

point to learn how the acquired company reached this level and what strategies and new methods were adopted by Kelani Cables to come to this junction.

Chairman Mr Upali Madanayake, Deputy Chairman Mr Suren Madanayake and board of Directors gave a high degree of autonomy to run Kelani Cables independently to get the maximum benefit to the group. This was considered as the most important strategic decision taken at the initial stage for visualizing the future of both companies. Today two strong brands are competing with each other for individual market shares and finally benefitting the group. The other important area was to keep strategic interdependence at a low level and they wanted to operate Kelani Cables independently. Both companies operated based on their own strategies. Mr Suren was well aware of cultural incompatibilities of both companies and he wanted to grow both companies their own way by adopting modern technology. Preservation approach was continued from acquisition to date as Kelani cables operated with a high degree of autonomy and independence.

ACL Cables and Kelani Cables had same product portfolio and they catered to the same market segments. Most important and difficult part was to manage two organizations without having conflicts with each other. Mr Suren always set guide lines for both marketing operations and everything did with the intention of growing both the companies. From 1999 to 2003 Mr Suren managed the company as Managing director of Kelani cables and with his busy schedule he couldn't spend much time and finally Chairman, Mr Suren and board of directors decided to appoint Mr Hemantha Perera as the Managing Director (MD) of Kelani Cables. He managed the company from 2003 to 2010 and during the period many initiatives were taken place for the growth potential of the organization. This was a leadership turnaround of the company.

First thing he did was, brought the vision of the organization as “**Market Leader in the Cable Industry**” and subsequently changed the logo with strategic meaning and with blue and green colors. Even today this is depicted as one of the best logos in Sri Lanka. MD realized that with the union he cannot bring the company to the next level and step by step discontinued the union with so much of difficulties. Parallel a joint consultative committee (JCC) was formed and all workers problems were handled through JCC by giving immediate solutions for their day today problems. Un unionized environment immensely contributed to implement new systems and new things. New HR system introduced to the organization and new employee evaluation system introduced to measure annual performances beneficial way to the workers and to the company. Non-