

Appendix 40: Table on Extent of Use of Strategy Tools by Respondent Position

Please indicate the extent to which the following tools are used in your ministry's strategic planning process.

		1 Never	2 Low	3 Some What Low	4 Moderate	5 Some What High	6 High	7 Very High	Count	Mean
Top Management	SWOT	0%	0%	9%	9%	0%	18%	64%	11	6.2
	Ms Model	55%	0%	27%	0%	0%	18%	0%	11	2.5
	PESTLE	18%	9%	0%	0%	0%	9%	64%	11	5.4
	Balanced Scorecard	64%	9%	9%	0%	9%	0%	9%	11	2.2
	Value Chain	55%	18%	9%	0%	0%	9%	9%	11	2.4
	Stakeholder Mapping	18%	18%	18%	0%	9%	9%	27%	11	4.0
	Scenario Planning	64%	18%	0%	0%	9%	0%	9%	11	2.1
Middle Management	SWOT	3%	0%	0%	8%	5%	21%	64%	39	6.3
	Ms Model	13%	15%	13%	18%	5%	10%	26%	39	4.2
	PESTLE	3%	3%	3%	5%	15%	28%	44%	39	5.9
	Balanced Scorecard	15%	23%	21%	5%	15%	8%	13%	39	3.6
	Value Chain	13%	16%	13%	8%	8%	24%	18%	38	4.3
	Stakeholder Mapping	8%	13%	10%	8%	10%	26%	26%	39	4.8
	Scenario Planning	8%	3%	10%	28%	15%	5%	31%	39	4.8
Operational Staff	SWOT	25%	0%	0%	0%	0%	25%	50%	4	5.3
	Ms Model	50%	0%	0%	0%	50%	0%	0%	4	3.0
	PESTLE	75%	0%	0%	0%	0%	0%	25%	4	2.5
	Balanced Scorecard	100%	0%	0%	0%	0%	0%	0%	4	1.0
	Value Chain	25%	25%	25%	0%	0%	25%	0%	4	3.0
	Stakeholder Mapping	50%	50%	0%	0%	0%	0%	0%	4	1.5
	Scenario Planning	25%	25%	0%	25%	0%	25%	0%	4	3.3