14. Appendix 4 Exemplar coding in Microsoft Word

Analysis was largely manual. Microsoft Word has been used. Coding was done by highlighting text using different colors. The following are some screenshots of examples of coding. The highlighted texts relate to the coding shown before each screenshot. This particular example is from Co2. All other companies were done the same way.

Coding: Mission

Coding: Vision

Coding: Bonus

Coding: objectives
00:14:31 W: I'm sure.
00:14:42 W: Are we going to put them in Arabic and English so that everybody would see them.
00:14:48 W: When it was developed, it was accepted by the same committees.
00:14:49 W: if you, from the same committee.
00:14:50 W: okay, the vision, is it the same thing.
00:14:57 W: at the two were consistent; we have got the two in the same planning.
00:15:03 W: okay, excellent. After this comes the objectives, which are.
00:15:07 W: if they are not written objectively, our objectives, we are a commercial company to a great extent, so, we do for example we put objectives for the branches, we
set them as numbers, you have to achieve 15% increase in your sales in the quarter. These
objectives would have to be translated into numbers as at the end of the day, so, we say, to
get only 20% would have to increase by 80% increase in your sales by 15%.
00:15:36 W: we, the budget is attached to achieving the targets.
00:15:38 W: if he achieves more, he gets more. For example, if he achieves 15% above target, he gets 10% extra of his bonus. If he achieves less than target, he gets less by the same percentage, so, if for
example he does not achieve 15% get only 10% of his bonus is 10% his budget. He
achieves 20%, he get 60% of his (bonus). We have differentiated the bonus
with a fixed amount: you get for example 1500. Fixed amount this is because we had
some problems, you find some suits in good location, they would achieve higher
numbers once are set up, so, if it is not for those who are in some prime location, this
object has first month only.
00:16:23 W: so, this is why it is a fixed number and not a percentage of sales.
00:16:28 W: if you but the sales people are different, how we talked about outlet
managers' distribution channels of the company.
00:16:32 W: okay these figures are for them, monthly, yearly, one-year, five-years.
00:16:37 W: generally, every year, every year we say we want to achieve this much,
outlets supervisors could come out or, this year we would get higher percentage because
we have higher stock or there are better opportunities for sale.
Coding: Environment: Government spending

Coding: governing body
Coding: Process: Setting objectives/targets