

Executive Summary

This case study provides insight into the relationship of transactional leadership, strategic planning, process management and change in workforce commitment to performance excellence which was derived through process effective process and change management which was studied in relation to the Holcim Accounting and Reporting Principles (HARP) implementation at Holcim Lanka Ltd (HLL).

Holcim is a Swiss based global building materials and aggregates company. As of 2014, Holcim does business in more than 80 different countries and employs 80,000 people. It is the market leader in cement production in Australia, Azerbaijan, India, Slovakia, Switzerland, and Latin America. HLL is a part of the global Holcim Group. HLL is serving 33% of the Sri Lankan cement market where the company focuses on economic, social and environmental performance along the triple bottom line of sustainable development.

Holcim's had a challenge to streamline the processes to improve efficiencies and realise the need of financial and nonfinancial reporting mechanism to support the decision making process. The unique system HLL used to streamline information flows to standardise both financial and nonfinancial information was HARP. This case study is conducted with the key purpose of investigating how transactional leadership, strategic planning, process management and change in workforce commitment lead HLL to achieve performance excellence through HARP implementation.

Data collection and analysis include both qualitative and quantitative data types gathered through primary and secondary sources, whilst the major proportion and focus was given to qualitative data types. As primary data collection method ten interviews and two focus group discussions were performed and as secondary data collection internal information like HLL official website, HLL intranet, HARP manual and external information like web sites, press releases and published articles.

Study revealed that a well guided and stable leadership style drove the change to achieve result of HLL, strategic planning enabled HLL to create a strong strategic focus which resulted in strong strategy across entire business, process management drove HLL to achieve consistent result ensuring compliance and change in workforce commitment as a moderator which influences the impacts of transactional leadership, strategic planning and process management positively in achieving business excellence. Study also demonstrates the secondary information (fixed cost, variable cost, cost income ratio, reporting timelines and compliance) which reflect how HLL has improved its performance after HARP implementation.

At the end of the case study recommendations derived from the writers' analysis are shared in detail. These recommendations outline based on implications to the management and implications to the Sri Lankan companies aspects.

With the successful implementation of HARP and thereby standardising the information which leads to effective decision making, HLL is achieving performance excellence in terms of cost reduction, improve reporting timelines and zero noncompliance.