

**GOA UNIVERSITY
BUSINESS SCHOOL**



**AN INTERNSHIP REPORT ON
HESTO HARNESS (PTY) LTD.**

**PREPARED BY
NOMPUMELELO PORTIA GUMEDE
MBA 2ND SEMESTER**

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Nompumelelo Portia Gumede
Goa University
Department – Business School

Declaration.

I, Nompumelelo Portia Gumede, hereby declare that the presented internship report titled summer internship report on "Hesto Harnesses PTY(LTD) has been prepared by me under the guidance of Dr Nirmala, Goa University Department of Management Studies (MBA)

My internship was held online with Hesto Harnesses manufacturing company. Your positive evaluation regarding this matter would be very much helpful for my academic career. I also confirm that the report is only prepared to fulfill the academic requirement and not for any other purposes.

Thank you

Nompumelelo Portia Gumede
Goa University
Department- Business School

CERTIFICATE OF INTERNSHIP

This is to certify that **Ms. Nompumelelo Portia Gumede** ,Student of MBA Program in Goa Business School ,Goa university has successfully completed eight weeks of internship training course from 24/05/2022 To 15/07/2022.

During her training period she worked in all the departments of her respective field and we found her to be inquisitive , hard working and respectful.

We wish her great success in her career.



15/07/2022
MA
HESTO HARNESSES
HR DEPT.
APPROVED

i
MA
Mbali Anathi
HR MANAGER

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1.Executive Summary

This is the internship report is based on the eight weeks internship program that I had successfully completed in Hesto Harnesses under all three departments, which is the Finance, Marketing and Human Resource department from _____ as a requirement for my MBA program at the Department of Business Management. I did the internship online, which was something new to me but nevertheless every hour spent communicating with the employees of Hesto Harnesses gave me an amount of experience all the time and they were all useful.

This report includes how the department works, what are the available opportunities, Analysis of the company, what I learnt during the time I did the internship, history about the company. I got to learn more in the Human resource and Marketing department of Hesto Harness, with almost all the duties of HR like Recruitment, Learning and organization Development (Training), Compensation, Pay and benefits planning and HR Administration. Hesto Harnesses has a well-organized HR department, it maintains the organizational responsibilities successfully. I was able to learn about the other department and get information through the HR department.

Later, I discussed about projects that had took place during the internship, where the company was giving back to the community. Then, I also included about the project happening within the company and new findings came out. The project's objective is to understand the roles of marketing, Human Resource and Finance department and how they help the organization to grow and also to find out from the employees' point of view how these department coordinate.

2. PHILOSOPHY

Hesto Harnesses manufactures wiring harnesses for the Automotive Industry from a factory situated in Stanger, 90km north of Durban in Kwa-Zulu Natal, South Africa.

Hesto has since inception in 1989, been a subsidiary of Metair Investments Limited, a company listed on the Johannesburg Stock Exchange

Hesto remains the largest employer in the Stanger/iLembe region with a total number of 2100 employees

2.1 Vision and Strategy

"We will strive to ensure sustainability and growth for the organization by focusing all resources in a direction which will exceed customer and shareholder expectations in terms of quality, cost, safety, reliability, service and long-term profitability."

We will do this by understanding the customer, JV Partner and shareholder expectations creating the structures, systems, knowledge and corporate alignment to support these expectations. This alignment will be carried out through constant, clear communication as well as the setting of key performance measurements.

3.Introduction

The firm is based in KwaDukuza (Stanger) is the biggest vehicle harness manufacturer in South Africa and the biggest employer in Stanger, with 2 600 staff there alone.

The name “Hesto” is derived from Hella, Smiths and Toyota, the early investors. It opened its factory in 1989 with 183 employees and has since grown exponentially. Hesto is jointly owned by Metair, South Africa’s biggest component manufacturer, which is listed on the Johannesburg Stock Exchange (74,9%) and the Japanese headquartered Yazaki group (25,1%), the world’s biggest electronics firm. Yazaki has 306 000 employees across 596 sites in 46 countries and its partnership with Metair in KZN has had a profound impact.

The company’s success since 1989, with regular expansion, caught the attention of Yazaki in 2006 and the subsequent investment and exposure to world-class technology and systems has seen the company ramp up production and claim a space in global auto components manufacturing.

Hesto Harness’ managing director John Chandler recently briefed iLembe Chamber members on the R1-billion investment in a 40 000m² new plant in Stanger, where they have signed a long lease with Transnet for a 100 000m² chunk of land for the development. There is a tight deadline to finish the new factory by October this year.

The new business is to produce harnesses for Ford as the local arm of the US vehicle maker prepares to launch new vehicles. The successful investment was down to a number of things, including being part of an internationally competitive manufacturing process and strong local stakeholder co-operation.

in KwaDukuza the company is an integral part of the community. They have a strong relationship with the municipality and have a workforce that has three generations of families who have worked in the business.

The staff know the business intimately. They know how critical the components are to road safety and they are committed to the success of the company. If they need staff to work seven days a week, 12 hours a day to fulfil an order, they do so willingly. They have 2 600 people pushing in one direction. There are high skills set and low staff turnover.

The deep company integration in the local community bred loyalty and a stable workforce. Hesto has never had a strike. They have managed to align with their stakeholders. Customers, investors, employees and local government are agreed on joint objectives it makes for a much easier conversation. The company is also involved in local education, skills development, and healthcare.

4 Function off the Company

The Company Manufactures automotive wiring harness, it is one of the largest companies in Kwa Dukuza. The company assembles and supplies automotive wiring harnesses, Electrical Distribution System (EDS) and instrumentation clusters to original equipment vehicle manufacturers throughout South Africa.

Harnesses produced by Hesto include Instrument panel, battery cables, engine room, main air bag, door, roof, floor and engines. Moreover, combination meters (Instrument Cluster) are imported and supplied by Just in Time to Hesto's customers. To meet with international standards in terms of Quality and Productivity, Hesto has for many years produced wiring harnesses with Technical Aid agreements.

The wiring and instrument clusters are for vehicles like Toyota Hilux and Isuzu bakkies often referred to as the veins and nerve centers of cars. It is the instrumentation and wiring system that turns the back brake light on when you tap the brake pedal.

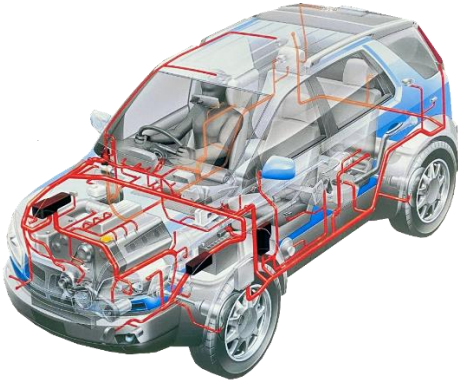
Furthermore, the company has since its inception been listed in the Johannesburg Stock Exchange and they also remain the largest employer in the Stanger/Ilembe region.

They have been honoured with many prestigious awards and accreditations including the 2004 TMC Crystal Award for Quality, the 2004 Ford Top 20 Supplier, 2009 TSA Recognition Award for Cost Reduction, 2009 TSA Recognition Award for Safety and many more.

5. What the company Manufactures

We deal in various types of products such as

- Wire Harness and connectors
- Power Cords
- panel,
- battery cables, engine room, main air bag, door, roof, floor and engines. Moreover, combination meters (Instrument Cluster)



6.Available opportunities

Engineering

- Mechanical
- Electrical /Instrumentation
- Industrial
- Mechatronics
- Quality

Human Resources

- Human resources
- Health and Safety
- Industrial relations

Finance & IT / Cost planning /Risk & compliance /Supply Chain

- Information technology
- Finance and accounting
- Cost & management accounting
- Internal auditing
- Supply chain management

Production

- Production technology
- Operations management
- Marketing

Behavioral competencies

- Effective time-management
- Creativity and innovation
- Determination to learn
- Team player

7.Department Analysis

- Human Resource department
- Finance department
- Customer Relations

7.1Human Resource

HR is one of the most important departments of each organization. Talking about HR department in Hesto its quite okay all the duties are arranged correctly but the number of employees in this department was not enough. There was one person doing all the duties which is pretty difficult to manage. At the same time, she also had to assist me.

- Recruitment
- Training
- Wage and Salary

HIRING PROCESS



7.2 Finance

This department is a crucial part for making the rotation of day-to-day business activities. Organization is running with the profits motive thoughts so, for making the day-to-day transactions clearer there is a need for this department. Accounting department is responsible for recording and reporting the cashflow of the company. This department is responsible for doing the following activities.

- Prepare monthly financial statements including balance sheet, statement of revenue and expense, and statement of cashflow.
- Perform all works related to budget and ideal use of the items of such budget.
- Petty cash handling.
- Make monthly sales report.
- Makes available of money required for procurement of all materials and equipment needed to run the organization.
- Prepares monthly salary sheet. Receivable and payable and control the financial activities.

Internal Auditor

- Compliance with best practise risk management standards, policies and procedures.
- Performing/reviewing/assisting with internal audit planning, risk assessment, scope, internal audit programme and procedures development.
- Managing the execution of internal audit assignments in line with risk management standards.
- Identifying weak/problem areas and its root cause, document findings, developing effective corrective action plans and following up on implementation of the corrective action.
- Preparing audit reports, presentation/communicating findings and recommendations to management including discussion/negotiation of the findings.
- The daily management of internal audit staff including cycle counters.
- Aiding the coaching, development and performance management of internal audit staff including completion of the project performance.
- Contribute towards continuous improvement, enhancing current levels of service delivery, quality and internal customer satisfaction.

7.3 Senior Manager programme engineer

- Manage department's team activities performance
- Establish and Manage Process Budget and Capex. Lead the development of STF/LTF program budget and deliver program at or under approved budget

- To perform general management functions to ensure smooth running of the department.
- Value Management execute the Value Management process to achieve program VM targets.
- Launch Readiness / Process Sign Off (PSO). Ensure all tasks are performed for launch readiness and PSO. Coordinate all program specific customer visits to the manufacturing facilities. Supply requirements to Manufacturing, and approve all resolutions to the follow-up issues that are presented to the customer, and escalate as necessary.
- Customer Contact. Coordinate and lead for all customer-critical program issues. Review requirements regularly with the customer to check on satisfaction levels/program metrics throughout the program. Engage in strategic negotiations to protect manufacturing.
- Program Scope. Coordinate, lead, and approve program scope changes within budget/STF. Summarize scope changes outside of budget/STF and elevate to Platform Manager.
- Scheduling and Tracking. Create program timing and have it approved by Platform Manager. Coordinate and lead the program schedule and tracking process to ensure the program meets the scope and customer requirements, to meet overall program metrics. Review program timing and progress toward achievement of targets and goals. Coordinate and lead build phases, while approving support activities to ensure successful delivery of the program. Prepare regular reports for presentation to executive management, which address program progress status.
- Risk Assessment. Create and coordinate risk assessments with the program team. Receive and review all recorded program risks. Allocate risk prevention and risk mitigation actions.
- Ensure that customer production part approval process (PPAP) is done on time, per the APQP/PAP.
- Ensure that all program required tooling for purchased parts is completed on time and within budget.
- Supplier Contact. Support and assist all supplier activities related to the program.
- Ensure that all rework activities are tracked to minimize costs, quantities, and achieve timing requirements.
- Support, assist, and review costing initiatives, which include program changes and Request for Quote (RFQ) activities throughout the life of the program.
- Quality Monitoring. Monitor quality metrics and ensure timely closure for all quality issues.
- Delivery Monitoring. Ensure delivery of all products is on time, per the milestones and customer releases/orders.

- Customer Cost Reduction. Support program cost reduction activities, balancing internal platform profitability metrics with customer cost reduction targets.
- Root Cause/Corrective Actions. Ensure timely identification of root cause and closure for all corrective actions. Assist in identifying the corrective action team. Develop and implement containment plans, temporary actions, and permanent actions as required.

8.Duties.

- Fulfilling tasks set out by my mentor from the departments (basically just knowing duties performed)
- Taking minutes during meetings.
- Performing research if requested by my mentor
- Filling data of existing employees on Excel
- I had to learn by being inquisitive

9.Methodology

refers to the comprehensive actions of research in my internship report. To achieve the required results to establish the objective, some methods are used. This section will clarify the methods I used to do this project.

Methods

To achieve the required results to establish the objective one basic methods were used.

Qualitative Analysis: interview of some of the employees of Hesto and HR manager, i conducted to get proper insight on the roles of the departments.

Data Collection

Both the primary as well as the secondary form of information was used to prepare the report.

The details of these sources are highlighted below:

(a) **Primary Source** I have collected primary information by interviewing employees, managers, observing various organizational procedures, structures. Primary data were mostly derived from the discussion with the employees of the organization.

(b) **Secondary Source** I have elaborated different types of secondary data in my research. Sources like internet data are mostly considered as secondary source.

10.INDUSTRY ANALYSIS

10.1 Porters Model

The porter's five forces are an important strategic tool that is used by companies and businesses to understand industry dynamics as well as identify important aspects of the external environment. As a result, the porter's five forces model is used for decision making purposes, and facilitates companies in its planning and goal setting processes. The strategic model assesses the external environment through five important aspects related to the industry.

Namely: rivalry among competitors, buyer bargaining power, supplier bargaining power, threat of new entrants, and threat of suppliers. These factors help decision makers in understanding the industry position, and as well as growth potential and trends in the industry to better steer the business. The following section will briefly detail porter's five forces for Hesto automotive wiring harnesses Company Social Responsibility. This analysis will easily get us all the information about Hesto Harnesses including whatever going on within and outside the company.

Threats of new entrants

According to Porter (2008), the new entrants bring new capacity and desire to gain market share that puts pressure on prices, cost and rate of investment necessary to compete in an industry. The threats of entry in an industry are determined by the level of entry barriers that are present and on the reaction entrants can expect from incumbents. The barriers to entry include the factors like economic of scale and capital requirement. Brand identity, product differentiation, access to technology, raw material and channel of distribution and government policies.

- Large amount of capital required
- High vengeance possible from existing companies, if new entrants would bring innovative products and ideas to the industry
- Few legal barriers protect existing companies from new entrants
- All automotive companies have established brand image and reputation
- Products are mainly differentiated by design and engineering quality
- New entrant could easily access suppliers and distributors
- It is very hard to achieve economies of scale for small companies
- Governments often protect their home markets by introducing high import taxes

Bargaining power of supplier.

The Automotive wiring company is considered to be highly capital and labor intensive as the major part of the cost of production include wage bills of labor, material, cost of production and intensive advertising and market research activities.

- Large number of suppliers
- Some suppliers are large but the most of them are pretty small
- Companies use another type of material (use one metal instead of another) but only to some extent (plastic instead of metal)
- Materials widely accessible
- Suppliers do not pose any threat of forward integration

Bargaining power of Buyers.

The bargaining power of the buyers or customers is significant and influence every decision that the manufacturers make and the automobile industry is no different in this case.

According to Porter, the bargaining power of buyers can be assessed on the basis of number of buyers in the industry, the availability of substitutes, switching costs involved and the contribution of buyers in the cost and quality.

- There are few buyers but those few buyers make a huge impact in the company.
- Most of the buyers are vehicles manufactures, but corporations or governments usually buy large fleets and can bargain for lower prices
- It doesn't cost much for buyers to switch to another supplier or to start using other type of car parts.it all depends on the price
- Buyers can easily choose alternative.
- Buyers are price sensitive and their decision is often based on how much does a vehicle cost
- Buyers do not threaten backward integration

Threat of Substitutes.

Threat of substitutes refers to the products from other industries that can easily replace the product offerings from the industry in which a company or a business operates. These substitute products offer similar benefits to the consumers. The threat of substitutes also affects the competitiveness of the industry, and influences the profitability potential of the players in the industry. A higher threat of substitutes i.e. a higher availability accessibility of substitute products increases competitiveness for the industry players, and lowers the profitability for the players as well. This is because consumers could easily switch to other products forming other industries. Lack of close substitutes as well as inaccessibility of substitute products will work towards lowering the competitiveness in the industry and increasing profit potential for industry players. This is because consumers will have high switching costs associated with using substitute products, and may also not have alternatives available. As a result, the businesses in the industry will face a higher demand, and enjoy higher profitability

- There are not many alternative types of vehicle part manufactures like Hesto, as I stated that it is the only one in Kwa Dukuza, Buyers don't have much of a choice to substitute with, because making a car is very crucial and requires the right wires.
- Substitutes can rarely offer the same convenience
- Alternative types of wires and body parts cost a lot and might not agree to give discounts.

Industry Rivalry

Industry rivalry or competitiveness refers to the number of players, and their strength in an industry. It also observes and identifies the various competitive advantages and benefits that players have, along with their offerings and business strategies. As a result, the competitiveness and rivalry of an industry allows the identification of the main drivers, as well as identifies what fuels growth in the industry. The industry rivalry is considered to be high when there are many players in a fragmented market, and these players offer similar products and services. As a result, players compete via pricing strategy largely. Consumers face negligible switching costs between players. In a low competitive industry, there are few dominant players who offer distinctive products and services. Businesses operating in low completion industries are marked with healthier profits, and a more sustainable competitive advantage in business offerings and strategies. Lower competition in the industry, however, may also lead to the development of monopoly, and monopolistic markets, where consumers are often at a disadvantage because of higher pricing strategies, and price collusions.

- Moderate number of competitors
- If a firm would decide to leave an industry it would incur huge losses, so most of the time it either bankrupts or stays in automotive industry for the lifetime
- Industry is very large but matured
- Size of competing firm's vary but they usually compete for different consumer segments
- Customers are loyal to their brands
- There is moderate threat of being acquired by a competitor

10.2 Pestle analysis

PESTEL is an ideal tool to strategically analyses what influence different, outside factors political, economic, sociocultural, technological, environmental and legal, exert on a business. Being part of the external analysis when carrying out a strategic assessment or performing a market study, PESTEL gives an overview of diverse macro-environmental factors that any company should thoughtfully consider. By perceiving these outside environments, businesses can maximally benefit from the opportunities while minimizing the threats to the organization.

Political factors

- The firm should be aware with all rules and regulation governing the production of cars, such as fuel efficiency cars which are highly emphasized, vehicle emissions, safety and standard issues should be given priority.
- Political environment impacts on the automobile industry as governments may adopt flexible or tough stands concerning the import, export, and manufacture of vehicles and vehicle parts.
- Some governments may not even allow foreign companies to set up manufacturing plants in their soil.
- The automobile industry thrives well when countries have joint agreements to move the best people freely at speed to wherever they are needed. However, this does not often happen because of different restrictions and protectionism. Likewise, trade disputes between countries Might affect the automobile industry badly as well.

Economic factor

Economic factors of a country and region have a direct impact on the potential attractiveness of a given market. Some of the economic factors that should evaluate both in the present market and one in which it wants to enter are inflation rate, GDP growth rate, disposable income level. Economic factor basically includes the way the economy functions and the impact it has on the working of the company. An increase in the rate of inflation of the economy may affect the manner in which the company sets the price of its products. There will also be a change in the models of supply and demand in the economy. Economic factors mainly include economic growth, foreign exchange rates, patterns, inflation rates,

economic policies, trends and structures in South Africa are expected to affect the company, The are,

- The war between Ukraine and Russia is affecting the economy so badly
- Load shedding because of the government trying to save power, that affects business.
- The inflation rate can impact the demand of services. Higher inflation may require to continuously increasing prices in line of inflation which lead to lower levels could brand loyalty and constant endeavors to manage costs. Cost Based Pricing could be a bad strategy under such conditions.
- The rise in Petrol and Oil is causing an inconvenience for the company.need to spend more on raw material.
- Rapid economic growth is happening in many developing countries which is very useful for the automobile industry. Due to business demand, the use of commercial vehicles is increasing. Similarly, the use of personal vehicles is growing as well. It is worth mentioning that developing economies usually offer cheap labor, and therefore, many auto makers have manufacturing plants there.

Social Factors

- Automotive wire harnesses plant and cars are agents which pollute environments due to emission of Co2 and noise, large cities, has affected with these emission and lead to diseases related to breath and skin. Many traffic jams which are time consuming, and increasing road accidents.
- Buying one or more cars and other vehicles is very popular among many people around the world which is very good for the automobile industry as it sees increased demands. In many countries, having simply a small and cheap car elevates a person's social status. This is also true when it comes to having a luxury car such as Bentley, Rolls-Royce, BMW etc. in developed countries, cities, and territories. This increases the demand for vehicle parts.
- However, many people around the world are focusing on healthy lifestyle. They prefer to make short journeys on foot as part of their routine exercise. While this is good for health, it reduces the demand for the manufacturing of vehicle parts

- Understanding social factors affecting customers' decisions to buy automobiles is very important for auto wire part makers. Socio cultural trends and customers preferences change rapidly which require them to adopt.

Technological factors

- Car parts and car manufactures are starting to introduce Alternative Energy Vehicles, which are using electricity only (rechargeable batteries), fuel cell, hydrogen, solar or hybrid. Despite of its expensiveness it will be solution to energy efficiency and lowering pollution, but during simulation we were not accessed to develop purely cars, or hybrid models despite of its existence.
- Technology is the next component in the PESTEL analysis of the automobile (automotive) industry.
- Automobile industry requires advanced uses of technologies to design and manufacture vehicles. Likewise, developing fundamentally new products such as self-driving cars also requires cutting-edge technologies. The major technological disruptions the auto industry faced recently are electric mobility, driverless cars, automated factories, and ridesharing
- However, Hesto automakers is falling behind in terms of investment in technology. Likewise, the industry has been late to adopt digital marketing strategies. As more consumers are using online sales channels to engage with businesses in every industry, the auto makers need to increase their online presence.

Environmental factors

Environment pollution, is one of challenging issues threatening the world, car manufactures should pay attention in it issues, by transforming their technology into alternative energy vehicles, reduce emissions Today's customers are ones of victims of Co2 emissions, hence in a future customer will prefer alternative energy vehicles to preserve the environments. The automobile industry is responsible for a lot of air pollution. In fact, one-third of all air pollution is generated by vehicles. Therefore, auto makers need to work continuously to reduce their impact on the planet.

Legal Factors

The firm should comply with all laws and regulation with its operations, such as gas emission laws, safety and standard issues, vehicles regulations, compatibility spares manufacture. The automobile industry must abide by several rules and regulations. For instance, National Traffic and Motor Vehicle Safety Act South Africa requires automakers to have safety standards to protect people from unnecessary risk of accidents and also aims to reduce the risk of death, injury and damage to properties and the environment.

11. Company Analysis

11.1 SWOT Analysis

The description below Hesto Harnesses Company SWOT Analysis, the strengths and weaknesses are the internal factors whereas opportunities and threats are the external factors. This has been prepared based on their performance since their existence in our country and some energy companies are taken into consideration as immediate competitors. The table below lists the SWOT (Strengths, Weaknesses, Opportunities, Threats).

Strengths of Hesto Harnesses

- Hesto is one of the biggest and most successful car part manufacturers in Kwa Dukuza. It has a history of many years in the field of automotive. it has been making some remarkable progress in the field of transportation and technology.
- Number one company that has employed over 2000 people in Kwa Dukuza, Also well known for providing opportunities for disabled people.
- They also avail opportunities for people that are disabled.
- Number one Supplier all over South Africa.
- Hesto holds a very good market position in some of its key markets and has also won an award.
- The company manufactures and sells vehicles under different brand names such as Ford.
- Chandler said the firm was competitive on the global manufacturing cost index and much of the work is done by hand, with about 70% of the workforce being women and the defect rate being two per year.
- Hesto invested heavily in skills and training not to tick compliance boxes, Chander said, but to ensure its low defect rate.
- It has never had a strike before whereby employees were not satisfied.

Weaknesses of Hesto Harnesses

- Hesto depends heavily on Ford and Metair markets to generate most of the revenues. In fact, Ford was the largest market for the company in 2021. Relying on these particularly for most of the revenues makes Hesto vulnerable to changing economic circumstances.
- While Hesto Harnesses is a successful company, it has stories of failure as well. For instance, it recalled a record 30.4 million car part in 2014. The company experienced a great loss.

- Currently the company is experiencing a loss and had to let go of most of its employees.
- They only have one plant and have not expanded to other parts of South Africa.
- Hesto technology is not as advanced as foreign companies.
- The amount of money invested in product research and development is small.

Opportunities of Hesto Harnesses

- Though Hesto Harnesses is heavily reliant on Ford and Metair markets, yet these markets offer opportunities for further expansion. This is evident from strong sales recorded in Hesto.
- It can expand its operations globally and to other, as it has a good name and reputation with its local partners. It can do Social Media branding to increase its brand awareness, Acquisition of smaller players and geographic expansion can reach out to newer customers, growing upper class customers, Growing need for new technology in societies adds to the opportunities for the company.
- The demand for EVs (electric vehicles) is growing rapidly around the world; hence a good opportunity for Hesto Harnesses

Threats to Hesto Harnesses

- Threat is the last issue to discuss in the SWOT analysis of Hesto Harnesses. The company is vulnerable to fierce competition from big giants such as Toyota.
- The decision to not expand to other places, have only one plant may be a regretful decision in future.eg unforeseen disaster
- Automotive market growth is likely to slow down in some markets in the next few years. Because of the war between Ukraine and Russia.it has caused change in the economy

11.2 VRIN Analysis

The VRIO Analysis of Hesto Harnesses will look at each of its internal resources one by one to assess whether these provide sustained competitive advantage. The Hesto Company VRIO Analysis also mentions at each stage whether these resources could be improved to provide a greater competitive advantage. Lastly, the resources analyzed are summarized as to whether they offer sustained competitive advantage, has an unused competitive advantage, temporary competitive advantage, competitive parity or competitive disadvantage.

Valuable – Is the resource valuable to Auto Impending. following are the critical resources that are valuable to the firm - financial resources, human resources, marketing expertise, and operations management.

Valuable of Hesto Harnesses shows that the financial resources of the company are highly valuable as these help in investing into external opportunities that arise. These also help Hesto in combating external threats. According to the VRIO Analysis of Hesto, its construction products are a valuable resource as these are highly differentiated. This makes the perceived value for these by customers high. These are also valued more than the competition by customers due to the differentiation in these products. The company employees are a valuable resource to the firm. A significant portion of the workforce is highly trained, and this leads to more productive output for the organization. The employees are more than 2000 also loyal, and retention levels for the organization are high. All of this translates into greater value for the end consumers of Hesto products. The Hesto VRIO Analysis shows that the company's distribution network is not a valuable resource. They need to work on that, because that will help them in reaching out to more and more customers. This will ensure greater revenues for them. It will also ensure that promotion activities translate into sales as the products are easily available. According to the VRIO Analysis, its cost structure is not a valuable resource. This is because the methods of production lead to greater costs than that of competition, which affects the overall profits of the firm. Therefore, its cost structure is a competitive disadvantage that needs to be worked on. The Hesto VRIO Analysis shows that the research and development at the company is not a valuable resource.

Rare – Hesto Harnesses needs to ask is whether the resources that are valuable to the Auto Impending are rare or costly to attain. If they are not rare than both present competitors and new entrants will easily able to get access to them and enter the competitive landscape.

Costly to Imitate – At present most industries are facing increasing threats of disruption. According to the news, it seems that the core differentiation of the Auto Impending is difficult to imitate. On a broader scale, imitation of products of Auto can happen in two ways. Duplication of the products of the company, and competitors coming up with substitute products that disrupt the present industry structure.

Organizational Competence & Capabilities to Make Most of the Resources – It measures how much the company has able to harness the valuable, rare and difficult to imitate resource in the market place. The exploitation level analysis for Auto products can be done from two perspectives. Is the firm able to fully exploit the potential of the resource, or it still has lots of upside. Often the exploitation level is highly dependent upon execution team and execution strategy of the firm. So, exploitation level is a good barometer to assess the quality of human resources in the organization. Capabilities tend to arise or expand over time as a firm takes actions that build on its strategic resources.

12. Lessons learnt from the internship report.

- Updating Myself: I always should look for updating myself to get efficiency in my profession. Learning and gathering knowledge may post myself in better position.
- Showing Utmost Dedications: Whenever I didn't understand of any work or I didn't understand what to do now, just sitting idle- I have to speak up and ask my supervisor right away about my course of action for the time.
- Ownership of work: ownership is a vital fact. There will be a job profile but if someone wants to get success s/he needs to take ownership of work. A work should be accomplished and shouldn't be left out for any reason.
- Motivation: Motivation is a must. Because without it synergy can't be brought. Motivation can lead to performing the job efficiently and effectively.
- Concentration, Efficiency and Effectiveness: These are mandatory as without this someone will take more and more time to finish a task.
- Hard working: Hard working is an obvious thing to get success in life
- Learning from co-workers: Quick learning is a must in any sort of thing, otherwise it will just annoy the other person. I have to act and response quickly but smoothly in my internship period too. How to act, response, talk, following corporate culture, values, timeliness, meeting deadline etc. are some essential qualities one need to have or have to quickly adapt with. Knowing company history is also important and knowing as details as possible about the company is an advantage.
- Exchanging Greetings: To exchange greetings always adds an extra value and positive thoughts to others. It helps to get cooperation from others easily.

13.Limitations of the Study

- It was my first time doing an internship online and I found it to be a bit challenging, being physically present in a company allows you to learn more and if facing challenges, you are able to question your mentor at that moment and he/she is able to clear your doubt.
- Could not spend sufficient time required to make an in-depth study on such an important subject because of time constraint.
- To get the actual information have been very difficult
- Sufficient records, publications were not available and some questions were avoided or not exactly answered by the respondents may be because of lack of clear idea.
- Although their experts have tried their best to help me, their nature of job is such that gives them little time to discuss.
- Extreme work pressure restricted the officials to give us much time even if they had cordial intentions to provide information.
- As I was the only one person, this report seriously suffered manpower constraints.
- Security issues are also one of the biggest obstacles while doing my internship.
- Light and connection caused my trouble while doing my internship.
- Secondary sources of data relating to company are very limited as sufficient books, publications and journals were not available even in internet I could not get much information. Despite all these limitations, I have given the best of my efforts and tried to make the report as informative and comprehensive as possible.

14. Conclusion

During my three months internship I have attempted to enrich my knowledge as much as possible that would be beneficial to develop my carrier positively. Though all departments & sections are not covered in the internship program, it's not possible to go into the depth or each activity of division because of fear of disclosure & time limitation. So, objective of this internship program did not fulfill with complete satisfaction. However, highest effort has been given to achieve the objectives the internship program.

15.REFERENCE

EMLOYEES OF HESTO HARNESS

THEIR WEBSITE

FACEBOOK