



**A STUDY ON
STRATEGIC ORGANIZATIONAL CHALLENGES
TO SRI LANKAN PEPPER EXPORTERS**

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ABSTRACT

Pepper is one of the oldest and most important of all spices. In the modern world it has earned the reputation as king of the spices. Pepper is ruling the spice trade both in terms of volume and value. Pepper is the second most important spice crop grown in Sri Lanka after the cinnamon and Sri Lankan pepper exports has been reached across the world. In 2018 around 65% of pepper exports were destined for India, 20% to the European Union. Main destinations in the European Union market were Germany (12.4%), Slovakia (2.2%) and Spain (1.6%). The United States accounts for 6.4% of Sri Lankan pepper exports. Hence, in recent years due to many struggles and constraints there have been a declining trend in export of pepper products from Sri Lanka. Exporters are highly striving to get the right position in global markets in terms of price and quantity. As driven by that, this study is focused to understand the export value chain of pepper products and to identify the strategic challenges facing by Sri Lankan pepper exporters. Michael porter value chain model is taken as the basis for carryout this study and through this, relevance and the applicability of Michael porter value chain to Sri Lankan pepper exports is examined by researcher. Thus, this study is going to be conducted in qualitative research manner and 8 pepper exporters were interviewed for the study by using maximum variation sampling strategy. Hence interviewed data were analyzed by thematic analysis method. Through that research has been made comprehensive attempt to develop the conceptual framework by revisiting Michael porter value chain model.

Key words: pepper, export, strategic challenge, value chain analysis.