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GENERAL SIR JOHN KOTELAWALA DEFENCE UNIVERSITY

**CHALLENGES FOR AUTOMOBILE INDUSTRY IN SRI LANKA UNDER
THE NEW GOVERNMENT POLICIES IN ACHIEVING LOCAL AND
FOREIGN AUTOMOBILE MARKET**

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COVER SHEET

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AIM

The aim of this project is to provide awareness and sufficient education on challenges that must face for automobile industry in Sri Lanka under the new government policies in achieving local and foreign automobile market.

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DECLARATION

We declare that this report is an original work done by the following group members who have all actively made a contribution. Any other work of a similar nature has been appropriately referenced in this report. This does not contain any material previously published or written by any other person or ourselves except where due reference is made in the text.

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CHAPTER 1

INTRODUCTION

1. Sri Lankan automobile industry is mainly consisted of motor vehicle retail sector and after sale service sector. In Sri Lanka still, there is no developed automobile manufacturing process, so it is based on importing motor vehicles from foreign countries and assembling motor vehicles. The automobile industry which started with the first motor vehicle in 1902, has improved to 8,095,224 total vehicles in the year 2019 according to the ministry of transport survey report.
2. From 1902 to the present, the industry faced a lot of challenges, improved after sales services. Pandemic situation all around the country created many rules and regulations. In this total period, many policies were created by several government authorities related to the automobile industry. According to those policies the industry has changed in several ways as some policies acted as challenges and others were strengths.
3. Under the new government policies, many challenges occurred in achieving local and foreign automobile markets. These challenges affected the Sri Lanka motor vehicles sales every year as well as many more sides of the industry. These challenges were discussed in this presentation with several data resources like survey reports.

CHAPTER 2

HISTORY OF AUTOMOBILE INDUSTRY IN SRI LANKA

4. In most cases, Sri Lanka's automobile business is reliant on imported vehicles, with most of them being reconditioned Japanese vehicles. However, there have been various car assembly efforts since the 1980s. Sri Lanka's UPALI Corporation assembled Fiat and Mazda vehicles. However, by the mid-1980s, it was finished.

5. Prior to 1977, British and European car brands such as Ford, Mini, Rolls Royce, and others dominated the post-colonial Sri Lankan automobile market. Purchasing an automobile was once a luxury reserved for the upper crust of society, as vehicle imports was closely regulated, and taxes were exorbitant.

6. Edgar Money imported the first motor car to Ceylon in February 1902, an 8 hp single cylinder steam driven Rover locomobile. He was a partner in Boustead Brothers of Colombo at the time, the business that brought electricity to the island and owned the Colombo Electric Tramways and Lighting Company, which was later purchased by the government.

7. When Money's car arrived in Ceylon in 1902, the road infrastructure barely connected the major cities and was designed for horse-drawn carriages and bullock carts. Because there was no macadamized surface on the roads, driving was a dangerous experience. It's no surprise, then, that Money had to slog his way across the country at a speed of 10 to 15 miles per hour! For the next few decades, the legal speed limit was 25 miles per hour, which was considered excessively fast.

8. A 5 horsepower Oldsmobile brought by G.C.Gnapp in 1904 was Ceylon's first petrol-powered car. He went on to become an international car dealer. Both E.L.F de Soysa and N.D. B. Silva, the plumbago mogul, were the first Ceylonese to acquire an automobile, and both drove Oldsmobiles. Despite the fact that there were only 21 automobiles on the island in 1904, there were plenty of fans, prompting Harold North, a tea planter from Gampola, to organize a gathering of enthusiasts at the Queens Hotel in Kandy.

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9. The Automobile Club of Ceylon was the name given to the newly founded organization. Brig-Gen. C.C.L. Money served as the organization's inaugural President, with Harold North serving as Secretary/Treasurer. Founder Members are the first 100 people who join the club. F.J. de Saram (Jnr), a partner in the legal company of the same name, his son Leslie de Saram, and Dr. Van Rooyen were the only Ceylonese Founder Members. F.J. de Saram (Jnr) was the first Ceylonese to purchase a Daimler automobile. In 1918, his son Leslie succeeded his father as the head of the legal company, and he is known as the generous giver of the land that now houses St Thomas College, Gurutalawa.

10. Ceylon has been importing automobiles for almost 110 years. Many modifications have transpired in the following years, rendering the original automotive scenarios unrecognizable. While the United Kingdom and Europe dominated the automotive sector in the early years, the national fleet presently contains over 80% Japanese and Korean automobiles. The largest corporations that provide services to motorists are no longer British-owned, reflecting changes in the economy and the emergence of indigenous entrepreneurship.

CHAPTER 3

NEW GOVERNMENT POLICIES FOR AUTOMOBILE IN SRI LANKA

11. Taxes on imported stuff is one of the major incomes for the Sri Lankan government. So, the taxes applied to the automobile spare parts play a huge role in controlling the automobile industry in Sri Lanka. We still do not have the technology required to design all automobile spare parts locally, and thus some of the spare parts must be imported to develop the automobile industry.

12. But the import taxes levied on vehicle spare parts are high because the new government policies mainly focus on earning the government income from taxes. The requirement of Spending large amounts of money on import taxes makes the automobile industry more challenging in Sri Lanka. And those taxes are constantly changing, so the uncertainty arises of government taxes are also unfavorable to the automobile industry.

13. Government policies that persuade the manufacturing of spare parts locally are not much dominant. According to the policy, “Local automotive assembly using 30% of locally manufactured brand-new parts.”, there is some encouragement to manufacture spare parts locally, but it is only for 30%. If this percentage increases, the automobile industry will rise to the next level.

14. In Sri Lanka, when initiating a new industry, the process of that whole industry is well analyzed by environmentalists to ensure that the industry does not irreversibly damage the environment. Due to the lack of space in the country, many of such huge industries are recognized as threats to the environment. This is mainly because of the poor waste disposal methods.

15. So, the strict environmental policies act as a barrier when implementing the automobile industry in Sri Lanka. Some of the raw materials required for the automobile industry (Aluminum, Iron) can be found in Sri Lanka. But the environmental policies do not allow the use of raw material reserves, emphasizing that it may cause environmental damage.

16. According to the government policies in Sri Lanka, the minimum labor wage is comparatively high. And the government does not have allowed flexibility in the labor laws. Because of this, the automobile industry has become a more challenging industry because it cannot manufacture its out product for a reasonable price and compete with foreign manufactures.

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17. When we talk about the investment process for the automobile industry, banks are not willing to lend loans to start such a massive business because the future and the profit of the industry are not clear enough under the new government policies. Many local investors cannot afford such a massive investment on their own. There are very few government policies that persuade local investors to invest in the automobile industry compared to other countries such as India and Japan.

18. There are some supportive government policies for foreign investors. For instance, the following transparent investment laws aim to foster foreign direct investments, the total foreign ownership is permitted across all areas of the economy, No restrictions on repatriation of earnings, fees, capital.

19. Regardless of these supportive policies for foreign investments, there are also some disadvantageous policies. For example, there is a 100% land tax for foreigners imposed on the property value, and this will double the cost for foreigners. Comparatively expensive and unproductive labor, Strict environmental policies set on the industry also make the automobile industry more challenging for foreign investors.

20. Under the new government policies, the prices of fuel (diesel and petrol) are quite high again because of the levied taxes. And at the same time, government policies decide not to decrease fuel price, even though the fuel price decreases in the international market.

21. They target to maintain the fuel price roughly a constant and plan not to increase the fuel price when the global market increases the fuel price. The automobile industry requires fuel in a large amount. Expensive taxes imposed on such a basic requirement is very unfortunate for an industry.

22. As mentioned earlier, the Sri Lankan government gets a significant income from import taxes. So, before the Covid 19 pandemic, the government earn a good income from the taxes of the imported vehicles. So, the government policies tend to focus more on imported vehicles rather than persuading investors to invest in the local automobile industry.

23. Because of this, they did not implement policies to develop the automobile industry in Sri Lanka. So, Sri Lanka does not have developed technologies associated with the automobile industry to compete with foreign automobile industries. This is also a significant reason for the lag development of the automobile industry in Sri Lanka.

24. The new government policies do not tend to establish the branches of foreign leading automobile companies in Sri Lanka. For instance, in 2020, many leading automobile companies(e.g.-Toyota) took away their branches established in China because of the Covid 19 outbreak.

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25. And they decided to establish the branches in other Asian countries. The Sri Lankan government did not pay much attention to take those companies to the country because the government policies have a significantly less tendency to do so.

26. In Sri Lanka, the policies that affect the automobile industry change from time to time. Especially when the government is changed, the new government changes the policies that the previous government has implanted. These constantly changing policies are also unfavorable to the future of the automobile industry.

CHAPTER 4

CHALLENGES FOR AUTOMOBILE INDUSTRY TO ACHIEVE LOCAL MARKET

27. It is a developing country in the third world like Sri Lanka. There are a number of factors to consider when developing a local market. These challenges and factors will apply both to the local markets and foreign markets in consideration. As well as, the automotive industry has always had challenges, particularly with environmental pressure, CO₂ emissions, safety issues that lead to recalls, and vehicle weight reduction.

28. COVID-19 is likely to create irreversible conditions, while technology will continue to transform how businesses operate and the informal rules of the government of Sri Lanka. If the government of Sri Lanka is informal, Sri Lanka does not provide de minimis treatment for the application of taxes on inbound shipments. Further, airport authorities do not provide preferential treatment to express cargo airlines. Rather, express shipments must undergo the routine examination procedure by security and the airport's authority, which delays clearance.

29. Sri Lanka enacted a new antidumping and countervailing duties law and a safeguard measures law in 2018 to provide protection to domestic industries from injurious dumping and subsidization and for the application of safeguard measures where import surges cause or threaten to cause injury to the domestic industry. The laws are not enforced yet as the government has not published implementing regulations.

30. Local nomenclature is very important to the local manufacturer. Because his progress depends on its buyers are likely to call everyone who looks appropriate, if there are only a few. Online marketing can be introduced as a solution to this.

31. Through this online review management, creating use-friendly web experience, SMS marketing, create an experience customer preterm can be used. Also, as Sri Lanka is a tax-dependent country, buyers have flocked to the market due to the high tax levied on cars. As a solution to this, the import tax deduction can be deducted from the purchase of a vehicle. And if manufacturers have the knowledge and skills to start their own businesses, they can build a product-based economy by providing low-interest loans. This is still a successful tactic used in China.

CHAPTER 5

CHALLENGES FOR AUTOMOBILE INDUSTRY TO ACHIEVE FOREIGN MARKET

32. Labor availability, R&D initiatives, geographic advantage, and government assistance all help to support Sri Lanka's automobile sector. Sri Lanka is one of the region's most promising and fastest-growing vehicle markets. Sri Lanka's automotive market is compared to five of its regional competitors in order to assess Sri Lanka's regional position and evaluate its operations. Asia Pacific, Europe, the Middle East and Africa, North America, and Latin America give the sector a worldwide perspective.

33. Sri Lanka's automotive market is compared to five of its regional competitors in order to assess Sri Lanka's regional position and evaluate its operations. Asia Pacific, Europe, the Middle East and Africa, North America, and Latin America give the sector a worldwide perspective in 2021, an estimated 80% of automobile purchasers began their search for a vehicle online. The importance of offering completely digital purchase choices has risen because of COVID limitations. Prior to the social distance between dealers and consumers, online platforms had already been essential to automobile sales.

34. The dealership, like the consumer, is an important element of the purchase process. Buying a car online isn't as simple as most e-commerce purchases. For one, cars are expensive, and are not often returnable. Many brands do now offer online-only purchasing options and will deliver cars to your house.

35. Car dealers have been attempting to figure out how the autonomous vehicle and car-sharing revolutions would affect their companies. Although the problem isn't directly related to the events of 2020, it is a key change to understand and overcome in 2021. The impact of these revolutions might not be as significant. they have some reasons. The change is being led by early adopters and technology enthusiasts. This means that dealerships will need to restructure their companies in order to take advantage of the opportunities presented by this technology revolution.

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36. Dealership closures were already in the works prior to the epidemic. For example, planned to close 106 outlets in Australia due to low profitability. When COVID happened, several networks shut down completely, while others resorted to remote working. Managing remote personnel and maintaining quality standards in the automobile retail industry is a whole new problem. It considerably more difficult in the age of internet sales and unclear sales attribution.

CHAPTER 6

HOW TO ACHIEVE LOCAL AND FOREIGN MARKET IN AUTOMOBILE INDUSTRY

37. Sri Lanka should shift to solution-based education system instead of current theory-based education system. Solution-based learning (SBL) is a new term coined for learning method that encourage students to learn from proven solutions given by the experts (learning from experts). SBL has inherent capacity towards increased emphasis on pre-set values and measures, clear outcome indicators, and ability to generate meaningful feedback.

38. Therefore, when the outcome of problem-based learning is a proposed solution from student discussion to a problem defined by facilitator, the outcome of solution-based learning is students' comprehensive understanding about "how and why the solution is like this".

39. Should prevent the emigration of experts in automobile industry. For that government should establish good job opportunities for them within Sri Lanka Government should support and encourage foreign investors to invest in Sri Lankan automobile industry. The government, which could have raised its efficiency by hiring the educated youth, will not be able to serve the people properly.

40. Engineering firms are unable to build new structures because of the shortage of engineers. Schools are unable to teach students, specifically subjects like mathematics, science and English, because of the shortage of qualified teachers. In this manner, the brain drain has adversely affected the whole economic life hindering the economy's ability to grow.

41. Government needs to guide and encourage local investors to invest in automobile industry. "The government temporarily halted the import of vehicles not to create any hardships to the public but to create a new business vertical from Sri Lanka in the automobile sector, said Prime Minister Mahinda Rajapaksa at the launch of the Standard Operating Procedure (SOP) for automobile Manufacturing and Assembly in Colombo on Monday."

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42. He said that when the decision was taken there was a buffer stock of imported vehicles in Sri Lanka sufficient for two years. He said that due to the import ban of vehicles today several local investors have moved in the assembly of vehicles and component manufacturers have reinvested to increase production. But this opportunity is not taken by as a future investment because government didn't direct people to do this continuously.

43. Government should compose new laws and regulations to make it easier for foreign investors to invest in Sri Lankan automobile industry. Government needs to take relevant actions to regulate taxes related to automobile industry. Should compose relevant laws to decrease import of vehicles from abroad. Sri Lanka needs to switch to export-oriented industrialization where the economies of scale could be reaped, and more foreign exchange earned.

44. Given the small market size of Sri Lanka, import- substitution industrialization cannot reap the economies of scale in the domestic market and save foreign exchange to match the foreign exchange earnings of export-oriented industrialization. Government should take necessary steps to create an international market for Sri Lankan automobiles.

45. Vega Innovations is an electric vehicle (EV) automobile manufacture of electric super cars, based in Colombo, Sri Lanka. Vega also designs and manufactures EV components such as high-performance inverters, drivetrains and battery packs as well as provide EV research and development (R&D) services to clients worldwide.

46. Founded in 2013 December by Dr. Harsha Subasinghe CEO of CodeGen International. So, under this level Sri Lanka showed their ability and skills to produce any kind of vehicle under this technology. Because of that government must do the necessary action to develop this concept and local market to this with this production. Should encourage Sri Lankan vehicle assembling companies to an international level. Should introduce modern internationally valid technologies to Sri Lankan automobile industry.

47. The automobile component manufacturing industry has been identified as one such sector to be developed and promoted in the international market by linking with the Global Value Chains (GVCs). At present, many companies in Sri Lanka are engaged in manufacturing automobile components but mainly produced for the local after sales market.

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48. Sri Lanka produces polymer and metal base automobile components such as wire harness products, rubber carpets, beading, mud flaps, washers, bushes, gaskets, leaf spring, canter bolts, bronze bushes, coil spring, bearings etc. Government needs to encourage people who present new concepts and should help them to implement those concepts. Sri Lanka analyses the future productions up to next year before 17 years but now we have to think again where are the those plans and goals.

49. This is the analyzed report details. “Yearly Production and sales forecasts from 2005 to 2022 for–Passenger car slight commercial vehicles Heavy trucks Buses Vans Motorcycles, Population, inflation forecasts Key companies and their automobile profiles Latest industry news and their impact on infrastructure and operating companies.”

CHAPTER 7

COMMON MEASURES TO IMPROVE AUTOMOBILE MARKET

50. Build trust with customer reviews.
- a) The most effective vehicle marketing method is undoubtedly reviewing. As an automobile marketer, you must not only guarantee that you have good ratings, but you must also go above and beyond to ensure that these glowing evaluations are available everywhere.
 - b) Make sure you've covered all of your bases using Yelp, Google, social media, and your own website. You can even go a step further by collaborating with your most loyal customers to create customer success stories and videos, which you can utilize in a variety of locations, including paid social media, your website, and your newsletter.
51. Be at the top of the Google SERP.
- c) Earlier of course where did I go when I first started looking for new car, there's Google. I'm not the only one that feels this way. According to a Kenshoo study, 70 percent of car buyers start their search with a search engine. Because Google is your first line of defense, you must be at the top.
 - d) Especially when you consider how frequently visitors browse to the bottom of the SERPs. Because the first few listings generally receive the most clicks, making sure you're in the top spots is crucial to your automobile marketing success.
 - e) To do this your Google Ads strategy need to be extremely effective. So how can you get to the top of the page without completely breaking the bank? There are certain strategies that Google tends to favor and will help you get in higher positions without spending more. Follow these tips to get started.
 - (1) Ensure your Google Ads account is structured properly with tight-knit ad groups (aim to have 15-20 keywords per ad group).
 - (2) Keep keywords tightly related to your ad text and include 2-3 ads per ad group/keyword list.

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52. Bid on competitor keywords

- f) While we're on the subject of search engine marketing, it's crucial to remember that you shouldn't only bid on obvious terms like "new Honda Accord." To combat your competition, you need also launch an automotive marketing campaign. In the intense and competitive world of car marketing, being able to show up with captivating ad text every time your competitors do is crucial.
- g) While I would not propose saying anything derogatory or using your competitor's name in your ad content (which Google may penalize you for), you should bid on your top competitors' brand names and develop highly convincing advertising to persuade leads to visit your website instead of theirs.

53. Actively manage your negative keyword list

- a) Did you realize that your advertising could appear for queries that have nothing to do with your business? And do you still have to pay if someone clicks on them? When bidding on wide or phrase match keywords, you run the risk of showing up for irrelevant queries.
- b) While betting on exact match may appear to be a simple option, it can severely limit your reach, making the process of discovering negative keywords essential to your car marketing approach. While searching your search query report may appear to be a time-consuming process, it is a must-have in the car sector.
- c) If your ads are appearing for irrelevant search terms your business instantly loses credibility. This is why being cognizant about setting up negatives to avoid irrelevant search queries is not only going to save you face, but also going to save you money.

54. Adjust your campaign budgets based on car-buying trends

- a) Is it true that Black Friday is the best day to buy a car? Isn't Memorial Day Weekend a good idea? Many unofficial "car-buying holidays" exist.
- b) According to a study conducted by TrueCar.com and U.S. News & World Report, if you buy a vehicle at the right time, you can save 7.5 percent to 8% off the MSRP. Assuming your target audience has done their homework, they are aware of these cars offer times.

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- c) Check out the research to learn more about the days of the week and seasons of year when people are looking for a good price on a car.
 - d) Figure out when things are busy, steady, and slow and then adjust your online advertising budget accordingly. Make sure your windows aren't too narrow. This often requires planning ahead, but Google and other ad platforms make it fairly easy to adjust your budget on an ongoing basis. Just make sure you're actually doing this!
55. Target the right people with your automotive campaigns.
- a) What kind of car company are you promoting? Who is a typical consumer for you? Marketers of luxury Porsches and BMWs need a different automobile marketing strategy than marketers of used cars or more cheap manufacturers like Honda and Toyota.
 - b) When it comes to buying a new car, prospective consumers have a wide range of concerns, questions, wants, and needs. Your Mercedes customer may be more interested with their heated seats and leather inside, whilst your Honda consumer is more concerned with gas mileage and lifetime. This isn't always the case, though.
56. Compel shoppers to come into your store with unique offers
- a) Why should I buy a car with you versus the automotive dealership down the street—or one that's more conveniently located or better priced? A crucial part of your automotive marketing strategy is convincing your prospects to choose you over your competition.
 - b) If there are not any obvious reasons, like having the lowest pricing or the top ratings, brainstorm some unique incentives and offers you may make to prospects.
 - c) You might, for example, give all new car customers a 5% discount or free oil changes for the first two years. Incentives are also useful for creating a sense of urgency to drive consumers to buy with you before they miss out on a unique limited time offer.
 - d) Check out the \$1,000 discount for college graduates below. What a terrific way to entice new automobile buyers in at a time when they are most likely looking for a vehicle to replace their college car.

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57. Use all call features possible

- h) Call-only campaigns, call extensions, mobile bid-adjustments, and call tracking—these are just a few of the Google Ads features that the automotive marketer should be prioritizing.
- i) Phone calls are common and important within the automotive industry, and phone leads are easier to turn into sales.

58. Remarketing

- j) This will ensure you're able to get them connected with your stellar sales team. Remarketing is an important part of the automotive marketing process. Because there is so much comparison shopping going on, and the sales process is such an important part of the car buying process, it's critical to avoid losing new leads during the marketing stage.
- k) One effective technique to ensure no prospects fall out of the funnel is to send them reminders through engaging remarketing advertising.
- l) You can minimize your abandonment rate and close more deals with remarketing by delivering intriguing display advertising to individuals who have previously visited your site to remind them that you're there and guide them through the process. To persuade them to come into the store, show them an offer.

CHAPTER 8

DISCUSSION

59. The automotive industry in the world is facing new and pressing challenges. Global economic diversification, innovation, digital production, and rising competition are pressing the face of the industry. In addition, increased safety requirements and environmental commitment in the automotive industry have also contributed to future changes.

60. Size is no longer a guarantee of success. Only those companies that discover new ways of making a profit will succeed in the future. The global automotive industry has many increasingly complex aspects and influences the economic options available to car manufacturers.

61. The future value proposition for automotive market in Sri Lanka to 2025 is detailed in the research work. It also provides imperatives for gaining market share in Sri Lanka automobile industry. It presents detailed insights and forecasts of passenger cars, light commercial vehicles, and heavy commercial vehicles. The research work includes detailed SWOT analysis of Sri Lanka automotive market to enable users to identify key trends and hidden opportunities. It identifies emerging and new market trends across various vehicle types including passenger cars (PCs), LCVs, Heavy Trucks, Buses, Vans, Motorcycles, and others.

62. The report provides annual historic and forecast data of Passenger car sales, Commercial Vehicle sales, Passenger Car Production, LCV production, Buses and Trucks production from 2005 to 2018 and 2019 to 2026. Further, annual historic data on import and export market value of passenger cars, buses, LCVs, and HCVs by source / destination country are included in the Sri Lanka automobile report. The report presents the impact of current business and economic trends on the future of automobile industry in Sri Lanka. Key macroeconomic driving factors of consumption including GDP, disposable income, population, inflation trends are forecasted from 2005 to 2025.

63. Sri Lanka automobile market is benchmarked against peer markets in the region in terms of investment prospects, demand growth, supply scenario and competitive structure. Further, regional, and global trends in automotive industry for 2018 to 2025 are analyzed in the report.

64. Leading automobile companies having presence in Sri Lanka automotive market are presented. Business Description, SWOT profiles, financial profiles and overview of Sri Lankan automotive operations of three leading automotive companies is included. In addition, prominent recent developments and their impact on Sri Lanka automotive industry are provided.

CHAPTER 9

CONCLUSION

65. The Sri Lanka automobile report provides a complete perspective on the trends shaping the Sri Lanka Automobile market. The Sri Lanka automotive market is slowly shifting towards a service-oriented model with new players focusing extensively on customer experience and consumer data.

66. Transitions in automotive markets are providing opportunities for some parts while other components face stiff decline over the forecasts. Companies across the value chain are forced to adapt to market changes to sustain revenue and profit. New Vehicles must be aligned with the current states of technology and consumer preferences.

67. Geographical diversification model remains one of the main strategies of leading automobile manufacturers to ensure profitability in high investment and R&D expenditure scenario. Both large players and start-ups are aggressively focusing on connected and autonomous driving vehicles in the country.

68. Strong government focus on encouraging automotive industry in the country is an important driving force for Sri Lanka. However, stringent environmental regulations on pollution and carbon emissions are necessitating heavy investments.

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CHAPTER 10

DEDICATION

Our research is dedicated to our batchmates. We owe a great debt of gratitude to our parents, who supported us throughout the work. We owe a debt of gratitude to all the Squadron Commanders who advised us. We dedicate this effort to Maj. SJ SENEVIRATHNE and Mr. MANI MUNASINGHE, and we thank them for being with us during the entire program.

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TIME PLAN

	September				October			
Week	1	2	3	4	1	2	3	4
Activities								
Preparation of synopsis	Blue							
Information gathering		Orange						
Information Analysis		Orange	Orange					
Conclusion and Recommendation		Orange	Orange					
Discussion and Preparation of final script			Dark Grey	Dark Grey				
Elaboration of Presentation				Grey	Grey	Grey		
Rehearsals						Green	Green	Green
Topic Presentation								Dark Blue

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