REDEFINING THE BOUNDRIES OF SUCCESS, A CASE STUDY
ON MAS HOLDINGS, SRILANKA

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Synopsis

A success Story “Redefining the boundaries of Success” on MAS Holdings, Sri Lanka, is to identify insights of the apparel industry in Sri Lanka, and to emphasize the Key factors which have contributed MAS Holdings to become one of the country’s highest foreign-exchange earners for several decades. Although a plethora of local companies were involved in the manufacture of apparel for global brands, few companies have been able to sustain the momentum, and have created opportunities to build an enduring organization. As the global apparel manufacturing market became more sophisticated, there was a shakedown, not least in Sri Lanka, where only the preferred manufacturing partners for large global brands survived the challenging market forces.

MAS is one such success story. As South Asia’s largest intimate apparel manufacturer, It’s extremely important to assess how MAS has achieved set goals to become the region’s fastest-growing supplier of sportswear and how company manages the entire value chain, from product design, development, manufacturing and raw-material supply whilst commanding the latest technology and knowhow. In addition this study drills down to find out how Innovation the second nature to MAS has helped MAS to become the lead strategic partner for Victoria’s Secret (VS), servicing numerous global brands including Marks & Spencer (M&S), Triumph International, DIM Branded Apparel, Nike, Speedo, ADIDAS, Reebok, GAP and Banana Republic.

This paper will also justify the success story and emphasize on lessons learnt as to how entrepreneurial minds brought life and change which revolutionized the apparel industry of Sri Lanka. What started as a humble manufacturing process has developed in to a US$ 1.6 Billion revenue generator and a significant contributor for the growth of country’s socio economic factors by improving wealth, providing employment, enhancing life styles by demarcating country’s name in the global arena.