

EXECUTIVE SUMMARY

“The melting pot of cultures”, Dubai – United Arab Emirates (UAE) is home to over two-hundred (200) nationalities and the 10th best destination for expatriates worldwide. In the culinary hub of Dubai, there is every cuisine available for every price bracket, ranging from the standalone dining destinations to high end hotel-based settings. To survive and grow a restaurant business in Dubai’s very competitive environment is not an easy task but entrepreneur Mr. Rajiv Meherish and his son Mr. Nakul Meherish have managed to do just that with Raju Omlet. Their upscale casual dine-in restaurants in Dubai, have grown from one outlet serving nine pure egg dishes in 2013 into five outlets over a period of five years serving nearly ninety-five dishes to satisfy “*eggetarians*”, “*vegetarians*”, and “*chickatarians*” alike. It is worthwhile, therefore to study the factors that enable a firm to maintain continuous growth amidst a competitive business environment. In this case study we have explored entrepreneurial orientation, marketing strategies and operational practices & quality as determinants of continuous business growth.

The drivers for Raju Omlet’s continuous growth have been studied based on the case framework developed. The framework demonstrates key managerial concepts of entrepreneurial orientation, marketing strategy and operational practices & quality adapted and the influence of the UAE lifestyle and dining culture on continuous growth. The literature review focused on identifying key existing theoretical concepts developed and discussed by scholars, relevant to the outcome and drivers of the company under consideration to support the study. The literature review referred articles from 14 rank A*, 18 rank A, 8 rank B, 12 rank C journals under the Australian Business Deans Council’s (ABDC) Journal Quality List and 2 articles from the Sri Lankan Journal of Management.

This case study was initiated as a qualitative research methodology. It is supported by primary data gathered from the seventeen in-depth interviews along with five focus group interviews conducted. The main objective of the in-depth and focus group interviews was to establish how identified drivers have helped the firm to achieve the particular outcome. Further, company internal records, website, social media platforms, menus and news articles which are of relevance to the study have been used as secondary data to further support the concepts. In addition, visits to the poultry farm of Raju Omlet’s main supplier and visits to the restaurant’s five outlets were carried out to witness and experience first-hand the different facets that support the success of Raju Omlet.

The heart of the study can be found in Chapter 4 which is brought to life through the Raju Omlet success story. This particular section of the case study narrates the success story of Raju Omlet in terms of its outcome and key drivers that have supported the outcome. Since Raju Omlet commenced their first outlet in 2013 the restaurant has been able to demonstrate continuous growth in the UAE. The continuous growth of Raju Omlet has been backed by key drivers such as entrepreneurial orientation, marketing strategies and operational practices & quality which are amply demonstrated in Chapter 4. The chapter takes the form of a story narrative, where the outcome and drivers are supported by quotes transcribed through in-depth and focus group interviews and supported by images, graphs and tables.

The objective of any firm is to achieve growth in various aspects within the business such as revenue and volumes, especially in the case of Small to Medium Enterprises (SMEs). Growth has various forms and therefore a firm firstly needs to understand the mode and the level of growth it can achieve. Entrepreneurial orientation is a border concept within the entrepreneur and the firm itself. Entrepreneurial orientation has key elements such as need for achievement, risk taking, locus of control, self-efficacy, innovation, proactiveness and autonomy which are essential when operating in the highly competitive hospitality industry. Development and execution of good marketing strategies through the marketing mix - the Product, Price, Promotion and Place enable achievement of revenue targets and growth for casual dine-in restaurants. Globalisation has created complexity in customers which in turn led to organisations to re-engineer their operations planning, operational training methods, safety and quality to be in line with the customer focus. Staff trainings and adapting quality in operations contribute towards a competitive advantage and continuous business growth through incomparable service excellence.

Raju Omlet has grown continuously over the five years of operations, demonstrated through revenue, staff and menu growth. The entrepreneurial orientation which comprises of key attributes such as need for achievement, risk taking, locus of control, self-effacing, innovations, proactiveness and autonomy has helped Raju Omlet achieve continuous growth. This growth has been backed by executing non-textbook market strategies and adapting operational practices and quality to provide an exceptional meal experience. These factors have been amply evidenced throughout the study. Further, interested parties are invited to refer the case study and answer the case study questions.