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SLIE VOICE

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SRI LANKA INSTITUTE OF ENTREPRENEURSHIP



‘OUR MISSION:
TO INSPIRE THE SLIE ENTREPRENEUR
INNER VOICE ACROSS THE WORLD’

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**‘Our Mission: To inspire the SLIE
Entrepreneur Inner Voice across the World’**

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Message from the Senior Vice President / Co-Founder (SLIE) and Executive Director, SLIE Project Investments LTD (SLIEPIL)

“Be an Innovator, a Creative Thinker: Join as an Exclusive Pioneer for the Unique Projects”



SLIE was founded in the year 2010 and now functioning under the SLIEPIL umbrella from the year 2016. SLIEPIL-SLIE is the Platform, where you can share the dream and vision of the Potential Entrepreneurs. SLIE strives to become a major resource centre/ knowledge portal on issues of Entrepreneurship development, research, sharing of knowledge, effectively within Sri Lanka and Internationally.

The SLIE VOice online is a periodic quarterly magazine. There will be new elements in each issue. Other than featured articles all content is designed based on SLIE Projects. The newest additions to the third issue of SLIE VOice are Business talks, Case studies based on Research and development and the Industrial Quiz. The editorial board always keeps the members & public constantly up to-date on the progress and activity of SLIE via the electronic magazine. On-behalf of the editorial board, it is my great pleasure to inform the readers about the upcoming Research Publication; the first issue of the SLIE Journal of Multi-Disciplinary Research & Development (SLIE-JMRD) will be published in the Nov 2016 & May 2017. The SLIE-JMRD follows three-step process. All research papers submitted are first scrutinized by the Editors to determine suitability. Papers found to be suitable are then assessed by peer referees from the respective discipline of study. The SLIE-JMRD strives to provide authors with a publication decision. We invite U all to join us as we promote public communication through study, research, practice and effective communication.

My heartfelt appreciation to the SLIE VOice editorial board for the Team Effort. My Special Thank you is for all my Professional Colleagues, who supported us throughout to make this SLIE VOice Online third issue a reality.

With Best wishes!

Buddhini.J.A.Dankanda, Hon. FSLIE

How to Build Trust in Open Entrepreneurial Innovation with SLIE



Entrepreneurs today recognize the value of embracing open innovation by tapping into an outside pool of experts to help them fine-tune their innovative idea/ideas, accelerate their implementation and compete in the marketplace. The Sri Lanka Institute of Entrepreneurship (SLIE) is an ideal source, where unique all-round services are offered.

At the same time, even companies today will see how working with a resourceful and dynamic organization as the SLIE can help them to elevate their current performances, expand their market horizons and have meaningful expansion of their businesses. One of the key platforms for success between the seekers and providers is the building of collaborative trust and relationships for mutual benefit.

Both seekers and providers may worry about protecting their intellectual property but developing honest and clear strategies and mutually agreed approaches to agreements to identify each partner's contribution. For an individual entrepreneur it is much easier than for a company or a large organization to negotiate workable terms, as the latter may have several smaller groups to contend with. One of the most difficult areas for preservation of intellectual property is – *Technology*. This is especially true where open dialogue is the mode for discussion, presentation and involves sharing of ideas. On the other hand, there may be advantages too, finding quicker solutions for difficult problems, forging new trust based partnerships through open dialogue that will generate mutual value and good results.

www.sl.ie.lk

The Name behind zMessenger-JAYOMI's Words



Jayomi Lokuliyana, Co-founder of zMessenger in 2003 and Chief Executive since 2012, describes emerging challenges as 'fantastic and scary'. zMessenger she says needs to transform rather than seek incremental improvements.

Over the last year the firm's revenue has doubled and it's about to complete its first acquisition to accelerate its transformation. Lokuliyana identifies a few industry trends that can be potentially disruptive and – as a result – an opportunity for zMessenger.

1. Over the top services (OTT)

These refer to apps that allow services to be provided directly over the internet, bypassing traditional distribution such as a telco network. zMessenger's products in the past have been offered in partnership with telco's which also created an entry barrier. But now virtually anyone can launch a smartphone app offering any service.

2. Mobile marketing on smartphones

Mobile marketing can provide customers with time and location sensitive information. While these services have been available for a while, smart phones have made them user friendly.

3. Instant gratification culture

Consumers are no longer willing to wait for rewards or in the case of zMessenger wait for its loyalty benefits. Instead they expect instant gratification.

SLIE VOice: How would you describe 'bigbon' app?

The firm has just launched an app 'bigbon' to push discount, deals and loyalty point's accumulation. It's attempting to combine multiple loyalty cards, including credit cards, issued in Sri Lanka in to one app. Jayomi Lokuliyana expects zMessenger's older products to fade over time and the new ones like 'bigbon' to grow in importance. Already a number of credit card issuing banks and other loyalty program operators have signed on.

SLIE VOice: How about your Competition?

zMessenger is a company who believe in blue ocean strategy. As we were the first to introduce mobile marketing and many other industry firsts to the country thus we believe innovation is the best way to overcome competition. We spend our resources on R&D every year to introduce new products that would seemingly disrupt our existing offering, however we believe it is the best way to stay ahead of this industry. Although zMessenger faced early stage competition from large conglomerates, the company's ability to provide specialized end-to end solutions helped to win strong clientele

SLIE VOice: Your future plans?

zMessenger to become a public quoted digital services company offering a highly specialized portfolio of digital engagement solutions for local and international markets.

SLIE VOice: Who is your driving force?

The fundamental motivator for me to start a business was when I saw the opportunity mobile presented for marketing communications almost 13 years ago in an era where the mobile was regarded as a simple communication device. I saw how it will transform the lives and it is to become the 4th screen of our lives. This excitement together with my passion for creativity drove me into business where I realized that I could exercise my creativity and marketing skills to the maximum.

SLIE VOice: Tell Us more about your family?

I attended CMC Ladies' College Colombo 7 and Girls High School –Mount Lavinia. I'm the eldest of the family and have a sister who is an accountant by profession. My father is a Lawyer and mother is a retired cookery demonstrator.

After completing Advance Level in Bio-Science stream, I was selected for the Faculty of Agriculture-University of Peradeniya. Having had a brief study period in Peradeniya, I opted to return to Colombo and pursue CIM- UK. During this period I started my career at Key Research & Information Ltd-Subsidiary of Ceylinco as a Marketing Executive where I got exposed to B2B marketing, Market Research and Consumer Data. After having completed 3 years at Key Research, I joined Oriflame Sri

Lanka as a Key Account Manager and remained there for two years before moving to start my own venture.

I have two children, age 8 and 13 –who are schooling at Colombo International School. My spouse- Janaka Rupasinghe is also a Co-Founder of the company who has now ventured in to Agriculture.

I have served on the Executive Committees of Chartered Institute of Marketing and Sri Lanka Institute of Marketing. A lecturer for marketing and have lectured at several leading marketing schools. I earned my Master of Business Administration from Postgraduate Institute of Management, University of Sri Jayewardenepura and a Postgraduate Diploma in Marketing from Chartered Institute of Marketing -UK.

SLIE VOice: Finally your message and advice to Potential Entrepreneurs?

Many of those who aspire to become entrepreneurs never get to realize their dreams solely due to inertia AKA “What if” hesitation. We can go thinking of “what if” scenarios associated with starting up risks but none of those fears do any good in moving you towards your goals. So my advice would be, do not plan for all the contingencies, instead just take an actual step of doing what your desire, be it a small online service or a brick and mortar company. Take small steps and see the actual market reaction and then build upon it. Never see failure as the opposite of success, instead see Failure as a stepping stone for success.

"Our special appreciation to Ms Jayomi Lokuliyana for her contribution to SLIE VOice"

Reference-<http://www.echelon.lk/ipg/50-most-powerful-women-entrepreneurs/> U could watch Ms Jayomi’s Business story @<https://www.youtube.com/watch?v=QuuRLMvOiKI>

**“Intelligence plus character - That is the goal of true education.
Rev. Dr. Martin Luther King, Jr.”**



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RESEARCH COLUMN

Case Study by Sekar Gopal, Member-Education Sub Committee, MSLIE

Service Departments Poor Performance & Strategic Intervention by the Management of Muhibbah Engineering (M) Bhd – Malaysia.

A business case study by, **Sekar Gopal (Matric No. 95596)**

UNIVERSITY UTARA MALAYSIA, OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF
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DBA - Doctor of Business Administration Program – for the subject

Business Research Methodology (BDMR 8013) by

Prof. Dr. Dileep Kumar. M

Abstract

This case study describes the problems faced by Muhibbah Engineering (M) Bhd group of companies (Malaysia) due to the poor performance of its service departments. This case was identified as a result of declining organizational performance of the company from the starting of year 2011 to early 2013. The main issues are declining profits (losses), delay in completing projects, customer complaints, skill depletion and poor organizational culture in the group besides other associated issues. The data related to the problems & issues are collected through personal discussions with the Project Directors of the company, company's financial reports, financial research reports related to the company and through company's website articles. The analysis is done on the inputs based on proven management concepts and theories such as leadership styles, organizational culture, span of control, performance management, human behavior and so on. The steps taken to mitigate the problems and the solutions are identified through the changes made in the company through strategic interventions.

The outcomes of each of the major interventions are recorded in this case study for the readers to understand and experiment them in similar and or different situations as the outcomes are positive and proven to be effective.

Introduction

Year 2011, Muhibbah Engineering suffered RM 245 million losses in Asia Petroleum Hub project and the share prices of the company crash down. The Board of Directors of Muhibbah group decided to bring in the young educated family member CJ Mac into the group as Director, who is the elder son of the founder of the company Mac Ngan Boon. CJ Mac academically educated in the west in Engineering and Business join the Board of Directors and started his work as Business Development Director guided by the father and the rest of the Board of Directors.

From its inception in the year 1972, Muhibbah engineering group traditionally known and very famous for marine related construction works was a preferable construction provider for the marine ports construction in Malaysia, Singapore & Cambodia. Most of the Government, Public & Private sector companies look for Muhibbah to do this type of big projects due to the track record and the professionalism shown by Muhibbah with its resources. Over the period of last 41 years, the marine construction industry become very competitive in nature and Muhibbah is forced to compete with companies like IJM Corporation, Gamuda, WCT, Eversendai and many smaller companies competing in this type of projects. As a result, the group was finding it very difficult to get new projects due to political, economical & social influencing factors. This lead to skills migration to competitors and the service departments such as HR & Admin, Quality Assurance, Safety, IT, Plant & Asset performing below satisfactory levels due to the organizational hierarchical set up. Muhibbah started incurring losses due to aforesaid issues by the year 2011, which influenced the management to bring CJ Mac on the Director's board.

CJ Mac studied the overall company's affairs and started observing the organizational culture of the company, core processes performance and the service departments performance critically as a young Director. He also studied the strength and weaknesses of the group with specific reference to core processes and service departments.

His prior experience as a project engineer for 5 years in various projects of Muhibbah helped him to understand the real issues faced by the projects due to the poor performance of service departments. His interaction with the elderly Directors and the peers from other companies gave him more insight into the business and he is clear on what exactly needs to be done in the company for betterment. This has resulted in 3 major strategic interventions of the management besides others, which are described in details in the following pages.

As a result of these 3 major interventions, the company restructured the business processes of the company during the starting of the year 2013 aggressively and rolled out these 3 major initiatives. This has resulted in improved service departments performance as well as the core processes and started to gain good profits and moving forward now.

The profile of the company

Muhibbah Engineering (M) Bhd, shortly called as Muhibbah is the parent company of Muhibbah Group of companies located in Klang, Selangor – Malaysia (source: www.muhibbah.com, 2014). Muhibbah is a public listed company on the Main Board of the Kuala Lumpur Stock Exchange (KLSE) (source: Bursa Malaysia – Stock code 5703, 2014). Muhibbah is renowned for being a leader in Marine Construction since its incorporation in 1972. Today, Muhibbah stands firm in various disciplines of Engineering Construction, both locally and internationally (source: Insider Asia Sep'2013, 2014). Over the last 41 years, Muhibbah has established itself as a renowned international oil and gas and marine engineering specialists providing engineering, procurement, construction and commissioning (EPCC) of LNG jetty, oil terminal, oil storage tanks, gas pipes laying, bunkering facilities, ports, bridges, dams, marine facilities and infrastructure works in Southeast Asia, Middle east and North Africa.

Muhibbah's listed subsidiary on the Bursa Malaysia, Favelle Favco Berhad (source: www.favellefavco.com, 2014) is an international crane maker which manufactures customized offshore pedestal cranes for the global oil and gas offshore exploration and production industry as well as construction cranes to the international construction market.

Muhibbah also wholly-owns a shipyard named Muhibbah Marine Engineering (MME), which builds anchor handling tug boats, supply vessels, accommodation ships as well as ship repair services to the offshore oil & gas Industry.

Muhibbah also has the following subsidiaries, which are specialized in their respective field of engineering:-

- MSI – Muhibbah Steel Industries Sdn Bhd – Fabricating steel structures.
- MPE – Muhibbah Petrochemical Engineering Sdn Bhd – Oil & gas, piping, petroleum and gas storage tanks fabrication.
- MASI – Muhibbah Airline Support Industries Sdn Bhd – Design, fabrication and supply of airway bridges and its maintenance.
- CiTECH – CiTECH Energy Recovery Systems Malaysia Sdn Bhd – Oil & gas platforms waste heat recovery units fabrication and supply.
- MEB CON – Muhibbah Engineering Construction Division – Construction of buildings & infra Projects.

Muhibbah group employs close to 1,200 professionals / employees in approximately 10 countries and also employs approximately 6,000 sub contracted employees in its projects and subsidiaries.

The group's overall turnover per annum stands as of now at RM 2 billion (source: Insider Asia – Sep'13, 2014). The group has ambitious plans to increase the turn over to RM 4 billion within the next 3 to 5 years and working aggressively towards achieving this target.

Muhibbah group's vision & mission statement is "Forging ahead with Globalization and focused diversification in the pursuit of excellence". (source: www.muhibbah.com, 2014).

Muhibbah is currently going through a strategic restructuring program due to the entry of CJ Mac as the Director to the Board since year 2011.

Problem

Muhibbah has grown up organically from a smaller company to a bigger corporate group over the last 41 years. When the company was smaller, the following departments were created to take care of the business processes.

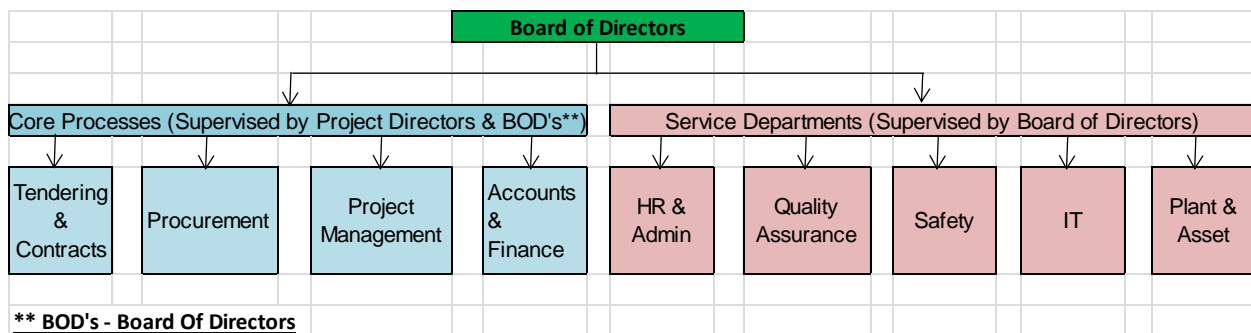
Core Processes (Project Management Departments):-

- Tendering & Contracts
- Procurement
- Project Management
- Accounts & Finance.

Supporting Processes (Service Departments):-

- HR & Admin
- Quality Assurance
- Safety
- IT
- Plant & Asset

Figure 1: Muhibbah Engineering Organization Chart.



The Head of Departments (HOD's) of these processes / departments were reporting directly to the Board of Directors on the affairs of their departments, whilst, the core processes HOD's are reporting in parallel to the Project Directors too, who are responsible for the performance of Muhibbah's projects.

As the business grew up, the company has grown to a corporate company with many subsidiary companies like MSI, MPE, MASI, CiTECH, FAVALLE FAVCO, MME and there were similar type of departments / processes created in the subsidiaries to handle the above processes and the Head of Departments of the parent company Muhibbah were promoted as Corporate Managers to take care of the processes related to Muhibbah's projects as well as the subsidiaries processes. Accordingly, the Corporate Managers started to look into the affairs of the parent company and also the subsidiaries on their respective areas and reported the performance to the Board of Directors. The Corporate Managers of these processes liaise with the Project Directors, Project Managers of the parent company projects as well as the Subsidiary heads.

The Board of Directors used to monitor the Corporate Manager's performance based on their understanding and decisions were made accordingly. As the years passed by, the group has grown and Board of Directors became too busy with the business unit's performance and business growth related issues. Accordingly, their main focus has been on the performance of the core processes rather than the supporting processes performance (service departments) and the Corporate Manager's responsible for the service departments were really not supervised on their performance for a prolonged time period. This has led to the following organizational culture:-

- Corporate Managers of service departments not attending the office regularly and in time.
- Corporate Managers of service departments doing their own business and personal works at office hours.
- Corporate Managers of service departments working without any specific objectives or KPI's and attending to the daily routine works, without any commitment.
- Corporate Managers of service departments working with low morale and enthusiasm.
- Very low accountability and job satisfaction at Corporate Managers of service departments.
- Service departments Corporate Managers were on PAEO (Perceived Alternate Employment Opportunity) culture and so on.

The above organizational culture, lead to the development and aggravation of the following problems:-

Problems faced by the Core Processes

- Cost overrun in many of the projects undertaken.
- Substantial delay in completing the projects.
- Additional cost spending due to quality defects / reworks and delivery related issues in projects.
- Less profit margin to the company.
- Share prices of the company falling down below its issued price.
- Loss of credibility and company image.
- Lack of innovation, knowledge management & automation.
- Loss of competitive advantage.

Problems faced by the Service Departments

- Customer complaints on quality of works carried out in the projects.
- Accidents, Incidents, LTA's (Lost Time due to Accidents) in projects.
- High Employee turnover and absenteeism.
- Low morale of the employees.
- Too old IT operating systems / software with outdated equipment and poor compatibility without any proper policy and framework to meet the technological changes happening in the industry
- Plant and Assets purchased are not properly maintained leading to frequent breakdowns, down times, expensive repair works, unnecessary hiring of outside equipments due to own equipments breakdown etc.
- Skills migration and depletion from the company.

Problems faced by the overall organization

- Project managers and subsidiary heads were not listening to the instructions of the Corporate Managers of service departments.
- Favoritism culture.
- Variation in compensation and unstructured promotions & benefit grants,
- Lack of transparency in personnel and administration activities,
- Lack of performance and learning culture in the organization.

Strategic Interventions

Followed by the financial losses in the year 2011, understanding the need to restructure the company and to improve the performance of the business and the service departments performance, the Board of Directors decided to bring the young educated family member CJ Mac into the business and the second generation director took charge of the business under the shadow leadership of the elderly directors. The young director has relevant education academically from a recognized university in the west and has played observatory role for a period of 2 years in the company (besides 5 years experience in projects as Project Engineer) studying the culture of the company and the business performance. CJ Mac continuously orient with the various department heads of core processes as well the service departments to understand the existing issues of the company and constantly / carefully discussed the issues with the elderly directors and got their inputs and advices on matters of business interest.

After 2 years of study, the young director CJ Mac put up a restructuring plan to the Board of Directors, highlighting the following areas:-

- Business Diversification from normal construction to Oil & Gas construction + normal construction.
- Restructuring the construction business into 3 major business areas like Airport, Building & Infrastructure (ABI), Marine and Oil & Gas with dedicated Project Directors responsible and accountable for business performance of each sector.
- Assigning additional responsibilities to the Project Directors to enhance the performance of the UNDER PERFORMING service departments efficiency to the required levels.

Accordingly, the poorly performing service departments were given the directive to report directly to the Project Directors of the 3 business areas as follows with effect from 01/01/2013:-

- ABI Project Director - Responsible for HR & Admin Department, IT Department.
- Marine Projects Director - Responsible for Plant & Asset.
- Oil & Gas Projects Director - Responsible for Quality Assurance & Quality Control, Safety.

Key Performance Indicators (KPI's) were set for each of these 3 Project Directors for their own area of business as well as for the service department's performance. The service departments Corporate Managers were asked to report their department's performance and affairs to these Project Directors on a day to day basis. This has resulted in establishing KPI's for the service departments as well, which were not there before. These KPI's were linked to the service department's Corporate Manager's yearly performance review for promotion, increment, bonus and other performance related rewards.

Outcomes of each intervention

Intervention – 1 – Business Diversification – Outcome

This was the major policy change in the company's business decision ever, which drove the company to seriously study the requirements of Oil & Gas sector, which led to the following:-

- To collaborate with major Oil & Gas players in the world like Shell, Exxon Mobil, PETRONAS and BP etc.
- The above has created an opportunity to participate in constructing a biggest LNG Oil & Gas project** in Melaka. Muhibbah successfully completed the project with the satisfaction of the client and led to the recognition by PETRONAS and got awarded with PETRONAS License to do major Oil & Gas projects in Malaysia and other parts of the world.
- As PETRONAS License is a very difficult recognition to achieve and since it is limited to only handful of companies in Malaysia, soon after getting the license, Muhibbah's share prices climb up from RM 0.8 / share to RM 2.5 / share.
- Today, Muhibbah is tendering a lot of Oil & Gas projects in Malaysia and overseas, which has good potential for success and growth of the company.



** Figure 2: PETRONAS – Muhibbah LNG Oil & Gas project in Melaka. (Source: www.muhibbah.com, 2014).



Share prices shot up from RM 0.8 / share to RM 2.5 / Share due to the strategic interventions of the management mentioned above.

Figure 3: Muhibbah Engineering Share Price trend (Source: Yahoo Finance, 2014).

Intervention – 2 – Restructuring the Construction Business – Outcome

Restructuring the construction business and division of business resulted in the birth of 3 major construction sectors within the company, which in turn resulted in the following:-

- Project Directors become more responsible & accountable for their own business areas and they really take care of their business areas in their own ways & styles for betterment of their sectors.
- Authority given to them on their area made them to take decisions quickly and execution became faster.
- Competitive aggressiveness came in and each Project Director is trying to compete with each other in terms business performance, revenue creation, innovation, customer satisfaction etc.

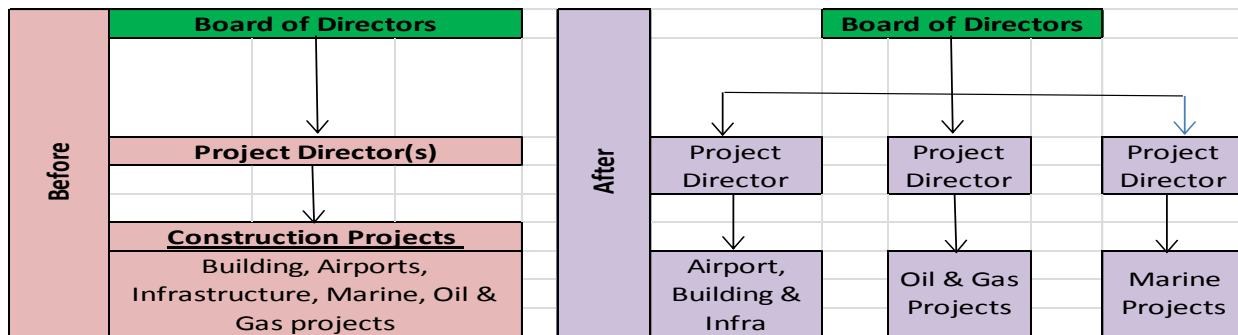


Figure 5: Muhibbah Engineering – Business Diversification. (source: Project Directors,2014).

Intervention – 3 – Assigning additional responsibilities to Project Directors to oversee Service Departments – Outcome

Assigning additional responsibilities of service departments to the Project Directors resulted in the following:-

- Service departments Corporate Managers were given KPI's to achieve and their performance were critically reviewed.
- Complete outlook and the way the service departments operate were questioned and many strategic changes were introduced in this departments such as addition of performing new employees, removal of non performing employees, introduction of new procedures, introduction of new software / methodology etc.

- Regular meetings were conducted by the Project Directors with their respective service department teams and the progress of the service departments went up considerably.
- This has resulted in improved service departments performance, which led to the improvement of the core business processes performance and hence the overall company performance.



Figure 6: Muhibbah Engineering – Service Departments Responsibility Assignment. (source: Project Directors, 2014).

Justification of managerial decision making and critical analysis

While analyzing the above critically, the following are evident.

Area	Analysis
Service Departments Performance	Important for the Organization's Performance as it has direct correlation to the core processes and its performance.
Human Behavior	Irrespective of whether the employee of a company is a worker or a Corporate Manager, monitoring and supervision is necessary to ensure continued performance of the individuals. Prolonged omissions will lead to poor performance and dissatisfaction to both employers as well as employees.

Business Succession Planning	For family owned companies, when the owners of the first generation is getting elder, introduction of the second generation is essential with proper supervision to turn around as well as to sustain the business.
Business Process Re-engineering	When the organizations are not performing up to satisfaction, the critical need for Business Process Reengineering arises.
Business Diversification	At appropriate times, organizations need to diversify their businesses for better performance.
Business Performance Management	For sustainable performance and improvement, KPI's (Key Performance Indicators) are necessary to guide the departments towards performance.
Organizational Culture	Organizational performance is highly related to the organizational culture. Better culture improves performance and vice versa.
Leadership Styles	Leadership styles of top management has direct relationship to the performance of the organization. If the leaders neglects certain areas in the organization, the chances are, there will be problems at a later stage.
Span of control	It is evident from this case study that, even though there are well experienced Directors on the Board, the company's performance can go down if they do not have time to supervise the departments reporting to them directly.

Flux Leaders	Second generation leaders of our times has a distinct advantage over others in the sense that, they are academically educated in best educational institutions. They are techno savvy and this gives a new insight into their business leading to success through innovation, out of the box thinking and so on.
Empowerment	Empowerment of individuals lead to improved performance is evident in this case study as the Project Directors assigned with additional responsibility brought in improved performance and competing culture in the company.

Conclusion

It is evident from the above case study that, neglecting service departments performance over a prolonged period of time can lead to poor performance of the service departments deliverables, which will affect the performance of the core processes subsequently. This will have a direct impact later on the overall business performance of the company.

Strategic interventions are necessary to sustain the business and serious business re alignments become mandatory for improvements in business performance. Many first generation companies suffer serious damages during the elderly stages of the founders due to this fact and those companies, who did the adjustments and succession continued to enjoy the sustainability, growth and stability.

Injection of new talents and young thoughts in the organization in the form of educated young Directors entry to the organization under the shadow leadership of elderly Directors is a good combination for successful organizational turn around.

The above points were evidently proved from the above case study in Muhibbah Engineering, in which the poor performance of service departments were realigned along with the Business Process Reengineering initiatives, which turned the company towards successful path.

Today, Muhibbah Engineering Share price stands at RM 2.5 / share and expected to go up to RM 3.25 / share by mid-2014 as per the predications of the financial advisory sources. By understanding this big leap frog change in the company, we can generalize that, Service Department's performance is crucial for every organization's sustainability and success.

Research Questions

1. Is service department's (HR & Admin, Quality Assurance, Safety, IT, Plant & Asset) performance critical to the organizational performance?.
2. Is success planning necessary for organization's survival, stability and growth?.
3. Is Key Performance Indicators (KPI's) necessary for the departments and organizations?. How do they contribute for performance improvement?.
4. Why do first generation companies fail and what are the factors influence the failure?.
5. How empowerment of individuals help to improve organizational performance?.
6. How does Business Process Re-engineering (BPR) and restructuring helps companies and what are the indicators to initiate BPR initiatives in organizations?.
7. How does leadership styles in organizations influence success and failures?.
8. What are the factors affecting the organizational culture of organizations ?.
9. Does company directors age has an effect on the business performance of the organizations ?.
10. How mentoring by elderly Directors of the company helps the junior Directors ?.

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- e) PETRONAS Muhibbah LNG Oil and Gas Project.(2014). Picture. Retrieved from https://www.google.com/search?q=muhibbah+engineering&espv=210&es_sm=93&source=lnms&tbm=isch&sa=X&ei=ar_sUqbiF-mSiQem_IGQBQ&ved=0CAoQ_AUoAg&biw=1440&bih=791
- f) Yahoo finance.5703.KL Historical Prices. Muhibbah Engineering (M) Bhd. 2014. Retrieved from <https://www.google.com/webhp?tab=ww&ei=jLHsUuGWH-boiAeCtIGYCQ&ved=0CBQQ1S4#q=muhibbah+engineering+share+price>.

Appendices

Appendix – 1 : Muhibbah Engineering – Projects at a glance. Pictures downloaded from the company’s website. (source: www.muhibbah.com ,2014)

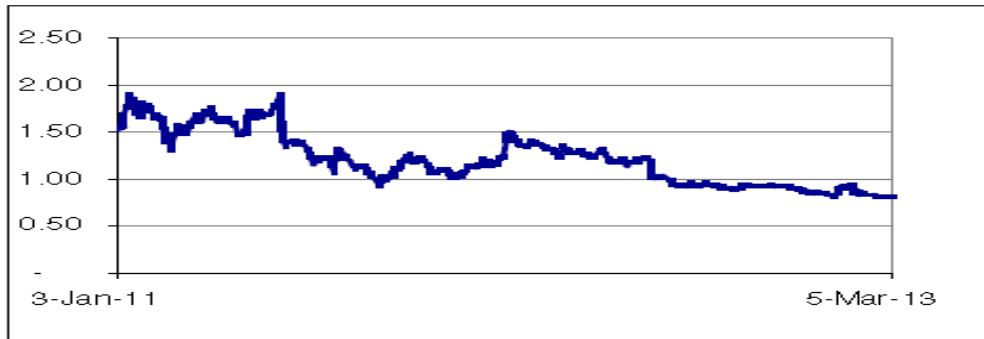


Appendix - 2 : Muhibbah Engineering losses and share prices drop details, downloaded from internet. (Source: Insider Asia – Asia Analytica, 2014)

Muhibbah Engineering (M) Bhd

- RM245m APH provision results in losses

Share Price Chart



Appendix – 3 : Muhibbah Engineering and it’s subsidiary company logos. Pictures downloaded from the company’s website. (Source: www.muhibbah.com, 2014)



-End of case study-

Is Your Proposed Business Financially Viable?

Subject: Financial Indicators

For: Entrepreneurs

Before starting a project, a Feasibility Analysis will greatly help an Entrepreneur to decide on the viability of a proposed project. Results may indicate a “go ahead” or highlight areas which need modification or yet again, dropping out certain items, especially in the case of a multiple-product venture or look for another. Application and understanding of standard business financial indicators will greatly help in this task. These same indicators can be used as performance parameters compared to standards set, as the project progresses, to keep the operation on a profitable level.

Presented by: Industry Advisory Board (IAB) – SLIE

Some Important Financial Indicators-

1. Breakeven: Sales required to meet total costs. $\text{Total Costs} = \text{Variable Costs} + \text{Fixed Costs}$
2. Gross Profit Margin: Gross Sales less Cost of Goods. Standard: 40 -60%
3. Return on Investment (ROI/ROE). Net Income divided by equity. A much better return than what banks would offer should be the goal.
4. Current Ratio: Current Assets divided by Current Liabilities. > 1
5. Debt to Equity Ratio: Total Liabilities divided by Equity. 2:1 (more is risky). Higher equity is preferred.
6. Contribution Margin: Sales – Variable Costs. This factor may be used to eliminate products. Some products may have a small CM but a large sales volume and vice-versa.
7. Income per employee: This factor may help in deciding adding employees during expansion.
8. Return on Assets: Income divided by Total Assets. Shows how well assets are used to generate income.
9. Net Profit Margin: Net Profit divided by Sales. Money made per \$ sales. Ability to cover all operating costs including indirect sales.

10. Cash Flow Forecast: 3 to 5 year forecast. Due to current volatile economies-2 to 3 years. Cash Inflow & Outflow forecast. Ideal would be accruing cash balance forward. However, short-term injection of equity or bank facilities or other may be required to counter negative cash flows.

A sustainable business and mission requires effective planning and financial management. Ratio analysis is a useful management tool that will enable an entrepreneur to work out the viability of a proposed project and also to understand the ongoing performance of a business. These will highlight the strengths and weaknesses of an operation and help to work out initiatives and strategies to improve operations. Liquidity and financial strengths are part of the basics of operational efficiency which leads to desirable profit levels. When looking for funders or investors at the beginning of a project or for expansion, they may also use ratio analysis to compare your business performance to similar organizations.

Although, the above basic financial indicators will serve an entrepreneur well to plan and form a sound business strategy, in the opinion of the Industry Advisory Board, the two most important financial ratios that need extra attention will be the Breakeven Analysis and Cash Flow Forecasts.



INDUSTRIAL QUIZ



Subject: Manufacturing

Good Luck! , IAB TEAM (SLIE)

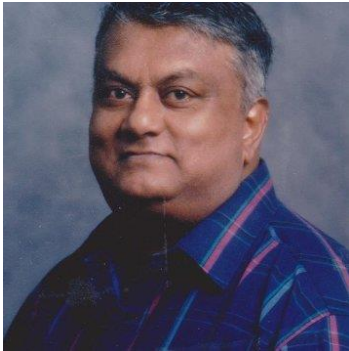
Questions

1. Most goods are produced to international standards.
What is ASTM?
2. In business terms, what is ROI?
3. ISO 9000, 9001, and 9002 and so on are familiar international standards? Where is their headquarters?
4. Electrical power-give numeric values to single phase & three phase (Sri Lanka)
5. What does a Balance Sheet of a company indicate?
6. A small factory needs 400 gallons of water. What should be the size of the overhead tank?
7. In the East, it is called a mould. What is it called in the West?
8. An entrepreneur wants to start all three motors/machines at the same time. How much extra electrical power should he have installed? - express as a %.
9. Name the five basic primary colours from which all others are made in combination.
10. An entrepreneur's business is operating on a breakeven basis. How much profit does he make?
11. What is a-Product Contribution Margin?
12. In industrial quality control systems- what does SPC stand for?
13. What is a Franchise?
14. What is the basic definition of- Productivity?
15. What is the International Standard for making Automotive parts?

Test Your Score: 14 – 15 Excellent 12 -13 Good 9 – 11 Fair

Answers available in the last page

Innovative Technology for Making Flexible Polyurethane Foams for an Entrepreneur



***By Chris Defonseka, Hon. FSLIE
Chairman-Industry Advisory Board (IAB)***

The fascinating world of plastics provides many colourful, cost-effective and aesthetically acceptable products for the consumer, automotive, industrial, engineering, packaging, comfort applications and many others. It even provides a special type of polyurethane foam called-*Memory Foam or Viscoelastic Foam* for space travel. Probably, one of the most important and essential commodities for daily life of people are the – *Flexible Polyurethane foams*- in the form of mattresses, cushions, sheets, slabs, sponges, footwear, padding for garments among others.

Flexible foams have established themselves as the number one material for comfort applications in the world and this is also true for Sri Lanka, where a strong expanding market exists. Although, there are three major foam producers in Sri Lanka, this is a well-established and expanding market and an Entrepreneur can do very well in a small volume operation, using Innovative Technology and marketing will be easy based on quality, diversity and lower prices. This presentation will show how an Entrepreneur with low-capital, basic technical knowledge and a few operators can produce around 2 to 3 metric tonnes per month of foam cushions of various sizes, shapes and slabs for the furniture industry, sheets for the garment industry, wedges/shapes for medical purposes, foam shapes for designer furniture and so on. All wastes can be converted to pillows, adhesives, high-gloss lacquer or protective coatings among others.

Generally, setting up a large volume foam plant will require costly equipment and a large floor area but this innovative technology will show an Entrepreneur how to make top-quality foam products, provided he or she understands the basics of the foaming process.

Basic Infrastructure

Factory - An old house or a warehouse around 2000 sq. ft. with good ventilation will suffice as a factory floor. This building should have easy road access for raw material in-flow and out-flow of finished goods. Water connection through main lines or a well-overhead tank supply.

Engineering Services- Single phase power with power outlets at strategic places. Good supply of water and chemical fire extinguishers with easy access.

Machinery & Equipment- A chemical balance (optional), a digital weighing machine (0 to 1kg), a few test tubes, glass beakers, stirrers, burette, a small platform weighing machine (optional) and miscellaneous items. An electric drill (800-1200rpm) with forward and reverse movement with a long shaft with a mixing disc attachment. A few plastic buckets (large), safety equipment & wear and three or four stands to mount the raw liquid raw material drums in a horizontal position, where taps will be fitted to the smaller 'bung' openings for easy drawing. A wooden table for use when weighing some of the raw materials which will be very small quantities. A small shredder will help to recycle the waste in-house or an Entrepreneur may opt to have the foam wastes outsourced for this.

Labour Requirements- It is best for the Entrepreneur to be part of the operating team, at least at the beginning. Additionally two more operators would suffice at the beginning and take additional staff as the project expands. A foaming/ fabrication operation on different days or other system would greatly help, keeping in mind the limited space available at the beginning of the project.

For cutting the foam blocks, a choice of Hot-Wire cutting arrangement (if allowed) or a small Band-saw machine. Both of these can be fabricated by the Entrepreneur or bought locally at low costs.

Moulds- Rectangular or square moulds can be fabricated out of wood. A strong base with all sides detachable and leak-proof when assembled. An example of size will be – if cushions of sizes 20 x 20 x4 inches and 20 x 20 x 2.5 inches are to be made, the wooden mould should be 21 x 21 x 27 inches (ht). The insides should be smooth, applied with a release agent or lined with thin polythene sheets for easy removal of foam block.

Raw Materials- available through imports via local chemical agents or from one or two local suppliers. All raw material components are liquids and comprise of a – Polyol (45 gal. drums), TDI-Isocyanate (45 gal. drums), Surfactant, two Catalysts, Blowing Agent (water) in small quantities around 10 kg. packs each. Foams are generally coloured yellow to counter UV light action but can be coloured in other colours as well to identify different qualities e.g. different densities.

Alternatively, a foam producer can use Two-Component ready- made systems which is very much easier to process but only one quality can be produced with each system.

Foaming Methodology

Depending on the quality of foam to be made a suitable formulation is worked out and the chemical components weighed carefully. Here, the criteria is density between 1.5 lbs./cuft. to 1.8 lbs./cuft. and an IFD (Indentation Force Deflection) factor ≥ 2.0 (for cushions & mattresses). While density will be related to hardness, IFD is the load bearing factor.

A weighed quantity of Polyol is put into a large plastic bucket and a few grams of yellow colour is added to it and mixed for 60 seconds. The water, surfactant and one catalyst is weighed carefully and mixed together in a large test tube. This mixture is then added to the Polyol and mixed for 10 seconds. The second catalyst is put into the mix and mixed for 8 seconds. The TDI is weighed in a separate plastic bucket and then introduced into the main mix and quickly mixed for 4 -6 seconds. It is essential to pour this mix still in the liquid state into the prepared wooden mould as the final reaction is very quick. Failure to do so will result in foaming taking place in the bucket itself and the batch will be lost.

The liquid mix will turn a creamy colour due to foaming and rise slowly inside the wooden mould. When the foam has risen about one-third of the height of the mould, a thin lightweight (plywood) lid is placed on the rising foam to flatten a meniscus (rounded surface) being formed.

At this time, a hazardous gas will be released from the chemical mix and operators should be adequately protected. Allow the moulded foam to cure and after about 10 minutes de-moulding can take place. Repeat the moulding cycle for continued production.

The moulded foam blocks are then taken to a post-moulding area and kept one-foot apart as the foam will still be in an 'Exothermic' condition meaning heat-giving, and allowed to cool/cure for at least 24 hours. Storing these blocks in a FIFO System (first-in-first-out) will ensure the transition of well-cured foam blocks being taken for cutting and fabrication of end products.

Marketing – should be very easy, as a huge expanding market exists already. The basics for successful marketing of these foam products would be a good 'catchy' brand-name, good quality foam and reasonable pricing. A SLS certificate will help also. An Entrepreneur will find that the production costs are way below that of the large volume foam producers and pricing will be important.

Conclusion- this is a very viable project for an Entrepreneur. With many luxury hotels, resorts, shopping complexes and others coming up rapidly, Entrepreneurs using their imaginative skills could come up with great ideas to generate additional income by producing psychedelic foams, designer lounging chairs, detachable foam furniture and so on.



Author's note: For those interested in these research projects, Chris Defonseka can be contacted via his email: defonsekachris@rogers.com

SLIE News & Events

Undergraduate Multi –Disciplinary Research Poster Competition 2016



All research undergraduates are cordially invited and encouraged to participate in this exciting competition of national value. Of the accepted presenters chosen to take part in the SLIE Forum event, three finalists selected will be awarded valuable prizes and due recognition at the SLIE Forum and Awards Ceremony to be held on January 14 & 15th 2017. "All accepted proposal presenter's names will also be published in the SLIE VOice Online",

For further details please contact Project Coordinators:-

Buddhini (0717222487) - Humanities Social Sciences

Gayan (0773556191) - Engineering Technology

Dr Sanath (0718048755) -Health Science

Rifa (0718274832) - Education

Shashika (0716679681) -Natural Sciences

Submissions should be sent via email to info@slie.lk, education@slie.lk and slieacademy@gmail.com

or alternatively submissions can be sent mail to:

C/o Project Coordinator, SLIE Project Office, #1A/62, 1st Lane,

C.Cyril Mathew Mawatha, Wedamulla , Kelaniya, Sri Lanka.



SLIE

SLIE - First Annual Undergraduate Multi-Disciplinary Research Poster Competition 2016 Forum 2017

An opportunity to share your creativity @ The SLIE Forum 2017

Forum Theme : "Enhancing Entrepreneurship Education and Skills Development"

CATEGORIES

- Business Incubators
- Business Planning
- Creative Ability in Business
- Entrepreneurship
- New Business Concepts
- New Market Oriented Products
- New Product Marketing
- Success in Business
- Technological Innovations

SUBMISSION GUIDELINES

(1) Abstract should be no more than 250 words in length and include the following parameters:

1. The Title of the Poster
 2. The Introduction
 3. Issues addressed in your work
 4. The theoretical framework(s)
 5. The Results/ Conclusions
- (2) Include your full name, institution/ university, contact details in a separate page

REGISTRATION FEES:

It is free to submit an abstract, however if you are selected as a presenter, SLIE Forum Registration fees payable as follows:

- Overseas Participants-\$100
- Participants from SAARC Countries-\$50
- Local Participants-Rs.2000/- By registering you will have full access to all Forum Events

SPECIFICATION & IMPORTANT DATA

- a. Poster dimensions should not be larger than: 48 inches x 36 inches
- b. All posters must be laminated.
- c. Although we request an advance e-copy of the poster, you are required to bring a physical copy of your poster presentation.
- d. Support materials needed (computers, technical services..) for the poster presentations are the responsibility of each presenter.

Registration deadline: September 04th 2016

Submission Deadline: Poster abstracts - August 04th 2016

E-copy of Poster Presentations - August 7th 2016

via < slieacademy@gmail.com >

Submission Method

Submissions should be sent via email to slieacademy@gmail.com> or alternatively submissions can be sent via Sri Lanka mail to: c/o Project Coordinator, SLIE Project Office # 1A/62, 1st Lane, C. Cyril Mathew Mawatha, Wedamulla, Kelaniya. Tel-01 15682849

ELIGIBILITY

- Submissions should be based on research conducted during your time as a student.
- If the research submitted incorporates the efforts of a professor or a professional researcher, it is a disqualification.
- You may submit only one poster abstract in which you are the Lead presenter. First author must be an Undergraduate Student and the submission must encompass one of the categories listed.

PRIZES

Three finalists selected will gain due recognition at the SLIE Forum and Awards Ceremony to be held on January 14 & 15th 2017. "All accepted proposal presenter's names will also be published in the SLIE E Magazine-The SLIE VOICE Quarterly"

- 1st Prize** -  +  + 
- 2nd Prize** -  +  + **Cash Award**
- 3rd Prize** -  +  + **Cash Award**

Further Instructions to Presenters :

- *Poster Presentation Sessions -Dates will be informed in due course to all Participants
 - *A research poster presentation must describe a novel contribution and good presentation. The criteria for selection will be: the Concept, Innovation and Quality.
 - *All submissions will be reviewed during August 15th - 26th 2016
 - *The SLIE Education Faculty will select the abstracts that are most suitable for the competition and winners will be announced on August 29th 2016 via email notification.
 - *On successful completion of the Undergraduate Multi-Disciplinary Research Poster Competition, the selected presenters will be awarded in accordance with the provisions in the Sri Lanka Institute of Entrepreneurship.
- All rights reserved @ SLIE Project Investments LTD**

SLIE Young Entrepreneurial Society Project (SLIE YES)

SLIE YES Mission: "To foster entrepreneurship among students and developing future leaders by establishing SLIE Young Entrepreneurial Societies - (SLIE YES)"

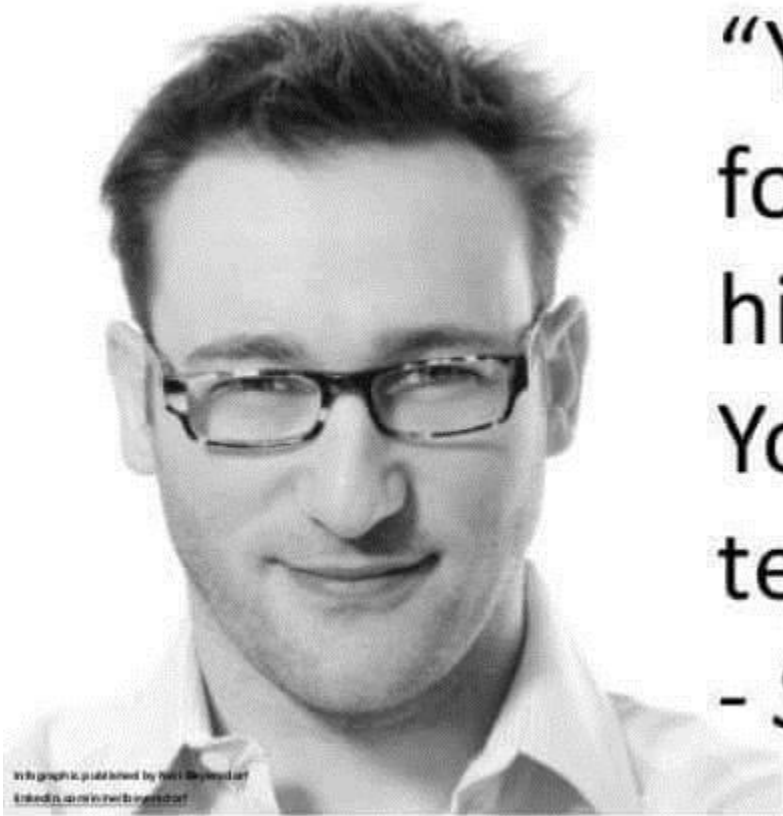


Become a SLIE YES member today -- you won't be disappointed!!!
"We welcome students, undergraduates or graduates and potential entrepreneurs"
We are delighted to announce the eligible Age/Group criteria for SLIE YES membership - : Group (A) 15-19, Group (B) 20-24 and Group (C) 25-29.\

Here's a link to our SLIE YES membership application form Email info@slie.lk and [<slieyes.info@gmail.com>](mailto:slieyes.info@gmail.com) , or For more information please Contact Our Project Coordinators and meet them on prior appointment: PL Charaka(Colombo)-0774737172, Anoj(Matale)-0719531095, Wathani(Jaffna)-0714524844 With Best Wishes!

SLIE YES Project TEAM/Twitter (slieyesproject)

"SLIE YES"-SLIE Young Entrepreneurial Society Project is endorsed by **SLIEPIL**



“You don’t hire
for skills, you
hire for attitude.
You can always
teach skills.”

- *Simon Sinek*

**“Hard work, Innovation, Creative thinking are the Pillars for a
Successful Business”**

Special Announcement from the President / Co- Founder (SLIE) and CEO(SLIEPIL) Tennakoon P B Dankanda, Hon. FSLIE

Sri Lanka Institute of Entrepreneurship (SLIE) was founded on 10th March 2010 and is functioned under SLIEPIL umbrella from year 2016. SLIE Executive Board of Management (BOM) shall function as the ‘Think-Tank’ of the Institute. **The President & the SLIE Executive BOM wish to congratulate the newly elected distinguished personnel for the year 2016/2017:-**

Mr. Tennakoon P B Dankanda (President /Co-Founder),

Mrs. Buddhini.J.A Dankanda (Senior Vice President /Co-Founder & CEO/ Chief Academic Officer),
Vice President (Mr. Patrick Rodrigo),

General Secretary (Mr. Chandrasiri Gannile), Treasurer(Miss Panchali Keerthiratne) ,

3 Corporate Members (Dankanda Plantations Management Ltd, Saviya Management Consultancy Associates ,SLIE Academy) , One Institutional Member (SLIE Project Investments Ltd-SLIEPIL) and Patron(Mr Wilfred Klaassen).

The rest of the TEAM are:- Industry Advisory Board (**IAB**), Academia Advisory Board (**AAB**), Education Quality Assurance Review Board (**EQARB**–Dr. Sunil Nawaratne, Dr. Sarath Buddhadasa, Prof. Gamini De Alwis) and Legal, Auditor, Academic Staff-Education Faculty, SLIE VOice Online Editorial Board, SLIE Journal of Multi –Disciplinary Research & Development(JMRD) Editorial Board, SLIE YES Project TEAM .

The Success Of Teamwork

Coming together is a beginning.

Keeping together is progress.

Working together is success.

~ Henry Ford ~

“Important Official Announcement from SLIE”



The Sri Lanka Institute of Entrepreneurship (SLIE) is a duly constituted and registered Business entity and governed by its constitution. The Public is hereby noticed that SLIE will not be responsible for any transaction or communication by any unauthorized party or parties, who attempt or may attempt to use valuable SLIE advertising content through negligence or otherwise.

"Please note that this notification is also applicable to Honorary Fellows who are no longer members due to termination during their probationary period. They will not be entitled to avail themselves or enjoy any of the privileges of SLIE membership"

For any queries: Please contact the SLIE Executive Board of Management via email at saviyamca@gmail.com, [<slieplc.info@gmail.com>](mailto:slieplc.info@gmail.com) or adminslic@slie.lk

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Welcome Message from Vice President & Chairman / Membership Sub Committee, Sri Lanka Institute of Entrepreneurship

SLIE Membership (2016/ 2017)



"Join SLIE-Your Professional Partner in Business" 'Make a Difference as a SLIE Ambassador'

All Members need to go beyond extra mile to survive -Probationary period of 30days in the SLIE Organizational culture'

Applications for membership in the Institute are to be directed to the Membership Manager of SLIE via info@slie.lk or <saviyamca@gmail.com>

** SLIE Membership Benefits-

- Professional Recognition – Designatory Letters (FSLIE, MSLIE or AMSLIE)
- SLIE Community/ Groups & Get-Together's
- SLIE Faculty for Education & Enterprise Support
- Membership Directory

Please note that- 1-'Only a member -MSLIE, upgraded to a Fellow' and

2- Every cent of your money is utilized to sponsor a SLIE Project **

With Best wishes!

Patrick Rodrigo, Hon. FSLIE

Sponsor for SLIE Projects

“The role of project sponsors is often overlooked by most institutions. But for every stage of a project, there are key executive sponsor behaviors that can make the difference between Success and Failure”.

SLIE Project Investments LTD brings all SLIE Projects under One Umbrella:-

Sri Lanka Institute of Entrepreneurship, SLIE Academy,

SLIE YES (SLIE Young Entrepreneurial Society Project),

SLIE Library & SLIE Voice Online & SLIE Journal of Multi-Disciplinary Research & Development (SLIE JMRD)

In order to improve goals of SLIE in the future we have focused on many activities for our members.

*SLIE Library (e reference), Special events-the SLIE Forum, Business PLAN Competitions, Coordinate with SLIE Undergraduate, Multi-Disciplinary Research Poster Competitions, SLIE Publication -SLIE VOice Quarterly.

SLIE Library-Valuable and informative books will be available for reference to SLIE Staff/ members and students. Donations of books from publishers and well-wishers would be most welcome

Business Plan Competitions-Trophies, Certificates, Scholarships for winners (Entrepreneurs & students)-Annual event

Multi-Disciplinary Undergraduate Research Poster Competition
Trophies, Certificates and Cash Awards for winners' -Annual event

SLIE Awards -Each year, SLIE YES Organizers will be awarded for their efforts. Sponsor an award, and help us celebrate these outstanding people and organizations at our Annual Awards Ceremony

SLIE Grants Projects-V welcome SLIE members to identify projects taking place in communities that need support.

SLIE Educational Outreach- Your sponsorship for SLIE Educational Outreach: - Providing information for educational and research purpose.

Event Cost –For further details U are welcome to Contact us at: Promotion & Advertising Unit
sлиеplc.info@gmail.com, Tel: 0115682849
www.sлие.lk

Entrepreneurs Corner –*The Voice Uncut*

My Thoughts- “Entrepreneurship as the Full Action of the Body”



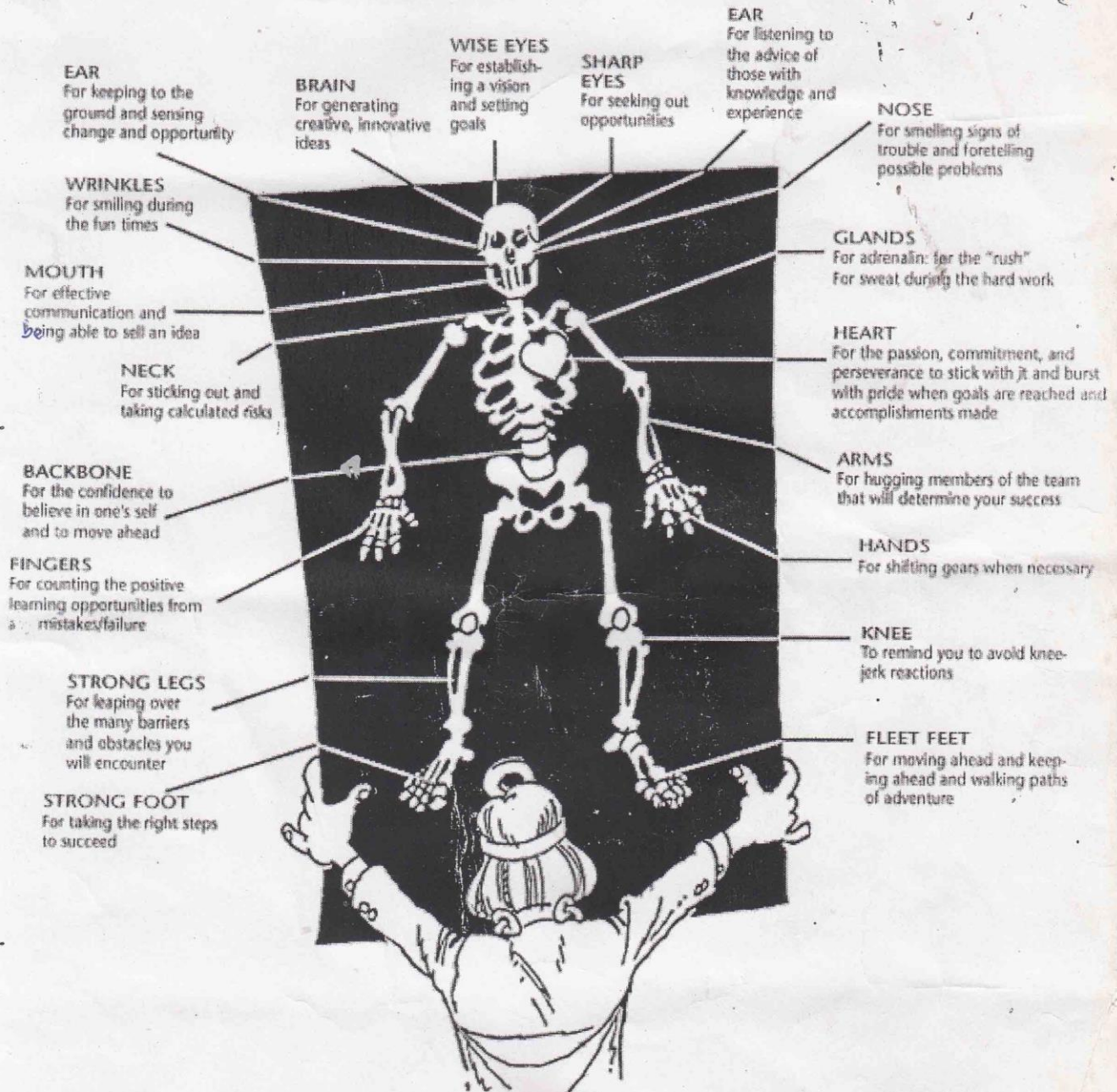
By M M A Latiff, MSLIE

An entrepreneur is a person who utilizes resources available to start a business based on products or services, keeping in line with his or her personal activities.

- The brain generates creative and innovative ideas to start a venture with effective decision making.
- The eyes see the positives and the negatives of the opportunities available to launch a mission based on his or her vision.
- The ears listen and pick up information, advice and knowledge. This will help to know of variations and changes in the opportunities and the business environment.
- The nose helps to smell possible trouble areas and foretell future challenges.
- The wrinkles on the face will reflect the successes and failures of the business.
- The mouth plays an important role for effective communication and interpersonal skills.
- The heart leads for achievement through proper implementation of plans.
- The arms direct the subordinates for good performance.
- The legs and feet help to move about to organize for overcoming obstacles and barriers in achieving set goals.
- The backbone helps to stand straight with self-confidence and motivate others.
- The hands help to swim away from disastrous, sink or swim situations with alternative plans.

Hence, it could be seen, that all parts of an entrepreneur have to perform for successful achievement of a business venture as outlined in the sketch appearing in the next page:

ENTREPRENEURIAL PERSON



"BUSINESS EXCELLENCE - Redefined"

[Nilesh Arora - Business Coach](#)

Founder-Partner @ ADDVALUE, Lean Manufacturing, TPM, Six Sigma, Operations & Business Excellence - Trainer Consultant Coach

Business excellence, in general, has several interpretations, varying according to the business leader's vision and the prevailing business environment.

Market share, turnover, margins, profitability, capacity, capability, and most preferred workplace, financial and operating ratios are some of the key parameters being measured and monitored continually. Employees are pushed to achieve them at any cost. These critical success factors decide the future and longevity of the employees.

Are such parameters individually or in total, the only way to measure business excellence?

Does business excellence only mean growth in the listed indicators??

Is financial growth true business growth??

Is stock price a measure of business excellence?

Real business excellence is far away from financial and operating indicators, where the number game becomes secondary.

Business excellence can be understood in many other intangible ways:

Business excellence is consumer comfort with the products or services, resultant of the trust generated due to repetitive usage. This trust shifts the consumer paradigm away from price competition to an emotional everlasting bond (not to forget that the promised characteristics are sustained).

Business excellence is growth in consumer self-esteem aligned with organisation growth. With passage of time, consumers gain more value out of the product, feel more secure and create legacy of recommendations.

Business excellence is business continuity over the generations - grandfathers recommending a brand to their grandchildren with pride.

Business excellence is empowerment to all employs to enable take decisions as required within their domains. Each one is a mini CEO of his job function.

Business Excellence is a culture, which has room for the employees to make mistakes and create a learning organization - leading to integration of multi skilling and mastery.

Business excellence does not mean doing more out of the available resources; rather utilizing resources optimally, to make a lean, fit, flexible organization working as per customer demand. Lowering operating costs by high capacity utilization for higher margins are a thing of the past.

Meeting customer demand on time, in full, error free is more crucial than anything else. Organization survives only when customer survives. Customer survival is more variety, low volume, speed to market - Product life cycles have shortened, innovation is key.

Business excellence is employee happiness and sense of belongingness. More so, the joy and security which their families enjoy being associated with the organization and considered as the larger family.

In a nutshell,

"Life is beyond money"

"Business is beyond Excel sheets"

The author is Nilesh Arora: Founder – Partner, AddValue Consulting Inc. (AVCI). He is a Lean Trainer and Consultant, Strategic Management Expert and a Business Coach.

"Originally published in LinkedIn-Pulse. By curtesy of Author."

<<https://www.linkedin.com/pulse/business-excellence-redefined-nilesh-arora-business-coach?trk=mp-reader-card>>

Add Value to simplify your colorful life

Life
is beyond Money,
Business
is beyond Excel Sheet !!

WORLD'S FIRST COUPLE COACH

LIFE COACH BUSINESS COACH

Adding Value In Totality !!

Towards the Frontiers of Knowledge

By: T. Arjuna, MSLIE



As a nation, we have stagnated long in the mire of filthy politics, distrust, ignorance, and hatred brought on by a lack of knowledge of the very religion each of us profess; a sign that we think not and only think that we think. We retain the prejudices of our Forefathers, but not their faith. We retain their ignorance, but not their virtues. We have adopted the doctrine of self-interest as the role model for our action; blinded by selfishness. If our society seems tranquil, it is not because it is conscious of its goodness; but because, it fears its weaknesses and its infirmities. Each of us feel the evil within; yet, none has courage to seek a cure. Just like the passions of old men that terminate in impotence, our desires, our sorrows, our joys, lead us to no permanent results. The outcome: poverty, distress, and economic stagnation blanket us, and demoralize us. Minds rebel, yet we remain mindless.

Is it not time we stepped aside from all pettiness's and concentrated on pushing out the limitation of that fools knowledge that has imprisoned all of us in a fool's paradise, a paradise for the display of despair, disparities, and poverty. Is it not time we worked in partnership to move towards the true frontiers of knowledge for the advancement of us all, as one people, one nation, at a time when the world is moving forward as one. Is it not time we commenced to innovate and advance our limited knowledge towards its frontiers.

Is it not time we applied the learning brought on by such knowledge to the improvement of our prosperity, the quality of life of us all; and most importantly, the quality of life of the most vulnerable amongst us; thereby contributing to the advancement and happiness of us all who are a part of this serendipitous land.

In the medical world, clinical definition of death is a body that does not change. Change is life; stagnation is death. At present, the dimensions of our problems overwhelm us. Hence, we stagnate; as we stagnate, we rot; and unless we change, this nation will rot and die. Nevertheless, the cure is there. If we can impart to our children in school a higher quality of learning and relevant education than we do now. If we can improve incomes, co-create and share knowledge with communities. If we can advance to the frontiers of food security, protect our natural environment while doing so.

If we can achieve all of the above as a united people, living in a united nation, respecting each other's culture, traditions, and religion. Then, and only then, will we be looked upon by the world as a cultured and enlightened people, a people who have moved towards the very frontiers of knowledge, and even beyond. Only then will the world extend its hand of help and friendship. If we fail, we shall be condemned to live in the quagmire of the cesspool in which we have been living for so long.

The greatest resources of a nation - any nation - are its people. However, people need to have improved individual livelihoods. Only then will the nation have an increased tax base for welfare and betterment of its people. Only idiots do not realize this. People also need food security and a thriving environment that are the fundamentals to human health security and sustainable natural resources. Peoples in nations that create these fundamentals will lead healthy lives; have safety in food security, sufficient employment resources, and an educated base of children and youth who will be the future contributors to society.

In such nations, peoples will be at peace because engaged citizens make for a more satisfied people capable of better decision making. In this time of radical change, challenges, and a more heightened global interdependence, it is time that we reached out to our neighbours, our communities, brethren, so that we may achieve these basics for all. All it requires from us, the peoples, is to claim back our freedom, the freedom of the individual; and gain back, the honour and dignity usurped from us by crafty and cunning persons who pretend to serve the people.

Life while getting to the frontiers of knowledge is tough because it requires us to think. However, there seems to be no limit to which some will go to avoid the labor of thinking. Thinking is hard work. As a result, all of us necessarily hold many casual opinions that are ludicrously wrong simply because life is far too short for us to think through even a small fraction of the topics that we come across during our time on planet earth. Beliefs and convictions are in almost every case gotten at second-hand, and without examination, from authorities who have not themselves examined the questions at issue but have taken them at second-hand from other non-examiners. Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so.

As a result, they answer an argument by attributing bad motives to those who disagree with them. Using this kind of reasoning, you can believe or not believe anything about anything, without having to bother to deal with facts or logic. It is no wonder that Socrates, that classical philosopher credited as the founder of western philosophy, said: When the debate is lost, slander becomes the tool of the loser.

Many of our fellow citizens no longer have the tolerant souls and morals of free men and women. They have souls and morals of busybodies and petty tyrants who want to run other people's lives. No wonder that simple-truths, often spreads much panic amongst a multitude of hypocrites who run our lives.

For views, reviews, encomiums, and brick-bats: t_arjuna@yahoo.com

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International News-on *current Research & Innovative Programs*

By Chris Defonseka, Hon. FSLIE

This section is presented for the benefit of the readers to keep abreast of some of the important activities taking place on a global scale. Areas covered are- Research Projects, Engineering, and Manufacturing & Entrepreneurship.

Research Projects

Due to escalating climate change concerns arising out of using petro-based products, the chemical and plastics industry has been looking for alternative feedstock, especially for the polymer industry.

A team of researchers from the University of Bayreuth, Germany, looking for a better chemical **Feedstock** for bio-based and bio-degradable polymers have come upon a surprise winner- *Limonene*. They claim that Limonene- a doubly unsaturated terpene is a bio-based, non-food resource, which is mainly derived from the peel of citrus fruits. As the major component of Orange oil (>90%), it is an abundantly available side product of the orange industry. With an estimated annual production in excess of 500 kilotons, this is an ideal feedstock for polymers.

Engineering

UK-based Briggs Automotive Co. is claiming to be the first vehicle manufacturer to develop/make a car with panels made from –*Graphene*, the strong and lightweight carbon material. Graphene is made from sheets of carbon, one atom thick and is lighter and stronger than standard carbon fiber and tests have revealed that it is 200 times stronger than steel. The weight reduction in a vehicle can be in excess of 20% and these benefits can result in significant cost reductions when graphene is also used on a much wider scale.

Manufacturing

Manufacturers of Expanded Polystyrene (Styrofoam) insulation boards can significantly improve their products by the addition of graphite to the EPS polymer matrix. This resulting unique material, slightly greyish in colour due to the graphite particles can both reflect and absorb radiant energy, thereby increasing the insulating capacity of R-value by as much as 20% more than the standard EPS boards. This reduction of radiant energy transmission occurs within the insulation itself. A well-known brand- NEOPOR- is used worldwide in insulation applications, where cost-effectiveness and sustainability are priorities. These insulation boards in various thicknesses are used for insulation of walls, under slabs, roofs, high stress geotechnical applications, exterior insulation and finish systems (EIFS).

Entrepreneurship

As the world educational institutes realize the value of small to medium business operations to counter the constantly changing world economies, North America and Europe are giving top priority to Entrepreneurial Ventures and are introducing effective entrepreneur educating systems. These comprise of both theory and actual hands-on practice via in-house workshops. All participants will follow standard business training in areas such as- business planning, management, marketing and so on, while an individual will select a practical training in- engineering, manufacturing, research, services or other, to be followed concurrently or at the end of the theory semester. They are short but vigorous courses and rewarded with a recognized certificate or longer courses with a diploma.

With a strong team of academics and support from local business houses engaged in a wide spectrum of business activity, SLIE is ideally poised to launch and sustain an effective entrepreneurship program of National value in Sri Lanka. The progress made by SLIE so far is very impressive and augurs well for future International recognition.

Author's note: For those interested in these research projects, Chris Defonseka can be contacted via his email: defonsekachris@rogers.com

The Reader's Corner: The Voice Un-edited

'We Value Your Opinion-Thank U'

Dear Sir/ Madam, **'SLIE VOice acknowledge All Ur Encouraging Comments with Kind wishes and regret that V have space only to publish some'** Managing Editor's Desk

1- 'Dear Ms Dankanda, Congratulations indeed for launching news bulletin of SLIE! Producing, sharing, and disseminating knowledge is indeed a noble deed. May I wish that this publication grow and flourish in the years ahead'. Dr. M. Saman Dassanayake, 30th April 2016.

2- 'Dear Buddhini, Congratulations! U have done a big job. Really proud of U'.
Dr. Wasanthi Madurapperuma, 1st May 2016

3- 'Dear Buddhini, 'Congratulations. This fills a vacuum in the entrepreneur networking in this country'. Dr.Sarath Buddhadasa, 20th July 2016'

4- 'Dear Buddhini, Great Effort. Well done. **Dr. A. Chamaru De Alwis**, 25th July 2016

5- 'Dear Buddhini, 'An interesting and welcome effort'. T Arjuna, 20th July 2016

6- 'Dear Buddhini, 'Excellent effort, keep it up!' Dr. Sunil Nawaratne, 20th July 2016

7- 'Great work Buddhini! Keep it up!' Dr. Nalin Abeysekera, 20th July 2016

8- 'Dear Buddhini, Congratulations! Best Wishes for continued success in your long journey. Every step you move forward is a challenge. Facing it with courage, determination and commitment lies in the collaborative effort of your editorial team',
Rifa, 24th July 2016'

9- ‘Dear Buddhini, Good morning. Read the SLIE Voice. Has come out very well and for a start, the work done is GREAT. Good work. Keep it up. Appreciations to all those who involved. All the best’.

Sekar Gopal., 25th July 2016

10- ‘ Dear Buddhini ...Sri Lanka being a great country with abundant literacy rate it is high time that with strong and consistent promotion there is an availability of a sound platform where investors and entrepreneurs confluence to create industries and employment to make Sri Lanka progress towards self-sufficiency. I congratulate your effort in this direction. I have worked in Sri Lanka for over 8 years and I love this country. Let me know if I could be of any services to your efforts’. Thanking you.

Yours sincerely Shantanu Das Sharma,20th July 2016

11- ‘Hi Buddhini, Thank you for this. Great to see finally the things are getting bit more promising for entrepreneurial mindsets in Sri Lanka which the country has been in dire need for such a long time. All I can say for now is that this is a good start’. Thank you again. Best wishes,

Chinthaka jayananda, 21st July 2016

12-‘Dear Ms. Dankanda,

How good it is to see the gradual growth of SLIE VOice Magazine in terms of establishing reputability and reaching out to a wider audience, using social media. Congratulations indeed!’

Dr. M. Saman Dassanayake, 25th Aug.2016

“Safety is No-01

Culture is No-02....

It is what we do around here”

Our Special appreciation for LinkedIn, FaceBook, Twitter and Research Gate for giving access to share and publish updates of SLIEPIL-SLIE Projects''

‘V invite you all to join us as we promote public communication through study, research and practice’

Contact [Emails-<info@slie.lk>](mailto:info@slie.lk),<education@slie.lk> or slieacademy@gmail.com

Thank U, Project Committee.

voice@slie.lk; Twitter (slievoice)

SLIEPIL-SLIE Website (www.slie.lk)

Request to SLIE VOice Readers:



Check Ur answers; Industrial Quiz

1. American Society for Testing & Materials
2. Return on Investment
3. Switzerland
4. 230V/440V
5. Assets/Liabilities on a given date and time
6. Min. size 4ft. x 4ft. x 4ft.
7. A Tool
8. Min. 40% +
9. Red, Blue, Yellow, Black, White.
10. None
11. Unit Selling Price minus Unit Variable Costs
12. Statistical Process Control
13. License to operate/use Brand Names
14. Basically, Input/ Output ratio
15. QS 9000

Your Score: 14 – 15 Excellent 12 -13 Good 9 – 11 Fair