

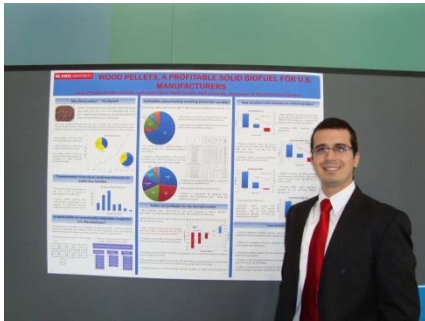
Research Methods for Business and Management

Session 4- Research Poster

Andre Samuel

Assignments overview - structure

Research Methods poster



Research Methods 2500 w assignment

Introduction

Literature
Review

Research
Design

Major Project – 10,000w assignment

Primary data

Introduction

Literature
Review

Research
Design

Findings

Analysis

Conclusion

Secondary data

Introduction

Literature
Review

Research
Design

Analysis

Conclusion



What is a Research Poster?

- A research poster is very different from a paper or a talk, and to produce one requires different techniques.
- Simplicity is essential in a poster – it should tell a story.
- A typical reader may spend only 5 minutes looking at your poster,
- There should be less clutter and more brief informative statements, with attractive, enlightening graphics.
- It should not contain a lot of details—you can always explain the fine points to interested participants.

- They allow the student the freedom to present initial ideas, or work in progress, in a clear and compelling manner
- The most usual format is: PowerPoint (use a template)
 - Three columns
 - Plenty of appropriate figures and diagrams as well as text
- The aim of your research poster is to explain your initial ideas, and to obtain rich feedback from your lecturer.
- For Further Guidelines see:
- <http://www.personal.psu.edu/drs18/postershow/#>

International Marketing Strategy: A Case Study of Multinationals in Trinidad and Tobago



Introduction

According to the IMF, emerging markets will have overtaken developed economies in terms of share of global GDP by 2014 (EY, 2015). The markets in so-called developed countries are already quite saturated and companies are looking for ways to get into emerging/developing market abroad.

However, it seems that only a handful of multinational companies are succeeding such endeavours and many companies still remain in the domestic market where the competition is intense and only a low level of growth is expected.

Research Issue

Despite the fact that the center of economic growth shifted from developed countries to emerging/developing countries, many of the companies are reluctant to enter into emerging/developing countries due to the unfamiliarity of the countries and the risk related to the investment. One poll conducted by a New York-based market research firm suggests services firms and consumer non-durables are moving slowly: Only 43% of each are going into new markets. (Charney, 2015).

Even if they do so, they tend to focus on high end market segment, which is not necessarily the largest share of the growth in the market.

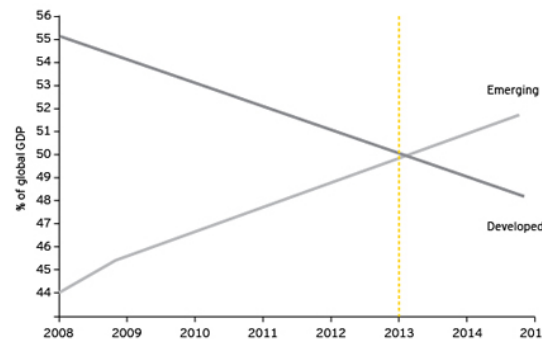
Rationale

This research will shed light on market development strategy for any company wishing to enter into emerging market (Trinidad and Tobago market to be used as a case).

The research will also shed light on the possibilities of the middle and low segments of the Emerging market where multinationals tend to disregard them as not profitable/not yet ready.

*Based on the IMF classification of April 2015, Trinidad and Tobago is classified as an emerging/developing economy

Evidence of Issue/Rationale



Source: EY, 2015



Source: World Bank, 2014

Research Question

How can multinational companies market their products successfully in emerging market like Trinidad and Tobago?

Research Aim

To formulate key factors for success (KFS) for multinationals conducting business in Trinidad and Tobago

Objectives

1. To critically analyze customers, competition, and corporation surrounding emerging market in Trinidad and Tobago
2. To critically evaluate the legal, social and cultural issues surrounding in emerging market in Trinidad and Tobago
3. To ascertain best practice international marketing by benchmarking against marketing case studies

Conclusion

The research will provide some useful insights for any company wishing to conduct business successfully in emerging market.

The research also intends to contribute to the knowledge of the international marketing strategy focusing on the emerging market (Trinidad and Tobago to be specific).

References

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- Ryans, J. and Griffith, D., 2003. Standardization/adaptation of international marketing strategy. *International Marketing Review*, 20(6), pp. 588-603

Guidelines

- **Title:** initially this might be regarded as a working title, and ideally should mirror closely the content of the poster. The title is particularly important for a poster. In general, a good title will get people to stop and listen.
- **Introductory:** This informs the reader of the problem or situation and the context you are interested in. The goal is to give the reviewers some basic academic information they can use to evaluate the significance of the research proposal.
- **Issue and Rationale** for this study.
 - What is the research issue?
 - Why is it an issue?
 - Why is it an issue now?
 - What could this research shed light on?

Give examples to illustrate your rationale

This is a brief explanation of why your research topic is worthy of study and may make a significant contribution to the body of already existing research. What are you trying accomplish and how will this research accomplish your aims why is the research is being done

- See lecture 2 for details of the issue and rationale

- You have to present your **research question/s, Aim and Objectives**
- **Methodology**- outline how you intend to collect the data i.e. methods to be used. Give also timeframe for completing the research
- Have a **Conclusion** that summarizes your take-home message
- Include a **Reference List**. Make it clear that you know what has been done in your area in the past and where your research will fit in.
- You have to use large enough fonts so people will not have to squint to read the material
- Make your poster visually appealing. Have fun. Be creative. Incorporate colour. Use photographs, graphs, charts

Research Poster- marking criteria

| Marking criteria | Marks | Tips |
|---|---|---|
| (1) Does the working title mirror closely the content of the poster? | Maximum 4% | Make sure that the title covers scope and level of your research, timeframe, theoretical approach, method. |
| (2) Does the introductory part of the poster inform the reader of the problem or situation and the context that the student is interested in? | Maximum 4% | Make sure that your poster contains an introduction which specifically relates your research problem(s) to context |
| (3) Does the poster inform the reader of the rationale of the study? (a) What is the research issue? (b) Why is it an issue and why now? (c) How and when is it going to be investigated?? (d) What could this research shed light on? | Maximum 12% (3%) (3%) (3%) (3%) | In addition to carefully explaining the research problem and its context, consider: <ul style="list-style-type: none"> - Timeliness - Impact of problem/solution - Relationship of your proposed research to previous work |

Submission Requirements

- **Save Poster as a PDF**
- **Upload to TURNITIN UK**
- Assignment coversheet is optional

Customer Relationship Management:

A Case Study of PLIPDECO

1. Introduction Customer Relationship Management has become an essential part of an organisation's marketing arsenal. Evolving from relationship marketing, CRM can be described as a strategy that optimizes customer satisfaction and customer processes through intense data collection and analysis, channel knowledge and an organisation wide commitment to service excellence. For the ultimate goal of profit maximisation through customer lifetime value. The use of IT has become a core enabler of CRM.

2. Research Issue: absence of customer relationship Management practice and strategy affecting customer acquisition and retention at PLIPDECO.

3. Theories: "Customer relationship management is a business philosophy, describing a strategy which places the customer at the heart of an organisation's processes, activities and culture. IT applications are the tools which allow organisations to implement that strategy" **Roodgers and Howlet (2000)**.

Mithas, Krishnan and Fornell (2005) postulate a positive correlation between CRM and satisfaction of customers, realised in the collection and communication of customer knowledge acquired through repeat interactions.

4. Live Case

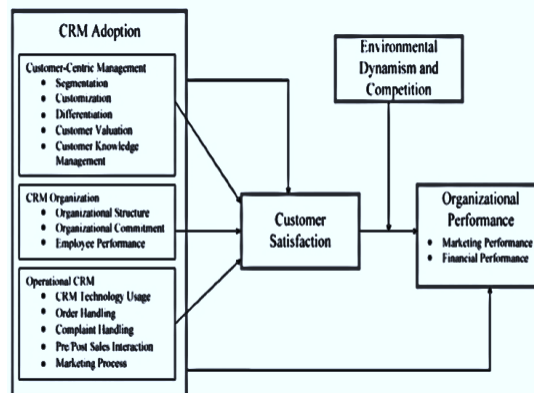
Aircraft parts distributor Avail Inc. needed a well trained sales force to achieve its strategic objective of becoming the premier industry provider of supply chain management services. The company installed only those CRM elements required to enhance sales force and order-entry productivity and won a \$3 billion contract from Rolls Royce. (**Rigby and Ledingham 2004**)

5. Research Question

How can Customer Relationship Management improve customer retention at PLIPDECO?

6. New Knowledge/Benefits to Company :

- Relationship prioritisation
- Customer experience management
- Business Process optimisation in a port environment.
- Business to Business Customer data management through I.T.
- Customer retention, competitive advantage.



7. Aim

Craft a customer relationship management strategy to effectively achieve the financial objectives of the organisation through a customer centric approach to customer retention, acquisition, experience and lifetime value.

8. Objectives

1. To evaluate the present relationship management arrangement with customers of PLIPDECO.
2. To determine CRM objectives from executive managers.
3. To analyse the gap between CRM best practice and the present customer relationship management operations at PLIPDECO.
4. To develop a Customer Relationship Management Strategy that actively engages customers and positions the company's offerings for value creation and addition.

9. Summary

In light of the changing local business environment and increases in international trade, the shipping and logistics sector is growing and becoming highly competitive. The need to prevent customer switching and increase revenue warrants a holistic strategy for managing and growing various customer segments and processes. The overall purpose of the research therefore is to institute an industry specific mechanism/strategy for customer management and market growth of PLIPDECO.

10. References

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SUCCESSION PLANNING: A Case Study of the Ramlal Basdeo Branch at Guardian Group



Introduction

The problem theme for this research proposal stems from the topic leadership. Northouse (2013, p.11) posits that leadership is "a process whereby an individual influences a group of individuals to achieve a common goal." Moreover, the problem encompasses the aspect of succession planning at the Ramlal Basdeo Branch.

Research Issue

Athwood (2007, p.1) postulates that succession planning is "the ongoing process of identifying future leaders in an organization and developing them so they are ready to move into leadership roles." There is no execution of a succession plan in the Ramlal Basdeo Branch. However, this issue stems mainly at sales management level.

Mattone (2013, p.2) emphasizes that "identifying and developing high potential and emerging leaders is and will continue to be one of the top business issues facing CEO's, as 40 to 70 percent of all current executives in most organizations will be eligible for retirement in the next five years." Within the next 5 to 10 years for instance a significant number of executives will be retiring at the Ramlal Basdeo Branch.

Rationale

There is no succession plan in place which can lead to a decline in staff. Succession planning becomes a fundamental problem as it may affect the company's objectives, return on investment and employee retention (Mattone 2013, p.11). The research would shed light on a succession planning strategy for the Ramlal Basdeo Branch to administer. This would aid in promoting a competitive advantage, reducing risks and surviving the rapid-paced changes in the marketplace (Rothwell 2010, p.19). Moreover, succession planning can help improve employee engagement and morale, employee retention, implement strategic business plans as well as build strong leadership (Rothwell 2010, p.19).

Evidence of Rationale



Figure1: Benefits of Succession Planning
Source: Rothwell, W.J., 2010, p.19.

Research question

How can succession planning be used to develop its employees for their future roles as leaders?

Aim

To synthesize a succession planning strategy for the Ramlal Basdeo Branch which enables them to gain a differential competitive advantage.

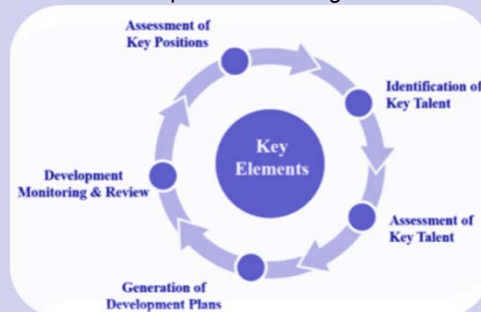


Figure 2: Succession Planning Process
Source: Singer, P.M., 2010, p.20.

Objectives

1. To identify the key job positions that are available for leadership roles.
2. To critically analyze the current practice used to develop employees into leaders.
3. To strategically evaluate the succession planning gaps by benchmarking against best practice.

Conclusion

The absence of succession planning in the Ramlal Basdeo Branch can undermine the organization's effectiveness and its sustainability. Execution of a succession plan is vital to organizational success as it prepares them to safeguard the company against any unforeseen changes in human capital. It is imperative that the Ramlal Basdeo Branch attempt to synthesize a succession planning strategy to gain a competitive edge.

References:

1. Atwood, C.G., 2007. *Succession Planning Basics*. United States of America: American Society for Training and Development.
2. Mattone, J., 2013. *Powerful Succession Planning*. United States of America: American Management Association.
3. Northouse, P.G., 2013. *Leadership: Theory and Practice*. 6th ed. United States of America: SAGE Publications Limited.
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A Critical Examination of the Gender Composition of Leaders within First Citizens

Introduction

Context

While there is a dominance of female managers at the lower managerial levels within First Citizens; there exist a disparity where there is a dominance of male at the Executive level. Data suggest that women continue to advance at First Citizens but men continue to dominate at the Executive level.

Issue

This disparity is impacting the motivational levels and retention of the untapped female resource of executive talent within First Citizens, whilst also limiting female advancement in business leadership.

Rationale

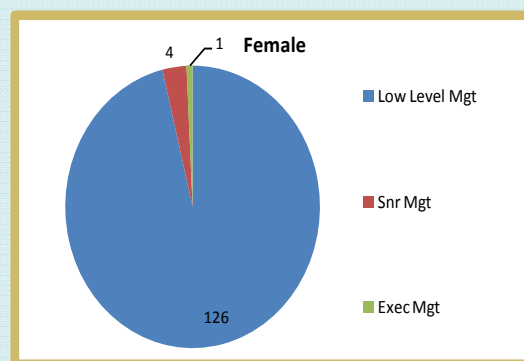
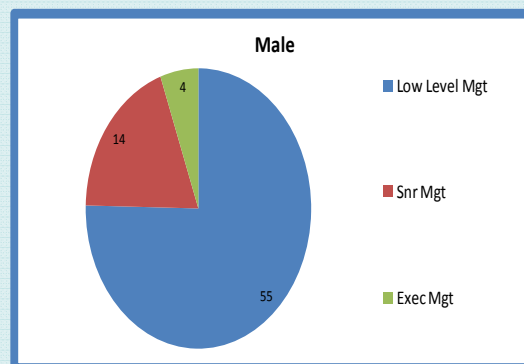
The term Glass Ceiling was coined by the Wall Street Journal in 1986 to describe this phenomenon. Studies conducted by the Federal Glass Ceiling Commission found that within Fortune 1000 and 500 companies, 95-97% of senior managers are male (Catalyst.org, 2014); evidence that to date the glass ceiling remains well intact. At the root of this phenomenon are Gender-Based barriers that hinder women's advancement up the corporate ladder. The presence of the Glass Ceiling phenomenon has both direct and indirect implications for First Citizens employee retention, reputation and growth potential.

While there exists extensive research on this phenomenon worldwide, there is no empirical evidence to suggest that it has been researched for any entity within Trinidad and Tobago. Researching this phenomenon within First Citizens will help to determine if any barriers to women's advancement into the Executive level exist so that measures can be instituted to eliminate same.

Research Question

What are the potential barriers hindering women's advancement to Executive Leadership roles within First Citizens.

First Citizens Management Gender Composition



Aim

To synthesize the policies and procedures and practices within First Citizens to eliminate any barriers that many hinder women's advancement into Executive Leadership roles, to ensure that the entity capitalizes on the true potential of its Human Resource.

Objectives

To assess the policies and practices to determine if there are any biases.

To identify the possible reasons for the existing gender disparity.

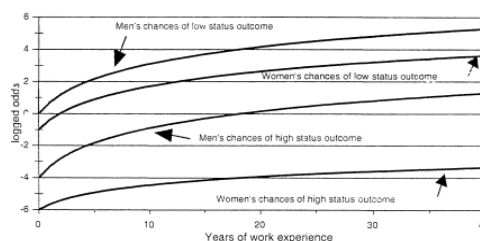
Summary / Conclusion

To achieve it's strategic mandates, it is imperative that entities capitalize on the diverse talent available within their organizations. To this end the policies, procedures and practices of First Citizens Bank will be assess to determine if any overt and or covert biases exist that can potentially hinder women's progression up the corporate ladder.

References

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FIGURE 1C: Gender Inequality Growing Over Career, More for High Status



INTRODUCTION

WHAT IS "EMPLOYEE ENGAGEMENT?"

Truss *et al* (2006): A passion for work

Kahn (1990): The harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves PHYSICALLY, COGNITIVELY & EMOTIONALLY during role performance.

BENEFITS OF AN ENGAGED WORKFORCE

Employee engagement can be the lynchpin of organizational success. (Gallup, 2013). Engaged employees are committed to the organization's goals and values. They are motivated to contribute to the organization's success and are able at the same time to enhance their own sense of well-being (MacLeod & Clarke, 2009).

An engaged workforce can have a POSITIVE, VISIBLE IMPACT upon the organization: via lower accident rates, higher productivity, fewer conflicts, more innovation, higher retention and reduced sickness rates (Dalal *et al*, 2012).

ENGAGEMENT AT THE WORKPLACE

About 900 Million employees throughout the world are not engaged and 340 million are actively disengaged (Gallup, 2013).

| | | |
|---------------------|-----|---|
| Engaged | 13% | Willing to go above and beyond for the organization. |
| Not Engaged | 63% | Lack motivation and are less likely to invest discretionary effort in organizational goals. |
| Actively Disengaged | 24% | Unhappy and unproductive at work. Liable to spread negativity to co-workers. |

(Source: Gallup,

2013)
Business leaders must increase employee engagement to achieve and sustain growth and profitability (Macey *et al*, 2008)!

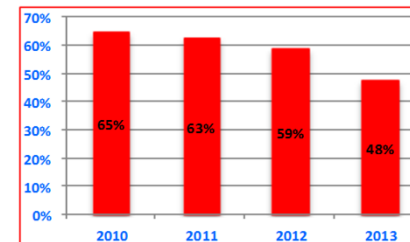
RATIONALE

UTC prides itself on having best practices and systems. Nevertheless, over the past four years, the staff appears to be experiencing low levels of engagement, as evidenced by:

1. A steady increase in the annual voluntary turnover rate
2. Poorer levels of punctuality and attendance
3. Reduced support of corporate sponsored events such as Sports & Family Day, Christmas Dinner and Talent Shows
4. A steady decline in the Employee Satisfaction Index
5. A greater number of staff complaints to Human Resources

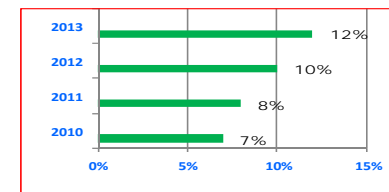
FINDINGS AT UTC

LEVEL OF EMPLOYEE SATISFACTION AT UTC



Source: UTC Employee Satisfaction Survey 2013

AVERAGE RATE OF STAFF TURNOVER



Source: UTC HR Establishment Records, 2013

RATIONALE – STRATEGIC BENEFIT

It is important to assess the level of staff engagement and identify the factors that are negatively impacting staff engagement at UTC in order to improve employee productivity and organizational profitability (Gruman & Saks, 2011).

RESEARCH QUESTION

How can the level of engagement in UTC be improved to generate valuable business results for the organization?

AIM

To synthesize a comprehensive employee engagement policy that will help to position UTC as an Employer of Choice and contribute to the achievement of its strategic goals.

OBJECTIVES

1. To critically analyze the current level of employee engagement at UTC
2. To explore the main drivers (intrinsic and extrinsic) of engagement at UTC
3. To critically evaluate the impact of employee engagement levels on the attainment of the strategic goals of the organization

CONCLUSION

The researcher will develop an Employee Engagement Policy which will outline strategies for improving employee engagement at UTC. The measures proposed therein will seek to create an engaged cadre of employees who are highly committed and motivated to assist the organization in achieving its strategic mandate.

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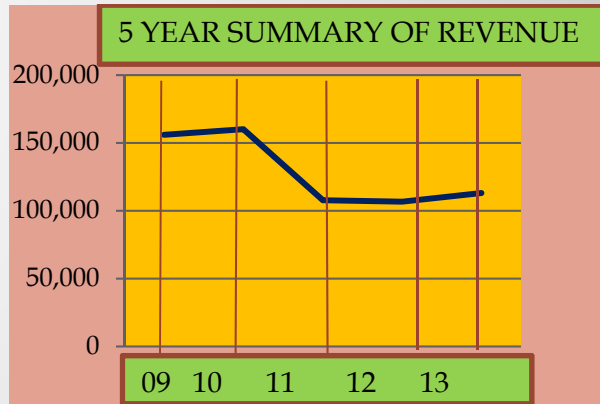
Customer Relationship Management: An opportunity to enhance customer loyalty at Berger Paints Trinidad Limited

INTRODUCTION: Since 1986 Berger Paints has been engaged in the manufacture and distribution of paints and allied products. In addition to two other manufacturing sites in Barbados and Jamaica the company is the largest paint manufacturing companies in the Caribbean.

TOPIC: CRM- According to Kotler and Armstrong (2012) CRM is the process of building and maintaining profitable customer relationships by delivering superior value and satisfaction to customers.

RESEARCH ISSUE: The issue is that Berger Paints is losing their market share and is unable to retain customer loyalty. According to Pereira 2013, the company suffered a decline in sales by 3% as compared to 2012.

RATIONALE: The research will shed light on all the factors contributing to the decline in loyalty levels and a critical assessment would be done to determine how these factors can be improved upon.. It is the researcher's intension that this study will assist the organisation in gaining competitive advantage, contribute to higher levels of customer loyalty and profitability and improve their market share. The company will also be able to identify areas for potential future development and gain a wider knowledge of their customer needs and wants. According to Carlhorn (2001) an organisation will only be successful when total customer experience is the focus of improvement. Microsoft uses CRM and has seen outstanding results.



RESEARCH QUESTION: How can CRM be used to create loyal customers?

AIM: To synthesize how effective CRM will enable Berger Paints Limited to enhance their market share and retain their customers placing them ahead of competitors and enable successful expansion.

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OBJECTIVES:

- To analyse the current strategies being used by Berger Paints to gain competitive advantage and retain customers.
- To critically analyse the perception of customers in order to assess the levels of loyalty and satisfaction towards Berger Paints Limited.
- To strategically assess the customer loyalty gaps.
- To develop a fame work for Berger Paints to achieve competitive advantage and build customer relationships by using customer relationship management techniques.

CONCLUSION: The researcher aspires to create a solution for Berger Paints Limited to retain their customer and enhance market share by using CRM. She hopes that the data collated and analysed will added significant value to the company by allowing them to gain competitive advantage.

Legal Luminaries: Women in Leadership

| Lord Ashcroft International School of Business | Anglia Ruskin University



Introduction

Women lawyers have made significant progress in a relatively short period of time to take their place in the profession alongside their male colleagues. However, barriers still remain.

Women lawyers are not assuming leadership roles within the profession in proportion to their numbers. As women have successfully gained equal access into the legal profession, women lawyers have not experienced equal progress in the upper echelons of the legal fraternity.

Research Issue

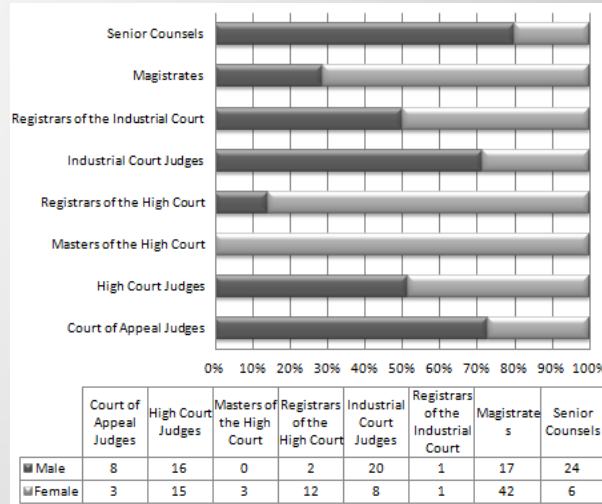
The impact of environmental factors, gender, and culture on women lawyers in leadership in Trinidad and Tobago.

Rationale

Traditional gender roles typically dichotomize women as communal (eg. Nurturing, other-oriented, kind, submissive) and men as agentic (eg. Competitive, assertive, independent, task oriented) (Chapman, 1975; Eagly, 1987) and dictate what men and women *are* versus how men and women *ought to be*, respectively (Cialdini and Trost, 1998).

Empirical data shows that there is a great disparity in the number of women lawyers holding higher positions within the judiciary at the upper echelons. Women lawyers who have been bestowed the title of Senior Counsel are also in the minority and number approximately one sixth the total number of Senior Counsels in Trinidad and Tobago.

Evidence of Issue/Rationale



Research Aim

The research aim is to develop a list of critical success factors which are imperative for shattering the glass ceiling for women lawyers in Trinidad and Tobago.

Research Question

What critical success factors are necessary to break the gender barrier, shatter the glass ceiling and catapult women lawyers on par with their male counterparts?

Research Objectives

1. To critically evaluate the past trends of women lawyers in leadership throughout Trinidad and Tobago.
2. To critically examine the environmental factors contributing to the path of leadership of successful women lawyers in Trinidad and Tobago.
3. To synthesize the cultural readiness gap of Trinidad and Tobago for the emergence of women lawyers in leadership.

Conclusion

The expected outcome is to provide realistic recommendations that can be used by women lawyers in leadership to develop their potential and foster greater competition within the highest echelons of the legal fraternity of Trinidad and Tobago.

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Conflict Management : A Critical Analysis of the Leader's Role.



Introduction

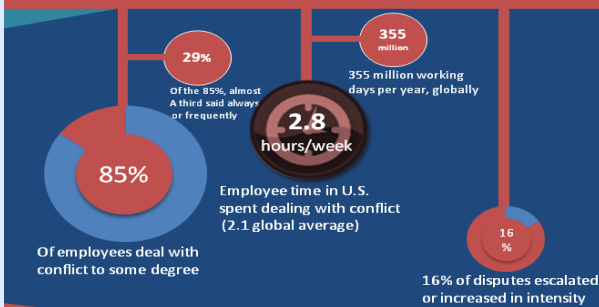
Over the last few years, several studies have examined how leadership styles influence a wide range of variables including satisfaction, commitment, employees' performance etc. However, the relationship between leadership styles and conflict has been overlooked. This is surprising because some researchers stress that conflict management represents an important part of the role leaders play (Bass and Riggio, 2006).

Research Issue

Mintzberg (1973) identified Conflict Management as one of the primary roles of a leader. According to CPP Inc. (2008), 16 % of workplace conflicts remains unresolved and increased in intensity. This research therefore, examines leadership strategies to handle Conflict Management in the workplace.

Workplace Conflict Study

Commissioned by CPP, Inc. in 2008 http://img.en25.com/Web/6PP/Conflict_report.pdf



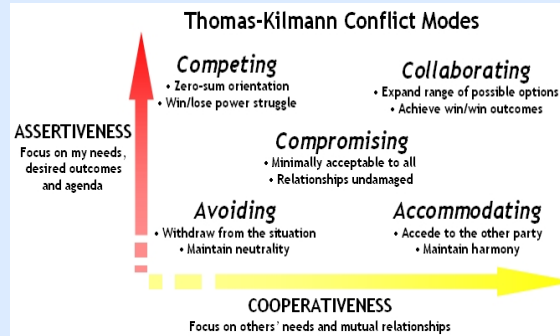
Source: http://www.img.en25.com/Web/6PP/Conflict_report.pdf

Rationale

Leadership involves dealing with all types of conflicts with different levels of emotional involvement. Since a lot of time and sometimes resources are spent on resolving these issues, being able to resolve conflict efficiently becomes essential for organisational leaders. If conflicts can be managed professionally and effectively, it can have a positive effect on the overall performance of an organisation.

Research Question

How can leaders utilize appropriate conflict management strategies to improve organisational performance.



Thomas, K., (1992) – The Conflict Mode Instrument .
Source: <http://www.transform-talent.com>



The Conflict Circle.
Source: <http://www.changejourney.org>

Aim

To ascertain best practice conflict management techniques for implementation by leaders in organisations.

Objectives

- ▶ To examine leaderships' roles in conflict management within organisations.
- ▶ To evaluate the conflict management styles used by the leaders.
- ▶ To analyse the link between the leadership style and conflict management style/strategy.

Conclusion

- Dealing with conflict in the workplace is a persistent challenge for Leaders.
- A leaders mode of dealing with conflict is strongly linked to his leadership style.
- Leaders with transformational behaviors is best suited to neutralize the negative effects of conflict within organizations.
- Leaders play a critical role in resolving conflict.
- Conflict resolution results in improved organisational performance.

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Customer Experience In the Financial Sector

| MBA | Anglia Ruskin University

Introduction

The banking industry is a very competitive environment where customers switch loyalty quickly and easily. Products alone do not guarantee a leadership advantage. Superior customer service and execution are critical to win and maintain loyal customers.

Kotler and Armstrong 2012 explains "CRM is the process of building and maintaining profitable customer relationships by delivering superior value and satisfaction to customers."

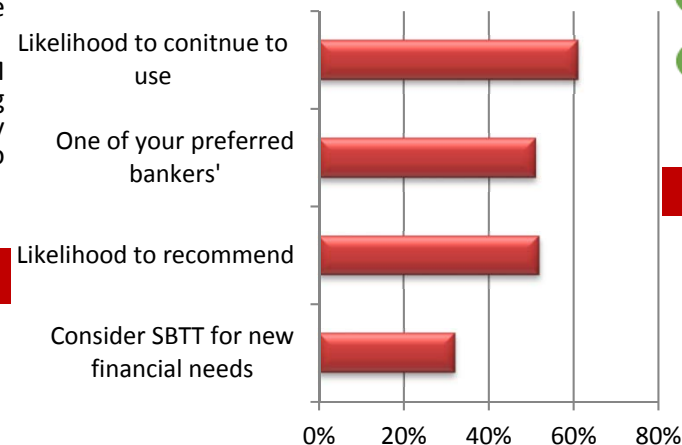
Research Issue

The issue SBTT is facing daily is that the turn around time SBTT response to customer issues/ concerns is costing the bank to lose market share and is unable to retain customer 's loyalty. In quarter one (1)2015 – 538 interviews were carried out across the Caribbean East which reported the lowest percentage for : the likelihood to consider SBTT for new financial needs"

Rationale

The research will shed light on all the factors contributing to the decline in loyalty levels and critical assessment would be done to determine how these factors can be improved on. Our focus on Customer is important for several reasons. Firstly offering exceptional customer experience is a key differentiator in the market where all banks are competing on price with in differentiate service offering. Secondly customer experience is the main medium through which financial institutions can improve their brand equity. Improvement in customer experience therefore will present SBTT with an opportunity to improve its brand loyalty, grow customer base and improve profitability

Customer Loyalty Indexed (CLI)



Research Question

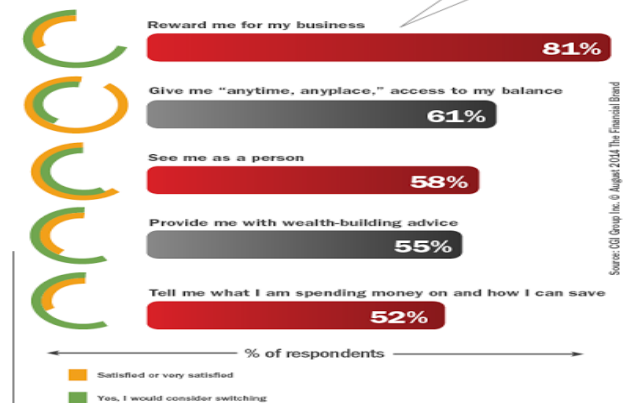
How can SBTT improve its customer experience in order to build client loyalty and improve its competitive advantage ?

Research Aim

To make it easy for customers to express concerns and provide feedback across all channels and for us to become more proactive and quicker in our response and feedback to all customer concerns.

Scotiabank

Top five consumer wants in banking



Objectives

- To evaluate the current customer service model used by SBTT
- To evaluate the current customer experience levels and the key factors for enhancing their experience.
- To evaluate the customer service gap by benchmarking against best practice the relevant theory.

Conclusion

The researcher will develop a Customer Experience Policy which will outline strategies and measures to monitor customer satisfaction the measures proposed therein will seek to create a competitive advantage.

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