Appendix B: Semi-Structured Interview Prompt Sheet

1. How is the strategic direction of the company decided upon?
   How would you define something as ‘strategic’?
   Who are the key players in the process and what are their inputs?
   How has the direction of the company developed over time?

2. What are the main external influences on the company?
   How would you categorise or group these influences?
   What relationships do you have with competitors/customers/regulators?
   How do environmental conditions change over time?

3. What media do you use to acquire information on the environment?
   What types of information do you gather?
   Who is involved in the information gathering process?
   How is this information used?

4. What approach do you take to planning and forecasting?
   What planning horizons are used?
   How do you take risk/uncertainty into account when making decisions?
   What criteria are used to assess potential opportunities?

5. What are the key sections of the company?
   How are these linked together?
   What makes the company different from other similar companies?

6. How is performance measured?
   How is the strategic direction of the company disseminated?
   What has to happen before a plan is put into action?
   How does performance of particular initiatives inform strategy?