

## EXECUTIVE SUMMARY

The global food industry is extremely dynamic and operators are more vigilant in grabbing opportunities. The food industry moves forward with growing demand for convenience food by the consumers day by day while ensuring safe and quality lifestyle. The United Arab Emirates (UAE), due to its cultural diversity, is known as a treasury for investors, especially in food industry which has an overwhelming demand for multi-cultural food tastes. Being a Sri Lankan residing in UAE, it is always a privilege for them to have the feeling of homelands' culinary taste. The tremendous entrepreneurial endeavour over the past two decades by Mr. Nazeer has fulfilled this gap through Colombo Bakery for many Sri Lankans in UAE. In this context, journey of Colombo Bakery towards continuous business growth is worthwhile to study.

As a basis, authors attempted to identify the theoretical background to profound the findings. The outcome of continuous business growth was mainly due to three key drivers; entrepreneurial orientation, operational efficiency practices and marketing strategies. Continuous business growth can be measured by the growth of revenue, staff and volume. The main driver, entrepreneurial orientation was studied in three main sub areas; risk taking propensity, innovativeness and pro-activeness. The second driver, operational efficiency practices were analysed by the literature associated with technology and automation, product quality and food safety. The third driver, marketing strategies looked at the literature relevant to market development, marketing mix, target market and branding. The case study is well supported by literature to move forward.

The outcome of achieving continuous business growth was mapped into a case framework for completeness of the study. The three key drivers were demonstrating entrepreneurial orientation, adapting operational efficiency practices and executing marketing strategies. The moderating factor was the multi-cultural society in UAE. The methodology of analysis was mainly on qualitative techniques. The authors conducted multiple number of in-depth interviews and focused group discussions to gather information. The interviews were conducted in bakery premises in Ajman, restaurant premises in Sharjah, and super markets such as Fresh Spot, Shop N Save and Al Maya. The secondary data was also analysed using the trade reports, reviews for Colombo Bakery website, reviews in Facebook account and reviews in delivery app of Zomato. The case framework and the methodology were broadly constructed to support the case study.

Colombo Bakery is an instinctive idea of the owner, Mr. Nazeer. An investment of AED 4,000 turned into a successful enterprise worth AED 2.2 Mn annually. The humble beginning with single baker has catapulted into twenty-eight employees today. Offering plain bread has expanded into handling massive catering events. All of this was a predominant result of the owners' attempt to realize the dreams into reality, new-fangled experimentation of the products and farsighted visionary thoughts. Initiating a branch in Jordan and introducing dining experience in Sharjah restaurant were masterstrokes. Automations were introduced to increase the process efficiency practices and cost controls. The way traditional Sri Lankan food are processed through machines are pleasing to note. The taste, quality and hygiene of the products are witnessed through many appreciative quotes from customers. The art of delivery, presence and branding under the umbrella of marketing strategies are treasured for the expansion of business.

The owner has demonstrated that his entrepreneurial orientation led to the continuous business growth of Colombo Bakery. The continuous investment in technology and automation can be seen by the machineries which are used in the bakery operations. As well as, the product quality that they are able to maintain and the food safety practices employed are huge recipe for the success. The employees and their operation procedures are justified that Colombo Bakery is adapting operational efficiency practices to improve the business. The marketing strategies which is executed for increasing customer demand is remarkable. Few of them such as reaching corporate customers, selling via whole sellers, roping in many super markets, appearing in digital space and increasing product ranges have a huge impact in the growth of Colombo Bakery. The multi-cultural society in UAE creates many opportunities for further expansion.

As concluding remarks, it was a successful attempt on explaining how Colombo Bakery was able to achieve continuous business growth in this case study. The objective of exploring whether continuous business growth is determined by entrepreneurial orientation, operational efficiency practices and marketing strategies were proven with the evidence gathered during the data collection and analysis. The key lessons in the case of Colombo Bakery to readers are that how the opportunity and the necessity, hard-felt attempts, challenges in the path of business journey have contributed to climbing up the business ladder. The journey of Colombo Bakery will not stop at this point today, but it will grow even further tomorrow while expanding and covering international network all over the world.