

Module Handbook:

MN7236ES Innovation Management

SEM 01 – 2024/25

“Master of Business Administration - MBA”

Assignment 02

**Contents**

[Introduction 3](#_Toc187495795)

[Methodology 5](#_Toc187495796)

[Innovation in the MAS Holdings 7](#_Toc187495797)

[Overview of the Mas Holding’s innovation journey 7](#_Toc187495798)

[Application of innovation theories and models 7](#_Toc187495799)

[Triple helix model 7](#_Toc187495800)

[Sourcing and fostering innovation 8](#_Toc187495801)

[Types of innovation 9](#_Toc187495802)

[Product innovation 9](#_Toc187495803)

[Process innovation 9](#_Toc187495804)

[Position innovation 9](#_Toc187495805)

[Paradigm innovation 10](#_Toc187495806)

[Final observations 10](#_Toc187495807)

[Impact of innovation 11](#_Toc187495808)

[Local, national, and global impact 11](#_Toc187495809)

[Stakeholder and societal benefits 11](#_Toc187495810)

[Recommendations 13](#_Toc187495811)

[Accelerate digital transformation 13](#_Toc187495812)

[Expand research and development (R&D) capacity 13](#_Toc187495813)

[Enhance sustainability initiatives 13](#_Toc187495814)

[Strengthen global branding and marketing efforts 13](#_Toc187495815)

[Foster an innovation-driven culture 13](#_Toc187495816)

[Explore emerging markets 14](#_Toc187495817)

[Develop SMART goals for innovation 14](#_Toc187495818)

[Conclusion 15](#_Toc187495819)

[References 16](#_Toc187495820)

# Introduction

Organizational success in the modern world markets depends on not only innovations but also applications of dynamic activities with competitive approaches. The calls for this are even stronger for Sri Lankan companies that need to innovate to go global despite being hamstrung by their small markets and international competition. Among the innovators in Sri Lanka, one can name MAS Holdings, the foremost apparel and textile manufacturer known for the holistic commitment toward product development, sustainability and technological advancements. And with its strong emphasis on value through innovation, it stands as a pioneer, redefining the scope of traditional manufacturing and setting benchmarks for excellence in the industry.

MAS Holdings was established in 1987 and has expanded from a Sri Lankan-nurtured company into a global giant with a reach in over 15 countries. It has developed an international reputation for innovative approaches to its specialty in apparel manufacturing, design, and sustainable practices. And being arguably the largest employer in the private sector of Sri Lanka, MAS Holdings has always created a trend for itself in pushing with the limitations of doing business, integrating the most recent technology, and collaborating with stakeholders on innovative pursuits. This report thus examines how MAS Holdings has been able to optimally use its innovative capabilities to establish or strengthen its position internationally by focusing mainly on product development, commercialization strategies, and contributions to the community.

The global apparel industry is characterized by its dynamic and highly competitive nature. To thrive in this environment, MAS Holdings has adopted a proactive approach to innovation, which is deeply embedded in its corporate culture. The company has embraced emerging trends such as wearable technology, smart textiles, and eco-friendly manufacturing to meet the evolving demands of international markets. Furthermore, MAS Holdings has positioned itself as a leader in sustainability, with initiatives such as achieving carbon neutrality and promoting circular economy practices. These efforts not only differentiate the company from its competitors but also align with the growing global emphasis on ethical and environmentally conscious business operations.

A critical factor in MAS Holdings’ success is its ability to integrate managing innovation theories and models into its business strategy. The four dimensions of innovation space product, process, position, and paradigm—serve as a useful framework to understand how the company has excelled in creating innovative products and redefining its operational processes. The company’s emphasis on developing high-performance athletic wear, incorporating smart fabric technologies, and collaborating with leading global brands like Nike, Victoria’s Secret, and Adidas exemplifies its product innovation. Simultaneously, MAS Holdings has reimagined its processes through automation, digitalization, and lean manufacturing techniques, resulting in enhanced efficiency and sustainability.

The Triple Helix Model further conveys the success of MAS Holdings in innovating, as it collaborates with academic institutions, industry bodies, and government officials in one way or another. Local and international colleges and universities are partnering with companies in research and development in areas such as advanced textile technologies and sustainable practices. Furthermore, its engagement with government has enabled the company to utilize incentives and policies that have been set out in support of innovation and exports.

Innovations bring benefits not only to an organization and its employees but also go a long way in bringing change into the society in general. MAS Holdings strives to show and prove that indeed innovation can affect positive change in the community by creating employment opportunities, empowering women, and promoting community development. (EDB, 2024)

# Methodology

The methodology employed in this report focuses on a comprehensive and systematic approach to understanding the innovative strategies of MAS Holdings. It combines primary and secondary research methods to gather, analyze, and interpret data about the company’s product development, commercialization processes, and global presence. By using established innovation frameworks and models, this study ensures a robust and credible analysis of MAS Holdings’ approach to managing innovation.

The first step in the methodology involves secondary research to collect existing information about MAS Holdings. This includes a thorough review of publicly available resources such as annual reports, company publications, industry articles, case studies, and research papers. Data from the MAS Holdings website provided insights into the company’s mission, vision, and innovation strategies. News articles and press releases were also reviewed to identify recent initiatives and achievements in product development and commercialization. This secondary research enabled the identification of key trends and patterns in the company’s innovation journey and provided a foundational understanding of its global strategies.

To counter the secondary information primary research, interviews were conducted with the key stakeholders of MAS Holdings, including managers, employees, and R&D professionals, for primary research. This interview material led valuable the necessary insights the organization draws into its internal process review and innovation culture and the decision-making styles of the organization itself. For instance, managers assured information concerning strategic partnerships, product innovation, and market expansion efforts, while R&D professionals isolated specific technological advancements and sustainability initiatives. This primary data has enriched the report appreciably by offering first-hand perspectives from what may not be fully captured by secondary sources.

Established innovation theories and models underlie the analysis in an orchestration of the procedures employed in assessing the house of MAS Holdings practices. The Four Dimensions of Innovation Space-product, process, position, and paradigm-are then employed to dig into the intensities and extents of the company's innovativeness. Now this model provides the framework by which the innovation programs at MAS Holdings can be evaluated across product portfolios, process optimization, offering repositioning to the market, and creating new definitions in business paradigms. Hence, the report brings into perspective a focused way in which the company would survive and grow in the competitive global apparel industry.

They also employ this Simplified Model of the Innovation Process to delineate the pathways along which innovation occurs in MAS Holdings. It entails the innovation route from idea generation to market introduction and describes the company's application of tools for opportunity identification, solution development, and commercialization. This model integration provides a clear and logical sequence within which innovation takes place for MAS Holdings by explaining how the company organizes its resources and capabilities around achieving such goals.

The Triple Helix Model is used for studying MAS Holdings' cooperation with other actors of the triple helix - academia, industry, and government. This is highly relevant considering, among other things, MAS's university partnerships for research and development, alliances with global apparel brands, and interaction with the government agencies that promote exports and innovations-friendly policies. The application of this model provides insight on how MAS Holdings utilizes networks beyond the organization's boundaries for stimulating its innovation and extending its global reach. While adopting the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework for all recommendations, the report also ensures that those recommendations remain actionable with the organization on the horizon of its overall strategic objectives. Thus, it enables the crafting of accurately defined and actionable recommendations to better strengthen MAS Holdings' innovation capabilities. (Jeyavanan, 2017)

# Innovation in the MAS Holdings

## **Overview of the Mas Holding’s innovation journey**

Established in 1987, MAS Holdings is a pioneer in Sri Lanka as far as the homeowner in apparel and textile manufacturing is concerned; the company would establish its name quickly on the global front as their innovation. It began as a business focusing on garment manufacturing. But that was pretty soon before it became a dynamic innovator, establishing altogether new norms across the industry using advanced technology, sustainable practice, and strategic partnerships. With a mindset of "creating value beyond products," MAS Holdings had reached product development into novel arenas such as intelligent fabrics, wearables, and green solutions to reach global markets.

The company's innovation trip hinges on the commitment of sustainability and collaborative efforts. MAS Holdings partnered with the world's brands such as Nike and Victoria's Secret and research institutions for an effective and ever-improving innovation. It transformed its entire system by applying automated, lean manufacturing, and digitalized operations toward becoming a sustainable, efficient waste life-cycle footprint. Today, therefore, MAS Holdings represents a typical Sri Lankan ingenuity but stands tall as a global pioneer regarding sustainability in state-of-the-art apparel solutions.

## **Application of innovation theories and models**

Innovation theories and models have been leveraged quite well at MAS Holdings to help drive its growth and larger global presence. The company practices all Four Dimensions of Innovation Space, comprising product, process, position, and paradigm. Pioneering product innovations through advanced textiles, moisture-wicking fabrics, and wearable technology, MAS has evolved process innovations of lean manufacturing and automation which optimize effectiveness and sustainability. Position innovation has seen MAS reclaim global niche markets by repositioning its offerings to eco-conscious, performance-driven agenda.

The Simplified Model of Innovation Process explains precisely how MAS Holdings converts an idea into a marketable product. From idea generation, an idea traverses a long rigorous research and development exercise to commercialization, fusing innovation seamlessly at every stage. The Triple Helix Model further illustrates this by capturing the partnership that MAS engages in to promote the joint collaboration with academia, government, and industry partners, which lead to breakthroughs in advancing textiles and sustainable practices. Together, these models underline why MAS Holdings is one of the most successful innovators in the industry and a global leader.

## **Triple helix model**

However, the organization sited above, MAS Holdings, perfectly resonates with a typical application of the Triple Helix Model, which involves academia, industry, and government in that innovation process and global competiveness. Indeed, MAS has established itself through important pioneering investments with top universities on R&D initiatives, especially in recent advances in textile technology and sustainable manufacturing, which have all culminated into breakthroughs in intelligent fabrics, wearable technology, and environment-friendly materials development, thus keeping the company ahead in new industry innovations.

While it already has established companies in support of other governmental initiatives, it can further drive innovation within the ecosystem. By aligning with policies that support exports, sustainability, and industry 4.0, MAS has garnered exposure to support expansion into new markets while aligning itself with global apparel brands and technology providers to continue real work in the rollout of its innovation concepts as they fit market needs.

## **Sourcing and fostering innovation**

MAS Holdings cultivates innovation internally as well as externally through the culture of creativity and collaboration within the organization. Internally, there is a research and development team, employee-based ideation platforms, and a culture of continuous improvement. These then form and integrate technologies, sustainability, and customer dynamics to create solutions such as moisture-wicking fabrics, smart textiles, and green products.

Externally, MAS has engaged with global brands, universities and technology partners around the world to keep pace with industry trends. Such partnerships enable access to new research and expertise in emerging technologies. For example, alliances with leading global brands such as Nike and Victoria's Secret provide insight into evolving consumer needs and the correlation with research institutions drives advancements in textile technology advances.

Indeed innovation is inculcated through these hackathons, open innovation challenges, and investment in start-ups, thus ensuring that there is always a stream of ideas and solutions that will sustain continuous global leadership. (Browzwear, 2024)

# Types of innovation

Using product, process, position, and paradigm innovations, MAS Holdings has integrated and innovated to compete in a globalized apparel and textile market. The company has increased operational efficiency, redeployed market presence, and created societal impacts through this route.

## **Product innovation**

By continuous innovations into the new textiles and apparel product offerings, MAS Holdings has changed the entire face of its products. Renowned for delivering high-performance products such as moisture-wicking fabrics, compression garments, and wearable technology, MAS has brought forth changes in the functionality of the apparel from ordinary to transformed, technology-enhanced, functional wear by attaching elements like embedded sensors and biometric tracking into sportswear. It has advanced to meet ever-changing needs of consumers, especially in terms of health, fitness, and sustainability. For example, amongst such contributions, MAS was devoted to developing green products, such as biodegradable materials and recycled fibers, making it a green pioneer in fashion. Product innovations, thus, help MAS find easy relevance even within a dynamically changing global landscape.

## **Process innovation**

MAS Holdings has repeatedly optimized its operational processes in many areas, such as efficiency, quality, and sustainability. The company has automated the production processes as well as digitalized and implemented lean manufacturing processes in its factories. As an example, it employs very modern robots in factories, which reduces wastage and helps create garments more precisely. These technological advancements not only reduce errors but also contribute toward an increased output and incorporate company's environmental sustainability goals. Furthermore, MAS has employed energy-efficient systems and water conservation technologies across its plants, resulting in huge savings whilst improving the company's carbon footprint.

Process innovation is not just limited to the workshop floor. The digitalization of the supply chain by MAS Holdings has enabled real-time monitoring and data-driven decision making within the organization. All these initiatives would involve enhancing customer satisfaction, timely delivery, and the cost of the carbon footprint which will eventually fit within the sustainability framework of the organization.

## **Position innovation**

MAS Holdings: Developing End-to-End Solutions for Strategic Partnerships on Global Sites. The Construction Company making this has defined value propositions at the client's doorstep. Collaborations with some of the leading global brands Nike, Victoria's Secret and Lulu lemon highlight this company's ability to provide innovative solutions tailored to the specific needs of its partners.

The position innovation has also expanded MAS branding. The company has become a marketer of sustainable practices with environmental and ethical certifications. MAS has branded its name in line with the global goals on sustainability, hence creating more awareness on the eco-conscious market and stakeholders. This positioning will commit not only for market collaboration but also doors opening for partnerships with the eco-oriented organizations.

## **Paradigm innovation**

Innovation in paradigm is the mark of an organization called MAS Holdings where it continually questions the old ways of business in the garment industry. MAS now sees itself in using sustainability and innovation as its core strategy thus, moving away from profit view to making economics, sociology, and environment balance in its objectives.

For instance, this company has opted for the circular economy phenomenon, which emphasizes waste reduction while also encouraging the reuse and recycling of the product materials. Programs such as "Eco Go Beyond," educating communities and employees on sustainability, reflect the intense efforts that MAS is committed to for systemic change. Indeed, such a paradigm shift has strengthened the internal culture of the company and resonated with external stakeholders to build the case for being an industry leader.

## **Final observations**

The long-standing success of MAS Holdings has derived from the very integration of innovations differing in types into the same business model. Thus, product innovation would ensure that products remain continuously new for meeting the demands of the global market, while the process innovations would ensure efficiency and sustainability. By this moving on position innovation, it would make its cooperation strengthen and its brand identity, and paradigm innovation brings about systemic adjustments that would work well with international sustainability objectives. All types of innovation reinforce MAS Holdings to remain competitive, move beyond its already-established markets, and provide enduring value to multisided stakeholders. (Aiyoobkhan, 2023)

# Impact of innovation

## **Local, national, and global impact**

The innovative practices of MAS Holdings, the sustainability initiatives, and the commitment to societal betterment have created an influential impact at the local, national, and global levels.

Local impact: At the very local levels, MAS Holdings has helped catalyze economic development and employment opportunities in Sri Lanka. More than 100,000 employees in the country earn their living through this company and therefore indirectly sustain thousands of families. Community development investments such as "Women Go Beyond," which empowers women through educational opportunities, skills training, and leadership development are also initiated by MAS. Water conservation, renewable energy, and other significant initiatives also add to saving Sri Lankan natural resources.

National impact: In the national context, MAS Holdings constitutes an integral part of the economy of Sri Lanka with a great capability of contributing to national export revenues. Being one of the largest apparel exporters, the company also positively boosts the country's reputation in global circles as the place to go for high-quality, innovative textiles. The partnerships of MAS with related government bodies for the promotion of industry 4.0 technologies and sustainable practices form critical benchmarks for other industries in the country. Education and vocational training programs are among some of the initiatives of MAS for enhancing the quality of Sri Lankan human resources.

Global impact: At a global level, MAS Holdings has claimed the title of the pioneer in sustainable and high-tech apparel manufacturing. The company has effectively addressed consumer demands of a global nature on products with high compatibility in performance, including Nike, Lulu lemon, and Victoria's Secret. Through circularity and reduced carbon footprints, this company contributes to the world's sustainability goals. The pro-ethical and green production values inspire other companies to adopt similar approaches globally.

Localized and globalized, MAS Holdings shows the way onwards in inspiring innovation and sustainability, benefiting society, the environment, and the global economy.

## **Stakeholder and societal benefits**

Innovation, sustainability, and ethics have added enormous social and individual value to the stakeholders by integrating its processes with these aspects. This all-encompassing, complete worth of value extends to its employees, customers, business partners, communities, and the wider global society amongst others.

Employee Benefits: Working in MAS is indeed bliss, as it provides a congenial and welcoming atmosphere to the employees. The "Women Go Beyond" Program lets women avail leadership opportunities, develop their careers, and acquire knowledge in finance. Well, favored few, there are health and safety programs, competitive wages, and opportunities for skill development. Thus, in addition to increasing satisfaction levels, these programs also deal with loyalty and productivity.

Community and societal benefits: Benefit towards the society and the communities as for local communities, MAS Holdings has initiated a number of projects in education, health, and the environment. Projects such as "Eco Go Beyond" motivate the youth and communities to enhance their awareness of sustainability with the intent of ushering in a culture of environmental responsibility. At the macro level, MAS's ethical manufacturing practice, carbon-footprint reduction, and circular economy practices will touch on global sustainability goals and are much beneficial to the planet.

Corporate Sustainability thus is a stakeholder interest link to society's development, proving that innovation may coexist with responsibility towards making it work for all and inspiring a global shift into sustainable and ethical business practices. (Holdings, 2023)

# Recommendations

This will further build up MAS Holdings in terms of its global leadership in innovation and sustainability in a number of strategic recommendations that can be made to maximize the company's focus on innovative ability development, operational efficiencies, and global outreach. This coordinates well with the prevailing vision of the company in tune with the transforming needs of stakeholders as well as that of the global marketplace.

## **Accelerate digital transformation**

MAS Holdings must intensify its commitment to investments in digital technologies such as artificial intelligence (AI), machine learning (ML) as well as advanced robotics, tools that can help optimize manufacturing processes, personalize products, and improve the supply chain. Predictive analytics can also benefit the company's competitiveness by providing valuable insights into consumer patterns.

## **Expand research and development (R&D) capacity**

Innovation is ramping up in MAS toward substantial improvements. In fact, it is expanding the current R and D scope for future competitive advantages. Setting up dedicated research centers for some international key markets would hence provide localized insights and possibly nurturing collaboration with other experts out across the globe. Also, it should be working toward stronger partnerships with universities and research institutions to facilitate breakthroughs about advanced textiles, smart wearables, and sustainable materials.

## **Enhance sustainability initiatives**

MAS should continue leading green development by applying the circular economy principles across its value chain. This would involve scaling up the initiatives on recycling and reusing materials, investing in technology-based solutions to reduce energy and water consumption, and expanding its portfolio of biodegradable and eco-friendly products, which can attract consumers with interest in their planet and also reinforce the reputation of the company as a sustainability champion.

## **Strengthen global branding and marketing efforts**

MAS should work on branding and marketing activities as a means of entering the global market. By adopting and optimizing digital and social media platforms, it would become possible to voice all innovative and sustainable practices taken by it to a wider audience. It could have developed country and portfolio-specific sustainability stories for its international clients that would mean building customer loyalty and even new partnerships.

## **Foster an innovation-driven culture**

MAS should work on branding and marketing activities as a means of entering the global market. By adopting and optimizing digital and social media platforms, it would become possible to voice all innovative and sustainable practices taken by it to a wider audience. It could have developed country and portfolio-specific sustainability stories for its international clients that would mean building customer loyalty and even new partnerships.

## **Explore emerging markets**

MAS should scout future emerging markets where developing customers increasingly demand innovative sustainable products for opportunities. MAS can forge a commendable presence and diversify revenue streams by providing customized offerings based on these markets' unique needs. The inclusion of emerging markets in Africa, South America, and Southeast Asia will serve as new avenues to growth while keeping traditional markets from carrying risks on their basis.

## **Develop SMART goals for innovation**

The MAS must also be looking towards at having that structured growth through SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals in their effort on innovation. For instance, it may set objectives that include reducing production waste by 20% over the course of three years, or increasing revenue contributed by smart textiles by 30% over five years-, hence delivering a meaningful direction and accountability.

Should MAS Holdings implement these recommendations, it would further establish its mission of transforming values beyond products while solidifying leadership in innovation, sustainability, and global competitiveness. (Abdulla, 2022)

# Conclusion

MAS Holdings is a well-rounded innovative organization that has made successful strides in putting itself on the international scene in the apparel and textile industry. MAS has achieved this via a holistic roll-out on product development, process optimization and sustainability still very much engaged with all its stakeholders, entering the realm of a modern-day pioneer from being only a conventional manufacturer: into the leader of most innovative, ethical, and sustainable practices.

By this, it has invested in advancing technology like smart textiles or wearables, and now also works with sustainability principles in its operation. Employing models such as the Triple Helix and creating partnerships between academia, industry and government, MAS has well pooled the collective worldwide expertise to enhance innovation and competitive ability. By making use of Four Dimensions of Innovation Space and with some other theoretical frameworks, MAS is showing its capability to strategically navigate through the complexities of global markets and maintain its leadership in the industry.

Notification regarding transformations in the future are present when a firm has made investments in innovation, the basic applications of which relate to things like developing advanced technologies and incorporating wear ability and intelligent fabrics along the lines of sustainability principles. Open to such models like Triple Helix-built collaborations between academia and industry or government, such efforts on the part of MAS could really harness the power of collective expertise in innovation driving competitive advantage. Well, application of the four dimensions of innovation space as well as these other theoretical frameworks avails MAS with strategic visibility to navigate complexities that accompany global markets in sustainable leadership in the industry.

The impact of MAS is not limited to its organizational periphery. It has a considerable input in local economy development and community well-being through job creation and social responsibility initiatives. On a national level, it has uplifted the image of Sri Lanka for producing high-end innovative apparel.

Thus, it can be said that innovation and sustainability have proven to create value for stakeholders, society, and the environment for the company, MAS Holdings. The company continues to transcend its thresholds of excellence, conforming to the fashion industry's global landscape and driving great change. (Magazine, 2017)

# References

Abdulla, H., 2022. *MAS Holdings outlines ambitious expansion plan, eyes Asia growth.* [Online]   
Available at: <https://www.just-style.com/news/mas-holdings-outlines-ambitious-expansion-plan-eyes-asia-growth/>

Aiyoobkhan, M., 2023. *MAS Holdings Innovation management.* [Online]   
Available at: <https://www.studocu.com/en-gb/document/liverpool-john-moores-university/strategy-and-leadership/mas-holdings-innovation-management/49237174>

Browzwear, 2024. *MAS Holdings: Pioneering Apparel Innovation with Browzwear's Suite of Solutions.* [Online]   
Available at: <https://browzwear.com/success-stories/mas-holdings-pioneering-apparel-innovation-with-browzwears-suite-of-solutions>

EDB, 2024. *MAS Holdings.* [Online]   
Available at: <https://www.srilankabusiness.com/edb/success-stories/mas-holdings.html>

Holdings, M., 2023. *MAS Holdings Impact Report 2023.* [Online]   
Available at: <https://masholdings.com/wp-content/uploads/2024/07/MAS-Holdings-Impact-Report-2023-Final.pdf>

Jeyavanan, S., 2017. *Final year Research Project on Internship Study On MAS Active Vaanavil pvt Ltd.* [Online]   
Available at: <https://www.researchgate.net/publication/315576011_Final_year_Research_Project_on_Internship_Study_On_MAS_Active_Vaanavil_pvt_Ltd>

Magazine, 2017. *The textile world at a glance: From staple fiber needle punch line to service.* [Online]   
Available at: [https://www.groz-beckert.com/en/news/newsletter/knitting/2017/m1\_knitting\_mas\_holdings.html](%20https:/www.groz-beckert.com/en/news/newsletter/knitting/2017/m1_knitting_mas_holdings.html)