

EXECUTIVE SUMMARY

The world is enduring a digital revolution owing to the initiation of innovative technologies whereas administrations around the world are anticipating the digital revolution and the universal outflow on IT expenditure has been gradually mounting. These positive global trends act beneficial to the Sri Lankan market by setting up an ICT industry particularly concentrating on exports. The ICT industry in Sri Lanka is the fourth largest principal revenue inheritor, anticipates the industry to grow up to \$5 billion and generate 200,000 direct jobs. Nevertheless, with the uncertainties of external factors, not all organizations in the industry flourish. However, the organization exposed to this study; 99X Technology, showed extreme resilience through positives and negatives in the market and permitted themselves in safeguarding high performance throughout.

The authors of the study have correspondingly referred to countless literature articles issued in order to hypothetically provision the concept. High performance has discoursed under financial aspects as well as non-financial aspects. As theory supports, high performance has been examined via financial results as well as non-financial results such as employee development over the years. The results are evidence that there is a direct correlation of these factors to high performance which is then further explored in terms of which has driven the high performance at 99X Technology. Hence, the key drivers of the organizational high performance have also been extensively reviewed with ample references to the available literature and other scholastic findings supported with models and theories which re-emphasize the discussed organizational driver as well as key drivers.

With the understanding of the exceedingly constructed extensive literature review, research findings and real context data the authors have predominantly traced three key drivers that had driven high performance in the subjected organization. In addition to that the authors also have discovered an external factor viz; global technology outsourcing industry, which moderates the relationship between the key drivers and the outcome. Furthermore, the most fundamental aspect of lashing high performance at 99X Technology is its leadership; precisely transformational leadership. Directed by a solitary individual, CEO Mano Sekaram, the organization is proficient in accomplishing an astounding performance which stands as a

testimony for robust leadership. Subsequently, the organizational strategy and technology implementation has pointedly subsidized to lashing the organization into its high performance.

In relation to primary data, the study is constructed on twenty in-depth interviews and eight focused group discussions and primary data sources which further established the acknowledged three key drivers via literature review. Both, primary as well as secondary data stand robust in line with the case and reinforced to unearth the research finding from the perspective of real context. Especially the real context information obtained stand as witnesses which also had strengthened the constructed case framework. These further had laid a foundation to shape the case and each element that is initially studied via literature reviews and research findings have been traced with real-world examples and proofs, making the study more exploratory and stimulating.

This report further discusses the findings unveiled in line with objectives determined at the inception of the study. Predominantly the findings are discussed relating to the literature reviewed and constructs built in the case framework. Further, it also focuses on building a correlation between the unearthed information via in-depth interviews and focused group discussions conducted on the findings of previous research studies. Additionally, the study also provides an understanding of to what extent the identified models and theories can be reconfirmed using the findings whilst finally bringing out the connotation of the findings and the relevancy of them with regard to the organization for the study; 99X Technology.

The report finally concludes by encircling a swift of the key discoveries and results in line with the constructed outline of the study. It deliberates the persevering aims of the study by bearing the primary as well as secondary data congregated. Furth more, the study has examined the lessons that can be cultured and a set of references have been emphasized in terms of managerial and social facets which is in order to augment value to the case study directed to reinforce the case framework. It is then presented with significant queries with regard to the theme of the case study as well as the ICT industry which will inspire further research. Lastly, it is anticipated that the report will empower the readers to nurture judicious sentiments concerning the subject study and to categorize residual research gaps that could be further established.