

## EXECUTIVE SUMMARY

This case study has been prepared to explore the factors leading to sustained business growth. Rocco's<sup>®</sup> was used as the unit of analysis. While there are several factors that lead to sustained business growth, data from the analysis indicates entrepreneur orientation as the key driver for Rocco's sustained business growth. It was further identified that the innovation mind-set of the entrepreneurs and drive to continuously innovate plays a major role in sustaining and reinventing their competitive advantage over rivals. Market strategies and supply chain management were also explored as contributing drivers of sustained business growth.

A detailed literature review was conducted based on the drivers of sustained business growth as the outcome. The review highlighted the theories and ideas of thought leaders along with recent research papers presented. The stages of growth were discussed and its challenges to move to the next phase. It details entrepreneurial orientation and the role of innovation mind-set of entrepreneurs to sustain business growth. Market strategies were reviewed and three broad strategies identified that companies could adopt to gain a competitive advantage over rivals. Differentiation and niche markets were then explored in greater detail as a market strategy to be adopted and the role innovation plays to service that niche customer base. It looked into optimisation of supply chain management. Finally, the theory delved into sustained business growth and the challenges due to competition from rivals as an external moderator.

Three key drivers were established and a case framework was developed having sustained business growth as the outcome. While there maybe other factors contributing to sustained growth, this case was restricted to the three main drivers. The theory in relevance to the case was discussed under each of the drivers. Recent research papers were used to further delve into the subject and evidence it in relevant industries. Competition from rivals was seen as an external environment inhibitor to sustained business growth. The methodology of collection and analysis of primary and secondary

data was looked into. Given the nature of the business and data sensitivity, the limitations to data collection were also noted.

A comprehensive chapter covering the commencement of Rocco's and their present position was composed. This chapter highlighted key events that took place to mould the company's present position from its inception. A timeline was used to demonstrate the growth and journey of Rocco's from a Rs.3 million business to a Rs.60 million business, exhibiting key events and its contribution to sustained business growth. The key events and actions taken by the entrepreneurs were then documented sequentially to enable association with the drivers and framework established previously.

In its findings, the study identified entrepreneurial orientation as the primary driver for sustained business growth of Rocco's. Key events in the timeline corroborated that it was the innovation mind-set of the entrepreneurs and their drive to continuously innovate, which drove the business success and the manner in which they used it to differentiate their products and services from rivals. Innovation was also seen as dynamic and continuous in order to stay relevant to its customer segment in an ever-changing market environment. While other factor did also contribute to sustained business growth this was seen as the primary contributor.

The case study ends with the author's observations and conclusions. It answers the questions raised and the main objectives of the case by identifying the factors that led to Rocco's achieving sustained business growth and explored the key drivers of growth. From this it concluded that entrepreneurial orientation was the main driver among the three drivers that were discussed. The innovation mind-set and continuous innovation were seen as the key contributors to the success and sustained business growth of Rocco's. Lessons learnt were elaborated from the case and questions to readers to analyse the case from their perspective and observations were then presented.