

STRATEGIC MANAGEMENT PRACTICES IN THE HOTEL INDUSTRY OF THAILAND

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DECLARATION

This thesis contains no material which has been accepted at any other university for the award of a degree, and to the best of my knowledge and belief, the thesis contains no material previously published or written by another person, except when due reference is made in the text of the thesis.

Chaninan Angkasuvana

Melbourne, Australia

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LIST OF ABBREVIATIONS

&	And
\$	US Dollar
%	Percentage
A.D.	the number of years which have passed since the time when Jesus Christ is believed to have been born
BOD	Board of Director
e.g.	For Example
etc	et cetera
CEO	Chief Executive Officer
G	Group companies
GDP	Gross Domestic Product
i.e.	That is
L	Large companies
N	Number
M	Medium sized companies
MD	Managing Director
PS1	Planning Sophistication1 companies
PS2	Planning Sophistication2 companies
PS3	Planning Sophistication2 companies
TAT	Tourism Authority of Thailand
THA	Thai Hotel Association

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ABSTRACT

The subject of strategic management has been studied for many decades but theoretical and empirical investigations of the strategic management area in the developing countries has remain limited. This research was designed to explore strategic management practices in the hotel industry of a developing country, namely Thailand and identify whether there are differences in the strategic management practices on the basis of size, ownership, and planning system.

This research in essence is exploratory in its nature; hence the focus of the research is through stated research objectives rather than specific hypotheses. The theoretical framework was based upon frameworks developed in previous studies. The data was collected by three to four hour highly structured personal interviews with senior executives over a period of five months in 2003. In total 50 companies participated in this survey which represents a 52.08 percent response rate.

Of the participating companies, 84% undertook formal strategic planning. The companies who undertook formal strategic planning were further classified into 2 categories; 36% were classified as having a planning sophistication² system (financially oriented formal planners) and 64% were classified as having a planning sophistication³ system (strategically oriented formal planners).

Analyses in this research provided some evidence to support that size and ownership had an association with planning system sophistication. Planning sophistication³ companies were amongst the largest companies, they averaged a higher revenue, employed more people, and had more complexity in ownership than the planning sophistication¹ or planning sophistication² companies.

It appears that the formal planning process contributed to a great extent to the strategic management of all the formal planning companies, particularly in large companies, group companies, and planning sophistication³ companies even though informal

planning was found important for strategic management in the medium sized companies, independent companies, and planning sophistication² companies. In addition, large companies, group companies, and planning sophistication³ companies believed they were strategically managed to a greater extent than the other groups.

Amongst the unique features identified with planning sophistication³ companies were that these companies had a longer planning time horizon and they normally develop their long-term plan before the short-term plan. These companies expended a great degree of effort on every aspect of planning activities, on every external forecast area, and they extensively employed computer models/systems to support their corporate planning. They had a high degree of forecast transmission from corporate planning to the second level management in every forecast area and they tended to incorporate market analysis, customer analysis, competitor analysis, company analysis, key issue/problems, corporate strategy, and second level strategy into their corporate plan. Quality management was focused upon as a key strategic issue with a high degree of people involvement.

This research identified size, and a non-standard process of formulating strategies as the main reasons for the companies who had no formal planning system. These companies were relatively small in all aspects of size and their CEO/MD/President had most influence on all strategic decisions and strategy formulation. Compared with the formal planning companies, non-formal planning companies assigned less effort to most areas of external forecasts and used computer models/systems to a minimal extent.

Overall, it would appear that larger companies, with more complex ownership and probably more complex environments are the companies who are most likely to develop more formalised strategically oriented planning systems.

The comparative analysis results with previous studies have confirmed the existence and importance of strategic planning in strategic management practices across very different time frames, industries, and countries. Overall these studies broadly indicated the same pattern of planning system, with more than 70% of the companies responding

having a formal planning system. A reasonable amount of corporate planning effort was spent on all forecasting areas and there was a fair degree of transmission of the forecasts from the corporate level to second level of management. The main computer models/systems regularly used to support corporate planning were financial models, and forecasting models. Fair quality information was received from all functional departments. The results from these research studies suggest that the underlying processes described especially the strategic planning processes may indeed be important for strategic management in large companies in a wide variety of situations.

This research has contributed to strategic management theory, practices, and research methodology and this research facilitates further research, which builds upon either the theoretical framework, the methodology, or the database.

PART ONE

INTRODUCTION AND BACKGROUND

Chapter 1: Introduction

Chapter 2: Background on Thailand and
the Hotel Industry of Thailand

Part one of this thesis introduces the research background, and provides crucial basic information about Thailand, and the hotel industry of Thailand. Chapter 1 explains the background of the research, the objectives of the research, research process, an outline of the research, and the contributions of the thesis. Chapter 2 consists of 2 sections. The first section provides an overview of Thailand's historical background, social, political, and economic conditions. The second section investigates the hotel industry of Thailand, including hotel development in Thailand, tourism organisations in Thailand, the importance of the hotel industry, the types of hotels in Thailand, the current situation and the future direction of the hotel industry of Thailand, and the major factors impacting hotel management in Thailand.

Chapter 1

Introduction

1.1 Background to the Research

Strategic management is a complex subject about the success and failure of organisations, with straightforward underlying principles but no right answers. The questions about the success of the organisation normally concern the organisation's senior management and strategic management process such as how do they choose their strategies, and what are the processes that allow organisations to establish themselves successfully in business. Organisations succeed if their strategies are appropriate for the circumstances they face (Wheelen and Hunger 2000; Thompson 2001).

Strategy is fundamentally about a fit between the organisation's resources and the markets it targets and the ability to sustain fit over time and in changing environments (e.g. Viljoen 1996; Haley 2000; Viljoen and Dann 2000). In other words, strategies are devised by planning to guide how the organisation's business will be conducted and to make reasonable cohesive choices among alternative courses of action (Hax and Majluf 1991; Thompson and Strickland 2001).

Strategic planning is a central concern of strategic management. It may not be entirely the same as strategic management but it is usually a major process in the conduct of strategic management. The focus and emphasis of strategic planning as with strategic management is on strategy. Both strategic management and strategic planning are vital to the success of the organisation since the wrong strategy can lead to serious difficulties, no matter how internally efficient an organisation may be (Steiner 1979; Campbell, Stonehouse, and Houston 2002).

The subject of strategic management has been studied for many decades, however, there is a need to understand more about the various aspects of strategic management,

especially in the services sector. Theoretical and empirical investigations on strategic management area in developing countries has remain limited (Glueck and Jauch 1984; Haley and Tan 2000). Particularly in Thailand where to date there is only one formal study of Nimmanphatcharin (2002) which examined the strategic management practices of banks and financial services organisations.

This research will investigate the strategic management practices of a different industry in Thailand by focusing on the hotel industry. The hotel industry is part of the tourism sector, a prime generator of national revenue in the form of tourism dollars which represent foreign exchange earnings for Thailand. Tourism can be more lucrative and less resource-intensive for economic development than pursuing traditional industries like mining, oil development, and manufacturing (Go 1997; Mastny 2001).

In general, hotels have an extremely high investment in real estate and maintenance, management of space capacity, and a demand imbalance. The environment for these organisations is now far less predictable than in the past. Profitable operation in the hotel industry has become more challenging following the short-term lull in 2001 and their uncertain long-term prospects. Achieving effective strategic management is thus a critical issue that Thai hotels must accomplish in order to increase their chance of survival and success in the dynamic environment (Knowles 1994).

This research will be the first major research investigation of the hotel industry of Thailand, and will focus on strategic planning, senior management practices, the key environmental concerns and internal factors. This research will build upon previous strategic management studies (Christodoulou 1984; Bonn 1996; Nimmanphatcharin 2002) and a new theoretical framework will be developed exclusively for hotel industry of Thailand. It is considered more appropriate to work on the basis of stated research objectives rather than specific hypotheses because of the exploratory nature of the study.

1.2 Objectives of the Research

The main purpose of this study is to investigate the strategic management practices of the hotel industry in Thailand and analyse the impact of the key internal and external environmental factors.

The objectives of this study are as follows:

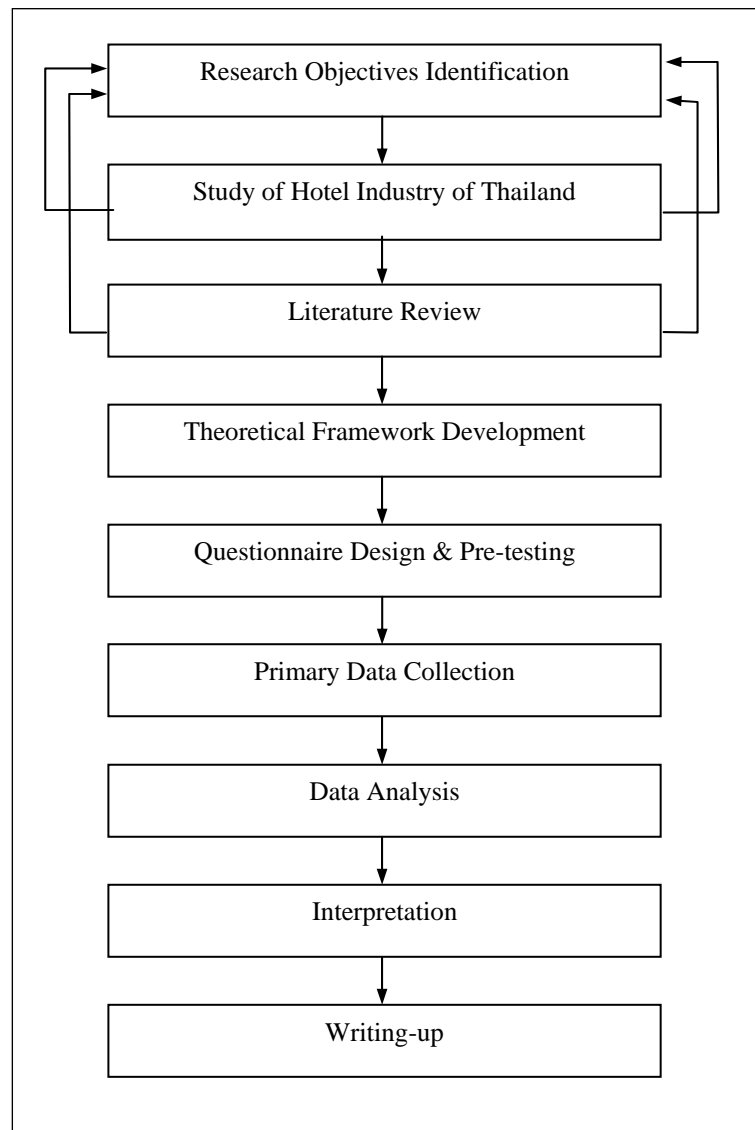
- To explore the form and content of strategic management practices of the hotel industry of Thailand;
- To explore the content of strategic planning practices of the hotel industry of Thailand;
- To identify the current impact of the key internal and external environmental factors specific to the strategic management practices in the Thai hotel industry;
- To examine whether Western strategic management theory applies to the hotel industry of Thailand;
- To evaluate individual characteristics of the Thai hotels and compare the strategic management practices of major hotel categories;
- To draw a comparison of the strategic planning aspects of the Thai hotel industry with those of previous studies, which were conducted in different environmental settings, namely time, country, and industry;
- To establish a database that will enable further research and analysis into the strategic management practices of Thai hotel industry.

1.3 Research Process

Figure 1.1 is a summary of the steps followed in this research. The first step of this study was to identify the research objectives after an extensive literature review and study of the hotel industry of Thailand, including the current situation and other possible impacts. The theoretical framework was then established to provide a suitable understanding of the definition and system of strategic management practices. The questionnaire was designed based upon this theoretical framework and was developed

in both an English and Thai version. The questionnaire was pre-tested prior to the commencement of the fieldwork. The primary data collection was conducted through personal interviews with senior executives. This was followed by a process of data analysis, interpretation and finally writing-up.

Figure 1.1:Flowchart of research process



1.4 Outline of the thesis

Figure 1.2 outlines the structure of this thesis which is organised into five parts based on the issues described above. Part one comprises of two chapters; Chapter 1 describes the research background, research objectives, research process, and thesis structure. Chapter 2 introduces the background on Thailand and the hotel industry of Thailand, including the development of hotels in Thailand, the role of the Tourism Authority of Thailand and the Thai Hotel Association, the importance of hotel industry, the type of hotels in Thailand, the current situation and the future direction of the hotel industry of Thailand, the major factors impacting hotel management of Thailand, and the strategic management in Thailand.

Part two covers Chapter 3 and Chapter 4. Chapter 3 reviews relevant literature and includes a historical overview of the field of strategic management, strategic planning, analytical tools/techniques, and corporate strategy. Chapter 4 introduces the theoretical framework and research questions.

Part three explains the methodology used in this research. Chapter 5 examines the population definition, the survey approach, the instrument development, the data collection procedure, and the response rate. The framework for data analysis is also presented in this chapter.

Part four presents an analysis of data gathered from interviews. Chapter 6 describes the characteristics of the respondent companies. Then the remaining data analysis is divided into 3 main parts. Part four A, including Chapters 7-12 investigates the formal planning companies and differences by size, ownership, and planning system. Chapter 13 in Part four B examines the non-formal planning companies and Chapter 14 in part four C explores the similarities and differences between formal strategic planning companies of this study and those of previous studies.

The final part is Chapter 15 which includes a summary of findings, conclusions, implications of the study for other research and recommendations for further research.

Figure 1.2: Structure and organisation of the thesis

PART ONE: INTRODUCTION AND RESEARCH BACKGROUND	
Chapter 1	Introduction
Chapter 2	Background on Thailand and the Hotel Industry of Thailand
PART TWO: LITERATURE REVIEW	
Chapter 3	Literature Review
Chapter 4	Theoretical Framework and Research Questions
PART THREE: RESEARCH DESIGN	
Chapter 5	Methodology
PART FOUR: PRIMARY DATA ANALYSIS	
Chapter 6	Characteristic of Sample Companies
PART FOUR A: FORMAL PLANNING COMPANIES	
Chapter 7	Organisational Structures and Resources
Chapter 8	Culture and Management Styles
Chapter 9	Mission and Long-term Objectives
Chapter 10	Corporate Strategies and Processes
Chapter 11	Planning and Planning System
Chapter 12	External Environment
PART FOUR B: COMPANIES WITHOUT FORMAL PLANNING SYSTEM	
Chapter 13	Non-formal Planning Companies
PART FOUR C: COMPARISION	
Chapter 14	Comparisons with Previous Studies
PART FIVE: CONCLUSIONS	
Chapter 15	Conclusions and Implications

1.5 Contributions of this Research

This research is a pioneering academic study on strategic management practices in hotel industry of Thailand. It makes the following distinct contributions to the body of

knowledge in the area of strategic management practices in the context of hotel industry of Thailand.

Firstly, this research is an exploratory study on strategic management practices and it provides a deep insight into dominant management features of hotel industry of Thailand. The theoretical framework, developed to cover the multidimensional and complex variables in this study will enable management theorists to further examine strategic management practices in industries other than the hotel industry of Thailand and this study will allow comparative studies by providing a database against which further studies can make comparisons.

Secondly, this study provides detailed insight into the strategic management practices of the Thai hotel industry, which will be valuable for hotel executives enabling them to compare their management practices with others and to understand differences that may arise due to size, ownership, and planning system.

Lastly, this study will allow the companies who do not have a formal planning system gain insights into the future development of a formal planning system in their organisations and also allow professionals outside the hotel industry and foreigners who seek to expand their business into Thailand to understand selected aspects of a Thai industry.

Chapter 2

Background on Thailand and the Hotel Industry of Thailand

2.1 Introduction

This chapter aims firstly to provide a broad background on Thailand, the country under study. Secondly, an overview of the hotel industry of Thailand is provided, including hotel development, the roles of the Tourism Authority of Thailand and the Thai Hotel Association, the importance of hotel industry of Thailand, the type of hotels in Thailand, and the current situation and the future direction of hotel industry of Thailand. Thirdly, major factors impacting hotel managements in Thailand such as size, management style, government, socio-culture, and world tourism environments, are examined. Lastly, the extent of strategic management research in Thailand is briefly reviewed.

2.2 Background on Thailand

This section presents a brief insight into Thailand's background, namely history, geographic location, major cities, climate, population, culture, politics, and economy.

2.2.1 Historical Background

"Siam" is the name by which the country was known to the world until 1939 and again between 1945 and 1949. On May 11, 1949, an official proclamation declared that the country would henceforth be known as "Thailand" (Punyasingh 1981). The word "Thai" means "Free," and therefore "Thailand" means "Land of the Free". The Thai history is divided into 5 major periods, namely Nanchao period (650-1250 A.D.); Sukhothai period (1238-1378 A.D.); Ayutthaya period (1350-1767); Thon Buri period (1767-1772); and Rattanakosin period (1782-the present). Because of its ancient history and being the only Southeast Asian country that has never been colonised by a European

power, Thai architecture and local customs have maintained their indigenous features, a valuable resource for the tourism industry (National Identity Board 2000, Office of Prime Minister 2000).

2.2.2 Geographic Location

The Kingdom of Thailand, lies in the heart of Southeast Asia, covering an area of 513,115 square kilometres, from North 5 °30" to 21° and from East 97 °30" to 105° 30". Thailand borders the Lao People's Democratic Republic, Cambodia and the Gulf of Thailand to the east, Myanmar and the Indian Ocean to the west, and Malaysia to the south (refer Figure 2.1). Thailand has maximum dimensions of about 2,500 kilometres north to south and 1,250 kilometres east to west, with a coastline of approximately 1,840 kilometres on the Gulf of Thailand and 865 kilometres along the Indian Ocean.

Thailand is divided into four distinct areas: the mountainous North, the fertile Central Plains, the semi-arid plateau of the Northeast, and the peninsula South, distinguished by its many beautiful tropical beaches and offshore islands.

2.2.3 Major Cities

Thailand consists of 76 provinces, including the four major cities namely Bangkok, Chonburi, Phuket, and Chiang Mai.

Bangkok, the capital city of Thailand since 1782, occupies a total area of 1,568 square metres on a flat alluvial plain divided by the Choa Phraya River. Composed of 50 districts, Bangkok has about one-tenth of the country's population. Bangkok is a national spiritual, cultural, political, commercial, educational, and diplomatic centre. In addition, today Bangkok has become the principal gateway and prime tourist attraction for both domestic and international travellers (National Identity Board 2000; Thai Hotel Association 2001) with 42% of the tourism revenue generated from Bangkok (Tourism Authority of Thailand 2003).

Figure 2.1: Map of Thailand and major cities



Chonburi, a gateway to the east coast, is only 80 kilometres from Bangkok. Chonburi is a centre of the Eastern Seaboard Development Project and industrial estate. During the Vietnam War (1962-1975), Pattaya has become one of the most famous tourist attractions for American military base in Thailand (Go 1997).

Phuket, Thailand's largest island, is located in the balmy Andaman Sea on Thailand's Indian Ocean coastline 862 kilometres south of Bangkok. Phuket formerly derives its wealth from mining industry, however, currently its major source of foreign income is tourism.

Chiang Mai, 700 kilometres from Bangkok, was founded in 1296 by King Mengrai the great as a capital of Lanna Thai kingdom. Chiang Mai, surrounded by high mountain ranges with several national parks, is both a coordination point for the agriculture of the area and also famous as a centre of northern culture and traditions. The city has architecture, food, dialect, and customs that set it apart from the rest of the country.

2.2.4 Climate

There are three seasons; namely rainy, summer and winter with an annual average of 22.5-32.3 degree Celsius in Thailand. The overall climate is tropical; rainy, warm, cloudy southwest monsoon during mid-May to September; dry, cool northeast monsoon during November to mid-March; and the southern isthmus always hot and humid (Tourism Authority of Thailand 2001).

2.2.5 Population

The population of Thailand is approximately 62 million, of which around 6 million live in the capital city, Bangkok. With a growth rate of 1.2 to 1.4 percent per year the population is projected to exceed 70 million by 2010 (National Economic and Social Development Board 2001). Modernisation has greatly expanded employment opportunities for people migrating to the cities. Table 2.1 shows that the average density of population per sq. km was 122 with the highest average density in Bangkok, followed by Nonthaburi, Samut Prakan, and Phuket.

Table 2.1: Population from registration for the year 2002

	Population (Million)	Density per sq. km.
The Kingdom	62.80	122
Bangkok and surrounding areas	9.67	1,246
Bangkok	5.78	3,686
Samut Prakan	1.03	1,024
Nonthaburi	0.91	1,455
Central	3.00	181
Eastern	4.30	118
Chonburi	1.13	259
Rayong	0.55	154
Western	3.65	85
Samut Songkram	0.21	492
Northern	12.15	72
Chiang Mai	1.69	79
Northeastern	21.61	128
Southern	8.42	119
Phuket	0.27	498

Source: Adapted from Department of Local Administration, Ministry of Interior

2.2.6 Culture

2.2.6.1 Social

Ethnic Thais form the majority (75%) of Thailand's population, though the area has historically been a migratory crossroads, and thus strains of Mon, Khmer, Burmese, Lao, Malay, Indian and most strongly, Chinese (14%) stock produce a degree of ethnic diversity. In 1911 the King emphasised that "Being Thai" was not an ethnic definition but a cultural act, the immigrant who learnt the Thai language, became Buddhist, honoured the King, and acted like a Thai, could become a Thai (Phongpaichit and Baker 1996). Integration is such, however, that culturally and socially there is enormous unity.

There is some difference in life styles between city dwellers and the country people. The rural communities seem to be slow moving and more conservative. However,

traditional Thai values are still strong underneath the surface of urban life because of the potent strength of the Thai cultural heritage, which over the centuries has demonstrated its ability to bend not to break. Literacy rate, in term of the ability to read and write in any languages, was 96% of the population, age 15 and over (National Identity Board 2000).

2.2.6.2 Religion

Buddhism is the national religion (Buddhism (95%); Islam (3.9%); Christianity (0.5%); and others (0.6%)). In Thailand, there is total religious freedom and all faiths are allowed to practice. Under the Thai constitution, the King is Buddhist and upholder of all religions.

Buddhism is at the root of typical Thai. Thais believe that inner freedom is best preserved in an emotionally and physically stable environment, and social harmony is best maintained by avoiding any unnecessary conflicts with others. Religion has major influence on daily life, particularly in towns and villages the temple is the heart of social and religious life. Meditation, one of the most popular aspects of Buddhism is a normal practice for Thais as a mean of promoting inner peace and happiness.

2.2.6.3 Language

The national and official language is Thai while English is widely spoken and understood in major cities, particularly in Bangkok and in business circles (National Identity Board 2000).

2.2.7 Politics

Thailand's absolute monarchy was ended by a bloodless coup in 1932 and the country was transformed into a constitutional monarchy. A democratically elected government governs Thailand, with H.M. Bhumibol Adulyadej as Head of State (Office of Prime Minister 2000). Under the constitution, the Parliament comprises 200 Members of the

Senate and 500 elected Members of the House Representatives. The Prime Minister is an elected MP and is selected from among the members of the House of Representatives.

Bangkok Metropolitan Administration comes under an elected governor and is divided into 50 districts. Besides Bangkok, there are 76 provinces, administered by appointed governors and divided into districts, sub-districts, and villages (National Identity Board 2000).

2.2.8 Economy

The structure of the Thai economy has been changing from that of a relatively backward exporter of agricultural products to that of an economically progressive state with exports dominated by manufactured goods and services (Bunbongkarn 1996; Phongpaichit and Baker 1997).

The economy is dominated by manufacturing industry (38%), followed by wholesale and retail trade (14%), and agriculture (10%) (Bank of Thailand 2004). Thailand has experienced several economic crises such as world oil price crisis in 1970s, a recession in 1985-1986, and after reaching the world's highest growth rate from 1986 to 1995 - averaging almost 9% annually - increased speculative pressure on Thailand's currency in 1997 led to a crisis that uncovered financial sector weaknesses and forced the government to float the baht (Phongpaichi and Baker 2000). Thailand entered a recovery stage in 1999, expanding 4.2% and grew about the same amount in 2000, largely due to strong exports - which increased about 20% in 2000. The economy in 2001 showed 1.5% growth due to a decline in exports, which was adversely affected by the world economic slump. However, economic stability remained satisfactory as the inflation rate was low and the stability of the Thai baht has improved. The economy in 2002 grew 5.4% as a result of domestic stimulus programmes on both tourism and export industry (Bank of Thailand 2004).

The tourism industry has become a potentially effective mean of achieving economic growth as the country shifts from an agricultural based economy to a more industrialised and service-based economy (Ratanakomut 1995; Bunbongkarn 1996). Table 2.2 shows that tourism is Thailand's the second largest source of foreign-exchange earnings, with receipts accounting for about 6 percent of the country's GDP in 2002 (National Economic and Social Development Board 2002; Premsilpa 2002).

Table 2.2: Thai economic indicators

Key Economic Indicators of Thailand For the year 1998 – 2002 (Billion baht)					
	1998	1999	2000	2001	2002
GDP	4,626.7	4,632.1	4,923.3	5,133.8	5,415.9
Export value	2,247.4	2,215.2	2,777.7	2,884.7	2,923.9
Revenue from tourism	242.2	253.0	285.3	299.0	325.0
Unemployment rate (%)	4.4	4.2	3.6	3.3	2.2

Source: Adapted from National Statistic Office Thailand 2002, Bank of Thailand 2003

2.3 An Overview of the Hotel Industry of Thailand

2.3.1 Hotel Development in Thailand

In the past, Thai people stayed with their relatives or in temples when travelling. The foundation for international tourism in Thailand was laid back when Thai kings (Rama IV and Rama V) encouraged international trading, which brought not only flows of capital, but also a flow of investors, traders, and occasional tourists (Li and Zhang 1997). As a result, the first three hotels established in 1863, namely the Union Hotel, Fisher's Hotel, and Oriental Hotel provided rooms and service for foreigners in Bangkok. After that, as the railway system improved, the number of resort hotels in the seaside provinces, such as Chonburi and Prachuabkirikhun increased (Somsap 1985).

For decades, the hotel business grew steadily without regulations. In the year 1935, the government announced the Hotel Act to regulate the standard of rooms and service. A hotel was defined as “an establishment offering food and drink and temporary sleeping accommodation if so required for any traveller who appears able and willing to pay for services and facilities provided” (Kijphanpanich 2001).

Following liberalisation in tourism, advancement in information technology and the perception of tourism as an avenue for life experience development and enhancement, people worldwide have been motivated to do more travelling. After World War II, the tourism industry in Thailand rapidly expanded because of the development of air transportation. Many airlines directed flights to Bangkok and the number of foreign tourists increased. Consequently, the government launched the Board of Investment Act to encourage the investment in hotel business. This led to universal standard hotels, under international chain management being established with foreign tourists as their target market. This was the beginning of a learning opportunity about international standard hotel management for Thais and as a result Thai hotel chains have developed (Phatrapipat, 2001).

2.3.2 Tourism Organisations in Thailand

2.3.2.1 Tourism Authority of Thailand

The Tourism Authority of Thailand or TAT, established in 1960 under the Office of Prime Minister, was the first organisation in Thailand to be responsible specifically for the promotion of tourism. TAT has 23 local office throughout the country and 25 offices overseas. TAT supplies information and data on tourist areas to the public, publicises Thailand so as to encourage both Thai and international tourists to travel in Thailand. TAT also conducts studies to set development plans for tourist areas, and co-operates with and supports the production and development of personnel in the field of tourism (Tourism Authority of Thailand 2000).

2.3.2.2 Thai Hotel Association

The Thai Hotels Association or THA was established in 1963 by the boards of management and the owners of the hotels. THA aims to strengthen the hotel business, and to cooperate with the government in promoting the hotel business with regard to setting a good standard and in concurrence with the government's policy (Thai Hotel Association 2001).

There are 351 members of THA classified into 8 groups:

- 69 hotels in Bangkok, Patumthani, Nonthaburi and Samutprakarn with 250 and up room capacity
- 54 hotels in Bangkok, Patumthani, Nonthaburi and Samutprakarn with under 250-room capacity
- 8 hotels in 10 central provinces
- 37 hotels in 7 eastern provinces
- 23 hotels in 7 western provinces
- 53 hotels in 15 northern provinces
- 22 hotels in 22 northeastern provinces
- 85 hotels in 14 southern provinces

2.3.3 The Importance of the Hotel Industry

Supporter of tourism industry and investment in the country

Thailand has an advantage over many other South East Asian destinations in having attractions of a historical, archaeological, architectural and cultural nature, as well as attractive resorts, a varied nightlife, and unique gifts and souvenirs. Thai tourism and hotel industries are complementary since the hotel is a temporary home of travellers who are travelling around places. Accommodation is one of the key factors encouraging travellers to travel. Besides accommodation, food and beverage, hotels also provide recreation facilities, e.g. swimming pool, golf course, and a beach. Travel agents, airline agents, car rent services, and limousine services can be found in hotels. The hotel

business is an important mechanism of the tourism industry. Insufficient rooms obstruct the development of the tourism industry (Phatrapipat 2001).

Employment creation

As part of the tourism industry, the hotel industry is vital to the Thai economy in creating employment for the local communities, and leading to better GDP and standards of living (Phongpaichit and Baker 1996). Table 2.3 shows that the highest employment in the tourism industry is the hotel industry. The hotel business is usually a 24-hour operation, and normally there are 3 shifts a day, 7.00 – 15.00 hrs., 15.00 – 23.00 hrs., and 23.00 – 7.00 hrs. There are more than 118 educational institutes, schools, universities, colleges, providing tourism and hotel management programmes in Thailand (Srithana-anon 2001).

Table 2.3: Employment in the Thai tourism industry

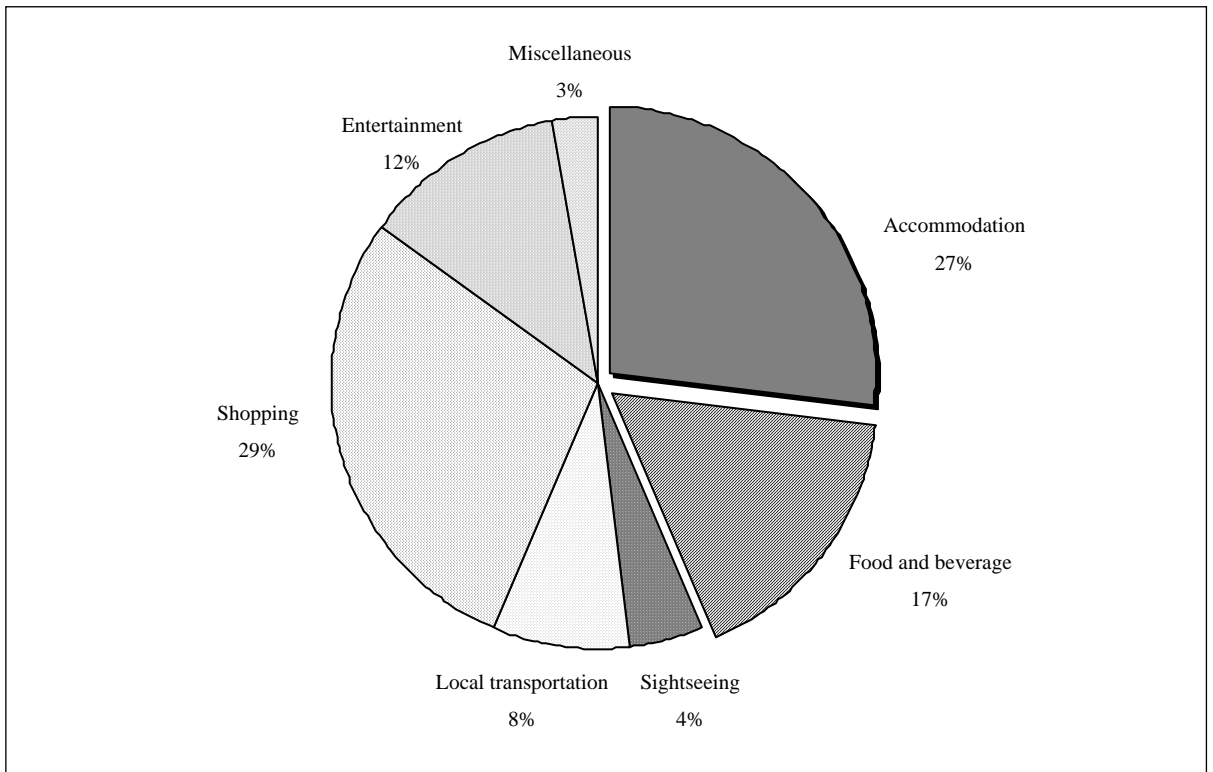
Category	Year					
	1997	1998	1999	2000	2001	2002
Hotel	249,804	307,269	296,694	286,119	275,544	264,970
Travel agent	37,779	36,739	34,965	33,191	31,420	29,646
Souvenir	30,844	38,054	36,643	35,235	33,805	32,413
Restaurant	81,507	86,919	88,248	89,574	90,906	92,234
Public Transportation	51,908	54,054	54,953	55,853	56,753	56,753
Private Transportation	27,890	29,169	30,330	31,492	32,654	33,184
Entertainment and Leisure	37,007	43,572	44,782	45,992	47,204	48,415

Source: Adapted from Tourism Authority of Thailand 2001

Revenue and cash flow generator

Figure 2.2 shows the second highest expense of tourists in 2002 was on accommodation and around 40% of the expense was on accommodation and food. This revenue had multiplier effects in creating cash flow to hotels, other related businesses, and the government.

Figure 2.2: Revenue of tourism industry of Thailand (2002)

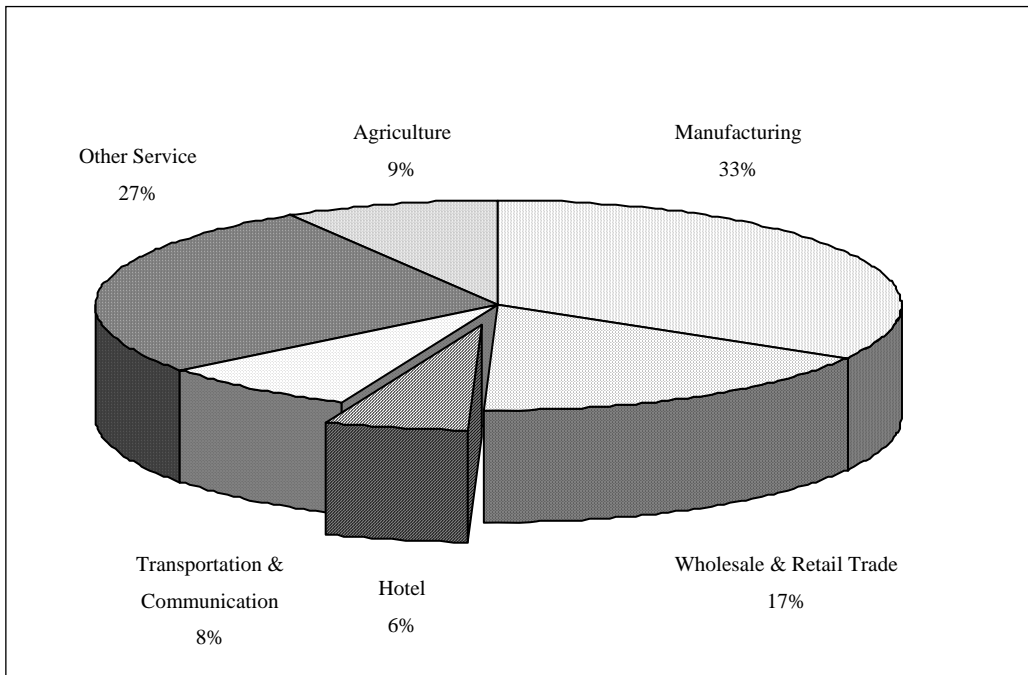


Source: Adapted from Tourism Authority of Thailand 2003

Increasing standard of living

Land development for hotel construction brought infrastructure, civilisation, and technology transfer to rural communities. The hotel business eases the employment burden, helps distribute income and gives rise to many other related businesses. Employment in rural communities reduces the social class gap and helps resolve the migration to capital city problem. Figure 2.3 shows hotel industry contributed about 6% to Thailand's economy.

Figure 2.3: Thai GDP at current price by production in the year 2001



Source: Adapted from National Economic and Social Development Board 2002

2.3.4 Types of Hotel in Thailand

There is no official standard to categorise the hotel industry in Thailand. However, in industrial practices, there are several criteria in classifying hotels including location, size, service level, price (e.g. Knowles 1998; Phatrapipat 2001; Kijphanpanich 2001).

Location: City hotel, suburban hotel, resort hotel, airport hotel

Size (number of rooms):

- Small hotel: less than 150 rooms
- Medium sized hotel: 150 – 299 rooms
- Large hotel: 300 – 600 rooms
- Extra large hotel: more than 600 rooms

Service level (American standard): Luxury, full service, limited service, economy

Price: Price can partly show the service quality as it relates to high-invested quantity and quality of the service. Price also reflects the expectation of the customers.

The Thai hotel industry has a long history of more than a hundred years with no official standards system. Hotels under an international chain accredit in the global market since there are standardised services under their names. Currently, the private sector hotels of the THA are initiating the star scheme, English system, to be launched within a few years. This standard will help promote the tourism industry in Thailand and distinguish hotel businesses from other types of accommodation.

Besides, TAT has categorised hotels into 5 groups by prices (rack rate) in order to be used for research and development purposes as follows (Statistic and Research Division 2002a, 2002b);

- Group 1: price more than 2,500 baht/night
- Group 2: price between 1,500-2,499 baht/night
- Group 3: price between 1,000-1,499 baht/night
- Group 4: price between 500-999 baht/night
- Group 5: price under 500 baht/night

2.3.5 Current Situation and Future Directions of the Hotel Industry of Thailand

The terrorist attack on 11 September 2001 created a temporary difficulty for the Thai tourism industry. For the hotel industry, the occupancy rate in the year 2001 in the southern part of Thailand dropped significantly from 58% in 2000 to 53% as the source of their major tourists were from Europe and USA. whereas the overall country rose slightly to 51.94% because of increased Thai tourists (Premsilpa 2002).

Table 2.4 shows that the expansion of hotel rooms available in Thailand during 1997-2001 was 3.84% per year. This table includes all types of accommodation such as hotels, guesthouses, and resorts. The main expansion was of the existing accommodation, not from new construction (Statistic and Research Division 2002a). The data suggests that among the main destinations in each region, Bangkok had the third highest room expansion rate, followed by the North Eastern part, and the Southern part.

Table 2.4: Number of hotel rooms in Thailand

Region	1997		2001		Growth Rate 1997-2001
	No. of Room	%	No. of Room	%	
Nationwide	265,542	-	320,565	-	+3.84
Main destinations					
Northern	28,371	14.83	30,007	13.04	+1.13
Bangkok	46,150	24.13	57,983	25.21	+4.67
Central*	16,011	8.37	19,142	8.32	+3.64
Eastern	38,101	19.92	40,515	17.61	+1.24
North Eastern	12,911	6.75	18,061	7.85	+6.94
Southern	49,743	26.00	64,323	27.97	+5.28
Total	191,278	100.00	230,031	100.00	+3.76

Note: * exclude Bangkok

Source: Adapted from Statistic and Research Division 2002a

For the hotel industry, the primary revenue is from accommodation even though there is higher revenue from food and beverage in some hotels. The occupancy rate is the best explanation of the hotel industry situation (Srithana-anon 2001). As shown in Table 2.5, the highest occupancy rate is in Bangkok compared to other parts of Thailand and this is because Bangkok is the capital city, the main tourist destination for either business or leisure travellers and the largest international airport in Thailand is situated in Bangkok.

Table 2.5: Occupancy rates of accommodation establishments in Thailand 2002

Destinations	No. of guests (Million)	Occupancy rate (%)
Northern	6.08	44.38
Bangkok	10.74	63.90
Central*	4.13	45.50
Easter	6.59	50.66
North Eastern	3.88	49.73
Southern	9.14	51.67

Source: Adapted from Statistic and Research Division 2002a

Note: *excluding Bangkok

The tourism sector grew moderately in 2001, with the number of international tourists expanding by only 5.82 percent (decreased from 10.82 percent growth in the previous year). This was a direct result of the attacks in the United States on 11 September 2001. However the overall situation still remained satisfactory as the reduction in the number of tourists from the United States and Japan was offset, to some extent, by the increase in the number of tourists from Asia and Oceania. The impact on Thailand tourism was less than for countries in the same region. The growth rate (5.82%) was better than Singapore, the main competitor, which had slowed down to 2%. The growth rate of tourist arrivals in Australia and Hong Kong remained the same level as of the previous year. In addition, the hotel occupancy rate in Thailand increased slightly from 50.84% in 2000 to 51.94% in 2001 (Bank of Thailand 2002; Statistic and Research Division 2002a).

Following the September 2001 crisis, TAT has altered its marketing strategies in response to the change and set up the following (Thai Hotel Association 2002):

- Crisis Management Center (CMC) was established jointly between TAT and Thai Airways International. Tour operators in the area reported the updated information to CMC for action, and for changing tactics in sales promotion and following up closely on sales strategies in other countries for the benefit of Thai tourism.
- Defensive public relations were launched to create confidence in tourists and tour operators, for example; inviting international press teams to visit Thailand as state guests, a press conference with the prime minister etc.
- Proactive sales activities to penetrate selected target markets; road show project in Vietnam with an agreement signed with the Vietnam National Administration of Tourism to promote travel and tourism between the countries, including infrastructure, transportation and joint marketing, attending the World Travel Mart and Japan Association of Travel Agents (JATA).

In the long run, Thailand still has potential for further expansion given appropriate strategies and adequate solutions for tourism development. TAT expects Thailand tourism in 2002 – 2004 to recover to a growth rate of 6% annually, presuming the number of foreign tourists increases from 1,050 million in the year 2002 to 1,180 in the

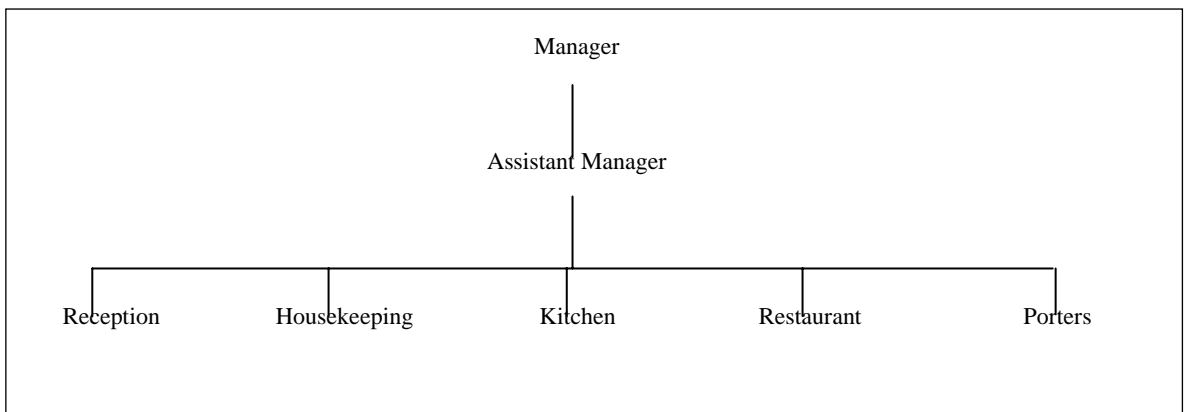
year 2004. The expected revenue from foreign tourist is 402 billion baht in the 2004 (Tourism Authority of Thailand 2001).

2.4 Major Factors Impacting Hotel Management in Thailand

2.4.1 Size of the Hotel

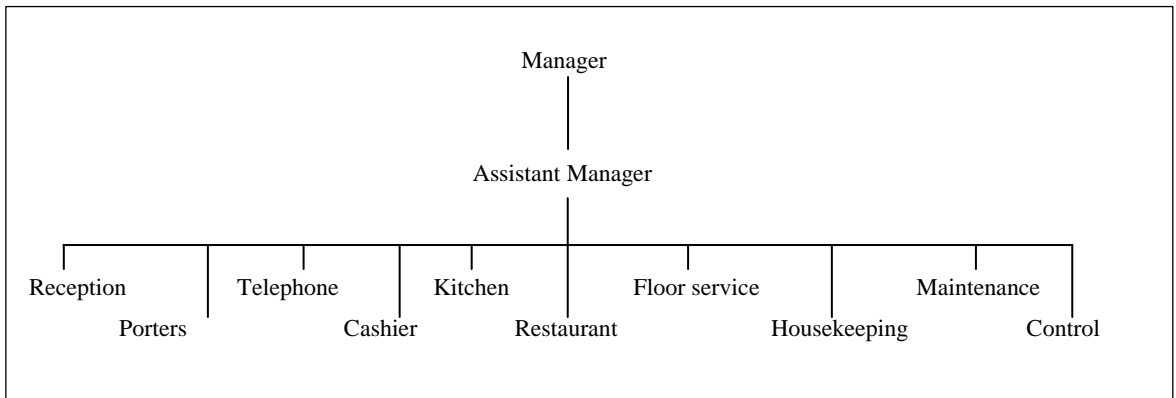
In general, the size of hotels in Thailand can be determined by the numbers of room (Kijphanpanich 2001). The organisational structure of small size hotels is usually simple. There is no specific authority and responsibility for the assistant manager of small hotels (Figure 2.4) since he or she will act for the manager when needed. In general, the assistant manager is assigned ad hoc jobs. In medium sized hotels (Figure 2.5), there are 2 assistant managers to work on a 2 shifts basis (day and night). The heads of each department report directly to the manager. Large hotels need to have clear responsibility specified because of the workloads and standards control (Figure 2.6).

Figure 2.4: Typical organisational structure of small hotel



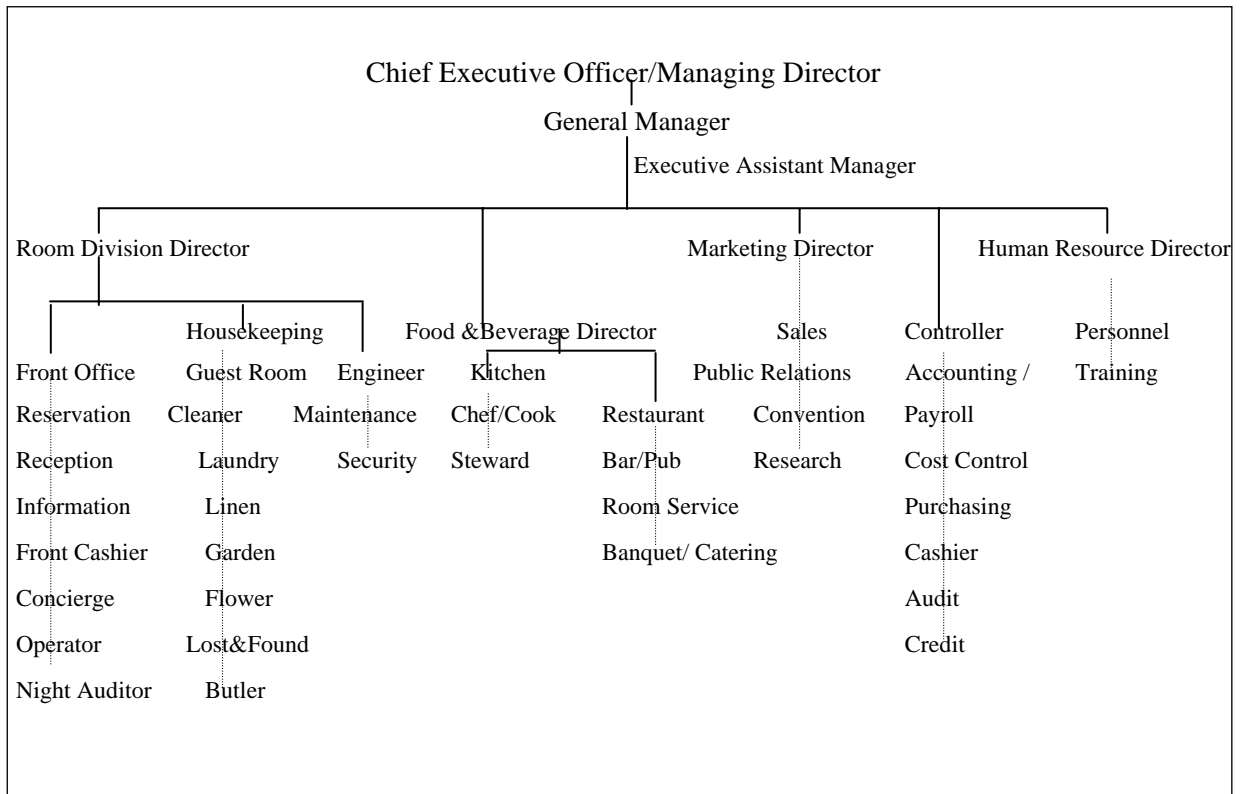
Source: Adapted from Sawangpayup 1984

Figure 2.5: Typical organisational structure of medium sized hotel



Source: Adapted from Srithana-anon 2001

Figure 2.6: Typical organisational structure of large hotel

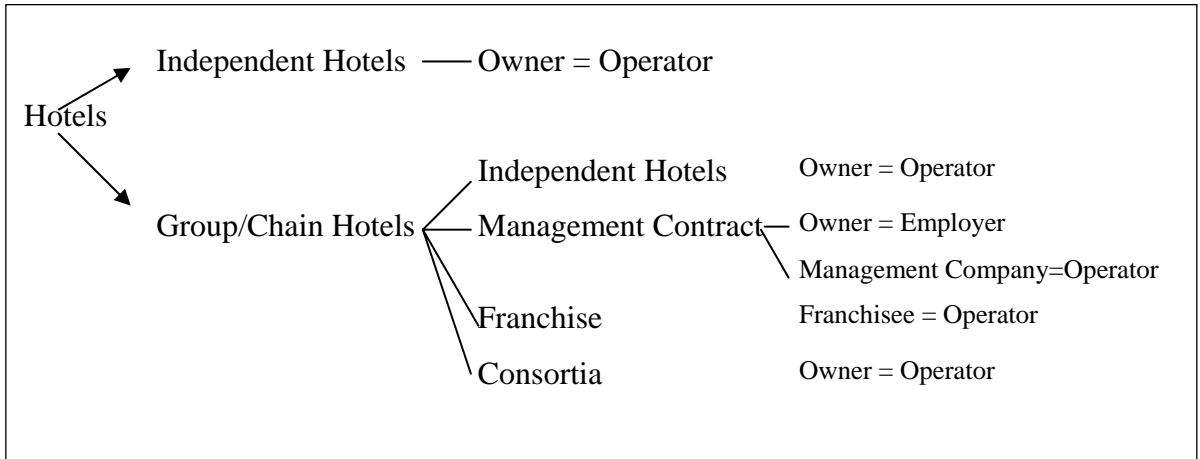


Source: ibid

2.4.2 Types of Hotel Ownership

Hotels in Thailand can be divided into 2 groups (Figure 2.7) according to the ownership: namely independent hotel, and group or chain hotel.

Figure 2.7: Types of hotel ownership



Source: Adapted from Srithana-anon 2001

2.4.2.1 Independent Hotels

Independent hotels are mainly small family businesses. The owner has the highest management position and does all the business planning and decision-making. The hotels are situated in small towns or seasonal tourist destinations. There are limited services, aimed at providing rooms. Informal services but a warm atmosphere is the main character of these hotels. There is a high cost of funding and marketing activities, especially international promotion. Introducing electronic commerce is useful for these small hotels in increasing their channel of distribution via a website. The organisational structure is uncomplicated and the management is more flexible (Srithana-anon 2001).

In general, the business strategy of independent hotels was established by the founding owner who as an entrepreneur tend to adopt an autocratic paternalistic management style and the single-minded pursuit of a particular strategy and they permitted little deviation. Business practices depend mainly on the entrepreneurial characteristics of the

owner. When the founding owner was changed involuntarily by death or old age, the successor who is usually educated and brought up in a privileged environment, may not have the same flair for the hotel business or have the feel and sensitivity to the environment, which created the original successful strategy (Putti, 1991). This may lead to the creation of a management contract as described in the next section.

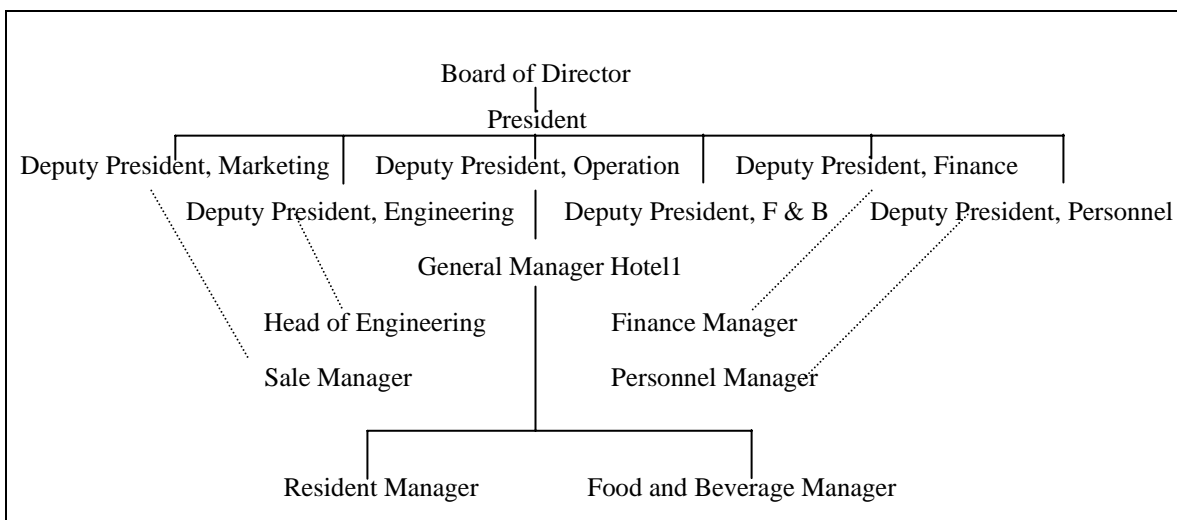
2.4.2.2 Group/Chain Hotels

Group hotels are operated under the same brand or management system. As the result of the success of the original hotel, the new hotels were launched as branches in new locations. However, the limited fund of the founding owner impeded the opportunity whereas there were a lot of investors who had an interest in the hotel business but lacked expertise. Hence, the group hotels are formed as part of a growth strategy under either a management contract or a franchising arrangement (Knowles 1994).

The head offices determine the main policies and closely control the business decisions to ensure the standard of the operation and the management systems are the same for the whole group (refer Figure 2.8). Group hotels are situated in the major cities e.g. Bangkok, Chiang Mai, Phuket. The group hotels are provided by the head office with product/service design, sales techniques, business strategies, media approach, centralised reservation system, and global distribution system. There is a training and career development plan for staff to be promoted to management positions. In practice, nevertheless, long procedures may delay business opportunity decisions and an overseas manager assigned by the head office may face difficulties because of language, attitude, and culture differences (Kijpanthpanich 2001).

As well as group hotels, there is another group of hotels who cooperate for marketing purpose only, and these are called 'consortia'. Without management or operation control, consortia will assist members in sales promotions, public relations, and booking systems at a cost to the member. The consortia help independent hotels to compete with the other group hotels without losing their management control (Srithana-anon 2001).

Figure 2.8: Typical organisational chart of a group hotel



Source: Adapted from Srithana-anon 2001

There are four main local hotel groups in Thailand:

Dusit Hotels and Resorts

Dusit Group is the largest local hotel group in Thailand. The group operates under brand ‘Dusit, Royal Princess, and Thani’ in Thailand and oversea. Dusit Group operates its own hotels and others under management contract and franchising.

The Central Group of Hotels

The current ‘Central Grand Plaza’ previously operated under brands ‘Hyatt’ and ‘Central Plaza’. This group expanded its business rapidly by purchasing existing local and oversea hotels. This group operates only its own hotels.

Amari Hotels and Resorts

This group changed its name from Siam Lodge Group of Hotels in 1992. Amari Group operates its own hotels and others under management contract.

Imperial Hotels Group

Former known as ‘Imperial Family of Hotels’, Imperial Group operates only its own hotels in Thailand and overseas under brands ‘Imperial, Plaza Athenee’.

There are more than 3,000 international hotel groups around the globe, of which 10 groups are operating in Thailand:

Accor Group (France) operates under brands 'Sofitel, Novotel, Mercure, Pullman, Ibis, Pansea, and Altea'.

Choice Hotels International Group (USA) operates under brands 'Clarion, Quality, Comfort, and Sleep'.

Hilton International Group (England) operates under the brand 'Hilton International'.

Holiday Inn Worldwide Group (USA) operates under brands 'Holiday Inn Crowne Plaza, Holiday Inn, Garden Court'.

Hyatt International Group (USA) operates under brands 'Grand Hyatt, Hyatt'.

ITT Sherration Corp Group (USA) operates under the brand 'Sheraton'.

Mariott International Group (USA) operates under the brand 'Mariott'.

Meridien Hotels Group (France) operates under the brand 'Le Meridien'.

Sol Group (Spain) operates under brands 'Melia, Sol'.

Shagri-La International Group (Hong Kong) operates under the brand 'Shangri-La'.

The study of Srithana-anon (2001) and Kijphanpanich (2001) show that group or chain hotels are closely controlled by their head office. Main policies and management standards are set by a centralised system.

The growth of international group hotels in Thailand stimulates the local hotels to change their strategies in order to survive in this intense competition. For example,

faced with mounting competition from aggressive global chains, the local Dusit hotel group in cooperation with four Asian Hotel groups launched 'Asian Hotels Alliance' project to expand their reach to customers and key travel partners with the combined portfolio of more than 70 hotels around the world (Weinstein 2002).

2.4.3 Economic and Government Policy

One key to the success of tourism in Thailand is a clear recognition by the host governments of the important role of tourism in the economic development of the country. The Thai government has promoted the tourism industry as a means to direct foreign currency into the country and consequently to improve its economic status since 1961 (Phatrapipat 2001). Thailand has plenty of scenic sites, natural resources and exotic local culture as tourist attractions. Tourism was included in the Fourth National Economic and Social Development Plan (1977-1981) as an integral part of the Thai government national economic development policy. This development plan was aimed at strengthening the Thai economy in the areas of international trade, investment, and tourism to boost foreign exchange earnings and to create and expand employment opportunities.

The success of the policy was evident when tourism became one of the fastest-growing and most important sectors of the Thai economy. The Visit Thailand Year campaign in 1987 helped a tourism income increase by 34 percent from 37,321 million baht in 1986 to 50,024 million baht in 1987 (Krongkaew 1995).

The Amazing Thailand 1998-1999 campaign helped tourism revenue of 242,177 million baht in 1998 grow to 253,018 million baht in 1999, an increase of 10%. From 1980 to 2001, tourist arrivals to Thailand increased from under 2 million in 1980 to more than 10 million in 2001 (Tourism Authority of Thailand 2001).

For the past thirty years tourism has expanded through government support, improved access to tourist destinations and the opening of new tourist facilities. The Tourism Master Plan 2001-2010 was being devised to provide guidelines on the promotion and

development of tourism with an aim to strengthen this industry (Tourism Authority of Thailand 2001; Foreign Office 2002). Included in this plan are;

- Launching ‘Be My Guest’ campaign, part of ‘Amazing Thailand’ project, after the crisis in the USA by placing emphasis on various commodities, friendship and peace of Thailand.
- Promoting tourism in Bangkok to commemorate the 220 years anniversary of Bangkok
- Organising ‘Thailand Place to Meet’ project to promote MICE (meeting/incentive/convention/exhibition) market
- A refund of VAT to tourists programme
- Promoting tourism in connection with Indo China in ‘two kingdoms, one destination’ project on the world heritage route: Thai-Laos-Vietnam in order to make Thailand a gateway to these countries.
- Launching ‘Stop Over’ programme for transit passengers
- Classifying tourists attractions in order to distribute tourists in several local area
- Penetrating more specific target groups: honeymoon group, wedding couple in Asia market, golf group, and health tourism group
- Organising ‘Thailand Grand Sale’ project to attract shopping group and promote Thailand as a shopping destination
- Developing Thailand as a centre of long stay tourism in this part of the world
- Launch a national eco-tourism action plan 2002 – 2006

The Thai government supports the tourism industry because tourism is Thailand’s major source of foreign exchange earnings and employment creation in provinces which helps stimulate the general development of provincial areas.

The downturn of economic activity in 1997 has had negative effects on the country’s hotel sector. In response to the baht devaluation, many hotels changed their pricing to US\$ and also targeted international tourists who had high buying power (Foreign Office 2002).

2.4.4 Socio-cultural Aspects

The social and cultural environment consists of broad societal trends that affect hotels. These include demographic patterns, lifestyles, social structures, attitudes, values, and beliefs. While leading companies have embraced modern management practice from the west, they have also managed to maintain their Thai values and local perspectives. Cultural values, shaped by the legal and political system, differ from country to country (Cooper 1982). Some Thai values like respect to elders or authority, contradict modern western management practice like empowerment and delegation.

It is said that Thai approach to management is more subtle in the way they do business and approach people. Moreover, Thais have a reputation for humility, and being nice and friendly which suits the hotel environment while in other countries, e.g. Hong Kong, Singapore, hotel providers are perceived to be less approachable because they are busy and highly stressed. In the tourism industry, Thai hotels have a worldwide reputation for their outstanding service (Tocquer and Cudennec 1998).

The studies of Scarborough (1998) and Stage (1999) found that many aspects of Thai culture influence business conduct, such as politeness, controlled or guarded expression of emotion, the importance of developing workplace relationships, gift giving, and awareness of the social stature of those with whom a person interacts.

Their studies also found that main characteristics of the Thai business management are Thai pragmatism, content, good-humoured, peaceful, easy-going, and generally unburdened by ideology, and difficulties in dealing with abstractions like management, leadership, and organisation. Most Thai organisations are based on specialised and functional structures. However, the paternalistic culture, mixed with centralised, top-down decision making typical of hierarchical structures leads to little delegation and participation meaning they are weak in cross-functional coordination and speed of response.

The three main problems foreign companies frequently face in doing business in Thailand are a lack of cultural knowledge, unfamiliarity with language, and poor infrastructure. The criticising of the superiors in public was seen as more offensive than in western culture. The words “ Yes I understand” by Thai employee can often be used to avoid asking questions or to hide a lacking of understanding (Edwards, Edwards, and Muthaly 1995).

Currently there is public concern about tourism’s impact on the environment. Board of Environmental Promotion of Tourism Activities has launched ‘Green Leaf’ project to encourage efficient environmental management of hotel businesses. A certificate will be awarded based on audits of the environmental policies and other measures of participating hotels (Mastny 2001; Thai Hotel Association 2002).

It is important for expatriates working in Thailand to be familiar with Thai language, business practice and custom. Sensitivity to cultural differences is important in conducting business internationally in hotel industry. Hence, there is a need to understand and compromise the gap in culture diversities.

2.4.5 World Tourism Environment

The hotel industry is dependent on the world situation, including economic activity, world oil prices, terrorism, and epidemics. During the world economic crisis in 1990’s, the revenue from international tourists in Thailand dropped by more than 20% (Li and Zhang 1997). As a result of international crises, demand for accommodations varies and produces more instability. The September 2001 event in USA and October 2002 event in Bali directly affected the global tourism industry, especially the Southeast Asian countries. Hotel occupancy rate in Thailand dropped, and the oversupply status increased. This might be a temporary negative impact on the Thai tourism industry, however the Thai government is still concerned that if the tension between the US and Iraq is prolonged, the world economic recovery may come to a halt, yielding adverse impacts on both Thai exports and tourism. In response to the crises, TAT, under promotion measures initiated by the government, seeks to target Asian and domestic

tourists with the ‘Thais Travel Thailand’ campaign. At the same time, promotion plans highlighting the peaceful Buddhist society, political stability, and safety measures over the country, seek to increase confidence in security for the tourists planning to visit Thailand (Tourism Authority of Thailand 2001).

Uncertainty in the world situation makes Thai hotel business management much more difficult, especially in planning for the future. Strategic planning needs to be updated more frequently and long-term plans may not be implemented if situations remain uncertain forcing further strategy revisions.

2.5 Strategic Management in Thailand

The amount of strategic management research and publication of findings on strategic management practices for Southeast Asia seems exceedingly small compared with the Western countries. According to Haley and Tan (2000), the strategic management style in Southeast Asia differs from that practiced in the West because of the lack of information necessary for sound strategic decision-making. The lack of information, especially information on the external environments of the organisations operating in the region, poses a serious challenge to traditional forms of strategic planning and management. Hofstede (1994) argued that the reason for differences in decision-making styles was ethnic and cultural dimensions. Haley and Stumpf (1989) found these differences traceable to personality type. Later, Haley (1997) found evidence that there may be significant personality type differences between the managerial cadres of different nationalities thereby giving support to Hofstede (1994)’s arguments. The truth probably is a combination of all these different explanations (Haley and Tan 1999: p.1).

Southeast Asia generally has had three major clusters of large businesses (Haley and Tan 2000): the state-owned or government linked corporations, the oversea Chinese family businesses, and the multinational companies.

- The state-owned or government linked corporations: strategic planning and management were often patterned after the countries’ plans for economic growth and development

- The overseas Chinese family business: strategic decisions were characterised by an intuitive, entrepreneurial and fast decision-making style, and paternalistic management. This approach is based on business sense, experience and their individual propensity to take risk.
- The multinational companies: generally, the decisions to relocate manufacturing operations constituted internal decisions to maximise operational efficiency rather than decisions to serve local markets which require much greater understanding of the local environment.

The study of Ghosh and Chan (1994) asserted that planning activities of the organisations in Southeast Asia appeared ad hoc and reactive. Many successful Southeast Asian executives' decision styles do not correspond to the conventional, corporate analytical model taught in business schools and used so successfully in more mature economic environments. The Southeast Asian style approximates an experience-based, intuitive, idiosyncratic model, well suited to an uncertain environment with little information. To be effective in Southeast Asia, there is a need to study holistic/intuitive decision-making, and to learn it fast (Haley and Tan 2000). In addition, they proposed four salient characteristics of strategic management practices in Southeast Asia, namely hands-on experience, transfer of knowledge, qualitative information, and holistic information processing.

The study of Siengthai and Vadhanasindhu (1991) found that most trading businesses in Thailand are small family-type businesses. Business practices depend mainly on the entrepreneurial characteristics of the owner or leader of that particular business. Thai organisational environment has been influenced to a great extent by the bonds of friendship and blood relations, and by the feeling of obligation to return personal favours (Nananugul 1981). However, the management practices in Thailand are not totally free from Western influences. The multinational companies have brought with them their culture and management concepts and professional managers have graduated from Western business school and from the local universities in Thailand which have also offered business education (Grewal and Tansuhaj 2001). In addition, the research of Chamornmarn and Butler (2000) asserted that after the economic crisis in 1997, large

organisations in Thailand had less formal planning systems, a shorter time horizon for their plans, and a centralised decision-making system compared to before the economic crisis in 1997.

2.6 Chapter Summary

Thailand is a developing country that is shifting from an agriculture-based economy to a more industrialised and service-based economy. The hotel industry, as a part of tourism industry, has a significant role in boosting economic activity of the country and brings in foreign currency. The growth of the hotel industry accelerates employment creation, revenue distribution, and helps provide a better standard of living to the local community.

The Thai hotel industry is dependent on the world situation, including economic activity, world oil prices, terrorism, and epidemics. The September 11, 2001 crisis had a significant impact on the Thai tourism industry and the Thai government realised the importance of the hotel business and its difficulties in the challenging environment. Therefore, several measures were launched by the Thai government to encourage the hotel operators such as a safety policy, and international marketing promotion.

In addition, there are several factors which impact hotel management in Thailand, namely size of the hotel, type of hotel ownership, economy, government policy, and socio cultural aspects. Tougher competition in a more unpredictable world has increased managerial uncertainty and difficulty. Strategic management as a means to deal with the pace of change both within and outside the organisations, is necessary for effective hotel management. A strategic dimension to their managerial activities is required in order to have the capacity to provide a sense of strategic direction to guide the enterprises constructively into the future.

The strategic management and decision-making style in Thailand which is similar to its Southeast Asian neighbours, differs from that practiced in the West. The main reasons for these differences were the lack of information necessary for sound strategic

decision-making (Haley and Tan 2000), differences in ethnic and cultural dimensions (Hofstede 1994), and personality type (Haley and Stumpf 1989).

PART TWO

LITERATURE REVIEW

Chapter 3: Literature Review

Chapter 4: Theoretical Framework and
Research Questions

Part two of this thesis consists of 2 chapters. Chapter3 reviews relevant literature and includes a historical overview of the field of strategic management, strategic planning, analytical tools/techniques, and corporate strategy. Chapter 4 introduces the theoretical framework and research questions.

Chapter 3

Literature review

3.1 Introduction

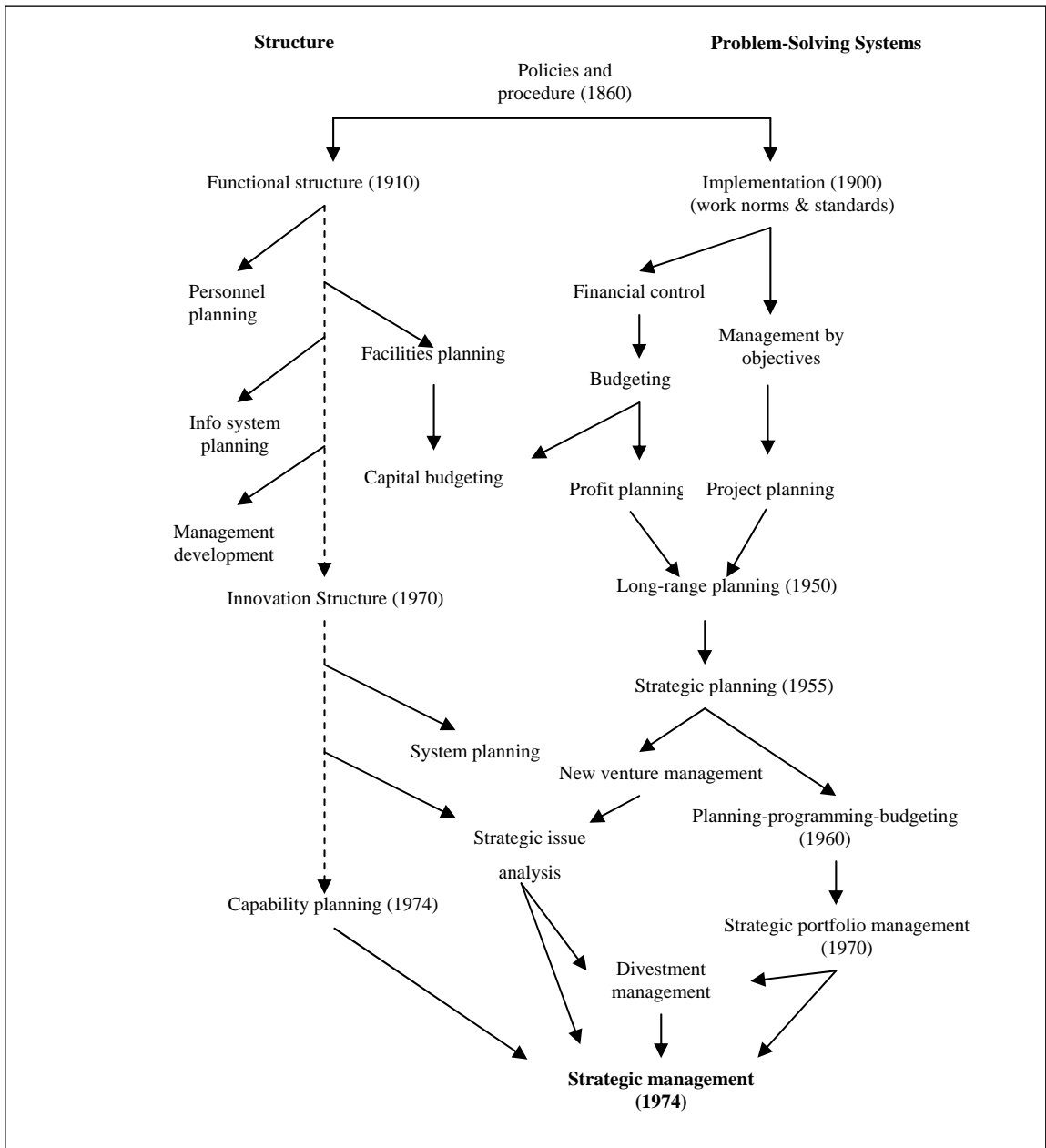
The aim of this chapter is to develop a theoretical foundation upon which this research is built. It reviews the relevant literature and identifies the research issues which are relevant. It is organised into 7 sections. The first section introduces the composition of this chapter. Secondly a historical overview of strategic management is reviewed. The third section deals with strategic management, including process, pattern, system, and levels of strategy. Fourthly, three types of the organisation's environment, which are general environment, task environment, and internal environment, are examined. In the fifth section planning tools and techniques used in strategy formulation are reviewed. The sixth section reviews the literature of corporate strategy, which covers mission and vision statement, long term objectives, strategies and implementation alternatives, and strategy evaluation. The final section concludes the literature review.

3.2 Strategic Management - A Historical Overview

Figure 3.1 demonstrates the historical evolution of strategic management. The strategy concept originated from the study of success in war (Macmillan & Tampoe 2000). Business has learned from military strategy and many business issues have military parallels. Learning from past mistakes and adopting fresh outlooks is important elements in both military and business situations (White 2004). In the early 1900s, there was a need to establish formal systems for gathering and processing internal and external business information due to changes in business types and more complex environments. After the Second World War, long-term planning about capital investment using statistical forecasting processes became popular among progressive enterprises. Since 1960s, corporate strategy played an increasing role because of firm diversifications. Corporate strategy extended long range planning to include a

consideration of other options but, inevitably it was unable to respond to fast changing environments (Pearson 1999).

Figure 3.1: Evolution of strategic management



Source: Bennett 1999 p. 13

The three critical works by Chandler (1962), Ansoff (1965), and Andrews and his colleagues (Learned, Christensen, Andrews, and Guth 1965) provided the foundation for the strategic management field (Rumelt, Schendel, and Teece 1991; Bonn 1996). Chandler's work focused primarily on how large firms develop their administrative structures to accommodate growth and how strategic change leads to structural change (Rumelt et al. 1994). Chandler (1962, p.13) viewed strategy as "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out the goals". Ansoff (1965) emphasised the importance of strategic decisions. He defined strategy as "the common thread, among a firm's activities and product-markets, which consists of four components: product-market scope, growth vector, competitive advantage, and synergy" (p. 94). According to Andrews and his colleagues, strategy is "the pattern of objectives, purposes, or goals and major policies and plans for achieving these goals, stated in such a way as to define what business the company is in, or is to be in and the kind of company it is or is to be" (Learned et al. 1965, p. 104). These three works originated a number of critical concepts and propositions in strategy, including how strategy affects performance and the notion that structure follows strategy.

A flexible and more general approach, strategic management, emerged later to deploy business resources in an efficient and rationally determined manner in the context of turbulent environments, and hence optimise the long-term performance of the organisation (Ansoff 1990). After the late 1970's, the interest in strategy shifted its emphasis from a quest of performance to the sources of profitability (Grant 2002). There was a focus on companies' external environments through the analysis of industry structure and competition. Several models, such as the five-force model, and the BCG Matrix were launched. Since the late 1980's the attention on the role of strategy in creating competitive advantage shifted towards the internal aspects of the company. Resources and capabilities of a firm are focused as a primary source of its profitability and a basis for formulating long-term strategy (White 2004).

3.3 Strategic Management

Strategic management has dominated the business management literature as well as corporate practice for several decades. There is no single universally agreed definition of strategic management. Over the last two decades, strategic management has been viewed as being where strategic planning is coupled with strategy implementation (Ansoff 1987). For Steiner (1979), strategic planning, corporate planning, long-range planning, and formal planning are all basically the same. Strategic management can be viewed as a formal planning process allowing the firm to pursue proactive rather than merely reactive strategies (David 2003).

Several studies (e.g.; Viljoen 1996; Joyce and Woods 1997; Freeman 1999; Viljoen and Dann 2000; Thompson 2001) identified strategic management as a process, which needs to be understood more than it is a discipline, which can be taught. It is the process of identifying, choosing and implementing activities that will enhance the long-term performance of an organisation by setting direction, and by creating ongoing compatibility between the internal skills and resources of the organisation, and the changing external environment within which it operates (Baird, Post and Mahom 1990; David 1997; Andrews 1998; Macmillan and Tampoe 2000). The actions may be changed or modified overtime, if necessary, and the magnitude of these changes can be dramatic and revolutionary, or more gradual and evolutionary.

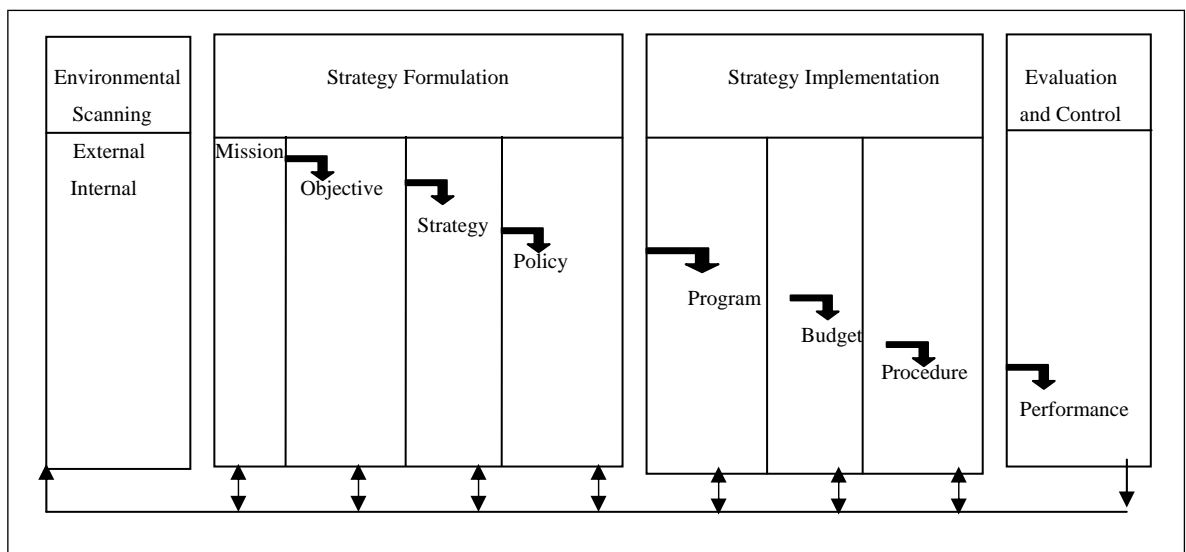
Several studies (e.g. Wright, Kroll, and Parnell 1998; Thompson and Strickland 2002) asserted that strategic management focuses on a series of steps to be accomplished by an organisation. Wright et al. (1998) proposed 6 tasks to be undertaken:

- Analysing the opportunities and threats that exist in the external environment
- Analysing the organisation's strengths and weaknesses in its internal environment
- Establishing the organisations' mission and developing its objectives
- Formulating strategy at each level by matching the organisation's strengths and weaknesses with the environment's opportunities and threats
- Implementing the strategies

- Engaging in strategic control activities to ensure the organisation's objectives are achieved

It is significant to break down the activities and processes involved into a logical sequence in order to better understand and practice strategic management (Cravens 1997; David 2003). Figure 3.2 illustrates basic elements of strategic management process in general, however, strategy making is an ongoing process, not a one-time event, the notion of a starting point is a purely theoretical one (White 2004). Strategy needs to be re-evaluated regularly, refined and recasted as necessary (Byars, Rue and Zahra 1996).

Figure 3.2: Strategic management model



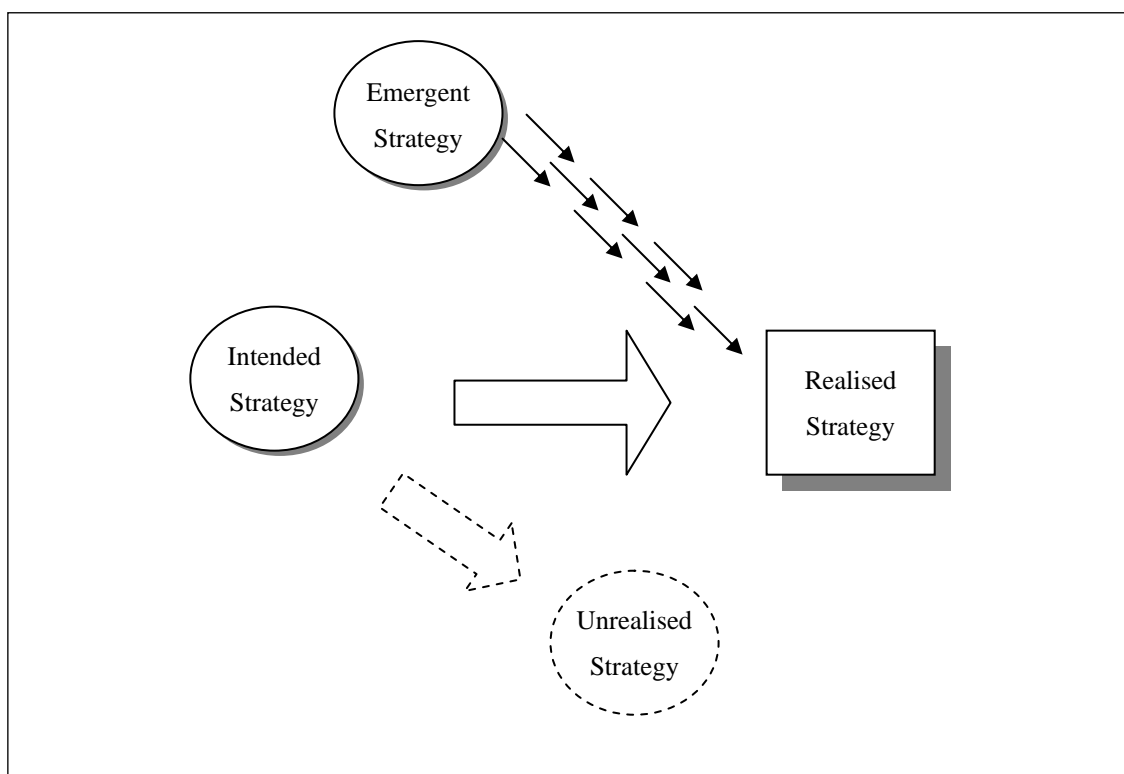
Source: Adapted from Wheelen and Hunger 2000

3.3.1 Pattern of Strategy

Many studies (e.g. Pettigrew 1992; Mintzberg 1998a; Johnson and Scholes 1999; Pietersen 2002) asserted that even though strategies can be seen as a result of deliberate managerial intent, in most organisations the absolute intended strategy do not become realized or only part of what is intended comes about (refer Figure 3.3). Emergent

strategy represents a realised pattern that was not expressly intended. According to Loasby (1967), Mintzberg and Waters (1985), and Quinn (1985), emergent strategies play a crucial role, particularly in an innovative entrepreneurial context since they acknowledge and enable the advantages of flexibility, adaptability, and dynamism which intended strategies seem to inhibit. Nevertheless, Harrison and Enz (2005) argued that firm should be involved in intended strategy-creating processes, as well as learn from past decisions and be willing to try new things and change strategic course. David (2003) added that integration of analysis and intuition, based on past experience, judgment, and feeling is essential for an organisation in making good strategic decisions. The final realised strategy of any company is a combination of intended and emergent strategies (Hill, Jones, and Galvin 2004; Dess, Lumpkin, and Taylor 2005).

Figure 3.3: Forms of strategy



Source: Adapted from Mintzberg 1994(b)

3.3.2 Strategy Formulation System

Whether the process of strategy formulation should be formalised is subject to controversy. Strategic planning was seen as a useful tool of organisations, however, arguments about strategic planning have never been finalised based on scientific evidence (McKeirnan 1993; Joyce and Woods 1997; Jennings 1997). Hax and Majluf (1991, p.15) reviewed formal strategic planning as a disciplined process leading to a well-defined organisational-wide effort aimed at the complete specification of corporate, business, and functional strategies.

Capon, Farley and Hulbert (1987) asserted strategic planning is a conceptual endeavour aimed at securing competitive advantage for the company. In their study, strategic planning is focused at the corporate level even though strategic planning can be performed at every level of the organisation since they viewed the firm as an entity.

Many empirical studies (Ansoff et al. 1970; Gershefski 1970; Herold 1972; Karger and Malik 1975; Miller and Cardinal 1994; Phillips 1996; Andersen 2000; Harrison 2003) revealed that strategic planning was positively associated with firm performance and firm practicing strategic planning process seemed to outperform their counterparts that do not. Sexton and Van Auken (1985), and Bracker and Pearson (1986) added that a lack of planning leads to failure of small firms.

Several scholarly studies (e.g. Kulda 1980; Robinson and Pearce 1983; Birley and Westhead 1990; Covin 1991; Rigby 2001), however, found no or insignificant relationship between planning and financial performance.

Formal strategic planning was defined as four aspects according to Steiner (1979). First, a formal strategic planning system deals with the futurity of current decisions. The systematic identification of opportunities and threats provides a basis of making better decisions to exploit opportunities and avoid threats for a company. Second, a formal strategic planning system is a continuous process that results in the set of plans produced after a specified period of time set aside for development of the plans. Third, a

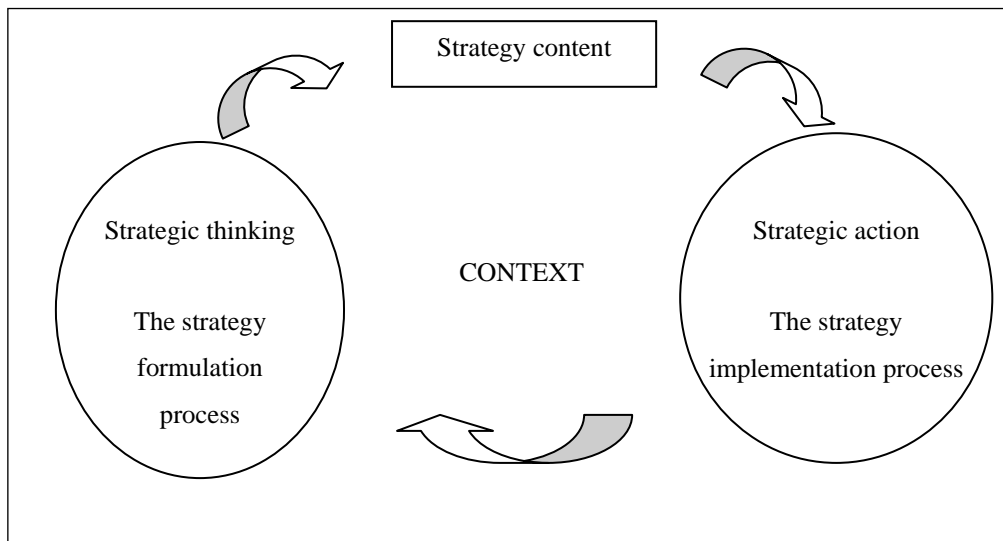
formal strategic planning system is an attitude that necessitates dedication to acting on the basis of contemplation of the future, a determination to plan constantly and systematically as an integral part of management. Fourth, a formal strategic planning system relates three major types of plans; corporate plan, business plans, and functional plans.

Similarly, several studies (e.g. Christodoulou 1984; Bonn 1996; Coulthard, Howell, and Clarke 1996, Nimmanpatcharin 2002) focused on 4 critical elements of formalised strategic planning, namely environmental scanning, time-line and long-term objectives, strategies and alternatives, and advanced integration of planning systems.

Mintzberg (1990) argued that planning and strategy formulation should not be seen as the same process. The strategy formulation requires creativity and intuition. Planning denies the role of emergent strategies and does not produce creativity. His study distinguished strategic planning from strategic thinking, identifying strategic planning as an analytical process and its outcome as a plan while strategic thinking is a synthesizing process and its outcome is an integrated perspective of the enterprise. Strategic planning impaired successful organisational adaptation (Mintzberg 1994b).

Several current studies (e.g. Stacey 1991; Bennett 1999; Macmillan and Tampoe 2000; Joyce and Woods 2001) support the importance of strategic thinking rather than strategic planning. Strategic thinking is needed to create strategy that enhances a firm's ability to change.

Macmillan and Tampoe (2000) identified strategic management as causing strategic thinking that conceives the future of the enterprise and how that future may be secured. They believe that the traditional concepts of strategy can still valuably form a start point for strategic thinking but are no longer sufficient. The process has three logical elements as shown in Figure 3.4. The formulation process creates new ideas, captures ideas for discussion, and clarifies ideas for implementation.

Figure 3.4: The new concept of strategic management

Source: Adapted from Macmillan and Tampoe, 2000

Practical strategic management can be formal or informal, complex or simple. Without written plans, several companies have clear strategies and been highly successful over a long period of time (Macmillan and Tampoe 2000). However, it has to be kept in mind that although there is a difference between strategic planning process and strategic thinking, both are part of an effective strategic management process (Vaghefi and Buellmantel 1999; Harrison and Enz 2005).

David (1997) pointed out that large companies tend to operate formal processes rather than small firms and that other factors which can affect formality of strategic management are management styles, complexity of environment, and purpose of the planning system. An explicit planning system involves the collection and interpretation of data critical to readjustment of the company (Armstrong 1982) and enables it to respond to opportunities and threats (Steiner 1967). Recent survey evidence revealed that strategic planning, mission and vision statements are still widespread in their existence (Baker, Addams and Davis 1993). The study of Rigby (2001) supported that more than 80% of worldwide companies conduct strategic planning. The formalised planning process is essential as there is a need in practice to be scheduled (Vancil and Lorange 1975).

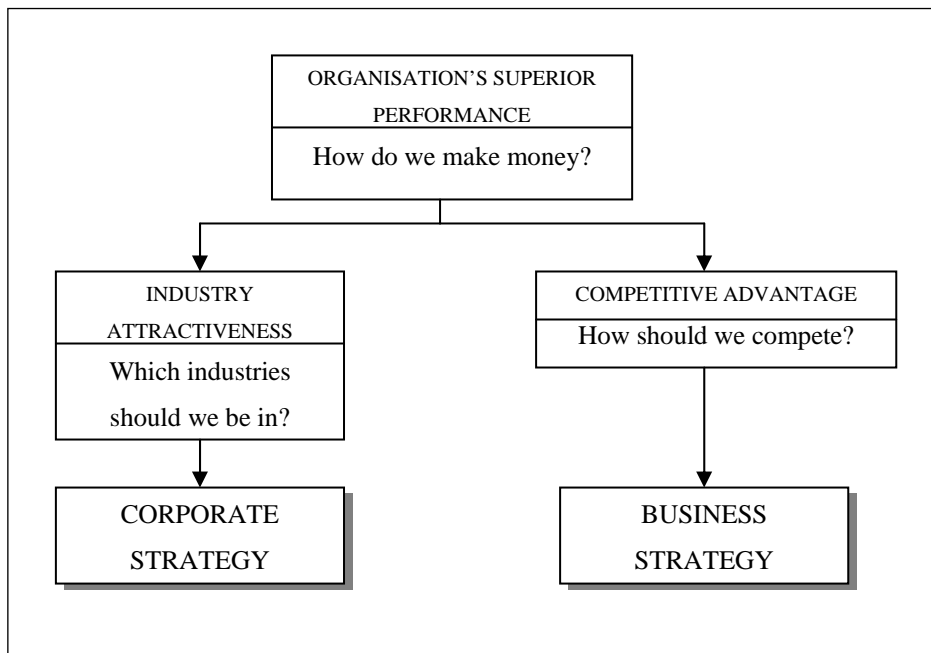
David (2003) summarised the major reasons why some firms had no strategic planning, namely poor reward structures, fire-fighting, waste of time, too expensive, laziness, content with success, fear of failure, overconfidence, prior bad experience, self-interest, fear of the unknown, honest difference of opinion, and suspicion.

By inference, formalised strategic planning is a powerful contribution to enhance managerial understanding and decision-making in corporate directions, business autonomy oriented, long term discipline, and an educational device (Hax and Majluf 1991). In this study, the terms 'strategic planning' and 'formalised strategic planning' are used interchangeably.

3.3.3 Levels of Strategy

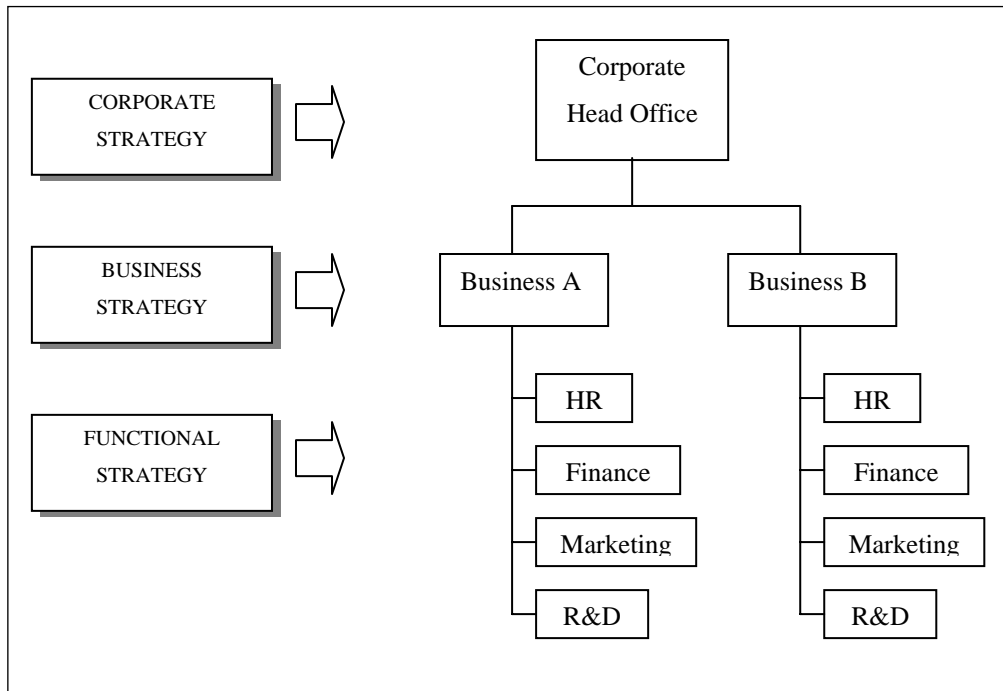
Strategy is a hierarchical concept that operates at three different levels: corporate, business, and functional.

Two sources of superior performance, in term of profitability, can identify two basic levels of strategy within the organisation (refer Figure 3.5). Corporate strategy represents the scope of the organisation in terms of the industries and markets in which it competes whereas business strategy refers how the organisation competes within a particular industry or market. Viljoen and Dann (2000) asserted that corporate strategy designed to make a workable whole out of many diverse activities gives direction to the total mix of the organisational operation. On the other hand, corporate strategy concerns an evaluation of which businesses a firm should continue to operate, from which one it should withdraw, and in which new areas of business it should invest (Guth 1980).

Figure 3.5: The sources of superior profitability

Source: Adapted from Grant 2002

The distinction between the 3 levels of strategy can be represented in the organisational structure of the typical multibusiness organisation (refer Figure 3.6). Firstly, corporate strategy is under the responsibility of the top management team, supported by corporate strategy staff. Secondly, business strategy is formulated and implemented primarily by the individual business unit. Lastly, functional strategy is concerned with specific operational areas and is undertaken by the functional departments. However, there is no distinction between corporate and business strategy in a single business organisation. In a single business organisation, only the corporate and functional levels are engaged in strategy formulation (Hax and Majluf 1991; David 1997).

Figure 3.6: The linkage between levels of strategy and organisational structure

Source: ibid

3.4 Environment Scanning

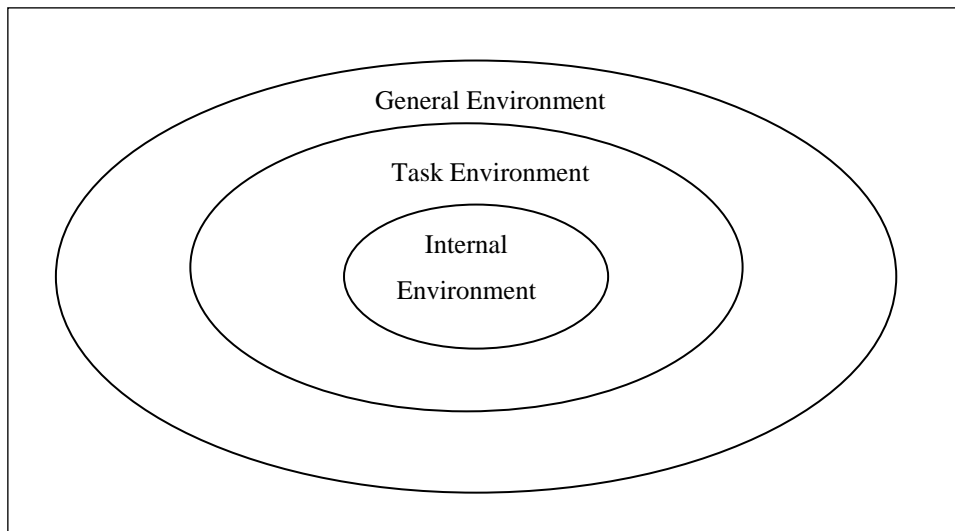
Strategic management concerns the organisation's effectiveness, measured by the degree of fit between an organisation and its relevant environments. The uncertain business environment is far more unpredictable for all organisations as the world enters the twenty-first century (Haeckel 1995).

Environment factors can be widely categorised into 3 main groups (refer Figure 3.7), namely the external macro or general environment, the external micro or task environment, and the internal environment.

One key objective of environmental scanning, a fundamental element to the competitive positioning of organisations, is to identify opportunities, potential or profitable action, and threats, danger or risky events, facing the organisation (Kefalas and Schoderbeck 1973; Fahey and King 1977; Segev 1977). Previous studies suggested that organisations

would benefit from a formal approach to environmental analysis, whereas a study of hospitality organisations found it was mostly informal (Olsen, Murphy and Teare 1994).

Figure 3.7: Business environments



Source: Adapted from Campbell, Stonehouse, and Houston 2002

3.4.1 External Environments

3.4.1.1 General Environment

The general environment is a set of forces that are beyond the control of the individual organisation and has an indirect impact on the organisation's strategic decisions and actions (Coulter 1998). The general environment comprises economic, technological, political, and socio-cultural factors. Major changes in general environment occur relatively infrequently, however, organisations tend to get profound impacts when the changes do occur (Viljoen and Dann 2000). The study of Byars, Rue and Zahra (1996) pointed out that the organisation environment must be assessed continuously and specifically for the organisation for which the strategy is to be formulated since there is no two organisations facing exactly the same environment and the unique environment of any organisation is not static.

Economic conditions

Economic conditions is a vital variable for the organisations since consumption patterns are largely influenced by economic trends. The study of Byars, Rue and Zahra (1996) addressed the necessity of separate assessments in term of local, national and world economies. The economic environment of any country is volatile and closely connected to national strategic activities like trade and other economic and political ties. Common economic indicators (e.g. gross domestic product, wage levels) can signal opportunities for business when the economy is expanding or threats when economy goes differently (Wright, Kroll, and Parnell 1998, Hubbard 2004).

Organisations are impacted differently by these economic trends and changes. Some organisations are better able to deal with economic changes due to their leading competitive position in the industry or their business profitability in other healthy foreign economies (Viljoen and Dann 2000). Economic forecasting is an essential component of the planning process of an organisation.

Technological force

Technology forces are an extremely powerful economic and competitive factor, which includes scientific improvement and innovation. The rate of technology change varies considerably form one industry to another. Changing technology leads to creation, destruction, or irreversible change both for individual organisations and entire industries. Identifying technological trends and assessing their impacts are key factors which impact the organisation. Technology factor influences the organisation by changing its product or service technology and process technology (Byars et al.1996). Firms are now being wired to build electronic networks linking them with their customers, employees, and suppliers. Hitt, Ireland and Hoskisson (2001) identified that both the internet and the World Wide Web create an infrastructure that allows the delivery of information to computers in any locations. An ability to access crucial quantities of relatively inexpensive information yields opportunities for many industries and firms.

Political-legal aspects

The political-legal environment encompasses legislative and electoral politics, regulations and regulatory agencies, and interest group pressure. The laws and regulations, exclusively to each nation, provide opportunities or pose threats to the business interested in operating internationally. Wright et al. (1996) noted that in the complex business environment, all aspects of an organisation's activities are affected by government policy. It is essential to identify broad trends in government policy and assess their impact on the organisation (Glueck and Jauch 1984).

Socio-cultural factors

The socio-cultural environment is a product of the behavioural norms of the society in which the organisation operates. Each country has its own distinctive culture. Wright et al. (1996) pointed out that the self-reference criterion, an unconscious reference to one's own cultural value, has been claimed as the main cause of international business problems. Sensitivity to cultural differences is crucial in conducting business internationally, especially in the hospitality business (Coulter 1998). A dynamic socio-cultural environment significantly influences the demand for an organisation's products or services and its strategic decisions. For Byars et al. (1996), determining the impact of socio-cultural factors on an organisation's objectives is difficult, however, it is essential to assess this factor in order to establish organisational objectives.

Table 3.1 summarises the key general environment variables to be considered for doing international business. The environmental limits are hard to determine. Every single country can be represented by its own unique set of environmental forces- some of which are very similar to neighbouring countries and some are very different. Multinational organisations need to be concerned that in each country in which an organisation operates have a whole new environment with a different set of economic, technological, political-legal, and socio-cultural variables for the organisation to face (Wheelen and Hunger 2000).

Table 3.1: Key variables in the international general environment

Economic	Technological	Political-Legal	Socio-cultural
Economic development	Regulations on technology transfer	Form of Government	Custom, norm, value
Per capita income	Energy availability/costs	Political ideology	Language
Climate	Natural resources	Tax laws	Demographics
GDP trends	Transportation networks	Stability of government	Life expectancies
Monetary and fiscal policies	Skilled workforce	Government attitude toward foreign companies	Social institutes
Unemployment level	Patent protection	Regulation on foreign ownership of assets	Status symbols
Currency Convertability	Information flow infrastructure	Trade regulation	Life style
Wage levels		Foreign policy	Religious beliefs
Nature of competition		Terrorist activity	Attitudes toward foreigners
Membership in any associations		Legal system	Environmentalism

Source: Wheelen and Hunger 2000, p.57

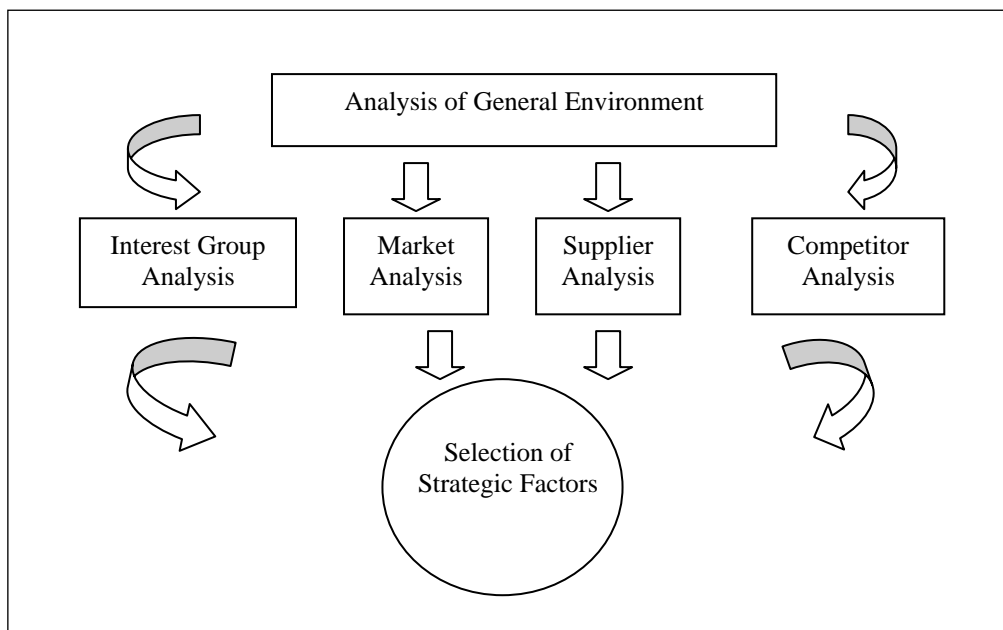
3.4.1.2 Task Environment

The task environment comprises the external sectors, industry and competitive variables, that the organisation directly interacts with. It is critical to assess the industry to which the organisation belongs in order to select the desired competitive position. Fundamental factors determine long-term profitability prospects and attractiveness of an industry by identifying the value the organisation will create and the economic returns it will yield to investors (Flavel and Williams 1996).

Many organisational theorists (e.g. Pfeffer and Salancik 1978; Miller and Friesen 1983; Venkatraman and Prescott 1990) assert that organisational performance is an outcome of task environment and strategy fit. The degree of this fit is correlated with the level of organisational efficiency and effectiveness. The study of Bourgeois (1996) added that the ability to analyse competitors is a key attribute of successful organisations.

The identification of both general and task environment trends can be achieved utilizing environmental scanning as illustrated in Figure 3.8. Environmental scanning is used to examine information about events and relationship in an organisation's external environment by identifying emerging situations, hazards and opportunities and turning to advantages (Aguilar 1967; Stoffels 1994).

Figure 3.8: Scanning the external environment



Source: Adapted from Wheelen and Hunger 2000

The research of Wright, Kroll, and Parnell (1996) found that effective environmental scanning provided an increased general awareness of environmental changes, better strategic planning and decision-making, greater effectiveness in governmental matters, and sound diversification and resource allocation decisions.

Moreover, empirical researchers (e.g. Fahey and King 1977; Jain 1984; Engledow and Lenz 1989) demonstrated that for environmental scanning to succeed it had to be linked to a formal strategic planning process. From this perspective, environmental scanning fits perfectly into the formal strategic planning of the organisation. In organisations where strategies result from non-formalised strategic planning, the design of

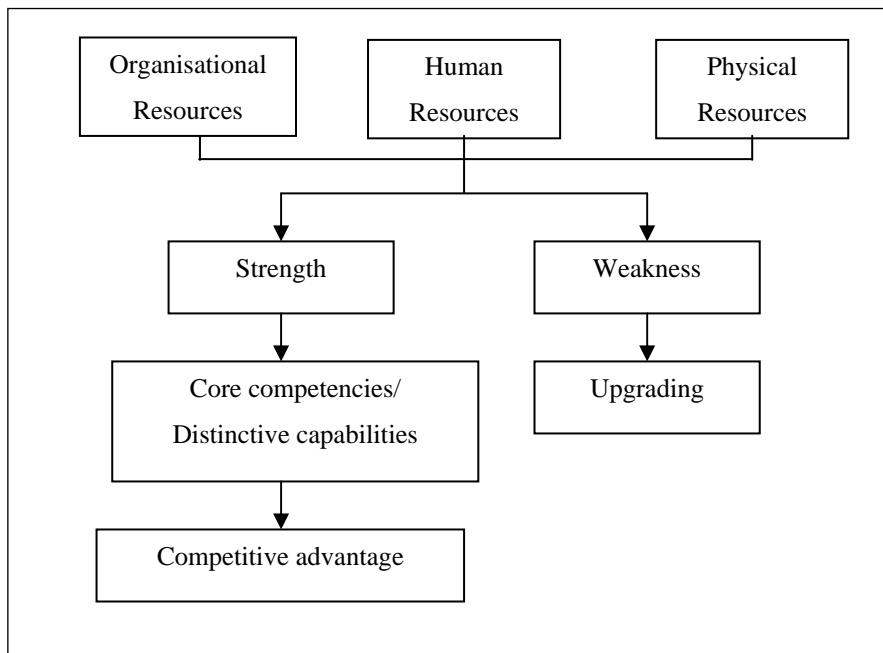
environmental scanning activities will have to follow a different process. However some organisations perceive themselves as basically involved in relating environmental phenomena to short-term choices even though the organisations regard environmental information as highly relevant for strategic planning (Fahey and King 1977).

In relation to the hospitality industry, Olsen, Tse and West (1992) pointed out environmental scanning helps organisations to foresee influences and initiate strategies, which will enable their organisations to adapt to the external environment. However, according to Olsen, Murphy and Teare (1994), hospitality organisations seem to be aware of the need to relate environmental information to long-term plans but practically the organisations mostly tend to relate this information to short term decision.

3.4.2 Internal Environment

External environment analysis is insufficient to provide an organisation competitive advantage. Strategic planners must also examine within the organisation itself to identify important internal strategic factors.

Early strategy scholars (e.g. Ansoff 1965; Learned et al. 1965) were predominantly concerned with identifying company's best practices that contribute to the company's success. Several researchers (Selznick 1957; Penrose 1959) emphasised that a company's continued success is significantly a function of its internal and unique competitive resources. Hitt, Ireland, and Hocskisson (2005) asserted that resources are the source of capabilities, some of which lead to the development of a company's core competencies or its competitive advantage. Wright et al. (1996) proposed 3 main internal resources, namely organisational resources, human resources, and physical resources which can provide sustained competitive advantages to the organisations (refer Figure 3.9).

Figure 3.9: Internal resource model

Source: Developed from Wright et al. 1996; Wheelen and Hunger 2000

3.4.2.1 Organisational Resources

Organisational resources refers to systems and processes, including strategies, structure, size, culture, and ownership. In the research literature, the analysis of organisational resources is generally based on the questions whether the resources are properly aligned with the organisations' strategies and whether they are sufficient for the strategies' implementation:

- Are the corporate, business, and functional strategies consistent with the organisation's mission and objectives?
- Are the organisation's corporate, business, and functional strategies consistent with one another?
- Is the organisation's formal structure appropriate for implementing its strategy?
- Are the organisation's decision-making processes effective in implementing its strategies?
- Is the organisation's culture consistent with its strategy?
- How effective are the organisation's strategic control processes?

3.4.2.2 Human Resources

Human resources, encompasses experience, capability, knowledge, and skill of the employees, and can be examined at three levels: board of directors; top management; and middle management, supervisors, and employees. The questions the top management should answer are as follows:

- What contributions do the board members bring to the organisation?
- Are the members internal or external, and how widely do they represent the organisation's stakeholders?
- Do the members own significant shares of the organisation's securities?
- How long have the members served on the board?
- Who are the key top managers, and what are their strengths and weaknesses in job experience, managerial style, decision-making capability, team building, and understanding of the business?
- How long have the key top managers been with the organisation?
- What are top management's strategic strengths and weaknesses?
- Does the organisation have a comprehensive human resource-planning program?
- How much emphasis does the organisation place on training and development programs?
- What is the organisation's personnel turnover rate compared to the rest of the industry?
- How much emphasis does the organisation place on performance appraisal?
- How well does the organisation manage a work force that increasingly reflects society's changing demographics?

3.4.2.3 Physical Resources

Physical resources comprise the premises, location, and technology, and basically vary from one organisation to another. Some key questions for assessing the strengths and weaknesses are as follow:

- Does the organisation possess up-to-date technology?
- Does the organisation possess adequate capacity?

- Is the organisation's distribution network an efficient means of reaching customers?
- Does the organisation have reliable and cost-effective sources of supply?
- Is the organisation in an optimum geographic location?

Wright et al. (1996) also asserted that the unique combination of organisational, human, and physical resources needs to be explored as the company's synergy can occur between its new and existing resources.

Viljoen and Dann (2000) added that the term 'resource' also included activities, skills or intangibles that lie outside the organisation, but can be controlled or utilized in an advantageous manner.

The work of Johnson and Scholes (1999) referred to the uniqueness of resources and the core competences as a competitive advantage enhancer. Pascale and Athos (1983) proposed 7 key elements necessary for an effective firm's capability, which encompasses: strategy, style, systems, shared values, staff, skill, and structure. Basically, every organisation comprises all these elements, however, the importance of each may vary.

In several studies (e.g. Christodoulou 1984; Bonn 1996; and Nimmanphatcharing 2002), size, structure, culture, ownership, and management style are particularly identified as important to strategic management practices of the organisation.

3.5 Planning Tools and Techniques

This section integrates analysis tools and techniques frequently used to assess the general environment (economy, technology, politic/law, and socio-culture), the task environment (interest group, market, supplier, and competitor), and the internal environment (organisation, human, and physical resources)

3.5.1 Forecasting Models

Keiser (1979) pointed out that regardless of the possibility of error, organisations must forecast their future environment in order to be successful. Organisations need to be prepared to deal with the environmental change since having a plan to deal with the future is better than no plan at all.

Byars, Rue and Zahra (1996) argued that quantitative forecasts are projections, not predictions, and historical trends are projected into the future. Its validity depends upon the past trends and future conditions. Unless the future is continuous with the past, the projections tend to give an inaccurate picture of the future.

The environmental analysis can be structured and made more manageable by using forecasting models for assessing current environmental trends and forecasting future trends as follows:

- Trend extrapolation uses historical changes in a variable or historical relationship between variables to identify future trends with an assumption that historical data accurately capture the logic of changes in the variable being forecast. Trend extrapolation is useful for identifying time trends in single variables such as sales productivity, demand, and cost.

- Econometric forecasting uses a computer program to predict major economic indicators such as gross national product, interest rate, consumer price index, and employment rate. Econometric forecasting, one of the most sophisticated methods of forecasting, attempts to mathematically model an entire economy and explain the relationship between different sectors of the economy (Byars, Rue and Zahra 1996).

- Delphi forecasting is a qualitative forecasting technique which systematically elicits and consolidates the expert opinion about the future. The technique, finally acquires consensus opinions from experts in relevant fields on the future environment. The

consensus view of the future serves as the basis for this forecast. This technique also provides consideration overlooked in the original process (Keiser 1979).

3.5.2 PEST Analysis

General environments are assessed in 4 contexts: political, economic, social, and technological. It is not always easy to measure trends in these different areas, however, their importance can be profound even so. When PEST analysis is undertaken systematically, the organisation will seek data to corroborate the existence of trends and events and will then rate them for their influences on an organisation so that the analysis is focused on the most crucial of the trends and events. The criteria for judging the thrust of trends and events are rarely discussed but could include the likely influence on the organisation's attainment of its corporate objectives.

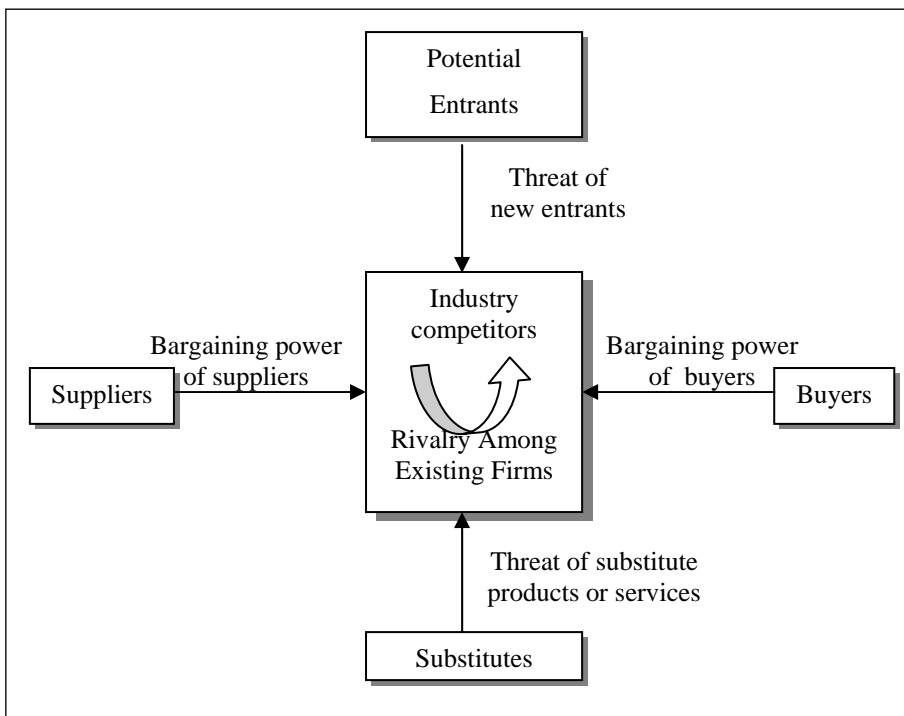
3.5.3 Scenario Analysis

Scenario analysis is a qualitative technique used in forecasting the possible future environment of an organisation. Scenario analysis allows the integrated consideration of the variables in explaining the emergence of future conditions. This technique describes in detail the sequence of events that tend to affect a prescribed future by identifying potential factors and assessing the implication of future conditions with results in a best-case scenario, worst-case scenario, and most likely scenario (Bennett 1999). Scenario analysis seems to be a preferred technique of forecasting when the business environment is marked by shocks and discontinuities, and forecasting based on extrapolation is unreliable (Schnaars 1990). Bennett (1999) added that this technique stimulates thinking and helps identify major opportunities and threats. Scenario analysis is one of the extremely practical approaches to forecasting.

3.5.4 Industry or Competitive Analysis

The most influential and widely used framework for evaluating the industry attractiveness is the five-forces model by Porter (1980). Porter (2004, p.3) stated, “all five competitive forces jointly determine the intensity of industry competition and profitability, and the strongest force or forces become crucial from the point of view of strategy formulation”. This model (refer Figure 3.10) illustrates the generic structure of an industry, which Porter (1998) noted that it could be applied equally to both industries dealing in services and products.

Figure 3.10: Five Forces Model



Source: Porter 1980 p.4

The rivalry among existing firms

Rivalry dimensions include price, quality, and innovation. The more intense the rivalry, the more difficult it is to compete in an industry. When rivalry is intense, marketing

costs are higher or prices are lower than they would otherwise have been. The market is then less attractive.

The bargaining power of buyers

The higher bargaining power of buyers makes the companies keep their prices lower, increase quality of the product, or higher levels of service and profitability can be difficult or even impossible to sustain.

The bargaining power of suppliers

Potential means that suppliers can exert power over companies competing within an industry in increasing prices and reducing the quality of products sold. Powerful suppliers mean that a company's cost may be higher than they otherwise would have been.

The threat of new entrants

As more new entrants arise in an industry it may lead to lower prices for the companies in that industry as they bring additional capacity. If there are substantial barriers to entry, the firms in the industry will do better than if the barriers are weak. Basically, existing competitors try to develop barriers to market entry whereas potential entrants seek markets in which the entry barriers are relatively insignificant.

The threat of substitute products or services

Substitute products or services may force companies in the industry to keep their prices low. Product substitutes can be a strong threat to companies when there are low switching cost or lower substitute product price.

Thompson and Strickland (2001) noted that the five force model contributed to the thoroughness of analysing what competition is like in the given market and most brutally competitive situation tends to occur when these forces create market conditions tough enough to impose prolonged sub par profitability or even losses on most or all organisations.

Hax and Majluf (1991) argued that Porter's model tends to create conflicts in an antagonistic climate and unnecessarily explains the most effective or even the most common way to compete. To be successful, organisations need to comprehend when and how to cooperate as well as when and how to compete.

3.5.5 SWOT Analysis

A SWOT analysis is a technique based on listing of all the current strengths and weaknesses of an organisation and all the future opportunities and threats perceived in the environment. The study of Stevenson 1989 identified organisation's strengths and weaknesses into 5 main groups: organisation, personnel, marketing, technical and finance. According to Weihrich (1982), the organisation's threats and opportunities can be grouped into 6 areas: economic, social and political, products and technology, demographic, markets and competition, and other factors.

Stevenson (1989) also noted that SWOT analysis might be seen as a subjective technique since strengths and weaknesses vary on how the organisations perceive them. Managers identify strengths and weaknesses according to their position in the organisational hierarchy. Hence, this limitation must be considered when using the SWOT technique.

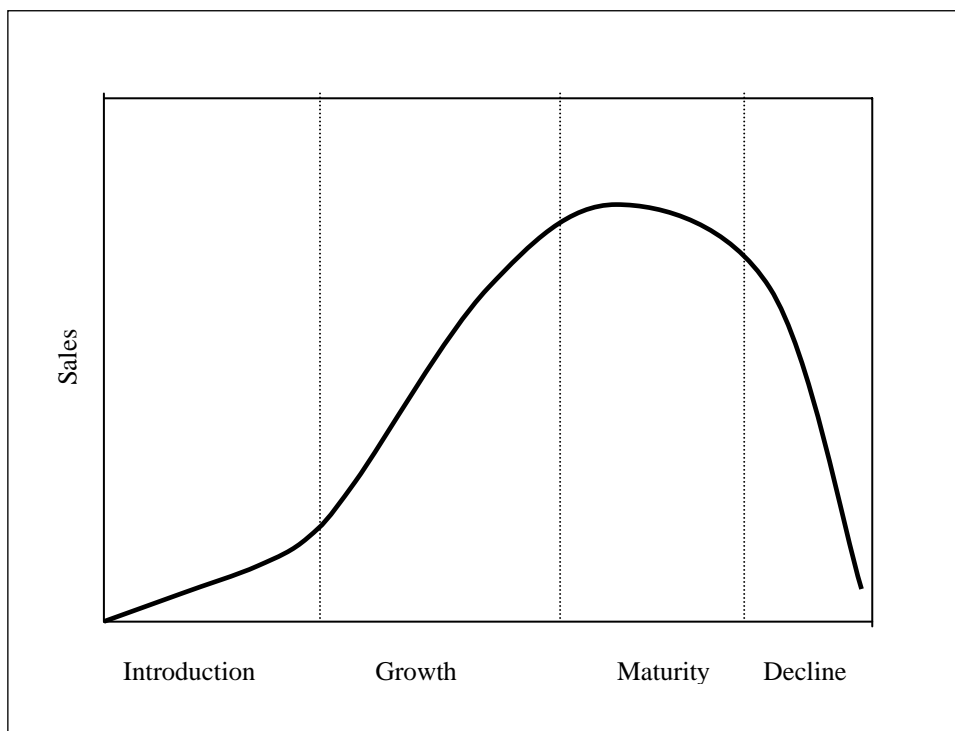
3.5.6 Benchmarking Analysis

Benchmarking is the collection of data of the organisation's performance and that of other organisations and its use to make comparisons in terms of performance (Pitts and Lei 2003). This analysis seeks to assess the competences of an organisation against the best organisation in that industry (Johnson and Scholes 1999, Bank 2000). Smith (1994) pointed out that there might be some reluctance to share data with others, for fear of enabling the competitors to catch up. Although some data can be accessed, there may not be enough data to enable the organisation to understand how the best organisations achieve good performance.

3.5.7 Product Life Cycle Analysis

There are endless arguments about the nature of product life cycle; however, most strategists accept that product life cycle does exist in many industries (Pettinger 1996). This analysis (refer Figure 3.11) is based on the assumption that all products have a finite life and that within this they grow, develop, and eventually decline (Bennett 1999). Each stage requires different types of strategies which depend on the stage of evolution of the product's market and the competitive strength of the firm (Stacey 1996).

Figure 3.11: Product Life Cycle Model



Source: Adapted from Johnson and Scholes 1999

Wheelen and Hunger (2000) asserted that although an organisation's strategy may still be sound, its aging structure, culture, and process may prevent the strategy from being properly undertaken. Thus the organisation moves into the decline stage. Nevertheless,

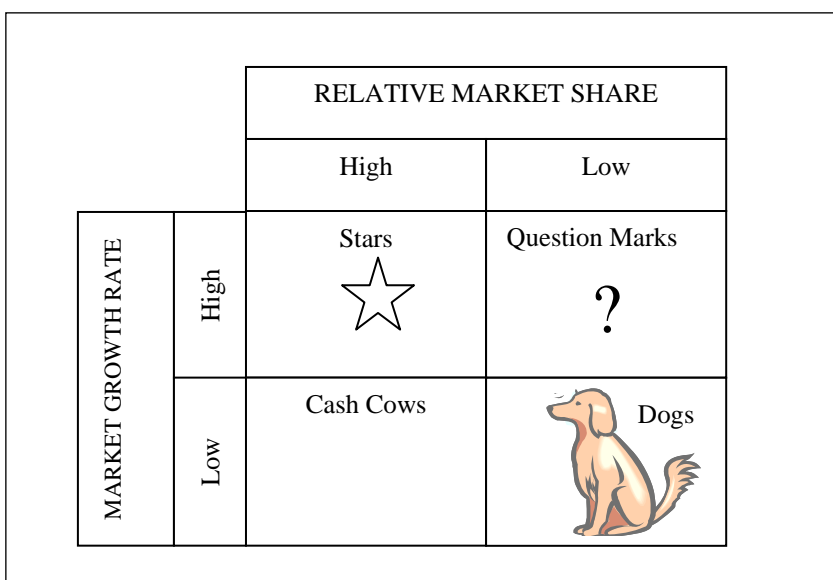
only few organisations move through these stages in sequence whereas some organisations never move past the growth stage.

The product life cycle technique is an indicator for assessment and analysis that may lead to specific activities consequently being executed.

3.5.8 BCG Product Portfolio Matrix

Boston Consulting Group (BCG) matrix is one of the most well known portfolio planning matrix techniques designed for the multibusiness companies to formulate their strategies (Stacey 1996). The BCG matrix is based on the attractiveness of the market and the strength of business (Porter 2004) This model focuses on cash flow, investment characteristics, and needs of an organisation's various divisions. The different positions in the matrix indicate the need of different strategies for those products or services (David 1997). This matrix illustrates four strategic business unit situations or product categories (refer Figure 3.12).

Figure 3.12: BCG Matrix



Source: Adapted from Porter 2004

Ohmae (1982) noted the limitations of BCG technique that was neglect of quantified success factors, low focus on the individual business, and overlooking the organisation as a coherent assembly of businesses.

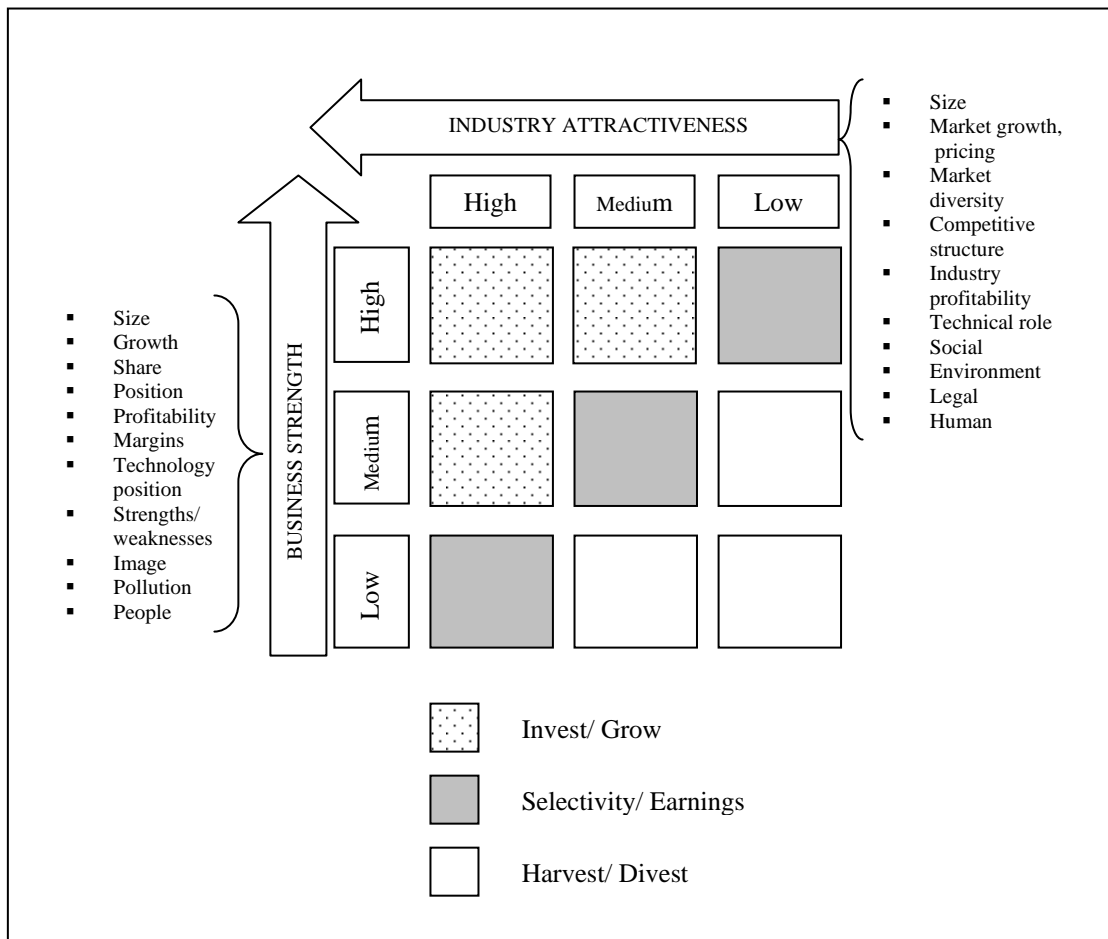
There are a number of critiques and doubts about BCG matrix, including reliance on just two factors to determine the strategic position, assumption that high growth market are best, and the linkage between market share and profitability (Hofer and Schendel 1978; McNamee 1992, Viljoen and Dann 2000).

3.5.9 Multifactor Matrix

As BCG matrix seems to be insufficient to give an absolute business solution, McKinsey's multifactor matrix (refer Figure 3.13) was devised, based on two evaluative dimensions: industry attractiveness and business strength.

Bourgeois (1996) argued that the factors considered in this technique are unequally important and have no related link between them. Moreover, this approach seems to be subjective in that the business judgment varies on managers' opinions.

Figure 3.13: McKinsey's Market Attractiveness vs. Business Position Matrix



Source: Glueck and Jauch 1984 p. 293

3.5.10 Grand Strategy Matrix

Grand strategy matrix is one of the most popular techniques used for formulating alternative strategies (refer Figure 3.14). This matrix was developed with two main dimensions: competitive position and market growth. A Company will seek appropriate strategies listed in sequential order of attractiveness in each quadrant of the matrix.

Figure 3.14: The Grand Strategy Matrix

		COMPETITIVE POSITION	
		WEAK	STRONG
MARKET GROWTH	RAPID	<ol style="list-style-type: none"> 1. Market development 2. Market penetration 3. Product development 4. Horizontal integration 5. Divestiture 6. Liquidation 	<ol style="list-style-type: none"> 1. Market development 2. Market penetration 3. Product development 4. Forward integration 5. Backward integration 6. Horizontal integration 7. Concentric diversification
	SLOW	<ol style="list-style-type: none"> 1. Retrenchment 2. Concentric diversification 3. Horizontal diversification 4. Conglomerate diversification 5. Divestiture 6. Liquidation 	<ol style="list-style-type: none"> 1. Concentric diversification 2. Horizontal diversification 3. Conglomerate diversification 4. Joint ventures

Source: Adapted from David 1997

3.6 Corporate strategy

Developing effective strategies in an environment of constant change is a key requirement for corporate success (Cravens and Piercy 2003). Corporate strategy is primarily about the choice of direction for the firm, whether the firm is a small, one-product company or a large multinational company, as a whole (Wheelen and Hunger 2004). Corporate strategy is defined by Andrews (1998, p. 47) as “the pattern of decisions in an organisation that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the organisation is to pursue, the kind of economic and human organisation it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities”. In other words, corporate strategy specifies actions the firm takes to gain a competitive advantage by selecting and managing a group of different businesses

competing in several industries and product markets (Hitt, Ireland, and Hoskisson 2005, p.170).

For the organisation that has not diversified beyond its core business, corporate and business strategies are inseparable (Bourgeois 1996). These two dimensions of strategy are closely linked as the scope of an organisation's business has implications for the sources of competitive advantage whereas the nature of the organisation's competitive advantage is relevant to the range of businesses and markets within which the organisation can be successful (Grant 2002). Viljoen and Dann (2000) emphasise that corporate strategy, designed to make a workable whole out of several diverse activities, gives direction to the total mix of company's operation.

3.6.1 Mission and Vision Statement

Organisations are founded for a purpose; therefore, it is important to understand the reason for the organisation's existence, that is an organisation's mission. To create the future, an entire company must possess industry foresight or vision (Hamel and Prahalad 1994). Drucker (1974) noted that establishing corporate mission of the organisation is the first major task in strategic management. David (1997) mentioned that while the mission statement answers the question "What is our business?" the vision statement answers the question "What do we want to become?". Hax and Majluf (1991, p. 13) defined mission as "a statement of the current and future expected product scope, market scope, and geographical scope as well as the unique competencies the organisation has developed to achieve a long-term competitive advantage". Mission provides a significant focus and screen for the selection of appropriate strategies. Its key focus is to maintain consistency of purpose and performance standards, and to contribute to motivation within the organisation (Flavel and Williams 1996).

Based on the study of Pearce and David (1987); David (1989) asserted that high performing organisations have more well-developed mission statements than low performing organisations. Wheelen and Hunger (2000) also claimed the problems in organisation's performance can derive from an inappropriate statement of mission. As a

result, objectives and strategies might be in conflict with each other. The study of Orpen (1993) claimed that managers employ resources more efficiently and effectively by defining the organisation's mission.

Recent research affirms the value of vision. The study of Kirkpatrick and Locke (1996) found that vision had a positive impact on employee performance and attitude. In addition, Baum, Locke, and Kirkpatrick (1998) asserted that a positive vision affected the organisation's performance positively as measured by growth in sales, profits, and employment.

3.6.2 Long-term Objectives

Long-term objectives represent the expected results, in terms of both financial performance and business position, of pursuing the organisation's mission in the specific time frame, normally two to five year (Byars et al. 1996). Long-term objectives are needed at all levels in the organisation. The study of David (1997) pointed out that it is rare for organisations to be successful without clear objectives as success is the result of hard work directed toward achieving certain objectives.

Steiner (1979) argued that even though theory (see Drucker (1954), pp. 82-112 for review) claims that objectives should be set for every element in an organisation of importance to management, practically the organisation limits long-term objectives to some particular areas such as sales, profits, return on investment, margin, and market share. Thompson and Strickland (2001) added that the process of objectives setting needs to be rather top-down than bottom-up in order to guide lower levels towards outcomes that support the accomplishment of the organisations' objectives.

The work of Dess, Lumpkin, and Taylor (2005) reported a great deal of research supporting the notion that individuals work harder when they are striving toward specific goals instead of being asked simply to do their best. The study of Steiner (1979) added that long-term objectives tend to be found in the larger organisations rather than in the small organisations.

3.6.3 Corporate Strategy Categories and Implementation Alternatives

Strategies exist at different levels in an organisation and are categorised according to the scope of their coverage. Corporate strategies refer to what businesses the organisation will be in and how resources will be allocated among those businesses whereas business strategies address how organisation competes in a given business (Byar et al. 1996).

In most studies (e.g. Glueck and Jauch 1984; Byars et al. 1996), corporate strategy options fall into one of four basic categories: stable growth or stability, growth, harvesting, or defensive. However, practically, most multi-business organisations may apply a combination of strategies, particularly when they serve several different markets.

3.6.3.1 Stable Growth Strategies

A firm may choose stability over growth by continuing its current activities without any significant change in direction. Although sometimes viewed as lacking in strategy, this corporate strategy can be appropriate for a successful firm operating in a reasonably predictable environment (Inkpen and Choudhury 1995). A stable growth strategy, commonly found in organisations that believe they are performing satisfactorily, helps an organisation maintain its current size and current level of business operations.

According to Wright et al. (1996), a stable growth strategy enables the firm to focus managerial efforts on the existing businesses with the objectives of enhancing its competitive posture. The stable growth strategy for a multi-business company is to maintain its current array of businesses whereas for a single business company (a company with 95% of revenue coming from a single business), a stable growth strategy is to maintain the same operations without seeking significant growth in revenues or in the size of business. Viljoen and Dann (2000) noted that a stable growth strategy typically should be a short-term strategy as the industry and competitive conditions never stop changing while the organisation stabilises.

A stable growth strategy is implemented by not expanding the level of organisation's operation. Wheelen and Hunger (2004) suggest 3 common stable growth strategies, namely pause/proceed with caution strategy, no change strategy, and profit strategy.

Pause/Proceed with Caution Strategy

A pause/proceed with caution strategy is a deliberate attempt to make only incremental improvements until a particular environmental situation changes. Typically, it is conceived as a temporary strategy to be used until the environment become more hospitable or to enable a firm to consolidate its resources after prolonged rapid growth.

No Change Strategy

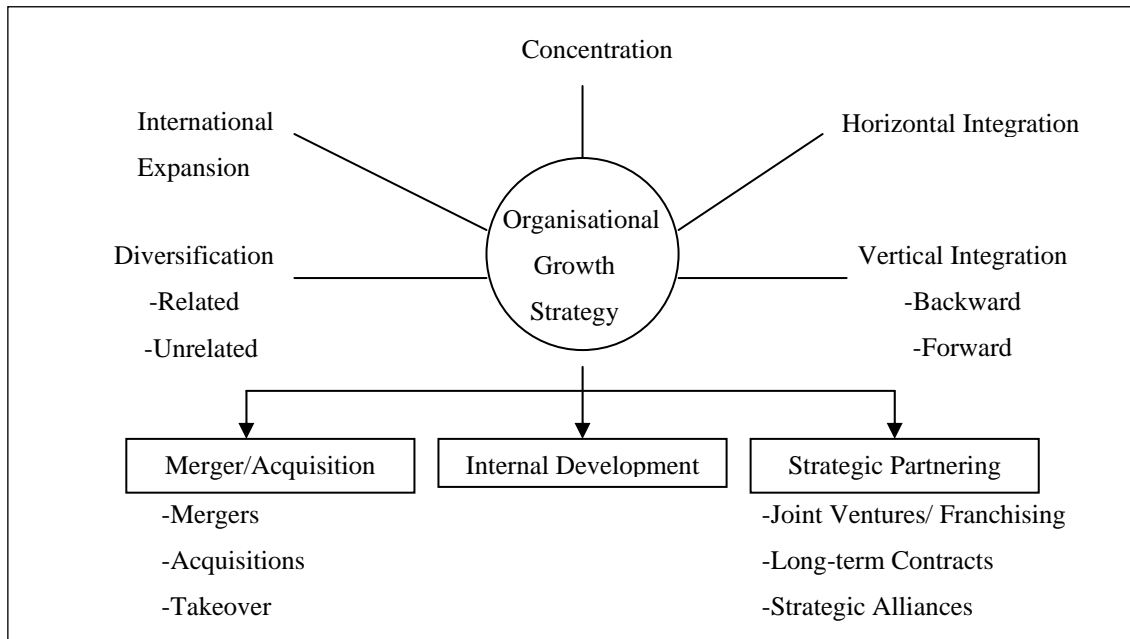
A no change strategy is a decision to continue current operations and policies for the foreseeable future without any changes. The firm continues on its current course, making only small adjustments and sees no obvious opportunities or threats nor much in the way of significant strengths or weaknesses to build upon.

Profit Strategy

A profit strategy is a decision to do nothing new in a worsening situation but to act as though the firm's problems are only temporary instead. It attempts to artificially support profits by reducing investment and short-term discretionary expenditures. This strategy is useful only to help a firm get through a short-term difficulty.

3.6.3.2 Growth Strategies

Organisation growth is viewed as a most preferable corporate strategy for an organisation to pursue (Coulter 1998). Five main alternative growth strategies are concentration, horizontal integration, vertical integration, diversification, and international expansion, and are illustrated in Figure 3.15. Additionally, there are 3 mechanisms for implementing these growth strategies, namely merger/acquisition, internal development, and strategic partnering.

Figure 3.15: Types and implementing alternatives of growth strategies

Source: Developed from Coulter 1998

The study of Coulter (1998) reveals that the choosing alternative growth strategies in most organisations depend on the new industry's barriers to entry, the relatedness of new business to the existing one, the speed and development costs associated with each approach, the risk associated with each approach, and the stage of the industry life cycle.

Mergers and Acquisition

Merger is normally an operational combination through an exchange of stocks between organisations that are basically similar in size whereas acquisition is an outright purchase by another that is different in size. Wright et al. (1998) stated that the main reason for a merger is to take advantage of the benefits of synergy. A merger should bring greater effectiveness and efficiency than the overall yielded as separate organisations. According to Bennet (1999), to be successful in acquisition strategy requires the following:

- Clear specification of acquisition objectives
- Establishment of meaningful criteria for the choice of the firm to be acquired
- Development of sound search procedures for finding suitable target businesses

- Careful planning of the entire process, using expert outside assistance as necessary

Internal development

An organisation may choose to expand its operation by beginning a new business from the ground up with a belief that it has the necessary resources, skills and capabilities to do so. The study of Wright et al. (1998) identified that some companies followed internal development for growth as a strategy, as they believed that this approach better preserved their organisational culture, efficiency, quality, and image.

Ansoff (1987) noted that there are two timing elements for a company in considering an internal development approach:

- The normal product-development cycle, and
- The time span needed to acquire new skills and competence.

Strategic partnership

Strategic partnership is the mechanism that two or more organisations exploit so as to benefit from combining their resources, capabilities, and core competencies for some business purposes while minimizing some of the drawbacks of buying or internally developing the means to expand. Strategic partnership is aimed at gaining the benefits of expanding business operations while minimizing some of the drawbacks of buying or internally developing the means to expand. There are 4 main types of strategic partnership as follows:

- Joint venture is a strategic partnership in which two or more separate organisations form a separate, independent organisation for strategic purposes.
- Franchising can be considered as a way to expand the market easily and as a way to reach the market quickly. This approach reduces risks and as a consequence strengthens both the product's positioning and brand name.
- Management contracts in the hospitality industry means a written agreement between the owner and the operator of hotel by which the owner employs the operator to assume full responsibility for operating and managing the property.

- Strategic alliance is a strategic partnership in which two or more organisations share their resources, capabilities, and distinctive competencies to pursue some business purpose.

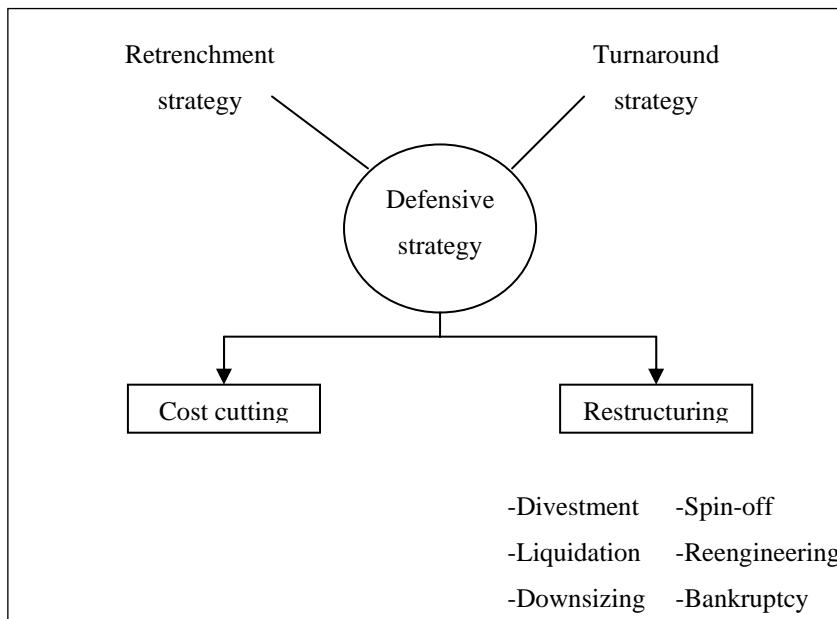
3.6.3.3 Harvesting Strategies

Most organisations eventually reach a point that the growth of their products or services appears doubtful or not cost-effective. At that point, the organisations often attempt to harvest as much as possible from those products or services. In implementing harvesting strategies, the organisations try to minimise additional investment and expenses while trying to maximise short-term profit and cash flow (Byars et al. 1996).

3.6.3.4 Defensive Strategies

Defensive strategies are designed to cease a decline situation of an organisation and return it to a more appropriate avenue to accomplish its objectives (Wright et al. 1998). Figure 3.16 illustrates 2 main types of defensives strategies and their implementation method. A retrenchment strategy is a short-term defensive strategy designed to address organisational causes that lead to performance decline whereas a turnaround strategy is designed for a situation in which an organisation's performance problems are more serious as reflected by its performance measures. Coulter (1998) referred to 6 possible causes responsible for an organisation's decline situation:

- Inadequate financial controls
- Uncontrollable costs or too high costs
- New competitors
- Unpredicted shifts in customer demand
- Slow or no response to significant external or internal changes
- Overexpansion or too rapid growth

Figure 3.16: Types and implementing alternatives of defensive strategy

Source: developed from Coulter 1998

Cost cutting

Cost cutting is an approach to bring the firm's performance results back in line with expectations by reducing or eliminating any wastes, redundancies, or inefficiencies in work tasks and activities.

Restructuring

In responding to the decline situation, the company may choose to restructure its operations. There are several alternatives for restructuring the firms: divestment, spin-off, liquidation, reengineering, downsizing, and bankruptcy.

3.6.4 Quality Management Strategy

Quality was jointly defined by the American National Standards Institute and The American Society for Quality as "the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs" (Haksever, Render, Russell, and Murdick 2000, p. 331). Quality was essential for the survival of both product and service in business world as it can bring about higher customer loyalty, higher market

share, higher returns to investors, loyal employees, lower costs, and lesser vulnerability to price competition.

Several previous studies (e.g. Schoeffle, Buzzell, and Heany 1974; Buzzell and Wiersema 1981; Phillips, Chang, and Buzzell 1983) showed a positive relationship between product quality and firm performance that firms with higher product quality outperform those firms with low product quality across a range of financial and financial performance indicators.

For service quality, management scholars (e.g. Tornow, and Wiley 1991; Pitt, Caruana, and Ewing 1994; Koelemeijer, Lemmink, and Wetzels 1994; Kontoghiorghes 2003) found different results in examining the effects of service quality on firm performance. The study of Tornow, and Wiley (1991) found a strong positive relationship between service quality and performance whereas the work of Pitt et al. (1994) showed a weak positive relationship. In the study of Koelemeijer et al. (1994), only a negative relationship was found between service quality and overall performance. However, in a recent study of Kontoghiorghes (2003), examining the compatibility of productivity performance and quality management practices in a service industry, the results highlighted the close association between quality and productivity performance and suggested that investment in quality should indeed result in productivity gains. Aaker (2005) added that quality management has been found to be related to firm financial performance, especially in the long- term.

3.6.4.1 Total Quality Management (TQM)

TQM has evolved from the ideas of several quality experts and practices of highly successful companies in the USA and Japan in the 1980s (James 1993). Most elements of TQM using techniques of statistical analysis were not new but the way they were put together and practiced today was considered by many as revolutionary because of the fundamental changes it required in management philosophy.

Hill, Jones, and Galvin (2004, p.165) asserted that TQM is a management philosophy that focuses on improving the quality of a company's products and services, and stresses that all company operation should be oriented towards this goal. The basic principles of TQM were the focus on customer satisfaction, leadership, commitment to training and education, long-term view and strategic approach, management by fact, and continuous improvement (George and Weimerskirch 1998; Haksever et al. 2000).

3.6.4.2 ISO 9000 Standards

ISO is the acronym for the International Standard Organisation. ISO 9000 series were developed in an effort to achieve uniformity among standards of 146 member countries. The purpose was to define and implement management systems by which companies design, produce, and deliver and support their products/services (Bank 2000). On the other hand, they were standards for creating a management system that ultimately produces quality products/services, but they were not related to any product/service or technical specifications. A company may adopt one of the ISO9000 series to assure their customers that there was a management system capable of producing a satisfactory product/service. Nevertheless, it does not necessarily guarantee that the company has produced high quality product/service as the ISO standard only provides evidence of a documented quality system.

3.6.5 Corporate Strategy Implementation

None of strategies that have been carefully formulated by an organisation is of much use unless they are implemented (Bryars et al. 1996; Stacey 1996). There has been very little research attention on the implementation issue and there is a consequent lack of practical and theoretically sound models to guide managers' action during implementation stage (a critical cause of implementation failure) (Alexander 1985). David (1997); and Wheelen and Hunger (2000) mentioned strategy implementation as a process by which strategies and policies are put into action through the development of programs, budgets, and procedures. Joyce and Wood (2001) suggested the following key factors for successful implementation namely top management communication,

involving managers and employees, implementation plans, the quality of the strategy, and the proper planning of resources.

The study of Chandler (1962) identified that in most organisations, changes in corporate strategy lead to changes in organisation structure. Several scholars (e.g. Stacey 1996; Macmillan and Tempoe 2000; Viljoen and Dann 2000; Wheelen and Hunger 2000) pointed out strategic implementation involves changes in process, culture, and structure of the entire organisation.

3.6.5.1 Processes

Macmillan and Tampoe (2000) identified that as the business processes of an organisation have been designed to support its strategy, a change in strategy may require a radical change to some or all of these process. Failure in changing processes to match the new strategy will result in the firm still functioning in the old ways although it wants to shift to new chosen strategy. Processes encompass information systems, organisational procedures and rules of operation. For Galbraith and Nathanson (1978, p.76), processes means resource allocation processes, performance evaluation and reward systems, and integrating mechanisms. Macmillan and Tampoe (2000) also suggested 8 tasks to be followed in implementing a business process change:

- Review all existing processes against the new strategic direction
- Gain management agreement to the necessary process changes and forward the need to others who will eventually have to implement them
- Find best practice
- Develop the criteria and measures by which the effectiveness of the processes needed for the new strategic direction being taken by the company are assessed
- Install new processes
- Publicise their presence to all staff
- Remove outdated processes

3.6.5.2 Corporate Culture

Corporate culture is “the collection of beliefs, expectations, and values learned and shared by firm’s members and transmitted from one generation of employees to another” (Wheelen and Hunger 2004, p.89). The culture includes the dominant orientation of the company and a number of informal work rules that employees follow without question. Culture represents the broadly based social influence that is present in all aspects of the organisation (Hill, Jones, and Galvin 2004). Culture can be warm, aggressive, friendly, open, innovative, conservative, liberal, harsh, or likable (David 2003). Trompenaars (1998) believed that every company has a unique culture reflecting the mixed wisdom gained in the company in its attempts to match its internal operations to an ever-changing environment. Culture generates norms that powerfully shape the behavior of individuals and groups in the organisation at all levels (Schwartz and Davis 1981).

According to David (1997) and Evans, Campbell, and Stonehouse (2003), corporate culture can have a significant effect upon firm performance and the success of an organisation strategy partly depends on the degree of support that strategies receive from the organisation’s culture. Besanko, Dranove, and Shanley (2000), however argued that it is difficult to directly link culture and performance since culture may be associated with high performance without causing that performance.

An organisation with a stronger culture tends to acquire more impact by culture in shaping its strategic actions and strategic moves as the culture is embedded in management’s thinking and actions the way the organisation does business and responds to its external environments (Thompson and Strickland 2001). Corporate culture tends to perpetuate itself overtime (Pietersen 2002). Culture is a positive force for the company’s strategy when behaviors it encourages are supportive of the company’s strategy. However, culture can be counterproductive because it conflicts with the company’s strategy and creates substantial problems to the organisation. Byars et al. (1996) added that when a change in strategy requires a shift in culture, it should be explicitly planned. According to Fogg (1999), culture aligned with strategy leads to

rapid implementation of that strategy. His study found that most firms need cultural change when they are significantly changing strategy such as:

- When they are in financial or marketplace trouble
- When they are taking on new products or markets alien to them
- When a competitor has changed the competitive ball game
- When management becomes more ambitious in its future goals

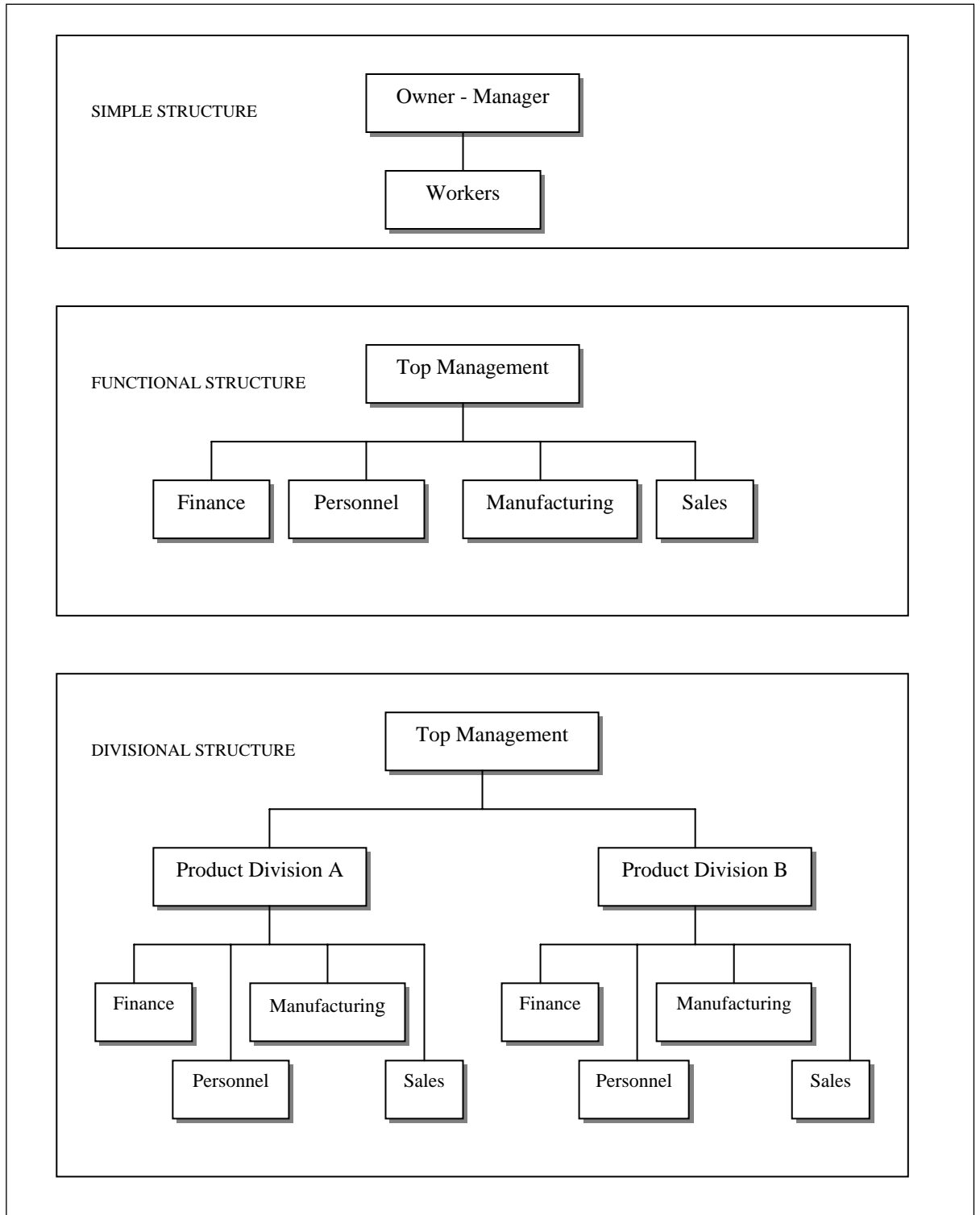
3.6.5.3 Structure

Organisation structure is designed as a fundamental tool for implementing and communicating the strategic direction selected for the organisation. According to Bennett (1999), the 5 key purposes of organisation structure are as follow:

- To have the right people taking the right decisions at the right time
- To establish who is accountable for what and who reports to whom
- To facilitate the easy flow of information through the organisation
- To provide a working environment that encourages efficiency and the acceptance of change
- To integrate and co-ordinate activities

Most organisational structure studies (e.g. Ansoff and McDonnell 1990; Hax and Majluf 1991; Stacey 1996; Besanko 2000; Viljoen and Dann 2000) included three basic structures: simple, functional, and divisional (refer Figure 3.17).

The study of Fry and Killing (1986) categorised organisational structure by identifying the manner in which management tasks had been grouped into specialized subunits, the delegation of authority to these unit, and the formal provisions for integrating the work of the units. Several previous studies (Christodoulou 1984; Bonn 1996) classified organisational structure into 3 categories: functional structure, divisional structure, and combinational structure.

Figure 3.17: Example of organisational structure

Source: Aldag and Stearns 1987 p.298

Several studies (e.g. Sloan 1954; Chandler 1962; Child 1977; Mintzberg 1981; Johnson, and Scholes 1984; Hunger and Wheelen 2003; Spulber 2004) have strongly advocated that structure should be designed to facilitate the strategic pursuits of the organisation. Hax and Majluf (1991); Viljoen and Dann (2000) argued that strategy and structure should be two-way related, in that strategy certainly influences the resulting organisation design and the existing structure somehow constrains the strategic choices of the organisation. In summarising, strategy, structure, and environment need to be closely aligned, otherwise organisational performance will be likely to suffer (Wheelen and Hunger 2000).

3.6.6 Evaluating Corporate Strategy

Strategy may need to be modified because of shifts in long-term direction, new objectives, and changing conditions in the environment (Thompson and Strickland 2000). The search for ever better strategy execution is also continuous. Evaluation is a significant part of the strategic management process. Causal linkage between strategies and their success or failure is difficult to measure. Even though there may appear to be a direct correlation between a specific strategy and its results, there are also elements that could have had an impact on the outcome (Viljoen and Dann 2000). Nevertheless, implemented strategies, at any level of an organisation, need to be assessed. David (1997, pp. 281-285) suggested three basic activities for evaluating strategies:

- Examining the underlying bases of an organisation's strategy
- Comparing expected results with actual results
- Taking corrective actions to ensure that performance conforms to plans

Tools used in evaluating corporate strategy tend to be broader and encompass the overall performance of the organisation rather than focusing on narrow functional areas. Coulter (1998) proposed 4 main techniques used in evaluating corporate strategies:

3.6.6.1 Corporate Objectives

Achievement against the corporate objectives can determine the level of success of implemented corporate strategies. Corporate objectives tend to be broader, more comprehensive, and have a longer time horizon than business and functional objectives. This evaluation is usually based on the measures of profit and loss for the organisation (Viljoen and Dann 2000).

3.6.6.2 Efficiency/ Effectiveness/ Productivity Measures

These three measures represent the organisation's ability to utilize its limited resources strategically in achieving high levels of corporate performance. These measures are difficult to evaluate, however, the organisation should attempt to gauge how efficient, effective, and productive it is.

3.6.6.3 Benchmarking

Benchmarking, as discussed in 3.5.6, assists the organisation in evaluating whether or not the organisation is being strategically managed compared to best practices from other organisations and where improvements are needed.

3.6.6.4 Portfolio Analysis

The BCG matrix and multifactor matrix (see detail in 3.5.8 and 3.5.9) can be used in evaluating corporate performance. Portfolio analysis is beneficial for multi-business organisations as there is a comparison or evaluation of a specific business.

3.7 Chapter Summary

Strategic management, namely a set of managerial decisions and actions determining the long-term performance of the organisation has dominated the business management literature and corporate practices for several decades. The literature review of many

topics and concerns in strategic management has included a historical overview of strategic management, strategy process, pattern, system, and levels of strategy, external environment, planning tools and techniques, corporate strategy, including mission and vision statement, long term objectives, strategies and implementation alternatives, and strategy evaluation.

It can be concluded from the literature review that three basic elements of strategic management process in general are strategic formulation, implementation, and evaluation. However, strategy making is an ongoing process, not a one-time event and the strategy needs to be re-evaluated regularly, refined and recast as necessary (Byars, Rue and Zahra1996, White 2004).

Strategic planning is seen as a useful tool for strategic formulation with the recent study of Rigby (2001) showing that more than 80% of worldwide companies conduct strategic planning. The major reasons for firms not having strategic planning were poor reward structures, fire-fighting, waste of time, too expensive, laziness, content with success, fear of failure, overconfidence, prior bad experience, self-interest, fear of unknown, honest difference of opinion, and suspicion (David 2003).

Strategic management concerns the organisation effectiveness, measured by the degree of fit between an organisation and its relevant environments, namely external macro or general environment (economy, technology, politics/law, and socio-culture), external micro or task environment (interest group, market, supplier, and competitor), and internal environment (organisation, human, and physical resources). Environmental scanning helps organisations to foresee influences and initiate strategies, which will enable their organisations to adapt to the external environment.

There are a number of analysis tools and techniques frequently used to assess the general environment, task environment, and internal environment. The most popular tools and techniques includes forecasting models, PEST analysis, scenario analysis, competitive analysis, SWOT analysis, benchmarking analysis, product life cycle analysis, BCG matrix, multifactor matrix, and grand strategy matrix.

The mission statement provides a significant focus and screen for the selection of appropriate strategies while long-term objectives represent the expected results, in terms of both financial performance and business position, of pursuing the organisation's mission in the specific time frame, normally two to five year (Byars et al. 1996).

Corporate strategies refer to what businesses the organisation will be in and how resources will be allocated among those businesses whereas business strategies address how an organisation competes in the given business (Byar et al. 1996).

In general, corporate strategy options fall into one of four basic categories: stable growth or stability, growth, harvesting, or defensive. However, practically, most multi-business organisations may apply a combination of strategies, particularly when they serve several different markets.

A quality management strategy is essential for the survival of both product and service in business world, especially in service industry as it can lead to greater customer loyalty, higher market share, higher returns to investors, loyal employees, lower costs, and lesser vulnerability to price competition. Total quality management and ISO9000 are the main techniques for quality management.

Strategy implementation is a process by which strategies and policies are put into action through the development of programs, budgets, and procedures (David 1997; and Wheelen and Hunger 2000). Several scholars have pointed out that strategic implementation involves changes in processes, culture, and the structure of the entire organisation. Strategy evaluation is a significant part of the strategic management process, even though causal linkage between strategies and their success or failure is difficult to measure.

Chapter 4

Theoretical Framework and Research Questions

4.1 Introduction

Chapter 3 provided the theoretical foundation for this research by reviewing the strategic management literature on major relevant issues. This chapter aims to develop a framework, which builds upon the previous studies. The framework covers all major strategic activities of an organisation, particularly at corporate level and the environmental factors that might have a major impact on those activities. It also presents four key research questions, which were used for conducting the research in this thesis.

4.2 Theoretical Framework

There is no theoretical work nor empirical findings suggesting that the existing body of knowledge, largely obtained in the institutional context of western countries, is equally applicable in other eastern countries (Boyacigiller and Adler 1991). Firm strategies, organisational structures, and firm mechanisms successfully pursued and implemented in a particular institutional context may not achieve the same outcomes in another institutional context.

The research in this thesis was specifically designed to study the strategic management practices in the hotel industry of Thailand. The framework developed for this study builds on the study of Chistodoulou (1984) and Nimmanphatcharin (2002) and is illustrated in Figure 4.1. Six main features of this framework deserve attention.

First, this framework aims to provide a big picture of strategic management practices and hence focuses on the major issues rather than specific details. The research is exploratory in that no previous empirical study has examined strategic management practices in the hotel industry of Thailand. It covers objective setting, strategy

formulation, planning techniques and tools, planning system, strategies, and strategy implementation and evaluation at the corporate level.

Second, this framework focuses on the strategic management practices at the corporate level as each company is viewed as an entity. Nevertheless, this framework can be applied to strategic management practices at business and functional levels as well.

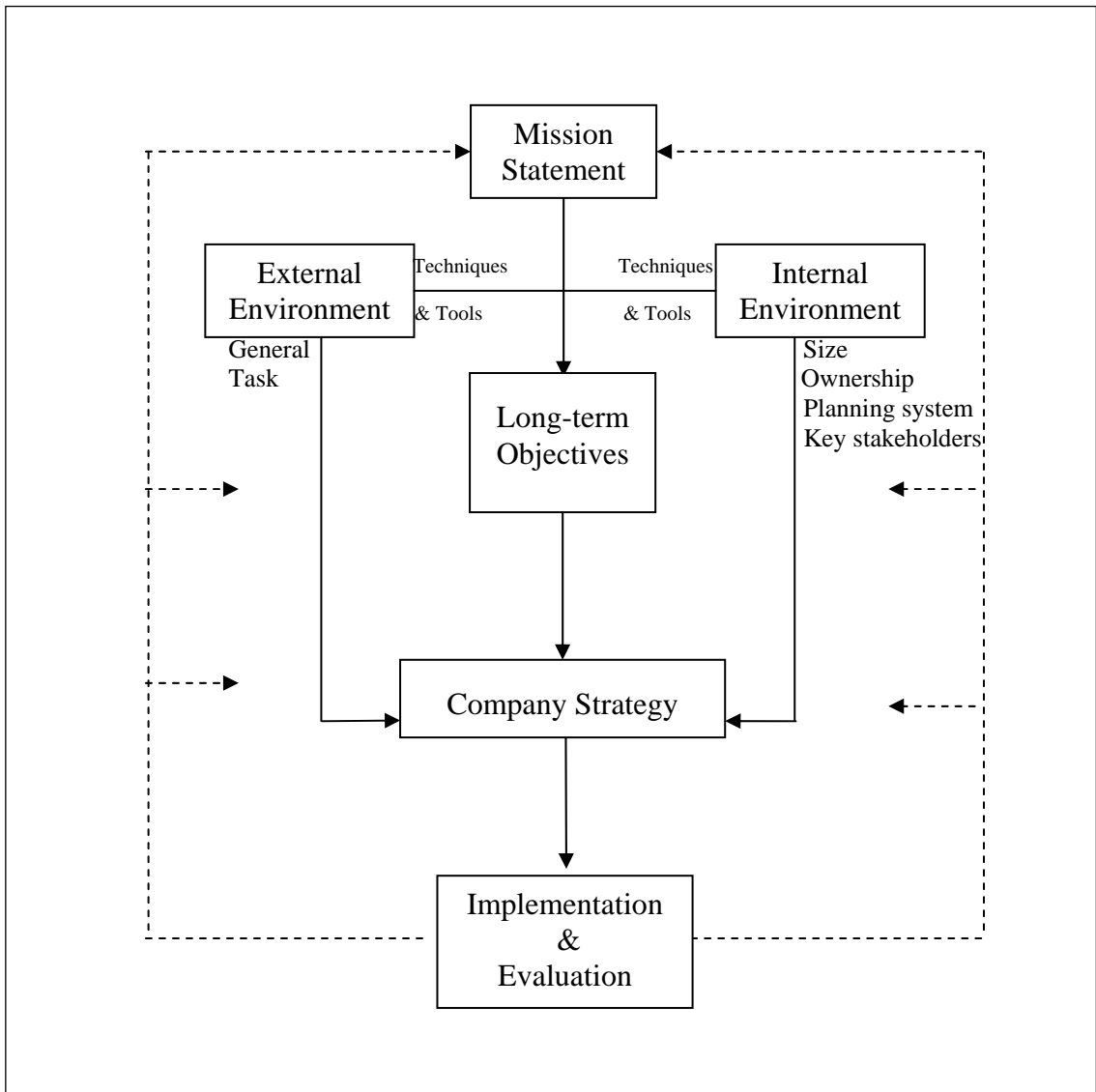
Third, the key corporate strategies included in this model are stable growth, growth, harvesting, and defensive strategies.

Fourth, amongst the environments impacting firms in this model are the general environment (economic conditions, technology force, political-legal aspect, and socio-cultural factor), the task environment (suppliers, buyers, substitutes, new comers, and competitors), and the internal environment (size, structure, culture, ownership, key stakeholders, management style, and planning system).

Fifth, this framework identifies the key analysis techniques and tools, including PEST analysis, industry analysis, SWOT analysis, benchmarking analysis, product life cycle analysis, and matrix analysis.

Sixth, the strategic management practice in this model is viewed as probably containing a formalised strategic planning process as a major operating process within the organisation.

Figure 4.1: Theoretical framework



4.3 Research Questions

The framework presented in the previous section was used in developing four key research questions, in line with the research objectives in 1.2, of this study.

Question 1: What are the strategic management characteristics of the hotel industry of Thailand?

Question 2: What are strategic management practices, which may differ because of either size, ownership or planning system of the hotel industry of Thailand?

Question 3: How do hotels without a formalised strategic planning process seek to achieve strategic management?

Question 4: What are the major factors which appear to influence the strategic management practices of the hotel industry of Thailand?

4.4 Chapter Summary

The framework developed for this research allows analysis of the strategic management processes by identifying potential factors that may influence organisation's strategies. This research is exploratory, as it covers all aspects of strategic management which have not been investigated previously in the context of the Thai hotel industry. Research questions instead of hypotheses are developed because of the exploratory nature of this research.

PART THREE

RESEARCH DESIGN

Chapter 5: Methodology

Part three of this thesis details the methodology used in this research. Chapter 5 examines the population definition, survey approach, instrument development, data collection procedure, and data analysis methods. The framework for data analysis is presented in this chapter.

Chapter 5

Methodology

5.1 Introduction

The previous chapter introduced the theoretical framework for this research and the proposed research questions. This chapter describes the methodology which was used in this research and gives a detailed description of the methodological approach. It is organised into 3 major topics: the research procedure, the data analysis, and the analytical framework.

5.2 Research Procedure

5.2.1 Population definition

It is extremely difficult to gather information on the existence and type of hotels in Thailand as there is no government body or organisation responsible for maintaining a hotel database needed to identify a population for this research. The available sources of information provide a limited amount of detail. THA (Thai Hotel Association) is the only official trade association related to the hotel industry of Thailand. There were 351 hotel members of THA, of which 116 hotels were situated in Bangkok (refer Appendix A), and the balance of 235 hotels were located in the remaining 75 provinces outside Bangkok (at the ratio of hotels: province = 3:1). The main selection criteria for this research were based on a geographic and a financial constraint. Bangkok is the most significant tourist destination of Thailand since Bangkok is the capital of the country and the principal gateway to other destinations in Thailand, both domestic and international. Thai hotel subsidiaries were excluded from this research because they operated under the same management as their head offices and all head offices in Bangkok had been selected for this research. In total, 96 hotels located in Bangkok

(excluding 20 Thai hotel subsidiaries) were selected as a population for this research study.

5.2.2 Survey Approach

It was apparent that to acquire a high response rate, a self-administered survey, i.e. on-line questionnaire, postal questionnaire, delivery and collection questionnaire, would not be effective, especially when large amounts of sensitive and confidential information were being sought (Saunders, Lewis, and Thornhill 2003). Interviewer-administered questionnaires, especially face-to-face interview, normally have the highest response rate and permit the longest questionnaires (Neuman 2003). It is more likely that respondents will provide information of a confidential nature when structured personal interviews are used. A face-to-face interview, supplemented by annual reports and other published sources finally was considered as the most appropriate data collection technique for this study. From several previous studies of a similar nature, a structured conversation used to complete the survey, would be more effective if the respondent has a copy of questionnaire in hand and goes through the process together with the interviewer. It was specified that the respondent had to be a senior executive responsible for corporate planning.

All interviews were conducted by the same researcher to ensure the comparable and consistent recording of the data on strategic management approaches in the different companies. Questions could be clarified promptly and in a consistent manner according to the understanding obtained from constructing the questionnaire and from having identified potential areas of difficulty during the pre-test.

5.2.3 Instrument Development

The survey instrument provides the structure for the personal interview to collect the data and a questionnaire based upon those of Christodoulou (1984), Bonn (1996), and Nimmanpatcharin (2001) was redeveloped for the hotel industry of Thailand. The total number of 275 questions was organised into 6 parts: organisation resources, mission

statement/long term objectives, planning system, corporate strategies and processes, corporate external environment, and general questions (refer Appendix B). The study employed both open-ended and closed-ended questions. Open-ended questions were for capturing information from the respondents on issues of interest. Closed-ended questions were used to facilitate respondents understanding of topics of concern, reminded them of the points they might not have considered. About 83 percent of the questions were closed ended, about 17 percent were open ended. The questionnaire was designed based on the following requirements;

- 1) the ambiguity in questions should be minimised;
- 2) the bias of the interviewer should be reduced;
- 3) it should produce data meaningful to Thai hotel executives;
- 4) it should provide data meaningful for analysis and interpretation.

The questionnaire was designed in both an English and Thai version. The Thai version was reviewed by 2 native Thais to ensure the accuracy of translation. One reviewer is an English lecturer, who graduated with both a bachelor and master's degree in English literature from a university in the United State and has more than 25-year experience in teaching English at Bangkok Commerce College. Another reviewer was a graduate in hospitality management from an Australian University in Queensland.

5.2.4 Pretest of the Questionnaire

The questionnaire was pretested with 3 respondents, one respondent was in Australia and the other two were in Thailand. To enhance the smooth flow of the interview, it was arranged that each respondent would be provided a copy of the questionnaire during the interviewing process. The questionnaire was firstly pretested with a hotel executive in Australia. The respondent, at that time was a senior executive of Royce hotel, a 5 star hotel in Melbourne and this executive also had 10 years experience with the Intercontinental Hotel in Bangkok before leaving Thailand. For pretesting respondents in Thailand, telephone interviewing was chosen as the method due to time and financial resource limitations. The questionnaires were sent via airmail to these respondents. The

time difference (three hours ahead of Thailand) made making appointments difficult because of their busy schedule during the working day. Normally they would be free after 10.00 pm. and as an interview might last more than 2 hours this meant it would end at 12.00 am in Thailand or 3.00 am in Australia. Both telephone interviews were finally arranged on a weekend. One respondent was the owner of three 400-room hotels in Phuket (Serene Group) and the other respondent was the owner of the 150-room Lido Hotel in Pattaya. After pretesting, small changes in wording were made to improve the understanding of questions. The pretest showed that:

- 1) the questions were lucid;
- 2) the format was clear and logical;
- 3) the questionnaire could be completed in 2-4 hours;
- 4) the questionnaire had high credibility.

5.2.5 Data Collection Procedure

The approach to data collection was designed to attract and gain participation from the hotel sample. Roscoe (1975) argued that sample sizes larger than 30 and less than 500 are appropriate for most research studies and several studies articulated a minimum of fifty respondents were necessary in order to allow a meaningful level of statistical analysis to be undertaken. Thirty to fifty respondents, hence, were targeted for this survey. An introductory letter together with a support letter from a noble person together with using personal networks were determined as the dominant approaches to gaining participation in this research. The fieldwork was conducted over a five-month time period between late March and August 2003.

5.2.5.1 Introductory Letter and Support Letter

Two letters, an introductory letter and a support letter (refer Appendix C) were initially sent by airmail in early March 2003 to the hotels in the selected population in Bangkok, Thailand. The introductory letter, signed by Professor Chris Christodoulou on behalf of the Australian Graduate School of Entrepreneurship, introduced the purpose of the

research and sought the participation of hotel executives. It offered an abstract of the major findings to be forwarded to each respondent after the completion of this study. The support letter, signed by Mr. Narongrit Sanitwong, the Thai Royal Chaperon (representative of the royal family), recommended the survey as an important part of education development in the Thai hotel industry and encouraged hotel top executives to participate in this study.

5.2.5.2 The Use of Personal Networks

The use of personal networks was initiated in February 2003. Several long distance calls were made to the researcher's parents, relatives and friends. These networks facilitated the acceptances of a further 11 hotel top executives to participate in the survey. These executives also gave further assistance by organising interviews with other hotel executives they knew well for the researcher.

5.2.5.3 Interview Arrangements

When the researcher arrived in Bangkok in mid March 2003, nine hotels had confirmed their willingness to participate in this survey. Telephone follow-ups were made to the rest of the sample and only a few hotels clearly declined the invitation. Their reasons mostly were they had joined two other surveys recently and there was no policy on sharing hotel information to any study. Even the majority of the sample would not say "no" to the invitation to participate in this study, it was difficult to schedule interviews due to the effects of SARS (Severe Acute Respiratory Syndrome) epidemic and Iraqi war at that time. Several interviews occurred at lunchtime as some hotel executives preferred to 'talk over lunch'. This made the interview last longer than expected as they were unable to hold a copy of the questionnaire and there were several topics beyond the subjects of interest they also wished to discuss.

In order to gain participation, support from the executive's secretary often played an important role in whether they participated. With their support, it was easier to get an acceptance from the top executive to participate in this research. It was usually

important to introduce the researcher over the phone and fax to the executive's secretary together with a supporting letter. On average between 5-10 telephone calls were made before getting acceptances from the top hotel executives to participate in the survey. Mostly the personal interviews were completed in the 2 to 4 hours as expected. Only in a few cases were the interviews not finished in one visit, and a further visit was required.

5.2.6 Response Rate

In total 50 hotels participated in this research which represented a 52.08 percent response rate. This response rate is slightly above the anticipated rate (30-50%). However, it was possible that the response rate could have reached 60% if there had been no unexpected incidents like the SARS epidemic and the Iraqi war which occurred during this time period.

5.3 Data Analysis

The data analysis applied both univariate and bivariate statistics. The univariate analysis provided information about the distribution of single variables. The variables were evaluated in terms of range and outliers, central tendency and variance, skewness and kurtosis, and missing data. The results from this analysis were used to make decisions about the subsequent tests to be performed, however, they are not reported in this thesis to avoid an unnecessary overload of information. The bivariate analysis, including chi square and t-tests were used to investigate the relationship between a dependent and independent variables.

Besides the above descriptive statistics, the inferential statistics were used to generalize the sample results to the population. These were expressed in term of statistical significance, which was p-value of less than 0.05 in the bivariate analysis.

The data analysis is divided into 3 sections in this thesis. Chapter 6 provides an overall picture of the respondent companies.

Section A consists of Chapter 7 to Chapter 12 and explores the characteristics of formal planning companies in terms of organisational structure and resources, culture and management styles, mission and long-term objectives, strategies and processes, planning and planning system, and external environments. The differences by either size, ownership, or planning system were also investigated.

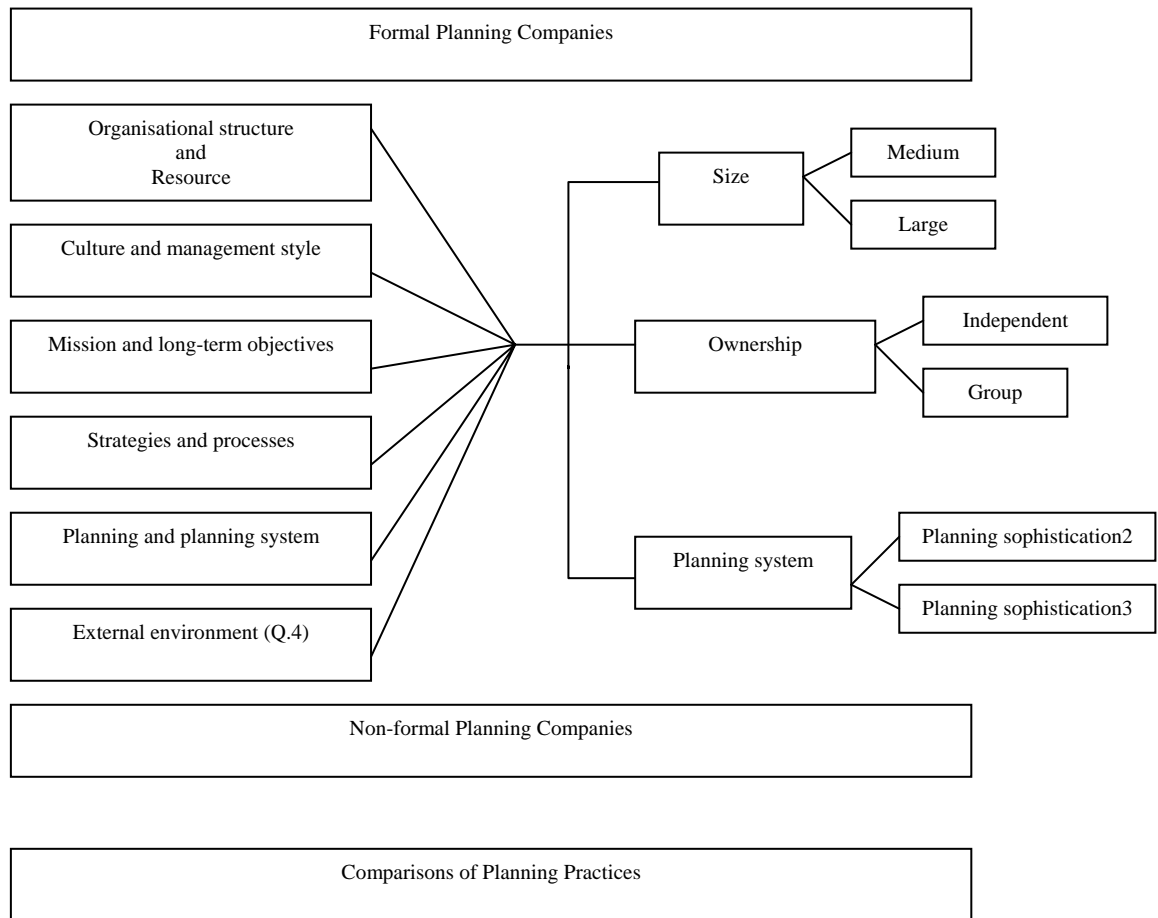
Section B examines the non-formalised strategic planning hotels and section C explores the similarities and differences between formal planning companies of this study and those of previous studies.

To avoid an unnecessary overload of information, these chapters report information selectively, information which either shows significant differences between or within the variables or which is necessary to understand the emerging pattern about strategic management practices is included in the chapter.

5.4 Framework for Analysis

The theoretical framework illustrated in Figure 4.1 provided the main framework for the analysis undertaken. Figure 5.1 shows how the sample was examined to answer the four key research questions of strategic management practices in the hotel industry of Thailand (refer section 4.3), based on the following aspects:

- Organisational structure and resources
- Culture and management styles
- Mission statement and long-term objectives
- Corporate strategies and process
- Planning system (formal planners, non-formal planners)
- External environment

Figure 5.1: Framework for analysis

To enable a comparison between companies of different sizes, the hotels are divided into 2 groups: medium sized companies (less than 300 rooms) and large companies (300 rooms up).

Independent and group companies are distinguished by the extent that group hotels are operated under the same brand or management system while in the independent companies, the owner has the highest management position and makes all business planning and decisions

The previous studies (Christodoulou 1984, Bonn 1994) give clear criteria for classifying the strategic planning system (for more detail, see Christodoulou 1984, pp.73-75),

which were used in this research. The planning aspects were focused on planning content and were categorised into 3 groups namely, planning sophistication1, planning sophistication2, and planning sophistication3. If the companies did not produce formal corporate plans they were classified as planning sophistication1 companies or non-formal planners. The rest, formal planners, were further classified into 2 groups; namely planning sophistication2 companies (financially oriented formal planners) and planning sophistication3 companies (strategically oriented formal planners).

This research then further investigated within the formal planners the differences between large and medium sized companies, independent and group companies, and planning sophistication2 and planning sophistication3 companies as it was believed that each of these categories may differ in their formal planning practices.

The non-formal planners were explored to understand how these companies seek to achieve strategic management.

The quantitative statistical data in the above sections was also complemented by qualitative data and impressions, which were gained during the fieldwork in 2003.

Finally, a comparison with previous studies, both cross country and cross industry, was undertaken.

5.5 Abbreviations

Referring to the framework for analysis described in section 5.4, the following abbreviations were used in the tables and figures of Part Four of this thesis (data analysis sections).

% = Percentage

L = Large companies

M = Medium sized companies

I = Independent companies

G = Group companies

PS1 = Planning Sophistication1 companies

PS2 = Planning Sophistication2 companies

PS3 = Planning Sophistication3 companies

FPC = Formal Planning Companies

NFPC = Non-formal Planning Companies

N = Number

CEO = Chief Executive Officer

MD = Managing Director

5.6 Chapter Summary

The methodology of this research was developed for an exploratory study of strategic management practices in the hotel industry of Thailand with 96 hotels located in Bangkok selected as the research population. A face-to-face interview with a structured questionnaire was considered the most appropriate data collection technique for this study as large amounts of sensitive and confidential information was being sought. The questionnaire that was developed based on previous studies, was translated into a Thai version and pretested before fieldwork. An introductory letter, with supporting letter was sent to the population and at the same time, the use of personal networks played an important role in seeking participation. The survey took 5 months to be finished with a response rate of 52.08%.

The data analysis applied both univariate and bivariate statistics and the framework of analysis was developed to cover 7 aspects of strategic management practices, namely organisation structure and resources, culture and managerial style, mission and long-term objectives, strategy and process, planning and planning system, and external environments.

PART FOUR

PRIMARY DATA ANALYSIS

Chapter 6: Characteristics of Respondent Companies

PART FOUR A: Formal Planning Companies

Chapter 7: Organisational Structure and Resources

Chapter 8: Culture and Managerial Style

Chapter 9: Mission and Long-term Objectives

Chapter 10: Corporate Strategies and Processes

Chapter 11: Planning and Planning System

Chapter 12: External Environment

PART FOUR B: Companies without Formal Planning System

Chapter 13: Non-formal Planning Companies

PART FOUR C: Comparison

Chapter 14: Comparison with Previous Studies

Part four presents the major research findings from this research. Chapter 6 provides an overview of the characteristic of sample companies by size aspects, ownership aspects, and planning system aspects. Then the remaining data analysis is divided into 3 main parts.

Part Four A, including Chapters 7-12 investigates the strategic management practices of the 42 formal planners and explores the differences either between size, ownership, and planning system aspects.

Chapter 13 in Part Four B examines the strategic management practices of the 8 non-formal planners.

Chapter 14 in Part Four C attempts a brief and simple comparison of some important aspects of strategic management practices of formal planning companies in hotel industry of Thailand with those of previous studies; namely the Thai banking study, the Indian manufacturing study, the US manufacturing study, and the Australian manufacturing studies.

Chapter 6

Characteristics of Respondent Companies

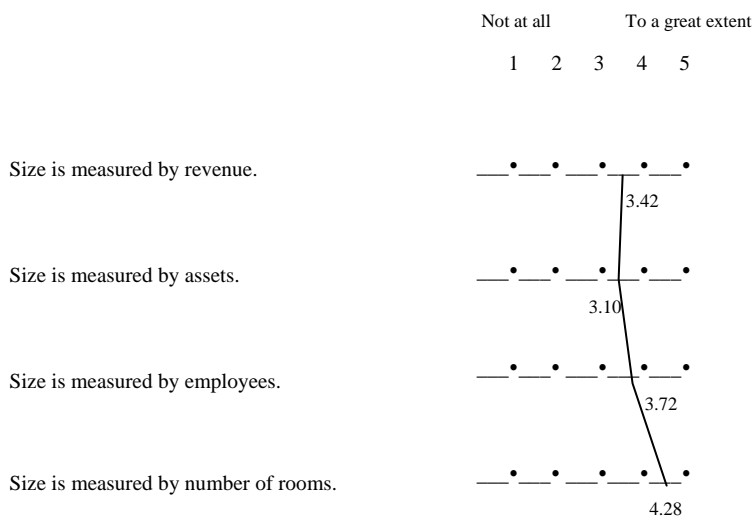
6.1 Introduction

This chapter aims to provide a picture of demographic variables of the respondent companies and the background of the respondents. This chapter will cover company size, ownership, and planning systems, and other aspects. The backgrounds of the respondents are discussed, including respondents' position title, academic level, and work experience.

6.2 Company Size

Hotel size can be measured in different ways. When asking the respondents about the most important measure of hotel size, most of them suggested the number of rooms (refer Figure 6.1).

Figure 6.1: Size's Measurement



Notes: N=50

When seeking financial information, twenty respondents (40%) refused to answer about their company revenue and only eleven respondents (22%) gave information about their company assets. The reason for this low response concerning the financial information appears to be that non-publicly listed companies treat this as being very confidential.

Table 6.1 shows that 58% of the respondents were large companies and 42% were medium sized companies. The data on other size aspects of the responding companies in Table 6.2 shows the differences between medium sized and large companies statistically significant in that large companies had higher revenues, profits, assets, number of employees, and number of rooms than the medium sized companies.

Table 6.1: Characteristics of respondent companies by size aspects

Size	N	%
M	21	42
L	29	58
Total	50	100

Table 6.2: Other size aspects of respondent companies

		M	L	p-value
Revenue (Million Baht)	Mean	65	551	<0.005
	Median	60	360	
	Range	0.70-200	36-2,500	
	N	12	19	
Profit (Million Baht)	Mean	20	122	<0.01
	Median	20	108	
	Range	2-50	(-200)-500	
	N	10	19	
Assets (Million Baht)	Mean	621	1935	<0.05
	Median	500	1529	
	Range	65-2,000	550-4,000	
	N	7	6	
Number of employees	Mean	166	587	0.000
	Median	180	600	
	Range	40-400	135-1,200	
	N	21	29	
Number of rooms	Mean	171	547	0.000
	Median	160	475	
	Range	76-275	300-1,300	
	N	21	29	

6.3 Ownership

The ownership aspects focused on two types of ownership: independent company and group or chain company. In total, of the 50 companies who participated in this survey, 56% of the companies were independent companies, and 44% were group companies. Table 6.3 shows a statistically significant difference by size in that 76% of medium sized companies were independent companies and 59% of the large companies were group companies.

Table 6.3: Characteristics of respondent companies by ownership aspects

Ownership	M	%	L	%	Total	%
I	16	76	12	41	28	56
G	5	24	17	59	22	44
Total	21	100	29	100	50	100

Note: $p < 0.05$, Cramer's $V = 0.346$

6.4 Planning System

Table 6.4 summarises the size and the ownership aspects of the responding companies classified according to the planning systems. Of the 50 participating companies, 48% were planning sophistication3 companies and 36% were planning sophistication2 companies. Significant differences emerged in both size and ownership aspects. More than 60% of large companies were planning sophistication3 companies. About 40% of independent companies were planning sophistication2 companies while 68% of group companies were planning sophistication3 companies.

It appears that virtually all large companies and all group companies have a formal planning system.

Table 6.4: Characteristics of respondent companies by planning aspects

Planning systems	N	%	Size				Ownership			
			M	%	L	%	I	%	G	%
PS1	8	16	7	33	1	3	8	29	0	0
PS2	18	36	8	38	10	35	11	39	7	32
PS3	24	48	6	29	18	62	9	32	15	68
Total	50	100	21	100	29	100	28	100	22	100

Note: size: $p < 0.01$, Cramer's $V = 0.443$; ownership: $p < 0.01$, Cramer's $V = 0.443$

6.5 Business Types

Table 6.5 shows that 62% of participating companies were family businesses. There were statistically significant differences by size and planning system. 86% of medium sized companies compared with only 45% of large companies were family businesses. All planning sophistication1 companies or non-formal planners were family businesses whereas 67% of planning sophistication2 companies and 46% of planning sophistication3 companies were family businesses.

Table 6.5: Business types

Business types	N	%	Size				Planning System					
			M	%	L	%	PS1	%	PS2	%	PS3	%
Family business	31	62	18	86	13	45	8	100	12	67	11	46
Non-family business	19	38	3	14	16	55	0	0	6	33	13	54
Total	50	100	21	100	29	100	8	100	18	100	24	100

Note: size: $p < 0.005$, Cramer's $V = 0.416$; planning system: $p < 0.05$, Cramer's $V = 0.393$

6.6 Other Aspects

Table 6.6 details the type of hotel, most respondents considered themselves as being city hotels (64%), and business hotels (24%), which is not surprising given the hotels are located in Bangkok.

Table 6.6: Hotel types

Hotel types	N	%
Business hotel	12	24
Transient hotel	1	2
Residential hotel	2	4
City hotel	32	64
City resort hotel	3	6
Total	50	100

Table 6.7 shows that on average, the occupancy rate was 77%, which was above the average occupancy rate of accommodation establishments in Bangkok (refer Table 2.4). The major source of income was from rooms with an average daily rate of 1,583 baht/room.

Table 6.7: Income aspects

Income aspects	
Average daily rate (baht)	1,583
Occupancy rate(%)	77
Revenue(%)	
-Rooms	59
-Food&beverage	41

Note: N=50

Table 6.8 highlights that only 12% of the respondent companies were listed on the Stock Exchange of Thailand. Interestingly, they were all large companies, group companies, and planning sophistication3 companies.

Table 6.8: Listed on Stock Exchange of Thailand

Listed on SET	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	6	12	0	0	6	21	0	0	6	27	0	0	6	25
No	36	88	14	100	22	79	20	100	16	73	18	100	18	75
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ownership: $p < 0.05$, Cramer's $V = 0.389$; planning system: $p < 0.05$, Cramer's $V = 0.354$

6.7 Respondent Background

Table 6.9 shows that, of the 50 respondents who participated in this survey, 84% were in corporate level management of the hotel industry of Thailand. 20% of the respondents were in the highest management position and about a half the respondents were general managers.

Table 6.9: Respondent's position title

Respondent's position title	n	%
CEO/Managing Director/President	10	20
Assistant to the President	1	2
Assistant Managing Director	1	2
Executive Director	3	6
Executive Assistant Manager	2	4
Executive Advisor	1	2
Group Director of Sales and Marketing	1	2
General Manager	23	46
Hotel Manager	1	2
Resident Manager	1	2
Director of Sales and Marketing	3	6
Director of Room	1	2
Director of Human Resource	1	2
Senior Event Manager	1	2
Total	50	100

Table 6.10 shows that 56% of the total participants had been in their companies for more than 5 years and 72% had been involved in corporate planning for more than 5 years. More than half of the total participants had finished a bachelor degree, 24% of them held a certificate or diploma, and 22% had a master's degree. The field of their education was mainly in business (52%), accounting/finance (14%), school (14%), hotel management (12%), and education (4%).

Table 6.10: Respondents: other aspects

Time stay with company	N	%
0-5 years	22	44
More than 5 years	28	56
Total	50	100

Number of years involved in corporate planning	N	%
0-5 years	14	28
More than 5 years	36	72
Total	50	100

Education Background	N	%
Bachelor degree	27	54
Master degree	11	22
Certificate/diploma	12	24
Total	50	100

Field of education	N	%
Business	26	52
Accounting/finance	7	14
Hotel management	6	12
Law	1	2
Education	2	4
Engineering	1	2
School	7	14
Total	50	100

6.8 Chapter Summary

This chapter examined the industry and organizational characteristics of the respondent companies.

The most important measurement of hotel industry size was the number of rooms. More than half of the respondent companies were large companies. Large companies had higher revenues, profits, assets, number of employees, and number of rooms than medium sized companies. More than half of the participating companies were independent companies. The majority of participating companies were planning sophistication³ companies, followed by planning sophistication² companies. There was

only a small number of respondent companies without a formal strategic planning system.

More than half of participating companies were family businesses. Family businesses were usually found in medium sized companies and planning sophistication¹ companies rather than in the large companies, planning sophistication² companies, and planning sophistication³ companies.

The respondent companies were mainly city hotels, and business hotels deriving most income from rooms, and food and beverage. The majority of respondents were in corporate level management with 20% being in the highest company positions and most had been involved in corporate planning for more than 5 years.

PART FOUR A

FORMAL PLANNING COMPANIES

Chapter 7: Organisational Structure and Resources

Chapter 8: Culture and Managerial Style

Chapter 9: Mission and Long-term Objectives

Chapter 10: Corporate Strategies and Processes

Chapter 11: Planning and Planning System

Chapter 12: External Environments

Chapter 7

Organisational Structure and Resources

7.1 Introduction

This chapter investigates the organisational structures and resources of the formal planners (N=42) in the hotel industry of Thailand. The following analysis was based on the conceptual model and any significant differences by either ownership, size or planning system will be highlighted.

7.2 Organisational Aspects

7.2.1 Organisational Structure

Table 7.1 shows that of 42 formal planning companies, 27 (64%) companies used a single business unit structure, 11 (26%) companies used a multiple business unit structure, and only 4 (10%) companies used a mixed organisational structure.

Independent and group companies show a statistically significant difference in their organisational structures. 90% of independent companies used a single business unit structure and none of them used a mixed structure while around 40% of group companies utilised a single business unit structure, 40% with a multiple business structure, and almost 20% with a mixed structure. As the independent companies normally only had a limited number of businesses and 67% of them operated only 1 hotel, this is consistent with a simpler structure. There were no significant differences in organisational structure either by size and planning system.

Table 7.1: Organisational structure

Structure	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Single	27	64	9	64	18	64	18	90	9	41	14	78	13	54
Multiple	11	26	5	36	6	22	2	10	9	41	2	11	9	38
Mixed	4	10	0	0	4	14	0	0	4	18	2	11	2	8
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ownership: $p < 0.005$, Cramer's $V = 0.521$

7.2.2. Organisational Levels

Of the 42 formal planning companies, 100% had both a corporate and second level of management, and 28 (67%) had a third level of management.

Table 7.2 shows that a higher percentage of large companies had a third level of management compared to medium sized companies, however, this difference was not statistically significant.

There was a statistically significant difference by ownership with respect to the existence of a third level management. More than 90% of group companies had a third level of management while only 40% of independent companies had a third level of management. The data would suggest that companies with a smaller number of operating hotels were more likely to have a small number of management levels.

A significant difference was also found by planning system in that around 80% of planning sophistication³ companies having a third level of management versus only 50% of planning sophistication² companies having a third level of management.

Table 7.2: Organisational level of management

Level	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Corporate	42	100	14	100	28	100	20	100	22	100	18	100	24	100
Second	42	100	14	100	28	100	20	100	22	100	18	100	24	100
Third ^a	28	67	7	50	21	75	8	40	20	91	9	50	19	79
Fourth	13	31	3	21	10	36	2	10	11	50	3	17	10	42
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ^aownership: $p=0.000$, Cramer's $V=0.539$; planning system: $p<0.05$, Cramer's $V=0.306$

7.2.3 Organisational Units

Of the 42 formal planning companies, 100% had an organisational unit at the corporate level of management. Table 7.3 summarises that 43% of the formal planners had 7-9 organisational units at the second level. There was a significant difference by ownership in that more than half of the independent companies had 7-9 units whereas only 23% of group companies had 7-9 units.

Table 7.3: Second level units

Second level units	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1-3 units	9	21	3	21	6	21	2	10	7	32	2	11	7	29
4-6 units	11	26	3	21	8	29	3	15	8	36	6	33	5	21
7-9 units	18	43	6	43	12	43	13	65	5	23	9	50	9	38
10 units up	4	10	2	15	2	7	2	10	2	9	1	6	3	12
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ownership: $p<0.05$, Cramer's $V=0.451$

Table 7.4 shows that of the 28 formal planning companies, which had organisational units at the third level, 12 (43%) had 4-6 units and 10(36%) had 7-9 units at this level. However, there were no statistically significant differences by size, ownership, or planning system.

Table 7.4: Third level units

Third level units	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1-3 units	1	3	0	0	1	5	1	12	0	0	0	0	1	5
4-6 units	12	43	2	29	10	48	2	25	10	50	4	45	8	42
7-9 units	10	36	3	42	7	33	3	38	7	35	3	33	7	37
10 units up	5	18	2	29	3	14	2	25	3	15	2	22	3	16
Total	28	100	7	100	21	100	8	100	20	100	9	100	19	100

Table 7.5 shows that 54% of formal planning companies who had a fourth level of management (i.e. 13 companies) had more than 10 units at their fourth level. There were no statistical differences either by size, ownership, or planning system.

Table 7.5: Fourth level units

Fourth level units	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1-3 units	1	8	0	0	1	10	0	0	1	8	0	0	1	10
4-6 units	5	38	0	0	5	50	0	0	5	46	2	67	3	30
7-9 units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 units up	7	54	3	100	4	40	2	100	5	46	1	33	6	60
Total	13	100	3	100	10	100	2	100	11	100	3	100	10	100

7.2.4 Organisational Structure Changes

Table 7.6 and Table 7.7 show that of the 42 formal planning companies, only 14 (33%) companies had changed their organisational structure in the last 5 years and 50% of the formal planners who had changed their organisational structure made their changes in structure in 2002.

Table 7.6: Organisational structure changes

Changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	14	33	5	36	9	32	7	35	7	32	5	28	9	38
No	28	67	9	64	19	68	13	65	15	68	13	72	15	62
Total	42	100	14	100	28	100	20	100	22	100	28	100	24	100

Table 7.7: Year of organisational structure change

Year	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1999	1	7	1	20	0	0	1	14	0	0	0	0	1	11
2000	2	14	1	20	1	11	0	0	2	29	1	20	1	11
2001	4	29	2	40	2	22	2	28	2	29	1	20	3	33
2002	7	50	1	20	6	67	4	58	3	42	3	60	4	45
Total	14	100	5	100	9	100	7	100	7	100	5	100	9	100

Table 7.8 shows that 3 main changes in the organisational structure were the emergences of a new line of responsibility at a lower level of management (57%), a new line of responsibility at the second level of management (50%), and a new structure system (43%).

Table 7.8: Changes in the organisational structure

Changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
New line of responsibility at second level	7	50	3	60	4	44	6	86	1	14	2	40	5	56
New line of responsibility at lower level	8	57	0	0	8	89	4	57	4	57	3	60	5	56
New structure system	6	43	4	80	2	22	2	29	4	57	1	20	5	56
New hierarchical system	1	7	1	20	0	0	0	0	1	20	1	20	0	0

Note: N=14

Table 7.9 shows that the 2 major reasons for organisational structure changes were either personal qualification (57%), and top management team (36%). For example, if there is a job vacancy for the hotel manager's position, companies might promote internal staff to be a resident manager instead because of their qualifications.

Table 7.9: Major reasons for organisational structure changes

Reasons	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Personal qualification	8	57	1	20	7	78	5	71	3	43	4	80	4	44
Top management team	5	36	2	40	3	33	2	29	3	43	1	20	4	44
Economic impact	3	21	3	60	0	-	2	29	1	14	1	20	2	22
Product and service	3	21	2	40	1	11	3	43	0	0	0	0	3	33
Potential business growth	3	21	2	40	1	11	3	43	0	0	0	0	3	33
Main shareholders	3	21	2	40	1	11	1	14	2	29	0	0	3	33
CEO/MD/President	3	21	1	20	2	22	1	14	2	29	0	0	3	33
Expired contract	1	7	1	20	0	0	0	0	1	14	1	20	0	0
Profit decline	1	7	1	20	0	0	0	0	1	14	1	20	0	0
Total	14	100	5	100	9	100	7	100	7	100	5	100	9	100

Table 7.10 reveals that of the 42 formal planning companies, 38 (90%) companies believed that current organisational structure would still be applicable for the next 5 years with no statistically significant differences by either size, ownership, and planning system.

Table 7.10: Applicability of organisational structure in the next 5 years

Applicability	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	38	90	12	86	26	93	18	20	20	91	17	94	21	88
No	4	10	2	14	2	7	2	10	2	9	1	6	3	12
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

7.3 Human Resources

Table 7.11 details that more than 50% of the participating companies had less than 500 employees and there were statistically significant differences by both size and ownership. 12 (86%) medium sized companies had employees in the range of 1 and 250 people whereas 93% of large companies employed more than 250 people. 85% of independent companies employed less than 500 people while around 65% of group companies had more than 500 employees.

The data also shows that half of planning sophistication² companies employed less than 250 people whereas half of planning sophistication³ companies employed more than 500 people, but this difference was not statistically significant.

Table 7.11: Number of employees

No. of employees	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1-250	14	33	12	86	2	7	10	50	4	18	9	50	5	21
251-500	11	26	2	14	9	32	7	35	4	18	4	22	7	29
501-750	12	29	0	0	12	43	2	10	10	46	2	11	10	42
More than 750	5	12	0	0	5	18	1	5	4	18	3	17	2	8
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: size: $p=0.000$, Cramer's $V=0.801$; ownership: $p<0.05$, Cramer's $V=0.499$

7.3.1 Composition of Employees

Table 7.12 reveals that of the 42 formal planning companies, around 70% employed 100% Thai people. The foreigners working in Thailand were almost exclusively in management positions and a few foreigners worked as guest relation staff for major customers such as Japanese or Chinese. There were no statistical differences either by size, ownership or planning system.

Table 7.12: Types of employees

% of Thai employees	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
98%	6	14	2	14	4	14	1	5	5	23	1	6	5	21
99%	7	17	1	7	6	22	3	15	4	18	2	11	5	21
100%	29	69	11	79	18	64	16	80	13	59	15	83	14	58
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

7.3.2 Changes in Number of Employees

Table 7.13 presents that 36% of formal planning companies were likely to change the total number of Thai employees in the next 5 years, and with no significant differences either by size, ownership, and planning system.

Table 7.13: Changes in total number of Thai employees in the next 5 years

Changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Increased	8	19	4	29	4	14	6	30	2	9	3	17	5	21
Decreased	7	17	3	21	4	14	4	20	3	14	3	17	4	17
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Table 7.14 shows that of the total formal planners, 17% anticipated decreasing the total number of foreign employees in the next 5 years. There was a statistically significant difference between medium sized and large companies in that large companies were more likely to both increase and decrease their number of foreign employees.

Table 7.14: Changes in total number of foreign employees in the next 5 years

Changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Increased	1	2	0	0	1	4	0	0	1	5	0	0	1	4
Decreased ^a	7	17	0	0	7	25	3	15	4	19	2	12	5	21
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ^asize: $p < 0.05$, Cramer's $V = 0.309$

7.3.3 Problems in Securing Personnel Resources

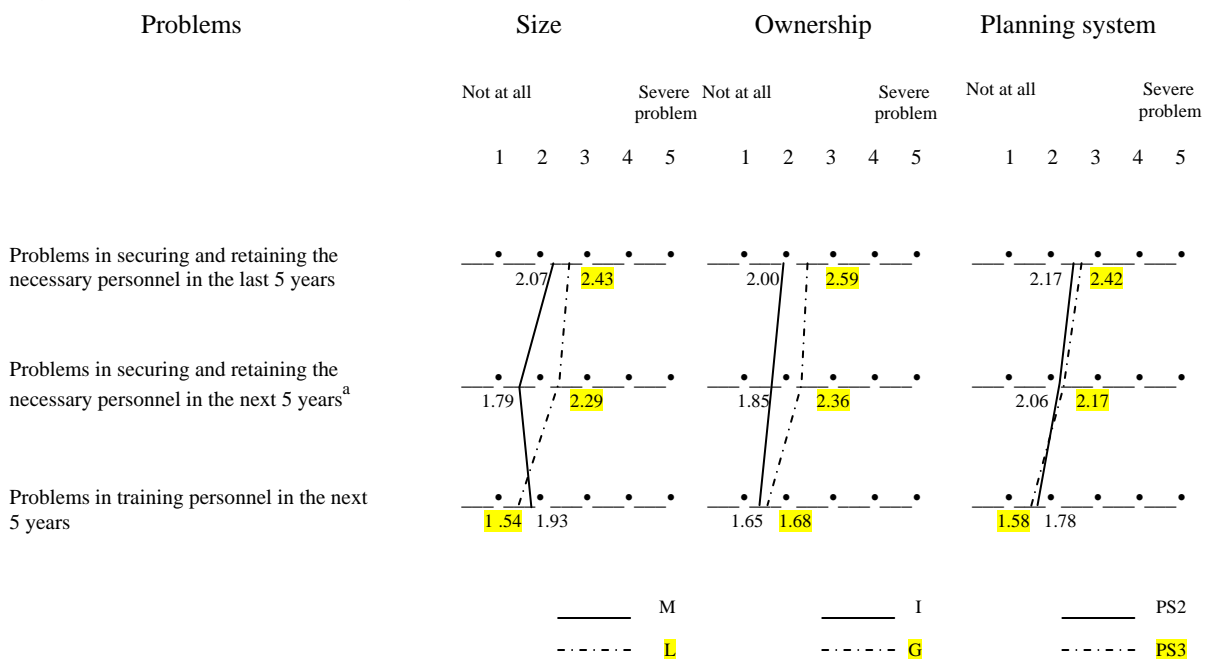
Figure 7.1 shows that, in all formal planning companies, there was neither a severe problem in securing and retaining the necessary personnel in the last 5 years (Mean=2.31) nor was it expected to be a severe problem in the next 5 years

(Mean=2.12). Similarly, there was also no severe problem in training personnel expected in the next 5 years (Mean=1.67).

The data suggested that large companies, group companies, and planning sophistication³ companies had faced more problems in securing and retaining the necessary personnel in the last 5 years and expected more problems in securing and retaining the necessary personnel, and training personnel in the next 5 years than the other groups, but these differences were not statistically significant.

A statistically significant difference emerged only by ownership in that group companies expected more problems in securing and retaining the necessary personnel in the next 5 years compared with independent companies.

Figure 7.1: Problems in securing personnel resources



Note: N=42, ^aOwnership: p<0.05

7.4 Chapter Summary

This chapter reviewed the organisational structure and human resource aspects of the 42 formal planning companies.

Organisational structure

The majority of the formal planning companies used a single business unit structure, followed by a multiple business unit structure, and a mixed structure. Most of the independent companies used a single business unit structure compared with group companies who used both a single business unit and a multiple business unit structure equally. All companies had both a corporate and second level of management but only 67% of them had a third level of management. A third level of management was more likely to be found in group companies and planning sophistication³ companies.

33% of the formal planning companies had reported organisational structure changes over the last 5 years and 90% expected no organisational structure changes over the next 5 years. The main changes in the organisational structure were the emergence of a new line of responsibility at a lower level of management, and a new line of responsibility at second level of management. Personal qualifications and top management team were the major reasons for organisational structure changes.

Human resources

The majority of medium sized companies, group companies, and planning sophistication² companies had less than 500 employees. Large companies and group companies employed more staff than medium sized companies, and independent companies. The employees were mainly Thai with about 70% of formal planning companies employing 100% Thai staff. 36% of the formal planning companies expected changes in the current number of Thai employees over the next 5 years. Problems with personnel resource were reportedly low, however, group companies expected more problems in securing and retaining necessary personnel in the next 5 years than independent companies.

Chapter 8

Culture and Managerial Style

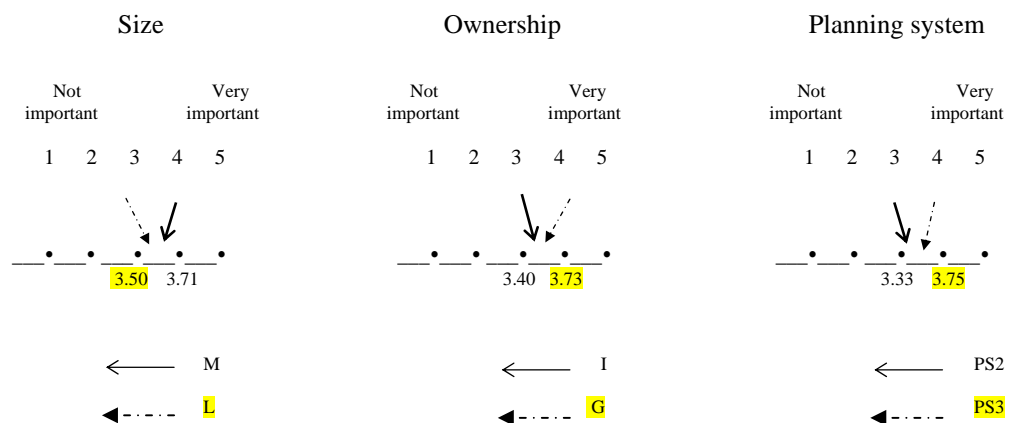
8.1 Introduction

This chapter explores the organisation culture and management style of the 42 formal planning companies and investigates any significant differences by either size, ownership, and planning system aspects.

8.2 Organisation Culture

Figure 8.1 shows that the management of culture was found to be important (mean=3.57) in all formal planning companies, with no statistically significant differences either by size, ownership, and planning system.

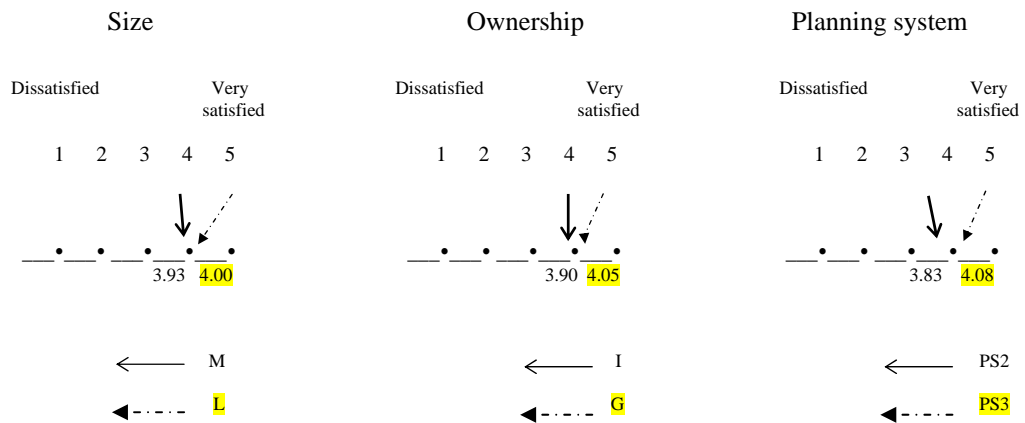
Figure 8.1: Importance of management of culture



Note: N=42

Figure 8.2 shows that the senior management of all formal planning companies were satisfied with the current culture (mean=3.98), with no statistically significant differences either by size, ownership, and planning system.

Figure 8.2: Senior management satisfaction with current culture



Note: N=42, based on 5 point scale with 1=dissatisfied, 5=very satisfied

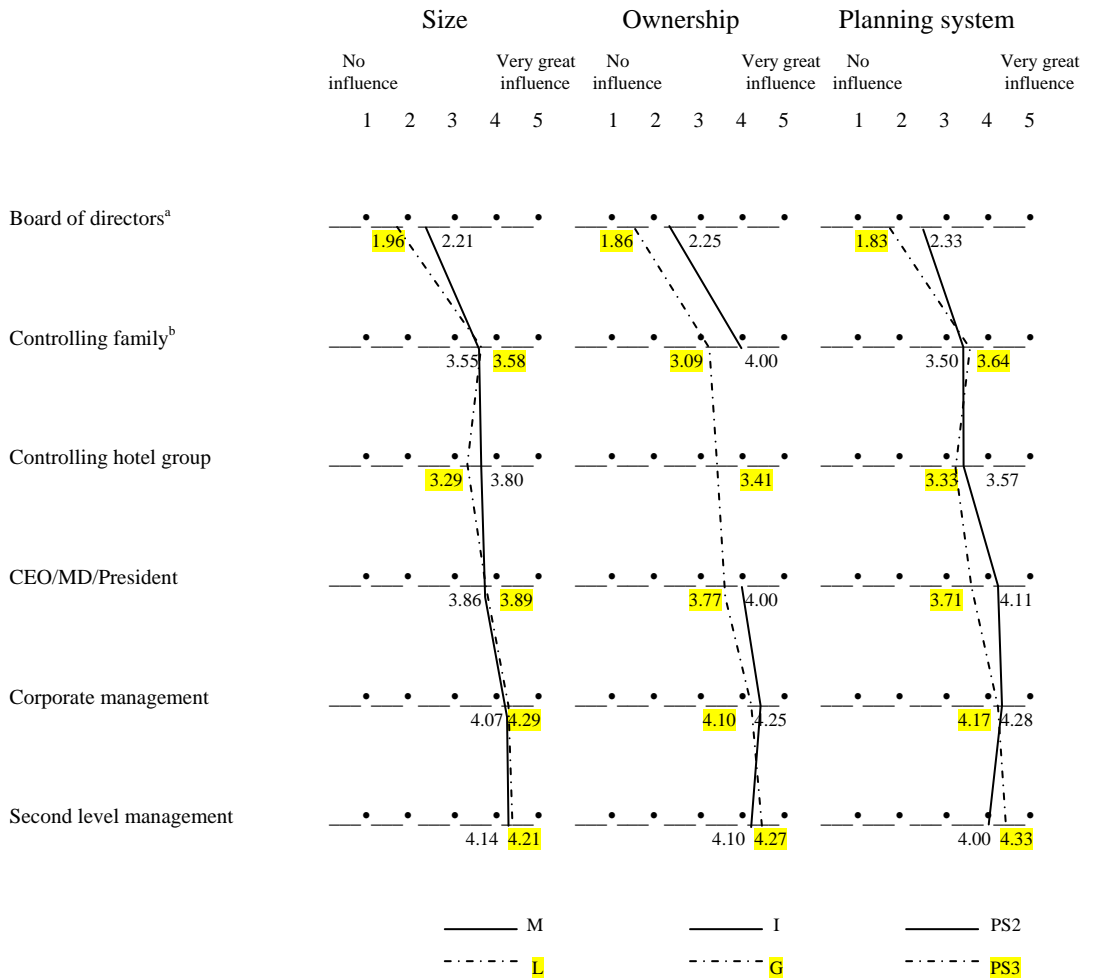
8.2.1 Influential Groups on Company's Culture

Figure 8.3 shows that in the 42 formal planning companies, the major influences on the company's culture were the corporate management (mean=4.22), second level management (mean=4.19), and CEO/M.D./President (mean=3.88) respectively with no statistically significant difference either by size, ownership, or planning system.

A statistically significant difference emerged by ownership in that the controlling family of independent companies (mean=4.00) was more likely to influence culture management compared with those of group companies (mean=3.09).

A statistically significant difference by planning system was found for the influences on culture by the board of directors. In planning sophistication2 companies, the board of directors had more influence on company's culture compared with those of planning sophistication3 companies.

Figure 8.3: Influential groups on culture management



Note: N=42, ^aplanning system: p<0.05, ^bownership: p<0.05

8.2.2 Characteristics of Existing Culture

Table 8.1 details that the 5 major characteristics of formal planners' culture were sub/group culture (100%), performance measurement (100%), open and cooperative (95%), seniority culture (83%), and hierarchical cultures (76%).

Only seniority cultures and family working cultures showed statistically significant differences by planning system. Seniority culture was present in all planning sophistication2 companies, compared with 71% of planning sophistication3 companies

and family-working cultures was present in more than 50% of planning sophistication² companies, compared to 25% of planning sophistication³ companies.

Table 8.1: Key cultural characteristics

Characteristics	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Participative decision making	6	14	1	7	5	18	1	5	5	23	1	6	5	21
Sub/group culture	42	100	14	100	28	100	20	100	22	100	18	100	24	100
Open and cooperative	40	95	13	93	27	96	18	90	22	100	17	94	23	96
Performance measurement	42	100	14	100	28	100	20	100	22	100	18	100	24	100
Hierarchical cultures	32	76	9	64	23	82	16	80	16	73	13	72	19	79
Seniority cultures ^a	35	83	12	86	23	82	19	95	16	73	18	100	17	71
Family working cultures ^b	16	38	8	57	8	29	10	50	6	27	10	56	6	25
Leadership culture	15	36	5	26	10	36	11	55	4	18	8	44	7	29
Relativistic cultures	7	17	3	21	4	14	5	25	2	9	4	22	3	13

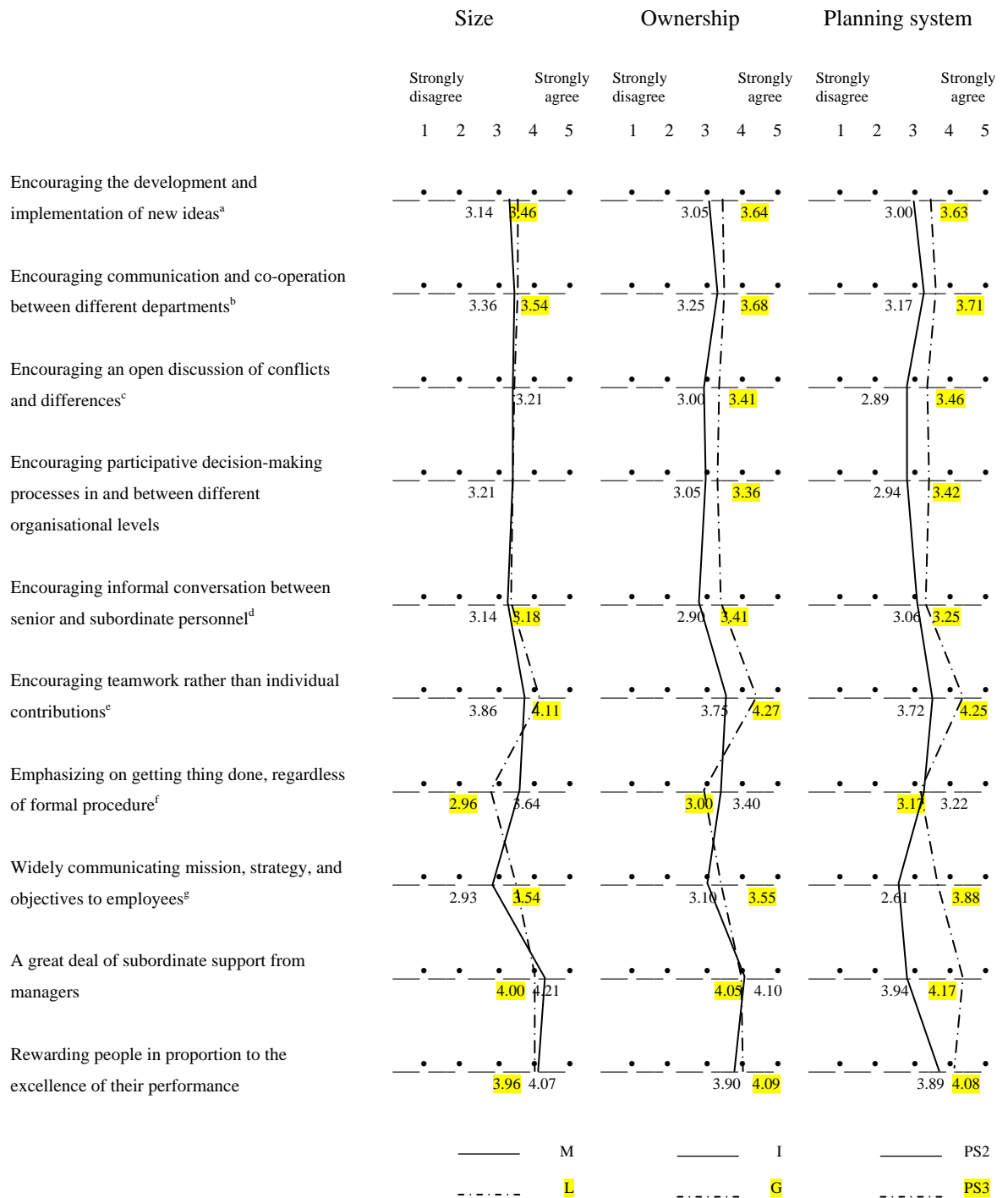
Note: N=42, ^aplanning system: p<0.05, Cramer's V=0.387; ^bplanning system: p<0.05, Cramer's V=0.311

8.2.3 Actions on Culture

Figure 8.4 shows that for the 42 formal planning companies, the 5 main company's actions on culture were providing a great deal of subordinate support from managers (mean=4.07), encouraging teamwork rather than individual contributions (mean=4.02), rewarding people in proportion to the excellence of their performance (mean=4.00), encouraging communication and co-operation between different departments (mean=3.48), and encouraging the development and implementation of new ideas (mean=3.36).

There were statistically significant differences by size in that medium sized companies were more likely to have actions on emphasizing on getting thing done, regardless of formal procedures whereas large companies were more likely to have actions on communicating mission, strategy, and objectives to employees.

Figure 8.4: Company actions on culture



Note: N=42, ^aownership: p<0.05; planning system: p<0.01, ^bownership: p<0.05; planning system: p<0.005, ^cplanning system: p<0.05
^downership: p<0.005, ^eownership: p<0.01; planning system: p<0.01, ^fsize: p<0.01, ^gsize: p<0.05; planning system: p=0.000

Significant differences by ownership emerged in their actions on culture. Group companies, compared with independent companies were more likely to encourage the development and implementation of new ideas, communication and co-operation between different departments, informal conversation between senior and subordinate personnel, and teamwork rather than individual contribution.

The data on company actions on culture suggested that planning sophistication³ companies were more likely to have all actions on culture than planning sophistication² companies, but statistically significant differences were only found for encouraging the development and implementation of new ideas, encouraging communication and co-operation between different groups, encouraging an open discussion of conflicts and differences, and encouraging teamwork rather than individual contributions, and communicating mission, strategy, and objectives to employees.

8.2.4 Changes in Company's Culture

Table 8.2 shows that more than 50% of formal planning companies had attempted to change the company's culture during the last 5 years.

The data suggests that large companies and planning sophistication³ companies were more likely to change their company's culture in the last 5 years than medium sized companies and planning sophistication² companies. However, these differences were not statistically significant.

There was a statistically significant difference by ownership in that 73% of group companies had attempted to change their culture in the last 5 years compared with 30% of independent companies.

Table 8.2: Changes in company's culture in the last 5 years

Changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	22	52	5	36	17	61	6	30	16	73	7	39	15	63
No	20	48	9	64	11	39	14	70	6	27	11	61	9	37
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ownership: $p < 0.01$, Cramer's $V = 0.427$

Table 8.3 reveals the top 4 major reasons for culture changes in the last 5 years were the lack of strategic thinking (96%), the lack of communication networks (86%), the lack of employee's knowledge (82%), and the lack of participative decision making process (82%). There were no statistically significant differences based on either size, ownership, or planning system.

Table 8.3: Major reasons for change of company's culture in the last 5 years

Reasons	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Lack of strategic thinking	21	95	4	80	17	100	6	100	15	94	6	86	15	100
Lack of co-operation process	6	27	1	20	5	29	0	0	6	38	2	29	4	27
Too much top-down management	11	50	0	0	11	65	0	0	11	69	2	29	9	60
Too much seniority system	12	55	1	20	11	65	1	17	11	69	2	29	10	67
Lack of communication networks	19	86	3	60	16	94	4	67	15	94	7	100	12	80
Organisation conflicts	3	14	1	20	2	12	0	0	3	19	2	29	1	7
Ownership change	3	14	1	20	2	12	0	0	3	19	2	29	1	7
Lack of employees' knowledge	18	82	5	100	13	77	5	83	13	81	6	86	12	80
Lack of participative decision making process	18	82	3	60	15	88	5	83	13	81	6	86	12	80
Lack of bargaining and negotiation processes	11	50	2	40	9	53	4	67	7	44	3	43	8	53
Unclear of responsibility at all units	8	36	3	60	5	29	2	33	6	38	3	43	5	33
N	22	100	5	100	17	100	6	100	16	100	7	100	15	100

8.2.5 Factors Influencing Company's Culture

Table 8.4 shows the three major factors which supported the change of the company's culture were the second level management (91%), the corporate level management (82%), and CEO/MD/President (68%). There were no statistically significant differences based on either size, ownership, or planning system.

Table 8.4: Major factors supported the change of company's culture in the last 5 years

Factors	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
CEO/MD/President	15	68	2	40	13	77	3	50	12	75	4	57	11	73
Main shareholders	4	18	0	-	4	24	1	17	3	19	1	14	3	20
Corporate level management	18	82	3	60	15	88	3	83	13	81	7	100	11	73
Board of directors	3	14	0	-	3	18	1	17	2	13	1	14	2	13
Second level management	20	91	5	100	15	88	6	100	14	88	7	100	13	87
Other lower level management	7	32	3	60	4	24	3	50	4	25	2	29	5	33
Employees	10	45	3	60	7	41	4	67	6	38	5	71	5	33
Environment at work	5	23	3	60	2	12	3	50	2	13	4	43	2	13
Senior management	11	50	3	60	8	47	2	33	9	56	4	57	7	47
N	22	100	5	100	17	100	6	100	16	100	7	100	15	100

8.2.6 Existing Problems with Company's Culture

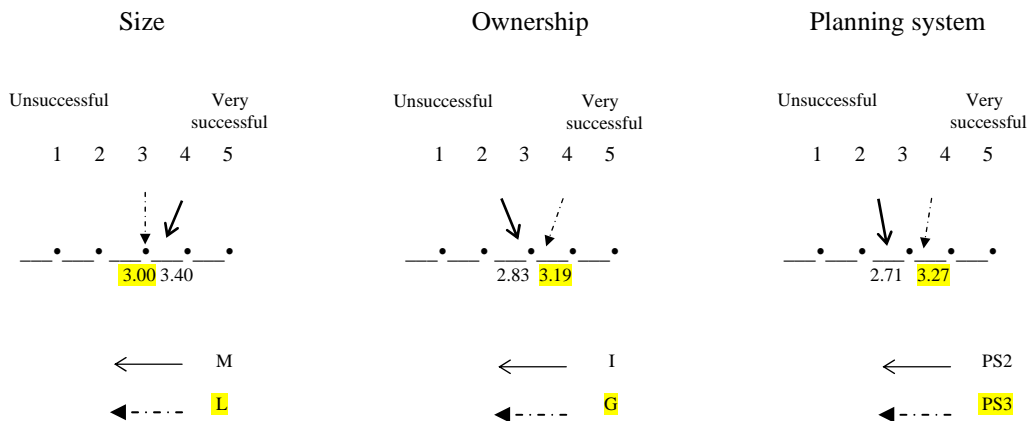
Table 8.5 shows that the top four major problems of implementing change to the company's culture were time effort requirement (96%), lack of the employees' feedback (91%), lack of the senior management's feedback (68%), and the lack of transmitted knowledge from corporate management (55%).

Table 8.5: Major problems of implementing culture’s change

Problems	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Time efforts requirement	21	95	4	80	17	100	6	100	15	94	6	86	15	100
Lack of employees’ feedback	20	91	3	60	17	100	5	83	15	94	6	86	14	93
Lack of senior management’s feedback	15	68	5	100	10	59	4	67	11	69	4	57	11	73
Company’s situation	5	23	0	-	5	29	1	17	4	25	1	14	4	27
Failure to understand cultural diversity	10	45	1	20	9	53	1	17	9	56	4	57	6	40
Languages	5	23	1	20	4	24	2	33	3	19	1	14	4	27
Lack of transmitted knowledge from the corporate management	12	55	2	40	10	59	2	33	10	63	2	29	10	67
No one shared emotions	9	41	3	60	6	35	1	17	8	50	1	14	8	53
N	22	100	5	100	17	100	6	100	16	100	7	100	15	100

Figure 8.5 shows that the change of the company’s culture had been slightly more successful in medium sized companies, group companies, and planning sophistication3 companies rather than in large companies, independent companies, and planning sophistication2 companies, however, these differences were not statistically significant.

Figure 8.5: Achievement of culture’s change



Note: N=22

8.3 Managerial Style

8.3.1 Company Managerial Style

Table 8.6 shows that for the 42 formal planning companies, the 5 key managerial styles were decision-making by top management (98%), focus on employees' benefits (88%), empowerment systems (79%), continuous training and development (78%), and seniority system (74%).

There was a statistically significant difference by size in that 71% of medium sized companies indicated lifetime employment as their key managerial style compared with 39% of large companies.

A statistically significant difference by ownership was found for seniority system in that 90% of independent companies identified seniority system as their key managerial style compared with 59% of group companies.

Statistically significant differences by planning system emerged in lifetime employment, continuous training and development, and parental leadership. A higher percentage of planning sophistication² companies identified lifetime employment and parental leadership as their key managerial style compared with planning sophistication³ companies. On contrary, 92% of planning sophistication³ companies, compared with 61% of planning sophistication² companies indicated continuous training and development as their key managerial style.

Table 8.6: Key managerial style

Managerial style	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS 2	%	PS 3	%
Influenced by company's culture	26	62	11	79	15	54	10	50	16	73	12	67	14	58
Life time employment ^a	21	50	10	71	11	39	13	65	8	36	14	78	7	29
Seniority system ^b	31	74	10	71	21	75	18	90	13	59	16	89	15	63
Continuous training and development ^c	33	79	9	64	24	86	14	70	19	86	11	61	22	92
Decision-making by top management	41	98	14	100	27	96	20	100	21	96	18	100	23	96
Parental leadership ^d	13	31	7	50	6	21	8	40	5	23	9	50	4	17
Focus on employee's benefit	37	88	12	86	25	89	16	80	21	96	14	78	23	96
Empowerment system	33	79	11	79	22	79	15	75	18	82	12	67	21	88

Note: N=42, ^asize: p=0.05, Cramer's V=0.303; planning system: p<0.01, Cramer's V=0.481, ^bownership: p<0.05, Cramer's V=0.351
^cplanning system: p<0.05, Cramer's V=0.369, ^dplanning system: p<0.05, Cramer's V=0.357

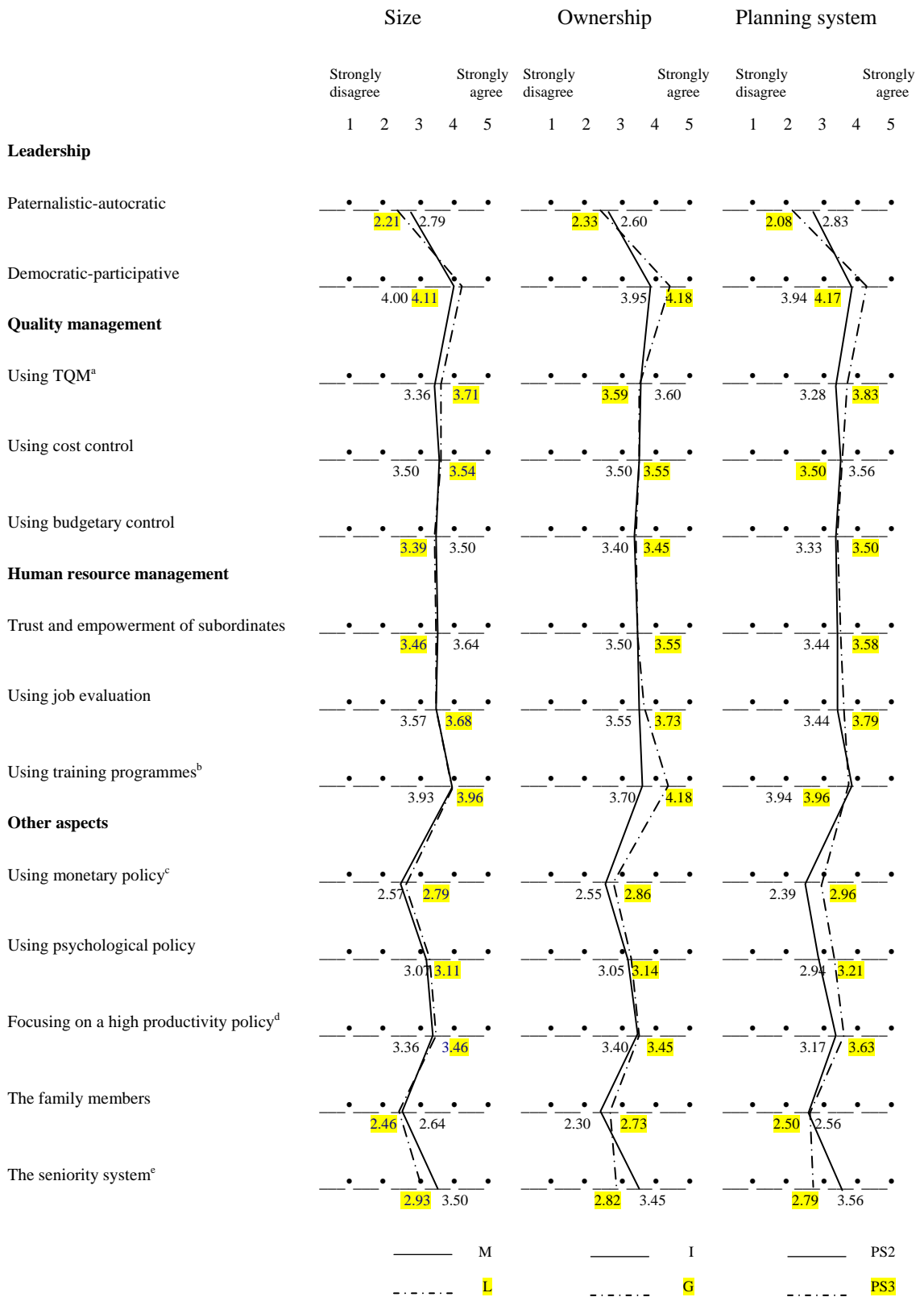
Figure 8.6 reveals the 3 strongest company actions on managerial style were democratic leadership (mean=4.07), using training programmes (mean=3.95), and using job evaluation (mean=3.64).

A statistically significant difference was found by size in that medium sized companies were more likely to employ a seniority system compared with large companies.

A statistically significant difference by ownership was that independent companies were more likely to use a seniority system while group companies were more likely to use training programmes.

Statistically, there were also significant differences by planning system in that planning sophistication3 companies used more TQM, monetary policy, and high productivity policy whereas planning sophistication2 companies were more likely to use a seniority system.

Figure 8.6: Company actions on managerial style

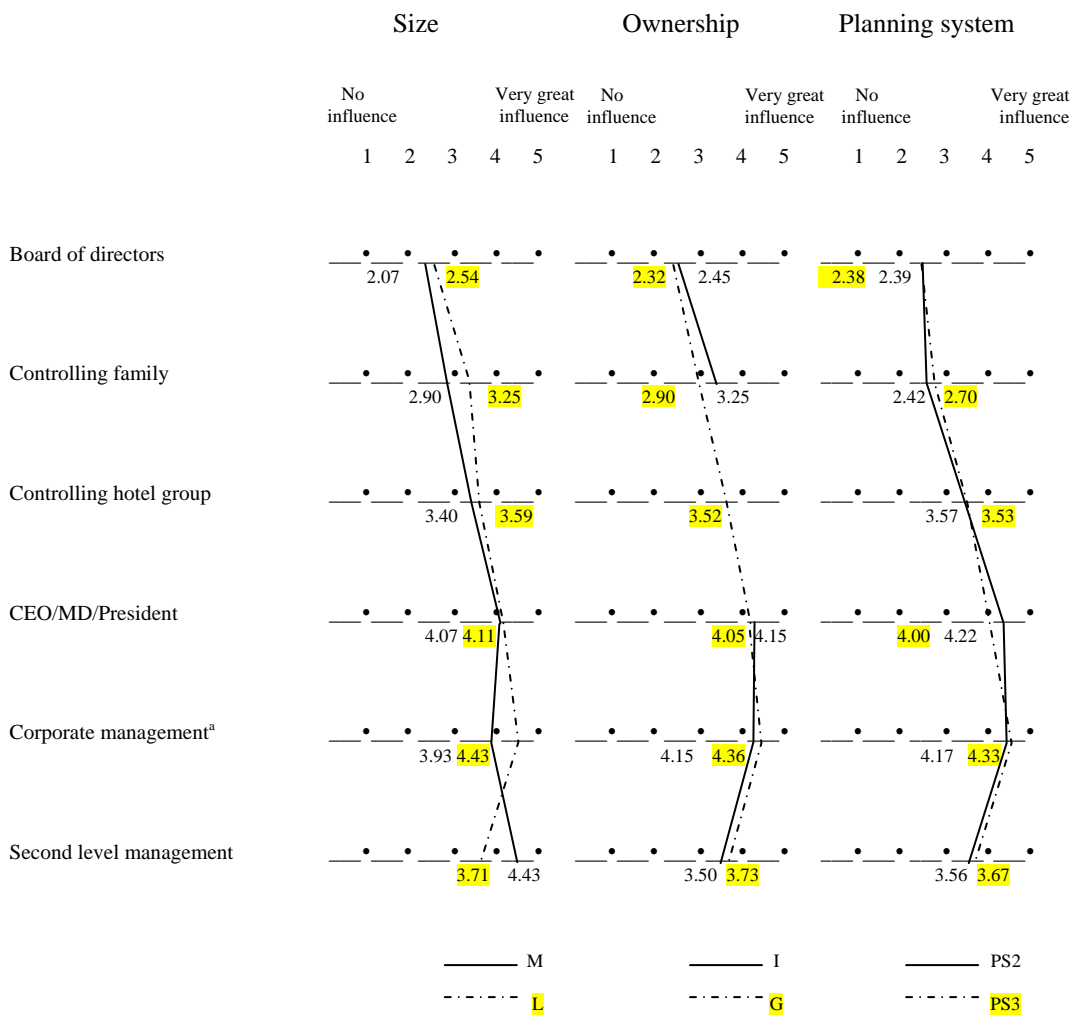


Note: N=42, ^aplanning system: p<0.05, ^bownership: p<0.005, ^cplanning system: p<0.05, ^dplanning system: p<0.05
^esize: p<0.05; ownership: p<0.05, planning system: p<0.005

8.3.2 Influential Groups on Company Managerial Style

Figure 8.7 shows that the people who most influenced the company’s managerial styles were corporate management (mean=4.26), and CEO/MD/President (mean=4.10). The data suggested that corporate management of large companies, group companies, and planning sophistication3 companies had more influence on company managerial styles than medium sized companies, independent companies, and planning sophistication2 companies with a statistically significant difference by size.

Figure 8.7: Influential groups on company managerial style



Note: N=42, ^asize: p=0.05

8.3.3 Existing Problems of Company Managerial Style

Table 8.7 summarises that 74% of the formal planning companies had reported problems with their current managerial style. There was a statistically significant difference by ownership in that 16 (80%) independent companies had faced problems with company's managerial style, compared with 15 (68%) group companies. The data showed no statistically significant differences by size and planning system.

Table 8.7: Problems with current managerial style

Problems	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	31	74	12	86	19	68	16	80	15	68	15	83	16	67
No	11	26	2	14	9	32	4	20	7	32	3	17	8	33

Note: N=42, ownership: $p < 0.01$, Cramer's $V = 0.427$

Table 8.8 shows that the 3 major problems of current managerial styles were unclear managerial style (71%), inefficient employees (61%), and company cultures (58%).

Statistically significant differences by size emerged in distrust of employees, inefficient employees, and unclear objectives. The data showed that a higher percentage of medium sized companies identified distrust of employees, inefficient employees, and unclear objectives as their major problems of current managerial styles compared with large companies.

A statistically significant difference by planning system was also found for company cultures with 81% of planning sophistication³ companies, compared with 33% of planning sophistication² companies, indicating company cultures as a major managerial problem.

Table 8.8: Major problems of current managerial styles

Problems	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Company cultures ^a	18	58	5	42	13	68	8	50	10	67	5	33	13	81
Conflicts in top management	8	26	3	25	5	26	6	38	2	13	4	27	4	25
Distrust of employees ^b	11	35	7	58	4	21	7	44	4	27	6	40	5	31
Inefficient employees ^c	19	61	11	92	8	42	11	69	8	53	11	73	8	50
Too much top-down management	11	35	2	17	9	47	4	25	7	47	6	40	5	31
Unclear managerial style	22	71	7	58	15	79	10	63	12	80	12	80	10	62
Unclear objectives ^d	13	42	9	75	4	21	9	56	4	27	9	60	4	25

Note: N=31, ^aplanning system: p<0.01, Cramer's V=0.485, ^bsize: p<0.05, Cramer's V=0.380, ^csize: p<0.01, Cramer's V=0.496
^dsize: p<0.01, Cramer's V=0.354

8.4 Chapter Summary

This chapter reviewed the organisational culture and managerial style aspects of the formal planning companies.

Organisation culture

Management of culture was important in all formal planning companies and the senior managements of all formal planning companies were satisfied with the current culture. The major influence on the company's culture were the corporate level management, second level management, and CEO/M.D./President. The controlling family of independent companies, and the board of directors of planning sophistication2 companies had more influence on company's culture than those of planning sophistication3 and group companies.

Sub/group culture, performance measurement, open and cooperative, seniority culture, and hierarchical cultures were the main characteristics of formal planning companies' culture. Seniority culture, and family working culture were found more in planning sophistication2 companies than in planning sophistication3 companies.

The dominant company's actions on culture were providing a great deal of subordinate support from managers, encouraging teamwork rather than individual contributions,

rewarding people in proportion to the excellence of their performance, encouraging communication and co-operation between different departments, and encouraging the development and implementation of new ideas. Group companies and planning sophistication³ companies were more likely to have more actions on culture than independent companies, and planning sophistication² companies.

More than half of the formal planning companies had attempted to change the company's culture during the last 5 years with group companies most likely to attempt to change the culture. The lack of strategic thinking, the lack of communication networks, the lack of employee's knowledge, and the lack of participative decision-making processes were the major reasons for culture changes over the last 5 years. Major factors which supported the change of the company's culture were the second level management, the corporate level management, and CEO/MD/President.

The main problems of implementing change to the company's culture were time effort requirement, lack of the employees' feedback, lack of the senior management's feedback, and the lack of transmitted knowledge from corporate management.

Managerial style

Decision-making by top management, focus on employees' benefits, empowerment systems, continuous training and development, and a seniority system were key managerial styles of the formal planning companies.

Medium sized companies were more likely to use lifetime employment than large companies while independent companies were more likely to have a seniority system than group companies. Lifetime employment and parental leadership were mainly found in planning sophistication² companies while continuous training was mainly found in planning sophistication³ companies.

The strongest company actions on managerial style were democratic leadership, using training programmes, and using job evaluation. Total quality management, monetary policy, and high productivity policy were used more in planning sophistication³

companies while a seniority system was extensively used in medium sized companies, independent companies, and planning sophistication² companies.

The most influential groups on the company's managerial style were corporate management, and CEO/MD/President. The corporate management of large companies, group companies, and planning sophistication³ companies had more influence on the company's managerial style than other groups. 74% of the formal planning companies reported problems with their current managerial style and independent companies seemed to have greater problems than group companies. Unclear managerial style, inefficient employees, and company culture were the major problems of the current managerial style. Medium sized companies, independent companies, and planning sophistication² companies have more problems with distrust of employees, inefficient employees, and unclear objectives whereas large companies, group companies, and planning sophistication³ companies reported more problems with company culture as a problem of managerial style.

Chapter 9

Mission and Long-term Objectives

9.1 Introduction

This chapter investigates the company mission statement and long-term objectives of the 42 formal planning companies, and examines any significant differences by either size, ownership, and planning system.

9.2 Formal Mission Statement

Table 9.1 shows that of the 42 formal planning companies, 22(52%) companies had a formal mission statement. The data showed that large companies, group companies, and planning sophistication³ companies were more likely to have formal mission statements than the other groups. However, statistically significant differences were only found by ownership and planning system with 35% of independent companies versus 68% of group companies having a formal mission statement and 33% of planning sophistication² companies versus 67% of planning sophistication³ companies having a formal mission statement,

Table 9.1: Formal mission statement

mission statement	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	22	52	6	43	16	57	7	35	15	68	6	33	16	67
No	20	48	8	57	12	43	13	65	7	32	12	67	8	33
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ownership: $p < 0.05$, Cramer's $V = 0.332$; planning system: $p < 0.05$, $V = 0.330$

9.2.1 Company's Mission Statement

Table 9.2 shows that of the formal planning companies with a mission statement, mission statements had been defined in terms of products and services (100%), customers (77%), employees (73%), and shareholders (55%).

Large companies and group companies were more likely to have customers, employees, and shareholders incorporated into the company mission statement compared with medium sized companies and independent companies, however these differences were not statistically significant.

A statistically significant difference was found by planning system for employees incorporated into a mission statement. 88% of planning sophistication³ companies had employees incorporated into a company mission statement compared with 33% of planning sophistication² companies.

Table 9.2: Company's mission statement

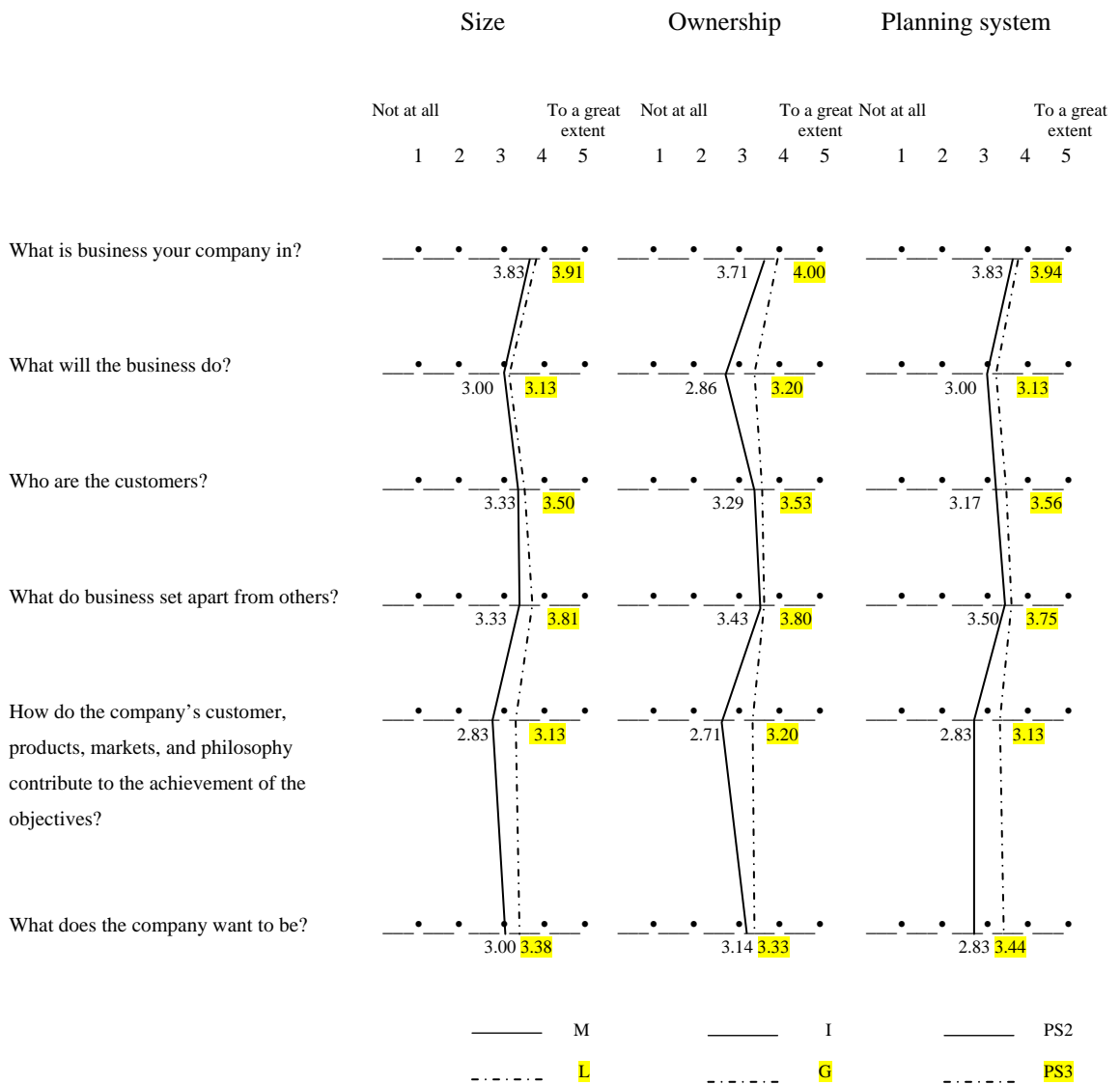
Stated for	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Products/ services	22	100	6	100	16	100	7	100	15	100	6	100	16	100
Customers	17	77	3	50	14	88	3	43	14	93	4	67	13	81
Employees ^a	16	73	4	67	12	75	5	71	11	73	2	33	14	88
Shareholders	12	55	3	50	9	56	3	43	9	60	2	33	10	63
Total	22	100	6	100	16	100	7	100	15	100	6	100	16	100

Note: N=22, ^aplanning system: p<0.05, V=0.542

Figure 9.1 shows that the 3 main characteristics of the mission statement were describing what business the company was in (mean=3.91), what business set the company apart from others (mean=3.68), and defining the company's customers (mean=3.45).

The data suggested that large companies, group companies, and planning sophistication3 companies had more clearly identified the characteristics of their mission statement than the other groups. However, there were no statistically significant differences either by size, ownership, or planning system.

Figure 9.1: Characteristics of mission statement



Note: N=22

9.2.2 Changes in Mission Statement

Table 9.3 shows half of the 22 formal planning companies who had a formal mission statement had changed their mission statement in the last 5 years. 100% of them expanded their mission statement in the last 5 years in order to cover more aspects other than what business the company was in and 40% of them stated mission statement more specifically. The data suggested that changes in mission statement were more likely to be found in large companies, group companies, and planning sophistication3 companies, compared to the other groups, however, there were no significant differences by either size, ownership, or planning system.

Table 9.3: Change of mission statement in the last 5 years

Change of mission statement	N	Size				Ownership				Planning system			
		M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	11	2	33	9	56	2	28	9	60	1	17	10	63
No	11	4	67	7	44	5	72	6	40	5	83	6	37
Total	22	6	100	16	100	7	100	15	100	6	100	16	100

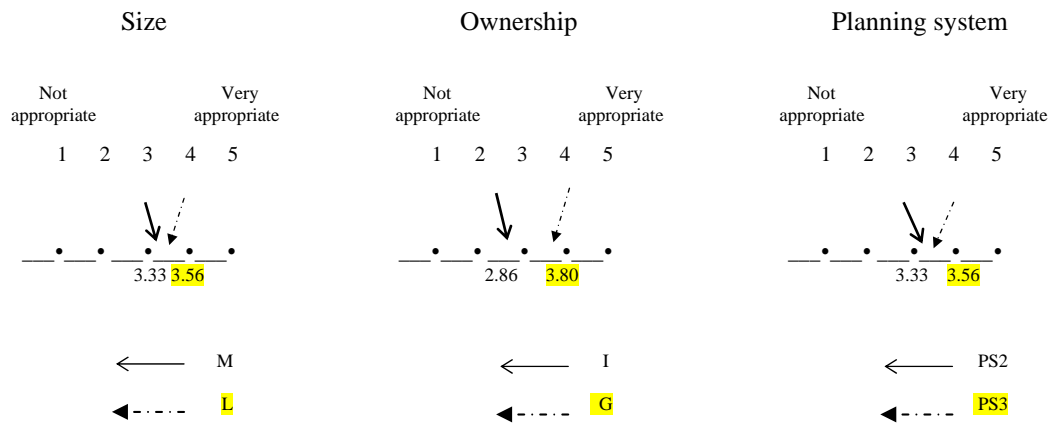
Figure 9.2 shows that of the 11 formal planning companies who had their mission statement changed in the last 5 years, the 3 main factors influencing mission changes were strategic consideration (mean=4.27), change of competitive conditions (mean=3.64), and economic factors (mean=3.55).

The data suggested in medium sized companies changes of top management team and political factors were more likely to influence the changes of mission statement whereas in large companies the factors influencing changes of mission statement were new competitive condition and economic factor. These differences were statistically significant.

9.2.3 Appropriateness of Mission Statement

Figure 9.3 shows that mission statements of large companies, group companies, and planning sophistication 3 companies were more appropriate over the last 5 years than those of medium sized companies, independent companies, and planning sophistication 2 companies with a statistically significant difference by ownership.

Figure 9.3: Appropriateness of company's mission statement in the last 5 years



Note: N=22, ownership: $p < 0.001$

Table 9.4 shows that of 22 formal planning companies who had a mission statement, about 60% had expected their current mission statement to be applicable for 1-5 years and the rest 40% had expected their current mission statement to be applicable for more than 5 years. There were no statistically significant differences either by size, ownership, and planning system.

Table 9.4: Expected time for current mission statement

Expected time	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1-5 years	13	59	3	50	10	63	5	71	8	53	2	33	11	69
>5 years	9	41	3	50	6	37	2	29	7	47	4	67	5	31
Total	22	100	6	100	16	100	7	100	15	100	6	100	16	100

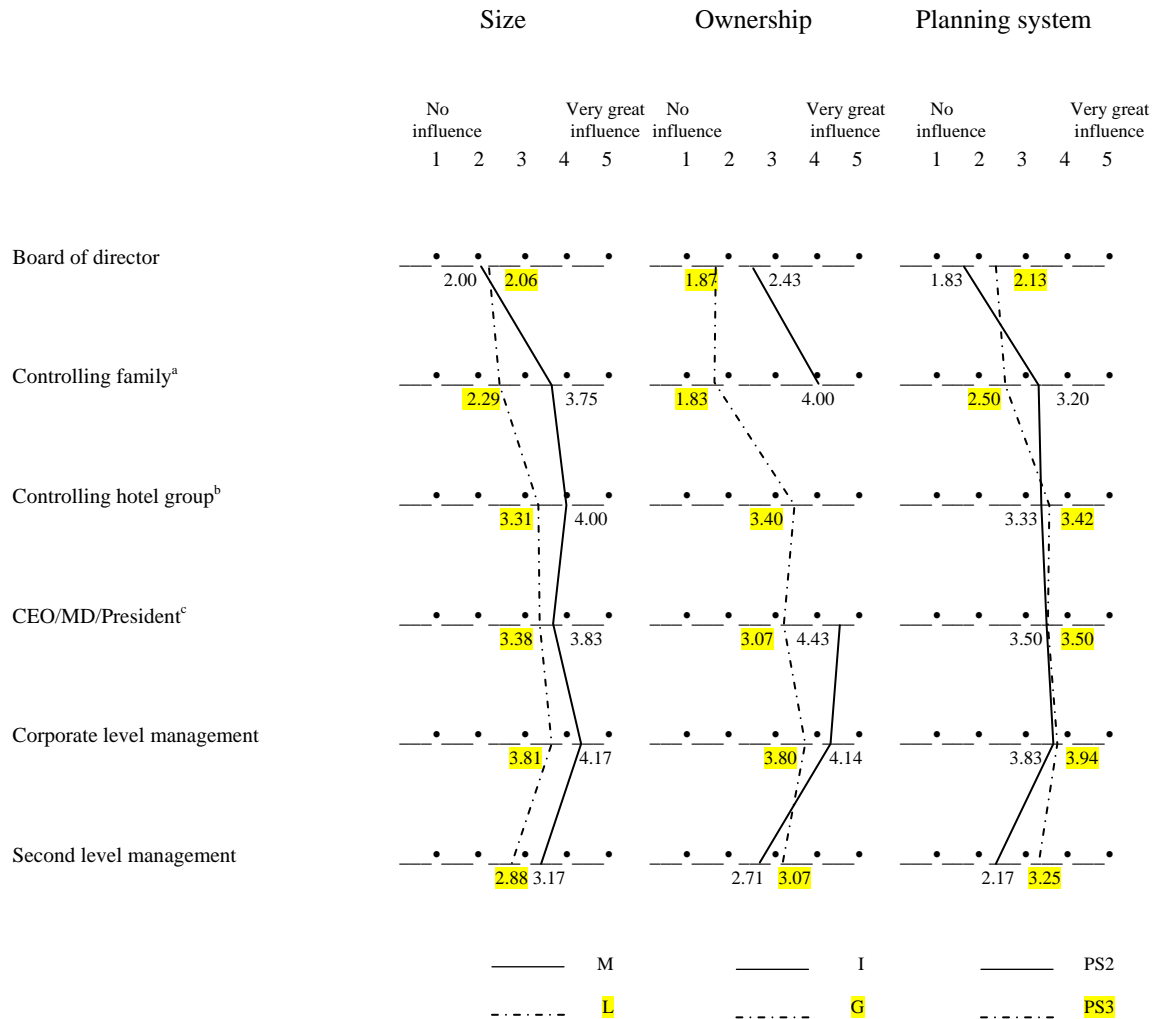
9.2.4 Influential Groups on the Formulation of Mission Statement

Figure 9.4 shows that of the 22 formal planning companies who had a mission statement, the major influences on the formulation of company mission statement were corporate level management (mean=3.91), CEO/MD/President (mean=3.50), and controlling hotel group (mean=3.40).

A statistically significant difference was found by size in that for medium sized companies the controlling hotel group had more influence on the formulation of mission statement than for large companies.

There were statistically significant differences by ownership in that the controlling family and the CEO/MD/President were likely to have more influence on mission statement formulation of independent companies rather than for group companies.

Figure 9.4: Influential groups on mission statement formulation



Note: N=22, ^aN=11, ownership: p=0.010, ^bN=15, size: p=0.005, ^cownership: p=0.05

9.3 Formal Corporate Long-term Objectives

Table 9.5 shows of the total formal planning companies, 67% had formal corporate long-term objectives. There were statistically significant differences by ownership and planning system with 50% of independent companies versus 82% of group companies having corporate long-term objectives and 22% of planning sophistication2 companies versus 100% of planning sophistication3 companies having corporate long-term objectives.

Table 9.5: Formal corporate long-term objectives

Formal long-term objectives	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	28	67	10	71	18	64	10	50	18	82	4	22	24	100
No	14	33	4	29	10	36	10	50	4	18	14	78	0	0

Note: N=42, Ownership: $p < 0.05$, Cramer's $V = 0.337$; planning system: $p = 0.000$, Cramer's $V = 0.816$

9.3.1 Formal Corporate Quantitative Long-term Objectives

Table 9.6 shows that for the formal planning companies who had corporate long-term objectives, quantitative objectives serving as guiding roles were performance objectives (89%), financial objectives (88%), and sales objectives (79%).

There was a statistically significant difference by size with 70% of medium sized companies having performance objectives compared with 100% of large companies having performance objectives.

A significant difference in performance objectives also emerged by planning system. Only 50% of planning sophistication² companies had performance objectives whereas 96% of planning sophistication³ companies had performance objectives.

Table 9.6: Types of quantitative long-term objectives

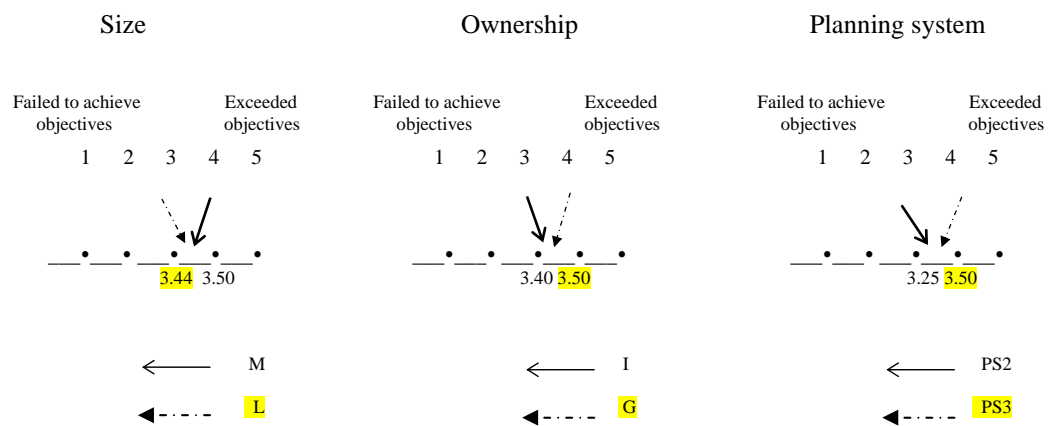
Quantitative objectives	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Return objectives	6	21	2	20	4	22	1	10	5	28	0	0	6	25
Stock market	4	14	0	0	4	22	0	0	4	22	0	0	4	17
Sales	22	79	8	80	14	78	7	70	15	83	2	50	20	83
Financial	24	86	7	70	17	94	8	80	16	89	3	75	21	88
Performance ^a	25	89	7	70	18	100	8	80	17	94	2	50	23	96
Total	28	100	10	100	18	100	10	100	18	100	4	100	24	100

Note: ^asize: $p < 0.05$, Cramer's $V = 0.465$; planning system: $p < 0.01$, Cramer's $V = 0.519$

9.3.2 Performance Against Formal Corporate Long-term Objectives

Figure 9.5 shows that the 28 formal planning companies who had formal long-term objectives met their objectives in the last 5 years with no statistically significant differences either by size, ownership, or planning system.

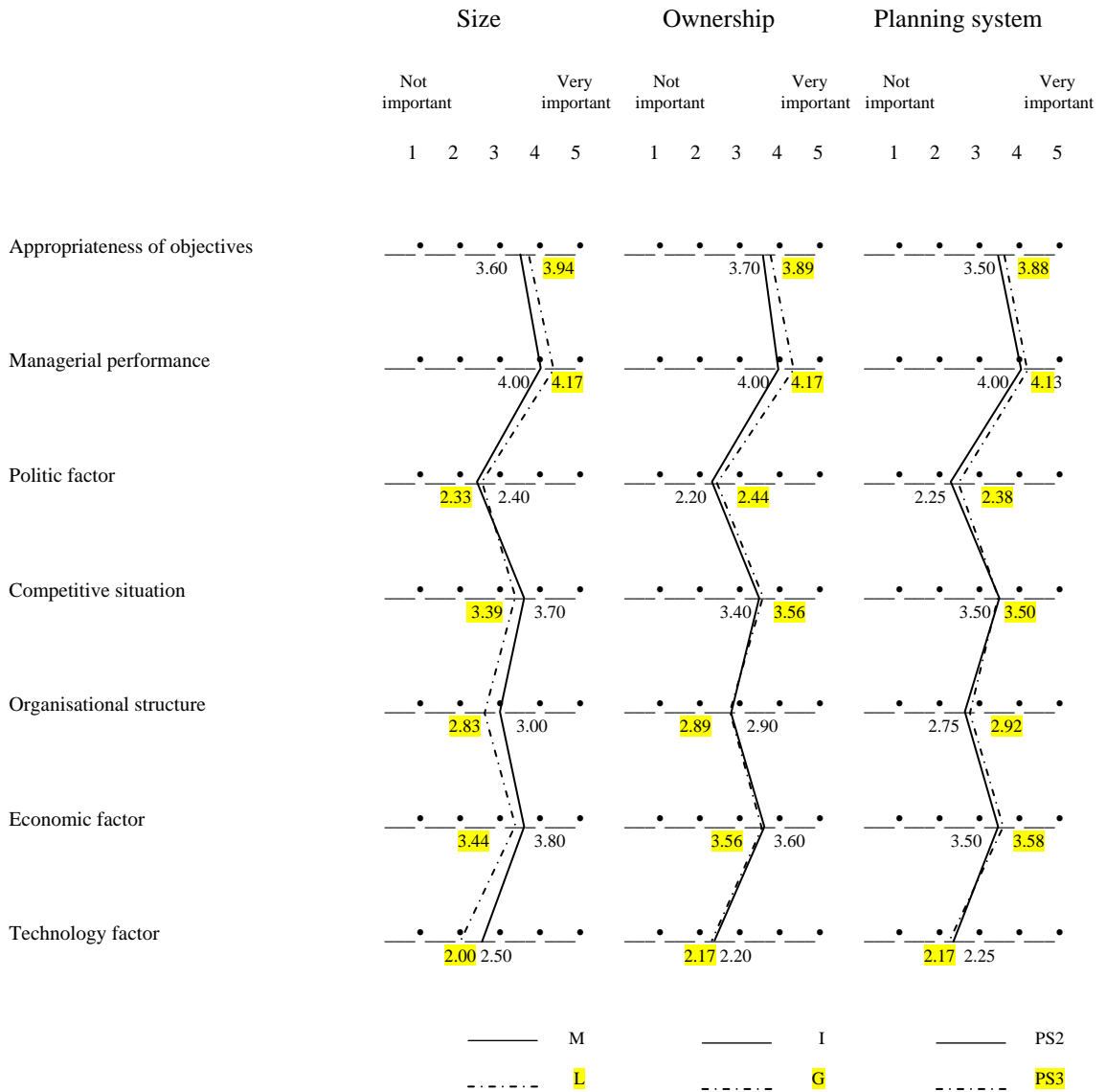
Figure 9.5: Performance against formal long-term objectives in the last 5 years



Note: N=28

Figure 9.6 shows the three major reasons given for the performance against long-term objectives by the 28 companies who had long-term objectives were managerial performance (mean=4.11), appropriateness of objectives (mean=3.82), and economic factors (mean=3.57). Statistically, there were no significant differences either by size, ownership, or planning system.

Figure 9.6: Reasons to evaluate the performance against the formal long-term objectives



Note: N=28

9.3.3 Formal Corporate Long-term Qualitative Objectives

Table 9.7 shows that of the 28 formal planning companies who had corporate long-term objectives, 64% also had corporate qualitative long-term objectives. A statistically significant difference was found by ownership in that 40% of independent companies had qualitative long-term objectives compared with 78% of group companies.

Table 9.7: Formal qualitative long-term objectives

Qualitative objectives	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	18	64	7	70	11	61	4	40	14	78	3	75	15	63
No	10	36	3	30	7	39	6	60	4	22	1	25	9	37
Total	28	100	10	100	18	100	10	100	18	100	4	100	24	100

Note: ownership: $p < 0.05$, Cramer's $V = 0.387$

Table 9.8 shows that the most common corporate qualitative long-term objectives of the 18 formal planning companies who had qualitative objectives were quality and service (94%), customer focus (78%), and reputation and image (61%).

A statistically significant difference was found for cost controlling objective in that 86% of medium sized companies had cost controlling as a corporate qualitative long-term objective compared with 36% of large companies.

There were statistically significant differences by planning system with a higher percentage of planning sophistication3 companies having leadership on quality and service, and customer focus objectives than planning sophistication2 companies.

Table 9.8: Type of formal qualitative long-term objectives

Formal quantitative objectives	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Cost controlling ^a	10	56	6	86	4	36	3	75	7	50	2	67	8	53
Leadership in quality and service ^b	17	94	6	86	11	100	4	100	13	93	2	67	15	100
Leadership in reputation and image	11	61	3	43	8	73	2	50	9	64	1	33	10	67
Focus on market segment	5	28	2	29	3	27	1	25	4	29	0	0	5	33
Customer focus ^c	14	78	5	71	9	82	4	100	10	71	1	33	13	87
Societal objective	5	28	1	14	4	36	1	25	4	29	0	0	5	33

Note: N=18, ^asize: $p < 0.05$, Cramer's $V = 0.484$, ^bplanning system: $p < 0.05$, Cramer's $V = 0.542$, ^cplanning system: $p < 0.05$, Cramer's $V = 0.478$

9.3.4 Changes of Formal Corporate Long-term objectives

All formal planning companies who had formal corporate long-term objectives had changed their long-term objectives over the last five years. It was found (refer Table 9.9) that the three major changes were update of objectives (100%), financial factor changes (71%), and instituting new objectives (68%).

A statistically significant difference by ownership was found for instituting new objectives. 83% of group companies had instituted new objectives while only 40% of independent companies had this change.

There was a significant difference by planning system in that 67% of planning sophisticated companies had a philosophy focus change compared with no planning sophisticated companies.

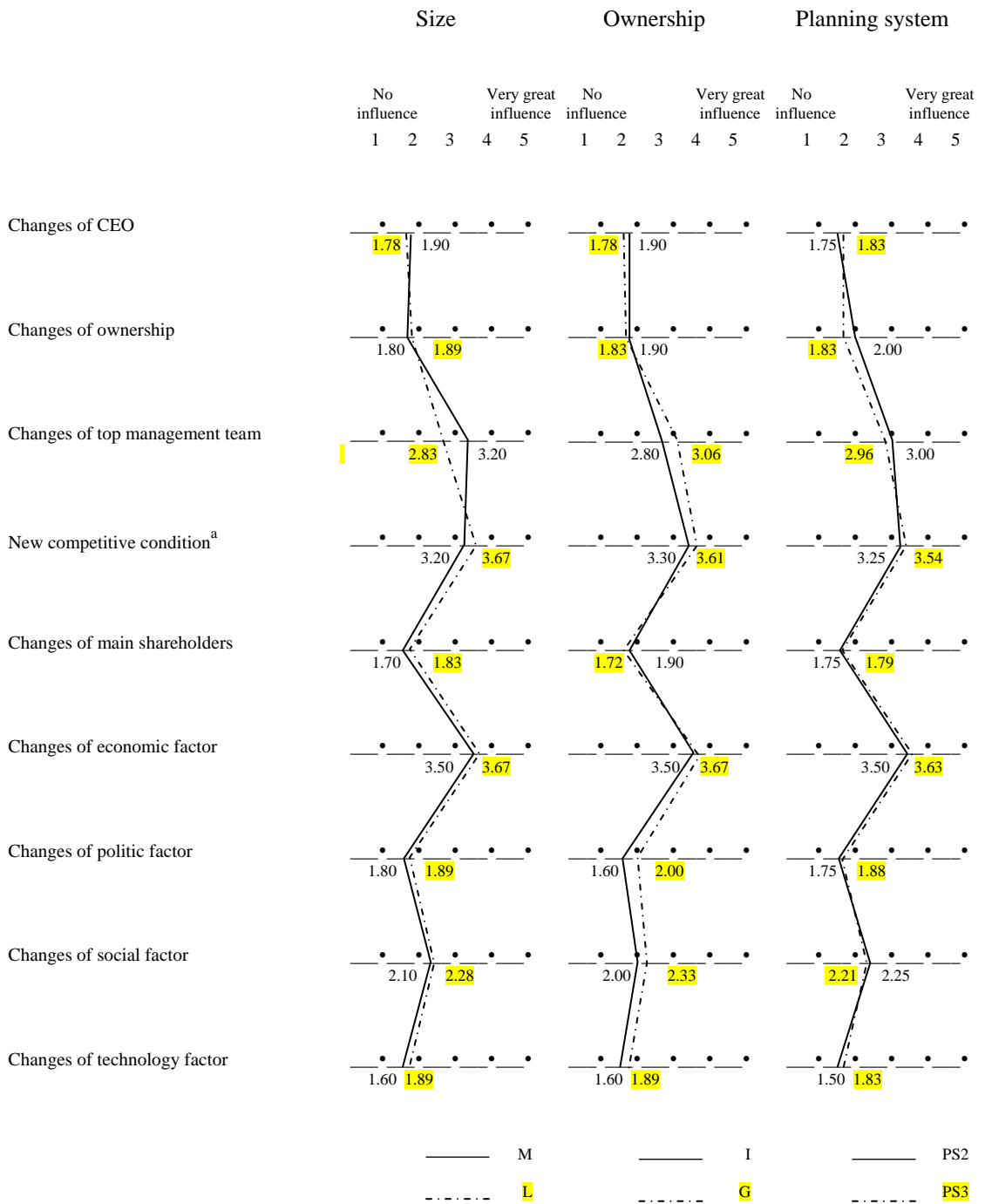
Table 9.9: Major changes of corporate long-term objectives

Major changes	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Philosophy focus ^a	16	57	4	40	12	67	4	40	12	67	0	0	16	67
Objective update	28	100	10	100	18	100	10	100	18	100	4	100	24	100
Financial factor changes	20	71	6	60	14	78	6	60	14	78	2	50	18	75
Explicitness	8	29	1	10	7	39	2	20	6	33	0	0	8	33
Qualitative addition	8	29	2	20	6	33	1	10	7	39	0	0	8	33
Instituted new objectives ^b	19	68	6	60	13	72	4	40	15	83	2	50	17	71
Total	28	100	10	100	18	100	10	100	18	100	4	100	24	100

Note: ^aplanning system: $p < 0.05$, Cramer's $V = 0.471$, ^bownership: $p < 0.05$, Cramer's $V = 0.445$

Figure 9.7 shows that 2 major factors which influenced the change of corporate long-term objectives were changes in economic factors (mean=3.61) and new competitive conditions (mean=3.50). There was a statistically significant difference by size for new competitive conditions in that new competitive conditions were more likely to influence the change of company formal long-term objectives for large companies compared with medium sized companies.

Figure 9.7: Factors influencing the change of formal long-term objectives



Note: N=28, ^asize: p<0.05

Table 9.10 shows that the majority of formal planning companies who had formal corporate long-term objectives were likely to change their current long-term objectives within a year.

Table 9.10: Expected applicability of current long-term of objectives

No.of future years	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
1 year	22	79	7	70	15	83	10	100	12	67	2	50	20	84
2 years	4	14	3	30	1	6	0	0	4	22	2	50	2	8
3 years	2	7	0	0	2	11	0	0	2	11	0	0	2	8
Total	28	100	10	100	18	100	10	100	18	100	4	100	24	100

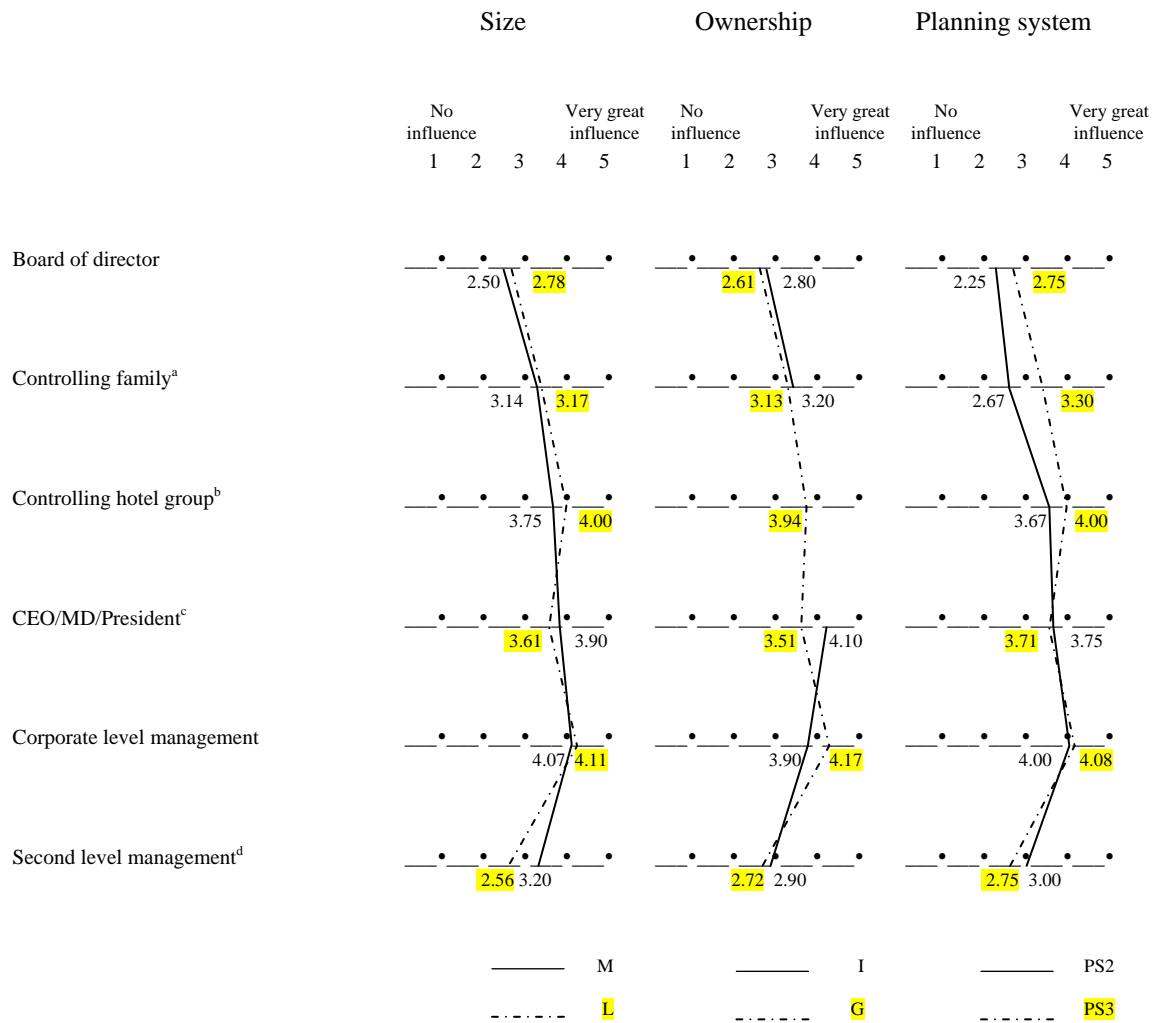
9.3.5 Influential Groups on the Formulation of Formal Long-term Objectives

Figure 9.8 shows that of the formal planning companies who had corporate long-term objectives, the major influences on the formulation of corporate long-term objectives were corporate level management (mean=4.07), controlling hotel group (mean=3.94), and CEO/MD/President (mean=3.71). Interestingly, the people who influenced the formulation of corporate long-term objectives were the same people who influenced the formulation of mission statement.

A statistically significant difference by size was found for second level management. In medium sized companies, second level management had more influence on the formulation of company long-term objectives compared with those of large companies.

Statistically, there was also a significant difference by ownership in that the CEO/MD/President of independent companies were more likely to influence the formulation of company long-term objectives compared with those of group companies.

Figure 9.8: Influential groups on long-term objective formulation



Note: N=28, ^aN=13, ^bN=18, ^cownership: p<0.05, ^dsize: p<0.005

9.3.6 Process of Corporate Long-term Objective Formulation

Table 9.11 shows that the major process for corporate long-term objective formulation was a negotiation process between CEO/MD/President and corporate level management (47%). None of the processes showed statistically significant differences either by size, ownership, or planning system.

Table 9.11: Process of corporate objective formulation

Process	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Formulated by CEO/MD/President	5	18	2	20	3	17	2	20	3	17	1	25	4	17
Formulated by corporate management	4	14	0	0	4	22	0	0	4	22	0	0	4	17
Negotiation process between corporate level/board of director and second level management	4	14	2	20	2	11	1	19	3	17	1	25	3	12
Negotiation process between CEO and corporate level management	13	46	5	50	8	44	7	70	6	33	1	25	12	50
Formulated by controlling hotel	2	7	1	10	1	6	0	0	2	11	1	25	1	4
Total	28	100	10	100	18	100	10	100	18	100	4	100	24	100

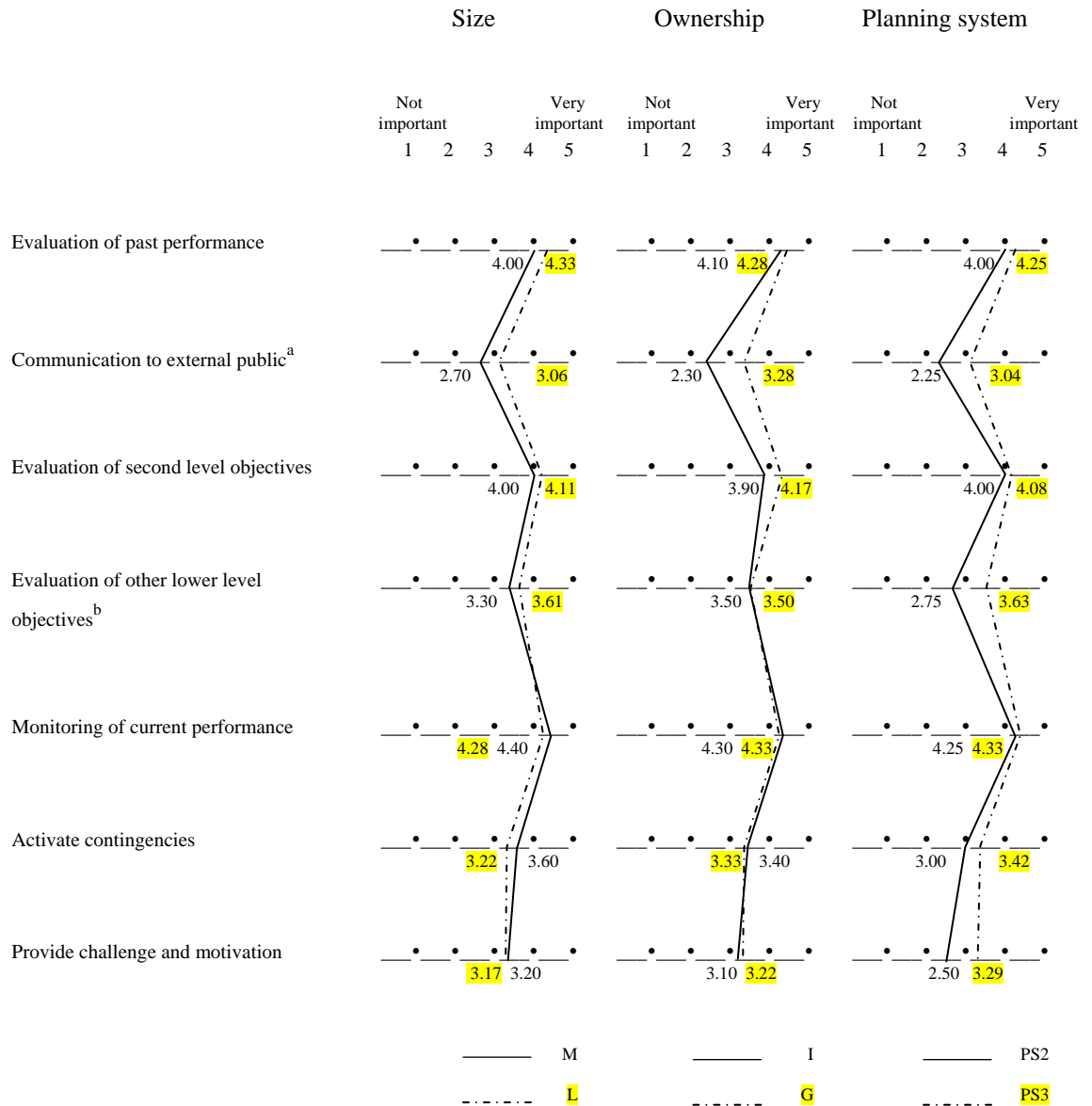
9.3.7 Roles of Corporate Long-term Objectives

Figure 9.9 shows that of the 28 formal planning companies who had corporate long-term objectives, the 3 main roles of formal long-term objectives were monitoring of current performance (mean=4.32), evaluation of past performance (mean=4.21), and evaluation of second level objectives (mean=4.07).

Statistically, there was a significant difference by ownership in that for group companies, communication to external public played a more important role than in independent companies.

The data suggested that planning sophistication³ companies assigned greater importance to all roles of corporate long-term objectives than planning sophistication² companies, but only evaluation of other lower level objectives was a statistically significant difference.

Figure 9.9: Roles of formal corporate long-term objectives



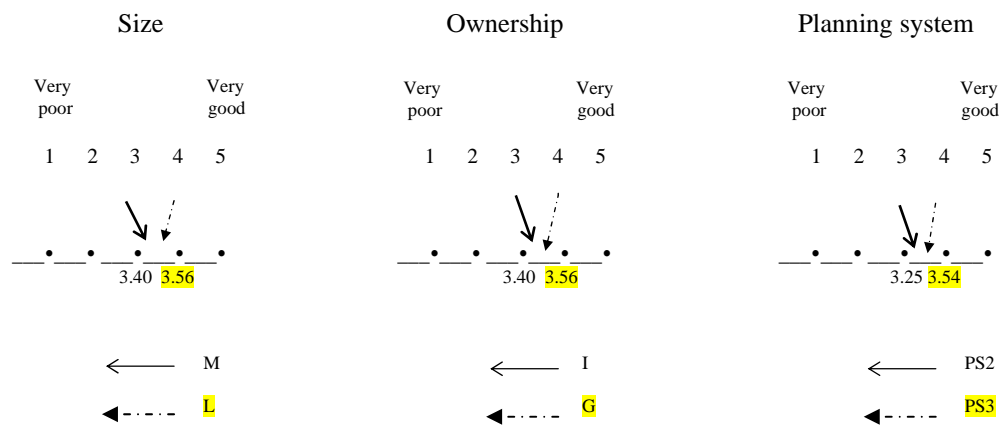
Note: N=28, ^aownership: p<0.05, ^bplanning system: p<0.05

9.3.8 Quality of Corporate Long-term Objectives

Figure 9.10 shows that all of the 28 formal planning companies who had corporate long-term objectives found the quality of their current objectives was satisfactory.

The data suggested large companies, group companies, and planning sophistication³ companies had a higher quality of current corporate long-term objectives than medium sized companies, independent companies, and planning sophistication² companies. These differences, however, were not statistically significant.

Figure 9.10: Quality of current corporate long-term objectives



Note: N=28

9.4 Formal Second Level Long-term Objectives

Table 9.12 reveals that of the formal planning companies, only 36% had formal second level long-term objectives. There was a statistically significant difference by ownership in that only 20% of independent companies had second level long-term objectives compared with 50% of group companies. The data further identified that none of the planning sophistication² companies had formal second level long-term objectives.

Table 9.12: Formal second level long-term objectives

Second level objectives	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	15	36	4	29	11	39	4	20	11	50	0	0	15	63
No	27	64	10	71	17	61	16	80	11	50	18	100	9	37
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: Ownership: $p < 0.05$, Cramer's $V = 0.313$; planning system: $p = 0.000$, Cramer's $V = 0.645$

9.4.1 Units of Measure of Formal Second Level Long-term Objectives

Table 9.13 shows that of the 15 formal planning companies who had formal second level long-term objectives, the 3 common units of measure for their objectives were sales growth (87%), profit (80%), and occupancy rate (67%).

Table 9.13: Units of measure of formal second level long-term objectives

Units of measure	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
ROI/ROA	2	13	1	25	1	9	-		2	18	0	0	2	13
Profit	12	80	4	100	8	73	4	100	8	73	0	0	12	80
Cash flow	8	53	2	50	6	55	2	50	6	55	0	0	8	53
Sales growth	13	87	4	100	9	81	4	100	9	80	0	0	13	87
Return on sales	7	47	2	50	5	46	2	50	5	46	0	0	7	47
Occupancy rate	10	67	2	50	8	73	2	50	8	73	0	0	10	67
Average daily rate	8	53	3	75	5	46	3	75	5	46	0	0	6	40
Total	15	100	4	100	11	100	4	100	11	100	0	0	15	100

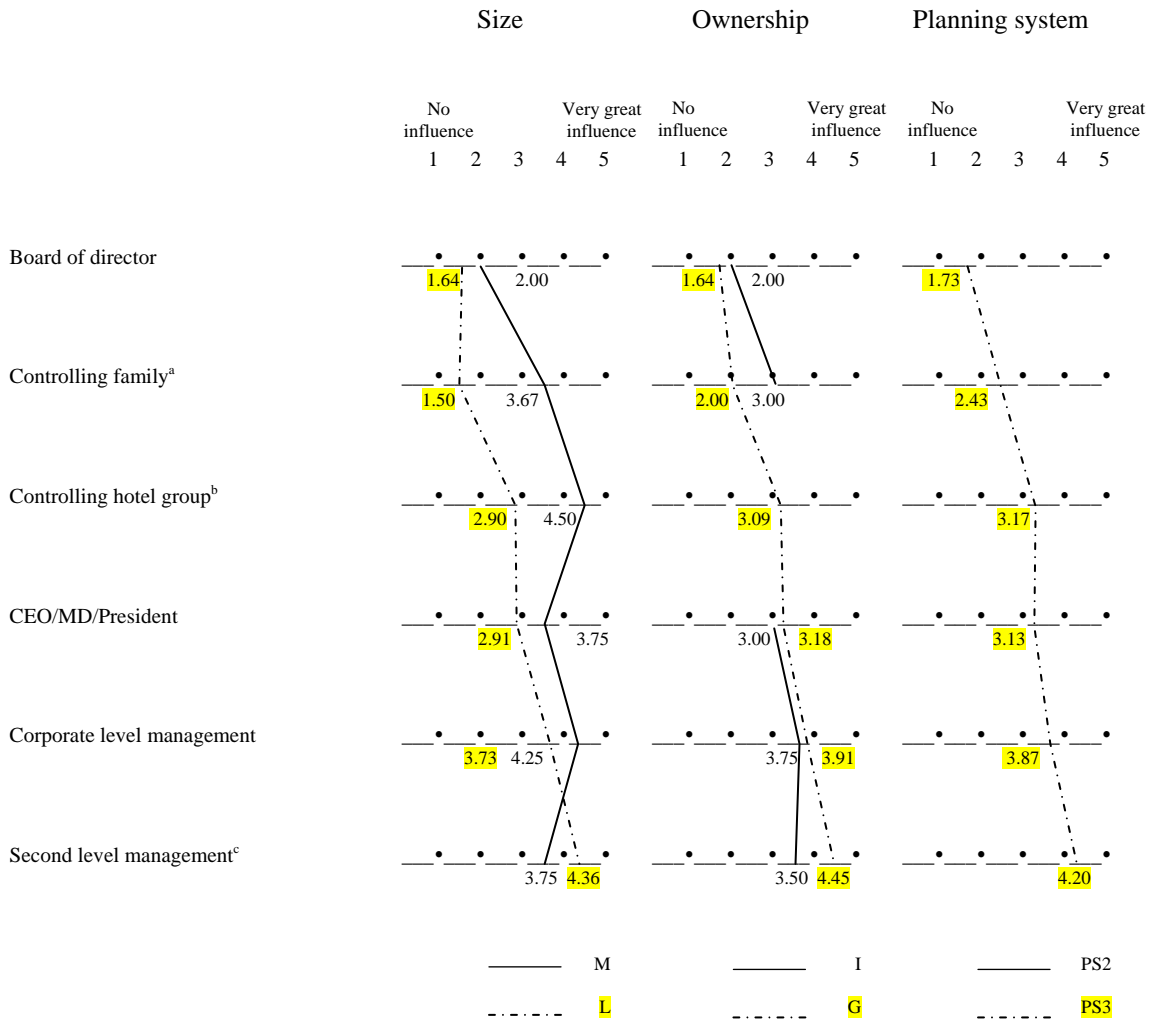
9.4.2 Influential Groups on the Formulation of Formal Second Level Long-term Objectives

Figure 9.11 reveals that of the 15 formal planning companies who had long-term second level objectives, the major influences on second level long-term objective formulation were second level management (mean=4.20), corporate level management (mean=3.87), controlling hotel group (mean=3.17), and CEO/MD/ President (mean=3.13).

A statistically significant difference by size emerged for controlling family. For medium sized companies, a controlling family had more influence on the formulation of second level objectives than those of large companies.

There was a significant difference by ownership in that for group companies second level management had more influence on the formulation of second level objectives than did second level management of independent companies.

Figure 9.11: Influential groups on the formulation of formal second level objectives



Note: N=15, ^aN=7, size: p<0.005, ^bN=12, ^cownership: p<0.01

9.4.3 Process of Second Level Long-term Objective Formulation

Table 9.14 shows that the major process of second level long-term objective formulation was a negotiation process between corporate level management and second level management (66%). There were no statistically significant differences either by size, ownership, or planning system.

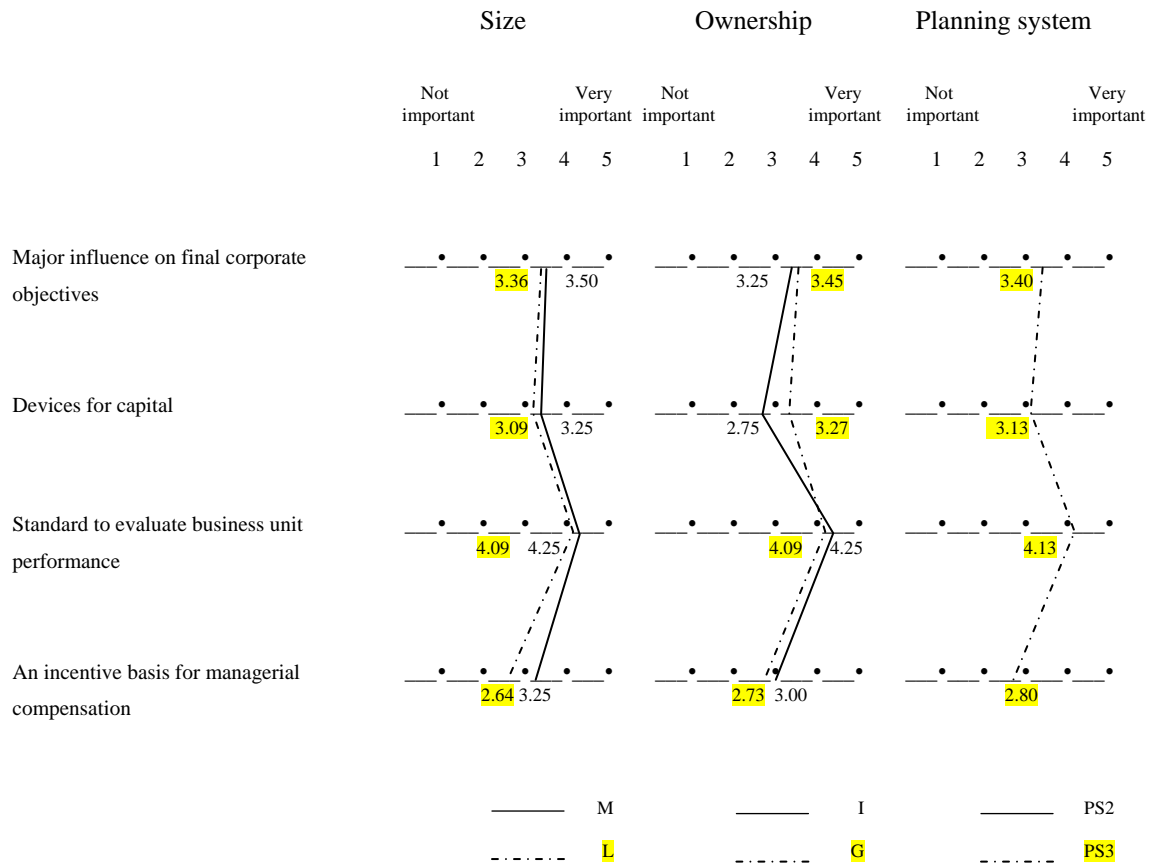
Table 9.14: Process of second level objective formulation

Process	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Formulated by the corporate management	1	7	1	25	0	0	1	25	0	0	0	0	1	7
Negotiation process between corporate management and second level management	10	67	3	75	7	64	3	75	7	64	0	0	10	66
Negotiation process between CEO and second level management	1	7	0	0	1	9	0	0	1	9	0	0	1	7
Formulated by second level management	3	20	0	0	3	27	0	0	3	27	0	0	3	20
Total	15	100	4	100	11	100	4	100	11	100	0	0	15	100

9.4.4 Roles of Second Level Long-term Objectives

Figure 9.12 shows that of the 15 formal planning companies who had second level long-term objectives, the major roles of formal long-term objectives were a standard to evaluate business unit performance (mean=4.13), and major influence on final corporate objectives (mean=3.40). There were no statistically significant differences either by size or ownership.

Figure 9.12: Roles of second level objectives

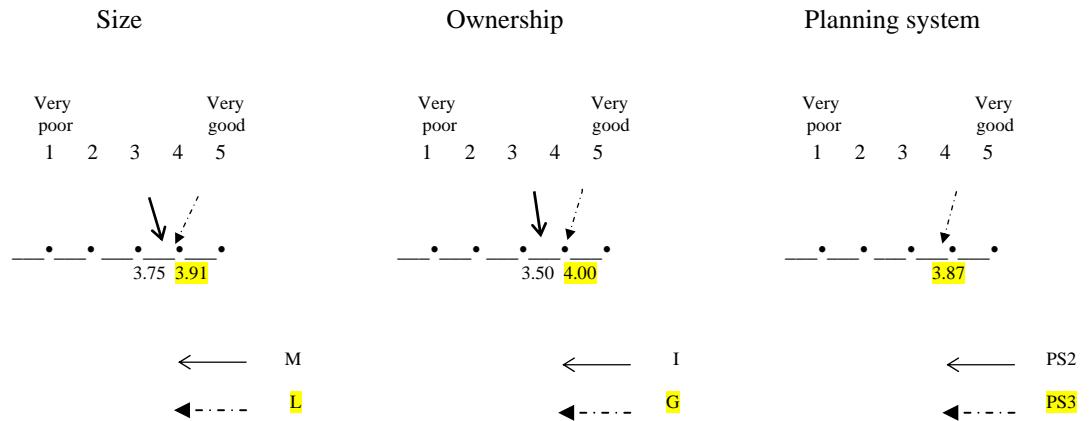


Note: N=15

9.4.5 Quality of Second Level Long-term Objectives

Figure 9.13 shows that all of the 15 formal planning companies who had second level long-term objectives found the quality of their current objectives was satisfactory.

The data suggested large companies and group companies had a higher quality of current second level long-term objectives than medium sized companies and independent companies. These differences, however, were not statistically significant.

Figure 9.13: Quality of second level long-term objectives

Note: N=15

9.4 Chapter Summary

This chapter investigated the formal mission statement and long-term objectives of the formal planning companies.

Formal mission statement

22 formal planning companies were reported having a formal mission statement. A formal mission statement was mainly found in large companies, group companies, and planning sophisticated companies rather than in the other groups with statistically significant differences by ownership and planning system.

Generally mission statements had been defined in terms of products and services, customers, employees, and shareholders. All the formal planning companies had products/service incorporated into their company mission statement. Large companies, group companies and planning sophisticated companies tended to incorporate customers, employees, and shareholders into their company mission statement with only a significant difference found for employees by planning system.

The main characteristics of the mission statement were describing what business the company was in, what business set the company apart from others, and defining the company's customers. Large companies, group companies, and planning sophistication³ companies appeared to more clearly identify the characteristics of their mission statement than the other groups.

11 formal planning companies had changed their company mission statement over the last 5 years mainly by expanding their mission statement to cover more aspects other than what business the company was in, and by stating the mission statement more specifically. The changes in mission statement tended to be found in large companies, group companies, and planning sophistication³ companies.

The main factors influencing mission statement changes were strategic considerations, change of competitive conditions, and economic factors. Significant changes of top management team and political factors had a greater influence on the changes of mission statement in medium sized companies, whereas new competitive conditions and economic factors strongly influenced the changes of mission statement in large companies. Changes of main shareholders had a significant influence on the changes of mission statement in independent companies.

Over the last 5 years mission statements of large companies, group companies, and planning sophistication³ companies seemed to be more appropriate than those of medium sized companies, independent companies, and planning sophistication² companies with a statistically significant difference by ownership. The current mission statement was generally expected to be applicable at least for the next 1-5 years.

Corporate level management, the CEO/MD/President, and controlling hotel group were the major influences on the formulation of the company mission statement. Significantly, for the medium sized companies controlling hotel group had a stronger influence on the formulation of company mission statement whereas for independent companies controlling family, and the CEO/MD/President had a strong influence on mission statement formulation.

Formal long-term objectives

28 formal planning companies were reported with formal corporate long-term objectives. Significantly, the majority of group companies and all of the planning sophistication³ companies had formal corporate long-term objectives. Major quantitative objectives used by formal planning companies were performance objectives, financial objectives, and sales objectives. Significant differences were found with most large companies, and planning sophistication³ companies having performance objectives.

The main reasons for performance against formal corporate long-term objectives over the last 5 years were managerial performance, appropriateness of objectives, and economic factors.

18 formal planning companies were reported as having corporate long-term qualitative objectives with the majority of group companies having qualitative objectives. Quality and service, customer focus, and reputation and image were the most common qualitative objectives. Differences were found by size and planning system with medium sized companies focusing on cost control and planning sophistication³ companies focusing on quality and service, and customer focus.

Formal long-term objectives had been changed over the last 5 years. Update of objectives, financial factor changes, and instituting new objectives were the major changes. Group companies were more likely to institute new objectives and planning sophistication³ companies were more likely to change philosophy focus. Changes in economic factors and new competitive conditions were main factors influencing the change of corporate long-term objectives. New competitive conditions were more likely to influence the change of company formal long-term objectives in large companies compared with medium sized companies. Current long-term objectives were expected to be changed over the next 1 to 3 years.

The major influences on the formulation of corporate long-term objectives were corporate level management, controlling hotel group, and the CEO/MD/President

respectively. Second level management of medium sized companies had a greater influence on long-term objective formulation than for large companies while the CEO/MD/President of independent companies had more influence when compared with group companies.

A negotiation process between CEO/MD/President and corporate level management was a key process for corporate long-term objective formulation. Monitoring of current performance, evaluation of past performance, and evaluation of second level management were the main roles of formal corporate long-term objectives. Group companies had more emphasis on communication to external public compared with independent companies. Planning sophistication³ companies were more likely to place more emphasis on all roles of formal corporate long-term objectives than planning sophistication² companies.

Large companies, group companies, and planning sophistication³ companies seemed to have a higher quality of corporate long-term objectives than the other groups.

Only 36% of formal planning companies had formal second level long-term objectives. Large companies, group companies, and planning sophistication³ companies were more likely to have formal second level long-term objectives rather than the other groups with a statistically difference by ownership. The major roles of second level long-term objectives were a standard to evaluate business unit performance, and a major influence on final corporate objectives.

Second level management, corporate level management, controlling hotel group, and CEO/MD/President were major influences on the formulation of second level long-term objectives. A controlling family had more influence on the formulation of second level long-term objectives in medium sized companies than large companies whereas second level management had more influence in group companies than independent companies. The main process of second level objectives formulation was a negotiation process between corporate level management and second level management. The quality of second level long-term objectives was found to be considered as satisfactory.

Chapter 10

Corporate Strategies and Processes

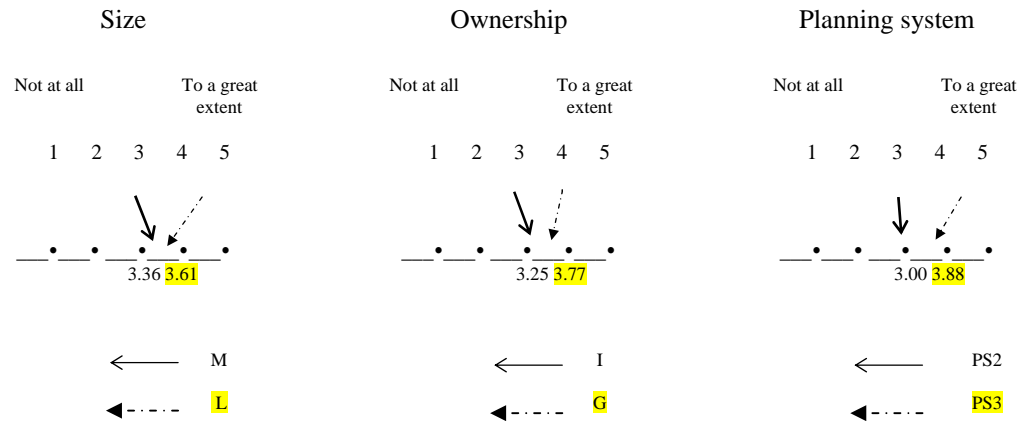
10.1 Introduction

This chapter examines on the extent of formalisation of corporate strategies, corporate strategies development processes, influence of analytical tools and techniques, benchmarking, explicitness of corporate strategies and important growth strategies, quality management strategy, and resource allocation decisions. It will also identify any significant differences by size, ownership, or planning system.

10.2 Strategy Development

10.2.1 Extent of Formalisation of Corporate Strategy

Figure 10.1 shows that all the formal planning companies formalised their corporate strategies to a reasonable extent. Statistically, there was a significant difference by planning system in that planning sophistication³ companies were more likely to formalize the corporate strategies compared with planning sophistication² companies.

Figure 10.1: Formalisation of corporate strategies

Note: N=42, planning system: $p < 0.005$

10.2.2 Process of Corporate Strategy Development

Table 10.1 shows that for the formal planning companies, the major processes of corporate strategy development were a negotiation process between CEO/MD/President and corporate level management (52%), and being formulated by corporate management (26%). None of the processes showed a significant difference by either size, ownership, or planning system aspects.

Table 10.1: Process of corporate strategy development

Process	N	%
Formulated by CEO/MD/President	6	14
Formulated by the corporate management	11	26
Negotiation process between corporate management/ CEOMD/President and board of directors	3	7
Negotiation process between CEO/MD/President and corporate level management	22	52
Total	42	100

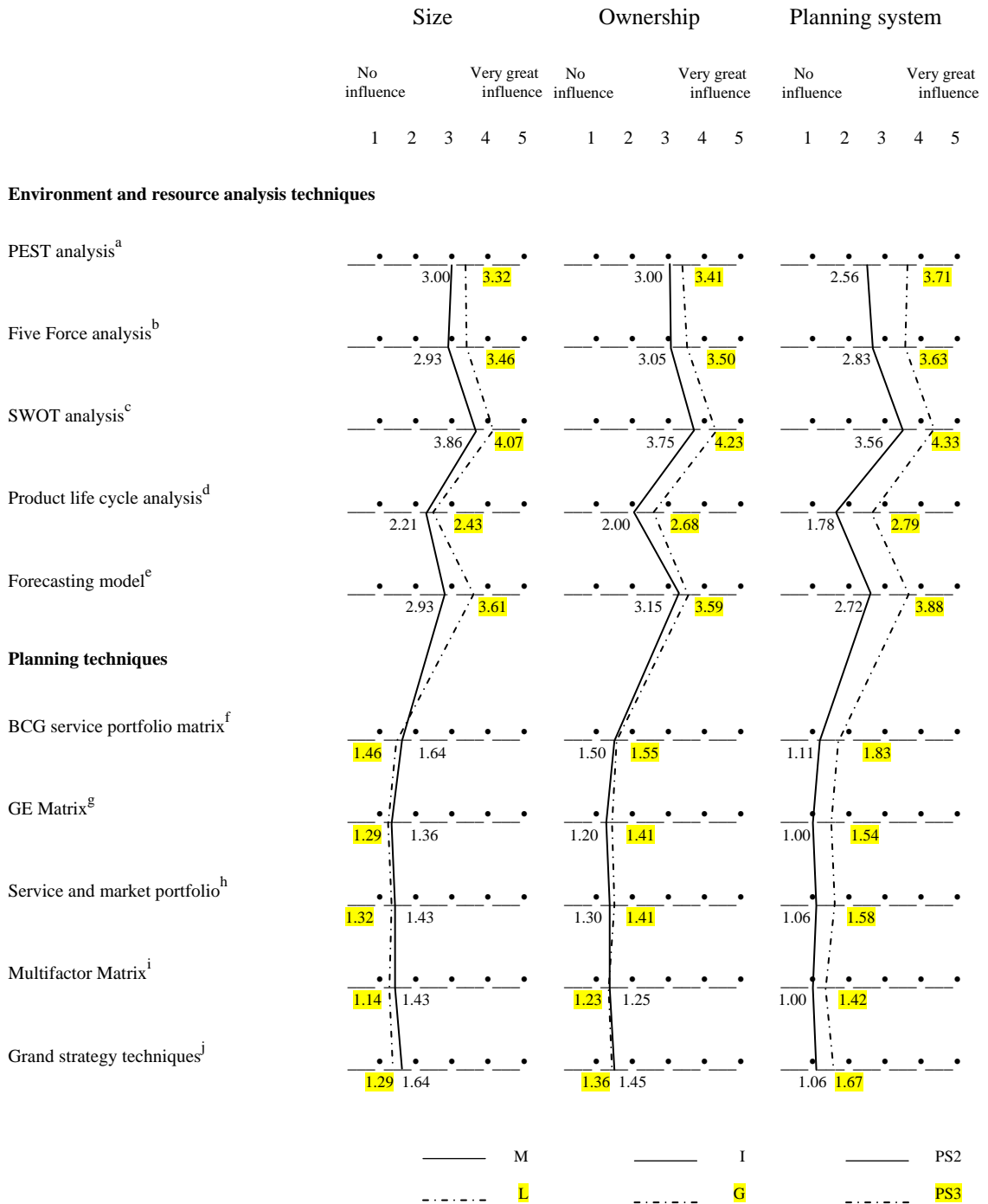
10.2.3 Analytical Tools and Techniques

Figure 10.2 shows that in the 42 formal planning companies, the 4 most common analytical tools/techniques which influenced the corporate strategy development during the last 5 years were the SWOT analysis (mean=4.00), forecasting model (mean=3.38), the Five Force analysis (mean=3.29), and the PEST analysis (mean=3.21) respectively. It should be noted that overall the analytical tools had a low influence on the development of corporate strategy.

The findings suggest that large companies, group companies, and planning sophistication³ companies were more likely to focus on environmental analysis and resource analysis techniques than medium sized companies, independent companies, and planning sophistication² companies. Statistically significant differences were found by size for Five Force analysis, by ownership for SWOT analysis, and for product life cycle analysis and by planning system for all analytical tools/techniques.

Figure 10.3 presents the same influence pattern of analytical tools/techniques on corporate strategy development in the next 5 years. The 4 most common analytical tools/techniques were the SWOT analysis (mean=4.02), forecasting model (mean=3.57), the Five Force analysis (mean=3.36), and the PEST analysis (mean=3.33) respectively. The data revealed that environmental analysis and resource analysis techniques were more likely to influence the corporate strategy development of large companies, group companies, and planning sophistication³ companies than those of the other groups. Statistically significant differences were found by ownership for the SWOT analysis, and for product life cycle analysis, and by planning system for all analytical tools/techniques.

Figure 10.2: Analytical tools/techniques for corporate strategy development (last 5 years)



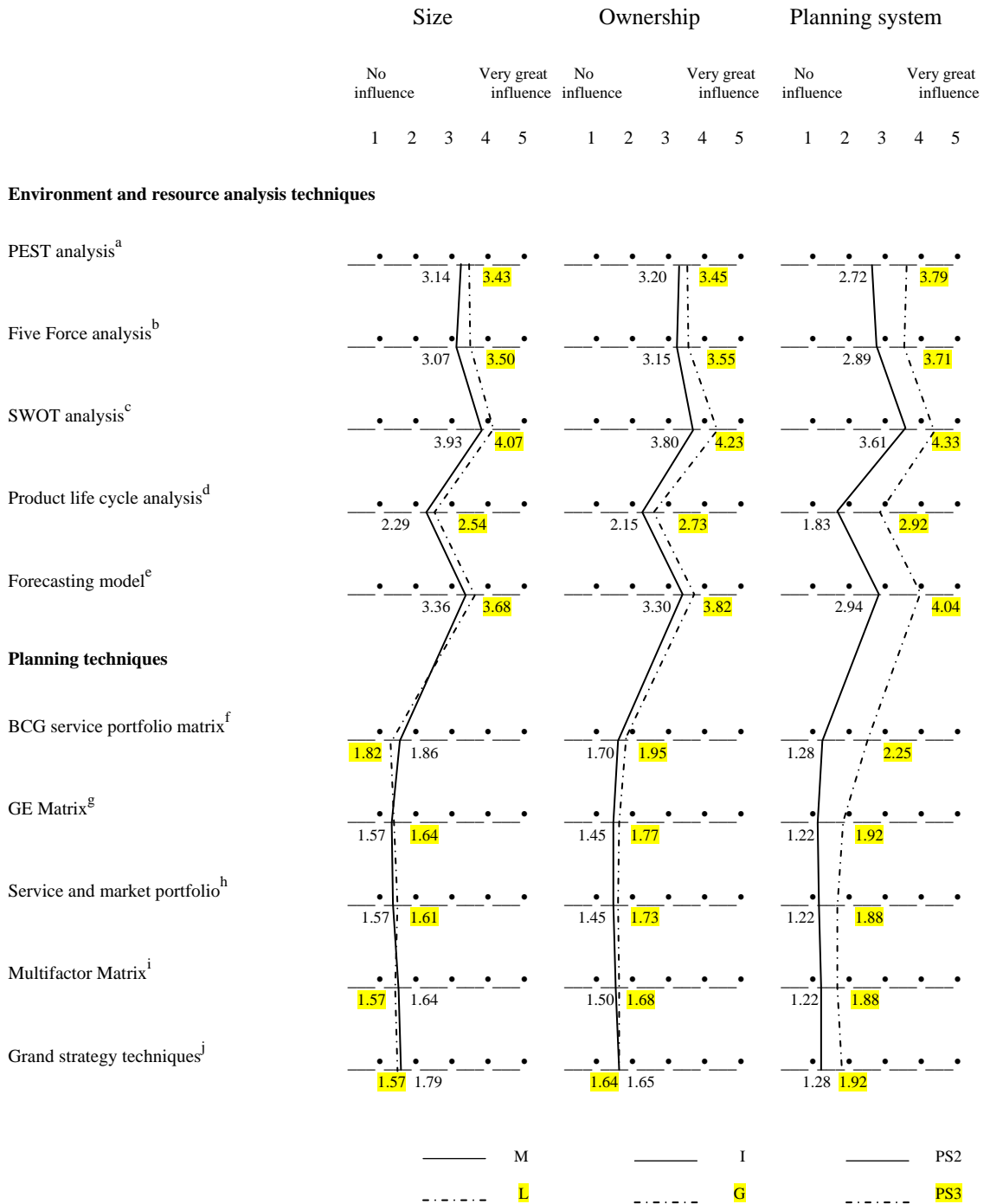
Note: N=42

^aplanning system: p=0.000, ^bsize: p<0.05; planning system: p=0.01, ^cownership: p<0.05; planning system: p=0.000

^downership: p<0.05; planning system: p=0.001, ^eplanning system: p=0.001, ^fplanning system: p<0.05

^gplanning system: p<0.05, ^hplanning system: p<0.01, ⁱplanning system: p<0.05, ^jplanning system: p<0.01

Figure 10.3: Analytical tools/techniques for corporate strategy development (next 5 years)



Note: N=42

^aplanning system: p=0.000, ^bplanning system: p=0.000, ^cownership: p<0.05; planning system: p=0.000

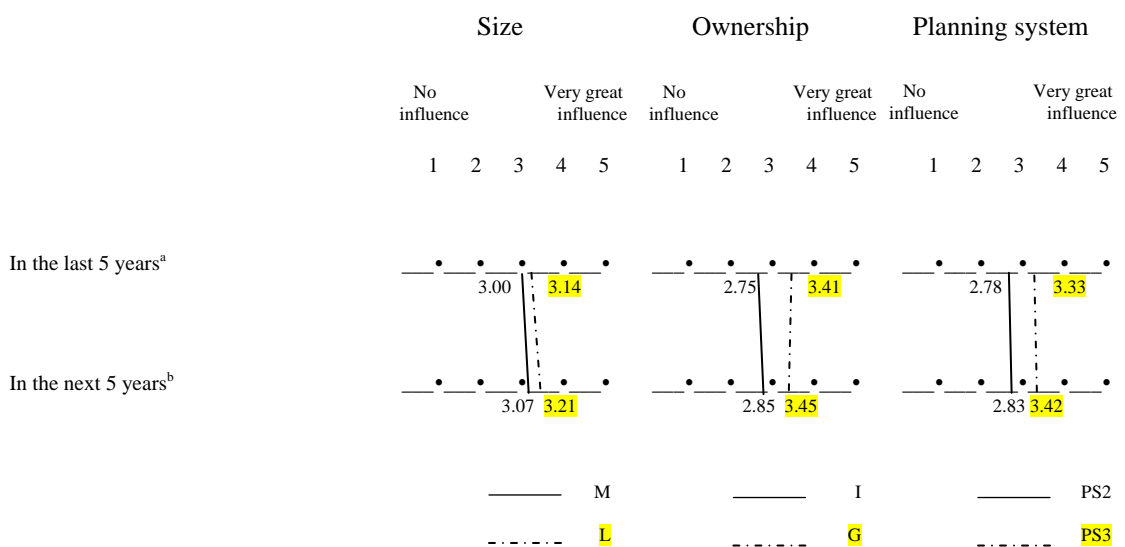
^downership: p<0.05; planning system: p=0.000, ^eplanning system: p=0.000, ^fplanning system: p<0.05

^gplanning system: p<0.05, ^hplanning system: p<0.05, ⁱplanning system: p<0.05, ^jplanning system: p<0.05

10.2.4 Benchmarking

The data in Figure 10.4 shows that in the 42 formal planning companies, benchmarking had a moderate influence on the corporate strategy over the last 5 years (mean=3.10) and it was expected to have a greater influence on corporate strategy over the next 5 years (mean=3.17). Interestingly, the benchmarking strategy of large companies, group companies, and planning sophistication3 companies were more likely to have an influence on corporate strategies, both over the last 5 years and over the next 5 years than those of the other groups. However a statistically significant difference was found only between independent companies and group companies.

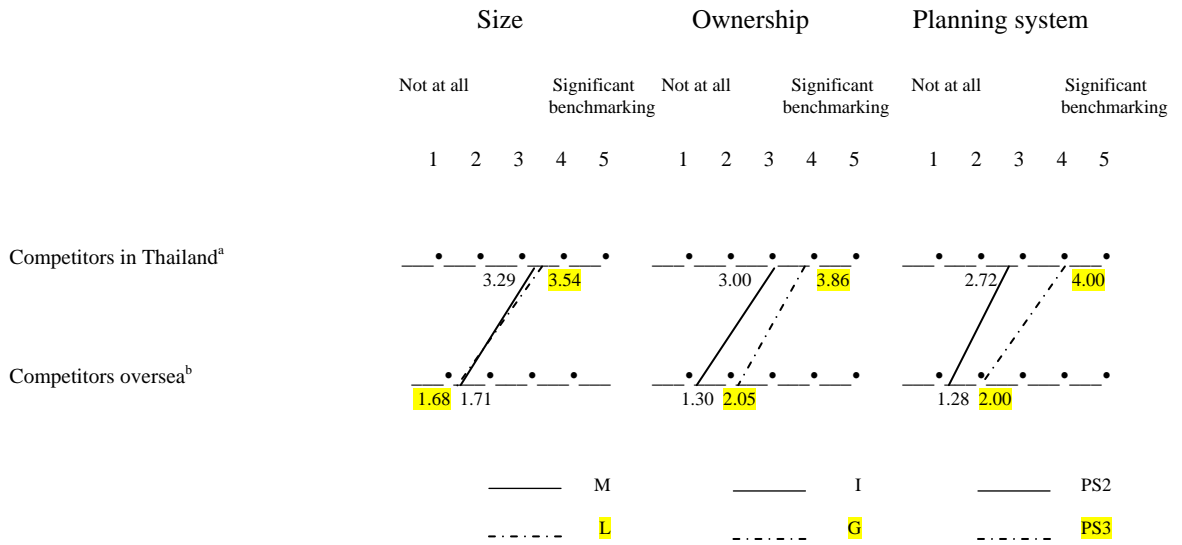
Figure 10.4: Benchmarking Influences on corporate strategy



Note: N=42, ^aownership: p<0.05, ^bownership: p<0.05

Figure 10.5 shows that all formal planners were likely to use competitors in Thailand for benchmarking (mean=3.45) rather than overseas competitors (mean=1.69). There were statistically significant differences by ownership, and planning system.

Figure 10.5: Groups used for benchmarking



Note: N=42, ^aownership: p<0.05; planning system: p=0.000, ^bownership: p<0.05; planning system: p<0.05

The data on major dimensions of benchmarking process in Table 10.2 reports that the 3 most important dimensions for the benchmarking process were products/services (88%), marketing (86%), and customers (83%).

There was a statistically significant difference by size with 96% of large companies considering product/service as a major dimension of benchmarking process versus 71% of medium sized companies.

Significant differences by ownership emerged for business strategy with 73% of group companies indicating business strategy as a major dimension of benchmarking process compared with 40% of independent companies.

Statistically significant differences by planning system were found for business strategy, and profitability. The finding suggests that a higher percentage of planning sophistication3 companies identified business strategy and profitability as major dimensions of their benchmarking process compared with planning sophistication2 companies.

Table 10.2: Major dimensions of benchmarking process

Dimensions	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	33	79	10	71	23	82	14	70	19	86	12	67	21	88
Customer	35	83	10	71	25	89	15	75	20	91	13	72	22	92
Business strategy ^a	24	57	6	43	18	64	8	40	16	73	7	39	17	71
Product/service ^b	37	88	10	71	27	96	16	80	21	96	15	83	22	92
Profitability ^c	21	50	8	57	13	46	8	40	13	59	4	22	17	71
Marketing	36	86	10	71	26	93	15	75	21	96	14	78	22	92
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ^aownership: $p < 0.05$, Cramer's $V = 0.330$; planning system: $p < 0.05$, Cramer's $v = 0.319$

^bsize: $p < 0.05$, Cramer's $V = 0.364$, ^cplanning system: $p < 0.01$, Cramer's $V = 0.481$

10.2.5 Explicit Nature of Corporate Strategies

Figure 10.6 shows the nature of the 5 major explicit corporate strategies for the formal planners were seeking markets where service quality is important (mean=4.19), seeking markets where it can attain large share of served markets (mean=3.98), seeking to enter or develop service businesses (mean=3.90), seeking market service differentiation is important (mean=3.90), and seeking market where long stay is possible (mean=3.88).

Statistically significant differences were found by size, ownership, and planning system. Large companies were more likely to seek markets where they can attain large shares of served markets, and markets where hotel brand is important whereas medium sized companies tended to take advantage of Thailand's cheap labour.

Group companies seemed more likely to seek markets where they can attain large shares of served markets, markets where service differentiation is important, markets where hotel brand is important, and markets where service quality is important, markets which require unique service, and market where long stay is possible compared with independent companies.

Based on planning system, planning sophistication³ companies were more likely to seek markets where they can attain large shares of served markets, markets where service

differentiation is important, markets where hotel brand is important, markets where service quality is important, markets where scarce resources are important, markets which require unique service, and markets where strategic partnerships are feasible whereas planning sophistication2 companies tended to take advantage of Thailand’s cheap labour.

Figure 10.6: Explicit nature of corporate strategies

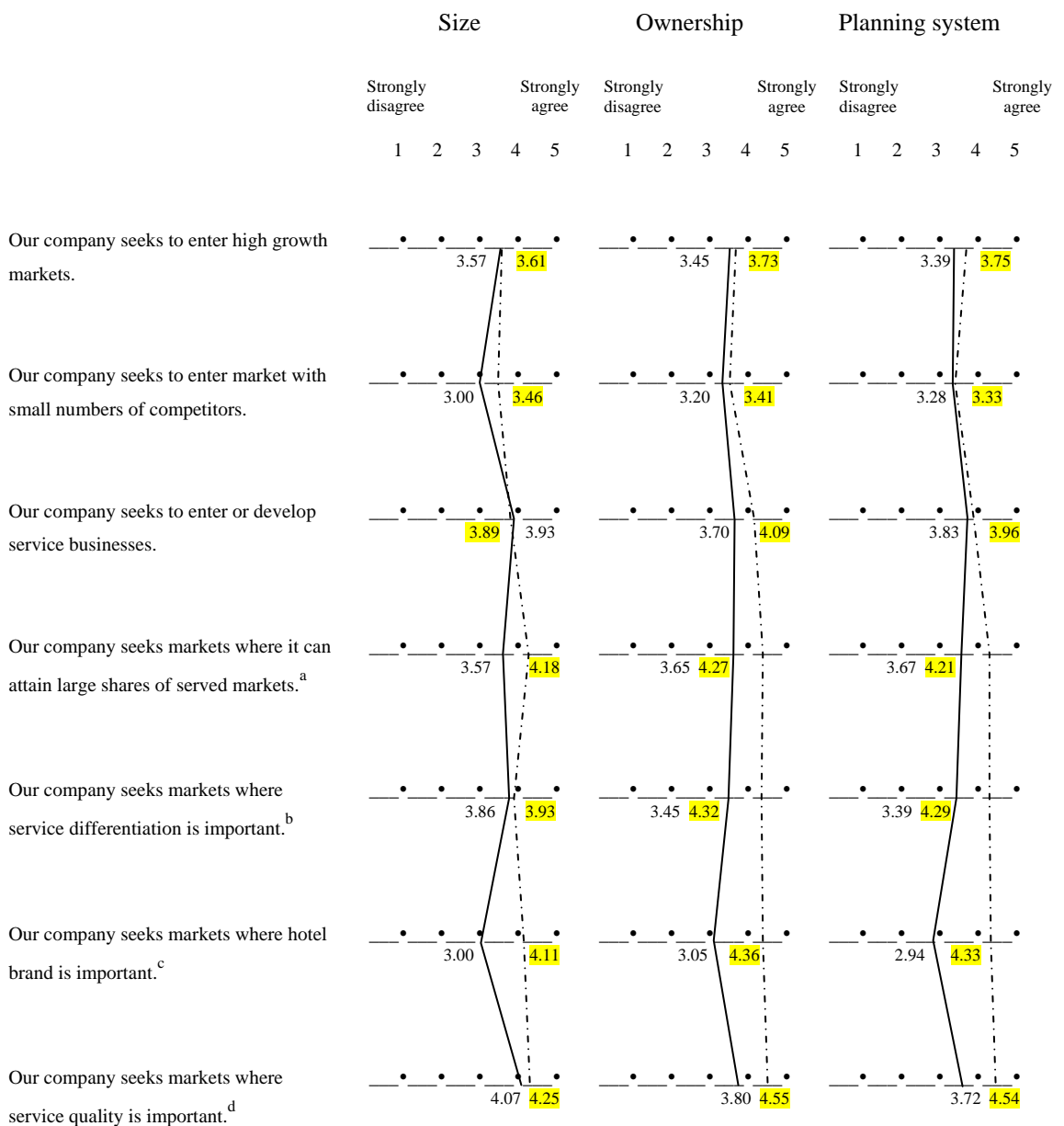
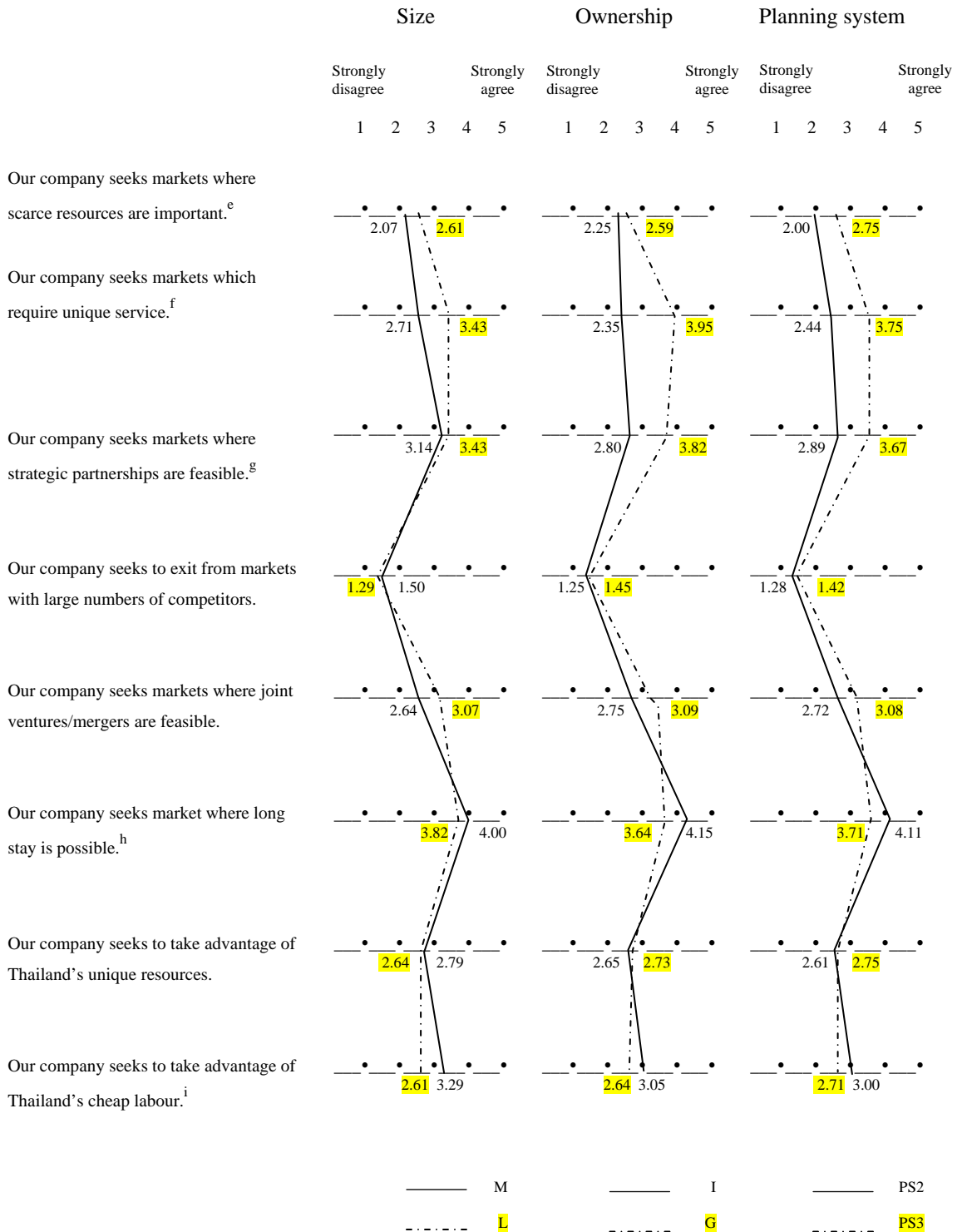


Figure 10.6: Explicit nature of corporate strategies (continued)



Note: ^asize: p<0.05, ownership: p<0.01, planning system: p<0.05, ^bownership: p<0.05, planning system: p<0.05
^csize: p<0.01, ownership: p=0.01, planning system: p=0.000, ^downership: p<0.005, planning system: p=0.001
^eplanning system: p<0.05, ^fownership: p=0.000, planning system: p<0.005
^gownership: p<0.005, planning system: p<0.05, ^hownership: p<0.05, ⁱsize: p<0.005, planning system: p<0.05

10.3 Growth Strategy

10.3.1 Product/Market Growth Strategy

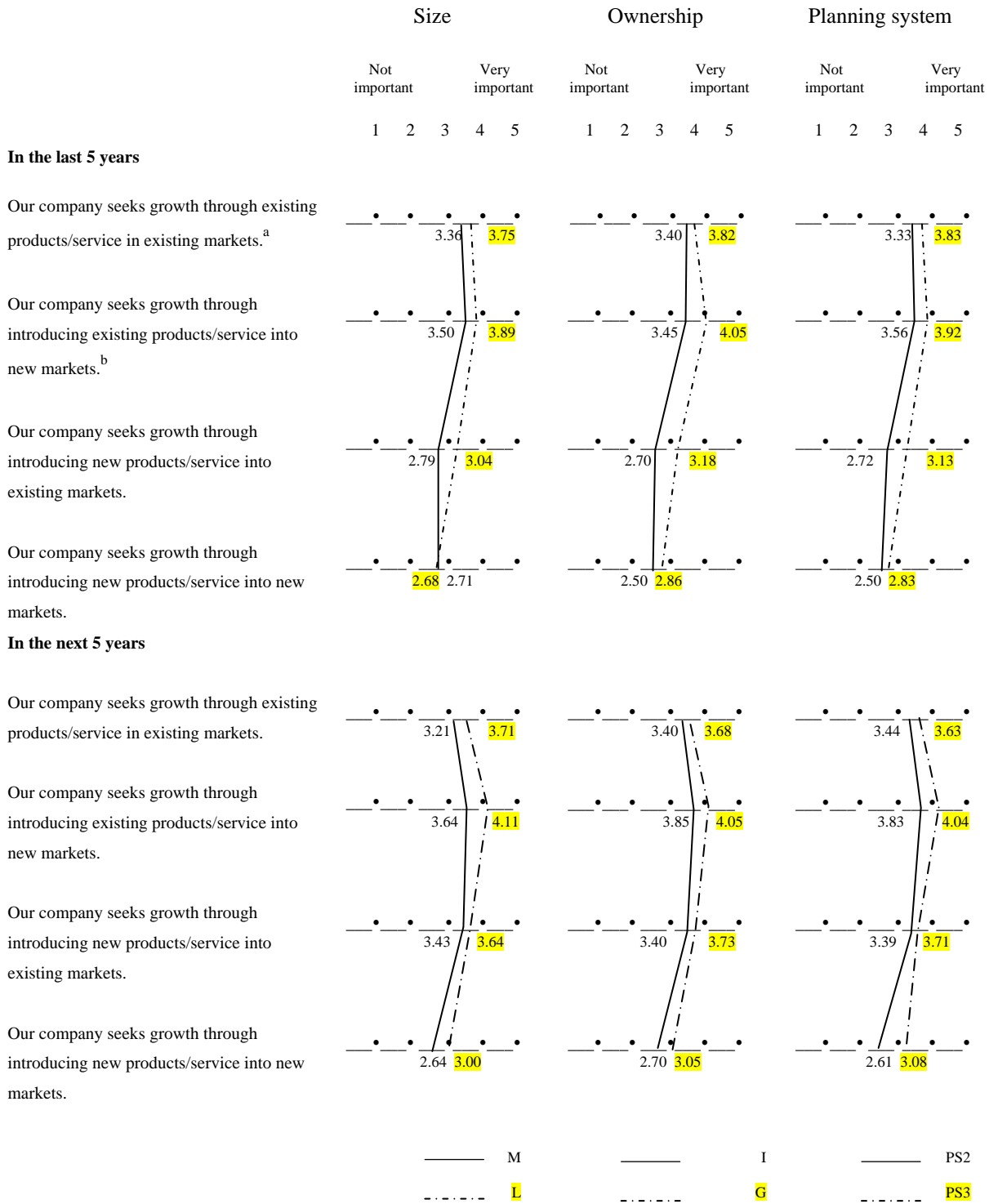
The data on product/market growth strategy of the formal planners in Figure 10.7 shows that the greatest importance in the last 5 years was assigned to growth through introducing existing products/service into new markets (mean=3.76), followed by growth through existing products/service in existing markets (mean=3.62), growth through introducing new products/service into existing markets (mean=2.95), and growth through introducing new products/service into new market (mean=2.69).

The figure suggests that group companies, compared with independent companies placed greater importance in all product/market strategies, but only growth through introducing existing products/service into new markets was statistically significant.

Similarly, planning sophistication³ companies were more likely to place greater importance in all product/market strategies than planning sophistication² companies but only growth through existing products/service in existing markets was a statistically significant difference.

The importance of product/market strategy in the next 5 years was likely to be growth through introducing existing products/service into new markets (mean=3.95), growth through introducing new products/service into existing markets (mean=3.57), growth through existing products/service in existing markets (mean=3.55), and growth through introducing new products/service into new market respectively (mean=2.88). Interestingly, large companies, group companies, and planning sophistication³ companies were more likely to place greater importance in all product/market strategies than the other groups, however, there were no statistically significant differences either by size, ownership, or planning system.

Figure 10.7: Product/market strategy



Note: N=42, ^aplanning system: p<0.05, ^bownership: p<0.05

10.3.2 Product and Service Introduction Strategy

The data on product/service introduction strategy in Figure 10.8 reveals that the formal planners were preferred to be a later entrant in established but still growing markets (mean=3.19) or an early follower of initial entrants in fast growing new markets (mean=2.83). Being first to market with new products and services, being an entrant in mature market, and being an entrant in declining market played only a minor role.

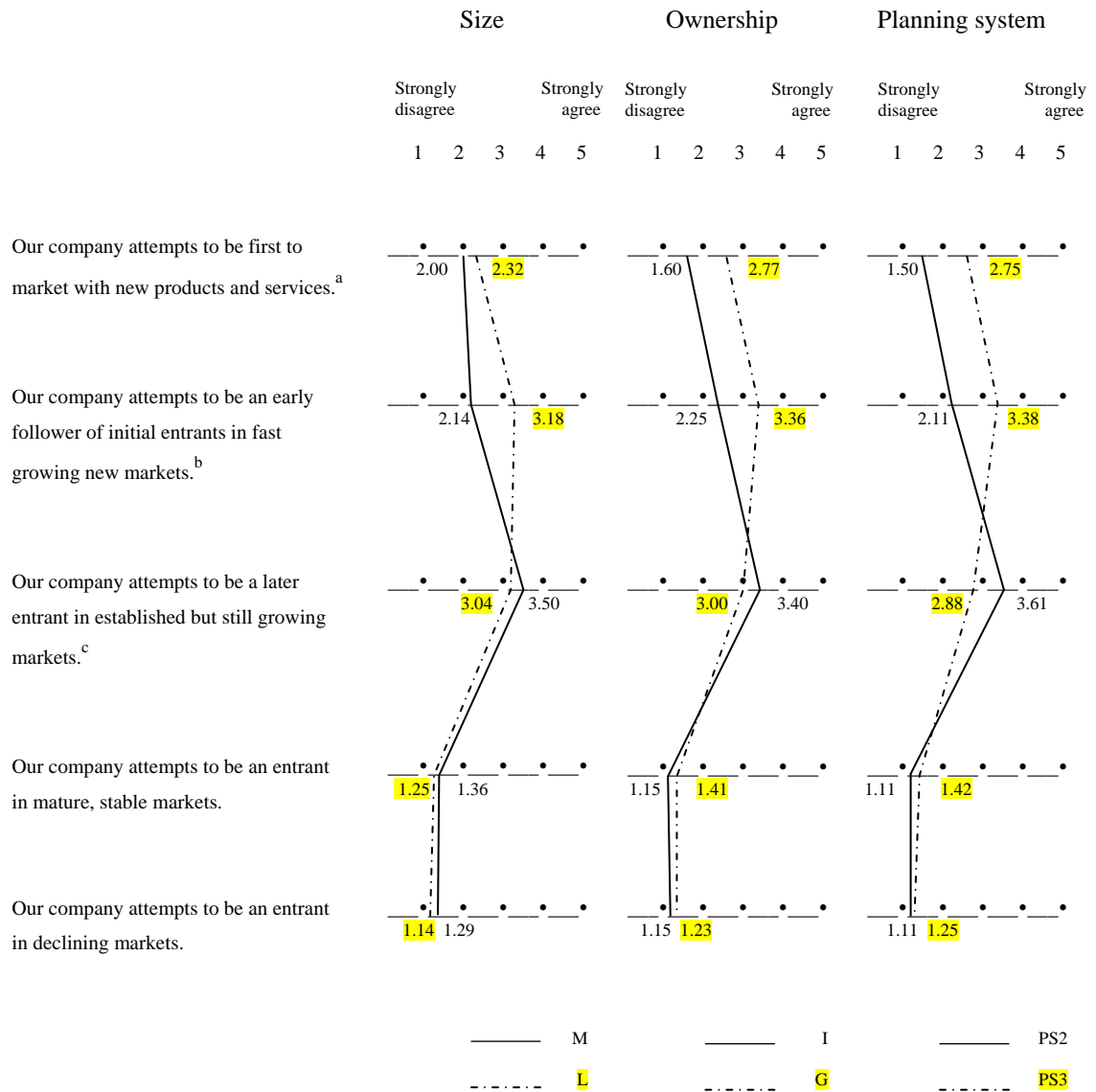
Interestingly large companies, group companies, and planning sophistication³ companies tended to be early followers of initial entrants in fast growing new markets whereas medium sized companies, independent companies, and planning sophistication² companies were more likely to be later entrants in established but still growing markets.

A statistically significant difference by size was found for large companies who tended to be an early follower of initial entrants in fast growing new markets compared with medium sized companies.

Group companies were more likely to be first to market with new products and services, and an early follower of initial entrants in fast growing new markets than independent companies. These differences were statistically significant.

There were statistically significant differences by planning system in that planning sophistication³ companies were more likely to be first to market with new products and services, and an early follower of initial entrants in fast growing new markets while planning sophistication² companies tended to be a later entrant in established but still growing markets.

Figure 10.8: Product/service introduction strategy



Note: N=42, ^aownership: p<0.01, planning system: p<0.005, ^bsize: p<0.05, ownership: p<0.05, planning system: p<0.005
^cplanning system: p<0.05

The data on organisational responsibility for new products and markets in Figure 10.9 shows that the formal planners were more likely to allocate the responsibility to the second level operating units rather than special organisational units.

Figure 10.9: Organisational responsibility for new products and markets

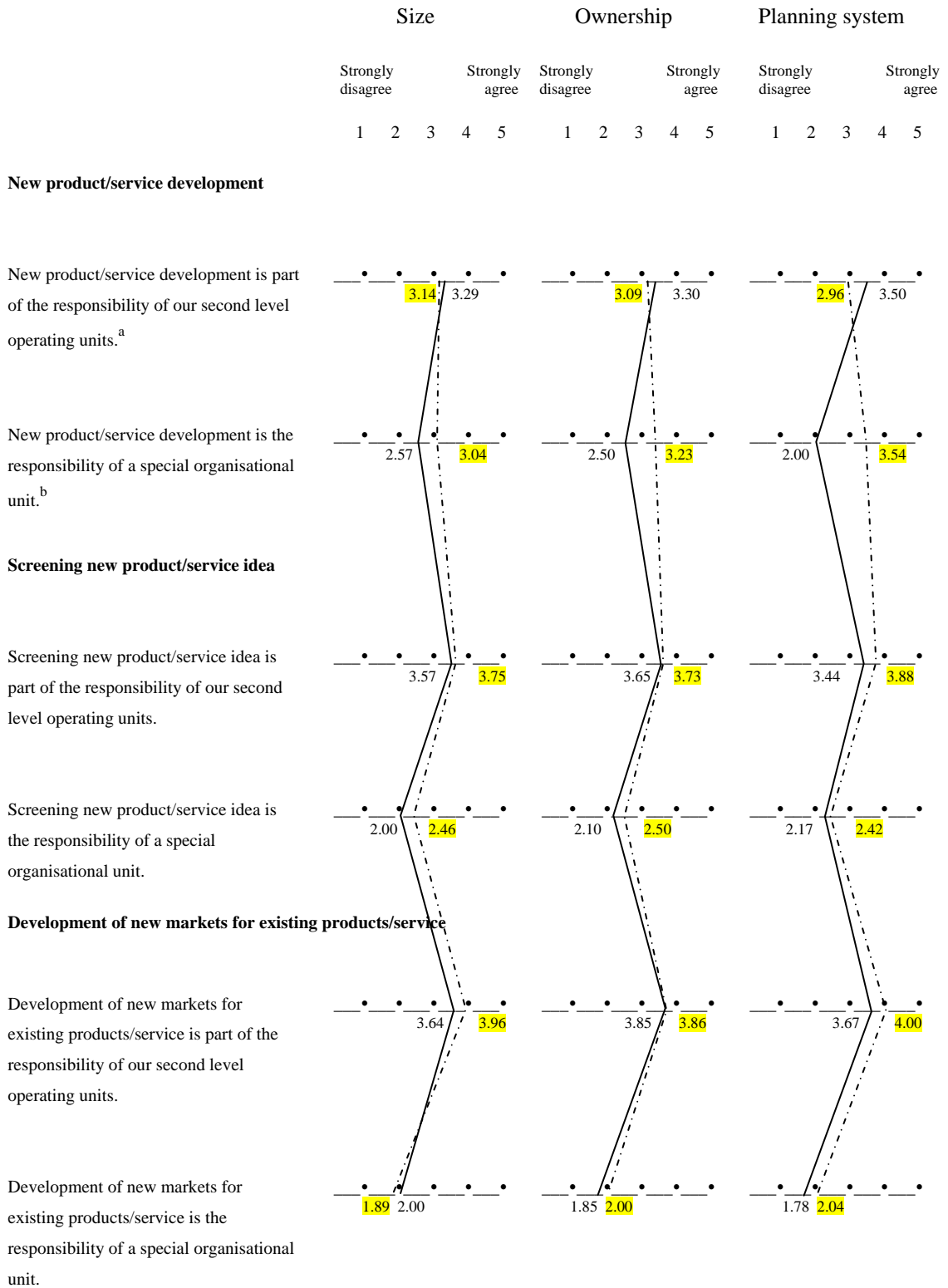
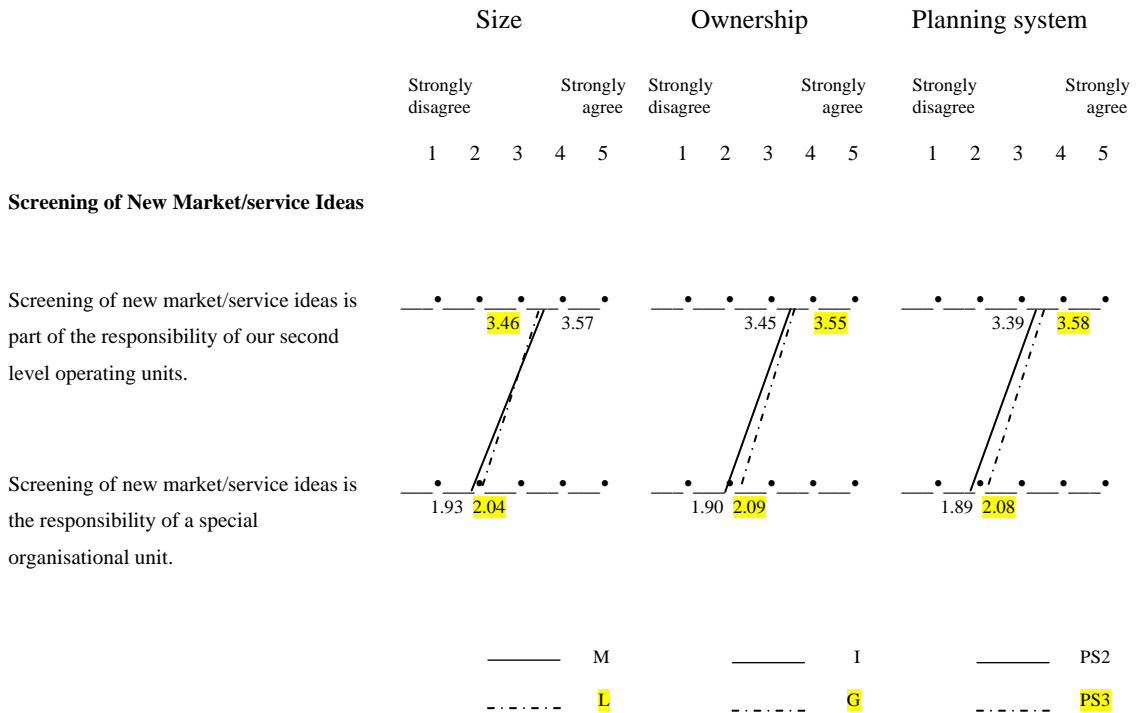


Figure 10.9: Organisational responsibility for new products and markets (continued)



Note: N=42, ^aplanning system: p<0.05, ^bownership: p<0.05; planning system: p=0.000

However, a statistically significant difference was found by ownership in that group companies were more likely to allocate the responsibility of new product/service development to a special organisational unit than independent companies.

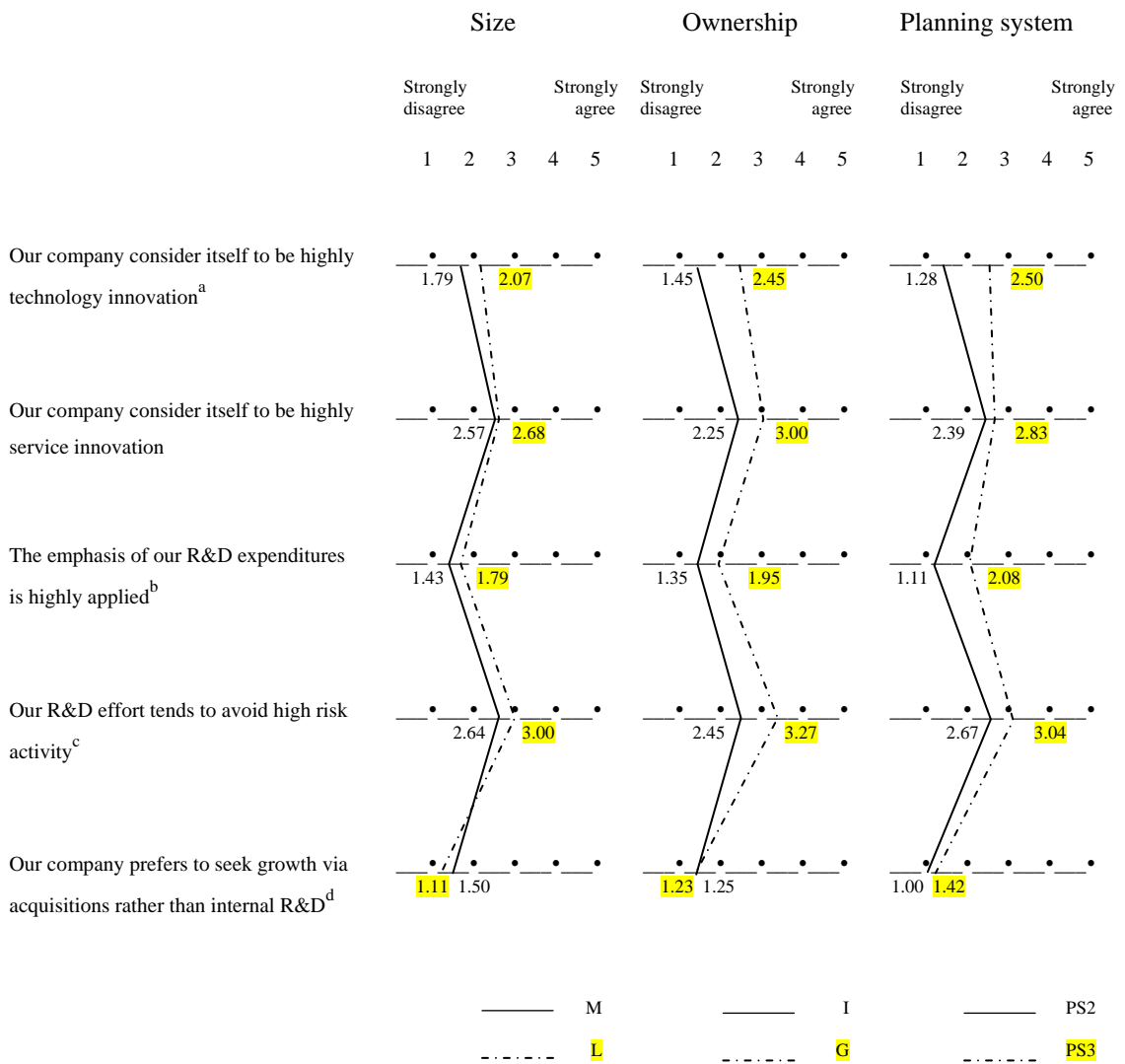
There were statistically significant differences in new product/service development between planning sophistication2 and planning sophistication3 companies. Planning sophistication2 companies were more likely to allocate the responsibility to the second level operating units whereas planning sophistication3 companies tended to allocate the responsibility to a special organisational unit.

10.3.3 Research and Development Strategy

The data in Figure 10.10 reveals that the two most common research and development (R&D) strategies of the 42 formal planners were avoiding high-risk activity

(mean=2.88) and being highly service innovation (mean=2.64). The remaining R&D strategies played only a minor role.

Figure 10.10: Research and development strategy



Note N=42
^aownership: p<0.01; planning system: p=0.000
^bplanning system: p=0.001, ^cownership: p<0.05, ^dplanning system: p<0.05

A statistically significant difference was found by ownership. Group companies were more likely to consider themselves to be high technology innovation and to avoid high-risk activity than independent companies.

There were statistically significant differences by planning system in that planning sophistication3 companies tended to place more focus on the R&D expenditure and seek growth via acquisitions rather than internal R&D compared with planning sophistication2 companies.

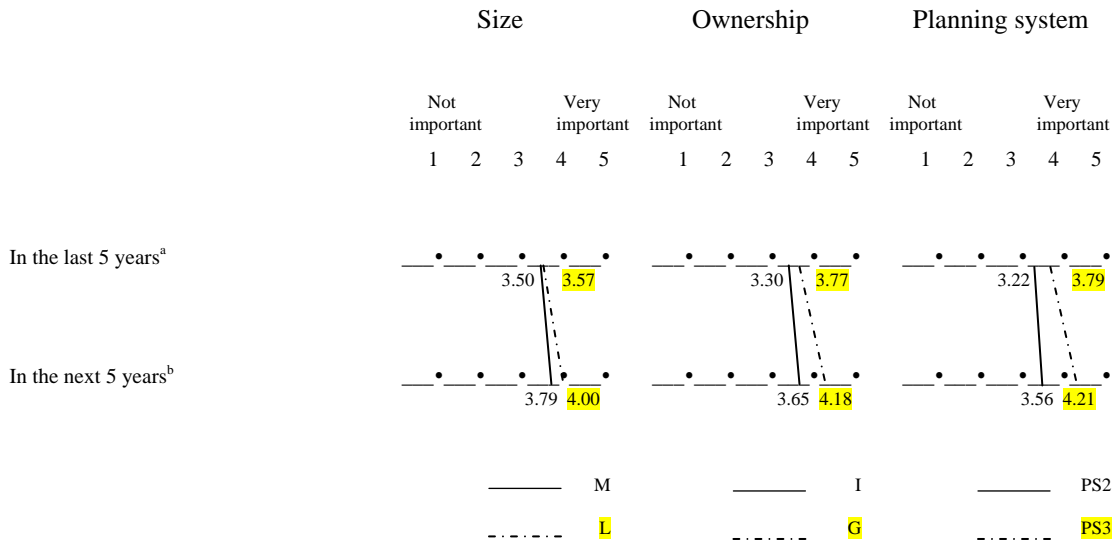
10.4 Quality Management Strategy

The data in Figure 10.11 shows the management of quality in the last 5 years was found to be important in all formal planning companies (mean=3.55) and it tended to be seen as more important in the next 5 years (mean=3.93).

A statistically significant difference between independent companies and group companies exists for the management of quality in the next 5 years. Group companies placed more importance on quality management in the next 5 years than independent companies.

There were statistically significant differences by planning system in that planning sophistication3 companies were more likely to assign more importance on quality management than planning sophistication2 companies, both in the last 5 years and in the next 5 years.

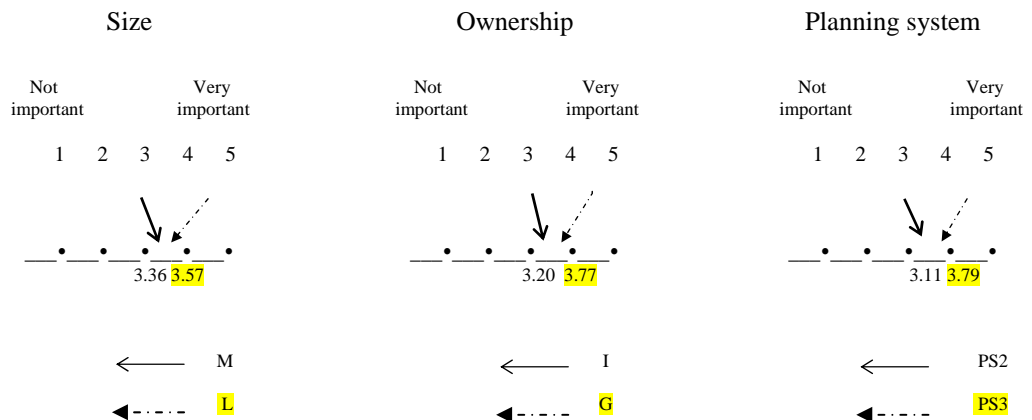
Figure 10.11: Quality Management



Note: N=42, ^aplanning system: p<0.05, ^bownership: p<0.05; planning system: p<0.005

Figure 10.12 shows that all formal planners addressed quality management as a strategic issue (mean=3.50). There were statistically significant differences by ownership and planning system. Group companies and planning sophistication3 companies were more likely to address quality management as a strategic issue compared with independent and planning sophistication2 companies.

Figure 10.12: Quality management addressed as a strategic issue



Note: N=42, ownership: p<0.05; planning system: p=0.005

Table 10.3 summarises the 5 main strategic approaches towards quality management were strategic thinking at second level of management (93%), strategic thinking at corporate level of management (91%), standard process of work (91%), clear strategies (91%), and clear objectives (88%).

There were statistically significant differences by size in that large companies were more likely to employ participative decision making processes and empowerment system as strategic approaches towards quality management than medium sized companies.

Significant differences between independent and group companies were found in the strategic approaches towards quality management. Group companies tended to utilize more participative decision making processes, standard process of work, empowerment system, clear responsibility at all levels and units, and clear planning processes than independent companies.

Statistically significant differences by planning system were found in that planning sophistication³ companies were more likely to use strategic thinking at second level, employees' knowledge, empowerment system, clear responsibility at all levels and units, and clear planning processes as strategic approaches towards quality management than medium sized companies.

Table10.3: Strategic approach towards quality management

Approach	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Strategic thinking at corporate level	38	90	13	93	25	89	19	95	19	86	17	94	21	88
Strategic thinking at second level ^a	39	93	13	93	26	93	18	90	21	96	15	83	24	100
Strategic thinking at other lower level	25	60	6	43	19	68	9	45	16	73	9	50	16	67
Cooperation process	32	76	11	79	21	75	16	80	16	73	15	83	17	71
Empowerment system ^b	20	48	3	21	17	61	6	30	14	64	6	33	14	58
Standard process of work ^c	38	90	11	79	27	96	16	80	22	100	15	83	23	96
Employees' knowledge ^d	36	86	10	71	26	93	15	75	21	96	13	72	26	96
Participative decision making processes ^e	30	71	7	50	23	82	11	55	19	86	10	56	20	83
Clear responsibility at all levels and units ^f	24	57	7	50	17	61	8	40	16	73	7	39	17	71
Clear objectives	37	88	13	93	24	86	17	85	20	91	16	89	21	88
Clear mission	27	64	9	64	18	64	11	55	16	73	11	61	16	67
Clear planning processes ^g	13	31	3	21	10	36	3	15	10	46	2	11	11	46
Clear strategies	38	91	12	86	26	93	17	85	21	96	15	83	23	96

Note: N=42, ^aplanning system: p<0.05, Cramer's V=0.320

^bsize: p<0.05, Cramer's V=0.371; ownership: p<0.05, Cramer's V=0.336

^cownership: p<0.05, Cramer's V=0.340, ^dplanning system: p<0.05, Cramer's V=0.334

^esize: p<0.05, Cramer's V=0.335; ownership: p<0.05, Cramer's V=0.347; planning system: p<0.05, Cramer's V=0.304

^fownership: p<0.05, Cramer's V=0.330; planning system: p<0.05, Cramer's V=0.319

^gownership: p<0.05, Cramer's V=0.329; planning system: p<0.05, Cramer's V=0.372

Table 10.4 identifies that the management levels responsible for addressing major strategic quality issues were corporate level of management (67%), and second level of management (31%). There was a statistically significant difference by ownership in that 85% of independent companies revealed that their corporate level of management responsible for addressing quality issues compared with 50% of group companies.

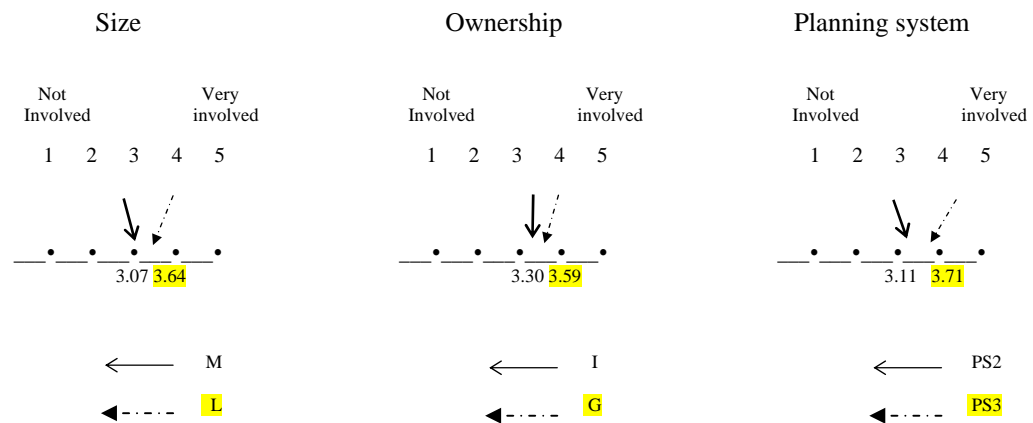
Table10.4: Management levels responsible for addressing major strategic quality issues

Management levels	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Corporate level ^a	28	67	12	86	16	57	17	85	11	50	13	72	15	63
CEO/MD/President	1	2	0	0	1	4	1	5	0	0	1	6	0	0
Second level	13	31	2	14	11	39	2	10	11	50	4	22	9	37
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ^aownership: p<0.05, Cramer's V=0.448

Figure 10.13 reveals that of the 42 formal planning companies, employees were involved in the quality approach (mean=3.45). Of the large companies, group companies, and planning sophistication3 companies the employees were more likely to be involved in the quality approach than those of medium sized companies, independent companies, and planning sophistication2 companies. However, a statistically significant difference only existed by size.

Figure 10.13: Employee involvement in quality approach



Note: N=42, size: $p < 0.05$; planning system: $p < 0.01$

Figure 10.14 displays an assessment of the five areas of the total quality management strategies namely the importance of total quality management, top management involvement, employee involvement, quality assessment, and customer relationship. The major findings from each area were the focusing on the quality of customer service (mean=4.45), the committing of the resources for continuous quality improvement (mean=3.98), the training of employees in quality issues (mean=4.24), regular assessing of the quality of products/services (mean=4.21), and continuous improvement of the relationship with the customers (mean=4.14). Interestingly, large companies, group companies, and planning sophistication3 companies were more likely to agree on total quality management strategies than the other groups.

Significant differences emerged by ownership in that group companies tended to agree with the total quality management strategies that the management of quality is a major philosophy that pervades the whole organisation, the company has special rewards and incentives for employees who make contributions to quality improvements, training of employees in quality issues plays an important role, our company regularly assesses the quality of its service's production processes, our company continually tries to improve the relationship with its customers, our company regularly measures customer satisfaction, and our company determines future customer requirements and expectations on a regular basis compared with independent companies.

There were statistically significant differences by planning system in that planning sophistication³ companies, compared with planning sophistication² companies were more likely to agree with the total quality management strategies that the management of quality is a major philosophy that pervades the whole organisation, continuous quality improvement is a major factor in the strategic management of our company, the senior management commits the resources for continuous quality improvements, the senior management provides the leadership for continuous quality improvements, the company training of employees in quality issues plays an important role, our company regularly assesses the quality of its products/services, our company regularly assesses the quality of its service's production processes, our company continually tries to improve the relationship with its customers, our company regularly measures customer satisfaction, and our company determines future customer requirements and expectations on a regular basis.

Figure 10.14: Total quality management strategies

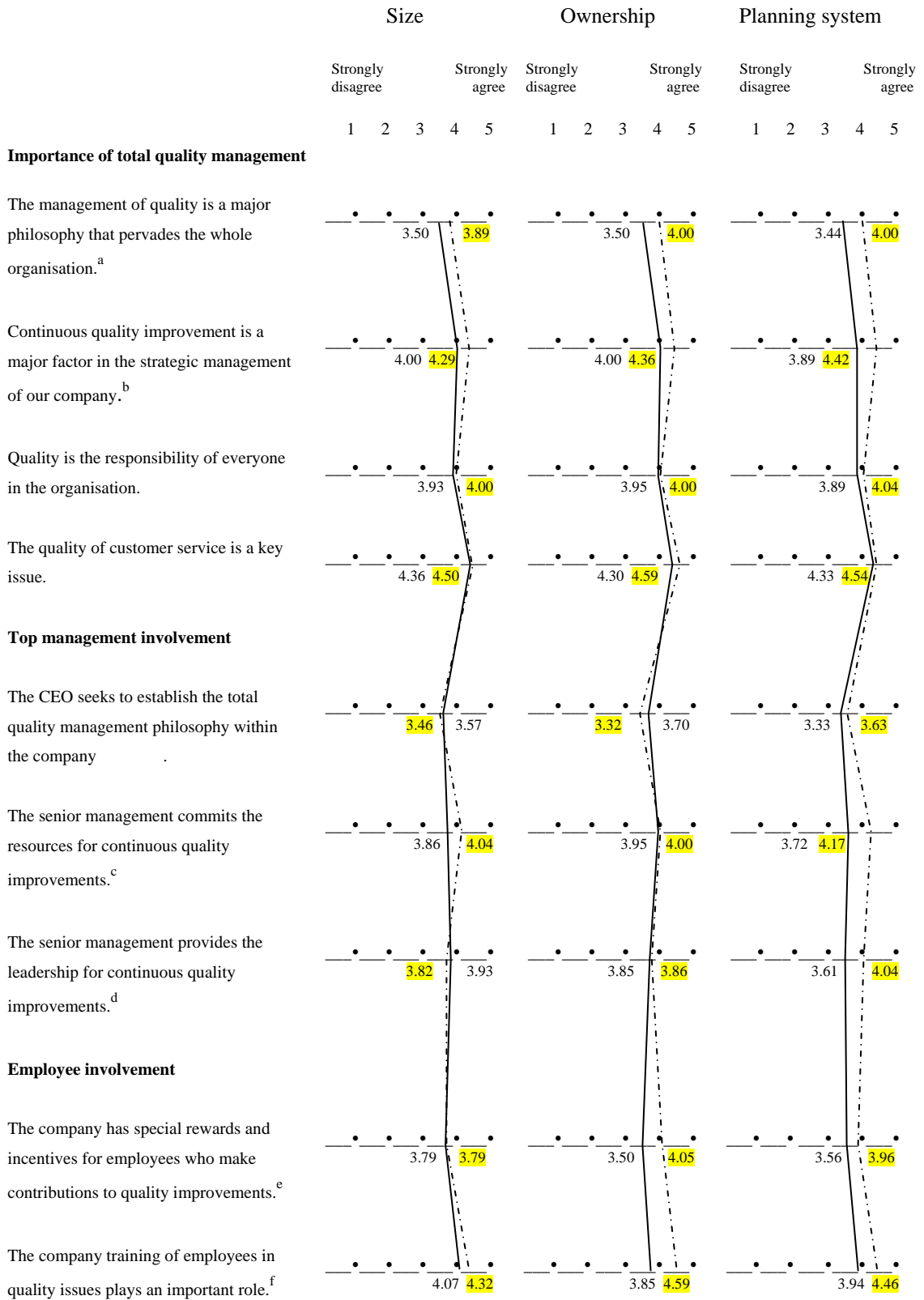
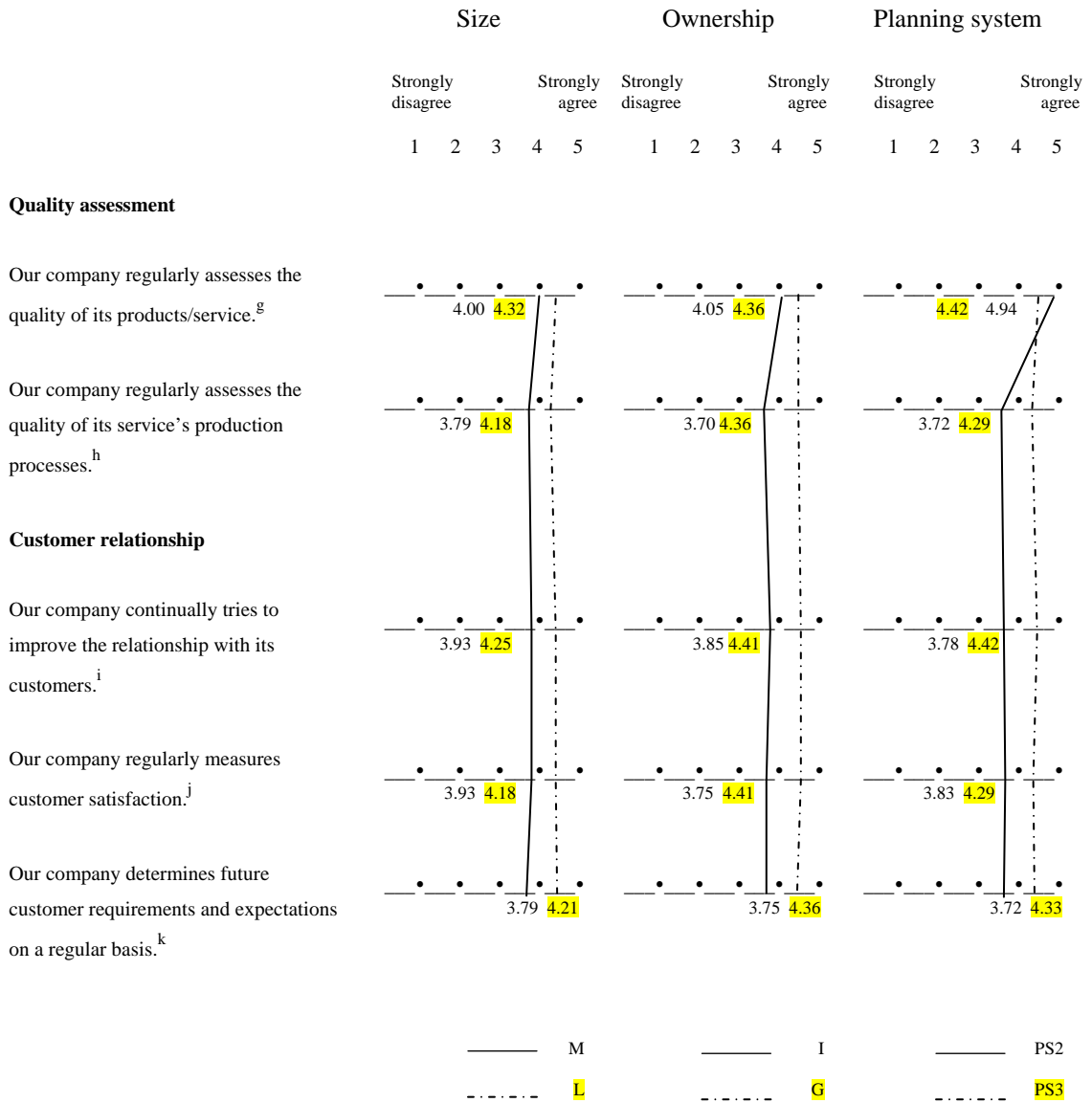


Figure 10.14: Total quality management strategies (continued)



Note: N=42
^gownership: p<0.05; planning system: p<0.05, ^hplanning system: p<0.05, ^cplanning system: p<0.01
^dplanning system: p<0.05, ^eownership: p<0.05, ^fownership: p=0.000; planning system: p<0.05
^gplanning system: p<0.05, ^hownership: p=0.005; planning system: p<0.05
ⁱownership: p=0.010; planning system: p<0.005, ^jownership: p<0.005; planning system: p<0.05
^kownership: p<0.01; planning system: p=0.010

Table 10.5 reports that of the 42 formal planning companies, only 7% had ISO9000 certification and 5% were considering to apply for ISO9000 certification in the next 5 years.

Table 10.5: ISO9000 Holder

ISO9000	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Currently holding	3	7	0	0	3	13	1	5	2	9	1	6	2	8
Considering in the next 5 years	2	5	1	7	1	4	0	0	2	9	1	6	1	4
Non-considering	37	88	13	93	24	83	19	95	18	82	16	88	21	88
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Table 10.6 shows that 67% of formal planners acquired quality awards with statistically significant differences by size, ownership, and planning system. The data suggests that a higher percentage of large companies, group companies, and planning sophisticated companies hold both domestic and international awards regarding quality compared with the other groups.

Table 10.6: Quality Award

Quality award	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	28	67	6	43	22	79	8	40	20	91	9	50	19	79
No	14	33	8	57	6	21	12	60	2	8	9	50	5	21
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

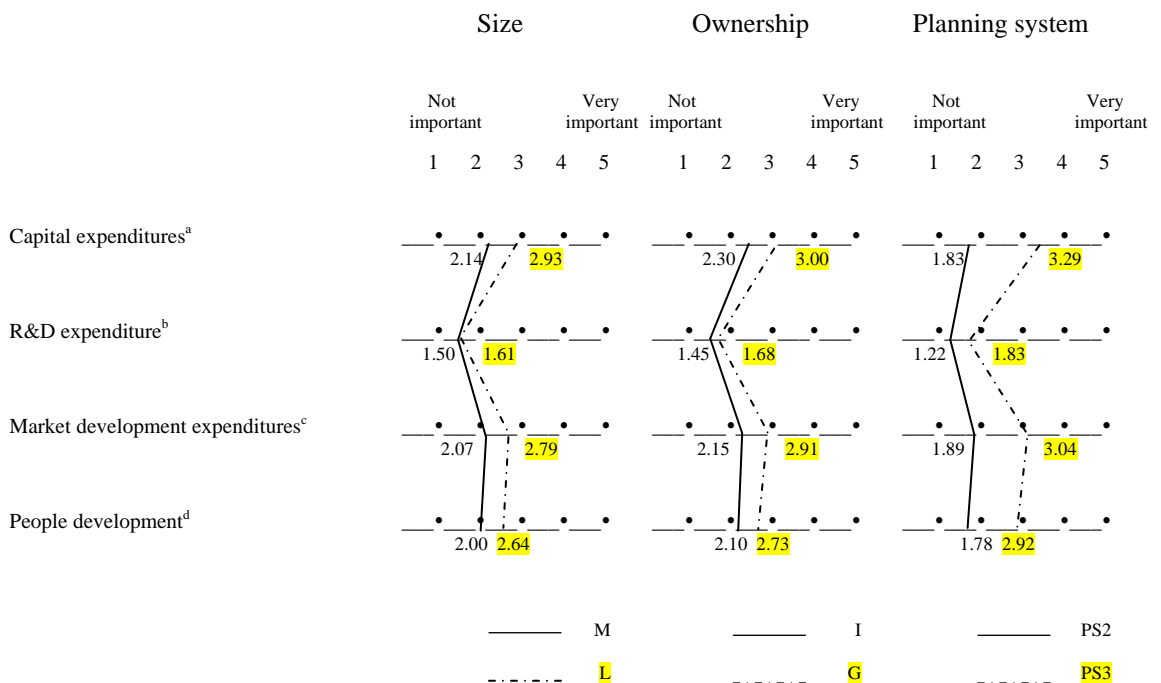
Note: size: $p < 0.05$, Cramer's $V = 0.357$, ownership: $p = 0.000$, Cramer's $V = 0.539$, planning system: $p < 0.05$, Cramer's $V = 0.306$

10.5 Resource Allocation Decisions

The findings on a budgetary distinction between resources required to maintain current activities and those required to provide long-term benefit in Figure 10.15 show that the formal planning companies assigned low importance on a budgetary distinction,

especially for R&D expenditure. However, large companies, group companies, and planning sophistication³ companies were more likely to distinguish between resources required to maintain current activities and those required to provide long-term benefits compared with medium sized companies, independent companies, and planning sophistication² companies with a statistically significant difference found by planning system.

Figure 10.15: A budgetary distinction between resources required to maintain current activities and those required to provide long-term benefits



Note: N=42

^aplanning system: p=0.000, ^bplanning system: p<0.05, ^cplanning system: p=0.005, ^dplanning system: p<0.005

Figure 10.16 displays the major criteria for evaluating expenditure proposals and it was found that the formal planners assigned the greatest importance to forecast net operating profit (mean=3.43), followed by forecast return on investment (mean=3.36), and impact on earning per share (mean=3.31). Market and personnel criteria played only a minor role. Group companies and planning sophistication³ companies assigned a greater

importance to all the criteria compared with independent companies and planning sophistication2 companies.

There was a statistically significant difference by size in that large companies seemed more likely to make a budgetary distinction about growth of market for which expenditure is required than medium sized companies.

Significant differences by ownership emerged in all financial criteria, present market share position, forecast market share growth, and forecast sales growth with group companies more likely to make a budgetary distinction than independent companies.

Statistically significant differences between planning sophistication2 and planning sophistication3 companies were found in all criteria, except growth of market for which expenditure is required, the planning sophistication3 companies being more likely to make a budgetary distinction.

Figure 10.16: Criteria for evaluating expenditure proposals

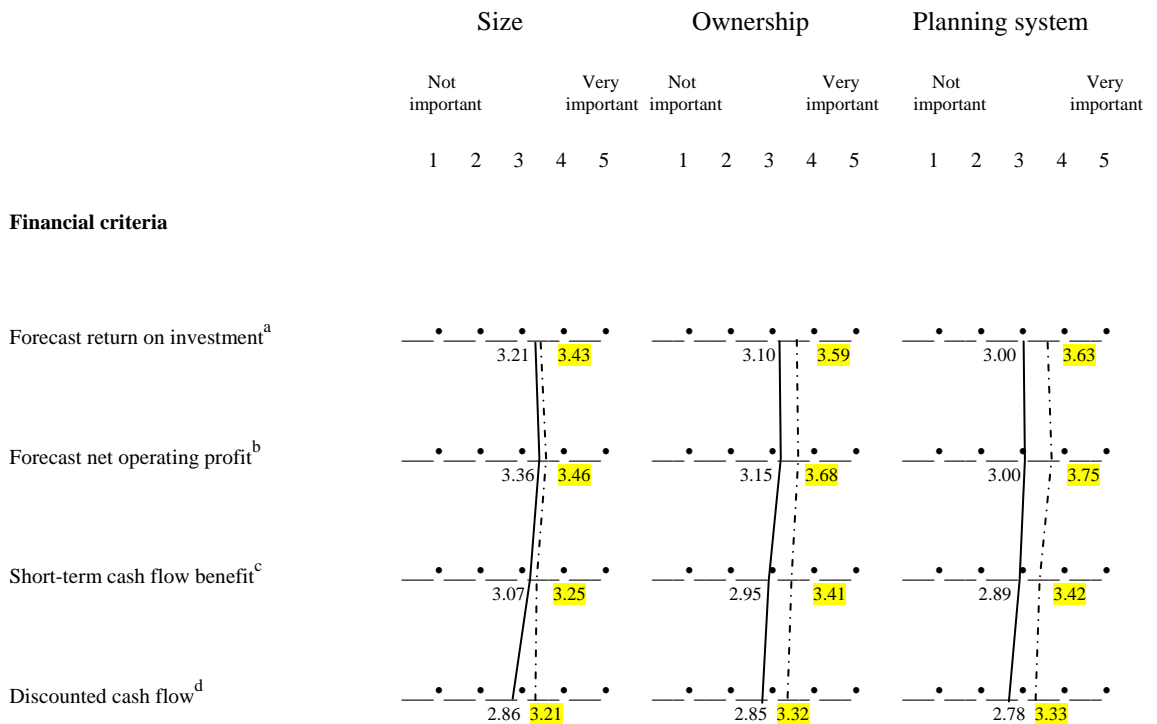
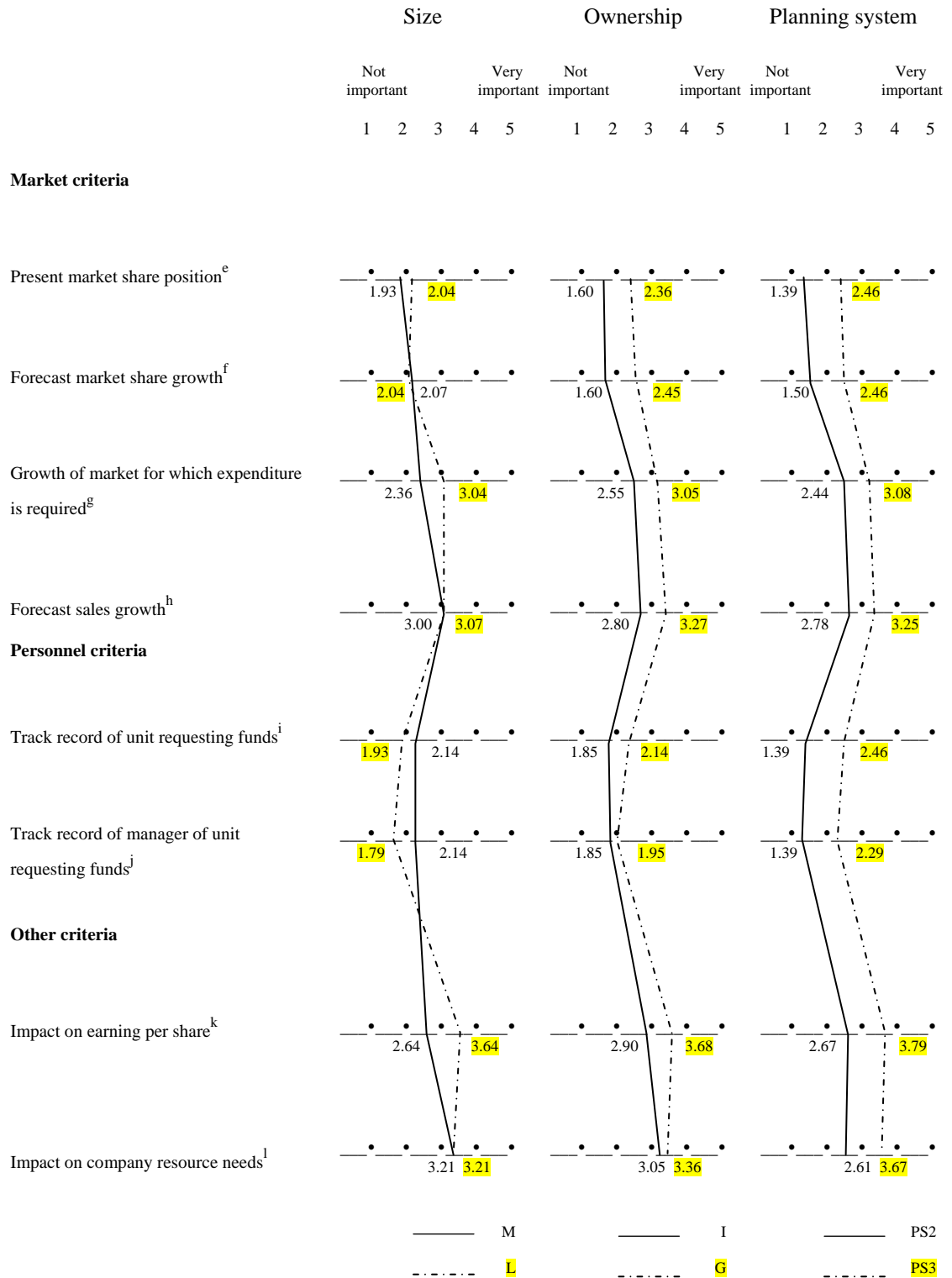


Figure 10.16: Criteria for evaluating expenditure proposals (continued)



Note: N=42

^aownership: p<0.05; planning system: p=0.001, ^bownership: p<0.05; planning system: p=0.000

^cownership: p<0.05; planning system: p<0.005, ^downership: p<0.05; planning system: p<0.005

^eownership: p<0.05; planning system: p<0.005, ^fownership: p<0.05; planning system: p<0.01

^gsize: p=0.05, ^hownership: p<0.05; planning system: p<0.05

ⁱplanning system: p=0.000, ^jplanning system: p<0.005, ^kplanning system: p<0.05, ^lplanning system: p=0.001

10.6 Chapter Summary

This chapter reviewed the corporate strategies and processes of the formal planning companies.

All formal planning companies, particularly planning sophistication³ companies formalised their corporate strategies to a reasonable extent. The major processes of corporate strategy development were a negotiation process between CEO/MD/President and corporate level management, and being formulated by corporate management.

The most common analytical tools/techniques which influenced the corporate strategy development were the SWOT analysis, forecasting model, the Five Force analysis, and the PEST analysis. At the same time, planning techniques had a low influence on the development of corporate strategy. The findings suggested that large companies, group companies, and planning sophistication³ companies were more likely to focus on all environment and resource analysis techniques than the other groups. Statistically significant differences were found by size in Five Force analysis, by ownership in SWOT analysis, and the product life cycle analysis, and by planning system for all analytical tools/techniques.

Benchmarking, with major competitors in Thailand played a moderate role on corporate strategies. Benchmarking had a greater influence on corporate strategy of large companies, group companies, and planning sophistication³ companies than those of the other groups with significant differences found by ownership. Products/services, marketing, and customers were the main dimensions for the benchmarking process. Large companies, group companies, and planning sophistication³ companies tended to focus more on all dimensions of the benchmarking process than the other groups. Significant differences were found by size in products/services, by ownership in business strategy, and by planning system in business strategy and profitability.

The main characteristics of explicit corporate strategies were seeking markets where service quality is important, markets where it can attain large share of served markets,

entering or developing service businesses, seeking market service differentiation, and market where long stay is possible. In general, large companies, group companies, and planning sophistication³ companies were more explicit for most corporate strategies than the other groups. Significantly, large companies focused on markets where they can attain large shares of served markets, and markets where hotel brand is important whereas medium sized companies focused on advantages of Thailand's cheap labour. Group companies compared with independent companies were more likely to seek markets where it can attain large shares of served markets, markets where service differentiation is important, markets where hotel brand is important, markets where service quality is important, markets which require unique service, and markets where strategic partnerships are feasible while independent companies seek markets where long stay is possible. Planning sophistication³ companies focused on markets where it can attain large shares of served markets, markets where service differentiation is important, markets where hotel brand is important, markets where service quality is important, markets where scarce resources are important, markets which require unique service, and markets where strategic partnerships are feasible whereas planning sophistication² companies focused on advantages of Thailand's cheap labour.

The most important growth strategies were growth through introducing existing product/service into new markets. Large companies, group companies, and planning sophistication³ companies assigned a greater importance to all product/service strategies than the other groups. Group companies placed more importance to growth through introducing existing products/service into new markets while planning sophistication³ companies placed more importance to growth through existing products/service in existing markets.

Being a later entrant in established but still growing markets or an early follower of initial entrants in fast growing new market was a preferable product/service introduction strategy. Significantly, large companies, group companies, and planning sophistication³ companies were more likely to be early followers of initial entrants in fast growing new market while medium sized companies, independent companies, and planning sophistication² companies tended to be later entrants in established but still growing

markets. In addition, group companies and planning sophistication³ companies tended to be first to market with new products and services.

Overall responsibilities for new products and markets tended to be assigned to the second level units. However, large companies, group companies and planning sophistication³ companies were more likely to assign responsibility for new product and market development to a special organisational unit while medium sized companies, independent companies, and planning sophistication² companies were more likely to assign responsibility to second level units with statistically significant differences by ownership, and planning system. Research and development played only a minor role in corporate strategy.

Quality management strategy was addressed as a strategic issue and had been important to all formal planning companies over the last 5 years and was expected to be more important over the next 5 years with statistically significant differences by ownership and planning system.

The main strategic approaches towards quality management were strategic thinking at second level of management, strategic thinking at corporate level of management, standard process of work, clear strategies, and clear objectives. Empowerment system, standard process of work, employees' knowledge, participative decision-making processes, and clear planning process tended to be found in large companies, group companies, and planning sophistication³ companies than in the other groups. Statistically significant differences were found by ownership and by planning system rather than by size.

Corporate and second level management were mainly responsible for addressing strategic quality issues. The employees of large companies, group companies, and planning sophistication³ companies were more likely to involved in the quality approach than those of the other groups with a statistically significant difference by size.

Total quality management played a crucial role in corporate strategy by focusing on the quality of customer service, committing the resources for continuous quality improvement, training of employees in quality issues, regularly assessing the quality of products/service, and continuous improvement of the relationship with the customers. Large companies, group companies, and planning sophistication³ companies had a greater involvement in most aspects of total quality management strategies than the other groups with some statistically significant differences by ownership and planning system.

Formal planning companies assigned low importance on a budgetary distinction between resources required to maintain current activities and those required to provide long-term benefit.

Chapter 11

Planning and Planning System

11.1 Introduction

This chapter investigates the corporate plans, the second level plans, and the planning subsystem of the formal planners (N=42) in the hotel industry of Thailand. It will also identify any significant differences by either size, ownership, or planning system.

11.2 Corporate Plans

Several aspects of the corporate plan were examined including the time horizons, the relationship with short-term plans, the content of plans, the computer systems supporting the corporate planning process.

11.2.1 Planning Time Horizon

Table 11.1 displays the time horizons to which the formal planning companies developed their formal plans. All formal planning companies had an annual time horizon as part of their planning time structure, the intermediate planning time horizon was 3.13 years, and the longest planning time horizon was 4.51 years. Interestingly, the findings suggest that large companies, group companies, and planning sophistication³ companies tend to have longer time horizons than medium sized companies, independent companies, and planning sophistication² companies.

A significant difference by ownership exists in the longest planning time horizon with group companies having a planning time horizon of 5.52 years compared with independent companies of 3.45 years.

There were statistically significant differences by planning system with planning sophistication3 companies having an intermediate planning time horizon of 3.55 years compared with planning sophistication2 companies of 2.20 years and planning sophistication3 companies having the longest planning time horizon of 5.63 years compared with planning sophistication2 companies of 2.94 years.

Table 11.1: Planning time horizon

Time horizon (years)	Mean	N	%	Size		Ownership		Planning system	
				M	L	I	G	PS2	PS3
Shortest	1.00	42	100	1.00	1.00	1.00	1.00	1.00	1.00
Intermediate ^a	3.13	16	38	2.50	3.33	2.60	3.36	2.20	3.55
Longest ^b	4.51	40	95	3.54	4.96	3.45	5.52	2.94	5.63
Total		42	100	14	28	20	22	18	24

Note: ^aplanning system: $p < 0.005$, ^bownership: $p < 0.005$; planning system: $p = 0.000$

The data on frequency of updating the corporate plan in Table 11.2 shows that 55% of formal planning companies updated the corporate plan on an annual basis, 21% on a quarterly basis, 19% on monthly basis, and 9% less than once a year.

There was a significant difference by planning system with 44% of planning sophistication2 companies updating the corporate plan on a quarterly basis compared with almost 80% of planning sophistication3 companies updating the corporate plan on an annual basis.

Table 11.2: Frequency of updating corporate plan

Times	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Monthly	8	19	5	36	3	11	3	15	5	23	6	33	2	8
Quarterly	9	21	4	29	5	18	6	30	3	14	8	44	1	4
Yearly	23	55	4	29	19	68	10	50	13	59	4	22	19	79
Less than once a year	2	5	1	7	1	4	1	5	1	5	0	0	2	8
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: Planning system: $p = 0.000$, Cramer's $V = 0.668$

The findings in Table 11.3 reveal that 55% of formal planning companies reviewed progress against the corporate plan on a monthly basis, 36% on a quarterly basis, 7% on a semi-annual basis, and 2% on an annual basis.

There was a statistically significant difference by planning system with 83% of planning sophistication² companies reviewing progress on a monthly basis compared with 50% of planning sophistication³ companies reviewing progress on a quarterly basis.

Table 11.3: Frequency of reviewing progress against corporate plan

Times	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Monthly	23	55	10	72	13	46	24	70	9	40	25	83	8	33
Quarterly	15	36	3	21	12	43	4	20	11	50	3	17	12	50
Twice a year	3	7	1	7	2	7	2	10	1	5	0	0	3	13
Yearly	1	2	0	0	1	4	0	0	1	5	0	0	1	4
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: Planning system: $p < 0.05$, Cramer's $V = 0.509$

11.2.2 Relationship between Plans

Table 11.4 deals with the relationship between corporate and short-term plans and it was found that 55% of formal planning companies developed the long-term plan before the short-term plan, 33% developed both the short and the long-term plan simultaneously, and 12% developed the short-term plan before the long-term plan.

A statistically significant difference emerged by planning exists with 75% of planning sophistication³ companies developing their long-term plan before their short-term plan and more than half of planning sophistication² companies developing both short and long-term plans simultaneously.

Table 11.4: Relationship between corporate plan and short-term plan

Process	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Long-term plan prepared first, short-term plan then fitted into long-term plan	23	55	8	57	15	54	8	40	15	68	5	28	18	75
Short-term plan prepared first, long-term plans were then extended	5	12	1	7	4	14	3	15	2	9	3	17	2	8
Short and long-term plans prepared simultaneously	14	33	5	36	9	32	9	45	5	23	10	55	4	17
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: Planning system: $p < 0.01$, Cramer's $V = 0.474$

11.2.3 Types of Planning

Figure 11.1 shows the top three types of planning activities that the corporate planning effort was spent on were action planning or operational planning for the next 1 to 3 years (mean=3.67), internal growth (mean=3.38), and short-term emergency planning (mean=3.21). Interestingly, large companies, group companies, and planning sophistication³ companies expended a greater effort on every aspect of planning activities than medium sized companies, independent companies, and planning sophistications companies.

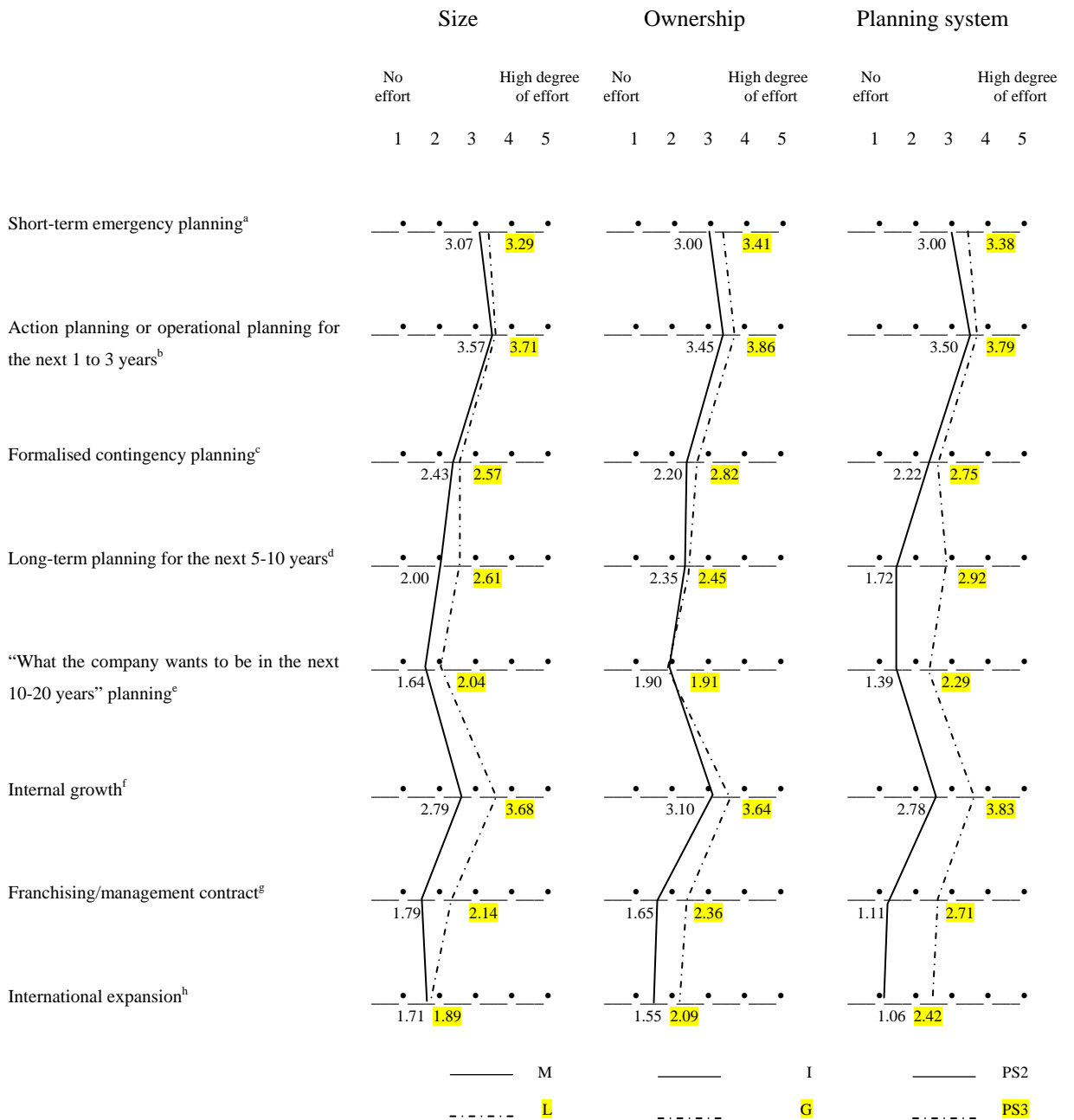
There were statistically significant differences by size in that large companies tended to have a higher degree of effort than medium sized companies on long-term planning for the next 5-10 years, and internal growth.

Significant differences by ownership exist with group companies expending a higher degree of effort in short-term emergency planning, action planning or operational planning for the next 1 to 3 years, and formalised contingency planning than independent companies.

Statistically significant differences by planning system were found with planning sophistication³ companies spending a higher degree of effort in short-term emergency planning, formalised contingency planning, long-term planning for the next 5-10 years, “What the company wants to be in the next 10-20 years” planning, internal growth

planning, franchising planning, and international expansion planning than planning sophistication2 companies

Figure 11.1: Types of planning activity



Note: N=42

^aownership: p<0.05; planning system: p<0.05, ^bownership: p<0.05

^cownership: p<0.05; planning system: p<0.05, ^dsize: p<0.05; planning system: p=0.000

^eplanning system: p=0.000, ^fsize: p=0.01; planning system: p=0.001, ^gplanning system: p=0.000

^hplanning system: p=0.000

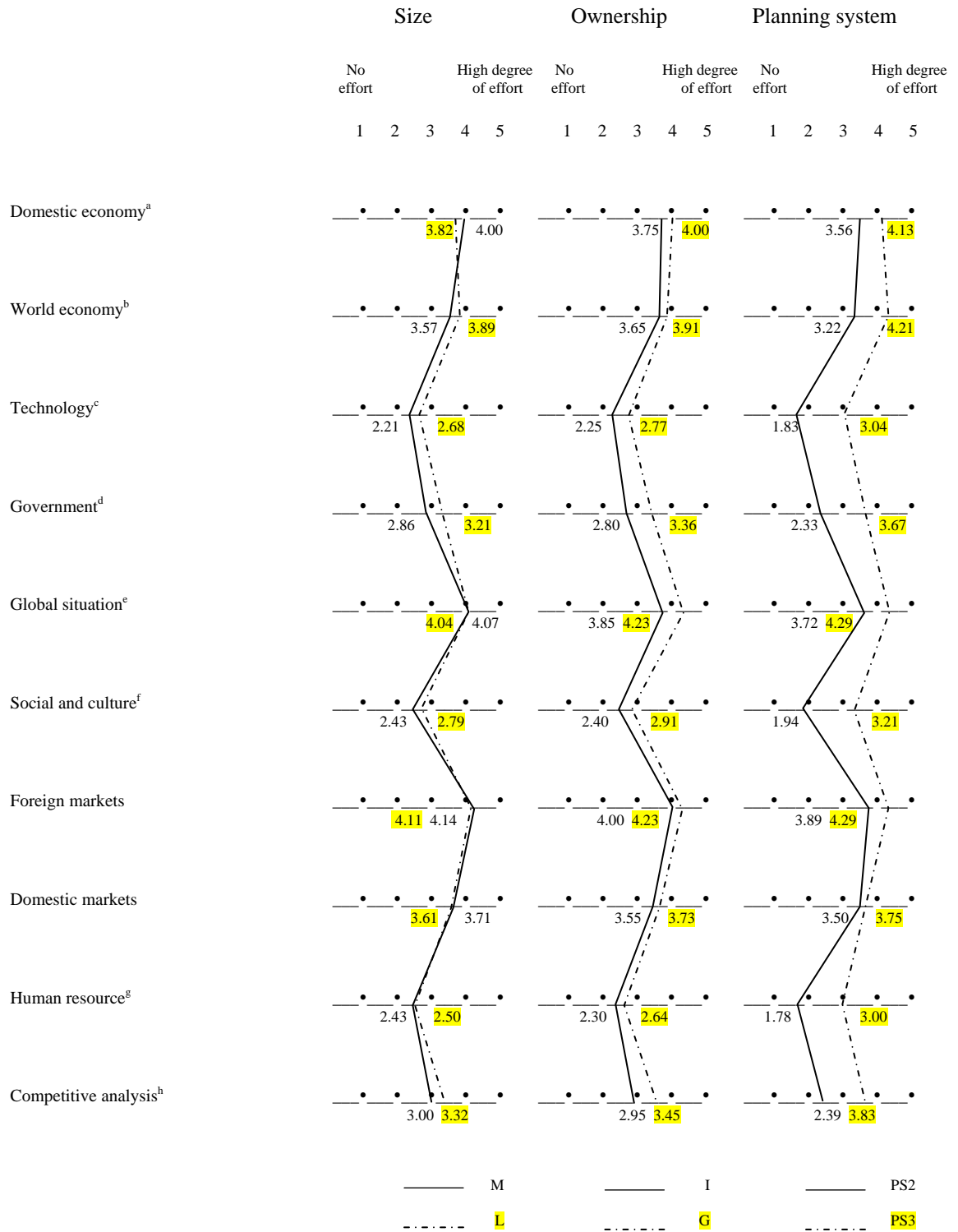
11.2.4 Forecast Development

Figure 11.2 deals with the effort, in terms of time/financial resources the formal planning companies spending on external factor forecasts for the last 5 years. It was found that formal planning companies spent the greatest effort in forecasts on foreign markets (mean=4.12), followed by global situation (mean=4.05), domestic economy (mean=3.88), world economy (mean=3.79), and domestic markets (mean=3.64) respectively.

The data suggests that group companies put a greater degree of effort in every external forecast area than independent companies, however these differences were not statistically significant.

Planning sophistication³ companies compared with planning sophistication² companies were more likely to spend a greater degree of effort in every external forecast area, but only domestic economy, world economy, technology, government, global situation, social and culture, human resource, and competitive analysis were statistically significant.

Figure 11.2: Corporate planning effort on external factor forecasts (last 5 years)



Note: N=42

^aplanning system: p<0.05, ^bplanning system: p<0.01, ^cplanning system: p=0.000, ^downership: p<0.05; planning system: p=0.000

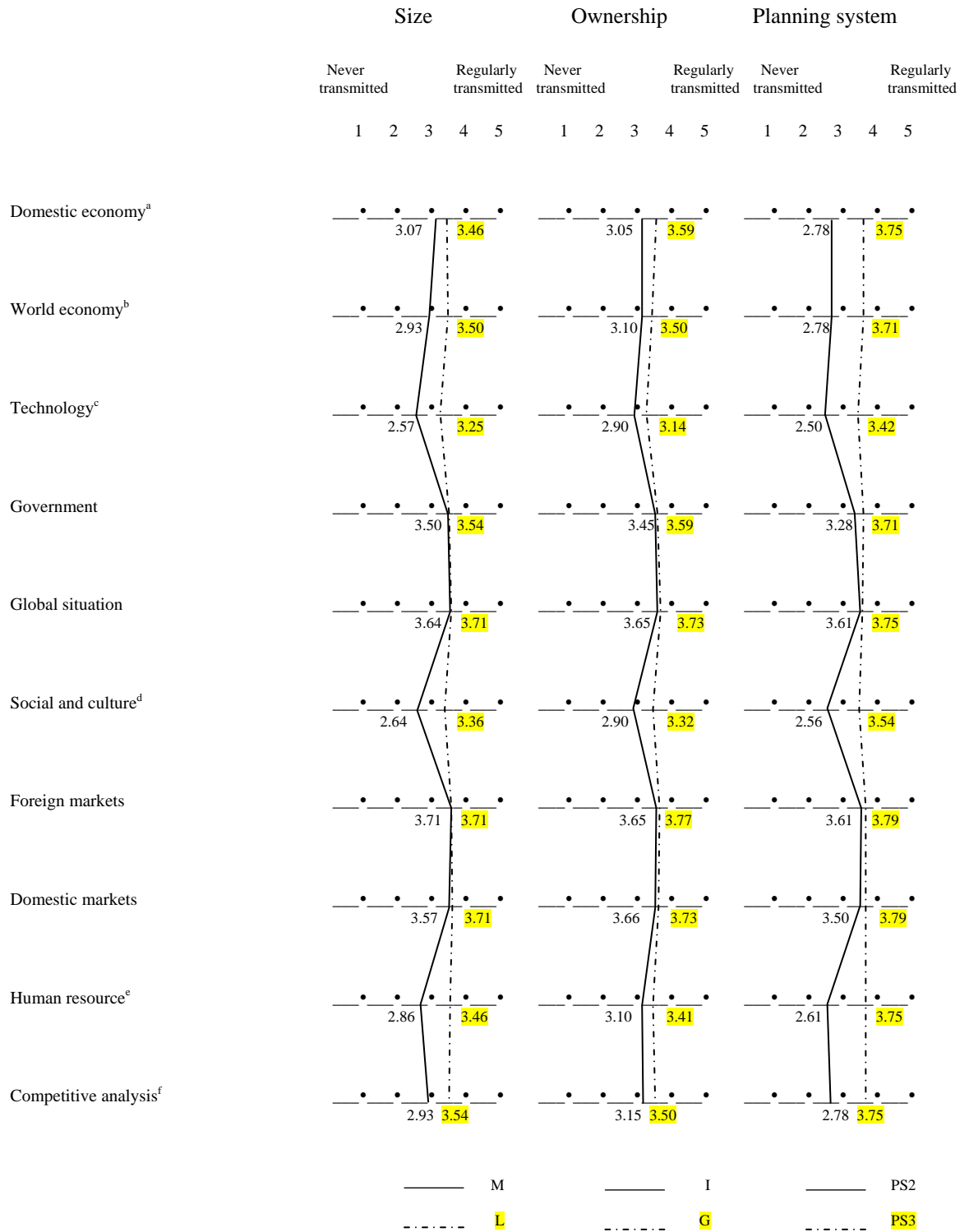
^eplanning system: p<0.05, ^fplanning system: p=0.000, ^gplanning system: p=0.000, ^hplanning system: p=0.000

Figure 11.3 details that in the formal planning companies, the 3 major areas of forecast transmission from corporate planning to the second level of management were foreign markets (mean=3.71), global situation (mean=3.69), and domestic markets (mean=3.67).

It was found that large companies, and group companies had a higher degree of forecast transmission from corporate planning to the second level of management in every area of forecast than the medium sized companies and independent companies, however, these differences were not statistically significant.

The data showed that planning sophistication³ companies also had a higher degree of forecast transmission from corporate planning to the second level of management in every area of forecast compared with planning sophistication² companies but only domestic economy, world economy, technology, human resource, and competitive analysis showed statistically significant differences.

Figure 11.3: Transmittal of forecasts from corporate planning to second level



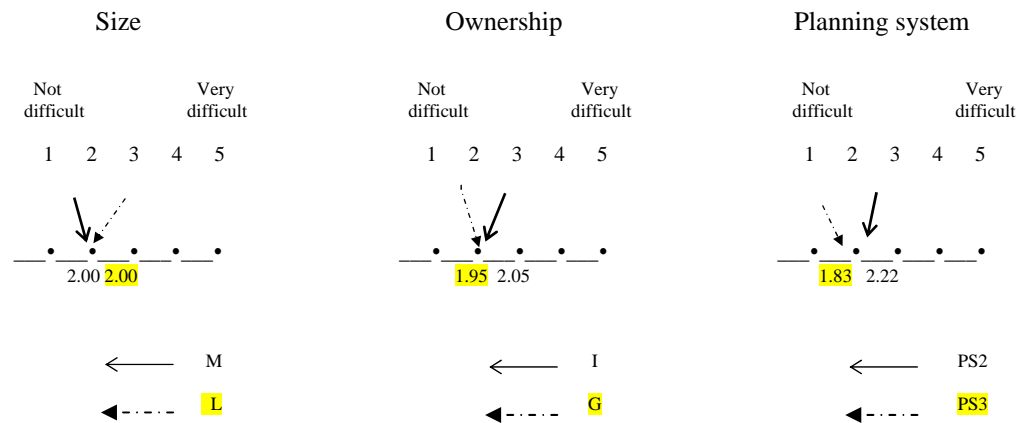
Note: N=42

^aplanning system: p<0.01, ^bplanning system: p<0.05, ^cplanning system: p<0.05, ^dplanning system: p<0.05

^eplanning system: p<0.01, ^fplanning system: p<0.05

Figure 11.4 shows that the second level units of the formal planning companies were unlikely to have difficulties in obtaining for themselves the information they receive from corporate planning.

Figure 11.4: Second level units obtain for themselves the information they receive from corporate planning



Note: N=42

11.2.5 Headings in Corporate Plan

Table 11.5 shows that the 5 major headings of the corporate plan were objectives (88%), budget/forecast (81%), company analysis (74%), market analysis (62%), and operating plan (60%).

There were statistically significant differences by size with 75% of large companies compared with 36% of medium sized companies incorporating their market analysis into the corporate plan, and 68% of large companies compared with 29% of medium sized companies incorporating customer analysis into the corporate plan.

Significant differences by ownership exist with a higher percentage of group companies incorporating mission, objectives, and corporate strategy into the corporate plan

compared with independent companies. In contrast, a higher percentage of independent companies incorporated the operating plan into the corporate plan.

Statistically significant differences were found by planning system with a higher percentage of planning sophistication³ companies incorporating market analysis, customer analysis, competitor analysis, company analysis, key issues/problems, corporate strategy, and second level strategy into the corporate plan compared with planning sophistication² companies. By contrast, a higher percentage of planning sophistications² companies incorporated the operating plan into the corporate plan.

Table 11.5: Major headings of corporate plan

Headings	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Mission ^a	23	55	5	36	18	64	7	35	16	73	7	39	16	67
Objectives ^b	37	88	12	86	25	89	15	75	22	100	15	83	22	92
Market analysis ^c	26	62	5	36	21	75	11	55	15	68	8	44	18	75
Customer analysis ^d	23	55	4	29	19	68	9	45	14	64	2	11	21	88
Competitor analysis ^e	9	21	2	14	7	25	2	10	7	32	1	6	8	33
Company analysis ^f	31	74	9	64	22	79	14	70	17	77	8	44	23	96
Key issues/problems ^g	16	38	3	21	13	46	5	25	11	50	1	6	15	63
Corporate strategy ^h	23	55	5	36	18	64	7	35	16	73	3	17	20	83
Second level strategy ⁱ	10	24	2	14	8	29	3	15	7	32	1	6	9	38
Product analysis	18	43	7	50	11	39	10	50	8	36	9	50	9	38
Budget/ forecast ^j	34	81	9	64	25	89	13	65	21	96	12	67	22	92
Operating plan ^k	25	60	11	79	14	50	17	85	8	36	17	94	8	33

Note: N=42, ^aownership: p<0.05, Cramer's V=0.379, ^bownership: p<0.05, Cramer's V=0.386

^csize: p<0.05, Cramer's V=0.381; planning system: p<0.05, Cramer's V=0.311

^dsize: p<0.05, Cramer's V=0.372; planning system: p=0.000, Cramer's V=0.760

^eplanning system: p<0.05, Cramer's V=0.335, ^fplanning system: p=0.000, Cramer's V=0.578

^gplanning system: p=0.000, Cramer's V=0.580

^hownership: p<0.05, Cramer's V=0.379; planning system: p=0.000, Cramer's V=0.668

ⁱplanning system: p<0.05, Cramer's V=0.371

^jownership: p<0.05, Cramer's V=0.387; planning system: p<0.05, Cramer's V=0.315

^kownership: p=0.001, Cramer's V=0.495; planning system: p=0.000, Cramer's V=0.616

Table 11.6 shows that the average numbers of headings for corporate plan of the 42 formal planners was 6.55 with statistically significant differences by size, ownership, and planning system. The data suggested that large companies, group companies, and

planning sophistication³ companies tended to have a greater number of headings for their corporate plan compared with those of the other groups.

Table 11.6: Numbers of headings for corporate plan

	Mean	Size		Ownership		Planning system	
		M	L	I	G	PS2	PS3
Numbers of heading	6.55	5.29	7.18	5.65	7.36	4.67	7.96

Note: N=42, size: $p < 0.05$, ownership: $p < 0.05$, planning system: $p = 0.000$

11.2.6 Access to Corporate Plans

Table 11.7 identifies that in 52% of formal planning companies the senior management only had access to the corporate plans, in 41% of formal planning companies the second level management and up had access to the corporate plans and only in 7% of formal planning companies did the third level management and up have access to the corporate plans. In large companies, group companies, and planning sophistication³ companies, second level of management and up tended to have access to the corporate plan while for medium sized companies, independent companies, and planning sophistication² companies, senior management only tended to have access to the corporate plan.

There was a statistically significant difference by size with 79% of medium sized companies the senior management only having access to the corporate plans compared with 39% of large companies.

Statistically significant differences by ownership exist with 10% of independent companies the second level management and up having access to the corporate plans compared with 68% of group companies, and in 90% of independent companies the senior management only having access to the corporate plans compared with 18% of group companies.

Similarly, significant differences were found by planning system with 22% of planning sophistication² companies second level management and up having access to the corporate plans compared with 54% of planning sophistication³ companies, and 72% of planning sophistication² companies senior management only having access to the corporate plans compared with 38% of planning sophistication³ companies.

Table 11.7: Organisational personnel access to corporate plan

Organisational personnel	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Second level management and up ^a	17	41	3	21	14	50	2	10	15	68	4	22	13	54
Third level management and up	3	7	-		3	11	-		3	14	1	6	2	8
Senior management only ^b	22	52	11	79	11	39	18	90	4	18	13	72	9	38

Note: N=42, ^aownership: p=0.000, Cramer's V=0.592; planning system: p<0.05, Cramer's V=0.322

^bsize: p<0.05, Cramer's V=0.371; ownership: p=0.000, Cramer's V=0.718; planning system: p<0.05, Cramer's V=0.344

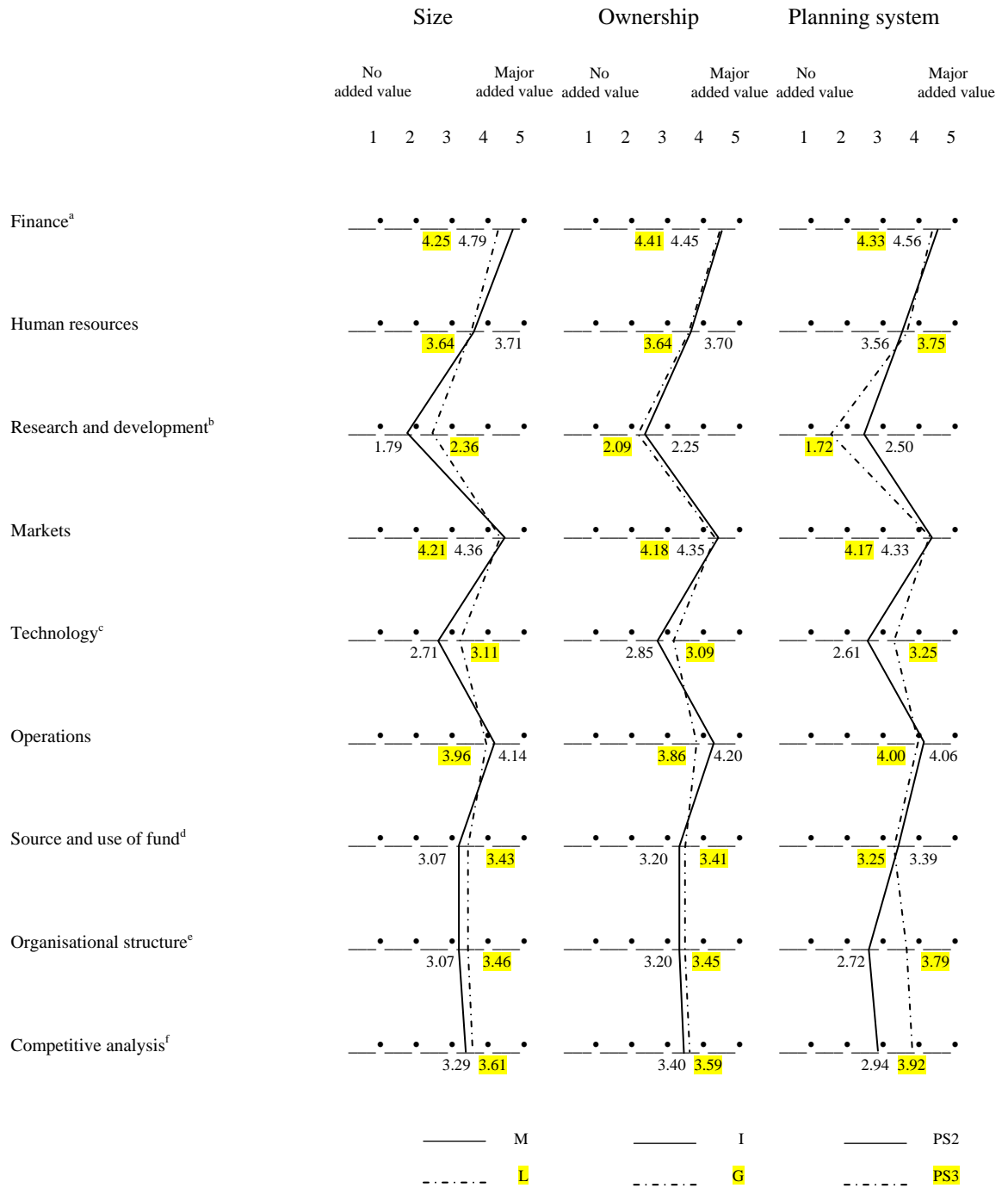
11.2.7 Corporate Planning Contribution

Figure 11.5 shows that in the formal planning companies, the 5 main areas in which corporate planning provided added value on the second level plans were finance (mean=4.43), markets (mean=4.26), operations (mean=4.02), human resources (mean=3.67), and competitive analysis (mean=3.50).

There were statistically significant differences by size in that corporate planning of medium sized companies was likely to provide a greater added value on the second level financial plans whereas corporate planning of large companies tended to provide a greater added value on sources and use of fund second level plans.

Significant differences by planning system were found in that corporate planning of planning sophistication³ companies seemed more likely to provide a greater added value to the second level plans, namely research and development, technology, organisational structure, and competitive analysis than for planning sophistication² companies.

Figure 11.5: Added value of corporate planning on the second level plans

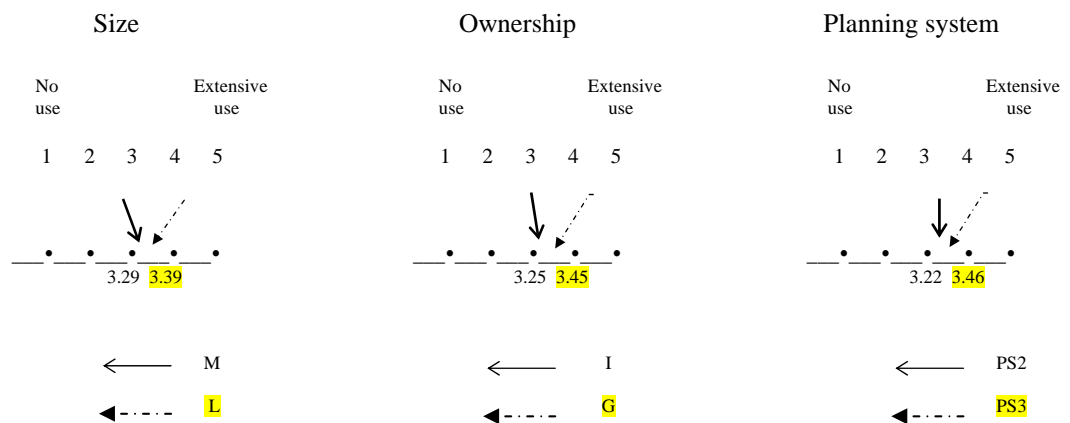


Note: N=42
^asize: p<0.005, ^bplanning system: p<0.05, ^cplanning system: p<0.05, ^dsize: p<0.05
^eplanning system: p=0.000, ^fplanning system: p=0.000

11.2.8 Computer Models/systems Supporting Corporate Planning

Figure 11.6 details that all formal planning companies using computer models/system to support corporate planning to a reasonable extent (mean=3.36). The data suggests that large companies, group companies, and planning sophistication3 companies employed computer models/system to support corporate planning to a greater extent than the other groups. However, there were no statistically significant differences either by size, ownership, or planning system.

Figure 11.6: Use of computer models/systems supporting corporate planning



Note: N=42

The computer models/systems used to support the corporate planning of the formal planning companies detailed in Table 11. 8 shows that the 3 major computer models/systems were financial models (95%), forecasting models (71%), and planning models (62%). It was found that a higher percentage of large companies, group companies, and planning sophistication3 companies used computer models/system to support corporate planning compared with other groups.

There was a statistically significant difference by size with 100% of large companies using financial models/systems compared with 86% of medium sized companies.

Statistically significant differences between independent and group companies exist for forecasting models and strategic decision support systems. A higher percentage of group companies used forecasting models and strategic decision support systems compared with independent companies.

Statistically significant differences also were found by planning system with a higher percentage of planning sophistication³ companies employing forecasting models, econometric models, planning models, strategic decision support systems, and group decision support systems compared with planning sophistication² companies.

Table 11.8: Computer models/systems supporting corporate planning

Computer models/systems	N	Size				Ownership				Planning system			
		M	%	L	%	I	%	G	%	PS2	%	PS3	%
Forecasting models ^a	30	8	57	22	79	10	50	20	91	8	44	22	92
Financial models ^b	40	12	86	28	100	19	95	26	96	16	89	24	100
Econometric models ^c	6	1	7	5	18	1	5	5	23	0	0	6	25
Planning models ^d	26	6	42	20	71	11	55	15	68	6	33	20	83
Simulation models	25	8	57	17	61	9	45	16	73	9	50	16	67
Strategic decision support system ^e	10	2	14	8	29	1	5	9	41	0	0	10	42
Group decision support system ^f	7	2	14	5	18	1	5	6	27	0	0	7	17

Note: ^aownership: $p < 0.01$, Cramer's $V = 0.452$; planning system: $p = 0.001$, Cramer's $V = 0.517$

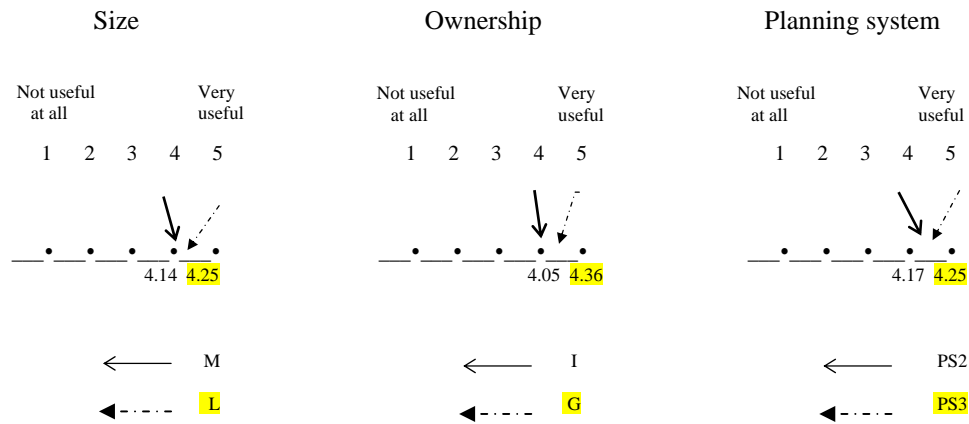
^bsize: $p < 0.05$, Cramer's $V = 0.316$, ^cplanning system: $p < 0.05$, Cramer's $V = 0.354$

^dplanning system: $p = 0.001$, Cramer's $V = 0.510$

^eownership: $p < 0.05$, Cramer's $V = 0.421$; planning system: $p < 0.05$, Cramer's $V = 0.484$

^fplanning system: $p < 0.05$, Cramer's $V = 0.387$

Figure 11.7 summarises that the computer models/systems employed by the formal planning companies to support corporate planning were found useful to a great extent with no statistically significant differences either by size, ownership, or planning system.

Figure 11.7: Usefulness of computer models/systems supporting corporate planning

Note: N=42

11.2.9 Corporate Planning Department

Interesting, it was found that there were no planning departments in any of the 42 formal planning companies. The people who were responsible for corporate planning were generally CEO/MD/President, General Manager, and corporate level management.

11.3 Second Level Long-term Business Plans

Table 11.9 shows that of the formal planning companies, 24% had formal second level long-term business plans.

There was a statistically significant difference by ownership with 36% of group companies having second level long-term plans compared with 19% of independent companies.

Noticeably, there were no planning sophistication2 companies with second level long-term plans and 42% of planning sophistication3 companies had second level long-term plans.

Table 11.9: Numbers of company with second level long-term business plans

Second level long-term business plans	N	Size				Ownership				Planning system			
		M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	10	3	21	7	25	2	10	8	36	0	0	10	42
No	32	11	79	21	75	18	90	14	64	18	100	14	58
Total	42	14	100	28	100	20	100	22	100	18	100	24	100

Note: Ownership: $p < 0.05$, Cramer's $V = 0.309$; planning system: $p < 0.01$, Cramer's $V = 0.484$

11.3.1 Headings of Second Level Long-term Plans

Table 11.10 displays major headings of second level long-term plans and the 3 main headings of the 10 formal planning companies who had second level long-term plans were objectives, budget/forecast, and operating plan. It was found that the average number of headings in second level long-term plans was 4.5 with no statistically significant differences by size, ownership, and planning system.

Table 11.10: Major headings of second level long-term plans

Headings	%
Objectives	80
Market analysis	30
Customer analysis	40
Company analysis	50
Key issues/problems	40
Second level strategy	40
Product analysis	20
Budget/ forecast	80
Operating plan	70

Note: N=10

11.3.2 Update and Review of Second Level Long-term Plans

It was found in Table 11.11 that of the 10 formal planning companies having second level long-term plans, 60% updated their second level plan on an annual basis, 30% on a quarterly basis, and 10% on a monthly basis.

Table 11.11: Frequency of updating second level plans

Times	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Monthly	1	10	1	50	0	0	0	0	1	11	0	0	1	10
Quarterly	3	30	1	50	2	25	1	100	2	22	0	0	3	30
Yearly	6	60	0	0	6	75	0	0	6	67	0	0	6	60
Total	10	100	2	100	8	100	1	100	9	100	0	0	10	100

The data in Table 11.12 shows that 70% of formal planning companies having second level long-term plans reviewed progress against their second level plans on a quarterly basis, 20% on monthly basis, and 10% on a semi-annual basis.

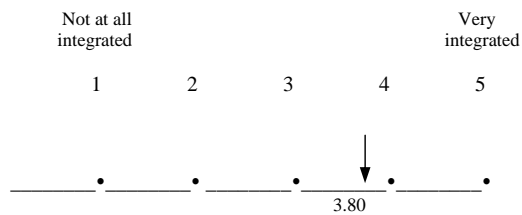
Table 11.12: Frequency of reviewing progress against second level plans

Times	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Monthly	2	20	1	50	1	13	0	0	2	22	0	0	2	20
Quarterly	7	70	1	50	6	74	1	100	6	67	0	0	7	70
Twice a year	1	10	0	0	1	13	0	0	1	11	0	0	1	10
Total	10	100	2	100	8	100	1	100	9	100	0	0	10	100

11.3.3 Integration with Annual Budgets

Figure 11.8 reports that of the 10 formal planning companies having second level long-term plans, the annual budgets for second level units were integrated well (mean=3.80) with the long-term plans.

Figure 11.8: Annual budgets for second level units integrated with long-term plans



Note: N=10

11.3.4 Standardised Format of Second Level Long-term Plans

Table 11.13 reveals that in the 10 formal planning companies who had second level long-term business plans, 87.5% of second level plans conformed to a standardised format.

Table 11.13: Percentage of second level plans conforming to a standardised format

	%
Conformed second plan to standardized format	87.50

11.3.5 Specialised Planning Personnel

Table 11.14 indicates that of the 10 formal planning companies who had second level long-term plans, 80% had specialised planning personnel at the second level. Interestingly, it was found that a higher percentage of large companies, group

companies, and planning sophistication³ companies had specialized planning personnel compared with the other groups, however a statistically significant difference was only found by ownership.

Table 11.14: Specialised planning personnel

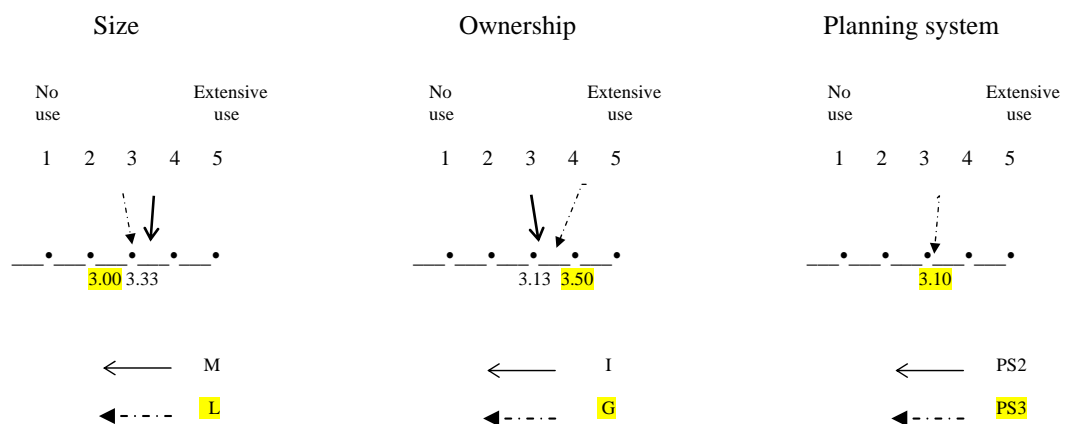
Planning personnel	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	8	80	1	50	7	88	0	0	8	89	0	0	8	80
No	2	20	1	50	1	12	1	100	1	11	0	0	2	20
Total	10	100	2	100	8	100	1	100	9	100	0	0	10	100

Note: Ownership: $p < 0.05$, Cramer's $V = 0.667$

11.3.6 Computer Models/systems Supporting Second Level Planning

Figure 11.9 shows that of the 10 formal planning companies who had second level long-term plans utilised computer models/systems to support second level planning but not as extensively as for corporate planning. The computer models/systems used to support the second level planning were the same as computer models/systems used to support the corporate level planning.

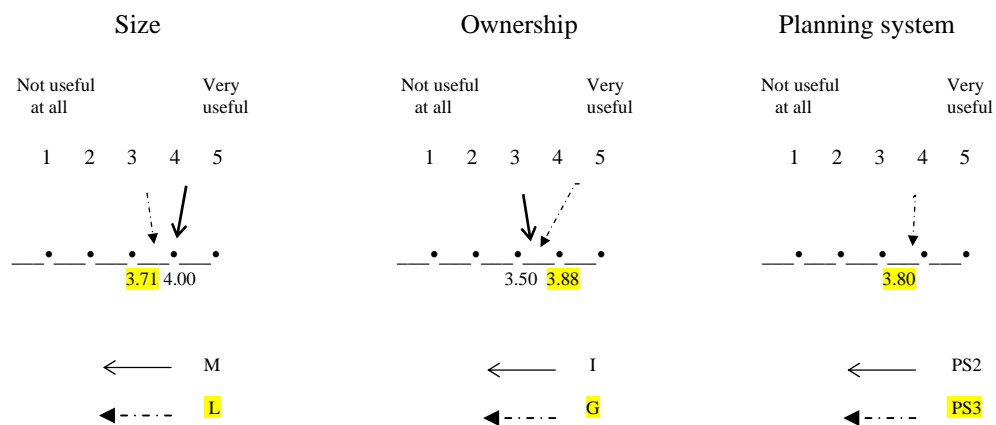
Figure 11.9: Use of computer models/systems supporting second level planning



Note: $N = 10$

Figure 11.10 reveals that the computer models/systems used to support second level planning were found useful with no statistically significant differences either by size, ownership, or planning system.

Figure 11.10: Usefulness of computer models/systems supporting second level planning



Note: N=10

11.4 Various Functions of Corporate Planning

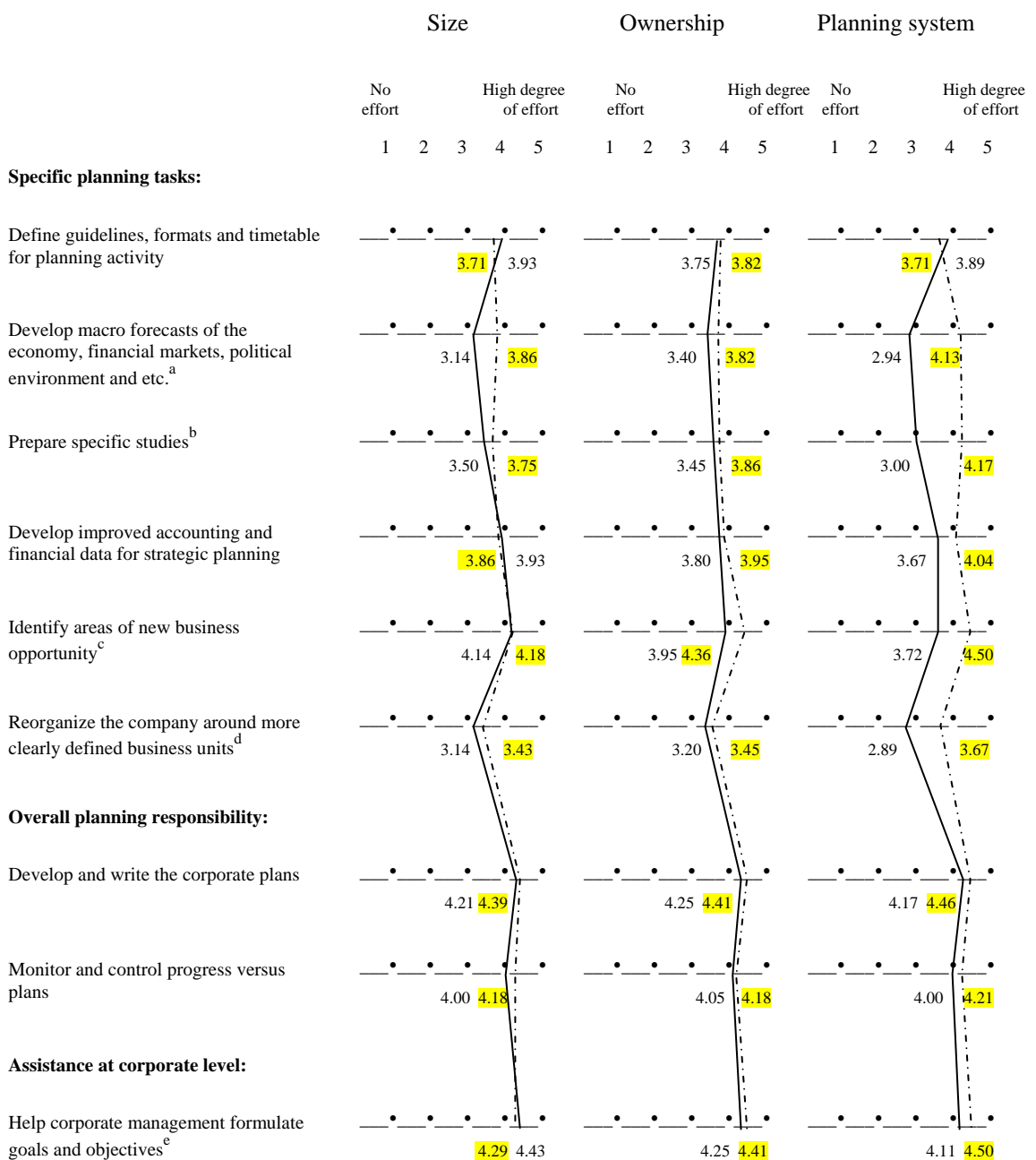
Figures 11.11 deals with various functions of corporate planning, namely specific planning tasks, overall planning responsibility, assistance at corporate level, assistance at second level, and improving planning performance.

There were statistically significant differences by size with large companies spending a greater degree of effort in developing macro forecasts of the economy, financial markets, political environment etc, and integrating second level plans with the corporate plan than medium sized companies.

The findings highlighted statistically significant differences by planning system in that planning sophistication3 companies expended a greater degree of effort than planning sophistication2 companies in developing macro forecasts of the economy, financial

markets, political environment etc, preparing specific studies, identifying areas of new business opportunity, reorganising the company around more clearly defined business units, assisting corporate level management with goals, objectives, strategies, acquisition plan, divestiture plan, and growth plan, integrating second level plans with the corporate plan, improving the quality of strategic thinking of corporate management, and assessing the overall effectiveness of the planning process.

Figure 11.11: Various functions of corporate planning



11.5 Nature of Corporate Planning Process

Figure 11.12 examines the nature of corporate planning process in 4 areas, namely roles, conflict resolution, uncertainty and risk resolution, and resource allocation.

The results identified that 5 major roles of corporate planning process were auditing ongoing activities (mean=4.02), sequencing future activities (mean=3.76), strategically managing their company's managerial styles (mean=3.62) and their quality issues (mean=3.57), and encouraging the development of new businesses by combining expertise and resources from lower level units (mean=3.55). Interestingly, it was found that planning sophistication³ companies assigned a greater importance to all corporate planning roles compared with planning sophistication² companies.

There was a statistically significant difference by size. Medium sized companies were more likely to agree that planning played an important role in auditing ongoing activities than large companies.

A significant difference by ownership emerged that group companies were more likely to agree that planning process was necessary to sequence future activities than independent companies.

Statistically significant differences by planning system were found in all corporate planning roles except for the role of strategically managing their company's managerial styles.

With respect to conflict resolution, uncertainty and risk resolution, and resource allocation, It was found that planning sophistication³ were more likely to agree on every aspect than planning sophistication² companies with statistically significant differences.

Figure 11.12: Nature of corporate planning process

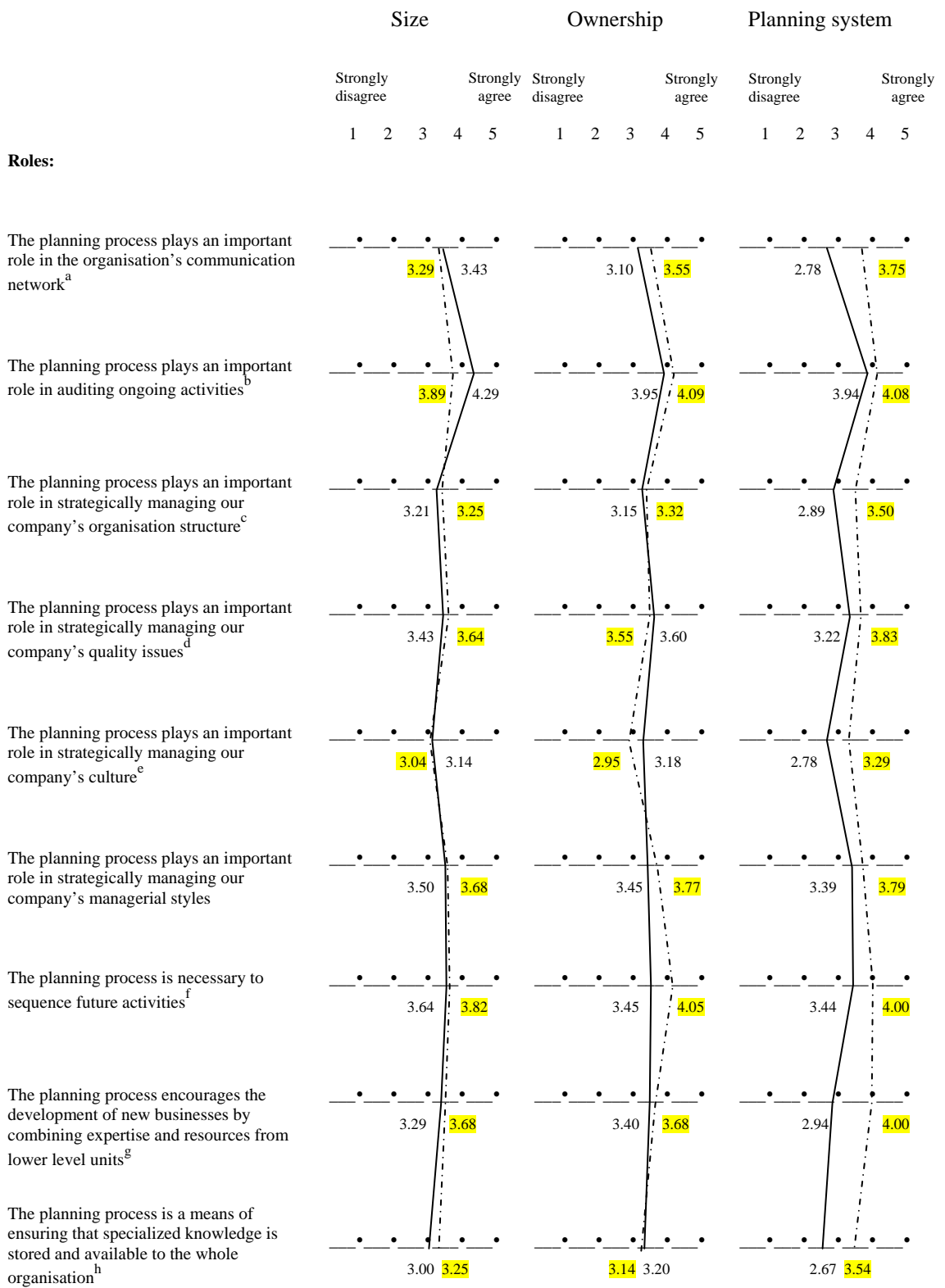


Figure 11.12: Nature of corporate planning process (continued)

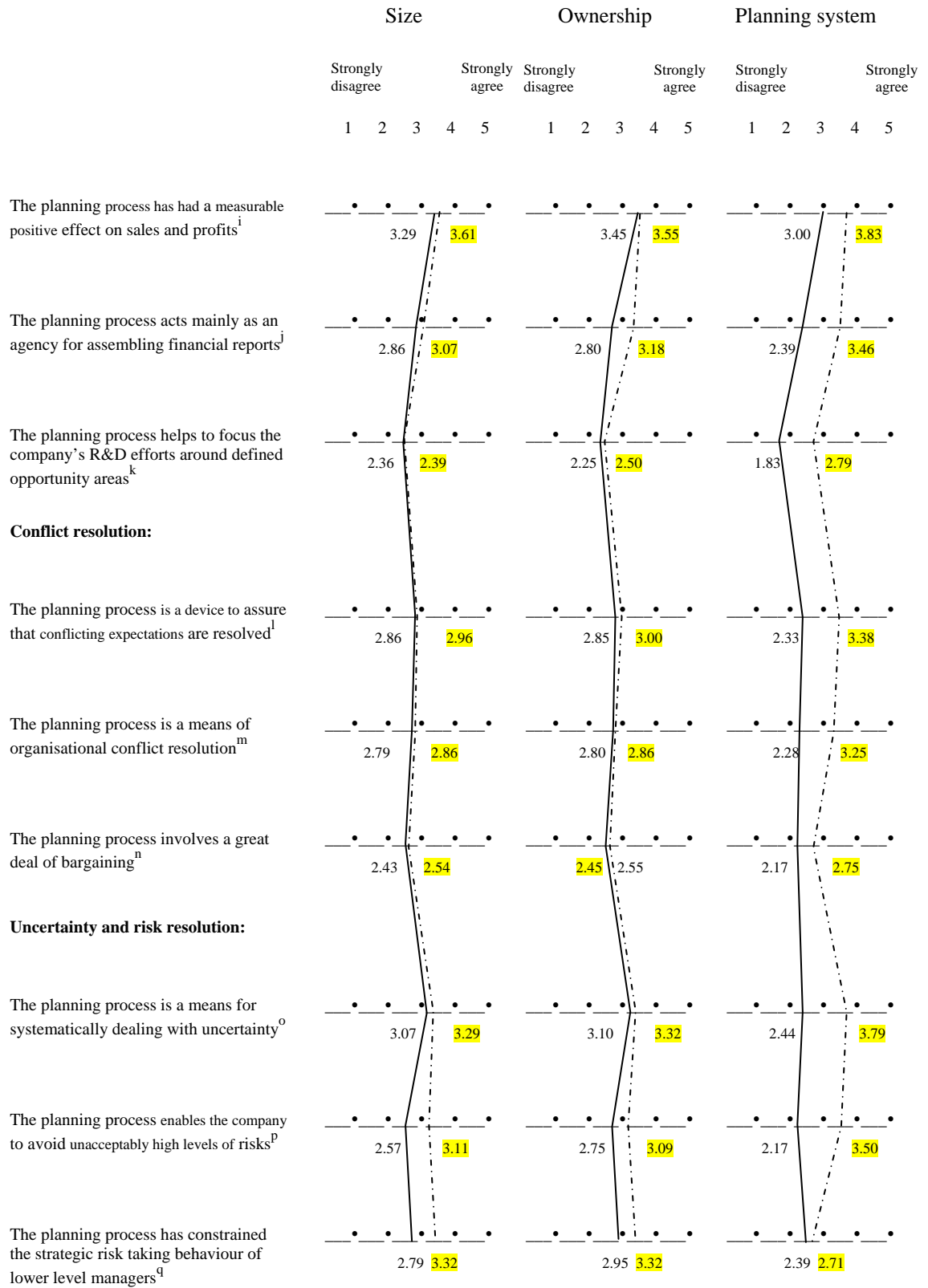


Figure 11.12: Nature of corporate planning process (continued)



Note: N=42

^aplanning system: p=0.000, ^bsize: p<0.05

^cplanning system: p<0.01, ^dplanning system: p<0.01, ^eplanning system: p<0.05, ^fownership: p<0.01, ^gplanning system: p<0.05 ^hplanning system:

p=0.000, ⁱplanning system: p=0.000, ^jplanning system: p<0.05, ^kplanning system: p=0.001

^lplanning system: p<0.005, ^mplanning system: p=0.000

ⁿplanning system: p=0.000, ^oplanning system: p<0.01, ^pplanning system: p=0.000, ^qplanning system: p=0.000

^rplanning system: p=0.000, ^splanning system: p<0.05, ^tplanning system: p<0.05, ^uplanning system: p<0.05, ^vplanning system: p<0.05

11.6 Planning Process and External Analysis

Figure 11.13 deals with 7 aspects of the planning process and external analysis, namely competitive analysis, supplier analysis, customer analysis, political analysis, economic analysis, social and culture analysis, and technology analysis.

With respect to planning process, it was found that a fair share of effort was contributed by all key personnel (mean=3.96), it was an adaptive, evolving, and learning activity (mean=3.67), and it was a fairly routinised activity (mean=3.52). The formal planning companies rejected the ideas that daily routine drives out planning effort, and that planning was a distortion of data.

There was a statistically significant difference by ownership in that independent companies were more likely to agree on the suggestion that planning effort was a fairly routinised activity than group companies.

Statistically significant differences exist by planning system. Planning sophistication² companies tended to agree that planning effort was a fairly routinised activity while planning sophistication³ companies seemed to agree that planning was an adaptive, evolving, and learning activity.

With respect to external analysis, the findings would suggest that formal planning companies expended a greater effort in economic analysis (mean= 4.17), and customer analysis (mean=3.95) rather than the other areas under investigation.

The data further revealed that corporate level of management were more likely to be responsible for economic analysis while second level of management tended to be more responsible for customer, social and cultural, and political analysis. In addition, functional managements seemed more likely to be responsible for competitive, supplier, and technology analysis.

There were statistically significant differences by size in that large companies were more likely to focus their competitive analysis on competitive products analysis and identifying the possible impacts of the Thai culture on the company's culture than medium sized companies.

Significant differences emerged by ownership with group companies having a greater effort on identifying source of supply, impacts of the government and economy on business operations than independent companies.

Several statistically significant differences were found by planning system. Planning sophistication³ companies had a greater effort on identifying competitors' cost structure, technological development, impacts of the government on business operation, and impacts of the Thai culture on the company's culture compared with planning sophistication² companies. Planning sophistication³ companies were more likely to agree with the suggestions that competitive analysis was a major activity of the corporate level management and the second level management, the suggestions that customer analysis was a major activity of the marketing people, the second level management, and the corporate level management, and the suggestion that political analysis was a major activity of the second level management than planning sophistication² companies.

Figure 11.13: Planning process and external analysis

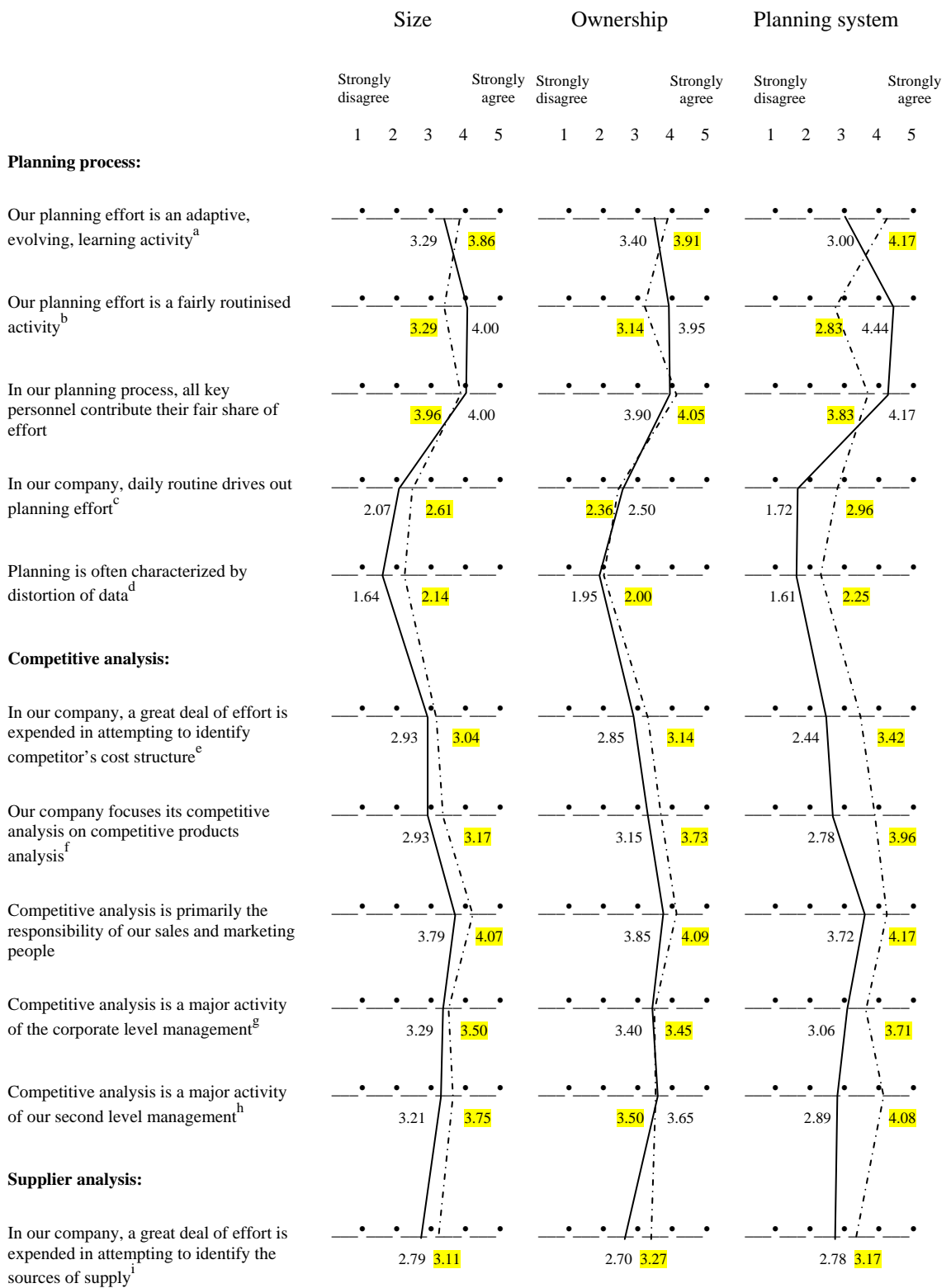


Figure 11.13: Planning process and external analysis (continued)

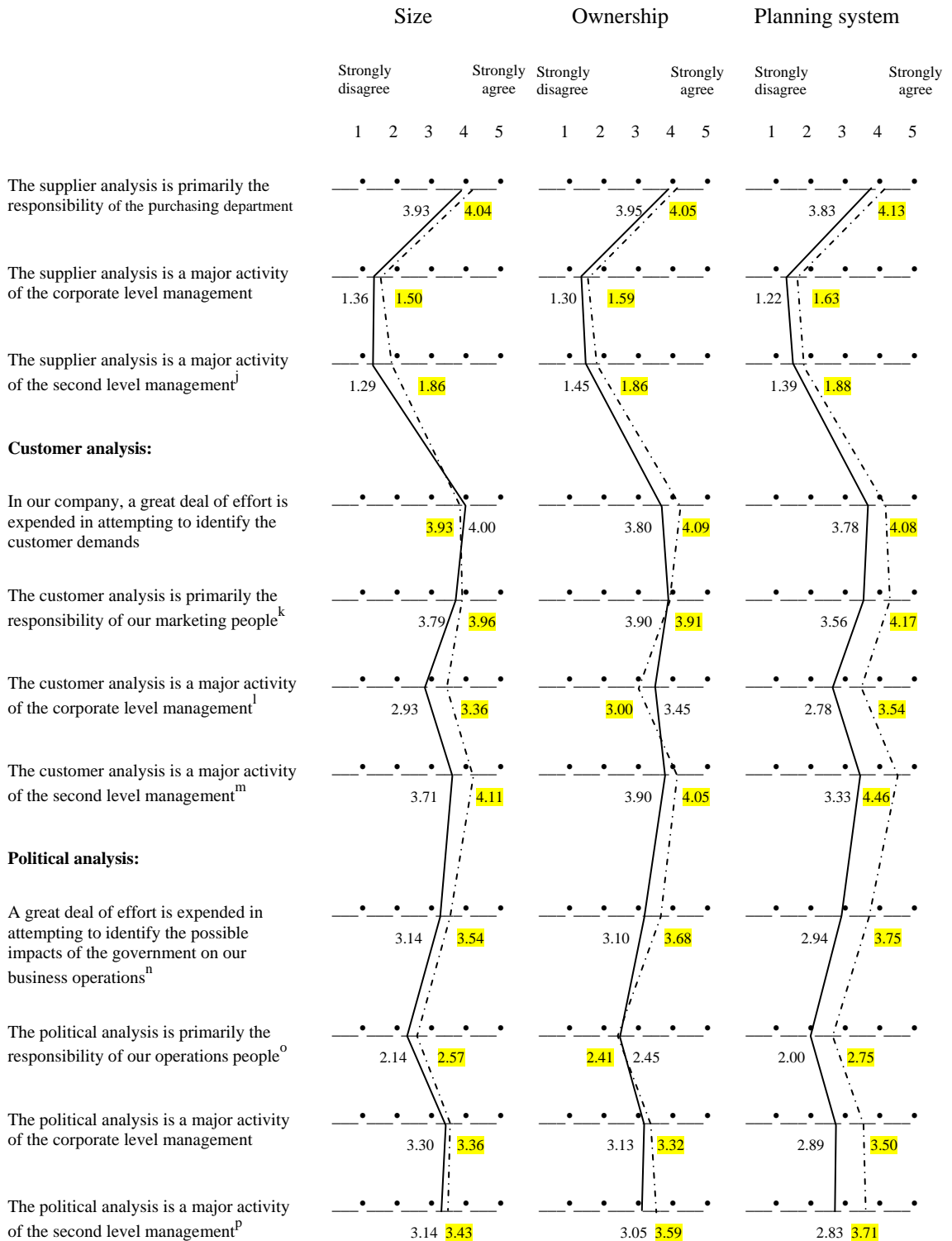


Figure 11.13: Planning process and external analysis (continued)

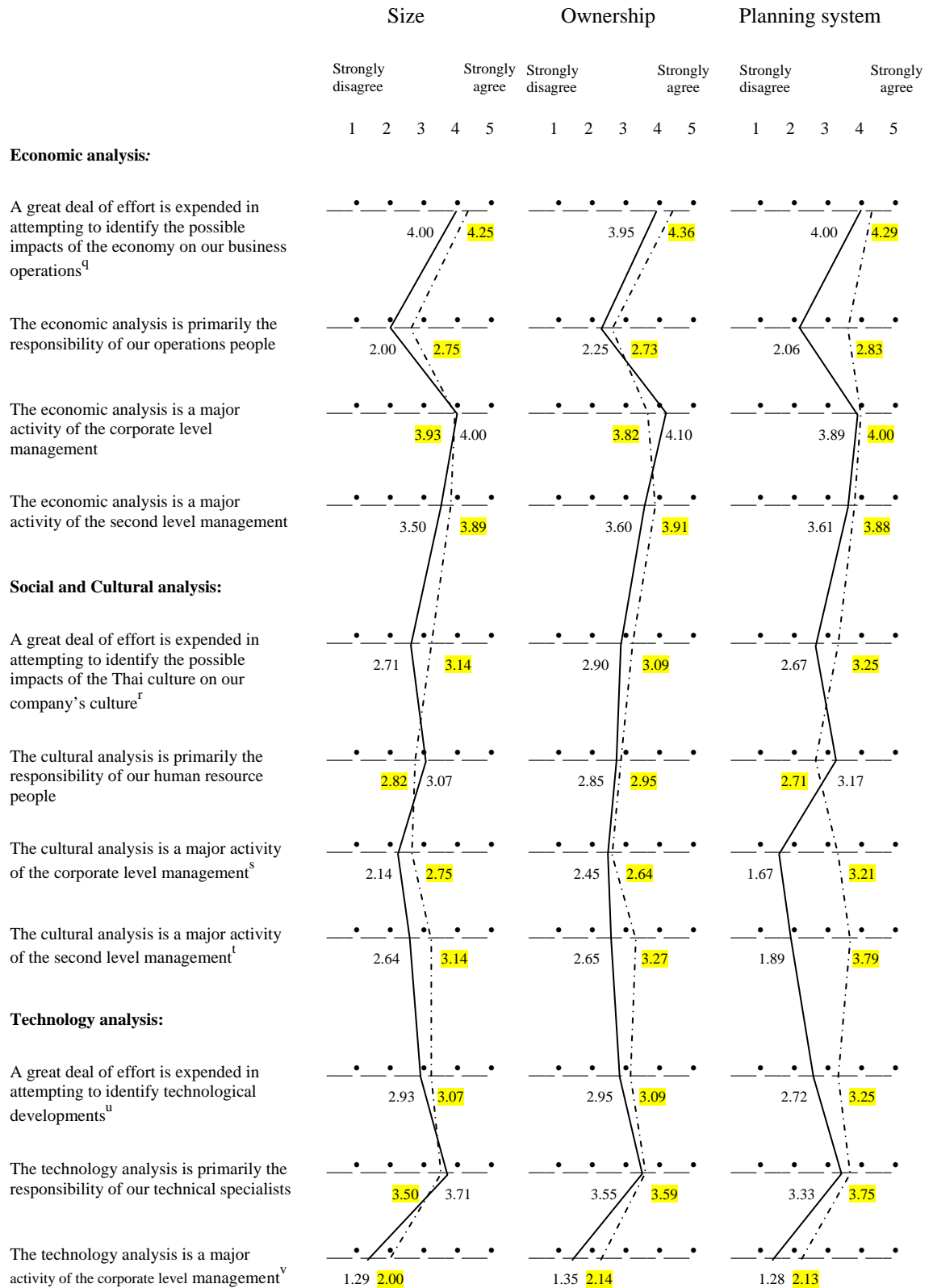
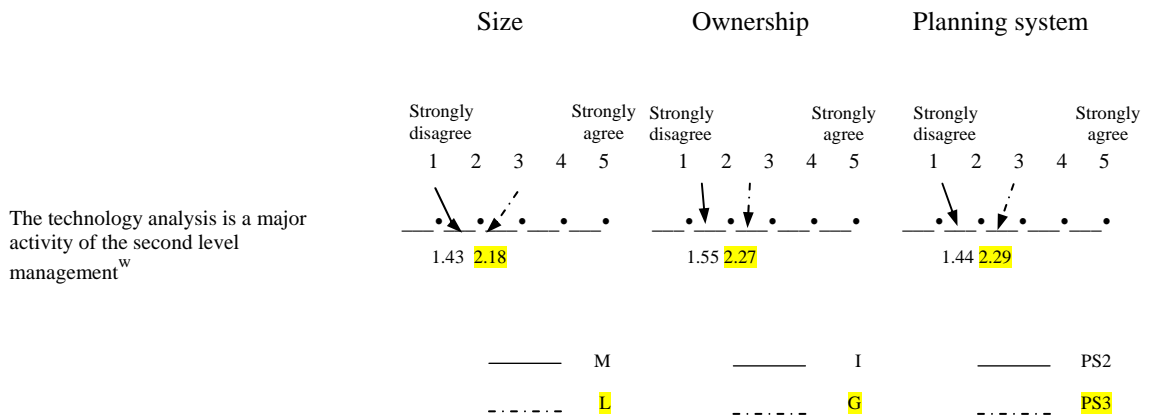


Figure 11.13: Planning process and external analysis (continued)



Note: N=42

^aplanning system: p=0.000, ^bownership: p<0.05; planning system: p=0.000

^cplanning system: p=0.000, ^dsize: p<0.05; planning system: p<0.01

^eplanning system: p=0.000, ^fsize: p<0.05; planning system: p=0.000

^gplanning system: p<0.05, ^hplanning system: p=0.000

ⁱownership: p<0.05, ^jsize: p<0.05, ^kplanning system: p<0.01, ^lplanning system: p<0.05

^mplanning system: p<0.005, ⁿownership: p<0.05

^oplanning system: p<0.05, ^pplanning system: p=0.005

^qownership: p<0.05, ^rsize: p<0.05; planning system: p<0.005, ^splanning system: p=0.000, ^tplanning system: p=0.000

^uplanning system: p<0.05, ^vsize: p<0.05; ownership: p=0.010; planning system: p<0.005

^wsize: p<0.05; ownership: p<0.05; planning system: p<0.05

11.7 Coordination Issues in the Planning Process

Figure 11.14 explores coordination issues in the planning process of the formal planning companies, namely coordination of planning, quality of information, and resistance to planning.

With respect to coordination of planning, it was found all functional planning activities were closely coordinated with corporate planning, especially the financial planning activity (mean=4.19).

There was a statistically significant difference by ownership in that group companies were more likely to agree with the suggestion that human resource planning was closely coordinated with corporate planning than independent companies.

With respect to the quality of information, the findings showed that all formal planning companies considered they had very high quality information from their functional departments, particularly the marketing department (mean=4.12).

A statistically significant difference by planning system exists with planning sophistication3 companies receiving higher quality information from engineering department than planning sophistication2 companies.

With respect to resistance to planning, the data suggested there was little resistance from personnel. There were no statistically significant differences either by size, ownership, or planning system.

Figure 11.14: Coordination issues involved in planning process

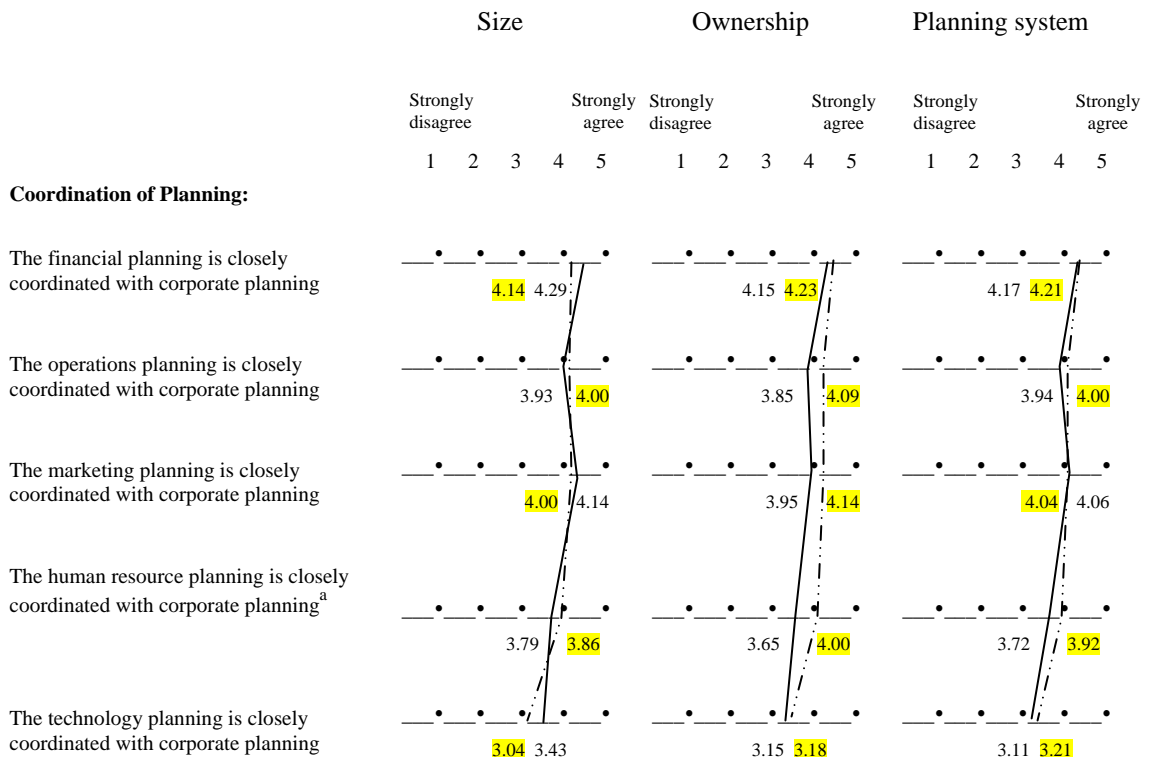
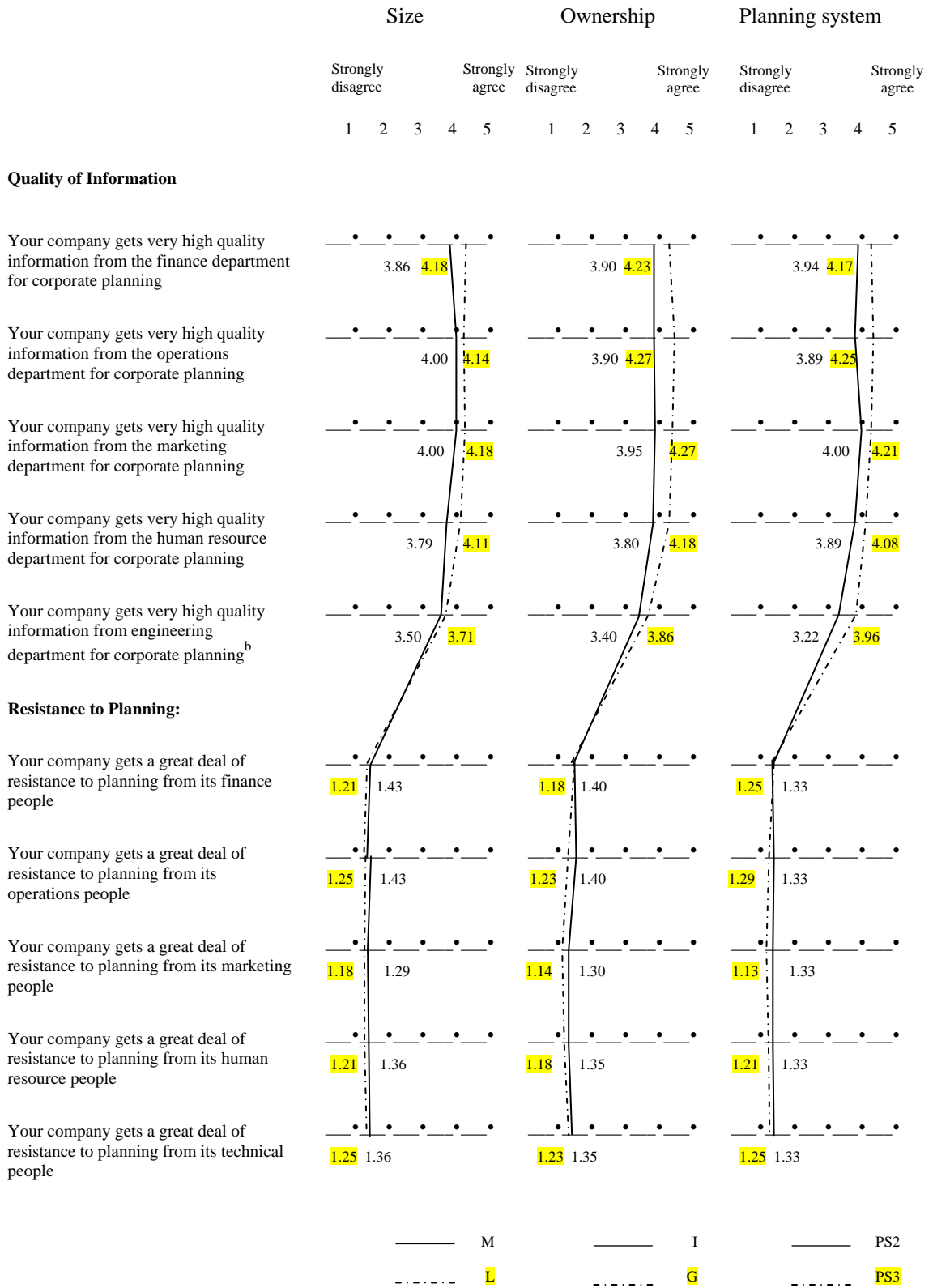


Figure 11.14: Coordination issues involved in planning process (continued)



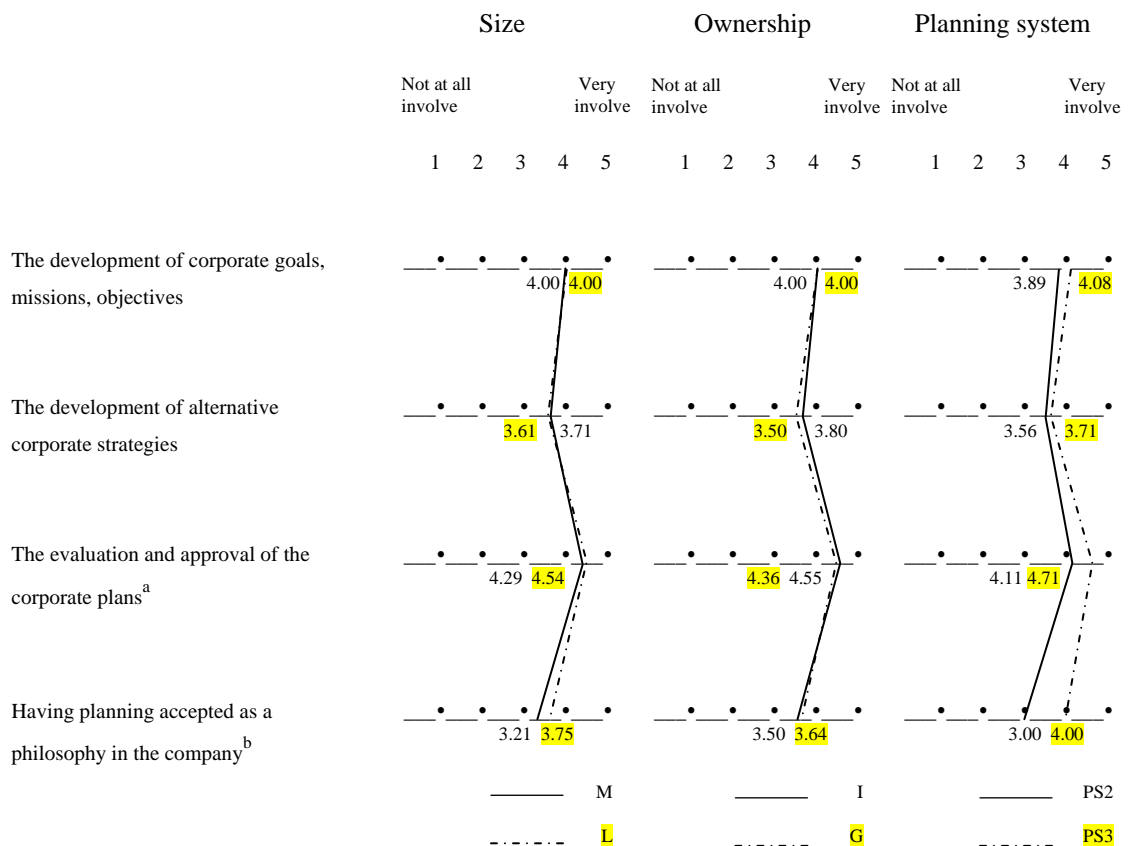
Note: N=42
^aownership: p=0.01, ^bplanning system: p<0.05

11.8 Roles of Various Corporate Personnel in the Planning Process

Figure 11.15 examines the involvement of the CEO in the planning process of the 42 formal planning companies, and the findings show the CEO involved in all the processes.

There were statistically significant differences by planning system with planning sophistication3 companies having a greater involvement in evaluating and approving the corporate plans, and having planning accepted as a philosophy than planning sophistication2 companies.

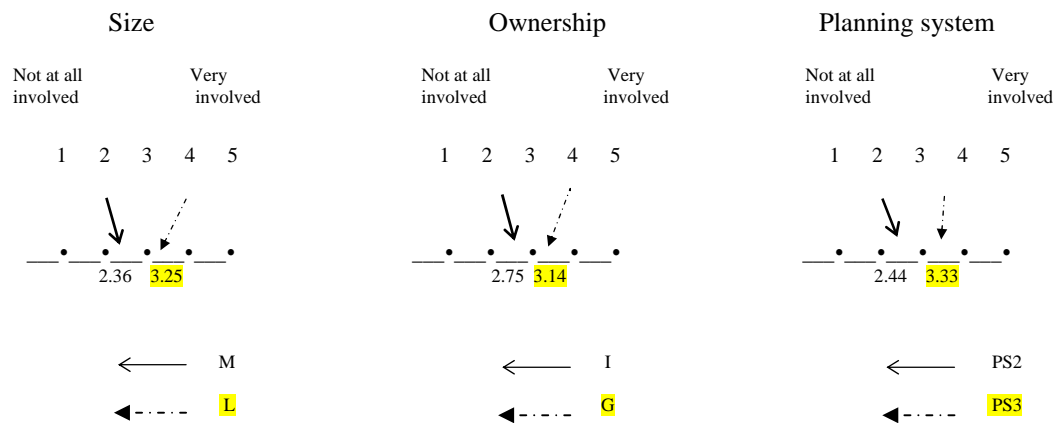
Figure 11.15: CEO personally involved in planning process



Note: N=42, based on 5 point scale with 1=not at all involve, 5=very involve
^aplanning system: p<0.05, ^bplanning system: p<0.005

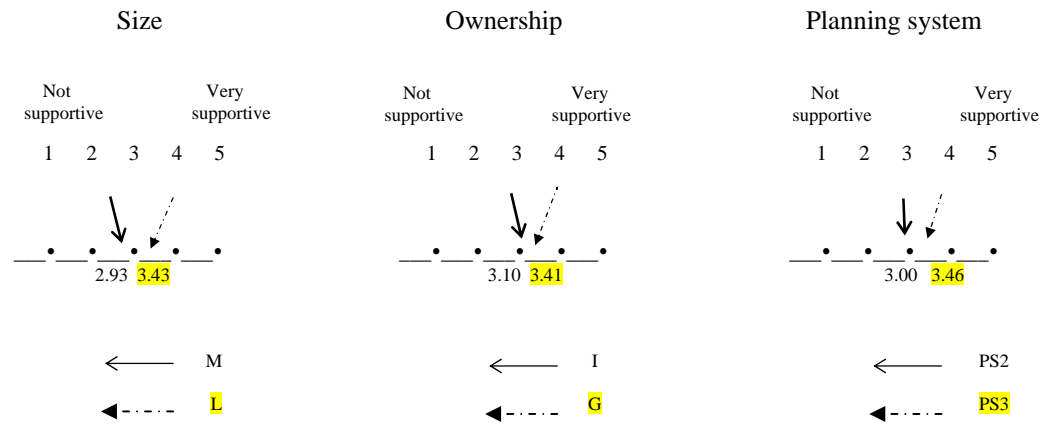
Figure 11.16 shows that for large companies, group companies, and planning sophistication3 companies the board of directors were more likely to be involved in corporate planning than those of the other groups, with statistically significant differences by size and planning system.

Figure 11.16: Board of directors involved in corporate planning



Note: N=42, size: $p < 0.01$; planning system: $p < 0.05$

The findings in Figure 11.17 reveals that for large companies, group companies, and planning sophistication3 companies the board of directors were more supportive of corporate planning than those of the other groups, with a statistically significant difference by size.

Figure 11.17: Board of directors supportive of corporate planning activities

Note: N=42, size; p<0.05

Figure 11.18 deals with 3 major groups influencing the corporate planning process of the formal planning companies, namely the CEO, the board of directors, and the top second level management. The data shows that the CEO had a greater influence on the corporate planning processes than the board of directors, and the top second level management.

There were statistically significant differences by planning system in the influence of the board of directors on assumptions used in the final corporate plan, objectives embodied in the final corporate plan, strategies embodied in the final corporate plan, and approval of the final corporate plan, these all being greater for planning sophistication3 companies than planning sophistication2 companies.

Figure 11.18: Influential groups in corporate planning processes

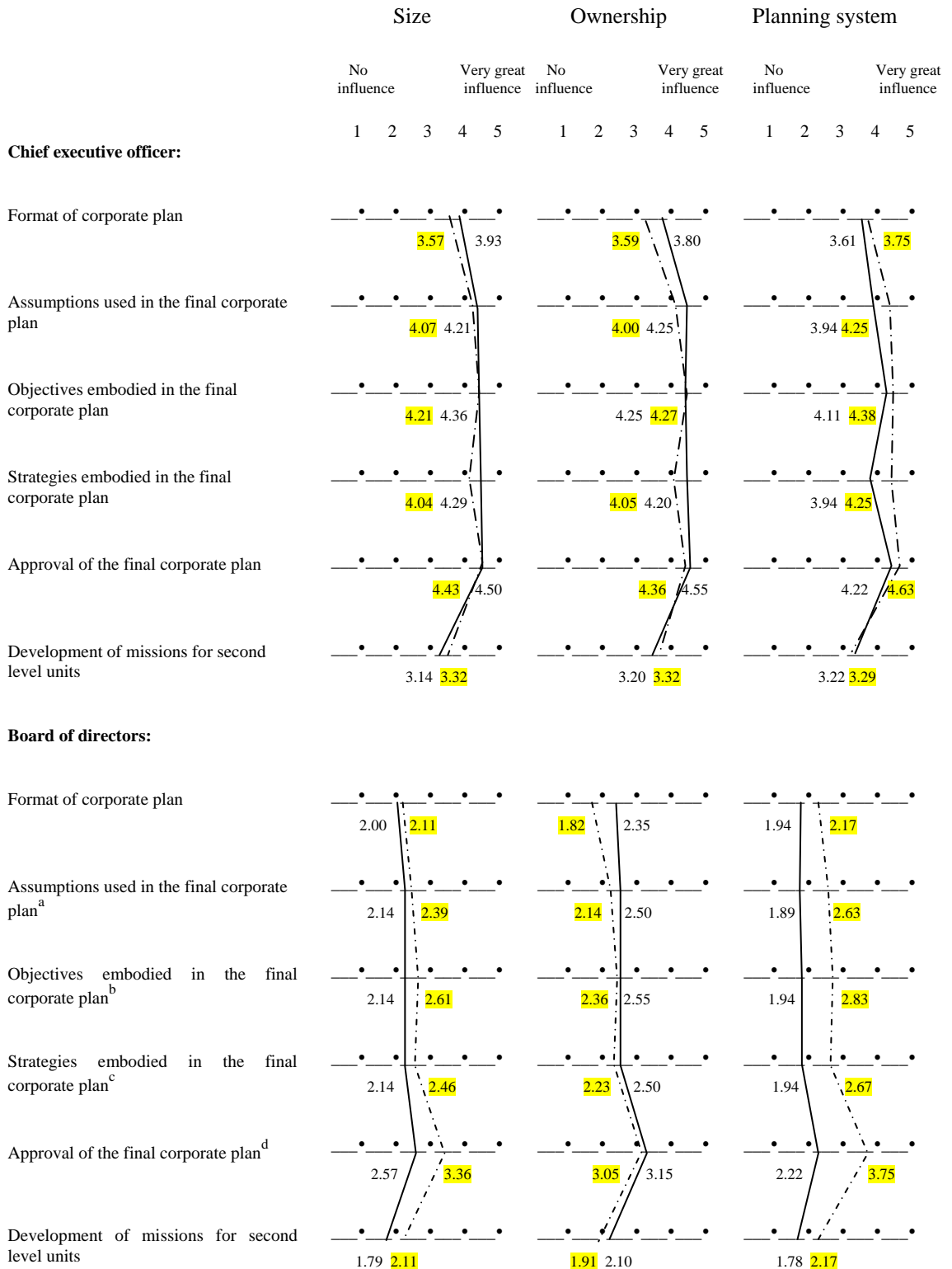
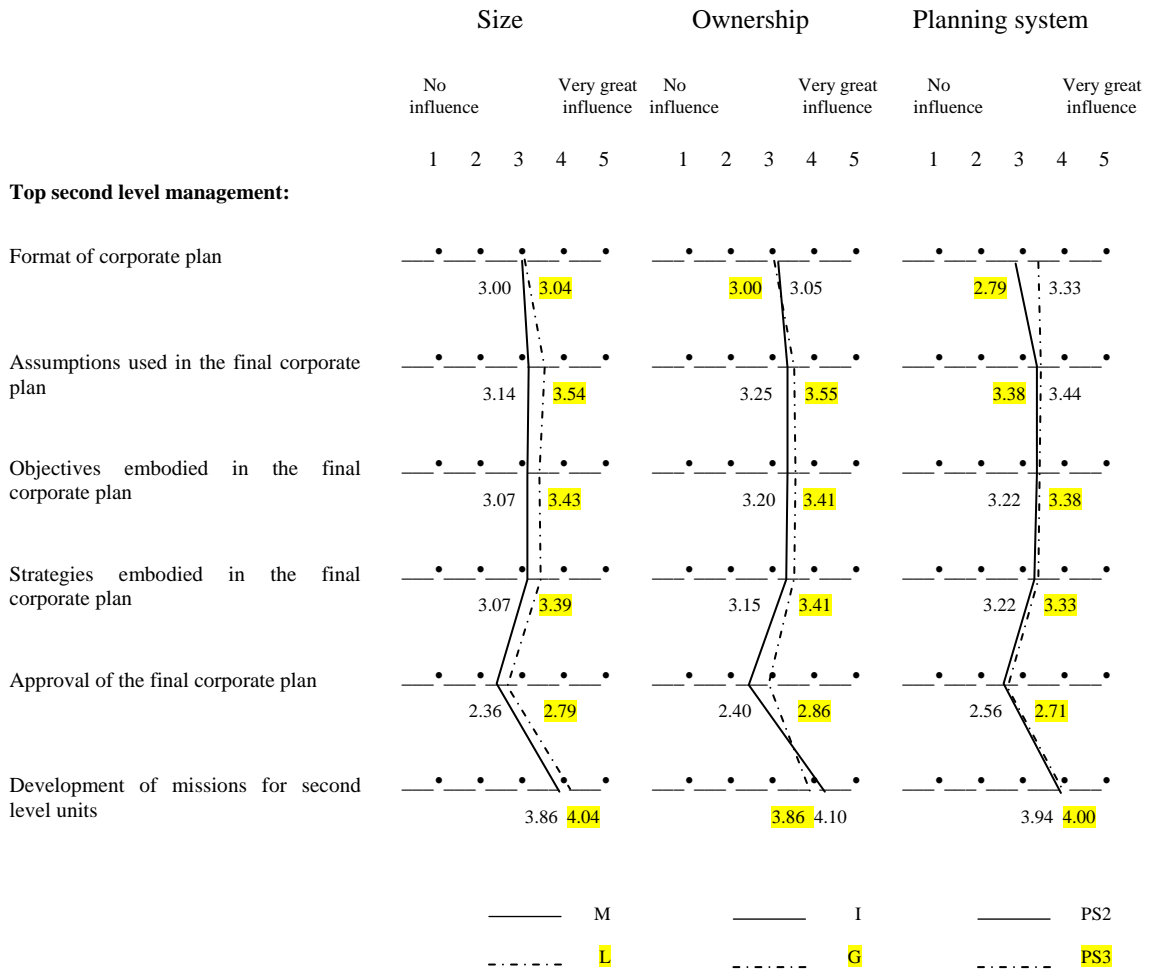


Figure 11.18: Influential groups in corporate planning processes (continued)



Note: N=42
^aplanning system: p<0.05, ^bplanning system: p<0.01
^cplanning system: p<0.05, ^dplanning system: p=0.000

11.9 Expected Changes in Current Planning System

Table 11.15 reports that for the formal planning companies, the 5 main expected changes in strategic management approach in the next 5 years were improving employees’ knowledge (98%), improving strategic thinking at second level of management (88%), improving standard process of work (83%), improving responsibility at all levels (83%), and improving strategic thinking at other lower levels of management (69%).

A statistically significant difference between independent and group companies was found with a greater percentage of group companies expecting the strategic change of improving responsibility at all levels.

A significant difference by planning system emerged with a greater percentage of planning sophistication³ companies expecting strategic change of improving of empowerment system than planning sophistication² companies.

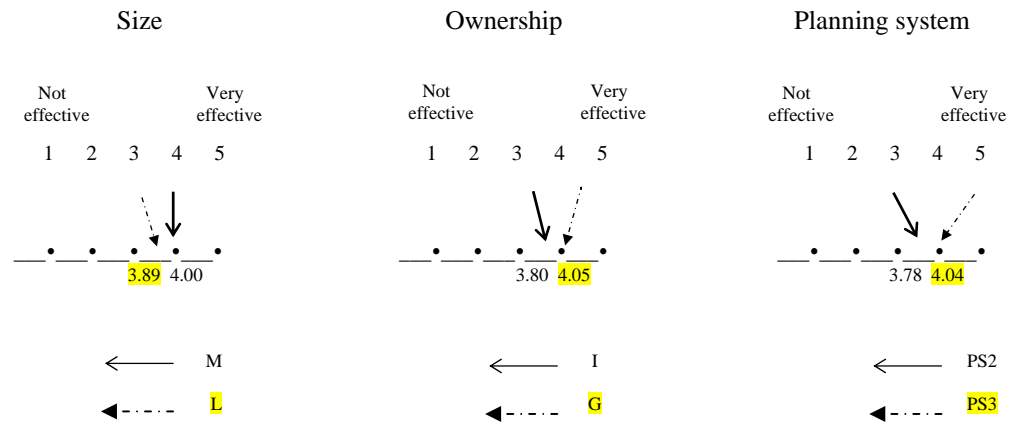
Table 11.15: Expected changes of strategic management approach in the next 5 years

Expected major changes by improving of	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Strategic thinking at corporate level	13	31	2	14	11	39	6	30	7	32	4	22	9	38
Strategic thinking at second level management	37	88	11	79	26	93	17	85	20	91	17	94	20	83
Strategic thinking at other lower levels of management	29	69	10	74	19	68	12	60	17	77	13	72	16	67
Corporation process	21	50	7	50	14	50	9	45	12	55	12	67	9	38
Empowerment system ^a	20	48	5	36	15	54	8	40	12	55	5	28	15	63
Standard process of work	35	83	12	86	23	82	16	80	19	86	15	83	20	83
Employees' knowledge	41	98	14	100	27	96	19	95	22	100	18	100	23	96
Participative decision- making	14	33	2	14	12	43	7	35	7	32	5	28	9	38
Bargaining negotiation process	3	7	0	0	3	11	1	5	2	9	1	6	2	8
Responsibility at all levels ^b	35	83	10	71	25	89	14	70	21	96	15	83	20	83
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: ^aplanning system: $p < 0.05$, Cramer's $V = 0.344$, ^bownership: $p < 0.05$, Cramer's $V = 0.341$

Figure 11.19 reveals that the corporate planning processes of the 42 formal planning companies were perceived to be effective, with no statistically significant differences either by size, ownership, or planning system.

Figure 11.19: Effectiveness of corporate planning process



Note: N=42

11.10 Other Aspects of Planning

11.10.1 Contingency Plan

Table 11.16 details that of the 42 formal planning companies, 36% had a formal contingency plan. The data suggests that a higher percentage of large companies, group companies, and planning sophistication3 companies had a formal contingency plan compared with medium sized companies, independent companies, and planning sophistication2 companies. Statistically significant differences were found by ownership and planning system.

Table 11.16: Formal contingency plan

Formal contingency plan	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Yes	15	36	3	21	12	43	3	15	12	55	1	6	14	58
No	27	64	11	79	16	57	17	86	10	45	17	94	10	42
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: Ownership: $p < 0.01$, Cramer's $V = 0.412$; planning system: $p = 0.000$, Cramer's $V = 0.545$

Table 11.17 summarises that 60% of the formal planning companies with contingency plans had developed contingency plans for corporate level of management, 13% for second level of management, and 27% for both. There were no statistically significant differences either by size, ownership, or planning system.

Table 11.17: Level of contingency plans

Contingency plan developed for	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Corporate level	9	60	2	67	7	58	2	67	7	58	1	100	8	57
Second level	2	13	0	0	2	17	0	0	2	17	0	0	2	14
Both levels	4	27	1	33	3	25	1	33	3	25	0	0	4	29
Total	15	100	3	100	12	100	3	100	12	100	1	100	14	100

Table 11.18 shows that 87% of the formal planning companies with a contingency plan having external environment factors as the major variables in their contingency plan and 13% having internal strategic actions as the major variables, with no statistically significant differences by either size, ownership, or planning system.

Table 11.18: Major variables in contingency plan

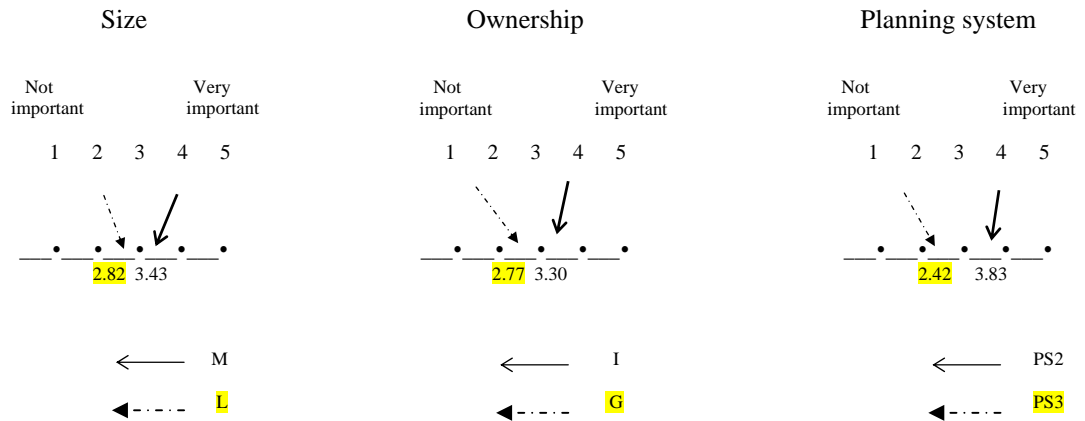
Major variables	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
External environment factors	13	87	3	100	10	83	3	100	10	83	1	100	12	86
Internal strategic action	2	13	0	0	2	17	0	0	2	17	0	0	2	14
Total	15	100	3	100	12	100	3	100	12	100	1	100	14	100

11.10.2 Importance of Informal Planning to Strategic Management

Figure 11.20 indicates that informal planning was considered as being important to strategic management to a greater extent in medium sized companies, independent companies, and planning sophistication² companies rather than in large companies,

group companies, and planning sophistication3 companies. A statistically significant difference was found by planning system.

Figure 11.20: Relationship between informal planning and strategic management

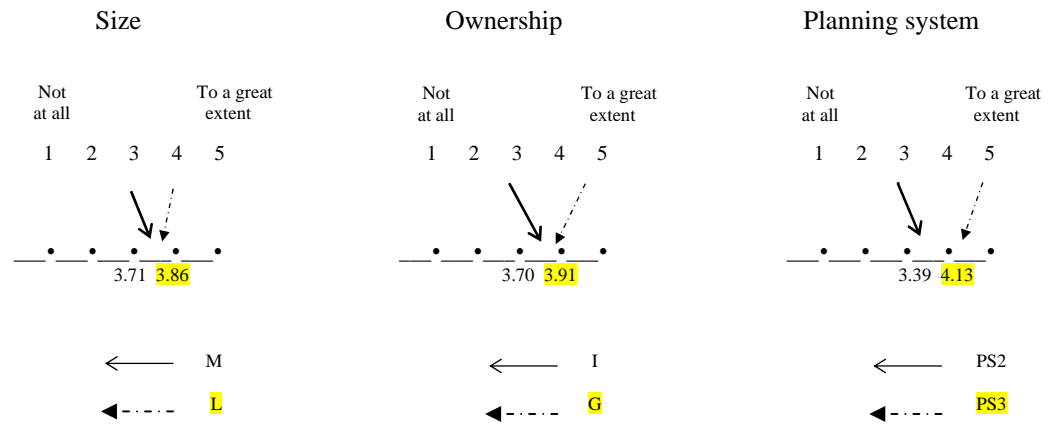


Note: N=42, planning system: p=0.000

11.10.3 Contribution of Formal Planning Process

Figure 11.21 shows that in all formal planning companies, there was perceived to be a contribution of formal planning process to strategic management (mean=3.81), especially in large companies, group companies, and planning sophistication3 companies.

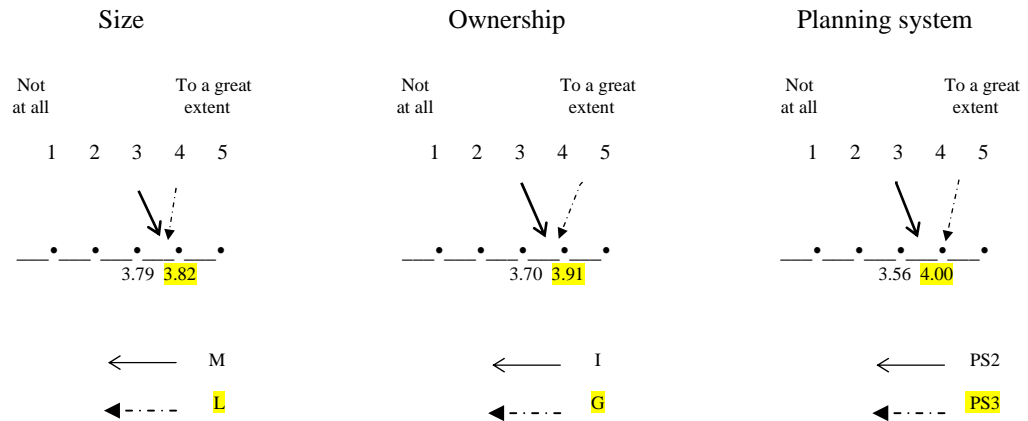
A statistically significant difference was found between planning sophistication2 and planning sophistication3 companies with planning sophistication3 companies perceiving a greater contribution to strategic management from the formal planning process.

Figure 11.21: Contribution of formal planning process to strategic management

Note: N=42, planning system: p=0.001

11.10.4 Strategic Management

Figure 11.22 reveals that all 42 formal planning companies considered they were strategically managed (mean=3.81). The data suggests that large companies, group companies, and planning sophistication3 companies considered they were strategically managed to a greater extent than medium sized companies, independent companies, and planning sophistication2 companies, however, these differences were not statistically significant.

Figure 11.22: Company strategically managed

Note: N=42

11.11 Chapter Summary

This chapter examined the planning and planning system of the formal planning companies.

All formal planning companies had an annual time horizon. Large companies, group companies, and planning sophistication³ companies had a longer time horizon than the other groups with statistically significant differences by ownership and planning system.

Formal planning companies generally updated their corporate plans on an annual, quarterly, or monthly basis and reviewed progress against the corporate plan on a monthly, or quarterly basis. There were statistically significant differences by planning system in that planning sophistication² companies were more likely to update the corporate plan on a quarterly basis and review progress on a monthly basis while planning sophistication³ companies tended to update the corporate plan on an annual basis and review progress on a quarterly basis

The majority of formal planning companies developed the long-term plan before the short-term plan, followed by both the short-term plan and the long-term plan

simultaneously, and the short-term plan before a long-term plan. Significantly, the majority of planning sophistication³ companies developed the long-term plan before the short-term plan, unlike planning sophistication² companies who developed both the short-term plan and the long-term plan simultaneously.

Action planning for the next 1-3 years, internal growth, and short-term emergency planning were the major types of planning activities. Large companies, group companies, and planning sophistication³ companies expended a greater degree of effort in every aspect of planning activities than the other groups. Statistically significant differences were mainly found by planning system rather than size, or ownership.

Regarding forecast development, formal planning companies spent a greater degree of effort on foreign markets, global situation, domestic economy, world economy, and domestic markets. Group companies, and planning sophistication³ companies spent a greater degree of effort in every external forecast area than independent companies, and planning sophistication² companies but statistically significant differences were only found by planning system. The major areas of forecast transmission from corporate planning to the second level management were foreign markets, global situation, and domestic markets. Large companies, group companies, and planning sophistication³ companies had a higher degree of forecast transmission in every area of forecasting than the other groups with statistically significant differences by planning system.

The major headings of the corporate plan were objectives, budget/forecast, company analysis, market analysis, and operation plan. Large companies incorporated more market and customer analysis into their corporate plan than medium sized companies. Group companies incorporated the mission, objectives, and corporate strategy into the corporate plan while independent companies incorporated the operating plan into the corporate plan. Planning sophistication³ companies incorporated market analysis, customer analysis, competitor analysis, company analysis, key issues/problems, corporate strategy, and second level strategy into their corporate plan whereas planning sophistications² companies incorporated the operating plan into the corporate plan. On average, there were 6.55 headings in the corporate plan with large companies, group

companies, and planning sophistication³ companies having a greater number of headings for their corporate plan than the other groups.

In large companies, group companies, and planning sophistication³ companies, the second level of management and up tended to have access to the corporate plan while for medium sized companies, independent companies, and planning sophistication² companies, only senior management seemed to have access to the corporate plan. These differences were statistically significant.

Finance, markets, operations, human resource, and competitive analysis were the main areas that corporate planning contributed to the second level plans. Corporate planning of planning sophistication³ companies provided more added value to the second level plans, namely for research and development, technology, organisational structure, and competitive analysis than the planning sophistication² companies.

Computer models/systems were used to support corporate planning to a reasonable extent and were found useful to a great extent. The major models/systems were financial models, forecasting models, and planning models. Large companies, group companies, and planning sophistication³ companies more extensively employed computer models/systems than the other groups with the main statistically significant differences being by planning system.

Only 24% of formal planning companies reported having a second level long-term business plan. All of them were planning sophistication³ companies. The average number of headings in a second level long-term plan was 4.5. Second level long-term plans were generally updated on an annual basis and reviewed on quarterly basis. The annual budgets were integrated well with the long-term plans. Computer models/systems were used to support second level planning but not as extensively as for corporate planning.

In an overall sense large companies, group companies, and planning sophistication³ companies were likely to spend a greater degree of effort on various functions of

corporate planning, namely specific planning tasks, overall planning responsibility, assistance at corporate level, assistance at second level, and improving planning performance than the other groups. Significant differences were found by size, and planning system.

The major roles of corporate planning process were auditing ongoing activities, sequencing future activities, strategically managing their company's managerial styles and quality issues, and encouraging the development of new businesses by combining expertise and resources from lower level units. Generally, large companies, group companies, and planning sophistication³ companies were more likely to agree on the nature of the corporate planning process than the other groups with some significant differences by planning system.

In a broad view of the efforts spent on the planning process, it was mainly agreed that all key personnel contributed a fair share of effort, the planning effort was an adaptive, evolving, and learning activity, and the planning effort was a fairly routinised activity. In addition, formal planning companies rejected the ideas that daily routine drove out planning effort, and planning was a distortion of data. Statistically significant differences were found by ownership, and planning system.

The greatest effort in external analysis was expended on economic analysis and customer analysis. Corporate level of management were more likely to be responsible for economic analysis while second level of management tended to be responsible for customer, social and cultural, and political analysis. In addition, functional managements seemed more likely to be responsible for competitive, supplier, and technology analysis. Generally, large companies, group companies, and planning sophistication³ companies expended a greater degree of effort in most external analyses than the other groups with some statistically significant differences by size, ownership, and planning system.

All functional planning was closely coordinated with corporate planning, especially the financial planning. Formal planning companies perceived they had very high quality

information from their functional departments, particularly the marketing department with little resistance to planning reported. Large companies, group companies, and planning sophistication³ companies tended to receive better quality of information and less resistance to planning from all functional departments than the other groups.

The CEO/MD/President was highly involved in all the processes of planning, namely the development of corporate goals, missions, objectives, and alternative strategies, the evaluation and approval of the corporate plan, and the accepting of planning as a philosophy in the company. In large companies, group companies, and planning sophistication³ companies, the board of directors had a greater involvement and was more supportive of corporate planning than those of the other groups.

Formal contingency plans were found in 15 formal planning companies which were mainly large companies, group companies, and planning sophistication³ companies. The contingency plan was generally developed at the corporate level and had external environment factors as the major variables.

Overall the corporate planning processes were effective in formal planning companies. The expected changes in strategic management approach in the next 5 years were improving employees' knowledge, improving strategic thinking at second level of management, improving standard process of work, improving responsibility at all levels, and improving strategic thinking at other lower levels of management.

Informal planning was important to strategic management to a greater extent in medium sized companies, independent companies, and planning sophistication² companies than in the other groups. However, the formal planning process was perceived to contribute to a greater extent to strategic management in all formal planning companies, particularly in large companies, group companies, and planning sophistication³ companies. All formal planning companies considered they were strategically managed with large companies, group companies, and planning sophistication³ companies believing they were strategically managed to a greater extent than the other groups.

Chapter 12

External Environments

12.1 Introduction

This chapter examines the external environments of the formal planning companies, namely demand environment, competitor environment, customer environment, government regulation, economic environment, global situation, social and cultural environment, and technology environments. It will also identify any significant differences by size, ownership, or planning system.

12.2 Demand Environment

12.2.1 Occupancy Rate

Table 12.1 shows that for the 42 formal planning companies, the average occupancy rate over the last 5 years was around 75% and it was expected to be 82% over the next 5 years.

The data revealed that medium sized companies, group companies, and planning sophistication² companies had a higher occupancy rate in the last 5 years and expected a higher occupancy rate in the next 5 years than large companies, independent companies, and planning sophistication³ companies, with no statistically significant differences either by size, ownership, or planning system.

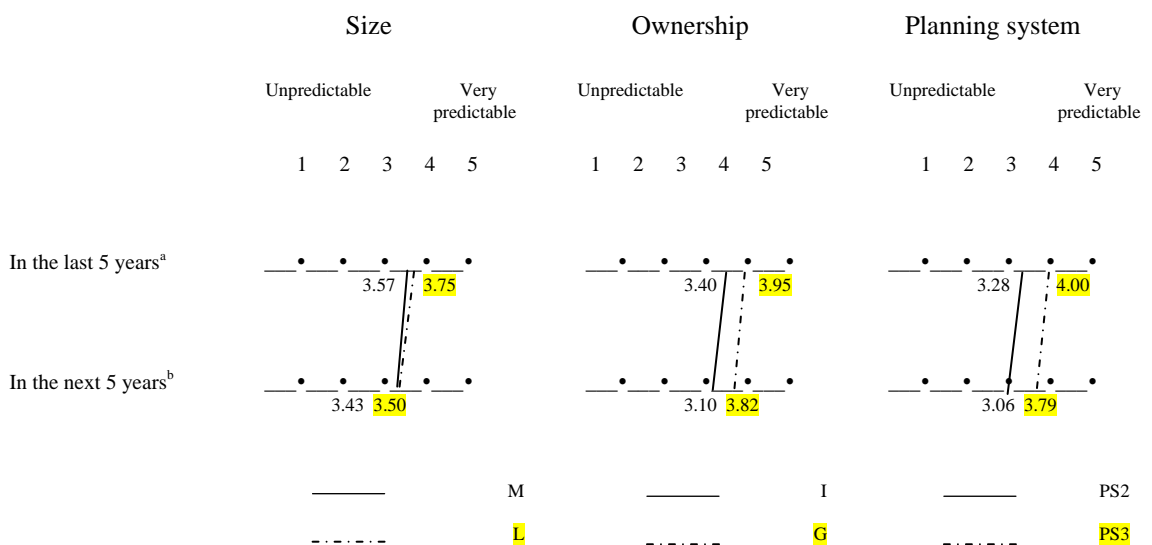
Table 12.1: Occupancy rate (%)

Occupancy rate (%)	Mean	Size		Ownership		Planning system	
		M	L	I	G	PS2	PS3
In the last 5 years	74.43	76.14	73.57	72.75	75.95	76.50	72.88
In the next 5 years	81.55	84.29	80.18	80.50	82.50	83.61	80.00

Note: N=42

Figure 12.1 shows that the formal planning companies considered the occupancy rate as being predictable over the last 5 years (mean=3.69) and slightly less predictable in the next 5 years (mean=3.48).

Interestingly, large companies, group companies, and planning sophistication3 companies were more likely to consider the occupancy rate, both in the last 5 years and in the next 5 years, as being predictable than medium sized companies, independent companies, and planning sophistication3 companies. These differences were statistically significant by ownership and planning system.

Figure 12.1: Predictability of occupancy rate

Note: N=42, ^aownership: $p < 0.005$; planning system: $p = 0.000$, ^bownership: $p = 0.000$; planning system: $p = 0.000$

12.2.2 Predictability of Demand

Table 12.2 reports that over the last 5 years formal planning companies found 35% of sales/revenues highly predictable, 32% predictable, 21% fairly predictable, 11% unpredictable, and 1% highly unpredictable.

There was a statistically significant difference by ownership with group companies considering 14% of sales/revenues fairly predictable and independent companies considering 29% of sales/revenues fairly predictable.

Statistically significant differences by planning system exist with planning sophistication³ companies considering 46% of sales/revenues highly predictable, and 17% fairly predictable versus planning sophistication² companies considering 21% of sales/revenues highly predictable, and 27% fairly predictable.

Table 12.2: Predictability of sales/revenues in the last 5 years (%)

Predictability	%	Size		Ownership		Planning system	
		M	L	I	G	PS2	PS3
Highly predictable ^a	35	26	39	26	43	21	46
Predictable	32	35	30	31	32	38	27
Fairly predictable ^b	21	27	18	29	14	27	17
Unpredictable	11	11	11	12	10	13	10
Highly unpredictable	1	1	1	2	2	2	0
Total	100	100	100	100	100	100	100

Note: N=42, ^aplanning system: p<0.01, Cramer's V=0.738

^bownership: p<0.05, Cramer's V=0.592; planning system: p<0.05, Cramer's V=0.603

Predictability of sales/revenues in the next 5 year detailed in Table 12.3 indicates that formal planning companies expect 31% of sales/revenue to be highly predictable, 32% predictable, 24% fairly predictable, 11% unpredictable, and 2% highly unpredictable.

There were statistically significant differences by planning system with planning sophistication² companies expecting 30% of sales/revenue compared with planning sophistication³ companies expecting 19% of sales/revenue to be fairly predictable and

planning sophistication² companies expecting 18% of sales/revenue compared with planning sophistication³ companies expecting 41% of sales/revenue to be highly predictable.

Table 12.3: Predictability of sales/revenues in the next 5 years (%)

Predictability	%	Size		Ownership		Planning system	
		M	L	I	G	PS2	PS3
Highly predictable ^a	31	24	35	22	39	18	41
Predictable	32	33	31	31	33	36	29
Fairly predictable ^b	24	30	21	30	18	30	19
Unpredictable	11	11	12	12	11	13	10
Highly unpredictable ^c	2	2	1	4	0	3	1
Total	100	100	100	100	100	100	100

Note: N=42, ^aplanning system: p=0.005, Cramer's V=0.697

^bplanning system: p<0.05, Cramer's V=0.615

^cownership: p<0.01, Cramer's V=0.548, planning system: p<0.05, Cramer's V=0.430

12.2.3 Market Growth Environment

Table 12.4 examines the market growth rate over the last 5 years and it was found that of the formal planning companies 60% had market growth rate of 5-10% per year and 40% had market growth rate of 0-5% per year.

There was a statistically significant difference by planning system with 61% of planning sophistication² companies having market growth rate of 0-5% per year over the last 5 years and 75% of planning sophistication³ companies having market growth rate of 5-10% per year over the last 5 years.

Table 12.4: Market growth rate in the last 5 years

Growth rate	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
0-5% pa	17	40	7	50	10	36	10	50	7	32	11	61	6	25
5-10% pa	25	60	7	50	18	64	10	50	15	68	7	39	18	75
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: planning system: p<0.05, Cramer's V=0.364

Table 12.5 deals with the market growth rate in the next 5 years and the data showed that of the formal planning companies, 67% expected market growth rate to be 0-5% per year and 33% expected market growth rate to be 5-10% per year.

There was a statistically significant difference by size with 93% of medium sized companies expecting market growth rate to be 0-5% per year in the next 5 years compared with 54% of large companies in the next 5 years.

Statistically significant difference by planning system exists in that 89% of planning sophistication² companies expected market growth rate to be 0-5% per year in the next 5 years compared with 50% of planning sophistication³ companies in the next 5 years.

Table 12.5: Market growth rate in the next 5 years

Growth rate	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
0-5% pa	28	67	13	93	15	54	15	75	13	59	16	89	12	50
5-10% pa	14	33	1	7	13	46	5	25	9	41	2	11	12	50
Total	42	100	14	100	28	100	20	100	22	100	18	100	24	100

Note: size: $p < 0.05$, Cramer's $V = 0.393$; planning system: $p < 0.01$, Cramer's $V = 0.408$

12.3 Competitive Environment

12.3.1 Main Competitors

Table 12.6 reveals that for the formal planning companies the 3 main competitors in the last 5 years were independent hotels (67%), domestic group hotels (33%), and foreign group hotels (33%).

There was a statistically significant difference by size with 93% of medium sized companies having independent hotels as major competitor compared with 54% of large companies.

Statistically significant differences by ownership exist in that a higher percentage of group companies had domestic group hotels and foreign group hotels as their major competitors compared with independent companies.

A significant difference by planning system was found for foreign group hotels as competitors. The data suggests a higher percentage of planning sophistication³ companies had foreign group hotels as their major competitor compared with planning sophistication² companies.

Table 12.6: Main competitors in the last 5 years

Main competitors	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Independent hotels ^a	28	67	13	93	15	54	14	70	14	64	14	78	14	58
Domestic group hotels ^b	14	33	3	21	11	34	3	15	11	50	5	28	9	38
Foreign group hotels ^c	14	33	4	29	10	36	3	15	11	50	2	11	12	50
No competitor	2	5	0	0	2	7	2	10	0	0	2	11	0	0

Note: N=42, ^asize: p<0.05, Cramer's V=0.393, ^bownership: p<0.05, Cramer's V=0.371
^cownership: p<0.05, Cramer's V=0.371; planning system: p<0.01, Cramer's V=0.408

Table 12.7 details that in the next 5 years, the 3 main competitors will be independent hotels (57%), foreign group hotels (38%), and domestic group hotels (29%).

There were statistically significant differences by size in that 86% of medium sized companies expected independent hotels as major competitors while 43% of large companies expected them as competitors. In contrast, only 7% of medium sized companies expected domestic group hotels as major competitors whereas 39% of large companies expected them as competitors.

Statistically significant differences for foreign group hotels as competitors were found by ownership and planning system. Group companies and planning sophistication³ companies were more likely to expect foreign group hotels as major competitors in the next 5 years than independent companies and planning sophistication² companies.

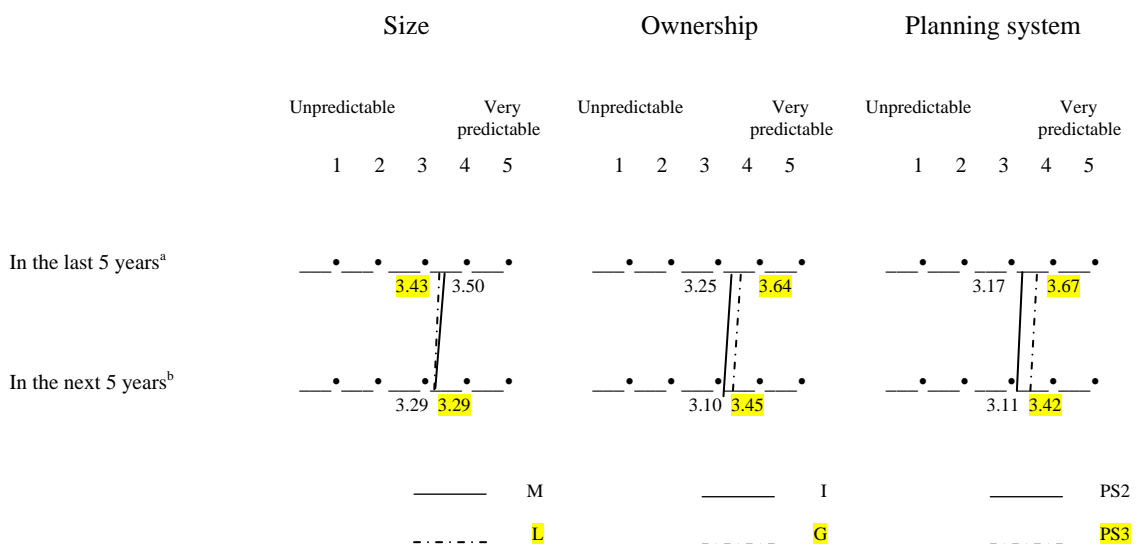
Table 12.7: Main competitors in the next 5 years

Main competitors	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Independent hotels ^a	24	57	12	86	12	43	13	65	11	50	12	67	12	50
Domestic group hotels ^b	12	29	1	7	11	39	3	15	9	41	3	17	9	38
Foreign group hotels ^c	16	38	4	29	12	43	4	20	12	55	3	17	13	54
No competitor	2	5	0	0	2	7	2	10	0	0	2	11	0	0

Note: N=42, ^asize: $p < 0.01$, Cramer's $V = 0.408$, ^bsize: $p < 0.05$, Cramer's $V = 0.335$
^cownership: $p < 0.05$, Cramer's $V = 0.355$; planning system: $p < 0.05$, Cramer's $V = 0.382$

12.3.2 Predictability of Main Competitors' Action

Figure 12.2 summarises that formal planning companies considered their competitors as being predictable (mean=3.45) over the last 5 years, with a statistically significant difference by planning system and they expected their competitors to be slightly less predictable over the next 5 years (mean=3.29) with no statistically significant differences either by size, ownership, or planning system.

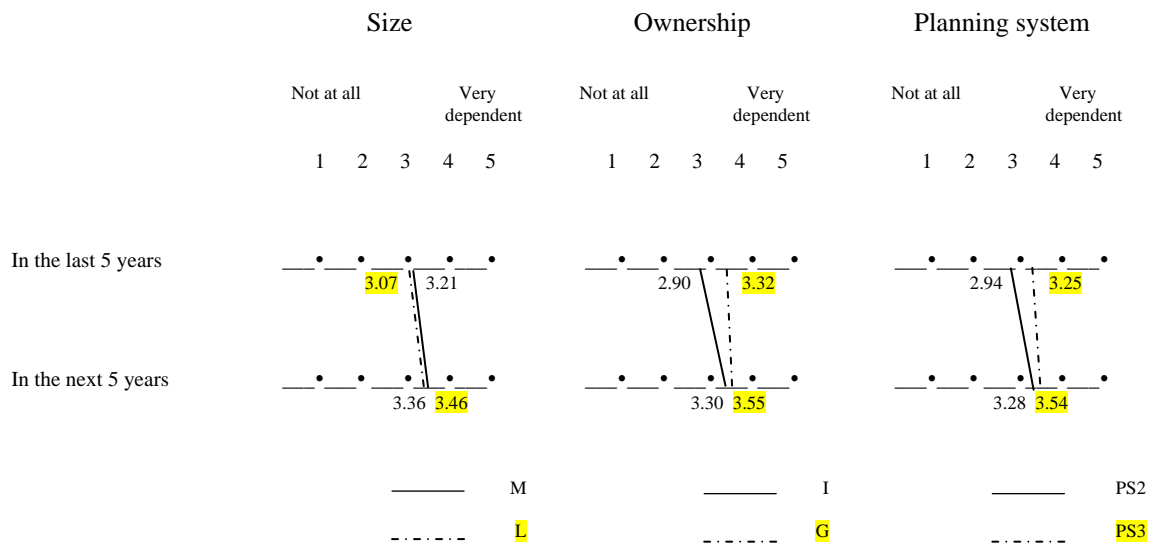
Figure 12.2: Predictability of competitors

Note: N=42, ^aplanning system: $p < 0.05$

12.3.3 Dependency on Main Competitors

The data on dependency of strategy on competitors in Figure 12.3 shows that over the next 5 years the strategy of formal planning companies would be slightly more dependent on the main competitors than it was over the last 5 years, with no statistically significant differences either by size, ownership, or planning system.

Figure 12.3: Dependency of strategy on competitors



Note: N=42

12.3.4 New Entrants to the Hotel Industry in the Next 5 Years

Table 12.8 details new entrants to the hotel industry in the next 5 years with the formal planning companies expecting foreign group hotels (71%), independent hotels (48%), and domestic group hotels (45%) respectively.

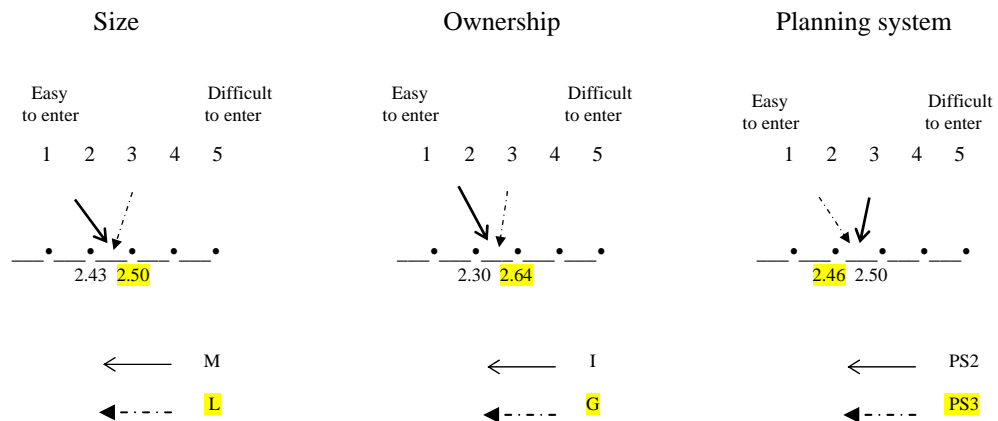
There was a statistically significant difference by ownership with 86% of group hotels expecting foreign group hotels to be new entrants in the next 5 years compared with 55% of independent companies.

Table 12.8: Possibility of new entrants to the hotel industry in the next 5 years

New entrants	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Independent hotels	20	48	9	64	11	39	10	50	10	46	10	56	10	42
Domestic group hotels	19	45	5	36	14	50	9	45	10	46	10	56	9	38
Foreign group hotels ^a	30	71	8	57	22	79	11	55	19	86	11	61	19	79

Note: N=42, ^aownership: $p < 0.05$, Cramer's $V = 0.347$

The data in Figure 12.4 suggests that there is little difficulty for a new entrant to enter into the hotel industry (mean=2.48).

Figure 12.4: Difficulty for a new entrant to the hotel industry

Note: N=42

12.4 Customer Environment

Table 12.9 summarises that the 4 major customers of formal planning companies over the last 5 years were foreign tourists (86%), foreign business people (76%), foreign group tours (41%), and foreign corporate functions (41%).

Foreign business people showed significant differences by ownership and planning system. The findings suggested a higher percentage of independent companies, and planning sophistication3 companies having foreign business people as major customers in the last 5 years than group companies and planning sophistication2 companies

Table 12.9: Major customers in the last 5 years

Customer types	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Thai business people	7	17	3	21	4	14	5	25	2	9	2	11	5	21
Thai corporate functions	10	24	3	21	7	25	7	35	3	14	5	28	5	21
Thai tourists	2	5	1	7	1	4	2	10	0	0	1	6	1	4
Foreign business people ^a	32	76	10	71	22	79	11	55	10	46	11	61	21	88
Foreign corporate functions	17	40	7	50	10	36	7	35	10	46	6	33	11	46
Foreign tourists	36	86	12	86	24	86	16	80	20	91	16	89	20	83
Foreign group tours	17	40	4	29	13	46	9	45	8	36	10	56	7	29

Note: N=42, ^aownership: $p < 0.01$, Cramer's $V = 0.474$; planning system: $p < 0.05$, Cramer's $V = 0.307$

Similarly, it was found in Table 12.10 that the 4 major customers formal planning companies expected in the next 5 years were foreign tourists (83%), foreign business people (79%), foreign group tours (40%), and foreign corporate functions (38%).

There were statistically significant differences by ownership. Independent group were more likely to have Thai business people, Thai corporate functions, foreign business people as their major customers while group companies tended to have foreign tourists as their major customers.

Table 12.10: Major customers in the next 5 years

Customer types	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Thai business people ^a	7	17	3	21	4	14	5	25	2	9	2	11	5	21
Thai corporate functions ^b	10	24	3	21	7	25	7	35	3	14	5	28	5	21
Thai tourists	2	5	1	7	1	4	2	10	0	0	1	6	1	4
Foreign business people ^c	32	76	10	71	22	79	11	55	10	46	11	61	21	88
Foreign corporate functions	17	40	7	50	10	36	7	35	10	46	6	33	11	46
Foreign tourists ^d	36	86	12	86	24	86	16	80	20	91	16	89	20	83
Foreign group tours	17	40	4	29	13	46	9	45	8	36	10	56	7	29

Note: N=42, ^aownership: p<0.05, Cramer's V=0.315, ^bownership: p<0.05, Cramer's V=0.347
^cownership: p=0.005, Cramer's V=0.432, ^downership: p<0.05, Cramer's V=0.341

The data on the nationality of customers for formal planning companies in Table 12.11 shows that 86% of customers over the last 5 years were foreigners and it was expected it will remain about the same for the next 5 years.

Table 12.11: Customer Nationality

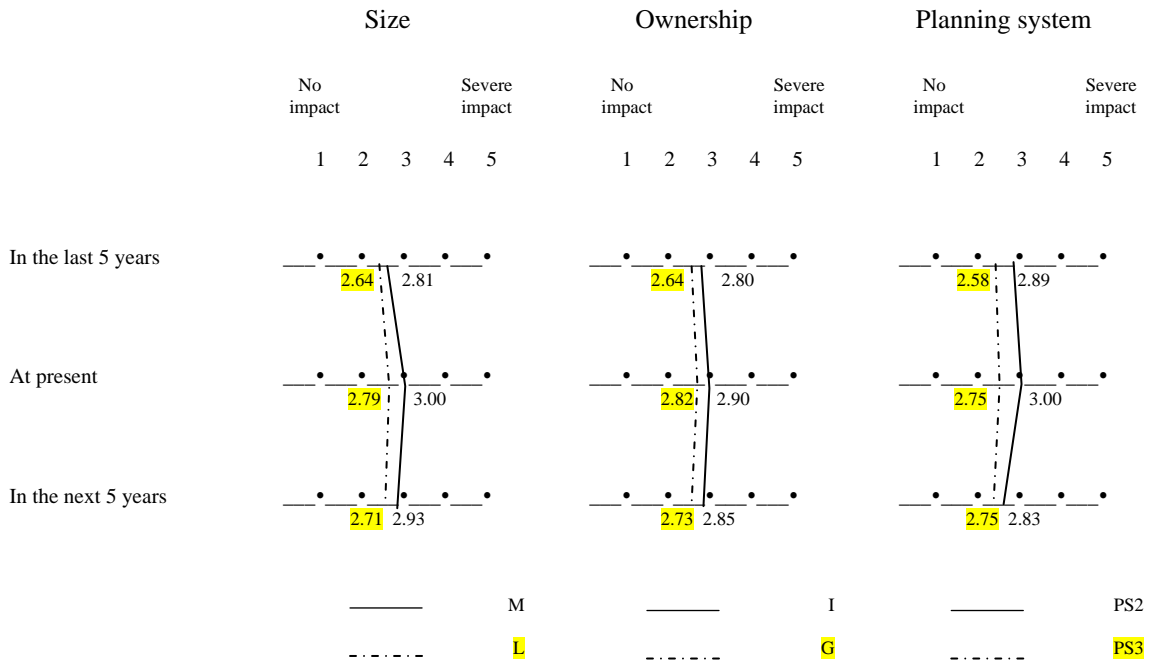
Nationality	%	Size		Ownership		Planning system	
		M	L	I	G	PS2	PS3
In the last 5 years							
Thai	14	14	13	22	6	14	14
Foreigner	86	84	87	77	94	86	86
In the next 5 years							
Thai	15	14	16	24	7	16	15
Foreigner	85	86	84	76	93	84	85

Note: N=42

12.5 Governmental Environment

Figure 12.5 shows that the impact of government policy on formal planning companies was at a minimal level. However, a greater impact of government policy was found in medium sized companies, independent companies, and planning sophistication2 companies rather than in the other groups.

Figure 12.5: Impact of government policy



Note: N=42

Table 12.12 shows that the impacts of government were on daily operations (83%), and products/services (60%).

There were statistically significant differences by planning system in that the impact of government policy on customers, and marketing tended to be more frequent in planning sophistication2 companies than planning sophistication3 companies.

Table 12.12: Current impact of government policy on operation process

Impact	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	5	12	1	7	4	14	3	15	2	9	4	22	1	4
Customers ^a	6	14	2	14	4	14	3	15	3	14	5	28	1	4
Business strategy	5	12	1	7	4	14	2	10	3	14	1	6	4	17
Products/services	25	60	8	57	17	61	12	60	13	59	11	61	14	58
Marketing ^b	6	14	2	14	4	14	3	15	3	14	5	28	1	4
Daily operations	35	83	12	86	23	82	17	85	18	82	14	78	21	88

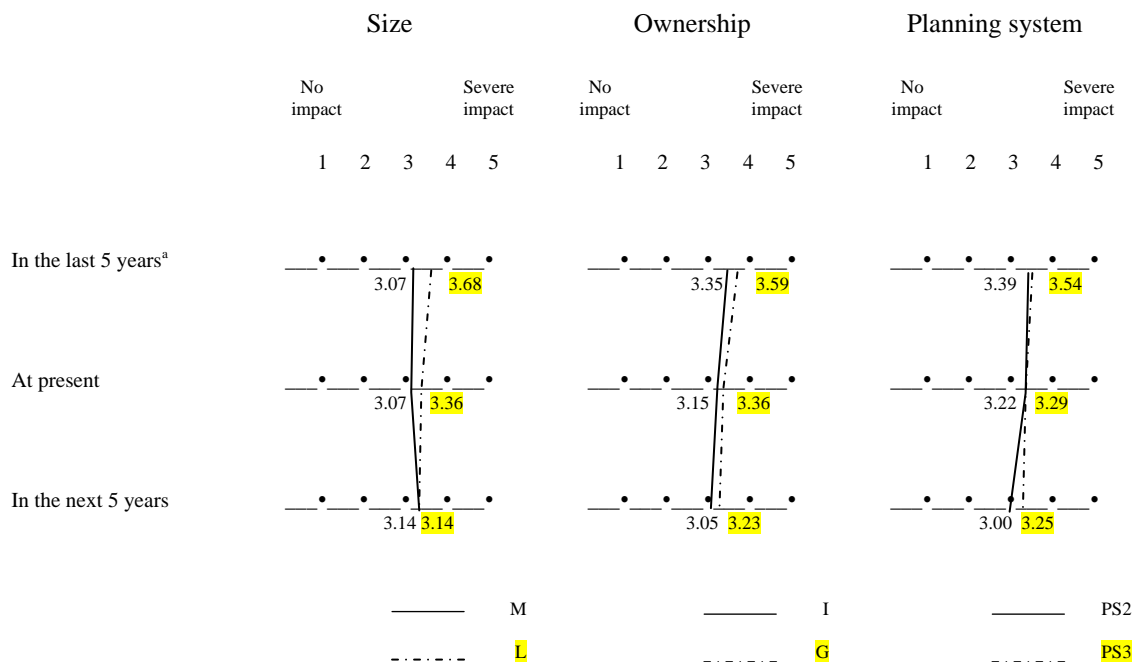
Note: N=42, ^aplanning system: p<0.05, Cramer's V=0.334; ^bplanning system: p<0.05, Cramer's V=0.334

12.6 Economic Environment

Figure 12.6 reveals that economy had a moderate impact on formal planning companies. Interestingly, the economy was more likely to have an impact on large companies, group companies, and planning sophistication3 companies rather than medium sized companies, independent companies, and planning sophistication2 companies.

There was a statistically significant difference by size with economy having a greater impact on large companies over the last 5 years than for medium sized companies.

Figure 12.6: Impact of economic environment



Note: N=42, ^asize: p=0.10

Table 12.13 presents that the current impacts of the economy were on profitability (100%), customers (95%), and market (93%) with no statistically significant differences either by size, ownership, or planning system.

Table 12.13: Current impact of economy on operation process

Impact	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	39	93	13	93	26	93	17	85	22	100	16	89	23	96
Customers	40	95	13	93	27	96	18	90	22	100	17	94	23	96
Business strategy	24	57	8	57	16	57	11	55	13	59	11	61	13	54
Products/services	5	12	2	14	3	11	2	10	3	14	4	22	1	4
Profitability	42	100	14	100	28	100	20	100	22	100	18	100	24	100
Marketing	23	55	8	57	15	54	11	55	12	55	11	61	12	50
Daily operations	8	19	3	23	5	18	5	25	3	14	5	29	3	13

Note: N=42

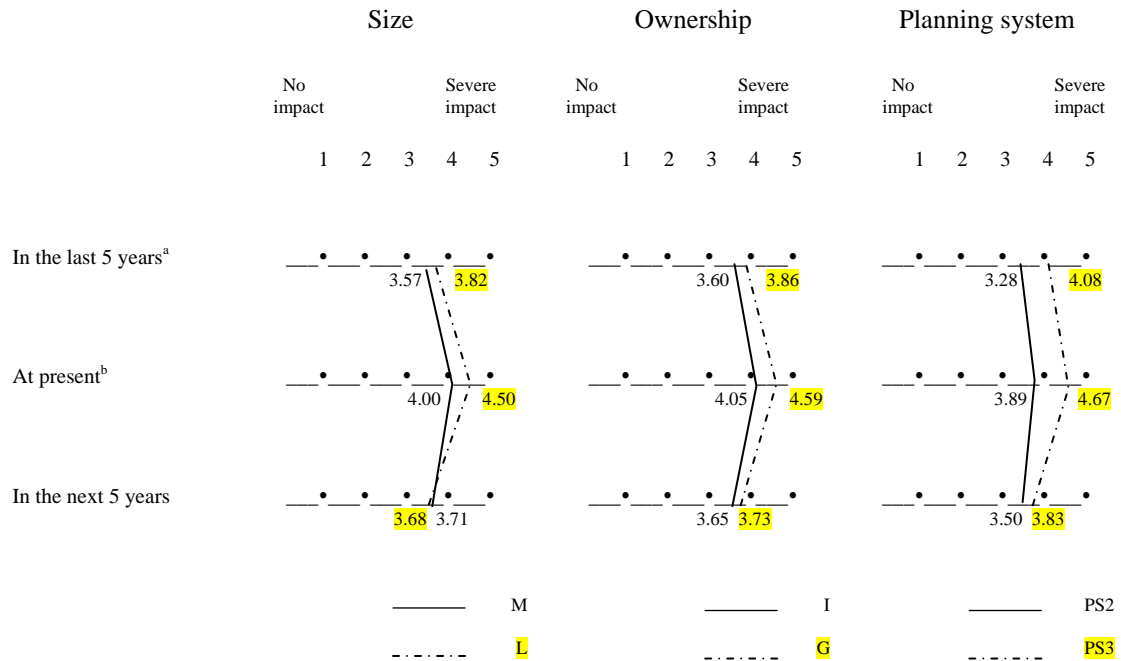
12.7 Global Situation

Figure 12.7 presents that global situation had a great impact on all formal planning companies, particularly at the present time (mean=4.33). However, the global situation was expected to have less impact in the next 5 years (mean=3.69).

A statistically significant difference by planning system emerged with global situation having a greater impact on planning sophistication³ companies over the last 5 years than planning sophistication² companies.

At present, the global situation was more likely to impact on large companies, group companies, and planning sophistication³ rather than medium sized companies, independent companies, and planning sophistication² companies. These differences were statistically significant.

Figure 12.7: Impact of global situation



Note: N=42, ^aplanning system: p=0.001, ^bsize: p<0.05; ownership: p<0.01; planning system: p=0.000

Table 12.14 reports that the 5 main current impacts of the global situation were on market (95%), profitability (93%), customers (93%), marketing (83%), and daily operations (79%).

A statistically significant difference by ownership exists in that the impact of global situation on business strategy tended to be found in group companies rather than independent companies.

There were statistically significant differences by planning system in that the impact of global situation on customer, and business strategy were more likely to be found in planning sophistication3 companies than in planning sophistication2 companies.

Table 12.14: Current impact of global situation on operation process

Impact	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	40	95	13	93	27	96	19	95	21	96	16	89	24	100
Customers ^a	39	93	12	86	27	96	19	95	20	91	15	83	24	100
Business strategy ^b	28	67	8	57	20	71	10	50	18	82	7	39	21	88
Products/services	6	14	3	21	3	11	2	10	4	18	4	22	2	8
Profitability	39	93	12	86	27	96	17	85	22	100	17	94	22	92
Marketing	35	83	12	86	23	82	16	80	19	86	15	83	20	83
Daily operations	33	79	11	79	22	79	15	75	18	82	15	83	18	75

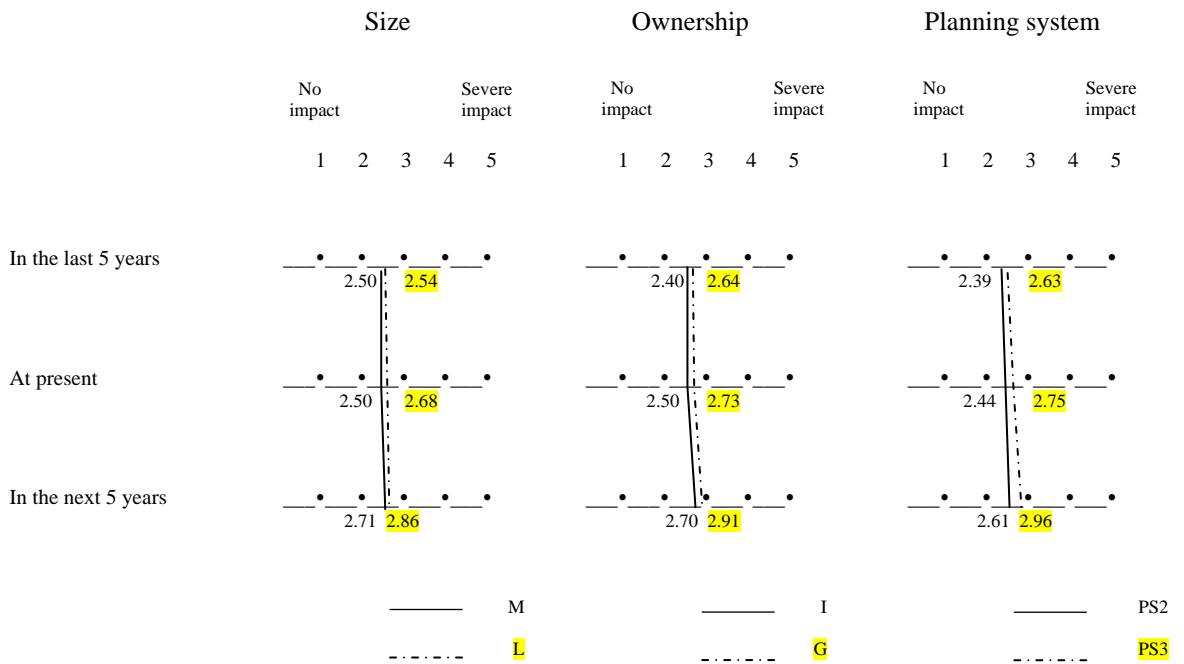
Note: N=42, ^aplanning system: p<0.05, Cramer's V=0.320

^bownership: p<0.05, Cramer's V=0.337; planning system: p=0.001, Cramer's V=0.510

12.8 Social/cultural Environment

Figure 12.8 shows that the impact of social/cultural environment on formal planning companies was at a minimal level. However, a greater impact of social/cultural environment was found in large companies, group companies, and planning sophistication³ companies rather than in medium sized companies, independent companies, and planning sophistication² companies. These differences were not statistically significant.

Figure 12.8: Impact of social/cultural environment



Note: N=42, based on five point scale with 1=no impact, 5=severe impact

Table 12.15 suggests that the main current impacts of social/cultural environment were on products/services (45%), market (19%), and customers (17%).

Table 12.15: Current impact of social/cultural environment on operation process

Impact	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	8	19	1	7	7	25	5	25	3	14	3	17	5	21
Customers	7	17	1	7	6	21	5	25	2	9	3	17	4	17
Business strategy	5	12	3	21	2	7	1	5	4	18	1	6	4	17
Products/services	19	45	6	43	13	46	6	30	13	59	6	33	13	54
Marketing	6	14	3	21	3	11	4	20	2	9	1	6	5	21
Daily operations ^a	2	5	2	14	0	0	2	10	0	0	1	6	1	4

Note: N=42, ^asize: p<0.05, Cramer's V=0.316

There were statistically significant differences by ownership and planning system in that the impact on daily operations was more likely to be found in group companies, and planning sophistication3 companies than for independent companies, and planning sophistication2 companies.

Table 12.16: Current impact of technology on operation process

Impact	N	%	Size				Ownership				Planning system			
			M	%	L	%	I	%	G	%	PS2	%	PS3	%
Market	1	2	0	0	1	4	1	5	0	0	0	0	1	6
Customers	3	7	1	7	2	7	1	5	2	9	2	11	1	4
Business strategy ^a	2	5	2	14	0	0	0	0	2	9	1	6	1	4
Products/services	3	7	1	7	2	7	1	5	2	9	1	6	2	8
Marketing	35	83	11	79	24	86	16	80	19	86	14	78	21	88
Daily operations ^b	28	67	8	57	20	71	10	50	18	82	8	44	20	83

Note: N=42, ^asize: p<0.05, Cramer's V=0.316

^bownership: p<0.05, Cramer's V=0.337; planning system: p<0.01, Cramer's V=0.408

12.10 Chapter Summary

This chapter examined the external environments of the formal planning companies.

The average occupancy rate of the formal planning companies was 75% over the last 5 years and is expected to be 82% over the next 5 years. Occupancy rate were more predictable in large companies, group companies, and planning sophistication3 companies than in medium sized companies, group companies, and planning sophistication2 companies.

About 90% of sales/revenues was found to be fairly predictable over the last 5 years and is expected to be similar in the next 5 years. There were statistically significant differences by ownership and planning system. Generally formal planning companies experienced market growth rate over the last 5 years of 5-10% per year and expected 0-5% growth rate per year for the next 5 years.

Independent hotels, domestic group hotels, and foreign group hotel were the main competitors over the last 5 years. Medium sized companies, independent companies, and planning sophistication² companies were more likely to have independent hotels as their main competitors while large companies, group companies, and planning sophistication³ companies tended to regard domestic group hotels and foreign group hotels as their main competitors.

All formal planning companies considered their competitors as being predictable over the last 5 years and expected their competitors to be slightly less predictable over the next 5 years. The strategy over the next 5 years for the formal planning companies will be more dependent on the major competitor than it was over the last 5 years. Foreign group hotels, independent hotels, and domestic group hotels were expected to be major new entrants with no difficulty in entering the Thai hotel industry.

Foreign tourists and foreign business people were main customers over the last 5 years and they were expected to be major customers for the next 5 years. About 85% of customers were foreigners.

The global situation had an extensive impact on all formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. However, it was expected there will be a lesser impact from the global situation over the next 5 years. The major impacts were on market, profitability, customers, marketing, and daily operation processes.

The economy had a moderate impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. The economy was expected to have slightly less impact over the next 5 years. The current impacts were on profitability, customer, and market.

Technology had a moderate impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. It was

expected there would be more impact from technology over the next 5 years. The major impacts were on marketing, and daily operation.

Social/cultural environment had a minimal impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. It was expected there would be more impact from social/cultural environment over the next 5 years. The major impacts were on product/service, market, and customer.

The impact of government policy on formal planning companies was found to be at a minimal level and was expected to be slightly less over the next 5 years. The current impacts were on daily operation, and product/service.

PART FOUR B

**COMPANIES WITHOUT
FORMAL PLANNING SYSTEM**

Chapter 13: Non-Formal Planners

Chapter 13

Non-formal Planners

13.1 Introduction

This chapter aims to explore strategic management practices of the 8 non-formal planning companies or planning sophistication1 companies. The non-formal planning companies, comprise 7 medium sized companies, 1 large company, and were all independent companies. Hence the comparisons by size, and ownership were not feasible. It was decided to report the results for the group as a whole, however, there would be some simple comparisons with formal planning companies as appropriate to emphasise the behavioural patterns of the non-formal planning companies.

13.2 Planning Practices of Non-formal Planning Companies

13.2.1 Reasons for Not Having a Formalised Planning System

Table 13.1 shows that of the non-formal planning companies, the major reasons for not having a formalised planning system were size (75%), and non-standard process of formulating strategies (63%).

Table 13.1: Reasons for not having a formalised planning system

Reasons	N	%
Size	6	75
Non-standard process of formulating strategies	5	63
Human resource	2	25
Complexity of strategic process	2	25
Time effort	1	13
External factor	1	13

N=8

Table 13.2 shows that non-formal planning companies were more likely to be small in all aspects of size compared with formal planning companies. This might be part of the explanation for the absence of a formalised planning system.

Table 13.2: Size aspects of sample companies

		NFPC	FPC
Revenue (Million Baht)	Mean	46	397
	N	3	28
Profit (Million Baht)	Mean	20	92
	N	2	27
Assets (Million Baht)	Mean	300	1395
	N	2	11
Number of employees	Mean	116	465
	N	8	42
Number of rooms	Mean	168	431
	N	8	42

13.2.2 Strategic Management

Table 13.3 details the process of strategic management and the data revealed that of the non-formal planning companies, 88% suggested all strategic decisions were made by CEO/MD/President, 63% suggested common strategic decisions made by corporate level, 63% suggested strategic decisions arose from negotiation between CEO/MD/President and corporate level, and 25% suggested common strategic decisions made by the second level.

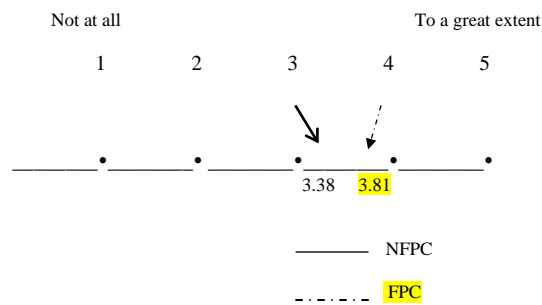
Table 13.3: Process of strategic management

Process	N	%
All strategic decisions made by CEO/MD/President	7	88
Common strategic decisions made by corporate level	5	63
Negotiation between CEO/MD/President and corporate level	5	63
Common strategic decisions made by second level	2	25

N=8

Figure 13.1 indicates that all 8 non-formal planning companies considered they were strategically managed to some extent (mean=3.38). However, the data suggests that formal planning companies considered they were strategically managed to a greater extent than non-formal planning companies.

Figure 13.1: Company strategically managed



Note: N(NFPC)=8, N(FPC)=42

13.2.3 Strategic Issues

Table 13.4 reports that 62% of non-formal planning companies addressed strategic issues as required, and 38% addressed them on an ad hoc basis.

Table 13.4: Strategic issues addressed by companies

	N	%
As required	5	62
Ad hoc	3	38
Total	8	100

Table 13.5 highlights that in all non-formal planning companies the CEO/MD/President had the overall responsibility to address strategic issues and that in 50% of the companies the corporate level was also responsible for addressing the strategic issues.

Table 13.5: Responsibility to address strategic issues

	N	%
CEO/MD/President	8	100
Corporate level	4	50

Note: N=8

13.2.4 Time Horizon for Main Strategies

Table 13.6 shows that 88% of non-formal planning companies had a 1-3 year time horizon and 13% had a 4-10 year time horizon for their strategies.

Table 13.6: Time horizon for main strategies

Time horizon	N	%
1-3 years	7	88
4-10 years	1	13
Total	8	100

13.2.5 Main Areas of Strategic Decisions

Table 13.7 summarises that in the non-formal planning companies, the main areas of strategic decisions over the last 5 years were product/service (88%), finance (50%), and marketing (50%). Strategic decisions on fund/capital issues played only a minor role.

Table 13.7: Main areas of strategic decisions in the last 5 years

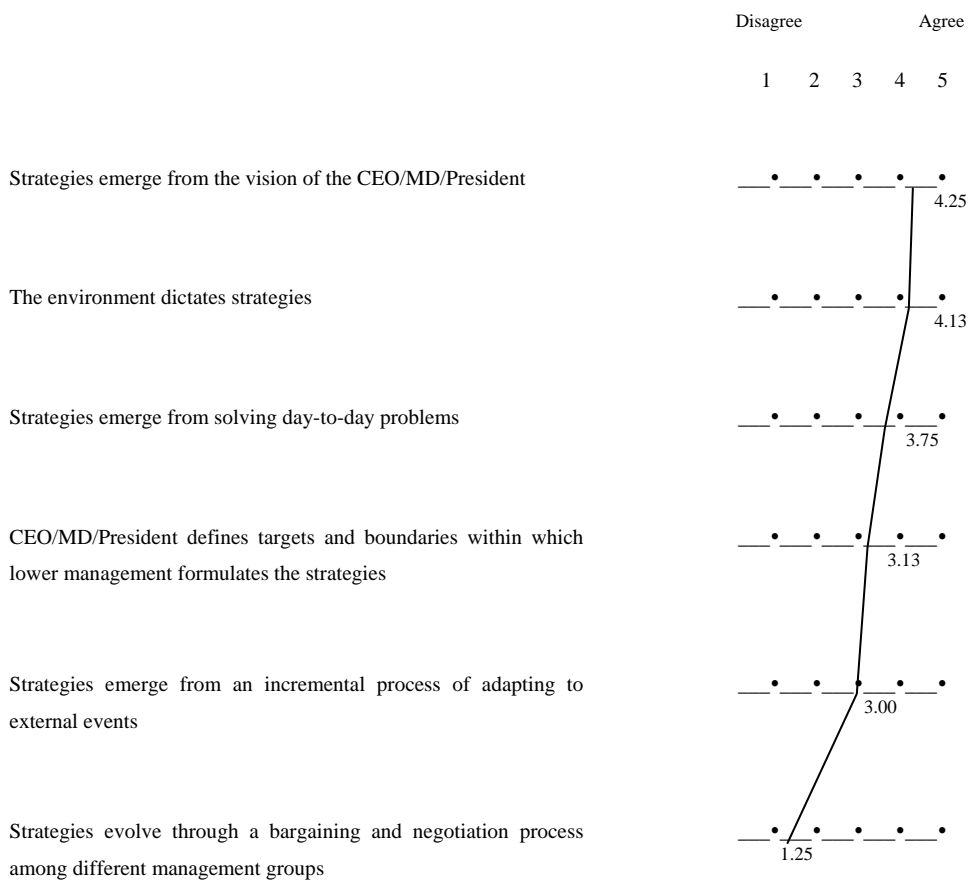
Main areas	N	%
Product/service	7	88
Finance	4	50
Marketing	4	50
Fund/capital	2	25

Note: N=8

13.2.6 Process of Strategy Formulation

Figure 13.2 examines the process of strategy formulation and the findings showed that non-formal planning companies assigned the greatest agreement on strategies emerging from the vision of the CEO/MD/President (mean=4.25), followed by the environment dictating strategies (mean=4.13), strategies emerging from solving day-to-day problems (mean=3.75), CEO/MD/President defining targets and boundaries within which lower management formulates the strategies (mean=3.13), and strategies emerging from an incremental process of adapting to external events (mean=3.00). All non-formal planning companies disagreed on strategies evolving through a bargaining and negotiation process among different management groups (mean=1.25).

Figure 13.2: Process of strategy formulation

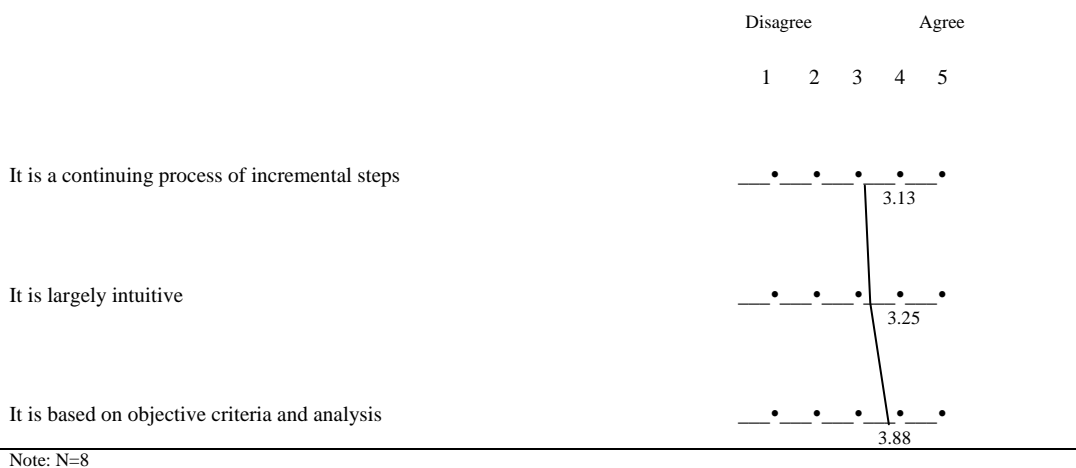


Note: N=8

13.2.7 Nature of Strategic Decision-making Process

Figure 13.3 details that in non-formal planning companies strategic decision-making process was depicted as based on objective criteria and analysis (mean=3.88), largely intuitive (mean=3.25), and a continuing process of incremental steps (mean=3.13).

Figure 13.3: Nature of strategic decision-making process



13.2.8 Disposition of Strategic Decisions

The data in Table 13.8 reports that strategic decisions were integrated in 75% of non-formal planning companies and even among the balance 25%, the decisions were only loosely coupled, never disjointed.

Table 13.8: Disposition of strategic decisions

	N	%
They are integrated	6	75
They are loosely coupled	2	25
N	8	100

13.2.9 Management Efforts on Strategic Decisions

Figure 13.4 shows that non-formal planning companies assign the greatest corporate effort in formulating strategies (mean=4.38) followed by developing macro forecasts of the external factors, and formulating goals and objectives (mean=4.25), identifying areas of new business opportunity (mean=4.13), and preparing specific studies (mean=4.00). The findings suggest that second level of management plays only a minimal role in all strategic decisions.

Figure 13.4: Efforts of corporate management and second level on strategic decisions

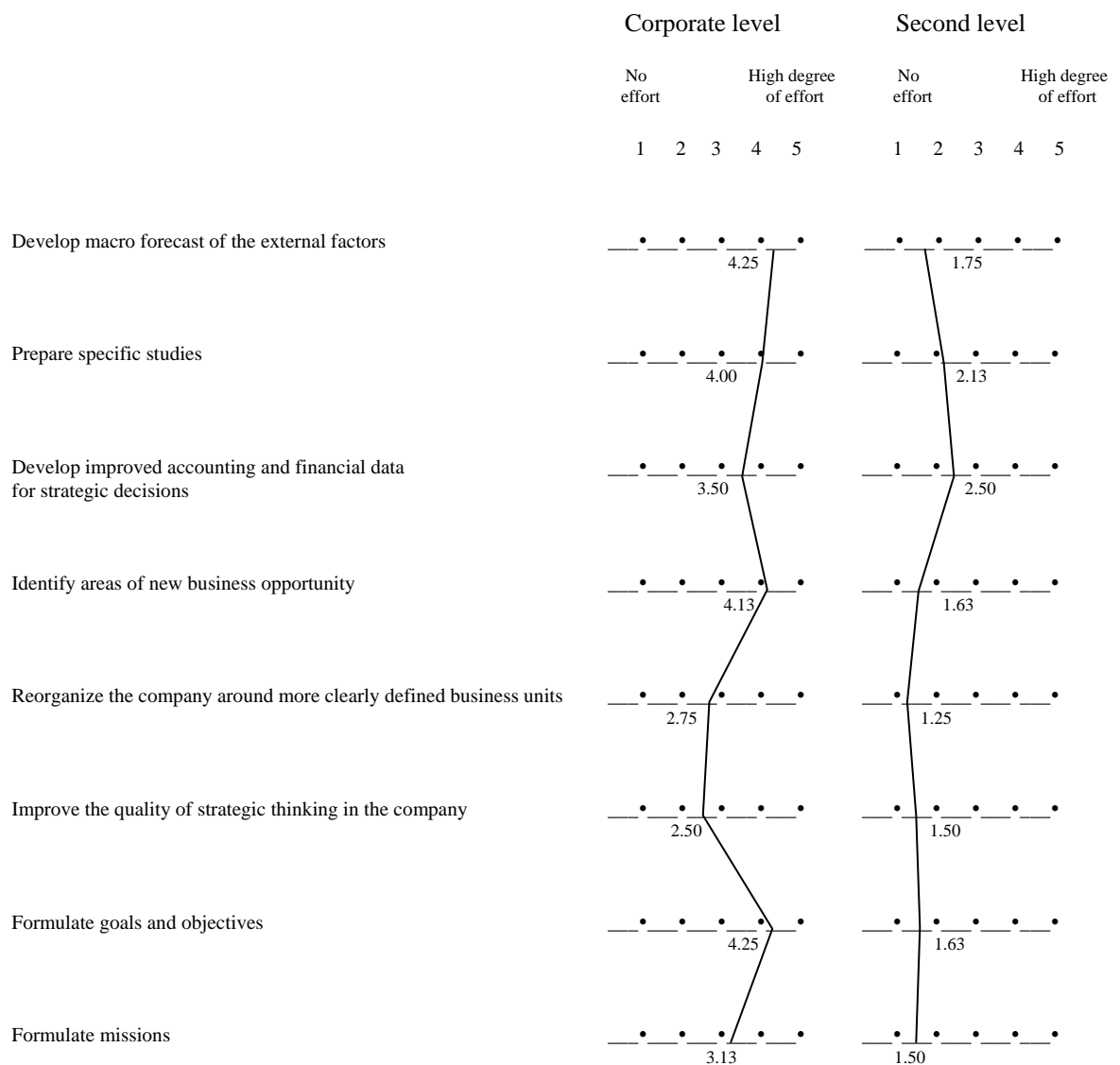
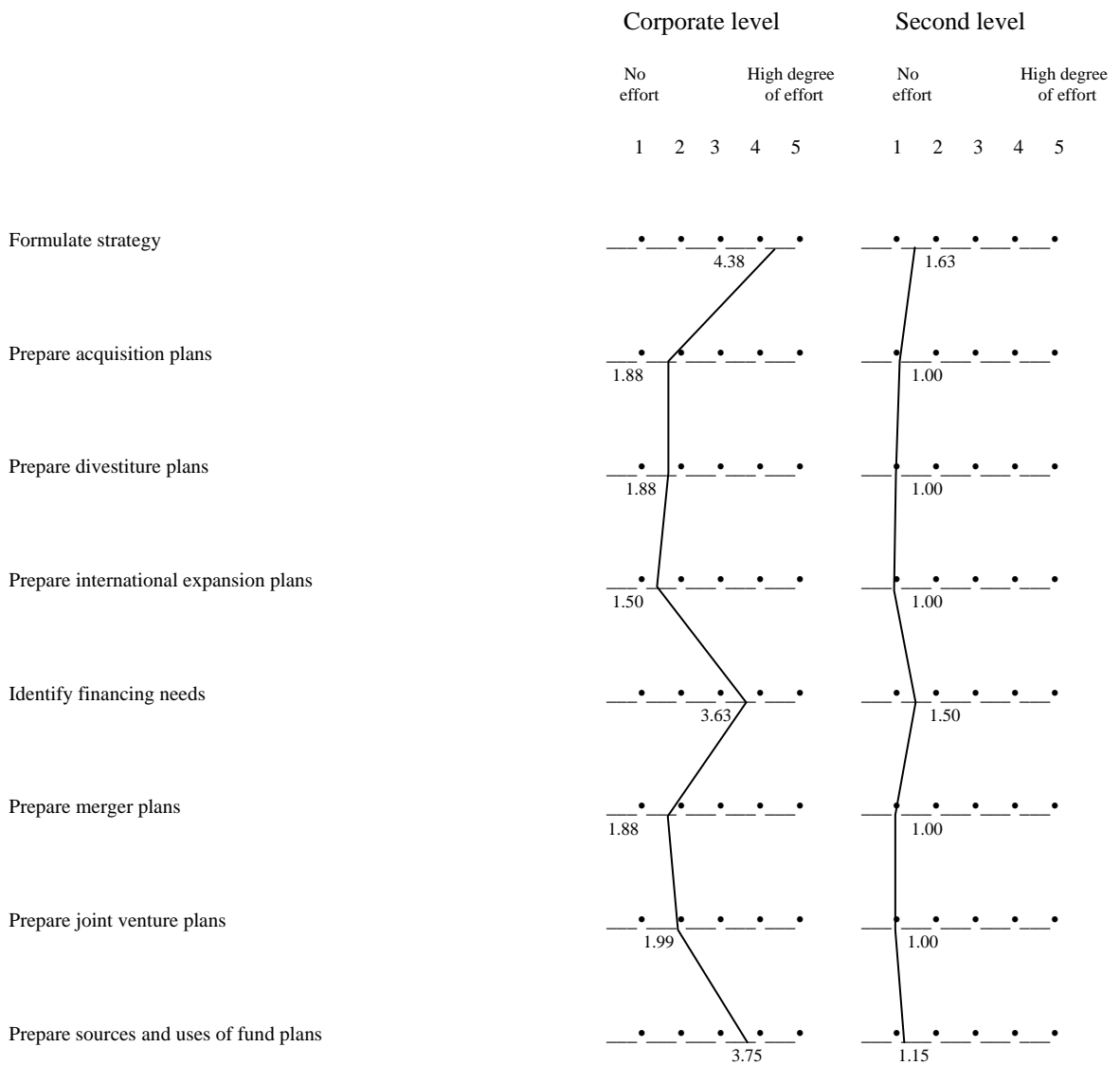


Figure 13.4: Efforts of corporate management and second level on strategic decisions (continued)

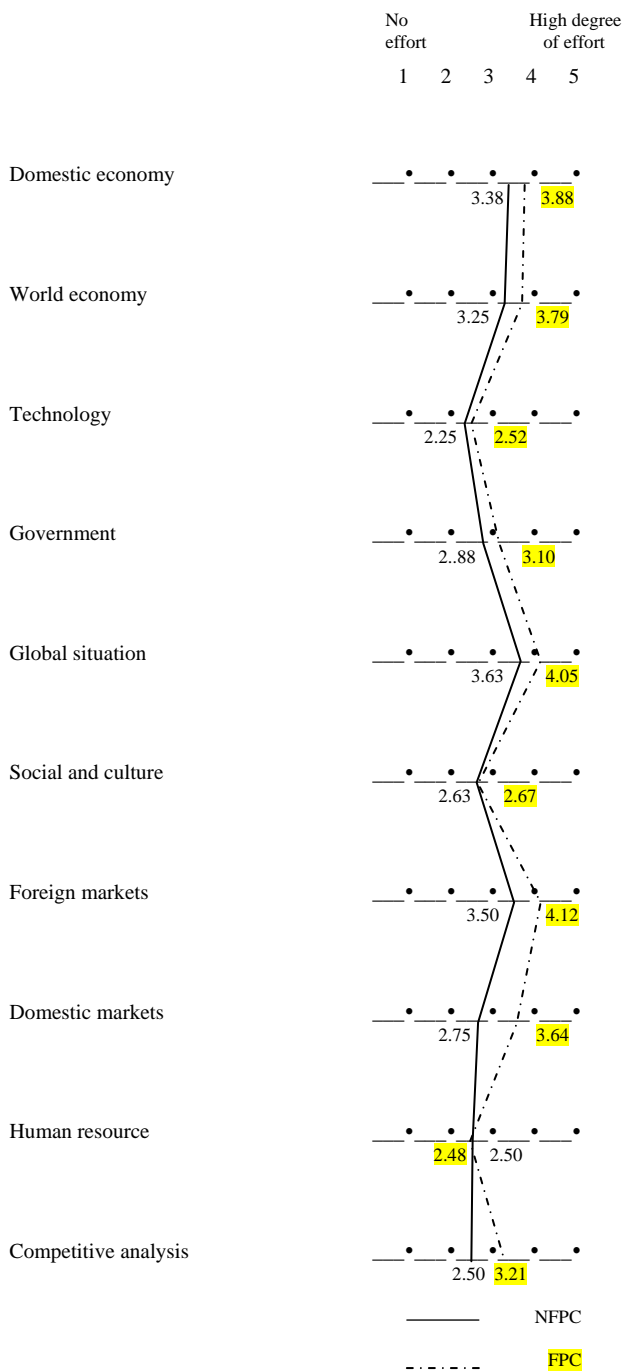


13.2.10 Efforts on Forecasting Areas

Figure 13.5 displays the corporate planning effort on external factor forecasts over the last 5 years and the data shows that non-formal planning companies assigned the greatest efforts to global situation (mean=3.63), followed by foreign market (mean=3.50), domestic economy (mean=3.38), and world economy (mean=3.25).

The findings suggest that formal planning companies assigned greater efforts to all areas of external forecasts over the last 5 years, except for human resource, compared with non-formal planning companies.

Figure 13.5: The effort of corporate planning on external factor forecasts (last 5 years)



Note: N(NFPC)=8, N (FPC)=42

13.2.11 Responsibility for Developing Forecasts

Table 13.9 examines responsibility for developing forecasts and the data shows that for 88% of non-formal planning companies corporate level management was responsible for developing forecasts and second level of management was responsible for the balance (12%).

Table 13.9: Responsibility for developing forecasts

	N	%
Corporate level	7	88
Second level	1	12
N	8	100

13.2.12 External Environment Analysis

Figure 13.6 deals with responsibility for external environment analysis and the data shows that non-formal planning companies expended a greater effort on customer analysis (mean=4.25), and economic analysis (mean=3.38) rather than the other areas under investigation.

The findings would further suggest that in non-formal planning companies, the corporate level management were more likely to be responsible for all external environment analysis except supplier and technology analysis. By contrast, in formal planning companies the corporate level management seemed more likely to be responsible for economic analysis while second level of management and functional managements tended to be responsible for the remaining analysis.

Figure 13.6: Responsibility for external environment analysis

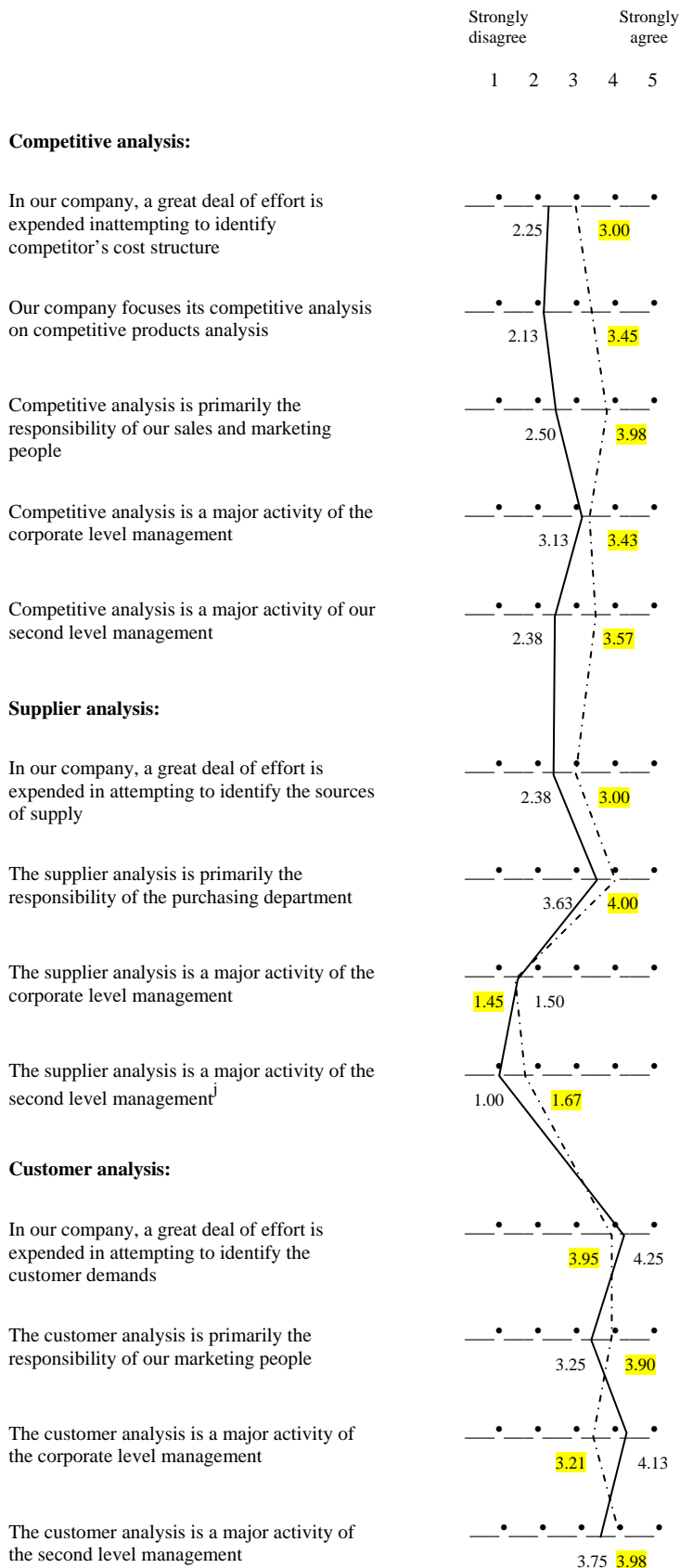


Figure 13.6: Responsibility for external environment analysis (continued)

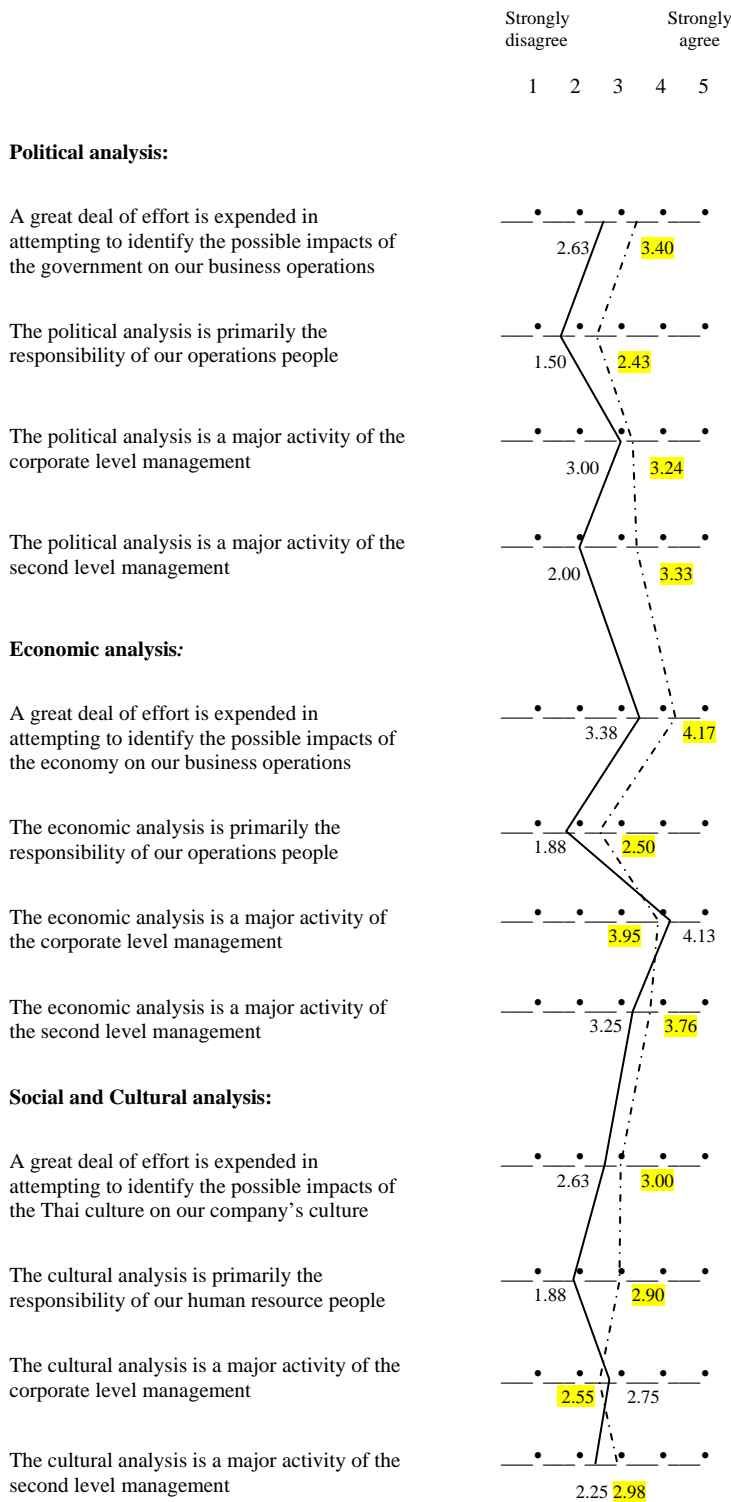
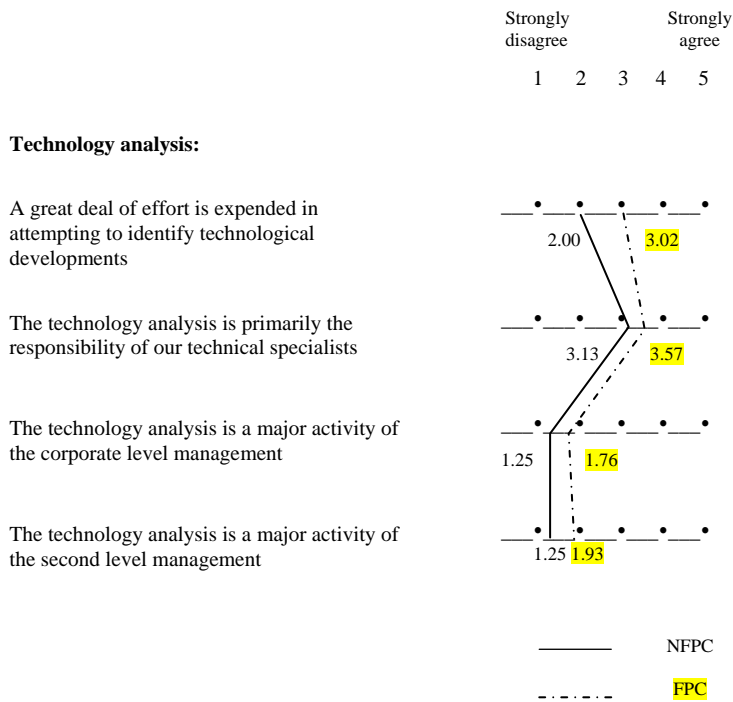


Figure 13.6: Responsibility for external environment analysis (continued)

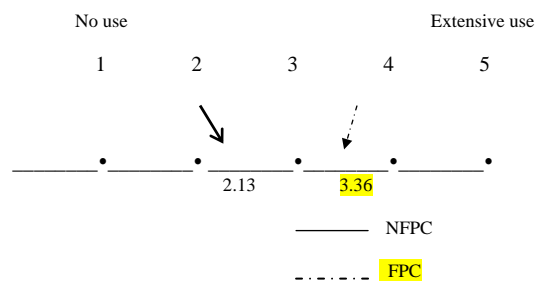


Note: N(NFPC)=8, N(FPC)=42,

13.2.13 Extent of Use of Computer Models/systems

Figure 13.7 highlights that non-formal planning companies use computer models/system to support strategic management effort to a minimal extent (mean=2.13) compared with formal planning companies (mean=3.36).

Figure 13.7: Use of computer models/systems



Note: N(NFPC)=8, N(FPC)=42

Table 13.10 summarises that the most popular computer models/systems used to support strategic management effort of the non-formal planning companies were financial models (62%), and forecasting models (25%). The findings clearly suggest a higher percentage of formal planning companies use computer models/systems to support strategic management effort compared with non-formal planning companies.

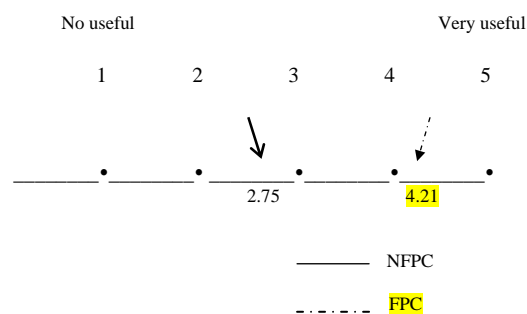
Table 13.10: Computer models/systems used

Computer models/systems	NFPC		FPC	
	N	%	N	%
Forecasting models	2	25	30	71
Financial models	5	62	40	95
N	8	100	42	100

Note: N=8

Figure 13.8 reveals that the computer models/systems employed by the non-formal planning companies to support strategic management effort were found useful to a minimal extent compared with formal planning companies.

Figure 13.8: Usefulness of computer models/systems



Note: N(NFPC)=8, N(FPC)=42

13.2.14 Expected Changes in Strategic Management Approach

Table 13.11 addresses the non-formal planning companies expected changes in strategic management approach over the next 5 years and the data showed that the most expected changes were improving standard process of works (63%), and improving employees' knowledge (63%), followed by improving responsibility at all levels (50%).

Table 13.11: Expected changes in strategic management approach in the next 5 years

Expected changes	N	%
Improve strategic thinking at corporate level	1	13
Improve strategic thinking at second level	2	25
Improve cooperation process	2	25
Improve empowerment system	2	25
Improve standard process of works	5	63
Improve employees' knowledge	5	63
Improve responsibility at all levels	4	50

Note: N=8

13.3 Chapter Summary

This chapter examined the main characteristics of strategic management practices in the non-formal planning companies with some simple comparisons with formal planning companies as appropriate.

Size, and a non-standard process of formulating strategies were main reasons for not having a formalised planning system. Non-formal planning companies were relatively small in all aspects of size, namely revenues, profits, assets, number of employees, and number of rooms. The major process for strategic management was that all strategic decisions were made by CEO/MD/President. Strategic issues were mainly addressed as required by CEO/MD/President and corporate level. The time horizon for main strategies was normally 1-3 years.

Non-formal planning companies perceived they were strategically managed to a lesser extent than formal planning companies.

Products/services, finance, and marketing were main areas of strategic decisions over the last 5 years. The process of strategy formulation of non-formal planning companies could be best described as strategies emerging from the vision of CEO/MD/president, followed by environment dictating strategies, and CEO/MD/President defining targets and boundaries within which lower management formulates their strategies.

The main areas of management effort on strategic decisions were found for formulating strategies, developing macro forecasts of external environment, formulating goals and objectives, identifying areas of new business opportunity, and preparing specific studies.

Corporate planning efforts were found on external factor forecast in global situation, foreign market, domestic economy, and world economy. Compared with formal planning companies, non-formal planning companies assigned less effort to most areas of external forecasts. The corporate level of management was primarily responsible for developing forecasts.

Customer analysis, and economic analysis were major areas in which the non-formal planning companies expended effort but the effort on external environment analysis overall was clearly less than formal planning companies. Computer models/systems were utilised to a minimal extent when compared with formal planning companies. The most frequently used computer models/systems were financial models, and forecasting models, and non-formal planners found they were useful to a minimal degree.

Changes in strategic management approach were expected over the next 5 years in improving standard process of work, employees' knowledge, and responsibility at all levels.

PART FOUR C
COMPARISON

Chapter 14: Comparison with Previous Studies

Chapter 14

Comparison with Previous Studies

14.1 Introduction

This chapter aims to provide a brief and simple comparison of some important aspects of strategic management practices of the hotel industry of Thailand with those of previous studies; work of Christodoulou 1984; Capon, Farley and Hulbert 1988; Bonn 1996; Nimmanphatcharin 2002; and Achyutan 2004. The forementioned studies were in different environmental settings, namely countries, time, and industries and for this reason results must be treated with caution.

14.2 Background of the Studies

Table 14.1 summarises the basic information of 6 studies compared in this chapter. The data was collected in 4 different countries, namely USA, Australia, India, and Thailand during 1980-2003. In addition, 4 of them examined the manufacturing industry, and one the banking industry.

Table 14.1: Studies used in comparison

Country	Thailand		India	Australia		US
Year of data collection	2003 ^a	2000 ^b	2000 ^c	1994 ^d	1982 ^e	1980 ^f
Industry	Hotel	Banking	Manufacturing			
N	50	71	30	35	63	113

Note: ^acurrent study, ^bwork of Nimmanphatcharin 2002, ^cwork of Achyutan 2004

^dwork of Bonn 1996, ^ework of Christodoulou 1984, ^fwork of Capon, Farley and Hulbert 1988

14.3 Planning Practices

Figure 14.1 shows that in all studies, more than 70% of responding companies had a formal planning system. The findings suggested that formal planning played an important role in all studies regardless of country, time, or industry.

Figure 14.1: Formal planners vs non-formal planners

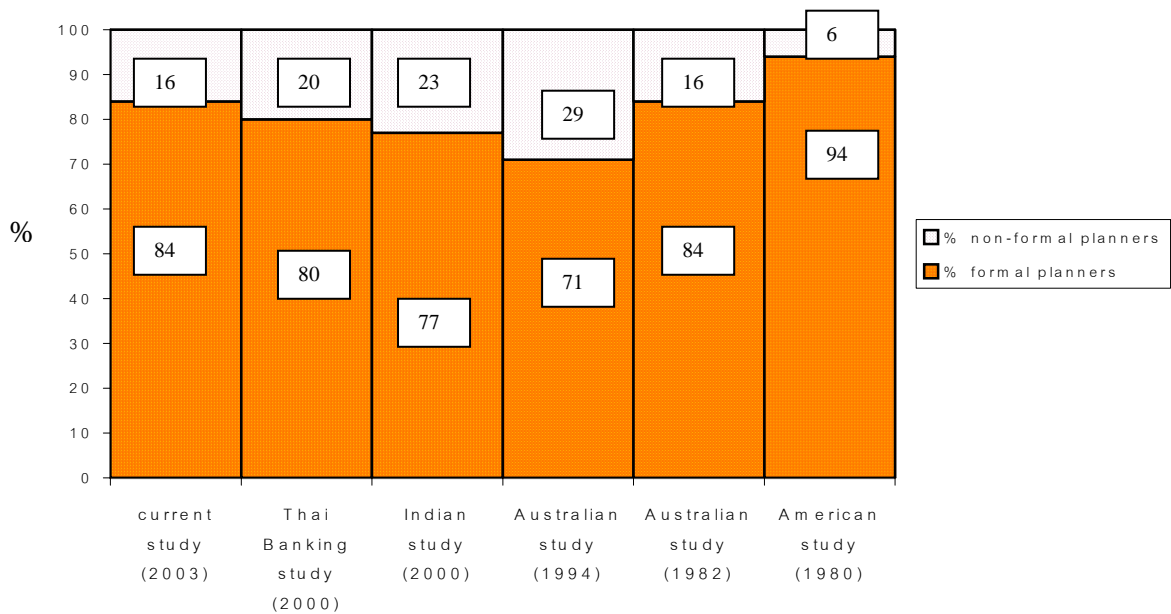
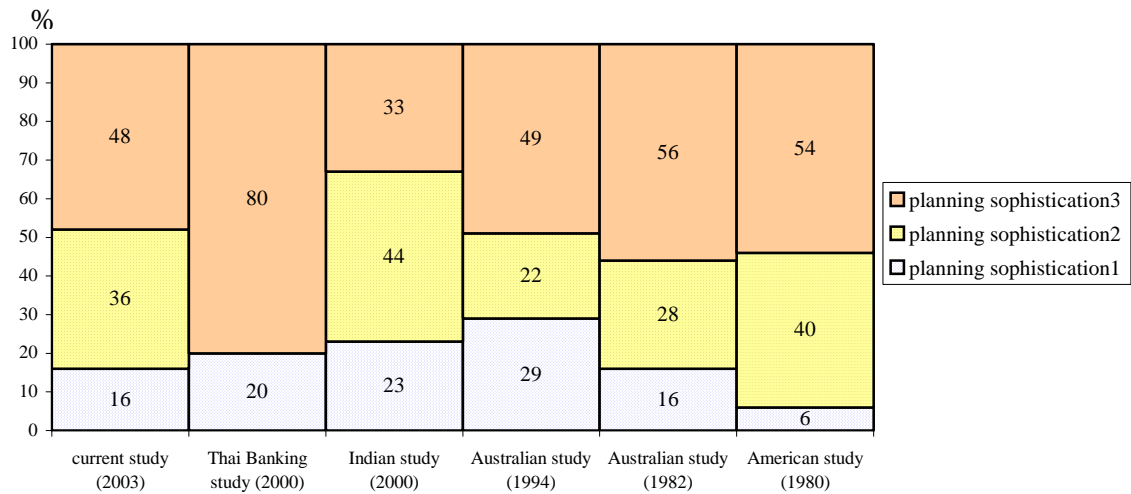


Figure 14.2 reports that the major planning approaches of the companies in Thailand, Australia, and the US were planning sophistication3 (or strategically oriented formal planners), planning sophistication2 (or financial oriented formal planners), and planning sophistication1 (or non-formal planners) respectively but Indian companies used planning sophistication2 to a greater extent than planning sophistication3.

Figure 14.2: Planning approach

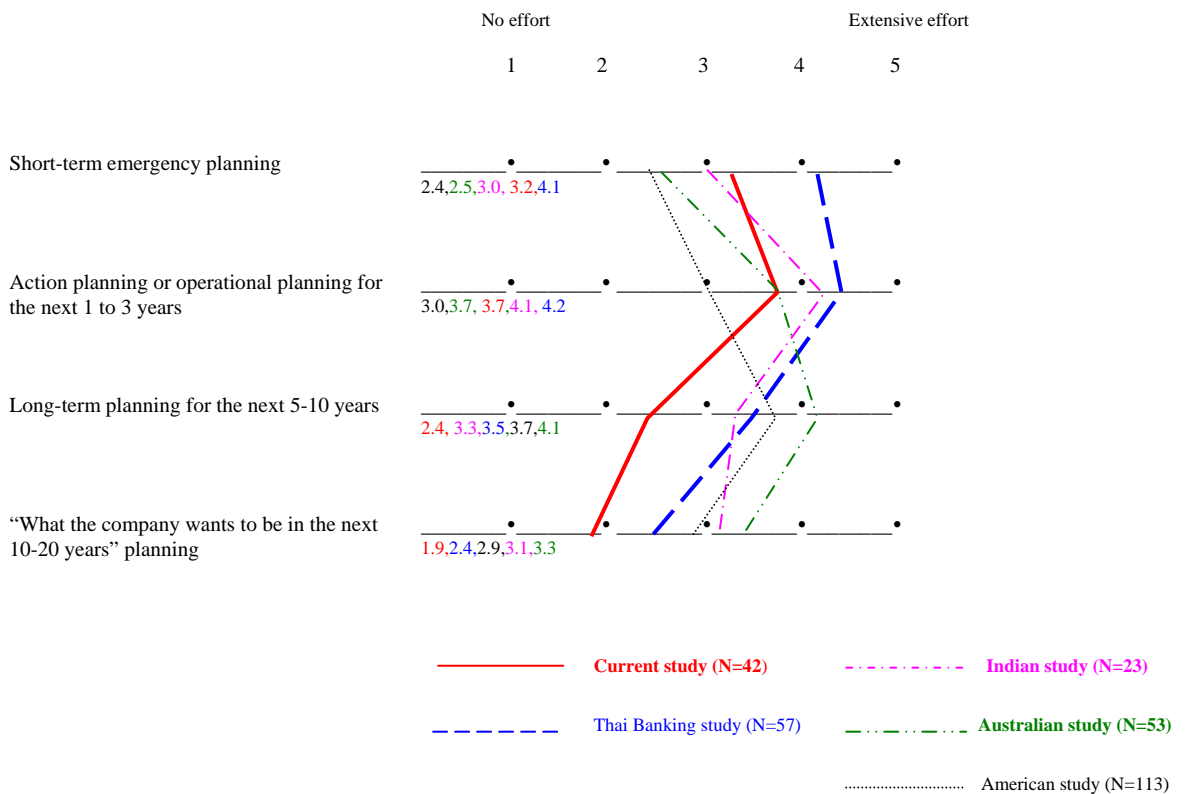
14.3.1 Corporate Planning Effort

Figure 14.3 examines the corporate planning effort spent on different types of planning in the current study, the Thai banking study, the Indian study, the Australian study, and the American study.

The data reveals that Thai banking companies expended greater effort on short-term emergency plan and action plan for 1-3 years than the other groups whereas Australian companies expended a greater effort on long-term planning for 5-10 years and 10-20 year planning than the other groups.

Interestingly, both Thai hotel companies, and Thai banking companies showed the same pattern spending the greatest effort on action planning for 1-3 years, followed by short-term emergency planning, long-term planning for 5-10 years, and 10-20 year planning respectively.

Figure 14.3: Corporate planning effort spent on different types of planning



14.3.2 Relationship between Plans

Table 14.2 examines the relationship between corporate plan and short-term plan of formal strategic planning companies in the current study, the Thai banking study, the Indian study, the Australian study, and the American study.

The findings suggested that 52% of Indian companies developed their short and long-term plans simultaneously and more than 50% of the companies in Thailand, and Australia developed their long-term plan before their short-term plan.

It was found that in both the Thai hotel study and the Thai banking study, more than 50% of the companies tended to develop the long-term plan before the short-term plan,

around 20-30% developed short and long-term plans simultaneously, and less than 15% developed their short-term plan before their long-term plan.

Table 14.2: Relationship between corporate plan and short-term plan

Process	Current (%)	Thai Banking (%)	Indian (%)	Australia (%)	USA (%)
Short and long-term plans prepared simultaneously	33	21	52	19	15
Long-term plan prepared first, shorter-term plan then fitted into long-term plan	55	72	35	57	32
Short-term plan prepared first, long-term plans were then extended	12	5	9	5	17
Short-term prepared first, long-term then modified from previous year	0	0	4	4	3
Long-term and short-term plans prepared independently, not coordinated	0	2	0	15	32
N	42	57	23	53	113

14.3.3 Effort on Forecasting

Figure 14.4 displays corporate planning effort on 7 forecasting areas, namely competitive analysis, domestic economy, world economy, technology, governmental, social and cultural, and human resource.

The data shows that among the 5 studies, Indian companies expended the greater effort on competitive analysis (mean=4.3), technology (mean=4.1), governmental issues (mean=3.8), and human resource (mean=3.6) than the other groups. Overall, there is a remarkable similarity from the 5 studies.

Figure 14.4: Corporate planning effort in forecasting areas

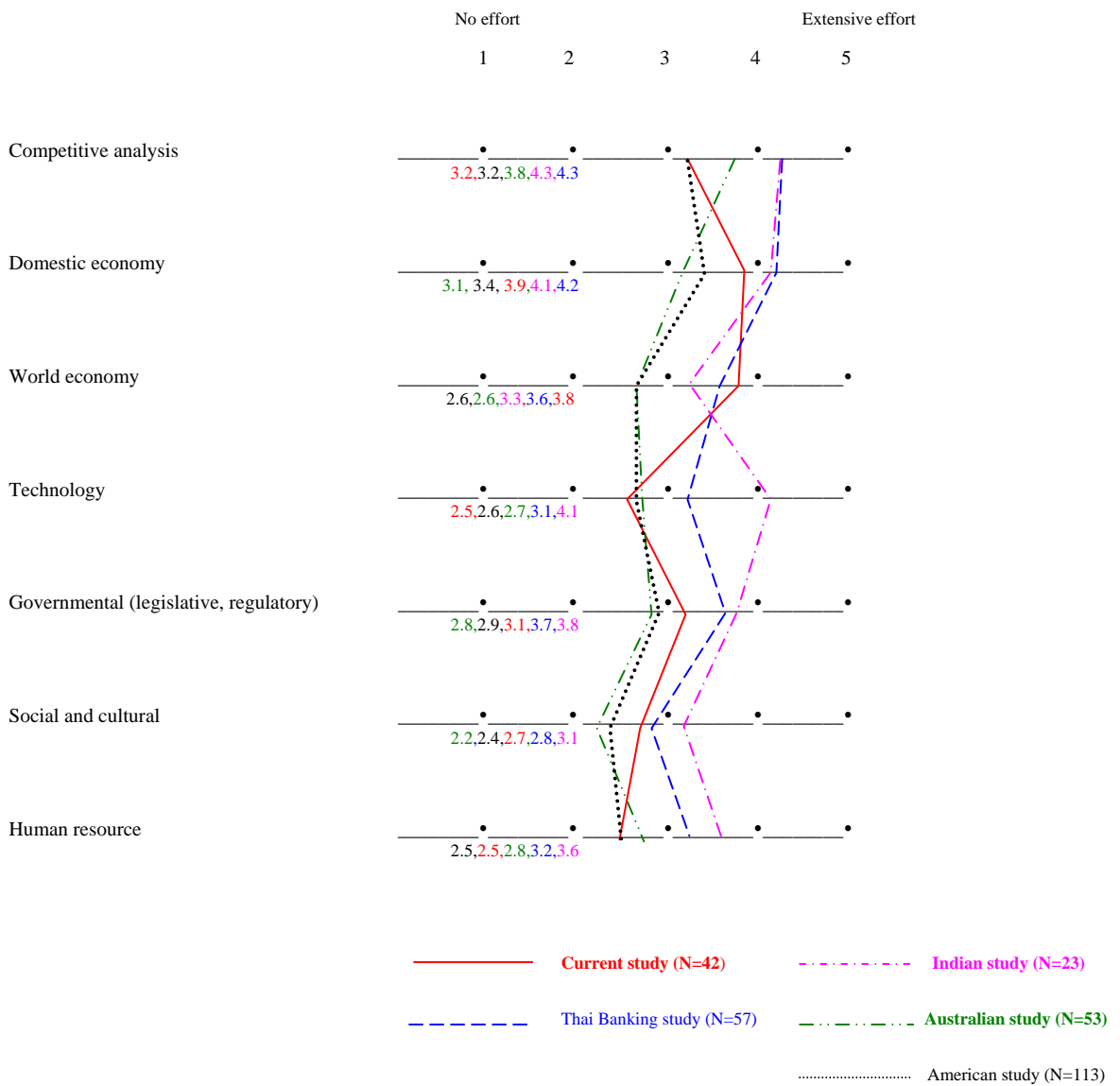


Figure 14.5 examines the major areas of forecast transmission from corporate planning to the second level of management of formal strategic planning companies in the current study, the Thai banking study, the Indian study, the Australian study, and the American study.

The findings showed that the companies in all studies corporate level management transmitted forecast of domestic economy to a reasonable extent (mean>3.00) with remarkable similarity between the studies.

The data suggested that among the 5 studies, corporate level management of Australian companies were more likely to transmit forecast of competitive analysis and domestic economy analysis to second level management whereas Indian companies tend to transmit forecast of technology, governmental (legislative, regulatory), and social and cultural analysis to second level management.

Figure 14.5: Forecast transmission from corporate level to second level management

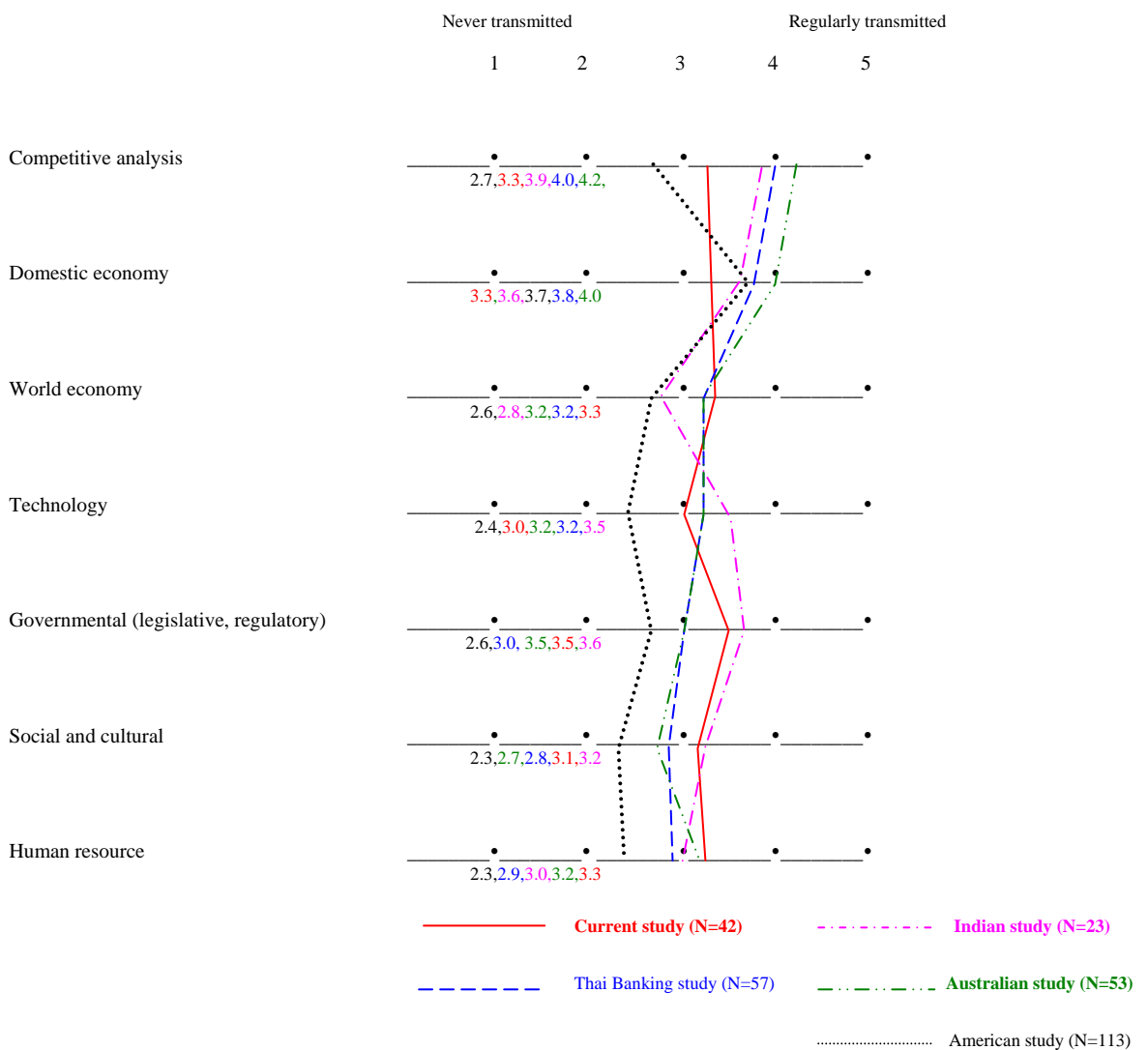


Table 14.3 summarises the computer models/system used to support the corporate planning of the formal planning companies among the 5 studies. The data suggested that the major computer models/systems used were financial models, and forecasting models.

Table 14.3: Computer models/systems to support corporate planning

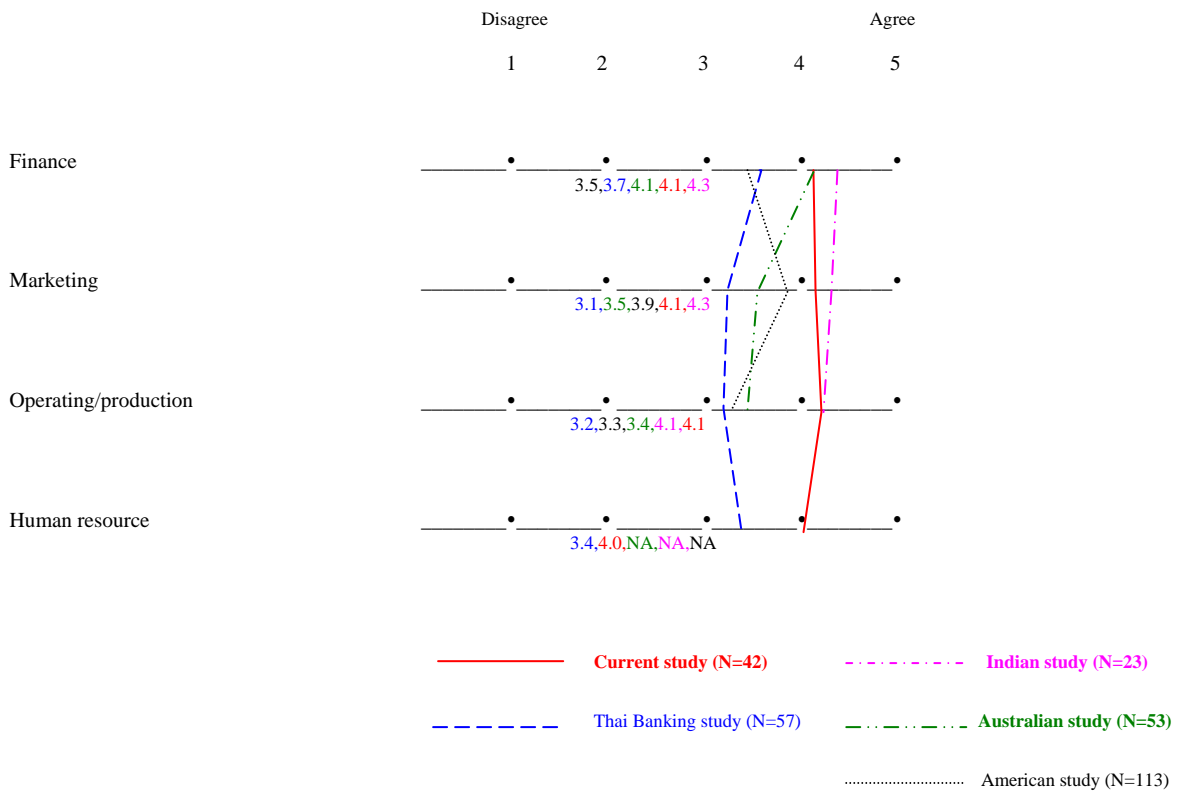
Computer models/systems	Current	Thai Banking	Indian	Australia	USA
Forecasting model	71%	79%	79%	68%	58%
Financial model	95%	95%	83%	68%	58%
Econometric model	14%	11%	28%	9%	31%
Planning model	62%	18%	58%	NA	58%
Simulation model	60%	93%	42%	NA	NA
Strategic decision support	24%	40%	46%	13%	19%
Group decision support	17%	9%	46%	NA	NA
N	42	57	23	53	113

Note: NA=not applicable

14.3.4 Quality of Information obtained from Various Functional People

Figure 14.6 shows that in all studies the formal planning companies received high quality information from their financial people (mean>3.50) and fair quality information from other functional departments (mean>3.00).

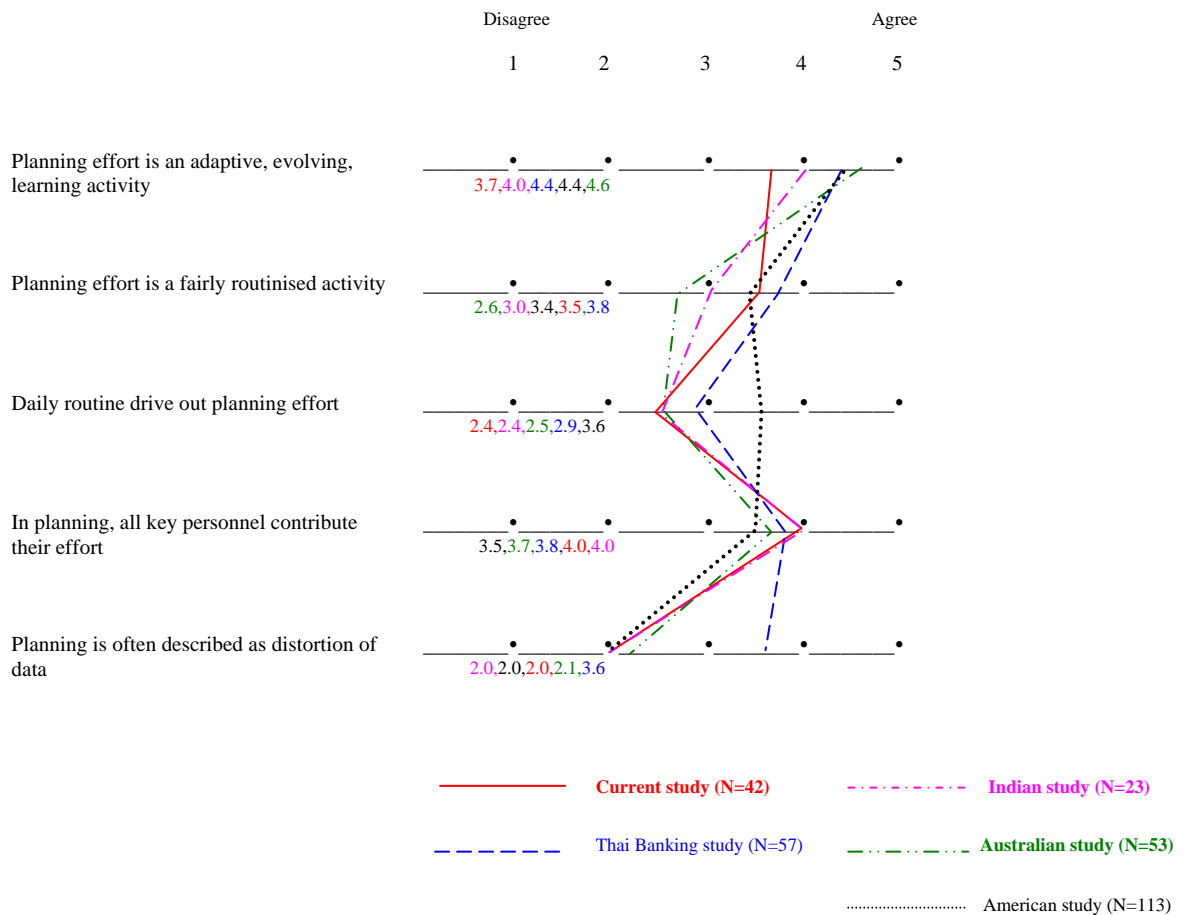
Figure 14.6: High quality information obtained from various functional people



14.3.5 Corporate Planning Effort on Various Activities

Figure 14.7 deals with the corporate planning effort on the planning process among the 5 studies. The findings showed that formal planning companies in all studies agreed on the ideas that planning effort is an adaptive, evolving, and learning activity (mean > 3.5), and all key personnel contribute fair share of effort (mean > 3.5). Overall there is remarkable similarity among the 5 studies.

Figure 14.7: Corporate planning effort on various activities

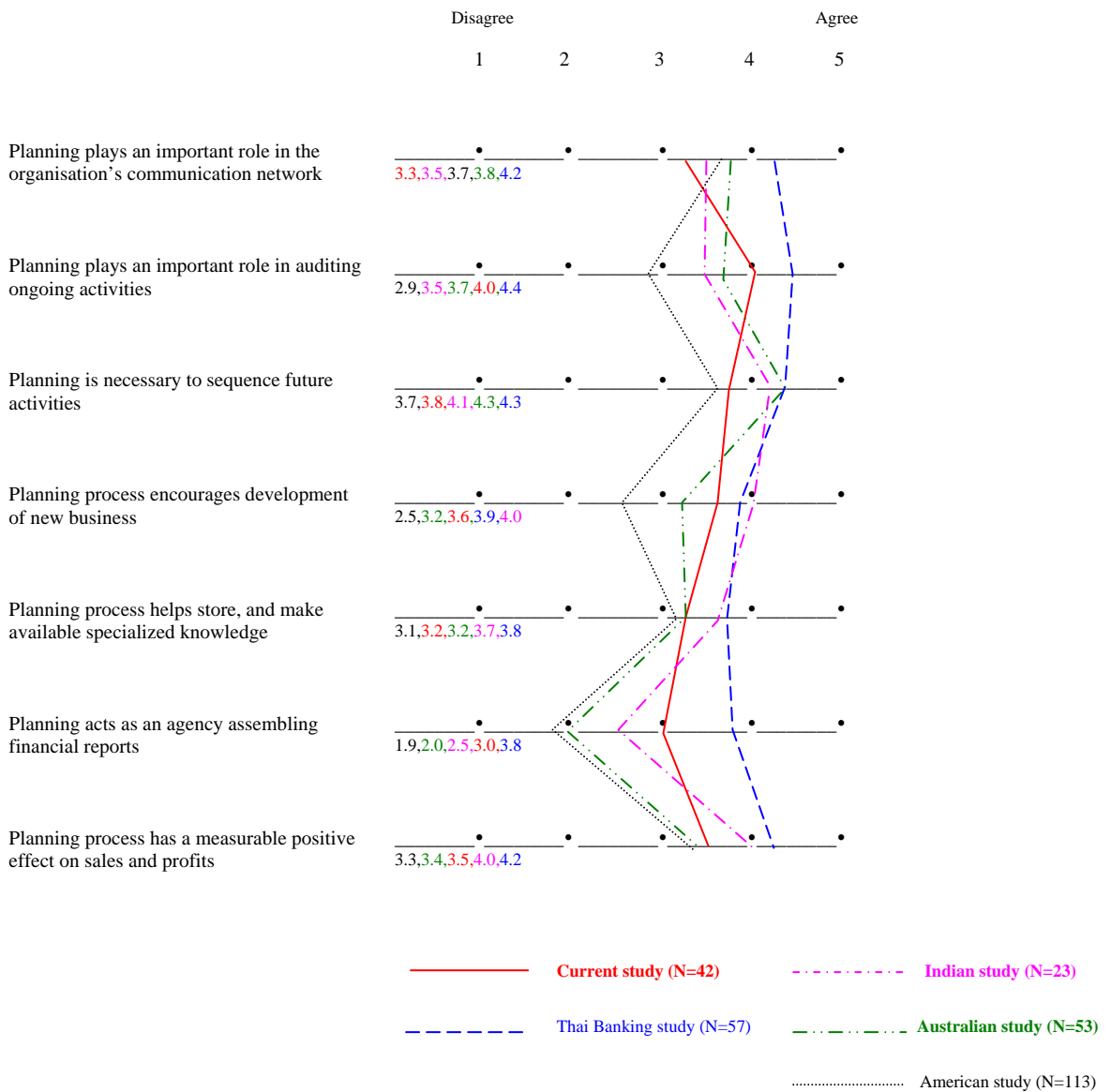


14.3.6 Roles of Corporate Planning

Figure 14.8 examines corporate planning roles of the formal planning companies among the 5 studies. The data showed that Thai Banking companies were more likely to agree on all roles of corporate planning than the other groups.

Both Thai hotel companies, and Thai banking companies indicated that a greatest role of planning process was auditing ongoing activities while Indian companies, Australian companies, and American companies pointed out sequencing future activities as the main role. Overall there is a remarkable similarity among the studies.

Figure 14.8: Roles of corporate planning



14.4 Chapter Summary

Formal planning played a significant role in all 6 empirical studies, with more than 70% of companies responding having a formal planning system. The most important planning approaches for companies in Thailand, Australia, and the US were planning sophistication³ or strategically oriented formal planners, followed by planning

sophistication² or financially oriented formal planners, and planning sophistication¹ or non-formal planners.

In both Thai studies, the same pattern in corporate planning effort emerged namely the greatest effort was spent on action plan for 1-3 years, followed by short-term emergency plan, long-term planning (5-10 years), and 10-20 year planning. Unlike the Indian study, the majority of the companies in Thai studies, Australian study, and the US study developed their long-term plan before their short-term plan.

In all studies, there was a reasonable amount of effort of corporate planning on all forecasting areas and there was a fair degree of transmission of the forecasts from the corporate level to second level of management.

The main computer models/systems regularly used to support corporate planning in all studies were financial models, and forecasting models. Fair quality information was received from all functional departments.

Formal planning companies in all studies agreed on the ideas that the planning effort is an adaptive, evolving, and learning activity, and all key personnel contribute their fair share of effort.

Given that the studies examined in this section were from different time periods, different geographic locations and even different industries, the similarity of results from the studies is remarkable. This may suggest that the underlying strategic planning processes described may indeed be important for strategic management in large companies.

PART FIVE

CONCLUSIONS

Chapter 15: Research Findings and Implications

The final part is Chapter 15 which includes a summary of major research findings about the four key research questions, an additional findings section obtained from the comparison with previous studies, an overall summary, a section on the implications of the study, and also the limitations and recommendations for further research.

Chapter 15

Research Findings and Implications

15.1 Introduction

This chapter aims to summarise the key empirical research findings on strategic management practices reported in Chapters 6-14, interpret their relevance, and discuss the implications of this research for strategic management theory, practice, and methodology. The later sections of this chapter will discuss limitations of the research and further research directions.

15.2 Major Findings about Research Questions

The research was exploratory in that no previous empirical studies have investigated strategic management practices in the hotel industry of Thailand. Therefore, research questions instead of hypotheses were developed. The first research question dealt with the strategic management characteristics of hotel industry of Thailand. The second research question examined the strategic management practices, which may differ by size, ownership, or planning system. The third research question investigated the management practices of companies without a formal planning system and the fourth research question explored the key factors influencing the strategic management practices in the hotel industry of Thailand. Hence, this section is organised into four sub-sections based on the sequence of the 4 research questions.

15.2.1 The Strategic Management Characteristics of Thai Hotel Industry (Research Question 1)

The data analysis investigating the first research question has examined a multitude of variables. These variables were classified into 6 main categories: characteristics of

responding companies; structure and resources; culture and managerial style; mission and long-term objectives; strategies and processes; and planning and planning system.

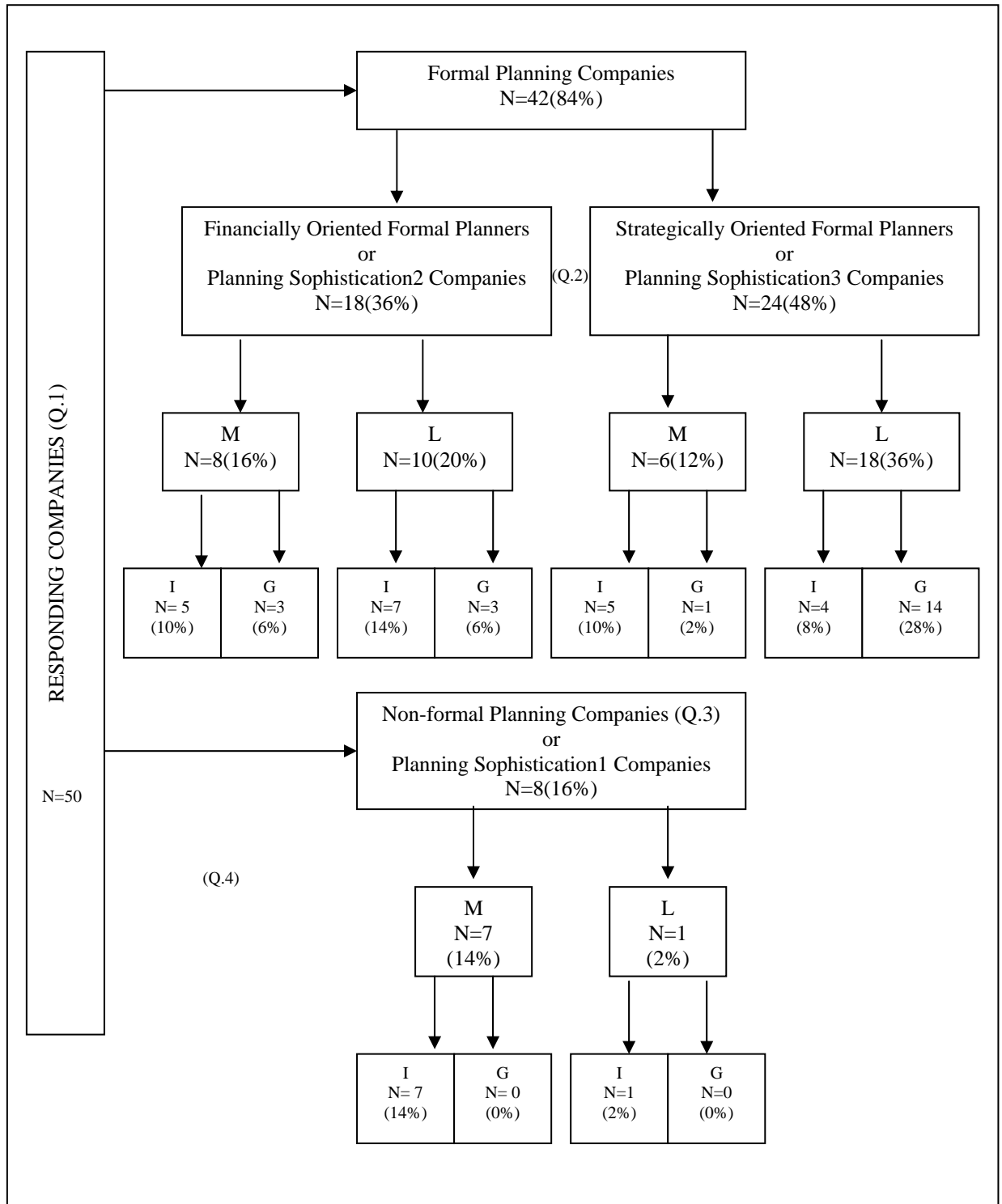
Characteristics of respondent companies

The respondent companies were classified according to planning system, size, and ownership (refer Figure 15.1). 42 (84%) of the respondent companies were formal planning companies, of which 18 (36%) were planning sophistication² or financially oriented formal planners, and 24 (48%) were planning sophistication³ or strategically oriented formal planners. There were 8 (16%) planning sophistication¹ or non-formal planners.

The small independent companies were most likely to be the planning sophistication¹ companies. Large independent companies tended to be the planning sophistication² companies, and large group companies were mainly the planning sophistication³ companies.

Large companies had higher revenues, profits, assets, and number of employees than medium sized companies. More than half of participating companies were a family business, and these were usually the medium sized companies and planning sophistication¹ companies rather than the other groups. The main sources of income of the participating companies were from rooms, and food and beverage. The majority of respondents to this study were in corporate level management with 20% being in the highest positions (CEO/MD/President) and had been involved with corporate planning for more than 5 years.

Figure 15.1: Summary of respondent companies by planning system, size, and ownership



Note: % of total responding companies

The following sections will summarise the major findings of strategic management practices of the 42 formal planning companies.

Organisational structure and resources

The majority of the formal planning companies used a single business unit structure, followed by a multiple business unit structure, and a mixed structure. All companies had both a corporate and second level of management but only 67% of them had a third level of management. 33% had reported organisational structure changes over the last 5 years and 90% had no plan for structure changes over the next 5 years. The main changes in the organisational structure were the emergences of new line of responsibility at other lower level of management, and new line of responsibility at second level of management. Personal qualifications and top management team were the major reasons for organisational structure changes.

Almost 60% of responding companies had 1-500 employees. The majority of employees were Thai with about 70% of formal planning companies employing 100% Thai people. 36% of the companies responding expected changes in the current number of Thai employees over the next 5 years in accordance with the market situation. Problems with acquiring personnel resources were considered to be low.

Company culture and managerial style

It was found that management of culture was important in all formal planning companies and that the senior managements were generally satisfied with the current culture. The major influence on the company's culture were the corporate level management, second level management, and CEO/M.D./President. Sub/group culture, performance measurement, open and cooperative, seniority culture, and hierarchical cultures were the main characteristics of formal planning companies' culture. The main company's actions on culture were a great deal of subordinate support from managers, encouraging teamwork rather than individual contributions, rewarding people in proportion to the excellence of their performance, encouraging communication and co-operation between different departments, and encouraging the development and implementation of new ideas. More than half of the formal planning companies had

attempted to change the company's culture during the last 5 years. The lack of strategic thinking, the lack of communication networks, the lack of employee's knowledge, and the lack of participative negotiation process were the main reasons for culture changes over the last 5 years. Major factors that supported the change of the company's culture were the second level management, the corporate level management, and CEO/MD/President. The main problems of implementing change to the company's culture were time effort, the employees' feedback, the senior management's feedback, and the lack of transmitted knowledge from corporate management.

Decision-making by top management, focus on employees' benefits, empowerment systems, continuous training and development, and seniority system were key managerial styles of the formal planning companies. The strongest company actions on managerial styles were democratic leadership, using training programmes, and using job evaluation. The important people who influenced the company's managerial styles were corporate management, and CEO/MD/President. 74% of the formal planning companies reported problems with their current managerial style, unclear managerial style, inefficient employees, and company culture were the major problems of current managerial styles.

Mission statement and long-term objectives

22 formal planning companies were reported having a formal mission statement. Generally mission statements had been defined in term of products and services, customers, employees, and shareholders. All the formal planning companies had products/service incorporated into their company mission statement. Main characteristics of the mission statement were describing what business the company was in, what business set the company apart from others, and company's customers. 11 formal planning companies had changed their company mission statement over the last 5 years by expanding their mission statement to cover more aspects other than what business the company was in, and stating mission statement more specifically. The main factors influencing mission changes were strategic considerations, change of competitive conditions, and economic factors. All formal planning companies with a mission statement viewed their mission statement as being appropriate over the last 5

years and applicable at least for the next 1-5 years. Corporate level management, the CEO/MD/President, and controlling hotel group were the major influences on formulation of company mission statement.

28 formal planning companies were reported with formal corporate long-term objectives. Major quantitative objectives used by formal planning companies were performance objectives, financial objectives, and sales objectives. The main reasons for performance against formal corporate long-term objectives over the last 5 years were managerial performance, appropriateness of objectives, and economic factors. 18 formal planning companies were reported as having corporate long-term qualitative objectives. Quality and service, customer focus, and reputation and image were the most common qualitative objectives. Formal long-term objectives had been changed over the last 5 years. Update of objectives, financial factor changes, and instituting new objectives were the major changes. Changes in economic factors and new competitive conditions were main factors influencing the change of corporate long-term objectives. Current long-term objectives were expected to be changed over the next 1 to 3 years. The major influences on the formulation of corporate long-term objectives were corporate level management, controlling hotel group, and the CEO/MD/President. A negotiation process between the CEO/MD/President and corporate level management was a key process for corporate long-term objective formulation. Monitoring of current performance, evaluation of past performance, and evaluation of second level management were the main roles of formal corporate long-term objectives.

Only 36% of formal planning companies had formal second level long-term objectives. The main roles of second level long-term objectives were as standards to evaluate business unit performance, major influence on final corporate objectives, and devices for capital allocation. Second level management, corporate level management, controlling hotel group, and CEO/MD/President influenced the formulation of second level long-term objectives. The main process of second level objective formulation was a negotiation process between corporate level management and second level management. The quality of second level long-term objectives was considered to be satisfactory.

Corporate strategies and processes

All formal planning companies formalised their corporate strategies to a reasonable extent. The major processes of corporate strategy development were a negotiation process between CEO/MD/President, and being formulated by the corporate management. The main analytical tools/techniques influencing the corporate strategy development were SWOT analysis, forecasting models, Five Force analysis, and PEST analysis. Benchmarking played a moderate role on corporate strategies with products/services, marketing, and customers being the main dimensions of benchmarking. The characteristics of explicit corporate strategies were seeking markets where service quality is important, seeking markets where it can attain large share of served markets, seeking to enter or develop service businesses, seeking market where service differentiation is important, and seeking market where long stay is possible. The most important growth strategies were growth through introducing existing product/service into new markets. Being a later entrant in established but still growing markets or an early follower of initial entrants in fast growing new market were preferable product/service introduction strategies. The second level units were allocated all responsibilities for new products and markets rather than special organisational units. Research and development played only a minor role in corporate strategy.

Quality management strategy as a strategic issue was very important to all formal planning companies. The main strategic approaches towards quality management were strategic thinking at second level of management, strategic thinking at corporate level of management, standard process of work, clear strategies, and clear objectives. Corporate and second level management were mainly responsible for addressing strategic quality issues. Total quality management played a crucial role in corporate strategy by focusing on the quality of customer service, committing the resources for continuous quality improvement, training of employees in quality issues, regularly assessing the quality of products/services, and continuous improvement of the relationship with the customers.

Formal planning companies assigned low importance on a budgetary distinction between resources required to maintain current activities and those required to provide long-term benefit.

Planning and planning system

All formal planning companies had an annual time horizon. The corporate plans were generally updated on an annual basis and progress reviewed on a monthly basis. The majority of formal planning companies developed the long-term plan before the short-term plan, followed by both the short-term plan and the long-term plan simultaneously, and the short-term plan before the long-term plan. Action planning for the next 1-3 years, internal growth, and short-term emergency planning were the major types of planning activities. Regarding forecast development, a great degree of effort was expended on foreign markets, global situation, domestic economy, world economy, and domestic markets. The major areas of forecast transmission from corporate planning to the second level management were foreign markets, global situations, and domestic markets. Major headings of the corporate plan were objectives, budget/forecast, company analysis, market analysis, and operation plan, with an average of 6.55 headings. Finance, markets, operations, human resource, and competitive analysis were the main areas that corporate planning contributed to the second level plans. Computer models/systems were used to support corporate planning to a reasonable extent and found useful to a reasonable extent. The major models/systems were financial models, forecasting models, and planning models.

Only 24% of formal planning companies were reported as having a second level long-term business plan. The average number of headings in second level long-term plan was 4.5. The second level plan was generally updated on an annual basis and reviewed on a quarterly basis. The annual budgets integrated well with the long-term business plans. Computer models/systems were used to support second level planning but not as extensively as for corporate level planning.

The major roles of corporate planning process were auditing ongoing activities, sequencing future activities, strategically managing their company's managerial styles and quality issues, and encouraging the development of new businesses by combining expertise and resources from lower level units. In a broad view of the efforts spent on the planning process, it was mainly agreed that all key personnel contributed a fair share of effort, planning effort was an adaptive, evolving, and learning activity, and the

planning effort was a fairly routinised activity. In addition, formal planning companies rejected the ideas that daily routine drove out planning effort, and planning was a distortion of data.

The greatest effort in external analysis was expended on economic analysis and customer analysis. Corporate level of management were more likely to be responsible for economic analysis while second level of management tended to be responsible for customer, social and cultural, and political analysis. The functional managements seemed more likely to be responsible for competitive, supplier, and technology analysis.

All functional planning was closely coordinated with corporate planning, especially the financial planning. Formal planning companies perceived they had very high quality information from their functional departments, particularly the marketing department, with little resistance to planning reported in all formal planning companies.

The CEO/MD/President was highly involved in all the processes of planning, namely the development of corporate goals, missions, objectives, and alternative strategies, the evaluation and approval of the corporate plan, and the accepting of planning as a philosophy in the company. The expected changes to the strategic management approach in the next 5 years were improving employees' knowledge, improving the strategic thinking at the second level of management, improving standard process of work, improving responsibility at all levels, and improving the strategic thinking at other lower levels of management.

The corporate planning processes were found to be generally effective in all formal planning companies. Formal contingency plan was found in 15 formal planning companies. The contingency plan was generally developed at the corporate level and had external environment factors as its major variables. Informal planning was considered important to strategic management, however, the contribution of the formal planning process to strategic management was considered to be greater in all formal planning companies. The formal planning companies generally considered themselves as being strategically managed.

15.2.2 Differences in the Management Practices by Size, Ownership, or Planning System (Research Question 2)

This research question dealt with bivariate analysis (chi-square, t-test) on structure and resources; culture and managerial styles; mission and long-term objectives; strategies and processes; and planning and planning system.

Organisational structure and resources

Independent companies used a single business unit structure while both a single business unit and a multiple business unit structure were equally found in group companies. A third level of management was most likely found in group companies and planning sophistication³ companies.

Large companies, group companies, and planning sophistication³ companies employed more staff than the other groups. Problems with acquiring personnel resources were reported as low, however, group companies expected more problems in securing and retaining the necessary personnel in the next 5 years than independent companies.

Culture and Managerial style

The board of directors of planning sophistication² companies, and the controlling family of independent companies had a significant influence on company's culture. Significantly, a seniority culture and family-working cultures were more likely to be found in planning sophistication² companies rather than in planning sophistication³ companies.

Regarding the main actions on company culture, medium sized companies emphasised getting things done, regardless of formal procedures whereas large companies focused on communicating mission, strategy, and objectives to employees. Group companies encouraged the development and implementation of new ideas, communication and co-operation between different departments, informal conversation between senior and subordinate personnel, and teamwork rather than individual contribution. Planning sophistication³ companies tended to have a greater focus on all the actions than

planning sophistication² companies, but only encouraging the development and implementation of new ideas, encouraging communication and co-operation between different groups, encouraging an open discussion of conflicts and differences, encouraging teamwork rather than individual contributions, and communicating mission, strategy, and objectives to employees showed statistically significant differences.

More than half of formal planning companies had attempted to change the company's culture during the last 5 years with group companies most likely to attempt to change the company's culture. Time effort requirement, and lack of employees' feedback were the main problems of implementing culture change in all large companies and lack of senior management's feedback was the main problem in all medium sized companies. The change of the company's culture had been more successful in medium sized companies, group companies, and planning sophistication³ companies than the other groups.

Lifetime employment and parental leadership were more likely to be used as a managerial style in medium sized companies, independent companies, and planning sophistication² companies while continuous training was found in large companies, group companies, and planning sophistication³ companies. With respect to the actions on managerial styles, total quality management, monetary policy, and high productivity policy were employed in planning sophistication³ companies while seniority system was used in medium sized companies, independent companies, and planning sophistication² companies. Corporate management of large companies, group companies, and planning sophistication³ companies had more influence on the company's managerial style than the other groups. Medium sized companies, independent companies, and planning sophistication² companies have more problems with distrust of employees, inefficient employees, and unclear objectives whereas large companies, group companies, and planning sophistication³ companies reported more problems with company culture as a problem of managerial style.

Mission and long-term objectives

A formal mission statement was mainly found in large companies, group companies, and planning sophistication³ companies. Large companies, group companies and planning sophistication³ companies tended to incorporate customers, employees, and shareholders into their company mission statement. 11 formal planning companies had changed their company mission statement over the last 5 years and the changes in mission statement tended to be found in large companies, group companies, and planning sophistication³ companies rather than the other groups. Changes of top management team and political factors had a greater influence on the changes of mission statement in medium sized companies while new competitive condition and economic factors strongly influenced the changes of mission statement in large companies. Changes of main shareholders had an influence on the changes of mission statement in independent companies. Significantly, for the medium sized companies controlling hotel group had a stronger influence on the formulation of company mission statement whereas for independent companies controlling family, and the CEO/MD/President had a strong influence on mission statement formulation.

28 formal planning companies were reported with formal corporate long-term objectives. The majority of group companies and all of the planning sophistication³ companies had formal corporate long-term objectives. Large companies, group companies, and planning sophistication³ companies tended to have more performance objectives, financial objectives, and sales objectives than the other groups. It was found that group companies tended to have more formal qualitative objectives than independent companies. Medium sized companies emphasised cost controlling as qualitative objectives whereas planning sophistication³ companies emphasised leadership in quality and service, and customer focus.

For corporate long-term objectives group companies were more likely to institute new objectives and planning sophistication³ companies were more likely to change philosophy focus. New competitive conditions were more likely to influence the change in corporate objectives in large companies than in medium sized companies. Second level management of medium sized companies had a greater influence on long-term

objective formulation than for large companies while the CEO/MD/President of independent companies had more influence when compared with group companies.

Group companies assigned greater importance to communication to external publics as a role of their corporate long-term objectives. Planning sophistication³ companies assigned a greater importance to all the roles of formal corporate long-term objectives than planning sophistication² companies. The quality of current corporate long-term objectives of large companies, group companies, and planning sophistication³ companies was considered to be better than those of the other groups.

Large companies, group companies, and planning sophistication³ companies were more likely to have formal second level long-term objectives than the other groups. In medium sized companies a controlling family had a great influence on the formulation of second level long-term objective whereas for group companies, the second level management had a greater influence.

Strategies and Processes

Planning sophistication³ companies were more likely to formalise their corporate strategies than planning sophistication² companies. It was found that large companies, group companies, and planning sophistication³ companies were more likely to focus on environmental and resource analysis techniques than medium sized companies, independent companies, and planning sophistication² companies. Significant differences were found by size for Five Force analysis, by ownership for SWOT analysis, and the product life cycle analysis and by planning system for all analytical tools/techniques. Benchmarking strategy was more likely to influence the corporate strategy of large companies, group companies, and planning sophistication³ companies than those of the other groups with significant differences found by ownership. Large companies, group companies, and planning sophistication³ companies tended to focus on all the dimensions of the benchmarking process compared with the other groups with statistically significant differences by size for products/services, by ownership for business strategy, and by planning system for profitability.

In general, large companies, group companies, and planning sophistication³ companies had more explicit corporate strategies than the other groups. Significantly, large companies seek markets where they can attain large shares of served markets, and markets where hotel brand is important whereas medium sized companies tended to take advantage of Thailand's cheap labour. Group companies seek markets where they can attain large shares of served markets, markets where service differentiation is important, markets where hotel brand is important, markets where service quality is important, markets which require unique service, and markets where long stay is possible. Planning sophistication³ companies seek markets where they can attain large shares of served markets, markets where service differentiation is important, markets where hotel brand is important, markets where service quality is important, markets where scarce resources are important, markets which require unique service, and markets where strategic partnerships are feasible whereas planning sophistication² companies tended to seek to take advantage of Thailand's cheap labour.

Large companies, group companies, and planning sophistication³ companies placed a greater importance on all product/market strategies than the other groups. Group companies assigned a greater importance to growth through introducing existing products/services into new markets while planning sophistication³ companies assigned greater importance to growth through existing products/service in existing markets.

Large companies, group companies, and planning sophistication³ companies tended to be early followers of initial entrants in fast growing new markets whereas medium sized companies, independent companies, and planning sophistication² companies were more likely to be later entrants in established but still growing markets. Group companies and planning sophistication³ companies seek to be first to market with new products and services while planning sophistication² companies seek to be a later entrant in established but still growing markets.

Large companies, group companies and planning sophistication³ companies were more likely to assign responsibility for new product and market development to a special organisational unit while medium sized companies, independent companies, and

planning sophistication² companies were more likely to assign responsibility to second level units.

Quality management strategy as a strategic issue was very important to all formal planning companies, particularly to group companies and planning sophistication³ companies. Empowerment system, standard process of work, employees' knowledge, participative decision-making processes, and clear planning process tended to be found as strategic approaches towards quality management in large companies, group companies, and planning sophistication³ companies rather than the other groups. The employees of large companies, group companies, and planning sophistication³ companies were more involved in the quality approach rather than the other groups.

Planning and planning system

Large companies, group companies, and planning sophistication³ companies had a longer time horizon than the other groups. Planning sophistication³ companies tended to update their corporate plan on an annual basis and review progress against their corporate plan on a quarterly basis while planning sophistication² companies tended to update their corporate plan on a quarterly basis and review progress against their corporate plan on a monthly basis. The majority of planning sophistication³ companies developed the long-term plan before the short-term plan, unlike planning sophistication² companies who usually develop both short-term and long-term plans simultaneously.

Large companies, group companies, and planning sophistication³ companies expended a greater effort on every aspect of planning activities than the other groups. Group companies, and planning sophistication³ companies spent a greater effort on every external forecast area than independent companies, and planning sophistication² companies. Large companies, group companies, and planning sophistication³ companies had a higher degree of forecast transmission from corporate planning to the second level management in every forecast area than the other groups.

Large companies, group companies, and planning sophistication³ companies had a greater number of headings for their corporate plan than the other groups. Large companies were more likely to incorporate market and customer analysis into their corporate plan. Whereas, independent companies were more likely to incorporate the operating plan and group companies were more likely to incorporate mission, objectives, and corporate strategy into their corporate plan. Planning sophistication² companies were more likely to incorporate the operating plan into their corporate plan whereas planning sophistication³ companies were more likely to incorporate market analysis, customer analysis, competitor analysis, and company analysis, key issues/problems, corporate strategy, and second level strategy into their corporate plan.

In large companies, group companies, and planning sophistication³ companies, the second level of management and up tended to have access to the corporate plan whereas for medium sized companies, independent companies, and planning sophistication² companies, only senior management usually had access to the corporate plan

Large companies, group companies, and planning sophistication³ companies more extensively employed computer models/systems to support their corporate planning than the other groups.

Only 24% of formal planning companies were reported having a second level long-term business plan. None of them were planning sophistication² companies.

In an overall sense, large companies, group companies, and planning sophistication³ companies were likely to spend a greater degree of effort on various functions of corporate planning, namely specific planning tasks, overall planning responsibility, assistance at corporate level, assistance at second level, and improving planning performance than the other groups. Generally, large companies, group companies, and planning sophistication³ companies were more likely to agree on the nature of corporate planning process than the other groups.

In general, large companies, group companies, and planning sophistication³ companies expended a greater effort on most areas of external analysis than the other groups. Large companies, group companies, and planning sophistication³ companies tended to receive better quality of information and less resistance to planning from all functional departments than the other groups.

For large companies, group companies, and planning sophistication³ companies, the board of directors had a greater involvement and support for corporate planning than those of the other groups. Formal contingency plan was found in 15 formal planning companies who were mainly large companies, group companies, and planning sophistication³ companies.

Informal planning was important to strategic management to a greater extent to the medium sized companies, independent companies, and planning sophistication² companies than for the other groups. However, the formal planning process contributed to a greater extent to strategic management in all formal planning companies, particularly in large companies, group companies, and planning sophistication³ companies. Large companies, group companies, and planning sophistication³ companies believed they were strategically managed to a greater extent than the other groups.

15.2.3 The Management Practices of Companies without Formal Planning System (Research Question 3)

This research question explored how companies without formal planning system seek to achieve strategic management. Some simple comparisons with formal planning companies were drawn as appropriate.

Size, and a non-standard process of formulating strategies were main reasons for not having a formalised planning system. Non-formal planning companies were relatively small in all aspects of size, namely revenues, profits, assets, number of employees, and number of rooms.

The major process for strategic management was that all strategic decisions were made by CEO/MD/President. Strategic issues were mainly addressed as required by CEO/MD/President and corporate level. The time horizon for main strategies was normally 1-3 years. Non-formal planning companies perceived they were strategically managed to a lesser extent than formal planning companies.

Product/service, finance, and marketing were main areas of strategic decisions over the last 5 years. The process of strategy formulation of non-formal planning companies could be best described as strategies emerging from the vision of CEO/MD/president, followed by environment dictating strategies, and CEO/MD/President defining targets and boundaries within which lower management formulates their strategies.

The main areas of management effort on strategic decisions were found for formulating strategies, developing macro forecasts of external environment, formulating goals and objectives, identifying areas of new business opportunity, and preparing specific studies. The corporate planning efforts were found on external forecasts of global situation, foreign market, domestic economy, and world economy. Compared with formal planning companies, non-formal planning companies assigned less effort to most areas of external forecasts. The corporate level of management was primarily responsible for developing forecasts. Customer analysis, and economic analysis were major areas in which the non-formal planning companies expended effort. Computer models/systems were utilised to a minimal extent when compared with formal planning companies. The most frequently used computer models/systems were financial models, and forecasting models, and non formal planners found they were useful to a minimal degree.

Changes in strategic management approach were expected over the next 5 years in improving standard process of work, employees' knowledge, and responsibility at all levels. None of them expected to use a formal planning system over the next 5 years.

15.2.4 Key Factors Influencing the Strategic Management Practices in the Hotel Industry of Thailand (Research Question 4)

The data analysis examined the fourth research question has explored the key internal and external environmental factors, namely size, ownership, demand environment, competitor environment, global situation, economy, technology, social, and government.

Size

It would appear that size of the company had an association with its planning system. 97% of large companies had a formal planning system compared with 67% of medium sized companies. Large companies were more likely to have a formal planning system than medium sized companies.

In addition, 62% of large companies compared with only 29% of medium sized companies were planning sophistication³ companies. Large companies tended to be the companies with strategically oriented planning systems rather than the medium sized companies.

Ownership

A relationship between ownership and planning system was found with all group companies having a formal planning system and 71% of independent companies having a formal planning system. Group companies were more likely to have a formal planning system than independent companies.

Moreover, 68% of group companies compared with only 32% of independent companies were planning sophistication³ companies. Group companies seem more likely to be the companies with the strategically oriented planning systems rather than the independent companies.

Demand environment

The average occupancy rate of the formal planning companies was 75% over the last 5 years and is expected to be 82% over the next 5 years. Occupancy rate was more predictable in large companies, group companies, and planning sophistication³ companies than in medium sized companies, group companies, and planning sophistication² companies.

About 90% of sales/revenues were found to be predictable over the last 5 years and for the next 5 years. The majority of the respondent had market growth rate over the last 5 years of 5-10% per year and expected 0-5% per year for the next 5 years.

Competitor environment

Independent hotels, domestic group hotels, and foreign group hotel were the major competitors over the last 5 years. Medium sized companies, independent companies, and planning sophistication² companies regarded independent hotels as their main competitor. All formal planning companies considered their competitors as being predictable over the last 5 years and expected their competitors to be less predictable over the next 5 years. The strategy over the next 5 years would be more dependent on the major competitors than it was over the last 5 years. Foreign group hotels, independent hotels, and domestic group hotels were expected to be major new entrants with no difficulty entering the industry.

Foreign tourists and foreign businesspeople were major customers over the last 5 years and were expected to be major customers for the next 5 years. About 85% of their customers were foreigners.

Global situation

Global situation had a great impact on all formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. However, the global situation was expected to have a lesser impact over the next 5 years. The main impacts were on the market, profitability, customers, marketing, and daily operations.

Economy

The economy had a moderate impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. The economy was expected to have slight less impact over the next 5 years. The current impacts were on profitability, customers, and the market.

Technology

Technology had a moderate impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. Technology was expected to have more impact over the next 5 years. The major impacts were on marketing, and daily operations.

Social/cultural factor

The social/cultural environment had a minimal impact on formal planning companies with a greater impact on large companies, group companies, and planning sophistication³ companies. The impact of social/cultural environment was expected to be greater over the next 5 years. The major impacts were on products/services, the market, and customers.

Government

The impact of government policy on formal planning companies was found to be at a minimal level and expected to be even less over the next 5 years. The current impacts were on daily operations, and products/services.

Overall, it would appear that larger companies, with more complex ownership and probably more complex environments are the companies who are most likely to develop more formalised strategically oriented planning systems.

15.3 Summary of Additional Findings: Comparison with Previous Studies

The broad analyses revealed some interesting aspects of strategic management practices of the hotel industry of Thailand when compared with those of previous studies; work of Christodoulou (1984); Capon, Farley and Hulbert (1988); Bonn (1996); Nimmmanphatcharin (2002); and Achyutan (2004).

Overall the 6 empirical studies broadly indicated the same pattern of planning system, with more than 70% of the companies responding having a formal planning system. The most popular planning approaches of companies in Thailand, Australia, and the US were planning sophistication³ or strategically oriented formal planners, followed by planning sophistication² or financially oriented formal planners, and planning sophistication¹ or non-formal planners.

A reasonable amount of effort of corporate planning was spent on all forecasting areas and there was a fair degree of transmission of the forecasts from the corporate level to second level of management. The main computer models/systems regularly used to support corporate planning were financial models, and forecasting models. Fair quality information was received from all functional departments. The ideas that planning effort is an adaptive, evolving, and learning activity, and all key personnel contribute their fair share of effort were widely accepted.

In both Thai studies, the same pattern in corporate planning effort emerged namely the greatest effort was spent on action plan for 1-3 years, followed by short-term emergency plan, long-term planning (5-10 years), and 10-20 year planning. Unlike the Indian study, the majority of the companies in Thai studies, Australian study, and the US study developed their long-term plan before their short-term plan.

Given that the studies examined were from different time periods, different geographic locations and even different industries, the similarity of results from the studies is

remarkable. This may suggest that the underlying strategic planning processes described may indeed be important for strategic management in large companies.

15.4 Overall Summary

In total, there were 50 companies participating in the survey of strategic management practices in the hotel industry of Thailand. Of these companies, 84% undertook formal planning system.

The companies who undertook formal planning system were classified into 2 categories; 36% were classified as having planning sophistication² system (financially oriented) and 64% were classified as having planning sophistication³ system (strategically oriented).

Analyses in this thesis provided some evidence to support that size and ownership of the company had an association with its planning system. Large companies and group companies tended to undertake formal planning rather than medium sized companies and independent companies.

It was identified that informal planning was important to strategic management to a greater extent in the medium sized companies, independent companies, and planning sophistication² companies than the other groups. However, the formal planning process contributed to a greater extent to strategic management in all formal planning companies, particularly in large companies, group companies, and planning sophistication³ companies. In addition, large companies, group companies, and planning sophistication³ companies believed they were strategically managed to a greater extent than the other groups.

The remainder of this section highlights what are considered the most meaningful aspects that emerged from the analyses which were undertaken.

15.4.1 Medium Sized Companies and Large Companies

67% of the formal planning companies were large companies who were more likely to undertake formal planning than the medium sized companies. Comparisons between the companies of the two size categories highlighted that large companies differed in a number of significant ways.

In general large companies had a longer planning time horizon. They had a higher degree of forecast transmission from corporate planning to the second level management in every forecast area and expended a greater effort on every aspect of planning activities. These companies had a greater number of headings for their corporate plan and more extensively employed computer models/systems to support their corporate planning. Their second level management and up had access to the corporate plan.

In an overall sense, large companies spent a greater degree of effort on various functions of corporate planning and most areas of external analysis. They also received better quality of information and less resistance to planning from all functional departments. The board of directors had a greater involvement and support for corporate planning. Informal planning was found less important to strategic management than formal planning and large companies believed they were strategically managed to a greater extent.

These companies had more focus on environmental and resource analysis techniques and they placed a greater importance on all product/market strategies. Empowerment system, standard process of work, employees' knowledge, participative decision-making processes, and clear planning process were found as the main strategic approaches towards quality management.

Continuous training was found as a key managerial style and the corporate management had more influence on company managerial style. A formal mission statement was

normally found in these companies. New competitive conditions and economic factors strongly influenced the changes in their mission statement.

15.4.2 Independent Companies and Group Companies

57% of formal planning companies were group companies. Comparisons undertaken between the companies of the two ownership categories highlighted some interesting aspects of group companies.

Group companies had a longer planning time horizon and spent a greater effort on every aspect of planning activities. These companies also expended a greater effort on every external forecast area and had a higher degree of forecast transmission from corporate planning to the second level management. It would appear that group companies had a greater number of headings for their corporate plan and tended to incorporate mission, objectives, and corporate strategy into their corporate plan. The second level management and up had access to the corporate plan.

Group companies more extensively employed computer models/systems to support their corporate planning. It would appear that group companies spent a greater degree of effort on various functions of corporate planning and on most areas of external analysis. These companies tended to receive better quality of information and less resistance to planning from all functional departments. The board of directors had more involvement and support for corporate planning. Informal planning was found less important to strategic management than formal planning and group companies believed they were strategically managed to a greater extent.

It was identified that group companies tended to focus on environmental and resource analysis techniques and had more explicit corporate strategies. These companies placed a greater importance on all product/market strategies and growth through introducing existing products/services into new markets. Empowerment system, standard process of work, employees' knowledge, participative decision-making processes, and clear

planning process were usually found as strategic approaches towards quality management.

Group companies focused company culture on the development and implementation of new ideas, communication and co-operation between different departments, informal conversation between senior and subordinate personnel, and teamwork rather than individual contribution. These companies encouraged continuous training and corporate management had influence on company managerial style.

A formal mission statement and formal corporate long-term objectives were normally found. Group companies had more formal qualitative objectives and assigned a great importance to communication to external publics as a role of their corporate long-term objectives. The quality of current corporate long-term objectives was considered to be better than that of independent companies. The second level management had a great influence on the second level long-term objectives.

15.4.3 Planning Sophistication² and Planning Sophistication³ Companies

Comparisons between two types of formal planning companies highlighted that the planning sophistication³ companies differed in a number of interesting ways.

It was the large and group companies which tended to have the strategically oriented planning system. These companies had a longer planning time horizon and usually develop the long-term plan before the short-term plan. They generally updated their corporate plan on an annual basis and reviewed progress against their corporate plan on a quarterly basis.

Planning sophistication³ companies expended a great effort on every aspect of planning activities and every external forecast area. They had a high degree of forecast transmission from corporate planning to the second level management in every forecast area. These companies tended to incorporate market analysis, customer analysis, competitor analysis, company analysis, key issues/problems, corporate strategy, and

second level strategy into their corporate plan. Their second level management and up had access to the corporate plan. It was found that planning sophistication³ companies extensively employed computer models/system to support their corporate planning.

All formal planning companies who had a second level long-term business plan were planning sophistication³ companies. It was also noted that planning sophistication³ companies spent a greater degree of effort on various functions of corporate planning and on most areas of external analysis. These companies usually received good quality information and minimal resistance to planning from all functional departments. The board of directors supported corporate planning. It was found that informal planning was less important to strategic management than formal planning and planning sophistication³ companies believed they were strategically managed to a greater extent than planning sophistication² companies.

It was these companies who tended to formalise their corporate strategy, and focus on environmental and resource analysis techniques. Planning sophistication³ companies usually had explicit corporate strategies and placed a great importance on all product/market strategies. They tended to be first to market with new products and services and/or early followers of initial entrants in fast growing new market. These companies were also likely to assign responsibility for new product and market development to a special organisational unit. Empowerment system, standard process of work, employee's knowledge, participative decision-making processes, and clear planning process were the main strategic approaches towards quality management. The employees were more involved in the quality approach.

Planning sophistication³ companies focused company culture on encouraging the development and implementation of new ideas, encouraging the communication and co-operation between different groups, encouraging an open discussion of conflicts and differences, encouraging teamwork rather than individual contributions, and communicating mission, strategy, and objectives to employees.

Continuous training, total quality management, monetary policy, and high productivity policy were found to be the key managerial style. Corporate management had a great influence on company's managerial styles. Planning sophistication³ companies highlighted problems with company culture as a problem of managerial style.

The planning sophistication³ companies usually had a formal mission statement and formal corporate long-term objectives. These companies assigned a greater importance to all the roles of formal corporate long-term objectives and had a better quality of current corporate long-term objectives than planning sophistication² companies.

15.4.4 Companies without Formal Planning System

Of the 50 participating companies, 8 (16%) companies had no formal planning system. Size, and a non-standard process of formulating strategies were the main reasons for not having a formal planning system. These companies were relatively small in all aspects of size, namely revenues, profits, assets, number of employees, and number of rooms.

The major process for strategic management was that all strategic decisions were made by CEO/MD/President. Strategic issues were mainly addressed as required by the CEO/MD/President, and the corporate level. Overall it would appear that non-formal planning companies perceived they were strategically managed to a lesser extent than formal planning companies.

The process of strategy formulation could be best described as strategies emerging from the vision of CEO/MD/President, followed by environment dictating strategies, and CEO/MD/President defining targets and boundaries within which lower management formulates their strategies. Compared with formal planning companies, non-formal planning companies assigned less effort to most areas of external forecasts and used computer models/systems to a minimal extent. Changes in strategic management approach were expected over the next 5 years in improving standard process of work, employees' knowledge, and responsibility at all levels. However, none of them expected to use a formal planning system over the next 5 years.

15.4.5 Comparison with Previous Studies

The broad analyses revealed some interesting aspects of strategic management practices of the hotel industry of Thailand when compared with those of previous studies; including the Thai banking study, the Indian study, the US study, and the two Australian studies.

Overall the 6 empirical studies broadly indicated the same pattern of planning system, with more than 70% of the companies responding having a formal planning system. The most popular planning approaches of companies in Thailand, Australia, and the US were planning sophistication³ or strategically oriented formal planners, followed by planning sophistication² or financially oriented formal planners, and planning sophistication¹ or non-formal planners.

A reasonable amount of effort of corporate planning was spent on all forecasting areas and there was a fair degree of transmission of the forecasts from the corporate level to second level of management. The main computer models/systems regularly used to support corporate planning were financial models, and forecasting models. Fair quality information was received from all functional departments.

Given that the studies examined were from different time periods, different geographic locations and even different industries, the similarity of results from the studies is remarkable. This may suggest that the underlying strategic planning processes described may indeed be important for strategic management in large companies.

15.5 Implications of Results

15.5.1 Implications to Theory

There are a number of significant implications for strategic management theory. Firstly, this is a pioneering study investigating the nature of strategic management practices of the hotel industry in a developing country like Thailand and also exploring differences

by size, ownership, and planning system. Secondly, the theoretical framework, developed to cover the multidimensional and complex variables in this study will enable management theorists to further examine strategic management practices in other industries and other countries. Thirdly, the findings from this research further demonstrate that meaningful categorisations of planning systems can be undertaken by identifying the features associated with formal planning companies and non-formal planning companies. Fourthly, the comparative analysis results with previous studies have again confirmed the existence and importance of strategic planning in strategic management practices across very different time frames, industries, and countries.

15.5.2 Implications to Practices

This research has several implications for strategic management practices. Firstly, this study provides a detailed insight into the strategic management practices of the hotel industry of Thailand and will allow the hotel executives to compare their management practices with others to understand differences which may arise due to size, ownership, and planning system. Secondly, executives need to be aware of key environmental factors which may impact on the management practices over the next 5 years and this study provides further insights. Thirdly, companies who do not have a formal planning system can gain insights into the future development of a formal planning system in their organisations. Fourthly, these research findings can be useful for professionals outside hotel industry and foreigners who seek to expand their business into Thailand by helping them understand selected aspects of a Thai industry.

15.5.3 Implications to Research Methodology

This research has demonstrated certain research methodology implications for those who seek to conduct social research fieldwork in Thailand. Firstly, the use of a personal network through family and friends, authorised people, and governmental authorities was critical to gaining participation in the fieldwork in Thailand and achieving an acceptable response rate. Secondly, the introductory letter and the support letter also played a crucial role in achieving an acceptable response rate. It is very rewarding to

have achieved excellent participation in the survey, as Thai people are more likely to cooperate with someone who they believe is credible, hence the importance of the process described. Thirdly, the personal interview approach is the most appropriate methodology for the exploratory research of this nature. An 82-page questionnaire with 275 questions some of which are considered confidential will not be responded to by executives who prefer conversation rather than writing. Finally, you need to be patient and keep calling from time to time especially to the secretaries who may assist you in getting an appointment for an interview.

15.6 Limitations

There are some limitations to this research. Firstly, this study reflects the changing environment including disputation between Iraq and the US, oil price movements, SARS, the bird flu epidemic in Thailand, the political problems in the Southern part of Thailand etc. This study was conducted at a particular period of time and only gives detailed insights into a specific situation at one moment in time. Secondly, the population for this research was limited to the hotels based in Bangkok due to time and financial constraints and these findings may be applicable to a limited geographic area only. Finally, the research survey was undertaken during the crisis from the SARS epidemics, and hotel executives were concerned with falling occupancy rates, otherwise the response rate might have been higher.

15.7 Future Research Directions

This research facilitates further research, which builds upon either the theoretical framework, the methodology, or the database. Firstly, the theoretical framework and the methodology used in this research may be expanded to studies of strategic management in industries other than the hotel industry in Thailand. Secondly, this research focused on the hotels in Bangkok and could be expanded to investigate strategic management practices of hotels in the provinces. Finally, this research enables comparative studies by providing a database against which further studies can make comparisons.

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APPENDIX A

LIST OF HOTELS IN BANGKOK

Name	Address	Telephone	Fax
1. Alexander	3303 Ramkhamhaeng Rd. Huamark, Bangkok 10240	66-2375-0300-40	66-23750324
2. Amari Airport	333 Chert Wudthakas Rd. Don Muang, Bangkok 10210	66-2556-1020-1	66-2556-1941
3. Amari Atrium	1880 New Petchburi Rd. Huay Kwang, Bangkok 10320	66-2718-2000-1	66-2718-2002
4. Amari Boulevard	2 Soi 5 Sukhumvit Rd. Bangkok 10110	66-2255-2930-40	66-2255-2950
5. Amari Watergate	847 Petchburi Rd. Pratunam, Bangkok 10400	66-2653-9000	66-2653-9045
6. Ambassador	171 Sukhumvit Rd. Bangkok 10110	66-2254-0444 66-2255-0444	66-2254-4123 66-2254-7506
7. Ariston	19 Sukhumvit Soi 24 Bangkok 10240	66-2259-0960-9	66-2259-0670-1
8. Arnoma	99 Rajdamri Rd. Pathumwan, Bangkok 10330	66-2255-3410	66-2255-3456-8
9. Asia	296 Phaya Thai Rd. Bangkok 10400	66-2215-0808	66-2215-4360
10. Baiyoke Suit	130 Rajprarop Rd., Rajthevee, Bangkok 10400	66-2255-0330-42	66-2254-5553
11. Bangkok Marriott Resort&Spa	257/1-3 Chroennakorn Road Bangkok 10600	66-2476-0022	66-2476-1120
12. Bangkok Centre	328 RamaIV Rd., Bangkok 10500	66-2238-4848-57	66-22361862
13. Bangkok Palace	1091/336 New Petchburi Rd., Bangkok 10400	66-2253-0510	66-2253-0556
14. Banyan Tree	21/100 South Sathon Rd. Bangkok 10210	66-2679-1200	66-2679-1199
15. Century Park	9 Ratchaprarop Rd. Bangkok 10400	66-2246-7800	66-2246-7197
16. Chaleena	453 Ladprao 122 Rd. Wangthonglang, Bangkok 10310	66-2539-7101-11	66-2539-7126
17. Chaophaya Park	247 Ratchdapisek Rd. Din Daeng, Bangkok 10320	66-2290-0125	66-2290-0167-8
18. China Town	526 Yaowaraj Rd. Sumphantawong, Bangkok 10100	66-2225-0204-26	66-2226-1295
19. Classic Place	1596 New Petchburi Rd. Bangkok 10400	66-2255-4444-9	66-2255-4450
20. D'MA Pavilion	1091/388 Nakorn Luang Plaza, New Petchburi Rd. Bangkok 10400	66-2650-0288	66-2650-0299
21. Dusit Thani	946 RamaIV Rd., Bangkok 10500	66-2236-0450-9	66-2236-6400
22. Crowne Plaza	981 Silom Rd., Bangkok 10500	66-2238-4300	66-2238-5289
23. Elizabeth	169/51 Pradipat Rd. Sapankwai, Phayathai, Bangkok 10400	66-2271-0204	66-2271-2539
24. Emerald	99/1 Rachadapisek Rd. Dindaeng, Bangkok 10320	66-2276-4567	66-2276-4555
25. Empress	1091/343 New Petchburi Rd., Makkasan, Rajathevi, Bangkok 10400	66-2651-7600	66-2651-7588

Name	Address	Telephone	Fax
26. Eurasia	33/2 Watthananiwet7 Sutthisarn Rd., Huay Kwang, Bangkok 10310	66-2275-0060-9	66-2693-1845-6
27. Evergreen Laurel	88 North Sathorn Rd., Silom Bangkok 10500	66-2266-9988	66-2266-7222
28. First	2 Petchburi Road, Bangkok 10400	66-2255-0111-20	66-2255-0121
29. Florida	43 Phyathai square, Phyathai Rd., Bangkok 10400	66-2247-0990-5	66-2247-7419
30. Fortune	1,3,5,7 Fortune Town, Rachadapisek Rd., dindaeng Bangkok 10320	66-2641-1500	66-2641-1530
31. Four Wings	40 Sukhumvit 26, Klongtoey, Bangkok 10110	66-2260-2100	66-2260-2300
32. Golden Horse	5/1-2 Dumrongrak Rd., Pomprab, Bangkok 10110	66-2280-1920	66-2280-3404
33. Grace	12 Nana Nua Soi 3 Sukhumvit Rd., Bangkok 10110	66-2253-0651-79	66-2253-0680
34. Grand China Princess	215 Yaowarat Rd., Samphantawongse, Bangkok 10100	66-2224-9977	66-2224-7999
35. Grand Pacific	259 Sukhumvit Rd., Bangkok 10110	66-2255-2440	66-2255-2441
36. Grande ville	903 Mahachai Road Bangkok 10200	66-2225-0050	66-2225-7593
37. Hilton International	2 Wireless Rd., Bangkok 10330	66-2253-0123	66-2253-6509
38. Grand Hyatt Erawan	494 Rajdamri Rd., Bangkok 10330	66-2254-1234	66-2254-6308
39. Holiday Mansion	53 Wireless Road., Bangkok 10330	66-2255-0099	66-2253-0130
40. Indra Regent	120/126 Rajaprarop Road Phayathai, Bangkok 10400	66-2208-0022-33	66-2208-0388-9
41. Jade Pvillion	30 Sukhumvit22, Klongtoey Bangkok 10110	66-2259-4675-89	66-22582328
42. Imperial Queen's Park	199 Sukhumvit22, Bangkok 10110	66-2261-9000	66-2261-9530-4
43. Imperial Impala	9 Sukhumvit24, Bangkok 10110	66-2259-0053	66-2258-8747
44. Imperial Tara	18/1 Sukhumvit26, Bangkok 10110	66-2259-2900-19	66-2259-2896-7
45. JW Marriott	4 Sukhumvit2, Bangkok 10110	66-2656-7700	66-2656-7711
46. Landmark	138 Sukhumvit Rd. Bangkok 10110	66-2254-0404	66-2253-4259
47. Le Meridien President	971, 973 Ploenchit Rd. Bangkok 10330	66-2656-0444	66-2254-9988
48. Malaysia	54 Soi Ngamduplee Rama IV, Bangkok 10120	66-2679-7127-36	66-2287-1457-8
49. Mandarin	662 RamaIV Rd., Bangkok 10500	66-2238-0230-58	66-2234-3363
50. Manhattan	13 Sukhumvit15, Bangkok 10110	66-2255-0166	66-2255-3481
51. Manohra	412 Surawong Rd. Bangkok 10500	66-2234-5070-80	66-2237-7662
52. Maruay Garden	1 Phaholyothin Rd., Ladyao Chatuchak, Bangkok 10900	66-2561-0510-47	66-2579-1182

Name	Address	Telephone	Fax
53. Maxx	288 Rama9 Rd., Bangkok 10310	66-2248-0011	66-2247-1497
54. Menam Riverside	2074 Charoenkrung Rd. Bangkok 10120	66-2688-1000	66-2291-9400
55. Merchant Court at Le Concorde	202 Ratchadapisek Rd. Huaykwang, Bangkok 10320	66-2694-2222	66-2694-2223
56. Miami	2 Sukhumvit13, Wattana Bangkok 10110	66-2253-0369	66-2253-1266
57. Monarch	188 Silom Rd., Bangkok 10500	66-2238-1991	66-2238-1999
58. Montien	54 Surawongse Rd. Bangkok 10500	66-2233-7060	66-2236-5218
58. Montien Riverside	372 RamaIII Rd., Bangkok 10120	66-2292-2999	66-2292-2962
59. Morakot	2802 New Petchburi Rd. Bangkok 10320	66-2314-0761	66-2319-1465
60. Nana	4 Nana Tai, Sukhumvit Rd. Bangkok 10110	66-2656-8235	66-2255-1769
61. Narai	222 Silom Rd., Bangkok 10500	66-2237-0100	66-2235-6781
62. New Empire	572 Jawarat Rd., Bangkok	66-2234-6990-6	66-2234-6997
63. New Fuji	299-301 Surawongse Rd. Bangkok 10500	66-2234-5364-6	66-2233-8274
64. New Peninsula	295/3 Surawongse Rd. Bangkok 10500	66-2234-3910-6	66-2236-5526
65. New Trocadero	343 Surawongse Rd. Bangkok 10500	66-2234-8920-8	66-2234-8929
66. Novotel on Siam Square	392/44 RamaI Rd., Pathumwan, Bangkok 10330	66-2255-6888	66-2255-2445
67. Novotel Bangna	14/49 Moo6 Srinakarin Rd. Pravet, Nongbon , Bangkok 10260	66-2366-0505	66-2366-0506
68. Novotel Lotus	1 Soi Daeng Udom, Sukhumvit33, Bangkok 10110	66-2261-0111	66-2262-1700
69. Oriental	48 Oriental Avenue, Bangkok 10500	66-2659-9000	66-2659-9000
70. Pan Pacific	952 RamaIV Rd., Suriyawongse, Bangkok 10500	66-2632-9000	66-2632-9001
71. Park	6 Sukhumvit7, Bangkok 10110	66-2255-4300	66-2255-4309
72. Pathumwan Princess	444 Mahboonkrong Centre Payathai Rd., Bangkok 10330	66-2216-3700	66-2216-3730
73. Peninsula	333 Charoennakorn Rd. Klongsan, Bangkok 10600	66-2861-2888	66-2861-1112
74. Pinnacle	17 Soi Ngam Duplee RamaIV Rd., Bangkok 10120	66-2287-0111-21	66-2287-3420
75. Plaza Athenee	Wireless Road, Bangkok 10330	66-2650-8800	66-2650-8500
76. Plaza	178 Surawongse Rd. Bangkok 10500	66-2235-1760-79	66-2237-0746
77. Prince	1537/1 New Petchburi Rd. Bangkok 10310	66-2251-6171-6	66-2251-3318
78. Prince Palace	488/800 Bo Bae Tower Damrongrak Rd., Promprab Bangkok 10100	66-2628-1111	66-2628-1000

Name	Address	Telephone	Fax
79. Radisson	92 Soi Saengcham Rama9 Rd., Huay Kwang Bangkok 10320	66-2641-4777	66-2641-4884-5
80. Rama Gardens	9/9 Vibhavadi Rangsit Rd. Laksi, Bangkok 10210	66-2561-0022	66-2561-1025
81. Regent	155 Rajadamri Rd. Bangkok 10330	66-2251-6127	66-2254-5390
82. Regina	1,3,5,7,9 Soontornsiri Ratchadaphisek Rd. Huay Kwang, Bangkok 10310	66-2275-0088	66-2275-0099
83. Rembrandt	19 Sukhumvit18, Klongtoey Bangkok 10110	66-2261-7100-4	66-2261-7017
84. Rex	762/1 Sukhumvit Rd. Bangkok 10110	66-2259-0106-15	66-2258-6635
85. Rose	118 Surawongse Rd. Bangkok 10500	66-2266-8268-72	66-2266-8096
86. Royal Benja	39 Sukhumvit5, Bangkok 10110	66-2655-2920-54	66-2655-2958-9
87. Royal City	800 Boromratchonni Rd. Bangplad, Bangkok 10100	66-2435-8888	66-2434-3636
88. Royal	2 Rajdamnoen Avenue Bangkok 10200	66-2222-9111-26	66-2224-2083
89. Royal Orchid Sheraton	2 Captain Bush Lane Siphya Rd., Bangkok 10500	66-2266-0123	66-2236-8320
90. Royal Park View	19/9 Sukhumvit20 Klong Toey, Bangkok 10110	66-2261-8991-9	66-2261-9257-8
91. Royal Princess Larn Luang	269 Larn Luang Rd. Pomprab, Bangkok 10100	66-2281-3088	66-2280-1314
92. Royal Princess Srinakarin	905 Moo6, Srinakarin Rd. Nongbon, Pravet, Bangkok 10260	66-2721-8400	66-2721-8432-3
93. Royal River	219 Charansanitwong Rd. Bangplad, Bangkok 10700	66-2433-0200	66-2433-5880
94. S.C. Park	474 Praditmanutham Rd. Wanthonglang, Bangkok 10310	66-2530-0562-79	66-2539-2796
95. S.D. Avenue	94 Boromratchachonnani Rd., Bangpland, Bangkok 10700	66-2434-0400	66-2434-6496
96. Shangri-La	89 Soi Suan Plu, New Road Bangrak, Bangkok 10500	66-2236-7777	66-2236-8579
97. Sheraton Grande Sukhumvit	250 Sukhumvit Rd. Klongtoey, Bangkok 10110	66-2653-0333	66-2653-0400
98. Siam City	477 Si Ayutthaya Rd. Bangkok 10400	66-2247-0123	66-2247-0165
99. Siam	1777 New Petchburi Rd. Bangkok 10320	66-2252-5081	66-2254-6609
100. Siam Inter- Continental	967 Rama1 Rd., Pathumwan Bangko 10330	66-2253-0355-7	66-2253-2275
101. Sofitel Central Plaza	1695 Phaholyothin Rd. Chatuchak, Bangkok 10900	66-2541-1234	66-2541-1087
102. Sol Twin Tower	88/2 New Rama6 Rd. Rong Muang, Pathumwan, Bangkok 10330	66-2216-9555	66-2216-9544
103. Sommerset	10 Sukhumvit15, Wattana Bangkok 10110	66-2254-8500	66-2254-8534
104. St. James	18 Sukhumvit26, Klongtoey Bangkok 10110	66-2261-0890-7	66-2261-0902

Name	Address	Telephone	Fax
105. Sukhothai	13/3 South Sathorn Rd. Bangkok 10120	66-2287-0222	66-2287-4980
106. Tai-Pan	25 Sukhumvit23, Klongtoey Bangkok10110	66-2260-9888	66-2259-7908
107. Thai	78 Prajatipatai Rd. Bangkok 10200	66-2629-2100-5	66-2280-1299
108. Tong Poon	130 Rong Muang4 Pratumwan, Bangkok 10330	66-2216-0020-39	66-2215-0450
109. Tongtara Riverview	9/99 Charoen Krung Rd. Bangkok 10120	66-2291-9800	66-2291-9791
110. Tawana Ramada	80 Surawongse Rd. Bangkok 10500	66-2236-0361	66-2236-3738
111. Town in Town	300/1 Ladprao94 Wangthonglang, Bangkok Bangkok 10310	66-2559-2222	66-2559-2211
112. Viengtai	42 Tanee Rd., Banglamphu Bangkok 10200	66-2280-5392-9	66-2281-8153
113. White Orchid	409-421 Yawaraj Rd. Samphanthawong Bangkok 10100	66-2226-0026	66-2221-8101
114. Windsor	8-10 Sukhumvit20 Bangkok 10110	66-2258-0160-5	66-2258-1491
115. Windsor Suites	8 Sukhumvit18-20 Bangkok 10110	66-2262-1234	66-2258-1522
116. Zenith Sukhumvit	29/117 Sukhumvit3 Bangkok 10110	66-2655-4999	66-2655-4940

APPENDIX B

QUESTIONNAIRES

Survey of Strategic Management Practices in Hotel industry of Thailand

Thank you for your participating in this survey of the strategic management practices in hotel industry of Thailand. In this questionnaire we shall be asking a series of questions about your strategic management practices in respect to the following aspects:

- Organisation resources (e.g. organisational structure/ownership/size)
- Mission statement/ Long term objectives
- Planning system
- Corporate strategies and process
- Corporate external environment
- General questions

The organization referred in this questionnaire is either the hotel operations in Thailand for a multinational operation or the total hotel operations for a Thai owned company.

All responses that you provide will be **strictly confidential** and all analyses will be undertaken with aggregated data from all respondents. The data will be coded to ensure that no unauthorized person can identify or interpret an organisation's return. **This questionnaire will be used for academic purpose only.** Once again, when the results are published, it will not be possible to identify any individual company data.

Hotel Code: _____

Date: _____



Australian Graduate School of Entrepreneurship
Swinburne University of Technology
Melbourne, Australia

Thank you very much for your participation in the survey
and for giving us your valuable cooperation.
Your spontaneous assistance is greatly appreciated.

We will send you copies of all papers developed from this study.

*At the end of the study, you will receive a final paper
on the major research findings.*

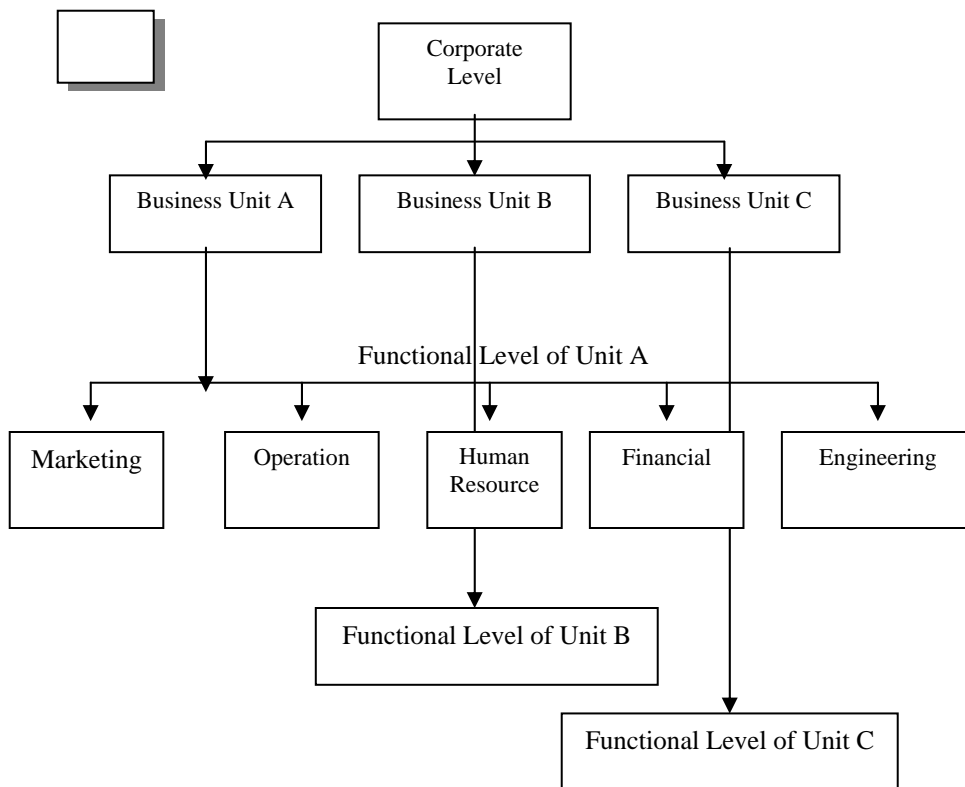
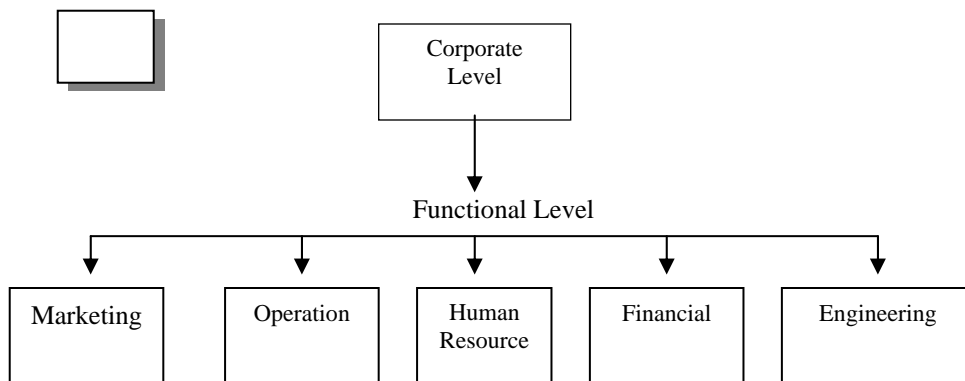
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Chaninan Angkasuvana, 2002**

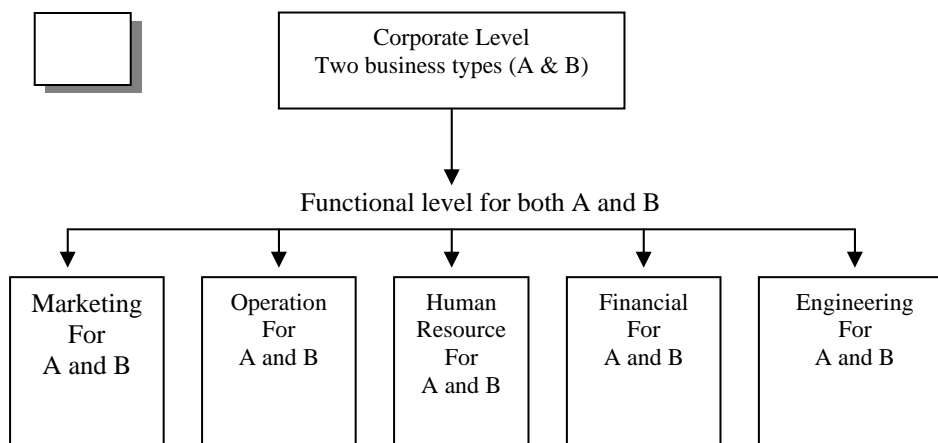
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PART I: ORGANISATION RESOURCES

We would like to start asking some questions about your company Organisation Structure.

1. Which organisation charts do you think most matches your company chart? Please mark one of the following choices and if none is similar to your company could you please provide us with an organisation chart of your company.





Other type of structures, please specify:

2. According to your company, does your company have the following levels of organisational unit?

Corporate Level

Yes _____ Unit (s)

No

Second Level

Yes _____ Unit (s)

No

Third Level

Yes _____ Unit (s)

No

Forth Level

Yes _____ Unit (s)

No

3. Could you please specify the highest position in each level as follows?

(If your company does not have one of the following levels, please ignore that level)

Corporate Level

Second level

Third level

4. Are the second management level units as you have just defined them profit centres?

Yes

No

5. What is the lowest level of profit centre? (Please select one)

Second level

Third level

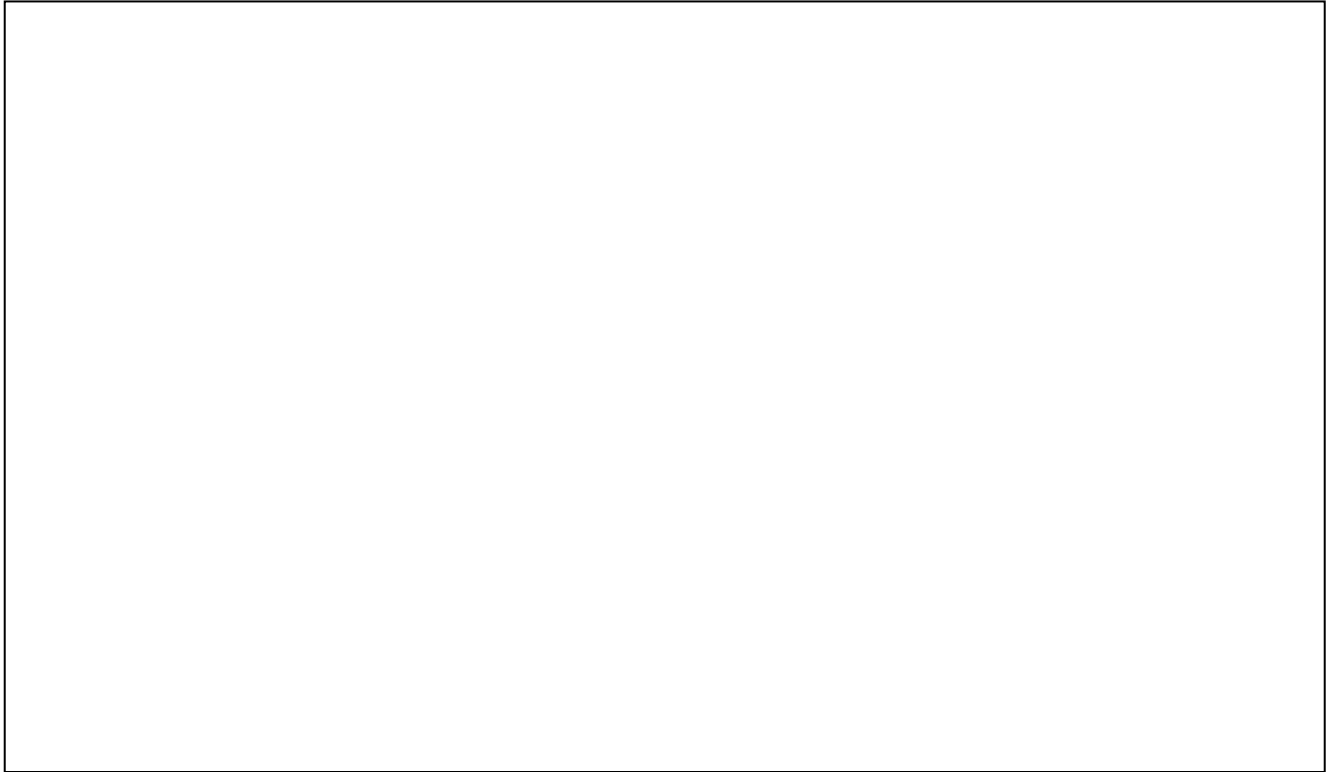
Others (please specify) _____

6. Did you change the organisational structure of your company substantially during the last five years?

Yes, when was the last major change? in year _____

No ([go to question 9](#))

7. Could you please specify the most important changes made at that time?



8. What were the main reasons for these changes?



9. Do you expect that your current organisational structure will still be applicable in the next five years?

- Yes
 No (please specify the major changes you expect)



The questions in this section deal with Ownership.

10. Which best describes your company ownership?

- Independent hotel
 Independent group hotel
 Thai franchised hotel
 Foreign franchised hotel
 Hotel with Thai group management contract
 Hotel with foreign group management contract
 Others (please specify)_____

11. Does your company sell its shares in stock market?

- Yes
 No (**go to question 12**)

If yes, please specify the market

- Thai stock market (SET) with trade of approximate _____ Thai baht per year
 Overseas stock market with trade of approximate _____ Thai baht per year

Then go to question 13

12. Does your company plan to sell its shares in the stock market in the next five years?

- Yes
 No

If yes, which market?

- Thai stock market
 Overseas stock markets

13. Do you consider your company to be a family business?

- Yes
 No (**go to question 16**)

14. Is family relationship, a factor, in determining management succession?

- Yes
 No

15. Is the chief executive officer of your company a family member?

- Yes
 No

Please provide the educational background and experience of the chief executive officer

- Bachelor Degree in _____
 Master Degree in _____
 Doctorate Degree in _____
 Certificate/Diploma _____
 Others _____

Experience: _____ years

16. How many hotels does your company operate?

- 1 hotel (**go to question 21**)
 More than 1 hotel (please specify) _____

17. Do those hotels operate under the same name?

- Yes, they all operate under _____
 No (please specify)

Name	Numbers of hotel
_____	_____
_____	_____
_____	_____
_____	_____

18. Has your company operated any hotels in overseas market?

- Yes
- No

If yes, please give more detail

Hotel	Country
_____	_____
_____	_____
_____	_____
_____	_____

19. Has your company sold hotel franchise to other companies?

- Yes
- No

If yes, please give more detail

Hotel	Duration
_____	_____
_____	_____
_____	_____
_____	_____

20. Has your company been hired for operating hotel under management contract with other companies?

- Yes
- No

If yes, please give more detail

Hotel	Duration
_____	_____
_____	_____
_____	_____
_____	_____

21. Has your company bought hotel franchise from other companies?

- Yes
- No

If yes, please give more detail

Group	Duration
_____	_____
_____	_____
_____	_____
_____	_____

22. Has your company hired other companies to operate hotel under management contract?

- Yes
- No

If yes, please give more detail

Group	Duration
_____	_____
_____	_____
_____	_____
_____	_____

23. Over the last five years has your company changed ownership?

- Yes
- No ([go to question 29](#))

24. What were the main reasons for the change in your company's ownership?

25. What were the major factors that supported these changes?

26. Did your company face any problems when the ownership changed?

- Yes
- No

If yes, what were the major problems you faced?

27. To what extent was your company strategic management advantaged by the change of ownership?

No advantage					Significant Advantage
1	2	3	4	5	

28. In your opinion, how successful have the ownership changes been?

Unsuccessful					Very Successful	
1	2	3	4	5		

29. Will your company change ownership in the next five years?

- Yes
 - No
 - Others (please specify) _____
-

If yes, what is the main reason for these changes?

30. How much do the following groups influence any potential change of ownership in your company?

		No influence			Very great influence	
		1	2	3	4	5
Board of directors		1	2	3	4	5
Controlling Family (if family controlled)	n.a.	1	2	3	4	5
Controlling Hotel Group (if applicable)	n.a.	1	2	3	4	5
Chief Executive Officer/MD/ President		1	2	3	4	5
Corporate level management		1	2	3	4	5
Corporate planning department	n.a.	1	2	3	4	5
Second level management		1	2	3	4	5
Other (please specify)		1	2	3	4	5



In this section we would like to ask some questions about Size.

31. To what extent does your company measure its size by the following measure?

	Not at all			To a great extent	
Size is measured by revenue.	1	2	3	4	5
Size is measured by assets.	1	2	3	4	5
Size is measured by number of employees.	1	2	3	4	5
Size is measured by number of rooms.	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5

Of these size measures, is one of these considered most important?

Yes (please specify) _____

No

32. With respect to the hotel business, what is your company's current :

Revenue: _____ Thai baht Total assets: _____ Thai baht

Profit: _____ Thai baht

What approximate percentage of your company's revenue is derived from products/services in the following stages?

	Revenue
Introductory stage	_____%
Growth stage	_____%
Maturity stage	_____%
Decline stage	_____%
Total	100%

33. What is the capacity of your hotels?

Room

Types of room	No. of room
Standard	_____
Deluxe	_____
Suite	_____
Others _____	_____
_____	_____
Total	_____

Facilities

- | | |
|--|-----------------------------------|
| <input type="checkbox"/> Restaurants | <input type="checkbox"/> Spa |
| <input type="checkbox"/> Beauty Salon | <input type="checkbox"/> Fitness |
| <input type="checkbox"/> Function room | <input type="checkbox"/> Internet |
| <input type="checkbox"/> Others _____ | |

34. In your opinion, what is the quality of your company's performance compared to its size?

Very Poor					Very Good
1	2	3	4	5	



In this section, our questions deal with Human Resources.

35. How many employees in your hotel?

Approximately _____ people

Full time _____%

Part time _____%

Total 100%

Thais _____%

Foreigner _____%

Total 100 %

36. What approximate percentage change in the total number of hotel's Thai employees do you expect over the next five years?

- Increasing Approximate_____
- Decreasing Approximate_____
- Stable

37. What approximate percentage change in the total number of hotel's foreign employees do you expect over the next five years?

- Increasing Approximate_____
- Decreasing Approximate_____
- Stable

38. Over the last five years, to what extent have you had problems in securing and retaining the necessary personnel?

No availability problems					Severe availability problems
1	2	3	4	5	

39. Over the next five years, to what extent do you anticipate problems in securing and retaining the necessary personnel?

No availability problems			Severe availability problems		
1	2	3	4	5	

40. To what extent do you anticipate problems in training personnel in the next five years?

No difficulty			Severe difficulties		
1	2	3	4	5	

41. Do you consider that in view of the increase in the level of education-tertiary, technical and professional – over the last decade, the different categories of staff have become more demanding with regard to?

	No demanding			Very demanding	
Quantum of compensation	1	2	3	4	5
Saliency of the work environment	1	2	3	4	5
Level of transparency in management	1	2	3	4	5
Participation & involvement in management	1	2	3	4	5
Recognition of competence & performance	1	2	3	4	5



Our next questions deal with Management Style.

42. Could you please describe your company's key management style?

43. To what extent do you agree with the following?

	Strongly disagree			Strongly agree		
Leadership:						
Our leadership style can best be characterized as paternalistic-autocratic.	1	2	3	4	5	
Our leadership style can best be characterized as democratic – participative.	1	2	3	4	5	
Quality Management:						
Our company uses TQM as part of its quality management.	1	2	3	4	5	
Our company uses cost control as part of its quality management.	1	2	3	4	5	
Our company uses budgetary control as part of its quality management.	1	2	3	4	5	
Human Resource Management:						
Trust and empowerment of subordinates is high in our company.	1	2	3	4	5	
Our company uses job evaluation as part of its human resource management.	1	2	3	4	5	
Our company uses training programs as part of its human resource management.	1	2	3	4	5	
Other Aspects:						
Our company uses monetary policy as part of its strategic management.	1	2	3	4	5	
Our company uses psychological policy as part of its strategic management.	1	2	3	4	5	
Our company focuses on a high productivity policy.	1	2	3	4	5	
The use of family members is still employed in our company.	1	2	3	4	5	
The seniority system is still employed in our company.	1	2	3	4	5	

44. How much do the following groups influence the management style of your company?

		No influence			Very great influence		
Board of directors		1	2	3	4	5	
Controlling Family (if family controlled)	n.a.	1	2	3	4	5	
Controlling Hotel Group (if applicable)	n.a.	1	2	3	4	5	
Chief Executive Officer		1	2	3	4	5	
Corporate level management		1	2	3	4	5	
Corporate planning department	n.a.	1	2	3	4	5	
Second level management		1	2	3	4	5	
Other (please specify) _____		1	2	3	4	5	

45. Does your company face any problems with its current management style?

- Yes
- No

If yes, what are major problems of the current management style?

PART II: MISSION STATEMENT AND LONG TERM OBJECTIVES

In this section we are seeking information about your Mission Statements.

46. Does your company have a formal mission statement as a whole?

- Yes
- No ([please go to question 55](#))

47. Could you please describe your current company's mission statement? (if more than one please state all)

48. To what extent did your company consider the following factors when the company mission statement was formulated?

	Not at all			To a great extent	
	1	2	3	4	5
Mission statement describes what business your company is in.	1	2	3	4	5
Mission statement describes what the business will do.	1	2	3	4	5
Mission statement describes who the customers are.	1	2	3	4	5
Mission statement describes what sets this business apart from others.	1	2	3	4	5
Mission statement is a declaration of how the organisation's customers, products, markets, and philosophy all contribute to the achievement of the goals.	1	2	3	4	5
Mission statement describes what the company wants to be.	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5
_____	1	2	3	4	5

49. Has your company changed its mission statement in the last five years?

- Yes It was changed in year _____
- No (please go to question 52)

50. What changes were made in your mission statement at that time? (you may select more than one)

- Mission was stated for the first time.
- Mission was stated more specifically.
- Mission statement was expanded.
- Others (please specify) _____

51. How much did the following factors influence the change in your company's mission statement?

	No influence			Very great influence	
	1	2	3	4	5
Changes of chief executive officer	1	2	3	4	5
Changes of ownership	1	2	3	4	5
Changes of top management team	1	2	3	4	5
New competitive conditions	1	2	3	4	5
Change of main shareholder	1	2	3	4	5
Changes in economic environment	1	2	3	4	5
Changes in strategic consideration	1	2	3	4	5
Changes in social factors	1	2	3	4	5
Changes in political factors	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5

52. To what extent does your company consider its mission statement to have been appropriate over the last five years?

Not Appropriate			Very Appropriate	
1	2	3	4	5

53. How long do you expect that your company will continue to follow its current mission statement?

Approximately _____years

54. How much have the following groups influenced the formulation of your present corporate mission?

		No influence			Very great influence	
		1	2	3	4	5
Board of directors		1	2	3	4	5
Controlling Family (if family controlled)	n.a.	1	2	3	4	5
Controlling Hotel Group (if applicable)	n.a.	1	2	3	4	5
Chief Executive Officer		1	2	3	4	5
Corporate level management		1	2	3	4	5
Corporate planning department	n.a.	1	2	3	4	5
Second level management		1	2	3	4	5
Others (please specify) _____		1	2	3	4	5



In this section we would like to ask about your Long-term Objectives.

55. Does your company have formal corporate long-term objectives, which it seeks to achieve?

- Yes
 No ([go to question 67](#))

56. Could you please indicate the quantitative objectives, which serve guiding roles in decisions that are strategic for the company as a whole? (you may select more than one)

- Return objectives (return on investment, return on capital etc)
 Stock market objectives (earning per share etc)
 Sale objectives (growth, return on sales)
 Financial objectives (profits, income, cash flow)
 Performance objectives (occupancy rate, average daily rate, revenue per available room)
 Others (please specify) _____

57. Are those objectives adjusted for inflation?

- Yes
 No

58. During the last five years, would you say that your company has in general exceeded, met or failed to achieve its long-term objectives?

Failed to achieve objectives		Met		Exceeded objectives	
1	2	3	4	5	

In your opinion, what are the reasons for that performance?

	Not Important			Very Important	
	1	2	3	4	5
Appropriateness of objectives	1	2	3	4	5
Managerial performance	1	2	3	4	5
Political, regulatory action	1	2	3	4	5
Competitive situation	1	2	3	4	5
Organisation structure	1	2	3	4	5
Economic factors	1	2	3	4	5
Changes to technological factors	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5

59. Does your company also have formal qualitative long-term objectives?

- Yes
 No

If yes, please indicate the main ones:

- Maintain acceptable financial posture/control cost
 Leadership in quality and service
 Leadership in reputation and image
 Focus on market segment
 Customer focus
 Societal objectives
 Others (please specify) _____

60. Has your corporate level changed its objectives in the last five years?

- Yes in year _____
 No (please go to question 63)

61. What corporate objectives changed at that time? (you may select more than one)

- Focus on philosophy
 Upgrade or update of objectives
 Change of financial factors
 Formalization or explicitness of objectives
 General qualitative additions
 Instituted new objectives
 Others (please specify) _____

62. How much do the following factors influence changes in the objectives of the corporate level?

	No influence			Very great influence	
Changes of chief executive officer	1	2	3	4	5
Changes of ownership	1	2	3	4	5
Changes of top management team	1	2	3	4	5
New competitive conditions	1	2	3	4	5
Change of main shareholder	1	2	3	4	5
Changes in economic environment	1	2	3	4	5
Changes in political factor	1	2	3	4	5
Changes in social factors	1	2	3	4	5
Changes in technological factors	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5

63. How long will your corporate level continue following the current objectives?

Approximately _____years

64. To what extent have the following groups influenced the formulation of your present long-term objectives?

		No influence			Very great influence	
Board of directors		1	2	3	4	5
Controlling Family (if family controlled)	n.a.	1	2	3	4	5
Controlling Hotel Group (if applicable)	n.a.	1	2	3	4	5
Chief Executive Officer		1	2	3	4	5
Corporate level management		1	2	3	4	5
Corporate planning department	n.a.	1	2	3	4	5
Second level management		1	2	3	4	5
Others (please specify) _____		1	2	3	4	5

65. Which of the following best reflects the process for formulating company long-term objectives?
(please select one of the following)

- Formulated for the company by the chief executive officer
- Formulated for the company by the corporate level management
- Formulated for the company by the board of directors
- Aggregation of the objectives developed by second level management
- Negotiation process between the corporate level/ board of directors group and second level management
- Negotiation process between the chief executive officer and key advisors
- Negotiation process between the chief executive officer and corporate level management
- Negotiation process between the chief executive officer and second level management
- Others (please specify) _____

Our next questions deal with the setting of Second Level's Long-term Objectives.

67. Does your company have formal long-term objectives at second level, which it seeks to achieve?

- Yes
- No ([go to question 73](#))

68. Do all second level operating units have the same objectives with respect to units of measurement?

- Yes
- No

If yes; what is the unit of measurement? (you may select more than one)

- Return on investment, return on assets, return on capital
- Profits
- Cash Flow
- Sales Growth
- Return on Sales
- Occupancy rate
- Average daily rate (ADR)
- Revenue per available room (RevPAR)
- Others (please specify) _____

Go to question 69

If no, why are they different?

What is the unit of measure? (you may select more than one)

- Return on investment, return on assets, return on capital
- Profits
- Cash Flow
- Sales Growth
- Return on Sales
- Others (please specify) _____

PART III: THE PLANNING SYSTEM

We will start this part with some questions about the Strategic Planning System in your company.

73. Does your company have a formalised strategic planning system at:

Corporate Level

Yes

No

Second Level

Yes

No

If no to both, please go to question 141



In this section we would like to know about your Formal Corporate Plan.

If your company does not develop a formalised corporate plan, go to question 105

74. For what time horizons does your company develop a formal corporate plan?

_____ years

_____ years

_____ years

75. Which of the plans noted in question 74 would you consider the key guiding long-term plan for your company?

_____ years

76. Do you agree or disagree with the following statements regarding the development of corporate plans in your company. (please select one)

Prepared independently and not coordinated

Longer-term plan prepared first, shorter-term plan then fitted into long-term plan

Shorter-term plan prepared first, longer-term plans are then extended

Shorter-term plan prepared first, longer-term plans are then modified from previous year

Short and long term plans prepared simultaneously

77. When did your company first develop a formal corporate long-term plan?

Year: _____

78. How often is your corporate plan updated? (please check one)

- Monthly
 Quarterly
 Twice a year
 Yearly
 Less than once a year

79. How frequently is progress reviewed against this plan? (please check one)

- Monthly
 Quarterly
 Twice a year
 Yearly
 Less than once a year

80. How would you characterize the extent to which corporate planning effort is spent on the following types of activity?

	No effort			High degree of effort	
	1	2	3	4	5
Short-term emergency planning	1	2	3	4	5
Action planning or operational planning for the next 1 to 3 years	1	2	3	4	5
Formalised contingency planning	1	2	3	4	5
Long-term planning for the next 5 – 10 years	1	2	3	4	5
“What the company wants to be in the next 10 – 20 years” planning	1	2	3	4	5
Internal growth	1	2	3	4	5
Franchising/Management contract	1	2	3	4	5
International Expansion	1	2	3	4	5
Others (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

85. Could you please list the major headings of your current corporate long-term plan?

Alternatively, would you please provide us with a copy of the table of contents of your current corporate long-term plan?

86. Which organisational personnel have access to the current corporate plan? (may select more than one)

- Second level and up
- Third level and up
- Senior management only
- Senior staff
- Operating managers

87. To what extent do the efforts at corporate level in developing a corporate plan provide added value over and above the second level plans in each of the following areas?

	No added value			Major added value	
	1	2	3	4	5
Finance	1	2	3	4	5
Human resources	1	2	3	4	5
Research and development	1	2	3	4	5
Markets	1	2	3	4	5
Technology	1	2	3	4	5
Operations	1	2	3	4	5
Sources and uses of funds	1	2	3	4	5
Organisation structure	1	2	3	4	5
Competitive analysis	1	2	3	4	5

88. To what extent does your company use computer models/systems to support corporate planning?

No Use					Extensive Use	
1	2	3	4	5		

89. Which models / systems are used regularly to support your corporate planning?

Models:

- Forecasting models Yes No
- Financial models Yes No
- Econometric models Yes No
- Planning models Yes No
- Simulation models Yes No
- Others Yes No

(please specify) _____

Systems:

- Strategic decision support systems Yes No
- Group decision support systems Yes No
- Others (please specify) _____ Yes No

90. How useful have these models / systems been?

Not at all useful Very Useful

1 2 3 4 5

91. Does your company have any computer systems, which link the corporate planning system with second level units?

- Yes
- No

92. Does your company have a corporate planning department?

- Yes
- No (**go to question 104**)

93. What, in rough terms, is the annual direct cash budget (excluding allocations) of the corporate planning department?

Thai Baht: _____

94. How many professional (non-clerical) personnel comprise the corporate planning department?

Number: _____

95. Could you please classify these professional personnel in terms of their current skills?
(give full-time equivalents if applicable)

	Number
Planning specialists	_____
Economists	_____
Business forecast specialists	_____
Computer /Information specialists	_____
Marketing specialists	_____
Financial specialists	_____
Legal specialists	_____
Services and products specialists	_____
International business specialists	_____
Research and development specialists	_____
Others (please specify) _____	_____

96. On average, how long do corporate planning personnel stay in corporate planning jobs?

_____ years

97. To what extent are line personnel rotated through the corporate planning department?

No Rotation			Extensive Rotation	
1	2	3	4	5

98. Who is the immediate supervisor of the chief corporate planner?

- Chairman
- Chief executive officer / managing director / president
- Treasurer / controller / finance director
- General manager
- Others (please specify) _____

99. To what extent does the chief corporate planner attend:

	Never			Always	
	1	2	3	4	5
Board meetings	1	2	3	4	5
Capital budgeting meetings	1	2	3	4	5
Divisional planning meeting	1	2	3	4	5
Group planning meetings	1	2	3	4	5

100. To what extent does the corporate planning department have the authority to:

	No authority			Complete authority	
Obtain substantive revisions in second level plans	1	2	3	4	5
Obtain procedural revisions in second level plans	1	2	3	4	5
Review and criticize second level plans	1	2	3	4	5
Accept and reject second level plans	1	2	3	4	5

101. To what extent do you agree or disagree with each of the following statement regarding the performance of the corporate planning group?

	Strongly disagree			Strongly agree	
Specific performance objectives have been clearly established	1	2	3	4	5
Numerical or quantified procedures are use extensively to measure performance	1	2	3	4	5

102. Are detailed reports of the performance of corporate planning prepared?

- Yes
- No

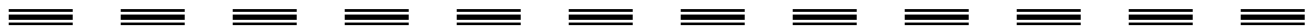
If yes, how frequently? Times per year: _____

103. Which of the following documents are used by the corporate planning group?
(you may select more than one)

- Documents describing the planning procedures
- Documents specifying roles and responsibilities for corporate planning
- Written schedules (timetables) for the corporate planning process
- Standard forms for the collection of planning data
- Standard forms for the evaluation of strategic proposals

104. Is your corporate planning process written up in a planning manual?

- Yes
- No



In this section we would like some information about Planning at the Second Level.

105. Does your company prepare formal long-term business plans at second level?

- Yes
 No (go to question 124)

106. Would you please list the major heading of your current most common type of second level business plan? Alternatively, would you please provide us with a copy of the table of contents of your current most common type of second level business plan?

107. Do you group second level units for planning the same way as they are grouped for operations?

- Yes
 No (go to question 109)

108. Could you please specify and describe three major long-term plans at the second level:

Plan's type	No. of plans of this type	Reviewed at corporate levels
1. _____	_____	Yes / No
2. _____	_____	Yes / No
3. _____	_____	Yes / No

Then go to question 111

If no to question 107, please answer the following questions.

109. How do you group your business planning units, what are the bases for their definition and what is the number of units of each type?

Example of names: SBU, division, sector

Example of bases for definition: Product, plant, geographic area, market, function, resource

Type of second level planning unit	Bases for definition	Number of units
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

110. What are the major reasons why this particular configuration was chosen?

Example: common competitors, customers, and facilities.

111. When did you first start formal long-term planning at the second level?

Year: _____

And with this configuration of plans? Year _____

Are these second level planning units profits centres?

Yes

No

112. How often are you second level plans updated? (please select one)

- Monthly
- Quarterly
- Twice a year
- Yearly
- Less than once a year

113. How frequently is progress reviewed against the second level plan? (please select one of the following)

- Monthly
- Quarterly
- Twice a year
- Yearly
- Less than once a year

114. To what extent are the annual budgets for the second level units integrated with the long-term plans of these units?

Not at all integrated					Very integrated
1	2	3	4	5	

115. Has your company developed a standardized format for the second level plans?

- Yes
- No

If yes, approximately what percentages of the plans in fact conform to this format?

Per cent: _____

116. Does your company have specialized planning personnel at the second level?

- Yes
- No (go to question 121)

If yes, how many second level planning units are there in your company?

Number: _____

Across all second level units, how many specialized planning personnel does your company have?

Number: _____

117. What are the three most frequent functional backgrounds of second level planners in your company?

- 1. _____
- 2. _____
- 3. _____

118. On average, how long do personnel stay in second level planning jobs?

Years: _____

119. To what extent are line personnel rotated through the second level planning units?

No Rotation				Extensive Rotation
1	2	3	4	5

120. Who is the immediate supervisor of the top second level planner?

- Senior second level operating officer
- Subordinate of the top second level planner
- Corporate planner
- Second level controller
- Others (please specify) _____
- _____
- _____

121. To what extent does your company use computer models/systems to support second level planning?

No Use				Extensive Use
1	2	3	4	5

122. Do the models / systems used to support your second level planning similar to models / systems used at your corporate level planning?

- Yes (**go to question 124**)
- No

If no, which models / systems are used regularly to support your second level planning?

Models:

- | | | |
|---------------------------------|------------------------------|-----------------------------|
| • Forecasting models | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Financial models | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Econometric models | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Planning models | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Simulation models | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Others (please specify) _____ | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
- _____

Systems:

- | | | |
|--------------------------------------|------------------------------|-----------------------------|
| • Strategic decision support systems | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Group decision support systems | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| • Others (please specify) _____ | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
- _____

123. How useful have these models / systems been?

Not at all useful

Very Useful

1 2 3 4 5

=====

Now we would like to ask about Other Aspects of Planning.

124. Does your company develop third level long-term business plans?

- Yes
- No

125. Does your company develop fourth-level long-term business plans?

- Yes
- No

126. Does your company develop formal contingency plans as part of its long-term planning effort?

- Yes
- No

If yes, at what levels are major contingencies developed?

- Corporate Level
- Second Level
- Both corporate and second level

Which are the major variables in your contingency plans?

- External environment factors
- Internal strategic actions

=====

In this section we would like some information about the Various Functions of Corporate Planning in your company.

If no corporate planning, please go to question 128

127. Could you please assess how much effort is expended by corporate planning in each of the following activities? The following statements are focused on activities at corporate level.

Specific planning tasks:	No effort					High degree of effort
Define guidelines, formats and timetable for planning activity	1	2	3	4	5	
Develop macro forecasts of the economy, financial markets, political environment and etc.	1	2	3	4	5	
Prepare specific studies	1	2	3	4	5	
Develop improved accounting and financial data for strategic planning	1	2	3	4	5	
Identify areas of new business opportunity	1	2	3	4	5	
Reorganize the company around more clearly defined business units	1	2	3	4	5	
Overall planning responsibility:						
Develop and write the corporate plans	1	2	3	4	5	
Monitor and control progress versus plans	1	2	3	4	5	
Assistance at corporate level:						
Help corporate management:						
-formulate goals and objectives	1	2	3	4	5	
-formulate strategy	1	2	3	4	5	
-with acquisition plans	1	2	3	4	5	
-with divestiture plans	1	2	3	4	5	
-with growth plans	1	2	3	4	5	
Assistance at second level:						
Help second level management:						
-formulate objectives	1	2	3	4	5	
-formulate strategy	1	2	3	4	5	
Review and evaluate second level plans	1	2	3	4	5	
Integrate second level plans with the corporate plan	1	2	3	4	5	
Improving planning performance:						
Improve the quality of strategic thinking of corporate management	1	2	3	4	5	
Improve the quality of strategic thinking of second level management	1	2	3	4	5	
Assess the overall effectiveness of the planning process	1	2	3	4	5	

The following questions deal with the Nature of the Planning Process in your company.

128. To what extent do you agree or disagree with each of the following statements?

Roles:	Strongly disagree					Strongly agree
The planning process plays an important role:						
– in the organisation’s communication network	1	2	3	4	5	
– in auditing ongoing activities	1	2	3	4	5	
– in strategically managing our company’s organisation structure	1	2	3	4	5	
– in strategically managing our company’s quality issues	1	2	3	4	5	
– in strategically managing our company’s culture	1	2	3	4	5	
– in strategically managing our company’s managerial styles	1	2	3	4	5	
The planning process is necessary to sequence future activities.	1	2	3	4	5	
The planning process encourages the development of new businesses by combining expertise and resources from lower level units.	1	2	3	4	5	
The planning process is a means of ensuring that specialized knowledge is stored and available to the whole organisation.	1	2	3	4	5	
The planning process has had a measurable positive effect on sales and profits.	1	2	3	4	5	
The planning process acts mainly as an agency for assembling financial reports.	1	2	3	4	5	
The planning process helps to focus the company’s R&D efforts around defined opportunity areas.	1	2	3	4	5	
Conflict resolution:						
The planning process is a device to assure that conflicting expectations are resolved.	1	2	3	4	5	
The planning process is a means of organisational conflict resolution.	1	2	3	4	5	
The planning process involves a great deal of bargaining.	1	2	3	4	5	
Uncertainty and risk resolution:						
The planning process is a means for systematically dealing with uncertainty.	1	2	3	4	5	
The planning process enables the company to avoid unacceptably high levels of risks.	1	2	3	4	5	
The planning process has constrained the strategic risk taking behaviour of lower level managers.	1	2	3	4	5	
Resource allocation:						
The planning process is a key device for allocating corporate resources throughout the company.	1	2	3	4	5	
The planning process assures that scarce resources are allocated to high yield uses.	1	2	3	4	5	
The planning process has improved the company’s long-term resource allocation decisions.	1	2	3	4	5	
Long-term resource allocation decisions are made as an integral part of the planning process.	1	2	3	4	5	

129. To what extent do you agree or disagree with each of the following statements?

Planning process:	Strongly disagree					Strongly agree
Our planning effort is an adaptive, evolving, learning activity.	1	2	3	4	5	
Our planning effort is a fairly routinised activity.	1	2	3	4	5	
In our planning process, all key personnel contribute their fair share of effort.	1	2	3	4	5	
In our company, daily routine drives out planning effort.	1	2	3	4	5	
Planning is often characterized by distortion of data.	1	2	3	4	5	
 Competitive analysis:						
In our company, a great deal of effort is expended in attempting to identify competitor's cost structure.	1	2	3	4	5	
Our company focuses its competitive analysis on competitive products analysis.	1	2	3	4	5	
Competitive analysis is primarily the responsibility of our sales and marketing people.	1	2	3	4	5	
Competitive analysis is a major activity of the corporate planning department.	1	2	3	4	5	
Competitive analysis is a major activity of the corporate level management.	1	2	3	4	5	
Competitive analysis is a major activity of our second level management.	1	2	3	4	5	
 Supplier analysis:						
In our company, a great deal of effort is expended in attempting to identify the sources of supply.	1	2	3	4	5	
The supplier analysis is primarily the responsibility of the purchasing department.	1	2	3	4	5	
The supplier analysis is a major activity of the corporate planning department.	1	2	3	4	5	
The supplier analysis is a major activity of the corporate level management.	1	2	3	4	5	
The supplier analysis is a major activity of the second level management.	1	2	3	4	5	
 Customer analysis:						
In our company, a great deal of effort is expended in attempting to identify the customer demands.	1	2	3	4	5	
The customer analysis is primarily the responsibility of our marketing people.	1	2	3	4	5	
The customer analysis is a major activity of the corporate planning department.	1	2	3	4	5	
The customer analysis is a major activity of the corporate level management.	1	2	3	4	5	
The customer analysis is a major activity of the second level management.	1	2	3	4	5	

Political analysis:

	Strongly disagree			Strongly agree	
A great deal of effort is expended in attempting to identify the possible impacts of the government on our business operations.	1	2	3	4	5
The political analysis is primarily the responsibility of our operations people.	1	2	3	4	5
The political analysis is a major activity of the corporate planning department.	1	2	3	4	5
The political analysis is a major activity of the corporate level management.	1	2	3	4	5
The political analysis is a major activity of the second level management.	1	2	3	4	5

Economic analysis:

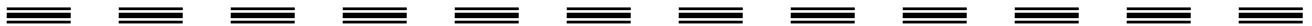
A great deal of effort is expended in attempting to identify the possible impacts of the economy on our business operations.	1	2	3	4	5
The economic analysis is primarily the responsibility of our operations people.	1	2	3	4	5
The economic analysis is a major activity of the corporate planning department.	1	2	3	4	5
The economic analysis is a major activity of the corporate level management.	1	2	3	4	5
The economic analysis is a major activity of the second level management.	1	2	3	4	5

Social and Cultural analysis:

A great deal of effort is expended in attempting to identify the possible impacts of the Thai culture on our company's culture.	1	2	3	4	5
The cultural analysis is primarily the responsibility of our human resource people.	1	2	3	4	5
The cultural analysis is a major activity of the corporate planning department.	1	2	3	4	5
The cultural analysis is a major activity of the corporate level management.	1	2	3	4	5
The cultural analysis is a major activity of the second level management.	1	2	3	4	5

Technology analysis:

A great deal of effort is expended in attempting to identify technological developments.	1	2	3	4	5
The technology analysis is primarily the responsibility of our technical specialists.	1	2	3	4	5
The technology analysis is a major activity of the corporate planning department.	1	2	3	4	5
The technology analysis is a major activity of the corporate level management.	1	2	3	4	5
The technology analysis is a major activity of the second level management.	1	2	3	4	5



Our next question deals with some of the Coordination Issues Involved in Planning.

130. To what extent do you agree or disagree with each of the following statements? Note; if no corporate planning, answer for planning that exists.

Coordination of Planning:

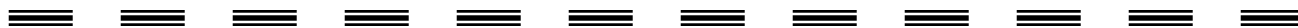
	Strongly disagree			Strongly agree	
The financial planning is closely coordinated with corporate planning.	1	2	3	4	5
The operations planning is closely coordinated with corporate planning.	1	2	3	4	5
The marketing planning is closely coordinated with corporate planning.	1	2	3	4	5
The human resource planning is closely coordinated with corporate planning.	1	2	3	4	5
The technology planning is closely coordinated with corporate planning.	1	2	3	4	5

Quality of Information:

Your company gets very high quality information from the finance department for corporate planning.	1	2	3	4	5
Your company gets very high quality information from the operations department for corporate planning.	1	2	3	4	5
Your company gets very high quality information from the marketing department for corporate planning.	1	2	3	4	5
Your company gets very high quality information from the human resource department for corporate planning.	1	2	3	4	5
Your company gets very high quality information from engineering department for corporate planning.	1	2	3	4	5

Resistance to Planning:

Your company gets a great deal of resistance to planning from its finance people.	1	2	3	4	5
Your company gets a great deal of resistance to planning from its operations people.	1	2	3	4	5
Your company gets a great deal of resistance to planning from its marketing people.	1	2	3	4	5
Your company gets a great deal of resistance to planning from its human resource people.	1	2	3	4	5
Your company gets a great deal of resistance to planning from its technical people.	1	2	3	4	5



The next questions deal with the roles of Various Corporate Personnel in the Planning Process.

131. To what extent is the CEO personally involved in the following?

	Not at all Involved			Very Involved	
The development of corporate goals, missions, objectives	1	2	3	4	5
The development of alternative corporate strategies	1	2	3	4	5
The evaluation and approval of the corporate plans	1	2	3	4	5
Having planning accepted as a philosophy in the company	1	2	3	4	5

132. To what extent is the board of directors involved in corporate planning?

Not Involved			Very Involved	
1	2	3	4	5

133. How supportive is the board of directors regarding corporate planning activities?

Not Supportive			Very Supportive	
1	2	3	4	5

134. How influential are the following groups in the six corporate planning areas listed?

Chief executive officer:

	No Influence			Very great influence	
Format of corporate plan	1	2	3	4	5
Assumptions used in the final corporate plan	1	2	3	4	5
Objectives embodied in the final corporate plan	1	2	3	4	5
Strategies embodied in the final corporate plan	1	2	3	4	5
Approval of the final corporate plan	1	2	3	4	5
Development of missions for second level units	1	2	3	4	5

Board of directors:

Format of corporate plan	1	2	3	4	5
Assumptions used in the final corporate plan	1	2	3	4	5
Objectives embodied in the final corporate plan	1	2	3	4	5
Strategies embodied in the final corporate plan	1	2	3	4	5
Approval of the final corporate plan	1	2	3	4	5
Development of missions for second level units	1	2	3	4	5

Corporate planning department:

Format of corporate plan	1	2	3	4	5
Assumptions used in the final corporate plan	1	2	3	4	5
Objectives embodied in the final corporate plan	1	2	3	4	5
Strategies embodied in the final corporate plan	1	2	3	4	5
Approval of the final corporate plan	1	2	3	4	5
Development of missions for second level units	1	2	3	4	5

Top second level management:

	No Influence			Very great influence	
Format of corporate plan	1	2	3	4	5
Assumptions used in the final corporate plan	1	2	3	4	5
Objectives embodied in the final corporate plan	1	2	3	4	5
Strategies embodied in the final corporate plan	1	2	3	4	5
Approval of the final corporate plan	1	2	3	4	5
Development of missions for second level units	1	2	3	4	5

135. Do you currently experience any problems specifically as a result of using the planning system you have described?

- Yes
- No (go to question 136)

If yes, could you please specify the major problems you experience?

Do you expect planning system changes to be made in order to deal with these problems?

- Yes
- No

If yes, what kind of changes do you expect?

136. In your opinion, what are going to be the major changes in the way your company approaches strategic management in the next five years?

137. How important do you believe informal planning is with respect to strategic management of your company?

Not at all					Very important	
1	2	3	4	5		

138. How would you rate the effectiveness of the planning process in your company?

Not Effective					Very Effective	
1	2	3	4	5		

139. What contribution does the formal planning process make to the strategic management process in your company?

No Contribution					Major Contribution	
1	2	3	4	5		

140. To what extent do you think that you company is strategically managed?

Not at all					Great extent	
1	2	3	4	5		

(go to question 163)



The questions in this section deal with Non-formalised Strategic Planning System.

If no to question 73, please answer the following questions.

141. What are your main reasons for not having a formalised strategic planning system?

142. To what extent do you believe your company is strategically managed?

Not at all					To a great extent
1	2	3	4	5	

143. Could you describe the procedures and process you use for managing your company strategically?

144. Does your company address strategic issues:

- On a regular time cycle
- Ad hoc
- As required
- Not at all
- Others (please specify) _____

If strategic issues are addressed on a regular time cycle, how often are these strategic issues addressed?
(please select one)

- More than once a year
- Every year
- Less than once a year

145. Who is responsible for addressing these strategic issues?

146. What time horizon does your company use to develop its main strategies? (please select one)

- Less than one year
- 1 to 3 years
- 4 to 10 years
- More than 10 years
- Not applicable

147. Could you please specify the main areas where key strategic decision have been made during the last five years?

148. To what extent do you agree or disagree with each of the following statements?

	Strongly disagree			Strongly agree		
Our strategies emerge from the vision of the CEO.	1	2	3	4	5	
The CEO defines overall targets and boundaries within which lower management formulates the strategies.	1	2	3	4	5	
Our strategies evolve through a bargaining and negotiation process among the different groups in our company.	1	2	3	4	5	
The environment dictates our strategies.	1	2	3	4	5	
Our strategies emerge from an incremental process of adapting to external events.	1	2	3	4	5	
Our strategies emerge from solving day-to-day problems.	1	2	3	4	5	

149. To what extent do you agree or disagree with the following descriptions of your strategic decision making process?

	Strongly disagree			Strongly agree		
It is a continuing process of incremental steps.	1	2	3	4	5	
It is largely intuitive.	1	2	3	4	5	
It is based on objective criteria and analysis.	1	2	3	4	5	

150. How would you describe the strategic decisions in your company? (please select one)

- They are integrated.
- They are disjointed.
- They are loosely coupled.

151. How much effort is expended by your corporate management in each of the following activities?

	No Effort			High degree of effort		
Develop macro forecast of the external factors	1	2	3	4	5	
Prepare specific studies	1	2	3	4	5	
Develop improved accounting and financial data for strategic decisions	1	2	3	4	5	
Identify areas of new business opportunity	1	2	3	4	5	
Reorganize the company around more clearly defined business units	1	2	3	4	5	
Improve the quality of strategic thinking in the company	1	2	3	4	5	
Formulate goals and objectives	1	2	3	4	5	
Formulate missions	1	2	3	4	5	
Formulate strategy	1	2	3	4	5	
Prepare acquisition plans	1	2	3	4	5	
Prepare divestiture plans	1	2	3	4	5	
Prepare international expansion plans	1	2	3	4	5	
Identify financing needs	1	2	3	4	5	
Prepare merger plans	1	2	3	4	5	
Prepare joint venture plans	1	2	3	4	5	
Prepare sources and uses of fund plans	1	2	3	4	5	

152. How much effort is expended by your second level management in each of the following activities?

	No Effort			High degree of effort	
	1	2	3	4	5
Develop macro forecast of the external factors	1	2	3	4	5
Prepare specific studies	1	2	3	4	5
Develop improved accounting and financial data for strategic decisions	1	2	3	4	5
Identify areas of new business opportunity	1	2	3	4	5
Reorganize the company around more clearly defined business units	1	2	3	4	5
Improve the quality of strategic thinking in the company	1	2	3	4	5
Formulate goals and objectives	1	2	3	4	5
Formulate missions	1	2	3	4	5
Formulate strategy	1	2	3	4	5
Prepare acquisition plans	1	2	3	4	5
Prepare divestiture plans	1	2	3	4	5
Prepare international expansion plans	1	2	3	4	5
Identify financing needs	1	2	3	4	5
Prepare non-performing loan plans	1	2	3	4	5
Prepare merger plans	1	2	3	4	5
Prepare joint venture plans	1	2	3	4	5
Prepare sources and uses of fund plans	1	2	3	4	5

153. How much effort (time and/ or financial resources) was made regarding the following forecast areas over the last five years of your company? Please indicate also whether or not external forecasts were purchased.

	No effort			High degree of effort		Purchase of external forecast	
	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Domestic economy	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
World economies	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Technology	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Government	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Global situation	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Social and culture	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Foreign markets	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Domestic markets	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Human resources	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Competitive analysis	1	2	3	4	5	<input type="checkbox"/> Yes	<input type="checkbox"/> No

154. Who is responsible for developing or purchasing these forecasts? (please select one of the following)

- Corporate level management
- Second level management
- Chief Executive Officer
- Board of directors
- General manager
- Other lower levels management
- Others (please specify) _____
-
-

155. To what extent do you agree or disagree with the following statements?

Competitive analysis:

	Strongly disagree			Strongly agree	
In our company, a great deal effort is expended in attempting to identify competitor's cost structure.	1	2	3	4	5
Our company focuses its competitive analysis on competitive products analysis.	1	2	3	4	5
Competitive analysis is primary the responsibility of our sales and marketing people.	1	2	3	4	5
Competitive analysis is a major activity of the corporate management.	1	2	3	4	5
Competitive analysis is a major activity of our second level management.	1	2	3	4	5

Supplier analysis:

In our company, a great deal of effort is expended in attempting to identify the sources of supply.	1	2	3	4	5
The supplier analysis is primarily the responsibility of the purchasing department.	1	2	3	4	5
The supplier analysis is a major activity of the corporate level management.	1	2	3	4	5
The supplier analysis is a major activity of the second level management.	1	2	3	4	5

Customer analysis:

In our company, a great deal of effort is expended in attempting to identify the customer demands.	1	2	3	4	5
The customer analysis is primarily the responsibility of our marketing people.	1	2	3	4	5
The customer analysis is a major activity of the corporate level management.	1	2	3	4	5
The customer analysis is a major activity of the second level management.	1	2	3	4	5

Political analysis:

	Strongly disagree			Strongly agree	
A great deal of effort is expended in attempting to identify the possible impacts of the government on our business operations.	1	2	3	4	5
The political analysis is primarily the responsibility of our operations people	1	2	3	4	5
The political analysis is a major activity of the corporate level management.	1	2	3	4	5
The political analysis is a major activity of the second level management.	1	2	3	4	5

Economic analysis:

A great deal of effort is expended in attempting to identify the possible impacts of the economy on our business operations.	1	2	3	4	5
The economic analysis is primarily the responsibility of our operations people.	1	2	3	4	5
The economic analysis is a major activity of the corporate level management.	1	2	3	4	5
The economic analysis is a major activity of the second level management.	1	2	3	4	5

Social and Cultural analysis:

A great deal of effort is expended in attempting to identify the possible impacts of the Thai culture on our company's culture.	1	2	3	4	5
The cultural analysis is primarily the responsibility of our human resource people.	1	2	3	4	5
The cultural analysis is a major activity of the corporate level management.	1	2	3	4	5
The cultural analysis is a major activity of the second level management.	1	2	3	4	5

Technology analysis:

A great deal of effort is expended in attempting to identify technological developments.	1	2	3	4	5
The technology analysis is primarily the responsibility of our technical specialists.	1	2	3	4	5
The technology analysis is a major activity of the corporate level management.	1	2	3	4	5
The technology analysis is a major activity of the second level management.	1	2	3	4	5

156. To what extent does your company use computer models/systems to support your strategic management efforts?

No Use		Extensive Use		
1	2	3	4	5

157. Which models / systems are used regularly to support your company strategic management efforts?

Models:

- Forecasting models Yes No
- Financial models Yes No
- Econometric models Yes No
- Planning models Yes No
- Simulation models Yes No
- Others (please specify) _____ Yes No

Systems:

- Strategic decision support Yes No
- Group decision support systems Yes No
- Others (please specify) _____ Yes No

158. How useful have these models/systems in your company been?

Not useful Very Useful
1 2 3 4 5

159. Do you currently experience any problems with the strategic management procedures / processes you described?

- Yes
- No (go to question 161)

If yes, could you please specify the major problems?

160. Do you expect any changes to be made in order to deal with these problems?

- Yes
- No

If yes, what kind of changes do you expect?

161. In your opinion, what are going to be the major changes in the way your company approaches strategic management in the next five years?

162. Does your company intend to implement a formalised planning system within the next five years?

- Yes
- No

If yes, what are the reasons for this intention?



PART IV: CORPORATE STRATEGY AND PROCESS

We would like to begin this part with some questions about the Formalisation of your Corporate Strategies and the Procedures / Processes used for their development.

163. To what extent do you formalise your corporate strategies?

- | | | | | | |
|------------|---|---|---|---|-------------------|
| Not at all | | | | | To a great extent |
| 1 | 2 | 3 | 4 | 5 | |

164. Could you please describe the procedures / processes used for the development of your corporate strategies?



Our next questions deal with the Explicit Nature of Corporate Strategy.

165. What extent do you agree or disagree with the following statements?

Our company seeks	Strongly disagree					Strongly agree
▪ to enter high growth markets	1	2	3	4	5	
▪ to enter market with small numbers of competitors	1	2	3	4	5	
▪ to enter or develop service businesses	1	2	3	4	5	
▪ markets where it can attain large shares of served markets	1	2	3	4	5	
▪ markets where service differentiation is important	1	2	3	4	5	
▪ markets where hotel brand is important	1	2	3	4	5	
▪ markets where service quality is important	1	2	3	4	5	
▪ markets where scarce resources are important	1	2	3	4	5	
▪ markets which require unique service	1	2	3	4	5	
▪ markets where strategic partnerships are feasible	1	2	3	4	5	
▪ to exit from markets with large numbers of competitors	1	2	3	4	5	
▪ markets where joint ventures/mergers are feasible	1	2	3	4	5	
▪ market where long stay is possible	1	2	3	4	5	
▪ to take advantage of Thailand's unique resources	1	2	3	4	5	
▪ to take advantage of Thailand's cheap labour	1	2	3	4	5	

Our next questions deal with Product / Market Growth Strategies.

166. One way to classify strategies for seeking growth is shown below:

	Existing products/service	New products/service
Existing markets	a	c
New markets	b	d

How important was each of these product /service and market combinations in your corporate strategy over the last five years?

	Not important			Very important	
Our company seeks growth through existing products/service in existing markets. (a)	1	2	3	4	5
Our company seeks growth through introducing existing products/service into new markets. (b)	1	2	3	4	5
Our company seeks growth through introducing new products/service into existing markets. (c)	1	2	3	4	5
Our company seeks growth through introducing new products/service into new markets. (d)	1	2	3	4	5

How important do you think each of these will be in your corporate strategy in the next five years?

	Not important			Very important	
Our company seeks growth through existing products/service in existing markets. (a)	1	2	3	4	5
Our company seeks growth through introducing existing products/service into new markets. (b)	1	2	3	4	5
Our company seeks growth through introducing new products/service into existing markets. (c)	1	2	3	4	5
Our company seeks growth through introducing new products/service into new markets. (d)	1	2	3	4	5



Our next question deals with your New Product/Service Introduction Strategy.

167. To what extent do you agree or disagree with the following statements?

Our company attempts to be:	Strongly disagree					Strongly agree				
▪ first to market with new products and services	1	2	3	4	5	1	2	3	4	5
▪ an early follower of initial entrants in fast growing new markets	1	2	3	4	5	1	2	3	4	5
▪ a later entrant in established but still growing markets	1	2	3	4	5	1	2	3	4	5
▪ an entrant in mature, stable markets	1	2	3	4	5	1	2	3	4	5
▪ an entrant in declining markets	1	2	3	4	5	1	2	3	4	5



Our next question deals with the Organisational Responsibility for New Products/service and Markets.

168. To what extent do you agree or disagree with the following statements?

New Product/service Development is:	Strongly disagree					Strongly agree				
▪ part of the responsibility of our second level operating units	1	2	3	4	5	1	2	3	4	5
▪ the responsibility of a special organisational unit	1	2	3	4	5	1	2	3	4	5
Screening new product/service idea is:										
▪ part of the responsibility of our second level operating units	1	2	3	4	5	1	2	3	4	5
▪ the responsibility of a special organisational unit	1	2	3	4	5	1	2	3	4	5
Development of New Markets for Existing Products/service is:										
▪ part of the responsibility of our second level operating units	1	2	3	4	5	1	2	3	4	5
▪ the responsibility of a special organisational unit	1	2	3	4	5	1	2	3	4	5
Screening of New Market/service Ideas is:										
▪ part of the responsibility of our second level operating units	1	2	3	4	5	1	2	3	4	5
▪ the responsibility of a special organisational unit	1	2	3	4	5	1	2	3	4	5



174. What percentages of your revenues take place outside Thailand?

Approximate: _____%

Of your overseas revenue, what is the percentage of overseas revenue by the three major business types?

Business Type	Percentage
1. _____	_____%
2. _____	_____%
3. _____	_____%
4. Others _____	_____%
Total	100% of overseas revenue

175. What percentage of your revenues do you expect to take place outside Thailand, after 5 years?

Approximate: _____%

What do you anticipate will be the percentage of the overseas revenue by the three major business types?

Business Type	Percentage
1. _____	_____%
2. _____	_____%
3. _____	_____%
4. Others _____	_____%
Total	100% of overseas revenue

176. When did you first start international operations?

Year: _____

177. Which countries are currently your three most important overseas markets?

1. _____
2. _____
3. _____

178. What are the three main reasons for this choice?

1. _____
2. _____
3. _____

179. Which countries do you expect to be the three most important overseas markets in the next 5 years?

1. _____

2. _____

3. _____

180. Which description best describes your company's organisation for international operations? (please check one)

- International Business Department
- National subsidiary CEO's report to company CEO
- Worldwide functional heads report to company CEO
- International division head reports to company CEO
- Geographic region heads report to company CEO
- International operations report to line management (not CEO)
- Others (please specify) _____
- _____

181. To what extent do you agree or disagree with the following descriptions of your international strategies?

Global Orientation:	Strongly disagree					Strongly agree				
Our corporate planning is conducted on a worldwide basis.	1	2	3	4	5	1	2	3	4	5
Our second level planning is conducted on a worldwide basis.	1	2	3	4	5	1	2	3	4	5
Our procurement strategies are developed on a worldwide basis.	1	2	3	4	5	1	2	3	4	5
Our investment strategies are developed on a worldwide basis.	1	2	3	4	5	1	2	3	4	5
Our marketing strategies are developed on a worldwide basis.	1	2	3	4	5	1	2	3	4	5
International Strategies:										
Our company introduces new products/service in overseas markets after it does so in Thailand.	1	2	3	4	5	1	2	3	4	5
Our company seeks foreign markets in which it can market its existing products/service and technologies.	1	2	3	4	5	1	2	3	4	5
Our company engages in major modifications of its products/service and technologies to penetrate foreign markets.	1	2	3	4	5	1	2	3	4	5
Our company develops new products/service and technologies especially for overseas markets.	1	2	3	4	5	1	2	3	4	5
Our company actively seeks license agreements for products/service and technologies from overseas.	1	2	3	4	5	1	2	3	4	5
Our company actively seeks joint ventures in overseas operations.	1	2	3	4	5	1	2	3	4	5
Our company actively seeks mergers in overseas operations.	1	2	3	4	5	1	2	3	4	5



The following questions deal with your Joint Venture Strategies.

194. Has your company joint ventured with another company in the last five years?

- Yes
- No (go to question 197)

195. How many significant individual joint ventures has your company made in the last five years?

Number in Thailand _____

Number overseas _____

196. What were the important reasons for these joint venture strategies?

Our company intends to	Not at all Important					Very important
▪ extend its core business activities	1	2	3	4	5	5
▪ develop a new configuration of business lines	1	2	3	4	5	5
▪ expand into new markets with our existing businesses	1	2	3	4	5	5
▪ expand into new markets with a new configuration of business lines	1	2	3	4	5	5
▪ Others (please specify) _____ _____	1	2	3	4	5	5

197. Do you expect joint ventures to play a role in your corporate strategy in the next five years?

No role			Significant role								
1	2	3	4	5							
=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====

Our next questions deal with the Quality Management in your company.

198. In a strategic sense, how important has the management of quality been in your company over the last five years?

Not important			Very important		
1	2	3	4	5	

199. In your opinion, how important will be the management of quality will be in the next five years?

Not important			Very important		
1	2	3	4	5	

205. To what extent do you agree or disagree with the following statements?

Importance of total quality management:

	Strongly disagree					Strongly agree				
	1	2	3	4	5	1	2	3	4	5
The management of quality is a major philosophy that pervades the whole organization.	1	2	3	4	5					
Continuous quality improvement is a major factor in the strategic management of our company.	1	2	3	4	5					
Quality is the responsibility of everyone in the organization.	1	2	3	4	5					
The quality of customer service is a key issue.	1	2	3	4	5					

Top management involvement:

The CEO seeks to establish the total quality management philosophy within the company.	1	2	3	4	5					
The senior management commits the resources for continuous quality improvements.	1	2	3	4	5					
The senior management provides the leadership for continuous quality improvements.	1	2	3	4	5					

Employee involvement:

The company has special rewards and incentives for employees who make contributions to quality improvements.	1	2	3	4	5					
The company training of employees in quality issues plays an important role.	1	2	3	4	5					

Quality assessment:

Our company regularly assesses the quality of its products/service.	1	2	3	4	5					
Our company regularly assesses the quality of its service's production processes.	1	2	3	4	5					

Customer relationship:

Our company continually tries to improve the relationship with its customers.	1	2	3	4	5					
Our company regularly measures customer satisfaction.	1	2	3	4	5					
Our company determines future customer requirements and expectations on a regular basis.	1	2	3	4	5					

206. Does your company as a whole receive quality certification under the ISO9000 standard?

- Yes
 No

If no, do individual hotels of your company have quality certification under the ISO9000 standard?

- Yes
 No

If no to both, does your company plan to apply for quality certification within the next five years?

- Yes
 No

207. Did your company win any awards involving quality management?

- Yes
- No

If yes, please specify _____

208. Is your company currently facing any problems with its quality management approach?

- Yes
- No (**go to question 210**)

If yes, please specify your major problems

209. Do you expect changes to be made in order to solve these problems?

- Yes
- No

If yes, what kinds of changes do you expect in the next five years?

210. Do you expect any major changes in your company's quality management approach in the next 5 years?

- Yes
- No

If yes, what kinds of changes do you expect in the next five years?



The questions in this section deal with Management of Culture in your company.

211. How important is the management of culture in your company?

Not important					Very Important
1	2	3	4	5	

212. How satisfied is your senior management with the current culture?

Dissatisfied					Very satisfied
1	2	3	4	5	

213. How much do the following groups influence the culture in your company?

		No influence				Very great influence
Board of directors		1	2	3	4	5
Controlling Family (if family controlled)	n.a.	1	2	3	4	5
Controlling Hotel Group (if applicable)	n.a.	1	2	3	4	5
Chief Executive Officer		1	2	3	4	5
Corporate level management		1	2	3	4	5
Corporate planning department	n.a.	1	2	3	4	5
Second level management		1	2	3	4	5
Other (please specify)		1	2	3	4	5

214. Could you please describe your company's key cultural characteristics?
(e.g. our employees have a strong culture of loyalty)

215. To what extent do you agree with the following?

	Strongly disagree			Strongly agree		
Our company encourages the development and implementation of new ideas.	1	2	3	4	5	
Our company encourages communication and co-operation between different department.	1	2	3	4	5	
Our company encourages an open discussion of conflicts and differences.	1	2	3	4	5	
Our company encourages participative decision-making processes in and between different organisational levels.	1	2	3	4	5	
Our company encourages informal conversation between senior and subordinate personnel.	1	2	3	4	5	
Our company encourages teamwork rather than individual contributions.	1	2	3	4	5	
In our company the emphasis is on getting thing done, even if this means disregarding formal procedures.	1	2	3	4	5	
In our company our mission, strategy and objectives are widely communicated to employees.	1	2	3	4	5	
In our company managers provide a great deal of support to their subordinates.	1	2	3	4	5	
In our company people are rewarded in proportion to the excellence of their performance.	1	2	3	4	5	

216. What are the major procedures / processes used for shaping your company's culture?

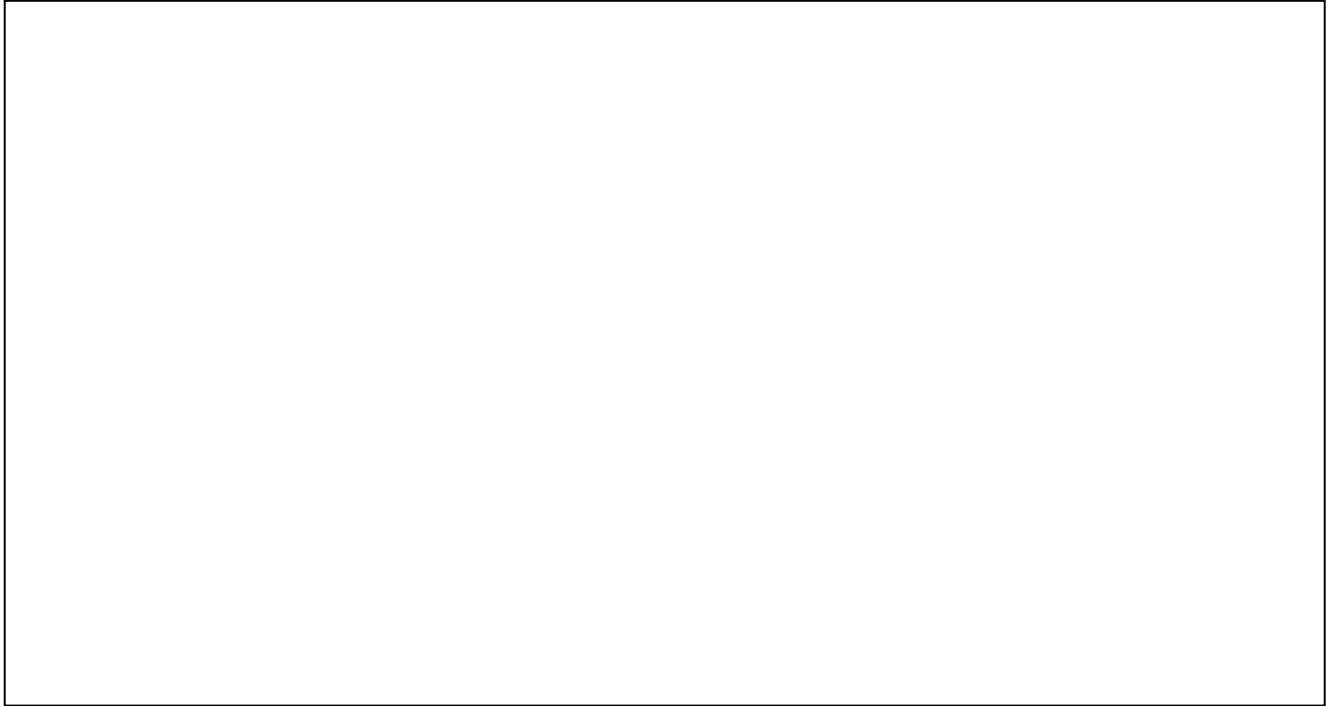
217. Has your top management made any major attempts to change your company's culture during the last five years?

Yes

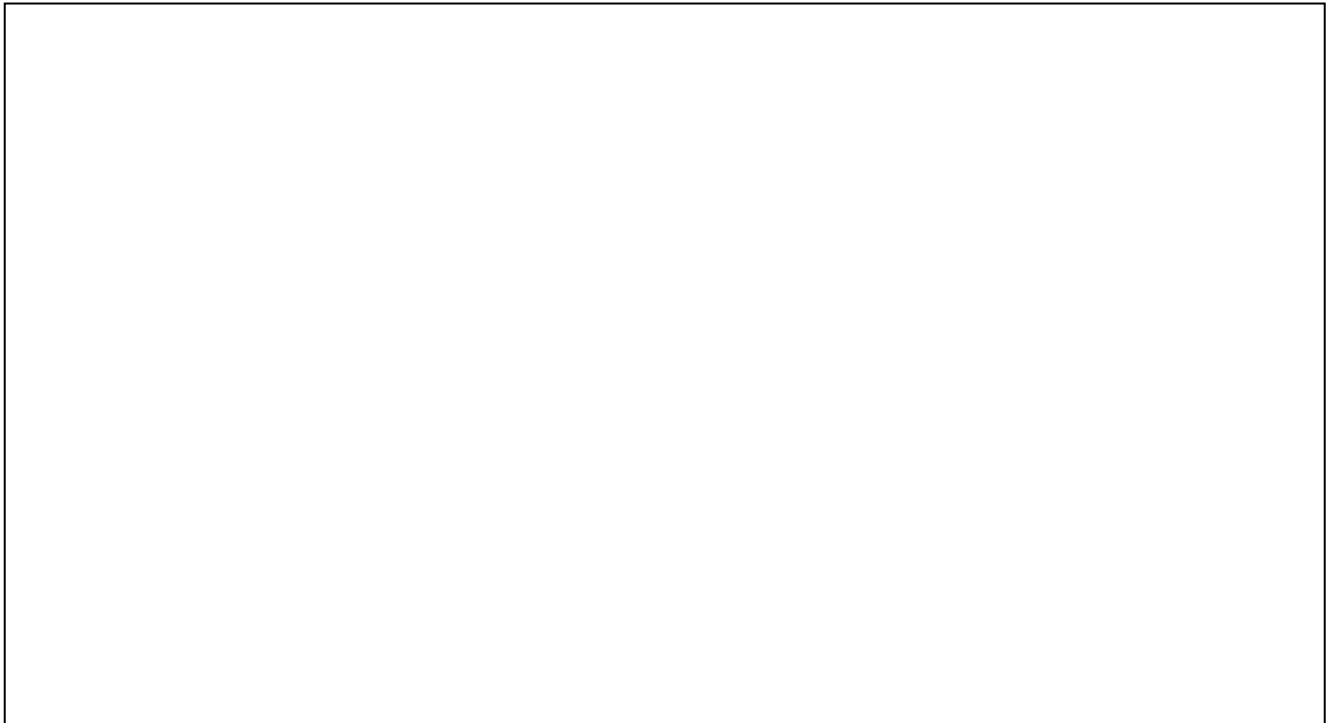
No (go to question 224)

218. What were the main reasons for these attempts?

219. What were the main changes in your company's culture? (please specify)



220. What were the major factors that supported these changes?



221. What were the major factors you had to consider which made these changes difficult?

222. Did your company experience any problems when you implemented these changes?

- Yes
- No

If yes, what were the major problems you faced?

223. In your opinion, how successful have changes been?

- | | | | | | |
|--------------|---|---|---|---|-----------------|
| Unsuccessful | | | | | Very Successful |
| 1 | 2 | 3 | 4 | 5 | |

224. Do you expect any major changes in your company's culture in the next five years?

- Yes
- No

If yes, what kind of changes do you expect?



In this section our questions deal with the influence of Various Tools, Concepts and Themes on the development of your corporate strategies.

225. To what extent have the following analytical tools / techniques influenced you company strategies in the last five years?

Environment and Resource Analysis Techniques:

	No influence			Very great influence	
PEST Analysis (political, economic, social, technological)	1	2	3	4	5
Five Forces Analysis (supplier, buyer, competitor, new entrant, substitute)	1	2	3	4	5
SWOT Analysis (strengths, weaknesses, opportunities, threats)	1	2	3	4	5
Product Life Cycle Analysis	1	2	3	4	5
Forecasting model	1	2	3	4	5
Other analysis techniques (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

Planning Techniques:

BCG Service Portfolio Matrix	1	2	3	4	5
General Electric Matrix	1	2	3	4	5
Service and Market Portfolio Matrix	1	2	3	4	5
Multifactor Matrix	1	2	3	4	5
Benchmarking	1	2	3	4	5
Grand Strategy Matrix	1	2	3	4	5
TQM (Total Quality Management)	1	2	3	4	5
Other techniques (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

226. In your opinion, to what extent will the following analytical tools / techniques influence your corporate strategies in the next five years?

Environment and Resource Analysis Techniques:

	No influence			Very great influence	
	1	2	3	4	5
PEST Analysis (political, economic, social, technological)	1	2	3	4	5
Five Forces Analysis (supplier, buyer, competitor, new entrant, substitute)	1	2	3	4	5
SWOT Analysis (strengths, weaknesses, opportunities, threats)	1	2	3	4	5
Product Life Cycle Analysis	1	2	3	4	5
Forecasting model	1	2	3	4	5
Other analysis techniques (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

Planning Techniques:

	No influence			Very great influence	
	1	2	3	4	5
BCG Service Portfolio Matrix	1	2	3	4	5
General Electric Matrix	1	2	3	4	5
Service and Market Portfolio Matrix	1	2	3	4	5
Multifactor Matrix	1	2	3	4	5
Benchmarking	1	2	3	4	5
Grand Strategy Matrix	1	2	3	4	5
TQM (Total Quality Management)	1	2	3	4	5
Other techniques (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

227. To what extent has benchmarking influenced your corporate strategies in the last five years?

No influence			Very great influence	
1	2	3	4	5

228. To what extent will benchmarking influence your corporate strategies in the next five years?

No influence			Very great influence	
1	2	3	4	5

229. To what extent does your company benchmark with?

	Not at all			Significant benchmarking	
	1	2	3	4	5
Competitors in Thailand	1	2	3	4	5
Competitors overseas	1	2	3	4	5
Companies outside hotel industry in Thailand	1	2	3	4	5
Companies outside hotel industry overseas	1	2	3	4	5

230. Could your please indicate the three major dimensions that you consider as part of your benchmarking process?



The questions in this section deal with the Long-term Resource Allocation Decisions in your company.

231. Does your company make a budgetary distinction between resources required to maintain current activities and those, which will provide long-term benefits for the following areas?

	No distinction			Very clear distinction	
	1	2	3	4	5
Capital expenditures	1	2	3	4	5
Research and development expenditures	1	2	3	4	5
Market development expenditures	1	2	3	4	5
Human resource development expenditure	1	2	3	4	5

232. How important are the following criteria in evaluating expenditure proposals, which are expected to yield long-term benefits?

Financial criteria:	Not important			Very important	
	1	2	3	4	5
Forecast return on investment	1	2	3	4	5
Forecast net operating profit	1	2	3	4	5
Short-term cash flow benefit	1	2	3	4	5
Discounted cash flow analysis (e.g. internal rate of return)	1	2	3	4	5
Market criteria:					
Present market share position	1	2	3	4	5
Forecast market share growth	1	2	3	4	5
Growth of market for which expenditure is requested	1	2	3	4	5
Forecast sales growth	1	2	3	4	5
Personal criteria:					
Track record of unit requesting funds	1	2	3	4	5
Track record of manager of unit requesting funds	1	2	3	4	5
Other criteria:					
Impact on earnings per share	1	2	3	4	5
Impact on company resource needs	1	2	3	4	5
Others (please specify) _____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5



PART V: THE CORPORATE EXTERNAL ENVIRONMENT

We would like to start this part with some questions about the Demand Environment.

233. What was the occupancy rate of your hotel over the last five years?

_____ %

234. To what extent was the above occupancy rate predictable in the last five years?

Highly unpredictable

Highly predictable

1 2 3 4 5

235. Over the next five years, what do you expect your occupancy rate to be?

_____ %

236. To what extent do you think the above occupancy rate will be predictable in the next five years?

	Highly unpredictable		Highly predictable	
	1	2	3	4
		2	3	4
			3	4
				5

237. Could you please assess what approximate percentage of your company's sales/revenues fell into each of the following categories over the last five years?

The demand environment has been:

Highly predictable	_____ %
Predictable	_____ %
Fairly predictable	_____ %
Unpredictable	_____ %
Highly unpredictable	_____ %
	100%

238. Over the next five years, what approximate percentage of your company's sales/revenues do you expect to fall into each of the following categories?

The demand environment will be:

Highly predictable	_____ %
Predictable	_____ %
Fairly predictable	_____ %
Unpredictable	_____ %
Highly unpredictable	_____ %
	100%

239. Over the last five years, what approximate percentage of your company's sales/revenues fell into markets growing at real rates of:

Over 20% per year	_____ %
10 - 20% per year	_____ %
5 - 10% per year	_____ %
0 - 5% per year	_____ %
Declining market	_____ %
	100%

The following questions deal with Competition and Market Share of your company.

244. Over the last five years, what was your company's market share in your three most important markets?

Most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%

Second most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%

Third most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%

245. Over the next five years, what do you expect your market share to be in your three most important markets?

Most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%

Second most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%

Third most important market:

- Over 20%
- 10 – 20%
- 5 – 10%
- 0 – 5%



The following questions deal with your Customers.

246. Over the last five years, who were the three major customer groups of your company?
(you may choose more than one)

- Thai businesspeople
- Thai corporate meeting/seminar group
- Thai tourists
- Thai tour group
- Foreign businesspeople
- Foreign corporate/seminar group
- Foreign tourists
- Foreign tour group
- Others (please specify) _____

In general, customers were

- Thai _____%
 - Foreigner _____%
- 100%

247. Over the next five years, who do you expect to be your three major customer groups?
(you may choose more than one)

- Thai businesspeople
- Thai corporate meeting/seminar group
- Thai tourists
- Thai tour group
- Foreign businesspeople
- Foreign corporate/seminar group
- Foreign tourists
- Foreign tour group
- Others (please specify) _____

The target customers are expected to be

- Thai _____%
- Foreigners _____%

248. On average, how long do your customers stay with your hotel?

- 1-5 night
- 6-10 nights
- 11-15 nights
- Others (please specify) _____



The following questions deal with your Company Competitors.

249. Over the last five years, who were major competitor groups of your company?
(you may choose more than one)

- Independent hotels
- Domestic group hotels
- Foreign group hotels
- Guest houses
- No Competitors
- Others (please specify) _____

250. Over the next five years, who do you expect to be your major competitor groups?
(you may choose more than one)

- Independent hotels
- Domestic group hotels
- Foreign group hotels
- Guest houses
- No Competitors
- Others (please specify) _____

251. What extent is your company strategy dependent on its major competitors?

	Not dependent			Very dependent	
Over the last five years	1	2	3	4	5
Over the next five years	1	2	3	4	5



The following questions deal with Governmental Environment.

252. Over the last five years, what percentage of your sales has been in business which are:

- Highly government regulated _____%
- Somewhat government regulated _____%
- Not at all government regulated _____%

253. Over the next five years, what percentage of your sales do you expect to fall into categories for which government regulation will:

- Increase _____%
- No change _____%
- Decrease _____%

254. To what degree have the Thai government policies been impacted on your company's operations in the following time periods?

	No Impact			Severe Impact	
Over the last five years	1	2	3	4	5
At present	1	2	3	4	5
Over the next five years	1	2	3	4	5

255. Could you please describe the current impacts of the Thai government policies on your company's operations?



In this section we would like to know about the New Entrants to your business industry.

256. Over the next five years, who are possible new entrants into your business industry (e.g. foreign subsidiary, group hotels) that you expect?

257. In your opinion, how difficult is entry into your company's business industry from these possible new entrants?

	Easy to Enter			Difficult to Enter	
	1	2	3	4	5
=====	=====	=====	=====	=====	=====

Our next questions deal with Economic Environment.

258. To what degree has the Thai economy impacted on your company's operations in the following time periods?

	No Impact			Severe Impact	
	1	2	3	4	5
Over the last five years	1	2	3	4	5
At present	1	2	3	4	5
Over the next five years	1	2	3	4	5

259. Could you please describe the current impacts of the Thai economy on your company's operations? (e.g. profitability, interest rate, exchange rate etc.)



Our next questions deal with Global Situation.

260. To what degree has the global situation (e.g. terrorist attack, world economy, war, oil price) impacted on your company's operations in the following time periods?

	No Impact			Severe Impact	
	1	2	3	4	5
Over the last five years	1	2	3	4	5
At present	1	2	3	4	5
Over the next five years	1	2	3	4	5

261. Could you please describe the current impacts of the global situation on your company's operations?



Our next question deals with Social/Culture Environment.

262. To what degree has the Thai social / cultural environment impacted on your company's operations in the following time periods?

	No Impact			Severe Impact	
Over the last five years	1	2	3	4	5
At present	1	2	3	4	5
Over the next five years	1	2	3	4	5

263. Could you please describe the current impacts of the Thai social / cultural environment on your company's operations?

In this section we would like to ask some questions about the Technological Factor.

264. To what degree has the innovative technology available in Thailand impacted on your company's operations in the following time periods?

	No Impact			Severe Impact	
Over the last five years	1	2	3	4	5
At present	1	2	3	4	5
Over the next five years	1	2	3	4	5

265. Could you please describe the current impacts of the technology available in Thailand on your company's operations? (e.g. reservation processes, communicate, services, and etc.)



PART VI: GENERAL QUESTIONS

266. Your hotel is considered as

- a business hotel
- a convention hotel
- a transient hotel
- a residential hotel
- others (please specify) _____

267. What is your company's 2002 budget for capital expenditure?

_____ Thai baht

268. For the year 2002:

Your hotel's occupancy rate is _____ %

Your hotel's average daily rate (ADR) is _____ Baht

269. Could you please specify the major areas of business in your company and the percentage of the 2002 revenue each of them generated?

	Business	% of revenue
1.	Rooms	____%
2.	Foods and Beverages	____%
3.	Convention	____%
4.	Others (please specify) _____	____%
	Total _____	____%
		100%

270. How long have you been in this organisation?

_____ Years

271. How long have you been involved in corporate planning activities?

_____ Years

272. What is your present position?

273. What is your educational background?

Bachelor Degree in _____

Master Degree in _____

Doctorate Degree in _____

Certificate/Diploma _____

Others (please specify) _____

274. Do you participate in management development programs?

- Yes
- No

If yes, how often did you participate/attend these programs?

- Once a year
- More than one a year
- Less than one a year
- Others (please specify) _____

Where did you attend?

and, have these programs includes any training related to strategic planning/ strategic management?

- Yes
- No

275. Are there any other comments you would like to offer with regard to the subjects covered in this questionnaire or with regard to your company that you consider relevant to this survey?

แบบสอบถามเรื่อง การปฏิบัติการบริหารงานเชิงกลยุทธ์ของกลุ่มธุรกิจโรงแรมในประเทศไทย

ข้าพเจ้า นางสาว ชนินันท์ อังคสุวรรณ นักศึกษาปริญญาเอก จาก Swinburne University of Technology ขอขอบพระคุณท่านที่ให้การอนุเคราะห์ในการตอบแบบสอบถามสำหรับการทำวิจัยครั้งนี้

คำถามในการทำวิจัยเกี่ยวกับการปฏิบัติการบริหารงานเชิงกลยุทธ์ของกลุ่มธุรกิจโรงแรมนี้ แบ่งออกได้เป็น 6 ส่วนคือ

- สภาพภายในองค์กรของท่าน เช่น โครงสร้างองค์กร ความเป็นเจ้าของ ขนาด
- ภารกิจหลักและเป้าหมายระยะยาว
- ระบบการวางแผน
- กลยุทธ์องค์กรและกระบวนการ
- สภาพแวดล้อมภายนอกองค์กรที่อาจจะส่งผลกระทบต่อการบริหารขององค์กร
- เรื่องทั่วไปขององค์กรของท่าน และประวัติการทำงานของท่าน

องค์กรในแบบสอบถามนี้ หมายถึง

การดำเนินกิจการโรงแรมในประเทศไทยโดยบริษัทต่างชาติหรือการดำเนินกิจการโรงแรมโดยบริษัทของคนไทย

แบบสอบถามฉบับนี้จะใช้ในการศึกษาเท่านั้น ข้อมูลต่างๆ ที่ได้รับการสัมภาษณ์จะถูกเก็บเป็นความลับ ทุกคำตอบของท่านจะถูกนำไปใช้ในลักษณะของตัวเลข โดยไม่สามารถระบุเฉพาะเจาะจงและข้อมูลต่างๆ และจะไม่สามารถระบุได้ว่ามาจากองค์กรใด

รหัสโรงแรม: _____

วันที่: _____



Australian Graduate School of Entrepreneurship
Swinburne University of Technology
Melbourne, Australia

ขอขอบพระคุณอย่างสูงในความร่วมมือตอบแบบสอบถามการวิจัยนี้

ข้อมูลที่ได้รับจะเป็นประโยชน์อย่างยิ่งต่อการศึกษา

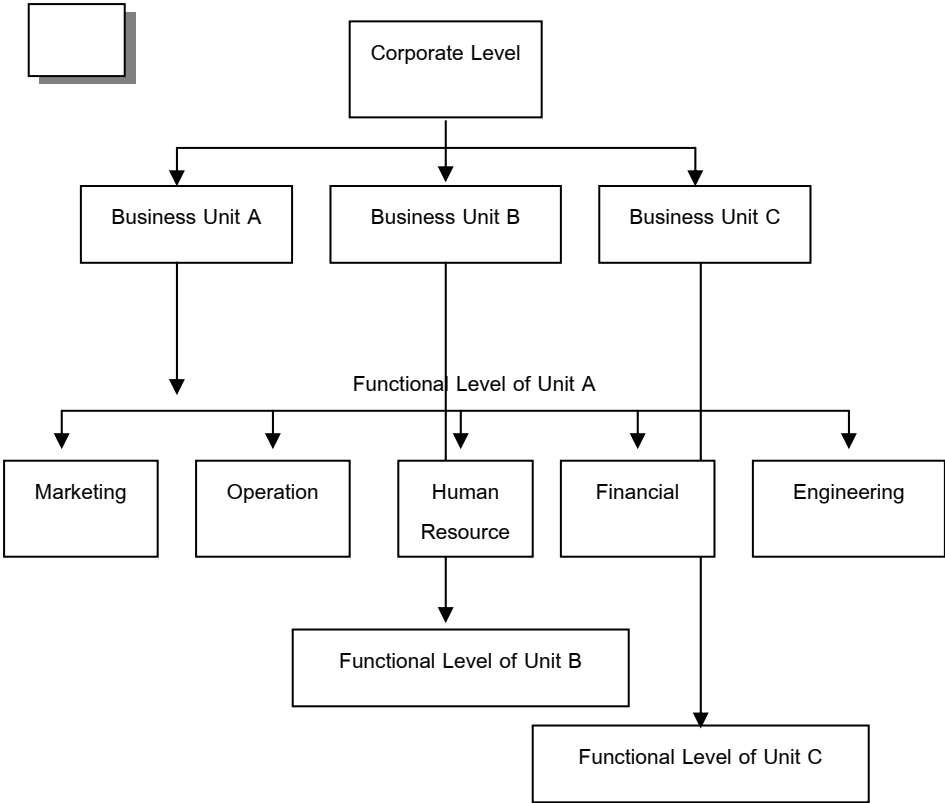
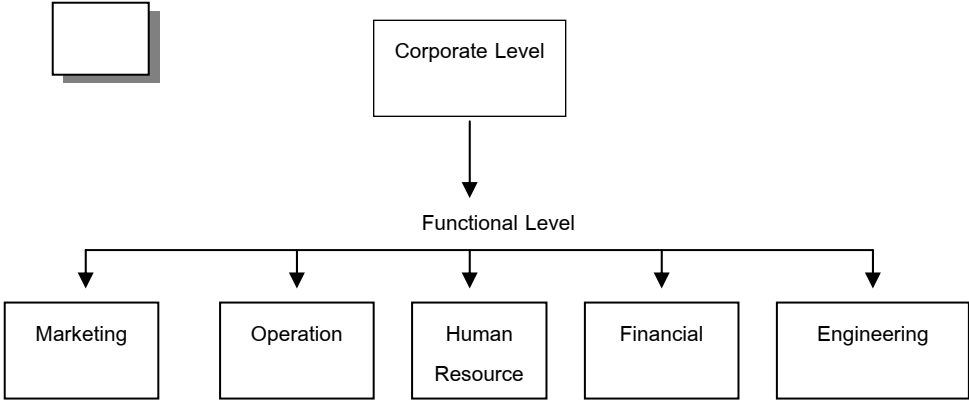
ทางเราจะจัดส่งข้อสรุปที่ได้จากการศึกษานี้ให้กับท่าน หลังจากงานวิจัยชิ้นนี้เสร็จสมบูรณ์

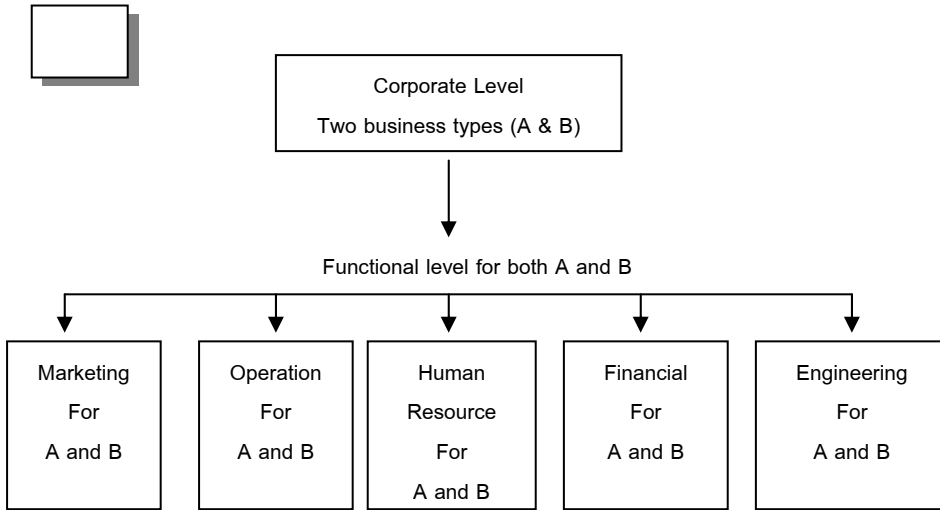
สงวนลิขสิทธิ์โดย ศาสตราจารย์ ดร. คริส คริสโตดูลู และ ชินันท์ อังคสุวรรณ 2002

ส่วนที่หนึ่ง สภาพภายในองค์กร

โครงสร้างและการดำเนินงานภายในองค์กรของท่าน

1. ท่านคิดว่าโครงสร้างขององค์กรท่านใกล้เคียงกับข้อใดมากที่สุด





ถ้าไม่มีข้อใดใกล้เคียง กรุณาระบุ:

2. องค์กรท่านมีการจัดลำดับชั้นการบริหารต่อไปนี้หรือไม่?

Corporate Level/ ระดับสูง

มี _____ หน่วย

ไม่มี

Second Level/ ระดับที่สองรองจากระดับสูง

มี _____ หน่วย

ไม่มี

Third Level/ ระดับที่สามรองจากระดับที่สอง

มี _____ หน่วย

ไม่มี

Forth Level/ ระดับที่สี่รองจากระดับที่สาม

มี _____ หน่วย

ไม่มี

3. กรุณาระบุ ตำแหน่งสูงสุดของระดับการบริหารต่อไปนี้

Corporate Level/ ระดับสูง

Second level/ ระดับที่สองรองจากระดับสูง

Third level/ ระดับที่สามรองจากระดับที่สอง

4. ในระดับบริหารที่สองขององค์กรถือเป็นระดับทำผลกำไร (profit center) ขององค์กรใช่หรือไม่?

ใช่

ไม่ใช่

5. ระดับต่ำที่สุดในการทำผลกำไรคือระดับใด? (กรุณาเลือกเพียงข้อเดียว)

Second level/ ระดับที่สอง

Third level/ ระดับที่สาม

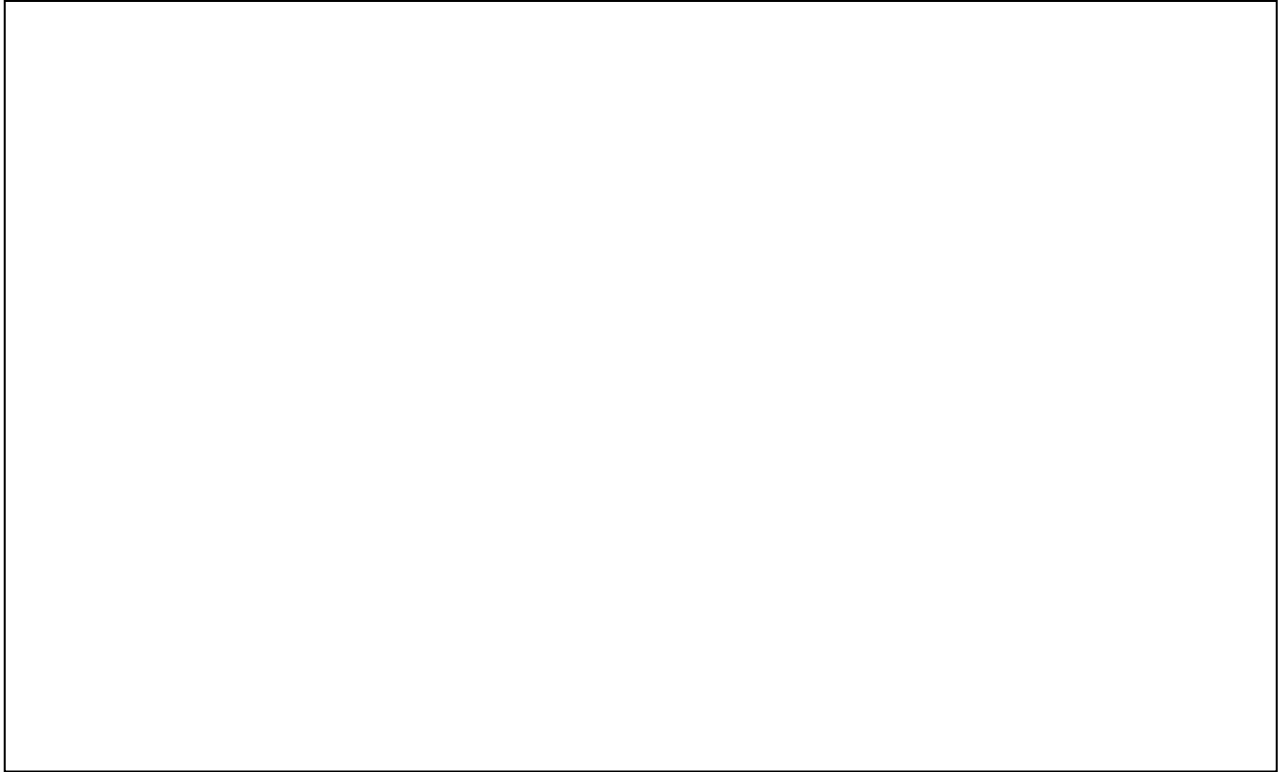
อื่นๆ กรุณาระบุ _____

6. ในระยะเวลา 5 ปีที่ผ่านมา องค์กรของท่านมีการเปลี่ยนแปลงโครงสร้างการบริหารหรือไม่?

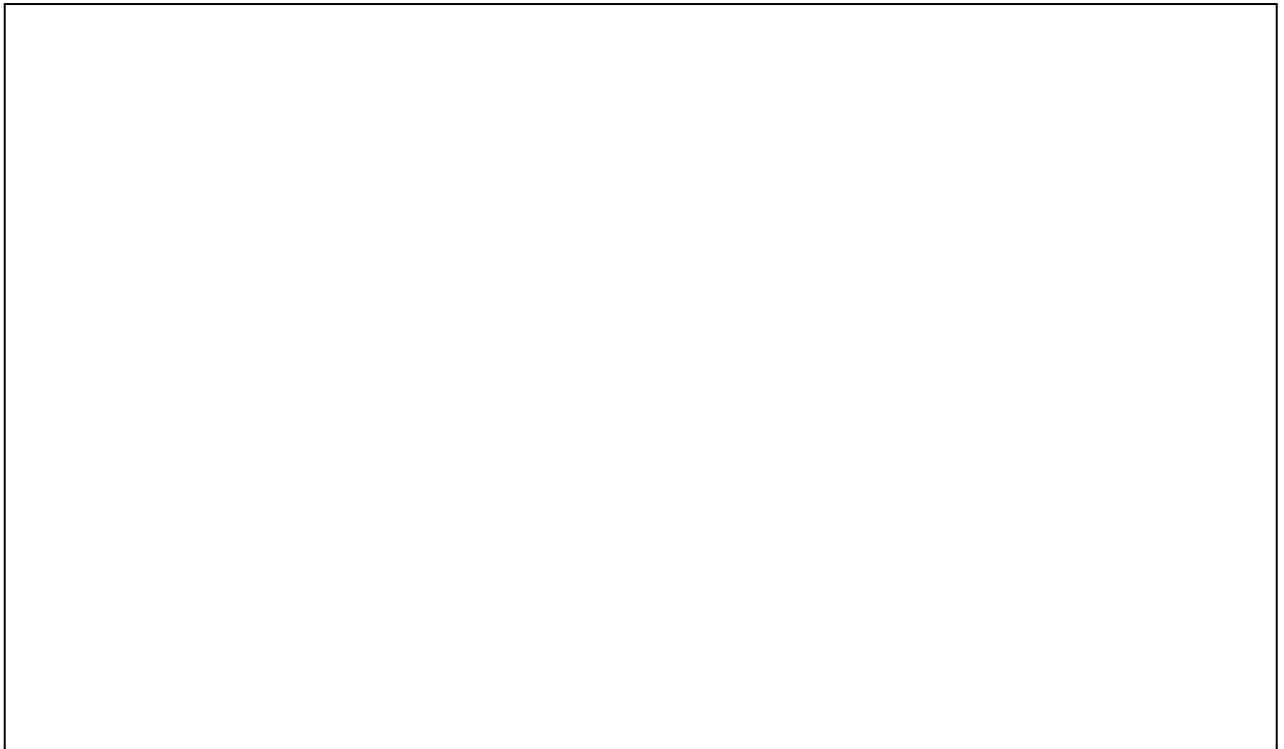
มี เมื่อปี _____

ไม่มี (ข้ามไปข้อ 9)

7. กรุณาอธิบาย การเปลี่ยนแปลงที่สำคัญในครั้งนั้น



8. อะไรคือเหตุผลสำคัญของการเปลี่ยนแปลงครั้งนั้น?



9. ท่านคิดว่าโครงสร้างองค์กรของท่าน ณ ปัจจุบัน จะยังคงใช้ต่อไปในอีก 5 ปีข้างหน้าหรือไม่?

- ใช่
- ไม่ใช่ (อะไรคือการเปลี่ยนแปลงที่ท่านคิด)



ความเป็นเจ้าของ

10. ข้อใดอธิบายองค์กรของท่านได้ดีที่สุด?

- โรงแรมเดี่ยวอิสระ
- กลุ่มโรงแรมอิสระ
- โรงแรมภายใต้ franchise ของกลุ่มโรงแรมไทย
- โรงแรมภายใต้ franchise ของกลุ่มโรงแรมต่างชาติ
- โรงแรมภายใต้ management contract ของกลุ่มโรงแรมไทย
- โรงแรมภายใต้ management contract ของกลุ่มโรงแรมต่างชาติ
- อื่นๆ (กรุณาระบุ) _____

11. องค์กรของท่านได้ทำการขายหุ้นในตลาดหุ้นหรือไม่?

- ใช่
- ไม่ใช่ (ข้ามไปข้อ 12)

ถ้าใช่ กรุณาระบุ

- ตลาดหลักทรัพย์แห่งประเทศไทย (SET) เริ่มตั้งแต่ปี _____ เป็นมูลค่า _____ บาทต่อปี
- ตลาดหุ้นในต่างประเทศ เริ่มตั้งแต่ปี _____ เป็นมูลค่า _____ บาทต่อปี

กรุณาไปที่คำถามข้อที่ 13

12. ท่านคิดว่า ในอีก 5 ปีข้างหน้า องค์กรของท่านจะนำหุ้นออกขายในตลาดหุ้นหรือไม่?

- ใช่
 ไม่ใช่

ถ้าตอบว่าใช่ จะนำออกขายในตลาดใด?

- ตลาดหลักทรัพย์แห่งประเทศไทย
 ตลาดหุ้นในต่างประเทศ

13. ท่านคิดว่าองค์กรท่านถือเป็นธุรกิจครอบครัวหรือไม่?

- ใช่
 ไม่ใช่ (ข้ามไปข้อที่ 16)

14. ความสัมพันธ์ทางครอบครัวเป็นปัจจัยในการสืบทอดตำแหน่งทางการบริหารขององค์กรท่านหรือไม่?

- ใช่
 ไม่ใช่

15. กรรมการผู้จัดการใหญ่เป็นสมาชิกในครอบครัวใช่หรือไม่?

- ใช่
 ไม่ใช่

กรุณาระบุประวัติการศึกษาของท่านกรรมการผู้จัดการใหญ่

- ปริญญาตรี ด้าน _____
ปริญญาโท ด้าน _____
ปริญญาเอก ด้าน _____
ประกาศนียบัตร ด้าน _____
 อื่นๆ _____

ประสบการณ์ทำงาน _____ ปี

16. องค์กรท่านดำเนินกิจการโรงแรมกี่แห่ง?

- 1 แห่ง (ข้ามไปข้อ 21)
 มากกว่า 1 แห่ง กรุณาระบุ _____ แห่ง

17. โรงแรมเหล่านี้ดำเนินกิจการภายใต้ชื่อเดียวกันใช่หรือไม่?

- ใช่ ดำเนินกิจการภายใต้ชื่อ _____
 ไม่ใช่ (กรุณาระบุ)

ชื่อ	จำนวนโรงแรม
_____	_____
_____	_____
_____	_____
_____	_____

18. กลุ่มโรงแรมของท่านดำเนินกิจการในต่างประเทศหรือไม่?

- ใช่
 ไม่ใช่

ถ้าใช่ กรุณาระบุ

โรงแรม	ประเทศ
_____	_____
_____	_____
_____	_____
_____	_____

19. กลุ่มโรงแรมของท่านขาย franchise ให้กับองค์กรอื่นบ้างหรือไม่?

- ใช่
 ไม่ใช่

ถ้าใช่ กรุณาระบุ

โรงแรม	ระยะเวลา
_____	_____
_____	_____
_____	_____
_____	_____

20. กลุ่มโรงแรมของท่านรับบริหารโรงแรม (management contract) ให้กับองค์กรอื่นหรือไม่?

- ใช่
 ไม่ใช่

ถ้าใช่ กรุณาระบุ

โรงแรม	ระยะเวลา
_____	_____
_____	_____
_____	_____
_____	_____

21. องค์กรของท่านซื้อ franchise จากกลุ่มโรงแรมอื่นหรือไม่?

- ใช่
 ไม่ใช่

ถ้าใช่ กรุณาระบุ

กลุ่มโรงแรม	ระยะเวลา
_____	_____
_____	_____
_____	_____
_____	_____

22. องค์กรของท่านว่าจ้างการบริหาร (management contract) จากกลุ่มโรงแรมอื่นหรือไม่?

- ใช่
 ไม่ใช่

ถ้าใช่ กรุณาระบุ

กลุ่มโรงแรม	ระยะเวลา
_____	_____
_____	_____
_____	_____
_____	_____

23. ในช่วง 5 ปีที่ผ่านมาโรงแรมของท่านมีการเปลี่ยนแปลงความเป็นเจ้าของหรือไม่?

- ใช่
 ไม่ใช่ (ข้ามไปข้อ 29)

24. อะไรคือเหตุผลหลักในการเปลี่ยนแปลงความเป็นเจ้าของดังกล่าว?

25. อะไรคือปัจจัยหลักที่สนับสนุนการเปลี่ยนแปลงความเป็นเจ้าของดังกล่าว?

26. องค์กรของท่านประสบปัญหาเมื่อมีการเปลี่ยนแปลงความเป็นเจ้าของบ้างหรือไม่?

- ประสบปัญหา
- ไม่ประสบปัญหา

ถ้าประสบปัญหา อะไรคือปัญหาหลักขององค์กร?

27. ท่านคิดว่าการบริหารเชิงกลยุทธ์ขององค์กรท่านได้รับประโยชน์จากการเปลี่ยนแปลงความเป็นเจ้าของมากน้อยเพียงใด?

ไม่มีประโยชน์

ได้ประโยชน์สูงสุด

1

2

3

4

5

28. ท่านคิดว่า การเปลี่ยนแปลงความเป็นเจ้าของขององค์กรท่านประสบความสำเร็จมากน้อยเพียงใด?

	ไม่เลย				สูงสุด
	1	2	3	4	5

29. ในอีก 5 ปีข้างหน้า ท่านคิดว่าองค์กรของท่านจะมีการเปลี่ยนแปลงความเป็นเจ้าของหรือไม่?

ใช่

ไม่ใช่

อื่นๆ (กรุณาระบุ) _____

ถ้าใช่ อะไรคือเหตุผลหลัก?

30. กลุ่มบุคคลต่อไปนี้มีโอกาสต่อการเปลี่ยนแปลงความเป็นเจ้าของที่อาจเป็นไปได้ขององค์กร มากน้อยเพียงใด?

		น้อยที่สุด				มากที่สุด
คณะกรรมการบริษัทจากกลุ่มบุคคลภายนอก		1	2	3	4	5
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	n.a.	1	2	3	4	5
กลุ่มโรงแรม (ถ้ามี)	n.a.	1	2	3	4	5
กรรมการผู้จัดการใหญ่		1	2	3	4	5
คณะผู้บริหารระดับสูงสุด		1	2	3	4	5
ฝ่ายวางแผนองค์กร	n.a.	1	2	3	4	5
คณะผู้บริหารระดับสูงที่สอง		1	2	3	4	5
อื่นๆ กรุณาระบุ		1	2	3	4	5

ขนาดขององค์กร

31. องค์กรของท่านพิจารณาตัวแปรต่อไปนี้ในการประเมินขนาดขององค์กรมากน้อยเพียงใด?

	น้อยที่สุด				มากที่สุด
	1	2	3	4	5
ประเมินจากรายได้	1	2	3	4	5
ประเมินจากทรัพย์สิน	1	2	3	4	5
ประเมินจากจำนวนพนักงาน	1	2	3	4	5
ประเมินจากจำนวนห้องพัก	1	2	3	4	5
อื่นๆ กรุณาระบุ _____	1	2	3	4	5

หนึ่งในตัวแปรข้างต้นถือเป็นตัวแปรหลักในการประเมินขนาดขององค์กรใช่หรือไม่?

ใช่

ไม่ใช่

ถ้าใช่ กรุณาระบุ _____

32. ปัจจุบันธุรกิจโรงแรมของท่านมีรายได้ ทรัพย์สินและกำไรเท่าใด?

รายได้ : _____ บาท ทรัพย์สิน: _____ บาท

กำไร : _____ บาท

รายได้ของโรงแรมท่านคิดสัดส่วนแบ่งตามสินค้า/บริการในประเภทต่อไปนี้ได้อย่างไร?

ระยะ	ร้อยละ
ธุรกิจที่เพิ่งเริ่มต้น	_____
ธุรกิจที่กำลังเติบโต	_____
ธุรกิจที่อยู่ตัว	_____
ธุรกิจที่กำลังหมดความสำคัญ	_____
รวม	100

33. โรงแรมของท่านมีจำนวนห้องพักเท่าไร?

ประเภทของห้อง	จำนวนห้อง
Standard	_____
Deluxe	_____
Suite	_____
อื่นๆ _____	_____
_____	_____
รวมทั้งสิ้น	_____

เครื่องอำนวยความสะดวกอื่น ๆ

- | | |
|---|---|
| <input type="checkbox"/> ภัตตาคาร | <input type="checkbox"/> สปา |
| <input type="checkbox"/> ร้านเสริมสวย | <input type="checkbox"/> ศูนย์ออกกำลังกาย |
| <input type="checkbox"/> ห้องประชุม/จัดเลี้ยง | <input type="checkbox"/> อินเทอร์เน็ต |

34. ท่านคิดว่าผลการดำเนินงานขององค์กรท่านเป็นอย่างไรเมื่อเทียบกับขนาดขององค์กร?
 แยมมากที่สุด 1 2 3 4 5 มากที่สุด

ทรัพยากรบุคคล

35. โรงแรมของท่านมีพนักงานจำนวนเท่าไร?

จำนวนพนักงาน _____ คน แบ่งเป็น

พนักงานประจำ _____ %

พนักงานไม่ประจำ _____ %

พนักงานชั่วคราว _____ %

ทั้งหมดคิดเป็น 100%

โดยแบ่งเป็น

พนักงานคนไทยทำงานในประเทศไทย _____ %

พนักงานต่างชาติทำงานในประเทศไทย _____ %

พนักงานคนไทยทำงานต่างประเทศ _____ %

พนักงานต่างชาติทำงานในต่างประเทศ _____ %

ทั้งหมดคิดเป็น 100%

36. ในอีก 5 ปี ข้างหน้า ท่านคิดว่าสัดส่วนของพนักงานไทยภายในโรงแรมน่าจะเป็นเช่นไร?

เพิ่มขึ้น _____ % ต่อปี

ลดลง _____ % ต่อปี

คงที่

37. ในอีก 5 ปี ข้างหน้า ท่านคิดว่าสัดส่วนของพนักงานต่างชาติภายในโรงแรมน่าจะเป็นเช่นไร?

เพิ่มขึ้น _____ % ต่อปี

ลดลง _____ % ต่อปี

คงที่

38. ในระยะเวลา 5 ปี ที่ผ่านมา องค์กรของท่านมีปัญหาเรื่องหมุนเวียนเข้าออกของพนักงานมากน้อยเพียงใด?

ไม่มีปัญหาอย่างแน่นอน

มีปัญหาอย่างรุนแรง

1 2 3 4 5

39. ในอีก 5 ปี ข้างหน้า องค์กรของท่านจะมีปัญหาเรื่องหมุนเวียนเข้าออกของพนักงานมากน้อยเพียงใด?

ไม่มีปัญหาอย่างแน่นอน			มีปัญหาอย่างรุนแรง		
1	2	3	4	5	

40. ในอีก 5 ปี ข้างหน้า ท่านคาดว่าองค์กรของท่านจะมีปัญหาเรื่องการฝึกอบรมพนักงานมากน้อยเพียงใด?

ไม่มีปัญหาอย่างแน่นอน			มีปัญหาอย่างรุนแรง		
1	2	3	4	5	

41. ท่านเห็นว่าการเพิ่มขึ้นของระดับการศึกษาในช่วง 10 ปีที่ผ่านมา มีผลให้องค์กรประสบปัญหาจากการที่พนักงานมีความต้องการในเรื่องต่อไปนี้ เพิ่มขึ้นหรือไม่?

	ไม่มีความต้องการ			มีความต้องการอย่างมาก		
คำตอบแทน	1	2	3	4	5	
สภาพแวดล้อมในการทำงาน	1	2	3	4	5	
ความโปร่งใสของการบริหาร	1	2	3	4	5	
การมีส่วนร่วมในการบริหาร	1	2	3	4	5	
การยอมรับในความสามารถและผลงาน	1	2	3	4	5	



รูปแบบการบริหาร (Management Style)

42. กรุณาอธิบายรูปแบบหลักในการบริหารขององค์กรท่าน

43. ท่านมีความเห็นด้วยในเรื่องต่อไปนี้มากน้อยเพียงใด?

	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
รูปแบบภาวะผู้นำขององค์กรท่าน						
เป็นแบบบิดาธิปไตย-เอกราธิปไตย (paternalistic-autocratic)	1	2	3	4	5	
เป็นแบบประชาธิปไตย-มีส่วนร่วม (democratic – participative)	1	2	3	4	5	
การจัดการด้านคุณภาพในการบริหารขององค์กรท่านใช้						
การจัดการด้านคุณภาพโดยรวม (TQM)	1	2	3	4	5	
การควบคุมต้นทุน	1	2	3	4	5	
การควบคุมงบประมาณ	1	2	3	4	5	
การจัดการด้านทรัพยากรบุคคลในองค์กรท่าน						
เชื่อมั่นและให้อำนาจแก่ผู้ใต้บังคับบัญชา	1	2	3	4	5	
มีการใช้การประเมินผลงาน	1	2	3	4	5	
มีการฝึกอบรมพนักงาน	1	2	3	4	5	
ด้านอื่น ๆ						
นโยบายการเงินเป็นส่วนหนึ่งของการบริหารเชิงกลยุทธ์ขององค์กร	1	2	3	4	5	
นโยบายทางจิตวิทยาเป็นส่วนหนึ่งของการบริหารเชิงกลยุทธ์ขององค์กร	1	2	3	4	5	
องค์กรของท่านเน้นนโยบายการเพิ่มผลผลิต	1	2	3	4	5	
มีสมาชิกในครอบครัวทำงานในองค์กรของท่าน	1	2	3	4	5	
มีระบบอาวุโสในองค์กรของท่าน	1	2	3	4	5	

44. บุคคลหรือกลุ่มบุคคลต่อไปนี้ที่มีอิทธิพลต่อรูปแบบการบริหารขององค์กรท่านมากน้อยเพียงใด?

		น้อยที่สุด			มากที่สุด		
คณะกรรมการบริษัทจากกลุ่มบุคคลภายนอก		1	2	3	4	5	
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	n.a.	1	2	3	4	5	
กลุ่มโรงแรม (ถ้ามี)	n.a.	1	2	3	4	5	
กรรมการผู้จัดการใหญ่		1	2	3	4	5	
คณะผู้บริหารระดับสูงสุด		1	2	3	4	5	
ฝ่ายวางแผนองค์กร	n.a.	1	2	3	4	5	
คณะผู้บริหารระดับสูงที่สอง		1	2	3	4	5	
อื่นๆ กรุณาระบุ _____		1	2	3	4	5	

45. องค์กรของท่านประสบปัญหาเกี่ยวกับรูปแบบการบริหารบ้างหรือไม่?

- มี
- ไม่มี

ถ้ามี อะไรคือปัญหาหลัก

ส่วนที่สอง ภารกิจหลักและเป้าหมายระยะยาว

ภารกิจหลัก

46. องค์กรของท่านมีการระบุภารกิจหลักอย่างเป็นทางการเพื่อเป็นแนวทางในการดำเนินงานขององค์กรโดยรวมหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 55)

47. กรุณาบอกภารกิจหลัก ณ ปัจจุบันขององค์กร (ถ้ามีมากกว่า 1 กรุณาระบุทั้งหมด)

48. ในการตั้งภารกิจหลักขององค์กร มีการพิจารณาประเด็นต่อไปนี้มากน้อยเพียงใด?

	ไม่พิจารณาแน่นอนที่สุด			พิจารณาอย่างมากที่สุด		
ธุรกิจที่องค์กรท่านดำเนินการอยู่	1	2	3	4	5	
ธุรกิจที่องค์กรท่านจะดำเนินการ	1	2	3	4	5	
ลูกค้าขององค์กร	1	2	3	4	5	
สิ่งที่ทำให้ธุรกิจท่านแตกต่างจากองค์กรอื่น	1	2	3	4	5	
การที่ลูกค้า สินค้า/บริการ ตลาด และปรัชญาในการประกอบการ						
มีส่วนในการบรรลุเป้าหมายขององค์กร	1	2	3	4	5	
สิ่งที่องค์กรต้องการจะเป็น	1	2	3	4	5	
อื่นๆ _____	1	2	3	4	5	
_____	1	2	3	4	5	

49. ในระยะเวลา 5 ปีที่ผ่านมา องค์กรของท่านมีการเปลี่ยนแปลงภารกิจหลักหรือไม่?

มี เมื่อปี _____

ไม่มี (ข้ามไปข้อ 52)

50. อะไรคือการเปลี่ยนแปลงในครั้งนั้น? (สามารถตอบได้มากกว่า 1 ข้อ)

เป็นการกำหนดภารกิจครั้งแรก

ปรับเปลี่ยนให้ เฉพาะเจาะจงมากยิ่งขึ้น

มีการขยายภารกิจออกไปให้ใหญ่ และ กว้างขึ้น

อื่นๆ กรุณาระบุ _____

51. การเปลี่ยนแปลงภารกิจหลักขององค์กรในครั้งนั้นได้รับอิทธิพลจากปัจจัยต่อไปนี้มากน้อยแค่ไหน?

	ไม่มีผลเลย			มากที่สุด		
การเปลี่ยนกรรมการผู้จัดการใหญ่	1	2	3	4	5	
การเปลี่ยนความเป็นเจ้าของ หรือผู้ถือหุ้น	1	2	3	4	5	
การเปลี่ยนผู้บริหารระดับสูง	1	2	3	4	5	
สภาวะการแข่งขันใหม่ๆ	1	2	3	4	5	
การพัฒนาขีดความสามารถใหม่ขององค์กร	1	2	3	4	5	
การเปลี่ยนแปลงทางเศรษฐกิจ	1	2	3	4	5	
การพิจารณาทางกลยุทธ์	1	2	3	4	5	
การเปลี่ยนแปลงในสภาพสังคม	1	2	3	4	5	
การเปลี่ยนแปลงทางการเมือง	1	2	3	4	5	
อื่นๆ กรุณาระบุ _____	1	2	3	4	5	

52. ท่านคิดว่าภารกิจหลักขององค์กรท่านมีความเหมาะสมมากน้อยเพียงใด?

ไม่เหมาะสมอย่างมากที่สุด

เหมาะสมอย่างมากที่สุด

1 2 3 4 5

53. ท่านคิดว่า ภารกิจหลักขององค์กรท่าน ณ ปัจจุบัน สามารถใช้ไปได้อีกกี่ปี?

ประมาณ _____ ปี

54. บุคคลหรือกลุ่มบุคคลต่อไปนี้ไม่มีอิทธิพลต่อการตั้งภารกิจหลักขององค์กร ณ ปัจจุบันมากนักน้อยเพียงไร ?

		น้อยที่สุด					มากที่สุด
คณะกรรมการบริษัทจากกลุ่มบุคคลภายนอก		1	2	3	4	5	
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	n.a.	1	2	3	4	5	
กลุ่มโรงแรม (ถ้ามี)	n.a.	1	2	3	4	5	
กรรมการผู้จัดการใหญ่		1	2	3	4	5	
คณะผู้บริหารระดับสูง		1	2	3	4	5	
ฝ่ายวางแผนองค์กร	n.a.	1	2	3	4	5	
คณะผู้บริหารระดับที่สอง		1	2	3	4	5	
อื่นๆ กรุณาระบุ _____		1	2	3	4	5	

เป้าหมายระยะยาว

55. องค์กรของท่านมีเป้าหมายระยะยาวขององค์กรอย่างเป็นทางการ ซึ่งเป็นแนวทางสู่ความสำเร็จหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 67)

56. กรุณาระบุเป้าหมายระยะยาวเชิงปริมาณขององค์กรซึ่งใช้เป็นแนวทางในการตัดสินใจเชิงกลยุทธ์ขององค์กรโดยรวม (สามารถตอบได้มากกว่า 1 ข้อ)

- ผลตอบแทนจากการลงทุน (return on investment, return on capital etc)
- ผลตอบแทนจากตลาดหลักทรัพย์ (earning per share etc)
- ยอดขาย (growth, return on sales)
- ทางการเงิน (Profits, income, cash flow)
- อัตราการเข้าพัท
- รายได้เฉลี่ยต่อวัน
- รายได้เฉลี่ยต่อห้องพัท
- อื่นๆ กรุณาระบุ _____

57. เป้าหมายข้างต้น มีการคิดปรับอัตราเงินเฟ้อหรือไม่?

- มี
- ไม่มี

58. ในระยะเวลา 5 ปีที่ผ่านมา ท่านคิดว่าองค์กรประสบความสำเร็จเพียงใดเมื่อเทียบกับเป้าหมายทางธุรกิจระยะยาวที่วางไว้?

	ล้มเหลวอย่างมาก		เป็นไปตามเป้าหมาย		สำเร็จเกินความคาดหมาย		
	1	2	3	4	5		
ในความคิดของท่านอะไรคือเหตุผลสำคัญของผลการดำเนินการในครั้งนั้น?							
			ไม่มีความสำคัญเลย			สำคัญมาก	
ความเป็นไปได้ของเป้าหมาย			1	2	3	4	5
การจัดการ			1	2	3	4	5
สภาพการเมือง และ กฎหมาย ข้อบังคับ			1	2	3	4	5
สภาพการแข่งขัน			1	2	3	4	5
โครงสร้างขององค์กร			1	2	3	4	5
สภาพทางเศรษฐกิจ			1	2	3	4	5
การเปลี่ยนแปลงทางด้านเทคโนโลยี			1	2	3	4	5
อื่นๆ กรุณาระบุ _____			1	2	3	4	5

59. องค์กรของท่านมีการจัดหาเป้าหมายเชิงคุณภาพอย่างเป็นทางการหรือไม่?

- มี
- ไม่มี

ถ้ามี กรุณาระบุ

- รักษาและควบคุมต้นทุนในการประกอบการ
- ผู้นำทางด้านคุณภาพและการให้บริการ
- ผู้นำทางด้านภาพพจน์และชื่อเสียง
- มุ่งเน้นด้านการตลาด
- มุ่งเน้นต่อลูกค้า
- ให้ความสำคัญทางด้านสังคม
- อื่นๆ กรุณาระบุ _____

60. องค์กรของท่านมีการเปลี่ยนแปลงเป้าหมายหลักขององค์กรในระยะเวลา 5 ปีที่ผ่านมาหรือไม่?

- มี เมื่อปี _____
- ไม่มี (ข้ามไปข้อ 63)

61. เป้าหมายระยะยาวขององค์กรเปลี่ยนแปลงในครั้งนั้นอย่างไร (ตอบได้มากกว่า 1 ข้อ)

- มุ่งเน้นทางด้านปรัชญา
- เปลี่ยนแปลงเป้าหมายให้ทันต่อเหตุการณ์
- ผลกระทบด้านการเงิน
- ระบุความแน่ชัด
- เพิ่มเติมเรื่องทั่วไปในเชิงคุณภาพ
- การจัดหาเป้าหมายใหม่ๆ
- อื่นๆ กรุณาระบุ _____

62. การเปลี่ยนแปลงเป้าหมายขององค์กรในครั้งนั้นได้รับอิทธิพลจากปัจจัยต่อไปนี้มากน้อยแค่ไหน?

	ไม่มีผลเลย					มากที่สุด
การเปลี่ยนกรรมการผู้จัดการใหญ่	1	2	3	4	5	
การเปลี่ยนความเป็นเจ้าของ หรือผู้ถือหุ้น	1	2	3	4	5	
การเปลี่ยนผู้บริหารระดับสูง	1	2	3	4	5	
สภาวะการแข่งขันใหม่ๆ	1	2	3	4	5	
การพัฒนาขีดความสามารถใหม่ขององค์กร	1	2	3	4	5	
การเปลี่ยนแปลงทางเศรษฐกิจ	1	2	3	4	5	
การเปลี่ยนแปลงทางการเมือง	1	2	3	4	5	
การเปลี่ยนแปลงในสภาพสังคม	1	2	3	4	5	
การเปลี่ยนแปลงทางเทคโนโลยี	1	2	3	4	5	
อื่นๆ กรุณาระบุ _____	1	2	3	4	5	

63. อีกนานเท่าใดที่เป้าหมายขององค์กร ณ ปัจจุบันจะใช้เป็นแนวทางในการดำเนินงานต่อไป?

ประมาณ _____ ปี

64. บุคคลหรือกลุ่มบุคคลต่อไปนี้ไม่มีอิทธิพลต่อการตั้งเป้าหมายขององค์กร ณ ปัจจุบัน มากน้อยเพียงไร ?

		น้อยที่สุด					มากที่สุด
คณะกรรมการบริษัทจากกลุ่มบุคคลภายนอก		1	2	3	4	5	
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	n.a.	1	2	3	4	5	
กลุ่มโรงแรม (ถ้ามี)	n.a.	1	2	3	4	5	
กรรมการผู้จัดการใหญ่		1	2	3	4	5	
คณะผู้บริหารระดับสูง		1	2	3	4	5	
ฝ่ายวางแผนองค์กร	n.a.	1	2	3	4	5	
คณะผู้บริหารระดับที่สอง		1	2	3	4	5	
อื่นๆ กรุณาระบุ _____		1	2	3	4	5	

65. ข้อใดต่อไปนี้ อธิบายกระบวนการตั้งเป้าหมายระยะยาวขององค์กรได้ดีที่สุด? (กรุณาเลือกเพียง 1 ข้อ)

- กำหนดโดยกรรมการผู้จัดการใหญ่
- กำหนดโดยคณะผู้บริหารระดับสูง
- กำหนดโดยคณะกรรมการบริษัท
- สรุปเป้าหมายโดยผู้บริหารระดับที่สอง
- การปรึกษาหารือระหว่างผู้บริหารระดับสูง/คณะกรรมการบริษัท และ กลุ่มผู้บริหารระดับที่สอง
- การปรึกษาหารือระหว่างกรรมการผู้จัดการใหญ่ และที่ปรึกษา
- การปรึกษาหารือระหว่างกรรมการผู้จัดการใหญ่และผู้บริหารระดับสูง
- การปรึกษาหารือระหว่างกรรมการผู้จัดการใหญ่และผู้บริหารระดับที่สอง
- อื่นๆ ระบุ _____

66. เป้าหมายขององค์กรมีความสำคัญและเกี่ยวข้องกับเรื่องต่อไปนี้มากน้อยเพียงใด?

	ไม่มีความสำคัญเลย					สำคัญมาก
	1	2	3	4	5	
ประเมินผลงานที่ผ่านมา	1	2	3	4	5	
การสื่อสารต่อสาธารณชน	1	2	3	4	5	
ประเมินเป้าหมายการดำเนินงานของระดับการบริหารที่สอง	1	2	3	4	5	
ประเมินเป้าหมายการดำเนินงานของการบริหารระดับต่ำลงมา	1	2	3	4	5	
ติดตามผลงานปัจจุบัน	1	2	3	4	5	
เตรียมพร้อมต่อเหตุที่อาจจะเกิดขึ้นได้	1	2	3	4	5	
เพื่อท้าทายและจูงใจ	1	2	3	4	5	

สุดท้ายนี้ ท่านประเมินว่าคุณภาพของเป้าหมายระยะยาวขององค์กรท่านเป็นอย่างไร?

	แย่ที่สุด					ดีที่สุด	
	1	2	3	4	5		
=====							
=====							
=====							
=====							
=====							
=====							
=====							
=====							
=====							
=====							

เป้าหมายระยะยาวอย่างเป็นทางการของระดับการบริหารที่สอง

67. องค์กรของท่านมีเป้าหมายระยะยาวอย่างเป็นทางการของระดับบริหารที่สองเพื่อเป็นแนวทางสู่ความสำเร็จหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 73)

68. หน่วยงานทั้งหมดในระดับบริหารที่สองนี้มีเป้าหมายเดียวกัน เมื่อมองในแง่หน่วยซึ่งใช้วัดในการประเมินผลงานใช่หรือไม่?

- ใช่
- ไม่ใช่

ถ้าตอบใช่ ท่านใช้หน่วยวัดใดในการประเมินผลงาน? (ตอบได้มากกว่า 1 ข้อ)

- ผลตอบแทนจากการลงทุน Return on investment, return on assets, return on capital
- กำไร
- กระแสเงินสดหมุนเวียน
- การเติบโตของยอดขาย
- ผลตอบแทนจากยอดขาย
- อัตราการเข้าพัก
- รายได้เฉลี่ยต่อวัน
- รายได้เฉลี่ยต่อห้องพัก
- อื่นๆ กรุณาระบุ _____

(ข้ามไปข้อ 69)

ถ้าตอบว่าไม่ใช่ เพราะเหตุใด?

อะไรคือหน่วยซึ่งใช้ในการประเมินผลงาน? (ตอบได้มากกว่า ๑ ข้อ)

- ผลตอบแทนจากการลงทุน Return on investment, return on assets, return on capital
- กำไร
- กระแสเงินสดหมุนเวียน
- การเติบโตของยอดขาย
- ผลตอบแทนจากยอดขาย
- อัตราการเข้าพัก
- รายได้เฉลี่ยต่อวัน
- รายได้เฉลี่ยต่อห้องพัก
- อื่นๆ กรุณาระบุ _____

69. บุคคลหรือกลุ่มบุคคลต่อไปนี้ไม่มีอิทธิพลต่อการตั้งเป้าหมายระยะยาวของระดับบริหารที่สองมากน้อยเพียงไร ?

		น้อยที่สุด					มากที่สุด
		1	2	3	4	5	
คณะกรรมการบริษัทจากกลุ่มบุคคลภายนอก		1	2	3	4	5	
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	n.a.	1	2	3	4	5	
กลุ่มโรงแรม (ถ้ามี)	n.a.	1	2	3	4	5	
กรรมการผู้จัดการใหญ่		1	2	3	4	5	
คณะผู้บริหารระดับสูง		1	2	3	4	5	
ฝ่ายวางแผนองค์กร	n.a.	1	2	3	4	5	
คณะผู้บริหารระดับที่สอง		1	2	3	4	5	
อื่นๆ กรุณาระบุ _____		1	2	3	4	5	

70. ข้อใดต่อไปนี้ อธิบายกระบวนการตั้งเป้าหมายระยะยาวของระดับบริหารที่สองได้ดีที่สุด? (กรุณาเลือกเพียง 1 ข้อ)

- กำหนดโดยผู้บริหารระดับสูง
- กำหนดโดยกรรมการผู้จัดการใหญ่
- สรุปเป้าหมายโดยผู้บริหารระดับที่สาม
- การปรึกษาหารือระหว่างผู้บริหารระดับสูงและผู้บริหารระดับที่สอง
- การปรึกษาหารือระหว่างกรรมการผู้จัดการใหญ่และผู้บริหารระดับที่สอง
- กำหนดโดยผู้บริหารระดับที่สอง
- อื่นๆ ระบุ _____

71. เป้าหมายของระดับบริหารที่สองมีความสำคัญและเกี่ยวข้องกับเรื่องต่อไปนี้มากน้อยเพียงใด?

	ไม่สำคัญเลย					สำคัญมากที่สุด				
	1	2	3	4	5	1	2	3	4	5
เป็นปัจจัยหลักที่มีอิทธิพลต่อเป้าหมายขององค์กร										
เกี่ยวข้องกับเงินทุนและปัจจัยอื่นๆ										
เป็นมาตรฐานในการประเมินผลดำเนินการของหน่วยธุรกิจ										
เป็นมาตรฐานจูงใจในการให้ผลตอบแทน										

72. ท่านประเมินว่าคุณภาพของเป้าหมายระยะยาวของระดับบริหารที่สองเป็นอย่างไร?

แย่ที่สุด							ดีที่สุด	
1	2	3	4	5				



ส่วนที่สาม ระบบการวางแผนเชิงกลยุทธ์

ระบบการวางแผน

73. องค์กรของท่านมีระบบการวางแผนอย่างเป็นทางการในระดับต่อไปนี้หรือไม่?

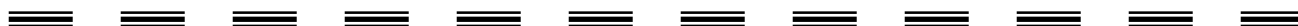
ในการบริหารระดับสูง

- มี
 ไม่มี

ในการบริหารระดับที่สองรองลงมาจากระดับสูง

- มี
 ไม่มี

ถ้าตอบไม่มีทั้ง 2 ระดับ ข้ามไปข้อ 141



แผนองค์กรอย่างเป็นทางการ

ถ้าองค์กรของท่านไม่มีการทำแผนองค์กรอย่างเป็นทางการ กรุณาข้ามไปข้อ 105

74. องค์กรของท่านจัดทำแผนองค์กรอย่างเป็นทางการสำหรับช่วงเวลานานเท่าใดบ้าง?

- _____ ปี
_____ ปี
_____ ปี

75. แผนองค์กรใดในข้อ 74 จัดเป็นแผนงานหลักระยะยาวขององค์กรท่าน?

จำนวนปี: _____

76. ท่านเห็นว่าข้อความใดใกล้เคียงกับการทำแผนองค์กรขององค์กรท่านมากที่สุด (เลือกตอบเพียง 1 ข้อ)

- วางแผนอย่างอิสระ และไม่มีการประสานงาน
- วางแผนระยะยาวก่อน หลังจากนั้นค่อยแยกออกเป็นแผนระยะสั้น
- วางแผนระยะสั้นก่อน หลังจากนั้นค่อยพัฒนาเป็นแผนระยะยาว
- วางแผนระยะสั้นก่อน หลังจากนั้นแผนระยะยาวจะถูกพัฒนาจากแผนระยะยาวในปีก่อนๆ
- แผนระยะสั้น และ ยาว จัดวางพร้อมๆกัน

77. องค์กรท่านมีการจัดทำแผนองค์กรระยะยาวครั้งแรกเมื่อปีใด?

ปี: _____

78. แผนองค์กรของท่านมีการปรับปรุงบ่อยครั้งแค่ไหน? (เลือกเพียง 1 ข้อ)

- ทุก 1 เดือน
- ทุก 3 เดือน
- ทุก 6 เดือน
- ทุก 1 ปี
- น้อยกว่า 1 ครั้ง ต่อ ปี

79. องค์กรของท่านมีการประเมินความก้าวหน้าของแผนบ่อยครั้งแค่ไหน? (เลือกเพียง 1 ข้อ)

- ทุก 1 เดือน
- ทุก 3 เดือน
- ทุก 6 เดือน
- ทุก 1 ปี
- น้อยกว่า 1 ครั้ง ต่อ ปี

80. ท่านคิดว่า แผนองค์กรเกี่ยวข้องกับเรื่องต่อไปนี้ มากน้อยเพียงใด

	ไม่เกี่ยวข้องแม้แต่น้อย			เกี่ยวข้องมากที่สุด	
การวางแผนฉุกเฉินระยะสั้น	1	2	3	4	5
การวางแผนปฏิบัติการสำหรับระยะ 1 ถึง 3 ปี	1	2	3	4	5
การวางแผนฉุกเฉินอย่างเป็นทางการ	1	2	3	4	5
การวางแผนระยะยาว 5 – 10 ปี	1	2	3	4	5
การวางแผนถึงอนาคตขององค์กรในอีก 10-20 ปีข้างหน้า	1	2	3	4	5
การขยายธุรกิจแบบ Internal growth	1	2	3	4	5
การขยายธุรกิจแบบ Franchising/Management contract	1	2	3	4	5
การขยายธุรกิจแบบไปต่างประเทศ	1	2	3	4	5
อื่นๆ กรุณาระบุ					
_____	1	2	3	4	5
_____	1	2	3	4	5

81. ใน 5 ปีที่ผ่านมา องค์กรของท่านใช้ความพยายาม (เวลา และ การเงิน) สำหรับการวางแผนองค์กรมากเพียงใด ในการวิเคราะห์ด้านต่างๆ
ต่อไปนี้ และกรุณาระบุว่ามีการซื้อข้อมูลการวิเคราะห์จากแหล่งภายนอกองค์กรด้วยหรือไม่

	ไม่เลย					มากที่สุด					ซื้อจากแหล่งภายนอก	
	1	2	3	4	5	1	2	3	4	5	ใช่	ไม่ใช่
เศรษฐกิจภายในประเทศ	1	2	3	4	5	1	2	3	4	5	___	___
เศรษฐกิจโลก	1	2	3	4	5	1	2	3	4	5	___	___
เทคโนโลยี	1	2	3	4	5	1	2	3	4	5	___	___
กฎหมาย นโยบายรัฐ	1	2	3	4	5	1	2	3	4	5	___	___
สถานการณ์โลก	1	2	3	4	5	1	2	3	4	5	___	___
สภาพสังคม และความเป็นอยู่	1	2	3	4	5	1	2	3	4	5	___	___
ตลาดต่างประเทศ	1	2	3	4	5	1	2	3	4	5	___	___
ตลาดภายในประเทศ	1	2	3	4	5	1	2	3	4	5	___	___
บุคลากร	1	2	3	4	5	1	2	3	4	5	___	___
สภาพการแข่งขัน	1	2	3	4	5	1	2	3	4	5	___	___

82. ข้อมูลการวิเคราะห์ต่างๆ ต่อไปนี้ซึ่งใช้ในการวางแผนองค์กร ได้มีการส่งต่อไปยังระดับบริหารที่สองหรือไม่?

	ไม่มีการส่งต่อ					ส่งต่ออย่างต่อเนื่อง				
	1	2	3	4	5	1	2	3	4	5
เศรษฐกิจภายในประเทศ	1	2	3	4	5	1	2	3	4	5
เศรษฐกิจโลก	1	2	3	4	5	1	2	3	4	5
เทคโนโลยี	1	2	3	4	5	1	2	3	4	5
กฎหมาย นโยบายรัฐ	1	2	3	4	5	1	2	3	4	5
สถานการณ์โลก	1	2	3	4	5	1	2	3	4	5
สภาพสังคม และความเป็นอยู่	1	2	3	4	5	1	2	3	4	5
ตลาดต่างประเทศ	1	2	3	4	5	1	2	3	4	5
ตลาดภายในประเทศ	1	2	3	4	5	1	2	3	4	5
บุคลากร	1	2	3	4	5	1	2	3	4	5
สภาพการแข่งขัน	1	2	3	4	5	1	2	3	4	5

83. ถ้าในการวางแผนองค์กรไม่สามารถจัดหาผลการวิเคราะห์ข้อมูลจากแหล่งภายนอกได้ ท่านคิดว่าจะมีผลกระทบต่อเรื่องต่อไปนี้หรือไม่อย่างไร?

	ไม่กระทบอย่างแน่นอน					กระทบอย่างมาก				
	1	2	3	4	5	1	2	3	4	5
คุณภาพของการวางแผนองค์กร	1	2	3	4	5	1	2	3	4	5
คุณภาพของการวางแผนในระดับบริหารที่สอง	1	2	3	4	5	1	2	3	4	5
คุณภาพของการวางแผนในระดับอื่นๆ	1	2	3	4	5	1	2	3	4	5

84. ผู้บริหารระดับที่สองได้รับข้อมูลต่างๆจากผู้บริหารระดับสูงยากง่ายอย่างไร?

ไม่ยากเลย					ยากที่สุด				
1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	1	2	3	4	5

85. กรุณาระบุหัวข้อหลักของแผนองค์กรในระยะยาว?

ทางเลือก สำเนาสารบัญของแผนองค์กรในระยะยาว

86. กลุ่ม/บุคคลใดต่อไปนี้มีส่วนร่วมในการจัดวางแผนงานระดับสูงขององค์กร? (ตอบได้มากกว่า 1 ข้อ)

- ระดับบริหารที่สูงขึ้นไป
- ระดับบริหารที่สามขึ้นไป
- ผู้บริหารอาวุโสเท่านั้น
- พนักงานอาวุโส
- ผู้จัดการฝ่ายปฏิบัติการ

87. มากน้อยเพียงใดที่ผู้บริหารระดับสูงจัดทำแผนองค์กรในเรื่องต่อไปนี้ เพื่อให้เป็นแนวทางในการวางแผนแก่ระดับบริหารรองๆ ลงไป?

	น้อยที่สุด					มากที่สุด
	1	2	3	4	5	
การเงิน	1	2	3	4	5	
บุคลากร	1	2	3	4	5	
การวิจัยและพัฒนา	1	2	3	4	5	
การตลาด	1	2	3	4	5	
เทคโนโลยี	1	2	3	4	5	
การปฏิบัติการ	1	2	3	4	5	
แหล่งเงินทุน	1	2	3	4	5	
โครงสร้างองค์กร	1	2	3	4	5	
การวิเคราะห์การแข่งขัน	1	2	3	4	5	

88. องค์กรท่านมีการใช้ระบบคอมพิวเตอร์ช่วยในการวางแผนองค์กรมากน้อยเพียงใด?

ไม่เลย					มากที่สุด
1	2	3	4	5	

95. กรุณาระบุจำนวนบุคลากรตามความชำนาญเฉพาะเรื่องดังต่อไปนี้?

จำนวน

นักวางแผน	_____
นักเศรษฐศาสตร์	_____
ผู้เชี่ยวชาญด้านการพยากรณ์ธุรกิจ	_____
ผู้เชี่ยวชาญด้านคอมพิวเตอร์	_____
ผู้เชี่ยวชาญด้านการตลาด	_____
ผู้เชี่ยวชาญด้านการเงิน	_____
ผู้เชี่ยวชาญด้านกฎหมาย	_____
ผู้เชี่ยวชาญด้านสินค้าและบริการ	_____
ผู้เชี่ยวชาญด้านธุรกิจระหว่างประเทศ	_____
ผู้เชี่ยวชาญด้านการวิจัยและการพัฒนา	_____
อื่นๆ _____	_____

96. โดยเฉลี่ย บุคลากรของฝ่ายวางแผนองค์กรอยู่ในงานวางแผนองค์กรนานเท่าไร?

_____ ปี

97. ในฝ่ายวางแผนงานองค์กรมีการหมุนเวียนบุคลากร มากน้อยเพียงใด?

ไม่เลย					มากที่สุด
1	2	3	4	5	

98. ใครเป็นผู้ให้คำปรึกษาโดยตรงต่อหัวหน้าหน่วยงานองค์กร?

- ประธานบริษัท
- กรรมการผู้จัดการใหญ่
- ผู้ตรวจสอบทางการเงินผู้อำนวยการด้านการเงิน
- ผู้จัดการทั่วไป
- อื่นๆ กรุณาระบุ _____

99. หัวหน้าหน่วยงานองค์กรเข้าร่วมการประชุมต่อไปนี้บ่อยแค่ไหน?

	ไม่เคเลย					บ่อยที่สุด
	1	2	3	4	5	
การประชุมคณะกรรมการบริษัท	1	2	3	4	5	
การประชุมงบประมาณ	1	2	3	4	5	
การประชุมวางแผนระดับบริหารที่สาม (ระดับส่วน)	1	2	3	4	5	
การประชุมวางแผนกลุ่ม	1	2	3	4	5	

100. หน่วยงานวางแผนองค์กรมีอำนาจหน้าที่เพียงใด ในเรื่องต่อไปนี้:

	ไม่มีเลย				มีเต็มที่
ได้รับฉบับแก้ไขของแผนของระดับบริหารที่ ๒	1	2	3	4	5
ได้รับฉบับแก้ไขเกี่ยวกับขั้นตอนของแผนของระดับบริหารที่ ๒	1	2	3	4	5
ทบทวนและวิจารณ์แผนงานของระดับบริหารที่ ๒	1	2	3	4	5
อนุมัติ หรือ ไม่อนุมัติแผนงานของระดับบริหารที่ ๒	1	2	3	4	5

101. ท่านมีความเห็นด้วยหรือไม่ต่อผลงานของหน่วยงานวางแผนองค์กรในเรื่องต่อไปนี้?

	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง	
ตั้งเป้าหมายผลการดำเนินงานอย่างเฉพาะเจาะจงชัดเจน	1	2	3	4	5
มีการใช้ตัวเลขหรือวิธีเชิงปริมาณในการวัดผลการดำเนินงาน	1	2	3	4	5

102. องค์กรของท่านมีการจัดเตรียมรายงานผลการดำเนินงานของการวางแผนองค์กรโดยละเอียดหรือไม่?

- มี
- ไม่มี

ถ้าตอบมี มีการเตรียมกี่ครั้งต่อปี? _____ ครั้ง/ปี

103. หน่วยงานวางแผนองค์กรใช้เอกสารใดบ้าง ดังต่อไปนี้? (ตอบได้มากกว่า 1 ข้อ)

- เอกสารระบุรายละเอียดขั้นตอนการวางแผนงาน
- เอกสารระบุรายละเอียด กฎ และ ความรับผิดชอบในการวางแผนองค์กร
- กำหนดเวลาสำหรับกระบวนการวางแผนองค์กร
- แบบฟอร์ม ในการเก็บรวบรวมข้อมูลต่างๆ ที่ใช้ในการวางแผน
- แบบฟอร์ม ในการประเมินข้อเสนอเชิงกลยุทธ์

104. กระบวนการในการวางแผนองค์กรถูกระบุไว้ในคู่มือการวางแผนใช่หรือไม่?

- ใช่
- ไม่ใช่

การวางแผนในระดับบริหารที่สอง

105. องค์กรของท่านมีการจัดทำแผนระยะยาวของระดับบริหารที่สองหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 124)

106. กรุณาระบุหัวข้อหลักของแผนในระดับบริหารที่สองนี้ หรือ สำเนาสารบัญของแผนในระดับบริหารที่สอง

107. ในระดับบริหารที่สอง องค์กรท่านจัดกลุ่มของหน่วยวางแผนไว้แบบเดียวกับการจัดกลุ่มของหน่วยปฏิบัติการหรือไม่?

- ใช่
- ไม่ใช่ (ข้ามไปข้อ 109)

108. กรุณาอธิบายสามแผนหลักระยะยาวในระดับบริหารที่สอง:

ชนิดของแผน	จำนวนแผน	มีการทบทวนโดยผู้บริหารระดับสูง
1. _____	_____	ใช่/ ไม่ใช่
2. _____	_____	ใช่/ ไม่ใช่
3. _____	_____	ใช่/ ไม่ใช่

กรุณาข้ามไปคำถามข้อ 111

109. องค์กรท่านจัดหน่วยวางแผนในระดับบริหารที่สองอย่างไร ใช้เกณฑ์อะไร และมีจำนวนเท่าไร?

ตัวอย่างชื่อที่ใช้: หน่วยธุรกิจ (SBU), แผนก (division), ภาค (sector)

ตัวอย่างเกณฑ์: สินค้า โรงงาน ที่ตั้ง ตลาด ลักษณะการทำงาน บัณฑิต

ชนิดหน่วยงานแผน	เกณฑ์ที่ใช้	จำนวน
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

115. องค์กรท่านมีการจัดทำรูปแบบมาตรฐาน (standard format) สำหรับแผนในระดับบริหารที่สองหรือไม่?

- มี
 ไม่มี

ถ้าตอบมี ร้อยละเท่าใดที่แผนงานเป็นไปตามรูปแบบที่ทำไว้?

ร้อยละ _____

116. องค์กรของท่านมีบุคลากรที่มีความเชี่ยวชาญเรื่องแผนในระดับบริหารที่สองหรือไม่?

- มี
 ไม่มี (ข้ามไปข้อ 121)

ถ้าตอบมี - มีหน่วยงานวางแผนในระดับบริหารที่สองนี้กี่หน่วยงาน?

_____ หน่วยงาน

จากหน่วยงานวางแผนทั้งหมดในระดับบริหารที่สองนี้ มีบุคลากรที่มีความเชี่ยวชาญเรื่องแผนอยู่ที่คน?

_____ คน

117. กรุณาระบุสาขาที่บุคลากรในหน่วยงานวางแผนในระดับบริหารที่สองนี้ มีความเชี่ยวชาญเป็นพิเศษ?

1. _____

2. _____

3. _____

118. โดยเฉลี่ยบุคลากรเหล่านี้อยู่ในงานวางแผนธุรกิจมานานเท่าไร?

_____ ปี

119. ในหน่วยงานวางแผนในระดับบริหารที่สองมีการหมุนเวียนบุคลากร มากน้อยเพียงใด?

ไม่เลย					มากที่สุด
1	2	3	4	5	

120. ใครเป็นผู้ให้คำปรึกษาโดยตรงต่อหัวหน้าผู้วางแผนในระดับบริหารที่สอง?

- เจ้าหน้าที่ปฏิบัติการอาวุโส ในระดับบริหารที่สอง
 พนักงานวางแผนในระดับบริหารที่สอง
 พนักงานวางแผนองค์กร
 ผู้ตรวจสอบ ในระดับบริหารที่สอง
 อื่นๆ _____

121. องค์กรท่านมีการใช้ระบบคอมพิวเตอร์ช่วยในการวางแผนในระดับบริหารที่สอง มากน้อยเพียงใด?

ไม่เลย					มากที่สุด
1	2	3	4	5	

122. ระบบคอมพิวเตอร์ที่องค์กรของท่านใช้ช่วยการวางแผนในระดับบริหารที่สอง เป็นระบบเดียวกับที่ใช้ในการวางแผนองค์กรหรือไม่?

ใช่ (ข้ามไปข้อ 124)

ไม่ใช่

ถ้าไม่ใช่ กรุณาระบุระบบคอมพิวเตอร์ที่องค์กรท่านใช้ในการวางแผนธุรกิจ

Models:

- Forecasting models ___ใช่ ___ไม่ใช่
- Financial models ___ใช่ ___ไม่ใช่
- Econometric models ___ใช่ ___ไม่ใช่
- Planning models ___ใช่ ___ไม่ใช่
- Simulation models ___ใช่ ___ไม่ใช่
- อื่นๆ _____ ___ใช่ ___ไม่ใช่

Systems:

- Strategic decision support systems ___ใช่ ___ไม่ใช่
- Group decision support systems ___ใช่ ___ไม่ใช่
- อื่นๆ _____ ___ใช่ ___ไม่ใช่

123. องค์กรของท่านได้รับประโยชน์จากระบบเหล่านี้มากน้อยเพียงใด?

ไม่เลย มากที่สุด

1 2 3 4 5



รายละเอียดอื่นๆ เกี่ยวกับระบบการวางแผน

124. องค์กรท่านมีการทำแผนระยะยาวในระดับบริหารที่สามหรือไม่?

มี

ไม่มี (ข้ามไปข้อ 126)

125. องค์กรท่านมีการทำแผนระยะยาวในระดับบริหารที่สี่หรือไม่?

มี

ไม่มี

126. ในการวางแผนงานระยะยาวขององค์กรท่าน มีการจัดทำแผนทางเลือกสำรอง (contingency plan) อย่างเป็นทางการหรือไม่?

มี

ไม่มี

ถ้าตอบมี ระดับบริหารใดเป็นผู้จัดทำแผนสำรองนี้?

ระดับสูง

ระดับที่สอง

ทั้ง 2 ระดับข้างต้น

ตัวแปรหลักในแผนสำรองนี้คืออะไร?

สภาพแวดล้อม / ปัจจัยภายนอก

การปฏิบัติการเชิงกลยุทธ์

หน้าที่ในส่วนต่างๆ ของการวางแผนองค์กร

หากไม่มีการวางแผนองค์กร ข้ามไปข้อ 128

127. ท่านคิดว่าการวางแผนองค์กรเกี่ยวข้องกับงานของผู้บริหารระดับสูงต่อไปนี้มากน้อยแค่ไหน?

งานวางแผน:	ไม่เลย				มากที่สุด
กำหนดขอบเขต รูปแบบ และตารางเวลาสำหรับงานวางแผน	1	2	3	4	5
จัดทำข้อมูลวิเคราะห์ทางด้าน เศรษฐกิจ, ตลาดเงิน, สถานการณ์ทางการเมืองและอื่นๆ	1	2	3	4	5
จัดการศึกษาในเรื่องสำคัญๆ	1	2	3	4	5
ปรับปรุงตัวเลขทางการเงินและการบัญชีสำหรับการวางแผนเชิงกลยุทธ์	1	2	3	4	5
วิเคราะห์และหาโอกาสใหม่ๆ ในการประกอบธุรกิจ	1	2	3	4	5
ปรับปรุงโครงสร้างขององค์กรเพื่อกำหนดหน่วยธุรกิจให้มีความชัดเจนยิ่งขึ้น	1	2	3	4	5
ความรับผิดชอบโดยทั่วไป:					
จัดทำแผนองค์กร	1	2	3	4	5
ตรวจสอบและควบคุมความก้าวหน้าของแผนงาน	1	2	3	4	5
สนับสนุนส่วนการบริหารระดับสูง:					
ช่วยผู้บริหารระดับสูงในการ:					
-กำหนดเป้าหมาย	1	2	3	4	5
-กำหนดกลยุทธ์	1	2	3	4	5
-วางแผนซื้อธุรกิจอื่น (acquisition)	1	2	3	4	5
-วางแผนขายธุรกิจที่ไม่ก่อรายได้ (divestiture)	1	2	3	4	5
-วางแผนขยายกิจการ	1	2	3	4	5
สนับสนุนส่วนการบริหารระดับที่สอง:					
ช่วยผู้บริหารระดับที่สองในการ:					
-กำหนดเป้าหมาย	1	2	3	4	5
-กำหนดกลยุทธ์	1	2	3	4	5
แนะนำและประเมินแผนในระดับบริหารที่สอง	1	2	3	4	5
รวมแผนในระดับบริหารที่สองเข้ากับแผนองค์กร	1	2	3	4	5
การปรับปรุงการวางแผน:					
ปรับปรุงการคิดเชิงกลยุทธ์ของผู้บริหารระดับสูง	1	2	3	4	5
ปรับปรุงการคิดเชิงกลยุทธ์ของผู้บริหารระดับที่สอง	1	2	3	4	5
ประเมินประสิทธิผลโดยรวมของกระบวนการวางแผน	1	2	3	4	5

ลักษณะกระบวนการวางแผน

128. ท่านมีความเห็นอย่างไรกับข้อความเกี่ยวกับกระบวนการวางแผนข้างล่างนี้?

บทบาท:	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
กระบวนการวางแผนมีบทบาทสำคัญต่อ:						
– การติดต่อสื่อสารภายในองค์กร	1	2	3	4	5	
– การตรวจสอบการทำงาน	1	2	3	4	5	
– การจัดการโครงสร้างองค์กร	1	2	3	4	5	
– การจัดการเรื่องคุณภาพด้านต่างๆ	1	2	3	4	5	
– การจัดการในเรื่องวัฒนธรรมองค์กร	1	2	3	4	5	
– การจัดการด้านรูปแบบการบริหารงาน	1	2	3	4	5	
กระบวนการวางแผนมีความจำเป็นสำหรับการดำเนินงานในอนาคต	1	2	3	4	5	
กระบวนการวางแผนมีส่วนสนับสนุนการพัฒนาธุรกิจใหม่ๆ โดยรวมเอาความชำนาญและทรัพยากรต่างๆจากหน่วยงานระดับต่ำกว่า	1	2	3	4	5	
กระบวนการวางแผนช่วยเพิ่มความมั่นใจว่าความรู้เฉพาะด้านมีอยู่ในองค์กร	1	2	3	4	5	
กระบวนการวางแผนทำให้สามารถวัดยอดขายและกำไรได้	1	2	3	4	5	
กระบวนการวางแผนเป็นตัวกลางในการรวบรวมและจัดทำรายงานทางการเงิน	1	2	3	4	5	
กระบวนการวางแผนช่วยเน้นการวิจัยและพัฒนาเพื่อหาโอกาสทางธุรกิจ	1	2	3	4	5	
การแก้ปัญหาข้อขัดแย้ง:						
กระบวนการวางแผนเพิ่มความมั่นใจว่า ข้อขัดแย้งที่อาจเกิดขึ้นสามารถแก้ไขได้	1	2	3	4	5	
กระบวนการวางแผนเป็นหนทางแก้ไขข้อขัดแย้งในองค์กร	1	2	3	4	5	
กระบวนการวางแผนเป็นเรื่องที่เกี่ยวกับการต่อรอง	1	2	3	4	5	
การแก้ปัญหาเรื่องความไม่แน่นอนและความเสี่ยง:						
กระบวนการวางแผนเป็นวิธีในการจัดการอย่างเป็นระบบกับความไม่แน่นอน	1	2	3	4	5	
กระบวนการวางแผนช่วยให้องค์กรสามารถหลีกเลี่ยงความเสี่ยงที่ไม่สามารถรับได้	1	2	3	4	5	
กระบวนการวางแผนช่วยจำกัดการรับความเสี่ยงของผู้บริหารระดับต้น	1	2	3	4	5	
การจัดสรรทรัพยากรขององค์กร:						
กระบวนการวางแผนเป็นเครื่องมือที่สำคัญในการจัดสรรทรัพยากรขององค์กร	1	2	3	4	5	
กระบวนการวางแผนช่วยให้มั่นใจได้ว่าทรัพยากรที่หาได้ยากขององค์กร ถูกจัดสรรเพิ่มให้ได้ผลตอบแทนที่สูง	1	2	3	4	5	
กระบวนการวางแผนช่วยปรับปรุงการตัดสินใจในเรื่อง การจัดสรรทรัพยากรในระยะยาว	1	2	3	4	5	
กระบวนการวางแผนรวมถึงเรื่องการตัดสินใจในเรื่อง การจัดสรรทรัพยากรในระยะยาว	1	2	3	4	5	

129. ท่านเห็นด้วยมากน้อยแค่ไหนกับข้อความต่อไปนี้?

กระบวนการวางแผน:	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
การวางแผนงานขององค์กรเน้นในเรื่อง						
การปรับเปลี่ยน, พัฒนาและเรียนรู้ในการดำเนินงาน	1	2	3	4	5	
การวางแผนงานขององค์กรเน้นการทำงานประจำ	1	2	3	4	5	
ในการวางแผน ทุกคนมีส่วนร่วมอย่างดี	1	2	3	4	5	
ในองค์กรของท่าน งานประจำทำให้ความตั้งใจในการวางแผนหมดไป	1	2	3	4	5	
บ่อยครั้งที่การวางแผนถูกเห็นว่าเป็นข้อมูลที่บิดเบือน	1	2	3	4	5	
การวิเคราะห์การแข่งขัน:						
องค์กรของท่านพยายามอย่างมากที่จะทราบโครงสร้างราคาของคู่แข่ง	1	2	3	4	5	
องค์กรของท่านเน้นการวิเคราะห์การแข่งขันของสินค้าและบริการ	1	2	3	4	5	
การวิเคราะห์การแข่งขันเป็นหน้าที่ของนักการตลาด	1	2	3	4	5	
การวิเคราะห์การแข่งขันเป็นงานหลักของฝ่ายวางแผนองค์กร	1	2	3	4	5	
การวิเคราะห์การแข่งขันเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5	
การวิเคราะห์การแข่งขันเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5	
การวิเคราะห์การจัดหาแหล่งวัตถุดิบ:						
องค์กรของท่านพยายามอย่างมากที่จะจำแนกแหล่งในการจัดหาวัตถุดิบ	1	2	3	4	5	
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นหน้าที่ของฝ่ายจัดซื้อ	1	2	3	4	5	
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นงานหลักของฝ่ายวางแผนองค์กร	1	2	3	4	5	
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5	
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5	
การวิเคราะห์ลูกค้า:						
องค์กรของท่านพยายามอย่างมากที่จะทราบความต้องการของลูกค้า	1	2	3	4	5	
การวิเคราะห์ลูกค้าเป็นหน้าที่ของนักการตลาด	1	2	3	4	5	
การวิเคราะห์ลูกค้าเป็นงานหลักของฝ่ายวางแผนองค์กร	1	2	3	4	5	
การวิเคราะห์ลูกค้าเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5	
การวิเคราะห์ลูกค้าเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5	

การวิเคราะห์ปัจจัยทางการเมือง:

องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจาก

รัฐบาลที่มีต่อการดำเนินธุรกิจ

ไม่เห็นด้วยอย่างยิ่ง

เห็นด้วยอย่างยิ่ง

1 2 3 4 5

การวิเคราะห์ปัจจัยทางการเมืองเป็นหน้าที่ของฝ่ายปฏิบัติการ

1 2 3 4 5

การวิเคราะห์ปัจจัยทางการเมืองเป็นงานหลักของฝ่ายวางแผนองค์กร

1 2 3 4 5

การวิเคราะห์ปัจจัยทางการเมืองเป็นงานหลักของผู้บริหารระดับสูง

1 2 3 4 5

การวิเคราะห์ปัจจัยทางการเมืองเป็นงานหลักของผู้บริหารระดับที่สอง

1 2 3 4 5

การวิเคราะห์สภาพเศรษฐกิจ:

องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจาก

สภาพเศรษฐกิจที่มีต่อการดำเนินธุรกิจ

1 2 3 4 5

การวิเคราะห์สภาพเศรษฐกิจเป็นหน้าที่ของฝ่ายปฏิบัติการ

1 2 3 4 5

การวิเคราะห์สภาพเศรษฐกิจเป็นงานหลักของฝ่ายวางแผนองค์กร

1 2 3 4 5

การวิเคราะห์สภาพเศรษฐกิจเป็นงานหลักของผู้บริหารระดับสูง

1 2 3 4 5

การวิเคราะห์สภาพเศรษฐกิจเป็นงานหลักของผู้บริหารระดับที่สอง

1 2 3 4 5

การวิเคราะห์สภาพสังคมและวัฒนธรรม:

องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจาก

สภาพสังคมและวัฒนธรรมที่มีต่อการดำเนินธุรกิจ

1 2 3 4 5

การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นหน้าที่ของฝ่ายบุคคล

1 2 3 4 5

การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นงานหลักของฝ่ายวางแผนองค์กร

1 2 3 4 5

การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นงานหลักของผู้บริหารระดับสูง

1 2 3 4 5

การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นงานหลักของผู้บริหารระดับที่สอง

1 2 3 4 5

การวิเคราะห์เทคโนโลยี:

องค์กรของท่านพยายามอย่างมากที่จะทราบความก้าวหน้าทาง

เทคโนโลยีที่มีต่อการดำเนินธุรกิจ

1 2 3 4 5

การวิเคราะห์เทคโนโลยีเป็นหน้าที่ของฝ่ายเทคนิค

1 2 3 4 5

การวิเคราะห์เทคโนโลยีเป็นงานหลักของฝ่ายวางแผนองค์กร

1 2 3 4 5

การวิเคราะห์เทคโนโลยีเป็นงานหลักของผู้บริหารระดับสูง

1 2 3 4 5

การวิเคราะห์เทคโนโลยีเป็นงานหลักของผู้บริหารระดับที่สอง

1 2 3 4 5



ความสอดคล้องของการวางแผน

130. ท่านเห็นด้วยมากน้อยแค่ไหนกับข้อความต่อไปนี้? ถ้าไม่มีแผนองค์กร กรุณาอ้างอิงแผนอื่นที่มี

ความสอดคล้องของการวางแผน :	ไม่เห็นด้วยอย่างยิ่ง					เห็นด้วยอย่างยิ่ง				
การวางแผนการเงินสอดคล้องอย่างใกล้ชิดกับการวางแผนองค์กร	1	2	3	4	5					
การวางแผนปฏิบัติการสอดคล้องอย่างใกล้ชิดกับการวางแผนองค์กร	1	2	3	4	5					
การวางแผนการตลาดสอดคล้องอย่างใกล้ชิดกับการวางแผนองค์กร	1	2	3	4	5					
การวางแผนบุคลากรสอดคล้องอย่างใกล้ชิดกับการวางแผนองค์กร	1	2	3	4	5					
การวางแผนเกี่ยวกับเทคโนโลยีสอดคล้องอย่างใกล้ชิดกับการวางแผนองค์กร	1	2	3	4	5					
คุณภาพของข้อมูลที่ได้รับเพื่อใช้ในการวางแผนองค์กร:										
องค์กรของท่านได้รับข้อมูลคุณภาพดีจากฝ่ายการเงิน	1	2	3	4	5					
องค์กรของท่านได้รับข้อมูลคุณภาพดีจากฝ่ายปฏิบัติการ	1	2	3	4	5					
องค์กรของท่านได้รับข้อมูลคุณภาพดีจากฝ่ายการตลาด	1	2	3	4	5					
องค์กรของท่านได้รับข้อมูลคุณภาพดีจากฝ่ายบุคคล	1	2	3	4	5					
องค์กรของท่านได้รับข้อมูลคุณภาพดีจากฝ่ายพัฒนาเทคโนโลยี (R&D)	1	2	3	4	5					
การต่อต้านการวางแผนองค์กร:										
มีการต่อต้านอย่างมากจากฝ่ายการเงิน	1	2	3	4	5					
มีการต่อต้านอย่างมากจากฝ่ายปฏิบัติการ	1	2	3	4	5					
มีการต่อต้านอย่างมากจากฝ่ายการตลาด	1	2	3	4	5					
มีการต่อต้านอย่างมากจากฝ่ายบุคคล	1	2	3	4	5					
มีการต่อต้านอย่างมากจากฝ่ายพัฒนาเทคโนโลยี	1	2	3	4	5					

บทบาทของบุคคลหรือกลุ่มบุคคลในกระบวนการวางแผน

131. กรรมการผู้จัดการใหญ่มีส่วนเกี่ยวข้องในเรื่องต่อไปนี้ มากน้อยเพียงใด?

	ไม่มีเลย					มากที่สุด				
การกำหนดเป้าหมายและภารกิจหลักขององค์กร	1	2	3	4	5					
การกำหนดทางเลือกสำหรับกลยุทธ์องค์กร	1	2	3	4	5					
การประเมินและอนุมัติแผนองค์กร	1	2	3	4	5					
การรับรองแผนให้เป็นปรัชญาในการดำเนินงานขององค์กร	1	2	3	4	5					

132. คณะกรรมการบริษัทมีส่วนเกี่ยวข้องอย่างน้อยเพียงใดในการวางแผนองค์กร?

ไม่มีเลย					มากที่สุด
1	2	3	4	5	

133. คณะกรรมการบริษัทมีส่วนสนับสนุนกิจกรรมการวางแผนองค์กรอย่างน้อยเพียงใด

ไม่มีเลย					มากที่สุด
1	2	3	4	5	

134. กลุ่มบุคคลต่อไปนี้ มีอิทธิพลต่อการวางแผนองค์กรในด้านต่างๆ มากน้อยเพียงใด?

กรรมการผู้จัดการใหญ่:	ไม่มีเลย					มากที่สุด
จัดวางรูปแบบของแผนองค์กร	1	2	3	4	5	
สมมติฐานที่ใช้ในแผนองค์กร	1	2	3	4	5	
เป้าหมายที่ใช้ในแผนองค์กร	1	2	3	4	5	
กลยุทธ์ที่ใช้ในแผนองค์กร	1	2	3	4	5	
การอนุมัติแผนองค์กร	1	2	3	4	5	
การกำหนดภารกิจหลักของหน่วยงานในระดับบริหารที่สอง	1	2	3	4	5	
คณะกรรมการบริษัทที่มาจากบุคคลภายนอก:						
จัดวางรูปแบบของแผนองค์กร	1	2	3	4	5	
สมมติฐานที่ใช้ในแผนองค์กร	1	2	3	4	5	
เป้าหมายที่ใช้ในแผนองค์กร	1	2	3	4	5	
กลยุทธ์ที่ใช้ในแผนองค์กร	1	2	3	4	5	
การอนุมัติแผนองค์กร	1	2	3	4	5	
การกำหนดภารกิจหลักของหน่วยงานในระดับบริหารที่สอง	1	2	3	4	5	
ฝ่ายวางแผนองค์กร:						
จัดวางรูปแบบของแผนองค์กร	1	2	3	4	5	
สมมติฐานที่ใช้ในแผนองค์กร	1	2	3	4	5	
เป้าหมายที่ใช้ในแผนองค์กร	1	2	3	4	5	
กลยุทธ์ที่ใช้ในแผนองค์กร	1	2	3	4	5	
การอนุมัติแผนองค์กร	1	2	3	4	5	
การกำหนดภารกิจหลักของหน่วยงานในระดับบริหารที่สอง	1	2	3	4	5	
กลุ่มผู้บริหารในระดับการบริหารที่สอง :						
จัดวางรูปแบบของแผนองค์กร	1	2	3	4	5	
สมมติฐานที่ใช้ในแผนองค์กร	1	2	3	4	5	
เป้าหมายที่ใช้ในแผนองค์กร	1	2	3	4	5	
กลยุทธ์ที่ใช้ในแผนองค์กร	1	2	3	4	5	
การอนุมัติแผนองค์กร	1	2	3	4	5	
การกำหนดภารกิจหลักของหน่วยงานในระดับบริหารที่สอง	1	2	3	4	5	

135. ท่านพบปัญหาบ้างหรือไม่จากการใช้ระบบการวางแผนที่กล่าวมาข้างต้น?

- มี
- ไม่มี (ข้ามไปข้อ 136)

ถ้าตอบว่ามี กรุณาระบุปัญหาที่ท่านพบ

ท่านคาดว่าจะมีการเปลี่ยนแปลงระบบการวางแผนเพื่อแก้ปัญหาข้างต้นหรือไม่?

- มี
- ไม่มี

ถ้าตอบว่ามี กรุณาอธิบายการเปลี่ยนแปลงที่ท่านคาดว่าจะมี

136. ในอีก 5 ปีข้างหน้าท่านคาดว่าจะมีการเปลี่ยนแปลงหลักในเรื่องใดบ้างเพื่อให้องค์กรของท่านมีการบริหารงานเชิงกลยุทธ์

137. ท่านเชื่อว่าการวางแผนอย่างไม่เป็นทางการ นำมาซึ่งการบริหารเชิงกลยุทธ์ขององค์กรท่านมากน้อยแค่ไหน?

ไม่เลย					สำคัญที่สุด
1	2	3	4	5	

138. ท่านคิดว่ากระบวนการวางแผนขององค์กรท่านมีประสิทธิภาพแค่ไหน?

ไม่เลย					มากที่สุด
1	2	3	4	5	

139. กระบวนการวางแผนอย่างเป็นทางการ นำมาซึ่งการบริหารเชิงกลยุทธ์ขององค์กรท่านมากน้อยแค่ไหน?

ไม่เลย					สำคัญที่สุด
1	2	3	4	5	

140. ท่านคิดว่าองค์กรของท่านมีการบริหารเชิงกลยุทธ์มากน้อยแค่ไหน?

ไม่เลย					มากที่สุด
1	2	3	4	5	

(ข้ามไปข้อ 163)



ระบบการวางแผนแบบไม่เป็นทางการ

ถ้าท่านตอบ ไม่ใช่ ในข้อ 73, กรุณาตอบคำถามต่อไปนี้

141. อะไรคือเหตุผลที่องค์กรท่าน ไม่ใช้ระบบการวางแผนอย่างเป็นทางการ?

142. ท่านคิดว่า องค์กรท่านมีการบริหารเชิงกลยุทธ์มากน้อยเพียงใด?

ไม่เลย					มากที่สุด
1	2	3	4	5	

143. กรุณาอธิบายขั้นตอนและกระบวนการที่ท่านใช้ในการบริหารงานเชิงกลยุทธ์?

144. องค์กรของท่านมีการกำหนดประเด็นเชิงกลยุทธ์อย่างไร?

- ตามรอบเวลาที่กำหนดเป็นประจำ
- ตามความประสงค์
- เมื่อจำเป็น
- ไม่เลย
- อื่นๆ _____

ถ้าประเด็นเชิงกลยุทธ์มีการกำหนดตามรอบเวลา บ่อยครั้งแค่ไหนที่มีการกำหนดประเด็นเหล่านี้ กรุณาเลือกเพียงหนึ่งข้อ

- มากกว่า 1 หน ต่อปี
- ทุกๆ ปี
- น้อยกว่า 1 หนต่อปี

145. ใครเป็นผู้รับผิดชอบในการกำหนดประเด็นเชิงกลยุทธ์?

146. องค์กรของท่านกำหนดกลยุทธ์หลักเป็นระยะเวลากี่ปี? (กรุณาเลือกเพียง 1 ข้อ)

- น้อยกว่า 1 ปี
- 1-3 ปี
- 4-10 ปี
- มากกว่า 10 ปี
- ไม่สามารถตอบได้

147. กรุณาระบุเรื่องหลักๆ ในการตัดสินใจเชิงกลยุทธ์ ในระยะเวลา 5 ปีที่ผ่านมา

148. ท่านเห็นด้วยกับประโยคต่อไปนี้มากน้อยเพียงใด?

	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
กลยุทธ์ขององค์กรท่านเกิดขึ้นจากวิสัยทัศน์ของกรรมการผู้จัดการใหญ่	1	2	3	4	5	
กรรมการผู้จัดการใหญ่กำหนดเป้าหมายและขอบเขตในการตั้งกลยุทธ์ของผู้บริหารระดับต่ำกว่า	1	2	3	4	5	
กลยุทธ์มาจากการต่อรองระหว่างกลุ่มต่างๆ ในองค์กรท่าน	1	2	3	4	5	
สภาพแวดล้อมเป็นตัวชี้นำกลยุทธ์ขององค์กรท่าน	1	2	3	4	5	
กลยุทธ์ขององค์กรท่านเกิดขึ้นจากกระบวนการปรับตัว						
ต่อเหตุการณ์ภายนอกที่ละน้อย	1	2	3	4	5	
กลยุทธ์ขององค์กรท่านเกิดขึ้นจากการแก้ปัญหาประจำวัน	1	2	3	4	5	

149. ท่านเห็นด้วยกับประโยคอธิบายกระบวนการตัดสินใจเชิงกลยุทธ์ต่อไปนี้มากน้อยเพียงใด?

	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
เป็นกระบวนการต่อเนื่องของที่ละขั้นตอน	1	2	3	4	5	
เป็นเรื่องของสัญชาตญาณ	1	2	3	4	5	
ขึ้นกับเกณฑ์และการวิเคราะห์เป้าหมาย	1	2	3	4	5	

150. ท่านคิดว่าข้อใดอธิบายการตัดสินใจเชิงกลยุทธ์ในเรื่องต่างๆ ขององค์กรท่านได้ดีที่สุด? (กรุณาเลือกเพียง 1 ข้อ)

- การตัดสินใจเกิดจากการรวบรวมความคิดเห็นทั้งหมดเข้าด้วยกัน
- การตัดสินใจไม่มีการรวบรวมความคิดเห็น
- การตัดสินใจเกิดจากการรวบรวมความคิดเห็นอย่างคร่าวๆ

151. ผู้บริหารระดับสูงมีส่วนร่วมในงานต่อไปนี้มากน้อยแค่ไหน?

	ไม่เลย					มากที่สุด
วิเคราะห์ปัจจัยภายนอก	1	2	3	4	5	
จัดเตรียมการศึกษาในเรื่องสำคัญ	1	2	3	4	5	
ปรับปรุงข้อมูลการเงินและการบัญชีสำหรับการตัดสินใจเชิงกลยุทธ์	1	2	3	4	5	
ระบุโอกาสใหม่ๆ ในการประกอบธุรกิจ	1	2	3	4	5	
ปรับปรุงโครงสร้างองค์กรให้ชัดเจนขึ้น เพื่อกำหนดหน่วยธุรกิจ	1	2	3	4	5	
ปรับปรุงคุณภาพของการคิดเชิงกลยุทธ์ในองค์กร	1	2	3	4	5	
กำหนดเป้าหมาย	1	2	3	4	5	
กำหนดภารกิจหลัก	1	2	3	4	5	
กำหนดกลยุทธ์	1	2	3	4	5	
วางแผนควบกิจการ (acquisition)	1	2	3	4	5	
วางแผนขายธุรกิจที่ไม่ก่อรายได้ (divestiture)	1	2	3	4	5	
วางแผนขายธุรกิจไปต่างประเทศ	1	2	3	4	5	
ระบุความต้องการทางการเงิน	1	2	3	4	5	
วางแผนรวมกิจการ (merger)	1	2	3	4	5	
วางแผนร่วมทุน (joint venture)	1	2	3	4	5	
วางแผนจัดหาเงินทุน	1	2	3	4	5	

152. ผู้บริหารระดับที่สอง มีส่วนร่วมในงานต่อไปนี้มากน้อยแค่ไหน?

	ไม่เลย					มากที่สุด
วิเคราะห์ปัจจัยภายนอก	1	2	3	4	5	
จัดเตรียมการศึกษาในเรื่องสำคัญ	1	2	3	4	5	
ปรับปรุงข้อมูลการเงินและการบัญชีสำหรับการตัดสินใจเชิงกลยุทธ์	1	2	3	4	5	
ระบุโอกาสใหม่ๆ ในการประกอบธุรกิจ	1	2	3	4	5	
ปรับปรุงโครงสร้างองค์กรให้ชัดเจนขึ้น เพื่อกำหนดหน่วยธุรกิจ	1	2	3	4	5	
ปรับปรุงคุณภาพของการคิดเชิงกลยุทธ์ในองค์กร	1	2	3	4	5	
กำหนดเป้าหมาย	1	2	3	4	5	
กำหนดภารกิจหลัก	1	2	3	4	5	
กำหนดกลยุทธ์	1	2	3	4	5	
วางแผนควบกิจการ (acquisition)	1	2	3	4	5	
วางแผนขายธุรกิจที่ไม่ก่อรายได้ (divestiture)	1	2	3	4	5	
วางแผนขายธุรกิจไปต่างประเทศ	1	2	3	4	5	
ระบุความต้องการทางการเงิน	1	2	3	4	5	
วางแผนรวมกิจการ (merger)	1	2	3	4	5	
วางแผนร่วมทุน (joint venture)	1	2	3	4	5	
วางแผนจัดหาเงินทุน	1	2	3	4	5	

153. ใน 5 ปีที่ผ่านมา องค์กรของท่านใช้ความพยายาม (เวลา และ การเงิน) ในการวิเคราะห์ข้อมูลด้านต่างๆ ต่อไปนี้ และคุณคาดว่าจะมีการซื้อข้อมูลการวิเคราะห์จากแหล่งภายนอกองค์กรด้วยหรือไม่

	ไม่เลย					มากที่สุด					ซื้อจากแหล่งภายนอก	
	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
เศรษฐกิจภายในประเทศ	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
เศรษฐกิจโลก	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
เทคโนโลยี	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
กฎหมาย นโยบายรัฐ	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
สถานการณ์โลก	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
สภาพสังคม และความเป็นอยู่	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
ตลาดต่างประเทศ	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
ตลาดภายในประเทศ	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
บุคลากร	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่
สภาพการแข่งขัน	1	2	3	4	5	1	2	3	4	5	___ใช่	___ไม่ใช่

154. ใครเป็นผู้จัดทำหรือจัดหาข้อมูลข้างต้น (กรุณาเลือกเพียง 1 ข้อ)

- ผู้บริหารระดับสูง
- ผู้บริหารระดับที่สอง
- กรรมการผู้จัดการใหญ่
- คณะกรรมการบริษัทจากบุคคลภายนอก
- ผู้จัดการทั่วไป
- ผู้บริหารระดับอื่นๆ
- อื่นๆ _____

155. ท่านเห็นด้วยมากน้อยแค่ไหนกับข้อความต่อไปนี้?

การวิเคราะห์การแข่งขัน:	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง	
องค์กรของท่านพยายามอย่างมากที่จะทราบโครงสร้างราคาของคู่แข่ง	1	2	3	4	5
องค์กรของท่านเน้นการวิเคราะห์การแข่งขันของสินค้าและบริการ	1	2	3	4	5
การวิเคราะห์การแข่งขันเป็นหน้าที่ของนักการตลาด	1	2	3	4	5
การวิเคราะห์การแข่งขันเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์การแข่งขันเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์การจัดหาแหล่งวัตถุดิบ:					
องค์กรของท่านพยายามอย่างมากที่จะจำแนกแหล่งในการจัดหาวัตถุดิบ	1	2	3	4	5
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นหน้าที่ของฝ่ายจัดซื้อ	1	2	3	4	5
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์การจัดหาแหล่งวัตถุดิบเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์ลูกค้า:					
องค์กรของท่านพยายามอย่างมากที่จะทราบความต้องการของลูกค้า	1	2	3	4	5
การวิเคราะห์ลูกค้าเป็นหน้าที่ของนักการตลาด	1	2	3	4	5
การวิเคราะห์ลูกค้าเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์ลูกค้าเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์ปัจจัยทางการเมือง:					
องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจากรัฐบาลที่มีต่อการดำเนินธุรกิจ	1	2	3	4	5
การวิเคราะห์ปัจจัยทางการเมืองเป็นหน้าที่ของฝ่ายปฏิบัติการ	1	2	3	4	5
การวิเคราะห์ปัจจัยทางการเมืองเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์ปัจจัยทางการเมืองเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์สภาพเศรษฐกิจ:					
องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจากสภาพเศรษฐกิจที่มีต่อการดำเนินธุรกิจ	1	2	3	4	5
การวิเคราะห์สภาพเศรษฐกิจเป็นหน้าที่ของฝ่ายปฏิบัติการ	1	2	3	4	5
การวิเคราะห์สภาพเศรษฐกิจเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์สภาพเศรษฐกิจเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์สภาพสังคมและวัฒนธรรม:					
องค์กรของท่านพยายามอย่างมากที่จะทราบผลกระทบจากสภาพสังคมและวัฒนธรรมที่มีต่อการดำเนินธุรกิจ	1	2	3	4	5
การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นหน้าที่ของฝ่ายบุคคล	1	2	3	4	5
การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์สภาพสังคมและวัฒนธรรมเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5
การวิเคราะห์เทคโนโลยี:					
องค์กรของท่านพยายามอย่างมากที่จะทราบความก้าวหน้าทางเทคโนโลยีที่มีต่อการดำเนินธุรกิจ	1	2	3	4	5
การวิเคราะห์เทคโนโลยีเป็นหน้าที่ของฝ่ายเทคนิค	1	2	3	4	5
การวิเคราะห์เทคโนโลยีเป็นงานหลักของผู้บริหารระดับสูง	1	2	3	4	5
การวิเคราะห์เทคโนโลยีเป็นงานหลักของผู้บริหารระดับที่สอง	1	2	3	4	5

160. ท่านคาดว่าจะมีการเปลี่ยนแปลงเกี่ยวกับระบบการวางแผนเพื่อแก้ไขปัญหาข้างต้นหรือไม่?

มี

ไม่มี

ถ้าตอบว่ามี ท่านคิดว่าจะมีการเปลี่ยนแปลงอะไร?

161. ท่านคิดว่า องค์กรของท่านจะมีการปรับเปลี่ยนวิธีการบริหารเชิงกลยุทธ์ในอีก 5 ปีข้างหน้าอย่างไร?

กลยุทธ์องค์กรเพื่อการเติบโตของธุรกิจ (สินค้า/บริการและตลาด)

166. กลยุทธ์เพื่อการเติบโตของธุรกิจสามารถจำแนกได้ตามรูปร่างข้างล่างนี้

	สินค้า/บริการ ณ ปัจจุบัน	สินค้า/บริการใหม่
ตลาดปัจจุบัน	a	c
ตลาดใหม่	b	d

กลยุทธ์เพื่อการเติบโตต่อไปนี้มีความสำคัญมากน้อยเพียงใดในช่วง 5 ปีที่ผ่านมา โดยไม่คำนึงว่าธุรกิจจะเติบโตเองหรือเป็นการควบกิจการ?

	ไม่สำคัญเลย					สำคัญมากที่สุด				
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการ ณ ปัจจุบัน ในตลาดปัจจุบัน (a)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการ ณ ปัจจุบัน ในตลาดใหม่ (b)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการใหม่ ในตลาดเดิม (c)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการใหม่ ในตลาดใหม่ (d)	1	2	3	4	5	1	2	3	4	5

ท่านคิดว่า ในอีก 5 ปีข้างหน้า กลยุทธ์เพื่อการเติบโตต่อไปนี้มีความสำคัญมากน้อยเพียงใดต่อองค์กรของท่าน?

	ไม่สำคัญเลย					สำคัญมากที่สุด				
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการ ณ ปัจจุบัน ในตลาดปัจจุบัน (a)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการ ณ ปัจจุบัน ในตลาดใหม่ (b)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการใหม่ ในตลาดเดิม (c)	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านแสวงหาการเติบโตของ สินค้า/บริการใหม่ ในตลาดใหม่ (d)	1	2	3	4	5	1	2	3	4	5



กลยุทธ์แนะนำสินค้า/บริการใหม่

167. ท่านเห็นด้วยกับประโยคต่อไปนี้มากน้อยแค่ไหน?

องค์กรของท่านพยายามที่จะ:

ไม่เห็นด้วยอย่างยิ่ง

เห็นด้วยอย่างยิ่ง

	1	2	3	4	5
▪ เป็นรายแรกที่นำสินค้า/บริการใหม่เข้าสู่ตลาด	1	2	3	4	5
▪ เป็นผู้ตามรายแรกๆ ในตลาดใหม่ซึ่งโตเร็วมาก	1	2	3	4	5
▪ เป็นผู้ตามรายหลังๆ ที่เข้าสู่ตลาดซึ่งยังเติบโตอยู่	1	2	3	4	5
▪ เข้าสู่ตลาดที่อิ่มตัว/โตคงที่	1	2	3	4	5
▪ เข้าสู่ตลาดที่กำลังถดถอย	1	2	3	4	5

หน่วยงานความรับผิดชอบต่อสินค้า/บริการและตลาดใหม่

168. ท่านเห็นด้วยกับข้อความต่อไปนี้มากน้อยแค่ไหน?

ไม่เห็นด้วยอย่างยิ่ง

เห็นด้วยอย่างยิ่ง

การพัฒนาสินค้า/บริการใหม่:

	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยปฏิบัติการที่ระดับบริหารที่ ๒	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยงานพิเศษ	1	2	3	4	5

การกลั่นกรองความคิดเกี่ยวกับสินค้า/บริการใหม่:

	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยปฏิบัติการที่ระดับบริหารที่ ๒	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยงานพิเศษ	1	2	3	4	5

การพัฒนาตลาดใหม่:

	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยปฏิบัติการที่ระดับบริหารที่ ๒	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยงานพิเศษ	1	2	3	4	5

การกลั่นกรองความคิดเกี่ยวกับตลาดใหม่:

	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยปฏิบัติการที่ระดับบริหารที่ ๒	1	2	3	4	5
▪ เป็นความรับผิดชอบของหน่วยงานพิเศษ	1	2	3	4	5



กลยุทธ์การวิจัยและพัฒนา

169. ท่านเห็นด้วยกับข้อความเกี่ยวกับกลยุทธ์การวิจัยและพัฒนาต่อไปนี้มากน้อยแค่ไหน?

	ไม่เห็นด้วยอย่างยิ่ง					เห็นด้วยอย่างยิ่ง				
องค์กรของท่านมีนวัตกรรมทางเทคโนโลยีอย่างสูง	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านมีนวัตกรรมทางการบริการอย่างสูง	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านเน้นการลงทุนในงานวิจัยและพัฒนา	1	2	3	4	5	1	2	3	4	5
งานวิจัยและพัฒนาขององค์กรท่านพยายามหลีกเลี่ยงงานที่มีความเสี่ยงสูง	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านต้องการเติบโตโดยการควบกิจการมากกว่าจากการวิจัยและพัฒนาภายใน	1	2	3	4	5	1	2	3	4	5

170. ในระยะเวลา 5 ปีที่ผ่านมา องค์กรของท่านจัดสรรงบประมาณสำหรับงานวิจัยและพัฒนาไว้ร้อยละเท่าใดเมื่อเทียบกับรายได้ขององค์กร?

ร้อยละ: _____

171. งบประมาณสำหรับการวิจัยและพัฒนาข้างต้นสามารถแบ่งสัดส่วนสำหรับสินค้า/บริการใหม่ และกระบวนการดำเนินงานใหม่ๆ ได้อย่างไร?

สินค้า/บริการใหม่ ร้อยละ _____

กระบวนการใหม่ ร้อยละ _____

รวมทั้งสิ้น ร้อยละ 100

172. งบประมาณสำหรับการวิจัยและพัฒนาสามารถจัดสรรให้กับการพัฒนาเทคโนโลยีข่าวสาร (information technology)?

ร้อยละ _____

กลยุทธ์ขยายธุรกิจไปต่างประเทศ

หากท่านเป็นสาขาของกลุ่มโรงแรมต่างประเทศ กรุณาข้ามไปข้อ 182

173. องค์กรของท่านมีการดำเนินกิจการในต่างประเทศหรือไม่?

มี (ข้ามไปข้อ 174)

ไม่มี

ถ้าตอบไม่มี ในอีก 5 ปีข้างหน้า องค์กรของท่านวางแผนที่จะดำเนินกิจการในต่างประเทศหรือไม่?

มี

ไม่มี

ข้ามไปข้อ 182

174. รายได้จากการดำเนินกิจการในต่างประเทศคิดเป็นร้อยละเท่าใดของรายได้ทั้งหมด?

ร้อยละ: _____

รายได้จากต่างประเทศเหล่านี้แบ่งตามประเภทธุรกิจหลักได้อย่างไร?

ประเภทของธุรกิจ	ร้อยละของรายได้ต่างประเทศทั้งหมด
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
รวมทั้งสิ้น	100

175. ท่านคาดว่าในอีก 5 ปีข้างหน้า รายได้จากการดำเนินกิจการในต่างประเทศจะเป็นเท่าใดเมื่อเทียบกับรายได้ทั้งหมด?

ร้อยละ: _____

ท่านคาดว่ารายได้จากต่างประเทศเหล่านี้แบ่งตามประเภทธุรกิจหลักได้อย่างไร?

ประเภทของธุรกิจ	ร้อยละของรายได้ต่างประเทศทั้งหมด
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
รวมทั้งสิ้น	100

176. องค์กรของท่านเริ่มมีการดำเนินกิจการในต่างประเทศเมื่อใด?

ปี: _____

177. ประเทศใดบ้างที่ขององค์กรของท่านดำเนินกิจการ?

1. _____
2. _____
3. _____

178. เหตุผลที่เลือกประเทศเหล่านี้ในการดำเนินกิจการ คือ

1. _____
2. _____
3. _____

179. ท่านคาดว่าประเทศใดบ้างที่องค์กรของท่านจะดำเนินกิจการในอีก 5 ปีข้างหน้า?

1. _____

2. _____

3. _____

180. ข้อความใดต่อไปนี้อธิบายโครงสร้างของการดำเนินกิจการในต่างประเทศขององค์กรท่านได้ดีที่สุด (กรุณาเลือกเพียงหนึ่งข้อ)

- ฝ่ายธุรกิจต่างประเทศ
- กรรมการผู้จัดการใหญ่ของบริษัทลูก รายงานต่อกรรมการผู้จัดการใหญ่ของสำนักงานใหญ่
- หัวหน้าหน่วยในต่างประเทศ รายงานต่อกรรมการผู้จัดการใหญ่ของสำนักงานใหญ่
- หัวหน้าส่วนต่างประเทศ รายงานต่อกรรมการผู้จัดการใหญ่ของสำนักงานใหญ่
- หัวหน้าภูมิภาครายงานต่อกรรมการผู้จัดการใหญ่ของสำนักงานใหญ่
- หน่วยงานปฏิบัติการต่างประเทศรายงานต่อผู้จัดการ
- อื่นๆ (กรุณาระบุ) _____

181. ท่านเห็นด้วยกับข้อความต่อไปนี้เกี่ยวกับกลยุทธ์ขยายธุรกิจไปต่างประเทศ มากน้อยแค่ไหน?

การเห็นต่างประเทศ:	ไม่เห็นด้วยอย่างยิ่ง					เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5	1	2	3	4	5
การวางแผนองค์กรยึดหลักตามมาตรฐานสากล	1	2	3	4	5					
การวางแผนในระดับบริหารที่ ๒ ยึดหลักตามมาตรฐานสากล	1	2	3	4	5					
กลยุทธ์การจัดหายึดหลักตามมาตรฐานสากล	1	2	3	4	5					
กลยุทธ์การลงทุนยึดหลักตามมาตรฐานสากล	1	2	3	4	5					
กลยุทธ์การตลาดยึดหลักตามมาตรฐานสากล	1	2	3	4	5					
กลยุทธ์การขยายธุรกิจไปต่างประเทศ :										
สินค้า/บริการใหม่จะออกสู่ตลาดต่างประเทศหลังจากตลาดในประเทศไทย	1	2	3	4	5					
องค์กรของท่านมุ่งหาตลาดต่างประเทศที่สามารถขายสินค้า/บริการและเทคโนโลยี ณ ปัจจุบัน ได้	1	2	3	4	5					
องค์กรของท่านปรับปรุงสินค้า/บริการ และเทคโนโลยีเพื่อเจาะตลาดต่างประเทศ	1	2	3	4	5					
องค์กรของท่านพัฒนาสินค้า/บริการ และเทคโนโลยีใหม่ๆ สำหรับตลาดต่างประเทศโดยเฉพาะ	1	2	3	4	5					
องค์กรของท่านแสวงหาสัญญาข้อตกลงสำหรับสินค้า/บริการและเทคโนโลยี จากต่างประเทศ	1	2	3	4	5					
องค์กรของท่านแสวงหาการร่วมทุนในการดำเนินงานในต่างประเทศ	1	2	3	4	5					
องค์กรของท่านแสวงหาการรวมกิจการในการดำเนินงานในต่างประเทศ	1	2	3	4	5					

กลยุทธ์การร่วมทุน (Joint Venture)

194. องค์กรของท่านมีการร่วมทุนกับองค์กรอื่น ในช่วง 5 ปีที่ผ่านมาบ้างหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 197)

195. องค์กรของท่านมีการร่วมทุนกับองค์กรอื่นจำนวนเท่าใดในช่วง 5 ปีที่ผ่านมา?

ในประเทศ _____

ต่างประเทศ _____

196. ท่านเห็นด้วยกับเหตุผลในการการร่วมทุนต่อไปนี้อย่างไร?

	ไม่สำคัญเลย					สำคัญมาก				
	1	2	3	4	5	1	2	3	4	5
▪ เพื่อขยายธุรกิจหลัก										
▪ เพื่อพัฒนาสายธุรกิจใหม่										
▪ เพื่อขยายธุรกิจเดิม ไปยังตลาดใหม่										
▪ เพื่อขยายสายธุรกิจใหม่ ไปยังตลาดใหม่										
▪ อื่นๆ (กรุณาระบุ)										

197. ท่านคาดว่าจะการร่วมทุนจะมีบทบาทสำคัญต่อกลยุทธ์องค์กรของท่านอย่างไรในอีก 5 ปีข้างหน้า?

	ไม่มีบทบาท					มีบทบาทอย่างมาก				
	1	2	3	4	5	1	2	3	4	5
=====										
=====										
=====										
=====										
=====										
=====										
=====										
=====										
=====										
=====										

การจัดการด้านคุณภาพ

198. การจัดการด้านคุณภาพมีความสำคัญมากน้อยเพียงใดต่อองค์กรของท่านในช่วง 5 ปีที่ผ่านมา?

	ไม่สำคัญเลย					สำคัญมากที่สุด				
	1	2	3	4	5	1	2	3	4	5

199. ท่านคิดว่า การจัดการด้านคุณภาพจะมีความสำคัญมากน้อยเพียงใดต่อองค์กรของท่านในอีก 5 ปีข้างหน้า?

	ไม่สำคัญเลย					สำคัญมากที่สุด				
	1	2	3	4	5	1	2	3	4	5

200. การจัดการด้านคุณภาพถือเป็นประเด็นด้านกลยุทธ์หรือไม่?

	ไม่เลย					มากที่สุด				
	1	2	3	4	5	1	2	3	4	5

201. กรุณาอธิบายกลยุทธ์เพื่อเข้าถึงคุณภาพขององค์กรท่าน

202. ใครเป็นผู้รับผิดชอบในการระบุประเด็นคุณภาพเชิงกลยุทธ์ดังกล่าว? (สามารถเลือกได้มากกว่า 1 ข้อ)

- ผู้บริหารระดับสูง
- กรรมการผู้จัดการใหญ่
- คณะกรรมการบริหารที่มาจากบุคคลภายนอก
- ผู้บริหารระดับที่สอง
- หน่วยงานพิเศษในระดับบริหารที่สอง
- หน่วยงานแผนองค์กร
- ผู้บริหารระดับอื่นๆ
- อื่นๆ กรุณาระบุ _____

203. พนักงานในองค์กรของท่านมีส่วนร่วมในกระบวนการคุณภาพนี้มากน้อยแค่ไหน?

ไม่เกี่ยวข้องเลย

เกี่ยวข้องมากที่สุด

1

2

3

4

5

204. พนักงานมีส่วนร่วมรับผิดชอบต่อคุณภาพสินค้า/บริการหรือไม่?

- มี
- ไม่มี

205. ท่านเห็นด้วยกับประโยคต่อไปนี้มากน้อยแค่ไหน?

	ไม่เห็นด้วยอย่างยิ่ง			เห็นด้วยอย่างยิ่ง		
ความสำคัญของการจัดการคุณภาพทั่วทั้งองค์กร :						
การจัดการคุณภาพเป็นปรัชญาขององค์กร	1	2	3	4	5	
การปรับปรุงคุณภาพอย่างต่อเนื่องเป็นปัจจัยหลักในการบริหารเชิงกลยุทธ์ขององค์กรท่าน	1	2	3	4	5	
ทุกคนในองค์กรร่วมรับผิดชอบในเรื่องคุณภาพ	1	2	3	4	5	
คุณภาพของการบริการลูกค้าถือเป็นเรื่องสำคัญ	1	2	3	4	5	
ผู้บริหารระดับสูงกับคุณภาพ:						
กรรมการผู้จัดการใหญ่มุ่งสร้างปรัชญาการจัดการคุณภาพในองค์กร	1	2	3	4	5	
ผู้บริหารอาวุโสพร้อมใจที่จะปรับปรุงคุณภาพอย่างต่อเนื่อง	1	2	3	4	5	
ผู้บริหารอาวุโสเป็นผู้นำในการปรับปรุงคุณภาพอย่างต่อเนื่อง	1	2	3	4	5	
พนักงานกับคุณภาพ:						
องค์กรของท่านมีการตอบแทนพิเศษสำหรับพนักงานที่มีผลงานในการปรับปรุงคุณภาพ	1	2	3	4	5	
การอบรมพนักงานในประเด็นคุณภาพถือเป็นเรื่องสำคัญในองค์กร	1	2	3	4	5	
การประเมินคุณภาพ:						
องค์กรของท่านมีการประเมินคุณภาพของสินค้า/บริการเป็นประจำ	1	2	3	4	5	
องค์กรของท่านมีการประเมินคุณภาพของกระบวนการผลิตการบริการเป็นประจำ	1	2	3	4	5	
ลูกค้าสัมพันธ์:						
องค์กรของท่านพยายามอย่างต่อเนื่องเพื่อสร้างเสริมความสัมพันธ์อันดีกับลูกค้า	1	2	3	4	5	
องค์กรของท่านมีการประเมินความพึงพอใจของลูกค้าอย่างสม่ำเสมอ	1	2	3	4	5	
องค์กรของท่านหาความต้องการและความคาดหวังของลูกค้าในอนาคตอย่างสม่ำเสมอ	1	2	3	4	5	

206. องค์กรของท่านทั้งหมดได้รับประกาศนียบัตรด้านคุณภาพภายใต้มาตรฐาน ISO 9000 หรือไม่?

- ได้รับ
 ไม่ได้รับ

ถ้าตอบว่าไม่ แล้วโรงแรมแต่ละแห่งของท่านได้รับประกาศนียบัตรด้านคุณภาพภายใต้มาตรฐาน ISO 9000 บ้างหรือไม่?

- ได้รับ
 ไม่ได้รับ

ถ้าตอบว่าไม่ทั้งสองข้อ แล้วองค์กรของท่านมีแผนที่จะได้รับประกาศนียบัตรด้านคุณภาพ ในอีก 5 ปีข้างหน้าหรือไม่?

- มี
 ไม่มี

207. องค์กรของท่านได้รับรางวัลที่เกี่ยวข้องกับการจัดการด้านคุณภาพบ้างหรือไม่?

- ได้
 ไม่ได้

ถ้าตอบว่าได้ กรุณาระบุ _____

208. ปัจจุบันนี้ องค์กรของท่านประสบปัญหาเกี่ยวกับวิธีการจัดการคุณภาพบ้างหรือไม่?

- มี
 ไม่มี (ข้ามไปข้อ 210)

ถ้าตอบว่ามี กรุณาระบุปัญหาหลัก

209. ท่านคาดว่าจะมีการเปลี่ยนแปลงใดๆ เพื่อแก้ปัญหาเหล่านี้หรือไม่?

- มี
 ไม่มี

ถ้าตอบว่ามี ท่านคาดว่าจะมีการเปลี่ยนแปลงอะไรในอีก 5 ปีข้างหน้า?

210. ท่านคาดว่าจะมีการเปลี่ยนแปลงที่สำคัญเกี่ยวกับการจัดการคุณภาพในองค์กรของท่านในอีก 5 ปีข้างหรือไม?

- มี
- ไม่มี

ถ้าตอบว่ามี ท่านคาดว่าจะมีการเปลี่ยนแปลงใดเกิดขึ้น?



การจัดการด้านวัฒนธรรมองค์กร

211. การจัดการด้านวัฒนธรรมองค์กรมีความสำคัญแค่ไหนสำหรับองค์กรของท่าน?

ไม่เลย 1 2 3 4 5 มากที่สุด

212. ผู้บริหารอาวุโสมีความพึงพอใจแค่ไหนกับวัฒนธรรมองค์กร?

ไม่พอใจอย่างมาก 1 2 3 4 5 พอใจมาก

213. บุคคล/กลุ่มบุคคลต่อไปนี้มีอิทธิพลต่อวัฒนธรรมองค์กรของท่านมากน้อยแค่ไหน?

	ไม่มีอิทธิพลเลย					มีอิทธิพลมาก
	1	2	3	4	5	
คณะกรรมการบริหารจากกลุ่มบุคคลภายนอก	1	2	3	4	5	
สมาชิกในครอบครัว (ถ้าเป็นธุรกิจครอบครัว)	1	2	3	4	5	n.a.
กลุ่มโรงแรม (ถ้ามี)	1	2	3	4	5	n.a.
กรรมการผู้จัดการใหญ่	1	2	3	4	5	
คณะผู้บริหารระดับสูงสุด	1	2	3	4	5	
ฝ่ายวางแผนองค์กร	1	2	3	4	5	n.a.
คณะผู้บริหารระดับสูงที่สอง	1	2	3	4	5	
อื่นๆ กรุณาระบุ	1	2	3	4	5	

214. กรุณาอธิบายลักษณะที่สำคัญของวัฒนธรรมองค์กรท่าน? เช่น การที่พนักงานมีความซื่อสัตย์ต่อองค์กร (loyalty)

215. ท่านเห็นด้วยกับข้อความต่อไปนี้มากน้อยแค่ไหน?

	ไม่เห็นด้วยอย่างยิ่ง					เห็นด้วยอย่างยิ่ง				
	1	2	3	4	5	1	2	3	4	5
องค์กรของท่านสนับสนุนการพัฒนาและปฏิบัติตามความคิดเห็นใหม่ๆ	1	2	3	4	5					
องค์กรของท่านสนับสนุนการสื่อสารและความร่วมมือระหว่างฝ่ายต่างๆ	1	2	3	4	5					
องค์กรของท่านสนับสนุนการปรึกษาหารือเรื่องความขัดแย้งหรือ ความเห็นที่แตกต่างอย่างเปิดเผย	1	2	3	4	5					
องค์กรของท่านสนับสนุนการร่วมตัดสินใจระหว่างระดับต่างๆ ขององค์กร	1	2	3	4	5					
องค์กรของท่านสนับสนุนการสนทนาอย่างไม่เป็นทางการระหว่างหัวหน้ากับลูกน้อง	1	2	3	4	5					
องค์กรของท่านสนับสนุนการทำงานเป็นทีมมากกว่าการทำคนเดียว	1	2	3	4	5					
องค์กรของท่านเน้นการทำงานให้เสร็จแม้ว่าจะอาจไม่เป็นไปตามขั้นตอนที่เป็นทางการ	1	2	3	4	5					
องค์กรของท่านมีการสื่อสาร ภารกิจหลัก กลยุทธ์และเป้าหมาย แก่พนักงาน	1	2	3	4	5					
ในองค์กรของท่าน ผู้จัดการสนับสนุนลูกน้องเป็นอย่างมาก	1	2	3	4	5					
ในองค์กรของท่าน พนักงานได้รับผลตอบแทนจากการปฏิบัติงานดีเด่น	1	2	3	4	5					

216. ขั้นตอนหลักในการสร้างวัฒนธรรมองค์กรเป็นอย่างไร?

217. ผู้บริหารระดับสูงมีความพยายามที่จะปรับเปลี่ยนวัฒนธรรมองค์กร ในช่วง 5 ปี ที่ผ่านมาบ้างหรือไม่?

- มี
- ไม่มี (ข้ามไปข้อ 224)

218. เหตุผลหลักในความพยายามข้างต้นคืออะไร?

219. วัฒนธรรมองค์กรท่านเปลี่ยนแปลงไปอย่างไร?

220. อะไรคือปัจจัยหลักที่สนับสนุนการเปลี่ยนแปลงนี้?

221. ท่านคิดว่าอะไรเป็นปัจจัยหลักที่ทำให้ยากที่จะเปลี่ยนแปลงดังกล่าว?

222. องค์กรของท่านมีปัญหาลงมือปฏิบัติการเปลี่ยนแปลงดังกล่าวหรือไม่?

- มี
- ไม่มี

ถ้าตอบว่ามี อะไรคือปัญหาหลักที่ท่านพบ?

223. ท่านเห็นว่าการเปลี่ยนแปลงดังกล่าวประสบความสำเร็จมากน้อยแค่ไหน?

ไม่ประสบความสำเร็จอย่างมาก					ประสบความสำเร็จอย่างมาก
1	2	3	4	5	

224. ท่านคาดว่าจะมีการเปลี่ยนแปลงในวัฒนธรรมองค์กรในอีก 5 ปีข้างหน้าหรือไม่?

- มี
- ไม่มี

ถ้าตอบว่ามี อะไรคือการเปลี่ยนแปลงที่ท่านคาด?

เครื่องมือ เทคนิคต่างๆ ที่ใช้ช่วยวิเคราะห์ในการพัฒนากลยุทธ์องค์กร

225. เครื่องมือ/เทคนิคต่อไปนี้ มีอิทธิพลต่อกลยุทธ์ขององค์กรท่านอย่างไรในช่วง 5 ปีที่ผ่านมา?

เทคนิคในการวิเคราะห์สิ่งแวดล้อมภายในภายนอกองค์กร:

	ไม่เลย					มากที่สุด
PEST Analysis (political, economic, social, technological)	1	2	3	4	5	
Five Forces Analysis (supplier, buyer, competitor, new entrant, substitute)	1	2	3	4	5	
SWOT Analysis (strengths, weaknesses, opportunities, threats)	1	2	3	4	5	
Product Life Cycle Analysis	1	2	3	4	5	
Forecasting model	1	2	3	4	5	
Other analysis techniques (please specify)						
_____	1	2	3	4	5	
_____	1	2	3	4	5	

เทคนิคในการวางแผน:

BCG Service Portfolio Matrix	1	2	3	4	5	
General Electric Matrix	1	2	3	4	5	
Service and Market Portfolio Matrix	1	2	3	4	5	
Multifactor Matrix	1	2	3	4	5	
Benchmarking	1	2	3	4	5	
Grand Strategy Matrix	1	2	3	4	5	
TQM (Total Quality Management)	1	2	3	4	5	
Other techniques (please specify)						
_____	1	2	3	4	5	
_____	1	2	3	4	5	

226. ท่านคาดว่าจะในอีก 5 ปีข้างหน้า เครื่องมือ/เทคนิคต่อไปนี้จะมีอิทธิพลต่อกลยุทธ์ขององค์กรท่านอย่างไร?

เทคนิคในการวิเคราะห์สิ่งแวดล้อมภายใน/ภายนอกองค์กร:

	ไม่เลย					มากที่สุด
	1	2	3	4	5	
PEST Analysis (political, economic, social, technological)	1	2	3	4	5	
Five Forces Analysis (supplier, buyer, competitor, new entrant, substitute)	1	2	3	4	5	
SWOT Analysis (strengths, weaknesses, opportunities, threats)	1	2	3	4	5	
Product Life Cycle Analysis	1	2	3	4	5	
Forecasting model	1	2	3	4	5	
Other analysis techniques (please specify)						
_____	1	2	3	4	5	
_____	1	2	3	4	5	

เทคนิคในการวางแผน:

BCG Service Portfolio Matrix	1	2	3	4	5
General Electric Matrix	1	2	3	4	5
Service and Market Portfolio Matrix	1	2	3	4	5
Multifactor Matrix	1	2	3	4	5
Benchmarking	1	2	3	4	5
Grand Strategy Matrix	1	2	3	4	5
TQM (Total Quality Management)	1	2	3	4	5
Other techniques (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

227. การเปรียบเทียบกับองค์กรอื่น (Benchmarking) มีอิทธิพลต่อกลยุทธ์องค์กร ในช่วง 5 ปีที่ผ่านมา มากน้อยแค่ไหน?

ไม่เลย					มากที่สุด
1	2	3	4	5	

228. ท่านคิดว่าการเปรียบเทียบกับองค์กรอื่น (Benchmarking) จะมีอิทธิพลต่อกลยุทธ์องค์กร ในอีก 5 ปีข้างหน้า มากน้อยแค่ไหน?

ไม่เลย					มากที่สุด
1	2	3	4	5	

229. องค์กรของท่านทำการเปรียบเทียบกับกลุ่มต่อไปนี้มากน้อยแค่ไหน?

	ไม่เลย				มากที่สุด
คู่แข่งชั้นในประเทศไทย	1	2	3	4	5
คู่แข่งชั้นในต่างประเทศ	1	2	3	4	5
องค์กรในประเทศที่ไม่ได้อยู่ในอุตสาหกรรมโรงแรม	1	2	3	4	5
องค์กรในต่างประเทศที่ไม่ได้อยู่ในอุตสาหกรรมโรงแรม	1	2	3	4	5

230. กรุณาระบุลักษณะสำคัญที่ท่านเห็นว่าเป็นส่วนสำคัญในกระบวนการเปรียบเทียบกับองค์กรอื่น?



การตัดสินใจในการจัดสรรทรัพยากรขององค์กรในระยะยาว

231. องค์กรของท่านมีการแยกระหว่างงบประมาณสำหรับทรัพยากรที่ต้องใช้เพื่อการดำเนินงานในปัจจุบันกับทรัพยากรที่จะให้ประโยชน์ในระยะยาวอย่างไร?

	ไม่แตกต่าง			แตกต่างมาก	
ค่าใช้จ่ายในการลงทุน	1	2	3	4	5
ค่าใช้จ่ายในการทำวิจัยและพัฒนา	1	2	3	4	5
ค่าใช้จ่ายในการพัฒนาตลาด	1	2	3	4	5
ค่าใช้จ่ายในการพัฒนาทรัพยากรบุคคล	1	2	3	4	5

232. เกณฑ์ในการประเมินข้อเสนอเรื่องค่าใช้จ่ายที่คาดว่าจะให้ผลตอบแทนในระยะยาว ต่อไปนี้มีความสำคัญเพียงใด?

เกณฑ์ทางการเงิน:	ไม่สำคัญเลย					สำคัญมาก				
พยากรณ์ผลตอบแทนจากการลงทุน	1	2	3	4	5					
พยากรณ์กำไรสุทธิจากการดำเนินงาน	1	2	3	4	5					
ผลประโยชน์จากกระแสเงินสดระยะสั้น	1	2	3	4	5					
การวิเคราะห์เงินหมุนเวียนแบบคิดส่วนลด	1	2	3	4	5					
เกณฑ์ทางการตลาด:										
ส่วนแบ่งทางการตลาด	1	2	3	4	5					
พยากรณ์การเติบโตของส่วนแบ่งทางการตลาด	1	2	3	4	5					
การเติบโตของตลาด	1	2	3	4	5					
พยากรณ์การเติบโตของยอดขาย	1	2	3	4	5					
เกณฑ์ทางด้านบุคลากร:										
บันทึกประวัติของหน่วยที่เสนอขอทุน	1	2	3	4	5					
บันทึกประวัติของผู้จัดการหน่วยที่เสนอขอทุน	1	2	3	4	5					
เกณฑ์อื่น ๆ :										
ผลกระทบต่อกำไรต่อหุ้น	1	2	3	4	5					
ผลกระทบต่อความต้องการใช้ทรัพยากรขององค์กร	1	2	3	4	5					
อื่นๆ กรุณาระบุ _____	1	2	3	4	5					



ส่วนที่ห้า: สิ่งแวดล้อมภายนอกองค์กร

ความต้องการสินค้า/บริการ

233. ในช่วง 5 ปีที่ผ่านมา อัตราการเข้าพักของโรงแรมท่านเป็นเท่าใด?

_____ %

234. อัตราการเข้าพักของโรงแรมดังกล่าวสามารถคาดเดาล่วงหน้าได้มากน้อยเพียงใด?

คาดเดาไม่ได้เลย					คาดเดาได้สูงมาก
1	2	3	4	5	

235. ในอีก 5 ปีข้างหน้า ท่านคาดว่าอัตราการเข้าพักของโรงแรมท่านจะเป็นเท่าใด?

_____ %

236. ท่านคิดว่าอัตราการเข้าพักของโรงแรมดังกล่าวสามารถคาดเดาล่วงหน้าได้มากน้อยเพียงใด?

คาดเดาไม่ได้เลย					คาดเดาได้สูงมาก
1	2	3	4	5	

237. ในช่วงเวลา 5 ปีที่ผ่านมา ท่านประเมินยอดขาย/รายรับขององค์กรท่านว่าเป็นอย่างไร เมื่อแยกตามความสามารถในการประมาณความต้องการในสินค้า/บริการ ดังต่อไปนี้

ความต้องการสินค้า/บริการ

สามารถประมาณได้ล่วงหน้าอย่างมาก _____ %

สามารถประมาณได้ล่วงหน้า _____ %

สามารถประมาณได้ล่วงหน้าบ้าง _____ %

ไม่สามารถประมาณได้ _____ %

ไม่สามารถประมาณได้ล่วงหน้าเลย _____ %

100%

238. ในอีก 5 ปีข้างหน้า ท่านคาดว่าจะยอดขาย/รายรับขององค์กรท่านจะเป็นอย่างไร เมื่อแยกตามความสามารถในการประมาณความต้องการในสินค้า/บริการ ดังต่อไปนี้

ความต้องการสินค้า/บริการ

สามารถประมาณได้ล่วงหน้าอย่างมาก _____ %

สามารถประมาณได้ล่วงหน้า _____ %

สามารถประมาณได้ล่วงหน้าบ้าง _____ %

ไม่สามารถประมาณได้ _____ %

ไม่สามารถประมาณได้ล่วงหน้าเลย _____ %

100%

239. ในช่วงเวลา 5 ปีที่ผ่านมา สัดส่วนยอดขาย/รายรับขององค์กรท่านเป็นอย่างไร เมื่อแยกตามกลุ่มตลาดที่มีการเติบโตต่างๆ ดังนี้

ตลาดที่เติบโตเกิน 20% ต่อปี	_____ %
ตลาดที่เติบโต 10-20% ต่อปี	_____ %
ตลาดที่เติบโต 5-10% ต่อปี	_____ %
ตลาดที่เติบโต 0-5% ต่อปี	_____ %
ตลาดที่กำลังถดถอย	_____ %
	100%

240. ในอีก 5 ปีข้างหน้า ท่านคาดว่าสัดส่วนยอดขาย/รายรับขององค์กรท่านเป็นอย่างไร เมื่อแยกตามกลุ่มตลาดที่มีการเติบโตต่างๆ ดังนี้

ตลาดที่เติบโตเกิน 20% ต่อปี	_____ %
ตลาดที่เติบโต 10-20% ต่อปี	_____ %
ตลาดที่เติบโต 5-10% ต่อปี	_____ %
ตลาดที่เติบโต 0-5% ต่อปี	_____ %
ตลาดที่กำลังถดถอย	_____ %
	100%



สภาพการแข่งขัน

241. ยอดขายของท่านเมื่อเปรียบเทียบกับสภาพการแข่งขันเป็นอย่างไร?

เมื่อเทียบกับคู่แข่งหลัก 1-2 ราย:

- องค์กรของท่านเป็นผู้นำในตลาด _____ %
- องค์กรของท่านไม่ได้เป็นผู้นำในตลาด _____ %

เมื่อเทียบกับคู่แข่งหลัก 3-7 ราย:

- องค์กรของท่านเป็นผู้นำในตลาด _____ %
- องค์กรของท่านไม่ได้เป็นผู้นำในตลาด _____ %

เมื่อเทียบกับคู่แข่งหลัก 7 รายขึ้นไป:

- องค์กรของท่านเป็นผู้นำในตลาด _____ %
- องค์กรของท่านไม่ได้เป็นผู้นำในตลาด _____ %
- รวม 100%

242. ในช่วงเวลา 5 ปีที่ผ่านมา ท่านประเมินยอดขายขององค์กรท่านว่าเป็นอย่างไร เมื่อแยกตามความสามารถในการประมาณคู่แข่งชั้นดังต่อไปนี้

สามารถประมาณได้ล่วงหน้าอย่างมาก	_____ %
สามารถประมาณได้ล่วงหน้า	_____ %
สามารถประมาณได้ล่วงหน้าบ้าง	_____ %
ไม่สามารถประมาณได้	_____ %
ไม่สามารถประมาณได้ล่วงหน้าเลย	_____ %
	100%

243. ในอีก 5 ปีข้างหน้า ท่านคาดว่าจะยอดขายขององค์กรท่านจะเป็นอย่างไร เมื่อแยกตามความสามารถในการประมาณคู่แข่งชั้น ดังต่อไปนี้

สามารถประมาณได้ล่วงหน้าอย่างมาก	_____ %
สามารถประมาณได้ล่วงหน้า	_____ %
สามารถประมาณได้ล่วงหน้าบ้าง	_____ %
ไม่สามารถประมาณได้	_____ %
ไม่สามารถประมาณได้ล่วงหน้าเลย	_____ %
	100%



ส่วนแบ่งทางการตลาด

244. ในช่วง 5 ปีที่ผ่านมา ส่วนแบ่งทางการตลาดขององค์กรท่านเป็นอย่างไร?

ตลาดที่สำคัญที่สุด:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%

ตลาดรองลงมา:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%

ตลาดที่สาม:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%

245. ในอีก 5 ปีข้างหน้า ท่านคาดว่า ส่วนแบ่งทางการตลาดขององค์กรท่านจะเป็นอย่างไร?

ตลาดที่สำคัญที่สุด:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%

ตลาดรองลงมา:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%

ตลาดที่สาม:

- มากกว่า 20%
- 11 – 20%
- 6 – 10%
- 0 – 5%



ลูกค้า

246. ในช่วง 5 ปีที่ผ่านมา กลุ่มใดต่อไปนี้เป็น 3 กลุ่มลูกค้าหลักของโรงแรมท่าน? (ท่านสามารถเลือกได้มากกว่า 1 ข้อ)

- นักธุรกิจไทย
- กลุ่มคนไทยที่มาประชุม/สัมมนา
- นักท่องเที่ยวไทย
- กรุ๊ปทัวร์คนไทย
- นักธุรกิจต่างชาติ
- กลุ่มคนต่างชาติที่มาประชุม/สัมมนา
- นักท่องเที่ยวต่างชาติ
- กรุ๊ปทัวร์คนต่างชาติ
- อื่นๆ กรุณาระบุ _____

โดยลูกค้าแบ่งได้เป็น

- คนไทย _____%
- คนต่างชาติ _____%
- 100%

247. ในอีก 5 ปีข้างหน้า ท่านคาดว่าจะกลุ่มใดต่อไปนี้เป็น 3 กลุ่มลูกค้าหลักของโรงแรมท่าน? (ท่านสามารถเลือกได้มากกว่า 1 ข้อ)

- นักธุรกิจไทย
 กลุ่มคนไทยที่มาประชุม/สัมมนา
 นักท่องเที่ยวไทย
 กรุ๊ปทัวร์คนไทย
 นักธุรกิจต่างชาติ
 กลุ่มคนต่างชาติที่มาประชุม/สัมมนา
 นักท่องเที่ยวต่างชาติ
 กรุ๊ปทัวร์คนต่างชาติ
 อื่นๆ กรุณาระบุ _____

โดยคาดว่าจะลูกค้าจะแบ่งเป็น

- คนไทย _____ %
 คนต่างชาติ _____ %
 100%

248. โดยเฉลี่ย ลูกค้าพักอยู่ที่โรงแรมนานเพียงใด?

- 1-5 คืน
 6-10 คืน
 11-15 คืน
 อื่นๆ กรุณาระบุ _____ คืน



คู่แข่งชั้น

249. ในช่วง 5 ปีที่ผ่านมา กลุ่มใดต่อไปนี้เป็นคู่แข่งชั้นหลักของโรงแรมท่าน? (ท่านสามารถเลือกได้มากกว่า 1 ข้อ)

- โรงแรมอิสระ
 กลุ่มโรงแรมไทย
 กลุ่มโรงแรมต่างประเทศ
 เกสต์เฮาส์
 ไม่มีคู่แข่ง
 อื่นๆ กรุณาระบุ _____

250. ในอีก 5 ปีข้างหน้า ท่านคาดว่าจะกลุ่มใดต่อไปนี้จะเป็คู่แข่งหลักของโรงแรมท่าน? (ท่านสามารถเลือกได้มากกว่า 1 ข้อ)

- โรงแรมอิสระ
- กลุ่มโรงแรมไทย
- กลุ่มโรงแรมต่างประเทศ
- เกสต์เฮาส์
- ไม่มีคู่แข่ง
- อื่นๆ กรุณาระบุ _____

251. มากน้อยเพียงใดที่กลยุทธ์ขององค์กรท่านขึ้นอยู่กับคู่แข่งหลัก?

	น้อยที่สุด			มากที่สุด		
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	



กฎระเบียบและนโยบายของรัฐบาล

252. ในช่วง 5 ปีที่ผ่านมา สัดส่วนในยอดขายขององค์กรท่านแบ่งตามความเกี่ยวข้องของธุรกิจกับกฎระเบียบและนโยบายของรัฐบาลได้อย่างไร?

ธุรกิจที่เกี่ยวข้องกับกฎระเบียบและนโยบายของรัฐบาลอย่างมาก _____%

ธุรกิจที่เกี่ยวข้องกับกฎระเบียบและนโยบายของรัฐบาลอยู่บ้าง _____%

ธุรกิจที่ไม่เกี่ยวข้องกับกฎระเบียบและนโยบายของรัฐบาลเลย _____%

253. ในอีก 5 ปีข้างหน้า ท่านคาดว่าสัดส่วนในยอดขายขององค์กรท่านสามารถแบ่งตามความเกี่ยวข้องกับกฎระเบียบของรัฐบาลอย่างไร?

กฎระเบียบของรัฐบาลที่เพิ่มขึ้น _____%

กฎระเบียบของรัฐบาลที่เท่าเดิม _____%

กฎระเบียบของรัฐบาลที่ลดลง _____%

254. นโยบายของภาครัฐมีผลกระทบกับการดำเนินงานขององค์กรท่านมากน้อยเพียงใด?

	ไม่เลย					มากที่สุด				
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	1	2	3	4	5
ปัจจุบัน	1	2	3	4	5	1	2	3	4	5
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	1	2	3	4	5

ปัจจัยทางเศรษฐกิจ

258. เศรษฐกิจของประเทศไทยมีผลกระทบกับการดำเนินงานขององค์กรท่านมากน้อยเพียงใด?

	ไม่เลย					มากที่สุด				
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	1	2	3	4	5
ปัจจุบัน	1	2	3	4	5	1	2	3	4	5
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	1	2	3	4	5

259. กรุณาอธิบายผลกระทบจากเศรษฐกิจของประเทศที่มีต่อการดำเนินงานขององค์กรท่าน? เช่น การทำกำไร อัตราดอกเบี้ย อัตราแลกเปลี่ยน

**สถานการณ์โลก**

260. สถานการณ์ของโลกมีผลกระทบกับการดำเนินงานขององค์กรท่านมากน้อยเพียงใด?

	ไม่เลย					มากที่สุด				
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	1	2	3	4	5
ปัจจุบัน	1	2	3	4	5	1	2	3	4	5
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	1	2	3	4	5

261. กรุณาอธิบายผลกระทบจากสถานการณ์ของโลกที่มีต่อการดำเนินงานขององค์กรท่าน? เช่น การโจมตีของผู้ก่อการร้าย เศรษฐกิจโลก ราคาน้ำมัน สงคราม

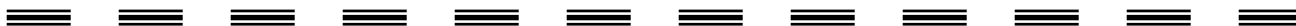


ปัจจัยทางวัฒนธรรม/สังคม

262. สังคม/วัฒนธรรมไทยมีผลกระทบกับการดำเนินงานขององค์กรท่านมากน้อยเพียงใด?

	ไม่เลย					มากที่สุด				
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	1	2	3	4	5
ปัจจุบัน	1	2	3	4	5	1	2	3	4	5
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	1	2	3	4	5

263. กรุณาอธิบายผลกระทบจากสังคม/วัฒนธรรมไทยที่มีต่อการดำเนินงานขององค์กรท่าน?



เทคโนโลยี

264. เทคโนโลยีมีผลกระทบต่อการทำงานขององค์กรท่านมากน้อยเพียงใด?

	ไม่เลย					มากที่สุด
ในช่วง 5 ปีที่ผ่านมา	1	2	3	4	5	
ปัจจุบัน	1	2	3	4	5	
ในอีก 5 ปีข้างหน้า	1	2	3	4	5	

265. กรุณาอธิบายผลกระทบจากเทคโนโลยีที่มีต่อการดำเนินงานขององค์กรท่าน? เช่น กระบวนการจองห้องพัก การติดต่อสื่อสาร บริการ



ส่วนที่หก คำถามทั่วไป

266. โรงแรมของท่านจัดว่าเป็น

- โรงแรมเพื่อธุรกิจ (business hotel)
- โรงแรมเพื่อการประชุม (convention hotel)
- โรงแรมเพื่อการพักระหว่างเดินทาง (transient hotel)
- โรงแรมเพื่อการพักอาศัย (residential hotel)
- อื่นๆ กรุณาระบุ _____

267. งบประมาณปี 2002 สำหรับการลงทุน?

_____ บาท

268. ในปี 2002:

อัตราการเข้าพักของโรงแรมท่านคือ _____ %
 อัตราค่าห้องพักเฉลี่ยต่อวัน (ADR) คือ _____ บาท
 อัตราค่าห้องพักเฉลี่ยต่อห้อง (RevPAR) คือ _____ บาท

269. กรุณาระบุรายได้ปี 2002ของโรงแรมท่านตามสัดส่วนข้างล่างนี้?

รายการ	% ของรายได้
1. ที่พัก	_____ %
2. อาหารและเครื่องดื่ม	_____ %
3. ห้องประชุม/จัดเลี้ยง	_____ %
4. อื่นๆ กรุณาระบุ _____	_____ %
รวม	100%

270. ท่านทำงานที่องค์กรแห่งนี้มานานเท่าใด?

_____ ปี

271. ท่านเกี่ยวข้องกับงานวางแผนองค์กรมานานเท่าใด?

_____ ปี

272. ตำแหน่งปัจจุบันของท่านคือ?

273. กรุณาระบุการศึกษาของท่าน?

- ปริญญาตรี ด้าน _____
- ปริญญาโท ด้าน _____
- ปริญญาเอก ด้าน _____
- ประกาศนียบัตรด้าน _____
- อื่นๆ กรุณาระบุ _____

274. ท่านเข้าร่วมโปรแกรมการพัฒนาผู้บริหารบ้างหรือไม่?

- เข้าร่วม
- ไม่ได้เข้าร่วม

ถ้าตอบว่าเข้าร่วม บ่อยครั้งแค่ไหนที่ท่านเข้าร่วมโปรแกรมดังกล่าว?

- ปีละครั้ง
- มากกว่า 1 ครั้งต่อปี
- น้อยกว่า 1 ครั้งต่อปี
- อื่นๆ กรุณาระบุ _____

ท่านเข้าร่วมโปรแกรมดังกล่าวที่ใด?

โปรแกรมดังกล่าวมีการอบรมถึงการวางแผนเชิงกลยุทธ์หรือการบริหารเชิงกลยุทธ์หรือไม่?

- มี
- ไม่มี

275. ท่านมีความเห็นใดที่ต้องการจะแสดงเพิ่มเติมเกี่ยวกับการวิจัยนี้หรือไม่?

APPENDIX C

INTRODUCTORY LETTER

SUPPORT LETTER

28 February 2003

«Title» «Name» «Surname»
«JobTitle»
«Company»
«Address1»
«Address2» THAILAND



Dear «Title» «Surname»,

We are writing to seek your participation in a research project titled "Strategic Management Practices in the Hotel Industry of Thailand". This is an academic study designed to explore strategic management practices in a particular industry and country; namely the hotel industry of Thailand.

The study is being conducted under my research supervision by Miss Chaninan Angkasuvana, a full time Ph.D. candidate. She will return to Thailand for this study. Miss Angkasuvana will contact you for an appointment to conduct a personal interview, which is expected to take two to three hours.

It is requested that the interviewee be a senior executive responsible for the broad area of strategic management/strategic planning. Your assistance in identifying the person who should participate on behalf of your company would be greatly appreciated.

On completion of this study, we intend to supply the participating companies with a report of the major research findings. We believe that you will find the results to be both interesting and beneficial to you.

All the information gathered during the survey will be treated as strictly confidential. The data will be coded to ensure that no unauthorized person can identify or interpret an organisation's return. When the results are published, it will not be possible to identify any individual company data.

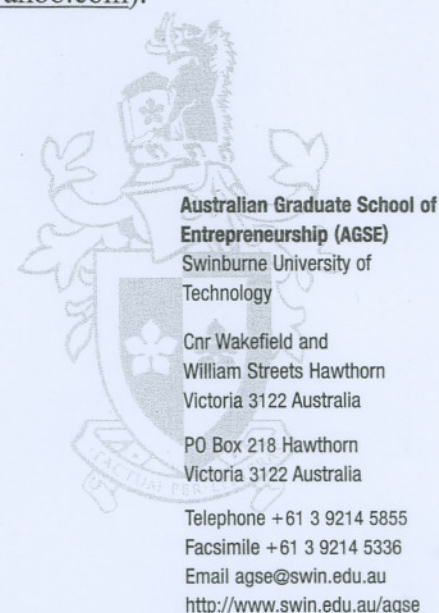
If you require any further information, please do not hesitate to contact me on 61-3-9859-6072 (E-mail: cchristodoulou@swin.edu.au) or Miss Angkasuvana on 09-771-7711(Thailand), 61-3-9214-5893(Australia), (E-mail: chaninan_a@yahoo.com).

Thanking you in anticipation.

Your sincerely,

<<SIGNED>>

Professor Dr. Chris Christodoulou
Australian Graduate School of Entrepreneurship



สำนักพระราชวัง
สวนจิตรลดา ถนนราชวิถี
คูสิต กทม. 10303

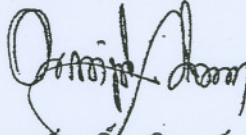
วันที่ ๕๖ กุมภาพันธ์ 2546

เรียน กรรมการผู้จัดการใหญ่

ข้าพเจ้ามีความยินดีให้การสนับสนุนงานวิจัยของ น.ส.ชนินันท์ อังคสุวรรณ
นักศึกษาระดับปริญญาเอก มหาวิทยาลัยสวีนเบิร์น ประเทศออสเตรเลีย ซึ่งปัจจุบันกำลังทำการศึกษา
ภายใต้หัวข้อ “วิธีปฏิบัติการบริหารงานเชิงกลยุทธ์สำหรับกลุ่มธุรกิจโรงแรมในประเทศไทย”

ผลที่ได้จากการศึกษาวิจัยดังกล่าวคาดว่าจะประโยชน์ต่อการพัฒนาอุตสาหกรรม
โรงแรมของประเทศไทย และสะท้อนภาพรวมการบริหารงานเชิงกลยุทธ์ โดยเฉพาะการวางแผน
องค์กร การวิเคราะห์สภาพแวดล้อมทั้งภายใน/ภายนอกองค์กร และการกำหนดกลยุทธ์ ตลอดจน
การพัฒนาทฤษฎีการจัดการธุรกิจโรงแรมในประเทศไทยด้วย

ขอแสดงความนับถือ



(นายณรงค์ฤทธิ์ สนิทวงศ์ ณ อยุธยา)

รองเลขาธิการพระราชวัง ฝ่ายที่ประทับ