EXECUTIVE SUMMARY

Sustained growth is something any company wants to achieve in the long-term, all stakeholders in the organization strive to achieve sustained growth but not all companies can achieve it. Ansell Lanka having an average growth after being in operation for about 20 years had become stagnant by 2011. This was the time that the company wanted to change the way they do things and wanted to grow and expand itself. The case study focuses on how a manufacturing company can achieve sustained growth through implementing innovative manufacturing processes. The author selected Ansell Lanka Pvt Ltd. as the unit of analysis and from many drivers that existed in the organization, it was identified that the use of innovative manufacturing processes, transformational leadership and backward integration was inspirational for the sustained growth of the company.

The literature relevant to the key drivers of innovative manufacturing processes, transformational leadership and backward integration are discussed. The theoretical background to these key drivers were highlighted from previous studies on real world examples and formally developed frameworks. Literature relevant to world class manufacturing, automation and developing products with unique attributes are discussed. The effect of transformational leadership in manufacturing environment and in driving people towards the growth of the company is considered. The support of backward integration strategies in developing organizational strength and how that strength might support organizations to grow are also addressed.

The relationship between growth and technology investment is strong, where companies introduce innovative processes with the focus of improving manufacturing cycle times. These initiatives further improve the overall waste of the organization and thereby improve the profit element. Transformational leaders produce followers that go beyond the transactional approach. Furthermore, these leaders help to establish supportive cultures in organizations. A viable strategy for a company to enhance its capability is backwards integration, and vertical integration of upstream processes will strengthen the total value proposition to the customer.

Success of Ansell Lanka depended on the initiatives they took in creating manufacturing processes that gave an edge to their production costs as well as added value to their customers. The company saw increases in revenue and machinery taking the turnover to US$ 120 million per annum and the production capacity to 72 million pairs in IGBU and

240 million pairs in HGBU. The plant enhanced the foot print to 35 acres and became the largest factory in the Biyagama free trade zone. The new management showed transformational leadership qualities where the employees were empowered, rewarded, recognized and engaged in the organizational activities. A new strategy of vertical integration was developed, and the first implementation was to setup upstream operations inside the plant to support the production flow. Secondly by acquiring a supplier the company strengthened the whole supply chain.

Theoretical concepts have been linked to the case narrative to show the real application of the theories in Ansell Lanka. The use of the theory in real life has enabled the company to achieve sustained growth. It has been explained how innovative manufacturing processes, transformational leadership and backward integration mentioned by various authors, have been interlinked with activities implemented in the company. The implementation of these activities has given the company a lift in performance and moved it up from a state of stagnant growth.

Based on the findings and observations with regards to the case study, it was concluded that sustained growth was achieved by Ansell Lanka Pvt Ltd during the past years. It was also explained that the implementation of innovative manufacturing processes has been the leader in getting the company to this level. Furthermore, the journey of the company was equally supported by transformational leadership and backward integration strategies.