EXECUTIVE SUMMERY

This case study provides a comprehensive idea on the relationship of successful resource management in terms of manufacturing operations, stakeholder management and technological enhancement to achieving triple bottom line by an organization / industry. This was studied in relation to the implementation of Holcim Geocycle at Holcim Lanka Ltd (HLL).

HLL, market leader in the cement market in Sri Lanka is a member of LafargeHolcim, the global leader in building materials. LafargeHolcim is a manufacturer of building materials which claims to be the largest in the world, with a presence in 90 countries and 115,000 employees. HLL is serving nearly 40% of the Sri Lankan cement market with well established brands 'Holcim Sanstha' and 'Lafarge Mahaweli Marine' where the company focuses on economic, social and environmental performance along the triple bottom line of sustainable development.

Sustainability is a challenging topic for cement industry as a single industry accounts for around 5% of global carbon dioxide (CO2) emissions. Simultaneously waste management has been identified as a critical environmental, economic and social issue in Sri Lanka. The case study explains how the carbon foot print of HLL is reduced through waste management solutions of Holcim Geocycle, while providing solutions for social and economic gaps. There, the co-processing at cement manufacturing plants is the key activity which provides the basis to Geocycle.

This case study is conducted with the key purpose of investigating how successful resource management in relevance to Holcim Geocycle led HLL to achieve triple bottom line. Successful resource management is illustrated here in terms of operations at manufacturing plants supporting co-processing, collaboration of waste partners for waste management excellence, technological enhancement in upgrading waste management solutions. Further, vision and cultural behaviors of the organization is evaluated as an important influencer toward achieving the ultimate goal.

The case revealed the positive impact of Geocycle on profit mainly through coal substitution and solution selling; on planet through providing sustainable waste management solutions and reducing fossil fuel utilization; on people through empowering small scale rice husk and saw dust providers.

In terms of data collection, both qualitative and quantitative data were gathered through primary and secondary sources. The main focus was given to qualitative data types and the primary data collection method. Ten depth interviews and two focus group discussions were carried out. As the secondary data internal information such as sustainability report, business review, HLL official website, HLL intranet, presentations on Geocycle and external information such as published articles, web sites, press releases & global reviews were captured.

As recommendations, the case proposes to communicate about Geo-Cycle in more aggressive manner, focus on electronic waste, hospital waste & sewage and Non-Kiln Based Solutions (NKBS). These recommendations outline based on implications to the HLL management and implications to the industry.