

## **EXECUTIVE SUMMARY**

Sri Lanka has been considered as a reputed manufacturer and exporter of readymade garments to the international market for many years and has many well established organizations that operate garment factories for this purpose in the country. These organizations, while providing many employment opportunities to the Sri Lankan workforce have also made major contributions to the country's production levels.

This case study reveals how the DG Group, which started its operations as a small scale garment manufacturer in Sri Lanka that produced garments for the local market, was able to tap into the international export market and thereafter grow further by starting up new ventures within a short span of time. The study aimed to show how the strengths of certain key elements of the business models contributed to the journey of the group, how the group and its members faced and overcame various challenges and what lessons other aspiring businesses can learn from the journey.

The authors of the case study utilized interviews, direct observations, focus group discussions, newspapers, websites and internal and external reports published by the company to collect the data required for the study. The collected data was analyzed utilizing thematic analysis. The findings were narrated on a time line basis.

The study revealed that the leadership style and entrepreneurial nature of the owner and Managing Director of the company were key contributors towards the growth of the group. Motivated workforce and usage of high-tech facilities have also aided the organization and its expansion of export production. Utilizing business expansion strategies such as backward integration, by venturing into fabric manufacturing, forward integration, by venturing into fashion retailing and diversification, by venturing into the restaurant business, have also been major factors behind the group's growth. Key relationships established and maintained with parties such as financial institutions and other partner apparel groups have generated many benefits to the group's journey.

Having self-confidence, determination, ability and courage to take risks, ability to do continuous market research to identify opportunities, flexibility and optimism are some of the key lessons that this case study show cased. It gives many insights to budding entrepreneurs as well as existing businesses as to how the business model elements of an organization can be strategically utilized to achieve growth potentials and success in the business world.