

Executive Summary

This document is the comprehensive report on the Entrepreneurial Skills Project performed by D.M.A.B. Dissanayake (MBA/16/3984) and W.A.R.D. Perera (MBA/16/4087) - hereinafter referred to as “the entrepreneurs”, the proposal of which was approved by Dr. Travis Perera and Prof. Ajantha Dharmasiri in September 2017.

The Report analyses the logic for the creation of the new business, the underlying Business Model & Business Case, Market, Financial & other Feasibility Analysis and the resources expected to be utilized by the entrepreneurs during the project execution.

The Report also examines the challenges faced by the company and the manner in which strategic and operational decisions were taken to adapt to dynamic business and general environmental reality from the perspective of different theoretical frameworks including, but not limited to, Mintzberg and Walter’s (1985) Strategy Formulation methods (Planned, en route Emergent, Entrepreneurial and Emergent Strategy).

The report concludes examining the learning’s achieved, financial and non-financial results of the initial phase of this long term project initiated by the entrepreneurs.

The nature of business undertaken by the entrepreneurs relates to the initiation of a predominantly organic agriculture based export business support by industrial crop exportation and real estate incomes. The challenges faced included the lack of resources (Labour, Capital, etc), the adverse impacts from flora and fauna, government red tape and inclement weather conditions which set back the project somewhat. The report also details the counter-attacking strategies followed by the entrepreneurs to deal with the challenges and how they were fully or partially overcome.

By the end of the time period relevant to the project - that is, by 31st December 2017 - the project had not fully realised the committed benefits but had started generating some cash flows while successfully establishing a solid foundation to deliver stronger financial and operational performance 2018 onwards.