

Executive Summary

Author's gained a greater opportunity to deeply study entrepreneurial behavior of a Mr. Imran Mohammed, the founder of MEA through this case study. It opened avenues to writers to get a deeper understanding on drivers behind a successful Tele Centre in Trincomalee by studying specific behavioral characteristics of the key person in the case study. The main drivers of the said outcome were identified as EO, MO and Social motive through literature and significant evidence were found through primary and secondary data sources. Furthermore, the Environment factors such as Political, Technological and Legal factors were identified as moderator variables.

MEA was started by Imran, a rural youth who has completed his Advanced Level (A/L) and was encouraged by the division's Grama Sevaka to submit an application for this initiative. As such, Imran submitted an application to establish a Nenasala center in the Mutur East division. By fulfilling the application and selection process of ICTA, Imran was selected to establish the Tele center in the Mutur East DS division. As per the criteria of this initiative, GOSL and World Bank provided equipment worth of Rs.10 Mn on subsidy basis. The equipment included 5 Desktop PCs, One Photocopier machine, Printer, Scanner and a Fax machines. In addition to the equipment, free internet connection was also provided by ICTA. The objective of this was to encourage the running of a Tele-center in the rural area to serve the rural community. Imran's tele-center was named as 'Mutur East' nenasala center and was started in 2005 December.

Data collection and analysis for this study include both qualitative and quantitative data types gathered through primary and secondary data sources. Nevertheless, due to nature of the study specific focus was placed upon qualitative data in analyzing the independent variables while quantitative information was used in measuring the dependent variable. As primary data, eight interviews and two focus group discussions were carried out and as secondary data newspaper articles, handbills and internal information sources provided by Imran were used.

Our case study provides insight into the impact of EO, MO and motive to develop in social context on successful business performance of MEA. The business performance of MEA was measured using both financial and non-financial performance indicators such as revenue, growth in number of students, public image and award winning reflecting the goal attainment of the business. We found that some dimensions such as Innovation and risk taking under EO and Customer orientation and Competitor orientation under MO is well demonstrated in Imran's entrepreneurial style together with his social motive in using ICT to support a community's economic, social and educational development. Furthermore, we found that the environmental factors such as Political, Technological and Legal factors also had intervening impacts on achieving the outcome.

The significant events identified in the case study were the Re-opening of MEA by Imran after the displacement, Implementation of Mobile library project, Winning of an award of the government, Creating strategic alliances with a leading Vocational training institute to provide demand driven courses, Offering innovative courses (Open Office & Joomla) identifying the future needs of the community and Creating partnerships with TVEC registered and NVQ accredited Training institutes to offer NVQ courses.

This case study confirms that all three drivers identified in the case frame work such as EO, MO and motive to develop in social context have driven the success of the business in both financial and non-financial aspects. Through the said drivers, Imran managed to win a good public image and reputation for MEA, which further facilitated the institution to outperform the competitors in the area by attracting more market share. This resulted in winning the 'Nanasala Pranama' award which is a great achievement of MEA.

The report concludes with recommendations derived from authors' analysis. These recommendations are shared in detail and described their implications to Mr.Imran.