

Executive Summary

In this case study the authors will be analysing the journey of Logiwiz to become the market leader in third party logistics industry in Sri Lanka. Achieving the status of market leader and maintaining business growth poses various challenges in the likes of sustained dedication towards continuous learning, upholding competitive mind set and above all maintaining proper focus.

The authors have identified a case framework that highlights the core drivers that have influenced the journey of Logiwiz towards becoming the market leader. Namely: leadership, strategy, customer focus, workforce focus and operations focus were identified as independent variables influencing the dependent variable “to be the market leader”. Also it was observed that the “parent company support” has had a moderating influence on the independent variables’ (namely: leadership, strategy, and customer focus) relationship with the dependent variable.

In this case the authors have focused on existing literature supporting the relevance of the case framework and also have critically focused on extracting evidence of the existence of these variables in Logiwiz’s growth journey.

Since the purpose of this study is not to prove or disprove a theory, but to rather clearly understand how to become the market leader, a more qualitative research approach has been adopted. A qualitative case study ensures that the subject matter is looked at, through different points of view, rather than a single point of view. The main focus of qualitative approach is to understand, describe, or discover the nature of a phenomenon. Qualitative approach’s ultimate intention is rich explanation. The objectives of the present study aim to explore how the identified core factors led to the success of Logiwiz in becoming the market leader in Sri Lanka.

Primary data collection was carried out mainly through in depth interviews and focus group discussions. The in depth interviews were focused towards interviewing the officials who have the most relevant experience and who have been involved in the entire growth journey of Logiwiz. Secondary data has been gathered through internal as well as external sources.

In the case of Logiwiz, the authors will narrate the growth journey of Logiwiz in becoming the 3PL market leader along the key milestones recorded in the timeline. Case narration elaborates how the leaders of the Hayleys Group identified the market potential for third

party logistics services in Sri Lanka towards late 1990s. The narration goes on to describe how the Group gradually commenced investments towards building capable human resources, establishing Logiwiz in 2002, and other key milestones which took place until the company attained its present status of market leader.

The authors have also paid much attention in analysing and highlighting the existence of the key variables identified in the case framework. Accordingly, it was observed that leadership, customer focus and workforce focus as being strong drivers that have contributed towards the business growth of Logiwiz in becoming the market leader. The case has highlighted the existence of different leadership styles to guide the business and the workforce.

It was observed that strategy and operations focus have also influenced the business growth of Logiwiz. Similarly, parent company support has had a moderating influence on the relationships between leadership, customer focus, strategy and the business growth of Logiwiz towards becoming the market leader.