



Small Business Enterprise

XYZ Ltd

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SEPTEMBER 10, 2015

ILO	Description	Comment
1.1	Produce a profile of a selected small business identifying its strengths and weaknesses	
1.2	Carry out an analysis of the business using comparative measures of performance	
2.1	Recommend with justification, appropriate actions to overcome the identified weaknesses in the business	
2.2	Analyses ways in which existing performance could be maintained and strengthened	
2.3	Recommend with justification, new areas in which the business can be expanded	
3.1	Produce an assessment of existing business objectives and plans	
3.2	Revise business plans to incorporate appropriate changes	
3.3	Prepare an action plan to implement the changes	
4.1	Report on the impact of the proposed changes on the business and its personnel	
4.2	Plan how the changes will be managed in the business	
4.3	Monitor improvements in the performance of the business over a given time scale	
M1	<i>An effective approach to study and research has been applied</i> (student has selected a small business and discussed its comparative measures of performance appropriately)	
M2	<i>Relevant theories and techniques have been applied and a range of sources of information has been used</i> (basic theories of analysis such as SWOT, five forces model, benchmarking, ratio analysis, key	

	performance indicators, business model understood correctly)	
M3	<i>The appropriate structure and approach has been used and a range of methods of presentation have been used and technical language has been accurately used</i> (Communicate the finding in an appropriate report format with valid Harvard references.)	
D1	<i>Realistic improvements have been proposed against defined characteristics for success</i> (The student should suggest realistic improvements for the business)	
D2	<i>Substantial activities, projects or investigations have been planned, managed and organized</i> (Cover an adequate depth in all learning outcomes)	
D3	<i>Effective thinking has taken place in unfamiliar contexts.</i> (the student has been able to identify the possible impact of change and plan how to manage such change at a reasonable depth)	
Assessors Name		
Signature		Date
Student Feedback Response		
I received the feedback and have a thorough understanding on it.		
Signature of the Student: Date:		

Acknowledgement

This would not have become a success without the contribution of many. And I make this the opportunity to thank all of them who gave the support.

I would like to extend my sincere gratitude to..... for his guidance and constant supervision in completing the project.

Also I like to express my special gratitude and thanks to industry persons for giving me such attention and time by providing necessary information regarding the project.

My thanks and appreciations also go to my colleague in developing the project and people who have willingly helped me out with their abilities.

Thank you.

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Table of Contents

Acknowledgement	3
Executive summary	5
Task 1	6
Profile of the selected small business	6
Analysis of the business using comparative measures of performance	9
Appropriate actions to overcome the identified weaknesses in the business	13
Ways in which existing performance could be maintained and strengthened	14
New areas in which the business could be expanded.....	15
Task 2- SME Business plan	16
Assessment of existing Business objectives and plans	16
Revise business plans to incorporate appropriate changes	17
Action plan to implement the changes	17
Impact of the proposed changes on the business and its personnel	18
How the changes will be managed in the business	19
Monitoring improvements in the performance of the business.....	19
References.....	20

Executive summary

Small and medium scale enterprises contribute more on country GDP and can be identified under almost all the industries which owned to the private, government or semi government sector. There are many practices and policies have developed uniquely for SME s. Those policies can be seen in accounting, financing and personal management. As well as most of these enterprises come up with many difficulties due to productivity issues.

This report discuss in-depth analysis on Sri Lanka's major SME company which represent the cable manufacturing industry known as XYZ PLC. Further discuss the solutions to minimize weaknesses and maintain strengths while providing revised business plan to increase the business performance.

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Task 1

Profile of the selected small business

XYZ Ltd is a small business enterprise in Sri Lanka. It is a company which alters to the electronic and electrical category of small and medium scale enterprises. XYZ Ltd was founded in 1969 as a substitute manufacturing company for wire importing companies. Drawn wires were initially manufactured in XYZ. The company was first incorporated as a quoted public company in 1973 and involved in manufacturing power cables, winding wires and telecommunication cables. (XYZ Ltd, 2014)

The XYZ Ltd initially operated as a subsidiary of the Pacific Dunlop cables group of Australia. But after 1996 it became to a Sri Lanka fully owned company. But the company was highly benefited from previous existence as a subsidiary of an international company. Management system and technology of XYZ was upgraded to international standards by the Pacific Dunlop cables group. In 1999, XYZ Ltd was acquired by ACL cables group which considers as the largest cables manufacturing company in Sri Lanka. The company's vision is to "be a house for special cables". (XYZ Ltd, 2014)

XYZ Ltd involves in producing various range of products under above main three categories. Company sells their products in local markets as well as in foreign markets such as SAARC region, African continents, Middle East, Australia and European transformer manufacturers are also an indirect market for Kelani winding wires.

The company focuses on producing those products according to internationally recognized quality standards. Company use quality raw material which import from world renowned suppliers after having preproduction quality test. Company has acquired range of modern machinery that has designed by world reputed designers. And also company has established proper quality system including Japanese best quality practices such as 5S, Kaizen and quality circles. (XYZ Ltd, 2014)

Kelani products produce not only by complying with Sri Lankan standards (SLS), International electro technical commission standards (IEC), British standards, Japanese industrial standards, Indian standards and customer standards.

Safety is highly concerned feature by customers regarding cables and it is prominent in cable manufacturing industry. So it has established quality policy including safety standards. Quality

policy of the company is “Satisfy the customer’s needs by consistently producing and providing the safest cables, conductors, and enameled winding wires with the heartfelt cooperation and participation of our employees whilst continually improving the quality management system”.

Company has obtained awards and certifications to certify the product and process quality. Underwriters’ laboratory certifications have received by Kelani Enamel wires. As well as the Kelani cable is the leading manufacturing company for producing enameled copper winding wires. And also the company has certified by ISO 9001, 14001 and Soorya singhe logo which is awarded by Mawbima Lanka padanama for locally manufactured products and boosting country’s economy. (Healeas, at all ,2010)

Company consists with multitalented workforce and motivates them through properly established induction and orientation process, leadership development initiative and attractive reward scheme. (Shanker, Melissa, and Joseph, 2009)

XYZ Ltd is a member of international wire and machinery manufacturing association. Company can obtain more benefits exceed cost of becoming a member of the organization. IWMA assists cable manufacturing companies worldwide by creating an opportunity to perform in line with international cable manufacturing companies by providing regular meetings and excellent reference material from its library and exchange of technology. Not only that but also it provides financial support through IWMA educational trust fund.

By referring the history and the profile of the company it is able to come up with descriptive SWOT analysis regarding XYZ Ltd. (XYZ Ltd, 2014)

SWOT Analysis

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Strengths	Weaknesses
<ul style="list-style-type: none">• Powerful synergy with ACL cables PLC• Strong capital base as a public quoted company• ISO 9001&14001 certified company• Modern laboratory facilities and machinery• IWMA membership• Internationally accepted standards and technology apply for production system• Awarded by many other recognitions such as –Excellence of environmental system compliance, gold award for good HR practices, gold award for annual SLIM brand excellence• World renowned supplier base• Local and foreign customer base- especially local government related customers and European market• Island wide coverage of retail businesses• Well experienced CEO and director board• Modern central warehouse• Multi skilled workforce	<ul style="list-style-type: none">• Less profitability compares to the competitors• Depend on Limited range of product categories• Over dependence on one key supplier• Export manufacturing company• Comparatively less effort to come up with innovations-Inadequate research and development.• Inability to find additional funding options• Inadequate financing• Internal operating problems-high amount of waste

<p>Opportunities</p> <ul style="list-style-type: none"> • Favorable government policy changes to make external stability • Government institutes act as major market of the company In developing infrastructure- CEB, SLT, Government railway • Increase in development projects launch by the government • Financial and technical support provide by the IWMA • Government make allocations yearly for development of SME s.(Grants) • Low labor cost • Additional 28%duty imposed on cable imports 	<p>Threats</p> <ul style="list-style-type: none"> • Uncertainty of global market as economic instability • Volatility of copper prices and increasing oil prices in global market • Down pressure on cable prices and profit margins as a result of decreasing demand due to global uncertainties. • Threats come from environmental emission related regulations • Threat of product or processes being outdated or replaced by imported innovations. • Unfavorable movements in exchange rates • Steadily diminishing low labor cost advantage • Threat from new entrants and competitor's products • Cost of getting payments from contract based institutional customers
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Analysis of the business using comparative measures of performance

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Appropriate actions to overcome the identified weaknesses in the business

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Ways in which existing performance could be maintained and strengthened

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New areas in which the business could be expanded

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Task 2- SME Business plan

Assessment of existing Business objectives and plans

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Revise business plans to incorporate appropriate changes

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Action plan to implement the changes

[Redacted]

Impact of the proposed changes on the business and its personnel

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How the changes will be managed in the business

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Monitoring improvements in the performance of the business

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