

EXECUTIVE SUMMARY

A business in its own caliber catering to a very niche market does not become successful overnight. Essentially it has to go through various stages in life cycle for which the relevant administrative authorities need to execute decisions in a timely manner, with utmost care and responsibility to reach higher milestones in terms of business sustainability and profitability. On the contrary, a company having established in the year of 2000 with three employees (one being the founder) and conquering many milestones for almost 18 years amidst many challenges and becoming the No.1 interior solution provider in the country is a definite case to study and explore. Therefore, this case study focuses on identifying the significant success factors of Leema Creations (Pvt) Ltd and the key drivers behind its' Sustainable business growth as a single source solution provider.

Sustainable business growth is a multi-faceted concept in the scholarly work. Different authors have discussed the literature in multiple fronts. Based on the initial gathered information, entrepreneurial leadership, embedding continuous quality improvements and related product diversification strategy have been selected as key drivers and discussed comprehensively in the literature. Triple bottom line approach has been identified with regards to the sustain business growth. Opportunity seeking and risk taking have been discussed in relation to the entrepreneurial leadership style. Putting policies and procedures to avoid quality non-conformance has been identified with respect to embedding continuous quality. Related product diversification strategy was viewed through changing the characteristics of the organization's product line and market.

The total concept was drafted into a case framework to understand the outcome and the drivers; sustainable business growth, entrepreneurial leadership style, embedding continuous quality improvements and related product diversification strategy. To excel the ground reality, ten in-depth interviews and four focus group discussions were carried out. In addition, factory visits were carried out to observe the journey that Leema has come thus far to achieve the excellence. Further, secondary data sources were used to fulfil the data collection process. Gathered data was analyzed using qualitative analytical methods.

Timeline of the case study was revealed in terms of key achievements, events and milestones. Leema Creation's Managing Director (MD), Mr. Channa Wijesekara has

unveiled that the strategic leadership provided by him to be more innovative and persuasive to stay ahead of the game has been the secret of Leema's winning history. Mixing specialized technical skills with ongoing technology advancements to compete with rivals has undoubtedly made Leema Creation's the No.1 in the market. Leema is mainly targeting the corporate clients along with the high-end household clients as their clientele base. Quality is one such key determinant that Leema is committed to endow into their products to retain customer loyalty. Advanced new technological machines such as Computer Numeric Machine (CNC), Edge Banding Machine and adaptation of high-quality management practices are being steps taken to improve the quality of Leema products.

Entrepreneurial leadership was evident with respect to opportunity seeking and risk taking behaviour which are seen in Leema Creations as it is driving towards the pinnacle of success through the great entrepreneurial leadership of Mr. Channa Wijesekara. Embedding continuous quality improvements to avoid any non-conformance was clearly demarcated through latest policies, procedures and ISO standards were followed by Leema to unearth the superior performance in quality. Changing the landscape of the furniture manufacturing industry, Leema has turned into a single source solution provider which changes the typical characteristics of the company's product line and market according to the industry latest requirements.

Conclusion was made that the success story of Leema can be conceptualized in terms of sustainable business growth. This was mainly due to the entrepreneurial leadership style of the Co-founder which led Leema to achieve the highest success in its' all endeavors. In addition, Continuous quality Improvement practices used in Leema's manufacturing process helped delivering high quality products and services. Further, Adaptation of related product diversification strategy is a corner stone of Leema which led to unleash business potentials in the markets. How the leadership was effectively used to get the competitive advantage through advanced manufacturing techniques is a lesson for the startups to capture the market place with proper knowledge.