

## EXECUTIVE SUMMARY

Global tea industry has been evolving over the last few centuries majorly due to its healthiness in consumption and increase in awareness among people related to carbonated drinks. Increasing preference for ready-made food and beverages due to its time conservation nature is expected to drive global instant tea market. Having the right material at the right time has become a major challenge in the upstream which leads to poor market performance. In that context, Ceytea is a critical component for Unilever global iced tea market, being the main instant tea powder supplier. Refuse tea, being the main raw material for instant tea powder manufacturing, had been channeled through illegally to export market resulting a material shortage. In addition, the company was struggling to survive in the global supply chain due to its poor performance in terms of cost, safety, quality and other operational dimensions. However, Ceytea has been able to reach the world number one position in Unilever supply chain league table within two years from that risky position and sustaining it through a systematic approach is worthwhile studying.

Sustainable business performance has multi dimensions in scholarly work. Different authors have discussed the literature in multiple fronts. Based on the preliminary studies, transformational leadership, lean manufacturing techniques and strategic sourcing of raw material have been selected and extensively discussed in relation to the literature identified. Triple bottom line concept was identified with regard to the sustainable business performance. Literature on transformational leadership comprised of individual consideration, intellectual stimulation, idealized influence and inspirational motivation. Lean manufacturing techniques were supported by continues improvement as identified in the literature. Introduction of sourcing strategy said to have literature backed by supplier relationships and risk management.

The whole detailed concept was developed into a case framework to understand the outcome and the drivers; sustainable business performance, transformational leadership, lean manufacturing techniques and strategic sourcing of raw material respectively. To unearth the ground reality, twenty in-depth interviews and eight focus group discussions were carried out. In addition, factory visits were carried out to witness how Ceytea has been transformed to the level of best global Unilever manufacturing facility within a very short span of time. Further, information from secondary data sources also being used to enrich the data collection process. Gathered data was analyzed using qualitative analytical method.

Timeline of the case was narrated unfolding the milestones, key events, landmarks and achievements. This journey wouldn't have been a success unless for great efforts taken by three main leaders who truly transformed the factory after a fatal accident, like a phoenix rising from ashes. Leadership was such that each and every employee was inspired to agitate the mass through challenging the status quo. In further unearthing this success story, it was revealed that the Kaizen culture led to unlock the capacity of the plant directing to manufacturing excellence. Procuring the raw material through sustainable sourcing via sound supplier relationships too have enabled the leaders to transform the organization with conformance to triple bottom line.

Transformational leadership was well evident within the context of Ceytea in taking the organization to the next level. The four behavioral aspects of the transformational leadership approach have indeed played a major role in turning around the organization, moreover, making a significant change in the minds of the employees. Lean manufacturing techniques through empowered human capital was evident at Ceytea to support the manufacturing excellence journey via total productive management and continuous improvement mindset. Procurement has become a strategic role in the modern-day organizations which was proven to be accurate in the context of Ceytea in improving the yield and managing the supplier relationships well. As such, the theories were proven from the findings revealed in the case narration.

Conclusion was made that the success story of Ceytea can be conceptualized in terms of sustainable business performance. Transformational leadership was clearly visible at Ceytea where three people led Ceytea during the case study period. Ceytea was able to transform its position from being at the point of closure to the number one position of the Unilever supply chain sourcing unit ranking within less than two years. This was mainly due to the transformational leadership Ceytea had, challenging the status quo. In addition, the lean manufacturing techniques drove the unlocking of capacity constraints prevailing at Ceytea. Feeding the material at the right time eliminated the supply shortage risk and the right quality ensured a better yield leading to a sustainable business. The key lesson is the leadership which turned the organization around. Any organization can learn a lesson out of that where the status quo must be challenged with proper technical know in a transparent manner.