

# [Chapter 4 – primary research findings](https://assignbuster.com/chapter-4-primary-research-findings/)

4. 1 Introduction

The chapter is structured such that it will first contain a display of the primary research findings. This data will be subsequently analyzed according to the theme each response addresses (as per the interview questions). Eventually, the findings will be discussed based on the themes of the research that they fulfill.

4. 2 Qualitative data presentation

The responses from the interviews constitute the primary qualitative data and have been tabulated in table 6. The table contains the question number denoted Q2 to Q17. The table also contains the category of management a respondent was with their respective specific rank in the respective wedding firms. The responses have also been tabulated for each question and respondent. It is wise to point out that the responses tabulated here are the summarized versions of the original response even though some of them still appear lengthy. The reason why they appear lengthy is because a further summary will omit the original unique message that the respondents had.

Table 6: Qualitative data based on the interview responses (summary)

|  |  |
| --- | --- |
| Question  | Respondents & Responses  |
| Firm A  | Firm B  |
| Section B  | Top Managers  |
| CEO  | Vice-president  |
| Q2  | Strongly agree  | Agree  |
| Q3  | Control issues Delegation issues Trust issues  | limited skills set limited technicality control issues delegation issues trust issues  |
| Q4  | financial constraints increasing competition  | limited sources of funds stiff competition limited market few distribution channels  |
| Q5  | Yes  | No; it is normally haphazard  |
| Q6  | Yes  | Yes  |
| Q7  | majorly software for cost and time management risk management tools Quality control tools  | software for cost management software for scheduling Quality assurance and control tools  |
| Q8  | Resource managing tools  | Risk assessment tools Better  Communication managing tool  |
| Q9  | Yes; Partnering with other firms Investing: wedding and non-wedding firms Gain funds from loans  | Yes; though are long term  |
| Section C  | Middle Level Managers  |
| Finance  | Human resource  | Finance  | Human resource  |
| Q10  | Yes; Cost management. Scheduling. Risk.  | Yes; Cost and schedule management  | Yes; Cost and schedule software managers.  | Yes; Cost and schedule managing tools  |
| Q11  | Loss of records. Competition.  | Lack of coordination.  | Loss of records. Grave competition. Insufficient funds.  | Informality in operations. Limited skills.  |
| Q12  | Better auditing systems; project budgeting and funds allocation.  | Proper management of the available resources.  | Better risk assessment tools for better investments.  | Resource management tools.  |
| Q13  | Yes; The firm has invested a lot into wedding and non-wedding activities thus aiming at sourcing maximal funds for aiding growth  | Yes; The firm has invested a lot towards recruiting the best employees and innovator.  | No; The firm is at its comfort zone it should explore its full potential in investments to fuel growth  | Yes; The firm has set the highest standards for recruiting its employees.  |
| Section D  | Low Level Managers  |
| Foreman  | Design Supervisor  | Decorations Supervisor  | Foreman  | Design Supervisor  | Decoration Supervisor  |
| Q14  | Yes  | Yes  | Yes  | Yes  | No  | No  |
| Q15  | Cost and time management.  | Certified designs delivered. Cost effectiveness.  | Certified products (flowers) delivered.  | Scheduling and cost management.  | \_\_\_\_\_\_\_\_  | \_\_\_\_\_\_\_\_  |
| Q16  | No; Self-centered top management.  | Yes; Investments for improving the sector.  | Yes; Proper allocation of funds to various department  | Yes; Timely response to customers’ demands. Wise investments  | No; Insufficient fund allocation to some departments  | No; Uneven distribution of resources.  |
| Q17  | Remove communication boundaries.  | Improve the channel of conveying information within the firm. Make better investments.  | Allocate funds better. Ease access of the top-low managers.  | Offer forums of idea exchange between the top and low managers.  | Assess the market better through the low-level managers.  | Improve the distribution of funds. Listen to low level managers  |

4. 2. 1Qualitative data Analysis

The qualitative data will be analyzed in order of the themes addressed by each question in the questionnaire. For this reason, each question will be analyzed (according to the major responses given), each under the specific theme it addresses, and a further discussion of the analyzed questions given in relation to the literature review in the discussion section 4. 2. 1. 1. The themes are: SMEs Growth management; Factors affecting SMEs growth; Growth strategies; Growth models in SMEs; PPM tools in growth management; and Roles of PPM tools in growth management.

4. 2. 1. 1 Respondents assortment

Q1: What level of management are you in?

This question was asked to all 12 participants of the interview. They were asked this question so that they could be categorized prior to the interview. Once this question was asked, the participant would then be asked the relevant questions in the sections that followed. Table 7 summarizes the questions and the sections they were in depending on the target respondents.

Table 7: Interview questions and sections

|  |  |  |
| --- | --- | --- |
| Question  | Section  | Respondent  |
| Q1  | A  | All  |
| Q2 to Q9  | B  | Top managers (2)  |
| Q10 to Q13  | C  | Middle level managers (4)  |
| Q14 to Q17  | D  | Low level managers (6)  |

4. 2. 1. 2 SMEs growth management

Q2: Your organization has grown markedly in the last decade

Two top managers were asked this question. In Firm A, a CEO was engaged in this section. He strongly agreed with the fact that his firm had markedly grown in the last decade. For Firm B however, a Vice president was asked the same question and he simply agreed.  Notably, Firm A was considered a bigger firm than firm B since it had acquired wider market coverage and had been in the industry for a longer time than Firm B. Clearly Firm A had acquired enough returns in the market and was able to source even more funds at this point than Firm B could. Therefore, the firm was at a better state of acknowledging its growth more affirmatively. This could even be detected in the CEO’s voice as he proclaimed their growth. On the other hand, the vice president of Firm B had less enthusiasm proclaiming the degree of growth the firm had accomplished so far. This showed that much needed to be done for Firm B.

Remarks:

From this point forward, the CEO and the Vice President (VP) are the used names to represent Firm A and firm B respectively for the cases of Q3-Q9.

Portions of the respondents’ actual saying have been written in quotes and in italics as they are found crucial for the study.

For section C of the questionnaire, 4 middle level managers were interviewed two were form Firm A and two from Firm B. Notably, a finance manager and a human resource manager from each firm was interviewed so as ensure a fair generalization and  comparison between the two firms.

Section D was administered to 6 respondents: foreman, design supervisor and decorations supervisor each acquired from the two firms. The responses from this section have been summarized due to their voluminous nature responses arising from their large number. They have been assorted according to the similarities (key message) of the responses.

Q9: Any plans in expanding to serve foreign countries? What is your strategy?

The VP said that the firm had not yet reached the levels to even serve the local market. Nevertheless he admitted that the plans were underway but were ‘ long term’ but did not expound more on the plans. He did not leave out the fact that,’… it is all a matter of priority…’

The CEO says that they anticipate expanding their service to foreign nations within the next decade. He admitted that it is costly and went further to say that they were trying to partner with other firms and prominent hotels so as to offer cost effective services (to both the firm and the customers). There are also plans underway for acquiring bigger financial aids from bigger firms and banks. Further, the firm is planning to make more investments in even more non-wedding ventures so as to source funds. Nevertheless he admitted that the firm is still thriving to keep a good reputation in Korea ‘…charity begins at home…’

Q13: Has the company invested enough in growth of the firm? Explain

Interestingly all the respondents from Firm A responded affirmatively and only the human resource manager in firm B responded positively. The human resource managers had the same perspective in that they said that the firm (individual firms) was investing greatly in recruiting commendable employees. However the human resource manager from firm B admitted that they had limited resources to afford the most competent employees even though they still do their best to recruit the best. The finance manager (firm B) claimed that the firm has not exploited its full potential of sourcing funds and that this limited its growth greatly.