

EXECUTIVE SUMMARY

The global economy, in general, faced a severe deceleration due to the declined world oil prices. The crisis began since the year 2010 and indicated some signs of recovery from 2014 onwards, however, was lower than expected. The situation impacted the Middle East and North American (MENA) region, being countries heavily depended on oil reserves. The situation created an adverse impact on the Sultanate of Oman as well and hence, as a result, had a direct effect on the construction industry. Integrated Projects Dubai LLC (IPD) is a construction company which registered its business back in 2009 and entered the market as an organization with less visibility. The author, as such in this management case study, explored the potential reasoning of the successful journey of IPD since the year 2012, securing a Continuous Business Growth.

The literature review allowed the author to introduce new terminology relevant to the area of study and to provide a guiding definition of the variables identified. The author in this case study has followed a systematic process to identify published or unpublished works from various sources relevant to the Outcome and the Key Drivers in this management case study. This literature assisted the author to critically evaluate the drivers and the outcome against the available literature and to explore the significance of the subject in discussion. This comprehensive literature review provided the author with an in-depth insight into the management case study where the success story of IPD was explored but also has sharpened the author's knowledge during the entire exercise.

The author, after critical evaluation of the journey of IPD since the year 2012, identified the key drivers, external factors, and the result or the outcome of this case study. The case framework has been constructed, capturing these essential aspects. Growth in revenue, profitability and customer base remained the three primary constructs of the outcome "Continuous Business Growth," while innovation, alertness to opportunities and risk-taking culture were identified as the constructs of the most influential driver demonstrating entrepreneurial drive that supported this case study. Planning, joint ventures and the low-cost strategy followed by IPD were identified as the three constructs of the second driver Executing Business Expansion Strategies, and finally, talent acquisition and technical training were identified as the third driver that had supported the journey of IPD since 2012. The industry demand, especially from the much more liberalized government policies and the strategies followed by international brands in the market, acted as a moderating factor enabling IPD to achieve Continuous Business Growth.

Integrated Projects Dubai LLC is a locally listed construction company established back in the year 2009, post a decision taken by the management of IPD and Inforise Enterprise Trading (IET), the companies entered into a Joint Venture (JV) in 2012 evolving as a stronger entity capitalizing on each other's expertise. Mr. Nasser and Mr. Qais being locals retained 95% of the shares of IPD while Mr. Thomas and Jose enjoyed a shareholding of 5% of IPD. Both Mr. Thomas and Jose arrived in Oman with intentions to be employed. However, due to the strong entrepreneurial background possessed from the family, both of them went ahead to establish their own companies. As of the year 2018, IPD recorded total revenue of OMR 1.0Mn and also recorded significant growth in profitability and customer portfolio. The company also followed a strategy to hire key talent that was required to stay competitive in the market.

IPD, throughout this journey, had demonstrated key characteristics that align with the key drivers identified by the author. Both managing partners with their background on entrepreneurship ideally had shown the drive to steer the organization towards achieving their objectives. Mankins (2017) suggested "*Stopping focusing on profitability and go for growth,*" and this is what precisely the management of IPD had followed in achieving continuous business growth. The company had focused heavily on ways and means of growing their revenue instead of concentrating on profitability. In doing so, the company had expanded its customer portfolio using their drive on entrepreneurship and following some key strategies to grow its business. The strategy was successful as a result, enable the company to achieve significant growth in its revenue during the term referred to in this case study.

Referring to all aspects discussed in the case study, the author concluded that Integrated Projects Dubai LLC was able to achieve Continuous Business Growth by demonstrating entrepreneurial drive and is the strongest driver as identified by the author. Following the aggressive entrepreneurial approach, especially being alert and being creative had been defined as a good practice to be continued in the IPD model. The author stated that the entrepreneurial drive demonstrated to turnaround the company from the state it was to current is an ideal example to all entrepreneurs in Sri Lanka as there are minimal successful global brands and business ventures established out of the country. Hence, the author, strongly recommends the young Sri Lankan entrepreneurs to study the success story of IPD and follow their framework to elevate their businesses achieving continuous business growth.