

Executive Summary

In this case study report, it was the intention to find out the key success factors behind the extraordinary rapid growth of the Blue Mart Group (BMG) within nine years of its establishment in 2009. From the initial discussions the authors carried out with the owners of the BMG and through the independent observations, it was recognized that the 'entrepreneurship', 'leadership' and the 'customer focus' were the key drivers behind the growth of the company while the government support acted as a moderator. Authors did a literature review to find out what the various writers have written on these areas of subjects and findings were summarized under chapter 2 of this report. To complete the field study, questionnaires were prepared linking to the drivers and interviews were conducted with the Chairman, director, senior management, selected managers, staff and the customers of the BMG. Three focus group discussions were carried out with the selected staff members and the customers while outcome of the interviews and focus group discussions were summarized under chapter 4.

Entrepreneurship skills of the Chairman and the founder of BMG were identified as one of prominent driver to the growth of the business. Study revealed that the finding funds and a suitable sponsor, first business registration, selecting a suitable location for the first supermarket, diversification of the supermarket business into restaurant business and management of Five Crowns restaurant with a novel approach, opening of branches of the supermarkets in various formats, opening of different brands of restaurants including the WideRange which has become the best restaurant brand with number of branches were among the key activities of the Chairman during the nine year operations of the business.

Leadership of the BMG was centred on the Chairman and the key leadership activities initiated by him are discussed in chapter 4. Establishing talent acquiring policy, giving free uniforms, free accommodation and transportation for the staffs, providing modern kitchen equipment and arrangements at restaurants, establishing new management structure and assigning responsibilities along with the opening of the corporate office, cooperative approach in problem solving and risk management in coordination with the subordinates, self-confidence, responsibility of decisions, stress management and accepting the frustration

or delay, transforming of new comers to match with the organizational needs and culture, influencing the people's behaviour, and initiating and driving social interactions were among the key leadership activities initiated by the Chairman.

Customer focus has been identified as the most significant driver for the growth of the BMG which spread through number of areas of their business operations. Carefully designed interior fit out works and internal arrangements in supermarkets and restaurants, product mix, product lines and selling quality products, selection of right menu items for each restaurant brand, customer focused opening hours, special arrangements to welcome the customers and treat them well until they leave the business premises while giving priority for their preferences, special arrangements for kids and for customers with special needs, free home delivery services, and free transportation for 'bluemart hypermarket' customers were some of the main customer focus initiatives implemented by the BMG, supporting their growth in terms of revenue, staff, branch network and number of brands.

Blue Mart's revenue has grown from AED 1.2 million in 2009 to AED 282 million by the end of the year 2016 and expected to grow up to AED 389 million by the end of 2017.

After nine year period of its operations, group has opened 36 outlets covering two main business areas of supermarkets and restaurants. Under the supermarket section they have established several retail concepts called Hypermarket, Supermarket, Fresh grocery and Minimarts, addressing the community demands and availability of space at the selected location. Restaurant business has expanded into several brands such as Five Crowns, WideRange, Green Pepper, Blue Sea Restaurant, Chennai Curry Palace and New Kabalan while WideRange has opened 13 branches in Dubai and Abu Dhabi.

First supermarket was opened just with seven staff members whereas the number has grown in parallel to the outlet network growth and recorded as 1082 staff members by the end of the year 2016 and expected to surpass 1350 by the end of 2017.

Through the case study, it was confirmed that the ‘entrepreneurship’, ‘leadership’ and ‘customer focus’ which have been identified as the key drivers in the case framework and the moderator of ‘government support’ were behind the rapid growth of the BMG.