

EXECUTIVE SUMMARY

Sustained growth is the ultimate objective of any business organization, this dream however is not easy to achieve and requires significant effort and contributions from all. Maliban Biscuit Manufactories (Pvt) Ltd over the period plotted in the time line has shown tremendous resilience in response to market conditions, internal and external factors alike. The business has grown considerably in revenue, profitability, in numbers employed and is currently a force to recon with in the industry. Although Maliban has not been able to take the crown, the company falls in second place in an industry of over forty players. Maliban is however considered a trend setter in product quality and an innovator in production systems. The author has selected Maliban as the unit of analysis with the underlying theme production management applications.

Literature relevant to the outcome and the core driver, production management applications along with two others, transformational leadership and marketing strategy have been reviewed in chapter two. A theoretical background was developed with regard to the outcome and drivers to give each element a scientific explanation. Theories put forward by authors of text books, journals and research documents have been sighted to form an authentic base of explanation. The combination of theory with real life business scenarios makes chapter two an interesting mix. Literature is also attached to the finer elements, for example, the contribution of empowerment and new talent infusion in transformational leadership. The contribution of revenue, profitability and employee growth in the outcome and the contribution of product diversification and global expansion in marketing strategy, making the review relevant and up to date.

Chapter three outlines the framework and methodology of the report. Priority is given to the most significant ideas and theories backing the drivers and outcome. The environmental moderators are discussed for the first time with insight to their impact on the business. The pictorially represented case framework follows. Data collection, one of the most important elements determining the effectiveness of this report is touched upon in this section. The segregation of primary and secondary data sources, information pertaining to interviews and focus groups are depicted.

Sustained growth and the features of success are narrated as a story in chapter four. This section starts with a background to the company and a view of its heritage. Real life scenarios are depicted against the outcome and drivers to show how the business has performed realistically over the years. Performance indicators backed by photography is the highlight of this section which attempts to link the literature to facts from an operational point of view. Maliban has had a buoyant trajectory with tremendous growth over the last decade. The business which started with just one production line has flourished to six by 2018. The first export consignment which took place in 1964 has evolved to a business with over thirty export destinations. The narration is about a resilient company which has sailed through crippling strikes, a thirty-year civil war, political uncertainties and rising costs and vociferous competition. The story is about a business that didn't succumb, rather victorious amidst all of the challenges.

This fifth chapter links the theoretical concepts to the case narrative to showcase the real applications at Maliban. The use of scientifically proven management concepts has enabled the business to achieve sustained growth. This section describes how production management applications, transformational leadership and marketing strategy are interlinked with activities undertaken by the company.