

EXECUTIVE SUMMARY

Centered around the theme of “Achieving Industry Success through Lean Practices” this case study explores how Cinnamon Red Colombo managed to design and execute a novel concept and achieve unprecedented success as a new entrant in the competitive hospitality market. Operating in the mid-market tier as a 3-star property, the case study describes how the organization created a new tier within the Cinnamon brand as a ‘Lean Luxury’ hotel and exceeded all stakeholder expectations. Cinnamon Red has been acclaimed to have set a new benchmark within the industry and is referred to as the brainchild behind setting a trend for the Cinnamon brand as well as competition to operate within the hospitality market. The case study further explains in a structured manner how the organization achieved industry success by implementing lean practices coupled with strategic brand positioning as well as providing collaborative leadership.

Achieving success is an aspiration individual, teams as well as large organizations aim to achieve constantly. Hence, the broad notion of success is explained in multiple forms in the absence of a universal definition that encapsulates the concept. Hence, a breadth of literature has been unearthed to understand the concept which adds value to understanding how Cinnamon Red achieved same. The review of literature is strengthened with by discussing the lean concept, related attributes and how a service organization could implement the traditional manufacturing concept of lean. Furthermore, the broad concept of leadership has been discussed, especially focusing on how nontraditional, informal methods of collaboration has enabled organizations to thrive in competitive markets. Hence, how teamwork and togetherness surpass individual goals and contributes to achieving performance excellence has been discoursed. Moreover, how strategic usage of branding to position a concept in the minds of consumers which results in enhancing brand equity, creating and sustaining brand loyalty which leads to achieving desired organizational objectives has been examined.

The story of Cinnamon Red has been revealed through a cohesive interconnected format to understand how industry success was achieved. A graphical representation of how lean practices, brand positioning and collaborative leadership which is qualified through environmental factors as well as the affiliation to the parent company depicts how Cinnamon Red achieved this feat. Evidence of this has been unearthed through feedback provided by 20

in-depth one on one interviews and 8 focus group discussions which were carried out with selected stakeholders from diverse backgrounds. Supporting secondary data from within Cinnamon Red as well as published material has also been used to clarify and reaffirm same.

To facilitate the research a company timeline was established highlighting key events and milestones during the period of evaluation. A narration of the data gathered, coupled with relevant secondary data depicts how Cinnamon Red achieved profitability since inception, surpassed revenue targets and executed its novel lean concept to exceed customer and employee satisfaction. Illustrations of strategic brand positioning and multiple indications of collaborative leadership reveals how such elements have contributed to achieving success in multiple avenues. Hence, the case framework has been validated through the research findings.

The case narrative has been examined in consideration with the findings of the literature review, which enables the case outcome to explain how an organization could achieve industry success by analyzing Cinnamon Red as a unit of study. How principles of lean as revealed discussed in literature has been aptly modified within the service sector to create a unique concept explains the core of the success experienced by Cinnamon Red. Moreover, theoretical perspectives of brand positioning and creature a nurturing environment through collaboration discloses how Cinnamon Red skillfully implemented such concepts to direct the organization to surpassing its business goals. Thus, the outcome provides input for how an organization could design and implement operations to achieve industry success.

The organization in addition to the success achieved, managed to successfully create a benchmark for future expansion of the Cinnamon brand. It also exerted pressure through its success towards competition to rethink operations and follow accordingly to stay competitive within the industry. This case study was a wonderful showcase of how conceptual literary practices were demonstrated and practically executed by an organization in real life. Thus, the study outlines the key conclusions in line with the learnings of the research. Moreover, a list of key recommendations and lessons learned have been discussed to add value from a managerial and social perspective. Specific research questions have also been outlined for further research within the scope of this study.