



# Entrepreneur & Management Research

**Week 2 : From Business Problems to Research Opportunities**

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## Review Week -01 :

# Why Research Matters for Entrepreneurs and Managers Points

- Research enables evidence-based decision-making in business (e.g., analyzing customer data before launching a product rather than relying on intuition).
- Research reduces uncertainty in dynamic and competitive environments (e.g., studying market trends before business expansion).
- satisfaction theory to explain declining loyalty).

## Review Week -01 :

# Why Research Matters for Entrepreneurs and Managers Points

- Evidence-based management improves organizational performance (e.g., using KPIs to evaluate strategy effectiveness).
- Research connects theory with real-world business practice (e.g., applying customer satisfaction theory to explain declining loyalty).

*“If research helps us understand business problems, then how do we transform those problems into research?”*

Week -02

From Business Problems to Research Opportunities

# 1. Introduction

- Real-world business challenges often trigger academic research (e.g., investigating why startups fail in early stages).
- Business problems become meaningful when analyzed systematically (e.g., examining why customers switch platforms).

# 1. Introduction

- Entrepreneurial environments provide rich research opportunities (e.g., studying digital transformation in SMEs).
- Critical thinking about problems is the starting point of research (e.g., questioning low conversion despite high traffic).

## 2. Understanding Business Problems

- . Business problems reflect gaps between expected and actual outcomes (e.g., declining sales despite increased marketing).
- . Problems can be strategic, operational, or behavioral (e.g., poor strategy, inefficiency, low motivation).
- . Entrepreneurs face uncertainty that generates complex problems (e.g., unpredictable demand).
- . Identifying the right problem determines research quality (e.g., focusing on retention instead of general performance).

### 3. From Business Problem to Research Problem

- . Business problems must be refined into researchable problems (e.g., from low sales to factors influencing purchase decisions).
- . Research problems focus on relationships between variables (e.g., marketing strategy and sales performance).

### 3. From Business Problem to Research Problem

- . Not all problems are directly researchable without clarification (e.g., vague issues must be operationalized).
- . Theoretical understanding supports problem formulation (e.g., linking behavior to theory).

## 4. Developing Research Questions

- Research questions define the focus of the study (e.g., factors influencing startup success).
- Good research questions are specific and measurable (e.g., service quality and customer satisfaction).
- Research questions guide methodology (e.g., surveys for quantitative analysis).
- Strong questions improve academic contribution (e.g., digital entrepreneurship in emerging markets).

### 3. Business Environment

- . The business environment is increasingly dynamic and unpredictable →(e.g., rapid technological disruption).
- . Organizations must respond to changing market conditions quickly →(e.g., adapting business models during digital transformation).
- . Competition occurs not only locally but also globally→(e.g., startups competing with multinational firms).
- . Understanding environmental changes requires systematic research →(e.g., industry trend analysis).

## 5. Analytical Framework

Business Problem → Observation →  
Literature Review → Research Gap →  
Research Problem → Research Question

## 6. Research Gap

- . Research gaps represent unexplored areas in literature (e.g., digital entrepreneurship in developing countries).
- . Gaps justify new research (e.g., lack of local context studies).
- . Gaps arise from theory, context, or methodology limitations.
- . Identifying gaps requires critical literature review.

# EXAMPLE 1 (QUANTITATIVE – MANAGEMENT)

## Topic

### **The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

#### **1. Business Problem:**

Many SMEs actively use social media for promotion, but their sales do not significantly increase despite high online engagement (e.g., high likes and comments on Instagram without actual purchases).

# EXAMPLE 1 (QUANTITATIVE – MANAGEMENT)

## Topic

**The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

## 2. Research Problem

**There is a need to understand how digital marketing influences customer purchase decisions in SMEs.**

# **EXAMPLE 1 (QUANTITATIVE – MANAGEMENT)**

## **Topic**

### **The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

#### **3. Research Questions**

- . How does social media marketing influence customer purchase decisions?**
- . Does content quality affect customer trust?**
- . How does customer trust influence purchase decisions?**

# EXAMPLE 1 (QUANTITATIVE – MANAGEMENT)

## Topic

### **The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

#### **4. Variables**

- Independent Variable (X): Digital Marketing**  
(e.g., social media engagement, content quality)
- Mediating Variable (M): Customer Trust**
- Dependent Variable (Y): Purchase Decision**

# EXAMPLE 1 (QUANTITATIVE – MANAGEMENT)

## Topic

**The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

## 5. Conceptual Model

**Digital Marketing → Customer Trust → Purchase Decision**

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## Topic

**The Effect of Digital Marketing on Customer Purchase Decisions in SMEs**

## 5. Conceptual Model

**Digital Marketing → Customer Trust → Purchase Decision**

# EXAMPLE 2 (ENTREPRENEURSHIP)

## Topic

### **The Influence of Entrepreneurial Orientation on Startup Performance**

#### **. Business Problem**

**Many startups fail to grow sustainably despite having innovative products (e.g., startups with good ideas but poor long-term performance).**

# **EXAMPLE 2 (ENTREPRENEURSHIP)**

## **Topic**

**The Influence of Entrepreneurial Orientation on Startup Performance**

## **2. Research Problem**

**It is unclear how entrepreneurial orientation influences startup performance.**

# **EXAMPLE 2 (ENTREPRENEURSHIP)**

## **Topic**

### **The Influence of Entrepreneurial Orientation on Startup Performance**

#### **3. Research Questions**

- . How does innovativeness affect startup performance?**
- . Does risk-taking influence business growth?**
- . How does proactiveness contribute to competitive advantage?**

# EXAMPLE 2 (ENTREPRENEURSHIP)

## Topic

**The Influence of Entrepreneurial Orientation on Startup Performance**

## 4. Variables

- Independent Variable (X): Entrepreneurial Orientation**  
(Innovativeness, Risk-taking, Proactiveness)
- Dependent Variable (Y): Startup Performance**

# EXAMPLE 2 (ENTREPRENEURSHIP)

## Topic

**The Influence of Entrepreneurial Orientation on Startup Performance**

## 5. Conceptual Model

**Entrepreneurial Orientation  
→ Startup Performance**

# **EXAMPLE 3 (QUALITATIVE)**

## **Topic**

**Understanding Entrepreneurial Challenges in Early-Stage Startups**

## **Business Problem**

**Many startups fail in the early stages, but the underlying reasons are not fully understood (e.g., entrepreneurs struggling with uncertainty and resource limitations).**

# **Research Problem**

**There is a need to explore how entrepreneurs experience and respond to early-stage challenges.**

## **Research Questions**

- . What challenges do entrepreneurs face in early-stage startups?**
- . How do they respond to uncertainty?**
- . What strategies do they use to survive?**

# Themes (Variables in Qualitative Research)

- **Challenges**
- **Decision-making processes**
- **Adaptation strategies**

## Conceptual Model

- **Challenges → Responses → Adaptation → Survival**

# CONCLUSION

- Business problems are the starting point of meaningful research (e.g., declining customer retention in an online business).
- Research opportunities emerge when practical issues are examined critically (e.g., asking why retention declines, not only noticing that it declines).

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# CONCLUSION

- . A research problem is more analytical than a business problem (e.g., moving from “sales are falling” to “what factors influence falling sales?”).
- . Strong research begins with well-defined questions, not vague concerns (e.g., focusing on one market segment, one context, and one issue).

## 8. Role of Research

- Research provides systematic methods to gather reliable data (e.g., conducting surveys and interviews).
- Research helps identify relationships between business variables (e.g., marketing spending and sales performance).
- Research supports evidence-based managerial decisions (e.g., evaluating strategies using performance metrics).
- Research enables organizations to understand complex business phenomena (e.g., studying consumer decision-making).

# KEY TAKEAWAYS

- Research often begins with real-world business challenges (e.g., customer complaints, low sales, startup instability).
- Not every business problem is automatically a research problem (e.g., operational delay may need management action, while repeated delay patterns may require research).

# KEY TAKEAWAYS

- Good researchers move from symptoms to causes (e.g., from “customers leave” to “why customers leave”).
- Research opportunities become stronger when they are focused and contextualized (e.g., studying Gen Z consumers, SME owners, or digital startups specifically).
- The quality of research depends greatly on the quality of the initial question (e.g., a precise question leads to clearer data and better analysis).

## CLOSING REMARKS

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- Business realities are not only managerial challenges, but also sources of researchable questions (e.g., declining customer loyalty may open inquiry into trust, service quality, or value perception).
- Strong research begins with the ability to transform practical concerns into analytical questions (e.g., moving from “sales are falling” to “what explains the decline in sales?”).

## CLOSING REMARKS

- Researchers must go beyond visible symptoms and search for deeper explanations (e.g., complaints may reflect dissatisfaction, weak communication, or misaligned expectations).
- Entrepreneurial and managerial environments are rich with research opportunities because they are dynamic, uncertain, and problem-laden (e.g., startups, SMEs, digital markets, and innovation processes).
- The next stage of research development requires understanding how researchers view reality, knowledge, and inquiry differently.

**See you in Meeting 3, with the topic:**

**Thinking Like a Researcher: Paradigms and Perspectives**

# References

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# thanks for watching



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