

Review Form 1.7

Journal Name:	Asian Journal of Economics, Business and Accounting
Manuscript Number:	Ms_AJEBA_107830
Title of the Manuscript:	Understanding and Overcoming the Limitations to Strategy Execution in Hotels within the Small and Medium Enterprises Sector - Qualitative Pilot Study Report
Type of the Article	Original Research Article

Review Form 1.7

PART 1: Review Comments

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
<p>Compulsory REVISION comments</p> <p>1. Is the manuscript important for scientific community? (Please write few sentences on this manuscript)</p> <p>2. Is the title of the article suitable? (If not please suggest an alternative title)</p> <p>3. Is the abstract of the article comprehensive?</p> <p>4. Are subsections and structure of the manuscript appropriate?</p>	<p>The manuscript provides information that can help improve the conceptualization of different factors limiting strategy implementation success in a small hotel.</p> <p>Suggested title: Understanding the Limitations to Strategy Execution of Small Hotel: A Qualitative Pilot Case Study</p> <p>Briefly mention the data collection method and the participants of the study, and indicate the brief findings and what conclusions you have reached from your results in the abstract.</p> <p>Introduction - 1. Identify a research gap based on the literature. In the literature review section, there is a discussion on the research gap, which you can cite in your introduction to support the conduct of this study. Then add more if possible. <i>“There have been several research studies in the hospitality industry in strategic management. These studies focus primarily on how organizations can enhance performance by gaining sustainable competitive advantages rather than how organizations should formulate and implement strategies...”</i> (Literature Review, p.7). 2. Discuss the purpose of this pilot case study.</p> <p>Literature Review: Add literature about Systems Theory as this is the indicated (Methods, p. 10) theoretical lens used in this study. Also, you can use the information as the basis for analytical generalization in the discussion section.</p> <p>Context - Make explicit connections between the research context and your research questions. Show how the context informs the questions and how the questions are situated within the context since the unit of analysis appears to be the hotel, but the data sources were individual people.</p> <p>Methods – 1. Since this qualitative study is anchored on systems theory (Methods, p.8), and a pilot case will assist in developing relevant lines of questions for the research design, it is suggested that you state your study propositions based on your research paradigm. The propositions will also demonstrate that the operations of the study such as its data collection procedures can be replicated with the same results. Also, it will add validity to your design since readers can see if correct operational measures and concepts were asked during the interview.</p> <p>2. Discuss the questions asked during the in-depth interview and how you arrived at the questions with your study objectives and research paradigm. For example, one of your research questions is, “Understand the relationships between the various factors that affect strategy implementation in small hotels, identify new possibilities and problems for further research, and expand upon or ask new questions.” (Introduction, p. 3). What questions were asked during the interview to answer this research question?</p> <p>3. Please append your interview questions or case protocol.</p> <p>4. Provide information on the participants' profile as to age, gender, position in the organization, number of years in the hotel subject of this study, total years of experience in the hospitality industry, years of managerial experience, educational background to give background information of the possible biases in their answers (Research Participants, p.10)</p>	

Review Form 1.7

<p>5. Do you think the manuscript is scientifically correct? 6. Are the references sufficient and recent? If you have suggestion of additional references, please mention in the review form. <u>(Apart from above mentioned 6 points, reviewers are free to provide additional suggestions/comments)</u></p>	<p>Findings, Discussion, and Conclusion – 1. Discuss the theoretical concepts or principles from this case study concerning Systems Theory (paradigm). Did it affirm, corroborate, modify, or advance the theory? Are there new concepts that were discovered?</p> <p>2. The research questions were: “What factors affect strategy execution, and how can we bridge the gaps between strategy formulation and Implementation in hotels in the SME sector?” (p.4). The study answered the first question on factors affecting strategy execution. Regarding the second question about how we can bridge the gaps..., the answer is unclear in the findings, discussion, and conclusion part.</p> <p>You may consider presenting your results (answers to interview questions and themes) in table form for easy reference.</p>	
<p>Minor REVISION comments</p> <p>1. Is language/English quality of the article suitable for scholarly communications?</p>	<p>Avoid using upper case letters for the first letters of strategy and implementation if it is not the start of the sentence (p.3,8,9, 19 and more).</p>	
<p>Optional/General comments</p>		

PART 2:

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
<p>Are there ethical issues in this manuscript?</p>	<p><i>(If yes, Kindly please write down the ethical issues here in details)</i></p>	

Reviewer Details:

<p>Name:</p>	<p>Daisy Lily Moscare-Balanquit</p>
<p>Department, University & Country</p>	<p>University of Eastern Philippines, Philippines</p>