Section I: Limitations of the Study

This chapter identifies the limitations of the study. The findings of the study propose a communication strategy for enabling organizational turnaround. The turnaround communication objectives, stakeholder communications, and communication interventions have been studied. Organizational and managerial communication actions for enabling the turnaround of a sick company have been recommended. However, no research endeavor is final and there are limitations too. In the following section, limits of this research are captured:

- Case studies were primarily based on interviews of members of the top management. Their biases and perceptions might have affected their discourse of the turnaround experience. While an attempt to verify facts from secondary sources was made, there is scope for more thorough verification.

- It was observed that many turnaround managements had not discretely identified a communication strategy. Thus, they left it to the researcher to identify communication elements or strategy from their turnaround experiences. It is possible that many experiences of communication interventions were not shared. A repeat study on the same pattern and methodology may make the list of stakeholders, objectives, and communication interventions more comprehensive.

- It was observed in many organizations that the top management was reluctant in sharing some information. Some information therefore may not have been shared.

- The study focused on the strategy adopted by the top management and not on how it was perceived by other stakeholders. It was assumed that a successful turnaround was indicator of successful strategy. Further study may include views of other stakeholders too.

- Communication amongst various stakeholders also impacts turnaround. Further studies may focus on effect of these communications.
• Given more time, a validated questionnaire on various communication dimensions could have been developed and administered to add more rigour to the study.

• The conclusions of this study are not generalizations. These are suggestive and not prescriptive.

Section II: Future Research Directions

This chapter maps the direction for further research in future studies. Keeping in mind the limitations and also the increasing importance and interest in the subject, the following section suggests future research directions:

• This study focused on the strategy adopted by the top management and not on how it was perceived by other stakeholders. A study that includes views of other stakeholders could provide better understanding of communications during turnaround.

• Communication amongst various stakeholders also impacts turnaround. Further studies may focus on effect of these communications.

• Communication patterns in different regions may vary owing to differences in cultural variations. Comparison of communication in organizations from different regions may give revealing results.

• While cultures in a country, especially as diverse as India, cannot be called homogenous, yet one could expect variations in communication patterns adopted in different countries. Thus, other studies based on the same design but carried out in other countries could uncover several findings.

• This study has adopted the replication logic. Further studies may adopt theoretical replication and study communication strategies employed in sick companies. A comparison of communication patterns in turned around successes and turn around failures may further support the outcomes of this study.

• It is possible that communication strategies of organizations following theory E and organizations following theory O may differ. Further study exploring variations in communication strategies in organizations adopting these different theories of change may be undertaken.
• Content analysis technique can also be applied to study communication strategies for turnaround.

• Further studies may explore quantitative methods to measure impact of communication on turnaround.

• A study of communication pattern in the next phase (growth) of these organizations may reveal variation in communication strategies adopted during turnaround and communication strategies adopted during growth.