Critical success factors
An evaluation to identify strategic capabilities

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Växjö, 2014-05-29

______________________  ____________________  ____________________
Fredrik Cöster          Marcus Engdahl          Johan Svensson
Abstract

University: School of Business and Economics, Linnaeus University Växjö, Sweden.
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Tutor: Jönsson, Krister.
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Title: Critical success factors – An evaluation to identify strategic capabilities

Background
Strategic capabilities are vital components for organisations to include in their business. Another essential element in a strategy that can affect the performance of an organisation in both a negative and positive direction are critical success factors. This research will study if it possible to evaluate organisations CSFs in order to see whether a well performed CSF also can be identified as a strategic capability.

Purpose: The purpose of this thesis is to evaluate organisations CSF in order to identify strategic capabilities

Research question: What CSFs can be identified?
Which CSFs are identified as strategic capabilities?

Methodology: This thesis involved a qualitative pre-study consistent of a content analysis and semi-structured interview that were used to provide measurements to the quantitative survey.

Conclusion: The findings indicate that it is possible to identify strategic capabilities by evaluating CSFs. In this study transportation, number of stores and the atmosphere were considered as strategic capabilities.

Keywords: Strategic capabilities, critical success factors, strategy, resources, competences, importance, satisfaction
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1. Introduction

The introduction chapter will introduce the reader to the concepts that will be investigated in this study. These concepts are briefly explained in the background and are then followed by the problem discussion where a problematization concerning the research is formulated. The chapter ends with a purpose and two research questions that will be answered in this thesis.

1.1 Background

Stacey (2007) discusses how organisations implement strategy in their operations when striving for success in the long-term. Porter (1996) argues about the essence of operating with a strategy in organisations. Since it is an effective tool to differentiate firms from rivals and to a well operating strategy will be a strong competitive advantage. Further Mintzberg et al. (1998) explains that something to be aware of when exploring a firm’s strategy is that an strategy often exist at different levels within organisations, which implicates that the different levels have their own needs and characteristics (Mintzberg et al., 1998). Other vital aspects to consider in a well performing strategy are organisations strategic capabilities (Wheelwright & Bowen 1996) that according to Johnson et al. (2011) are defined as the resources and competences in an organisation that is needed for survival.

Raymond & St-Pierre (2013) explains that organisations strategic capabilities can be the source of performance between firms. Consequently how effectively the resources and competences are utilized can be the difference in how dominant an organisation is on the market (Raymond & St-Pierre, 2013). Since many organisations are operating in a highly competitive market the essence of allocating and position its resources and competences becomes more common (Johnson et al., 2011). A significant incentive for organisations to be competitive is that the strategy should emphasize its efforts towards organisation’s core competences and resources (Stacey, 2007; Wittman et al., 2009). Which Johnson et al. (2011) enhances with arguing for the uniqueness of the resources and competences that specific will lead to a stronger position on the market. The essence of possessing unique resources are a factor Wittman et al. (2009) also argues for since resources often are homogenous between firms and therefore it will create an edge towards competitors. Ray & Ramakrishnan (2006) points out how
resources, competences and capabilities are all correlated when implementing them into a strategic perspective. That are more thoroughly explained by Amit & Schoemaker (1993) by showing how capabilities that are well managed also allow an organisation to utilize its resources to be profitable. Further Barney (2001) explains the relationship between capabilities, competences and resources by arguing that capabilities are categorized when competences are deployed on resources. If that is managed effectively it will create a competitive advantage for the organisation (Sing & Oberoi, 2013; Größler, 2010). Nevertheless if organisations have identified their strategic capabilities they cannot be static. Dynamic capabilities explain how firms’ renew and recreate their strategic capabilities to be active in a changing environment (Johnson et al., 2011). Landroguez et al. (2011) enhances that dynamic capabilities are vital for organisations to apply in their strategy in order to exploit its resources and competences in a changing environment and market.

Another essential element in a strategy that can affect the performance of an organisation in both a negative and positive direction is critical success factors (CSFs) (Raravi et al., 2013). CSFs can be described as those factors within an organisation that requires to be performed well and are directions that organisations should emphasize their efforts towards to be successful (Freund, 1988; Bullen & Rockart, 1981). De Vasconcellos et al. (1989) also explains that organisation with stronger CSFs than competitors on the market will outperform the competition. CSFs are also highly dependent on customers and for organisations to utilize that, they need to be aware of what customers value (Grunert & Ellegard, 1992). Customers have a distinctly influence on what organisations should prioritize since the successfulness of a CSF is dependent on the customer (Selim, 2007; Keats & Bracker, 1988). In order to allocate organisations capabilities better, the identified success factors the organisations are working with should be consistent with the customer’s opinions, what the customer actual values on a given market (Shamsie et al., 2009).
1.2 Problem Discussion

Johnson et al. (2011) and Raymond & St-Pierre (2013) argues that strategic capabilities are vital components for organisations to include in their business to keep growing and being successful on a competitive market. Without possessing knowledge within an organisation about their resources and competences it can result in major consequences for the firm’s competitiveness (Johnson et al., 2011). Singh & Oberoi (2013) and Größler (2010) discuss that resources and competences must be applied with caution in organisations operations in order to use them in the most efficient way. Thus, the essence of well-managed resources in an organisation is essential for its prosperity since resources are often heterogeneous between firms (Wittman et al, 2009; Locket & Wild, 2014). A challenge many firms often face is that they have well functioned resources but have troubles with using them effectively, they do not possess the right competence to exploit the resources in a competitive manner (Eisenhardt & Martin, 2000). Hence, if not possessing the right competences a given resource may give the organisation a disadvantage towards its competitors (Amit & Schoemaker, 1993; Eisenhardt & Martin, 2000). Teece et al. (1997) further explains that competences are factors with strong influence on how competitive organisations can be since they are often harder to obtain. Well-managed CSFs are also an aspect that is strongly influential on organisations competitiveness. Therefore it is vital for firms that CSFs are well managed to survive on markets with the presence of several other actors (Freund, 1988). If organisations do not identify its CSFs it can affect them in a negative way since the firm will not be able to offer the customer what they actual value (Raravi et al, 2013; Johnson et al, 2010; Grunert & Ellegard 1992). Consequently, when organisations are researching regarding which factors they should emphasize towards in order to be successful it is often the customer point of view that needs to be considered (Kaufman, 1996). Hence, when understanding what customers’ CSFs are, organisations can apply that information in their operations to be more competitive and steering the firm in the right direction (Johnson et al., 2011; Viinamäki, 2012).

Earlier research has studied the two concepts separately but together the concepts have only briefly been touched upon. Both strategic capabilities and CSFs are concepts that have big influences on organisation’s strategy and they are used in organisations where they work closely with the objectives and goals (Helfat &
If they are managed correctly they are two concepts that can increase an organisation’s competitiveness (De Vasconcellos et al., 1989; Eisenhardt & Martin, 2000). Performing them efficiently will also result in higher satisfaction among the customers of an organisation (Kurnia & Rahim, 2007; Keats & Bracker, 1988; Teece et al., 1997). McKee et al. (1989) argues that resources and competences need to be managed well to provide high value and satisfy the customer. Further, Kurnia & Rahim (2007) and Keats & Bracker (1988) explain that all CSFs’ objective and goal is to satisfy the customer in some way.

Seeing the similarities in the two concepts, there are also some differences. CSFs are in general more dependent on consumers’ opinions and what they value (Selim, 2007; Keats & Bracker, 1988; Woodruff, 1997). CSFs can also affect organisations in a both negative and positive way (Raravi et al., 2013). While strategic capabilities only exist in a positive context, when resources and competences within an organisation are performing well (Helfat & Peteraf, 2003; Singh & Oberoi, 2013; Johnson et al., 2011). Since there are both similarities and differences between the concepts (Munro & Wheeler, 1980; De Vasconcellos et al., 1989; Eisenhardt & Martin, 2000; Raravi et al., 2013; Freund, 1988) it would be interesting to study the concepts further.

Day (1994) describes the essence of identifying capabilities, he further explains that future research should study how capabilities can be identified within an organisation, as it is a rather unexplored issue. Atoche-Kong (2009) agrees and means that further research should emphasize on developing new measurements tools in order to identify capabilities within organisations. Consequently, this research will study if it is possible to evaluate organisations’ CSFs in order to see whether a well-performed CSF also can be identified as a strategic capability for an organisation.
1.3 Purpose
The purpose of this thesis is to evaluate organisations CSFs in order to identify strategic capabilities.

1.4 Research questions
What CSFs can be identified?
Which CSFs are identified as strategic capabilities?
2. Literature review

This chapter consists of a review of literature within the field of critical success factors and strategic capabilities. The chapter takes different authors point of view to illustrate a comprehensive picture of the field.

2.1 Critical success factors: CSFs

2.1.1 From an organisation’s point of view

Critical success factors (CSFs) are elements that are vital for a successful strategy and could affect the performance in either positive or negative direction (Raravi et al., 2013). The concept was introduced by Rockart (1978) who highlights the importance for organizations to have control over its CSFs in order to be successful. Freund (1988, p. 20) defines the concept, as “those things that must be done if a company is to be successful”, thus those factors within the firms that helps organisations to be favourable on a competitive market. It should not be confused with competitive advantage, as a few actors on a certain market can only achieve it. However, CSFs can be possessed by all organisations in a given market, and can rather be seen as a must for survival. A common mishap is to think that the percentage of growth within an organisation is the CSF but that is not the case. A CSF is rather the goal behind the growth: “to achieve and maintain critical mass size.” (Freund, 1998, p. 21). De Vasconcellos et al. (1989) study contributed with quantifiable support that organisation with higher ratings on CSFs than competitors on the market possess strengths in the given areas and will outperform the competition. This means when an organisation is aiming for superiority over others, the manager should concentrate on few CSFs very well instead of a greater number of factors reasonably well (De Vasconcellos et al., 1989). Consequently Boynton et al. (1984) argues that when an organisation’s CSFs are identified they need careful attention, as it is vital for the organisations operating activities and its future prosperity (Boynton et al., 1984).

2.1.2 From a consumers point of view

In the previous paragraph CSFs are explained as those things within an organisation that is needed in order to compete and survive (Freund, 1988). Customers are one of “those things” and will choose an organisation that complies those factors that are most appealing to the consumer. Therefore customers have a very high influence of what an organisation should prioritize (Selim, 2007; Keats & Bracker, 1988). It is the
customers’ value that are significant to consider regardless what type of context the CSFs rely on (Johnson et al., 2011). Since the customers are those who generate a majority of the profit to the companies their opinions are highly valuable (Kaufman, 1996).

2.1.3 Features of CSF

Johnson et al. (2011) and Grunert & Ellegard (1992) explain CSFs as what the customer’s actual value and to understand that, several aspects that affect the customer needs to be considered. Solomon et al. (2010) discuss how customers value various functions and attributes of products and services depending on the diversity of consumers. It could be that consumers come from different cultures or are dependent on various personal or social characteristics (Solomon et al., 2010). Thus is customer value something that are perceived from the actual consumer and not something that are determined by the seller or organisation. Although, what customers value are also explicitly dependent on what kind of situation the customer faces. Hence, when discussing from a business perspective, customers’ values are different depending on the diversity of markets, organisations and their specific characteristics (Woodruff, 1997).

Customer value is heavily dependent on the behaviour of customers and since all customers differ from each other, some direct definitions of what all customers’ value are hard to state (Woodruff, 1997). Although there are some recurrent features that the literature describes as critical aspects organisations should value to be successful. Raravi et al. (2013) and Mamalis (2009) argue for service as a CSF for organisations and something consumers value among the most. Thus that a satisfying service is a clear variable that gives value to the customers (Raravi et al., 2013; Mamalis, 2009). Customer service explains how well organisations response to the customer, which can be measured through customer satisfaction (Grandey et al., 2005). This is further argued by Devaraj et al. (2011) and Emerson & Grimm (1999) that enhances a better customer service increases the customer satisfaction.

Solomon et al. (2010) continues discussing that culture is another aspect that is heavily coherent with consumers behaviour, what the customers value and hence a factor which organisations needs to consider in their businesses to be successful.
(Solomon et al., 2010). How culture is characterized depends on the consumers and their thoughts and beliefs, which is different depending on the environment (Chawla et al., 2010). Culture origin in common attributes of people, where the language, religion, social habits etc. can be the common characteristics (Lee & Kacen, 2008). In order to satisfy consumers, organisations need to be aware of various cultural influences and how these affect consumers (Lee & Kacen, 2008). Firms can influence the cultural aspect of consumers through developing cultural activities that consumers take part of. Cultural activities can thus be seen as success factors for the organisation that contribute to the cultural perspective of consumers (Dziembowska-Kowalska & Funck, 2000). Although it needs to be considered that CSFs are different depending on the cultural characteristics, which is something firm’s needs to be aware of, in order to understand the consumers and market correctly (Chawla et al., 2010).

Another CSF that is strongly valued by customers is the total quality of the offered product (Yusof & Aspinwall 1999; Badri et al., 1995). Devaraj et al. (2001) explains how the perceived product quality has a great impact on customer satisfaction. By offering superior product quality firms’ can establish long-term relationship with customers (Devaraj et al., 2001). Total quality is determined by the overall offering, which comprises several aspects that can affect perceived value. The most strongly interrelated aspects of product quality are quality of performance, conformance and service (Murthy & Kumar, 2000).

Customers are very different to each other and they have preferences that are individual and unique (Armstrong et al., 2012). Nevertheless what specific variables that are discussed such as customer service, product quality or cultural aspects there is one factor that all variables contributes to. Kurnia & Rahim (2007) and Keats & Bracker (1988) argue for the essence of customers’ satisfaction, as it is the main objective of all efforts in organisations. Possessing e.g. a strong customer service or product quality within an organisation will contribute to a higher customer satisfaction and hence give incentives to organisations to see customer satisfaction as something to strive for in their businesses. That the customer satisfaction is a factor all organisations CSF should strive for to achieve in their operations (Kurnia & Rahim, 2007; Keats & Bracker, 1988).
2.2 Strategic capabilities

To survive and keep up with competitors on a certain market it is vital that an organisation manages their strategic capabilities well (Johnson et al., 2008). Strategic capabilities are according to Johnson et al. (2008. p. 95) defined as “the resources and competences of an organisation needed for it to survive and prosper”. By effectively apply your strategic capabilities on the production commodities they will be transformed into products or services (Warren, 2008). Helfat & Peteraf (2003) further argues that the concept of capability is a set of various routines implied in an organisation’s production, and therefore it must be reliable. Amit & Schoemaker (1993) explains that well managed capabilities allow an organisation to exploit its resources in order to generate profit. Eisenhardt & Martin (2000) talks about the resource-based view of strategy (RBV), which means that competitive advantage, or disadvantage, is gained by differing your resources and capabilities in a durable way (Helfat & Peteraf, 2003; Eisenhardt & Martin, 2000).

2.2.1 Strategic capabilities characterized

Johnson et al. (2011) argues that there are two kinds of resources; these are tangible resources and intangible resources. The last-mentioned, intangible resources are assets that are non-physical, such include knowledge, skill and learning (Barney, 2001). The other kind of resources, tangible resources, is the exact opposite, thus they are physical and an example could be a factory (Eisenhardt & Martin, 2000; Teece et al., 1997; Locket & Wild, 2014). Singh & Oberoi (2013) sees strategic capabilities from a slightly different point of view and explains that knowledge, skills and learning should be classified as competences. According to Barney (2001) who sees it from the RBV perspective argues that capabilities are classified when intangible resources or assets are deployed on tangible resources. Although, Sing & Oberoi (2013), Eisenhardt & Martin (2000) and Barney (2001) agrees upon that whatever you call it, competences or intangible resources, it is necessary in order to gain competitive advantage (in order to not confuse the different terms tangible resources and competences, intangible resources are further referred to as competences). Further, Singh & Oberoi (2013) and Größler (2010) highlights the importance of employing and deploying resources and competences in an effective manner in order to see them as strategic capabilities that creates competitive advantage.
The concept of strategic capabilities helps the organisation understand how competitive advantage is achieved and further how it is sustained in the long term. What differs the RBV from the traditional view of strategy is that instead of focusing on the external environment such as industry structure, emphasis is put on the internal environment, especially on resources (Eisenhardt & Martin, 2000). Eisenhardt & Martin (2000) further explain that in order to gain competitive advantage a firm need to have resources that is valuable, rare, inimitable, non substitutable, also called the VRIN-attributes. Once this is achieved a competitive advantage is possible (Eisenhardt & Martin, 2000).

2.2.2 Resources & Competences

In order to gain competitive advantage resources need to be used in an effective manner in the production (Johnson et al., 2011). A resource is according to Helfat & Peteraf (2003. p. 999) defined as “an asset or input to production that an organization owns, controls, or has access to on a semi-permanent basis”. Johnson et al. (2011. p. 84) agrees with this to some extent and defines it as “the assets that organisations have or can call upon” Further, Amit & Schoemaker (1993) define it as “stocks of available factors that are owned or controlled by the firm”. The resources are the basis for which products that can be produced. A switch in production is close related to the resources possessed. Hence, the opportunities for a firm are dependent on the resources possessed, and deploying its resources on the right area is of big importance in order to not “waste” them (Locket & Wild, 2014; Johnson et al., 2011).

However, even though the resources are essential, competences must not be forgotten. The right competence allows an organisation to exploit their resources in order to generate profit (Amit & Schoemaker, 1993). Competencies are those skills that are fundamental in order to apply resources in effective manner (Eisenhardt & Martin, 2000). Johnson et al. (2011. p. 84) defines it as “the ways those assets (resources) are used or deployed effectively” Further, Teece et al. (1997) argues upon that competences are the most contributing factor for a competitive advantage. Since competences often are harder to acquire, all the skills and know-how an organisation possesses must be treated with caution in order to sustain them (Teece et al., 1997). Barney (2001) argues that to gain the competitive advantage that all organisations strive for, the competences shall be heterogeneous and therefore unique.
2.2.3 Dynamic strategic capabilities

Teece et al. (1997) argues that most companies operate in markets that are rather dynamic. While operating in an environment that go through rapid changes it is of big importance that companies are prepared, in a strategic perspective (Eisenhardt & Martin, 2000). Due to these circumstances managers should implement greater focus on increasing the flexibility in their strategy, since flexibility in an organisation’s strategy is necessary to keep up with competitors and be able to switch level of production to respond to external threats (Singh & Oberoi, 2013). Teece et al. (1997) explains that to do this an organisation need to have dynamic capabilities. The concept dynamic capabilities grew out of the RBV of an organisation’s strategy, as some authors did not think the RBV was sufficiently developed in the matter how an organisation could maintain their competitive advantage (Eisenhardt & Martin, 2000). Teece et al. (1997, p. 516) defines dynamic capabilities as “the firm’s ability to integrate, build, and reconfigure internal and external competences to address”.

Eisenhardt & Martin (2000) defines it as set of specific and identifiable process such as product development, strategic decision-making and alliancing. According to Helfat & Peteraf (2003) it is always possible to make your existing capabilities dynamic, as it is a matter of adapting and change the usage of them. Therefore, it is essential that the company possess the competencies required to adapt their resources to prevailing conditions (Singh & Oberoi, 2013)

2.2.4 Strategic capabilities affect on customer satisfaction

Teece et al. (1997) strive for enduring satisfaction among their customers. They further argue that this is possible if organisation’s strategic capabilities are well managed. Stalk et al. (1992) agrees and further argues that if an organisation posses the right capabilities and they are used to emphasize the right things then they are visible to the customer. A vital factor for satisfied customers is providing high value to the customers. Managing resources and competencies in a successful manner will hopefully result in a high value for the customers (McKee et al., 1989). Therefore it is essential to focus the capabilities on the right things in order to get satisfied customers (Zhang et al., 2002). A common capability among organisations is ability to produce and offer different combinations of their products and services to the customers (Sethi & Sethi, 1990; Gupta & Somers, 1992).
2.3 Critical success factors vs. Strategic capabilities a theoretical comparison

Findings from the literature review indicated that there are some similarities and a slight connection between the two concepts. Both theories have their roots within the area of strategy, and if managed right it will increase an organisation’s competitiveness (De Vasconcellos et al., 1989; Eisenhardt & Martin, 2000). This is further agreed upon by Munro & Wheeler (1980) that says that CSFs are closely related to business goals and objectives both in the internal and external environment. Hence a connection between the two theories can help them complement each other in order to reach objectives and goals of the organisation (Helfat & Peteraf, 2003; Munro & Wheeler, 1980). However, a difference between the concepts can be found as well. In general are CSFs more dependent on what consumers value and their opinions (Selim, 2007; Keats & Bracker, 1988; Woodruff, 1997). Further CSFs can affect organisations in a both negative and positive way (Raravi et al., 2013). While strategic capabilities only exist in a positive context, when resources and competences within an organisation are performing well (Helfat & Peteraf, 2003; Singh & Oberoi, 2013; Johnson et al., 2011).
### 2.4 Chapter summary

*This table summarizes the two major concepts that are the theoretical foundation for the study.*

<table>
<thead>
<tr>
<th>Theoretical concepts</th>
<th>Summary</th>
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<tr>
<td>Critical success factors</td>
<td>Critical success factors are those things or areas that need to go right in order for the organisation to be competitive and successful (Freund, 1988). Critical success factors (CSFs) are elements that are vital for a successful strategy and could affect the performance in a either positive or negative direction, without successful CSFs organisations would not be able to be competitive (Raravi et al., 2013; Freund, 1988). Which means organisations with higher ratings on CSF then competitors will outperform the competitors on the market (Vasconcellos &amp; Hambrick, 1989).</td>
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<tr>
<td>Critical success factors - <em>Organisations view</em></td>
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<tr>
<td>Critical success factors - <em>Consumers view</em></td>
<td>Johnson et al. (2010) and Grunert &amp; Ellegard (1992) explain CSFs as what the customer’s actual value and for organisations to use that, several aspects that affect the customer needs to be considered. Customers have a very big influence of what the organisations should prioritize, as whether a CSF is successful or not depends on the customers (Selim, 2007; Keats &amp; Bracker, 1988; Johnson et al., 2011).</td>
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<tr>
<td>Critical success factors - <em>Features</em></td>
<td>CSF is what the customer’s actual value and to understand that, several aspects that affect the customer needs to be considered. (Johnson et al., 2010; Grunert &amp; Ellegard 1992). Although there are some recurrent features which literature describes as critical aspects organisations should value to be successful. These features are service, culture and product quality which all have a positive relation to customer satisfaction (Raravi et al. 2013; Mamalis, 200; Grandey et al., 2005; Dziembowska &amp; Funck, 2000; Yusof &amp; Aspinwall 1999; Badri et al., 1995 ).</td>
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Strategic capabilities are vital for organisations to be competitive, preferably these capabilities should be dynamic. If they are managed well, it can be a strong competitive advantage. Unique resources and competences create strategic capabilities if they are deployed and employed in an effective manner. (Helfat & Peteraf, 2003; Singh & Oberoi, 2013; Johnson et al., 2011).

A resource is an asset or input to production that an organization owns, controls, or has access to. The opportunities for a firm are dependent on the resources possessed, and deploying its resources on the right area is vital in order to not “waste” them (Locket & Wild, 2014; Johnson et al., 2011). The right competence allows an organisation to exploit their resources in order to generate profit and be competitive (Amit & Schoemaker, 1993; Martin, 2000).

Dynamic capabilities are the firm’s ability to integrate, build, and reconfigure internal and external competences to address the resources in a dynamic environment (Eisenhardt & Martin 2000). It is possible to make your existing capabilities dynamic, as it is a matter of adapting and change the usage of them (Helfat & Peteraf, 2003).

Well-managed strategic capabilities can increase customer satisfaction (Teece et al., 1997). A vital factor to satisfy customers is to provide high value to the customers. Managing resources and competencies in a successful manner will hopefully result in a high value for the customers (McKee et al., 1989).

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</table>
3. Methodology

This chapter explains how the study was conducted and each headline discusses the reasoning within the particular methodological decision. The chapter also comprises operationalization of the chosen methods, thus how the actual methods were conducted.

3.1 Research approach

Research approach focuses on which direction the study will take and which approach that is applied depends on the influence by the researcher and the purpose of the paper (Ghauri & Grønhaug, 2005).

3.1.1 Deductive vs. Inductive research

There are two main approaches to consider when conducting research, deductive and inductive. The deductive approach is described as the most common view when explaining the relationship between theory and research. Deductive research tests already existing theories in a new context by collecting new empirical material. When focus on deductive research, theories guides the research, in the matter that the researches uses theories to develop new hypothesis. (Bryman & Bell, 2011). Ghauri & Grønhaug (2005) discuss that the deductive approach is a way to draw conclusions by implicating logical reasoning. That in some way see what the consequences of a theory might be (Ghauri & Grønhaug, 2005). The research starts with applying a theory and creating a hypothesis from that and based on the collected empirical data the hypothesis is either rejected or confirmed (Bryman & Bell, 2011). Contrary to deductive research, inductive research focus more on creating theory based on the research. The inductive research involves observations that are the basis of the empirical gathering of data. It is through the collection of empirical data that makes it possible for new theories to emerge (Bryman & Bell, 2011). However, there is an alternative way to approach a research, the abductive approach. When conducting a study with an abductive approach the deductive way is combined with an inductive approach (Dubois & Gadde, 2002). Saunders et al. (2009) explains that combining the two approaches are often advantageous as the best from both can be implemented. Further Dubois & Gadde (2002, p. 554) states, “the main characteristics of this approach is a continuous movement between an empirical world and a model world”.
Hence, issues that may occur when only working with one approach are less prevalent (Dubois & Gadde, 2002).

This thesis applied the abductive approach to the research since the research was based on both a qualitative pre-study and a quantitative questionnaire. The inductive part of the research was the pre-study that was conducted without an actual theoretical base and the findings from the pre-study contributed with variables that were tested in the upcoming questionnaire. Hence, in the study a well-grounded foundation was created with both the material from the pre-study together with the theoretical chapter, which lead to the development of hypotheses that were tested in the questionnaire. The deductive part of the study was applied to the research since the study focuses on testing already existing theories through the gathered empirical material. However as only the pre-study was conducted with an inductive approach and deductive thinking guided the rest of the research. The findings in this research might help to develop new findings concerning strategic capabilities that can be identified through evaluating critical success factors.

3.1.2 Qualitative vs. Quantitative Research
Empirical data that are being used in research will either be collected through a qualitative or quantitative method. The characteristics of the different methods differ both in how they actually are conducted and also what sort of data that are to be gathered from them. The inductive and deductive approaches also have influence when discussing qualitative and quantitative data. Quantitative research is more related to the deductive perspective while the inductive perspective correlate more to qualitative research (Bryman & Bell, 2011).

Qualitative research can be seen as a research method that emphasize more on words rather than on quantified numbers (Grønmo & Winqvist, 2006). The qualitative perspective explains how social and psychological aspects construct the reality (Gelo et al., 2008). When conducting a qualitative research the empirical data will depend on fewer respondents and be less formalized than quantitative research but it will exploit the respondent more thoroughly. In the matter that qualitative research can give more detailed answers than quantitative research and therefore are often used to explain complex situations (Bryman & Bell, 2011). Contrary to qualitative research,
quantitative research aims to collect data that can be expressed through numbers or terms (Grønmo & Winqvist, 2006). This data should be able to be generalized to a population valuable for the research. The data that derives from a quantitative research should be presented in a statistical way. As quantitative research rely on the deductive research approach, this way of research can be characterized as a way to test theories and eventually draw conclusions (Bryman & Bell, 2011).

Although seeing that there are distinct differences between qualitative and quantitative method there are still arguments for combining them, mixing the methods (Bryman & Bell, 2011). Hence Gelo et al. (2008) argues that involving the various methods and capitalize on their specific strengths can provide a more comprehensive research. They also discuss how a combination of qualitative and quantitative research can exploit the advantages and minimize the disadvantages of the respective method (Gelo et al., 2008). Mixed method often occurs when the research cannot rely on quantitative or qualitative research on its own and need to benefit from both methods. In the form that qualitative research can be used to guide quantitative research and vice versa. Qualitative research can help quantitative research by providing hypotheses or by aiding measurements. By aiding measurements the qualitative approach can help to design the survey questions. Both guidelines provide in some way a qualitative and more descriptive study that would help the quantitative research (Bryman & Bell, 2011).

This research applied a mixed method. To provide measurements for the quantitative research this study needed a qualitative perspective by providing aiding measurements and helped to develop the hypotheses, a form of pre-study (Bryman & Bell, 2011). Hence the qualitative approach helped to operationalize the questionnaires in order to create a more comprehensive research (Gelo et al., 2008). Thus in order to efficient operationalize the questionnaires for the quantitative method, a qualitative approach together with the help of the theoretical foundation were applied in the research.
3.2 Research design

A research design involves the overall strategy for the different components of the study, that they are coherent and logical (Blaikie, 2009). This strategy or plan will help the researchers to answer its research questions (Shukla, 2008). There are three overall categories that are the most common; causal design, exploratory design and descriptive design (Aaker et al., 2010). The causal and descriptive designs are often conducted with a quantitative approach and are called conclusive designs. In contrast, exploratory design in its nature is more qualitative perceived (Shukla, 2008). The causal design strives to see cause and effect between variables that are being investigated (Aaker et al., 2010). The descriptive design focuses more on to reveal and emphasize actual conditions in the environment rather than looking in the correlation of variables as the causal design explains. A vital aspect for this kind of design is its ability to be analytic and that it is based on previous research (Grønmo & Winqvist, 2006). To be successful with a descriptive research it needs to imply a precise plan on how the study will be executed, involving aspects as data collection and sampling (Ghauri & Grønhaug, 2005). Finally the exploratory design is often implied in research when the problem that will guide the study is not clear. It will help the research by steering it towards a more coherent study (Aaker et al., 2010). This type of design focuses on exploring the phenomena thoroughly and helps the research to get deeper insight what the study is all about (Shukla, 2008).

Since this thesis both used a quantitative and qualitative research approach, the choice of research design could not be dependent on exclusively one approach. Realizing that a research design is essential for the logical and coherent aspects of the study the choice of design was significant for the performance of the study (Blaikie, 2009). An exploratory and a descriptive design were chosen for this research. The exploratory design where applied on the pre-study where it helped the study to explore the phenomena more thoroughly and steering it towards a more coherent study. The descriptive design is applied on the survey and strives to look on actual conditions in the environment based on previous research, which are the aim for this study. Thus is the exploratory part the pre-study and the descriptive part is the survey and this research need to involve them both to be able to answer the purpose.
3.3 Data sources
There are two various sources of data, primary and secondary data. Primary data is often collected to answer a specific problem within the research. Primary data also requires a lot of time but will provide the research with detailed information that could solve the research problem (Bryman & Bell, 2011). Compared to secondary data, primary data is always collected by the researcher. Secondary data is in contrast not collected by the researcher rather it is collected for another purpose than the research itself (Blaikie, 2009). Secondary data is less expensive than primary data since other researchers collect it for other purposes (Shukla, 2008). Although there can also be disadvantages with secondary data. As the data might not be applicable to the specific research and that the data collection cannot be supervised (Bryman & Bell, 2011).

This thesis will be dependent on both primary and secondary data. Secondary data was collected through a content analysis of the marketing and business plan of Växjö Citysamverkan in order to produce measurements to the questionnaires. The questionnaires along with the semi-structured interview were the sources of primary data and they were applied since the research aimed to answer a problem and give more detailed data.

3.4 Research strategy
After deciding what type of data that is being collected there are different research strategies to be considered (Table 2). The various strategies have different characteristics and what kind of strategy to involve depends on the aim of the paper. Thus when deciding which strategy to imply in the research three conditions need to be evaluated. First, form of research question, followed by the researchers control over behavioural and finally if the study highlights the importance of contemporary events (Yin, 1994).
Since a research can involve several strategies in its approach this thesis will benefit and be more accurate by including more than one. The research question of this study wants to answer especially “what” and “how” and therefore a case study and a survey were conducted (Yin, 1994). To further understand how these two strategies affect the study they are described below.

### 3.4.1 Case study

The commonly vision among all types of case studies, are that it tries to enlighten a decision or set of decisions and investigate the cause and effect of those undertakings (Yin, 2009). A case study is often used in business research where the phenomena under investigation are problematic to study outside its natural environment (Ghauri & Grønhaug, 2005). Implicating this perspective gives the study ability to answer questions such as “why”, “what and “how”, although the questions “what” and “how” tend to be more effective if using surveys. A case study provides a unique insight of real situations with real people offering a clearer picture than just presenting abstract theories (Cohen et al., 2011). Hence it can be used in researches to see findings that can be used in surveys (Ghauri & Grønhaug, 2005). Johannessen (2003) argues that a case study can be conducted in a quantitative manner. Using a quantitative method such as surveys facilitates the process to get a broad view on a specific case (Johannessen, 2003). This particular research strategy can also be applied towards both the inductive and deductive approach (Ghauri & Grønhaug, 2005).

<table>
<thead>
<tr>
<th>Research strategy</th>
<th>Form of research question</th>
<th>Requires control over behavioral events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, what, where, how many, how much</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, what, where, how many, how much</td>
<td>No</td>
<td>Yes/no</td>
</tr>
<tr>
<td>History</td>
<td>How, why</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, why</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Table 3.1 Research strategies (Adapted from Yin, 1994, pp 6)*
The incitements to use a case study in this research are dependent on the qualitative pre-study, which are a tool to provide measurements and hypotheses to the survey. Hence, the case study gives a more thoroughly insight into the investigated phenomena which helps to create clearer measurements in the survey. The quantitative part of the study is used to see findings with a statistical foundation in order to get a broader picture of Växjö city. The actual case is conducted at the organisation Växjö Citysamverkan that is a cooperative body organisation that operates to increase the attractiveness of the city centre of Växjö. The organisation was founded in 2006 and is owned by the municipality, landlords and entrepreneurs that operate in Växjö (Växjö City, 2014).

3.4.2 Survey
Surveys are strategies that involve some form of a structured questionnaire that will seek to receive specific information and the responses will be given in a clear and precise manner. Also this strategy will help the research to answer “who” “what” “how” “where” and “when” questions related to the study. Another advantage with this approach is its ability to receive large sample sizes and thus being able to generalize the findings. Although it needs to be considered that there are some limitations with this strategy as well, both the structure of the instruments as well as the impact of the respondents (Shukla, 2008). In the perspective that surveys might not comprise enough detailed information about the respondents (Bryman & Bell, 2011).

3.5 Data collection method
When it comes to the collection of data there are several various aspects to consider. First of all should the chosen data collection methods be consistent with the research. Hence to apply the most appropriate method, elements such as if the study is quantitative or qualititative or what sources of data, primary or secondary that will be applied are vital to consider. This is followed by which or what specific methods that are to implemented and there are five considered main methods; observations, surveys, interviews, focus groups and content analysis (Bryman & Bell, 2011). Since various methods serve different purposes, a research can involve several methods in order to conduct the study better (Ghauri & Grønhaug, 2005).
This study will depend on a quantitative survey that will be dependent on primary data. It will also be reliant on two qualitative methods, a semi-structured interview and a content analysis. The difference between them is that the semi-structured interview derived from primary data while the content analysis uses secondary data. These three different methods have different characteristics and contribute differently to the research and thus includes this research several methods in order to conduct the study better. In the research the methods were dependent on each other. The content analysis based on Växjö Citysamverkans business and marketing plan together with the semi-structured interview with top managers of the organisation functioned as a pre-study to provide measurements tools and create hypotheses to the survey.

### 3.5.1 Semi-structured interviews

A semi-structured interview is a cross between an unstructured and structured interview. This means that the respondent have relatively free reins when answering the questions. It is vital that the moderator possess good knowledge within the concerned subject. Before the interview some kind of script must be done, since a semi-structured interview will be conducted the questions must be open-ended (Bryman & Bell, 2011). During the interview it is possible for the moderator to ask follow up questions to investigate the subject more thoroughly. Seidman (2012) also put great emphasis on the importance of listening and not interrupting the respondent. Baumbusch (2010) explains that before the interview an interview guide must be created. The interview guide helps the moderator to lead the discussion in the right direction in order to extract information from the respondent. How the interview guide is structured is entirely up to the moderator (Bryman & Bell, 2011), but typically it includes some question that is broad and steering the discussion into an area relevant for the study (Ryan et al., 2009). Baumbusch (2010) further explains that a good initial question could be formulated, “Tell me about….”. By doing so is it most likely to get descriptive responses.

### 3.5.2 Content analysis

When collecting data from documents or similar, content analysis is an appropriate tool. Content analysis is a summarizing analysis of data collected from documents or texts (Neuendorf, 2002). It can be concluded in two different ways, either with a qualitative approach or a quantitative approach. When doing a quantitative approach a more superficial analysis is done, and no further interpretation of what is written is
Contrary to the quantitative approach, qualitative approach helps the researcher analyse the material in more detail and further the researcher gets a deeper insight into the data (Bryman & Bell, 2011). Further the researcher, besides looking at the actual document examines the underlying reasons such as the speakers, the one who wrote the text, intention with the text (Franzosi, 2008).

### 3.5.3 Questionnaire

A questionnaire could be designed in different ways and be spread by using several platforms. A common way to do it is through a web-based service such as Google docs (Bryman & Bell, 2011). The data collected will not be any better than the questions asked, therefore it is essential to formulate questions that is distinct and holds a very high quality. Beyond this there is other things that also are needed to keep in mind for example in which order the questions come and the number of questions (Aaker, 2001). Bryman & Bell (2011) highlights the importance of a clear presentation that introduces the study to the respondent before proceeding to the questions. Ghauri & Grønhaug (2005) discuss the formulation of answer options, they argue that questions should be close-ended even though the actual answer would be different from person to person, for example ages should be divided into different categories. Further they discuss however there should be a “Do not know” alternative, they agree upon that if including such alternative a escape route is given to the respondent. Thus the questionnaire may lose some valuable information if doing so (Ghauri & Grønhaug, 2005).

One of the most important and also one of the trickiest parts when designing a questionnaire is specifying exactly what kind of information that is needed from the respondent. This needs to be clear to the researcher before formulating questions, otherwise there is a risk that the questionnaire will not contribute to the study (Bryman & Bell, 2011; Aaker, 2001; Ghauri & Grønhaug, 2005). Further, Bryman & Bell (2011) points out that a questionnaire should not be too long, as the respondents might not take the time to finish it. The same applies with the questions, they should be formulated in a short and concise way (Bryman & Bell, 2011). Before asking questions concerning the actual subject some background questions should be asked in order to get some understanding on who the respondent is (Ghauri & Grønhaug, 2005).
Likert scale is a measurement tool that can be used when conducting a questionnaire (Aaker et al., 2010). The likert scale lets the respondent rank how much he or she agree with a statement, the scale is ranked from 1 to 5, with 1 means strongly disagree and the contrary means 5 strongly agree (Bryman & Bell, 2011). The likert scale consists of two parts, one part concerning the item researched and the other part where the evaluation part. The item part consists of a statement regarding a variable researched. The evaluation part is the scale where the respondent answers to which extent he or she agrees with this statement (Aaker et al., 2010). Aaker et al. (2010) further emphasizes that the likert scale should only measure one variable at a time.

There are also other scales to apply in a questionnaire. Both the nominal and ordinal scale consists of 3 or more categories, what differs the nominal scale from the ordinal scale is that these categories does not necessarily have any relationship and can therefore not be ranked (Bryman & Bell, 2011; Aaker et al., 2010). The ordinal scale on the other hand consists of categories that have a relationship and can therefore be ranked (Aaker et al., 2010). Scales that only comprises two categories and therefore only has one interval is called dichotomous scales. A dichotomous variable that is frequent in questionnaires is a question concerning the respondents’ gender (Bryman & Bell, 2011). The ratio and interval scale differs a bit from the aforementioned scales as they are focusing purely on ranking. The difference between the different alternatives is consistent. What differs interval and ratio scale from each other is that the ratio scale has a zero point, which is not the case with the interval scale (Aaker et al., 2010).

A survey was implemented in the research to see results from larger samples and being able to in some form generalize consumers’ answers to the population for this research. The actual survey was conducted on 97 consumers and concerned their thoughts about Växjö City. The questionnaire was designed with 31 questions where 24 were measured through a likert scale. A likert scale was used since the scale was appropriate in this research since this type of scale easily indicate whether the respondent agree or does not agree with a statement. There were also 7 background questions that were measured through scales such as ordinal, nominal, ratio and dichotomous scales.
3.6 Research Plan

To make the research as clear as possible for both the researcher and for the readers of the paper a research plan was constructed. The research plan in this thesis aims to explain how the different methods were implemented into the study. Also the research plan indicates what the different method will enhance in the study in relation to the theoretical foundation, simply what their purpose in the paper are. The paragraph below together with the figure will explain the process in a simple but thoroughly way.

The content analysis and the semi structured interview were two qualitative methods that were applied as a pre-study in our process. Bryman & Bell (2011) state that qualitative methods can facilitate quantitative research by either provide measurements or to help produce hypotheses. This was the case in this study and through the pre-study the organisations critical success factors could be identified. Although in order to put the organisations CSFs in perspective an evaluation was necessary. Therefore the quantitative method including a survey was conducted to see findings from the consumers regarding the organisations CSFs. The survey tested different CSF that derived from the pre-study from two perspectives. These were how important a variable was for the respondent and how satisfied he or she was with the same variable. The final step in the process was to evaluate the organisations CSFs with the findings from the consumers in order to identify possible strategic capabilities. That a well performed CSF also can be identified as a strategic capability for an organisation.
Identify organisations CSF

Pre-Study
Qualitative method

Content analysis
Semi structured interview

Quantitative method
Survey

Consumers opinion

Evaluate importance of CSF

Analyse and evaluate CSF & identify strategic capabilities

Consumers satisfaction towards CSF

Figure 3.1. Research plan model.
3.7 Operationalization

To be able to handle the gathered data so it can be something meaningful the theoretical foundation needs to be defined and hence relate to the gathered data (Ghauri & Grønhaug, 2005). This is the process of operationalization that is critical to execute correctly to perform an effective research. An operationalization facilitate for the study in the manner that it breaks down the general into more specific pieces. Thus that the research have shifted from a more general view to more concrete issues that can be investigated and measured (Cohen et al., 2011).

In operationalizations are hypothesis testing common and such view can either be directional or non-directional. A directional hypothesis shows the direction of difference or relationship between two conditions or groups. While a non-directional hypothesis emphasize more on a prediction that there are differences between two conditions or groups (Cohen et al., 2011). In order to test the hypothesis illustrated in heading 3.7.1 Hypothesis the research needs to be converted into something measurable. Which is the purpose with the operationalization, to break down the concepts of the study into something measurable (Cohen et al., 2011). The theoretical concepts of the study together with the pre-study were thus the foundation for the operationalization and the theoretical concepts were also illustrated in the chapter summary, which can be found in table 1 under heading 2.4.

This study involved three different data collection methods that resulted in two operationalizations, one for the pre-study and one for the questionnaire. The operationalization for the pre-study were based on the theoretical foundation and these concepts were described and summarized in the literature review, see chapter 2. The actual operationalization for the pre study was divided into 4 headings. First the theoretical concept was stated in the first heading and since the pre-study’s purpose was only to identify organisations CSF it were the only theoretical concept used in the pre-study operationalization. This heading was followed by a theoretical definition where the concept was defined as stated in the literature review. In the third heading the operational definition of this study's goals with the concept were defined.

In heading 3.6 explains the research plan thoroughly how the pre-study is used in this research. The pre-study was very useful in order to identify CSFs from the
organisation’s perspective that would be tested on consumers and hence evaluate the findings. Culture, Availability and Service were determined as the most comprehensive Critical success factors from the pre-study. Although each concept were further divided into three variables, where each part was stated as a critical success factor that the organisation is working with. E.g. Culture can be seen as a critical success factor but it is also divided into three CSFs such as events, nightlife and atmosphere, which can be measured through the survey.

The pre-study together with the theoretical foundation also helped to create the hypotheses that the research was dependent on. These were developed for the survey and are described in heading 3.7.1 Hypotheses, and in order to test them in the questionnaire the hypotheses needed to be converted into something measurable. The questionnaire was measured through a likert scale whose main purpose was to measure to which extent the respondent agrees with a statement (Bryman & Bell, 2011). In the background questions there were also other scales included such as ordinal, nominal, ratio and dichotomous scale. The actual operationalization for the questionnaire was divided into 4 headings, first the theoretical concept was mentioned. Followed by two sections discussing the measurements, what scale that was used to measure the question and also what CSF variable that was measured. The last section concerned the actual question and there were a total of 30 and 6 of them were background questions. The model was further divided into two parts, one concerning the CSFs importance, these were categorized under the variable CSF. The questions concerning satisfaction were categorized under the theory strategic capabilities in order to measure the satisfaction for each CSF. The questions in the questionnaire are formulated from the theoretical chapter in combination with findings gathered through the pre-study.
Table 3 Pre-study

The objective with this pre-study is to get an insight how Växjö Citysamverkan prioritize and works with critical success factors. First a pre-study will be concluded consisting of a content analysis and a semi-structured interview. The pre-study will serve as a basis for the survey. The interview will be conducted on the marketing director and CEO of Växjö Citysamverkan. Focus for the content analysis will be on the marketing plan and business plan of Växjö Citysamverkan.

<table>
<thead>
<tr>
<th>Theory</th>
<th>Conceptual definition</th>
<th>Operational definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Success Factors</td>
<td>CFS is the vital variables of action-orientated skills and resources related to the goals and external environment that need to go right in order for the organisation to be successful (Grunert &amp; Ellegaard 1992; Munro &amp; Wheeler 1980; Bullen &amp; Rockart, 1981).</td>
<td>To create an understanding of the organisations perceived success factors to reach their goals and objectives. Hence being able to identity the critical factors which Växjö Citysamverkan perceive they should implement in their operations to be successful.</td>
</tr>
</tbody>
</table>

Table 3.2. Operationalization of pre-study.

Summary of results gathered from the pre-study

The figure below illustrates the CSFs that derived from the Pre-study. The three main CSFs are availability, service and culture and each concept include 3 CSFs that Växjö Citysamverkan is working with to be successful and attract more customers. The empirical data can be found in Appendix 1.

<table>
<thead>
<tr>
<th>Availability</th>
<th>Culture</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Event</td>
<td>Number of stores</td>
</tr>
<tr>
<td>Parking spots</td>
<td>Nightlife</td>
<td>Variety of stores</td>
</tr>
<tr>
<td>Opening hours</td>
<td>Atmosphere</td>
<td>Customer service</td>
</tr>
</tbody>
</table>

Table 3.3. Summary of pre-study results.
3.7.1 Hypothesis
There are three main hypotheses that the survey in the research depends on. These hypotheses have been constructed with the influence of the theoretical background but mostly by the influence of the pre-study. The pre study included a semi-structured interview and a content analysis where the main objective was to identify Växjö Citysamverkans critical success factors. All CSFs that were identified through the pre-study are divided into three concepts to facilitate the hypothesis testing. These are availability, service and culture but in the survey all CSFs are tested beneath its concept.

Customer satisfaction and importance towards the variable of availability
Availability is not discussed in the literature as a precise variable that consumers value or a CSF which organisations can apply in their operations. Availability is also a pretty abstract concept and could be a cause why there is not any literature describing it. Although the reason why availability is such a strong variable that influence our research is dependent on the pre-study. The pre study recurrently discussed how the availability is a CSF for the organisation in order to satisfy the consumers. Hence the importance of the availability perspective as a strong CSF in the organisation resulted in that it was applied as a variable in one of the three hypotheses. Since the findings from the pre-study highlighted both the importance and willingness to satisfy consumers through an availability perspective the following hypothesis is stated:

*Hypothesis 1 (H₁): There is a difference between how satisfied customers are with the availability and how important it is for them.*

Customer satisfaction and importance towards the variable of service
In the pre-study the service aspect were also described as a CSF for the organisation. The findings also indicate that with a focus on service will help the firm to satisfy customers more. Raravi et al. (2013) and Mamalis (2009) argue that service is a variable that customers value highly. Customer’s service explains how well organisations response to the customer, which are measured through the satisfaction of customers (Grandey et al., 2005). Raravi et al. (2013) and Mamalis (2009) further describe service as a CSF that organisations should value. Therefore will this
quantitative method investigate the difference between the importance and satisfaction of consumers regarding the service in Växjö City and the following hypothesis is stated:

**Hypothesis 2 (H$_2$):** There is a difference between how satisfied customers are with the service and how important it is for them.

**Customer satisfaction and importance towards the variable of culture**
Through the pre-study the essence of culture in the organisations emerged, the culture that Växjö City is a contributing factor for its attractiveness. Dziembowska-Kowalska & Funck (2000) discuss that cultural activities are ways for organisations to tap consumers on their cultural beliefs. Chawla et al. (2010) discuss that CSFs for organisations are diverse depending on culture characteristics of the consumers. Lee & Kacen (2008) further explains that in order to satisfy customers, organisations should emphasise to imply culture in their operations. Hence, will the survey investigate the difference between the importance and satisfaction of consumers regarding the culture in Växjö City and the following hypothesis is stated:

**Hypothesis 3 (H$_3$):** There is a difference between how satisfied customers are with the culture and how important it is for them.

**Operationalization figure for the survey can be found in Appendix 2**

**3.7.2 Translation**
Since the research is concluded in English language and the population were Swedish inhabitants, a problem with the interpretation of the questions might occur. However, after some consideration the survey was distributed in English. This decision was made on the facts that swedes are highly ranked in understanding and speaking the English language (The Local, 2013; The Swedish Wire, 2013; UPI, 2012). In order to be extra cautious and to avoid misinterpretations of the questions a back-translation method was used, this in order to ensure that the questions were interpreted in a correct manner. This type of translation method is the most common and recommended procedure to sustain most quality. The actual process involves one or several translators that translate the concerned document, in this case a survey (Chen
& Boore, 2010). In this thesis we asked four randomly selected people to translate the questions into Swedish to see whether they interpreted them as the researches did. Those questions that were not interpreted equally were changed so they were correctly interpreted. This back-translation method was then conducted once again with four new randomly selected people to insure the higher quality. This time were all questions interpreted correctly and therefore the survey was distributed in its initial appearance.

3.7.3 Pretesting

If possible pretesting your method before sending it out is favourable, to see whether the questions are understandable and check if the answers the questions generate are relevant for the research. Pretesting is especially important when conducting a questionnaire that is self-completing, since there will not be any moderator available that can answer any questions. There are several other reasons for conducting pre-testing before sending out a survey: (Bryman & Bell, 2011).

- The researcher could ask open-ended questions and hence get fixed-choice answers that could be used in the survey.

- By testing the questions the researcher can spot out if there is any questions that make the respondents feel uncomfortable.

- Finally it can help the researcher reformulate the questionnaire if any questions seem to be misplaced or confusing.

Further, the respondents affected by the pre-test should not be in the sample when sending out the actual survey as they may have been affected by doing the questionnaire once before (Bryman & Bell, 2011).

Before sending out the actual survey a pre-test was conducted. The pre-test occurred in form of three different steps. The first step comprised of a tutoring session that helped the study to increase its understanding over the process better, which resulted in that some new questions were added to the survey. During the second step the final draft was further discussed with lectures that once again evaluated the process with
the researches and some minor changes were made. During the third and last step five randomly selected individuals were asked to answer the questionnaire and then provide feedback on what could be clarified.

3.8 Sampling
Sampling is one of the first things to do before conducting an interview (Bryman & Bell, 2011). Sampling implies picking out an appropriate sample within a population that can represent them all. The method of sampling is applied since it would be too expensive and time consuming to examine the whole population. The idea of sampling is to instead of examine a whole population the researchers can choose a small sample within this big group that is assumed to be representative (Kothari, 2004). Therefore it is critical that the sample is carefully chosen, otherwise the result of the study may not be useful at all (Holme et al., 1997). There are several different sample designs that could be chosen. The carefulness when choosing your sample are highly significant since it should be coherent with the goal and objective of the study and not be biased (Bryman & Bell, 2011).

3.8.1 Probability sampling
When searching for a generalization of a population some kind of probability sampling needs to be used. The most common probability sampling is simple random sampling (Bryman & Bell, 2011). This means that all individuals within the researched population have the same probability to be chosen during the sampling process (Holme et al., 1997). To do so a list of all individuals included in the prospective population must be created, also called a sampling frame (Malhotra, 2010). However, when conducting researches on big populations this could be impractical. Then, the researcher could choose to delimitate who to include in the population (Holme et al., 1997).

3.8.2 Non-probability sampling
Contrary to probability sampling, the non-probability sampling method explains another view of sampling. The researcher chooses a sample without considering that all individuals have the same probability to be chosen (Holme et al., 1997). This often occurs when studying one chosen individual within an organisation, for example the CEO or strategist (Bryman & Bell, 2011). With this kind of sampling design the researcher may choose a sample in order to create a favourable result of the study,
therefore there is a significant risk of bias when involving this perspective of sampling (Kothari, 2014). Although, convenience sampling is a commonly used method in the non-probability type sampling as it is the least expensive and time consuming (Bryman & Bell, 2011). Convenience sampling means that the respondents are chosen because of the simplicity to reach them (Holme et al. 1997). An example of this could be stopping passing by people on a certain location, although the trustworthiness may decrease due to various factors as the time aspect and diversity of respondents (Malhotra, 2010; Aczel & Sounderpandian, 2008). However, Aczel & Sounderpandian (2008) argues that to increase the credibility using this method the data collection should be done during different times of the day and the week. Thus the outcome of the study can be accepted and generalized to some extent (Aczel & Sounderpandian, 2008).

3.8.3 Sampling error
When choosing a sample there is a risk of researcher conducting a sampling error, it is further defined as “when only a part of the population has been used to estimate the population parameters” (Kothari, 2014 p. 54). This may occur even though a probability sample is performed. A common sampling error that could occur is if the population consists of two different groups and when choosing a sample one of the groups is overrepresented in relation to the other group (Bryman & Bell, 2011).

3.8.4 Sampling size
The size of the sampling depends on many variables such as time, money and precision (Bryman & Bell, 2011). Therefore this is a very complex decision to make and all theses variables must be taken into consideration. As the sample size gets larger the probability that the precision of the study gets better increases. Bryman & Bell (2011) means that a bigger sample size will reduce the risk of sampling errors, thus a large sample as possible with the previously mentioned factors in mind is recommended. VanVoorhis et al. (2007) argues that tests which measures differences through e.g. t-tests should use a sampling size consisting of at least 30 participants. Further in Salaheldin (2009) and Ngai et al. (2004) articles that discuss critical success factors they had 139 respective 109 respondents that answered their survey.
3.8.5 Sampling selection and the procedure of the gathered data

The sampling procedure was implemented twice in our research. First we chose Växjö Citysamverkan as the organisation to work with in our case study. Växjö Citysamverkan is a cooperative body organisation that operates to increase the attractiveness of the city centre of Växjö. The reason why Växjö Citysamverkan was chosen is depending on that city centres in general tend to lose consumers to substitutes such as external shopping malls and online shopping which have resulted in that city centres are less attractive (Fölster & Bergström, 2001). Therefore this research found that Växjö Citysamverkan that operates to increase the attractiveness of Växjö City would be a favourable study to study CSF and strategic capabilities.

The sampling procedure for the survey was depending on a non-probability sampling and specifically convenience sampling. In the beginning of the process the study aimed to conduct a probability sampling in order to consider the findings more accurate than with a non-probability sampling (Bryman & Bell, 2011). Since the research is evaluating an organisation that represent the entire population of Växjö a probability sampling was considered to be to difficult in contrast to the time aspect available. Thus was a convenience sampling applied into the procedure, that respondents was stopped and asked to fill in the survey at random location and times. To increase the credibility in the study the data collection was gathered during different times of the day as well in the week (Malhotra, 2010; Aczel & Sounderpandian, 2008). The data gathering was conducted in Växjö city on two different occasions and locations where people who were passing by were asked to fill in the questionnaire. Also a few respondents from the Campus area were asked to fill in the questionnaire through the internet in order to make the data gathering dependent on as many different individuals as possible. The total respondents of the survey were 97 and the number were influenced by the minimum requirements, 30 respondents that VanVoorhis et al. (2007) states a test that measures differences between variables can have. A sample size of 97 and not 30 were chosen hence both Malhotra, (2010) and Bryman & Bell (2011) discussed that a bigger sample size will increase the probability of the study. Further in Salaheldin (2009) and Ngai et al. (2004) articles about critical success factors included 139 respective 109 respondents. Which enhances the motivation to have more than just 30 respondents when
conducting this type of research, that previous research within this subject involves similar amount of respondents as this study.

3.9 Data analysis method
The data analysis method is a process that takes place after the gathering of the data. Depending if the study is qualitative or quantitative there are different methods that can be applied into the data analysis. Although something that are recurrent for all types of data analysis methods are that they need to be coherent with the purpose of the research (Kothari, 2004).

3.9.1 Quantitative data analysis
Choosing an appropriate way to analyse quantitative data should be equally highlighted in a study as other parts. It could be that some variables are not possible to be analysed with some types of quantitative techniques. The main characteristics of quantitative data analysis are that the variables that are measured are in some form explained through numbers (Cramer, 2003).

Statistical significance
When working with quantitative data the essence of statistical significance is vital. It shows how strong or weak a research is, which is clearly associated to sampling errors (3.8.3). Thus that there is in some way a difference between the population for the study and the actual sample that have been selected, which will question the validity of the findings. Therefore statistical significance can help researchers by providing an indication whether their findings are reliable. A strong statistical significance indicates that the findings can be applied to the population that have been selected for the study. When applying statistical significance in a research it is vital to establish the level of statistical significance that should be acceptable and most studies indicates that the maximum level of statistical significance should be p <0.05 (Bryman & Bell, 2011). P values are these probabilities that shows how likely the result is random, if a P-value is less than the chosen significance level the hypothesis is accepted (Nolan & Heinzen, 2007).

Paired T-test
A paired t-test was used as the quantitative data analysis method. Levine et al. (2008) explains paired t-test as a method to see the means difference in the considered population. In a paired t-test there is also only one group of people that are being
measured. The variables which are tested in a paired t-test needs to be normally
distributed, thus that the variables are measured more or less through the same type of
scale interval. The method will help to produce findings whether there is a significant
difference between the variables. T and P values are valuable results that the method
can help to produce, P-value is described in the previous paragraph and t-value is
explained by the difference in the mean between two groups and the critical value for
the t distribution is 2,0639, -2,0639 (Levine et al., 2008). A paired t-test design can
facilitate the process of seeing differences in what the researcher want to investigate.
The method is applied in research when the variables that are to be investigated are
highly correlated. Hence can the differences that derive from the findings from the
test be more meaningful (Zimmerman, 1997).

3.10 Quality criteria
To insure high quality within the research the procedure involved valuing the
reliability, validity and source criticism. Further the study used a pre-study to enhance
the quality so that the measurements are correct. So the quantitative approach is
measuring variables that are relevant for the research.

3.10.1 Reliability
Reliability concerns the consistency of measuring a concept. There are three main
factors that explain this concept: stability, internal reliability and inter-observer
consistency. The stability can be tested by conducting a test-retest, which implicates
that the survey is tested two times on different occasion on the same sample. If the
test should be concerned stable there should be a high correlation between the two
observations. Although, it may not always be that way as there could be impacts from
other variables. Such could be changes in the environment, which makes the
respondent change its attitude. Another problem could be that as answering the first
test may influence how they interpret and answers the second test (Bryman & Bell,
2011).

The internal reliability concerns how the different questions are related to each other,
if the different variables are related to each other. It also concerns whether all
questions are relevant and measure what it is supposed to measure. When a
questionnaire is formed out to give the respondent an overall score depending on how
they answered the different indicators measure the same thing (Bryman & Bell,
The inter-observer consistency concerns the common problem with consistency if there are two or more observers involved in a study. It is very often that the observers involve some subjectivity when conducting research. That is when the problem with inter-observer consistency arises (Bryman & Bell, 2011). However, in case studies the strength of reliability in the process are doubtful. A case study is often highly detailed and gives a clearer view of the phenomena that are to be investigated. To increase the reliability in a case study there are some actions that can be considered valuable. Use several researchers that conduct the research in order to have different views on the methodological choices and let someone else review the proposed data gathering (Riege, 2003).

In this thesis the reliability was a constant issue that was valued throughout the process. Since the research was depending on a case study the reliability of the study is harder to determine (Riege, 2003). What this thesis tested in the reliability aspect were stability, internal reliability and inter-observer consistency. Stability was tested through the operationalization and interview guides, which were developed for this research. This research can be re-tested by using these instrument tools, but something to be aware of is the possible change in environment. In the matter that both the pre-study and consumers can alter depending on differences in the environment. This is something further studies need to consider if trying to perform the same test as in this research.

Often when conducting a quantitative study the internal reliability is tested through a Cronbach’s alpha but not in this study. Both have Cronbach’s alpha been issued for critics as, that the method does not correctly measure the intern reliability (Sijtsma, 2009). It is neither a recommended tool to use when you have few items, as it tends to not give representative results (Pallant, 2010). Also in this research the questions in the survey are closely related to each other since it is a case study that is depending on the pre-study. Therefore are all questions valuable in order to see detailed findings in a quantitative number. The questions have been examined through two tutoring sessions at Linneaus University by different lectures to figure out whether the questions are relevant and measure what it is supposed to measure. These sessions gave valuable feedback that was used to alter the questions so that all should be valuable for this particular study.
Finally to address the problem of internal-observer consistency, that the research would not be biased, three researches helped to gather and measure the data. Before the data collection the researches also discussed how to interpret and value the data in order for all researches to interpret and observe the data consistent.

In a case study the reliability is often harder to determine (Riege, 2003) but this research can be seen as reliable and repeated in further studies but there are some aspects that needs to be considered. These factors are that the environment can alter and affect the research process. Also the internal reliability needs to be thoroughly evaluated if the questions in the survey really measure what it is supposed to and finally that the researches interpret the data consistent.

3.10.2 Validity
Measuring validity is specifically concerned with whether operationalization and the scoring of cases adequately reflect the concept the researcher seeks to measure (Adcock, 2001). The concept of validity is concerning if the measurement used is really measuring the concept studied (Bakker, 2012). An example that is often discussed is if an IQ-test is really measuring a person’s intelligence (Bryman & Bell, 2011). Bryman & Bell (2011) further argues that there are five ways of measuring validity. These are called content validity, concurrent validity, predictive validity, construct validity and convergent validity. This research applies content and construct validity in the study and content validity is the most fundamental type of validity. By measuring content validity the researcher who develops a new measurement of a concept should ask people that have experience within the subject if they agree with that the measurement tool really measures the concerned concept (Bryman & Bell, 2011).

Construct validity helps the research by telling if the measurements are valid and that more focus should be on developing the test so the constructs measure what it suppose to measure. Further this kind of validity examines how well theoretical concepts are linked to the operationalization (Peter, 1981). Which implicates that the researcher should create deductive hypotheses that are linked to the study to see how well the measurements are (Bakker, 2012). An example could be to see which affects different work methods have on satisfaction on a certain job. Hence a hypothesis
could be to research if people with more routine work tasks are less satisfied with their current job (Bryman & Bell, 2011). Although in case studies the strength of validity in the process are doubtful. A case study is often highly detailed and gives a clearer view of the phenomena that are to be investigated (Riege, 2003).

To ensure high validity, this research tested the content validity by asking two individuals with experience within this field of research if the questionnaire actual measured the concept. The content validity in this study was evaluated by tutoring sessions with two lectures at Linneaus University. The sessions provided valuable notes that were used in the development with the questionnaire, e.g. what could be altered to insure that the questionnaires measure what they are supposed to measure. The procedure to ensure high quality regarding the construct validity involved to examine the operationalization whether it measure the right construct compared to the proposed data collection. One senior lecturer at Linneaus University with expertise within the field of strategy examined the operationalization in order to check if the measurements and theoretical concepts together measured the right thing. However, relying on a lecturer may not always be approved and the authors took the final decision regarding the operationalization process. The tutoring sessions helped the research to understand the process but the final decision was always decided by the researches.

3.10.3 Source criticism

To have a research that is dependent on trustworthiness and probability, source criticism is a method to examine the credibility of the concerned information. This concept facilitate to distinguish true and false information and also to find the origin of the information (Alexanderson, 2012). The phenomena help the research to understand whether a source is what it claims to be and helps researchers to avoid false sources. Especially when relying on sources from the Internet, as there are unlimited sources and harder to tell whether a source is trustworthy or not (Leth & Thurén, 2000). Since a main objective for many studies are to have high credibility and trustworthiness the essence of evaluating and criticizing sources are significant. It is vital to filter out and use the sources that have recognized authority. Understanding that knowledge is something that evolves but also are temporary and deficient gives incentives to be critical when reading articles and research (Leth & Thurén, 2000).
Source criticism had a strong influence within this research to ensure high quality. The requirements were that the methodical chapter needed to consist of scientific articles. The introduction and theoretical chapter were not needed to simply involve scientific articles, hence that literature and other type of articles could be involved if they achieved the credibility requirements. Which were dependent on the authors that examined them and decided to see them as trustworthy or not. To see if the articles were scientific, the study used Ulrichweb to review the articles. For those articles where an ISSN-number was not found, Linnaeus University’s requirements for a scientific article were used as a frame. According to Linnaeus University (2013) a scientific article should include the following requirements:

- Abstract - Short summary of the article.
- Introduction - Includes Background information, purpose and a problematization.
- Method - Make it possible for the reader to follow and repeat the research process.
- Results - Present the result of the research.
- Discussion - Interpretation of the result and also a connection to previous research.
- Reference list - All the documents of literature and scientific articles used in the research should be mentioned properly in this chapter (Linnaeus University, 2013).
3.11 Summary of methodological choices

**Research approach**
- Deductive
- Inductive
- Quantitative
- Qualitative

**Research design**
- Casual
- Descriptive
- Exploratory

**Data sources**
- Primary data
- Secondary data

**Research strategy**
- Case study
- Survey
- Experiment
- Archival analysis

**Data collection method**
- Observation
- Interview
- Focus group
- Questionnaire
- Content analysis

*Figure 3.2. Summary of methodological choices.*
4. Data analysis and results

4.1 Availability

<table>
<thead>
<tr>
<th>Variable</th>
<th>Importance</th>
<th>Satisfaction</th>
<th>t-value</th>
<th>sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean (1-5)</td>
<td>Mean (1-5)</td>
<td></td>
<td>(p-value)</td>
</tr>
<tr>
<td></td>
<td>SD</td>
<td>SD</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Availability</strong></td>
<td>3.68</td>
<td>3.54</td>
<td>2.260</td>
<td>.026</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>4.05</td>
<td>3.97</td>
<td>.694</td>
<td>.489</td>
</tr>
<tr>
<td><strong>Parking spots</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>weekdays</strong></td>
<td>3.31</td>
<td>3.61</td>
<td>-2.567</td>
<td>.012</td>
</tr>
<tr>
<td><strong>Parking spots</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>weekends</strong></td>
<td>3.58</td>
<td>2.99</td>
<td>4.577</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Opening hours</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>weekdays</strong></td>
<td>3.49</td>
<td>3.95</td>
<td>-4.029</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Opening hours</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>weekends</strong></td>
<td>3.98</td>
<td>3.18</td>
<td>5.929</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 4.1.

In table 4.1 the results from the paired t-test concerning the availability in Växjö city have been calculated. The significance level for the availability in general is below 0.05 and its t-value is 2.260. When looking at the means for the importance versus the satisfaction, a difference can be seen. The difference indicates that the importance of availability is significantly higher than how satisfied the consumers are with the availability.

The majority of the variables that was used to measure the perception of availability were consistent with the general view on availability in Växjö city. Although, a deviation can be seen concerning how important and how satisfied the consumers are with transport connections to and from Växjö city. This variable had a p-value high above 0.05, more specific 0.489. Hence, there is not a significant difference between the importance of transportation and satisfaction of transportation. Looking at the t-value the biggest difference between importance and satisfaction can be found when
looking at the “opening hours weekends”, which has the t-value of 5,929. The t-value is above the critical value of -2.0639 and 2,0639.

4.2 Service

<table>
<thead>
<tr>
<th>Variable</th>
<th>Importance</th>
<th>Satisfaction</th>
<th>t-value</th>
<th>sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean (1-5)</td>
<td>Mean (1-5)</td>
<td></td>
<td>(p-value)</td>
</tr>
<tr>
<td></td>
<td>SD</td>
<td>SD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>3,6649</td>
<td>3,3608</td>
<td>4,258</td>
<td>.000</td>
</tr>
<tr>
<td>Number of stores</td>
<td>3,71</td>
<td>3,49</td>
<td>1,582</td>
<td>.117</td>
</tr>
<tr>
<td>Variety of stores</td>
<td>4,21</td>
<td>2,62</td>
<td>11,013</td>
<td>.000</td>
</tr>
<tr>
<td>Guidance</td>
<td>3,33</td>
<td>3,68</td>
<td>-3,689</td>
<td>.000</td>
</tr>
<tr>
<td>Reception</td>
<td>3,40</td>
<td>3,67</td>
<td>-2,434</td>
<td>0,17</td>
</tr>
</tbody>
</table>

Table 4.2.

Table 4.2 focuses on the perception of service in Växjö city. The findings from the respondents indicate that the service concept is substandard. The difference between the overall means regarding importance and satisfaction differs with approximately 0,3. That imply that the significance level is well below the accepted level of 0.05, since the p-value for service was at .000. Further the t-value exceeded the accepted range between -2.0639 and 2,0639, as it was calculated to 4,258. Hence, hypothesis H₂ is accepted since there are a significant difference between the importance of service and the experienced satisfaction.

Further, the t-value in the variable “variety of stores” has an extremely high value. The t-value, 11,013, indicates that there is an extremely significant difference between how consumers perceive the variety of stores in Växjö city. When looking at the mean there is a difference of 1,59, the importance that have mean of 4,21 is of big importance among the consumers while the mean of satisfaction level is only 2,62.
However, consumers are quite satisfied with the number of stores provided by Växjö city. Which indicates that the stores offer similar items to the consumers. The other variables in the service concept, guidance and reception do not indicate extraordinary findings as the variety of stores but still differ in some degree between the importance and satisfaction.

4.3 Culture

<table>
<thead>
<tr>
<th>Variable</th>
<th>Importance</th>
<th>Satisfaction</th>
<th>t-value</th>
<th>sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean (1-5)</td>
<td>Mean (1-5)</td>
<td></td>
<td>(p-value)</td>
</tr>
<tr>
<td>Culture</td>
<td>3,1512</td>
<td>3,2371</td>
<td>-0,992</td>
<td>0,324</td>
</tr>
<tr>
<td></td>
<td>0,5970</td>
<td>0,63821</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td>2,66</td>
<td>2,96</td>
<td>-2,453</td>
<td>0,016</td>
</tr>
<tr>
<td></td>
<td>1,117</td>
<td>1,050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nightlife</td>
<td>2,96</td>
<td>2,78</td>
<td>1,220</td>
<td>0,225</td>
</tr>
<tr>
<td></td>
<td>1,233</td>
<td>1,023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atmosphere</td>
<td>3,84</td>
<td>3,97</td>
<td>-1,249</td>
<td>0,215</td>
</tr>
<tr>
<td></td>
<td>0,731</td>
<td>0,859</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.3 reflects the results concerning the perception of the cultural experience given by Växjö city. The findings regarding the cultural satisfaction and importance are coherent as the t- and p-value shows -0,992 respective -0,325. When looking at the means there is a small difference between importance and satisfaction where the respondents are slightly more satisfied than they think it is important.

All variables within culture that are measured are consistent with the overall result for culture except the CSF of Events. That has a p-value of 0,016 and a t-value of -2,453, which indicates that there is a difference between the perceived importance and satisfaction.

4.4 Hypothesis testing

The results from paired t-test made it possible to test the hypotheses stated in 3.7.1. Each hypothesis is described in this subheading and the following hypotheses that were tested are stated below.
Hypothesis 1 (H₁): There is a difference between how satisfied customers are with the availability and how important it is for them.

Hypothesis 2 (H₂): There is a difference between how satisfied customers are with the service and how important it is for them.

Hypothesis 3 (H₃): There is a difference between how satisfied customers are with the culture and how important it is for them.

Hypothesis 1
In figure 4.1 is the result from the paired-samples t-test that was conducted to evaluate the difference between importance and satisfaction concerning availability illustrated. There was a statistically significant difference between the importance and satisfaction regarding service. The p-value is 0.026, which is below 0.05 that is the level of accepted significance. Thus hypothesis H₁ is accepted.

Hypothesis 2
In figure 4.2 is the result from the paired-samples t-test that was conducted to evaluate the difference between importance and satisfaction concerning service illustrated. There was a statistically significant difference between the importance and satisfaction regarding service. The p-value is 0.00, which is below 0.05 that is the level of accepted significance. Thus hypothesis H₂ is accepted.

Hypothesis 3
In figure 4.3 is the result from the paired-samples t-test that was conducted to evaluate the difference between importance and satisfaction concerning culture illustrated. There was not a statistically significant difference between the importance and satisfaction regarding culture. The p-value is 0.324, which is above 0.05 that is the level of accepted significance. Thus hypothesis H₃ is rejected.
4.5 Identification of strategic capabilities

Figure 4.1

In the figure 4.1 is the total mean of all variables regarding importance and the total mean of all variables regarding satisfaction compared. The vertical line represents the mean of importance, which was 3.54 and the horizontal line represents the mean of satisfaction, which was 3.40. This creates four different groups. Together these lines forms the four different group were the different variables are placed depending on their mean.

**Group 1**
- Higher than average on importance
- Lower than average on satisfaction

**Group 2**
- Higher than average on importance
- Higher than average on satisfaction

**Group 3**
- Lower than average on importance
- Lower than average on satisfaction

**Group 4**
- Lower than average on importance
- Higher than average on satisfaction
5. Discussion and conclusion

This chapter consists of a discussion of the presented results from the previous chapter where the main objective is to answer the study’s purpose. The discussion will concern the measured CSFs and how they are related to the theoretical foundation and the chapter will emerge in whether any of the CSFs can be identified as strategic capabilities.

5.1 Discussion

5.1.1 Availability

Availability is the variable that derives from the pre-study but is not discussed in the theoretical foundation of CSF. The paired t-test indicates that there is a significant difference between how important and how satisfied the consumers are with the availability concept. Hypothesis 1 \( (H_1) \) “There is a difference between how satisfied customers are with the availability and how important it is for them” is therefore accepted. These results implicate that either is the satisfaction higher or lower than the importance of the concept and the overall result is that the importance and satisfaction are not coherent. The mean of importance is 3.68 while the mean of the satisfaction is 3.54, which shows that the consumers are less satisfied compared to the importance of availability. The CSFs or variables that are included in the availability concept are transportation, parking spots and opening hours which all are resources which Växjö Citysamverkan controls. According to Helfat & Peteraf (2003) a resource is something organisations control and in order to exploit its resources must the competences be effectively managed (Johnson et al., 2011; Amit & Schoemaker, 1993; Eisenhardt & Martin, 2000). That the mean of the respondent’s answers view that the availability concept is more important than they are satisfied can also be seen as resources that are not managed with the right competences. Hence should Växjö Citysamverkan when discussing availability aspects focus more in their operations to manage their competences efficient to gain competitive advantage (Teece et al., 1997) and satisfy their customers by providing higher value (McKee et al., 1989).

Although it needs to be considered that some of the CSFs within the availability concept significantly differ in the P-value in relation to others. The CSF of transportation shows findings that support Rockart (1978) and Freund (1988) articles, which discuss the essence for organisations to have control over its CSF to be
successful. Control can be interpreted by understanding how important the CSF is for the customers and also how well organisations perform with the particular variable. The transportation variable is not coherent with the overall availability result instead is the P-value 0.489 which is clear above the accepted level of 0.05. Thus is the importance and satisfaction not difference to each other, which also can be seen in the mean scores in table 4.1. The transportation variable is an identified CSF from the organisations perspective and the results from the respondents indicate that Växjö Citysamverkan control that variable efficient. An identified CSF needs to be carefully preserved to achieve prosperity in the organisation (Boyton et al., 1984). In this specific case the CSF of transportation is the variable that have the lowest t-value of all tested variables, which also indicate that the same variable have the closest mean between the importance and satisfaction. These numbers can be interpreted by seeing transportation as the current CSF that Växjö Citysamverkan is most efficient in performance with. That respondent’s answer indicates that the variable is an important resource and also is executed with the right competence.

Further discussing availability there are also two variables, opening hours and parking spots that are coherent with the overall score of availability. Their P-value is significant below the accepted level of 0.05 and thus there is a difference between how satisfied and how important these variables are for the respondents. These variables are also divided into questions that concern how they perceive the variables depending on weekdays or weekends. The findings from these specific questions were that the answers from both variables are different depending on weekdays and weekends. The satisfaction was lower on weekends for both variables in comparison with the importance variable and on weekdays the satisfaction were higher than the importance. Kurnia & Rahim (2007) and Keats & Bracker (1988) explain how satisfaction is a vital aspect to consider in organisation CSF. Hence Växjö Citysamverkan must understand how important customer thinks their identified CSFs are and hence relate the importance to the satisfaction. If the satisfaction is lower or higher than the importance might depend on that there are competences or resources that are not performing good enough. Therefore it is vital for Växjö citysamverkan to deploy its resources and competences in an effective manner to be competitive (Singh & Oberoi, 2013; Größler, 2010).
5.1.2 Service

Service is one variable that derives from the pre-study but also is discussed in the theoretical foundation of CSF. The outcome of the pre-test resulted in the identification of CSFs from Växjö Citysamverkans perspective and Boyton et al. (1984) argues that when organisations have identified its CSFs they need careful attention to secure the organisations future prosperity. Earlier research argues that service is a CSF for organisation that customer’s value among the most (Raravi et al., 2013; Mamalis, 2009). Service is a CSF, which Växjö Citysamverkan recurrent discussed in the pre-study as something they tried to emphasise their efforts towards in order to satisfy their customers. Service is also a variable that is strongly related to customers’ satisfaction and is thoroughly discussed in literature (Grandey et al., 2005; Devaraj et al., 2011; Emerson & Grimm, 1999). Although the findings from the respondents indicate that the organisation does not fulfil customers satisfaction regarding service.

The numbers from table 4.2 indicate that the P-value is well below the maximum level of statistical significance. Hypothesis 2 ($H_2$) “There is a difference between how satisfied customers are with the service and how important it is for them” is therefore accepted. The service concept shows similar findings as the availability concept, both have low p-values and their hypothesis is accepted. Service is though the concept that has the biggest difference between importance and satisfaction. The mean differs with 0.3 where importance is 3.66 and the mean of satisfaction is 3.36. Which implicates that the respondents are less satisfied with the standard of service in Växjö City in contrast of how important they believe it is. Hence value the respondents’ service more than they are offered in satisfaction. Further explains Johnson et al. (2010) and Grunert & Ellegard (1992) that CSFs are as what the customer actual value and the respondents value service. Thus needs Växjö Citysamverkan to focus more on the service concept in their operations to satisfy their customers. Also is satisfaction a strong factor all organisations CSF should strive for in their operations (Kurnia & Rahim, 2007; Keats & Bracker, 1988).

It needs to be considered that some of the CSFs within the concept of service differ. Hence, that the findings indicate various values of the numbers, which especially are illustrated in the mean and t-values. The most interesting CSF to evaluate is the
variety of stores, whose difference in mean is 1.59 and also has a t-value that reaches 11.013. These numbers indicates that there is a significant difference between the importance and satisfaction. Involving all results from the paired t-test, variety of stores is the variable that the respondents are least satisfied with but also the variable respondents believe is the most important variable of all CSFs. These results indicate that the variety of stores is something the respondents value very highly but also that they are less satisfied with it compared to its importance.

It is not reasonable to expect that Växjö Citysamverkan can fix the problem with the low satisfaction in variety of stores instantly. The kind of stores that establish themselves in Växjö Citysamverkan depends on several variables that the organisation cannot control. Though should the organisation see the offering in stores as a resource they can affect and hence try to use their competence to develop that CSF and satisfy their customers more. Zhang et al. (2002) and Teece et al. (1997) discuss how well managed strategic capabilities, the organisations resources and competences can give higher satisfaction to the customers.

Another interesting perspectives from the findings are that the number of stores differs significant compared to the variety of stores. The findings from the CSF, numbers of stores shows that the p-value is 0.117, which is higher than the accepted p-value of 0.05. The means between the importance and satisfaction of the concept are also quite low. Thus is this CSF something that the organisation manages well since the respondents indicate that there is just a slight difference between the importance and how satisfied they are with the variable. Rockart (1978) and Freund (1988) explain that organisations should have control over its CSFs to be successful. Control can be interpreted by understanding how important the CSF is for the customers and also how well organisations perform with the particular variable. Hence can the number of stores be seen as a CSF which Växjö Citysamverkan controls and might help them to be successful.
5.1.3 Culture

The culture concept derived from the pre-study but is also described in the literature review. The paired t-test indicates that the consumer’s perception of importance and satisfaction was equivalent. Hence, hypothesis H₃ “There is a difference between how satisfied customers are with the culture and how important it is for them” was rejected. Therefore it can be assumed that Växjö Citysamverkan have a good understanding on what type of consumers they attract. Since Solomon et al. (2010) argues in order to satisfy consumers in the aspect of culture the consumers’ behaviour need to be understood. Further, language, religion and social habits are factors that affect consumer behaviour (Solomon et al., 2010; Lee & Kacen, 2008). The means for importance and satisfaction in culture indicate that the respondents are slightly more satisfied than they think the concept is. That also can be interpreted that Växjö Citysamverkan has a good understanding of their consumer’s origin. Hence, it can be assumed that the resources and competences possessed are effectively deployed on the cultural activities (Johnson et al., 2011). Further Teece et al. (1997) explains in order to reach customer satisfaction well managed capabilities is needed. In order to maintain capabilities they need to be reconfigurable, also called dynamic. As the environment changes very fast the cultural influences are not always the same, which is something organisations needs to be aware of (Teece et al., 1997). Looking on the results from the survey it indicates that Växjö Citysamverkan have succeeded to adapt their capabilities to the changing environment. However, if looking at the means of importance and satisfaction a slightly higher mean could be seen on satisfaction. This may indicate that they are using their capabilities well, although as the difference is not that significant this may not be the case since it can be depending on several factors.

From the pre-study three CSF for Växjö Citysamverkan concerning culture was extracted. These variables were Events, Nightlife and Atmosphere. Generally culture was well managed by Växjö Citysamverkan. Although, when looking closer on each variable a deviant pattern can be seen. The variable concerning events in Växjö is far below 0,05, which indicates that there is a difference between satisfaction and importance. Further, when looking closer on the means for importance and satisfaction for the same variable, a higher mean can be seen on satisfaction. Watts et al. (1993) & Kathuria & Partovi (1999) argues that the resources and competences
should be directed in the right direction, Otherwise it could be seen as a waste of capabilities that could be used in other aspects. Further, this may indicate that Växjö Citysamverkan does not have fully understood the consumers and their cultural beliefs. Understanding cultural influences are important, Dziewbowska & Funack (2000) explains that cultural activities that the consumer can take part off. In this case events are seen as a cultural activity and can also be seen as a CSF if well managed.

When looking at the other variables, nightlife and events, they are consequent with the general perception of culture. They are both within the t-range of -2,0639 and 2,0639, which means that the p-value exceeds 0,05. This indicates that the resources and competences used in order to exaggerate these variables are used in a rather effective manner, since the satisfaction is high (McKee et al., 1989). When looking at the means relatively high means can be found both in importance and satisfaction concerning the atmosphere in Växjö city. Zhang et al. (2002) argues that in order to get satisfied consumers an organisation need to focus their capabilities on the right things. The atmosphere is a rather important CSF and at the same time the consumers are satisfied, thus that they focus their capabilities on the right things.

5.2 Identification of strategic capabilities

Figure 4.1 was developed to see how the scores of all CSFs relate to each other. The figure divided all the variables into four different categories or groups. In group 1, the variables scored higher than the overall mean on importance but lower regarding the overall mean of satisfaction. This group included opening hours weekends, parking weekends and variety of stores. Boynton et al. (1984) argues that once the organisations CSF are identified they need careful attention for the organisations further prosperity. Hence it can be assumed that these areas have been under prioritized by the organisation. According to Freund (1988) CSFs are those areas that need to go right in order for the organisations to be successful and CSF could affect the organisations in both a positive or negative way. Therefore it can be assumed that the variables in group one are CSFs that affect the organisation in a negative way. That the respondents believe that the importance of these CSFs is higher than the satisfaction they receive, which gives incentives to strengthen these CSFs. In order to enhance strategic capabilities an organisation need to direct their resources and competences into the right area (Locket & Wild, 2014; Johnson et al., 2011;
Eisenhardt & Martin, 2000). Since several CSFs were low on satisfaction and at the same time had a high importance for the consumers. This indicates that the resources and competences possessed by Växjö Citysamverkan are not employed in the right manner.

In group 2 the variables scored higher than the overall mean of importance and also higher on the overall mean of satisfaction. This group includes numbers of stores, atmosphere and transportation. These CSFs are variables that Växjö Citysamverkan manages well since the respondents indicate that the CSFs are both important for them and something they are satisfied with. Hence, it can be seen that the organisation control these variables effective, that they both understand how important they are and also realizing what the customer expect. Singh & Oberoi (2013) and Größler (2010) highlight the importance of employing and deploying resources and competences in an effective manner in order to achieve strategic capabilities. By managing strategic capabilities well it will lead to competitive advantage (Größler, 2010). In this extent Växjö Citysamverkan can be considered as successful, as those variables that have a high importance for the consumers also score high on satisfaction. McKee et al. (1989) argues that a vital factor for satisfied customers is providing high value to the customers. Managing resources and competencies in a successful manner will hopefully result in a high value for the customers (McKee et al., 1989). The results indicates that the resources and competences deployed on the variables in group 2 are well managed. The CSFs in group 2, number of stores, atmosphere and transportation have all requirements that characteristic a strategic capability. Three CSFs that the organisation are performing well with and hence could be considered as strategic capabilities that Växjö Citysamverkan uses be more competitive.

In group 3 the variables score lower than the overall mean on both importance and satisfaction and this group includes Nightlife and Events. Accordingly to De Vasconcellos et al. (1989) organisations that are aiming for superiority over others should concentrate on a few CSFs very well instead of greater numbers factors reasonably well. Therefore it can be seen as the variables in group 3 should not obtain as much focus as the other groups. In group 4 the variables score lower than the overall mean on importance but higher regarding the overall mean of satisfaction.
This group includes Opening weekdays, parking weekdays, Reception and guidance. Locket & wild (2014) and Größler (2010) argues that the opportunities for organisations to prosper are dependent on the resources possessed, therefore it is vital to employ the resources on the right areas in order to be competitive and not waste resources. Thus it can be seen as the variables in group 4 are well managed, however Locket & Wild (2014) emphasizes the importance of employing resources on areas that are important to the consumer. As the score of importance is rather low while the score of satisfaction is high this may indicate that the resources and competences are deployed in a wasteful manner. Therefore less resources and competence should be directed to these variables and instead be used on more useful areas.

5.3 Conclusion
In the discussion all CSFs were evaluated in order to see findings regarding the importance and satisfaction for each CSF. The findings indicate that it is possible to identify strategic capabilities by evaluating CSFs. The results also shows that there are three specific CSFs that also can be seen as strategic capabilities since they performed well in satisfaction and also perceived as important. These three CSFs are transportation, number of stores and atmosphere.

Transportation was part of the concept of availability. Even though availability in general differed in the relationship between importance and satisfaction was transportation divergent from the other variables. However, the scores on both importance and satisfaction concerning the transportation variable were high. Thus is transportation a result of well managed resources and competences and can therefore be identified as a strategic capability.

Atmosphere was part of the concept of culture. The results indicate that culture did not differ significant between the importance of the concept and how satisfied the respondents were with it. Atmosphere was the strongest variable within the concept of culture since that variable had the highest score on both importance and satisfaction. Thus can atmosphere be identified as a strategic capability as the resources and competences are employed in an effective manner.
Number of stores was part of the concept of service. Although, the general perception of service differed since the experienced satisfaction was lower than the perceived importance. However, concerning the variable number of stores the results shows that the score was high on both the apprehend satisfaction and the perceived importance. Hence number of stores is a semblance of effectively used resources and competences and therefore is the variable also identified as a strategic capability.
6. Implications, limitations and future research

This chapter consists of managerial and academic implications that derive from the findings in the study. Further, limitations for this study and suggestions for further research are also presented.

6.1 Managerial implications

The different variables were placed in four different groups depending on their score. Depending on which group it was placed in different actions needs to be taken from Växjö Citysamverkans perspective. Starting with the CSFs placed in group 1, variables placed here implicates that the organisation does not manage them correctly compared to the importance of the variables. The variables were opening hours during weekends, parking spots during weekends and variety of stores. As variety of stores scored the highest in importance of all variables but also the lowest of all variables in satisfaction, it indicates that a clear dysfunctionality can be found in this area. Further parking spots during weekends and opening hours during weekends also need some improvement. Thus resources and competences must be directed into this area in order to increase the satisfaction among consumers.

Group 2 consisted of those variables that were identified as strategic capabilities. The variables were transportation, atmosphere and number of stores. However, any major alterations towards these variables are not necessary, as they are already operating well. Växjö Citysamverkan should rather maintain the same approach to these variables.

Group 3 consists of those variables that had a low score on both importance and satisfaction. Variables in this group can be seen as less important for the organisations, even not important at all. The variables were nightlife and events. Neither more nor less emphasis should be put on these variables, as it is not important according to the respondents.

The last group, group 4, is characterized by variables that are low on importance but rather high on satisfaction. The variables that were placed in this group is parking during weekdays, guidance, reception and opening hours during weekdays. All variables in this group have a significant higher score on satisfaction than on
importance, this indicates that the consumers are more than satisfied even though they
do not value the importance as much as satisfaction. Hence, Växjö Citysamverkan
should consider lowering the resources and competences used in this area and direct it
into another area where it is more needed.

6.2 Academic implications
Day (1994) explained that further research should strive for the identification of
capabilities. Also argued Atoche-Kong (2009) that further research should emphasize
for the possibility of developing new measurement tools to identify capabilities within
organisations. Hence, this study can contribute to the research field by indicate on that
strategic capabilities can be identified by evaluating critical success factors. That the
process of identify organisations CSFs and evaluate them by measuring their
performance can create strategic capabilities.

Although it needs to be considered that the findings in this study have been dependent
on a case study. Which implicates that the results are not representative for more than
similar organisations as Växjö Citysamverkan. Thus, that the concrete findings for the
case can only be applicable in other similar organisations in other cities that are alike
Växjö. However it could be argued that the findings about the possibility to identify
strategic capabilities within organisation by evaluating CSFs are more representative
in other contexts as well.

6.3 Limitations of the study
This thesis was limited to one organisation’s perspective where findings regarding
Critical success factors and Strategic capabilities were studied. The academically
implications in this study indicates that CSFs can be identified as Strategic
capabilities in organisations similar to Växjö Citysamverkan. That is organisations
with the objective to increase the attractiveness of a city centre. Since the study was a
case study it might imply that the results could only be applicable for Växjö
Citysamverkan itself. Although since the purpose of the study was to see if a CSF is
possible to identify as a strategic capability could organisations in other cities in
Sweden with the same objective use this study and its findings. Hence they can see in
the findings from this thesis that it is possible to evaluate CSFs in order to identify
strategic capabilities. Which they can apply to their own context where they can study
whether their own CSFs can be identified as strategic capabilities.
Further when discussing the sampling procedure, the choice of sampling was thoroughly discussed. In order to see findings for an entire city the whole population needs to be considered when conducting the sampling procedure, a so called probability sampling. The population was considered to large for this research to handle compared to the time aspect available and therefore this study applied a convenience sampling instead. By not implementing a probability sampling the findings from this study might not be as trustworthy as it could have been. It might be that some of the findings are biased since the respondents might been to homogeneous when they were asked to answer the questionnaire. However to increase the credibility in the study the convenience sampling was executed with so many random influences as possible. The data collection was gathered at three different occasions and places and therefore it is not likely that the answers are too biased to accuse the findings as inaccurate.

6.4 Future research

As the research was conducted on a specific case the results might not be generalizable in a larger context. Hence, to develop the research area for future research, it would be interesting to test the findings on other organisations similar to Växjö Citysamverkan. Organisations that are operating to increase the attractiveness of a city centre and hence see whether it is possible to identify strategic capabilities by evaluating CSFs in these organisations.
7. Reference list


Sijtsma, K. (2009). On the use, the misuse, and the very limited usefulness of Cronbach’s alpha. *Psychometrika, 74*(1), 107-120.


**Interview**

Appendix 1: Empirical data from pre-study

Pre study

In this chapter the business plan and market plan from Växjö Citysamverkan have been examined as well as an interview with the CEO and responsible for market activities. This in order to identify Växjö Citysamverkans critical success factors.

Interview with top managers.

Martina Batur the marketing director and CEO Jenny Rungegård were interviewed and they described Växjö as a smaller town with urban vibes. It was stated that is is essential to communicate this message and feeling to the consumers for the organisation to reach their goals, both in their communication and physical environment. Växjö Citysamverkans goals and objectives are to make Växjö a more attractive city centre in order to increase their market share. Their main goals are to increase the number of visitors as well as the frequency of visitors in Växjö city (Batur & Rungegård, 2014).

Throughout the interview, it emerged that the factors they considered most important to be successful and reach their goals were divided into different work departments. Those six work departments are market-group, establishment-group, urban space-group, development-group, culture-group, and availability-group. The different groups objective have different work areas that all had different characteristics but the main goal for all were to fulfil Växjö Citysamverkans goal to attract more visitors to Växjö City. The specific aspects that the organisation sees as factors to success are described in more detail further down in the interview (Batur & Rungegård, 2014).

The managers divided Växjö Citysamverkans critical success factors into 3 overall concepts, availability, service and culture where each concept had. The discussion raised many different views regarding their values where their core values was described as a city with effective shopping with urban vibes, but also a feeling of belonging in form of a good atmosphere. This was however discussed in an abstract way and to achieve this the concepts of availability, service and culture were highlighted throughout the interview. Availability was explained as one of the most contributing factor to success and consists of factors, which facilitate the access of
transportation to and within the city as well as parking spots and opening hours. Those factors were expressed as very important because they contributed to Växjös offer in the way that it could be consumed in a satisfactory manner. Service was highlighted as a core for the organisation to achieve its goals and satisfy the customers with the values they want to offer. They believed that a large part of the service consist of offering a mix and breadth in stores but at the same time have a good customer service where the customer feel welcomed and get the help they need. Finally Culture was discussed as a big part of Växjö and a contributing factor to it is attractiveness. The managers highlighted different types of events and nightlife as important factors but also the atmosphere in the city as a vital part of the cultural feeling. Culture, Availability and Service were determined as the most vital Critical success factors that Växjö Citysamverkan are working with to attract more customers. Although each concept were further divided into three variables, where each part was stated as a critical success factor that the organisation is working with (Batur & Rungegård, 2014).

Content analysis
After reviewing the material on Citysamverkan consisting of their marketing plan and business plan the authors found some different variables related to their Critical success factors. First of all their overall mission is : Växjö Citysamverkan AB must actively influence to strengthen the city’s competitiveness and thereby allow for high profitability of the city's industries and help to further value creation in Växjö (Växjö city Business plan, 2014).

Växjö Citysamverkan main goals for the two coming years are to increase the attractiveness of Växjö in order to raise their market share and increase the number of visitors as well as the frequency of visits (Växjö city Business plan, 2014). Their goals and objectives are accordingly with something called “City life in Småland” where Småland is the region Växjö is located in. The message with “City life in Småland” is that the offer must be designed on the individual's condition and includes their offering, core values and unique selling arguments and is also defined as their market position. It also includes a section with focus on weekends to give the consumers a feeling of my city on the weekends.
Växjö Citysamverkan’s core values are effective shopping, my city and opportunities. Effective shopping involves that the consumers should receive a mix & width in shopping as well as proximity with favourable opening hours and a good reception with knowledge. My City involves an atmosphere where the consumer should feel involved in the city and get a unique and memorable experience when shopping, but also a cultural feeling of events and nightlife. Opportunities also involve a good treatment with possibilities to experience the city and its offerings. Those three core values are satisfied with their offerings that consist of supply, culture, atmosphere and service (Växjö city Marketing plan, 2014).

Växjö Citysamverkan is stating in their market plan that some of the most important factors to attract consumers is with a good availability, high service, width and variety in stores and favourable opening hours (Växjö city Marketing plan, 2014). In the business plan it was found that in order to increase the attractiveness of the city, Växjö Citysamverkan are working with some special areas to reach their goals. These are to improve the availability, service, width and variety in stores, opening hours, atmosphere, culture and finally service (Växjö city Business plan, 2014). These aspects can also be seen as critical success factors for the organisation, that these factors are ways for the Växjö Citysamverkan to attract more customers.
Appendix 2: Operationalization survey

<table>
<thead>
<tr>
<th>Theoretical concept</th>
<th>Measurement</th>
<th>Question(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background questions</td>
<td>15 or less/16-25/26-35/36-45/46-55/ 56 or older (Ratio scale)</td>
<td>Age?</td>
</tr>
<tr>
<td></td>
<td>Male/Female (Dichotomous scale)</td>
<td>Gender?</td>
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<tr>
<td></td>
<td>Yes/No (Dichotomous scale)</td>
<td>Have you ever visited Växjö City?</td>
</tr>
<tr>
<td></td>
<td>Daily/Weekly/Monthly/Less often (Ordinal scale)</td>
<td>If yes: How often do you visit Växjö city?</td>
</tr>
<tr>
<td></td>
<td>Unemployed/Student/Employed/Other (Nominal scale)</td>
<td>Current occupation?</td>
</tr>
<tr>
<td></td>
<td>Buy clothes/Buy household items/Visiting restaurants/Other (Nominal scale)</td>
<td>What is the most common reason for you to visit Växjö City?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Theoretical concept</th>
<th>Measurement variables</th>
<th>Question(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-5 (Likert-scale)</td>
<td>To what extent do you think the convenience of transportation to and from Växjö City is an important aspect?</td>
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<td></td>
<td>Very low extent-Very high extent</td>
<td>Availability - Transportation</td>
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<tr>
<td></td>
<td>1-5 (Likert-scale)</td>
<td>To what extent do you think parking spots are an important aspect when visiting Växjö City on weekdays?</td>
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<td></td>
<td>Very low extent-Very high extent</td>
<td>Availability - Parking spots</td>
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<tr>
<td></td>
<td>1-5 (Likert-scale)</td>
<td>To what extent do you think parking spots are an important aspect when visiting Växjö City on weekends?</td>
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<tr>
<td></td>
<td>Very low extent-Very high extent</td>
<td>Availability - Parking spots</td>
</tr>
<tr>
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<td>1-5 (Likert-scale)</td>
<td>To what extent do you think opening hours are an important aspect when visiting Växjö City on weekdays?</td>
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<td>Very low extent-Very high extent</td>
<td>Availability - Opening hours</td>
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<tr>
<td>Critical success factors</td>
<td>1-5 (Likert-scale) Very low extent - Very high extent</td>
<td>Availability - Opening hours</td>
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<tr>
<td></td>
<td>1-5 (Likert-scale) Very low extent - Very high extent</td>
<td>Service - Number of stores</td>
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<tr>
<td></td>
<td>1-5 (Likert-scale) Very low extent - Very high extent</td>
<td>Service - Variety in stores</td>
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<td>Service - Customer service</td>
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<tr>
<td></td>
<td>1-5 (Likert-scale) Very low extent - Very high extent</td>
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<td>Availability - Customer Satisfaction</td>
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<td>1-5 (Likert-scale)</td>
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<td>------------------------------------------------</td>
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<td>- Customer satisfaction</td>
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</tr>
<tr>
<td>Strongly Disagree-Strongly Agree</td>
<td>Service</td>
<td>- Customer satisfaction</td>
</tr>
<tr>
<td>Strongly Disagree-Strongly Agree</td>
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<td>- Customer satisfaction</td>
</tr>
<tr>
<td>Strongly Disagree-Strongly Agree</td>
<td>Service</td>
<td>- Customer satisfaction</td>
</tr>
<tr>
<td>Strongly Disagree-Strongly Agree</td>
<td>Culture</td>
<td>- Customer satisfaction</td>
</tr>
<tr>
<td>Strongly Disagree-Strongly Agree</td>
<td>Culture</td>
<td>- Customer satisfaction</td>
</tr>
<tr>
<td>Variable</td>
<td>Theoretical definition</td>
<td>Operational definition</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td><em>Customer satisfaction</em></td>
<td>A vital factor for satisfied customers is providing high value to the customers. Managing resources and competencies in a successful manner will hopefully result in a high value for the customers (McKee et al., 1989).</td>
<td>In order to identify possible strategic capabilities the satisfaction of the tested CSFs are measured.</td>
</tr>
</tbody>
</table>
### Appendix 3: Interview guide for pre-study

This interview guide was used when conducting the pre-study, both in the semi-structured interview and the content analysis.

<table>
<thead>
<tr>
<th>Interview guide for pre-study – Växjö Citysamverkan</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are Växjö Citysamverkans Goals &amp; objectives?</td>
</tr>
<tr>
<td>What are Växjö Citysamverkans Values?</td>
</tr>
<tr>
<td>What is Växjö Citysamverkan doing to achieve their goals &amp; objectives?</td>
</tr>
<tr>
<td>How is Växjö Citysamverkan working with achieving their goals &amp; objectives?</td>
</tr>
<tr>
<td>What is Växjö Citysamverkan doing to sustain and develop their values?</td>
</tr>
<tr>
<td>What values do you consider most important to Växjö Citysamverkans success?</td>
</tr>
<tr>
<td>What are the critical factors for Växjö Citysamverkans success?</td>
</tr>
</tbody>
</table>
Appendix 4: Questionnaire

Thank you for taking the time to complete this survey about Växjö City. Your feedback is important to us in order for us to complete our bachelor thesis and contributing to the attractiveness of Växjö City. This survey will hopefully help Växjö Citysamverkan increase your satisfaction when visiting the city centre of Växjö City. Your answers will be anonymous.

Any questions marked with an asterisk (*) require an answer in order to progress through the survey.

If you have any questions about the survey, please contact us at:

Marcus Engdahl, me222gz@student.lnu.se.

Fredrik Cöster, fc222ar@student.lnu.se

Johan Svensson js222km@student.lnu.se

Please proceed to next page to start the survey.

Background questions

Bg1: Age?
1 = 15 or less
2 = 16-25
3 = 26-35
4 = 36-45
5 = 46-55
6 = 56 or older

Bg2: Gender?
1 = Male
2 = Female

Bg3: Have you ever visited Växjö city?
1 = Yes
2 = No
Bg4: If yes: How often do you visit Växjö city?
1 = Daily
2 = Weekly
3 = Monthly
4 = Less often

Bg5: Current occupation?
1 = Unemployed
2 = Employed
3 = Student
4 = Other

Bg6: What is the most common reason for you to visit Växjö City?
1 = Buy clothes
2 = Buy household items
3 = Visiting restaurants
4 = Other

Bg7: Have you noticed any marketing for Växjö City? E.g. Internet, posters or television
1 = Yes
2 = No

Availability

Av1: To what extent do you think the convenience of transportation to and from Växjö City is an important aspect?
1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Av2: I am satisfied with the transport connections to and from Växjö City.
1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Av3: To what extent are parking spots an important aspect when visiting Växjö City during weekdays?
1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent
Av4: To what extent are parking spots are an important aspect when visiting Växjö City during weekends?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Av5: I am satisfied with the availability of parking spots during weekdays in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Av6: I am satisfied with the availability of parking spots during weekends in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Av7: To what extent do you think opening hours are an important aspect when visiting Växjö City during weekdays?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Av8: To what extent do you think opening hours are an important aspect when visiting Växjö City during weekends?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent
Av9: I am satisfied with the opening hours during weekdays in Växjö city.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Av10: I am satisfied with the opening hours during weekends in Växjö city.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Service

Srv1: To what extent do you think the number of stores is an important aspect when visiting Växjö City?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Srv2: I am satisfied with the number of stores in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Srv3: To what extent do you think the variety of stores is an important aspect when visiting Växjö City?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent
Srv4: I am satisfied with the variety of stores in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Srv5: To what extent do you think the customer service have a big importance when visiting Växjö City in the aspect of guidance?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Srv6: To what extent do you think the customer service have a big importance when visiting Växjö City in the aspect of reception?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Srv7: I am satisfied with the customer service in the aspect of guidance in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Srv8: I am satisfied with the customer service in the aspect of reception in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree
Culture

Cul1: To what extent are events a contributing factor for you to visit Växjö City?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Cul2: I am satisfied with the events arranged in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Cul3: To what extent is the nightlife a contributing factor for you to visit Växjö City?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Cul4: I am satisfied with the nightlife in Växjö city.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree

Cul5: To what extent do you think the atmosphere is an important aspect when visiting Växjö City?

1 = Very low extent
2 = Low extent
3 = Neither low or high extent
4 = High extent
5 = Very high extent

Cul6: I am satisfied with the atmosphere in Växjö City.

1 = Strongly disagree
2 = Disagree
3 = Neither disagree or agree
4 = Agree
5 = Strongly agree