

EXECUTIVE SUMMARY

Maliban Biscuit Manufactories (Pvt) Ltd, is a heritage brand in Sri Lanka that has internalized the values and beliefs held by the visionary leader Angulugaha Gamage Hinnyappuhamy. The humble journey of Maliban is truly inspirational. Started as a simple kiosk, the company was incorporated in 1954, catering to the confectionary industry of the country. The company has currently diversified in to three business areas, biscuits, milk and launched Maliban Yahaposhha cereal and Maliban Tea in 2017. The success of Maliban is evident from the continuous enhancement of performance which the company was able to secure during the 2013-2018 period. This growth is further supported through the enhanced volumes and increased internal and external value additions. The company was able to achieve this success amidst several critical challenges that impacted the going concern of the company. The business is stirred towards success through the guidance provided by the new leadership, as such this case study provide insights on how a leader could transform a business to achieve continuous business growth.

A case framework was developed through the preliminary studies at Maliban and strengthen through the review of literature. Accordingly, three drivers were identified as vital for the achievement of continuous growth of the company. These drivers were demonstrating transformational leadership, deploying marketing mix and investing in technology. Literature on leadership supported the idea of business transformation and financial performance enhancement through, transformational leadership and identified four basic characteristics of such a leader that actualize the benefits of transformational leadership. Literature of marketing mix, explained the contribution of the marketing elements for the achievement of continuous growth. Moreover, literature on technological investments indicated that firms could leverage on their technological investments to enhance business growth. Impact created through government regulations, was identified as having moderate effect on the continuous of growth.

The study was conducted using a qualitative approach, and twenty in-depth interviews and eight focused group discussions were carried out to obtain primary data, for which respondents were selected as a representation of the entire organization. The respondents were taken from all three subsidiaries of the company, covering Maliban Biscuit, Maliban Milk and Maliban Dairy and Agri. Maliban publications and internal reports, were utilized also as referring

points. Moreover, secondary data through news papers, third party researches were utilized for the study. Qualitative analytic method was used to analyze the data collected through primary and secondary sources.

The findings of the case study created a story of the journey of the company and most specifically elaborated how the leadership of Maliban turnaround the business from the chaotic situation and regained the lost momentum. In the brick of closedown, the company found new hope with the recruitment of the revolutionary CEO. The case study is centered on how he transformed the company. The efforts undertaken by the new leadership to enhance the marketing aspects of the company is also portrayed in the findings. Moreover, the way in which investment in technology supported to overcome the modern day challenges of the business was also highlighted. The impact of changes in government regulations on the company was also revealed in the case narrative.

The presence of transformational leadership was well evident at Maliban, in terms of motivating, influencing followers whilst providing individualized consideration and opportunities for intellectual stimulation that is in alignment to the literature unearthed. The change brought in through the leadership is highlighted as a salient feature of this process. An exploration into the deployment of marketing mix elements of the company, has proven that the company is continuously progressing and the focus towards investing and upgrading technology has positively impacted Maliban, in alignment with the literature findings. As a result, the base conceptual framework of the study has proven to be in line with the story of Maliban, as such reinforcing the foundation created through literature.

The concluding remarks of the study focused on aspects on which Maliban could focus more on, such as further enhancing distribution, catering more in to the healthy consumption and possible diversification. Moreover, the efforts undertaken by the company to adopt healthy leadership style, improvement on marketing and capitalizing on technology has been appreciated. The success story of Maliban, present key lessons on how an established business which was once a market leader could reach the edge of closure with a matter of weeks, and to transform a business during a crisis situation. The case also highlights on the professional leadership, reaching the hearts of consumers through marketing and adopting best technology to facilitate the business.