

EXECUTIVE SUMMARY

Sustained business growth has long been the primary focus of organizations for many decades. But as per literature, many do not know what is necessary for sustained business growth, while others are challenged by its implementation. How a company could achieve sustained business growth through backward integration has not been adequately covered in the academic literature. It is in such a backdrop that authors conducted the case study of BPPL Holding Limited (BPPL). The objectives of the study were basically to explore the driving factors for sustained business growth through backward integration at BPPL and to explain the effect of transformational leadership, insourcing capability, operational excellence & diversification on sustained business growth through backward integration.

Based on the literature review and preliminary study on BPPL, a case framework was formulated that included the drivers as demonstrating transformational leadership, building insourcing capability, driving operational excellence & executing diversification and the environmental moderator as stiff market competition. An extensive data collection effort was carried out to examine the actual context of BPPL and validate the formulated case framework.

Authors have presented the data gathered in a narrative form under chapter 4, highlighting the significant events and milestones in the company's history from its inception. The case narrative has provided a detailed account on the origin of the company to how a new leader had transformed the organization to its present-day glory, highlighting the areas such as product portfolio, supplier engagement, people development, focusing on quality and standardization, diversifying in to new product-markets, economic and environmental sustainability and future outlook of the company, engaging the reader with the under-pinning theme of "achieving sustained business growth through backward integration".

From the factual evidence gathered, authors concluded the case drivers as the driving factors for BPPL's sustained business growth through backward integration. The significance of backward integration in achieving sustained business growth, amidst intense market competition, for a company like BPPL, through mentioned driving factors was clearly endorsed in the case study. Finally, the learnings from the sustained business growth through backward integration of an export oriented manufacturer, for wider Sri Lankan context have been effectively captured at the end of the case study.