

## **EXECUTIVE SUMMARY**

This case study will divulge how three key rudiments of a business, namely charismatic and transformational leadership combined with advance manufacturing technologies (R&D) used for product development and Product line expansion to meet the market demand act as key drivers to a small scale regional brand to become a market leader in the respective category. This phenomenon was studied in relation to the business performance of Chandanalepa.

Chandanalepa brand operating in cosmetics industry of Sri Lanka started in a very humble way in 1946 as an ayurvedic dispensary and operated over four decades as the same small ayurvedic dispensary. With the business transfer to the second generation the real growth of the business started Mr. Ranjith Premathilaka the son of ayurvedic Dr. R.P.D Jayaratne had a vision that this small business should not remain as it is it should expand. As the first step, he started distributing the Chandanalepa herbal cream in Sri Lanka as a medicine for skin marks. The quality of the cream and the proven results pushed the product to be recognized as a fairness cream, identifying this market dynamic Mr. Ranjith took the wise step to promote this Chandanalepa Cream as a herbal fairness cream which was one of the key turning points in the leap growth of Chandanalepa brand. Driven by the vision in “creating a global brand of cosmetics by offering an array of truly Ayurvedic products made using the best of mother nature” Chandanalepa brand have come a long way within a very short period consolidating a growth over 120% in e period of three years.

This case study will evaluate the key drivers of Chandanalepa leap growth to become the second brand beating the multinational and strong local brands through financial and non-financial performance indicators. The financial growth will be evaluating through revenue growth, volume growth and market share growth. And the non-financial performance will be measured through the brand evolution, brand image, brand presence in the market, reward and recognitions, employee satisfaction, customers and other stakeholder satisfaction. This information will be gathered using both qualitative and quantitative research techniques.