

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Warren Kwok Fai NG	Student ID number:	1818883
Programme:	DBA		
Module:	Qualitative Research		
Module code:	SBPD7002	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr. Stephanie Lee	Internal Verifier:	
Assignment Title:	Evaluation of current research Research Proposal Presentation	Word count (or equivalent):	7,500 (in total)
Submission deadline:	October 26, 2019 (Presentation) November 4, 2019 (Evaluation and Research Proposal)	Return date of provisional marks & written feedback:	December 2, 2019
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

CRITICAL REVIEW

Critique

1. Full citation

A critical Review of Alsudiri, T., Al-Karaghoul, W. and Eldabi, T., 2013, 'Alignment of large project management process to business strategy: A review and conceptual framework', Journal of Enterprise Information Management, Vol. 26, No. 5, pp.596-615.

2. Philosophy and theoretical perspective being employed

The ontological problem is related to the nature of reality and its characteristics. Researchers conduct qualitative research and they embrace a variety of realistic ideas. When investigating a topic, the purpose of qualitative research is to report these multiple realities. The researchers, based on their discovery, reported different perspectives as themes (Creswell, 2012; Creswell & Poth, 2018).

In the midst of epistemological hypotheses, by conducting qualitative research, the researchers can get closer to the participants being studied. Therefore, subjective evidence is collected on the basis of personal opinions. This is the way to know knowledge through people's subjective experience. It is critical to understanding what the participants are saying, hence, it is important to conduct research in the areas in which participants are engaged. In order to obtain subjective evidence from the participants, the researchers attempt to diminish the distance between researcher and the respondents (Creswell, 2012; Creswell & Poth, 2018).

All researchers bring value into a study, but qualitative researchers will express their value in a study. This is the axiological theory hypothesis of the characteristics

of qualitative research. Researchers acknowledge that research is valuable and there are biases associated with their role in the research environment. In qualitative research, the investigators confess the value-bearing nature of the research and actively report its value and bias, together with the value-bearing nature of the information collected from the field. Researchers locate themselves by determining their position in the research environment, social and political context. The descriptions in these areas are the social status of the researcher (eg gender, age, and ethnicity), personal experience and political beliefs (Creswell, 2012; Creswell & Poth, 2018).

The characteristics of a qualitative research process or method are generalized, emerging, and research experience of researchers in collecting and analyzing data. The logic followed by qualitative researchers is inductive, starting with the foundation, instead of entirely from a theory or from the perspective of the investigators. The researchers will process the details prior to generalizations, illustrate the study context in details, and the questions will be revised continually based on the field experience (Creswell, 2012; Creswell & Poth, 2018).

Constructivism

In social constructivism, researchers attempt to understand the factors that lead to inconsistencies in project management and business strategy. Researchers develop the subjective meaning of their experience. These meanings are diverse and lead researchers to look at the complexity of the view. Because of the multiplicity of meaning, this article belongs to relativism (Creswell, 2012; Creswell & Poth, 2018).

The aim of the study is to rely as much as possible on the participants' perceptions of the situation. It is worth exploring these subjective meanings are conferred with the participants, and the findings are developed through the interaction

between the researchers and the participants. In practice, research questions seem to be broad and general, allowing participants to engage in useful discussions and interactions with researchers. The researchers can listen carefully to what the participants said in their work by means of open-ended questions (Creswell, 2012; Creswell & Poth, 2018).

In this study, the researchers conduct the interview in the proposed telecommunication companies in Saudi Arabia. Researchers recognize that their own context shapes their interpretation, and their position in research is to acknowledge how their interpretations are generated from their own personal experiences. Accordingly, the researchers explained the findings, which were determined by their own experience and background. The purpose of the researchers is to clarify the understanding of others about the world. This is why qualitative research is often referred to as interpretive research (Creswell, 2012; Creswell & Poth, 2018).

3. The data collection methods used

While designing the research, the authors review existing literature, define the research objectives, research questions, and the research methodology (ie. case study). The authors also identify common characteristics of theoretical frameworks and conduct a field study (Alsudiri et al, 2013) There is every reason to be concerned about the researchers applied the research design correctly.

The research topic is about project management process and business strategy. Until that time, there were only limited researches on this topic. Empirical studies to describe the detail of project management and business strategy is inadequate (Aubry

et al., 2007). In-depth description of the different implementation processes from corporate strategy to project management during project planning implementation insufficient. Until recently, scholars began to explore the alignment of project management and business strategy in more comprehensively (Srivannaboon, 2009). Srivannaboon (2009) suggests that more research is needed in this topic area, however, no one explicitly talks about the framework for a comprehensive adjustment of project management and business strategy. It should be said that this topic is a very important research in the business world, because companies should focus on keeping project management aligned with their business strategy so that both strategic projects are successful on the whole. Therefore, this paper is worth of study.

The authors decide to use inductive research approach for their study. As suggested by Creswell (2012), there are some practical criteria for choosing between deductive and inductive research methods. Inductive research method is suitable for a new topic or an exciting debate, and for those topic with only a few existing literature. This is the case of this study, in which the phenomenon of the alignment between PM and the business strategy has not been thoroughly studied, and not much research has been done. For that reason, the authors are one the right track in choosing the inductive research approach for this research.

The authors use case study as the methodology for this study because of the inadequate research on the subject of alignment between PM and business strategy. It is mentioned by Srivannaboon (2009) and Shenhar et al (2007) that the case study methodology is suitable for this very research. The authors tend to go to the proposed telecommunications company for a discussion and interview. The researchers invite 35 members of the organization, range from corporate, business and functional levels, to participate the interview. It is worth exploring it is appropriate to use the target group.

The authors choose qualitative methods to ensure effectiveness and reliability. Triangulation is applied, a variety of data sources are being used in data collection, research design, and data analysis. The authors collect data from interviews, annual reports and documents. Flick (2007) states that, with the different methods and data sorts, it should allow for a major complement of knowledge. There is every reason to be concerned about how the researchers can ensure that it can be done properly and effectively. As argued by Flick (2009) that triangulation is not necessitating in every qualitative study. However, it is a good method for doing the research, as mentioned by Yin (2009), triangulation can increase the confidence in the subsequent findings. It needs to be recognized that it is appropriate to use triangulation method in this study because it can enhance the validity and reliability.

Rabionet (2011) states that interview protocol should be constructed, in which literature review is the best resources. It is stated by Cooper (1984) that literature review is one way to gain precision when determining and formulating research questions. The purpose of the literature review is to identify answers to known questions about a topic. The authors have referred to several literatures while constructing the overall research, although not much existing literature can be retrieved.

This study makes use of four case studies covering the four major telecommunications companies in Saudi Arabia. Interviews are transcribed and coded immediately after each meeting. This study included key elements of the data collection protocol, including research overviews (research objectives, research questions, propositions, etc.), field processes (criteria for case selection, guides for interview, coding systems, etc.) and guidelines for case study reports. In this type of interview, developing the appropriate questions to explore alignment and answering research questions is the key to success. These questions include open, specific, and

closed questions, and interview guides are flexible for exploratory questions (Saunders et al., 2012)

In order to answer research questions, the structure of the interview guide can guide the creation of interview questions so that the interviews focus on the goals and objectives of the research while meeting the effectiveness and reliability. For example, interview questions are created in three ways. First, the problem seeks respondents from three levels of the organization (company level, business level, and functional level) to obtain a quality view from a different management perspective. Second, the purpose of the interview question is to generate effective and reliable answers by using three types of interview questions, including open questions, exploratory questions, and specific and closed questions. Third, interview questions should deal with the impact and relevance of strategic alliances and project success, as well as the impact on company performance. Finally, so as to evaluate the alignment between the business executives and project managers for each of the four company's case studies, the interview guide raised questions concerning their priorities for both the senior managers and the project managers.

Semi-structured interview

The authors point out that semi-structured and in-depth interviews were used in this study because semi-structured and in-depth interviews allow researchers with the opportunity to obtain answers and explanations from respondents, or to build on respondents' answers (Easterby-Smith et al., 2008; Robson, 2002). The authors used audio-recorder to record the conversation with the respondent. Each interview was recorded and subsequently transcribed. Approximately 60-90 minutes would be taken for each interview and notes were taken to ensure validity and reliability. 9 to 12 hours were required to transcribe an hour of recording time. In addition,

interviews were conducted on a one-to-one basis, between the researcher and individual participant, including executives, project managers, and project team. After the script had been transcribed, different categories are identified for each configuration of the framework (eg, business strategy, project management, internal factors, external factors, and project success), and an explanation is given for each category, and the code is given to each case and individual participant.

A good qualitative research based on semi-structured interviews should relies on the knowledge, skills, vision, and integrity of the researchers who conducting the analysis. Training and experience are critical to this work (Dingwall, Murphy, Watson, Greatbatch and Parke, 2002). The authors' knowledge and skills in performing the semi-structured interviews is uncertain.

The literature suggests audio recording on top of all other methods. Rabionet (2011) states that some issues are encountered, such as the quality of the recording equipment, the electronic capabilities, the actual setting, the gender of the interviewer, the familiarity between the interviewer and the respondents. The authors have used audio recording while conducting the interview.

It is to be sure that qualitative interview is a flexible and powerful approach for capturing people's voices and what people mean about experiences (Rabionet, 2011). Semi-structured interview enable the researchers to narrow down the areas or topics that the authors want to bring to the junior researchers. Researchers have to use the opening statement and some general questions to initiate the interview. If no information is provided, researchers need to have some other questions to explore more (Rabionet, 2011). Moreover, a good guideline and some aspects to be considered at different stages of the interview were provided by Kvale (2007). Ethical guideline must be established in order to consider moral and ethical issues when conducting interviews. In this study, ethical issues has not been mentioned in

their paper, hence, the research is carry out in a fair and ethical manner is under concern.

It is worth exploring the main disadvantage of using a semi-structured format is that researchers need certain skills, they must be able to build a rapport with the respondent, and leave enough room to explore relevant ideas while maintaining skill focus. Data generated from semi-structured interviews are often more difficult to organize and analyze than data from structured interviews.

Focus Group Interview

The author also conducted in-depth interviews on a group basis (ie. focus group interview) come across with a small number of participants, including executors and project managers, to deal with one aspect of the research through a group discussion (Saunders et al., 2012). A supportive environment is created by the interviewer to enhance discussion and expressing different points of view (Marshall & Rossman, 2011). To get information from different perspectives, the authors interviewed different groups of participants from various levels of the telecommunication companies' organizational hierarchy, in which the participants including executives, project management officials, project managers, assistant project managers and team members. In fact, credibility is established through validation of data. It should be said that researchers need to do longitudinal studies, for example, collect data more than once, conduct another interview at the telecommunication companies half or one year later. Another issue that arises from focus group is the scope allowed to the interviewees. There is every reason to be concerned about participants may not speak freely in the interview because some of the information related to the company may classified as confidential. It is not convenient for them to disclose in-house information. In this case, it is worth exploring in doubt if the data collected can

satisfy the researchers' need.

4. A critique of the Methods used

The purpose of this research paper is to investigate whether alignment between project management and business strategy will impact and help to improve business performance to achieve the desired business outcomes (Alsudiri et al, 2013). Referring to the purpose of this research paper, what kind of company, industry or case the author should use for analysis is rather important.

The authors use case study as the methodology for this study because of the inadequate research on the subject of alignment between PM and business strategy. The aim of case studies is the precise description or reconstruction of a case (Ragin & Becker, 1992). Case study has always been a common research strategy in business (Ghauri & Gronhaug, 2002). The case study method enables investigators to retain the overall and meaningful characteristics of real-life events, such as organizational and management processes. Researchers should be careful when designing and conducting case studies to overcome traditional critique of the method (Yin, 2002).

The main issue is to identify whether a case that is significant to the research question and to clarify what the case belongs to and which methodological approach it needs to rebuild (Flick, 2009). If the case study is concerned with the research topic, whether it is adequate to observe only four telecommunications companies. It should be said that more companies will be better for comparing the findings. Moreover, is it sufficient if only looking into one project in each company? It is worth exploring study more projects and business strategies will lead to a clearer picture of alignment. In order to compare the findings and conclusions, researchers

may, if possible, conduct alignment studies in other countries or industries. For example, besides Saudi Arabia, the researchers may conduct alignment studies in Japan, Korea, or other countries.

When “how” or “why” questions are raised, case studies are the preferred strategy when researchers have little control over events. The “how” question is more interpretive and may cause the use of case studies becoming the favorite research strategy. This is because such questions involve operational links that need to be tracked over time, not just frequency or incidence (Yin, 2002). The question in this paper is how the alignment of business strategy and project management affects project success and business performance, and how to achieve strategic alignment. This is the reason that case study seems to be the preferred method.

The strength of case studies is their ability to process a variety of evidence – documents, artifacts, interviews and observations. Each case study researcher must attempt to report all evidence fairly (Yin, 2002). Case studies also require two sources of evidence. First, directly observe the events being studied, and second, interview the people involved in the incident. This is what the researchers did in this paper. It needs to be recognised that the authors choose the appropriate research method, however, it should be concern whether all the evidence are fairly reported.

There are some challenges in case study research. This is suggested by Yin (2002) that multiple case studies can be used to generalize case studies to theoretical propositions. As the use of multiple case studies increases, three issues must be considered: resource limitations, case selection, and cross-case analysis. First, consider the limitations of resources (such as time and financial resources) studying multiple cases will dilute the overall analysis; the more case studies, the lower the case depth. Second, when the researchers select multiple cases, the question becomes “how many cases?” In fact, no specific answer to this question. In spite of

this, researchers usually choose no more than four or five cases. What drives researchers to consider a large number of cases is the concept of generalization, which is of little value to most qualitative researchers (Lincoln & Guba, 1985). Finally, what guides cross-case analysis? When analyzing individual case studies, we are guided by tools or intrinsic purposes; in many case studies, such clear purpose identification is not always done in advance. Stake (2006) provides important guidance in this regard by introducing the word “quintain”. Stake (2000) describes “quintain” as the “object or phenomenon to be studied” throughout the case and demonstrates the importance of its identification for guiding case selection.

The selection of case requires the researcher to establish a theoretical basis for his or her purposeful sampling strategy to select cases and collect information about the case. Having enough information to provide insight picture of the case will limit the value of some case studies. While planning the case study, we asked individuals to develop a data collection matrix in which to specify the amount of information they might collect about the case. Determining how the boundaries of a case are constrained in terms of time, events, and processes can be a challenge. Some case studies may not have clear starting and ending points, and researchers will need to set appropriate boundaries these cases.

Historically, the problems that have plagued case studies have focused on the rigor of research. Of course, there is evidence of poor quality case studies, and by providing illustrative examples, we can continue to reduce this practice. Case studies have gained increasing recognition over the past 30 years, as evidenced by the increased use of case studies in publication research and the increased availability of references (Thomas, 2015; Yin, 2014). Recently, supporting on the use of case studies is a clear goal of the editor of the Encyclopedia of Case Studies (Mills, Durepos, & Wiebe, 2010). Attracting researchers is the focus of many publications

aimed at guiding those new approaches (Flyvbjerg, 2006).

Another concern about case study is bias. In order to see the entire and clear picture, researchers may encounter their own blind spots. Research data should be collected as unbiased as possible (Unluer, 2012). It is unsure that the authors collect the research data in an unbiased manner. Furthermore, the authors have not mentioned about the project category, scale of the company and the company background. There is every reason to be concerned about bias may arise if there is too much difference between these factors.

Unluer (2012) states that ethical issues should be consider as well in case study, such as honesty, privacy, responsibility and fair sharing. When designing the case study, specific precaution must be taken. Researchers try to understand current research topics through interventions, except through data collection.

Bibliography

Alsudiri, T., Al-Karaghoul, W. and Eldabi, T. (2013) 'Alignment of large project management process to business strategy: A review and conceptual framework', *Journal of Enterprise Information Management*, 26(5), pp.596-615.

Aubry, M., Hobbs, B. and Thuillier, D. (2007) 'A new framework for understanding organisational project management through the PMO', *International Journal of Project Management*, 25(4), pp. 328-336.

Bradshaw, T.K. (1999) 'Communities not fazed: Why military base closures may not be catastrophic', *Journal of the American Planning Association*, 65, pp.193-206.

Cooper, H.M. (1984) *The Integrative Research Review*, Beverly Hills, CA: Sage.

Creswell, J.W. (2012) *Qualitative inquiry and research design: Choosing among five approaches*, 3rd Ed., London: Sage.

Creswell, J.W. and Poth, C.N. (2018) *Qualitative inquiry and research design: Choosing among five approaches*, 4th Ed., London: Sage.

Dingwall, R., Murphy, E., Watson, P., Greatbatch, D., and Parke, S. (1998) 'Catching goldfish: quality in qualitative research', *Journal of Health Services Research Policy*, 3, pp.167-172.

Easterby-Smith, M., Thorpe, R., Jackson, P. and Lowe, A. (2008) *Management*

research, 3rd ed., London: Sage.

Flick, U. (2007) *Designing Qualitative Research*, London: Sage.

Flick, U. (2009) *An introduction to qualitative research, 4th Ed.*, London: Sage.

Flyvbjerg, B. (2006) 'Five misunderstandings about case-study research', *Qualitative Inquiry*, 12(2), pp.219-245.

Ghauri, P. and Gronhaug, K. (2002) *Research methods in business studies: A practical guide*. Harlow, England: Pearson Education.

Kvale, S. (2007) *Doing interviews*, Thousand Oaks, CA: Sage.

Lincoln, Y.S. and Guba, E.G. (1985) *Naturalistic inquiry*, Newbury Park, CA: Sage.

Marshall, C. and Rossman, G.B. (2011) *Designing qualitative research, 5th Ed.*, London: Sage.

Mills, A. J., Durepos, G., & Wiebe, E. (Eds.). (2010). *Encyclopedia of case study research*, Thousand Oaks, CA: Sage.

Porter, M.E. (1996) 'What is strategy?' , *Harvard Business Review*, (November-December), pp.61-78.

Prasad, A. (2010) 'Strategy as "Inferior" choice: A re-interpretation of Porter's "what

is strategy", *Journal of Management Research*, 10(1), pp.15-24.

Rabionet, S.E. (2011) 'How I learned to design and conduct semi-structured interviews: An ongoing and continuous journey', *The Qualitative Report*, 16(2), pp.563-566.

Ragin, C.C. and Becker, H.S. (eds.) (1992) *What is a case? Exploring the foundations of social inquiry*. Cambridge: Cambridge University Press.

Rosenthal, R. (1966) *Experimenter effects in behavioral research*, New York: Appleton-Century-Crofts.

Robson, C. (2002) *Real World Research*, 2nd ed., Oxford: Blackwell.

Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*, 6th ed., London: Pearson Education Limited.

Shenhar, A., Milosevic, D., Dvir, D. and Thamhain, H. (2007) *Linking Project Management to Business Strategy*, Newtown Square: Project Management Institute Inc.

Srivannaboon, S. (2009) 'Achieving competitive advantage through the use of project management under the plan-do-check-act concept', *Journal of General Management*, 34(3), pp. 1-19.

Stake, R.E. (2000) 'Case studies', in Denzin, N.K. and Lincoln, Y.S. (Eds), *Handbook*

of Qualitative research, Thousand Oaks, CA: Sage, pp.435-454.

Thomas, G. (2015) *How to do your case study*, 2nd Ed., Thousand Oaks, CA: Sage.

Unluer, S. (2012) 'Being an insider researcher while conducting case study research',
The Qualitative Report, 17(58), pp.1-14.

Yin, R.K. (2002) *Case study research: design and method*, 3rd Ed., London: Sage.

Yin, R.K. (2009) *Case study research: design and method*, 4th Ed., London: Sage.

Yin, R.K. (2014) *Case study research: design and method*, 5th Ed., London: Sage.

RESEARCH PROPOSAL

TOPIC: GLOBALIZATION OF CHINA AUTOMOBILE INDUSTRY: ISSUES AND CHALLENGES

a. Abstract

This research is to study the issues and challenges regarding to the globalization of China Automobile Corporation. Globalization implies the diffusion of the products, export the products to foreign countries. Many companies are competing to enlarge their market share overseas. Chinese automobile industry is one of those going global with proactive attitude. In order to survive in the highly competing automobile market in foreign countries, local Chinese automobile companies adopt various strategies to achieve their goal. This study will review the previous experience which can be learnt from, examine the challenges the industry is facing to, and the strategies can be applied on.

b. Research Question

What are the issues and challenges in the globalization of China Automobile Corporation?

Objectives:

1. To find out the experience can be learnt within the industry
2. To explore the major challenges within the industry
3. To examine the strategies can be applied to make the industry more sustainable

c. Research Philosophy

The ontology of the study should be classified as "relativism", because the possibility of objective knowledge is independent of the knowledge is denied by relativism. There are many truths and realities. From many perspectives, reality is multiple. As the research theme evolved, researchers reported in different perspectives (Creswell, 2012; Creswell & Poth, 2018).

The Epistemology of this study is Emic, because this study is qualitative, Emic approach investigated the idea of local people, such as how they perceive and categorize the world, their rules of conduct, the meaning of what they have and how they interpret and imagine things. Subjective evidence was obtained from the participants, and the researchers tried to narrow the distance between themselves and the subjects. Researchers rely on quotes as evidence from participants, cooperate and interact with each others (Creswell, 2012; Creswell & Poth, 2018).

Regarding to axiological concept, qualitative researchers need to express their value in a study. This is the characteristics of the axiological in qualitative research. Researchers acknowledge that research is valuable and that there is bias in the research context. The study publicly discusses the value of shaping the narrative and includes his or her own interpretation and the explanations of the participants (Creswell, 2012; Creswell & Poth, 2018).

The methodology of this study is based on grounded theory. Grounded theory is an inductive study, based on observations or data on its development. Focus group is applied in this study. The theoretical perspective is based on a transformative framework because researchers want to act for social improvement (Creswell, 2012; Creswell & Poth, 2018).

d. Literature Review

1. To find out the experience can be learnt within the industry

China started to develop local automobile industry with the first automobile plant, First Auto Works, built in 1953. The automobile technology and assembly line of First Auto Works was transferred from Russians, including automobile manufacturing knowledge, equipment, vehicle designs and relevant training programs (Harwit, 1995). It is worth exploring that this is the very first technical knowledge transferred to and can be learnt by the Chinese automobile industry and is a good experience in developing the local automobile industry.

During the Great Leap Forward campaign (1958-1960), Chinese automobile industry was in small-scale industrialization. The small-scale industrialization was not as success as mass production which the European and American automobile industry adopted (Holweg *et al.*, 2005). This make Chinese automobile industry fall behind other international automobile producers and the technological gaps became wider (Harwit, 1994). In the contrast, the of Japanese and Korean automobile firms emerge and grew rapidly with ambition to catch up with the international automobile firms (Ding & Akoorie, 2013). It should be said that China need to learn from its competitors in order to enhance the industry growth.

For the period of 1960s and 1970s, the relationship between China and the Sino-Soviet was deteriorated, which forced China to be more independent on the automobile production (Gan, 2003). Moreover, during the period of Cultural Revolution (1966-1976), luxury goods like sedans was totally rejected, no production at all. On the contrary, the 1970s was the “Golden Age” of European, American and Japanese automobile manufacturers, who adopted massive production and “learning-by-doing” strategy to increase their sales turnover and innovation ability respectively (Halberstam, 1986). Thus, China appeared to be behind other countries.

It should be said that the China automobile industry may learn experience of the international automobile producers to enhance their own competitiveness.

Moreover, the Chinese government is with a critical role in the development of the automobile industry (Drauz, 2013). Through the support by the Chinese government, local Chinese automobile industry can learn from the foreign automakers via the acquisition or joint venture. Balancing foreign technology learning and indigenous innovation is needed for ongoing improvement in China's industrial policy (Chan & Daim, 2012; Tang & Hussler, 2011). It needs to be recognized that through acquisitions or joint ventures, there would be advantage in both the aspect of technology and the foreign market share, hence, increase the competitiveness of the Chinese automobile industry (Huang, 2010). The Shanghai Automotive Industry Corporation Group becomes familiar to the consumers via joint ventures with General Motors and Volkswagen in 1997 and 1982 respectively (SAIC, 2011). Suh (2014) cites that the successful transfer of clear objective knowledge between foreign automotive companies and joint ventures allows gaining a competitive advantage in the implicit collective knowledge of their national markets. This is a good knowledge to be learnt by the Chinese automobile industry.

Harwit (1992) points out that China would have to rely on the help of technologically advanced countries to enhance the modernization of its automotive industry. In order to have greater contacts with the foreign countries, Deng Xiaoping encourages and promotes to introduce the import of technology from capitalist nations and reliance on expert knowledge. There is every reason to be concerned that it is a good decision to invite foreign automotive investment to China because both foreign technology and managerial expertise can be incorporated more effectively.

2. To explore the major challenges

2.1 Low technology:

One of the challenges that the Chinese automobile industry faced is low technology. For the years of 1960s-1970s, Cultural Revolution led to stagnation in automobile production. Neither expertise nor new technologies was developed. In the meantime, the number of imported cars exceeded domestic production, and the deficiency of car supplies in the early 1980s encouraged China to consider to develop its own automobiles. The China Government, thus, by encouraging Chinese automobile companies to obtain technical assistance from foreign automobile firms through joint ventures and technology licensing. China initially asked Japan for the technical support, however, the Japanese are cautious about China would be one of the potential competitors in the future, so their level of technical support and assistance is limited (Harwit, 1995). The negative impacts still exist although China automobile industry acquires technologies from the advanced countries. China's sustainable innovation capability is not mature (Gallagher, 2006). In this situation, China automobile industry was still undergoing small production scale (CATARC, 2008). It should be said that this is a big challenge that China automobile industry facing to.

2.2 Poor brand impression:

Traditionally, the label "Made in China" give consumers a bad brand impression, Chinese automobile industry needs to draw up a better brand strategy. Brilliance China Automotive Holdings Limited produced poor quality and low performance automobiles gave consumer a poor perception about China products (Interbrand, 2008). In order to improve the competitiveness of the Chinese brands, attractive brand personality is recommended (Anand Kumar & George, 2011). It needs to be recognized that poor brand is a serious problem.

3. To examine the strategies can be applied to make the company more sustainable

3.1 Joint venture agreement strategy

The strategies for globalization of production and market expansion have a great impact on China's economic development. Increasing of foreign direct investment resulting in an extraordinary growth is demonstrated in China's automobile industry with an annual rate of about 9 percent (Ding & Akoorie, 2013). Beijing-Cherokee joint venture was the first major manufacturing joint venture established. This joint venture provided Chinese automobile industry all new technology from the foreign automobile manufacturer, as well as the foreign investment. The technology was transferred in "completely knockdown" mode. China actually did not gained much knowledge from this mode of technical transfer (Gallagher, 2006).

The strategy adopted by the Chinese automobile companies recently is merger and acquisition of foreign automobile firms, such as UK-based MG Rover is acquired by Shanghai Automotive Industrial Corporation, and Geely's acquisition of Volvo. The incentives for the China to adopt the strategy in merger and acquisition are securing foreign markets and better technology and brand equity acquisition (Ding, 2009). It is worth exploring joint venture can raise the technology of the Chinese automobile industry.

3.2 Worldwide strategy

It has been emphasized that the uniqueness of China's political system of planned economy led to the development of technology innovation and even catching up with the developed countries in the new decade (Chan & Daim, 2012). China joined the WTO in 2001 made China change its role in regulating Chinese automobile industry. In order to conform to the WTO agreements and open up Chinese domestic

market to foreign operations, China had a more open strategy to ease up some past restrictions applied to foreign companies, such as high tariffs on imported vehicles (Alon & McIntyre, 2008).

China automobile industry developed rapidly after joining the WTO through forming strategic alliances with foreign automobile manufacturers. Most of the international automobile producers, such as General Motors, Ford, Chrysler, Volkswagen, BMW, Honda, set up production sites with the cooperative partners in China (Alon & McIntyre, 2008). Suh (2014) points out that China can learn the explicit technical knowledge via these foreign automotive offshore production sites.

3.3 Green technology strategy

According to the market trends, green technology strategy was introduced since 2009. Since then, the policy of Chinese automobile industry focuses on the new energy automobile. The Chinese government will offer finance and tax relief to support the development of new energy automobiles and technological innovations. Dongfeng Motor and Germany-based Behr GmbH form a joint venture in 2004 in order to absorb the technology of electric vehicles. Dongfeng Motor now not only produce the vehicle, but performing research and development in the new energy as well. (DFM, 2011).

To cope with the recent trend, Shanghai Automobile Industry Corporation continue absorbing technical knowledge through the cooperation with US-based battery producer A123 since 2010 (Gupta & Leung, 2009) and carry out Research on electric vehicles with General Motors (SAIC, 2010).

3.4 Brand strategy

Although China is considered as the world's largest Original Equipment

Manufacturer (OEM), its brand is not well known in the international market (George & Kumar, 2017). China introduced the Tenth Five-Year Plan (2001-2005) strategy for the automobile industry to enhance the increase of domestic needs continuously in the course of opening up and accelerating self-development (BIZChina, 2006). Besides, to enhance the independency on new products and techniques development, strategic reorganization of the automotive industry and built up famous local brands were encouraged (Thun, 2004).

It is much harder for the Chinese brands to enter a developed market than a less developed one. The competition in the developed market, such as Europe or United States, is highly intensive because the consumers in these markets are more loyal to specific brands (George & Kumar, 2017). There is every reason to be concerned about acquisition of foreign brand name is one efficient strategy for the Chinese automobile companies entering the foreign market.

Regarding to the perception of Chinese brand name, the government should get involved to resolve this problem, including the issues on inferior quality and ethical, should be taken into account in helping to build a better perception (George & Kumar, 2017). It needs to be recognized that this can be done either through acquisition of foreign high quality brands, or to build a quality intensive corporate culture. Chinese brands need to be strengthen to give faith to the consumers and build up a better relationship (Fournier, 1996). The acquisition of international brands is one of the reasons the acceptance of China products increasing progressively (Fan, 2008). Furthermore, the foreign markets concerned about the Intellectual Property Rights, which is less concerned in China. If Chinese products want to be welcomed in the foreign market, Chinese companies need to bear in mind to comply with the foreign legal aspects. (George & Kumar, 2017).

e. Description of Context and Participants

This research paper use a qualitative research methodology, focus group approach is applied. During the data collection stage, two focus group workshops will be set up in order to gather in-depth feedback from the participants. As the research topic is about automobile, the focus group participants were from the middle-class. The participants were well educated with postgraduate degree and from different industry background, including: multinational high technology industry, SME, multinational consultant firm, finance industry, food industry, CPA firm, international bank, local bank, foreign company, manufacturing company, and listed company, as shown in Table 1.

f. Explanation of Data Collection Steps

For the recent study, make use of the focus group is the data collection method. A group interview was conducted to gather in-depth feedback from the participants. A large amount of data can be obtained in a short time. The researcher can make sure the data collected is relevant directly to the topic. Valuable experiences, knowledge and idea can be gathered from the focus group participants.

The foundation of data collection is based on the research questions and questionnaire as shown in Appendix 1. The sampling strategy is to choose purposefully because it is difficult to interview participants from the Chinese automotive industry under time constraints. As an alternative, the researcher focuses on his classmates from the MBA and DBA course. Because the researcher believes that they are well educated and have certain knowledge in this topic, and have rapport already. Discussions with them are good for research and good for observation. It is

also necessary to obtain the consent of the participants. The researcher chooses individuals to conduct research because they can purposefully understand research issues and central phenomena in research.

The research was conducted through in-depth interview on a group basis (focus group) where the research met a small number of participants to look at the aspect of the research by group discussion. Each focus group discussions were audio-recorded and transcribed later. Each interview took approximately 60 minutes and notes were taken to ensure the validity and reliability.

g. Explanation of Data Analysis

Researcher will first record all the comments from the focus group participants. The main ideas will be review and see if the same idea appears to answer several questions. Identify and illustrate the theme for each idea. After collecting the data, the next step was to analyze and interpret the collected data. This helps to understand the solution to the research questions

Grounded theory uses detailed procedures for analysis which is similar to phenomenology. As proposed by Corbin and Strauss (2007, 2015), it consists of three stages of coding, open, axial and selective. The Grounded theory provides the development of information categories (open coding), interconnection categories (axial coding), the establishment of "story" (selective coding) that links the various categories, and the process ending with a series of theoretical propositions (Strauss and Corbin, 1990).

In the open coding stage, researcher investigate text, including transcripts, field notes and documents, to obtain salient categories of information which can supported by the text. Using the constant comparative approach, researcher tried to saturate the

categories to find instances representing the categories and continue to research until no further insight into the category can be presented from the new information obtained.

Once the initial set of categories was determined, the researchers identified individual categories as central phenomena of interest from the open coding list. The open coding category chosen for this purpose is usually a category that is widely discussed by the participants, or a concept category of particular interest, as it seems to be at the center of the process being studied in the grounded theory project. Particularly, the researchers participated in an encoding process called axial coding, in which the database was reviewed (or new data was collected) to gain insight into the specific coding categories associated with or explaining the central phenomenon. The researcher then performs selective coding by generating hypotheses or statement that interrelate the categories in the coding paradigm. Finally, a conditional matrix can be created at the broadest level of analysis, which can help the researcher to envision the conditions and consequences related to the central phenomenon widely (Creswell, 2012; Creswell & Poth, 2018).

h. Preliminary Findings

Consider the fact that the Chinese automobile industry is seeking to expand its market world widely, it is facing both internal and external factors. It is important to improve its technological skills, reliability, and quality of the products. Foreign investment, joint venture or acquisition of foreign automobile companies may help in technological issue, however, development of China's own R&D centers can improve the industry's sustainable growth. Furthermore, the Chinese government should apply appropriate policy to cope with the further development of the local automobile

industry.

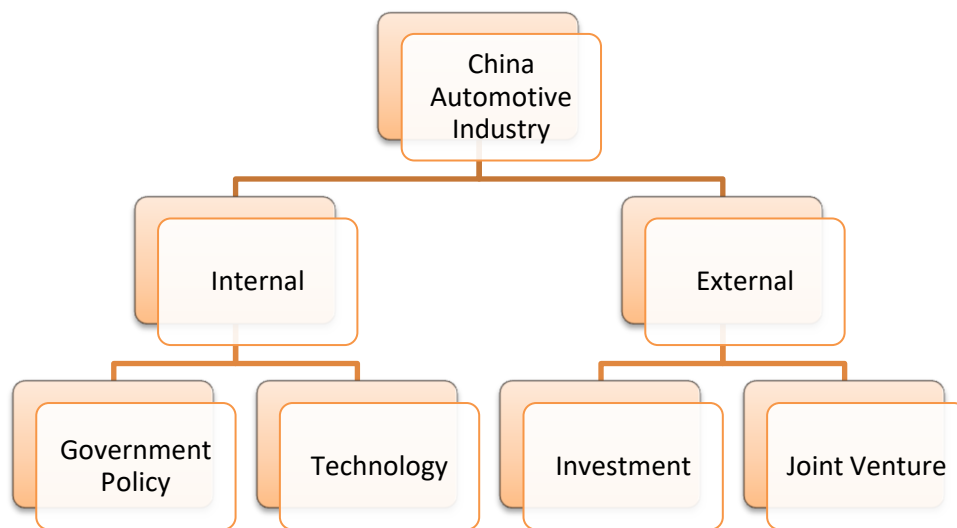


Figure 1. Tree Diagram for Chinese Automotive Industry

i. Discussion that Emerged from Findings

1. To find out the experience can be learnt within the industry

Globalization of the China automobile industry is to uplift the standard of China automobile industry to the international standard. In order to enhance its competitiveness, China automobile corporations may learn from the major producer countries, such as Germany and Japan.

Due to the green environmental issue, electric car is becoming popular in the automobile market. Tesla from the United State is one of the favorite brand selling world-widely. China automobile corporations may learn from this empirical knowledge while going global.

2. To explore the major challenges

Chinese automotive industry is facing challenges in low technology and bad

brand impression. In order to go into the global market, China has to consider its brand, reliability, overall performance, product design, and price. To be more competitive, the product safeties and maintenance should be the priority concern.

Technology challenge is one of the issue China automobile industry facing to, especially in the spectrum of electric car.

3. To examine the strategies can be applied to make the company more sustainable

Appropriate strategy is important to make the company more sustainable while going to the global market. Anticipated demand and trend of the automobile must be focused on.

People believe that the vehicle represent their personal status, vehicle with modern and stylish design is more popular while car owners think that can enhance their image and identity.

It must be noted that if China wants to enter the foreign market, the drivers' needs of the specific market must be taken into consideration. For example, if China wants to enter the European market, the driving habits of Europeans must be considered. A package that suits their driving habits must be included, such as: driving navigation, autopilot. In fact, regardless of which market China wants to enter, road safety is one of the main issues. Some features are still under controversial, such as autopilot.

j. Personal Reflections

A moderator is required to host the focus group interview in order to get things go on smoothly. It is an efficient way to gather different ideas and opinions in a short period of time. Detailed information can be obtained right away. Since the

participants are coming from different background, a broader range of information can be provided. However, since focus group participants are not from the automobile industry, more detailed information is difficult to obtain, thus the in-depth issues cannot be dealt with.

Appendix 1

Focus Group Questionnaire

1. What is the trend in the global automobile industry?
2. What are the opportunities in the globalization of China automobile corporation?
3. What issues will raise in the procedure of globalization of China automobile corporation?
4. What are the major challenges when China automobile corporation exporting their cars?
5. What experience can be learnt within the industry when the China automobile corporation proceed to globalization?
6. What strategies can be applied when proceeding to globalization?
7. How can Chinese motor companies enhance their competitiveness in the global marketplace?
8. How to be more sustainable in the complex market environment?
9. What is the impact of globalization of the automobile industry in China?
10. What are the barriers of globalization of China automobile industry?

Appendix 2

Table 1: Context and participants of the focus groups

Occupation	Gender	Education	Work Experience	Organisation/Industry
Focus Group 1				
Financial Controller	Male	Master Degree	30	Multinational high technology industry
Director (founder)	Female	Master Degree	25	SME
Consultant	Female	Master Degree	25	Multinational consultant firm
Analyst	Male	Master Degree	25	Finance Industry
Deputy GM	Male	Master Degree	24	Food Industry
General Manager	Male	Master Degree	22	SME
Focus Group 2				
Auditor	Male	Master Degree	15	CPA Firm
Banker	Male	Master Degree	20	International Bank
Analyst	Female	Master Degree	20	Bank
Marketing Manager	Female	Master Degree	20	Foreign Company
Finance Manager	Male	Master Degree	15	Manufacturing
Head of Internal Audit	Male	Master Degree	20	Listed Company

Bibliography

Alon, I. , Fetscherin, M. and Sardy, M. (2008) 'Geely motors: a Chinese automaker enters international markets', *International Journal of Chinese Culture and Management*, 1(4), pp.489-498.

Alon, I. and McIntyre, J.R. (2008), *Globalization of Chinese Enterprises*, Palgrave Macmillan, New York, NY.

Anand Kumar, S. V. and George, J. (2011), 'From Aaker to Heere: A Review and Comparison of Brand Personality Scales', *Research Journal of Social Science & Management*, 1(3), pp. 30-51.

Anand Kumar, S. V. and George, J. (2017) 'Going global: The case of Chinese brands', *Journal of Business Strategy*, 14 (3), pp. 41-57.

BIZChina (2006), “Foreign investment”, available at: www.chinadaily.com.cn/bizchina/2006-04/21/content_573554_3.htm

CATARC (2008), “Statistics”, China Auto, January.

Chan, L. and Daim, T. (2012), 'Sectoral innovation system and technology policy development in China: case of the transportation sector', *Journal of Technology Management in China*, 7(2), pp. 117-135.

Conklin, D. W. and Cadieux, D. (2010) 'Geely's acquisition of Volvo: challenges and opportunities', *Richard Ivey Case: 9B10M057*.

Creswell, J. W. and Poth, C. N. (2018) *Qualitative inquiry and research design: choosing among five approaches (4th edition)*. United Kingdom: Sage.

David, P.A. (1985), 'Clio and the economics of QWERTY', *American Economic*

Review, 75(2), Papers and Proceedings of the Ninety-Seventh Annual Meeting of the American Economic Association (May), pp. 332-337.

DFM (2011), available at: www.dfmc.com.cn

Ding, Q. (2009), 'Going International: The Experience of Chinese Companies', *CCSE International Business Research*, 2(2), pp. 148-152.

Ding, Q. and Akoorie, M. E. M. (2013) 'The characteristics and historical development path of the globalizing Chinese automobile industry', *Journal of Technology Management*, 8(20), pp.83-104.

Drauz, R. (2013) 'In search of a Chinese internationalization theory: A study of 12 automobile manufacturers', *Chinese Management Studies*, 7(2), pp.281-309.

Fan, Y. (2008), 'Country of Origin, Branding Strategy and Internationalisation: The Case of Chinese Piano Companies', *Journal of Chinese Economic and Business Studies*, 6(3), pp. 303-319.

Fetscherin, M. and Sardy, M. (2008), 'China shifts into gear in the global auto market', in Alon, I. and McIntyre, J.R. (Eds), *Globalization of Chinese Enterprises*, Palgrave Macmillan, New York, NY, pp. 181-193.

Fournier, S. N. (1994), 'A Consumer-Brand Relationship Framework for Strategic Brand Management', (PhD Thesis) : University of Florida.

Gallagher, K.S. (2006), *China Shifts Gears: Automakers, Oil, Pollution, and Development*, MIT Press, Cambridge, MA.

Gan, L. (2003), 'Globalization of the automobile industry in China: dynamics and barriers in greening of the road transportation', *Energy Policy*, 31(6), pp. 537-551.

Halberstam, D. (1986), *The Reckoning*, Avon Books, New York, NY.

Hart, C. (1998) *Doing a literature review : releasing the social science research imagination*. London : SAGE Publications Ltd.

Harwit, E. (1992) 'Foreign passenger car ventures and Chinese decision-making', *The Australian Journal of Chinese Affairs*, 28, pp. 141-166.

Harwit, E. (1994), *China's Automobile Industry: Policies, Problems, and Prospects*, M.E. Sharpe, Armonk, NY.

Harwit, E. (1995) *China's automobile industry : policies, problems, and prospects*. New York: Routledge.

Holweg, M., Luo, J. and Oliver, N. (2005), 'The past, present and future of China's automotive industry: a value chain perspective', working paper, The Cambridge-MIT Institute's Center for Competitiveness and Innovation, Cambridge.

Huang, Y. (2008), *Capitalism with Chinese Characteristics: Entrepreneurship and the State*, Cambridge University, New York, NY.

Huang, Y. (2010), 'Debating China's economic growth: the Beijing consensus or the Washington consensus?', *Academy of Management Perspectives*, 24(2), pp. 31-47.

Interbrand (2008), 'Made in China 2008: The Challenge for Chinese Brands Going Global', Interbrand.

Gupta, P. and Leung, A. (2009), 'UPDATE 2-A123 Systems, SAIC to set up China car battery JV', *Market News* December 18, 2009 , available at:
<https://www.reuters.com/article/a123-saic/update-2-a123-systems-saic-to-set-up-china-car-battery-jv-idUSTOE5BG08120091218>

Luo, J., (2005) 'The growth of independent Chinese automotive companies'. In: *International motor vehicle program*. MIT.

SAIC (2011), available at: www.saicgroup.com

Suh, C. S., Wang, Y., Nam, M. H., and Zhang, X. (2014) 'Sequential internationalization, heterogeneous process and subsidiary roles: the case of Hyundai Motor Company', *Asia Pacific Business Review*, 20(4), pp. 578-602.

Tang, M. and Hussler, C. (2011), 'Betting on indigenous innovation or relying on FDI: the Chinese strategy for catching-up', *Technology in Society*, 33, pp. 23-35.

Thun, E. (2004), 'Industrial policy, Chinese-style: FDI, regulation, and dreams of national champions in the auto sector', *Journal of East Asian Studies*, 4, pp. 453-489.

Yan, Y. (2000), *International Joint Ventures in China: Ownership, Control and Performance*, Macmillan, London.

UWTSD
DBA

SBPD7002 QUALITATIVE RESEARCH

RESEARCH PROPOSAL



"GLOBALIZATION OF CHINA AUTOMOBILE
INDUSTRY: ISSUES AND CHALLENGES"

By: Warren Ng

INTRODUCTION

- This research is to study the issues and challenges regarding to the globalization of China Automobile Industry.
- Globalization implies the diffusion of the products, export the products to foreign countries.
- Chinese automobile industry is one of those going global with proactive attitude.
- This study will review the previous experience which can be learnt from, examine the challenges the industry is facing to, and the strategies can be applied on.

RESEARCH AIMS AND OBJECTIVES

○ Aims:

- To identify the issues and challenges relating to the globalization of China Automobile Industry.

○ Objectives:

- To find out the experience can be learn within the industry
- To explore the major challenges
- To find out the strategies can be applied to make the company more sustainable, and to find out the approach to enhance the companies' competitiveness in the global marketplace

RESEARCH PHILOSOPHY

- The ontology of the study should be classified as "relativism",
- The Epistemology of this study is Emic,
- Regarding to axiological concept, qualitative researchers need to express their value in a study. Researchers acknowledge that research is valuable and that there is bias in the research context.
- This study is based on grounded theory.
- Focus group is applied in this study.
- The theoretical perspective is based on a transformative framework.

(Creswell, 2018)

LITERATURE REVIEW – EXPERIENCE TO BE LEARNT

- The first automobile plant, First Auto Works, was built in 1953 using Russian's automobile manufacturing knowledge, equipment, vehicle designs and relevant training programs (Harwit, 1995).
- During the Great Leap Forward campaign (1958-1960), Chinese automobile industry was in small-scale industrialization. The small-scale industrialization was not as success as mass production which the European and American automobile industry adopted (Holweg *et al.*, 2005).
- In the contrast, the of Japanese and Korean automobile firms emerge and grew rapidly with ambition to catch up with the international automobile firms (Ding & Akoorie, 2013).
- For the period of 1960s and 1970s, the relationship between China and the Sino-Soviet was deteriorated, which forced China to be more independent on the automobile production (Gan, 2003).

LITERATURE REVIEW – EXPERIENCE TO BE LEARNT

- During the period of Cultural Revolution (1966-1976), no production at all. On the contrary, the 1970s was the “Golden Age” of European, American and Japanese automobile manufacturers (Halberstam, 1986).
- The China automobile industry may learn experience of the international automobile producers to enhance their own competitiveness.
- Local Chinese automobile industry can learn from the foreign automakers via the acquisition or joint venture, such as Geely acquires Volvo in 2010 (Chan & Daim, 2012; Tang & Hussler, 2011).
- The Shanghai Automotive Industry Corporation Group becomes familiar to the consumers via joint ventures with General Motors and Volkswagen in 1997 and 1982 respectively (Waldmeir, 2010).

LITERATURE REVIEW – MAJOR CHALLENGES

- The special characteristic of the China automobile industry is state intervention and industrial regulations (Ding & Akoorie, 2013).
- The Chinese automobile industry, get use of the government industrial policies, gains the capabilities and skills from foreign auto producer. Over the past decades, impressive changes can be seen in the Chinese automobile industry as it contributes to the growth of China's GDP (David, 1985; Fetscherin and Sardy, 2008).
- For the years of 1960s-1970s, Cultural Revolution led to stagnation in automobile production. Neither expertise nor new technologies was developed. In the meantime, the number of imported cars exceed domestic production, and the deficiency of car supplies in the early 1980s encouraged China to consider to develop its own automobiles. (Harwit, 1995).

LITERATURE REVIEW – MAJOR CHALLENGES

- Not all the joint ventures with foreign automobile producers will success. Brilliance China Automotive Holdings Limited with BMW and Toyota is one of the failure examples. (Wikipedia).
- The negative impacts still exist although China automobile industry acquires technologies from the advanced countries. China's sustainable innovation capability is not mature (Gallagher, 2006). In this situation, China automobile industry was still undergoing small production scale (CATARC, 2008).
- Chinese automobile industry needs to draw up a better brand strategy since the label "Made in China" give consumers a bad impression, and the case of Brilliance gave consumer a poor perception about China products (Interbrand, 2008).
- In order to improve the competitiveness of the Chinese brands, attractive brand personality is recommended (Anand Kumar & George, 2011).

LITERATURE REVIEW - STRATEGIES

- Decision-making processes of state-owned automobile enterprises in China become more self-determination in a gradual way. Increasing of foreign direct investment resulting in an extraordinary growth is demonstrated in China's automobile industry with an annual rate of about 9 percent (Ding & Akoorie, 2013).
- It has been emphasized that the distinctiveness of China's political system of planned economy led to the development of technology innovation and even catching up with the developed countries in the new decade (Chan & Daim, 2012).
- Beijing-Cherokee joint venture provided Chinese automobile industry all new technology from the foreign automobile manufacturer, as well as the foreign investment. The technology was transferred in "completely knockdown" mode. China actually did not gained much knowledge from this mode of technical transfer (Gallagher, 2006).

LITERATURE REVIEW - STRATEGIES

- China joined the WTO in 2001 made China change its role in regulating Chinese automobile industry (Newman, 2004).
- China automobile industry developed rapidly after joining the WTO through forming strategic alliances with foreign automobile manufacturers (Alon & McIntyre, 2008).
- Although China is considered as the world's largest Original Equipment Manufacturer (OEM), its brand is not well known in the international market (George & Kumar, 2017).
- According to the market trends, the policy of Chinese automobile industry focuses on the new energy automobile since 2009. The Chinese government will offer finance and tax relief to support the development of new energy automobiles and technological innovations (Chen, 2009).

LITERATURE REVIEW - STRATEGIES

- The strategy adopted by the Chinese automobile companies recently is merger and acquisition of foreign automobile firms, such as UK-based MG Rover is acquired by Shanghai Automotive Industrial Corporation, and Geely's acquisition of Volvo (Ding, 2009).
- Acquisition of foreign brand name is one efficient way for the Chinese automobile companies entering the foreign market.
- To cope with the recent trend, Shanghai Automobile Industry Corporation Group continue absorbing technical knowledge through the cooperation with US-based battery producer A123 since 2010 (Jones, 2010b) and carry out Research on electric vehicles with General Motors (SAIC, 2010).

RESEARCH DESIGN AND METHODOLOGY

Context and Participants:

- Qualitative research methodology.
 - Focus group approach is applied.
 - Focus group interview was set up to gather in-depth feedback from the participants.
- The participants are:
 - came from the middle-class.
 - well educated with postgraduate degree
 - from different industry background, including: multinational high technology industry, SME, multinational consultant firm, finance industry and food industry.

RESEARCH DESIGN AND METHODOLOGY

Data Collection Methods:

- Use of the focus group.
- Gather in-depth feedback from the participants.
- A large amount of data can be obtained in a short time.
- Make sure the data collected is relevant directly to the topic.
- Valuable experiences, knowledge and idea can be gathered from the focus group participants.

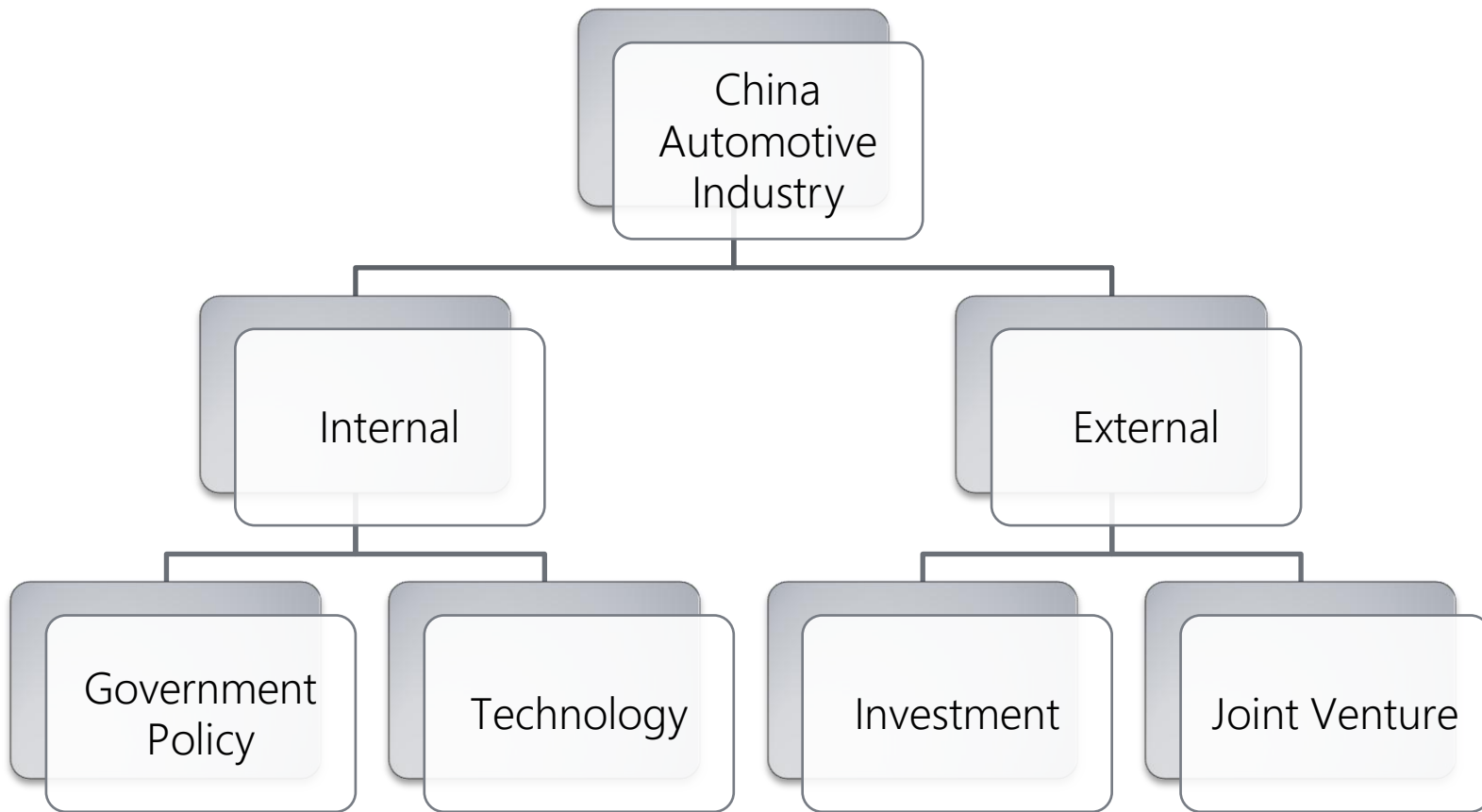
Data Analysis:

- Record all the comments from the focus group participants.
- Note the main ideas.
- Review the ideas.
- Identify and illustrate the theme for each idea.

PRELIMINARY FINDINGS

- Consider the fact that the Chinese automobile industry is seeking to expand its market world widely, it is facing both internal and external factors. It is important to improve its technological skills, reliability, and quality of the products. Foreign investment, joint venture or acquisition of foreign automobile companies may help in technological issue, however, development of China's own R&D centers can improve the industry's sustainable growth. Furthermore, the Chinese government should apply appropriate policy to cope with the further development of the local automobile industry.

PRELIMINARY FINDINGS



DISCUSSION – EXPERIENCE TO BE LEARNT

- Globalization of the China automobile industry is to uplift the standard of China automobile industry to the international standard. In order to enhance its competitiveness, China automobile industry may learn from the major producer countries, such as Germany and Japan.
- Electric car is becoming popular in the automobile market. China automobile industry may take Tesla as the empirical knowledge while going global.

DISCUSSION – MAJOR CHALLENGES

- Brand, reliability, overall performance, product design, price, the product safeties and maintenance should be the priority concern.
- Technology challenge - electric car.
- Political concern like the trade war would be an uncertain challenge.

DISCUSSION - STRATEGIES

- Anticipated demand and trend of the automobile must be focused on.
- Vehicle with modern and stylish design is more popular while car owners think that can enhance their image and identity.
- If China wants to enter the foreign market, the drivers' needs of the specific market must be taken into consideration.
- On the environmental issues, the market is transforming from gasoline and diesel to electric car, there would be a transformational change for the automobile producers. The current level of technology of the China automobile producers may not reach the standard of the foreign competitor. China automobile producers should study how to strengthen this aspect. China's advantage is relatively cheaper in production costs due to lower labour cost, no labour union, and less environmental regulation.

PERSONAL REFLECTIONS

- A moderator is required to host the focus group interview.
- An efficient way to gather different ideas and opinions in a short period of time.
- A broader range of information can be provided.
- More detailed information is difficult to obtain.
- In-depth issues cannot be dealt with

APPENDIX 1

Focus Group Questionnaire

- What is the trend in the global automobile industry?
- What are the opportunities in the globalization of China automobile corporation?
- What issues will raise in the procedure of globalization of China automobile corporation?
- What are the major challenges when China automobile corporations exporting their cars?
- What experience can be learnt within the industry when the China automobile industry proceed to globalization?
- What strategies can be applied when proceeding to globalization?
- How can Chinese motor companies enhance their competitiveness in the global marketplace?
- How to be more sustainable in the complex market environment?
- What is the impact of globalization of the automobile industry in China?
- What are the barriers of globalization of China automobile industry?

APPENDIX 2

Occupation	Gender	Education	Work Experience	Organisation/Industry
Focus Group 1				
Financial Controller	Male	Master Degree	30	Multinational high technology industry
Director (founder)	Female	Master Degree	25	SME
Consultant	Female	Master Degree	25	Multinational consultant firm
Analyst	Male	Master Degree	25	Finance Industry
Deputy GM	Male	Master Degree	24	Food Industry
General Manager	Male	Master Degree	22	SME
Focus Group 2				
Auditor	Male	Master Degree	15	CPA Firm
Banker	Male	Master Degree	20	International Bank
Analyst	Female	Master Degree	20	Bank
Marketing Manager	Female	Master Degree	20	Foreign Company
Finance Manager	Male	Master Degree	15	Manufacturing
Head of Internal Audit	Male	Master Degree	20	Listed Company

Table 1: Context and participants of the focus groups

REFERENCE

- Alon, I. , Fetscherin, M. and Sardy, M. (2008) 'Geely motors: a Chinese automaker enters international markets', *International Journal of Chinese Culture and Management*, 1(4), pp.489-498.
- Alon, I. and McIntyre, J.R. (2008), *Globalization of Chinese Enterprises*, Palgrave Macmillan, New York, NY.
- Anand Kumar, S. V. and George, J. (2011), 'From Aaker to Heere: A Review and Comparison of Brand Personality Scales', *Research Journal of Social Science & Management*, 1(3), pp. 30-51.
- Anand Kumar, S. V. and George, J. (2017) 'Going global: The case of Chinese brands', *Journal of Business Strategy*, 14 (3), pp. 41-57.
- BIZChina (2006), "Foreign investment", available at: www.chinadaily.com.cn/bizchina/2006-04/21/content_573554_3.htm
- CATARC (2008), "Statistics", China Auto, January.
- Chan, L. and Daim, T. (2012), 'Sectoral innovation system and technology policy development in China: case of the transportation sector', *Journal of Technology Management in China*, 7(2), pp. 117-135.
- Conklin, D. W. and Cadieux, D. (2010) 'Geely's acquisition of Volvo: challenges and opportunities', *Richard Ivey Case: 9B10M057*.
- Creswell, J. W. and Poth, C. N. (2018) *Qualitative inquiry and research design: choosing among five approaches (4th edition)*. United Kingdom: Sage.

REFERENCE

David, P.A. (1985), 'Clio and the economics of QWERTY', *American Economic Review*, 75(2), Papers and Proceedings of the Ninety-Seventh Annual Meeting of the American Economic Association (May), pp. 332-337.

DFM (2011), available at: www.dfme.com.cn

Ding, Q. (2009), 'Going International: The Experience of Chinese Companies', *CCSE International Business Research*, 2(2), pp. 148-152.

Ding, Q. and Akoorie, M. E. M. (2013) 'The characteristics and historical development path of the globalizing Chinese automobile industry', *Journal of Technology Management*, 8(20), pp.83-104.

Drauz, R. (2013) 'In search of a Chinese internationalization theory: a study of 12 automobile manufacturers', *Chinese Management Studies*, 7(2), pp.281-309.

Fan, Y. (2008), 'Country of Origin, Branding Strategy and Internationalisation: The Case of Chinese Piano Companies', *Journal of Chinese Economic and Business Studies*, 6(3), pp. 303-319.

Fetscherin, M. and Sardy, M. (2008), 'China shifts into gear in the global auto market', in Alon, I. and McIntyre, J.R. (Eds), *Globalization of Chinese Enterprises*, Palgrave Macmillan, New York, NY, pp. 181-193.

Fournier, S. N. (1994), 'A Consumer-Brand Relationship Framework for Strategic Brand Management', (PhD Thesis) : University of Florida.

REFERENCE

- Gallagher, K.S. (2006), *China Shifts Gears: Automakers, Oil, Pollution, and Development*, MIT Press, Cambridge, MA.
- Gan, L. (2003), 'Globalization of the automobile industry in China: dynamics and barriers in greening of the road transportation', *Energy Policy*, 31(6), pp. 537-551.
- Halberstam, D. (1986), *The Reckoning*, Avon Books, New York, NY.
- Hart, C. (1998) *Doing a literature review : releasing the social science research imagination*. London : SAGE Publications Ltd.
- Harwit, E. (1992) 'Foreign passenger car ventures and Chinese decision-making', *The Australian Journal of Chinese Affairs*, 28, pp. 141-166.
- Harwit, E. (1994), *China's Automobile Industry: Policies, Problems, and Prospects*, M.E. Sharpe, Armonk, NY.
- Harwit, E. (1995) *China's automobile industry : policies, problems, and prospects*. New York: Routledge.
- Holweg, M., Luo, J. and Oliver, N. (2005), 'The past, present and future of China's automotive industry: a value chain perspective', working paper, The Cambridge-MIT Institute's Center for Competitiveness and Innovation, Cambridge.
- Huang, Y. (2008), *Capitalism with Chinese Characteristics: Entrepreneurship and the State*, Cambridge University Press, New York, NY.

REFERENCE

Huang, Y. (2010), 'Debating China's economic growth: the Beijing consensus or the Washington consensus?', *Academy of Management Perspectives*, 24(2), pp. 31-47.

Interbrand (2008), 'Made in China 2008:The Challenge for Chinese Brands Going Global', Interbrand.

Luo, J., (2005) 'The growth of independent Chinese automotive companies'. *In: International motor vehicle program. MIT.*

Newman, R.J. (2004), 'Motorcars for the masses', *US News and World Report*, 21 June, available at: www.usnews.com/usnews/biztech/articles/040621/21china.htm

SAIC (2011), available at: www.saicgroup.com

Suh, C. S., Wang, Y., Nam, M. H., and Zhang, X. (2014) 'Sequential internationalization, heterogeneous process and subsidiary roles: the case of Hyundai Motor Company', *Asia Pacific Business Review*, 20(4), pp. 578-602.

Tang, M. and Hussler, C. (2011), 'Betting on indigenous innovation or relying on FDI: the Chinese strategy for catching-up, *Technology in Society*, 33, pp. 23-35.

Thun, E. (2004), 'Industrial policy, Chinese-style: FDI, regulation, and dreams of national champions in the auto sector', *Journal of East Asian Studies*, 4, pp. 453-489.

REFERENCE

Waldmeir, P. (2010), 'Challenge for Chery is to build brands', Financial Times, 16 September, available at: www.ft.com/cms/s/0/ddb35b6c-c1ae-11df-9d90-00144feab49a.html

Yan, Y. (2000), International Joint Ventures in China: Ownership, Control and Performance, Macmillan, London.