hindered timely financial reporting, making it difficult to assess the true impact of the organization's initiatives. The situation required a more unified approach to manage funds effectively and improve transparency across projects, aligning with Donaldson's (2001) Contingency Theory of Organizations, which suggests that management practices should adapt to changing organizational needs.

### Description of the Best Management Practice

The organization implemented the centralization of its finance department, consolidating all accounting functions, budgeting, financial reporting, fund management, and payment processing into a single office. This change eliminated redundancies and allowed for streamlined financial operations. Centralizing the finance function enhanced transparency, unified decision-making, and better aligned financial management with the organization's poverty alleviation goals. The shift leveraged the Resource-Based View (RBV) proposed by Wernerfelt (1984), utilizing internal resources to create a sustainable competitive advantage through efficient fund management and improved coordination.

### Contribution to Business Sustainability and Growth

Centralizing the finance function provided the organization with numerous advantages, leading to improvements in several key areas. One of the most significant benefits was enhanced financial transparency. By centralizing finance, the organization could more effectively track and monitor fund allocation, ensuring that

resources were managed efficiently across various projects, which contributed to cost-effectiveness. The consolidation of the finance function also resulted in a reduced need for a large financial team, bringing substantial operational cost savings. Additionally, the centralized documentation system improved transparency by providing easy access to payment records in one location. This streamlined access reduced the time and transport costs associated with retrieving documents, benefiting both internal and external stakeholders, such as auditors. The new, more efficient processes also enabled better oversight, ensuring compliance with donor requirements. This reduced the risk of financial mismanagement and enhanced accountability. In the long term, the centralization of the finance function not only improved operational efficiency but also fostered financial responsibility, creating a strong foundation for growth and positioning the organization for sustainable success.

### Measurement of Output and Outcome

The centralization led to two major outputs: the effective management of surplus funds and an increase in transaction handling efficiency. Surplus funds, previously

underutilized, were invested, amounting annual average of LKR 25 million, which contributed to the organization's financial sustainability. The reduction in finance staff from 9 to 6 led to a nearly 300% increase in the number of transactions handled by each staff member, improving efficiency without additional resource costs. These outputs translated into long-term outcomes, including increased financial sustainability, enhanced operational efficiency, and better resource allocation, which allowed for continued scaling of poverty alleviation programs.

### Sustainability Measures

To ensure the continued success of the centralized finance system, the organization has taken steps to sustain and consolidate the process. This includes ongoing capacity building for finance staff, regular financial audits, and continuous improvement of financial systems. These measures ensure the system remains adaptable to the organization's changing needs and continues to support its long-term goals. Feedback from regional teams is used to refine processes, maintaining the flexibility needed as new projects and funding sources are introduced.





## **BERENDINA DEVELOPMENT SERVICES (GUARANTEE) LIMITED (BDS)**

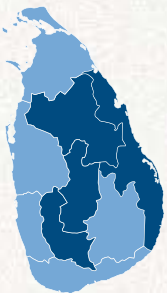
Berendina Development Services (Guarantee) Limited (BDS) is a leading Sri Lankan nonprofit organization dedicated to reducing poverty and promoting inclusive development. Since 2005, BDS has worked in rural and plantation areas across eight districts, focusing on economic empowerment, education, health, youth development, and community resilience.

Through participatory approaches and strategic partnerships, BDS ensures communities are actively involved in shaping their own futures. BDS works closely with Berendina Micro Investment Company (BMIC) and is supported by Berendina Stichting in the Netherlands.

### **Empowering Lives, Transforming Communities**

At Berendina, we create opportunities for people to rise out of poverty with dignity. From building sustainable livelihoods to empowering youth and improving education, we're making a lasting impact across Sri Lanka.

#### **Our Impact in 2024**



**Active in  
6 districts**



**657 livelihoods  
supported**



**3,231 Students &  
Youth Benefited**



**150 Families Accessed  
Safe Housing or  
Clean Water**

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## Executive Summary : Technomedics International (Pvt) Ltd

Olympus Medical Corporation, a leader in endoscopic and surgical equipment, faced a decline in Sri Lanka by 2022 due to poor after-sales service, supply delays, outdated system upgrades, and financial instability worsened by the previous sole distributor in Sri Lanka. The previous distributor's inability to meet market demands led to deteriorating service standards and a loss of confidence among healthcare professionals. In response, Olympus appointed Technomedics International as its sole distributor to restore operations and market trust. However, the transition was challenging due to halted operations, regulatory delays, and substantial goodwill payments.

### Description of the Best Management Practice

**Service Continuity & Patient Management** Technomedics invested on 3 brand-new endoscopes at the very first moment it got the chance to import goods considering this is as a national responsibility. Later on loaned another 15 Olympus endoscopes from Olympus paying a nominal rental and rotated free for six months to restore operations in shut-down centers. A duodenoscopy rotation system across major hospitals ensured uninterrupted life saving ERCP procedures, saving 200+ lives. Revised service agreements enabled minor repairs at no cost.

**Technical Facility Enhancement** Sri Lanka's first Olympus-certified flexible scope repair center was established, equipped to global standards. Skilled biomedical engineers were recruited and trained to maintain compliance.

**Marketing & Brand Revival** Strategic branding included sponsoring key medical events and launching "Olympus by Technomedics." The latest Olympus EVIS X1 system was introduced, alongside nationwide training for endoscopy staff and engineers.

**Team Building & Leadership** A high-performing team was formed, integrating sales, Clinical and Technical expertise. Biomedical engineers were assigned across nine provinces to reduce repair delays.

**Regulatory Compliance** A dedicated regulatory officer streamlined product approvals. Weekly compliance meetings ensured progress, improving customs clearance for essential accessories.

### Contribution to Business Sustainability and Growth

**Financial Growth** The endoscope rotation program encouraged facility upgrades, achieving

93% of the sales target and LKR 1,300 million in 2023/24, nearly doubling revenue. Ministry funding and NGO support strengthened services.

**Market Share Growth** A national tender secured 23 new Olympus endoscopes, the largest recent supply to the Ministry of Health. Older systems were upgraded, ensuring service continuity and boosting endoscopy sales.

**Decreasing the Endoscopy System Down Time** A new repair center and streamlined processes cut downtime, solidifying Olympus by Technomedics as Sri Lanka's top endoscopy service provider. Faster repairs and backup endoscopes ensured uninterrupted care.

### Measurement of Output and Outcome

#### Output:

Olympus increased its endoscopy market share from 41% to 56% in 2023/24, winning 5 out of 8 new projects.

Achieved 93% of the sales target, generating LKR 1.3 billion, up from LKR 700 million in 2022/23.

Reduced repair calls from 401 to 340 by enhancing after-sales service and hospital staff training.

Secured a LKR 120 million purchase order for 7 endoscopes at Colombo South Teaching Hospital.

Strengthened regulatory compliance with 5 new NMRA certificates, 3 renewals, and 5 corrections.

#### Outcome:

Over 200 lives benefited through duodenoscopy rotation; Colombo South Teaching Hospital purchased 2 Olympus duodenoscopes.

Trained 100+ biomedical engineers

and hospital staff, with annual training requested by health authorities.

Enhanced early cancer detection in 6 private hospitals with Olympus EVIS X1 systems.

Ninwells Mother Care Hospital chose Olympus over cheaper competitor brands.

Olympus granted Technomedics a fixed discount platform, strengthening its market position.

### Sustainability Measures

**Market Growth** - Increased Olympus' market share to 56% and secured the largest tender for 23 endoscopes.

**Service Excellence** - Established Sri Lanka's first Olympus-certified repair center and saved 200+ lives through a duodenoscopy rotation system.

**Sustainability** - Launched a National Biomedical Engineers Training Program and secured 5 NMRA certifications for regulatory compliance.

Partnering with Fortune 500 pioneers, we deliver the technology, training and support that let clinicians operate with confidence and visionaries plan for what's next. Because true leadership isn't about following trends – it's about them.



SAVING LIVES THROUGH

# INNOVATIVE

Technology



## Executive Summary : Ceylon Heritage Collection (Pvt) Ltd

One of the company's key business units specializes in exporting packaged eggs. However, several operational challenges have negatively impacted performance:

**Loss of Key Accounts and Distributors** – losing key accounts and distributors have weakened market reach.

**Declining Sales Revenue** – Decline in sales revenue threatens financial stability.

**Eroding Gross Margins** – Rising costs, high operational costs and process inefficiencies have reduced profitability.

**Declining Customer Satisfaction Index (CSI)** – A drop in the Customer Satisfaction Index (CSI) signals increasing dissatisfaction, losing customers and decline in repeat purchases.

Extensive internal and external research identified key contributing factors:

**High Rate of Returns** – Issues such as spoilage, rotting, and egg breakages resulted in high return rates from customers and distributors.

**Low Takeoff from Shelves** – Factors such as high pricing, inconsistency in yolk color, and lack of uniformity led to lower consumer demand.

**Escalating Operational Costs** – Inefficiencies in processes, wastages, and a shorter shelf-life increased overall costs, reducing profitability.

A strategic approach is essential to enhance product quality, optimize pricing, improve distribution, and rebuild consumer trust.

### Diversifying Excellence: Beyond the Heritage Egg

Ceylon Heritage Collection (Pvt) Ltd. continues to diversify its offerings with high-quality, health-friendly products rooted in Sri Lankan authenticity.

#### Rasa Salt – Purity From the Ocean:

A premium, mineral-rich sea salt sourced from pristine Sri Lankan beds. Offers a cleaner, healthier alternative to refined salt while promoting natural wellness.

#### Blitz Beverages – Tropical Delight:

A functional drink line featuring real fruit pulp in wood apple, aloe Vera, orange, and mango. Designed for modern lifestyles, it provides hydration, antioxidants, and vitamins with minimal additives.

#### Heritage Tea – Niyama Kahata:

Premium Ceylon black tea made from hand-picked highland leaves. Known for its bold flavor and aroma, Niyama Kahata meets ISO 22000, GMP, and HACCP certifications, ensuring top-tier quality and safety.

### Description of the Best Management Practice

We introduced two groundbreaking initiatives—**Hen to Home 24 (H2H24)** and **Project Cancri**—both first- of-their-kind innovations in the egg export industry, redefining standards in freshness, quality, and durability.

#### 01. Hen to Home 24 (H2H24) – Revolutionizing Freshness in Egg Exports

This pioneering process reengineering initiative ensures eggs reach distributors **within 24 hours of laying**, a feat never before achieved in the export market. Our objectives:

**Optimize supply chain efficiency** for rapid turnaround

Ensure eggs arrive on **international supermarket shelves within 24 hours**

**Minimize percentage of rotten eggs**

**Lower operational costs**, improving profitability

**Enhance product quality and extend shelf life**

Guided by **Business Process Reengineering (BPR)** principles by Michael Hammer & James Champy, we streamlined operations through **automation, digitization, and lean processes**, ensuring seamless execution.

#### 02. Project Cancri – The Industry's Strongest Egg Pack

Inspired by **55 Cancri e**, the diamond-like exoplanet, this initiative introduces the **most durable, impact- resistant egg packaging in the export market**. Key objectives:

**Eliminate breakages** during transportation

**Ensure uniform yolk color, shell texture, and size consistency**

**Increase Customer Satisfaction Index (CSI)**

Leveraging **Six Sigma methodologies**, we adopted the **DMAIC approach** (Define, Measure, Analyze, Improve, Control), integrated **advanced material engineering**, and strengthened **supplier quality management**. The result—an **unmatched industry innovation**, setting a **new global benchmark** for egg packaging.

### Contribution to Business Sustainability and Growth

The implementation of **Hen to Home 24** and **Project Cancri** drove substantial improvements across business operations, resulting in:

#### Financial Performance & Profitability Growth

**Increased sales** driven by higher customer trust and reduced returns.

**Lower per-unit costs**, boosting gross margins.

**Minimized spoilage and breakage**, mitigating financial losses.

**Optimized inventory management**, reducing unsold stock and improving cash flow.

#### Enhanced Customer Satisfaction & Retention

**Fresher eggs** with an extended shelf-life increased customer satisfaction, leading to repeat business.

**Breakage-resistant packaging** significantly reduced complaints, enhancing brand loyalty.

**Improved yolk color, shell quality, and uniformity** exceeded consumer expectations, driving sales in premium segments.

#### Process & Product Improvements

Reduced **spoilage and breakage** rates aligned with global sustainability initiatives.

**Streamlined logistics** reduced the carbon footprint, enhancing environmental responsibility.

**Durable packaging** decreased reliance on secondary packaging, minimizing waste and cost.

By embracing **Business Process Reengineering (BPR)** and **Six Sigma methodologies**, the company has enhanced operational efficiency, product quality, and market positioning, positioning itself for sustained growth and scalability.

### Measurement of Output and Outcome

The effectiveness of **Hen to Home 24** and **Project Cancri** was measured through key industry metrics, with a focus on business growth, societal impact, and economic contribution.

#### Hen to Home 24 (H2H24)- Output & Outcome Measurement

##### Outputs –

Process Efficiency

Most freshest egg in the entire market

Reduced % of rotten eggs

Improved shelf life

##### Outcomes –

Increased GM

Increased Sales Revenue

#### Project Cancri – Output & Outcome Measurement

##### Outputs –

Toughest pack in the market

Uniform egg texture, size & color

Decreased % of broken eggs

##### Outcomes –

Increased Customer satisfaction index

Increased Revenue

Increased market share

### Sustainability Measures

**Sustainability Measures (Environmental, Economic & Social Impact) Hen to Home 24 – Sustainability Measures**

#### Environmental Impact:

**Cold Chain Optimization** – Energy-efficient refrigerated transport reduced emissions.

**Route Optimization** – Logistics planning and No product returns reduced fuel consumption.

**Biodegradable & Recyclable Packaging** – Reduced plastic waste.

#### Economic Impact:

**Energy-Efficient Warehousing** – Solar-powered cold storage reduced electricity costs.

**Lower Supply Chain Costs** – Faster delivery cycles minimized inventory costs.

**Extended Shelf Life** – Higher profitability with fewer returns.

#### Social Impact:

**Better Livelihoods for Farmers** – Increased demand led to higher earnings.

**Improved Consumer Health & Safety** – Fresher eggs ensured higher nutritional value.

**Retailer Engagement** – Training programs improved handling and reduced wastage.

### Project Cancri – Sustainability Measures

#### Environmental Impact:

**Eco-Friendly Packaging Materials** – Shifted to biodegradable pulp trays.

**Recycled Material Usage** – Used fiberboard, reducing demand for virgin materials.

**Breakage Reduction** – Minimized food waste and disposal issues.

#### Economic Impact:

**Cost Reduction in Packaging** – Stronger materials reduced repackaging expenses.

**Improved Logistics Efficiency** – Lighter, durable packaging improved transport efficiency.

**Higher Market Value** – Improved branding allowed premium pricing.

#### Social Impact:

**Increased Consumer Confidence** – Superior quality assurance led to higher demand.

**Retailer Support Programs** – Assisted retailers in storage and display best practices.

**Industry Leadership** – Setting new standards in sustainable packaging and quality control



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We're proud to announce that Ceylon Heritage Collection (CHC) Pvt Ltd has won the Gold Award Export Cluster at the Best Management Practices Company Awards 2025, presented by the Institute of Chartered Professional Managers of Sri Lanka (CPM). This prestigious recognition reflects our commitment to ethical leadership, strategic innovation, empowering people and culture, operational excellence, responsible sustainability, customer-centric service, and adaptive learning. CHC continues to lead with integrity, performance, and visionary leadership bridging Sri Lankan heritage with global standards



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## Executive Summary : Vision Care Optical Services

Guided by our vision, **“Enhance Vision, Empower Life,”** Vision Care Optical Services has successfully addressed the challenge of employee attrition due to migration amidst the economic crisis. Recognizing the need for a sustainable workforce, we have significantly invested in the Vision Care Academy to improve both quantitative and qualitative capabilities, ensuring the development of skilled professionals and future industry leaders. This mid-term strategy has allowed us to maintain operational excellence, foster internal growth, and empower individuals through education, aligning with our core values.

Beyond our internal advancements, Vision Care also takes proactive steps in corporate social responsibility (CSR). Through initiatives focused on eye health awareness and screenings in schools across Sri Lanka, we have extended our commitment to vision care beyond our immediate operations, reinforcing our brand image as a socially responsible organization dedicated to community well-being.

Additionally, these efforts align with our larger mission to provide accessible eye care to all Sri Lankans, ensuring a healthier, more informed population that values vision care from an early age.

Furthermore, Vision Care has broadened its CSR approach to include awareness campaigns on digital eye strain, diabetic retinopathy, and workplace eye safety, ensuring that employees and students alike develop long-term habits for healthy vision.

By working closely with government agencies and non-profit organizations, Vision Care ensures that these initiatives reach the most vulnerable populations, further reinforcing its commitment to serving society.

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## Executive Summary : INSEE Ecocycle Lanka (Private) Limited

In 2024, the Sri Lankan industrial sector faced challenges due to low demand and limited industrial activities, causing the company to operate below maximum capacity and resulting in lower returns on investment. This made it difficult to justify new capital investments despite growth ambitions. National economic difficulties intensified existing constraints, including limited capital and strict resource allocation controls, while the company was under pressure to meet aggressive growth targets. This financial pressure required innovative strategies to overcome challenges and maintain a path toward sustainable growth.

### Description of the Best Management Practice

The company adopted innovative management practices to optimize resources and drive growth by transforming operations to be cost-efficient, productivity-driven, and scalable while diversifying revenue streams. Key strategies included converting fixed costs into variable costs through outsourcing and contract manufacturing, enhancing financial flexibility and operational efficiency.

When launching new operations, the company transitioned traditional fixed payment methods, such as labor, into per-ton-based variable models linked to productivity KPIs, managed by service providers. Non-critical machine purchases were shifted to long-term variable payment models to avoid capital costs, productivity risks, and maintenance burdens.

These measures reduced fixed costs, ensured productivity, and minimized risks while enabling scalable growth. By outsourcing non-core activities like waste sorting, washing, packing, and pelletizing, the company avoided significant capital investments while maintaining control over output quality and timelines, ultimately maximizing operational efficiency.

### Contribution to Business Sustainability and Growth

The implementation of this management practice has helped the company sustain and grow despite economic challenges. Key outcomes include:

**Optimized Resource Utilization:** Outsourcing operations shifted fixed costs to variable costs, reducing overheads and improving efficiency. This flexibility allowed better management of workforce and operational costs, especially during fluctuating demand.

**Capacity Expansion:** The company expanded into a new Malwana factory

in 2024, increasing processing capacity without capital investment, thanks to the agile financial model based on a variable cost structure.

**Revenue Diversification:** Limited capital was invested in strategic assets, like critical equipment, improving output quality and increasing revenue streams.

**Scalable Business Model:** The company achieved scalability by deploying assets strategically and forming flexible partnerships with service providers, integrating new machinery with minimal risk and administrative burden, further supporting expansion.

### Measurement of Output and Outcome

The effectiveness of this practice can be measured through various tangible and intangible results, which contribute not only to the company's financial success but also to its broader social and environmental impact:

**1.Financial Performance:** The company significantly reduced fixed costs by 9% while achieving a 21% revenue growth and a 12% increase in profit margin. Implementing a variable labor payment model on a per-ton basis improved cost efficiency, reduced inefficiencies, and enhanced financial flexibility. This model ensured operational efficiency and helped new operations stabilize within six months. As a result, both capital expenditure and OPEX were reduced while maintaining growth. This financial flexibility allowed the company to launch a plastic resource recovery operation in 2024 without capital budgets and expand to a new factory in Malwana.

**2.Environmental Impact:** In 2024, the company increased its processed waste volume by 15% (13,000 tons annually). Utilizing a flexible financial cost model, it launched a plastic resource recovery operation without capital budgets and expanded to a new factory in Malwana. The company's plastic

recovery and recycling efforts led to the collection of 30,907 kg of plastic, with 15,780 kg successfully recycled. Additionally, community engagement initiatives, including four beach clean-ups, collected 1,056 kg of plastic waste, reinforcing the company's commitment to environmental sustainability.

**3.Community Engagement and Job Creation:** By implementing this best practice, the company generated over 50 direct jobs and engaged more than 30 full-time suppliers, fostering employment opportunities and community awareness on plastic recycling and environmental protection. New job positions were created in Puttalam and Malwana, while local communities benefited from awareness programs and technical training. Over 2,600 individuals participated in these initiatives, contributing to long-term societal and environmental impact.

### Sustainability Measures

The company has implemented several sustainability measures to ensure the continued success and improvement of its management practices. The primary strategy is replicating and optimizing the flexible financial model across other plants, enhancing financial flexibility and reducing operational costs, which contributed to profitability growth in 2024.

A robust governance structure oversees continuous improvement initiatives, including regular cost optimization and efficiency reviews. Feedback from internal stakeholders and external partners supports ongoing innovation and adaptability. A bi-annual contract review process assesses performance, risks, and growth opportunities, strengthening relationships with service providers. Additionally, the company remains committed to strategic partnerships and external collaborations to drive future business growth.

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INSEE Ecocycle wishes ECOCONVERGENCE 2025, organized by The Institute of Environmental Professionals Sri Lanka (IEPSL), great success in driving a cleaner, greener Sri Lanka!



## Executive Summary : Look Amazing (Pvt) Ltd

Look Amazing (Pvt) Ltd, operating as Lush Skin Clinic and Taglio Beauty Concept, was founded a decade ago to provide premium skincare and non-invasive aesthetic services. Early challenges included limited brand awareness, reliance on traditional marketing, and difficulty differentiating in a rapidly growing industry. While demand for non-surgical aesthetic treatments grew, the clinic struggled with scaling operations, customer retention, and effectively converting promotions into sales due to unanswered calls for inquiries. In 2024, the clinic recognized the need for innovation in client engagement, service offerings, and operational efficiency. To address these issues, a comprehensive management overhaul was implemented to improve customer satisfaction, service delivery, and operational processes.

### Description of the Best Management Practice

Look Amazing (Pvt) Ltd introduced a **centralized Call Center** as part of its strategy to improve customer service and streamline client interaction management. Prior to this, customer inquiries were often left unanswered, leading to dissatisfaction and inefficiencies in service delivery. The implementation of the Call Center integrated various features such as **CRM systems, interactive voice response (IVR), social media engagement, and call analytics**, which allowed for seamless communication and personalized responses to client needs. The Call Center also enabled real-time tracking of client history, ensuring that all inquiries were addressed promptly and efficiently. With this approach, the company was able to enhance the overall customer experience, improve operational efficiency, and maintain high service standards.

### Contribution to Business Sustainability and Growth

The implementation of this best management practice has directly contributed to the business sustainability and growth of Lush Skin Clinic. Specifically, the following results demonstrate its positive impact:

**Increased Customer Retention:** By leveraging personalized treatment plans and creating a tailored experience for clients, retention rates increased by 25% over the past year. Clients reported a higher satisfaction rate, leading to more repeat business and word-of-mouth referrals.

**Expansion of Service Reach:** The integration of virtual consultations and online marketing campaigns allowed Lush Skin Clinic to expand its customer base beyond local clients, attracting new clientele from regional and international markets.

This led to a 30% increase in out-of-area customers.

**Operational Efficiencies:** The introduction of automated appointment scheduling and CRM tools streamlined operational processes, reducing administrative costs by 20%. This efficiency allowed the clinic to allocate more resources to service development and staff training, further enhancing its market position.

### Measurement of Output and Outcome

The centralized Call Centre at Look Amazing (Pvt) Ltd has brought significant improvements in customer engagement, operational efficiency, and business growth. In the first three months, the client base grew by 14%, and monthly revenue increased by 12%, boosting the company's sustainability. Inbound calls surged from 913 to 2,322 per month, while appointments for Lush Skin Clinic rose from 397 to 646, and calls to Taglio Aesthetic Beauty Concept grew from 48 to 70. Other inquiries, including information requests and appointment changes, increased from 789 to 1,352. The follow-up on missed calls also saw a remarkable increase from 34 to 254 per month, ensuring better communication and fewer missed opportunities.

Advanced communication tools like CRM and digital platforms have played a key role in improving service personalization and operational efficiency. The Call Centre has also fostered innovation by identifying market trends, optimizing cross-selling and upselling, and strengthening client relationships. Beyond financial success, the Call Centre has had a positive societal impact by creating jobs, developing workforce skills, and raising service standards in the health and beauty industry. Overall, the initiative has bolstered Look Amazing (Pvt) Ltd's

market leadership, driving growth, improving operations, and building long-term customer loyalty.

### Sustainability Measures

Lush Skin Clinic has put several key measures in place to ensure the sustainability of its practices:

**Continuous Staff Training and Development:** Regular trainings by Technomedics Skill Lab keeps the staff updated on the latest technologies and treatment protocols to maintain high service standards.

**Periodic Reviews and Feedback Mechanisms:** Lush Satisfaction rating form and SMS link improve services and the overall customer experience, ensuring the clinic adapts to client needs.

**Governance Structure:** The dedicated management team and the Group internal Audit team conduct regular reviews, audits, and performance assessments to ensure operational efficiency and client satisfaction.

Through these initiatives, **Lush Skin Clinic** ensures that the best management practices remain sustainable, scalable, and adaptable to future challenges.



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## Executive Summary : Sanasa Life Insurance

Sanasa Life Insurance carried out research to identify gaps in its insurance market coverage. This was done in 2022. The two-year research period revealed that a substantial portion of the micro-business sector remained uninsured. The primary reason for this segment of business people to remain uninsured was the inability to consistently meet their monthly premium payments. In addition, no other insurance company had identified this segment of marginalized people and provide a viable life insurance scheme.

Sri Lanka has a significant number of micro scale businesses within the country. These are usually roadside businesses with small daily revenue earnings. In most of these situations, it is the bread winner who runs and operates the business and potentially face the risk of injury or death. Sanasa life Insurance identified the reason they could not obtain a life insurance and came up with an innovative solution where the customer or client pays a very small sum to a Sanasa life Insurance field officer who will personally visit the customer to collect the money on a daily basis. The sum payable is usually only Rs.100/- per day. The objective of this scheme was to provide an insurance scheme that even a low-income earner could afford.

Since this new insurance scheme for micro business owners was implemented, over 25,000 individuals have obtained a life insurance policy. A remarkable accomplishment achieved in a span of 12 months. The impact on the community is significantly large. In sales volume, the total from daily

collections amounts to **Rs.75,000,00/- per** month. Larger projections of sales are expected in 2025. The efforts made in bringing a life insurance policy to those who could not afford one, has resulted in revolutionizing the insurance landscape within the country. New perspectives have been drawn up with awareness to include all communities making them aware of the benefits an insurance scheme can offer as a safety net in the event of unforeseen circumstances.

Keeping track of over 140 field officers and their collections is not an easy task. To manage this, a technologically advanced system was implemented. This hi-tech system provides real-time access enabling seamless monitoring and enhanced customer service. A dashboard located at the regional head office provides the Sales Manager with real time information on all transactions that occur. To keep transparency and fraudulent activity at bay, every field officer should correctly tally his collections if he is to proceed to carry out collections the next day.

The sustainability of this daily collection system can be considered as self-sufficient. The system incentivizes and motivates staff to do better in their roles, going by the core ethics of Sansa life Insurance. Accountability, and the drive to further improve performance is instilled in staff members, all the while reminding them of the vision of the organization, which is to help and assist the underprivileged and neglected community segments in society.

# The True Meaning of Protection



**SANASA Life Insurance Company PLC**  
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## Executive Summary : Alliance Finance Company PLC

AFC, Sri Lanka's oldest non-bank financial institution (NBFI), has built a strong reputation for proactive sustainability and ESG integration. Now serving its fourth generation of customers, AFC prioritizes long-term relationships and customer loyalty, which have become key competitive advantages over short-term gains.

In 2019, AFC adopted its Purpose Statement: "Make the World a Better Place through Sustainable Finance." The following year, it became the first company in South Asia to earn the Holistic Sustainability Certified Financial Institution endorsement, recognizing its commitment to social and environmental sustainability. Additionally, in 2012, AFC became the first NBFI in Sri Lanka to achieve Business Continuity Management Certification (ISO 22301:2012).

AFC's sustainable approach has enhanced its agility in crisis management and remains foundational to its current stature. The company recognizes that future success depends on integrating circular economy principles and embedding societal and environmental values into its business model. Building on this, AFC has formalized its sustainability values, focusing on societal and sustainability, poverty alleviation, and inclusive development, by contributing towards the UN Sustainable Development Goals (SDGs) and national sustainability priorities, while focusing on financial resilience, environmental stewardship, and social well-being.

### Description of the Best Management Practice

The best management practice highlighted here is AFC's strategic integration of ESG growth with revenue growth, allowing the company to uphold its core values while driving sustainable success. Guided by its Purpose Statement, AFC seeks to leverage finance as a force for positive change.

To achieve this, AFC has established three high-impact goals (HIGs) reflecting all the revenue streams. These goals aim to transform the company's core business activities by integrating Environmental, Social, and Governance (ESG) principles into every aspect of its operations, strategy, and value chain.

These HIGs are being actively pursued through targeted strategic actions.

### Contribution to Business Sustainability and Growth

As a holistic objective integrated into our value creation model, the expected impacts will unfold over time.

By the end of our last financial year, we have achieved significant growth and profit growth. Additionally, the enhanced brand value has created a win-win impact while our ESG-integrated model has strengthened our brand equity, it has also improved our access to funding sources, further reinforcing the model's success.

### Measurement of Output and Outcome

AFC measures output and outcome through a combination of financial and ESG indicators. Key output metrics include portfolio growth, profit growth, and increased funding accessibility due to strong ESG credentials. Outcomes are evaluated by tracking long-term brand equity, customer retention, and AFC's ability to drive sustainable

financial inclusion. Additionally, AFC assesses its impact on environmental and social sustainability through metrics such as carbon footprint reduction, the number of sustainable loans issued, and progress on HIGs.

### Sustainability Measures

AFC sustains its ESG-integrated model through strategic initiatives such as staff capacity building, maintaining and expanding green funding sources, and oversight by a Board-level ESG Sub-Committee. These measures ensure long-term financial and environmental resilience while reinforcing governance and compliance with global sustainability standards. Governance measures include transparent reporting aligned with GRI, SASB and IFRS S1 & S2, as well as robust risk management frameworks to ensure business resilience and ethical operations.

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## Executive Summary : Nawaloka Hospitals PLC

At Nawaloka Hospitals PLC, innovation is not just a vision—it's a commitment to excellence. Recognizing the need to elevate diagnostic precision and efficiency, we embraced cutting-edge AI-powered radiology technology, redefining the standards of medical imaging. This transformative initiative harnesses advanced machine learning algorithms to automate image analysis, significantly reducing the time required for MRI and CT scan interpretations. Through this revolutionary approach, Nawaloka Hospitals has set a new benchmark in accuracy, efficiency, and patient care.

With AI-assisted diagnostics, our radiologists can pinpoint critical areas in scans with unmatched precision, leading to faster, more reliable diagnoses. Patients no longer face long waiting periods for test results, as AI integration has drastically reduced turnaround times, empowering physicians to initiate treatments sooner and improve health outcomes. This shift has strengthened our reputation as a leader in patient-centric healthcare, delivering seamless and timely care without compromise.

Beyond enhancing speed and accuracy, AI-driven automation has optimized hospital operations, allowing us to accommodate increasing patient volumes without expanding our workforce. This intelligent resource allocation has not only improved efficiency but also reduced operational costs, reinforcing our financial sustainability.

AI has played a pivotal role in early disease detection, particularly for critical conditions such as cancer, neurological disorders, and cardiovascular diseases. With AI-assisted insights, radiologists can detect abnormalities at earlier stages, significantly improving prognosis and boosting patient confidence in our healthcare services.

By pioneering AI-powered radiology, Nawaloka Hospitals has emerged as a trailblazer in healthcare innovation across South Asia. As one of the first private hospitals in the region to embrace

this technology, we have attracted international recognition, forged strategic partnerships with global AI developers, and seen a surge in patient referrals seeking superior diagnostic services.

To ensure the longevity of this groundbreaking initiative, we have implemented a comprehensive training program for radiologists and technicians, equipping them with the expertise to maximize AI capabilities. In addition, ongoing collaborations with AI technology providers keep our systems at the forefront of medical advancements, ensuring that we remain ahead of industry trends.

Regular performance audits and patient feedback mechanisms further drive our commitment to continuous improvement, allowing us to refine our AI applications and enhance patient satisfaction. Additionally, strategic investments in research and development help us explore further applications of AI in diagnostics and treatment planning, solidifying our position as a forward-thinking healthcare institution.

The impact of AI integration at Nawaloka Hospitals extends beyond our institution. By setting new standards in radiology, we are influencing the broader medical community, and inspiring other healthcare providers to adopt similar innovations. This contribution to the evolution of healthcare technology underscores our role as a leader in medical excellence.

In addition to revolutionizing diagnostics, our AI-driven radiology solutions have improved workflow efficiency. The automation of routine imaging processes has allowed medical staff to focus on patient-centred care rather than administrative tasks. The ability to handle large datasets with AI has further enhanced predictive analytics, enabling early intervention strategies and better patient outcomes.

Furthermore, the successful deployment of AI-powered radiology at Nawaloka Hospitals has sparked interest among other healthcare institutions, leading to potential collaborations and knowledge-sharing initiatives. These partnerships not only strengthen our standing in the healthcare industry but also contribute to the overall advancement of medical technology in the region.

Through this revolutionary best management practice, Nawaloka Hospitals has successfully redefined radiology services, leading the charge in healthcare transformation. Our AI-powered radiology initiative stands as a testament to our unwavering dedication to excellence, innovation, and patient-centred care—positioning us as a frontrunner in the global healthcare landscape. As



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# HIGHLIGHTS

**MONARCH IMPERIAL**

Sri Jayewardenepura, Kotte.

21 MARCH 2025





Hon. Justice Yasantha Kodagoda praised the Institute for recognizing companies that excelled in ethical, inclusive, and sustainable management. He emphasized that while profitability remains a key driver, sustainable success requires embedding values such as diversity, equity, inclusion, ESG, and CSR into business strategy. Justice Kodagoda urged the corporate sector to adopt transparency as a core governance principle, calling for zero tolerance toward fraud and corruption. He encouraged leaders to introspect, strengthen internal controls, and uphold ethical conduct. His remarks reinforced the Institute's commitment to fostering responsible leadership and high standards in corporate management across Sri Lanka.



**Chief Guest**

**Hon. Justice Yasantha Kodagoda**  
Justice of the Supreme Court  
Democratic Socialist Republic of Sri Lanka



























































# OVERALL WINNERS

Best Management Practices Company Awards 2025



Overall  
Winner  
**Gold**

Kelani Valley  
Plantations PLC



Overall  
Winner  
**Silver**

Colombo Coffee  
Company (Pvt) Ltd





## Excellence Award Winners







## Leadership Excellence Award Winners





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## The Power of **BMPC Awards** and the **MI Summit**

The **CPM Sri Lanka Best Management Practices Company Awards (BMPC Awards)** and the **Management Insights Summit (MI Summit)** are two premier initiatives that jointly uphold a shared mission: to recognize, celebrate, and elevate excellence in management practices across Sri Lanka's corporate sphere.

Their synergy lies in the dynamic platform they create for knowledge sharing and professional inspiration. While BMPC Awards honour organizations for exemplary strategies and innovations, the MI Summit provides a national stage for these success stories to be shared and explored. The top five companies receiving Excellence Awards are invited to present their achievements at the MI Summit, showcasing their best practices to a wider audience.

Additionally, companies applying for the awards **receive complimentary access to the MI Summit**, enabling them to learn from other leading organizations through practical, real-world insights. This approach fosters a culture of continuous learning, collaboration, and strategic benchmarking.

By convening high-performing companies and progressive professionals, these twin initiatives reinforce CPM Sri Lanka's commitment to advancing management excellence and promoting best practices across all industries.

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with Over  
**400+**  
Participants

# CPM MANAGEMENT INSIGHTS SUMMIT 2025

Explores **"Management 'X' Factors for Sri Lanka: Maneuvering and Leading"**

As Sri Lanka navigates a complex and evolving landscape, the ability to identify and harness the "X" factors in management has become paramount. These critical enablers—spanning innovation, resilience, leadership, and strategic foresight—are the catalysts for steering the nation through challenges and toward sustainable growth. Effective maneuvering demands bold decision-making, agile adaptation, and a collaborative approach that aligns industries, institutions, and communities.

**The CPM Management Insights Summit 2025** explored these essential dynamics, emphasizing the transformative role of management in shaping a resilient and thriving Sri Lanka. **The Summit was well attended, drawing over 400 participants from diverse sectors**, including business leaders, academics, policymakers, and professionals—reflecting the growing recognition of management excellence as a key driver of national progress.

It served as a call to action for leaders to redefine paradigms, drive excellence, and lead the way in crafting a prosperous future.



Mr. Tetsuya Yamada, Chief Representative of Japan International Cooperation Agency (JICA), delivered a powerful keynote at the MI Summit 2025, reflecting on his four-year tenure in the country. He highlighted Sri Lanka's resilience through economic crisis, debt default, and the pandemic, applauding transformative leadership at all levels. Mr. Yamada emphasized Japan's unwavering support through debt restructuring and technical assistance, while underscoring the vital role of innovation, macroeconomic management, and international cooperation. He reaffirmed JICA's commitment to Sri Lanka's recovery and growth, calling for continued leadership, reform, and collaboration to ensure a prosperous and inclusive future.



**Chief Guest**  
**Mr. Tetsuya Yamada,**  
Chief Representative  
Japan International Cooperation Agency (JICA)  
in Sri Lanka



**Keynote Speaker**  
**Prof. Pawan Kumar Singh**  
Director  
Indian Institute of Management (IIM)-Tiruchirappalli

At the MI Summit 2025, Professor Pawan Kumar Singh offered a compelling reflection on Sri Lanka's economic and managerial journey. He outlined the nation's historical phases of development, emphasizing the need for a balanced, consensus-driven economic strategy focused on key indicators. Professor Singh highlighted the importance of leadership at all levels, entrepreneurial mindsets within organizations, and cultivating "X-factors" like innovation and foresight. He stressed that effective management must empower others, foster cultural authenticity, and integrate ethical governance. His speech concluded with a call for continuous capacity building across all sectors, especially within public institutions, to ensure long-term national resilience.













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