

## **EXECUTIVE SUMMARY**

The current case study focuses on establishing the backdrop of the advertising industry in Sri Lanka as well as the VUCA nature of the Sri Lankan economy over the past few years. Thereafter the organization under study is introduced at a high level, based on the given context. Here, the objectives of the case study are defined as achieving sustained business performance through the three key drivers of entrepreneurial orientation, stakeholder value creation and differentiation strategy. The scope of the study is established to be the organization in question under the given external environment, and the limitations of the study are defined to be mainly that of time constraints and those of qualitative research where the interviewees may not give accurate responses without bias. Thereafter, the chapter framework provides an outline of the study in terms of what each chapter is expected to achieve.

The literature review is based on the given outcome of a sustained business performance and the three proposed drivers. Here, the author has explored the concepts which define the various drivers and identified key attributes of each. Entrepreneurial orientation has been defined as having innovation, proactiveness and risk-taking functions throughout the organizational structure, processes and culture. Stakeholder value creation involves the organization's relationships with its shareholders, employees, customers and the community. Differentiation strategy requires having a different product than competitors in terms of innovation, quality, uniqueness, level of market research and overall service level. Here, servitization also comes in terms of customer service, product service and service as a product. The literature review also highlights possible metrics to identify the outcome of sustained business performance, in terms of revenue, profits, customer retention, and awards received. It is expected that these drivers and outcome, and their key attributes can be used to ascertain their existence in the organization under review.

The literature which was previously explored is then summarized to identify the drivers and their key attributes which will be used in this case study, along with the metrics which could be used to identify the existence of the outcome as sustained business performance. These elements are used to define a case framework which could then be used as a tool to validate the existence of each driver, and how they are linked to the outcome of sustained business performance. The environmental and moderating factors are then identified and highlighted as relevant to this case. The data collection methodologies are outlined as

secondary in terms of the perusal of available data and documentation, followed by the primary data gathering mechanism which includes individual interviews with personnel in various levels of the organization, as well as a focus group discussion with a team of employees who at a similar level in the organization structure.

The history and timeline of the organization is thereafter laid out, where key incidents and events are highlighted in a manner which allows the reader to visualize the organization's progress over the years. These events and incidents are also relevant as indicators of the various concepts which were defined as part of the literature review, to highlight the link between the outcome and the given drivers. This includes details from interviews with various employees of the organization in order to gain a qualitative understanding of the organization's performance from the perspective of an insider, as well as to allow the author to understand the key behaviour patterns in the organization and their effect have on its performance. In addition, data gathered from secondary data such as company records, information from the company website, and other public information is also included.

The author thereafter evaluates the timeline of key incidents and events and identifies the relationship between the available theoretical framework and the actual behaviour of the organization. Here, the organization's performance is first evaluated based on the main aspects of revenue, profits, customer retention and awards received in order to establish that the organization has achieved sustained business performance. Thereafter, the critical incidents are examined from an academic perspective and linked to the three drivers of entrepreneurial orientation, stakeholder value creation and differentiation strategy, in order to establish the existence of the drivers based on their various attributes. These are then evaluated to understand the relevance of each attribute and whether it has had an impact on the final outcome of sustained business performance.

Finally, the author completes the case study by sharing the conclusions reached. This research has investigated the relationship between innovative entrepreneurship and how it has contributed to sustained business performance. There have been similar inferences drawn between stakeholder value creation and differentiation strategy and their level of influence in achieving sustained business performance. The relationships between the three drivers are also delineated. The study is concluded by highlighting the lessons learned, in terms of the need for entrepreneurial orientation in a VUCA environment, and a connection is made between employee value creation and sustained business performance in terms of motivation through non-financial means during tough economic periods.