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Strategic international risk variables influencing South Africa's grade 9 construction firms' entry mode choices into other African countries

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Response to Reviewer 2's feedback

The author would like to thank the reviewers for their valuable feedback on the first draft of this chapter. This current draft has now been revised (as indicated in the texts highlighted in yellow in the entire document) in relation to the feedback provided, which, hopefully, satisfactorily addresses the comments. The summary is presented in the ensuing table.

No.	Comment	Response
1	**Abstract:** a) Abstract is too long. Candidate could consider reducing the length to 1 or 1 ½ pages.	a) A structured approach (IEEE) to the abstract was used. Abstract reduced to 1 ½ pages
2	**Chapter One:** a) The first paragraph of section 1.2 contains inconsistent in-text referencing styles. Consistency should be ensured. – Page 3 b) Brief definitions for the two main variables ('Entry mode strategy' & 'strategic international risk') should be provided in chapter 1. These are missing c) The aim contains two statements and this defeats the brevity required of a research aim. Candidate could consider dropping the second statement or combing the two into one succinct aim. – Page 5 d) Presenting the research questions with the objectives as a basis, looks synthetic. It would have been more systematic for the research questions to flow out of the problem definition. Thereafter, the objectives would show how the research questions would be answered. – Page 6 e) There is no brief description of research methods used in achieving the research objectives.	a) Corrected. b) Brief definitions of 'Entry mode strategy' & 'strategic international risk' have been included in sub-section 1.2 (Background). c) Done. The second sentence has been removed because the aim of the study is covered in the first sentence. d) Done. The questions now flow from the problem statement and the aim and objective of the study show how the research questions will be answered, respectively. e) Done. A new section 1.7 Methodology added to give a brief description of the methodology used to meet objectives.

No.	Comment	Response
3	**Chapter Two:** a) '*Literature review'* appears as the sub-heading of section 2.2 as well as the main heading for chapter 2. The appropriate sub-heading for 2.2 should be used to describe what is contained in that section. – Page 7 b) The full meaning of KPMG should be stated, especially where it is used in the first instance. – Page 9 c) The last sentence of the first paragraph of sub-section 2.2.2 is incomplete. Thus, the reason given the explain why 'Entry mode strategy' is a corporate strategy, is unclear. – Page 10	a) An appropriate sub-heading for 2.2 has been included and the remaining sub-sections have been re-numbered accordingly (2.3-2.8). b) Full meaning of KPMG first appears on page 8 and the acronym has been expanded accordingly. KPMG has also been included in the list of Abbreviations. c) Sentence restructured to clarify why an entry mode strategy can be classified as a corporate strategy.
4	**Chapter Three:** a) The candidate indicates that the questionnaire was distributed to managers within grade 9 construction firms registered with the CIDB over a period of three months, no reason was given for why this selection was made. – Page 30 b) Throughout chapter 3, Saunders (2009) have been cited extensively. Could there be any reason for the candidate's overreliance on this author's text book? c) This statement: "*The questionnaire was structured in such a way that it will be able to yield the same results if conducted by and in the (sections 5&6) there is transparency in the way in which conclusions were drawn from the raw data* " is unclear. Candidate needs to clarify. – Page 43 lines 12-14.	a) Clarified that Grade 9 contractors were selected because of their financial and work capabilities - (financial and work capability to execute work worth R130 million or more.) b) No, there is no particular reason. Saunders (2009) research onion provided a structured methodology for the study. More authors have been added to decrease the overreliance on Saunders. c) Sentence clarified that it should have read "*… able to yield the same results if conducted by someone else…".* This was to demonstrate the reliability and validity of the study.

No.	Comment	Response
5	**Chapter Four:** a) The following issues have not been made clear in the report. Candidate needs to address them: o Table 4.1 shows 13 interviewees, whilst table 4.2 shows 5; how many interviewees in all? o How many grade 9 construction firms were involved in the study? o How were those firms selected? b) The last sentence on page 47 reads: "The below table indicates is a summary of the responses: ……". After correcting the grammatical error in this sentence, the candidate has to name the particular table being referred to – Page 47 c) Since the sample size, as presented in table 4.1, is small, candidate could consider stating the results in total counts instead of stating them in percentages. – Page 49 paragraph 1 d) Candidate states that 7 of the respondents indicated that their firms were intending to venture into other markets. However, counting from table 4.1 shows 5 respondents. This should be checked and reconciled. – Page 48-50. e) In the preceding statement to table 4.2, candidate refers to [*table 4.1 below*]. Meanwhile table 4.1 does not appear below. this should be checked and corrected. – Page 51 f) The charts presented in figures 4.2, 4.3 & 4.4 are mere repetition of results presented in	a) The comments have been clarified as follows: o There were 13 interviewees in total. Table 4.2 has been updated to indicate 13 respondents to align with Table 4.1 in order to eliminate the confusion. o 13 firms were part of the study. This is further illustrated in Figure 3.6. o The entire population (CIDB grade 9) contractor list were contacted. How the firms were selected is illustrated in sub-section 3.8: Population b) Sentence corrected to read "*A summary of the responses are presented in table 4.1, below:"* c) Counts used with percentages in brackets throughout. d) The seven respondents that have not yet ventured into other markets have been shaded in grey on both table 4.1 and 4.2, to provide clarity. e) Corrected. It now reads table 4.2 instead of table 4.1 f) Figures 4.2, 4.3 and 4.4 removed

No.	Comment	Response
	table 4.1. Candidate could disregard these charts to avoid unnecessary repetition of results presentation. – Page 54-55	to avoid unnecessary repetition of results presentation. What was previously figure 4.5 is now the new figure 4.2.
	g) The third and second bullet points on pages 55 and 57 respectively, contain grammatical errors, and these should be corrected. – Page 55 & 57	g) Grammatical errors corrected accordingly.
	h) In discussing table 4.4, the focus should be on the risk types more that the risk groups. The candidate's assertion that market complexity/resource commitment risks have the most influence on the entry mode strategy decision is not exactly the case as presented in in table 4.4. It could also be seen that the same 'market complexity/resource commitment risks' appears as the least ranked risk group and therefore having the least influence. This would contradict the candidate's assertion in the first bullet point on page 58. – Page 58	h) Discussion on table 4.4 has been corrected to focus on risk types instead of risk groups, and the associated sub-sections 5.3, 5.4, 6.1 and abstract were also updated accordingly.
6	**Chapter Five:** a) Delete one of the repeated words "that" in the last but two sentence. – Page 59	a) Duplicate "that" removed.
	b) What is discussed in the first two paragraphs of section 5.2 represents review of literature but not discussions of results, as expected to be seen in chapter 5.	b) The first two paragraphs of sub-section 5.2 have been corrected, and now read as a discussion and not a literature review.
	c) In the last but one paragraph on page 61 table 4.1 is described as containing data analysis results on 'entry mode strategies used by the managers'. However, table 4.1 does not contain such results. Candidate should check. – Page 61	c) The reference made to table 4.1 was discussing the raw data contained in table 4.1 and not describing table 4.1 as containing data analysis. Therefore, no changes required to be made for this point.

No.	Comment	Response
7	Chapter 6: The following words should be corrected: a) Section 6.1, last paragraph: archived to be corrected as achieved – Page 67 b) Sub-section 6.2.1 first paragraph, line 3: through to be corrected as though – Page 67 c) Sub-section 6.2.1 last paragraph, last line: learn to be corrected as lessons – Page 68 d) Sub-section 6.2.2 first paragraph, line 9: "lack of research the…" to be corrected as "lack of research on the…" – Page 68 e) The study has already revealed the reasons why most of the construction firms are not entering other construction markets in Africa. Therefore, it is unclear why the candidate still recommends for further studies to investigate into the reasons behind South Africa's grade 9 construction firms not venturing into other construction markets in Africa. – Page 69	a) Done. Word changed to realized b) Done. Word changed to though c) Done. Word changed to lessons d) Done. Sentence corrected e) Recommendation for further studies to investigate into the reasons behind South Africa's grade 9 construction firms not venturing into other construction markets in Africa has been removed and the recommendation section has been restructured around the remaining recommendation.

The author hopes the foregoing responses address the issues raised by the reviewers. Nonetheless, the author is open to a further review as deemed necessary by the reviewers. Thanks.