

EXECUTIVE SUMMARY

Construction as a global industry continues to thrive in developing civil and infrastructure across the globe which is presently valued at US \$ 11.1 trillion and has shown greater potential in many aspects over the last two to three decades while posting unique challenges regularly. UAE being a traditional oil exporting country, the construction industry is worth US \$ one trillion which drives the UAE's vision of positioning itself as a real estate giant within Middle East. While being a lucrative and sizable market, the industry is challenging with thin margins and cash flow issues. Ambitioned to leverage these market opportunities, Civil Matrix was formed in the year 2012 as a contracting company specialized in steel structure buildings. Highly influenced through the entrepreneurial orientation displayed by its founders, Civil Matrix has been able to sustain its growth in terms of revenue and volumes within a short span of seven years. In the backdrop of UAE's challenging market conditions, it is therefore worthwhile to study how Civil Matrix has sustained its growth and the drivers that have reinforced the growth.

The study of Civil Matrix revolves around the case framework developed which demonstrates key managerial concepts identified as entrepreneurial orientation (EO), project management skills (PMS) and staff training (ST). The literature review primarily focuses on identifying key theoretical concepts that were developed and discussed by various scholars in the existing literature which are relevant to the outcome and drivers of the company under consideration. Therefore it is extremely important to review the existing literature to further establish these concepts to support the study. The literature has intensively been reviewed referring 51 rank A* journals, 76 rank A journals, 38 rank B journals, 29 rank C journals and 3 journals from Sri Lanka Journal of Management.

A research study must be done under a specific methodological choice which best serves the purpose of the study. Usually, a management case study is best researched through a qualitative study rather than a quantitative study. A qualitative research study must be supported by primary and secondary data whereas 16 in-depth interviews along with six focus group interviews were carried out in gathering primary data. Moreover, site visits have been done to make key observations on the operations to further validate the reliability of data gathered through interviews. The main objective of the in-depth and focus group interviews was to establish how the identified drivers have helped the firms to achieve particular outcome. Further, company internal records, website, Facebook

page, brochures and construction industry reports have also been used as secondary data which have relevance for the study in further supporting the concepts.

The time line of this case has been narrated highlighting key events, milestones and achievements of Civil Matrix Contracting LLC. Despite the journey of Civil Matrix has been tough, two owners have played a vital role in steering the company to success. Established in the highly competitive construction industry in UAE, Civil Matrix has been able to showcase growth in a sustained manner over the years. Sustained growth of Civil Matrix has been predominantly backed through entrepreneurial orientation demonstrated by its owners. On a closer inspection, sustained growth of Civil Matrix has been further reinforced through execution of key project management skills which has been a key factor in delivering projects successfully. Staff training practices have also supported greatly in providing vital job related knowledge in making employees more effective towards achieving sustained business growth.

Behavioral dimensions of entrepreneurial orientation namely risk taking, proactiveness and competitive aggressiveness have been adequately evident in the context of Civil Matrix which has been phenomenal in achieving sustained growth. Execution of key project management skills such as project planning, cost, time, quality and risk in delivering successful projects have been evident in the context of Civil Matrix that has been acclaimed through standards maintained on the projects delivered. Consistent staff training initiatives on capacity building, productivity enhancement, employee and business performance improvement have been phenomenal that has enabled Civil Matrix to maintain a skilled workforce in meeting the objectives in delivering projects. Further, sustained growth backed by entrepreneurial orientation along with project management excellence and staff training effectiveness have yielded greater results for Civil Matrix.

Being operated in the challenging UAE's construction market, Civil Matrix has sustained over the year with notable growth in revenue and volumes numbers. The entrepreneurial orientation which comprises of key attributes such as risk taking, proactiveness and competitive aggressiveness have helped Civil Matrix to operate competitively in the highly saturated UAE's construction industry. However, overall growth of Civil Matrix has been backed by entrepreneurial orientation along with project management skills which are essential for construction segment and staff training to get the best out of employees. These factors have been amply evident throughout the study. Further, interested parties are invited to refer the case study and answer the case study questions.