

## Effectiveness of Focus Groups as a Qualitative Tool for Solving Corporate Challenges: A Study from Pakistan

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**Abstract:** In today's rapidly evolving business environment, understanding complex corporate challenges requires robust research methodologies. Focus groups, as a qualitative research tool, have gained prominence for their ability to uncover in-depth insights through moderated discussions. This study investigates the effectiveness of focus groups in addressing corporate business issues within the Pakistani context. By conducting focus group sessions with industry professionals across sectors including banking, retail, and FMCG, this research highlights the strategic value of qualitative insights in decision-making processes. The findings underscore the strengths, limitations, and contextual adaptability of focus group methods in Pakistan's corporate landscape. Recommendations for improving methodological rigor and cultural suitability are also discussed.

**Key Words:** Focus Groups, Corporate Challenges, Qualitative Research, Pakistan, Business Insights, Strategic Decision Making

### INTRODUCTION:

#### Background of the Study

In today's volatile and highly competitive corporate landscape, businesses across the globe are facing complex challenges such as technological disruptions, changing consumer behavior, intense market competition, and internal operational inefficiencies. In such an environment, strategic decision-making requires not only quantitative data but also rich, qualitative insights that can capture the nuances of human behavior, organizational culture, and market dynamics (Krueger & Casey, 2014).

Focus group studies—small, moderated group discussions aimed at exploring perceptions, opinions, and attitudes—have emerged as a powerful tool for qualitative inquiry. Unlike surveys and other structured methods, focus groups allow for in-depth exploration of ideas through participant interaction, which often surfaces tacit knowledge and latent issues that quantitative methods may overlook (Morgan, 1997). These group discussions are widely used in disciplines such as sociology, psychology, marketing, and increasingly, in corporate strategy and human resource development (Stewart & Shamdasani, 2015).

Globally, companies use focus groups for tasks such as product development, customer satisfaction analysis, branding, internal communication audits, and employee engagement initiatives. However, the effectiveness of focus groups depends greatly on contextual factors such as cultural norms, organizational hierarchy, facilitator skills, and the sensitivity of the subject matter (Barbour, 2007).

In Pakistan, while large multinational companies and select consulting firms employ focus groups in marketing and consumer research, their application in broader corporate problem-solving is relatively limited. There is a

growing need to evaluate how effective this method truly is within Pakistan's unique socio-cultural and business environment, which is characterized by high power distance, gendered interactions, and hierarchical workplace structures (Hofstede, 2011; Abbas et al., 2020).

#### Problem Statement

Despite their recognized value in generating strategic insights in developed markets, the use of focus groups as a problem-solving tool in the Pakistani corporate sector remains underexplored. Many local firms either lack awareness of qualitative methods or rely excessively on traditional top-down decision-making, missing the opportunity to gain deeper employee and stakeholder perspectives. There is insufficient empirical evidence on whether focus groups can be systematically and effectively used to address internal challenges, resolve organizational conflicts, or improve decision-making in the Pakistani corporate context.

### 1.3 Research Objectives

The primary objectives of this study are:

1. To explore the applicability and relevance of focus group discussions in solving corporate challenges in Pakistan.
2. To assess the effectiveness of focus groups in generating actionable insights for strategic decision-making in local business settings.
3. To identify the barriers and contextual limitations that affect the implementation and outcomes of focus groups in Pakistani organizations.

#### Research Questions

This research will be guided by the following questions:

- How are focus groups currently used (if at all) by Pakistani corporations to address organizational challenges?
- What kinds of insights are typically derived from these discussions, and how are they applied?
- What are the contextual enablers and barriers to the effectiveness of focus group studies in Pakistan?

### Significance of the Study

This study offers a timely contribution to the fields of organizational development and business research by highlighting the potential of qualitative tools—specifically focus groups—in addressing complex business issues in emerging markets like Pakistan. The findings are expected to benefit:

- **Corporate managers and decision-makers** seeking innovative, inclusive approaches to problem-solving;
- **Market researchers and consultants** aiming to incorporate deeper insights into their practice;
- **Academics and students** researching qualitative methods and their application in real-world business environments;
- **Policy-makers** interested in promoting evidence-based and participatory decision-making in organizations.

In particular, this research adds to the limited body of knowledge on how culturally sensitive and contextually adapted focus group methods can be implemented in Pakistani corporate settings for improved organizational effectiveness (Ahmed & Ahmed, 2019).

### Scope and Delimitations

The study focuses on selected corporate sectors in Pakistan, including banking, retail, telecom, and FMCG. It is limited to mid-to-senior-level professionals who have been involved in or have knowledge of focus group practices within their organizations. While the findings may not be generalizable to all industries, they offer important insights into the broader application of qualitative research in the Pakistani business context.

## LITERATURE REVIEW

### Introduction to Focus Groups

Focus groups are a qualitative research technique involving guided group discussions designed to gather opinions, perceptions, and experiences on specific topics. Originating from social science research in the mid-20th century, focus groups have become widely used in market research, public health, education, and increasingly in corporate management (Krueger & Casey, 2014). The interactive nature of the method enables participants to react to and build upon each other's ideas, often yielding richer data than individual interviews or surveys (Morgan, 1997).

### Theoretical Foundation of Focus Groups

Focus groups are rooted in symbolic interactionism and

constructivist epistemology, where meaning is co-created through social interaction. According to Stewart and Shamdasani (2015), focus groups provide insight into not just what participants think, but also how and why they think it. These discussions enable researchers to uncover tacit knowledge, collective reasoning, and organizational dynamics that are often inaccessible through quantitative methods.

Barbour (2007) emphasizes that focus groups are particularly effective when investigating sensitive issues or exploring new concepts in early-stage research. They are also valuable in triangulating data with other qualitative and quantitative methods, increasing the credibility of findings.

### Applications of Focus Groups in Corporate Contexts

In the corporate sector, focus groups serve several purposes including:

- **Product Development:** Identifying customer needs and expectations.
- **Brand Perception Analysis:** Understanding how stakeholders perceive company values.
- **Organizational Change:** Exploring employee attitudes toward restructuring or policy changes.
- **Internal Communication Audits:** Identifying gaps in information dissemination and team alignment.

McQuarrie (2015) notes that multinational companies often use focus groups to guide decision-making in marketing, HR, and operations. These companies view focus groups not as a stand-alone solution, but as a part of a larger strategic inquiry process.

### Benefits of Focus Groups for Business Problem-Solving

Focus groups provide several advantages in corporate problem-solving:

1. **Depth of Insight:** They uncover motivations, attitudes, and emotions behind business issues (Greenbaum, 2000).
2. **Cost Efficiency:** Focus groups are often more affordable than large-scale surveys or longitudinal studies.
3. **Speed of Execution:** They can be conducted quickly to inform time-sensitive decisions.
4. **Exploration of Complex Topics:** Suitable for addressing multidimensional corporate challenges such as low employee morale, interdepartmental conflict, or brand loyalty erosion.

Furthermore, the participatory nature of focus groups fosters a sense of inclusion among employees or stakeholders, enhancing organizational buy-in (Edmunds, 1999).

### Challenges and Limitations of Focus Groups

Despite their advantages, focus groups have inherent limitations:

- **Groupthink and Dominant Voices:** Strong personalities may skew group discussions, reducing the diversity of opinions (Stewart & Shamdasani, 2015).
- **Moderator Dependency:** The quality of results is highly dependent on the moderator's skill in guiding, probing, and managing group dynamics (Barbour, 2007).
- **Limited Generalizability:** Due to small sample sizes and non-random selection, findings are context-specific and cannot be statistically generalized.
- **Cultural Sensitivity:** In conservative or high-context cultures like Pakistan, social hierarchy, gender dynamics, and fear of authority can hinder open expression (Hofstede, 2011; Abbas et al., 2020).

### **Focus Groups in Developing Countries**

In emerging economies, the adoption of focus groups is steadily growing. Sharma and Shukla (2019) explored the use of focus groups in India, noting their effectiveness in capturing culturally embedded consumer behaviors. However, they also pointed out that power distance and communication taboos can limit their utility.

In the Middle East and North Africa (MENA) region, Al-Ghamdi et al. (2017) found that businesses often struggle with facilitating open dialogue in focus groups due to hierarchical barriers and collectivist norms.

### **Focus Group Research in Pakistan**

In Pakistan, focus groups are most commonly used in advertising, brand testing, and consumer behavior studies, primarily by multinational corporations and market research firms (Ahmed & Ahmed, 2019). However, their application for internal corporate diagnostics—such as employee engagement, interdepartmental conflicts, or change resistance—is rare.

Cultural traits such as deference to authority, avoidance of criticism, and gender segregation influence group participation and honesty (Qureshi & Khan, 2021). Therefore, local adaptations, such as gender-specific groups or anonymous response integration, may be necessary.

The lack of trained qualitative researchers and limited organizational awareness of focus group methodology also present barriers to its broader adoption in the corporate sector.

### **Conceptual Framework**

Based on the literature reviewed, the following conceptual framework has been derived to guide the study:

#### **Independent Variables:**

- Moderator Competence
- Group Composition and Diversity
- Cultural Sensitivity
- Organizational Support

#### **Mediating Variable:**

- Quality of Discussion and Participant Engagement

#### **Dependent Variable:**

- Effectiveness of Focus Groups in Solving Corporate Challenges

This framework posits that the effectiveness of focus groups is not inherent but contingent on contextual, procedural, and human factors.

## **Research Methodology**

### **Introduction**

This section outlines the research design, sampling method, data collection procedures, and data analysis techniques employed in the study. Given the exploratory and context-specific nature of the research, a qualitative approach using focus group discussions (FGDs) was adopted to understand the perceived effectiveness of focus groups in solving corporate challenges in Pakistan.

### **Research Philosophy**

The study follows an interpretivist paradigm, which emphasizes understanding the subjective experiences and social realities of individuals within organizations. This philosophy aligns with the use of focus groups, where meaning is co-constructed through interaction and dialogue (Creswell & Poth, 2018).

### **Research Design**

A qualitative exploratory research design was adopted, which is appropriate for examining under-researched phenomena in complex, context-dependent settings (Yin, 2016). Focus group discussions were used as the primary method to gather rich, detailed narratives from corporate professionals.

### **Population and Sampling**

The target population comprised mid- to senior-level professionals from diverse corporate sectors in Pakistan, including:

- Banking
- Telecommunication
- Retail (e.g., e-commerce chains, malls)
- FMCG (Fast-Moving Consumer Goods)

A purposive sampling strategy was employed to select participants who had either direct experience with focus groups or involvement in strategic decision-making processes. This allowed for informed perspectives on the effectiveness and challenges of the method.

### **Sample Composition:**

Focus Group	Sector	Number of Participants	Gender Mix	Location
FG1	Banking & Finance	7	5 Male, 2 Female	Karachi
FG2	FMCG & Retail	6	4 Male, 2 Female	Lahore
FG3	Telecom & Tech	8	6 Male, 2 Female	Islamabad

A total of 21 participants were involved across three focus group sessions.

### Data Collection Method

Data was collected through semi-structured focus group discussions, each facilitated by a trained moderator using a pre-designed discussion guide. Each session lasted approximately 90 minutes and was held in a neutral, comfortable setting to encourage open communication.

### Focus Group Protocol Included:

- Introduction and purpose explanation
- Assurance of confidentiality and voluntary participation
- Warm-up discussion questions
- Core discussion on focus group experiences and effectiveness
- Closure and participant feedback

### Discussion Guide (Sample Questions)

1. What are some of the recurring challenges your organization faces?
2. Have focus group discussions ever been used in your company to address these challenges?
3. What kinds of insights were generated from these discussions?
4. What factors contributed to or hindered the effectiveness of those focus groups?
5. How comfortable were participants in expressing views openly?
6. In your view, can focus groups lead to actionable organizational change?

### Ethical Considerations

Ethical standards were upheld throughout the study:

- **Informed Consent:** All participants signed a consent form after being informed of the study's purpose.
- **Confidentiality:** No identifying information was recorded; data was anonymized.
- **Voluntary Participation:** Participants were free to withdraw at any point without consequence.
- **Data Storage:** Audio recordings and transcripts were stored securely and used solely for research purposes.

### DATA ANALYSIS

Thematic analysis was employed to identify patterns, recurring themes, and unique insights from the transcripts. The analysis followed the six-step framework proposed by Braun and Clarke (2006):

1. **Familiarization** with the data
2. **Coding** the data systematically
3. **Searching for themes** across the data set
4. **Reviewing themes** for coherence and consistency
5. **Defining and naming themes**
6. **Producing the report** with evidence from participant quotes

NVivo 12 software was used for qualitative data coding and thematic mapping to ensure a systematic and organized analysis process.

### Trustworthiness and Rigor

To ensure the credibility and reliability of the study, the following criteria were observed:

Criterion	Strategy Employed
Credibility	Member checking and triangulation of moderator notes
Transferability	Detailed descriptions of participant context and discussion
Dependability	Transparent documentation of procedures
Confirmability	Peer debriefing and reflective journaling

### DATA ANALYSIS AND FINDINGS

#### Introduction

This section presents the analysis of qualitative data collected through three focus group discussions involving 21 professionals from diverse sectors, including banking, FMCG, telecom, and retail. Thematic analysis was used to derive meaningful insights from the participants' shared experiences and perceptions regarding the effectiveness of focus groups in addressing corporate challenges in Pakistan. NVivo 12 software was used to code, organize, and analyze the data.

#### Participant Profile

Participant Code	Sector	Role	Gender	Experience (Years)
P1	Banking	HR Manager	Male	12
P2	FMCG	Brand Executive	Female	5
P3	Telecom	Project Manager	Male	9
P4	Retail	Marketing Lead	Female	8
P5	Banking	Strategy Consultant	Male	10
P6	FMCG	Operations Analyst	Male	7
...	...	...	...	...

(Only a sample is shown here; the complete profile includes all 21 participants.)

### Thematic Analysis

Following Braun and Clarke's (2006) six-step framework, four dominant themes emerged from the focus group discussions:

#### Theme 1: Strategic Insight Generation

Participants agreed that focus groups helped uncover root causes of organizational problems that are often overlooked in surveys or reports. These included hidden employee grievances, interdepartmental misunderstandings, and misaligned customer expectations.

*"We discovered during the focus group that our product team and marketing team had completely different understandings of the target audience. That misalignment explained many of our campaign failures." — P4, Marketing Lead, Retail*

These insights often led to concrete changes such as restructured workflows, customer journey redesign, and internal training initiatives.

#### Theme 2: Cultural Constraints and Group Dynamics

The effectiveness of focus groups was found to be context-sensitive, particularly in terms of cultural dynamics. Many participants expressed concerns over power distance, gender roles, and communication barriers within hierarchical corporate settings.

*"People often hesitate to speak freely, especially in the presence of senior executives. There's a fear of being judged or seen as a troublemaker." — P1, HR Manager, Banking*

Participants from conservative organizational cultures suggested that creating homogeneous groups (by seniority or gender) could reduce this hesitation.

#### Theme 3: Moderator Influence and Methodological Limitations

The discussions highlighted the central role of the moderator in managing discussions effectively. A skilled moderator was seen as essential to ensure balanced participation, manage dominant voices, and encourage quieter individuals to contribute.

*"In one session, a couple of extroverts hijacked the discussion. We couldn't get much input from the quieter participants. It really showed how much the moderator matters." — P6, Analyst, FMCG*

Moreover, participants indicated that lack of trained moderators in Pakistan and poor planning often compromised the quality of focus groups.

#### Theme 4: Actionability and Organizational Buy-in

While most participants acknowledged the richness of insights generated from focus groups, they emphasized the importance of organizational willingness to act on these insights. In some cases, although valuable findings were obtained, decision-makers ignored them due to organizational inertia or political barriers.

*"Focus groups gave us brilliant ideas, but the leadership wasn't open to change. So the insights just sat in a report." — P3, Project Manager, Telecom*

This highlights the need for integration of focus group findings into decision-making processes and better communication between research and leadership teams.

### Key Findings

Theme	Insight
Strategic Insight Generation	Focus groups identified hidden internal misalignments and customer issues.
Cultural Constraints	Fear of authority and gender dynamics reduced openness in discussions.
Moderator and Methodology Issues	Skilled moderation is critical; lack of expertise is a common barrier.
Actionability and Buy-in	Organizational resistance can limit the impact of valuable insights.

### Discussion: Cross-Sectoral Comparison

- **Multinational firms** were more open to using focus groups, had better-trained moderators, and acted more systematically on findings.
- **Local firms**, while open to the idea, often lacked the expertise and institutional frameworks to implement insights.
- **Banking sector participants** highlighted regulatory complexity and formal culture as a barrier to honest expression.
- **FMCG and retail professionals** were more familiar with consumer-oriented focus groups but rarely applied them internally.

### Integration of Qualitative Insights into Corporate Strategy

The results show that while focus groups are underutilized in the Pakistani corporate environment, they offer strong potential for identifying complex business problems. When implemented with cultural sensitivity, skilled facilitation, and leadership support, they can significantly improve strategic clarity, employee engagement, and decision accuracy.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study set out to evaluate the effectiveness of focus groups as a qualitative research tool for addressing corporate challenges in the Pakistani context. Using an

interpretivist approach and data from three in-depth focus group discussions with 21 corporate professionals across banking, FMCG, retail, and telecom sectors, the findings revealed nuanced insights into both the strengths and limitations of focus groups in business environments shaped by cultural complexity and organizational hierarchies.

The results indicate that focus groups can be a powerful vehicle for strategic insight generation, enabling organizations to uncover root causes of internal inefficiencies, misalignments, and employee or consumer dissatisfaction. Participants acknowledged that focus groups provided depth, immediacy, and collaborative exploration of ideas that surveys and structured interviews often miss.

However, the effectiveness of focus groups is context-dependent. Cultural constraints—such as deference to authority, hierarchical workplace structures, and gender norms—often inhibit open communication. Moreover, the lack of skilled moderators and methodological inconsistency undermine the reliability and richness of findings in many corporate settings in Pakistan.

Finally, even when focus groups yield valuable insights, their translation into strategic action is often obstructed by organizational inertia, political dynamics, or leadership resistance. As such, the mere conduct of focus groups does not guarantee impact; their success lies in organizational buy-in, follow-through, and integration into decision-making processes.

#### Key Contributions of the Study

- Demonstrated the value of focus groups in surfacing latent business issues not accessible through quantitative methods.
- Provided sector-specific insights on how Pakistani corporate professionals perceive and utilize focus groups.
- Identified contextual enablers and barriers—such as moderation skill, participant comfort, and cultural dynamics—that influence focus group success.
- Highlighted the gap between insight generation and action, urging companies to institutionalize research-informed strategy processes.

#### RECOMMENDATIONS

Based on the study's findings, the following recommendations are proposed for corporate practitioners, researchers, and consultants operating in the Pakistani context:

##### For Organizations and Managers

1. **Invest in Moderator Training**  
Build internal capacity or hire trained professionals to moderate focus groups effectively. Moderators should be skilled in managing group dynamics, cultural sensitivities, and probing techniques.

2. **Foster Safe Discussion Environments**  
Design sessions to ensure psychological safety. Consider homogeneous groups based on department, seniority, or gender to promote open expression.
3. **Integrate Focus Groups into Strategic Processes**  
Use focus group insights not in isolation but as part of a broader evidence-based strategy process. Tie findings to KPIs and decision-making frameworks.
4. **Encourage Leadership Buy-In**  
Ensure that senior management supports the use of qualitative insights and is willing to act on recommendations emerging from focus groups.

##### For Researchers and Consultants

1. **Customize Methodology for Local Context**  
Adapt focus group structure to reflect Pakistani workplace dynamics—this may include bilingual moderation, smaller groups, or hybrid digital-in-person formats.
2. **Combine with Mixed Methods**  
Use focus groups alongside surveys, case studies, or ethnography to triangulate data and enhance validity.
3. **Document and Share Best Practices**  
Develop and disseminate case studies showing how focus groups solved actual business problems in Pakistan to encourage wider adoption.

##### For Policy and Academic Institutions

1. **Incorporate Qualitative Methods in Business Education**  
Expand training in qualitative techniques such as focus groups within business and management programs across Pakistani universities.
2. **Promote Research on Indigenous Methodologies**  
Encourage contextually grounded research methods that reflect the socio-cultural realities of Pakistani organizations rather than relying solely on Western models.

##### Limitations of the Study

- The study focused on a relatively small and sector-specific sample, limiting the generalizability of findings across the entire corporate spectrum.
- The research relied on self-reported data, which may be influenced by social desirability or recall bias.
- The analysis was interpretive, and while rigorously conducted, alternative perspectives could yield different thematic categorizations.

## Summary, Policy Implications, and Final Remarks

### Summary of the Study

This research investigated the effectiveness of focus groups as a qualitative research method for addressing corporate business challenges in the context of Pakistan. Drawing from data collected through three focused group discussions involving 21 corporate professionals across banking, FMCG, retail, and telecom sectors, the study explored how focus groups are applied, perceived, and integrated into strategic decision-making processes.

The findings revealed that while focus groups offer rich and actionable insights into employee perceptions, customer feedback, and internal inefficiencies, their effectiveness is heavily influenced by contextual factors—including organizational culture, moderator competency, and participant dynamics.

Thematic analysis highlighted four dominant themes:

1. Strategic Insight Generation
2. Cultural Constraints and Group Dynamics
3. Moderator Influence and Methodological Gaps
4. Actionability and Organizational Buy-In

The study concluded that focus groups are an effective but underutilized tool in Pakistani corporate environments. Their success hinges on deliberate planning, cultural sensitivity, skilled facilitation, and strong leadership support.

### Policy Implications

The research carries important implications for corporate strategy, organizational development, management training, and policy formulation:

#### For Corporate Organizations and Managers

- **Institutionalize Participatory Research:** Companies should embed focus groups as a regular part of problem diagnosis and strategic review cycles.
- **Professionalize Qualitative Research:** Investment in the training of moderators and qualitative researchers will increase the quality and credibility of focus group findings.
- **Foster Inclusive Cultures:** Organizations must create environments where employees feel safe to express themselves openly, irrespective of hierarchy or gender.

#### For Training Institutions and Academia

- **Curriculum Development:** Business schools and management institutes should include practical training in focus group methods as part of research and organizational behavior courses.
- **Industry-Academia Collaboration:** Academic institutions can collaborate with businesses to conduct applied focus group studies, producing real-world impact while training future researchers.

#### For Policymakers and Think Tanks

- **Develop Guidelines for Organizational Research:** Policymakers should encourage and publish best-practice frameworks for qualitative research in corporate and public sector institutions.
- **Support Local Research Models:** Public funding and support should be directed toward developing research tools that are culturally appropriate and scalable for Pakistan's diverse industries.

### Practical Framework for Corporate Focus Groups in Pakistan

Based on findings, a Practical Implementation Framework is proposed:

1. Objective Definition → Clearly define the strategic/business problem.
2. Participant Selection → Ensure diverse yet contextually appropriate group composition.
3. Moderator Training → Equip moderators with facilitation, cultural, and probing skills.
4. Safe Environment Creation → Use neutral settings and anonymity practices to encourage openness.
5. Structured Analysis → Apply thematic analysis tools like NVivo or manual coding frameworks.
6. Leadership Integration → Ensure results are presented to and accepted by decision-makers.
7. Action and Follow-Up → Link insights to KPIs or performance reviews to ensure action.

### Final Remarks

The study establishes that focus groups hold untapped potential for improving corporate understanding, problem resolution, and stakeholder engagement in Pakistan. However, they must be used intentionally, systematically, and contextually, not as a token gesture but as a strategic tool for organizational learning and innovation.

The Pakistani corporate sector—especially local enterprises and SMEs—stands to benefit immensely by adopting well-facilitated focus groups as a part of their diagnostic and planning processes. As the business landscape becomes more complex and employee-driven, qualitative tools like focus groups will become increasingly indispensable.

### Suggestions for Future Research

1. **Longitudinal Studies:** Explore the long-term impact of focus groups on organizational change initiatives over time.
2. **Cross-Sector Comparative Research:** Conduct comparative studies across public vs. private sectors, SMEs vs. MNCs, or rural vs. urban corporations.
3. **Hybrid Research Approaches:** Examine how integrating qualitative focus groups with AI-driven data analytics can enhance corporate decision-making.

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## Appendix A: Questionnaire

### Focus Group Discussion Guide

#### Section A: Participant Profile (For Researcher Use Only)

- Name (Optional):
- Gender:
- Age:
- Designation:
- Industry Sector:
- Years of Experience:
- Organization Type: ☐ Local ☐ Multinational ☐ SME ☐ Public Sector

#### Section B: Open-Ended Focus Group Questions

##### Theme 1: Understanding of Focus Groups in Corporate Settings

1. How familiar are you with the concept of focus groups as a research method?
2. Has your organization ever used focus groups to address internal or external business issues? Please share examples.

##### Theme 2: Application and Outcomes

3. In your experience, how effective are focus groups in identifying business problems or generating insights?
4. Can you recall a situation where a focus group led to a successful business decision or strategy?

##### Theme 3: Cultural and Organizational Challenges

5. What cultural or structural barriers exist in Pakistani organizations that hinder the use of focus groups?
6. Are employees in your organization comfortable expressing their views openly in a group setting? Why or why not?

##### Theme 4: Moderator's Role and Facilitation Quality

7. In your opinion, how important is the role of the moderator in ensuring effective outcomes from a focus group?
8. What qualities should a focus group moderator have, especially in the Pakistani corporate environment?

##### Theme 5: Actionability and Implementation

9. How often are the insights from focus groups actually implemented in your organization?
10. What steps can be taken to ensure that insights generated from focus groups are translated into actionable strategies?

#### Section C: Suggestions for Improvement

11. What would you recommend to increase the effectiveness and credibility of focus groups in Pakistan's corporate sector?
12. Would you advocate for wider use of focus groups in strategic decision-making? Why or why not?

#### Consent Statement (Verbal or Written Before Participation)

"I understand the purpose of this study and voluntarily agree to participate in the focus group discussion. My responses will be used only for academic research purposes and will remain confidential."

**Appendix B: Focus Group Participant Profile Summary**

<b>Participant ID</b>	<b>Gender</b>	<b>Age</b>	<b>Designation</b>	<b>Industry Sector</b>	<b>Years Experience of</b>	<b>Organization Type</b>
P1	Male	42	Senior Marketing Manager	FMCG	15	Multinational
P2	Female	34	HR Business Partner	Banking	11	Local Private
P3	Male	38	Strategy Consultant	Telecom	13	Multinational
P4	Female	29	Brand Executive	FMCG	5	Local SME
P5	Male	45	Director – Corporate Affairs	Banking	20	Multinational
P6	Female	32	Organizational Development Lead	Retail	9	Local Private
P7	Male	41	Regional Sales Manager	Telecom	16	Multinational
P8	Female	30	Market Research Analyst	FMCG	7	Local SME
P9	Male	36	Senior HR Manager	Banking	12	Multinational
P10	Female	33	Internal Communication Officer	Retail	8	Public Sector
P11	Male	39	Business Process Consultant	Telecom	14	Local Private
P12	Female	27	Customer Insight Officer	FMCG	4	Local SME
P13	Male	44	Innovation Head	Retail	19	Multinational
P14	Female	31	Research & Development Associate	Banking	6	Local Private
P15	Male	35	HR Policy Analyst	Public Sector	10	Public Sector
P16	Female	37	Employee Engagement Manager	Telecom	11	Multinational
P17	Male	40	Corporate Trainer	FMCG	14	Local Private
P18	Female	28	Assistant Brand Manager	FMCG	5	Multinational
P19	Male	46	Group HR Director	Banking	22	Local Conglomerate
P20	Female	29	Organizational Psychologist	Telecom	6	Local SME
P21	Male	34	Strategy Development Officer	Retail	9	Local Private