

EXECUTIVE SUMMARY

This report examines how Hayleys Lifesciences Ltd. achieved sustained business growth through diversification strategy. Hayleys Lifesciences Ltd (HLS) is incorporated in the year 2008 and is a fully owned subsidiary of Hayleys Aventura, which is a subsidiary of Hayleys PLC. The company, HLS is a major player in the business of healthcare, research and testing industry holding a remarkable market share. The company has different Strategic Business Units (SBU) serving different segment of the industry, including but not limited to Radiology, Surgical Care, Critical Care, Ophthalmology, Analytical and General Laboratory. With successful diversification strategy the company has achieved exceptional results winning multiple cross sectional awards. This study revolves around the transformation of a core radiology company into a multidisciplinary business entity focusing on the challenges faced, failures, learnings and the accomplishments.

The case was analyzed based on most appropriate literature for the case and the literature discussed includes areas on revenue, employee count and market share aspects which are highly contributing towards sustained business growth of an organization. Under the main driver which is diversification, literature related to concept, strategies, risks and rewards of diversification were discussed. On identifying the importance segmenting, targeting, positioning strategy and promotional strategy is discussed based on literature related to Marketing. Literature related to customer satisfaction, and customer engagement is discussed under Customer Relationship Management, ensuring that the key focus of the business the ultimate customer is covered through the study.

Based on the literature the case framework is developed and it illustrates three key drivers and two environmental factors in achieving sustained business growth. Identified drivers for the study are diversification, marketing strategy and customer relationship management, whereas the moderating factors are identified as parent company brand equity and government regulations. The narrative was developed through primary data via interviews and discussions of which five interviews were conducted with key management staff and one focus group discussion was held with executives covering different divisions of the organization. The secondary data for the

study were collected from Company Reports, Product Brochures, Head Count Summary Reports, Financial Statements and Websites.

The company has diversified into related and un-related businesses during the past five year period 2013-2018. The related diversification strategy gave positive impact from the beginning but non-related diversification initially struggled but later achieved expected performance level. The related diversification was into various disciplines of healthcare industry and non-related diversification focused on the research and testing industry. Company always used an innovative product based marketing strategy and superior customer relationship management strategy to make the diversification a success and ensure smooth functioning and sustainability of the business venture. This strategy has driven the company to achieve superior results and to obtain market leadership.

Hayleys Lifesciences has achieved exceptional revenue and profit growth during the last five year period. The employee growths as well as portfolio growth are at a highly exceptional level. Their performance has been acknowledged at both national and international levels by awarding the company with multiple cross functional awards. Hayleys Group recognizes the leadership, team work and performance beyond the call of duty of HLS team by awarding them the prestigious Chairman's Award in 2018. These remarkable achievements of the company together with the proven leadership and business growth have indefinitely increased the performance levels of the team members together with high levels of commitment and job satisfaction.

The company has strategically positioned itself to obtain the market leadership of the new approached sectors through the networking and market knowledge related to the existing top business sectors. HLS has always gained competitive advantage in all its product lines due to the innovative strategies used and due to the high focus and concentration on business growth and sustainability. The team of HLS has always been there for the company identifying the severity of a small error or a small delay and the commitment of the team with low absenteeism and employee turnover rates have also enormously supported HLS to achieve its long term objectives.