

Cluster Corporate Management – 4th WG meeting October 9th – 11th 2008, Prague**Questionnaire on Strategic Corporate Management**

Please answer the following questions with respect to your own company, city or region

All information given will be kept strictly confidential!

A. Strategic Plan Development

1. Does your organisation currently perform a strategic planning process or a similar process by another name? (yes/no) If not, please explain why not and answer the “General Questions” at the end of the document

Yes _____

No _____, because.....

2. How frequently is a “strategic plan” developed or a revision of an existing strategic plan carried out?

- Annually
- Everyyears with an annual update
- Another frequency of:

3. Is there an external requirement that strategic planning is performed (e.g. government legislation, political pressure), or is it an internal decision?

- _____ Internal decision
- _____ Externally required
- _____ Both

- 3a) In case of an internal decision, who is responsible? (the board? management? specific department, other?)

- 3b) If externally required, who requires it?

4. Is there a formal needs assessment before proceeding with the drafting of the strategic plan?

Yes _____ (please describe):

No _____

5. What is the time period covered by your present strategic plan? years
6. Who is involved in the strategic plan development? (tick all participants in the process)
- ___ board
 - ___ business development/specific department
 - ___ broader management/heads of the business units
 - ___ others, please describe
7. Who is responsible for the drafting of the strategic plan?
8. Is there a consultation process amongst the key stakeholders in the drafting phase?
If yes, who is involved from the key stakeholders:

If yes, is there an involvement from the customer (passenger) side?
9. Are there specific and detailed operational/action plans defined for the subject areas that are included in the strategic plan?
Yes ___
No ___
10. Which kind of approach is used in order to develop a strategic plan?
Top down: ___
Bottom up: ___
Both: ___
11. On a scale of 1 – 5, how useful do you think strategic planning has been in your organisation?
- ___ 1.(not at all useful)
 - ___ 2.(somewhat useful)
 - ___ 3.(fairly useful)
 - ___ 4.(very useful)
 - ___ 5.(extremely useful)

What is the reason for your assessment?
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B. Content of the strategic plan document – for example Mission, Vision, Values etc

12. Please indicate the content of the existing strategic plan document:

- A mission statement?(please attach or bring a copy)
- A vision statement? (please attach or bring a copy)
- An external environmental scan (e.g., opportunities and threats)?
- An internal environmental scan (e.g., strengths and weaknesses)?
- The identification of strategic/priority issues?
- Recommendations?
- Action plans?
- Performance measures?
- Core competencies
- Company values/drivers
- Other (please describe):
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13. What are some of your organisation’s strategic objectives at the moment:

- Markets
- Finance
- Human Resources Management
- IT
- Rolling stock
- Other:

14. Has your organisation defined a number of “values/drivers”? Can you list a top 5 of these values/drivers?

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C. IMPLEMENTATION OF THE STRATEGY

15. Is the strategic planning process linked in any formal way to other key organisational processes? Please indicate which processes

- ___ Operations/service planning
- ___ Budgeting
- ___ Capital planning
- ___ Financial planning
- ___ IT planning
- ___ Performance measurements
- ___ Organization development
- ___ Other (please describe):

16. Please list some of the most important performance measures used (like market share, customer satisfaction)?

Finally, would you please bring along a copy of your most recent strategic document to Prague?

General Questions:

Name of expert:

Company:

City:

Country:

Do you represent PT operator Authority other, _____

Thank you very much for your collaboration and please mail your questionnaire by 12th September 2008 to Hans Brouwer (hans.brouwer@planet.nl) or fax to 0031 (0) 76 564 00 16

Remarks: Please attach any information, documents etc. relevant to your answers or bring these with you to our 4th WG meeting in Prague on October 9th - 11th 2008