

Executive Summary

This Management Case Study was conducted with the intention of qualitatively and quantitatively analysing the success of Raigam Wayamba Salterns PLC, along with understanding the reasons which have paved way for the growth. Further, discovering environmental factors and internal/external policies that have affected the company in both positive and negative aspects, was an objective as well.

Data collection was primarily based on 12 in-depth interviews conducted with individuals from the leadership team and various management levels of the company. Further, secondary sources such as annual reports of the company, official websites, numerous news articles and industrial publications were used to extract financial data, develop a theoretical background, and confirm certain claims made during interviews.

Raigam Wayamba Salterns PLC, a salt manufacturer for retail and industrial markets, is a subsidiary of the well-known Raigam Group. Getting established in 2005, and going public in 2010, the company has a history of approximately 13 years. The strategic mindset and long-term vision of the leadership team have been a blessing for the company, as the initial strategies and resultant policies established by them have been instrumental for the sustained growth of the company. Vertical integration and aggressive expansion have been the two main strategies employed from the outset, which have enabled the company to keep raw material production under their control.

The company has identified retail chains as the most critical external stakeholder, and their trust is maintained through consistently meeting their demands, even during difficult times for raw material sourcing. Product quality is another top priority of the company, with policies and implementations in place to uphold the quality-centric approach at all times. All these dynamics have been assisted by key strengths of the group, particularly in the form of powerful distribution channels and a strong brand image.

Above dynamics have propelled the company towards sustained growth over the past decade, barring minor dips in revenue at certain points due to external factors. As per financial statistics, the company has shown exponential growth in the last two years. However, the magnitude of the success could only be sustained if the company identifies the opportunities and threats that lie ahead, and take appropriate measures to manage those.