11. Appendix 1

11.1. Questionnaire for pilot study

- Questions are numbered in sections 1-5 to cover the different areas involved. Background colors are used to identify sections/subsections.
- Section 3 has 5 subsections that matches EBS strategic planning process model.

## 1. Interviewee info

1.1. Name ........................................

1.2. Position in the company: .........................

1.3. Relationship with the family ........................

1.4. Years of service with the company ................

1.5. CV, short (available?) yes □ no □

===============================================

## 2. Company info

2.1. Company Name and address:

Name: ................................................
Address: ................................................

2.2. Revenue, last year (Millions Saudi Riyals, check applicable)

<1 □ 1-10 □ 11-100 □ >100 □

2.3. Type of business (Check all applicable)

Finance □ Retail □ wholesale □ manufacturing □ others □ ..............

2.4. Total number of employees (check applicable)

<100 □ 100-500 □ 501-1000 □ >1000 □

2.5. Organizational structure:

2.5.1. Physically:

Centralized □ decentralized □ others □ ........
2.5.2. Operationally

- Functional[111] □
- by products/services □
- Combinations □ (how: ……………………)

2.6. Company legal structure:

………………………………………………

2.7. Last year growth in sales: ….. %  Average annual growth: ….. %

2.8. What (financial, strategic.. etc) information are shared among your company, how often and with who?

Info shared with: (who)
……………………………………
……………………………………
……………………………………

Frequency: Never □ or:
- Monthly □
- Quarterly □
- Annually □
- Other: ……….

Format:
- Meetings □
- official Docs □
- Emails □
- Other: ……….

Shared info are:-
……………………………………
……………………………………
……………………………………

2.9. In your views, what are the reasons for your company success/failures?

………………………………………………………………………………
………………………………………………………………………………
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2.10. Could we have a copy of your last year accounting report?

- Yes : soft copy □
- Hard copy □

- No: □

3. strategic plan

[111] Marketing, sales, etc
3.0. General

3.0.1. What is strategic planning to you? Do you have a document for your strategic plan? If so, what does it contain?

To us, Strategic planning is:
………………………………………………………………………………………………………………………………………………………………………………
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Have an SP doc.? Yes ☐ No ☐
Obtained a (soft) copy? Yes ☐ No ☐

SP doc. contains (if no copy obtained):
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3.0.2. Do you try to apply any particular strategic model or idea? How do you do that?

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3.0.3. How was your strategic plan communicated to the rest of the company?

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3.0.4. How much time does it normally take to develop your strategic plan?

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3.0.5. For how long has your company been developing its strategic plans?

………………………………………………………………………………………………………………………………………………………………………………

3.0.6. How was strategic planning developed? (bottom-up, top-down, combination of both.. etc)

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………………………………………………………………………………………………………………………………………………………………………………
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3.0.7. How long was your planning horizon (one, two, three or more)

………………………………………………………………………………………………………………………………………………………………………………
3.0.8. In your views, how satisfied the following list with your strategic plan:

Top management: ............................................................
Middle management: ..........................................................
The rest of the company: ......................................................
The board: ...........................................................................
Shareholders: ......................................................................

-----------------------------------------------

3.1. **who decides to do what**

3.1.1. What are your mission, vision and objectives?

Mission:
..................................................................................
..................................................................................

Vision:
..................................................................................
..................................................................................

Objectives:
..................................................................................
..................................................................................
..................................................................................
..................................................................................
..................................................................................

3.1.2. Who is involved in the development of your mission, vision and objectives?

Mission developed by:
..................................................................................
..................................................................................

Vision developed by:
..................................................................................
..................................................................................

Objectives developed by:
..................................................................................
..................................................................................

3.1.3. How were objectives developed? And how were they affected by:-

3.1.3.1. Different stakeholders interest
3.1.3.2. Economic objectives\(^{112}\)
3.1.3.3. Financial objectives\(^{113}\)

\(^{112}\) profit maximization
\(^{113}\) NPV, ROL, etc
3.1.3.4. Social objectives
3.1.3.5. Ethical considerations

3.1.4. Who is responsible for your company strategic functions\textsuperscript{114}:

Proposing:

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

Approving:

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

Implementation:

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

Feedback and Control:

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

3.1.5. How often do goals get changed?

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

3.2. Analysis and Diagnosis
3.2.1. What was the use of:

3.2.1.1. Environmental Scanning

3.2.1.1.1. Business cycle

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

3.2.1.2. ETOP\textsuperscript{115}

\[
\begin{array}{ll}
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\text{Board, committee, CEO, Directors, managers, etc.} & \\
\end{array}
\]

\textsuperscript{114} Board, committee, CEO, Directors, managers, etc.
\textsuperscript{115} Environment threat and opportunity
3.2.1.2. **PEST\textsuperscript{116}**

……………………………………………………………………
……………………………………………………………………

3.2.1.3. **Gap analysis**

……………………………………………………………………
……………………………………………………………………

3.2.1.4. **Scenario planning**

……………………………………………………………………
……………………………………………………………………

3.2.1.5. **BCG** (stars, questions marks, cash cows, Dogs)

……………………………………………………………………
……………………………………………………………………

3.2.1.6. **Role of the governments\textsuperscript{117}**

……………………………………………………………………
……………………………………………………………………

3.2.1.7. **Porters’ Five forces\textsuperscript{118}**

……………………………………………………………………
……………………………………………………………………

3.2.1.8. **SWOT\textsuperscript{119}**

……………………………………………………………………
……………………………………………………………………

3.2.2. **On what basis and how were pricing set/What use was made of?**

3.2.2.1. **Supply and demand**

……………………………………………………………………
……………………………………………………………………

3.2.2.2. **Competitive reactions**

……………………………………………………………………
……………………………………………………………………

\textsuperscript{116} Political, Environmental, Social and Technological
\textsuperscript{117} New rules, regulations, incidents,… etc.
\textsuperscript{118} New entrants; substitutes; power of supplier; power of buyer and rivalry
\textsuperscript{119} Strengths, weaknesses, Opportunities and Threats
| 3.2.2.3. | Segmentations |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.2.4. | Product quality |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.2.5. | Perceived price differentiation, |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.2.6. | Market structure\(^{120}\) |
|----------------------------------------------------|
| .................................................................................................................. |

3.2.3. How were risks assessed and mitigated?

..................................................................................................................
..................................................................................................................

3.2.4. How do you do your internal analysis of your company, are the following factors considered and how:

| 3.2.4.1. | Opportunity cost |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.4.2. | Fixed costs, variable costs and sunk costs |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.4.3. | Marginal analysis (marginal cost/revenue: how much to produce) |
|----------------------------------------------------|
| .................................................................................................................. |

| 3.2.4.4. | Profit maximization |
|----------------------------------------------------|
| .................................................................................................................. |

\(^{120}\) perfect competition, monopoly, barriers to entry, oligopoly
3.2.4.5. Economies of scale and the experience curve

3.2.4.6. Economies of scope

3.2.4.7. Production costs

3.2.4.8. Joint productions

3.2.4.9. Break-even analysis

3.2.4.10. Payback period

3.2.4.11. Accounting ratios\textsuperscript{121}

3.2.4.12. Benchmarking

3.2.4.13. Sensitivity analysis

3.2.4.14. Research and Development

\textsuperscript{121} ROI, RONA: Return on Net Assets, ROCE: Return on Capital Employed, ROTA: Return on Total Assets, Value added, Earning per share; Gearing Ratio.}
3.2.4.15. Resource management (reactive/proactive)


3.2.4.16. Human resource


3.2.4.17. Vertical integration


3.2.4.18. The value chain


3.2.4.19. Diversification


3.2.4.20. Synergy


3.2.4.21. Core competencies


3.2.4.22. Competitive advantage

3.2.5. What other internal and external factor were considered and why?


122 power culture/Role culture/Task culture/Personal culture
123 Primary activities and support activities analyzing them help identify strengths and weaknesses
124 More efficient use of resources
125 The pole of experiences, knowledge and systems… related/unrelated diversifications
### 3.3. Strategy choices

#### 3.3.1. How do you classify your strategic decision makers\(^{126}\):

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#### 3.3.2. What strategic approach was chosen and why?

#### 3.3.2.1. Generic strategies

**3.3.2.1.1. Corporate:**

Stable/expansion/retrenchment/combination..??

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**3.3.2.1.2. Business unit:**

Cost leadership/differentiation/Focus/stuck in the middle..??

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#### 3.3.2.2. If expanding, how do you set your expansion strategy/ how do you evaluate them/ how do you review them? Are they through:

- **3.3.2.2.1. Related and unrelated options**
- **3.3.2.2.2. Vertical/horizontal integration**
- **3.3.2.2.3. Acquisition**
- **3.3.2.2.4. Alliances and joint ventures**
- **3.3.2.2.5. International expansion**

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#### 3.3.3. How do you select your company strategy (was due to/to fulfill:)

**3.3.3.1. Shareholder wealth**

**3.3.3.2. Performance gaps**

**3.3.3.3. Corporate vs. SBU management**

**3.3.3.4. Risk and uncertainty analysis**

**3.3.3.5. Managerial perceptions\(^{127}\)**

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\(^{126}\) **Prospector:** new oppy and markets; **Analyzer:** mostly internal org; **Defender:** current MKT position; **Reactor:** deals with it as it arise

\(^{127}\) external dependence/attitude to risk/previous strategies/managerial power relationships/consensus decisions
3.4. Implementation

3.4.1. Implementation of strategy:
3.4.1.1. On what basis were resources allocated?

……………………………………………………………………
……………………………………………………………………

3.4.1.2. How were resources planned?

……………………………………………………………………
……………………………………………………………………

3.4.1.3. How do you manage changes (communicate them/willingness to change/capacity, etc)?

……………………………………………………………………
……………………………………………………………………

3.4.1.4. How were Critical success factors/Key performance indicators used and set?

……………………………………………………………………
……………………………………………………………………

3.4.1.5. How were budgets allocated and set?

……………………………………………………………………
……………………………………………………………………

3.4.1.6. How were incentives structured and used?

……………………………………………………………………
……………………………………………………………………

3.4.1.7. How were Sales targets set and how were they monitored?
3.4.2. Evaluation and control:

3.4.2.1. What measures were used to monitor and review plans and objectives?

3.4.2.2. How do you monitor the market

3.4.2.3. How do you monitor profitability

3.5. Feedback

3.5.1. Who controls what: Do you have assigned roles to achieve your strategic objectives?\(^\text{128}\)

3.5.2. How do you analyze your competitive position? Is that done regularly?

3.5.3. Strategic choices: how do you review them and how often?

3.5.4. Implementation feedback: how do you do it?

\(^{128}\) There is a possibility for redundancy between this question and question 3.1.4
4. Family issues:

4.1. Number of director in the company (family, non-family)

Family Directors ........ Non-Family Directors: ........

4.2. Which generation is running the business now?

4.3. Age of the company (years)

4.4. How do you think the family plan for itself?

4.5. How do family and its members influence your company (strategic) plan, its implementation or revision?

4.6. Have family issues/conflicts affected company planning? How?

4.7. Any leadership succession in the horizon? How does it affect your company planning?

5. Any other comments you want to add?
11.2. Contact summary sheet

Name: ……………………
Interview Date: …/…/2010

Time: Start: … : …
Finish: … : …

Location: ……………………
Phone no.: ……………………

1. What were the main issues/notes that came to mind while interview?
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

2. Summary of information obtained
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

3. Summary of information not obtained
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

4. What needs to be done with this contact
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

5. What needs to be done as a result of this interview (new info to be obtained/questions to be revised/added/deleted..etc)
……………………………………………………………………………………
……………………………………………………………………………………
11.3. Document summary form

Name and description of the document:
Soft ☐ Hard ☐

Significance/importance of the document:

Confidentiality of the document (for the eyes of):

Brief summary of content:

Copied? Soft ☐ Hard ☐
Filed in:  

Original filed in:  
