

## Appendix (A)

### Case Study Questionnaire

The following questions enable to obtain the accurate information of application SP within these companies:

**Part One: Questions** in statements pattern seek for response definitely-maybe (not sure) - definitely not.

- 1- The organization has a clear vision of what it wants to achieve and there is consensus around this vision.
- 2- Value issues are often discussed in the organization and there is agreement on the values base of the organization.
- 3- The current mission statement of the organization reflects clearly what the organization does, from whom, and why it is important.
- 4- The organization regularly reflects on its strengths and weaknesses and the opportunities and threats in the environment. Assessment (SWOT analysis).
- 5- The organization has clear goals and objectives for what it wants to achieve – these goals are SMART.
- 6- The organization finds it easy to prioritize, making a distinction between what it must do, what it should do, and what it would like to do
- 7- The organization has clear indicators by which it measures the impact of its work.
- 8- The way in which the organization is structured internally makes sense in terms of efficiency and effectiveness.
- 9- The work done by the organization fits together coherently- the different areas of work fit well with one another.
- 10-The external and internal contexts in which the organization operates are relatively stable and there have been no major changes in the past year.

**Part two: Questions** need direct answers.

- a) Do the organization evaluate the achievement of their objectives which set in the beginning of the budget year (to worth high performance, and take corrective actions to poor performance).
- b) Do the organization analyze their resources at the beginning or end of any planning period, whether operational or strategic planning.
- c) What are the obstacles which may prevent your company to adopt strategic planning in their business enterprises?
- d) What your company (Vision- Mission- Objectives) either on the short or long-term period.
- e) Does your company adopt the strategic planning in its businesses? And do you find that is necessary to succeed in your enterprises.

**Part Three: questionnaire** help useful to demonstrate situation in the company in related to SP.

- 1. What has happened in the past three years in the external environment that could affect our work as an organization?
- 2. What are the challenges and threats facing us as an organization in our external environment?
- 3. What are opportunities we should be taking advantage of in the environment in order to:
  - a) Make us more sustainable as an organization.
  - b) Help us to achieve our vision.
- 4. What information do you have that you think is important to share with others in the SP?
- 5. What are the important strengths of our organization?
- 6. What weaknesses are preventing our organization from achieving its vision?
- 7. Do you think we are clear about our vision, values and mission?

8. Make some notes about what you think our vision, values and mission are.
9. What challenges have we failed to meet in the past three years and why have we failed to meet them?
10. What challenges have we met well in the past three years and what helped us to meet them?
11. What is the most important outcome that you would like to see emerging from this SP? Why do you think it is so important?

## **Appendix (B)**

### **Strategic Planning Template**

#### **First stage - plan to implement the strategy:**

- 1- The company BOD approval for strategic planning:

Review the presented report of strategic plan, by the executive management and BOD and suggest additions if needed, these will be as a base to prepare the final study.

- 2- Formation committee to monitor implementation of the strategy (execution committee):

This committee is better to be joint from, members from BOD and executive management representatives, to monitor implementation of the approval plan and treat any obstacles encountered it and take corrective actions if needed, more over they can adopting contingency strategies to response for any changes in work environment with make sure these strategies be in accordance with original strategy. Also it is more important to appoint a qualified engineer to direct this committee.

- 3- Set time tables to implement the strategy proposals:

The executive committee instructs the executive management to set time tables to implement any proposal, with determine the human and financial resources required to the implementation.

- 4- Awareness the company employees about the strategic plan:

It is more important to awareness all the company employees by the strategy goals and requirement with wide advertisement about the company vision, mission and values to unify the visions, directions, and believes of all employees to make the plan success.

- 5- Inform the company partners and public by the new company picture:

The company head to its partners whether from customers, consultants, suppliers and subcontractors, to inform them by the new company visions

and push them to deal and cooperate with the company to fulfill these orientations to catch benefit for all parties.

6- Commencement to apply the solutions and set the detailed plans:

There are proposed solutions can apply immediately, but , there are recommendations required more study by specialist to set the detailed solutions, This required charging qualified person to prepare and implement these solutions and plans.

7- Evaluation performance of the plan implementation:

The executive committee must holding regular meetings to review and evaluate the performance of the plan implementation.

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## Appendix (C)

### Strategic planning model (developed one)

The overall strategic planning model can be broken into major phases:

- ❖ Strategy development.
- ❖ Strategy deployment.
- ❖ Other elements required for strategic planning.

**Strategy development:** is the creation and establishment of an organization's overall mission and vision and the means to achieve them. Strategy development includes the following elements of SPM:

- Mission- why does the organization exist?
- Internal and external assessments- what are the internal strengths and weaknesses and external threats and opportunities?
- Vision- where does the organization want to be in the future?
- Goals & Objectives- what are the overall, high level desired results as well as specific, measurable outcomes required to achieve the mission and vision?
- Key result areas- on which an organization or project intends to focus?
- Strategy formulation- what is the plan of how and when to achieve the goals and objectives? This includes strategies, tactics, and action plans (who will do what and when?).

**Strategy deployment:** (or implementation), is the translation of strategic plans into actions and results. It is the execution of the strategic plan at all levels in the organization. *Development and deployment are considered separately because the best strategic plans will have no impact if not implemented well. Conversely, simple strategic plans that are deployed well can have major impact.* The strategy deployment phase includes the following elements of the model:-

- Strategy implementation- execution or deployment of the strategic plans.
- Measurement and feedback- the monitoring and feedback element answers the questions “How is the organization doing?”, “What modifications and improvements are necessary?”.

***Other elements that required for strategic planning*** to be successful are:

- Core competencies- what our best capabilities?
- Distinctive competencies- which of our competencies are unique and not easily replicated?
- Core values- what do we care about as an organization? What are our shared values?
- Critical success factors- what do we have to do right to be successful?
- Leadership competencies- what leadership characteristics and competencies do we required of our managers and non managers?.