

## EXECUTIVE SUMMARY

Quality Seed Company (Pvt) Limited is a reputed horticulture company under the arms of Hayleys Agriculture Holdings Limited. The company started in 1980 as a partnership with Syngenta Seed BV, Netherland who is a leading seed production company in the world. With the partnership, over three decades Quality Seed had to deal only with Syngenta and they had to run the business with one product category (F1 hybrid flower Seeds). In 2010/11 with the Syngenta decision to have their own production facilities partnership was terminated. With the termination company management faced many challenges to recover but within shorter time period company revamped the business and during past eight years company reported continuous business growth. Thus author selected Quality Seed as the studying organization. Further there is increasing opportunities in the horticulture industry and Sri Lanka represents only 0.1% of the global horticulture exports. In this background studying success of horticulture company will creates benefits to the industry people for their developments.

Scholars' arguments, definitions and dimensions on the key elements of the case framework were discussed in the literature review. During the preliminary studies author identified three key drivers which contribute for the continuous business growth. Proper execution of diversification strategy, promoting intrapreneurship and adapting technological capabilities are the key drivers identified and continuous business growth is identified as the significant outcome over the last eight years. The four factors were carefully studied with reference to empirical studied conducted by many scholars. Author referred many research articles, periodicals, books and online documents and etc. to gather scholars' arguments in the respective areas. Author used search engines like Emerald and EBSCO and brought up the definitions, attributes and impact on organization by the drivers identified in case frame work.

Author selected most appropriate definitions for the each and every factor in the case framework and discussed such definitions as the base to use in this case study. Based on the literature and with the findings of pre-study author has developed interview guide to collect primary data on Quality Seed Company. After filed testing author amended and finalized the interview guide and developed for different level of participants. Then author has selected ten individual staff members to conduct in- depth indivial discussions and selected four focus groups with four members for each group. Author visited production facility at Boralanda (Bandarawela), Sales outlets at Boralanda, Nugathalawa and

Thalawathugoda and conducted interviews. Other than the staff members, opinions of two customers were taken. Author brought evidence from the secondary data sources to justify the findings of primary data analysis. Author referred secondary data sources such as brochures, website, audited accounts, internal documents, awards application and etc.

Company business focus was changed by new leader appointed and he converted single product to diversified product portfolio within shorter period. New leader is a risk lover and always challenged the normal practice and tried to see things in different new angle. This was a major reason to change the company focus and this personality helped the company to bring more F1 Hybrid seed customers which is not the industry norm with the high risk of protocol sharing. Company management created friendly and innovative culture and this helped employees to come up with new ideas. This was another reason for company progress and employees exhibited more entrepreneurial traits and characteristics. Though there is climatic dependency company overcome such obstacles by using advanced technologies and by using international knowledge in their operation.

There was significant contribution by three drivers: executing diversification strategy, promoting intrapreneurship and adapting technological capabilities to the continuous business growth of Quality Seed Company. This was identified by the careful analysis of primary and secondary data sources with reference to the literature review. There were significant interrelations between three key drivers on the company success. As a subsidiary of Hayleys Group, company received many business opportunities through the Hayleys brand value and reputation. Diversification strategy of the company has direct impact from the Hayleys culture as it is a diversified reputed conglomerate. Same as other companies there is significant impact of PESTEEL factors to the company performance.

There are many lessons from this case study and author highlighted key learning points. Majority are thinking that there is no room for intrapreneurship specially in the cooperate business. Author identified with proper management support and free working environment it is possible to promote the intrapreneurship within organizations. Further author developed some case study questions and this will facilitate future learning community. Finally author would like to conclude the case study finding as Quality Seed is a diversified horticulture company with wider product range and operating in different markets in both local and international markets. Intrapreneurial culture and technological capabilities has direct impact on the business growth and there is integrated impact of three drivers on the business growth.