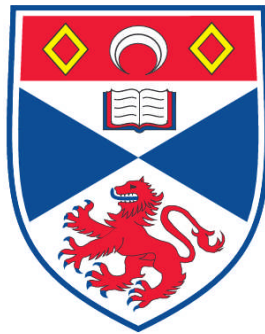


**A CROSS-SECTIONAL STUDY OF THE INTER-RELATIONSHIPS
OF STRATEGIC, CONTEXTUAL AND PERFORMANCE VARIABLES
(VOL. II)**

Check-Teck Foo

**A Thesis Submitted for the Degree of PhD
at the
University of St. Andrews**



1990

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VOLUME TWO

APPENDIX TO Ph.D. THESIS

A CROSS-SECTIONAL STUDY

OF THE INTER-RELATIONSHIPS OF

STRATEGIC, CONTEXTUAL AND PERFORMANCE VARIABLES

FOO CHECK-TECK

UNIVERSITY OF ST. ANDREWS

1990



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APPENDIX (I)

SAMPLE CHARACTERISTICS

RESPONSE FOR OVERALL SAMPLE

RESPONSE Response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Response	0	333	75.3	75.3	75.3
Responded	1	109	24.7	24.7	100.0
		-----	-----	-----	
	TOTAL	442	100.0	100.0	
Valid Cases	442	Missing Cases	0		

BREAKDOWN BY COUNTRY

SINGAPORE

RESPONSE Response

Value Label	Value	Frequency	Percent	Percent	Percent
No Response	0	55	56.1	56.1	56.1
Responded	1	43	43.9	43.9	100.0
		-----	-----	-----	
	TOTAL	98	100.0	100.0	

Valid Cases 98 Missing Cases 0

MALAYSIA

RESPONSE Response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Response	0	139	81.8	81.8	81.8
Responded	1	31	18.2	18.2	100.0
		-----	-----	-----	
	TOTAL	170	100.0	100.0	

Valid Cases 170 Missing Cases 0

THAILAND

RESPONSE Response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Response	0	63	75.9	75.9	75.9
Responded	1	20	24.1	24.1	100.0
		-----	-----	-----	
	TOTAL	83	100.0	100.0	

Valid Cases 83 Missing Cases 0

PHILIPINES

RESPONSE Response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Response	0	61	82.4	82.4	82.4
Responded	1	13	17.6	17.6	100.0
		-----	-----	-----	
	TOTAL	74	100.0	100.0	

Valid Cases 74 Missing Cases 0

INDONESIA

RESPONSE Response

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Response	0	15	88.2	88.2	88.2
Responded	1	2	11.8	11.8	100.0
		-----	-----	-----	
	TOTAL	17	100.0	100.0	
Valid Cases	17	Missing Cases	0		

BREAKDOWN BY INDUSTRIAL CLASSIFICATION

TOTAL SAMPLE

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	10	2.3	2.3	2.3
Banks	8	29	6.6	6.6	8.8
Investment	9	66	14.9	14.9	23.8
Agriculture	11	38	8.6	8.6	32.4
Forestry	12	6	1.4	1.4	33.7
Coal Mining	21	1	.2	.2	33.9
Crude Petroleum	22	4	.9	.9	34.8
Metal Ore Mining	23	28	6.3	6.3	41.2
Other Mining	29	2	.5	.5	41.6
Manufacture Food	31	40	9.0	9.0	50.7
Manufacture Textiles	32	23	5.2	5.2	55.9
Manufacture Wood	33	5	1.1	1.1	57.0
Manufacture Paper	34	8	1.8	1.8	58.8
Manufacture Chemical	35	39	8.8	8.8	67.6
Manufacture Minerals	36	21	4.8	4.8	72.4
Manufacture Metals	37	8	1.8	1.8	74.2
Manufacture Machiner	38	34	7.7	7.7	81.9
Other Manufacture	39	1	.2	.2	82.1
Construction	50	9	2.0	2.0	84.2
Wholesale Trade	61	18	4.1	4.1	88.2
Retail Trade	62	3	.7	.7	88.9
Hotels	63	21	4.8	4.8	93.7
Transport	71	7	1.6	1.6	95.2
Construction	72	2	.5	.5	95.7
Financial Institutio	81	3	.7	.7	96.4
Real Estate	83	11	2.5	2.5	98.9
Social Services	93	2	.5	.5	99.3
Recreation Services	94	3	.7	.7	100.0
		-----	-----	-----	
	TOTAL	442	100.0	100.0	

Valid Cases 442 Missing Cases 0

RESPONDENT SAMPLE

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	3	2.8	2.8	2.8
Banks	8	11	10.1	10.1	12.8
Investment	9	7	6.4	6.4	19.3
Agriculture	11	9	8.3	8.3	27.5
Coal Mining	21	1	.9	.9	28.4
Metal Ore Mining	23	4	3.7	3.7	32.1
Manufacture Food	31	9	8.3	8.3	40.4
Manufacture Textiles	32	2	1.8	1.8	42.2
Manufacture Paper	34	2	1.8	1.8	44.0
Manufacture Chemical	35	14	12.8	12.8	56.9
Manufacture Minerals	36	3	2.8	2.8	59.6
Manufacture Metals	37	3	2.8	2.8	62.4
Manufacture Machiner	38	11	10.1	10.1	72.5
Other Manufacture	39	1	.9	.9	73.4
Construction	50	4	3.7	3.7	77.1
Wholesale Trade	61	11	10.1	10.1	87.2
Retail Trade	62	2	1.8	1.8	89.0
Hotels	63	6	5.5	5.5	94.5
Transport	71	2	1.8	1.8	96.3
Construction	72	1	.9	.9	97.2
Financial Institutio	81	1	.9	.9	98.2
Real Estate	83	1	.9	.9	99.1
Recreation Services	94	1	.9	.9	100.0
		-----	-----	-----	
	TOTAL	109	100.0	100.0	
Valid Cases	109	Missing Cases	0		

SINGAPORE

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	3	3.1	3.1	3.1
Banks	8	6	6.1	6.1	9.2
Investment	9	20	20.4	20.4	29.6
Metal Ore Mining	23	1	1.0	1.0	30.6
Manufacture Food	31	10	10.2	10.2	40.8
Manufacture Chemical	35	6	6.1	6.1	46.9
Manufacture Minerals	36	1	1.0	1.0	48.0
Manufacture Metals	37	1	1.0	1.0	49.0
Manufacture Machiner	38	11	11.2	11.2	60.2
Construction	50	5	5.1	5.1	65.3
Wholesale Trade	61	10	10.2	10.2	75.5
Retail Trade	62	2	2.0	2.0	77.6
Hotels	63	16	16.3	16.3	93.9
Transport	71	3	3.1	3.1	96.9
Financial Institutio	81	3	3.1	3.1	100.0

TOTAL 98 100.0 100.0

Valid Cases 98 Missing Cases 0

MALAYSIA

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	1	.6	.6	.6
Banks	8	3	1.8	1.8	2.4
Investment	9	22	12.9	12.9	15.3
Agriculture	11	38	22.4	22.4	37.6
Forestry	12	6	3.5	3.5	41.2
Metal Ore Mining	23	11	6.5	6.5	47.6
Other Mining	29	2	1.2	1.2	48.8
Manufacture Food	31	16	9.4	9.4	58.2
Manufacture Textiles	32	6	3.5	3.5	61.8
Manufacture Wood	33	4	2.4	2.4	64.1
Manufacture Paper	34	5	2.9	2.9	67.1
Manufacture Chemical	35	14	8.2	8.2	75.3
Manufacture Minerals	36	8	4.7	4.7	80.0
Manufacture Metals	37	6	3.5	3.5	83.5
Manufacture Machiner	38	15	8.8	8.8	92.4
Construction	50	2	1.2	1.2	93.5
Wholesale Trade	61	1	.6	.6	94.1
Hotels	63	2	1.2	1.2	95.3
Transport	71	2	1.2	1.2	96.5
Real Estate	83	6	3.5	3.5	100.0
		-----	-----	-----	
	TOTAL	170	100.0	100.0	
Valid Cases	170	Missing Cases	0		

THAILAND

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	4	4.8	4.8	4.8
Banks	8	11	13.3	13.3	18.1
Investment	9	20	24.1	24.1	42.2
Metal Ore Mining	23	1	1.2	1.2	43.4
Manufacture Food	31	3	3.6	3.6	47.0
Manufacture Textiles	32	12	14.5	14.5	61.4
Manufacture Paper	34	1	1.2	1.2	62.7
Manufacture Chemical	35	9	10.8	10.8	73.5
Manufacture Minerals	36	5	6.0	6.0	79.5
Manufacture Metals	37	1	1.2	1.2	80.7
Manufacture Machiner	38	5	6.0	6.0	86.7
Wholesale Trade	61	5	6.0	6.0	92.8
Retail Trade	62	1	1.2	1.2	94.0
Hotels	63	1	1.2	1.2	95.2
Transport	71	2	2.4	2.4	97.6
Real Estate	83	1	1.2	1.2	98.8
Social Services	93	1	1.2	1.2	100.0
		-----	-----	-----	
	TOTAL	83	100.0	100.0	

Valid Cases 83 Missing Cases 0

PHILIPPINES

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	1	1.4	1.4	1.4
Banks	8	8	10.8	10.8	12.2
Investment	9	4	5.4	5.4	17.6
Coal Mining	21	1	1.4	1.4	18.9
Crude Petroleum	22	4	5.4	5.4	24.3
Metal Ore Mining	23	15	20.3	20.3	44.6
Manufacture Food	31	9	12.2	12.2	56.8
Manufacture Textiles	32	2	2.7	2.7	59.5
Manufacture Wood	33	1	1.4	1.4	60.8
Manufacture Paper	34	2	2.7	2.7	63.5
Manufacture Chemical	35	3	4.1	4.1	67.6
Manufacture Minerals	36	7	9.5	9.5	77.0
Manufacture Machiner	38	2	2.7	2.7	79.7
Other Manufacture	39	1	1.4	1.4	81.1
Construction	50	2	2.7	2.7	83.8
Wholesale Trade	61	2	2.7	2.7	86.5
Construction	72	2	2.7	2.7	89.2
Real Estate	83	4	5.4	5.4	94.6
Social Services	93	1	1.4	1.4	95.9
Recreation Services	94	3	4.1	4.1	100.0
		-----	-----	-----	
	TOTAL	74	100.0	100.0	
Valid Cases	74	Missing Cases	0		

INDONESIA

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	1	5.9	5.9	5.9
Banks	8	1	5.9	5.9	11.8
Manufacture Food	31	2	11.8	11.8	23.5
Manufacture Textiles	32	3	17.6	17.6	41.2
Manufacture Chemical	35	7	41.2	41.2	82.4
Manufacture Machiner	38	1	5.9	5.9	88.2
Hotels	63	2	11.8	11.8	100.0
		-----	-----	-----	
	TOTAL	17	100.0	100.0	
Valid Cases	17	Missing Cases	0		

RESPONDENT SAMPLE BY COUNTRY

SINGAPORE

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Banks	8	3	7.0	7.0	7.0
Investment	9	2	4.7	4.7	11.6
Manufacture Food	31	4	9.3	9.3	20.9
Manufacture Chemical	35	3	7.0	7.0	27.9
Manufacture Minerals	36	1	2.3	2.3	30.2
Manufacture Metals	37	1	2.3	2.3	32.6
Manufacture Machiner	38	8	18.6	18.6	51.2
Construction	50	3	7.0	7.0	58.1
Wholesale Trade	61	10	23.3	23.3	81.4
Retail Trade	62	1	2.3	2.3	83.7
Hotels	63	5	11.6	11.6	95.3
Transport	71	1	2.3	2.3	97.7
Financial Institutio	81	1	2.3	2.3	100.0
	TOTAL	43	100.0	100.0	
Valid Cases	43	Missing Cases	0		

MALAYSIA

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Banks	8	3	9.7	9.7	9.7
Agriculture	11	9	29.0	29.0	38.7
Metal Ore Mining	23	2	6.5	6.5	45.2
Manufacture Food	31	2	6.5	6.5	51.6
Manufacture Paper	34	1	3.2	3.2	54.8
Manufacture Chemical	35	6	19.4	19.4	74.2
Manufacture Minerals	36	1	3.2	3.2	77.4
Manufacture Metals	37	1	3.2	3.2	80.6
Manufacture Machiner	38	3	9.7	9.7	90.3
Construction	50	1	3.2	3.2	93.5
Transport	71	1	3.2	3.2	96.8
Real Estate	83	1	3.2	3.2	100.0
		-----	-----	-----	
	TOTAL	31	100.0	100.0	
Valid Cases	31	Missing Cases	0		

THAILAND

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	3	15.0	15.0	15.0
Banks	8	4	20.0	20.0	35.0
Investment	9	4	20.0	20.0	55.0
Metal Ore Mining	23	1	5.0	5.0	60.0
Manufacture Food	31	1	5.0	5.0	65.0
Manufacture Textiles	32	1	5.0	5.0	70.0
Manufacture Chemical	35	2	10.0	10.0	80.0
Manufacture Metals	37	1	5.0	5.0	85.0
Wholesale Trade	61	1	5.0	5.0	90.0
Retail Trade	62	1	5.0	5.0	95.0
Hotels	63	1	5.0	5.0	100.0
	TOTAL	20	100.0	100.0	

Valid Cases 20 Missing Cases 0

PHILIPPINES

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Banks	8	1	7.7	7.7	7.7
Investment	9	1	7.7	7.7	15.4
Coal Mining	21	1	7.7	7.7	23.1
Metal Ore Mining	23	1	7.7	7.7	30.8
Manufacture Food	31	1	7.7	7.7	38.5
Manufacture Textiles	32	1	7.7	7.7	46.2
Manufacture Paper	34	1	7.7	7.7	53.8
Manufacture Chemical	35	2	15.4	15.4	69.2
Manufacture Minerals	36	1	7.7	7.7	76.9
Other Manufacture	39	1	7.7	7.7	84.6
Construction	72	1	7.7	7.7	92.3
Recreation Services	94	1	7.7	7.7	100.0
		-----	-----	-----	
	TOTAL	13	100.0	100.0	
Valid Cases	13	Missing Cases	0		

INDONESIA

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Manufacture Food	31	1	50.0	50.0	50.0
Manufacture Chemical	35	1	50.0	50.0	100.0
	TOTAL	2	100.0	100.0	
Valid Cases	2	Missing Cases	0		

RESPONDENT SAMPLE WITH CEO RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	3	3.4	3.4	3.4
Banks	8	10	11.2	11.2	14.6
Investment	9	5	5.6	5.6	20.2
Agriculture	11	9	10.1	10.1	30.3
Metal Ore Mining	23	4	4.5	4.5	34.8
Manufacture Food	31	9	10.1	10.1	44.9
Manufacture Textiles	32	2	2.2	2.2	47.2
Manufacture Paper	34	1	1.1	1.1	48.3
Manufacture Chemical	35	12	13.5	13.5	61.8
Manufacture Minerals	36	2	2.2	2.2	64.0
Manufacture Metals	37	2	2.2	2.2	66.3
Manufacture Machiner	38	8	9.0	9.0	75.3
Other Manufacture	39	1	1.1	1.1	76.4
Construction	50	4	4.5	4.5	80.9
Wholesale Trade	61	7	7.9	7.9	88.8
Retail Trade	62	2	2.2	2.2	91.0
Hotels	63	5	5.6	5.6	96.6
Transport	71	1	1.1	1.1	97.8
Financial Institutio	81	1	1.1	1.1	98.9
Real Estate	83	1	1.1	1.1	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	
Valid Cases	89	Missing Cases	0		

RESPONDENT SAMPLE FOR SM RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	2	2.3	2.3	2.3
Banks	8	11	12.8	12.8	15.1
Investment	9	6	7.0	7.0	22.1
Agriculture	11	5	5.8	5.8	27.9
Coal Mining	21	1	1.2	1.2	29.1
Metal Ore Mining	23	3	3.5	3.5	32.6
Manufacture Food	31	6	7.0	7.0	39.5
Manufacture Textiles	32	2	2.3	2.3	41.9
Manufacture Paper	34	2	2.3	2.3	44.2
Manufacture Chemical	35	12	14.0	14.0	58.1
Manufacture Minerals	36	3	3.5	3.5	61.6
Manufacture Metals	37	2	2.3	2.3	64.0
Manufacture Machiner	38	9	10.5	10.5	74.4
Other Manufacture	39	1	1.2	1.2	75.6
Construction	50	3	3.5	3.5	79.1
Wholesale Trade	61	8	9.3	9.3	88.4
Retail Trade	62	1	1.2	1.2	89.5
Hotels	63	4	4.7	4.7	94.2
Transport	71	1	1.2	1.2	95.3
Construction	72	1	1.2	1.2	96.5
Financial Institutio	81	1	1.2	1.2	97.7
Real Estate	83	1	1.2	1.2	98.8
Recreation Services	94	1	1.2	1.2	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

RESPONDENT SAMPLE WITH CP RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Insurance	7	2	3.4	3.4	3.4
Banks	8	8	13.6	13.6	16.9
Investment	9	4	6.8	6.8	23.7
Agriculture	11	4	6.8	6.8	30.5
Metal Ore Mining	23	3	5.1	5.1	35.6
Manufacture Food	31	2	3.4	3.4	39.0
Manufacture Textiles	32	2	3.4	3.4	42.4
Manufacture Paper	34	1	1.7	1.7	44.1
Manufacture Chemical	35	7	11.9	11.9	55.9
Manufacture Minerals	36	1	1.7	1.7	57.6
Manufacture Metals	37	2	3.4	3.4	61.0
Manufacture Machiner	38	9	15.3	15.3	76.3
Other Manufacture	39	1	1.7	1.7	78.0
Construction	50	3	5.1	5.1	83.1
Wholesale Trade	61	4	6.8	6.8	89.8
Retail Trade	62	1	1.7	1.7	91.5
Hotels	63	1	1.7	1.7	93.2
Transport	71	2	3.4	3.4	96.6
Construction	72	1	1.7	1.7	98.3
Real Estate	83	1	1.7	1.7	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

DISTRIBUTION BY INDUSTRIAL GROUPING

RESPONDING SAMPLE

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Financial Services	1	11	10.1	10.1	10.1
Banking	2	11	10.1	10.1	20.2
Constr & Services	3	9	8.3	8.3	28.4
Trading	4	13	11.9	11.9	40.4
Hotels	5	6	5.5	5.5	45.9
Agriculture	6	9	8.3	8.3	54.1
Mining	7	5	4.6	4.6	58.7
Food,Textile,Paper	8	13	11.9	11.9	70.6
Chemical	9	14	12.8	12.8	83.5
Metals, Minerals	10	7	6.4	6.4	89.9
Machineries	11	11	10.1	10.1	100.0
		-----	-----	-----	
	TOTAL	109	100.0	100.0	
Valid Cases	109	Missing Cases	0		

SAMPLE WITH SM RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Financial Services	1	9	10.5	10.5	10.5
Banking	2	11	12.8	12.8	23.3
Constr & Services	3	7	8.1	8.1	31.4
Trading	4	9	10.5	10.5	41.9
Hotels	5	4	4.7	4.7	46.5
Agriculture	6	5	5.8	5.8	52.3
Mining	7	4	4.7	4.7	57.0
Food,Textile,Paper	8	10	11.6	11.6	68.6
Chemical	9	12	14.0	14.0	82.6
Metals, Minerals	10	6	7.0	7.0	89.5
Machineries	11	9	10.5	10.5	100.0
	TOTAL	86	100.0	100.0	
Valid Cases	86	Missing Cases	0		

SAMPLE WITH CEO RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Financial Services	1	9	10.1	10.1	10.1
Banking	2	10	11.2	11.2	21.3
Constr & Services	3	6	6.7	6.7	28.1
Trading	4	9	10.1	10.1	38.2
Hotels	5	5	5.6	5.6	43.8
Agriculture	6	9	10.1	10.1	53.9
Mining	7	4	4.5	4.5	58.4
Food,Textile,Paper	8	12	13.5	13.5	71.9
Chemical	9	12	13.5	13.5	85.4
Metals, Minerals	10	5	5.6	5.6	91.0
Machineries	11	8	9.0	9.0	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	
Valid Cases	89	Missing Cases	0		

SAMPLE WITH CP RETURNS

ISIC Industrial Classification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Financial Services	1	6	10.2	10.2	10.2
Banking	2	8	13.6	13.6	23.7
Constr & Services	3	7	11.9	11.9	35.6
Trading	4	5	8.5	8.5	44.1
Hotels	5	1	1.7	1.7	45.8
Agriculture	6	4	6.8	6.8	52.5
Mining	7	3	5.1	5.1	57.6
Food,Textile,Paper	8	5	8.5	8.5	66.1
Chemical	9	7	11.9	11.9	78.0
Metals, Minerals	10	4	6.8	6.8	84.7
Machineries	11	9	15.3	15.3	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

APPENDIX (II)

DETAILED SAMPLE T-TEST OF
RESPONSE VERSUS NON-RESPONSE

T-TEST FOR SIZE VARIABLE

USING 1985 SALES

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: SALES85 85 Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	83	81267.6747	125295.261	13752.942
Group 2	234	49462.6154	97070.776	6345.715

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.67	.003	2.37	315	.019	2.10	118.74	.038

USING 1985 ASSETS

Independent samples of RESPONSE Response

Group 1: RESPON EQ 1 Group 2: RESPON EQ 0

t-test for: ASSETS85 85 Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	74	468727.2027	1302088.674	151364.734
Group 2	200	167434.1600	552810.919	39089.635

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
5.55	.000	2.69	272	.008	1.93	82.93	.057

USING 1985 EMPLOYEES

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: EMPLOY85 85 Employees

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	21	1610.6190	2434.515	531.255
Group 2	74	1271.9595	2703.402	314.264

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.23	.615	.52	93	.606	.55	35.26	.587

T-TEST ON FINANCIAL PERFORMANCE VARIABLE

USING 1985 PROFITS

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: PROFIT85 85 Profit

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	79	4746.9241	11030.920	1241.075
Group 2	216	4029.0370	18257.223	1242.247

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.74	.000	.33	293	.743	.41	229.14	.683

USING 1985 PROFIT TO SALES

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: PRSALE85 85 Profit/Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	79	7.7747	13.346	1.502
Group 2	214	9.3322	19.976	1.366

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.24	.000	-.64	291	.521	-.77	208.22	.444

USING 1985 PROFIT TO ASSETS

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: ROA85 85 Profit/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	65	5.0969	8.346	1.035
Group 2	183	4.2770	9.029	.667

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.17	.471	.64	246	.522	.67	120.92	.507

USING 1985 PROFIT TO EQUITY

Independent samples of RESPONSE Response

Group 1: RESPO EQ 1 Group 2: RESPO EQ 0

t-test for: ROE85 85 Profit/Equity

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	55	4.2109	41.287	5.567
Group 2	139	7.8201	24.663	2.092

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.80	.000	-.75	192	.455	-.61	69.78	.546

T-TEST ON OTHER ORGANISATIONAL CHARACTERISTICS
OF DIVERSIFICATION, GEARING & AGE

USING 1985 NUMBER OF INDUSTRIAL CODES AS DIVERSIFICATION

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: NOISICS Diversification

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	109	1.2385	.489	.047
Group 2	333	1.2222	.496	.027

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.03	.880	.30	440	.765	.30	186.09	.763

USING 1985 GEARING MEASURE

Independent samples of RESPONSE Response

Group 1: RESPONS EQ 1 Group 2: RESPONS EQ 0

t-test for: EQUAST85 85 Equity/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	69	43.1493	26.798	3.226
Group 2	198	42.5152	27.226	1.935

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.03	.900	.17	265	.867	.17	120.34	.866

USING THE YEAR OF ESTABLISHMENT

Independent samples of RESPONSE Response

Group 1: RESPONSE EQ 1 Group 2: RESPONSE EQ 0

t-test for: YEARESTB Established Year

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	98	1957.4082	19.996	2.020
Group 2	273	1958.0366	18.855	1.141

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.12	.463	-.28	369	.781	-.27	162.88	.787

T-TEST OF CP RESPONDENTS WITH TOTAL SAMPLE

SIZE

USING 1985 SALES

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: SALES85 85 Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	41	115557.4634	157821.283	24647.543
Group 2	276	49208.7428	93251.122	5613.058

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.86	.000	3.82	315	.000	2.62	44.24	.012

USING 1985 ASSETS

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ASSETS85 85 Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	39	526995.76921224275	641196040.998	
Group 2	235	202637.4894	742509.625	48435.987

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.72	.000	2.27	272	.024	1.61	42.76	.116

USING 1985 NUMBER OF EMPLOYEES

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: EMPLOY85 85 Employees

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	13	2270.1538	2920.930	810.120
Group 2	82	1200.4390	2578.887	284.790

F Value	2-Tail Prob.	Pooled Variance Estimate			Separate Variance Estimate		
		t Value	Degrees of Freedom	2-Tail Prob.	t Value	Degrees of Freedom	2-Tail Prob.
1.28	.490	1.36	93	.176	1.25	15.12	.232

FINANCIAL PERFORMANCE

USING 1985 PROFITS

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: PROFIT85 85 Profit

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	40	7109.9000	12317.098	1947.504
Group 2	255	3768.1686	17170.203	1075.240

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.94	.014	1.18	293	.238	1.50	65.47	.138

USING 1985 PROFIT TO SALES

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: PRSALE85 85 Profit/Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	40	7.0700	11.373	1.798
Group 2	253	9.2036	19.295	1.213

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
2.88	.000	-.68	291	.497	-.98	80.01	.328

USING 1985 PROFIT TO ASSETS

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ROA85 85 Profit/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	33	4.3879	8.743	1.522
Group 2	215	4.5079	8.881	.606

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.03	.960	-.07	246	.942	-.07	42.78	.942

USING 1985 PROFIT TO EQUITY

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ROE85 85 Profit/Equity

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	26	-.1038	57.023	11.183
Group 2	168	7.8649	23.697	1.828

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
5.79	.000	-1.25	192	.212	-.70	26.35	.488

ORGANISATIONAL CHARACTERISTICS OF DIVERSIFICATION
GEARING AND AGE

USING NUMBER OF INDUSTRIAL CODES AS DIVERSIFICATION MEASURE

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: NOISICS Diversification

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	59	1.1864	.434	.057
Group 2	383	1.2324	.502	.026

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.34	.177	-.67	440	.506	-.74	83.78	.462

USING EQUITY TO ASSETS

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: EQUAST85 85 Equity/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	36	38.1778	26.424	4.404
Group 2	231	43.3805	27.155	1.787

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.06	.883	-1.07	265	.284	-1.09	47.27	.279

USING YEAR ESTABLISHED

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: YEARESTB Established Year

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	53	1957.2453	19.992	2.746
Group 2	318	1957.9748	19.022	1.067

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.10	.599	-.26	369	.798	-.25	68.62	.805

T-TEST FOR CP RESPONDENTS WITHIN TOTAL RESPONDING SAMPLE
FOR DIFFERENCES IN SIZE

USING 1985 SALES

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: SALES85 85 Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	41	115557.4634	157821.283	24647.543
Group 2	42	47794.3095	69095.331	10661.641

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
5.22	.000	2.54	81	.013	2.52	54.51	.015

USING 1985 ASSETS

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ASSETS85 85 Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	39	526995.76921224275	641196040.998	
Group 2	35	403799.37141398848	854236448.612	

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.31	.424	.40	72	.687	.40	68.04	.690

USING 1985 NUMBER OF EMPLOYEES

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: EMPLOY85 85 Employees

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	13	2270.1538	2920.930	810.120
Group 2	8	538.8750	432.832	153.029

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
45.54	.000	1.65	19	.116	2.10	12.84	.056

T-TEST FOR CP RESPONDENTS WITHIN TOTAL RESPONDING SAMPLE
FOR FINANCIAL PERFORMANCE

USING 1985 PROFITS

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: PROFIT85 85 Profit

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	40	7109.9000	12317.098	1947.504
Group 2	39	2323.3590	9064.081	1451.415

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.85	.061	1.96	77	.053	1.97	71.66	.053

USING 1985 PROFIT TO SALES

Independent samples of CP Corporate Planner

Group 1: CP .EQ 1 Group 2: CP EQ 0

t-test for: PRSALE85 85 Profit/Sales

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	40	7.0700	11.373	1.798
Group 2	39	8.4974	15.225	2.438

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.79	.074	-.47	77	.638	-.47	70.32	.639

USING 1985 PROFIT TO ASSETS

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ROA85 85 Profit/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	33	4.3879	8.743	1.522
Group 2	32	5.8281	7.987	1.412

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.20	.616	-.69	63	.491	-.69	62.78	.490

USING 1985 PROFIT TO EQUITY

Independent samples of CP Corporate Planner
 Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: ROE85 85 Profit/Equity

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	26	-.1038	57.023	11.183
Group 2	29	8.0793	18.747	3.481

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
9.25	.000	-.73	53	.468	-.70	29.83	.490

T-TEST FOR CP RESPONDENTS WITHIN RESPONDING SAMPLE
ON OTHER ORGANISATIONAL CHARACTERISTICS
OF DIVERSIFICATION, GEARING & AGE

USING NUMBER OF INDUSTRIAL CODES AS DIVERSIFICATION MEASURE

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: NOISICS Diversification

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	59	1.1864	.434	.057
Group 2	50	1.3000	.544	.077

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.57	.101	-1.21	107	.228	-1.19	93.27	.237

USING EQUITY TO ASSETS AS GEARING MEASURE

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: EQUAST85 85 Equity/Assets

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	36	38.1778	26.424	4.404
Group 2	33	48.5727	26.537	4.620

		Pooled Variance Estimate			Separate Variance Estimate		
F	2-Tail	t	Degrees of	2-Tail	t	Degrees of	2-Tail
Value	Prob.	Value	Freedom	Prob.	Value	Freedom	Prob.
1.01	.976	-1.63	67	.108	-1.63	66.43	.108

USING YEAR ESTABLISHED

Independent samples of CP Corporate Planner

Group 1: CP EQ 1 Group 2: CP EQ 0

t-test for: YEARESTB Established Year

	Number of Cases	Mean	Standard Deviation	Standard Error
Group 1	53	1957.2453	19.992	2.746
Group 2	45	1957.6000	20.225	3.015

F Value	2-Tail Prob.	Pooled Variance Estimate			Separate Variance Estimate		
		t Value	Degrees of Freedom	2-Tail Prob.	t Value	Degrees of Freedom	2-Tail Prob.
1.02	.930	-.09	96	.931	-.09	93.08	.931

APPENDIX (III)

SCALES OF VARIABLES

VARIABLE LABELS

SCALES

QUANTITATIVE GOALS OF COMPANIES

CE1 : Sales	DICHOTOMY	1= YES
CE2 : Market Share		0= NO
CE3 : Return On Assets		
CE4 : Return On Sales		
CE5 : Dividend		

QUALITATIVE GOALS OF COMPANIES

CE6 : Quality	DICHOTOMY	1= YES
CE7 : Customer		0= NO
CE8 : Teamwork		
CE9 : Safety		
CE10 : Industrial Relations		

GOAL SETTING

CE11 : By CEO	DICHOTOMY	1= YES
CE12 : By Directors		0= NO
CE13 : By Negotiation		
CE14 : By Staff		
CE15 : By Head-Office		

ACHIEVEMENT OF GOALS (SIGNS IN OPPOSITE DIRECTION)

CE16 : Quantitative Goal	5-POINT SCALE
CE17 : Qualitative Goal	1= SIGNIFICANTLY ABOVE
	2= ABOVE
	3= AS IS
	4= BELOW
	5=SIGNIFICANTLY BELOW

STRATEGIC THINKING

CE18 : Office Thinking	5-POINT SCALE
CE19 : Strategy Discussion	1= LESS THAN 10%
CE20 : Off-Office Thinking	2= 10% TO 25%
	3= 26% TO 50%
	4= 51% TO 75%
	5= MORE THAN 75%

ENVIRONMENTAL SCANNING FOR STRATEGIC DECISION-MAKING

CE21 : Discuss Directors	LIKERT-TYPE SCALE
CE22 : Discuss Consultants	1=NONE
CE23 : Discuss Bankers	2=A LITTLE
CE24 : Discuss Managers	3=SOME
CE25 : Attend Seminars	4=LARGE
CE26 : Own Analysis	5=VERY LARGE
CE27 : Discuss Suppliers	
CE28 : Discuss Customers	
CE29 : Reading Strategic Material	
CE30 : Visits Trade	
CE31 : Meeting Friends	
CE32 : Reading Newspapers	

PREDICTABILITY OF ENVIRONMENT

CE33 : Demand Environment	AS ABOVE
CE34 : Competition Environment	
CE35 : Technological Environment	
CE36 : Material Environment	
CE37 : Manpower Environment	
CE38 : Funds Environment	
CE39 : Regulatory Environment	

CATEGORISATION OF PLANNING

CE40 : CEO Adhoc Planning	AS ABOVE
CE41 : CEO Regular Meeting	
CE42 : Written Plans	
CE43 : Sytematic Planning	
CE44 : SWOT Planning	

UTILITY OF PLANNING

CE45 : Help On Strategy	AS ABOVE
CE46 : Help Opportunities	
CE47 : Help Threats	
CE48 : Help Weaknesses	
CE49 : Help Strengths	

PLANNING AND GOAL ACHIEVEMENT

CE50 : Help Quan Goal	AS ABOVE
CE51 : Help Qual Goal	

VARIABLE LABELS

SCALES

STRATEGIC PLANNING

SM1: Strategy Attention
SM2: Strategy Training
SM3: Strategy Consulting
SM4: Strategy Performance

LIKERT-TYPE SCALE
1=NONE
2=A LITTLE
3=SOME
4=LARGE
5=VERY LARGE

INVOLVEMENT IN PLANNING

SM5: Board Involvement
SM6: CEO Involvement
SM7: Executives Involvement

AS ABOVE

MAPPING OF STRATEGIES

SM8: Mapping Market
SM9: Mapping Personnel
SM10: Mapping Finance
SM11: Mapping Operational
SM12: Mapping Product

AS ABOVE

PLANNING FOCUS

SM13: Focus Targets
SM14: Focus Coordination
SM15: Focus Monitoring
SM16: Focus Gap
SM17: Focus Strength-Weak
SM18: Focus Re-allocation
SM19: Focus Opportunity
SM20: Focus Threat
SM21: Focus Contingency
SM22: Focus Project

AS ABOVE

PLANNING CATEGORIES

SM23: SM Adhoc Planning
SM24: SM Regular Meeting
SM25: Manager Planning
SM26: Operations Planning Unit
SM27: Corporate Planning Unit

AS ABOVE

SCANNING FOCUS

SM28: Scan Domestic Competitors AS ABOVE
SM29: Scan Foreign Competitors
SM30: Scan Market Trends
SM31: Scan Suppliers
SM32: Scan Socio-Cultural
SM33: Scan Political Trends
SM34: Scan Technological
SM35: Scan Regulatory
SM36: Scan Labour Market
SM37: Scan Financial

FORECAST UTILISATION

SM38: Forecast Interest AS ABOVE
SM39: Forecast Wage
SM40: Forecast Fx Exchange
SM41: Forecast Industry Growth
SM42: Forecast World Growth
SM43: Forecast Political Changes
SM44: Forecast Inflation

TECHNIQUE UTILISATION

SM45: Technique Finance AS ABOVE
SM46: Technique Market Research
SM47: Technique Project Management
SM48: Technique Planning Concepts
SM49: Technique Economics
SM50: Technique Computer
SM51: Technique Creative Thinking
SM52: Technique Statistical

GENERAL FEATURES

SM53: Feature Exchange AS ABOVE
SM54: Feature Innovation
SM55: Feature Recording
SM56: Feature Forms
SM57: Feature Revisions
SM58: Feature Phases
SM59: Feature Top-down
SM60: Feature Cler/Prod Staff
SM61: Feature Bargaining

COMPARISONS WITH INDUSTRY

SM62: Norm Range
SM63: Norm Price
SM64: Norm Quality
SM65: Norm Strategic Planning
SM66: Norm Corporate Identity
SM67: Norm New Technology
SM68: Norm Diversification
SM69: Norm Innovativeness

5-POINT SCALE
1=VERY MUCH LESS THAN
2=BELOW AVERAGE
3=AVERAGE
4=ABOVE AVERAGE
5=VERY MUCH MORE THAN

TIME-HORIZON

SM70: Time-Horizon

5-POINT SCALE
1=LESS THAN 6 MTHS
2=6 MTHS TO LESS THAN 1 YEAR
3=1 TO LESS THAN 2 YEARS
4=2 TO LESS THAN 3 YEARS
5=3 YEARS OR MORE

RESPONDENT'S AGE

SM71: SM Age

IN NUMBER OF YEARS

VARIABLE LABELS

SCALES

FORMAL PLANNING SYSTEM

CP1: Setting Financial Objectives	LIKERT-TYPE SCALE
CP2: Coordination Of Planning	1=NONE
CP3: Locating Resources	2=A LITTLE
CP4: Project Selection Criteria	3=SOME
CP5: Search For Opportunities	4=LARGE
CP6: Evaluation Of Alternatives	5=VERY LARGE
CP7: Forecasting Results	
CP8: Gap Analysis	
CP9: Strategies To Close Gap	
CP10: Project Studies	
CP11: Information Gathering	

PLANNING CONTEXT

CP12: Staffing Level	AS ABOVE
CP13: Financial Resources Adequacy	
CP14: Tapping Managers Experiences	
CP15: Support by Managers	
CP16: Regarded As Facilitators	
CP17: Planning Parameters	
CP18: Tapping Planning Resources	

MONITORING OF PERFORMANCE RATIOS

CP19: Monitor Return On Assets	AS ABOVE
CP20: Monitor Return On Sales	
CP21: Monitor Return On Equity	
CP22: Monitor Debt to Equity	
CP23: Monitor Sales Growth	
CP24: Monitor Productivity	
CP25: Monitor Capacity Utilisation	
CP26: Monitor Market Share	

UTILISATION OF IDEAS/KNOW-HOW

CP27: Input Of Strategy	AS ABOVE
CP28: Input Of Accountancy	
CP29: Input Of Marketing	
CP30: Input Of Economics	
CP31: Input Of Political Science	
CP32: Input Of Sociology	
CP33: Input Of Statistics	
CP34: Input Of Psychology	
CP35: Input Of Engineering	

FUNCTIONAL PLANNING

CP36: Written Sales Plan AS ABOVE
CP37: Written Personnel Plan
CP38: Written Financial Plan
CP39: Written Operational Plan
CP40: Written R & D Plan

BENEFITS

CP41: Benefit Guide AS ABOVE
CP42: Benefit Team
CP43: Benefit Gap Awareness
CP44: Benefit Shared Values
CP45: Benefit Reactivity
CP46: Benefit Proactivity
CP47: Benefit Direction
CP48: Benefit External Awareness

PROBLEMS

CP49: Problem Unpredictability AS ABOVE
CP50: Problem Paperwork
CP51: Problem Revision
CP52: Problem Entrepreneurship
CP53: Problem Tools Impractical
CP54: Problem Data Availability
CP55: Problem Rivalry

COMPARING PAST WITH PRESENT

CP56: Past Financial Resources 5-POINT SCALE
CP57: Past Manpower Resources 1=DECREASE SIGNIFICANTLY
CP58: Past Quantitative 2=DECREASE TO SOME EXTENT
CP59: Past Qualitative 3=NO CHANGE
CP60: Past Plan-Horizon 4=INCREASE TO SOME EXTENT
CP61: Past Paperwork 5=INCREASE SIGNIFICANTLY
CP62: Past Modeling
CP63: Past Sub-Unit Plan
CP64: Past Resistance
CP65: Past Plan-Time
CP66: Past Consultants
CP67: Past Integration
CP68: Past Link Decisions

FUTURE CHANGES

CP69: Future Consultant	5-POINT SCALE
CP70: Future Training	1=DECREASE SIGNIFICANTLY
CP71: Future Coordination	2=DECREASE TO SOME EXTENT
CP72: Future Monitoring	3=NO CHANGE
CP73: Future Info-gathering	4=INCREASE TO SOME EXTENT
CP74: Future Adviser	5=INCREASE SIGNIFICANTLY
CP75: Future Forecast	
CP76: Future Manager Roles	
CP77: Future Resources	
CP78: Future Tools	
CP79: Future Committee	
CP80: Future Directors	
CP81: Future Computers	
CP82: Future Quantitative	
CP83: Future Qualitative	
CP84: Future Problem-Identification	
CP85: Future Problem-Solving	

APPENDIX (IV)

FREQUENCY TABLES

FOR SAMPLE

FREQUENCY TABLES

QUANTITATIVE GOALS OF COMPANIES

CE1 Sales

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	52	58.4	58.4	58.4
Is the Case	1	37	41.6	41.6	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE2 Market Share

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	60	67.4	67.4	67.4
Is the Case	1	29	32.6	32.6	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE3 Return On Assets

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	46	51.7	51.7	51.7
Is the Case	1	43	48.3	48.3	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE4 Return On Sales

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	51	57.3	57.3	57.3
Is the Case	1	38	42.7	42.7	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE5 Dividend

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	69	77.5	77.5	77.5
Is the Case	1	20	22.5	22.5	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

QUALITATIVE GOALS OF COMPANIES

CE6 Quality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	34	38.2	38.2	38.2
Is the Case	1	55	61.8	61.8	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE7 Customer

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	45	50.6	50.6	50.6
Is the Case	1	44	49.4	49.4	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE8 Teamwork

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	41	46.1	46.1	46.1
Is the Case	1	48	53.9	53.9	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE9 Safety

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	71	79.8	79.8	79.8
Is the Case	1	18	20.2	20.2	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE10 Industrial Relations

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	75	84.3	84.3	84.3
Is the Case	1	14	15.7	15.7	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

GOALS SETTING

CE11 By CEO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	55	61.8	61.8	61.8
Is the Case	1	34	38.2	38.2	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE12 By Directors

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	69	77.5	77.5	77.5
Is the Case	1	20	22.5	22.5	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE13 By Negotiation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	54	60.7	60.7	60.7
Is the Case	1	35	39.3	39.3	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE14 By Staff

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	65	73.0	73.0	73.0
Is the Case	1	24	27.0	27.0	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE15 By Head-Office

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not the Case	0	86	96.6	96.6	96.6
Is the Case	1	3	3.4	3.4	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

ACHIEVEMENT OF GOALS

CE16 Quantitative Goal

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Significantly Above	1	12	13.5	13.8	13.8
Above	2	32	36.0	36.8	50.6
As Is	3	24	27.0	27.6	78.2
Below	4	18	20.2	20.7	98.9
Significantly Below	5	1	1.1	1.1	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE17 Qualitative Goal

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Significantly Above	1	2	2.2	2.3	2.3
Above	2	26	29.2	29.5	31.8
As Is	3	41	46.1	46.6	78.4
Below	4	18	20.2	20.5	98.9
Significantly Below	5	1	1.1	1.1	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

STRATEGIC THINKING

CE18 Office Thinking

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than 10%	1	14	15.7	15.7	15.7
10% to 25%	2	44	49.4	49.4	65.2
26% to 50%	3	20	22.5	22.5	87.6
51% to 75%	4	10	11.2	11.2	98.9
More than 75%	5	1	1.1	1.1	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE19 Strategy Discussion

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than 10%	1	11	12.4	12.4	12.4
10% to 25%	2	41	46.1	46.1	58.4
26% to 50%	3	29	32.6	32.6	91.0
51% to 75%	4	6	6.7	6.7	97.8
More than 75%	5	2	2.2	2.2	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE20 Off-Office Thinking

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than 10%	1	18	20.2	20.5	20.5
10% to 25%	2	40	44.9	45.5	65.9
26% to 50%	3	23	25.8	26.1	92.0
51% to 75%	4	5	5.6	5.7	97.7
More than 75%	5	2	2.2	2.3	100.0
	.	1	1.1	MISSING	
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 88 Missing Cases 1

ENVIRONMENTAL SCANNING FOR STRATEGIC DECISION-MAKING

CE21 Discuss Directors

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.5	4.6	4.6
A Little	2	20	22.5	23.0	27.6
Some	3	29	32.6	33.3	60.9
Large	4	29	32.6	33.3	94.3
Very Large	5	5	5.6	5.7	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE22 Discuss Consultants

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	22	24.7	26.2	26.2
A Little	2	29	32.6	34.5	60.7
Some	3	21	23.6	25.0	85.7
Large	4	11	12.4	13.1	98.8
Very Large	5	1	1.1	1.2	100.0
.	.	5	5.6	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 84 Missing Cases 5

CE23 Discuss Bankers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	22	24.7	25.6	25.6
A Little	2	29	32.6	33.7	59.3
Some	3	26	29.2	30.2	89.5
Large	4	9	10.1	10.5	100.0
.	.	3	3.4	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 86 Missing Cases 3

CE24 Discuss Managers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	1	1.1	1.1	1.1
Some	3	26	29.2	29.5	30.7
Large	4	43	48.3	48.9	79.5
Very Large	5	18	20.2	20.5	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE25 Attend Seminars

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	25	28.1	29.1	29.1
A Little	2	31	34.8	36.0	65.1
Some	3	28	31.5	32.6	97.7
Large	4	2	2.2	2.3	100.0
.	.	3	3.4	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 86 Missing Cases 3

CE26 Own Analysis

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	6	6.7	6.9	6.9
Some	3	25	28.1	28.7	35.6
Large	4	44	49.4	50.6	86.2
Very Large	5	12	13.5	13.8	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE27 Discuss Suppliers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	31	34.8	36.0	36.0
A Little	2	32	36.0	37.2	73.3
Some	3	18	20.2	20.9	94.2
Large	4	4	4.5	4.7	98.8
Very Large	5	1	1.1	1.2	100.0
.	.	3	3.4	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 86 Missing Cases 3

CE28 Discuss Customers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	10.1	10.3	10.3
A Little	2	21	23.6	24.1	34.5
Some	3	27	30.3	31.0	65.5
Large	4	26	29.2	29.9	95.4
Very Large	5	4	4.5	4.6	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE29 Reading Strategic Material

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	10.1	10.6	10.6
A Little	2	28	31.5	32.9	43.5
Some	3	36	40.4	42.4	85.9
Large	4	10	11.2	11.8	97.6
Very Large	5	2	2.2	2.4	100.0
.	.	4	4.5	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 85 Missing Cases 4

CE30 Visits Trade

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	34	38.2	39.5	39.5
A Little	2	25	28.1	29.1	68.6
Some	3	21	23.6	24.4	93.0
Large	4	6	6.7	7.0	100.0
.	.	3	3.4	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 86 Missing Cases 3

CE31 Meeting Friends

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	22	24.7	25.0	27.3
Some	3	41	46.1	46.6	73.9
Large	4	16	18.0	18.2	92.0
Very Large	5	7	7.9	8.0	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE32 Reading Newspapers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	22	24.7	25.3	28.7
Some	3	40	44.9	46.0	74.7
Large	4	19	21.3	21.8	96.6
Very Large	5	3	3.4	3.4	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

PREDICTABILITY OF ENVIRONMENT

CE33 Demand Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	11	12.4	12.5	12.5
Some	3	37	41.6	42.0	54.5
Large	4	27	30.3	30.7	85.2
Very Large	5	13	14.6	14.8	100.0
.		1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE34 Competition Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.1	1.1	1.1
A Little	2	9	10.1	10.1	11.2
Some	3	27	30.3	30.3	41.6
Large	4	40	44.9	44.9	86.5
Very Large	5	12	13.5	13.5	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE35 Technological Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	6	6.7	6.8	9.1
Some	3	38	42.7	43.2	52.3
Large	4	37	41.6	42.0	94.3
Very Large	5	5	5.6	5.7	100.0
.		1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE36 Material Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.5	4.8	4.8
A Little	2	9	10.1	10.8	15.7
Some	3	21	23.6	25.3	41.0
Large	4	41	46.1	49.4	90.4
Very Large	5	8	9.0	9.6	100.0
.	.	6	6.7	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 83 Missing Cases 6

CE37 Manpower Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	4	4.5	4.5	6.8
Some	3	23	25.8	26.1	33.0
Large	4	47	52.8	53.4	86.4
Very Large	5	12	13.5	13.6	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE38 Funds Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.1	1.1	1.1
A Little	2	4	4.5	4.5	5.7
Some	3	23	25.8	26.1	31.8
Large	4	48	53.9	54.5	86.4
Very Large	5	12	13.5	13.6	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE39 Regulatory Environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.1	1.1	1.1
A Little	2	17	19.1	19.3	20.5
Some	3	32	36.0	36.4	56.8
Large	4	35	39.3	39.8	96.6
Very Large	5	3	3.4	3.4	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	
Valid Cases	88	Missing Cases	1		

CATEGORIZATION OF PLANNING

CE40 CEO Adhoc Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	10.1	10.2	10.2
A Little	2	31	34.8	35.2	45.5
Some	3	36	40.4	40.9	86.4
Large	4	11	12.4	12.5	98.9
Very Large	5	1	1.1	1.1	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE41 CEO Regular Meeting

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	11	12.4	12.5	14.8
Some	3	19	21.3	21.6	36.4
Large	4	45	50.6	51.1	87.5
Very Large	5	11	12.4	12.5	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE42 Written Plans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	9	10.1	10.2	12.5
Some	3	21	23.6	23.9	36.4
Large	4	41	46.1	46.6	83.0
Very Large	5	15	16.9	17.0	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE43 Sytematic Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.2	2.2
A Little	2	10	11.2	11.2	13.5
Some	3	25	28.1	28.1	41.6
Large	4	35	39.3	39.3	80.9
Very Large	5	17	19.1	19.1	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE44 SWOT Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	7	7.9	8.0	10.2
Some	3	26	29.2	29.5	39.8
Large	4	33	37.1	37.5	77.3
Very Large	5	20	22.5	22.7	100.0
	.	1	1.1	MISSING	
		-----	-----	-----	
	TOTAL	89	100.0	100.0	

Valid Cases 88 Missing Cases 1

UTILITY OF PLANNING

CE45 Help On Strategy

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	5	5.6	5.7	5.7
Some	3	16	18.0	18.4	24.1
Large	4	53	59.6	60.9	85.1
Very Large	5	13	14.6	14.9	100.0
	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE46 Help Opportunities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	6	6.7	6.7	10.1
Some	3	27	30.3	30.3	40.4
Large	4	44	49.4	49.4	89.9
Very Large	5	9	10.1	10.1	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE47 Help Threats

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	13	14.6	14.6	18.0
Some	3	22	24.7	24.7	42.7
Large	4	43	48.3	48.3	91.0
Very Large	5	8	9.0	9.0	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE48 Help Weaknesses

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.2	2.2
A Little	2	1	1.1	1.1	3.4
Some	3	29	32.6	32.6	36.0
Large	4	43	48.3	48.3	84.3
Very Large	5	14	15.7	15.7	100.0
		-----	-----	-----	
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE49 Help Strengths

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.1	1.1	1.1
A Little	2	1	1.1	1.1	2.2
Some	3	30	33.7	33.7	36.0
Large	4	46	51.7	51.7	87.6
Very Large	5	11	12.4	12.4	100.0
		-----	-----	-----	
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

PLANNING AND GOAL ACHIEVEMENT

CE50 Help Quan Goal

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.2	2.2
A Little	2	3	3.4	3.4	5.6
Some	3	17	19.1	19.1	24.7
Large	4	52	58.4	58.4	83.1
Very Large	5	15	16.9	16.9	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE51 Help Qual Goal

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.2	2.2
A Little	2	7	7.9	7.9	10.1
Some	3	32	36.0	36.0	46.1
Large	4	41	46.1	46.1	92.1
Very Large	5	7	7.9	7.9	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

PLANNING AND COPING WITH ENVIRONMENT

CE52 Cope Demand

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.2	2.2
A Little	2	8	9.0	9.0	11.2
Some	3	30	33.7	33.7	44.9
Large	4	42	47.2	47.2	92.1
Very Large	5	7	7.9	7.9	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE53 Cope Competition

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	7	7.9	7.9	11.2
Some	3	31	34.8	34.8	46.1
Large	4	39	43.8	43.8	89.9
Very Large	5	9	10.1	10.1	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE54 Cope Technology

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	11	12.4	12.4	15.7
Some	3	38	42.7	42.7	58.4
Large	4	34	38.2	38.2	96.6
Very Large	5	3	3.4	3.4	100.0
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE55 Cope Material

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.2	2.3	2.3
A Little	2	18	20.2	20.5	22.7
Some	3	33	37.1	37.5	60.2
Large	4	29	32.6	33.0	93.2
Very Large	5	6	6.7	6.8	100.0
	.	1	1.1	MISSING	
		-----	-----	-----	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE56 Cope Manpower

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	9	10.1	10.1	13.5
Some	3	28	31.5	31.5	44.9
Large	4	41	46.1	46.1	91.0
Very Large	5	8	9.0	9.0	100.0
		-----	-----	-----	
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE57 Cope Funds

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.4	3.4	3.4
A Little	2	11	12.4	12.4	15.7
Some	3	24	27.0	27.0	42.7
Large	4	41	46.1	46.1	88.8
Very Large	5	10	11.2	11.2	100.0
		-----	-----	-----	
TOTAL		89	100.0	100.0	

Valid Cases 89 Missing Cases 0

CE58 Cope Regulations

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.6	5.6	5.6
A Little	2	15	16.9	16.9	22.5
Some	3	43	48.3	48.3	70.8
Large	4	22	24.7	24.7	95.5
Very Large	5	4	4.5	4.5	100.0
		-----	-----	-----	
	TOTAL	89	100.0	100.0	
Valid Cases	89	Missing Cases	0		

RESPONDENTS' CHARACTERISTICS

CE59 Age of CEO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	31	1	1.1	1.2	1.2
	34	3	3.4	3.5	4.7
	37	4	4.5	4.7	9.3
	39	3	3.4	3.5	12.8
	40	5	5.6	5.8	18.6
	41	3	3.4	3.5	22.1
	42	4	4.5	4.7	26.7
	44	6	6.7	7.0	33.7
	45	3	3.4	3.5	37.2
	46	4	4.5	4.7	41.9
	47	3	3.4	3.5	45.3
	48	2	2.2	2.3	47.7
	49	3	3.4	3.5	51.2
	50	10	11.2	11.6	62.8
	51	2	2.2	2.3	65.1
	52	4	4.5	4.7	69.8
	53	5	5.6	5.8	75.6
	54	2	2.2	2.3	77.9
	55	4	4.5	4.7	82.6
	56	3	3.4	3.5	86.0
	57	2	2.2	2.3	88.4
	58	6	6.7	7.0	95.3
	59	1	1.1	1.2	96.5
	60	1	1.1	1.2	97.7
	62	1	1.1	1.2	98.8
	70	1	1.1	1.2	100.0
	.	3	3.4	MISSING	
	TOTAL	89	100.0	100.0	
Valid Cases	86	Missing Cases	3		

CE60 CEO Nationality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Singaporean	1	21	23.6	23.9	23.9
Malaysian	2	22	24.7	25.0	48.9
Thai	3	17	19.1	19.3	68.2
Filipino	4	7	7.9	8.0	76.1
Indonesian	5	2	2.2	2.3	78.4
British	6	11	12.4	12.5	90.9
Australian	7	2	2.2	2.3	93.2
American	8	2	2.2	2.3	95.5
Japanese	9	1	1.1	1.1	96.6
Indian	10	1	1.1	1.1	97.7
Danish	12	1	1.1	1.1	98.9
French	13	1	1.1	1.1	100.0
.	.	1	1.1	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 88 Missing Cases 1

CE61 CEO Country of Education

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Singapore	1	17	19.1	19.5	19.5
Malaysia	2	17	19.1	19.5	39.1
Thailand	3	10	11.2	11.5	50.6
Philippines	4	6	6.7	6.9	57.5
Indonesia	5	1	1.1	1.1	58.6
United Kingdom	6	17	19.1	19.5	78.2
Australia	7	4	4.5	4.6	82.8
United States	8	8	9.0	9.2	92.0
Japan	9	2	2.2	2.3	94.3
Hong Kong	11	3	3.4	3.4	97.7
Denmark	12	1	1.1	1.1	98.9
France	13	1	1.1	1.1	100.0
.	.	2	2.2	MISSING	
TOTAL		89	100.0	100.0	

Valid Cases 87 Missing Cases 2

CE62 CEO Language of Teaching

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
English	1	69	77.5	79.3	79.3
Chinese	2	4	4.5	4.6	83.9
Thai	3	9	10.1	10.3	94.3
Japanese	4	2	2.2	2.3	96.6
Danish	5	1	1.1	1.1	97.7
	12	1	1.1	1.1	98.9
	13	1	1.1	1.1	100.0
	.	2	2.2	MISSING	
		-----	-----	-----	
	TOTAL	89	100.0	100.0	
Valid Cases	87	Missing Cases	2		

FREQUENCY TABLES

STRATEGIC PLANNING

SM1 Strategy Attention

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.3	2.4	2.4
A Little	2	10	11.6	11.9	14.3
Some	3	21	24.4	25.0	39.3
Large	4	38	44.2	45.2	84.5
Very Large	5	13	15.1	15.5	100.0
.	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM2 Strategy Training

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	8	9.3	9.4	9.4
A Little	2	20	23.3	23.5	32.9
Some	3	37	43.0	43.5	76.5
Large	4	18	20.9	21.2	97.6
Very Large	5	2	2.3	2.4	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM3 Strategy Consulting

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	15	17.4	17.9	17.9
A Little	2	33	38.4	39.3	57.1
Some	3	25	29.1	29.8	86.9
Large	4	10	11.6	11.9	98.8
Very Large	5	1	1.2	1.2	100.0
.	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM4 Strategy Performance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	6.0	6.0
A Little	2	18	20.9	21.7	27.7
Some	3	38	44.2	45.8	73.5
Large	4	19	22.1	22.9	96.4
Very Large	5	3	3.5	3.6	100.0
	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	
Valid Cases	83	Missing Cases	3		

INVOLVEMENT IN PLANNING

SM5 Board Involvement

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	10.5	11.4	11.4
A Little	2	19	22.1	24.1	35.4
Some	3	26	30.2	32.9	68.4
Large	4	15	17.4	19.0	87.3
Very Large	5	10	11.6	12.7	100.0
.	.	7	8.1	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 79 Missing Cases 7

SM6 CEO Involvement

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	4.7	4.8	4.8
Some	3	13	15.1	15.7	20.5
Large	4	29	33.7	34.9	55.4
Very Large	5	37	43.0	44.6	100.0
.	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM7 Executives Involvement

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	6.2	6.2
A Little	2	13	15.1	16.0	22.2
Some	3	29	33.7	35.8	58.0
Large	4	23	26.7	28.4	86.4
Very Large	5	11	12.8	13.6	100.0
.	.	5	5.8	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 81 Missing Cases 5

MAPPING OF STRATEGIES

SM8 Mapping Market

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.7	4.8	4.8
A Little	2	7	8.1	8.4	13.3
Some	3	12	14.0	14.5	27.7
Large	4	36	41.9	43.4	71.1
Very Large	5	24	27.9	28.9	100.0
.	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM9 Mapping Personnel

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	6.0	6.0
A Little	2	14	16.3	16.9	22.9
Some	3	24	27.9	28.9	51.8
Large	4	32	37.2	38.6	90.4
Very Large	5	8	9.3	9.6	100.0
.	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM10 Mapping Finance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.5	3.6	3.6
A Little	2	7	8.1	8.4	12.0
Some	3	17	19.8	20.5	32.5
Large	4	37	43.0	44.6	77.1
Very Large	5	19	22.1	22.9	100.0
.	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM11 Mapping Operational

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.5	3.6	3.6
A Little	2	4	4.7	4.8	8.3
Some	3	22	25.6	26.2	34.5
Large	4	40	46.5	47.6	82.1
Very Large	5	15	17.4	17.9	100.0
	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM12 Mapping Product

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	7.0	7.3	7.3
A Little	2	11	12.8	13.4	20.7
Some	3	30	34.9	36.6	57.3
Large	4	27	31.4	32.9	90.2
Very Large	5	8	9.3	9.8	100.0
	.	4	4.7	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 82 Missing Cases 4

PLANNING FOCUS

SM13 Focus Targets

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.3	2.3	2.3
A Little	2	8	9.3	9.3	11.6
Some	3	29	33.7	33.7	45.3
Large	4	36	41.9	41.9	87.2
Very Large	5	11	12.8	12.8	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM14 Focus Coordination

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.2	1.2	1.2
A Little	2	6	7.0	7.0	8.1
Some	3	28	32.6	32.6	40.7
Large	4	39	45.3	45.3	86.0
Very Large	5	12	14.0	14.0	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM15 Focus Monitoring

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	6	7.0	7.0	7.0
Some	3	17	19.8	19.8	26.7
Large	4	44	51.2	51.2	77.9
Very Large	5	19	22.1	22.1	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM16 Focus Gap

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	12	14.0	14.0	14.0
Some	3	29	33.7	33.7	47.7
Large	4	33	38.4	38.4	86.0
Very Large	5	12	14.0	14.0	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM17 Focus Strength-Weak

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.3	2.3	2.3
A Little	2	18	20.9	20.9	23.3
Some	3	25	29.1	29.1	52.3
Large	4	33	38.4	38.4	90.7
Very Large	5	8	9.3	9.3	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM18 Focus Re-allocation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.5	3.5	3.5
A Little	2	18	20.9	20.9	24.4
Some	3	32	37.2	37.2	61.6
Large	4	28	32.6	32.6	94.2
Very Large	5	5	5.8	5.8	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM19 Focus Opportunity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.7	4.7	4.7
A Little	2	9	10.5	10.5	15.1
Some	3	26	30.2	30.2	45.3
Large	4	37	43.0	43.0	88.4
Very Large	5	10	11.6	11.6	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM20 Focus Threat

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.7	4.7	4.7
A Little	2	15	17.4	17.4	22.1
Some	3	26	30.2	30.2	52.3
Large	4	34	39.5	39.5	91.9
Very Large	5	7	8.1	8.1	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM21 Focus Contingency

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	5.9	5.9
A Little	2	18	20.9	21.2	27.1
Some	3	28	32.6	32.9	60.0
Large	4	31	36.0	36.5	96.5
Very Large	5	3	3.5	3.5	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM22 Focus Project

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.5	3.5	3.5
A Little	2	24	27.9	27.9	31.4
Some	3	24	27.9	27.9	59.3
Large	4	28	32.6	32.6	91.9
Very Large	5	7	8.1	8.1	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	
Valid Cases	86	Missing Cases	0		

PLANNING CATEGORIES

SM23 SM Adhoc Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	6.0	6.0
A Little	2	20	23.3	24.1	30.1
Some	3	30	34.9	36.1	66.3
Large	4	24	27.9	28.9	95.2
Very Large	5	4	4.7	4.8	100.0
	.	3	3.5	MISSING	
		-----	-----	-----	-----
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM24 SM Regular Meeting

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.3	2.4	2.4
A Little	2	8	9.3	9.5	11.9
Some	3	25	29.1	29.8	41.7
Large	4	38	44.2	45.2	86.9
Very Large	5	11	12.8	13.1	100.0
	.	2	2.3	MISSING	
		-----	-----	-----	-----
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM25 Manager Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	6.0	6.0
A Little	2	12	14.0	14.3	20.2
Some	3	31	36.0	36.9	57.1
Large	4	29	33.7	34.5	91.7
Very Large	5	7	8.1	8.3	100.0
	.	2	2.3	MISSING	
		-----	-----	-----	-----
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM26 Operations Planning Unit

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	20	23.3	24.1	24.1
A Little	2	11	12.8	13.3	37.3
Some	3	31	36.0	37.3	74.7
Large	4	17	19.8	20.5	95.2
Very Large	5	4	4.7	4.8	100.0
	.	3	3.5	MISSING	
	TOTAL	86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM27 Corporate Planning Unit

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	23	26.7	28.0	28.0
A Little	2	12	14.0	14.6	42.7
Some	3	16	18.6	19.5	62.2
Large	4	19	22.1	23.2	85.4
Very Large	5	12	14.0	14.6	100.0
	.	4	4.7	MISSING	
	TOTAL	86	100.0	100.0	

Valid Cases 82 Missing Cases 4

SCANNING FOCUS

SM28 Scan Domestic Competitors

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	7.0	7.1	7.1
A Little	2	10	11.6	11.8	18.8
Some	3	18	20.9	21.2	40.0
Large	4	35	40.7	41.2	81.2
Very Large	5	16	18.6	18.8	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM29 Scan Foreign Competitors

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	20	23.3	23.5	23.5
A Little	2	29	33.7	34.1	57.6
Some	3	19	22.1	22.4	80.0
Large	4	13	15.1	15.3	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM30 Scan Market Trends

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	2.3	2.4	2.4
A Little	2	9	10.5	10.6	12.9
Some	3	19	22.1	22.4	35.3
Large	4	38	44.2	44.7	80.0
Very Large	5	17	19.8	20.0	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM31 Scan Suppliers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	15	17.4	17.6	17.6
A Little	2	15	17.4	17.6	35.3
Some	3	28	32.6	32.9	68.2
Large	4	23	26.7	27.1	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM32 Scan Socio-Cultural

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	12	14.0	14.1	14.1
A Little	2	23	26.7	27.1	41.2
Some	3	37	43.0	43.5	84.7
Large	4	12	14.0	14.1	98.8
Very Large	5	1	1.2	1.2	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM33 Scan Political Trends

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	5.9	5.9
A Little	2	24	27.9	28.2	34.1
Some	3	31	36.0	36.5	70.6
Large	4	21	24.4	24.7	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM34 Scan Technological

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.7	4.7	4.7
A Little	2	16	18.6	18.8	23.5
Some	3	30	34.9	35.3	58.8
Large	4	31	36.0	36.5	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM35 Scan Regulatory

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.2	1.2	1.2
A Little	2	12	14.0	14.1	15.3
Some	3	35	40.7	41.2	56.5
Large	4	33	38.4	38.8	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM36 Scan Labour Market

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	11	12.8	12.9	12.9
A Little	2	15	17.4	17.6	30.6
Some	3	38	44.2	44.7	75.3
Large	4	17	19.8	20.0	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM37 Scan Financial

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	4	4.7	4.8	4.8
A Little	2	8	9.3	9.5	14.3
Some	3	23	26.7	27.4	41.7
Large	4	31	36.0	36.9	78.6
Very Large	5	18	20.9	21.4	100.0
	.	2	2.3	MISSING	
	TOTAL	86	100.0	100.0	
Valid Cases	84	Missing Cases	2		

FORECAST UTILISATION

SM38 Forecast Interest

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	10.5	10.6	10.6
A Little	2	11	12.8	12.9	23.5
Some	3	26	30.2	30.6	54.1
Large	4	26	30.2	30.6	84.7
Very Large	5	13	15.1	15.3	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM39 Forecast Wage

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	15	17.4	17.6	17.6
A Little	2	12	14.0	14.1	31.8
Some	3	32	37.2	37.6	69.4
Large	4	21	24.4	24.7	94.1
Very Large	5	5	5.8	5.9	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM40 Forecast Fx Exchange

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	11.6	11.8	11.8
A Little	2	15	17.4	17.6	29.4
Some	3	23	26.7	27.1	56.5
Large	4	25	29.1	29.4	85.9
Very Large	5	12	14.0	14.1	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM41 Forecast Industry Growth

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	7	8.1	8.3	8.3
A Little	2	14	16.3	16.7	25.0
Some	3	12	14.0	14.3	39.3
Large	4	39	45.3	46.4	85.7
Very Large	5	12	14.0	14.3	100.0
.	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM42 Forecast World Growth

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	12	14.0	14.1	14.1
A Little	2	14	16.3	16.5	30.6
Some	3	20	23.3	23.5	54.1
Large	4	28	32.6	32.9	87.1
Very Large	5	11	12.8	12.9	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM43 Forecast Political Changes

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	14	16.3	16.5	16.5
A Little	2	14	16.3	16.5	32.9
Some	3	34	39.5	40.0	72.9
Large	4	18	20.9	21.2	94.1
Very Large	5	5	5.8	5.9	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM44 Forecast Inflation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	12	14.0	14.1	14.1
A Little	2	13	15.1	15.3	29.4
Some	3	25	29.1	29.4	58.8
Large	4	25	29.1	29.4	88.2
Very Large	5	10	11.6	11.8	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	
Valid Cases	85	Missing Cases	1		

TECHNIQUE UTILISATION

SM45 Technique Finance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	7	8.1	8.1	8.1
A Little	2	9	10.5	10.5	18.6
Some	3	28	32.6	32.6	51.2
Large	4	24	27.9	27.9	79.1
Very Large	5	18	20.9	20.9	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM46 Technique Market Research

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	7	8.1	8.1	8.1
A Little	2	19	22.1	22.1	30.2
Some	3	29	33.7	33.7	64.0
Large	4	26	30.2	30.2	94.2
Very Large	5	5	5.8	5.8	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM47 Technique Project Management

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	11.6	11.6	11.6
A Little	2	13	15.1	15.1	26.7
Some	3	41	47.7	47.7	74.4
Large	4	19	22.1	22.1	96.5
Very Large	5	3	3.5	3.5	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM48 Technique Planning Concepts

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	13	15.1	15.1	15.1
A Little	2	22	25.6	25.6	40.7
Some	3	32	37.2	37.2	77.9
Large	4	17	19.8	19.8	97.7
Very Large	5	2	2.3	2.3	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM49 Technique Economics

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	14	16.3	16.3	16.3
A Little	2	11	12.8	12.8	29.1
Some	3	25	29.1	29.1	58.1
Large	4	28	32.6	32.6	90.7
Very Large	5	8	9.3	9.3	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM50 Technique Computer

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	17	19.8	19.8	19.8
A Little	2	12	14.0	14.0	33.7
Some	3	27	31.4	31.4	65.1
Large	4	23	26.7	26.7	91.9
Very Large	5	7	8.1	8.1	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM51 Technique Creative Thinking

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	11.6	11.6	11.6
A Little	2	13	15.1	15.1	26.7
Some	3	33	38.4	38.4	65.1
Large	4	25	29.1	29.1	94.2
Very Large	5	5	5.8	5.8	100.0
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM52 Technique Statistical

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	11	12.8	12.8	12.8
A Little	2	21	24.4	24.4	37.2
Some	3	27	31.4	31.4	68.6
Large	4	23	26.7	26.7	95.3
Very Large	5	4	4.7	4.7	100.0
		-----	-----	-----	
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

GENERAL FEATURES

SM53 Feature Exchange

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	7	8.1	8.1	8.1
Some	3	18	20.9	20.9	29.1
Large	4	34	39.5	39.5	68.6
Very Large	5	27	31.4	31.4	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM54 Feature Innovation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.2	1.2	1.2
A Little	2	7	8.1	8.1	9.3
Some	3	26	30.2	30.2	39.5
Large	4	45	52.3	52.3	91.9
Very Large	5	7	8.1	8.1	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM55 Feature Recording

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.2	1.2	1.2
A Little	2	9	10.5	10.5	11.6
Some	3	24	27.9	27.9	39.5
Large	4	40	46.5	46.5	86.0
Very Large	5	12	14.0	14.0	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM56 Feature Forms

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	11	12.8	12.8	12.8
A Little	2	29	33.7	33.7	46.5
Some	3	21	24.4	24.4	70.9
Large	4	19	22.1	22.1	93.0
Very Large	5	6	7.0	7.0	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM57 Feature Revisions

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	5.9	5.9
A Little	2	23	26.7	27.1	32.9
Some	3	34	39.5	40.0	72.9
Large	4	19	22.1	22.4	95.3
Very Large	5	4	4.7	4.7	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM58 Feature Phases

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	3.5	3.6	3.6
A Little	2	16	18.6	19.0	22.6
Some	3	35	40.7	41.7	64.3
Large	4	25	29.1	29.8	94.0
Very Large	5	5	5.8	6.0	100.0
	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM59 Feature Top-down

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	5.8	5.9	5.9
A Little	2	13	15.1	15.3	21.2
Some	3	28	32.6	32.9	54.1
Large	4	30	34.9	35.3	89.4
Very Large	5	9	10.5	10.6	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM60 Feature Cler/Prod Staff

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	14	16.3	16.9	16.9
A Little	2	32	37.2	38.6	55.4
Some	3	22	25.6	26.5	81.9
Large	4	13	15.1	15.7	97.6
Very Large	5	2	2.3	2.4	100.0
.	.	3	3.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 83 Missing Cases 3

SM61 Feature Bargaining

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	11.6	11.8	11.8
A Little	2	21	24.4	24.7	36.5
Some	3	35	40.7	41.2	77.6
Large	4	14	16.3	16.5	94.1
Very Large	5	5	5.8	5.9	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

COMPARISONS WITH INDUSTRY

SM62 Norm Range

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Below Average	2	3	3.5	3.5	3.5
Average	3	21	24.4	24.7	28.2
Above Average	4	42	48.8	49.4	77.6
Very Much More Than	5	19	22.1	22.4	100.0
	.	1	1.2	MISSING	
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM63 Norm Price

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.2	1.2	1.2
Below Average	2	3	3.5	3.5	4.7
Average	3	33	38.4	38.4	43.0
Above Average	4	36	41.9	41.9	84.9
Very Much More Than	5	13	15.1	15.1	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM64 Norm Quality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.2	1.2	1.2
Below Average	2	2	2.3	2.3	3.5
Average	3	23	26.7	26.7	30.2
Above Average	4	40	46.5	46.5	76.7
Very Much More Than	5	20	23.3	23.3	100.0
		-----	-----	-----	
	TOTAL	86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM65 Norm Strategic Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	2	2.3	2.4	2.4
Below Average	2	11	12.8	12.9	15.3
Average	3	33	38.4	38.8	54.1
Above Average	4	30	34.9	35.3	89.4
Very Much More Than	5	9	10.5	10.6	100.0
	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM66 Norm Corporate Identity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	2	2.3	2.3	2.3
Below Average	2	12	14.0	14.0	16.3
Average	3	23	26.7	26.7	43.0
Above Average	4	28	32.6	32.6	75.6
Very Much More Than	5	21	24.4	24.4	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM67 Norm New Technology

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	3	3.5	3.6	3.6
Below Average	2	7	8.1	8.3	11.9
Average	3	22	25.6	26.2	38.1
Above Average	4	36	41.9	42.9	81.0
Very Much More Than	5	16	18.6	19.0	100.0
	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

SM68 Norm Diversification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	5	5.8	5.9	5.9
Below Average	2	15	17.4	17.6	23.5
Average	3	30	34.9	35.3	58.8
Above Average	4	31	36.0	36.5	95.3
Very Much More Than	5	4	4.7	4.7	100.0
.	.	1	1.2	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 85 Missing Cases 1

SM69 Norm Innovativeness

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	3	3.5	3.5	3.5
Below Average	2	8	9.3	9.3	12.8
Average	3	30	34.9	34.9	47.7
Above Average	4	36	41.9	41.9	89.5
Very Much More Than	5	9	10.5	10.5	100.0
TOTAL		86	100.0	100.0	

Valid Cases 86 Missing Cases 0

SM70 Time-Horizon

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than 6 months	1	6	7.0	7.1	7.1
6 to less than 1 yea	2	25	29.1	29.8	36.9
1 to less than 2 yea	3	28	32.6	33.3	70.2
2 to less than 3 yea	4	11	12.8	13.1	83.3
3 years or more	5	14	16.3	16.7	100.0
.	.	2	2.3	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 84 Missing Cases 2

RESPONDENTS' CHARACTERISTICS

SM71	SM Age				
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	28	1	1.2	1.2	1.2
	29	1	1.2	1.2	2.5
	30	3	3.5	3.7	6.2
	31	1	1.2	1.2	7.4
	32	1	1.2	1.2	8.6
	33	3	3.5	3.7	12.3
	34	5	5.8	6.2	18.5
	35	6	7.0	7.4	25.9
	36	4	4.7	4.9	30.9
	37	5	5.8	6.2	37.0
	38	4	4.7	4.9	42.0
	39	6	7.0	7.4	49.4
	40	6	7.0	7.4	56.8
	41	3	3.5	3.7	60.5
	42	5	5.8	6.2	66.7
	43	5	5.8	6.2	72.8
	44	3	3.5	3.7	76.5
	45	1	1.2	1.2	77.8
	46	6	7.0	7.4	85.2
	48	1	1.2	1.2	86.4
	49	1	1.2	1.2	87.7
	52	3	3.5	3.7	91.4
	53	2	2.3	2.5	93.8
	54	2	2.3	2.5	96.3
	55	2	2.3	2.5	98.8
	61	1	1.2	1.2	100.0
	.	5	5.8	MISSING	
	TOTAL	86	100.0	100.0	
Valid Cases	81	Missing Cases	5		

SM72 SM Nationality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Singaporean	1	22	25.6	27.2	27.2
Malaysian	2	25	29.1	30.9	58.0
Thai	3	15	17.4	18.5	76.5
Filipino	4	11	12.8	13.6	90.1
Indonesian	5	2	2.3	2.5	92.6
British	6	4	4.7	4.9	97.5
Danish	12	1	1.2	1.2	98.8
Dutch	14	1	1.2	1.2	100.0
.		5	5.8	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 81 Missing Cases 5

SM73 SM Qualification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Bachelor Degree (Bus	1	21	24.4	27.3	27.3
Bachelor Degree (Sci	2	14	16.3	18.2	45.5
Bachelor Degree (Est	3	2	2.3	2.6	48.1
Bachelor Degree (Art	4	3	3.5	3.9	51.9
Bachelor Degree (Uns	5	2	2.3	2.6	54.5
Master Degree (Busin	11	19	22.1	24.7	79.2
Master Degree (Non-B	12	4	4.7	5.2	84.4
Master Degree (Scien	13	2	2.3	2.6	87.0
School Dropout	20	1	1.2	1.3	88.3
PhD	21	2	2.3	2.6	90.9
A-Level	22	1	1.2	1.3	92.2
Danish HSC	23	1	1.2	1.3	93.5
O-Level	24	1	1.2	1.3	94.8
Diploma (Business)	31	2	2.3	2.6	97.4
Diploma (Science)	32	2	2.3	2.6	100.0
.		9	10.5	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 77 Missing Cases 9

SM74 SM Designation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
General Management	1	30	34.9	37.5	37.5
Marketing	2	12	14.0	15.0	52.5
Accounting & Finance	3	16	18.6	20.0	72.5
Personnel	4	1	1.2	1.3	73.8
Administration	5	3	3.5	3.8	77.5
Planning/Corporate D	6	8	9.3	10.0	87.5
Economics/Business I	7	1	1.2	1.3	88.8
Manager Unspecified	8	3	3.5	3.8	92.5
Information System	9	1	1.2	1.3	93.8
Operations	11	1	1.2	1.3	95.0
Production	12	2	2.3	2.5	97.5
Property	13	1	1.2	1.3	98.8
Design	14	1	1.2	1.3	100.0
.		6	7.0	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 80 Missing Cases 6

SM75 SM Prior Appointment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
General Management	1	12	14.0	20.7	20.7
Marketing	2	14	16.3	24.1	44.8
Accounting & Finance	3	13	15.1	22.4	67.2
Personnel	4	2	2.3	3.4	70.7
Administration	5	2	2.3	3.4	74.1
Planning/Corporate D	6	3	3.5	5.2	79.3
Manager Unspecified	8	6	7.0	10.3	89.7
Information System	9	1	1.2	1.7	91.4
Operations	11	2	2.3	3.4	94.8
Production	12	1	1.2	1.7	96.6
Design	14	1	1.2	1.7	98.3
	18	1	1.2	1.7	100.0
.		28	32.6	MISSING	
TOTAL		86	100.0	100.0	

Valid Cases 58 Missing Cases 28

SM76 SM Length of Service

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	7	8.1	8.9	8.9
	2	3	3.5	3.8	12.7
	3	6	7.0	7.6	20.3
	4	5	5.8	6.3	26.6
	5	3	3.5	3.8	30.4
	6	3	3.5	3.8	34.2
	7	5	5.8	6.3	40.5
	8	3	3.5	3.8	44.3
	9	3	3.5	3.8	48.1
	10	7	8.1	8.9	57.0
	11	1	1.2	1.3	58.2
	12	1	1.2	1.3	59.5
	13	4	4.7	5.1	64.6
	14	7	8.1	8.9	73.4
	15	2	2.3	2.5	75.9
	16	3	3.5	3.8	79.7
	17	1	1.2	1.3	81.0
	18	3	3.5	3.8	84.8
	19	2	2.3	2.5	87.3
	20	2	2.3	2.5	89.9
	22	2	2.3	2.5	92.4
	25	1	1.2	1.3	93.7
	26	1	1.2	1.3	94.9
	27	2	2.3	2.5	97.5
	31	2	2.3	2.5	100.0
	.	7	8.1	MISSING	
			-----	-----	
		TOTAL	86	100.0	100.0
Valid Cases	79	Missing Cases	7		

FREQUENCY TABLES

FORMAL PLANNING SYSTEM

CP1 Setting Financial Objectives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	6	10.2	10.2	13.6
Some	3	19	32.2	32.2	45.8
Large	4	26	44.1	44.1	89.8
Very Large	5	6	10.2	10.2	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP2 Coordination Of Planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	14	23.7	23.7	25.4
Some	3	15	25.4	25.4	50.8
Large	4	19	32.2	32.2	83.1
Very Large	5	10	16.9	16.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP3 Locating Resources

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	8.5	8.5	8.5
A Little	2	10	16.9	16.9	25.4
Some	3	27	45.8	45.8	71.2
Large	4	13	22.0	22.0	93.2
Very Large	5	4	6.8	6.8	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP4 Project Selection Criteria

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	5	8.5	8.6	12.1
Some	3	22	37.3	37.9	50.0
Large	4	20	33.9	34.5	84.5
Very Large	5	9	15.3	15.5	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP5 Search For Opportunities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	6	10.2	10.2	13.6
Some	3	23	39.0	39.0	52.5
Large	4	25	42.4	42.4	94.9
Very Large	5	3	5.1	5.1	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP6 Evaluation Of Alternatives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	6.8	6.8	6.8
Some	3	21	35.6	35.6	42.4
Large	4	25	42.4	42.4	84.7
Very Large	5	9	15.3	15.3	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP7 Forecasting Results

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.1	5.1
A Little	2	10	16.9	16.9	22.0
Some	3	17	28.8	28.8	50.8
Large	4	17	28.8	28.8	79.7
Very Large	5	12	20.3	20.3	100.0
TOTAL		59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

CP8 Gap Analysis

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	10.2	10.2	10.2
A Little	2	7	11.9	11.9	22.0
Some	3	22	37.3	37.3	59.3
Large	4	19	32.2	32.2	91.5
Very Large	5	5	8.5	8.5	100.0
TOTAL		59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

CP9 Strategies To Close Gap

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	10.2	10.2	10.2
A Little	2	12	20.3	20.3	30.5
Some	3	20	33.9	33.9	64.4
Large	4	16	27.1	27.1	91.5
Very Large	5	5	8.5	8.5	100.0
TOTAL		59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

CP10 Project Studies

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	6.8	6.8	6.8
Some	3	17	28.8	28.8	35.6
Large	4	25	42.4	42.4	78.0
Very Large	5	13	22.0	22.0	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP11 Information Gathering

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	3	5.1	5.1	6.8
Some	3	18	30.5	30.5	37.3
Large	4	25	42.4	42.4	79.7
Very Large	5	12	20.3	20.3	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

PLANNING CONTEXT

CP12 Staffing Level

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	18	30.5	30.5	32.2
Some	3	26	44.1	44.1	76.3
Large	4	10	16.9	16.9	93.2
Very Large	5	4	6.8	6.8	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP13 Financial Resources Adequacy

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.1	5.1
A Little	2	16	27.1	27.1	32.2
Some	3	22	37.3	37.3	69.5
Large	4	14	23.7	23.7	93.2
Very Large	5	4	6.8	6.8	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP14 Tapping Managers Experiences

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	5	8.5	8.5	8.5
Some	3	21	35.6	35.6	44.1
Large	4	26	44.1	44.1	88.1
Very Large	5	7	11.9	11.9	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP15 Support by Managers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	12	20.3	20.3	22.0
Some	3	16	27.1	27.1	49.2
Large	4	23	39.0	39.0	88.1
Very Large	5	7	11.9	11.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP16 Regarded As Facilitators

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	7	11.9	11.9	15.3
Some	3	17	28.8	28.8	44.1
Large	4	26	44.1	44.1	88.1
Very Large	5	7	11.9	11.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP17 Planning Parameters

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.1	5.1
A Little	2	9	15.3	15.3	20.3
Some	3	18	30.5	30.5	50.8
Large	4	25	42.4	42.4	93.2
Very Large	5	4	6.8	6.8	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP18 Tapping Planning Resources

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.1	5.1
A Little	2	13	22.0	22.0	27.1
Some	3	17	28.8	28.8	55.9
Large	4	22	37.3	37.3	93.2
Very Large	5	4	6.8	6.8	100.0
	TOTAL	59	100.0	100.0	
Valid Cases	59	Missing Cases	0		

MONITORING OF PERFORMANCE RATIOS

CP19 Monitor Return On Assets

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	8.5	8.5	8.5
A Little	2	5	8.5	8.5	16.9
Some	3	14	23.7	23.7	40.7
Large	4	26	44.1	44.1	84.7
Very Large	5	9	15.3	15.3	100.0
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP20 Monitor Return On Sales

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	8	13.6	13.6	13.6
A Little	2	9	15.3	15.3	28.8
Some	3	11	18.6	18.6	47.5
Large	4	20	33.9	33.9	81.4
Very Large	5	11	18.6	18.6	100.0
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP21 Monitor Return On Equity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	10.2	10.2	10.2
A Little	2	6	10.2	10.2	20.3
Some	3	14	23.7	23.7	44.1
Large	4	23	39.0	39.0	83.1
Very Large	5	10	16.9	16.9	100.0
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP22 Monitor Debt to Equity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	15.3	15.3	15.3
A Little	2	8	13.6	13.6	28.8
Some	3	10	16.9	16.9	45.8
Large	4	18	30.5	30.5	76.3
Very Large	5	14	23.7	23.7	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP23 Monitor Sales Growth

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	10.2	10.3	10.3
A Little	2	4	6.8	6.9	17.2
Some	3	10	16.9	17.2	34.5
Large	4	20	33.9	34.5	69.0
Very Large	5	18	30.5	31.0	100.0
	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP24 Monitor Productivity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	8.5	8.5	8.5
A Little	2	8	13.6	13.6	22.0
Some	3	18	30.5	30.5	52.5
Large	4	17	28.8	28.8	81.4
Very Large	5	11	18.6	18.6	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP25 Monitor Capacity Utilisation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	13	22.0	22.8	22.8
A Little	2	9	15.3	15.8	38.6
Some	3	10	16.9	17.5	56.1
Large	4	17	28.8	29.8	86.0
Very Large	5	8	13.6	14.0	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP26 Monitor Market Share

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	15.3	15.3	15.3
A Little	2	6	10.2	10.2	25.4
Some	3	10	16.9	16.9	42.4
Large	4	20	33.9	33.9	76.3
Very Large	5	14	23.7	23.7	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

UTILISATION OF IDEAS/KNOW-HOW

CP27 Input Of Strategy

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	8	13.6	13.6	13.6
Some	3	15	25.4	25.4	39.0
Large	4	25	42.4	42.4	81.4
Very Large	5	11	18.6	18.6	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP28 Input Of Accountancy

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	8	13.6	14.0	14.0
Some	3	18	30.5	31.6	45.6
Large	4	25	42.4	43.9	89.5
Very Large	5	6	10.2	10.5	100.0
		2	3.4	MISSING	
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP29 Input Of Marketing

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.2	5.2
A Little	2	5	8.5	8.6	13.8
Some	3	15	25.4	25.9	39.7
Large	4	28	47.5	48.3	87.9
Very Large	5	7	11.9	12.1	100.0
		1	1.7	MISSING	
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP30 Input Of Economics

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	9	15.3	15.5	19.0
Some	3	13	22.0	22.4	41.4
Large	4	30	50.8	51.7	93.1
Very Large	5	4	6.8	6.9	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP31 Input Of Political Science

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	16	27.1	27.6	27.6
A Little	2	13	22.0	22.4	50.0
Some	3	18	30.5	31.0	81.0
Large	4	10	16.9	17.2	98.3
Very Large	5	1	1.7	1.7	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP32 Input Of Sociology

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	17	28.8	29.3	29.3
A Little	2	16	27.1	27.6	56.9
Some	3	16	27.1	27.6	84.5
Large	4	9	15.3	15.5	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP33 Input Of Statistics

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	3	5.1	5.2	5.2
A Little	2	4	6.8	6.9	12.1
Some	3	22	37.3	37.9	50.0
Large	4	26	44.1	44.8	94.8
Very Large	5	3	5.1	5.2	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP34 Input Of Psychology

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	21	35.6	36.2	36.2
A Little	2	13	22.0	22.4	58.6
Some	3	19	32.2	32.8	91.4
Large	4	5	8.5	8.6	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP35 Input Of Engineering

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	16	27.1	27.6	27.6
A Little	2	13	22.0	22.4	50.0
Some	3	14	23.7	24.1	74.1
Large	4	13	22.0	22.4	96.6
Very Large	5	2	3.4	3.4	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

FUNCTIONAL PLANNING

CP36 Written Sales Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	16.9	16.9	18.6
A Little	2	4	6.8	6.8	25.4
Some	3	11	18.6	18.6	44.1
Large	4	25	42.4	42.4	86.4
Very Large	5	8	13.6	13.6	100.0
	.	1	1.7	MISSING	
		-----	-----	-----	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP37 Written Personnel Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	10	16.9	16.9	18.6
A Little	2	11	18.6	18.6	37.3
Some	3	15	25.4	25.4	62.7
Large	4	19	32.2	32.2	94.9
Very Large	5	3	5.1	5.1	100.0
	.	1	1.7	MISSING	
		-----	-----	-----	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP38 Written Financial Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	7	11.9	11.9	13.6
A Little	2	4	6.8	6.8	20.3
Some	3	13	22.0	22.0	42.4
Large	4	25	42.4	42.4	84.7
Very Large	5	9	15.3	15.3	100.0
	.	1	1.7	MISSING	
		-----	-----	-----	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP39 Written Operational Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	6	10.2	10.2	11.9
A Little	2	4	6.8	6.8	18.6
Some	3	17	28.8	28.8	47.5
Large	4	23	39.0	39.0	86.4
Very Large	5	8	13.6	13.6	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP40 Written R & D Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	18	30.5	31.0	32.8
A Little	2	13	22.0	22.4	55.2
Some	3	16	27.1	27.6	82.8
Large	4	7	11.9	12.1	94.8
Very Large	5	3	5.1	5.2	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

BENEFITS AND PROBLEMS OF PLANNING

BENEFITS

CP41 Benefit Guide

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	6.8	6.8	6.8
Some	3	13	22.0	22.0	28.8
Large	4	30	50.8	50.8	79.7
Very Large	5	12	20.3	20.3	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP42 Benefit Team

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	10	16.9	16.9	20.3
Some	3	16	27.1	27.1	47.5
Large	4	25	42.4	42.4	89.8
Very Large	5	6	10.2	10.2	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP43 Benefit Gap Awareness

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	10	16.9	16.9	18.6
Some	3	13	22.0	22.0	40.7
Large	4	25	42.4	42.4	83.1
Very Large	5	10	16.9	16.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP44 Benefit Shared Values

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	2	3.4	3.4	3.4
A Little	2	7	11.9	11.9	15.3
Some	3	20	33.9	33.9	49.2
Large	4	23	39.0	39.0	88.1
Very Large	5	7	11.9	11.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP45 Benefit Reactivity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	5	8.5	8.5	10.2
Some	3	17	28.8	28.8	39.0
Large	4	26	44.1	44.1	83.1
Very Large	5	10	16.9	16.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP46 Benefit Proactivity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	5	8.5	8.5	10.2
Some	3	14	23.7	23.7	33.9
Large	4	29	49.2	49.2	83.1
Very Large	5	10	16.9	16.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP47 Benefit Direction

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	6.8	6.8	6.8
Some	3	7	11.9	11.9	18.6
Large	4	30	50.8	50.8	69.5
Very Large	5	18	30.5	30.5	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP48 Benefit External Awareness

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	4	6.8	6.8	6.8
Some	3	17	28.8	28.8	35.6
Large	4	27	45.8	45.8	81.4
Very Large	5	11	18.6	18.6	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

PROBLEMS

CP49 Problem Unpredictability

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
A Little	2	6	10.2	10.3	10.3
Some	3	24	40.7	41.4	51.7
Large	4	19	32.2	32.8	84.5
Very Large	5	9	15.3	15.5	100.0
	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP50 Problem Paperwork

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.7	1.7
A Little	2	15	25.4	25.4	27.1
Some	3	23	39.0	39.0	66.1
Large	4	17	28.8	28.8	94.9
Very Large	5	3	5.1	5.1	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP51 Problem Revision

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	5	8.5	8.6	8.6
A Little	2	21	35.6	36.2	44.8
Some	3	17	28.8	29.3	74.1
Large	4	12	20.3	20.7	94.8
Very Large	5	3	5.1	5.2	100.0
	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP52 Problem Entrepreneurship

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	12	20.3	20.7	20.7
A Little	2	24	40.7	41.4	62.1
Some	3	18	30.5	31.0	93.1
Large	4	4	6.8	6.9	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP53 Problem Tools Impractical

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	9	15.3	15.5	15.5
A Little	2	23	39.0	39.7	55.2
Some	3	20	33.9	34.5	89.7
Large	4	6	10.2	10.3	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP54 Problem Data Availability

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	1	1.7	1.8	1.8
A Little	2	8	13.6	14.0	15.8
Some	3	29	49.2	50.9	66.7
Large	4	14	23.7	24.6	91.2
Very Large	5	5	8.5	8.8	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP55 Problem Rivalry

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
None	1	13	22.0	22.8	22.8
A Little	2	24	40.7	42.1	64.9
Some	3	13	22.0	22.8	87.7
Large	4	6	10.2	10.5	98.2
Very Large	5	1	1.7	1.8	100.0
	.	2	3.4	MISSING	
	TOTAL	59	100.0	100.0	

Valid Cases 57 Missing Cases 2

COMPARING PAST WITH PRESENT

CP56 Past Financial Resources

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than	2	4	6.8	7.1	7.1
No Change	3	33	55.9	58.9	66.1
More Than	4	18	30.5	32.1	98.2
Very Much More Than	5	1	1.7	1.8	100.0
.	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP57 Past Manpower Resources

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.7	1.8	1.8
Less than	2	3	5.1	5.3	7.0
No Change	3	37	62.7	64.9	71.9
More Than	4	14	23.7	24.6	96.5
Very Much More Than	5	2	3.4	3.5	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP58 Past Quantitative

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than	2	4	6.8	7.0	7.0
No Change	3	20	33.9	35.1	42.1
More Than	4	27	45.8	47.4	89.5
Very Much More Than	5	6	10.2	10.5	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP59 Past Qualitative

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than	2	1	1.7	1.8	1.8
No Change	3	18	30.5	31.6	33.3
More Than	4	35	59.3	61.4	94.7
Very Much More Than	5	3	5.1	5.3	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP60 Past Plan-Horizon

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.7	1.8	1.8
Less than	2	2	3.4	3.5	5.3
No Change	3	36	61.0	63.2	68.4
More Than	4	16	27.1	28.1	96.5
Very Much More Than	5	2	3.4	3.5	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP61 Past Paperwork

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.7	1.8	1.8
Less than	2	7	11.9	12.3	14.0
No Change	3	20	33.9	35.1	49.1
More Than	4	28	47.5	49.1	98.2
Very Much More Than	5	1	1.7	1.8	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP62 Past Modeling

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.7	1.8	1.8
Less than	2	2	3.4	3.6	5.4
No Change	3	13	22.0	23.2	28.6
More Than	4	31	52.5	55.4	83.9
Very Much More Than	5	9	15.3	16.1	100.0
.	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP63 Past Sub-Unit Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than	2	3	5.1	5.4	5.4
No Change	3	29	49.2	51.8	57.1
More Than	4	22	37.3	39.3	96.4
Very Much More Than	5	2	3.4	3.6	100.0
.	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP64 Past Resistance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	2	3.4	3.5	3.5
Less than	2	18	30.5	31.6	35.1
No Change	3	31	52.5	54.4	89.5
More Than	4	5	8.5	8.8	98.2
Very Much More Than	5	1	1.7	1.8	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP65 Past Plan-Time

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	3	5.1	5.3	5.3
Less than	2	11	18.6	19.3	24.6
No Change	3	28	47.5	49.1	73.7
More Than	4	15	25.4	26.3	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP66 Past Consultants

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	8	13.6	14.0	14.0
Less than	2	10	16.9	17.5	31.6
No Change	3	34	57.6	59.6	91.2
More Than	4	5	8.5	8.8	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP67 Past Integration

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	2	3.4	3.5	3.5
Less than	2	5	8.5	8.8	12.3
No Change	3	26	44.1	45.6	57.9
More Than	4	22	37.3	38.6	96.5
Very Much More Than	5	2	3.4	3.5	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP68 Past Link Decisions

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much Less Than	1	1	1.7	1.8	1.8
Less than	2	1	1.7	1.8	3.5
No Change	3	16	27.1	28.1	31.6
More Than	4	36	61.0	63.2	94.7
Very Much More Than	5	3	5.1	5.3	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	
Valid Cases	57	Missing Cases	2		

FUTURE CHANGES

CP69 Future Consultant

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease Significant	1	3	5.1	5.3	7.0
Decrease to Some Ext	2	10	16.9	17.5	24.6
No Change	3	30	50.8	52.6	77.2
Increase to Some Ext	4	13	22.0	22.8	100.0
	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP70 Future Training

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	12	20.3	20.3	20.3
Increase to Some Ext	4	42	71.2	71.2	91.5
Increase Significant	5	5	8.5	8.5	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP71 Future Coordination

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	19	32.2	32.2	32.2
Increase to Some Ext	4	36	61.0	61.0	93.2
Increase Significant	5	4	6.8	6.8	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP72 Future Monitoring

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	20	33.9	34.5	34.5
Increase to Some Ext	4	34	57.6	58.6	93.1
Increase Significant	5	4	6.8	6.9	100.0
	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP73 Future Info-gathering

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease to Some Ext	2	2	3.4	3.4	3.4
No Change	3	17	28.8	28.8	32.2
Increase to Some Ext	4	34	57.6	57.6	89.8
Increase Significant	5	6	10.2	10.2	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP74 Future Adviser

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	17	28.8	28.8	28.8
Increase to Some Ext	4	38	64.4	64.4	93.2
Increase Significant	5	4	6.8	6.8	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP75 Future Forecast

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease to Some Ext	2	2	3.4	3.4	3.4
No Change	3	14	23.7	23.7	27.1
Increase to Some Ext	4	33	55.9	55.9	83.1
Increase Significant	5	10	16.9	16.9	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP76 Future Manager Roles

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	18	30.5	30.5	30.5
Increase to Some Ext	4	36	61.0	61.0	91.5
Increase Significant	5	5	8.5	8.5	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP77 Future Resources

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease to Some Ext	2	1	1.7	1.7	1.7
No Change	3	24	40.7	40.7	42.4
Increase to Some Ext	4	32	54.2	54.2	96.6
Increase Significant	5	2	3.4	3.4	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP78 Future Tools

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease Significant	1	1	1.7	1.7	1.7
No Change	3	11	18.6	18.6	20.3
Increase to Some Ext	4	41	69.5	69.5	89.8
Increase Significant	5	6	10.2	10.2	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP79 Future Committee

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease Significant	1	1	1.7	1.7	1.7
Decrease to Some Ext	2	1	1.7	1.7	3.4
No Change	3	25	42.4	42.4	45.8
Increase to Some Ext	4	28	47.5	47.5	93.2
Increase Significant	5	4	6.8	6.8	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP80 Future Directors

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease Significant	1	3	5.1	5.1	5.1
Decrease to Some Ext	2	3	5.1	5.1	10.2
No Change	3	30	50.8	50.8	61.0
Increase to Some Ext	4	20	33.9	33.9	94.9
Increase Significant	5	3	5.1	5.1	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP81 Future Computers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease to Some Ext	2	1	1.7	1.7	1.7
No Change	3	7	11.9	11.9	13.6
Increase to Some Ext	4	32	54.2	54.2	67.8
Increase Significant	5	19	32.2	32.2	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP82 Future Quantitative

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Decrease to Some Ext	2	1	1.7	1.7	1.7
No Change	3	16	27.1	27.1	28.8
Increase to Some Ext	4	30	50.8	50.8	79.7
Increase Significant	5	12	20.3	20.3	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP83 Future Qualitative

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	15	25.4	25.4	25.4
Increase to Some Ext	4	31	52.5	52.5	78.0
Increase Significant	5	13	22.0	22.0	100.0
TOTAL		59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP84 Future Problem-Identification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	12	20.3	20.3	20.3
Increase to Some Ext	4	39	66.1	66.1	86.4
Increase Significant	5	8	13.6	13.6	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

CP85 Future Problem-Solving

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No Change	3	14	23.7	23.7	23.7
Increase to Some Ext	4	37	62.7	62.7	86.4
Increase Significant	5	8	13.6	13.6	100.0
		-----	-----	-----	
	TOTAL	59	100.0	100.0	

Valid Cases 59 Missing Cases 0

FACTUAL DATA

CP86 Time-Horizon

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1 year or Less	1	11	18.6	19.3	19.3
2 years	2	6	10.2	10.5	29.8
3 years	3	17	28.8	29.8	59.6
4 years	4	3	5.1	5.3	64.9
5 years	5	20	33.9	35.1	100.0
.	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP87 Review

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Monthly	1	10	16.9	17.9	17.9
Quarterly	2	21	35.6	37.5	55.4
Half-Yearly	3	11	18.6	19.6	75.0
Yearly	4	12	20.3	21.4	96.4
Others	5	2	3.4	3.6	100.0
.	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP88 When Set-up

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Before 1976	1	6	10.2	10.3	10.3
1976-1978	2	9	15.3	15.5	25.9
1979-1981	3	8	13.6	13.8	39.7
1982-1984	4	19	32.2	32.8	72.4
1985 and after	5	16	27.1	27.6	100.0
.	.	1	1.7	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP89 Influence

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Head Office	1	6	10.2	10.3	10.3
Board of Directors	2	12	20.3	20.7	31.0
CEO	3	37	62.7	63.8	94.8
Consultant	4	1	1.7	1.7	96.6
Others	5	2	3.4	3.4	100.0
	.	1	1.7	MISSING	
		-----	-----	-----	
TOTAL		59	100.0	100.0	

Valid Cases 58 Missing Cases 1

CP90 Time First Plan

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
3 months or less	1	18	30.5	32.7	34.5
3 to less than 6 mon	2	20	33.9	36.4	70.9
6 to less than 9 mon	3	9	15.3	16.4	87.3
9 to less than 12 mo	4	3	5.1	5.5	92.7
12 months or more	5	4	6.8	7.3	100.0
	.	5	8.5	MISSING	
		-----	-----	-----	
TOTAL		59	100.0	100.0	

Valid Cases 54 Missing Cases 5

RESPONDENTS' CHARACTERISTICS

CP91 CP Age

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	25	1	1.7	1.8	3.6
	27	1	1.7	1.8	5.4
	29	1	1.7	1.8	7.1
	30	4	6.8	7.1	14.3
	31	4	6.8	7.1	21.4
	32	4	6.8	7.1	28.6
	33	3	5.1	5.4	33.9
	34	3	5.1	5.4	39.3
	35	4	6.8	7.1	46.4
	37	4	6.8	7.1	53.6
	38	5	8.5	8.9	62.5
	39	3	5.1	5.4	67.9
	40	1	1.7	1.8	69.6
	41	4	6.8	7.1	76.8
	43	1	1.7	1.8	78.6
	44	3	5.1	5.4	83.9
	45	4	6.8	7.1	91.1
	46	2	3.4	3.6	94.6
	49	1	1.7	1.8	96.4
	51	1	1.7	1.8	98.2
	68	1	1.7	1.8	100.0
	.	4	6.8	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 55 Missing Cases 4

CP92 CP Nationality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Singaporean	1	17	28.8	29.8	29.8
Malaysian	2	20	33.9	35.1	64.9
Thai	3	12	20.3	21.1	86.0
Filipino	4	6	10.2	10.5	96.5
British	6	1	1.7	1.8	98.2
American	8	1	1.7	1.8	100.0
	.	2	3.4	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 57 Missing Cases 2

CP93 CP Qualification

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Bachelor Degree (Bus	1	22	37.3	41.5	41.5
Bachelor Degree (Sci	2	8	13.6	15.1	56.6
Master Degree (Busin	11	17	28.8	32.1	88.7
Master Degree (Non-B	12	1	1.7	1.9	90.6
Master Degree (Scien	13	1	1.7	1.9	92.5
PhD	21	1	1.7	1.9	94.3
Diploma (Business)	31	2	3.4	3.8	98.1
Diploma (Science)	32	1	1.7	1.9	100.0
.	.	6	10.2	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 53 Missing Cases 6

CP94 CP Designation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
General Management	1	8	13.6	14.3	14.3
Accounting & Finance	3	13	22.0	23.2	37.5
Personnel	4	1	1.7	1.8	39.3
Administration	5	3	5.1	5.4	44.6
Planning/Corporate D	6	26	44.1	46.4	91.1
Manager Unspecified	8	2	3.4	3.6	94.6
Information System	9	1	1.7	1.8	96.4
Project Management	10	1	1.7	1.8	98.2
Executive Officer	15	1	1.7	1.8	100.0
.	.	3	5.1	MISSING	
TOTAL		59	100.0	100.0	

Valid Cases 56 Missing Cases 3

CP95 CP Prior Appointment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
General Management	1	3	5.1	7.3	7.3
Marketing	2	4	6.8	9.8	17.1
Accounting & Finance	3	13	22.0	31.7	48.8
Administration	5	4	6.8	9.8	58.5
Planning/Corporate D	6	4	6.8	9.8	68.3
Economics/Business I	7	1	1.7	2.4	70.7
Manager Unspecified	8	6	10.2	14.6	85.4
Information System	9	2	3.4	4.9	90.2
Project Management	10	3	5.1	7.3	97.6
Executive Officer	15	1	1.7	2.4	100.0
.		18	30.5	MISSING	
TOTAL		59	100.0	100.0	
Valid Cases	41	Missing Cases	18		

APPENDIX (V)

MEANS TABLE
BY COUNTRY

COMPARISONS ACROSS COUNTRIES

GOAL ACHIEVEMENT LEVELS

Significantly above 1, Above 2, As is 3, Below 4, Significantly below 5
what is being set.

Summaries of CE16 Quantitative Goal
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.6047	.9974	86
COUNTRY	T		2.7647	.9701	17
COUNTRY	PI		1.5000	.5345	8
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		2.7143	.9372	28
COUNTRY	SGP		2.7097	1.0390	31

Summaries of CE17 Qualitative Goal
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8851	.7986	87
COUNTRY	T		3.0000	.8402	18
COUNTRY	PI		2.6250	.9161	8
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.1429	.7559	28
COUNTRY	SGP		2.6452	.7549	31

STRATEGIC THINKING

Less than 10% 1, 10% to 25% 2, 26% to 50% 3, 51% to 75% 4, More than 75% 5.

Summaries of CE18 Office Thinking
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.3182	.9166	88
COUNTRY	T		2.2222	.9428	18
COUNTRY	PI		2.5000	1.0690	8
COUNTRY	RI		2.0000	0.0	2
COUNTRY	MAL		2.4828	1.0219	29
COUNTRY	SGP		2.1935	.7924	31

Summaries of CE19 Strategy Discussion
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.4205	.8673	88
COUNTRY	T		2.1667	1.1504	18
COUNTRY	PI		2.6250	.7440	8
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		2.4138	.7328	29
COUNTRY	SGP		2.5161	.8513	31

Summaries of CE20 Off-Office Thinking
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2299	.9239	87
COUNTRY	T		2.1111	.9634	18
COUNTRY	PI		1.8750	.6409	8
COUNTRY	RI		2.0000	0.0	2
COUNTRY	MAL		2.4483	.9482	29
COUNTRY	SGP		2.2000	.9613	30

ENVIRONMENTAL SCANNING FOR DECISION-MAKING

None=1, A Little=2, Some=3, Large=4, Very Large=5.

Summaries of CE21 Discuss Directors
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1163	.9872	86
COUNTRY	T		3.1176	.8575	17
COUNTRY	PI		2.8750	.8345	8
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		3.3214	1.0203	28
COUNTRY	SGP		3.0323	1.0796	31

Summaries of CE22 Discuss Consultants
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2892	1.0422	83
COUNTRY	T		1.8824	.8575	17
COUNTRY	PI		2.4286	.9759	7
COUNTRY	RI		1.0000	0.0	2
COUNTRY	MAL		2.3929	1.1001	28
COUNTRY	SGP		2.4828	1.0563	29

Summaries of CE23 Discuss Bankers
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2471	.9625	85
COUNTRY	T		2.0588	.7475	17
COUNTRY	PI		2.0000	1.1547	7
COUNTRY	RI		1.0000	0.0	2
COUNTRY	MAL		2.2857	.8545	28
COUNTRY	SGP		2.4516	1.0905	31

Summaries of CE24 Discuss Managers
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.8851	.7381	87
COUNTRY	T	3.9444	.8024	18
COUNTRY	PI	4.2500	.4629	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.8571	.6506	28
COUNTRY	SGP	3.8065	.8334	31

Summaries of CE25 Attend Seminars
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.0824	.8481	85
COUNTRY	T	2.0000	.7906	17
COUNTRY	PI	2.7500	.8864	8
COUNTRY	RI	1.5000	.7071	2
COUNTRY	MAL	2.0741	.8286	27
COUNTRY	SGP	2.0000	.8563	31

Summaries of CE26 Own Analysis
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.7126	.7911	87
COUNTRY	T	3.3889	.7775	18
COUNTRY	PI	3.8750	.3536	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.7500	.8872	28
COUNTRY	SGP	3.8387	.7788	31

Summaries of CE27 Discuss Suppliers
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		1.9647	.9316	85
COUNTRY	T	2.0588	1.0290	17
COUNTRY	PI	1.7143	.4880	7
COUNTRY	RI	1.5000	.7071	2
COUNTRY	MAL	1.8571	.9705	28
COUNTRY	SGP	2.0968	.9436	31

Summaries of CE28 Discuss Customers
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.9535	1.0727	86
COUNTRY	T	3.1667	1.3827	18
COUNTRY	PI	3.0000	.5774	7
COUNTRY	RI	2.0000	0.0	2
COUNTRY	MAL	2.8214	1.1564	28
COUNTRY	SGP	3.0000	.8944	31

Summaries of CE29 Reading Strategic Material
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.6190	.9171	84
COUNTRY	T	2.4706	.7998	17
COUNTRY	PI	2.5714	.7868	7
COUNTRY	RI	1.5000	.7071	2
COUNTRY	MAL	2.7500	.8872	28
COUNTRY	SGP	2.6667	1.0283	30

Summaries of CE30 Visits Trade
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		1.9882	.9697	85
COUNTRY	T	1.6471	.8618	17
COUNTRY	PI	2.0000	.8165	7
COUNTRY	RI	1.0000	0.0	2
COUNTRY	MAL	2.0000	.9428	28
COUNTRY	SGP	2.2258	1.0555	31

Summaries of CE31 Meeting Friends
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.0460	.9265	87
COUNTRY	T	2.8889	.8324	18
COUNTRY	PI	3.1250	.3536	8
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	3.3214	1.1239	28
COUNTRY	SGP	2.8710	.8848	31

Summaries of CE32 Reading Newspapers
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9651	.8738	86
COUNTRY	T		2.8824	.8575	17
COUNTRY	PI		3.1250	.3536	8
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.0714	.8997	28
COUNTRY	SGP		2.8710	.9914	31

EXTENT TO WHICH ENVIRONMENT IS PREDICTABLE

None=1, A Little=2, Some=3, Large=4, Very Large=5.

Summaries of CE33 Demand Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.4828	.9004	87
COUNTRY	T	3.1176	.8575	17
COUNTRY	PI	3.7500	.4629	8
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	3.5862	1.0528	29
COUNTRY	SGP	3.5484	.8500	31

Summaries of CE34 Competition Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.5909	.8923	88
COUNTRY	T	3.6111	.7775	18
COUNTRY	PI	3.3750	.5175	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.5862	.9826	29
COUNTRY	SGP	3.6452	.9848	31

Summaries of CE35 Technological Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.4138	.8005	87
COUNTRY	T	3.5000	.7859	18
COUNTRY	PI	3.5000	.5345	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.3448	.8140	29
COUNTRY	SGP	3.4000	.8944	30

Summaries of CE36 Material Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.2500	1.0000	16
COUNTRY	PI	4.2500	.7071	8
COUNTRY	RI	3.0000	1.4142	2
COUNTRY	MAL	3.5172	.9864	29
COUNTRY	SGP	3.4074	.9711	27

Summaries of CE37 Manpower Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.6471	.9315	17
COUNTRY	PI	4.1250	.6409	8
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.6552	.8975	29
COUNTRY	SGP	3.6774	.8321	31

Summaries of CE38 Funds Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.7059	.9196	17
COUNTRY	PI	4.1250	.3536	8
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.6552	.9364	29
COUNTRY	SGP	3.7419	.6816	31

Summaries of CE39 Regulatory Environment
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	2.8235	.7276	17
COUNTRY	PI	3.2500	1.0351	8
COUNTRY	RI	2.5000	.7071	2
COUNTRY	MAL	3.3793	.8200	29
COUNTRY	SGP	3.3871	.8437	31

PLANNING CATEGORIZATION

Summaries of CE40 CEO Adhoc Planning
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.5862	.8833	87
COUNTRY	T		2.6667	.8402	18
COUNTRY	PI		2.3750	.7440	8
COUNTRY	RI		2.0000	0.0	2
COUNTRY	MAL		2.6786	.9833	28
COUNTRY	SGP		2.5484	.8884	31

Summaries of CE41 CEO Regular Meeting
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5862	.9469	87
COUNTRY	T		3.7778	.9428	18
COUNTRY	PI		4.1250	.3536	8
COUNTRY	RI		2.5000	2.1213	2
COUNTRY	MAL		3.2143	.8759	28
COUNTRY	SGP		3.7419	.9298	31

Summaries of CE42 Written Plans
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6552	.9624	87
COUNTRY	T		3.3889	.8498	18
COUNTRY	PI		4.3750	.5175	8
COUNTRY	RI		3.0000	1.4142	2
COUNTRY	MAL		3.5714	.9595	28
COUNTRY	SGP		3.7419	1.0318	31

Summaries of CE43 Sytematic Planning
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.6250	.9978	88
COUNTRY	T	3.3889	.9164	18
COUNTRY	PI	4.2500	.7071	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.5862	1.0528	29
COUNTRY	SGP	3.6452	1.0503	31

Summaries of CE44 SWOT Planning
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.7011	.9897	87
COUNTRY	T	3.5000	.9852	18
COUNTRY	PI	4.2500	.7071	8
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.6071	1.1001	28
COUNTRY	SGP	3.7419	.9650	31

PLANNING UTILITY

Summaries of CE45 Help On Strategy
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8488	.7439	86
COUNTRY	T		3.9412	.7475	17
COUNTRY	PI		4.2500	.4629	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.6071	.7860	28
COUNTRY	SGP		3.9355	.7273	31

Summaries of CE46 Help Opportunities
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5455	.8829	88
COUNTRY	T		3.7222	.8948	18
COUNTRY	PI		3.8750	.3536	8
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		3.4483	.9851	29
COUNTRY	SGP		3.5161	.8513	31

Summaries of CE47 Help Threats
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4432	.9692	88
COUNTRY	T		3.4444	.9835	18
COUNTRY	PI		3.8750	.6409	8
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.1724	1.0713	29
COUNTRY	SGP		3.5484	.9252	31

Summaries of CE48 Help Weaknesses
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7500	.8200	88
COUNTRY	T		4.0000	.6860	18
COUNTRY	PI		3.8750	.8345	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.4138	.7800	29
COUNTRY	SGP		3.9032	.8701	31

Summaries of CE49 Help Strengths
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.7778	.6468	18
COUNTRY	PI	3.8750	.8345	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.4828	.8290	29
COUNTRY	SGP	3.9355	.6290	31

Summaries of CE50 Help Quan Goal
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	4.1111	.8324	18
COUNTRY	PI	4.2500	.4629	8
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.4828	.9111	29
COUNTRY	SGP	3.9032	.7002	31

Summaries of CE51 Help Qual Goal
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.5000	.9235	18
COUNTRY	PI	4.0000	.7559	8
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	3.2069	.8610	29
COUNTRY	SGP	3.6452	.7549	31

EXTENT TO WHICH PLANNING HELP COPE WITH ENVIRONMENT

Summaries of CE52 Cope Demand
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4886	.8576	88
COUNTRY	T		3.3889	.8498	18
COUNTRY	PI		3.7500	.4629	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.3103	.9675	29
COUNTRY	SGP		3.6452	.8386	31

Summaries of CE53 Cope Competition
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5000	.9097	88
COUNTRY	T		3.6667	.9075	18
COUNTRY	PI		3.6250	.5175	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.2759	.9598	29
COUNTRY	SGP		3.5806	.9583	31

Summaries of CE54 Cope Technology
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2500	.8476	88
COUNTRY	T		3.5556	.8556	18
COUNTRY	PI		3.5000	.5345	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.0345	.8653	29
COUNTRY	SGP		3.1935	.8725	31

Summaries of CE55 Cope Material
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2069	.9293	87
COUNTRY	T		3.1667	.7859	18
COUNTRY	PI		4.0000	.5345	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.9310	.8836	29
COUNTRY	SGP		3.2667	1.0483	30

Summaries of CE56 Cope Manpower
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4545	.9086	88
COUNTRY	T		3.7222	.7519	18
COUNTRY	PI		3.8750	.8345	8
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.1379	.9151	29
COUNTRY	SGP		3.4516	.9605	31

Summaries of CE57 Cope Funds
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4773	.9587	88
COUNTRY	T		3.6667	.8402	18
COUNTRY	PI		3.7500	1.1650	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.2414	.9124	29
COUNTRY	SGP		3.5161	1.0286	31

Summaries of CE58 Cope Regulations
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0455	.9086	88
COUNTRY	T		2.8889	.8324	18
COUNTRY	PI		3.3750	1.1877	8
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.1034	.6179	29
COUNTRY	SGP		2.9677	1.1101	31

MEAN AGE OF CEO

Summaries of CE59 Age of CEO
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			48.1294	7.5369	85
COUNTRY	T		48.0556	8.0474	18
COUNTRY	PI		52.3750	4.5020	8
COUNTRY	RI		46.5000	2.1213	2
COUNTRY	MAL		47.7037	7.5743	27
COUNTRY	SGP		47.5333	8.0247	30

COMPARISONS ACROSS COUNTRIES

None=1, A Little=2, Some=3, Large=4, Very Large=5.

ASPECTS OF STRATEGIC PLANNING

Summaries of SM1 Strategy Attention
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.5952	.9709	84
COUNTRY	T	4.1250	.8062	16
COUNTRY	PI	4.0909	.5394	11
COUNTRY	RI	3.0000	1.4142	2
COUNTRY	MAL	3.5200	.9183	25
COUNTRY	SGP	3.2333	1.0400	30

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

Summaries of SM2 Strategy Training
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.8353	.9493	85
COUNTRY	T	3.0625	.7719	16
COUNTRY	PI	3.0909	1.1362	11
COUNTRY	RI	2.5000	2.1213	2
COUNTRY	MAL	2.6800	.8021	25
COUNTRY	SGP	2.7742	1.0234	31

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM3 Strategy Consulting
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.3929	.9571	84
COUNTRY	T	2.3125	.8732	16
COUNTRY	PI	2.5455	.8202	11
COUNTRY	RI	1.5000	.7071	2
COUNTRY	MAL	2.2800	.8907	25
COUNTRY	SGP	2.5333	1.1059	30

Total Cases = 86

Missing Cases = 2 OR 2.3 PCT.

Summaries of SM4 Strategy Performance
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9639	.9166	83
COUNTRY	T		3.2500	.8563	16
COUNTRY	PI		3.0000	.8944	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.8333	.8165	24
COUNTRY	SGP		2.8667	1.0417	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

INVOLVEMENT IN PLANNING

Summaries of SM5 Board Involvement
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9747	1.1873	79
COUNTRY	T		2.8667	.9904	15
COUNTRY	PI		2.4000	.9661	10
COUNTRY	RI		4.0000	0.0	1
COUNTRY	MAL		2.8750	1.2619	24
COUNTRY	SGP		3.2759	1.2506	29

Total Cases = 86
Missing Cases = 7 OR 8.1 PCT.

Summaries of SM6 CEO Involvement
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			4.1928	.8759	83
COUNTRY	T		4.1875	.9811	16
COUNTRY	PI		4.8182	.4045	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.9583	.9991	24
COUNTRY	SGP		4.1667	.7915	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM7 Executives Involvement
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2716	1.0841	81
COUNTRY	T		3.6250	.8062	16
COUNTRY	PI		3.9091	1.2210	11
COUNTRY	RI		3.0000	1.4142	2
COUNTRY	MAL		3.0800	1.0376	25
COUNTRY	SGP		3.0000	1.1094	27

Total Cases = 86

Missing Cases = 5 OR 5.8 PCT.

MAPPING OF FUNCTIONAL STRATEGIES

Summaries of SM8 Mapping Market
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8313	1.0912	83
COUNTRY	T		3.6250	1.0878	16
COUNTRY	PI		4.4000	.8433	10
COUNTRY	RI		4.5000	.7071	2
COUNTRY	MAL		3.7200	1.2423	25
COUNTRY	SGP		3.8000	1.0306	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM9 Mapping Personnel
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2892	1.0538	83
COUNTRY	T		3.4375	.8921	16
COUNTRY	PI		3.7000	.9487	10
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.2000	1.0000	25
COUNTRY	SGP		3.1333	1.2243	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM10 Mapping Finance
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7470	1.0222	83
COUNTRY	T		4.0000	.5164	16
COUNTRY	PI		4.3636	.8090	11
COUNTRY	RI		3.0000	0.0	1
COUNTRY	MAL		3.4400	1.1210	25
COUNTRY	SGP		3.6667	1.1244	30

Total Cases = 86

Missing Cases = 3 OR 3.5 PCT.

Summaries of SM11 Mapping Operational
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.7143	.9387	84
COUNTRY	T	3.5625	.6292	16
COUNTRY	PI	4.4545	.6876	11
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	3.6400	.9950	25
COUNTRY	SGP	3.6333	1.0334	30

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

Summaries of SM12 Mapping Product
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.2439	1.0489	82
COUNTRY	T	3.3750	1.0247	16
COUNTRY	PI	3.5556	1.0138	9
COUNTRY	RI	4.0000	1.4142	2
COUNTRY	MAL	3.1200	1.0132	25
COUNTRY	SGP	3.1333	1.1059	30

Total Cases = 86
Missing Cases = 4 OR 4.7 PCT.

PLANNING FOCUS

Summaries of SM13 Focus Targets
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5349	.9165	86
COUNTRY	T		3.7647	.9701	17
COUNTRY	PI		3.7273	1.1909	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.6000	.7638	25
COUNTRY	SGP		3.2581	.8932	31

Total Cases = 86

Summaries of SM14 Focus Coordination
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6395	.8529	86
COUNTRY	T		3.8824	.8575	17
COUNTRY	PI		3.8182	.4045	11
COUNTRY	RI		3.0000	1.4142	2
COUNTRY	MAL		3.6400	.7572	25
COUNTRY	SGP		3.4839	.9957	31

Total Cases = 86

Summaries of SM15 Focus Monitoring
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8837	.8320	86
COUNTRY	T		3.9412	.8993	17
COUNTRY	PI		4.2727	.7862	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.9200	.6403	25
COUNTRY	SGP		3.7097	.9379	31

Total Cases = 86

Summaries of SM16 Focus Gap
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.5233	.9039	86
COUNTRY	T	3.7059	.9196	17
COUNTRY	PI	3.8182	.9816	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.4800	.8226	25
COUNTRY	SGP	3.3226	.9447	31

Total Cases = 86

Summaries of SM17 Focus Strength-Weak
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3140	.9853	86
COUNTRY	T	3.2941	1.0467	17
COUNTRY	PI	3.5455	.9342	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.3200	1.0296	25
COUNTRY	SGP	3.1935	.9805	31

Total Cases = 86

Summaries of SM18 Focus Re-allocation
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.1628	.9438	86
COUNTRY	T	3.1765	.7276	17
COUNTRY	PI	3.1818	1.2505	11
COUNTRY	RI	3.0000	1.4142	2
COUNTRY	MAL	3.2000	.8660	25
COUNTRY	SGP	3.1290	1.0244	31

Total Cases = 86

Summaries of SM19 Focus Opportunity
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4651	.9905	86
COUNTRY	T		3.7059	.5879	17
COUNTRY	PI		3.8182	.8739	11
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		3.4400	.9165	25
COUNTRY	SGP		3.2903	1.2164	31

Total Cases = 86

Summaries of SM20 Focus Threat
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2907	1.0043	86
COUNTRY	T		3.5294	.7998	17
COUNTRY	PI		3.3636	1.2060	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.2400	.9256	25
COUNTRY	SGP		3.1290	1.1178	31

Total Cases = 86

Summaries of SM21 Focus Contingency
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1059	.9762	85
COUNTRY	T		3.1765	.8828	17
COUNTRY	PI		3.4545	1.0357	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.9200	.9092	25
COUNTRY	SGP		3.0667	1.0807	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM22 Focus Project
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1395	1.0309	86
COUNTRY	T		3.1176	.7812	17
COUNTRY	PI		3.5455	1.1282	11
COUNTRY	RI		3.0000	1.4142	2
COUNTRY	MAL		3.1600	1.0279	25
COUNTRY	SGP		3.0000	1.1255	31

Total Cases = 86

PLANNING CATEGORIES

Summaries of SM23 SM Adhoc Planning
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0241	.9874	83
COUNTRY	T		3.0625	.9287	16
COUNTRY	PI		2.9000	.8756	10
COUNTRY	RI		2.5000	2.1213	2
COUNTRY	MAL		3.0400	1.0198	25
COUNTRY	SGP		3.0667	1.0148	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM24 SM Regular Meeting
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5714	.9221	84
COUNTRY	T		3.6875	.7042	16
COUNTRY	PI		4.4000	.6992	10
COUNTRY	RI		2.5000	2.1213	2
COUNTRY	MAL		3.5200	.8226	25
COUNTRY	SGP		3.3548	.9504	31

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

Summaries of SM25 Manager Planning
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2500	1.0045	84
COUNTRY	T		3.4375	1.0308	16
COUNTRY	PI		3.3000	1.0593	10
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.2400	.9256	25
COUNTRY	SGP		3.1290	1.0876	31

Total Cases = 86

Missing Cases = 2 OR 2.3 PCT.

Summaries of SM26 Operations Planning Unit
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.6867	1.1886	83
COUNTRY	T	3.0625	.9287	16
COUNTRY	PI	2.8182	1.3280	11
COUNTRY	RI	1.0000	0.0	2
COUNTRY	MAL	2.6400	1.1860	25
COUNTRY	SGP	2.5862	1.2397	29

Total Cases = 86

Missing Cases = 3 OR 3.5 PCT.

Summaries of SM27 Corporate Planning Unit
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.8171	1.4413	82
COUNTRY	T	3.0000	1.3663	16
COUNTRY	PI	3.7273	1.2721	11
COUNTRY	RI	1.5000	.7071	2
COUNTRY	MAL	2.7500	1.4219	24
COUNTRY	SGP	2.5172	1.4789	29

Total Cases = 86

Missing Cases = 4 OR 4.7 PCT.

SCANNING FOCUS

Summaries of SM28 Scan Domestic Competitors
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5294	1.1401	85
COUNTRY	T		4.1765	.7276	17
COUNTRY	PI		4.0000	1.1832	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.4000	1.1180	25
COUNTRY	SGP		3.1000	1.1847	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM29 Scan Foreign Competitors
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.4353	1.1490	85
COUNTRY	T		2.5882	1.1213	17
COUNTRY	PI		2.6364	1.5015	11
COUNTRY	RI		1.5000	.7071	2
COUNTRY	MAL		2.0400	.7895	25
COUNTRY	SGP		2.6667	1.2411	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM30 Scan Market Trends
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6941	.9883	85
COUNTRY	T		4.1765	.7276	17
COUNTRY	PI		4.0909	1.0445	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.4800	1.0847	25
COUNTRY	SGP		3.4333	.9353	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM31 Scan Suppliers
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8353	1.1531	85
COUNTRY	T		3.2941	1.1048	17
COUNTRY	PI		3.0000	1.2649	11
COUNTRY	RI		3.0000	1.4142	2
COUNTRY	MAL		2.7600	1.0520	25
COUNTRY	SGP		2.5667	1.1943	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM32 Scan Socio-Cultural
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.6118	.9398	85
COUNTRY	T		3.1176	.8575	17
COUNTRY	PI		2.8182	.9816	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		2.3600	.7572	25
COUNTRY	SGP		2.3667	.9643	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM33 Scan Political Trends
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9412	.9802	85
COUNTRY	T		3.2353	.9034	17
COUNTRY	PI		3.4545	.6876	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.1200	.8327	25
COUNTRY	SGP		2.3667	.9994	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM34 Scan Technological
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.1765	.9534	85
COUNTRY	T	3.4706	.7174	17
COUNTRY	PI	2.9091	1.1362	11
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.1200	.8327	25
COUNTRY	SGP	3.1333	1.1059	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM35 Scan Regulatory
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3176	.8196	85
COUNTRY	T	3.3529	.7019	17
COUNTRY	PI	3.4545	1.2136	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.3200	.6904	25
COUNTRY	SGP	3.2000	.8469	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM36 Scan Labour Market
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.8588	1.0369	85
COUNTRY	T	2.6471	.9315	17
COUNTRY	PI	3.0909	1.2210	11
COUNTRY	RI	2.0000	1.4142	2
COUNTRY	MAL	2.6800	.9883	25
COUNTRY	SGP	3.1000	1.0289	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM37 Scan Financial
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.6071	1.0757	84
COUNTRY	T	4.1765	.8090	17
COUNTRY	PI	3.5455	1.4397	11
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.3600	1.1136	25
COUNTRY	SGP	3.5172	.9864	29

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

FORECAST UTILISATION

Summaries of SM38 Forecast Interest
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2706	1.1891	85
COUNTRY	T		3.8235	1.1851	17
COUNTRY	PI		4.0000	1.1832	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.0000	1.0000	25
COUNTRY	SGP		2.9333	1.2015	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM39 Forecast Wage
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8706	1.1525	85
COUNTRY	T		2.8824	.8575	17
COUNTRY	PI		3.4545	1.0357	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		2.3200	1.1075	25
COUNTRY	SGP		3.1000	1.2690	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM40 Forecast Fx Exchange
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1647	1.2233	85
COUNTRY	T		3.5294	1.0073	17
COUNTRY	PI		3.9091	1.0445	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.8400	1.2138	25
COUNTRY	SGP		2.9333	1.3113	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM41 Forecast Industry Growth
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4167	1.1741	84
COUNTRY	T		4.0000	.7303	16
COUNTRY	PI		3.8182	1.3280	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.3600	1.1504	25
COUNTRY	SGP		3.0333	1.2452	30

Total Cases = 86

Missing Cases = 2 OR 2.3 PCT.

Summaries of SM42 Forecast World Growth
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1412	1.2550	85
COUNTRY	T		3.9412	.8993	17
COUNTRY	PI		3.3636	1.5015	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.9200	1.1874	25
COUNTRY	SGP		2.7667	1.2507	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM43 Forecast Political Changes
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8353	1.1217	85
COUNTRY	T		3.0588	1.1974	17
COUNTRY	PI		3.4545	1.0357	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.0800	1.0376	25
COUNTRY	SGP		2.2667	1.0148	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM44 Forecast Inflation
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.0941	1.2211	85
COUNTRY	T	3.5882	1.1213	17
COUNTRY	PI	4.0000	1.0954	11
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	2.7600	1.2000	25
COUNTRY	SGP	2.7667	1.1651	30

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

TECHNIQUE UTILISATION

Summaries of SM45 Technique Finance
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.4302	1.1736	86
COUNTRY	T	3.7059	.7717	17
COUNTRY	PI	3.7273	1.4206	11
COUNTRY	RI	3.0000	1.4142	2
COUNTRY	MAL	3.4400	1.1210	25
COUNTRY	SGP	3.1935	1.3018	31

Total Cases = 86

Summaries of SM46 Technique Market Research
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.0349	1.0454	86
COUNTRY	T	3.1765	1.0744	17
COUNTRY	PI	3.3636	1.3618	11
COUNTRY	RI	3.0000	1.4142	2
COUNTRY	MAL	2.9200	.9539	25
COUNTRY	SGP	2.9355	.9978	31

Total Cases = 86

Summaries of SM47 Technique Project Management
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		2.9070	.9897	86
COUNTRY	T	3.2353	.8314	17
COUNTRY	PI	3.3636	.8090	11
COUNTRY	RI	2.0000	1.4142	2
COUNTRY	MAL	2.8800	1.0536	25
COUNTRY	SGP	2.6452	.9848	31

Total Cases = 86

Summaries of SM48 Technique Planning Concepts
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.6860	1.0320	86
COUNTRY	T		2.8824	.9926	17
COUNTRY	PI		3.0909	1.2210	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		2.7200	1.0214	25
COUNTRY	SGP		2.3548	.9504	31

Total Cases = 86

Summaries of SM49 Technique Economics
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0581	1.2209	86
COUNTRY	T		3.3529	1.1147	17
COUNTRY	PI		3.7273	1.2721	11
COUNTRY	RI		2.5000	.7071	2
COUNTRY	MAL		3.2000	1.1180	25
COUNTRY	SGP		2.5806	1.2322	31

Total Cases = 86

Summaries of SM50 Technique Computer
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8953	1.2370	86
COUNTRY	T		3.2353	.8314	17
COUNTRY	PI		3.0000	1.6733	11
COUNTRY	RI		2.0000	1.4142	2
COUNTRY	MAL		2.8400	1.2138	25
COUNTRY	SGP		2.7742	1.2835	31

Total Cases = 86

Summaries of SM51 Technique Creative Thinking
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.0233	1.0735	86
COUNTRY	T	3.5882	.7123	17
COUNTRY	PI	3.4545	1.2933	11
COUNTRY	RI	2.5000	2.1213	2
COUNTRY	MAL	2.9600	.9345	25
COUNTRY	SGP	2.6452	1.0816	31

Total Cases = 86

Summaries of SM52 Technique Statistical
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.8605	1.0972	86
COUNTRY	T	3.2941	.9852	17
COUNTRY	PI	3.4545	1.0357	11
COUNTRY	RI	2.0000	1.4142	2
COUNTRY	MAL	2.8400	.9434	25
COUNTRY	SGP	2.4839	1.1510	31

Total Cases = 86

GENERAL FEATURES OF PLANNING

Summaries of SM53 Feature Exchange
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.9419	.9249	86
COUNTRY	T		3.8824	1.0537	17
COUNTRY	PI		4.4545	.8202	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.9600	.8406	25
COUNTRY	SGP		3.7742	.9560	31

Total Cases = 86

Summaries of SM54 Feature Innovation
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5814	.8039	86
COUNTRY	T		3.4706	.7998	17
COUNTRY	PI		4.0000	.6325	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.6800	.6272	25
COUNTRY	SGP		3.4194	.9583	31

Total Cases = 86

Summaries of SM55 Feature Recording
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6163	.8966	86
COUNTRY	T		3.7059	.7717	17
COUNTRY	PI		4.1818	.9816	11
COUNTRY	RI		3.5000	.7071	2
COUNTRY	MAL		3.6800	.8021	25
COUNTRY	SGP		3.3226	.9447	31

Total Cases = 86

Summaries of SM56 Feature Forms
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.7674	1.1445	86
COUNTRY	T	3.0588	1.0290	17
COUNTRY	PI	3.6364	1.2060	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	2.5600	1.0440	25
COUNTRY	SGP	2.3871	1.0856	31

Total Cases = 86

Summaries of SM57 Feature Revisions
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.9294	.9610	85
COUNTRY	T	2.7059	.8489	17
COUNTRY	PI	3.2727	1.1037	11
COUNTRY	RI	3.0000	0.0	2
COUNTRY	MAL	3.1200	.9713	25
COUNTRY	SGP	2.7667	.9714	30

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM58 Feature Phases
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.1548	.9248	84
COUNTRY	T	3.1875	.9106	16
COUNTRY	PI	3.5455	1.0357	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.1200	.9713	25
COUNTRY	SGP	2.9667	.8503	30

Total Cases = 86

Missing Cases = 2 OR 2.3 PCT.

Summaries of SM59 Feature Top-down
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2941	1.0445	85
COUNTRY	T		3.2941	.9196	17
COUNTRY	PI		2.5455	.8202	11
COUNTRY	RI		2.0000	0.0	2
COUNTRY	MAL		3.4000	1.0000	25
COUNTRY	SGP		3.5667	1.1043	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM60 Feature Cler/Prod Staff
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.4819	1.0284	83
COUNTRY	T		2.6667	.8165	15
COUNTRY	PI		3.1818	1.4013	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		2.0800	.9539	25
COUNTRY	SGP		2.4333	.9353	30

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM61 Feature Bargaining
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8000	1.0443	85
COUNTRY	T		3.0000	.9354	17
COUNTRY	PI		3.0909	1.3751	11
COUNTRY	RI		2.0000	0.0	2
COUNTRY	MAL		2.6400	.9522	25
COUNTRY	SGP		2.7667	1.0726	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

COMPARISONS WITH INDUSTRY

Very Much Less Than Average=1, Below Average=2, Average=3, Above Average=4, Very Much More Than Average=5.

Summaries of SM62 Norm Range
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.9059	.7811	85
COUNTRY	T		4.0588	.8269	17
COUNTRY	PI		4.0909	.8312	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.7600	.7234	25
COUNTRY	SGP		3.8667	.8193	30

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM63 Norm Price
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6628	.8205	86
COUNTRY	T		3.5882	1.0037	17
COUNTRY	PI		3.4545	.6876	11
COUNTRY	RI		3.0000	0.0	2
COUNTRY	MAL		3.6800	.7483	25
COUNTRY	SGP		3.8065	.8334	31

Total Cases = 86

Summaries of SM64 Norm Quality
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8837	.8320	86
COUNTRY	T		3.9412	1.1440	17
COUNTRY	PI		3.8182	.7508	11
COUNTRY	RI		4.0000	0.0	2
COUNTRY	MAL		3.8000	.6455	25
COUNTRY	SGP		3.9355	.8538	31

Total Cases = 86

Summaries of SM65 Norm Strategic Planning
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3882	.9270	85
COUNTRY	T	3.8750	.8062	16
COUNTRY	PI	3.8182	.6030	11
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.1600	1.0279	25
COUNTRY	SGP	3.1613	.8980	31

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM66 Norm Corporate Identity
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.6279	1.0743	86
COUNTRY	T	3.9412	.8993	17
COUNTRY	PI	4.0909	.7006	11
COUNTRY	RI	4.0000	1.4142	2
COUNTRY	MAL	3.3600	1.1860	25
COUNTRY	SGP	3.4839	1.1216	31

Total Cases = 86

Summaries of SM67 Norm New Technology
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.6548	.9999	84
COUNTRY	T	3.8824	.6966	17
COUNTRY	PI	4.0909	1.0445	11
COUNTRY	RI	3.0000	0.0	1
COUNTRY	MAL	3.5600	.8699	25
COUNTRY	SGP	3.4667	1.1958	30

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM68 Norm Diversification
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.1647	.9740	85
COUNTRY	T	3.5882	.6183	17
COUNTRY	PI	3.0909	.8312	11
COUNTRY	RI	3.5000	.7071	2
COUNTRY	MAL	3.0400	1.0198	25
COUNTRY	SGP	3.0333	1.1290	30

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM69 Norm Innovativeness
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.4651	.9292	86
COUNTRY	T	4.1176	.7812	17
COUNTRY	PI	3.4545	.6876	11
COUNTRY	RI	4.0000	0.0	2
COUNTRY	MAL	3.2800	.9798	25
COUNTRY	SGP	3.2258	.9205	31

Total Cases = 86

TIME-HORIZON OF PLANNING

0 to less than 6 mths=1, 6 to less than 1 year=2, 1 to less than 2 years=3, 2 to less than 3 years=4
3 years or more=5.

Summaries of SM70 Time-Horizon
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0238	1.1820	84
COUNTRY	T		2.5000	1.0954	16
COUNTRY	PI		3.3636	.8090	11
COUNTRY	RI		5.0000	0.0	2
COUNTRY	MAL		3.3200	1.1075	25
COUNTRY	SGP		2.8000	1.2429	30

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

AGE OF SENIOR MANAGER

Summaries of SM71 SM Age
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			40.5309	6.9374	81
COUNTRY	T		39.0000	6.0725	17
COUNTRY	PI		43.3636	8.6055	11
COUNTRY	RI		47.5000	2.1213	2
COUNTRY	MAL		41.3913	7.1525	23
COUNTRY	SGP		39.1429	6.3638	28

Total Cases = 86
Missing Cases = 5 OR 5.8 PCT.

COMPARISONS ACROSS COUNTRIES

None=1, A Little=2, Some=3, Large=4, Very Large=5

FORMAL PLANNING SYSTEM

Summaries of CP1 Setting Financial Objectives
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4746	.9351	59
COUNTRY	T		3.6154	.6504	13
COUNTRY	PI		3.6250	1.1877	8
COUNTRY	MAL		3.2222	.7321	18
COUNTRY	SGP		3.5500	1.1459	20

Total Cases = 59

Summaries of CP2 Coordination Of Planning
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3898	1.0831	59
COUNTRY	T		3.6154	.9608	13
COUNTRY	PI		3.8750	.9910	8
COUNTRY	MAL		3.1111	.9634	18
COUNTRY	SGP		3.3000	1.2607	20

Total Cases = 59

Summaries of CP3 Locating Resources
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0169	1.0084	59
COUNTRY	T		3.0000	1.2247	13
COUNTRY	PI		3.6250	1.1877	8
COUNTRY	MAL		3.0000	.7670	18
COUNTRY	SGP		2.8000	.9515	20

Total Cases = 59

Summaries of CP4 Project Selection Criteria
By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.5000	.9778	58
COUNTRY	T	3.3077	1.1821	13
COUNTRY	PI	3.5000	.9258	8
COUNTRY	MAL	3.7778	.6468	18
COUNTRY	SGP	3.3684	1.1161	19

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP5 Search For Opportunities
By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3559	.8663	59
COUNTRY	T	3.0769	.9541	13
COUNTRY	PI	3.3750	.9161	8
COUNTRY	MAL	3.2778	.6691	18
COUNTRY	SGP	3.6000	.9403	20

Total Cases = 59

Summaries of CP6 Evaluation Of Alternatives
By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.6610	.8223	59
COUNTRY	T	3.3846	.6504	13
COUNTRY	PI	4.0000	.9258	8
COUNTRY	MAL	3.5556	.7048	18
COUNTRY	SGP	3.8000	.9515	20

Total Cases = 59

Summaries of CP7 Forecasting Results
 By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4237	1.1478	59
COUNTRY		T	3.9231	1.1875	13
COUNTRY		PI	3.8750	1.5526	8
COUNTRY		MAL	3.0000	.9701	18
COUNTRY		SGP	3.3000	.9787	20
Total Cases =					59

Summaries of CP8 Gap Analysis
 By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1695	1.0852	59
COUNTRY		T	3.6154	1.1209	13
COUNTRY		PI	3.6250	1.4079	8
COUNTRY		MAL	2.7778	.8085	18
COUNTRY		SGP	3.0500	1.0501	20
Total Cases =					59

Summaries of CP9 Strategies To Close Gap
 By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0339	1.1136	59
COUNTRY		T	3.3846	1.1929	13
COUNTRY		PI	3.2500	1.5811	8
COUNTRY		MAL	2.7778	.7321	18
COUNTRY		SGP	2.9500	1.1459	20
Total Cases =					59

Summaries of CP10 Project Studies
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7966	.8666	59
COUNTRY	T		3.0769	.9541	13
COUNTRY	PI		4.3750	.7440	8
COUNTRY	MAL		3.8333	.7071	18
COUNTRY	SGP		4.0000	.7255	20

Total Cases = 59

Summaries of CP11 Information Gathering
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7458	.9020	59
COUNTRY	T		3.7692	.7250	13
COUNTRY	PI		4.3750	.7440	8
COUNTRY	MAL		3.6667	.8402	18
COUNTRY	SGP		3.5500	1.0501	20

Total Cases = 59

PLANNING CONTEXT

Summaries of CP12 Staffing Level
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9661	.9091	59
COUNTRY	T		3.4615	1.1266	13
COUNTRY	PI		3.0000	.7559	8
COUNTRY	MAL		2.6667	.5941	18
COUNTRY	SGP		2.9000	.9679	20

Total Cases = 59

Summaries of CP13 Financial Resources Adequacy
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.0000	1.0000	59
COUNTRY	T		3.0769	1.1875	13
COUNTRY	PI		3.0000	.9258	8
COUNTRY	MAL		3.0000	.9075	18
COUNTRY	SGP		2.9500	1.0501	20

Total Cases = 59

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Summaries of CP14 Tapping Managers Experiences
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5932	.8120	59
COUNTRY	T		3.4615	.7763	13
COUNTRY	PI		3.8750	.9910	8
COUNTRY	MAL		3.5000	.7071	18
COUNTRY	SGP		3.6500	.8751	20

Total Cases = 59

Summaries of CP15 Support by Managers
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3898	1.0003	59
COUNTRY	T		3.6923	.8549	13
COUNTRY	PI		4.0000	1.0690	8
COUNTRY	MAL		3.1111	.9003	18
COUNTRY	SGP		3.2000	1.0563	20

Total Cases = 59

Summaries of CP16 Regarded As Facilitators
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4915	.9715	59
COUNTRY	T		3.7692	.7250	13
COUNTRY	PI		4.0000	.7559	8
COUNTRY	MAL		3.1667	.9235	18
COUNTRY	SGP		3.4000	1.1425	20

Total Cases = 59

Summaries of CP17 Planning Parameters
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3051	.9871	59
COUNTRY	T		3.5385	.9674	13
COUNTRY	PI		3.8750	.6409	8
COUNTRY	MAL		3.0556	.9984	18
COUNTRY	SGP		3.1500	1.0400	20

Total Cases = 59

Summaries of CP18 Tapping Planning Resources
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.1864	1.0251	59
COUNTRY	T	3.4615	.8771	13
COUNTRY	PI	3.2500	1.0351	8
COUNTRY	MAL	3.0556	.9376	18
COUNTRY	SGP	3.1000	1.2096	20

Total Cases = 59

MONITORING OF PERFORMANCE RATIOS

Summaries of CP19 Monitor Return On Assets
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4915	1.1199	59
COUNTRY	T		3.6154	1.0439	13
COUNTRY	PI		3.5000	1.4142	8
COUNTRY	MAL		3.2778	1.0741	18
COUNTRY	SGP		3.6000	1.1425	20

Total Cases = 59

Summaries of CP20 Monitor Return On Sales
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2881	1.3137	59
COUNTRY	T		3.4615	1.4500	13
COUNTRY	PI		3.0000	1.5119	8
COUNTRY	MAL		3.3333	1.0847	18
COUNTRY	SGP		3.2500	1.4096	20

Total Cases = 59

Summaries of CP21 Monitor Return On Equity
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4237	1.1920	59
COUNTRY	T		3.7692	1.1658	13
COUNTRY	PI		3.1250	1.3562	8
COUNTRY	MAL		3.2222	1.1144	18
COUNTRY	SGP		3.5000	1.2354	20

Total Cases = 59

Summaries of CP22 Monitor Debt to Equity
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3390	1.3848	59
COUNTRY	T	2.9231	1.6053	13
COUNTRY	PI	3.5000	1.4142	8
COUNTRY	MAL	3.5000	1.1504	18
COUNTRY	SGP	3.4000	1.4654	20

Total Cases = 59

Summaries of CP23 Monitor Sales Growth
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.6897	1.2733	58
COUNTRY	T	4.3333	.9847	12
COUNTRY	PI	3.8750	1.5526	8
COUNTRY	MAL	3.2222	1.1144	18
COUNTRY	SGP	3.6500	1.3485	20

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP24 Monitor Productivity
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.3559	1.1856	59
COUNTRY	T	3.7692	1.0919	13
COUNTRY	PI	3.7500	1.1650	8
COUNTRY	MAL	3.0000	1.0290	18
COUNTRY	SGP	3.2500	1.3328	20

Total Cases = 59

Summaries of CP25 Monitor Capacity Utilisation
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9649	1.4011	57
COUNTRY	T		3.0000	1.4142	12
COUNTRY	PI		2.7500	1.4880	8
COUNTRY	MAL		2.8333	1.3827	18
COUNTRY	SGP		3.1579	1.4630	19

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP26 Monitor Market Share
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4068	1.3661	59
COUNTRY	T		3.6154	1.3868	13
COUNTRY	PI		3.6250	1.4079	8
COUNTRY	MAL		3.0000	1.3720	18
COUNTRY	SGP		3.5500	1.3563	20

Total Cases = 59

UTILISATION OF IDEAS/KNOW-HOW

Summaries of CP27 Input Of Strategy
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6610	.9397	59
COUNTRY	T		3.4615	1.0500	13
COUNTRY	PI		3.8750	1.1260	8
COUNTRY	MAL		3.7222	.6691	18
COUNTRY	SGP		3.6500	1.0400	20

Total Cases = 59

Summaries of CP28 Input Of Accountancy
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5088	.8686	57
COUNTRY	T		3.2500	.8660	12
COUNTRY	PI		3.5714	.5345	7
COUNTRY	MAL		3.6111	.8498	18
COUNTRY	SGP		3.5500	.9987	20

Total Cases = 59

Missing Cases = 2 OR 3.4 PCT.

Summaries of .CP29 Input Of Marketing
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5345	.9950	58
COUNTRY	T		3.4167	.9962	12
COUNTRY	PI		4.0000	.5345	8
COUNTRY	MAL		3.2778	1.0741	18
COUNTRY	SGP		3.6500	1.0400	20

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP30 Input Of Economics
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4310	.9572	58
COUNTRY	T		3.1667	.8348	12
COUNTRY	PI		4.0000	.7559	8
COUNTRY	MAL		3.7222	.7519	18
COUNTRY	SGP		3.1000	1.1192	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP31 Input Of Political Science
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.4310	1.1257	58
COUNTRY	T		2.0833	.9962	12
COUNTRY	PI		2.3750	1.0607	8
COUNTRY	MAL		2.7222	1.2274	18
COUNTRY	SGP		2.4000	1.1425	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP32 Input Of Sociology
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2931	1.0598	58
COUNTRY	T		2.0000	.8528	12
COUNTRY	PI		2.3750	1.1877	8
COUNTRY	MAL		2.6111	1.1448	18
COUNTRY	SGP		2.1500	1.0400	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

FUNCTIONAL PLANNING

Summaries of CP36 Written Sales Plan
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2931	1.2979	58
COUNTRY	T		3.6923	1.3775	13
COUNTRY	PI		4.1429	.3780	7
COUNTRY	MAL		3.0000	1.4142	18
COUNTRY	SGP		3.0000	1.2140	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP37 Written Personnel Plan
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.8966	1.1949	58
COUNTRY	T		3.1538	1.2142	13
COUNTRY	PI		3.2857	.7559	7
COUNTRY	MAL		2.6667	1.3284	18
COUNTRY	SGP		2.8000	1.1965	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP38 Written Financial Plan
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4310	1.2011	58
COUNTRY	T		3.3846	1.1929	13
COUNTRY	PI		4.1429	.6901	7
COUNTRY	MAL		3.5556	1.1490	18
COUNTRY	SGP		3.1000	1.3338	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP33 Input Of Statistics
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3793	.8950	58
COUNTRY	T		3.5000	.5222	12
COUNTRY	PI		3.6250	1.1877	8
COUNTRY	MAL		3.3889	.6077	18
COUNTRY	SGP		3.2000	1.1517	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP34 Input Of Psychology
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.1379	1.0165	58
COUNTRY	T		2.0833	.9003	12
COUNTRY	PI		2.0000	1.0690	8
COUNTRY	MAL		2.3333	1.0290	18
COUNTRY	SGP		2.0500	1.0990	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP35 Input Of Engineering
By Levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.5172	1.2174	58
COUNTRY	T		2.0000	1.4142	12
COUNTRY	PI		2.5000	1.1952	8
COUNTRY	MAL		2.7222	1.2274	18
COUNTRY	SGP		2.6500	1.0894	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP39 Written Operational Plan
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3966	1.1385	58
COUNTRY	T		3.6154	.8697	13
COUNTRY	PI		4.1429	.6901	7
COUNTRY	MAL		3.3889	1.1950	18
COUNTRY	SGP		3.0000	1.2566	20

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP40 Written R & D Plan
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.3684	1.2046	57
COUNTRY	T		2.5000	1.3817	12
COUNTRY	PI		3.4286	1.2724	7
COUNTRY	MAL		2.0000	.8402	18
COUNTRY	SGP		2.2500	1.2085	20

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

BENEFITS AND PROBLEMS OF PLANNING

BENEFITS

Summaries of CP41 Benefit Guide
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8475	.8266	59
COUNTRY	T		4.0769	.6405	13
COUNTRY	PI		4.2500	.7071	8
COUNTRY	MAL		3.7222	.8948	18
COUNTRY	SGP		3.6500	.8751	20

Total Cases = 59

Summaries of CP42 Benefit Team
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3898	1.0003	59
COUNTRY	T		3.7692	.7250	13
COUNTRY	PI		3.8750	.8345	8
COUNTRY	MAL		3.3333	.9075	18
COUNTRY	SGP		3.0000	1.1698	20

Total Cases = 59

Summaries of CP43 Benefit Gap Awareness
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5593	1.0217	59
COUNTRY	T		3.7692	.8321	13
COUNTRY	PI		4.2500	.4629	8
COUNTRY	MAL		3.3889	1.0922	18
COUNTRY	SGP		3.3000	1.1286	20

Total Cases = 59

Summaries of CP44 Benefit Shared Values
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.4407	.9697	59
COUNTRY	T		3.6154	1.1929	13
COUNTRY	PI		4.1250	.3536	8
COUNTRY	MAL		3.2778	.8948	18
COUNTRY	SGP		3.2000	.9515	20

Total Cases = 59

Summaries of CP45 Benefit Reactivity
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6610	.9212	59
COUNTRY	T		3.7692	.9268	13
COUNTRY	PI		4.2500	.4629	8
COUNTRY	MAL		3.4444	.9835	18
COUNTRY	SGP		3.5500	.9445	20

Total Cases = 59

Summaries of CP46 Benefit Proactivity
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7119	.9107	59
COUNTRY	T		3.6923	1.1094	13
COUNTRY	PI		4.1250	.3536	8
COUNTRY	MAL		3.6667	.9075	18
COUNTRY	SGP		3.6000	.9403	20

Total Cases = 59

Summaries of CP47 Benefit Direction
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			4.0508	.8392	59
COUNTRY	T		4.0769	1.0377	13
COUNTRY	PI		4.6250	.5175	8
COUNTRY	MAL		3.9444	.8024	18
COUNTRY	SGP		3.9000	.7881	20

Total Cases = 59

Summaries of CP48 Benefit External Awareness
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7627	.8375	59
COUNTRY	T		3.5385	.7763	13
COUNTRY	PI		4.2500	.4629	8
COUNTRY	MAL		3.7778	.8085	18
COUNTRY	SGP		3.7000	.9787	20

Total Cases = 59

Summaries of CP49 Problem Unpredictability
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5345	.8829	58
COUNTRY	T		3.1538	.6887	13
COUNTRY	PI		3.6250	.9161	8
COUNTRY	MAL		3.4444	.8556	18
COUNTRY	SGP		3.8421	.9582	19

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

PROBLEMS

Summaries of CP50 Problem Paperwork
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.1017	.9039	59
COUNTRY	T		3.1538	.9871	13
COUNTRY	PI		2.7500	.7071	8
COUNTRY	MAL		3.0000	.7670	18
COUNTRY	SGP		3.3000	1.0311	20

Total Cases = 59

Summaries of CP51 Problem Revision
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.7759	1.0437	58
COUNTRY	T		2.8462	1.0682	13
COUNTRY	PI		3.0000	.9258	8
COUNTRY	MAL		2.8889	1.0786	18
COUNTRY	SGP		2.5263	1.0733	19

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP52 Problem Entrepreneurship
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2414	.8647	58
COUNTRY	T		2.0769	.7596	13
COUNTRY	PI		2.1250	.9910	8
COUNTRY	MAL		2.5000	.9235	18
COUNTRY	SGP		2.1579	.8342	19

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP53 Problem Tools Impractical
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.3966	.8774	58
COUNTRY	T		2.1538	.8006	13
COUNTRY	PI		2.8750	.8345	8
COUNTRY	MAL		2.4444	.9218	18
COUNTRY	SGP		2.3158	.8852	19

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP54 Problem Data Availability
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2456	.8718	57
COUNTRY	T		3.3333	1.1547	12
COUNTRY	PI		3.2500	.4629	8
COUNTRY	MAL		3.3333	.9075	18
COUNTRY	SGP		3.1053	.8093	19

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP55 Problem Rivalry
 By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.2632	.9915	57
COUNTRY	T		2.4167	1.0836	12
COUNTRY	PI		2.1250	.6409	8
COUNTRY	MAL		2.0556	.9984	18
COUNTRY	SGP		2.4211	1.0706	19

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

COMPARING PAST WITH THE PRESENT

Very much less than=1, Less than=2, No change=3, More than=4, Very much more than

Summaries of CP56 Past Financial Resources
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2857	.6242	56
COUNTRY	T		3.3846	.7679	13
COUNTRY	PI		3.5000	.7559	8
COUNTRY	MAL		3.0588	.4287	17
COUNTRY	SGP		3.3333	.5941	18

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

Summaries of CP57 Past Manpower Resources
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2281	.6818	57
COUNTRY	T		3.4615	.7763	13
COUNTRY	PI		3.0000	.7559	8
COUNTRY	MAL		3.0588	.6587	17
COUNTRY	SGP		3.3158	.5824	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP58 Past Quantitative
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.6140	.7735	57
COUNTRY	T		4.0000	.7071	13
COUNTRY	PI		3.6250	1.0607	8
COUNTRY	MAL		3.5294	.6243	17
COUNTRY	SGP		3.4211	.7685	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP59 Past Qualitative
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.7018	.5966	57
COUNTRY	T		3.6154	.7679	13
COUNTRY	PI		4.0000	.5345	8
COUNTRY	MAL		3.7647	.4372	17
COUNTRY	SGP		3.5789	.6070	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP60 Past Plan-Horizon
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2807	.6749	57
COUNTRY	T		3.3846	.7679	13
COUNTRY	PI		3.5000	.5345	8
COUNTRY	MAL		3.2941	.4697	17
COUNTRY	SGP		3.1053	.8093	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP61 Past Paperwork
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.3684	.7935	57
COUNTRY	T		3.4615	.8771	13
COUNTRY	PI		3.6250	.9161	8
COUNTRY	MAL		3.4706	.5145	17
COUNTRY	SGP		3.1053	.8753	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP72 Future Monitoring
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	4.0000	.4264	12
COUNTRY	PI	4.2500	.7071	8
COUNTRY	MAL	3.6667	.4851	18
COUNTRY	SGP	3.4000	.5026	20

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP73 Future Info-gathering
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.6154	.8697	13
COUNTRY	PI	4.3750	.5175	8
COUNTRY	MAL	3.7222	.4609	18
COUNTRY	SGP	3.6000	.6806	20

Total Cases = 59

Summaries of CP74 Future Adviser
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.6923	.6304	13
COUNTRY	PI	4.1250	.6409	8
COUNTRY	MAL	3.8889	.4714	18
COUNTRY	SGP	3.6000	.5026	20

Total Cases = 59

Summaries of CP68 Past Link Decisions
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.6842	.6855	57
COUNTRY	T	4.1538	.3755	13
COUNTRY	PI	3.6250	.7440	8
COUNTRY	MAL	3.6471	.6063	17
COUNTRY	SGP	3.4211	.7685	19

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

FUTURE CHANGES

Very much less than=1, Less than=2, No change=3, More than=4, Very much more than

Summaries of CP69 Future Consultant
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		2.9464	.7959	56
COUNTRY	T	3.1538	.8987	13
COUNTRY	PI	2.8750	.6409	8
COUNTRY	MAL	3.0000	.8165	16
COUNTRY	SGP	2.7895	.7873	19

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

Summaries of CP70 Future Training
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.8814	.5280	59
COUNTRY	T	4.1538	.3755	13
COUNTRY	PI	4.0000	.7559	8
COUNTRY	MAL	3.8333	.3835	18
COUNTRY	SGP	3.7000	.5712	20

Total Cases = 59

Summaries of CP71 Future Coordination
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.7458	.5752	59
COUNTRY	T	4.0000	.5774	13
COUNTRY	PI	4.0000	.7559	8
COUNTRY	MAL	3.6111	.5016	18
COUNTRY	SGP	3.6000	.5026	20

Total Cases = 59

Summaries of CP62 Past Modeling
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.8462	.8006	13
COUNTRY	PI	3.6250	1.3025	8
COUNTRY	MAL	3.7647	.5623	17
COUNTRY	SGP	3.8889	.8324	18

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

Summaries of CP63 Past Sub-Unit Plan
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	3.7692	.7250	13
COUNTRY	PI	3.3750	.7440	8
COUNTRY	MAL	3.2941	.5879	17
COUNTRY	SGP	3.2778	.5745	18

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

Summaries of CP64 Past Resistance
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
COUNTRY	T	2.4615	.5189	13
COUNTRY	PI	2.6250	1.0607	8
COUNTRY	MAL	2.7059	.5879	17
COUNTRY	SGP	3.0000	.8165	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP65 Past Plan-Time
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.9649	.8230	57
COUNTRY	T		3.0769	.8623	13
COUNTRY	PI		3.0000	.7559	8
COUNTRY	MAL		2.8824	.6966	17
COUNTRY	SGP		2.9474	.9703	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP66 Past Consultants
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			2.6316	.8373	57
COUNTRY	T		2.6154	.8697	13
COUNTRY	PI		2.5000	1.0690	8
COUNTRY	MAL		2.5294	.8745	17
COUNTRY	SGP		2.7895	.7133	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP67 Past Integration
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2982	.8230	57
COUNTRY	T		3.6923	.6304	13
COUNTRY	PI		3.2500	.7071	8
COUNTRY	MAL		3.1176	.8575	17
COUNTRY	SGP		3.2105	.9177	19

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP78 Future Tools
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.8644	.6554	59
COUNTRY	T		4.3077	.4804	13
COUNTRY	PI		4.2500	.4629	8
COUNTRY	MAL		3.8333	.3835	18
COUNTRY	SGP		3.4500	.7592	20

Total Cases = 59

Summaries of CP79 Future Committee
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.5593	.7257	59
COUNTRY	T		3.6923	.7511	13
COUNTRY	PI		4.1250	.6409	8
COUNTRY	MAL		3.4444	.5113	18
COUNTRY	SGP		3.3500	.8127	20

Total Cases = 59

Summaries of CP80 Future Directors
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			3.2881	.8520	59
COUNTRY	T		3.0769	.8623	13
COUNTRY	PI		3.5000	.9258	8
COUNTRY	MAL		3.4444	.8556	18
COUNTRY	SGP		3.2000	.8335	20

Total Cases = 59

Summaries of CP81 Future Computers
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		4.1695	.6986	59
COUNTRY	T	4.4615	.6602	13
COUNTRY	PI	4.2500	1.0351	8
COUNTRY	MAL	4.2222	.4278	18
COUNTRY	SGP	3.9000	.7182	20

Total Cases = 59

Summaries of CP82 Future Quantitative
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.8983	.7357	59
COUNTRY	T	4.3077	.7511	13
COUNTRY	PI	4.0000	1.0690	8
COUNTRY	MAL	4.0000	.4851	18
COUNTRY	SGP	3.5000	.6070	20

Total Cases = 59

Summaries of CP83 Future Qualitative
 By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population				
		3.9661	.6940	59
COUNTRY	T	4.2308	.8321	13
COUNTRY	PI	4.5000	.5345	8
COUNTRY	MAL	4.0000	.4851	18
COUNTRY	SGP	3.5500	.6048	20

Total Cases = 59

Summaries of CP84 Future Problem-Identification
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.9322	.5832	59
COUNTRY	T	4.1538	.5547	13
COUNTRY	PI	4.2500	.7071	8
COUNTRY	MAL	4.0000	.3430	18
COUNTRY	SGP	3.6000	.5982	20
Total Cases =				59

Summaries of CP85 Future Problem-Solving
 By Levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.8983	.6073	59
COUNTRY	T	4.0000	.7071	13
COUNTRY	PI	4.3750	.5175	8
COUNTRY	MAL	3.9444	.4162	18
COUNTRY	SGP	3.6000	.5982	20
Total Cases =				59

AGE OF CP RESPONDENT IN YEARS

Summaries of CP91 CP Age
By levels of COUNTRY Country

Variable	Value	Label	Mean	Std Dev	Cases
For Entire Population			37.6000	7.2152	55
COUNTRY	T		39.8333	6.7127	12
COUNTRY	PI		38.8333	7.0828	6
COUNTRY	MAL		35.5882	5.1607	17
COUNTRY	SGP		37.6000	8.8876	20

Total Cases = 109
Missing Cases = 54 OR 49.5 PCT.

Summaries of CP75 Future Forecast
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.8644	.7301	59
COUNTRY	T	4.2308	.9268	13
COUNTRY	PI	4.1250	.9910	8
COUNTRY	MAL	3.9444	.4162	18
COUNTRY	SGP	3.4500	.5104	20

Total Cases = 59

Summaries of CP76 Future Manager Roles
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.7797	.5892	59
COUNTRY	T	4.1538	.3755	13
COUNTRY	PI	4.0000	.5345	8
COUNTRY	MAL	3.5556	.6157	18
COUNTRY	SGP	3.6500	.5871	20

Total Cases = 59

Summaries of CP77 Future Resources
By levels of COUNTRY Country

Variable	Value Label	Mean	Std Dev	Cases
For Entire Population		3.5932	.5907	59
COUNTRY	T	3.7692	.5991	13
COUNTRY	PI	4.0000	.5345	8
COUNTRY	MAL	3.5000	.5145	18
COUNTRY	SGP	3.4000	.5982	20

Total Cases = 59

APPENDIX (VI)

MEANS TABLE
BY INDUSTRY

INDUSTRIAL GROUPS

Non-Manufacturing

1	Financial Services	Insurance, Investment, Financial Institution
2	Banking	Banks
3	Constr & Services	Construction, Transport, Real Estate, Recreation
4	Trading	Wholesale and Retail
5	Hotels	Hotels
6	Agriculture	Agriculture
7	Mining	Coal and Metal Ore

Manufacturing

8	Food,Textile,Paper	Manufacture of Food, Textile and Paper
9	Chemical	Manufacture of Chemical
10	Metals, Minerals	Manufacture of Metals, Minerals and Other
11	Machineries	Manufacture of Machineries

COMPARISONS ACROSS INDUSTRIAL GROUPS

GOAL ACHIEVEMENT LEVELS

Significantly above 1, Above 2, As is 3, Below 4, Significantly Below 5
 what is being set.

Summaries of	CE16	Quantitative Goal		
By levels of	ISIC	Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		2.6047	.9974	86
1	Financial Services	2.7143	.9512	7
2	Banking	2.0000	.4714	10
3	Constr & Services	2.5000	.8367	6
4	Trading	3.1111	1.0541	9
5	Hotels	3.4000	.8944	5
6	Agriculture	3.0000	.7071	9
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	2.2500	.7538	12
9	Chemical	2.2727	1.1909	11
10	Metals, Minerals	2.6000	1.1402	5
11	Machineries	2.3750	1.3025	8

Total Cases = 89
 Missing Cases = 3 OR 3.4 PCT.

Summaries of	CE17	Qualitative Goal		
By levels of	ISIC	Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		2.8851	.7986	87
1	Financial Services	2.7500	.8864	8
2	Banking	3.0000	.6667	10
3	Constr & Services	3.3333	.5164	6
4	Trading	2.6667	.7071	9
5	Hotels	3.2000	.8367	5
6	Agriculture	3.4444	.7265	9
7	Mining	3.2500	.9574	4
8	Food,Textile,Paper	2.7500	.7538	12
9	Chemical	2.5455	.9342	11
10	Metals, Minerals	2.8000	.8367	5
11	Machineries	2.5000	.7559	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

STRATEGIC THINKING

Less than 10% 1, 10% to 25% 2, 26% to 50% 3, 51% to 75% 4, More than 75% 5.

Summaries of CE18 Office Thinking
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.3182	.9166	88
1	Financial Services	2.2500	.8864	8
2	Banking	2.6000	.6992	10
3	Constr & Services	2.1667	.9832	6
4	Trading	1.6667	.7071	9
5	Hotels	2.2000	.4472	5
6	Agriculture	2.5556	1.2360	9
7	Mining	3.2500	.9574	4
8	Food,Textile,Paper	2.2500	.7538	12
9	Chemical	2.3333	.8876	12
10	Metals, Minerals	2.4000	1.5166	5
11	Machineries	2.2500	.8864	8

Total Cases = 89
Missing Cases = 1 OR 1.1 PCT.

Summaries of CE19 Strategy Discussion
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.4205	.8673	88
1	Financial Services	2.1250	1.1260	8
2	Banking	2.4000	.5164	10
3	Constr & Services	2.6667	1.0328	6
4	Trading	2.1111	.7817	9
5	Hotels	2.0000	.7071	5
6	Agriculture	2.4444	.8819	9
7	Mining	3.0000	0.0	4
8	Food,Textile,Paper	2.9167	.9962	12
9	Chemical	2.3333	1.0731	12
10	Metals, Minerals	2.0000	.7071	5
11	Machineries	2.5000	.5345	8

Total Cases = 89
Missing Cases = 1 OR 1.1 PCT.

Summaries of CE20 Off-Office Thinking
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.2299	.9239	87
1	Financial Services	2.1250	1.3562	8
2	Banking	2.2000	.6325	10
3	Constr & Services	2.8333	.9832	6
4	Trading	1.7778	.6667	9
5	Hotels	1.8000	.8367	5
6	Agriculture	2.5556	1.0138	9
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	2.5833	1.0836	12
9	Chemical	1.9091	.8312	11
10	Metals, Minerals	2.2000	.8367	5
11	Machineries	2.0000	.7559	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

ENVIRONMENTAL SCANNING FOR DECISION-MAKING

None=1, A Little=2, Some=3, Large=4, Very Large=5.

Summaries of CE21 Discuss Directors
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1163	.9872	86
1	Financial Services	3.1250	.9910	8
2	Banking	2.5556	.8819	9
3	Constr & Services	3.0000	1.2649	6
4	Trading	3.0000	1.1180	9
5	Hotels	3.2000	1.0954	5
6	Agriculture	3.5556	.7265	9
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	2.8333	.9374	12
9	Chemical	3.0000	.8944	11
10	Metals, Minerals	2.6000	.8944	5
11	Machineries	3.8750	.9910	8

Total Cases = 89
Missing Cases = 3 OR 3.4 PCT.

Summaries of CE22 Discuss Consultants
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.2892	1.0422	83
1	Financial Services	2.1250	.9910	8
2	Banking	1.6000	.9661	10
3	Constr & Services	2.3333	1.2111	6
4	Trading	2.7143	1.1127	7
5	Hotels	2.0000	1.2247	5
6	Agriculture	2.7778	.9718	9
7	Mining	2.7500	.9574	4
8	Food,Textile,Paper	2.0000	1.0000	11
9	Chemical	2.4000	1.2649	10
10	Metals, Minerals	2.0000	.7071	5
11	Machineries	2.7500	.7071	8

Total Cases = 89
Missing Cases = 6 OR 6.7 PCT.

Summaries of CE23 Discuss Bankers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	2.5000	.9258	8
	2 Banking	2.6000	.8433	10
	3 Constr & Services	2.5000	1.2247	6
	4 Trading	2.3750	.7440	8
	5 Hotels	2.4000	.8944	5
	6 Agriculture	2.3333	1.1180	9
	7 Mining	2.7500	.5000	4
	8 Food,Textile,Paper	1.6364	.6742	11
	9 Chemical	2.0000	.7746	11
	10 Metals, Minerals	1.6000	.8944	5
	11 Machineries	2.3750	1.5059	8

Total Cases = 89
 Missing Cases = 4 OR 4.5 PCT.

Summaries of CE24 Discuss Managers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	4.0000	.7559	8
	2 Banking	3.8000	.6325	10
	3 Constr & Services	4.0000	.8944	6
	4 Trading	3.8889	1.0541	9
	5 Hotels	3.6000	.5477	5
	6 Agriculture	3.5556	.5270	9
	7 Mining	4.3333	.5774	3
	8 Food,Textile,Paper	4.3333	.6513	12
	9 Chemical	3.6667	.7785	12
	10 Metals, Minerals	3.8000	.4472	5
	11 Machineries	3.8750	.8345	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE25 Attend Seminars
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.0824	.8481	85
1	Financial Services	1.8750	.6409	8
2	Banking	1.8889	.7817	9
3	Constr & Services	2.0000	.8944	6
4	Trading	2.1111	1.1667	9
5	Hotels	2.2000	.8367	5
6	Agriculture	2.0000	1.0000	9
7	Mining	2.2500	.9574	4
8	Food,Textile,Paper	2.4167	.7930	12
9	Chemical	1.6364	.6742	11
10	Metals, Minerals	2.2500	.9574	4
11	Machineries	2.5000	.7559	8

Total Cases = 89
 Missing Cases = 4 OR 4.5 PCT.

Summaries of CE26 Own Analysis
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7126	.7911	87
1	Financial Services	3.3750	1.0607	8
2	Banking	3.6000	.9661	10
3	Constr & Services	3.8333	.4082	6
4	Trading	3.4444	.7265	9
5	Hotels	3.8000	.8367	5
6	Agriculture	3.8889	1.0541	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	4.0000	.6030	12
9	Chemical	3.6364	.9244	11
10	Metals, Minerals	4.0000	0.0	5
11	Machineries	3.6250	.7440	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE27 Discuss Suppliers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		1.9647	.9316	85
1	Financial Services	1.7500	.7071	8
2	Banking	1.3333	.5000	9
3	Constr & Services	1.5000	.8367	6
4	Trading	2.1111	1.3642	9
5	Hotels	2.2000	.8367	5
6	Agriculture	1.8889	1.0541	9
7	Mining	2.5000	.5774	4
8	Food,Textile,Paper	2.1818	1.0787	11
9	Chemical	2.0000	.8944	11
10	Metals, Minerals	2.0000	.7071	5
11	Machineries	2.3750	.9161	8

Total Cases = 89
 Missing Cases = 4 OR 4.5 PCT.

Summaries of CE28 Discuss Customers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9535	1.0727	86
1	Financial Services	3.2500	.7071	8
2	Banking	2.7000	.9487	10
3	Constr & Services	2.5000	1.3784	6
4	Trading	2.7778	1.3017	9
5	Hotels	2.8000	1.4832	5
6	Agriculture	3.1111	.9280	9
7	Mining	2.7500	1.5000	4
8	Food,Textile,Paper	2.8182	.9816	11
9	Chemical	3.0000	1.0954	11
10	Metals, Minerals	3.4000	1.1402	5
11	Machineries	3.3750	1.0607	8

Total Cases = 89
 Missing Cases = 3 OR 3.4 PCT.

Summaries of CE29 Reading Strategic Material
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.6190	.9171	84
1	Financial Services	2.1250	.8345	8
2	Banking	2.6667	.7071	9
3	Constr & Services	2.8333	.4082	6
4	Trading	2.1111	.7817	9
5	Hotels	2.4000	1.1402	5
6	Agriculture	2.5556	1.2360	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	2.9091	.9439	11
9	Chemical	2.5000	.9718	10
10	Metals, Minerals	2.0000	0.0	5
11	Machineries	3.2500	.7071	8

Total Cases = 89
 Missing Cases = 5 OR 5.6 PCT.

Summaries of CE30 Visits Trade
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		1.9882	.9697	85
1	Financial Services	1.6250	.7440	8
2	Banking	1.3333	.7071	9
3	Constr & Services	2.5000	1.2247	6
4	Trading	2.0000	1.3229	9
5	Hotels	2.2000	.8367	5
6	Agriculture	1.7778	1.0929	9
7	Mining	2.5000	.5774	4
8	Food,Textile,Paper	1.8182	.8739	11
9	Chemical	1.9091	.9439	11
10	Metals, Minerals	1.8000	.4472	5
11	Machineries	3.0000	.5345	8

Total Cases = 89
 Missing Cases = 4 OR 4.5 PCT.

Summaries of CE31 Meeting Friends
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.0460	.9265	87
1	Financial Services	2.6250	.5175	8
2	Banking	3.1000	.5676	10
3	Constr & Services	3.1667	1.1690	6
4	Trading	2.3333	.5000	9
5	Hotels	3.0000	.7071	5
6	Agriculture	3.5556	1.5899	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	2.8333	.7177	12
9	Chemical	3.0000	.8944	11
10	Metals, Minerals	3.2000	1.0954	5
11	Machineries	3.5000	.9258	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE32 Reading Newspapers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9651	.8738	86
1	Financial Services	2.7500	.7071	8
2	Banking	2.8889	.7817	9
3	Constr & Services	3.3333	1.2111	6
4	Trading	2.1111	.6009	9
5	Hotels	3.8000	.8367	5
6	Agriculture	2.7778	1.0929	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	2.7500	.7538	12
9	Chemical	3.1818	.7508	11
10	Metals, Minerals	2.6000	.5477	5
11	Machineries	3.5000	.5345	8

Total Cases = 89
 Missing Cases = 3 OR 3.4 PCT.

EXTENT TO WHICH ENVIRONMENT IS PREDICTABLE

None=1, A Little=2, Some=3, Large=4, Very Large=5.

Summaries of CE33		Demand Environment		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		3.4828	.9004	87
1	Financial Services	3.6250	1.0607	8
2	Banking	3.2222	.6667	9
3	Constr & Services	3.6667	.8165	6
4	Trading	3.2222	.8333	9
5	Hotels	3.8000	.8367	5
6	Agriculture	4.1111	1.2693	9
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.4167	.9962	12
9	Chemical	3.3333	.7785	12
10	Metals, Minerals	3.6000	.5477	5
11	Machineries	3.2500	1.0351	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE34		Competition Environment		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5909	.8923	88
1	Financial Services	3.7500	.4629	8
2	Banking	3.5000	.8498	10
3	Constr & Services	3.6667	.8165	6
4	Trading	3.6667	1.0000	9
5	Hotels	4.2000	.8367	5
6	Agriculture	3.6667	1.1180	9
7	Mining	3.5000	.5774	4
8	Food,Textile,Paper	3.4167	1.3114	12
9	Chemical	3.1667	.7177	12
10	Metals, Minerals	3.8000	.4472	5
11	Machineries	3.7500	.8864	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE35 Technological Environment
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4138	.8005	87
1	Financial Services	3.1250	.6409	8
2	Banking	3.5000	.5270	10
3	Constr & Services	3.6667	1.0328	6
4	Trading	3.4444	1.2360	9
5	Hotels	2.2500	.5000	4
6	Agriculture	3.2222	1.0929	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	3.6667	.6513	12
9	Chemical	3.4167	.6686	12
10	Metals, Minerals	3.6000	.5477	5
11	Machineries	3.5000	.5345	8

Total Cases = 89
Missing Cases = 2 OR 2.2 PCT.

Summaries of CE36 Material Environment
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4878	.9844	82
1	Financial Services	3.0000	1.0000	7
2	Banking	3.7143	.9512	7
3	Constr & Services	3.3333	1.0328	6
4	Trading	3.0000	1.5119	8
5	Hotels	3.0000	.8165	4
6	Agriculture	2.7778	1.2019	9
7	Mining	4.0000	.8165	4
8	Food,Textile,Paper	4.1667	.3892	12
9	Chemical	3.7500	.7538	12
10	Metals, Minerals	3.6000	.5477	5
11	Machineries	3.6250	.7440	8

Total Cases = 89
Missing Cases = 7 OR 7.9 PCT.

Summaries of CE37 Manpower Environment
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7126	.8478	87
1	Financial Services	3.3750	.7440	8
2	Banking	3.3333	.7071	9
3	Constr & Services	3.3333	1.0328	6
4	Trading	3.5556	1.1304	9
5	Hotels	3.8000	.8367	5
6	Agriculture	3.2222	1.2019	9
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	4.1667	.7177	12
9	Chemical	4.0000	.4264	12
10	Metals, Minerals	4.0000	.7071	5
11	Machineries	3.8750	.6409	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE38 Funds Environment
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7471	.7956	87
1	Financial Services	3.6250	.7440	8
2	Banking	3.4444	.8819	9
3	Constr & Services	3.8333	.9832	6
4	Trading	3.8889	.7817	9
5	Hotels	3.4000	.5477	5
6	Agriculture	3.0000	1.2247	9
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	4.2500	.4523	12
9	Chemical	3.9167	.6686	12
10	Metals, Minerals	3.8000	.4472	5
11	Machineries	3.7500	.4629	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE39 Regulatory Environment
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2414	.8486	87
1	Financial Services	3.1250	.6409	8
2	Banking	3.3333	.7071	9
3	Constr & Services	3.6667	1.0328	6
4	Trading	2.8889	1.0541	9
5	Hotels	2.6000	.5477	5
6	Agriculture	3.3333	.8660	9
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	3.1667	.8348	12
9	Chemical	3.4167	.9003	12
10	Metals, Minerals	3.4000	.8944	5
11	Machineries	3.2500	.8864	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

PLANNING CATEGORIZATION

Summaries of CE40 CEO Adhoc Planning
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.5862	.8833	87
1	Financial Services	2.8750	.6409	8
2	Banking	2.2000	.7888	10
3	Constr & Services	2.3333	.5164	6
4	Trading	3.0000	1.2247	9
5	Hotels	3.4000	.5477	5
6	Agriculture	3.1111	1.0541	9
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	2.0833	.7930	12
9	Chemical	2.1818	.6030	11
10	Metals, Minerals	2.4000	.8944	5
11	Machineries	2.7500	.8864	8

Total Cases = 89
Missing Cases = 2 OR 2.2 PCT.

Summaries of CE41 CEO Regular Meeting
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5862	.9469	87
1	Financial Services	3.7500	.4629	8
2	Banking	4.0000	.9428	10
3	Constr & Services	3.0000	.8944	6
4	Trading	3.3333	.8660	9
5	Hotels	3.8000	.4472	5
6	Agriculture	3.1111	.7817	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	4.2500	.8660	12
9	Chemical	3.0000	1.3416	11
10	Metals, Minerals	4.0000	.7071	5
11	Machineries	3.5000	.9258	8

Total Cases = 89
Missing Cases = 2 OR 2.2 PCT.

Summaries of CE42 Written Plans
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.6552	.9624	87
1	Financial Services	3.3750	.7440	8
2	Banking	4.2000	.6325	10
3	Constr & Services	3.1667	.7528	6
4	Trading	3.4444	1.2360	9
5	Hotels	3.4000	.8944	5
6	Agriculture	3.0000	.8660	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	4.5000	.6742	12
9	Chemical	3.5455	1.2136	11
10	Metals, Minerals	3.6000	.5477	5
11	Machineries	3.6250	1.0607	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE43 Sytematic Planning
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.6250	.9978	88
1	Financial Services	3.7500	.4629	8
2	Banking	3.7000	1.2517	10
3	Constr & Services	3.0000	.8944	6
4	Trading	3.1111	1.0541	9
5	Hotels	3.6000	.8944	5
6	Agriculture	3.3333	1.0000	9
7	Mining	4.0000	.8165	4
8	Food,Textile,Paper	4.5000	.6742	12
9	Chemical	3.4167	1.2401	12
10	Metals, Minerals	3.8000	.4472	5
11	Machineries	3.5000	.9258	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE44 SWOT Planning
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7011	.9897	87
1	Financial Services	3.7500	.7071	8
2	Banking	3.5000	1.1785	10
3	Constr & Services	3.3333	.5164	6
4	Trading	3.2222	1.2019	9
5	Hotels	3.6000	.8944	5
6	Agriculture	3.2222	1.2019	9
7	Mining	4.0000	.8165	4
8	Food,Textile,Paper	4.6667	.4924	12
9	Chemical	3.9091	.9439	11
10	Metals, Minerals	3.6000	.8944	5
11	Machineries	3.5000	.9258	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

PLANNING UTILITY

Summaries of CE45 Help On Strategy
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	4.0000	0.0	8
	2 Banking	4.1000	.9944	10
	3 Constr & Services	3.3333	.8165	6
	4 Trading	3.7500	.4629	8
	5 Hotels	3.8000	1.0954	5
	6 Agriculture	3.6667	.8660	9
	7 Mining	4.0000	0.0	4
	8 Food,Textile,Paper	4.3333	.4924	12
	9 Chemical	3.5455	.6876	11
	10 Metals, Minerals	3.8000	.4472	5
	11 Machineries	3.7500	1.0351	8

Total Cases = 89
Missing Cases = 3 OR 3.4 PCT.

Summaries of CE46 Help Opportunities
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.8750	.6409	8
	2 Banking	3.5000	.8498	10
	3 Constr & Services	3.3333	.8165	6
	4 Trading	3.3333	1.2247	9
	5 Hotels	3.8000	.4472	5
	6 Agriculture	3.3333	1.2247	9
	7 Mining	4.0000	0.0	4
	8 Food,Textile,Paper	3.8333	.7177	12
	9 Chemical	3.2500	1.0553	12
	10 Metals, Minerals	3.8000	.4472	5
	11 Machineries	3.3750	.9161	8

Total Cases = 89
Missing Cases = 1 OR 1.1 PCT.

Summaries of CE47 Help Threats
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4432	.9692	88
1	Financial Services	3.1250	.8345	8
2	Banking	3.7000	.9487	10
3	Constr & Services	2.8333	1.3292	6
4	Trading	3.5556	.7265	9
5	Hotels	4.0000	.7071	5
6	Agriculture	2.8889	1.0541	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	3.8333	1.1146	12
9	Chemical	3.3333	1.0731	12
10	Metals, Minerals	3.6000	.8944	5
11	Machineries	3.3750	.7440	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE48 Help Weaknesses
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7500	.8200	88
1	Financial Services	3.8750	.6409	8
2	Banking	3.9000	.7379	10
3	Constr & Services	3.6667	.5164	6
4	Trading	4.2222	.6667	9
5	Hotels	3.4000	.5477	5
6	Agriculture	3.3333	.7071	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	4.3333	.6513	12
9	Chemical	3.0833	1.1645	12
10	Metals, Minerals	3.6000	.5477	5
11	Machineries	3.8750	.8345	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE49 Help Strengths
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7386	.7349	88
1	Financial Services	3.8750	.6409	8
2	Banking	3.7000	.8233	10
3	Constr & Services	3.5000	.5477	6
4	Trading	3.7778	.4410	9
5	Hotels	3.6000	.5477	5
6	Agriculture	3.2222	.6667	9
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	4.3333	.6513	12
9	Chemical	3.5833	.9962	12
10	Metals, Minerals	3.4000	.5477	5
11	Machineries	3.8750	.8345	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE50 Help Quan Goal
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.8295	.8196	88
1	Financial Services	4.0000	.5345	8
2	Banking	4.3000	.6749	10
3	Constr & Services	3.3333	.8165	6
4	Trading	3.8889	.6009	9
5	Hotels	3.6000	.5477	5
6	Agriculture	3.4444	1.1304	9
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	4.4167	.5149	12
9	Chemical	3.5000	1.0000	12
10	Metals, Minerals	4.0000	0.0	5
11	Machineries	3.6250	.9161	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CES1 Help Qual Goal
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4886	.8441	88
1	Financial Services	3.6250	.5175	8
2	Banking	3.7000	.8233	10
3	Constr & Services	3.5000	.8367	6
4	Trading	2.7778	.6667	9
5	Hotels	3.6000	.5477	5
6	Agriculture	3.0000	1.0000	9
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	4.0000	.7385	12
9	Chemical	3.2500	.9653	12
10	Metals, Minerals	3.8000	.4472	5
11	Machineries	3.7500	.8864	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

EXTENT TO WHICH PLANNING HELP COPE WITH THE ENVIRONMENT

Summaries of CE52 Cope Demand
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4886	.8576	88
1	Financial Services	3.2500	.7071	8
2	Banking	3.7000	.6749	10
3	Constr & Services	3.5000	.8367	6
4	Trading	3.4444	.8819	9
5	Hotels	3.8000	.8367	5
6	Agriculture	3.0000	1.0000	9
7	Mining	3.0000	.8165	4
8	Food,Textile,Paper	3.8333	.9374	12
9	Chemical	3.5833	.9962	12
10	Metals, Minerals	3.4000	.5477	5
11	Machineries	3.5000	.9258	8

Total Cases = 89
Missing Cases = 1 OR 1.1 PCT.

Summaries of CE53 Cope Competition
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5000	.9097	88
1	Financial Services	3.8750	.9910	8
2	Banking	3.6000	.8433	10
3	Constr & Services	3.3333	.5164	6
4	Trading	3.4444	.7265	9
5	Hotels	4.0000	.7071	5
6	Agriculture	3.0000	1.1180	9
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.7500	.8660	12
9	Chemical	3.1667	1.2673	12
10	Metals, Minerals	3.4000	.5477	5
11	Machineries	3.7500	.8864	8

Total Cases = 89
Missing Cases = 1 OR 1.1 PCT.

Summaries of CE54 Cope Technology
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2500	.8476	88
1	Financial Services	3.3750	1.0607	8
2	Banking	3.3000	.6749	10
3	Constr & Services	2.6667	1.2111	6
4	Trading	3.0000	1.1180	9
5	Hotels	2.8000	.4472	5
6	Agriculture	3.1111	.9280	9
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.6667	.6513	12
9	Chemical	3.1667	.9374	12
10	Metals, Minerals	3.4000	.5477	5
11	Machineries	3.6250	.5175	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE55 Cope Material
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2069	.9293	87
1	Financial Services	2.8750	.6409	8
2	Banking	3.1111	.6009	9
3	Constr & Services	2.6667	1.2111	6
4	Trading	2.8889	1.2693	9
5	Hotels	3.2000	.4472	5
6	Agriculture	2.7778	.8333	9
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	3.9167	.7930	12
9	Chemical	3.0833	.7930	12
10	Metals, Minerals	3.4000	.8944	5
11	Machineries	3.6250	1.1877	8

Total Cases = 89
 Missing Cases = 2 OR 2.2 PCT.

Summaries of CE56 Cope Manpower
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4545	.9086	88
1	Financial Services	3.2500	.7071	8
2	Banking	3.3000	.6749	10
3	Constr & Services	2.8333	1.1690	6
4	Trading	3.3333	1.2247	9
5	Hotels	3.8000	.4472	5
6	Agriculture	3.2222	1.0929	9
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	4.0833	.5149	12
9	Chemical	3.1667	.7177	12
10	Metals, Minerals	3.2000	1.0954	5
11	Machineries	3.7500	1.0351	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE57 Cope Funds
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4773	.9587	88
1	Financial Services	3.5000	.9258	8
2	Banking	3.7000	.6749	10
3	Constr & Services	3.8333	.4082	6
4	Trading	3.4444	.7265	9
5	Hotels	3.0000	.7071	5
6	Agriculture	3.0000	1.1180	9
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	4.0833	.9003	12
9	Chemical	3.0000	1.2792	12
10	Metals, Minerals	2.8000	.8367	5
11	Machineries	3.7500	1.0351	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

Summaries of CE58 Cope Regulations
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.0455	.9086	88
1	Financial Services	3.0000	.7559	8
2	Banking	3.6000	.6992	10
3	Constr & Services	3.0000	.6325	6
4	Trading	2.4444	1.3333	9
5	Hotels	2.6000	.5477	5
6	Agriculture	3.0000	.8660	9
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.1667	1.1146	12
9	Chemical	3.2500	.8660	12
10	Metals, Minerals	2.8000	1.0954	5
11	Machineries	3.0000	.7559	8

Total Cases = 89
 Missing Cases = 1 OR 1.1 PCT.

MEAN AGE OF CEO

Summaries of By levels of	CE59 ISIC	Age of CEO Industrial Classification	Mean	Std Dev	Cases
	Value Label				
	For Entire Population		48.1294	7.5369	85
	1 Financial Services		47.8750	6.8959	8
	2 Banking		52.1111	5.3723	9
	3 Constr & Services		43.3333	4.1793	6
	4 Trading		47.6667	8.6747	9
	5 Hotels		42.4000	9.4499	5
	6 Agriculture		44.8889	9.3601	9
	7 Mining		47.5000	8.6603	4
	8 Food,Textile,Paper		48.5000	6.5436	12
	9 Chemical		49.1818	6.2260	11
	10 Metals, Minerals		54.6000	9.6073	5
	11 Machineries		49.7143	6.1023	7
Total Cases =		89			
Missing Cases =		4 OR 4.5 PCT.			

COMPARISONS ACROSS INDUSTRIAL GROUPS

None=1, A Little=2, Some=3, Large=4, Very Large=5

ASPECTS OF STRATEGIC PLANNING

Summaries of SM1		Strategy Attention		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5952	.9709	84
1	Financial Services	3.6667	1.0000	9
2	Banking	3.5455	.9342	11
3	Constr & Services	3.5714	.7868	7
4	Trading	3.3750	1.0607	8
5	Hotels	3.6667	1.1547	3
6	Agriculture	3.2000	1.3038	5
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	3.9000	.7379	10
9	Chemical	3.1667	1.4668	12
10	Metals, Minerals	4.1667	.4082	6
11	Machineries	3.6667	.7071	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM2		Strategy Training		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		2.8353	.9493	85
1	Financial Services	2.7778	.9718	9
2	Banking	2.7273	.9045	11
3	Constr & Services	2.5714	1.2724	7
4	Trading	2.7500	1.2817	8
5	Hotels	2.2500	.9574	4
6	Agriculture	2.4000	.5477	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.2000	.6325	10
9	Chemical	2.8333	.9374	12
10	Metals, Minerals	3.5000	.5477	6
11	Machineries	2.8889	.9280	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM3 Strategy Consulting
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.3929	.9571	84
1	Financial Services	3.1111	.7817	9
2	Banking	1.8182	.7508	11
3	Constr & Services	2.2857	.9512	7
4	Trading	2.0000	.9258	8
5	Hotels	3.0000	1.0000	3
6	Agriculture	2.4000	1.1402	5
7	Mining	2.2500	.9574	4
8	Food,Textile,Paper	2.2000	.9189	10
9	Chemical	2.0833	.9003	12
10	Metals, Minerals	2.5000	.5477	6
11	Machineries	3.2222	.9718	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM4 Strategy Performance
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9639	.9166	83
1	Financial Services	2.7778	.6667	9
2	Banking	3.0909	.7006	11
3	Constr & Services	2.7143	.9512	7
4	Trading	2.8750	.8345	8
5	Hotels	3.0000	1.0000	3
6	Agriculture	2.5000	1.2910	4
7	Mining	2.5000	1.0000	4
8	Food,Textile,Paper	3.8000	.7888	10
9	Chemical	2.5000	1.0871	12
10	Metals, Minerals	3.3333	.5164	6
11	Machineries	3.1111	.9280	9

Total Cases = 86
 Missing Cases = 3 OR 3.5 PCT.

INVOLVEMENT IN PLANNING

Summaries of SM5 Board Involvement
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.9747	1.1873	79
1	Financial Services	3.1111	1.0541	9
2	Banking	2.6000	1.2649	10
3	Constr & Services	2.2857	1.1127	7
4	Trading	2.8750	1.3562	8
5	Hotels	3.0000	0.0	3
6	Agriculture	3.0000	1.6330	4
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	3.5556	.7265	9
9	Chemical	2.8000	1.3984	10
10	Metals, Minerals	3.1667	.7528	6
11	Machineries	3.2222	1.4814	9

Total Cases = 86
Missing Cases = 7 OR 8.1 PCT.

Summaries of SM6 CEO Involvement
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		4.1928	.8759	83
1	Financial Services	3.8889	.7817	9
2	Banking	4.0000	1.0000	11
3	Constr & Services	4.1429	.6901	7
4	Trading	4.4286	.9759	7
5	Hotels	3.5000	1.0000	4
6	Agriculture	4.2500	1.5000	4
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	4.4000	.9661	10
9	Chemical	4.3333	.8876	12
10	Metals, Minerals	4.6667	.5164	6
11	Machineries	4.1111	.7817	9

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM7 Executives Involvement
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2716	1.0841	81
1	Financial Services	3.2222	1.2019	9
2	Banking	3.5455	1.2136	11
3	Constr & Services	3.5714	.9759	7
4	Trading	3.0000	1.0000	7
5	Hotels	3.5000	.7071	2
6	Agriculture	3.0000	1.2247	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.3000	1.3375	10
9	Chemical	3.1818	1.1677	11
10	Metals, Minerals	3.1667	.4082	6
11	Machineries	3.3333	1.1180	9

Total Cases = 86
 Missing Cases = 5 OR 5.8 PCT.

MAPPING OF FUNCTIONAL PLANNING

Summaries of SM8 Mapping Market
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.8313	1.0912	83
1	Financial Services	3.6667	1.1180	9
2	Banking	3.4545	.8202	11
3	Constr & Services	3.3333	1.2111	6
4	Trading	4.2500	1.0351	8
5	Hotels	3.0000	0.0	3
6	Agriculture	3.2000	1.6432	5
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	4.4000	.9661	10
9	Chemical	4.0833	.9962	12
10	Metals, Minerals	4.5000	.8367	6
11	Machineries	3.8889	1.0541	9

Total Cases = 86

Missing Cases = 3 OR 3.5 PCT.

Summaries of SM9 Mapping Personnel
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2892	1.0538	83
1	Financial Services	3.1111	1.1667	9
2	Banking	3.4545	.6876	11
3	Constr & Services	3.0000	1.0954	6
4	Trading	3.3750	1.0607	8
5	Hotels	3.3333	1.5275	3
6	Agriculture	3.4000	1.3416	5
7	Mining	3.2500	.9574	4
8	Food,Textile,Paper	3.4000	.9661	10
9	Chemical	2.8333	1.3371	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.4444	1.1304	9

Total Cases = 86

Missing Cases = 3 OR 3.5 PCT.

Summaries of SM10 Mapping Finance
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7470	1.0222	83
1	Financial Services	3.7778	.8333	9
2	Banking	3.7273	.6467	11
3	Constr & Services	3.8571	.6901	7
4	Trading	3.8750	1.2464	8
5	Hotels	3.6667	.5774	3
6	Agriculture	3.0000	1.5811	5
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	4.3333	.8660	9
9	Chemical	3.2500	1.3568	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	4.0000	1.2247	9

Total Cases = 86
 Missing Cases = 3 OR 3.5 PCT.

Summaries of SM11 Mapping Operational
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7143	.9387	84
1	Financial Services	3.0000	.8660	9
2	Banking	3.6364	.5045	11
3	Constr & Services	3.7143	.7559	7
4	Trading	4.0000	.9258	8
5	Hotels	3.3333	1.5275	3
6	Agriculture	3.4000	1.3416	5
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	3.9000	.8756	10
9	Chemical	3.7500	1.2881	12
10	Metals, Minerals	4.3333	.5164	6
11	Machineries	3.6667	.8660	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM12 Mapping Product
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2439	1.0489	82
1	Financial Services	2.8889	.9280	9
2	Banking	3.0909	.8312	11
3	Constr & Services	3.6000	.5477	5
4	Trading	3.2500	.8864	8
5	Hotels	3.3333	1.5275	3
6	Agriculture	2.0000	1.2247	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.8000	.7888	10
9	Chemical	3.5000	1.2432	12
10	Metals, Minerals	3.0000	1.4142	6
11	Machineries	3.5556	.7265	9

Total Cases = 86
 Missing Cases = 4 OR 4.7 PCT.

PLANNING FOCUS

Summaries of SM13 Focus Targets
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5349	.9165	86
1	Financial Services	3.5556	1.0138	9
2	Banking	3.5455	.8202	11
3	Constr & Services	3.1429	1.0690	7
4	Trading	3.4444	1.0138	9
5	Hotels	3.5000	1.2910	4
6	Agriculture	3.8000	.8367	5
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	3.3333	1.0731	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.8889	.6009	9

Total Cases = 86

Summaries of SM14 Focus Coordination
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6395	.8529	86
1	Financial Services	3.5556	.8819	9
2	Banking	3.5455	.6876	11
3	Constr & Services	3.7143	.4880	7
4	Trading	3.6667	1.2247	9
5	Hotels	3.7500	.9574	4
6	Agriculture	4.0000	1.2247	5
7	Mining	3.5000	.5774	4
8	Food,Textile,Paper	3.9000	.7379	10
9	Chemical	3.2500	1.0553	12
10	Metals, Minerals	4.0000	0.0	6
11	Machineries	3.5556	.8819	9

Total Cases = 86

Summaries of SM15 Focus Monitoring
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.8837	.8320	86
1	Financial Services	3.5556	.8819	9
2	Banking	4.0000	.7746	11
3	Constr & Services	3.8571	.6901	7
4	Trading	3.5556	1.1304	9
5	Hotels	3.0000	.8165	4
6	Agriculture	4.0000	.7071	5
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	4.2000	.7888	10
9	Chemical	4.0833	.9003	12
10	Metals, Minerals	4.1667	.4082	6
11	Machineries	3.8889	.9280	9

Total Cases = 86

Summaries of SM16 Focus Gap
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.5233	.9039	86
1	Financial Services	3.4444	.7265	9
2	Banking	3.4545	.8202	11
3	Constr & Services	3.2857	.9512	7
4	Trading	2.6667	.7071	9
5	Hotels	2.5000	1.0000	4
6	Agriculture	3.8000	1.0954	5
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	4.1000	.8756	10
9	Chemical	3.7500	.7538	12
10	Metals, Minerals	4.1667	.4082	6
11	Machineries	3.7778	.9718	9

Total Cases = 86

Summaries of SM17 Focus Strength-Weak
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.3140	.9853	86
1	Financial Services	3.2222	.9718	9
2	Banking	3.5455	.9342	11
3	Constr & Services	3.0000	1.1547	7
4	Trading	2.8889	.7817	9
5	Hotels	2.5000	1.0000	4
6	Agriculture	3.0000	1.2247	5
7	Mining	3.2500	.9574	4
8	Food,Textile,Paper	3.8000	1.1353	10
9	Chemical	3.3333	1.0731	12
10	Metals, Minerals	3.6667	.8165	6
11	Machineries	3.5556	.7265	9

Total Cases = 86

Summaries of SM18 Focus Re-allocation
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1628	.9438	86
1	Financial Services	2.6667	.8660	9
2	Banking	3.0000	1.0000	11
3	Constr & Services	2.7143	1.2536	7
4	Trading	3.1111	.7817	9
5	Hotels	2.7500	.9574	4
6	Agriculture	3.2000	1.0954	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.8000	.7888	10
9	Chemical	3.2500	.8660	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.2222	.6667	9

Total Cases = 86

Summaries of SM19 Focus Opportunity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4651	.9905	86
1	Financial Services	2.8889	1.0541	9
2	Banking	3.7273	.7862	11
3	Constr & Services	3.5714	.9759	7
4	Trading	3.4444	.7265	9
5	Hotels	2.7500	.9574	4
6	Agriculture	2.4000	1.1402	5
7	Mining	4.0000	0.0	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	3.4167	1.3790	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.7778	.6667	9

Total Cases = 86

Summaries of SM20 Focus Threat
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2907	1.0043	86
1	Financial Services	3.3333	1.1180	9
2	Banking	3.6364	.6742	11
3	Constr & Services	2.8571	.8997	7
4	Trading	3.0000	1.1180	9
5	Hotels	2.7500	.9574	4
6	Agriculture	2.4000	.5477	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	3.5000	1.1677	12
10	Metals, Minerals	3.6667	1.0328	6
11	Machineries	3.2222	.8333	9

Total Cases = 86

Summaries of SM21 Focus Contingency
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1059	.9762	85
1	Financial Services	2.8889	.9280	9
2	Banking	3.0909	.7006	11
3	Constr & Services	2.5714	.7868	7
4	Trading	2.5556	1.1304	9
5	Hotels	2.3333	.5774	3
6	Agriculture	2.4000	1.1402	5
7	Mining	3.0000	1.1547	4
8	Food,Textile,Paper	4.0000	.6667	10
9	Chemical	3.4167	.9962	12
10	Metals, Minerals	3.6667	.5164	6
11	Machineries	3.2222	.9718	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM22 Focus Project
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1395	1.0309	86
1	Financial Services	2.6667	.7071	9
2	Banking	3.3636	1.1201	11
3	Constr & Services	2.8571	1.4639	7
4	Trading	2.7778	1.0929	9
5	Hotels	2.2500	.5000	4
6	Agriculture	3.2000	.8367	5
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	3.7000	.9487	10
9	Chemical	3.0000	1.1282	12
10	Metals, Minerals	3.5000	1.0488	6
11	Machineries	3.4444	.7265	9

Total Cases = 86

PLANNING CATEGORIES

Summaries of SM23 SM Adhoc Planning
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.0241	.9874	83
1	Financial Services	3.4444	.7265	9
2	Banking	2.8182	1.1677	11
3	Constr & Services	3.0000	1.0954	6
4	Trading	3.6250	1.0607	8
5	Hotels	2.6667	1.1547	3
6	Agriculture	3.6000	.8944	5
7	Mining	2.5000	.5774	4
8	Food,Textile,Paper	2.3000	.8233	10
9	Chemical	2.9167	1.0836	12
10	Metals, Minerals	3.1667	.7528	6
11	Machineries	3.2222	.8333	9

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM24 SM Regular Meeting
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5714	.9221	84
1	Financial Services	3.4444	.7265	9
2	Banking	3.6364	.8090	11
3	Constr & Services	3.1667	.7528	6
4	Trading	3.1250	.9910	8
5	Hotels	3.5000	.5774	4
6	Agriculture	3.6000	1.1402	5
7	Mining	4.0000	.8165	4
8	Food,Textile,Paper	4.1000	.8756	10
9	Chemical	3.3333	1.2309	12
10	Metals, Minerals	4.1667	.4082	6
11	Machineries	3.4444	1.0138	9

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

Summaries of SM25 Manager Planning
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2500	1.0045	84
1	Financial Services	3.4444	1.0138	9
2	Banking	3.0909	.8312	11
3	Constr & Services	2.8333	.7528	6
4	Trading	3.0000	1.5119	8
5	Hotels	3.5000	1.2910	4
6	Agriculture	3.8000	.4472	5
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	3.1000	1.2867	10
9	Chemical	3.2500	1.0553	12
10	Metals, Minerals	3.3333	.5164	6
11	Machineries	3.2222	1.0929	9

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

Summaries of SM26 Operations Planning Unit
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.6867	1.1886	83
1	Financial Services	2.7778	1.0929	9
2	Banking	2.9091	.9439	11
3	Constr & Services	2.7143	1.4960	7
4	Trading	2.1250	1.5526	8
5	Hotels	2.3333	1.5275	3
6	Agriculture	2.4000	.8944	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	2.7778	1.5635	9
9	Chemical	2.8333	1.1934	12
10	Metals, Minerals	2.8333	.9832	6
11	Machineries	2.5556	1.0138	9

Total Cases = 86
Missing Cases = 3 OR 3.5 PCT.

Summaries of SM27 Corporate Planning Unit
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.8171	1.4413	82
1	Financial Services	3.0000	1.4142	9
2	Banking	3.7273	1.0090	11
3	Constr & Services	2.0000	1.7321	7
4	Trading	2.7500	1.9086	8
5	Hotels	2.0000	1.0000	3
6	Agriculture	2.0000	1.1547	4
7	Mining	2.7500	1.2583	4
8	Food,Textile,Paper	3.0000	1.5811	9
9	Chemical	3.0000	1.4771	12
10	Metals, Minerals	2.3333	1.7512	6
11	Machineries	2.7778	.9718	9

Total Cases = 86
 Missing Cases = 4 OR 4.7 PCT.

SCANNING FOCUS

Summaries of SM28 Scan Domestic Competitors
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5294	1.1401	85
1	Financial Services	3.8889	1.2693	9
2	Banking	3.4545	.9342	11
3	Constr & Services	3.4286	1.1339	7
4	Trading	3.2222	1.0929	9
5	Hotels	3.0000	1.7321	3
6	Agriculture	2.4000	1.1402	5
7	Mining	3.0000	0.0	4
8	Food,Textile,Paper	4.2000	1.2293	10
9	Chemical	3.5000	1.3143	12
10	Metals, Minerals	4.0000	.6325	6
11	Machineries	3.6667	1.0000	9

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM29 Scan Foreign Competitors
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.4353	1.1490	85
1	Financial Services	2.0000	.7071	9
2	Banking	2.3636	1.0269	11
3	Constr & Services	2.5714	1.2724	7
4	Trading	2.1111	1.1667	9
5	Hotels	2.0000	1.0000	3
6	Agriculture	1.6000	.8944	5
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	3.3000	1.5670	10
9	Chemical	2.3333	1.0731	12
10	Metals, Minerals	2.0000	1.0954	6
11	Machineries	3.1111	1.0541	9

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM30 Scan Market Trends
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.6941	.9883	85
1	Financial Services	3.7778	1.2019	9
2	Banking	3.7273	.6467	11
3	Constr & Services	3.5714	.7868	7
4	Trading	3.5556	.8819	9
5	Hotels	3.3333	1.5275	3
6	Agriculture	2.4000	1.1402	5
7	Mining	3.0000	0.0	4
8	Food,Textile,Paper	4.5000	.9718	10
9	Chemical	3.8333	.8348	12
10	Metals, Minerals	4.1667	.7528	6
11	Machineries	3.5556	1.0138	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM30 Scan Market Trends
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.6941	.9883	85
1	Financial Services	3.7778	1.2019	9
2	Banking	3.7273	.6467	11
3	Constr & Services	3.5714	.7868	7
4	Trading	3.5556	.8819	9
5	Hotels	3.3333	1.5275	3
6	Agriculture	2.4000	1.1402	5
7	Mining	3.0000	0.0	4
8	Food,Textile,Paper	4.5000	.9718	10
9	Chemical	3.8333	.8348	12
10	Metals, Minerals	4.1667	.7528	6
11	Machineries	3.5556	1.0138	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM31 Scan Suppliers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.8353	1.1531	85
1	Financial Services	2.4444	1.3333	9
2	Banking	2.0000	1.0954	11
3	Constr & Services	2.7143	1.2536	7
4	Trading	3.0000	1.0000	9
5	Hotels	2.3333	1.5275	3
6	Agriculture	3.0000	1.2247	5
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	2.8333	1.1934	12
10	Metals, Minerals	3.3333	.8165	6
11	Machineries	2.8889	1.0541	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM32 Scan Socio-Cultural
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.6118	.9398	85
1	Financial Services	2.8889	1.0541	9
2	Banking	2.6364	.8090	11
3	Constr & Services	2.1429	.8997	7
4	Trading	2.4444	.8819	9
5	Hotels	2.3333	1.5275	3
6	Agriculture	2.2000	.8367	5
7	Mining	2.2500	.9574	4
8	Food,Textile,Paper	3.4000	.9661	10
9	Chemical	2.5000	1.0871	12
10	Metals, Minerals	3.0000	0.0	6
11	Machineries	2.3333	.7071	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM33 Scan Political Trends
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9412	.9802	85
1	Financial Services	2.6667	1.4142	9
2	Banking	2.6364	.9244	11
3	Constr & Services	3.1429	.6901	7
4	Trading	2.3333	.5000	9
5	Hotels	2.0000	1.0000	3
6	Agriculture	2.6000	.8944	5
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	3.8000	.7888	10
9	Chemical	3.1667	1.0299	12
10	Metals, Minerals	3.1667	.9832	6
11	Machineries	3.2222	.8333	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM34 Scan Technological
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1765	.9534	85
1	Financial Services	2.5556	.7265	9
2	Banking	3.4545	.5222	11
3	Constr & Services	3.1429	.8997	7
4	Trading	3.1111	1.0541	9
5	Hotels	2.3333	.5774	3
6	Agriculture	2.8000	1.0954	5
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	3.7000	.9487	10
9	Chemical	3.1667	1.0299	12
10	Metals, Minerals	2.6667	1.0328	6
11	Machineries	3.7778	.6667	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM35 Scan Regulatory
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.3176	.8196	85
1	Financial Services	3.0000	.7071	9
2	Banking	3.5455	.6876	11
3	Constr & Services	3.4286	.7868	7
4	Trading	2.8889	.7817	9
5	Hotels	2.6667	.5774	3
6	Agriculture	3.4000	.8944	5
7	Mining	2.5000	1.0000	4
8	Food,Textile,Paper	3.8000	.6325	10
9	Chemical	3.5833	.6686	12
10	Metals, Minerals	3.3333	1.2111	6
11	Machineries	3.3333	.8660	9

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM36 Scan Labour Market
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.8588	1.0369	85
1	Financial Services	2.5556	1.0138	9
2	Banking	2.7273	.7862	11
3	Constr & Services	2.7143	1.2536	7
4	Trading	2.5556	.8819	9
5	Hotels	3.0000	1.0000	3
6	Agriculture	2.6000	1.3416	5
7	Mining	2.7500	1.2583	4
8	Food,Textile,Paper	3.6000	.8433	10
9	Chemical	2.8333	1.1934	12
10	Metals, Minerals	3.3333	.5164	6
11	Machineries	2.7778	1.3017	9

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM37 Scan Financial
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6071	1.0757	84
1	Financial Services	4.0000	1.0000	9
2	Banking	4.2727	.6467	11
3	Constr & Services	3.2857	1.1127	7
4	Trading	3.2222	.8333	9
5	Hotels	3.5000	2.1213	2
6	Agriculture	2.8000	1.6432	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	4.0000	.9428	10
9	Chemical	3.4167	.9003	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.4444	1.3333	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

FORECAST UTILISATION

Summaries of SM38 Forecast Interest
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2706	1.1891	85
1	Financial Services	3.5556	1.2360	9
2	Banking	3.7273	1.0090	11
3	Constr & Services	3.0000	1.5275	7
4	Trading	3.0000	.8660	9
5	Hotels	3.0000	1.0000	3
6	Agriculture	2.6000	.8944	5
7	Mining	2.7500	1.2583	4
8	Food,Textile,Paper	3.4000	1.4298	10
9	Chemical	2.8333	1.4035	12
10	Metals, Minerals	4.1667	.7528	6
11	Machineries	3.4444	1.0138	9

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM39 Forecast Wage
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.8706	1.1525	85
1	Financial Services	2.6667	1.1180	9
2	Banking	2.8182	1.0787	11
3	Constr & Services	2.1429	1.4639	7
4	Trading	3.5556	1.0138	9
5	Hotels	3.6667	.5774	3
6	Agriculture	2.8000	1.0954	5
7	Mining	2.7500	1.2583	4
8	Food,Textile,Paper	2.9000	1.1005	10
9	Chemical	2.7500	1.2154	12
10	Metals, Minerals	2.5000	1.0488	6
11	Machineries	3.2222	1.3017	9

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM40 Forecast Fx Exchange
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1647	1.2233	85
1	Financial Services	2.6667	1.0000	9
2	Banking	3.5455	1.2933	11
3	Constr & Services	2.4286	1.6183	7
4	Trading	3.2222	.9718	9
5	Hotels	2.6667	1.5275	3
6	Agriculture	2.8000	1.3038	5
7	Mining	3.0000	.8165	4
8	Food,Textile,Paper	3.4000	1.4298	10
9	Chemical	3.1667	1.4035	12
10	Metals, Minerals	3.6667	1.0328	6
11	Machineries	3.5556	.8819	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM41 Forecast Industry Growth
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4167	1.1741	84
1	Financial Services	3.8750	1.5526	8
2	Banking	3.7273	.6467	11
3	Constr & Services	2.7143	1.3801	7
4	Trading	3.6667	1.0000	9
5	Hotels	3.3333	1.5275	3
6	Agriculture	2.8000	1.6432	5
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	3.0000	1.0541	10
9	Chemical	3.2500	1.2881	12
10	Metals, Minerals	3.8333	.9832	6
11	Machineries	3.7778	.8333	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM42 Forecast World Growth
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1412	1.2550	85
1	Financial Services	3.1111	1.3642	9
2	Banking	3.8182	1.0787	11
3	Constr & Services	2.0000	1.4142	7
4	Trading	3.2222	1.0929	9
5	Hotels	3.0000	2.0000	3
6	Agriculture	2.4000	1.1402	5
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	3.4000	1.1738	10
9	Chemical	3.0833	1.3114	12
10	Metals, Minerals	3.5000	1.0488	6
11	Machineries	3.1111	1.0541	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM43 Forecast Political Changes
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.8353	1.1217	85
1	Financial Services	2.5556	1.4240	9
2	Banking	2.6364	1.2060	11
3	Constr & Services	2.8571	1.3452	7
4	Trading	2.1111	.7817	9
5	Hotels	2.3333	1.1547	3
6	Agriculture	3.4000	1.1402	5
7	Mining	2.7500	1.2583	4
8	Food,Textile,Paper	3.0000	1.0541	10
9	Chemical	2.9167	1.1645	12
10	Metals, Minerals	3.3333	1.0328	6
11	Machineries	3.3333	.7071	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM44 Forecast Inflation
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.0941	1.2211	85
1	Financial Services	2.5556	1.4240	9
2	Banking	3.5455	1.3685	11
3	Constr & Services	2.2857	1.4960	7
4	Trading	3.3333	.7071	9
5	Hotels	2.6667	.5774	3
6	Agriculture	2.6000	1.1402	5
7	Mining	3.0000	.8165	4
8	Food,Textile,Paper	3.4000	1.4298	10
9	Chemical	2.8333	1.4035	12
10	Metals, Minerals	3.8333	.7528	6
11	Machineries	3.4444	.7265	9

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

TECHNIQUE UTILISATION

Summaries of SM45 Technique Finance
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4302	1.1736	86
1	Financial Services	4.0000	.8660	9
2	Banking	3.3636	1.2060	11
3	Constr & Services	3.2857	1.7043	7
4	Trading	3.4444	1.1304	9
5	Hotels	3.0000	.8165	4
6	Agriculture	3.6000	1.1402	5
7	Mining	3.7500	.5000	4
8	Food,Textile,Paper	3.4000	1.2649	10
9	Chemical	2.6667	1.3027	12
10	Metals, Minerals	4.1667	.9832	6
11	Machineries	3.5556	1.0138	9

Total Cases = 86

Summaries of SM46 Technique Market Research
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.0349	1.0454	86
1	Financial Services	3.3333	1.2247	9
2	Banking	2.5455	.6876	11
3	Constr & Services	2.7143	1.6036	7
4	Trading	2.8889	.9280	9
5	Hotels	3.0000	.8165	4
6	Agriculture	3.0000	.7071	5
7	Mining	2.0000	1.1547	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	2.7500	1.0553	12
10	Metals, Minerals	3.6667	.8165	6
11	Machineries	3.3333	.7071	9

Total Cases = 86

Summaries of SM47 Technique Project Management
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9070	.9897	86
1	Financial Services	2.8889	.9280	9
2	Banking	2.6364	1.0269	11
3	Constr & Services	2.4286	1.3973	7
4	Trading	2.8889	.7817	9
5	Hotels	2.2500	.9574	4
6	Agriculture	3.2000	1.4832	5
7	Mining	3.5000	.5774	4
8	Food,Textile,Paper	3.1000	.8756	10
9	Chemical	2.8333	1.1934	12
10	Metals, Minerals	3.5000	.5477	6
11	Machineries	3.0000	.7071	9

Total Cases = 86

Summaries of SM48 Technique Planning Concepts
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.6860	1.0320	86
1	Financial Services	3.0000	.8660	9
2	Banking	3.1818	1.0787	11
3	Constr & Services	2.0000	1.4142	7
4	Trading	2.0000	.7071	9
5	Hotels	2.0000	1.4142	4
6	Agriculture	2.4000	1.6733	5
7	Mining	2.5000	1.0000	4
8	Food,Textile,Paper	3.0000	.4714	10
9	Chemical	2.8333	1.0299	12
10	Metals, Minerals	3.0000	.8944	6
11	Machineries	2.7778	.6667	9

Total Cases = 86

Summaries of SM49 Technique Economics
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.0581	1.2209	86
1	Financial Services	3.2222	1.2019	9
2	Banking	3.5455	1.0357	11
3	Constr & Services	2.2857	1.6036	7
4	Trading	2.7778	1.3944	9
5	Hotels	2.0000	1.4142	4
6	Agriculture	2.6000	1.8166	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.2000	.9189	10
9	Chemical	2.9167	.9003	12
10	Metals, Minerals	3.8333	1.1690	6
11	Machineries	3.4444	.8819	9

Total Cases = 86

Summaries of SM50 Technique Computer
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	2.8953	1.2370	86
1	Financial Services	3.5556	1.0138	9
2	Banking	3.0909	1.0445	11
3	Constr & Services	1.7143	1.2536	7
4	Trading	3.0000	1.4142	9
5	Hotels	2.2500	1.2583	4
6	Agriculture	3.2000	1.7889	5
7	Mining	3.2500	1.5000	4
8	Food,Textile,Paper	2.8000	1.1353	10
9	Chemical	2.8333	1.2673	12
10	Metals, Minerals	3.0000	1.2649	6
11	Machineries	2.8889	.9280	9

Total Cases = 86

Summaries of SM51 Technique Creative Thinking
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.0233	1.0735	86
1	Financial Services	3.2222	1.2019	9
2	Banking	3.0000	1.0000	11
3	Constr & Services	2.0000	1.2910	7
4	Trading	3.2222	.9718	9
5	Hotels	2.5000	1.2910	4
6	Agriculture	2.8000	.8367	5
7	Mining	2.5000	1.0000	4
8	Food,Textile,Paper	3.2000	.6325	10
9	Chemical	2.8333	1.2673	12
10	Metals, Minerals	4.1667	.7528	6
11	Machineries	3.3333	.7071	9

Total Cases = 86

Summaries of SM52 Technique Statistical
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.8605	1.0972	86
1	Financial Services	3.1111	1.0541	9
2	Banking	3.0909	1.0445	11
3	Constr & Services	2.1429	1.3452	7
4	Trading	2.5556	1.2360	9
5	Hotels	2.5000	1.2910	4
6	Agriculture	3.2000	1.3038	5
7	Mining	3.0000	.8165	4
8	Food,Textile,Paper	3.3000	1.1595	10
9	Chemical	2.3333	.8876	12
10	Metals, Minerals	3.0000	.8944	6
11	Machineries	3.2222	.9718	9

Total Cases = 86

GENERAL FEATURES OF PLANNING

Summaries of SM53 Feature Exchange
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.9419	.9249	86
1	Financial Services	4.0000	1.0000	9
2	Banking	3.9091	.7006	11
3	Constr & Services	4.1429	.6901	7
4	Trading	3.8889	1.1667	9
5	Hotels	3.7500	.5000	4
6	Agriculture	4.4000	.5477	5
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	4.4000	.9661	10
9	Chemical	3.5833	.9962	12
10	Metals, Minerals	4.0000	1.0954	6
11	Machineries	3.7778	1.0929	9

Total Cases = 86

Summaries of SM54 Feature Innovation
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5814	.8039	86
1	Financial Services	3.3333	.8660	9
2	Banking	3.8182	.6030	11
3	Constr & Services	3.5714	.5345	7
4	Trading	3.4444	1.0138	9
5	Hotels	3.5000	.5774	4
6	Agriculture	4.0000	.7071	5
7	Mining	3.0000	0.0	4
8	Food,Textile,Paper	4.1000	.8756	10
9	Chemical	3.1667	.9374	12
10	Metals, Minerals	3.8333	.4082	6
11	Machineries	3.5556	.8819	9

Total Cases = 86

Summaries of SM55 Feature Recording
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6163	.8966	86
1	Financial Services	3.4444	1.1304	9
2	Banking	3.7273	.9045	11
3	Constr & Services	3.4286	.9759	7
4	Trading	3.6667	.7071	9
5	Hotels	3.7500	.9574	4
6	Agriculture	3.8000	1.0954	5
7	Mining	4.0000	.8165	4
8	Food,Textile,Paper	4.2000	.6325	10
9	Chemical	3.0833	.9003	12
10	Metals, Minerals	3.3333	.5164	6
11	Machineries	3.6667	1.0000	9

Total Cases = 86

Summaries of SM56 Feature Forms
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.7674	1.1445	86
1	Financial Services	3.0000	1.2247	9
2	Banking	2.8182	1.3280	11
3	Constr & Services	2.4286	1.2724	7
4	Trading	2.3333	.8660	9
5	Hotels	1.7500	.9574	4
6	Agriculture	2.4000	1.1402	5
7	Mining	3.2500	.9574	4
8	Food,Textile,Paper	3.6000	1.2649	10
9	Chemical	2.6667	.9847	12
10	Metals, Minerals	2.6667	1.0328	6
11	Machineries	2.8889	1.0541	9

Total Cases = 86

Summaries of SM57 Feature Revisions
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.9294	.9610	85
1	Financial Services	2.6667	.8660	9
2	Banking	2.6364	1.0269	11
3	Constr & Services	2.5714	1.2724	7
4	Trading	2.5000	1.0690	8
5	Hotels	3.0000	1.1547	4
6	Agriculture	4.0000	.7071	5
7	Mining	3.0000	1.1547	4
8	Food,Textile,Paper	3.4000	1.0750	10
9	Chemical	2.9167	.6686	12
10	Metals, Minerals	3.0000	.6325	6
11	Machineries	3.0000	.7071	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM58 Feature Phases
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.1548	.9248	84
1	Financial Services	2.8889	1.0541	9
2	Banking	3.1000	.7379	10
3	Constr & Services	3.0000	1.2910	7
4	Trading	3.1250	.9910	8
5	Hotels	2.7500	.9574	4
6	Agriculture	2.8000	1.0954	5
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.5000	1.0801	10
9	Chemical	3.4167	.9003	12
10	Metals, Minerals	3.5000	.8367	6
11	Machineries	3.0000	.7071	9

Total Cases = 86
 Missing Cases = 2 OR 2.3 PCT.

Summaries of SM59 Feature Top-down
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2941	1.0445	85
1	Financial Services	3.0000	1.1180	9
2	Banking	2.9091	.7006	11
3	Constr & Services	2.8571	1.0690	7
4	Trading	3.2500	1.2817	8
5	Hotels	4.2500	.9574	4
6	Agriculture	4.2000	.4472	5
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	3.0000	1.2472	10
9	Chemical	3.5833	.9003	12
10	Metals, Minerals	3.0000	1.4142	6
11	Machineries	3.5556	.7265	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM60 Feature Cler/Prod Staff
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.4819	1.0284	83
1	Financial Services	2.1250	.6409	8
2	Banking	2.1818	.9816	11
3	Constr & Services	2.2857	1.3801	7
4	Trading	2.5000	.9258	8
5	Hotels	2.7500	.9574	4
6	Agriculture	2.2000	.4472	5
7	Mining	3.5000	1.0000	4
8	Food,Textile,Paper	3.2222	1.2019	9
9	Chemical	2.2500	.9653	12
10	Metals, Minerals	2.8333	1.1690	6
11	Machineries	2.2222	.9718	9

Total Cases = 86
 Missing Cases = 3 OR 3.5 PCT.

Summaries of SM61 Feature Bargaining
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.8000	1.0443	85
1	Financial Services	2.7778	.8333	9
2	Banking	2.9091	.9439	11
3	Constr & Services	2.1429	.8997	7
4	Trading	3.0000	1.3093	8
5	Hotels	2.2500	.9574	4
6	Agriculture	2.8000	.4472	5
7	Mining	2.7500	.5000	4
8	Food,Textile,Paper	2.4000	1.3499	10
9	Chemical	2.9167	1.2401	12
10	Metals, Minerals	3.6667	1.0328	6
11	Machineries	3.0000	.8660	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

COMPARISONS WITH INDUSTRY

Very Much Less Than Average=1, Below Average=2, Average=3, Above Average=4, Very Much More Than Average=5.

Summaries of SM62 Norm Range
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.9059	.7811	85
1	Financial Services	3.8889	1.0541	9
2	Banking	3.9091	.7006	11
3	Constr & Services	4.2857	.7559	7
4	Trading	4.0000	.7071	9
5	Hotels	3.7500	.9574	4
6	Agriculture	3.2000	1.0954	5
7	Mining	4.2500	.5000	4
8	Food,Textile,Paper	4.0000	.9428	10
9	Chemical	3.7500	.7538	12
10	Metals, Minerals	3.8333	.4082	6
11	Machineries	4.0000	.5345	8

Total Cases = 86
Missing Cases = 1 OR 1.2 PCT.

Summaries of SM63 Norm Price
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.6628	.8205	86
1	Financial Services	3.8889	.7817	9
2	Banking	3.5455	.5222	11
3	Constr & Services	3.7143	.9512	7
4	Trading	3.5556	.8819	9
5	Hotels	4.0000	.8165	4
6	Agriculture	3.6000	1.1402	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	3.7000	.8233	10
9	Chemical	3.6667	.7785	12
10	Metals, Minerals	3.5000	.8367	6
11	Machineries	3.8889	.7817	9

Total Cases = 86

Summaries of SM64 Norm Quality
By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.8837	.8320	86
1	Financial Services	3.8889	.9280	9
2	Banking	3.5455	.6876	11
3	Constr & Services	3.8571	.3780	7
4	Trading	3.8889	1.0541	9
5	Hotels	4.0000	1.1547	4
6	Agriculture	3.4000	.8944	5
7	Mining	3.0000	1.4142	4
8	Food,Textile,Paper	4.2000	.6325	10
9	Chemical	4.2500	.6216	12
10	Metals, Minerals	4.0000	.6325	6
11	Machineries	4.0000	.8660	9

Total Cases = 86

Summaries of SM65 Norm Strategic Planning
By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.3882	.9270	85
1	Financial Services	3.6667	1.0000	9
2	Banking	3.8182	.7508	11
3	Constr & Services	3.2857	.7559	7
4	Trading	3.2500	1.0351	8
5	Hotels	2.5000	.5774	4
6	Agriculture	2.4000	1.6733	5
7	Mining	3.2500	.5000	4
8	Food,Textile,Paper	3.8000	.9189	10
9	Chemical	3.5000	.7977	12
10	Metals, Minerals	3.5000	.5477	6
11	Machineries	3.1111	.7817	9

Total Cases = 86

Missing Cases = 1 OR 1.2 PCT.

Summaries of SM66 Norm Corporate Identity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.8889	1.1667	9
	2 Banking	4.1818	.9816	11
	3 Constr & Services	3.5714	.9759	7
	4 Trading	3.7778	1.0929	9
	5 Hotels	3.0000	1.4142	4
	6 Agriculture	2.6000	1.8166	5
	7 Mining	4.0000	.8165	4
	8 Food,Textile,Paper	3.8000	1.1353	10
	9 Chemical	3.5000	.9045	12
	10 Metals, Minerals	3.1667	.4082	6
	11 Machineries	3.5556	.8819	9

Total Cases = 86

Summaries of SM67 Norm New Technology
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.5556	1.1304	9
	2 Banking	4.0000	.7746	11
	3 Constr & Services	4.1429	.6901	7
	4 Trading	3.6250	.9161	8
	5 Hotels	2.7500	1.2583	4
	6 Agriculture	3.0000	1.2247	5
	7 Mining	4.2500	.5000	4
	8 Food,Textile,Paper	4.1111	.7817	9
	9 Chemical	3.4167	1.1645	12
	10 Metals, Minerals	3.3333	1.2111	6
	11 Machineries	3.5556	.8819	9

Total Cases = 86

Missing Cases = 2 OR 2.3 PCT.

Summaries of SM68 Norm Diversification
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.2222	1.0929	9
	2 Banking	3.6364	.8090	11
	3 Constr & Services	3.2857	.7559	7
	4 Trading	2.6250	.5175	8
	5 Hotels	2.7500	1.2583	4
	6 Agriculture	2.0000	1.0000	5
	7 Mining	3.7500	.5000	4
	8 Food,Textile,Paper	3.4000	.9661	10
	9 Chemical	3.0000	1.0445	12
	10 Metals, Minerals	3.0000	.8944	6
	11 Machineries	3.5556	1.0138	9

Total Cases = 86
 Missing Cases = 1 OR 1.2 PCT.

Summaries of SM69 Norm Innovativeness
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.4444	1.2360	9
	2 Banking	3.5455	.6876	11
	3 Constr & Services	3.7143	.4880	7
	4 Trading	3.4444	.8819	9
	5 Hotels	3.0000	.8165	4
	6 Agriculture	2.2000	.8367	5
	7 Mining	3.2500	.5000	4
	8 Food,Textile,Paper	4.0000	.8165	10
	9 Chemical	3.4167	1.0836	12
	10 Metals, Minerals	3.3333	1.2111	6
	11 Machineries	3.7778	.6667	9

Total Cases = 86

TIME-HORIZON OF PLANNING

0 to less than 6 mths=1, 6 to less than 1 year=2, 1 to less than 2 years=3, 2 to less than 3 years=4, 3 years or more=5.

Summaries of SM70 Time-Horizon
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.0238	1.1820	84
1	Financial Services	2.8889	1.0541	9
2	Banking	2.9000	1.1005	10
3	Constr & Services	3.0000	.8165	7
4	Trading	3.0000	1.3229	9
5	Hotels	1.7500	.5000	4
6	Agriculture	2.8000	.8367	5
7	Mining	3.5000	1.9149	4
8	Food,Textile,Paper	3.8000	1.2293	10
9	Chemical	3.2500	1.2881	12
10	Metals, Minerals	2.3333	.5164	6
11	Machineries	3.1250	1.3562	8

Total Cases = 86
Missing Cases = 2 OR 2.3 PCT.

AGE OF SENIOR MANAGER

Summaries of SM71 SM Age
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		40.5309	6.9374	81
1	Financial Services	37.7778	5.8047	9
2	Banking	41.0000	5.8523	9
3	Constr & Services	43.8571	10.5740	7
4	Trading	39.1111	6.2738	9
5	Hotels	35.3333	6.8069	3
6	Agriculture	38.8000	5.7184	5
7	Mining	37.5000	4.1231	4
8	Food,Textile,Paper	42.7000	7.9449	10
9	Chemical	43.6364	7.6847	11
10	Metals, Minerals	39.0000	5.9330	6
11	Machineries	40.5000	5.9281	8

Total Cases = 86
 Missing Cases = 5 OR 5.8 PCT.

COMPARISONS ACROSS INDUSTRIAL GROUPS

None=1, A Little=2, Some=3, Large=4, Very Large=5.

FORMAL PLANNING SYSTEM

Summaries of CP1 Setting Financial Objectives
By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.4746	.9351	59
1	Financial Services	3.6667	.5164	6
2	Banking	4.0000	.7559	8
3	Constr & Services	3.0000	1.4142	7
4	Trading	3.0000	1.2247	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	3.8000	.4472	5
9	Chemical	3.0000	.8165	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	3.4444	1.1304	9

Total Cases = 59

Summaries of CP2 Coordination Of Planning
By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.3898	1.0831	59
1	Financial Services	3.5000	.5477	6
2	Banking	4.3750	.7440	8
3	Constr & Services	3.2857	.7559	7
4	Trading	2.2000	1.0954	5
5	Hotels	5.0000	0.0	1
6	Agriculture	2.2500	.5000	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	3.8000	1.0954	5
9	Chemical	3.2857	1.1127	7
10	Metals, Minerals	4.0000	1.4142	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59

Summaries of CP3 Locating Resources
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
3.0169			1.0084	59
1	Financial Services	2.8333	.7528	6
2	Banking	3.0000	1.6036	8
3	Constr & Services	3.0000	.5774	7
4	Trading	2.4000	.8944	5
5	Hotels	3.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.4000	1.1402	5
9	Chemical	2.4286	.9759	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.1111	1.0541	9

Total Cases = 59

Summaries of CP4 Project Selection Criteria
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
3.5000			.9778	58
1	Financial Services	3.0000	.6325	6
2	Banking	3.2500	1.1650	8
3	Constr & Services	3.0000	.5774	7
4	Trading	3.5000	1.2910	4
5	Hotels	5.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	3.7143	.9512	7
10	Metals, Minerals	4.0000	1.1547	4
11	Machineries	3.4444	1.2360	9

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP5 Search For Opportunities
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.3559	.8663	59
1	Financial Services	3.0000	1.0954	6
2	Banking	3.0000	.7559	8
3	Constr & Services	2.8571	.8997	7
4	Trading	3.6000	1.5166	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.2500	.9574	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.0000	.7071	5
9	Chemical	3.2857	.4880	7
10	Metals, Minerals	3.5000	1.0000	4
11	Machineries	3.5556	.5270	9

Total Cases = 59

Summaries of CP6 Evaluation Of Alternatives
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6610	.8223	59
1	Financial Services	3.6667	.5164	6
2	Banking	3.3750	.9161	8
3	Constr & Services	3.2857	.7559	7
4	Trading	3.6000	1.1402	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	3.8571	.6901	7
10	Metals, Minerals	4.2500	.9574	4
11	Machineries	3.5556	.8819	9

Total Cases = 59

Summaries of CP7 Forecasting Results
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.4237	1.1478	59
1	Financial Services	3.5000	1.5166	6
2	Banking	4.1250	.9910	8
3	Constr & Services	2.7143	.9512	7
4	Trading	3.4000	1.5166	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.9574	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	2.5714	.7868	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.1111	1.1667	9

Total Cases = 59

Summaries of CP8 Gap Analysis
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.1695	1.0852	59
1	Financial Services	3.0000	1.0954	6
2	Banking	4.1250	.9910	8
3	Constr & Services	3.1429	1.0690	7
4	Trading	2.2000	1.0954	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.0000	.8165	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	4.0000	1.2247	5
9	Chemical	2.5714	.5345	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	2.7778	1.2019	9

Total Cases = 59

Summaries of CP9 Strategies To Close Gap
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.0339	1.1136	59
1	Financial Services	3.1667	1.1690	6
2	Banking	3.6250	1.1877	8
3	Constr & Services	2.7143	.9512	7
4	Trading	1.8000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	2.5000	.5774	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	2.4286	.9759	7
10	Metals, Minerals	3.5000	.5774	4
11	Machineries	3.1111	1.2693	9

Total Cases = 59

Summaries of CP10 Project Studies
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7966	.8666	59
1	Financial Services	3.1667	.4082	6
2	Banking	3.2500	1.1650	8
3	Constr & Services	3.8571	.6901	7
4	Trading	4.0000	1.2247	5
5	Hotels	5.0000	0.0	1
6	Agriculture	4.0000	.8165	4
7	Mining	3.3333	.5774	3
8	Food,Textile,Paper	4.6000	.5477	5
9	Chemical	4.2857	.7559	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.5556	.5270	9

Total Cases = 59

Summaries of CP11 Information Gathering
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.7458	.9020	59
1	Financial Services	3.8333	.7528	6
2	Banking	4.1250	.6409	8
3	Constr & Services	4.0000	.8165	7
4	Trading	3.6000	.8944	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.7500	.9574	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.6000	1.5166	5
9	Chemical	3.4286	1.2724	7
10	Metals, Minerals	4.2500	.9574	4
11	Machineries	3.5556	.7265	9

Total Cases = 59

PLANNING CONTEXT

Summaries of CP12 Staffing Level
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.9661	.9091	59
1	Financial Services	3.8333	.7528	6
2	Banking	3.1250	.9910	8
3	Constr & Services	2.7143	.4880	7
4	Trading	2.8000	.8367	5
5	Hotels	3.0000	0.0	1
6	Agriculture	3.0000	0.0	4
7	Mining	2.0000	0.0	3
8	Food,Textile,Paper	3.0000	1.5811	5
9	Chemical	2.7143	.7559	7
10	Metals, Minerals	3.0000	1.1547	4
11	Machineries	3.0000	1.0000	9

Total Cases = 59

Summaries of CP13 Financial Resources Adequacy
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.0000	1.0000	59
1	Financial Services	2.8333	1.1690	6
2	Banking	2.8750	1.3562	8
3	Constr & Services	2.7143	.7559	7
4	Trading	2.8000	.8367	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.2000	1.4832	5
9	Chemical	3.0000	1.1547	7
10	Metals, Minerals	3.2500	.9574	4
11	Machineries	3.0000	.8660	9

Total Cases = 59

Summaries of CP14 Tapping Managers Experiences
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5932	.8120	59
1	Financial Services	3.1667	.7528	6
2	Banking	4.0000	.5345	8
3	Constr & Services	3.4286	1.1339	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	4.0000	1.2247	5
9	Chemical	3.5714	.7868	7
10	Metals, Minerals	3.2500	.9574	4
11	Machineries	3.6667	.8660	9

Total Cases = 59

Summaries of CP15 Support by Managers
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.3898	1.0003	59
1	Financial Services	3.8333	.7528	6
2	Banking	4.0000	.7559	8
3	Constr & Services	3.2857	1.1127	7
4	Trading	3.0000	.7071	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	1.0000	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	3.8000	1.3038	5
9	Chemical	2.7143	.9512	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	3.1111	1.2693	9

Total Cases = 59

Summaries of CP16 Regarded As Facilitators
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4915	.9715	59
1	Financial Services	3.8333	.4082	6
2	Banking	3.8750	.8345	8
3	Constr & Services	3.1429	1.3452	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.8000	1.0954	5
9	Chemical	3.1429	.8997	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.2222	1.4814	9

Total Cases = 59

Summaries of CP17 Planning Parameters
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.3051	.9871	59
1	Financial Services	3.6667	.5164	6
2	Banking	4.1250	.8345	8
3	Constr & Services	3.0000	1.1547	7
4	Trading	3.0000	1.0000	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	3.4000	.8944	5
9	Chemical	2.7143	.9512	7
10	Metals, Minerals	3.5000	.5774	4
11	Machineries	3.0000	1.3229	9

Total Cases = 59

Summaries of CP18 Tapping Planning Resources
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.5000	.5477	6
	2 Banking	3.8750	.8345	8
	3 Constr & Services	2.7143	1.1127	7
	4 Trading	2.6000	1.3416	5
	5 Hotels	5.0000	0.0	1
	6 Agriculture	3.5000	1.0000	4
	7 Mining	3.3333	1.1547	3
	8 Food,Textile,Paper	3.2000	.8367	5
	9 Chemical	2.5714	.5345	7
	10 Metals, Minerals	3.2500	.9574	4
	11 Machineries	3.1111	1.2693	9

Total Cases = 59

MONITORING OF PERFORMANCE RATIOS

Summaries of CP19 Monitor Return On Assets
By Levels of ISIC Industrial Classification

Value Label	Mean	Std Dev	Cases
For Entire Population	3.4915	1.1199	59
1 Financial Services	3.3333	1.3663	6
2 Banking	4.0000	.7559	8
3 Constr & Services	3.0000	1.1547	7
4 Trading	3.4000	1.5166	5
5 Hotels	4.0000	0.0	1
6 Agriculture	3.2500	1.5000	4
7 Mining	4.0000	0.0	3
8 Food,Textile,Paper	4.4000	.5477	5
9 Chemical	3.1429	1.0690	7
10 Metals, Minerals	3.5000	.5774	4
11 Machineries	3.2222	1.3944	9

Total Cases = 59

Summaries of CP20 Monitor Return On Sales
By Levels of ISIC Industrial Classification

Value Label	Mean	Std Dev	Cases
For Entire Population	3.2881	1.3137	59
1 Financial Services	3.3333	1.6330	6
2 Banking	2.8750	1.4577	8
3 Constr & Services	3.1429	1.3452	7
4 Trading	3.4000	1.8166	5
5 Hotels	5.0000	0.0	1
6 Agriculture	3.0000	1.4142	4
7 Mining	3.6667	.5774	3
8 Food,Textile,Paper	4.2000	1.3038	5
9 Chemical	3.2857	.9512	7
10 Metals, Minerals	3.0000	.8165	4
11 Machineries	3.1111	1.4530	9

Total Cases = 59

Summaries of CP21 Monitor Return On Equity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.4237	1.1920	59
1	Financial Services	3.5000	1.3784	6
2	Banking	4.2500	.8864	8
3	Constr & Services	3.1429	1.2150	7
4	Trading	3.2000	1.4832	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	1.7321	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	2.7143	.7559	7
10	Metals, Minerals	3.0000	.8165	4
11	Machineries	3.0000	1.4142	9

Total Cases = 59

Summaries of CP22 Monitor Debt to Equity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.3390	1.3848	59
1	Financial Services	2.3333	1.6330	6
2	Banking	3.3750	1.1877	8
3	Constr & Services	3.4286	1.2724	7
4	Trading	3.4000	1.8166	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.7500	1.8930	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	4.2000	1.3038	5
9	Chemical	2.8571	.8997	7
10	Metals, Minerals	3.5000	1.0000	4
11	Machineries	3.3333	1.6583	9

Total Cases = 59

Summaries of CP23 Monitor Sales Growth
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.6897	1.2733	58
1	Financial Services	4.5000	.5477	6
2	Banking	4.1429	.8997	7
3	Constr & Services	3.2857	1.1127	7
4	Trading	3.6000	1.6733	5
5	Hotels	5.0000	0.0	1
6	Agriculture	2.2500	1.2583	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	3.2857	1.3801	7
10	Metals, Minerals	4.5000	1.0000	4
11	Machineries	3.5556	1.5899	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP24 Monitor Productivity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.3559	1.1856	59
1	Financial Services	4.0000	.6325	6
2	Banking	4.0000	.9258	8
3	Constr & Services	3.0000	1.0000	7
4	Trading	2.4000	1.1402	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	2.7143	1.3801	7
10	Metals, Minerals	4.0000	1.4142	4
11	Machineries	3.0000	1.4142	9

Total Cases = 59

Summaries of CP25 Monitor Capacity Utilisation
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	2.9649	1.4011	57
1	Financial Services	3.5000	.8367	6
2	Banking	1.7143	1.2536	7
3	Constr & Services	2.5714	1.3973	7
4	Trading	2.0000	.8165	4
5	Hotels	5.0000	0.0	1
6	Agriculture	3.0000	1.1547	4
7	Mining	2.3333	1.1547	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	2.7143	1.7043	7
10	Metals, Minerals	3.7500	.9574	4
11	Machineries	3.4444	1.5092	9

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP26 Monitor Market Share
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4068	1.3661	59
1	Financial Services	4.0000	.6325	6
2	Banking	3.7500	1.3887	8
3	Constr & Services	3.0000	1.1547	7
4	Trading	2.4000	.8944	5
5	Hotels	4.0000	0.0	1
6	Agriculture	1.7500	1.5000	4
7	Mining	2.3333	1.1547	3
8	Food,Textile,Paper	4.2000	.4472	5
9	Chemical	3.4286	1.3973	7
10	Metals, Minerals	4.7500	.5000	4
11	Machineries	3.5556	1.7401	9

Total Cases = 59

UTILISATION OF IDEAS/KNOW-HOW

Summaries of CP27 Input Of Strategy
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6610	.9397	59
1	Financial Services	3.8333	.9832	6
2	Banking	4.0000	.7559	8
3	Constr & Services	3.5714	1.1339	7
4	Trading	3.8000	.8367	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	3.4000	1.1402	5
9	Chemical	3.7143	.9512	7
10	Metals, Minerals	3.0000	1.4142	4
11	Machineries	3.6667	1.0000	9

Total Cases = 59

Summaries of CP28 Input Of Accountancy
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5088	.8686	57
1	Financial Services	3.3333	.8165	6
2	Banking	3.8571	.6901	7
3	Constr & Services	3.5000	.5477	6
4	Trading	3.2000	.8367	5
5	Hotels	5.0000	0.0	1
6	Agriculture	4.2500	.9574	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.2000	.8367	5
9	Chemical	3.0000	1.0000	7
10	Metals, Minerals	3.0000	.8165	4
11	Machineries	3.6667	1.0000	9

Total Cases = 59

Missing Cases = 2 OR 3.4 PCT.

Summaries of CP29 Input Of Marketing
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.5345	.9950	58
1	Financial Services	3.6667	.5164	6
2	Banking	4.0000	.5774	7
3	Constr & Services	3.1429	.8997	7
4	Trading	3.2000	.4472	5
5	Hotels	5.0000	0.0	1
6	Agriculture	2.5000	1.7321	4
7	Mining	3.0000	1.7321	3
8	Food,Textile,Paper	4.2000	.4472	5
9	Chemical	3.2857	.9512	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.6667	1.1180	9

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP30 Input Of Economics
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.4310	.9572	58
1	Financial Services	3.1667	.7528	6
2	Banking	4.0000	0.0	7
3	Constr & Services	3.0000	1.2910	7
4	Trading	3.0000	.7071	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	3.2000	1.3038	5
9	Chemical	3.2857	1.1127	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	3.5556	1.2360	9

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP31 Input Of Political Science
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.4310	1.1257	58
1	Financial Services	1.8333	.9832	6
2	Banking	2.2857	1.1127	7
3	Constr & Services	2.0000	1.1547	7
4	Trading	2.0000	1.2247	5
5	Hotels	3.0000	0.0	1
6	Agriculture	1.5000	1.0000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	2.6000	.5477	5
9	Chemical	2.8571	1.0690	7
10	Metals, Minerals	2.5000	1.2910	4
11	Machineries	3.0000	1.2247	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP32 Input Of Sociology
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.2931	1.0598	58
1	Financial Services	2.0000	.8944	6
2	Banking	1.7143	.7559	7
3	Constr & Services	2.2857	1.1127	7
4	Trading	1.8000	1.3038	5
5	Hotels	3.0000	0.0	1
6	Agriculture	1.5000	1.0000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	2.6000	.8944	5
9	Chemical	2.7143	1.1127	7
10	Metals, Minerals	2.5000	1.0000	4
11	Machineries	2.4444	1.1304	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP33 Input Of Statistics
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.3793	.8950	58
1	Financial Services	3.6667	.5164	6
2	Banking	3.5714	.5345	7
3	Constr & Services	3.2857	.7559	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	3.2000	1.4832	5
9	Chemical	2.8571	.8997	7
10	Metals, Minerals	3.2500	1.5000	4
11	Machineries	3.4444	1.2360	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP34 Input Of Psychology
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.1379	1.0165	58
1	Financial Services	2.1667	.9832	6
2	Banking	1.7143	.9512	7
3	Constr & Services	2.1429	.8997	7
4	Trading	2.2000	1.3038	5
5	Hotels	1.0000	0.0	1
6	Agriculture	1.5000	1.0000	4
7	Mining	3.0000	1.7321	3
8	Food,Textile,Paper	2.4000	1.1402	5
9	Chemical	2.2857	.7559	7
10	Metals, Minerals	2.0000	1.1547	4
11	Machineries	2.3333	1.0000	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP35 Input Of Engineering
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.5172	1.2174	58
1	Financial Services	1.5000	.8367	6
2	Banking	1.2857	.7559	7
3	Constr & Services	2.1429	1.0690	7
4	Trading	2.6000	1.5166	5
5	Hotels	2.0000	0.0	1
6	Agriculture	2.0000	1.1547	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	3.0000	.7071	5
9	Chemical	3.0000	.8165	7
10	Metals, Minerals	2.7500	1.5000	4
11	Machineries	3.5556	1.0138	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

FUNCTIONAL PLANNING

Summaries of CP36 Written Sales Plan
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2931	1.2979	58
1	Financial Services	4.3333	.5164	6
2	Banking	3.5000	1.1952	8
3	Constr & Services	2.6667	1.2111	6
4	Trading	2.4000	1.3416	5
5	Hotels	3.0000	0.0	1
6	Agriculture	2.2500	1.5000	4
7	Mining	1.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	4.1429	.6901	7
10	Metals, Minerals	4.2500	.5000	4
11	Machineries	2.7778	1.3944	9

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP37 Written Personnel Plan
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.8966	1.1949	58
1	Financial Services	3.6667	1.0328	6
2	Banking	3.2500	1.1650	8
3	Constr & Services	2.0000	.8944	6
4	Trading	2.2000	1.3038	5
5	Hotels	4.0000	0.0	1
6	Agriculture	2.2500	1.5000	4
7	Mining	2.0000	0.0	3
8	Food,Textile,Paper	3.4000	1.1402	5
9	Chemical	3.5714	.9759	7
10	Metals, Minerals	3.5000	.5774	4
11	Machineries	2.4444	1.2360	9

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP38 Written Financial Plan
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.4310	1.2011	58
1	Financial Services	3.6667	1.0328	6
2	Banking	3.3750	1.0607	8
3	Constr & Services	3.3333	1.2111	6
4	Trading	2.4000	1.3416	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	1.0000	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	4.4000	.8944	5
9	Chemical	4.0000	1.0000	7
10	Metals, Minerals	3.7500	.9574	4
11	Machineries	2.7778	1.5635	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP39 Written Operational Plan
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.3966	1.1385	58
1	Financial Services	3.8333	.7528	6
2	Banking	3.5000	.7559	8
3	Constr & Services	3.0000	1.0954	6
4	Trading	2.2000	1.0954	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.2500	1.2583	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	1.3038	5
9	Chemical	3.7143	1.1127	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	2.8889	1.4530	9

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP40 Written R & D Plan
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.3684	1.2046	57
1	Financial Services	3.1667	1.3292	6
2	Banking	2.2857	1.2536	7
3	Constr & Services	1.8333	.9832	6
4	Trading	1.4000	.5477	5
5	Hotels	1.0000	0.0	1
6	Agriculture	1.7500	.9574	4
7	Mining	1.6667	.5774	3
8	Food,Textile,Paper	3.6000	1.1402	5
9	Chemical	2.7143	.7559	7
10	Metals, Minerals	3.0000	1.8257	4
11	Machineries	2.2222	1.0929	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

BENEFITS AND PROBLEMS OF PLANNING

BENEFITS

Summaries of CP41 Benefit Guide
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.8475	.8266	59
1	Financial Services	4.0000	.6325	6
2	Banking	4.5000	.5345	8
3	Constr & Services	3.5714	.9759	7
4	Trading	3.6000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.7500	.9574	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	3.7143	1.1127	7
10	Metals, Minerals	4.0000	0.0	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59

Summaries of CP42 Benefit Team
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.3898	1.0003	59
1	Financial Services	3.8333	.4082	6
2	Banking	4.0000	.5345	8
3	Constr & Services	3.4286	.7868	7
4	Trading	2.4000	1.1402	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.0000	1.1547	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	3.4286	.9759	7
10	Metals, Minerals	3.2500	.9574	4
11	Machineries	2.8889	1.1667	9

Total Cases = 59

Summaries of CP43 Benefit Gap Awareness
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.5593	1.0217	59
1	Financial Services	3.6667	.8165	6
2	Banking	4.1250	.8345	8
3	Constr & Services	3.4286	.7868	7
4	Trading	2.4000	.8944	5
5	Hotels	4.0000	0.0	1
6	Agriculture	2.5000	1.0000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.0000	1.2247	5
9	Chemical	4.0000	1.1547	7
10	Metals, Minerals	4.0000	0.0	4
11	Machineries	3.3333	1.1180	9

Total Cases = 59

Summaries of CP44 Benefit Shared Values
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.4407	.9697	59
1	Financial Services	3.6667	.8165	6
2	Banking	3.8750	.9910	8
3	Constr & Services	3.1429	1.0690	7
4	Trading	2.8000	.4472	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.0000	0.0	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	4.0000	1.2247	5
9	Chemical	3.5714	1.2724	7
10	Metals, Minerals	4.2500	.5000	4
11	Machineries	2.8889	.7817	9

Total Cases = 59

Summaries of CP45 Benefit Reactivity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.6610	.9212	59
1	Financial Services	3.5000	.5477	6
2	Banking	4.2500	.7071	8
3	Constr & Services	3.1429	1.0690	7
4	Trading	3.2000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.0000	0.0	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	4.0000	1.0000	7
10	Metals, Minerals	4.5000	.5774	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59

Summaries of CP46 Benefit Proactivity
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.7119	.9107	59
1	Financial Services	3.8333	.7528	6
2	Banking	4.2500	.7071	8
3	Constr & Services	3.2857	.7559	7
4	Trading	3.4000	.8944	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.0000	1.7321	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	4.0000	1.1547	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59

Summaries of CP47 Benefit Direction
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		4.0508	.8392	59
1	Financial Services	4.5000	.5477	6
2	Banking	4.5000	.5345	8
3	Constr & Services	3.8571	.6901	7
4	Trading	4.2000	.4472	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.7500	.5000	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	4.6000	.5477	5
9	Chemical	4.1429	.8997	7
10	Metals, Minerals	3.7500	1.2583	4
11	Machineries	3.5556	1.1304	9

Total Cases = 59

Summaries of CP48 Benefit External Awareness
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.7627	.8375	59
1	Financial Services	4.1667	.4082	6
2	Banking	4.0000	.7559	8
3	Constr & Services	3.4286	.5345	7
4	Trading	2.8000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.0000	1.0000	5
9	Chemical	4.2857	.7559	7
10	Metals, Minerals	3.7500	.5000	4
11	Machineries	3.6667	1.2247	9

Total Cases = 59

PROBLEMS

Summaries of CP49 Problem Unpredictability
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5345	.8829	58
1	Financial Services	3.1667	.4082	6
2	Banking	3.3750	.9161	8
3	Constr & Services	3.1429	1.0690	7
4	Trading	3.4000	.8944	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	2.8000	.8367	5
9	Chemical	3.7143	.7559	7
10	Metals, Minerals	3.6667	1.1547	3
11	Machineries	4.1111	.9280	9

Total Cases = 59
Missing Cases = 1 OR 1.7 PCT.

Summaries of CP50 Problem Paperwork
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.1017	.9039	59
1	Financial Services	3.1667	.7528	6
2	Banking	2.8750	.8345	8
3	Constr & Services	2.8571	.3780	7
4	Trading	2.4000	1.1402	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.0000	1.1547	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	3.0000	.7071	5
9	Chemical	3.0000	.5774	7
10	Metals, Minerals	3.2500	1.5000	4
11	Machineries	3.7778	.9718	9

Total Cases = 59

Summaries of CP51 Problem Revision
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.7759	1.0437	58
1	Financial Services	3.0000	1.0954	6
2	Banking	2.5000	1.1952	8
3	Constr & Services	3.2857	.9512	7
4	Trading	2.6000	1.3416	5
5	Hotels	2.0000	0.0	1
6	Agriculture	3.0000	1.4142	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	2.8000	.8367	5
9	Chemical	2.8571	.6901	7
10	Metals, Minerals	2.0000	.8165	4
11	Machineries	2.6250	1.1877	8

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP52 Problem Entrepreneurship
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		2.2414	.8647	58
1	Financial Services	1.8333	.4082	6
2	Banking	2.3750	.9161	8
3	Constr & Services	2.4286	1.1339	7
4	Trading	2.0000	1.0000	5
5	Hotels	2.0000	0.0	1
6	Agriculture	2.0000	.8165	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	1.8000	.4472	5
9	Chemical	2.0000	.5774	7
10	Metals, Minerals	2.5000	1.2910	4
11	Machineries	2.5000	.7559	8

Total Cases = 59
 Missing Cases = 1 OR 1.7 PCT.

Summaries of CP53 Problem Tools Impractical
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	2.3333	.8165	6
	2 Banking	2.2500	.8864	8
	3 Constr & Services	2.5714	1.1339	7
	4 Trading	1.6000	.5477	5
	5 Hotels	3.0000	0.0	1
	6 Agriculture	2.7500	.5000	4
	7 Mining	3.3333	1.1547	3
	8 Food,Textile,Paper	2.2000	.4472	5
	9 Chemical	2.2857	.7559	7
	10 Metals, Minerals	2.2500	1.5000	4
	11 Machineries	2.6250	.7440	8

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP54 Problem Data Availability
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
	1 Financial Services	3.1667	1.1690	6
	2 Banking	3.1429	1.0690	7
	3 Constr & Services	3.0000	.8165	7
	4 Trading	3.6000	.8944	5
	5 Hotels	2.0000	0.0	1
	6 Agriculture	3.5000	.5774	4
	7 Mining	3.3333	.5774	3
	8 Food,Textile,Paper	2.6000	.5477	5
	9 Chemical	3.8571	.8997	7
	10 Metals, Minerals	3.2500	.5000	4
	11 Machineries	3.2500	.8864	8

Total Cases = 59

Missing Cases = 2 OR 3.4 PCT.

Summaries of CP55 Problem Rivalry
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.2632	.9915	57
1	Financial Services	2.8333	.9832	6
2	Banking	1.5714	.7868	7
3	Constr & Services	2.4286	.7868	7
4	Trading	2.6000	.8944	5
5	Hotels	2.0000	0.0	1
6	Agriculture	1.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	1.6000	.5477	5
9	Chemical	2.0000	.8165	7
10	Metals, Minerals	2.0000	0.0	4
11	Machineries	2.8750	1.2464	8

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

COMPARING PAST WITH THE PRESENT

Very much less than=1, Less than=2, No change=3, More than=4, Very much more than=5.

Summaries of CP56 Past Financial Resources
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.2857	.6242	56
1	Financial Services	3.3333	.5164	6
2	Banking	3.0000	1.0000	7
3	Constr & Services	3.1667	.7528	6
4	Trading	3.7500	.5000	4
5	Hotels	3.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.8000	.4472	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	3.2500	.5000	4
11	Machineries	3.1111	.6009	9

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

Summaries of CP57 Past Manpower Resources
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.2281	.6818	57
1	Financial Services	3.5000	.8367	6
2	Banking	3.1250	.8345	8
3	Constr & Services	2.8333	.9832	6
4	Trading	3.5000	.5774	4
5	Hotels	3.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.0000	0.0	3
8	Food,Textile,Paper	3.4000	.5477	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	2.7500	.5000	4
11	Machineries	3.2222	.6667	9

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP58 Past Quantitative
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.6140	.7735	57
1	Financial Services	3.6667	.5164	6
2	Banking	3.7500	.7071	8
3	Constr & Services	3.5000	1.0488	6
4	Trading	4.0000	.8165	4
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.0000	1.0000	5
9	Chemical	3.0000	.8165	7
10	Metals, Minerals	3.0000	.8165	4
11	Machineries	3.5556	.7265	9

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP59 Past Qualitative
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.7018	.5966	57
1	Financial Services	3.8333	.4082	6
2	Banking	3.3750	.7440	8
3	Constr & Services	4.0000	.6325	6
4	Trading	3.5000	.5774	4
5	Hotels	4.0000	0.0	1
6	Agriculture	3.7500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.4472	5
9	Chemical	3.7143	.4880	7
10	Metals, Minerals	3.5000	.5774	4
11	Machineries	3.5556	.7265	9

Total Cases = 59
Missing Cases = 2 OR 3.4 PCT.

Summaries of CP60 Past Plan-Horizon
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.2807	.6749	57
1	Financial Services	3.5000	.5477	6
2	Banking	3.2500	.4629	8
3	Constr & Services	3.1667	.7528	6
4	Trading	2.7500	.5000	4
5	Hotels	3.0000	0.0	1
6	Agriculture	3.0000	0.0	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	3.6000	.5477	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	3.5000	1.0000	4
11	Machineries	3.1111	1.0541	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP61 Past Paperwork
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.3684	.7935	57
1	Financial Services	3.6667	.8165	6
2	Banking	3.3750	.9161	8
3	Constr & Services	3.0000	.8944	6
4	Trading	3.7500	.5000	4
5	Hotels	3.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.4000	.8944	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	2.7500	.9574	4
11	Machineries	3.2222	.9718	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP62 Past Modeling
 By levels of ISIC Industrial Classification

Value Label	Mean	Std Dev	Cases
For Entire Population	3.8036	.8184	56
1 Financial Services	3.8333	.4082	6
2 Banking	3.7143	1.1127	7
3 Constr & Services	3.1667	.4082	6
4 Trading	4.2500	.5000	4
5 Hotels	4.0000	0.0	1
6 Agriculture	4.0000	0.0	4
7 Mining	4.0000	0.0	3
8 Food,Textile,Paper	4.4000	.5477	5
9 Chemical	3.8571	.6901	7
10 Metals, Minerals	3.0000	1.6330	4
11 Machineries	3.8889	.9280	9

Total Cases = 59
 Missing Cases = 3 OR 5.1 PCT.

Summaries of CP63 Past Sub-Unit Plan
 By levels of ISIC Industrial Classification

Value Label	Mean	Std Dev	Cases
For Entire Population	3.4107	.6544	56
1 Financial Services	3.5000	.5477	6
2 Banking	3.7500	.7071	8
3 Constr & Services	3.1667	.4082	6
4 Trading	3.3333	.5774	3
5 Hotels	3.0000	0.0	1
6 Agriculture	3.0000	.8165	4
7 Mining	3.0000	0.0	3
8 Food,Textile,Paper	4.0000	.7071	5
9 Chemical	3.4286	.5345	7
10 Metals, Minerals	3.0000	.8165	4
11 Machineries	3.4444	.7265	9

Total Cases = 59
 Missing Cases = 3 OR 5.1 PCT.

Summaries of CP64 Past Resistance
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	2.7368	.7447	57
1	Financial Services	2.6667	.5164	6
2	Banking	2.3750	.7440	8
3	Constr & Services	2.6667	.5164	6
4	Trading	3.0000	0.0	4
5	Hotels	2.0000	0.0	1
6	Agriculture	2.5000	.5774	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	2.8000	.8367	5
9	Chemical	2.8571	.6901	7
10	Metals, Minerals	2.2500	.9574	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP65 Past Plan-Time
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	2.9649	.8230	57
1	Financial Services	3.3333	.8165	6
2	Banking	3.0000	.7559	8
3	Constr & Services	3.1667	.9832	6
4	Trading	3.0000	.8165	4
5	Hotels	2.0000	0.0	1
6	Agriculture	2.5000	1.0000	4
7	Mining	3.3333	1.1547	3
8	Food,Textile,Paper	2.8000	.8367	5
9	Chemical	2.8571	.3780	7
10	Metals, Minerals	2.7500	1.2583	4
11	Machineries	3.0000	.8660	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP66 Past Consultants
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.6316	.8373	57
1	Financial Services	2.5000	1.0488	6
2	Banking	2.3750	.9161	8
3	Constr & Services	2.8333	.9832	6
4	Trading	3.0000	0.0	4
5	Hotels	3.0000	0.0	1
6	Agriculture	2.5000	1.0000	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	2.4000	1.3416	5
9	Chemical	2.8571	.6901	7
10	Metals, Minerals	2.2500	.9574	4
11	Machineries	2.7778	.6667	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP67 Past Integration
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.2982	.8230	57
1	Financial Services	3.3333	.5164	6
2	Banking	4.0000	.7559	8
3	Constr & Services	3.5000	.5477	6
4	Trading	3.5000	.5774	4
5	Hotels	3.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	2.3333	.5774	3
8	Food,Textile,Paper	3.6000	.5477	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	2.7500	.9574	4
11	Machineries	2.7778	1.2019	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

Summaries of CP68 Past Link Decisions
 By Levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.6842	.6855	57
1	Financial Services	4.0000	0.0	6
2	Banking	4.1250	.6409	8
3	Constr & Services	3.6667	.5164	6
4	Trading	3.7500	.5000	4
5	Hotels	4.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.8000	.4472	5
9	Chemical	3.8571	.6901	7
10	Metals, Minerals	3.0000	.8165	4
11	Machineries	3.2222	.9718	9

Total Cases = 59
 Missing Cases = 2 OR 3.4 PCT.

FUTURE CHANGES

Very much less than=1, Less than=2, No change=3, More than=4, Very much more than=5.

Summaries of CP69		Future Consultant		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		2.9464	.7959	56
1	Financial Services	2.8333	1.1690	6
2	Banking	3.1250	.6409	8
3	Constr & Services	2.8333	.7528	6
4	Trading	3.5000	.5774	4
5	Hotels	1.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	2.4000	.5477	5
9	Chemical	2.8333	.9832	6
10	Metals, Minerals	2.5000	.5774	4
11	Machineries	3.1111	.6009	9

Total Cases = 59
 Missing Cases = 3 OR 5.1 PCT.

Summaries of CP70		Future Training		
By levels of ISIC		Industrial Classification		
Value	Label	Mean	Std Dev	Cases
For Entire Population		3.8814	.5280	59
1	Financial Services	4.1667	.4082	6
2	Banking	4.0000	.5345	8
3	Constr & Services	3.8571	.3780	7
4	Trading	4.0000	.7071	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.8000	.4472	5
9	Chemical	3.7143	.4880	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

Summaries of CP71 Future Coordination
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.7458	.5752	59
1	Financial Services	4.0000	.6325	6
2	Banking	4.0000	.5345	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.6000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.3333	.5774	3
8	Food,Textile,Paper	3.6000	.5477	5
9	Chemical	3.7143	.4880	7
10	Metals, Minerals	3.7500	.9574	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

Summaries of CP72 Future Monitoring
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.7241	.5862	58
1	Financial Services	4.2000	.4472	5
2	Banking	3.8750	.3536	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.4000	.5477	5
5	Hotels	3.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.6000	.8944	5
9	Chemical	3.7143	.4880	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.4444	.5270	9

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP73 Future Info-gathering
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7458	.6846	59
1	Financial Services	3.6667	1.0328	6
2	Banking	3.8750	.6409	8
3	Constr & Services	3.7143	.7559	7
4	Trading	3.2000	.8367	5
5	Hotels	3.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.4472	5
9	Chemical	3.7143	.4880	7
10	Metals, Minerals	4.2500	.9574	4
11	Machineries	3.5556	.5270	9

Total Cases = 59

Summaries of CP74 Future Adviser
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7797	.5592	59
1	Financial Services	3.8333	.7528	6
2	Banking	3.7500	.4629	8
3	Constr & Services	3.8571	.3780	7
4	Trading	3.6000	.5477	5
5	Hotels	3.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.8000	.8367	5
9	Chemical	4.1429	.3780	7
10	Metals, Minerals	3.7500	.9574	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

Summaries of CP75 Future Forecast
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.8644	.7301	59
1	Financial Services	4.1667	.4082	6
2	Banking	4.0000	1.0690	8
3	Constr & Services	3.5714	.5345	7
4	Trading	3.8000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.0000	1.0000	5
9	Chemical	4.0000	.5774	7
10	Metals, Minerals	3.7500	1.5000	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

Summaries of CP76 Future Manager Roles
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.7797	.5892	59
1	Financial Services	4.1667	.4082	6
2	Banking	4.1250	.3536	8
3	Constr & Services	3.7143	.4880	7
4	Trading	3.6000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.2500	.5000	4
7	Mining	3.3333	.5774	3
8	Food,Textile,Paper	4.2000	.4472	5
9	Chemical	3.7143	.7559	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.4444	.5270	9

Total Cases = 59

Summaries of CP77 Future Resources
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.5932	.5907	59
1	Financial Services	4.0000	.6325	6
2	Banking	3.6250	.5175	8
3	Constr & Services	3.7143	.4880	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.3333	.5774	3
8	Food,Textile,Paper	3.8000	.4472	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	3.7500	.9574	4
11	Machineries	3.3333	.7071	9

Total Cases = 59

Summaries of CP78 Future Tools
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.8644	.6554	59
1	Financial Services	4.3333	.5164	6
2	Banking	3.8750	.3536	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.8000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.0000	.7071	5
9	Chemical	3.8571	.3780	7
10	Metals, Minerals	4.2500	.5000	4
11	Machineries	3.4444	1.0138	9

Total Cases = 59

Summaries of CP79 Future Committee
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.5593	.7257	59
1	Financial Services	4.1667	.4082	6
2	Banking	3.6250	.5175	8
3	Constr & Services	3.7143	.7559	7
4	Trading	3.0000	.7071	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.5000	.5774	4
7	Mining	3.3333	.5774	3
8	Food,Textile,Paper	3.4000	.5477	5
9	Chemical	3.4286	.5345	7
10	Metals, Minerals	4.0000	.8165	4
11	Machineries	3.2222	.9718	9

Total Cases = 59

Summaries of CP80 Future Directors
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.2881	.8520	59
1	Financial Services	2.8333	.9832	6
2	Banking	3.2500	.4629	8
3	Constr & Services	3.4286	.5345	7
4	Trading	2.8000	.4472	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.0000	1.4142	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	3.2000	.8367	5
9	Chemical	3.5714	.7868	7
10	Metals, Minerals	3.2500	1.2583	4
11	Machineries	3.3333	1.0000	9

Total Cases = 59

Summaries of CP81 Future Computers
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	4.1695	.6986	59
1	Financial Services	4.6667	.5164	6
2	Banking	4.1250	.6409	8
3	Constr & Services	4.0000	.5774	7
4	Trading	4.0000	.7071	5
5	Hotels	5.0000	0.0	1
6	Agriculture	4.2500	.5000	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	4.1429	.6901	7
10	Metals, Minerals	4.0000	1.4142	4
11	Machineries	4.1111	.7817	9

Total Cases = 59

Summaries of CP82 Future Quantitative
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.8983	.7357	59
1	Financial Services	4.1667	.9832	6
2	Banking	3.7500	.4629	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.8000	.8367	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.2500	.5000	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	3.7143	.7559	7
10	Metals, Minerals	3.7500	1.5000	4
11	Machineries	3.7778	.6667	9

Total Cases = 59

Summaries of CP83 Future Qualitative
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.9661	.6940	59
1	Financial Services	4.5000	.5477	6
2	Banking	3.8750	.8345	8
3	Constr & Services	4.0000	.5774	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	3.7500	.5000	4
7	Mining	3.6667	.5774	3
8	Food,Textile,Paper	4.2000	.8367	5
9	Chemical	4.0000	.5774	7
10	Metals, Minerals	4.2500	.9574	4
11	Machineries	3.8889	.7817	9

Total Cases = 59

Summaries of CP84 Future Problem-Identification
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		3.9322	.5832	59
1	Financial Services	4.3333	.5164	6
2	Banking	3.8750	.3536	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.4000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	3.8571	.6901	7
10	Metals, Minerals	4.2500	.9574	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

Summaries of CP85 Future Problem-Solving
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population		3.8983	.6073	59
1	Financial Services	4.3333	.5164	6
2	Banking	3.5000	.5345	8
3	Constr & Services	3.8571	.6901	7
4	Trading	3.6000	.5477	5
5	Hotels	4.0000	0.0	1
6	Agriculture	4.0000	0.0	4
7	Mining	4.0000	0.0	3
8	Food,Textile,Paper	4.4000	.5477	5
9	Chemical	3.7143	.7559	7
10	Metals, Minerals	4.5000	.5774	4
11	Machineries	3.6667	.5000	9

Total Cases = 59

TIME-HORIZON OF PLANNING

(in years)

Summaries of By levels of	CP86 ISIC	Time-Horizon Industrial Classification	Mean	Std Dev	Cases
	Value Label				
For Entire Population			3.2632	1.5181	57
	1	Financial Services	2.5000	1.5166	6
	2	Banking	3.5000	1.7728	8
	3	Constr & Services	2.5000	.8367	6
	4	Trading	3.0000	1.4142	5
	5	Hotels	5.0000	0.0	1
	6	Agriculture	2.0000	2.0000	4
	7	Mining	4.3333	1.1547	3
	8	Food,Textile,Paper	3.6000	1.3416	5
	9	Chemical	4.0000	1.2910	7
	10	Metals, Minerals	3.7500	1.8930	4
	11	Machineries	3.2500	1.4880	8
Total Cases =		59			
Missing Cases =		2 OR 3.4 PCT.			

REGULARITY OF REVIEW

Monthly=1, Quarterly=2, Half-Yearly=3, Yearly=4, Others=5.

Summaries of CP87	Review			
By levels of ISIC	Industrial Classification			
Value	Label	Mean	Std Dev	Cases
For Entire Population		2.5536	1.1269	56
1	Financial Services	2.3333	.5164	6
2	Banking	2.2857	1.3801	7
3	Constr & Services	2.4286	.9759	7
4	Trading	2.0000	.8165	4
5	Hotels	1.0000	0.0	1
6	Agriculture	2.5000	1.7321	4
7	Mining	2.3333	.5774	3
8	Food,Textile,Paper	2.6000	1.5166	5
9	Chemical	3.2857	1.2536	7
10	Metals, Minerals	2.7500	1.5000	4
11	Machineries	2.8750	.8345	8

Total Cases = 59
Missing Cases = 3 OR 5.1 PCT.

SETTING UP OF CP

Before 1976=1, 1976-1978=2, 1979-1981=3, 1982-1984=4, 1985 and after=5.

Summaries of CP88 When Set-up
By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
	For Entire Population	3.5172	1.3277	58
1	Financial Services	4.1667	.7528	6
2	Banking	2.5000	1.7728	8
3	Constr & Services	4.2857	1.1127	7
4	Trading	3.6000	1.5166	5
5	Hotels	5.0000	0.0	1
6	Agriculture	3.7500	.5000	4
7	Mining	2.3333	.5774	3
8	Food,Textile,Paper	2.6000	1.3416	5
9	Chemical	3.7143	1.4960	7
10	Metals, Minerals	3.6667	1.5275	3
11	Machineries	3.7778	.8333	9

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

Summaries of CP89 Influence
 By levels of ISIC Industrial Classification

Value	Label	Mean	Std Dev	Cases
For Entire Population				
		2.6724	.8248	58
1	Financial Services	3.0000	0.0	6
2	Banking	2.6250	.7440	8
3	Constr & Services	2.8571	1.2150	7
4	Trading	2.4000	.8944	5
5	Hotels	3.0000	0.0	1
6	Agriculture	2.7500	.5000	4
7	Mining	2.6667	.5774	3
8	Food,Textile,Paper	2.2000	1.0954	5
9	Chemical	2.5714	1.2724	7
10	Metals, Minerals	2.6667	.5774	3
11	Machineries	2.7778	.6667	9

Total Cases = 59

Missing Cases = 1 OR 1.7 PCT.

LENGTH FOR FIRST PLAN

3 months or less=1, 3 to less than 6 mths=2, 6 to less than 9 mths=3,
9 to less than 12 mths=4, 12 months or more=5.

Summaries of CP90 By levels of ISIC	Time First Plan Industrial Classification	Value	Label	Mean	Std Dev	Cases
For Entire Population				2.1667	1.1776	54
1	Financial Services			1.8333	1.6021	6
2	Banking			2.3333	.5164	6
3	Constr & Services			1.6667	.8165	6
4	Trading			1.7500	.9574	4
5	Hotels			2.0000	0.0	1
6	Agriculture			2.3333	2.3094	3
7	Mining			1.6667	.5774	3
8	Food,Textile,Paper			2.0000	.7071	5
9	Chemical			2.2857	1.3801	7
10	Metals, Minerals			2.7500	.9574	4
11	Machineries			2.6667	1.5000	9

Total Cases = 59

Missing Cases = 5 OR 8.5 PCT.

AGE OF CP RESPONDENT IN YEARS

Summaries of CP91 By levels of ISIC	CP Age Industrial Classification	Mean	Std Dev	Cases
Value Label				
For Entire Population		37.6000	7.2152	55
1 Financial Services		35.8000	6.0581	5
2 Banking		36.5000	6.5683	8
3 Constr & Services		34.8333	3.6009	6
4 Trading		33.6000	7.7006	5
5 Hotels		68.0000	0.0	1
6 Agriculture		37.7500	4.5735	4
7 Mining		32.3333	.5774	3
8 Food,Textile,Paper		46.0000	4.1231	5
9 Chemical		37.1667	4.0702	6
10 Metals, Minerals		37.3333	2.0817	3
11 Machineries		37.6667	6.3640	9

Total Cases = 59

Missing Cases = 4 OR 6.8 PCT.

APPENDIX (VII)

QUALITATIVE RESPONSES
IN SURVEY INSTRUMENTS

(A) QUALITATIVE RESPONSES TO THE CHIEF EXECUTIVE SURVEY INSTRUMENT

Explanatory Note

There are altogether 3 main divisions in the survey instrument where the respondent is able to respond qualitatively :-

- (1) Goals for the Company
- (2) Strategic Decision Making
- (3) CEO's Own Values and Philosophy in Managing the Company

The responses are recorded under each of these heads.

GOALS FOR THE COMPANY

Question 1.1 and 1.2 - Which of the following are quantitative (and for 1.2 qualitative) goals of the company ?

Others, please state :

- (1) (a) Contribution margin (profitability)
(b) Improve environment to strengthen/accommodate
entrepreneurial spirit
- (2) Asset turnover
- (3) To maximise production level and profitability

- (4) Improved productivity

- (5) Net profit before tax

- (6) Community development

- (7) (a) Improved personnel philosophy, policies and system throughout the company
(b) Improvised & innovate production, marketing & sales techniques, process and system.

- (8) (a) Earnings per share
(b) Return on equity

- (9) Training of people for orderly management succession

- (10) Employee morale and commitment to the Group

- (11) Improved productivity (different respondent from 4)

- (12) Improved productivity (different respondent from 4, 11)

- (13) As we are in the service industry where overheads are quite constant, our emphasis is to serve our customers well thereby generating more income and profit for the company

- (14) First rate management. Work of exceptional quality and initiative

(15) Targets for deposits, loans, advances and profits

(16) Development of new product lines, increased volume of business

Question 1.3 - By whom are the goals set ?

Others, please state :

(1) Board of Directors set overall policies, goals.

(2) Discussion and decision making between CEO and Management Committee

(3) Market surveys - customer surveys

(4) Discussed by very senior managers and endorsed by CEO

(5) Suggestions by staff, supported by managers, endorsed by CEO, and discussed with Overseas Head Office

(6) Our management works as a team and decisions are made after consultations

(7) Government policies and national aspirations

(8) By senior management team

STRATEGIC DECISION MAKING

Question 3 : To what extent would you say that the following had helped you formulate corporate decisions relating to strategic issues :-

If others please state :

- (1) Discussion with industry-leaders, competitors, and otherwise.
- (2) Contacts with government - between (3) and (4)
- (3) Discussion with Chairman of the Board (4)
- (4) Overseas HQ (3)
- (5) Discussion with businessmen whilst travelling internationally.
- (6) Discussion with other company managers (4)
- (7) Visiting similar installations in other countries (5)

CEO'S OWN VALUES AND PHILOSOPHY IN MANAGING THE COMPANY

Please feel free to express your own values and philosophy that guide you in managing the company :-

(1) Demonstrating and inculcating the spirit of integrity, consistency, fairness, aggressiveness and results orientation in managerial excellence.

(2) Some of the more valuable ones :

- work through people
- aim high but may then have to accept what people can deliver
- maximise freedom of action within established framework
- boss' door always open

(3) Use of common sense, decentralize decision making as much as possible and create an internal environment which allows for creative and entrepreneurial thinking and for a free flow of two-way communication throughout the organisation. The CEO is to be seen and to motivate and constantly be a good example.

(4) Establish /maintain integrity.

Enforce firmness and fairness in dealing with everyone

Promote efficiency and high level of productivity

Demand dedication, hard work and perseverance

Encourage resourcefulness and ingenuity

Reward/recognize accomplishment and attainment of goals/targets

Emphasize continuing need and pursue work towards improving

product quality and service to customers

Promote good public relations

(5) I have recently arrived in the region having completed several years turning round a bankrupt European capital intensive commodity business. I find the attitudes within this company complacent, lacking in fiscal objectives and without clarity in strategic direction. I have to find a way of sharpening the motivation and focus of the senior management. I will be doing this with a structured development of strategic plans linked to fiscal milestones towards profit improvement.

(6) The company is long established but despite of a significant investment in computer-based management information systems, it was apparent that management performance against plans was not frequently and aggressively evaluated. I was appointed to improve performance and have concentrated on developing the MIS and frequent reviews of actual performance against plan. The development of management awareness of the need for speedy reaction to adverse situations is of high priority. I believe that improved communication is an essential element in the future conduct of the company's business.

(7) Results today so there may be a tomorrow. Planning today so results tomorrow will be better than today.

(8) Strategy formulation is essential, knowledge implementation is even more important to this aspect therefore CEO leadership capability in mobilizing highly motivated team of management is

essential to the achievement of the company goals.

(9) Endeavour to create open management environment which encourages free thinking, combined with delegation of responsibility to lowest possible level; which motivates and allows acceptance of accountability. Demand highest personal standards. Expect high work output and loyalty. Maintain spirit of momentum and progress around company.

(10) To protect both the interests of our employees and stockholders.

(11) Team work plays a very important part in the running of the company and full delegation of responsibility to senior executives has produced good results over the past few years.

(12) - To motivate managers and workers of all level to self-improve quality and greater efficiency through an improved system of goal setting, evaluation and reward, and cultivating intrapreneurialship

- To establish competitive strategies to expand, diversify, and consolidate corporate positions

- To match human with financial resources to business opportunities

- Greater customer service through feedback programs and training of human resources

(13) - Customer satisfaction

- Excellence in product

- Teamwork and good employee relations
 - Reasonable return on shareholders' investment
- (14) Excellence and quality in whatever we undertake
- (15) - A decentralisation of management so as to expedite management decisions and response in a timely fashion
- Delegation of authority and responsibility as far as possible
 - Expect the highest degree of integrity commensurate with the authority and responsibility vested in management
- (16) It is critical to listen a lot and synthesize resultant views; once objectives and policies are made, commitment in writing in writing in a multinational environment is essential. This however has to be combined with ongoing review and a willingness to change if opportunity or environment so dictate
- (17) We are still a small service industry company. We would like to grow slowly by keep adding more outlets, improve customer services and keep costs low. We never done any formal planning for the company but I feel that soon we have to do one .
- (18) - To professionalize the management of my company
- To involve senior management in all aspects of decision making and planning
 - To inculcate employee loyalty and commitment to the company
 - To continuously seek avenues for further growth

and expansion domestically and overseas

(19) There is only one way to make money : To sell goods at a price that is more than the cost of producing them and continue doing so. To be able to continue making money, decisions should always be made looking at the impact two - four years ahead.

(20) Philippine culture which is basically family and community oriented predominates our style of management. Teamwork from the ground up is essential. Our responsibility is first to our stockholders, then to our employees, thereafter to our customers and finally to the growth of stability (economic and political) of our country.

(21) A balanced emphasis between strategic financial performance goals and corporate "core" values will provide direction and success. As much planning is required for core value emphasis (safety, quality, customers, employees, technology, innovation etc.) as is required to marketing and financial planning.

(22) - Complete honesty

- Firmness and fairness when managing labour force

- Incentives

(23) The success of any organisation depends on the ability of the people in the organisation to work in unison towards achieving its Corporate Mission. In the Bank Group, the Corporate Mission is "To be the most efficient, profitable and respected financial supermarket in

the country". It is a mission that is perpetual and does not allow any part of the organisation to stop and rest on its laurels. The mission calls for a continuously strong sense of unity, destiny, commitment and professionalism among the management and staff of the Bank in order to draw out their sustained enthusiasm, endless creativity and tireless energies. The staff therefore need to be made constantly aware of the corporate mission and to feel and see that any contribution by them for the Organisation is also an added boost to their self-esteem. In short, it is only with Excellent input and efforts of the staff that we beget excellence.

(24) Our business which is property development for investment, depends very heavily on accurately assessing supply and demand and then planning accordingly. After that it is a question of maximising quality and income and minimising cost.

(25) Sincerity and trusting the right person, and put the right person in the right job.

(26) People-centred. People are the assets of the company. Quality of operation is important.

(27) Quantitative goal setting is a necessary and useful exercise. Through the years however I find that if one concentrates on people management - placing people in the right positions, developing the necessary information systems and providing the appropriate competitive environment, then the quantitative goals become much easier to set and more importantly, much easier to achieve.

(28) Self-endeavour (thrive) is the source of wealth. To make money for the company, one must plan carefully so as to be able to thrive on one's own to make money. (translated from Chinese language).

(B) QUALITATIVE RESPONSES TO THE SENIOR MANAGER SURVEY INSTRUMENT

Please express for the benefit of the general management community aspects of the planning activities not covered in this survey which can help us have a more comprehensive understanding of planning activities :-

(1) Strategic planning cover projections over a 3/4 year period with formal yearly reviews to update and amend the plan as necessary. Interim reviews covering a 12/18 month period are conducted quarterly.

(2) Important to instill in all managers the necessity for planning ahead including formal strategic planning exercises, with a view to ensure that efforts are directed towards areas with the most promising potential, and that the most effective organisational structure is in place. This also includes manpower recruitment, training, remuneration and motivation. Short-term planning is also important to ensure best possible utilisation of time.

(3) Two planning horizons are normally addressed in planning activities :-

(a) One year horizon for the operations budget

(b) Three to four year horizon for the strategic plan

The operations budget will necessarily have to be more detailed and defined. The strategic plan on the other hand, is growth oriented. Both have to be addressed each time as they invariably bear on each other.

(4) Planning responsibility/emphasis between Group Planning function and operating unit (subsidiary) planning function.

(5) The company has three businesses, i.e. fertilisers and industrial chemicals, prawn culture and agribusiness (mangoes). Two meetings are held monthly for each of the businesses, one for planning, the other for monitoring. Each quarter, the top managers of the three divisions meet as a corporate strategy group together with the CEO, COO, Finance Manager and Corporate Development Manager. The CEO (Chairman of the Board) attends most of meetings (virtually all the planning meetings. The CEO (President) attends all meetings. Strategic directions are set after an assessment of environmental factors, strengths and weaknesses - an industry analysis. Strategic programs are formulated, after which the operating divisions set their objectives and programs consistent with determined directions/objectives. I do not consider myself as the corporate planner. It is our belief that this is function of the CEO. I merely assist to ensure that planning is properly undertaken.

(6) Planning activities related to application of new technologies and acquisition of major plant equipment are done in consultation

with the company with whom we have a technical assistance agreement.

(7) In Malaysian business enterprises, strategic planning is hardly practised except for MNCs and government bodies. Amongst the engineering companies, our management set-up is above average; yet we have to admit that we have not utilised the correct management tools in our planning. Hence, the topics covered by this survey is one level above our normal business practice. Amongst the management staff in my company, only one or two have training in undertaking the techniques quoted by you. The general trend of planning adopted by me and my managers is guided by Company's balance sheet and profit and loss accounts and personal intuition of business ahead. There is very little statistical material available from government and outside bodies and hardly any exchange of business data between companies. For example, our local universities and business schools have not collected data of this nature.

(8) Planning to us takes on a role broader than just evaluation of strengths and weaknesses in determining how to position the corporation in the market. We actually try to forecast how the political economy is heading and then position ourselves there. Thereafter, strength is built to sustain us in that position.

(9) (a) The need to inculcate in business circles the sense of responsibility and burden of being company directors and business managers.

(b) Emphasis on the importance of corporate planning for big/medium business corporations.

(c) Necessity of developing a corporate culture encompassing the corporation's spirit and goals.

(10) The style of management is basically Chinese family run companies. Conservatism and cautiousness are the main aspects of their corporate planning.

(11) - Increasing involvement in public relations work
- Monitoring of regulatory developments assuming greater importance

(12) - Monitoring & follow-up actions if necessary
- Feedback
- Communications.

(13) More questions should be emphasized on the following topics :-
(a) Management Policy
(b) Management Objectives
(c) Improvement on the quality of the employees
(d) Coordination and cooperation

(C) QUALITATIVE RESPONSES TO THE CORPORATE PLANNER SURVEY INSTRUMENT

Please express, for the benefit of planners in general, aspects of corporate planning not covered in this survey questionnaire which can help us have a more comprehensive understanding of corporate planning :-

(1) Your coverage is already quite comprehensive.

(special note - respondent was a former Dean
of economic faculty)

(2) Corporate planning is carried out as part of Finance Department's responsibilities. There is no one formal Corporate Planning Department.

(3) Knowing the business and product

(4) (a) Our corporate planning department is set up that caters for group project evaluation, investment appraisal and writing business plans.

(b) Group restructuring and reorganisation also comes under the jurisdiction of corporate planning department. This covers equity, financial and manpower restructuring and reorganisation.

(5) Since the measurement of success in any company is the bottomline of income statement, corporate planning activities should put more reliance on the accounting report on operations. Increases in expenses and cost including material, labour and overhead variances should be analysed and remedial measures be taken up. Analyses of sales by product lines should be done and proper planning should be done to increase revenue.

(6) The official corporate planning unit is one of our plans; to set up within 2 years. At this moment, Personnel Department is mainly taking responsibility for planning activities as coordinator; at the same time we use external consultants as advisor.

APPENDIX (VIII)

THE TOTAL SURVEY
INSTRUMENT PACKAGE

UNIVERSITY OF ST ANDREWS

Professor Peter Hugh Grinyer,
Esmee Fairbairn Professor of Economics
Chairman, Department of Management



Kinnessburn, Kennedy Gardens,
St. Andrews, Fife KY16 9DJ,
Scotland, United Kingdom.
Telephone: (0334) 76161
Telex: 76213

7th November 1987

Dear Sir

THE IMPACT OF CORPORATE PLANNING ON FINANCIAL PERFORMANCE OF COMPANIES AROUND ASEAN REGION

To-date, there has been no major survey on the impact of strategic or corporate planning on financial performance of companies around the ASEAN Region. This should be of substantial interest to the business community in the region. For this reason, I am glad that Foo Check Teck M.B.A. (Finance), LL.B., ACIS, ACMA, is to undertake his doctoral research on this topic. Comparison of his findings with those of others undertaken by members of the team at St. Andrews should enrich the contribution made by him of this region and to our knowledge of strategic management generally. But to permit the survey to be undertaken successfully and hopefully benefit the business community in the region, we need your cooperation.

Your company, which had been listed in the local stock exchange has been selected for participation in this study. This is to ensure that we capture the approach to strategic decision-making of the most significant and progressive companies in this part of the world. All that is required is simply the return of completed survey instruments by your goodself, and a senior manager with divisional responsibility. In addition, if your company plans formally, a return by the corporate planner. Every return will be kept strictly confidential. No reference will be made in the study to individual company's responses. All financial information required will be that contained in published annual reports.

An executive summary of the key findings will be sent to every company that participates in this survey.

We look forward to participation by your company. Please use the attached envelope when replying - and thank you very much.

Yours sincerely,

Professor Peter Hugh Grinyer

UNIVERSITY OF ST ANDREWS

Professor Peter Hugh Grinyer,
Esmee Fairbairn Professor of Economics
Chairman, Department of Management



Kinnessburn, Kennedy Gardens,
St. Andrews, Fife KY16 9DJ,
Scotland, United Kingdom.
Telephone: (0334) 76161
Telex: 76213

30th November 1987

Dear Sir

THE IMPACT OF CORPORATE PLANNING ON FINANCIAL
PERFORMANCE OF COMPANIES AROUND ASEAN REGION

On 7th November 1987, we invited your company to participate in the first ever large-scale survey of the impact of strategic or corporate planning on financial performance of companies around the ASEAN Region. As this is a most significant regional study, we very much wish to have your company's participation. We will be most grateful if you will kindly return to us completed survey instruments. In pre-testing the survey instruments, it has been found that on the average only about 15 minutes is needed to complete each survey instrument. All returns will be kept strictly confidential and no reference will be made in the study to any individual company's responses.

We will send to each participating company an executive summary of the study's key findings.

Should for any reason you need us to re-despatch the survey instruments, please write to us at :-

Corporate Planning Survey
Potong Pasir P.O. Box 68
Singapore 9135.

In the meantime, if you had already returned us the completed survey instruments, we wish to thank you again for participating.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'P. H. Grinyer'.

Professor Peter Hugh Grinyer



NANYANG TECHNOLOGICAL INSTITUTE

SCHOOL OF ACCOUNTANCY

Telephone : 2651744
Telex : RS 38851 NTI
Telegram : SINNTI
Facsimile : 2641697

Nanyang Avenue
Singapore 2263

Ref:

Dear Sir,

THE IMPACT OF CORPORATE PLANNING ON FINANCIAL
PERFORMANCE OF COMPANIES AROUND ASEAN REGION

I will be most grateful if your company can kindly participate in this survey by returning the questionnaires as soon as possible. If for one reason or another all three questionnaires cannot be completed, for example there is no manager responsible for formal planning, a return even by your goodself only will still be most useful to us.

The participation by your company will help us better understand the strategic planning activities of companies within the ASEAN. Should you have any queries, please contact me directly at :-

(65) - 6605713

I look forward to your early reply.

Yours sincerely,

Foo Check Teck

Lecturer,
Division of Cost and
Management Accounting.

For Statistical
Purpose Only



UNIVERSITY OF ST ANDREWS

Survey Instrument
for
Chief Executive

INSTRUCTIONS

1 The term " Chief Executive " refers to a person who is the most senior executive in the company. Such a position may be titled in companies as " Managing Director ", " President ", or " Chief Executive Officer "

2 Please circle as shown : 1 2 3 4 5

3 If in your opinion any of the question is not applicable, simply indicate by writing " NA " as shown :

NA 1 2 3 4 5

4 Please express fully in the blank spaces provided any details specific to your company.

GOALS FOR THE COMPANY

1.1 Which of the following are quantitative goals of the company ? 1 2 3 4 5

Choose from :-

- Sales target { 1 }
- Market share { 2 }
- Return on total assets { 3 }
- Net profits to turnover { 4 }
- Dividends rate { 5 }

1.2 Which of the following are qualitative goals of the company ? 1 2 3 4 5

Choose from :-

- Improved quality { 1 }
- Improved customer relations { 2 }
- Improved teamwork { 3 }
- Improved safety at workplace { 4 }
- Improved industrial relations { 5 }

Others, please state :-

1.3 By whom are the goals set ? 1 2 3 4 5

Choose from :-

- Myself as Chief Executive Officer { 1 }
- Board of Directors { 2 }
- Negotiation between the Board, CEO
Senior Managers { 3 }
- Suggestion by staff, supported by
Managers and endorsed by CEO { 4 }
- Overseas Head Office { 5 }

Others, please state :

1.4 In the main, what had been the achievement of goals ?

Choose from :-

Significantly above what is set { 1 }
Above what is set { 2 }
As what is set { 3 }
Below what is set { 4 }
Significantly below what is set { 5 }

Achievement of quantitative goals 1 2 3 4 5
Achievement of qualitative goals 1 2 3 4 5

TIME SPENT ON STRATEGIC THINKING

Choose from :

Less than 10% { 1 }
10% to 25% { 2 }
26% to 50% { 3 }
51% to 75% { 4 }
More than 75% { 5 }

2.1 On average, what amount of your office time is devoted to thinking by yourself on strategic issues concerning the company ? 1 2 3 4 5

2.2 On average, what amount of your office time is spent in discussing strategic issues concerning the company ? 1 2 3 4 5

2.3 On average, what amount of your non-office time is devoted to thinking by yourself on strategic issues concerning the company ? 1 2 3 4 5

None {1} , A Little {2}, Some {3}, Large {4}, Very Large {5}

STRATEGIC DECISION MAKING

3 To what extent would you say that the following had helped you *formulate corporate decisions* relating to *strategic issues* :-

<i>Discussion with Board of Directors</i>	1	2	3	4	5
<i>Discussion with Consultants</i>	1	2	3	4	5
<i>Discussion with Bankers</i>	1	2	3	4	5
<i>Discussion with Company Managers</i>	1	2	3	4	5
<i>Attendance at Seminars, Courses</i>	1	2	3	4	5
<i>Own Strategic Analysis</i>	1	2	3	4	5
<i>Discussion with Suppliers</i>	1	2	3	4	5
<i>Discussion with Customers</i>	1	2	3	4	5
<i>Reading of Strategic Planning Material</i>	1	2	3	4	5
<i>Visits to Trade Exhibitions</i>	1	2	3	4	5
<i>Informal Meetings with Business Friends</i>	1	2	3	4	5
<i>Reading of Business Newspapers</i>	1	2	3	4	5

If others, please state,

None {1} , A Little {2}, Some {3}, Large {4}, Very Large {5}

ENVIRONMENT

4 What is the *degree of predictability* of the various environments that the company is generally exposed to ? :-

<i>Demand Environment</i>	1	2	3	4	5
<i>Competition Environment</i>	1	2	3	4	5
<i>Technological Environment</i>	1	2	3	4	5
<i>Resource Availability -</i>					
<i>Materials, and Supplies</i>	1	2	3	4	5
<i>Manpower Skills</i>	1	2	3	4	5
<i>Funds</i>	1	2	3	4	5
<i>Regulatory Environment</i>	1	2	3	4	5

PLANNING

5.1 To what extent can planning activities undertaken in your company be reflected as described below ?

<i>On an ad hoc basis</i>	1	2	3	4	5
<i>Regular meetings are being scheduled</i>	1	2	3	4	5
<i>Agreed plans are written down and referred to in implementation</i>	1	2	3	4	5
<i>A systematic approach in planning where all possible options are surfaced,evaluated, and choice made.</i>	1	2	3	4	5
<i>A systematic approach in planning where assessment is made of corporate strengths, weaknesses, opportunities and threats.</i>	1	2	3	4	5

None {1} , A Little {2}, Some {3}, Large {4}, Very Large {5}

5.2 To what extent did such planning activities helped you *decide on strategic matters* ? 1 2 3 4 5

5.3 To what extent did such planning activities helped the company *identify :-*

Business opportunities 1 2 3 4 5

Threats brought by competition 1 2 3 4 5

Weaknesses of the company 1 2 3 4 5

Strengths of the company 1 2 3 4 5

5.4 To what extent did such planning activities helped company achieve *quantitative goals* ? 1 2 3 4 5

5.5 To what extent did such planning activities helped company achieve *qualitative goals* ? 1 2 3 4 5

5.6 To what extent did such planning activities helped company *cope with environmental changes* ?

Demand Environment 1 2 3 4 5

Competition Environment 1 2 3 4 5

Technological Environment 1 2 3 4 5

Resource Availability -

Materials, and Supplies 1 2 3 4 5

Manpower Skills 1 2 3 4 5

Funds 1 2 3 4 5

Regulatory Environment 1 2 3 4 5

In concluding this questionnaire, it will be appreciated if certain broad indications of your background could be provided :-

Age : _____ Nationality : _____

Country in which formal primary and secondary education is received : _____

Main language of teaching : _____

Please feel free to express your own values and philosophy that guide you in managing the company :-

DATE COMPLETED _____ (please state)
DATE RECEIVED _____ (for researcher's use only)

Thank you very much for participating.

None (1), A Little (2), Some (3), Large (4), Very Large (5).

STRATEGIC PLANNING

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 1.1 | To what extent is attention given to strategic planning as part of your managerial function ? | 1 | 2 | 3 | 4 | 5 |
| .2 | To what extent had you been trained (eg. attendance at courses) on strategic planning ? | 1 | 2 | 3 | 4 | 5 |
| .3 | To what extent is external consulting advice tapped when you are undertaking strategic planning ? | 1 | 2 | 3 | 4 | 5 |
| .4 | To what extent is your strategic planning skills taken into account in performance appraisal ? | 1 | 2 | 3 | 4 | 5 |
| .5 | To what extent are the following involved in strategic planning activities of the company ? | | | | | |
| | <i>Board of Directors</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Chief Executive</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Executives reporting to you</i> | 1 | 2 | 3 | 4 | 5 |
| .6 | To what extent are the following strategies mapped out as part of planning activities ? | | | | | |
| | <i>Marketing strategies</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Human resource strategies</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Financial strategies</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Operational strategies</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>New product/service development strategies</i> | 1 | 2 | 3 | 4 | 5 |

None (1), A Little (2), Some (3), Large (4), Very Large (5).

PLANNING FOCUS

2.1 Based on your experience, what is the amount of effort which had been spent on the following aspects of planning ?

<i>Setting of targets for sub-unit</i>	1	2	3	4	5
<i>Coordinating activities</i>	1	2	3	4	5
<i>Monitoring performances against targets</i>	1	2	3	4	5
<i>Mapping out strategies to close the gap between target and anticipated performance</i>	1	2	3	4	5
<i>Strengths and weaknesses analysis</i>	1	2	3	4	5
<i>Re-allocating of resources</i>	1	2	3	4	5
<i>Exploiting business opportunities</i>	1	2	3	4	5
<i>Countering threats from competitors</i>	1	2	3	4	5
<i>Developing contingency plans</i>	1	2	3	4	5
<i>Preparation of special project studies for decision-making</i>	1	2	3	4	5

PLANNING ORGANISATION

3 To what extent are the following typical of the manner in which planning activities are organised ?

<i>Meetings on adhoc basis</i>	1	2	3	4	5
<i>Meet on a regular basis</i>	1	2	3	4	5
<i>A particular manager is assigned extra task of coordinating planning activities</i>	1	2	3	4	5
<i>Operations planning unit exists to plan</i>	1	2	3	4	5
<i>A corporate planning unit/department exists to coordinate planning on a corporate basis</i>	1	2	3	4	5

None (1), A Little (2), Some (3), Large (4), Very Large (5).

SCANNING FOCUS

4 What is the degree of *planning effort* directed towards gathering information of the following ?

<i>Domestic Competitors</i>	1	2	3	4	5
<i>Foreign Competitors</i>	1	2	3	4	5
<i>Market Trends</i>	1	2	3	4	5
<i>Suppliers</i>	1	2	3	4	5
<i>Social- Cultural Trends</i>	1	2	3	4	5
<i>Political Trends</i>	1	2	3	4	5
<i>Technological Changes</i>	1	2	3	4	5
<i>Regulatory changes</i>	1	2	3	4	5
<i>Labour market trends</i>	1	2	3	4	5
<i>Financial market trends</i>	1	2	3	4	5

UTILISATION OF EXPERT'S FORECASTS

5 To what extent are *forecasts by outside bodies* in respect of the following used in planning ?:-

<i>Interest Rates</i>	1	2	3	4	5
<i>Wage Rates</i>	1	2	3	4	5
<i>Foreign Exchange Rates</i>	1	2	3	4	5
<i>Industry Growth Rate</i>	1	2	3	4	5
<i>World Economy Growth Rate</i>	1	2	3	4	5
<i>Political Changes</i>	1	2	3	4	5
<i>Inflationary Rate</i>	1	2	3	4	5

None (1), A Little (2), Some (3), Large (4), Very Large (5).

TECHNIQUES

6 To what extent had the following techniques being utilised by you to as part of planning ?

<i>Financial techniques</i>	1	2	3	4	5
<i>Market research techniques</i>	1	2	3	4	5
<i>Project management tools</i>	1	2	3	4	5
<i>Conceptual planning models</i>	1	2	3	4	5
<i>Business economics concepts</i>	1	2	3	4	5
<i>Computer software</i>	1	2	3	4	5
<i>Creative thinking techniques</i>	1	2	3	4	5
<i>Statistical techniques</i>	1	2	3	4	5

GENERAL FEATURES

7 To what extent are the following features typical of planning activities ?

<i>Free exchange of insights or experiences by managers at meetings</i>	1	2	3	4	5
<i>Generation of innovative ideas at meetings</i>	1	2	3	4	5
<i>Record-keeping of agreed plans</i>	1	2	3	4	5
<i>Use of standard planning forms</i>	1	2	3	4	5
<i>Frequent revisions to agreed plans</i>	1	2	3	4	5
<i>Planning is done in distinct phases</i>	1	2	3	4	5
<i>Planning is mainly 'top-down'</i>	1	2	3	4	5
<i>Involvement of clerical/production staff</i>	1	2	3	4	5
<i>" Bargaining" on targets to be achieved</i>	1	2	3	4	5

COMPARISONS WITH COMPANIES IN SAME INDUSTRY

Choose from :-

Very Much Less Than Average	{ 1 }
Below Average	{ 2 }
Average	{ 3 }
Above Average	{ 4 }
Very Much More Than Average	{ 5 }

8 How will you rate the following in comparison with the norm in your industry :-

<i>In the range of goods and services that are provided to customers.</i>	1	2	3	4	5
<i>In competitiveness of prices of products and/or services.</i>	1	2	3	4	5
<i>In the quality of products and/or services.</i>	1	2	3	4	5
<i>In emphasis on strategic planning.</i>	1	2	3	4	5
<i>In effort at promoting corporate identity.</i>	1	2	3	4	5
<i>In application of new technologies/know how</i>	1	2	3	4	5
<i>In diversification into new markets</i>	1	2	3	4	5
<i>In being innovative as to product/service development</i>	1	2	3	4	5

PLANNING TIME-HORIZON

9 Which time-horizon ahead you are most concerned about when planning ? 1 2 3 4 5

0 to less than 6 mths	{ 1 }
6 to less than 1 year	{ 2 }
1 to less than 2 years	{ 3 }
2 to less than 3 years	{ 4 }
3 years or more	{ 5 }

None (1), A Little (2), Some (3), Large (4), Very Large (5).

FORMAL PLANNING SYSTEM

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 1.1 | To what extent is corporate planning unit's effort put into <i>setting of corporate financial objectives</i> ? | 1 | 2 | 3 | 4 | 5 |
| .2 | To what extent is corporate planning unit's effort put into <i>coordinating the planning activities of sub-units</i> ? | 1 | 2 | 3 | 4 | 5 |
| .3 | To what extent is corporate planning unit's effort put into <i>locating resources</i> ? | 1 | 2 | 3 | 4 | 5 |
| .4 | To what extent is corporate planning unit's effort put into <i>determining criteria for selection of projects</i> ? | 1 | 2 | 3 | 4 | 5 |
| .5 | To what extent is corporate planning unit's effort put into <i>searching for opportunities</i> ? | 1 | 2 | 3 | 4 | 5 |
| .6 | To what extent is corporate planning unit's effort put into <i>detailed evaluation of alternatives</i> ? | 1 | 2 | 3 | 4 | 5 |
| .7 | To what extent is corporate planning unit's effort put into <i>forecasting future financial results of the corporation</i> ? | 1 | 2 | 3 | 4 | 5 |
| .8 | To what extent is corporate planning unit's effort put into <i>analysis of gap between financial objectives and forecasted results</i> ? | 1 | 2 | 3 | 4 | 5 |
| .9 | To what extent is corporate planning unit's effort put into <i>developing strategies for closing the gap</i> ? | 1 | 2 | 3 | 4 | 5 |
| .10 | To what extent is corporate planning unit's effort put into <i>preparing special/project studies</i> ? | 1 | 2 | 3 | 4 | 5 |
| .11 | To what extent is corporate planning unit's effort put into <i>information gathering</i> ? | 1 | 2 | 3 | 4 | 5 |

None (1), A Little (2), Some (3), Large (4), Very Large (5).

CORPORATE PLANNING CONTEXT

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 2.1 | To what extent is the <i>level of staffing</i> given to corporate planning unit adequate ? | 1 | 2 | 3 | 4 | 5 |
| .2 | To what extent are the <i>financial resources</i> allocated to corporate planning unit adequate? | 1 | 2 | 3 | 4 | 5 |
| .3 | To what extent are <i>senior managers' knowledge and experience</i> tapped by planners ? | 1 | 2 | 3 | 4 | 5 |
| .4 | To what extent do <i>senior managers</i> support the formal process of planning ? | 1 | 2 | 3 | 4 | 5 |
| .5 | To what extent do <i>senior managers</i> regard planners as <i>persons who facilitate</i> the planning process ? | 1 | 2 | 3 | 4 | 5 |
| .6 | To what extent do the <i>senior managers</i> rely on the planners to <i>set out planning parameters</i> ? | 1 | 2 | 3 | 4 | 5 |
| .7 | To what extent do the <i>senior managers</i> tap on corporate planning unit's resources in the process of developing plans ? | 1 | 2 | 3 | 4 | 5 |

PERFORMANCE RATIOS MONITORED

- | | | | | | | |
|---|---|---|---|---|---|---|
| 3 | To what extent are the following ratios monitored by corporate planning unit :- | | | | | |
| | <i>Return on total assets</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Pre-tax profits to sales</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Profit to equity employed</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Debt to equity</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Sales growth rate</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Productivity/Efficiency ratios</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Capacity utilisation rate</i> | 1 | 2 | 3 | 4 | 5 |
| | <i>Market share</i> | 1 | 2 | 3 | 4 | 5 |

None (1), A Little (2), Some (3), Large (4), Very Large (5).

INPUTS INTO FORMAL PLANNING

4 What is the degree of utilisation of ideas or know-how (eg. journals or books) in formal planning that come from following sources ?

<i>Planning/Strategy</i>	1	2	3	4	5
<i>Accountancy</i>	1	2	3	4	5
<i>Marketing</i>	1	2	3	4	5
<i>Economics</i>	1	2	3	4	5
<i>Political Science</i>	1	2	3	4	5
<i>Sociology</i>	1	2	3	4	5
<i>Statistics</i>	1	2	3	4	5
<i>Psychology</i>	1	2	3	4	5
<i>Engineering</i>	1	2	3	4	5

FUNCTIONAL PLANS

5 To what extent had written corporate plans for the following functional areas being developed ?

<i>Sales and Marketing</i>	1	2	3	4	5
<i>Personnel</i>	1	2	3	4	5
<i>Finance</i>	1	2	3	4	5
<i>Operational</i>	1	2	3	4	5
<i>Research and Development</i>	1	2	3	4	5

None (1), A Little (2), Some (3), Large (4), Very Large (5).

BENEFITS AND PROBLEMS

6 To what extent are the following *main benefits and problems* of formal planning process ?

Benefits / Contributions

<i>Corporate plan is useful as a guide</i>	1	2	3	4	5
<i>Process of planning creates team-spirit</i>	1	2	3	4	5
<i>Awareness of gaps helps managers work out timely strategies</i>	1	2	3	4	5
<i>Planning process helps the evolution of commonly shared values and philosophy</i>	1	2	3	4	5
<i>Results in greater corporate capability to react to changes in the environment</i>	1	2	3	4	5
<i>Company as a whole is more proactive</i>	1	2	3	4	5
<i>Enables company to have a sense of purpose and direction</i>	1	2	3	4	5
<i>Creates greater awareness of external developments</i>	1	2	3	4	5

Problems

<i>Environment is too unpredictable</i>	1	2	3	4	5
<i>Too much paperwork involved</i>	1	2	3	4	5
<i>Revisions to plans are too frequent</i>	1	2	3	4	5
<i>Does not foster entrepreneurship</i>	1	2	3	4	5
<i>Planning tools not practical</i>	1	2	3	4	5
<i>Inadequate published data/statistics</i>	1	2	3	4	5
<i>Results in too much rivalry among managers</i>	1	2	3	4	5

COMPARISON OF PAST WITH PRESENT

7 As to the following aspects of planning, how does the current situation compare with the previous situation ?

Choose from

- Very much less than (1)
- Less than (2)
- No change (3)
- More than (4)
- Very much more than (5)

<i>Financial resources allocated to corporate planning unit</i>	1	2	3	4	5
<i>Manpower resources allocated to corporate planning unit</i>	1	2	3	4	5
<i>Emphasis on quantitative aspect of planning</i>	1	2	3	4	5
<i>Emphasis on qualitative aspect of planning</i>	1	2	3	4	5
<i>Length of planning horizon</i>	1	2	3	4	5
<i>Paperwork associated with planning</i>	1	2	3	4	5
<i>Use of computer-aided modeling</i>	1	2	3	4	5
<i>Involvement of corporate planning unit in sub-units' planning activities</i>	1	2	3	4	5
<i>Resistance of managers to planning-mode of management</i>	1	2	3	4	5
<i>Length of time taken to complete corporate yearly planning exercise</i>	1	2	3	4	5
<i>Dependance on external consultants in corporate planning</i>	1	2	3	4	5
<i>Extent by which operational planning is integrated into corporate planning</i>	1	2	3	4	5
<i>Extent by which strategic decisions are linked to overall corporate plan</i>	1	2	3	4	5

DIRECTIONS OF FUTURE CHANGES

8 What are the *likely changes* to these aspects of planning in company over the next *five years* ? :-

Choose from :-

Decrease significantly	{ 1 }
Decrease to some extent	{ 2 }
No change	{ 3 }
Increase to some extent	{ 4 }
Increase significantly	{ 5 }

<i>Use of external consultants</i>	1	2	3	4	5
<i>Training of managers in strategic planning</i>	1	2	3	4	5
<i>Planner's role as coordinator</i>	1	2	3	4	5
<i>Planner's role in monitoring performance</i>	1	2	3	4	5
<i>Planner's role as information gatherer</i>	1	2	3	4	5
<i>Planner's role as adviser</i>	1	2	3	4	5
<i>Use of forecasting models</i>	1	2	3	4	5
<i>Sub-unit's managers' roles in developing plans</i>	1	2	3	4	5
<i>Resources allocated to planning unit</i>	1	2	3	4	5
<i>Use of planning tools</i>	1	2	3	4	5
<i>Use of planning committees</i>	1	2	3	4	5
<i>Board of Directors' role in planning</i>	1	2	3	4	5
<i>Use of computers in planning</i>	1	2	3	4	5
<i>Emphasis on quantitative approaches</i>	1	2	3	4	5
<i>Emphasis on qualitative approaches</i>	1	2	3	4	5
<i>Emphasis on problem-identification aspect</i>	1	2	3	4	5
<i>Emphasis on problem-solving aspect</i>	1	2	3	4	5

FACTUAL

9.1 What is your planning time-horizon ? 1 2 3 4 5

1 year or less { 1 } 4 years { 4 }
 2 years { 2 } 5 years or more { 5 }
 3 years { 3 }

.2 How regularly are reviews made by corporate planning unit of performance of sub-units ? 1 2 3 4 5

Monthly { 1 } Yearly { 4 }
 Quarterly { 2 } Others { 5 }*
 Half-yearly { 3 }

* Please state : _____

.3 When was corporate planning unit first set up in the company ? 1 2 3 4 5

Before 1976 { 1 }* 1982 - 1984 { 4 }
 1976 - 1978 { 2 } 1985 and after { 5 }
 1979 - 1981 { 3 }

* If before 1976 give year : _____

.4 Corporate planning unit was set up due mainly to the influence of the following :- 1 2 3 4 5

Head Office { 1 } External Consultant { 4 }
 Board Directors { 2 } Others { 5 }*
 CEO { 3 }

* Please state below : _____

.5 Approximately how long in months did it take the company to prepare first corporate plan ? 1 2 3 4 5

3 months or less { 1 }
 3 to less than 6 months { 2 }
 6 to less than 9 months { 3 }
 9 to less than 12 months { 4 }
 12 months or more { 5 }



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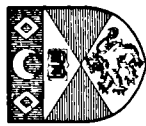
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Singapore 9135

APPENDIX (IX)

COMPUTER SYSTEM FILES

Datalist File For Chief Executive Officer Data

```
data list file='a:ceo.sdf'/code 1-5 ce1 to ce58 6-63 ce59 64-65
ce60 66-67 ce61 68-69 ce62 70-71.
variable labels ce1 'Sales '
/ce2 'Market Share'
/ce3 'Return On Assets'
/ce4 'Return On Sales'
/ce5 'Dividend'
/ce6 'Quality'
/ce7 'Customer'
/ce8 'Teamwork'
/ce9 'Safety'
/ce10 'Industrial Relations'
/ce11 'By CEO'
/ce12 'By Directors'
/ce13 'By Negotiation'
/ce14 'By Staff'
/ce15 'By Head-Office'
/ce16 'Quantitative Goal'
/ce17 'Qualitative Goal'
/ce18 'Office Thinking'
/ce19 'Strategy Discussion'
/ce20 'Off-Office Thinking'
/ce21 'Discuss Directors'
/ce22 'Discuss Consultants'
/ce23 'Discuss Bankers'
/ce24 'Discuss Managers'
/ce25 'Attend Seminars'
/ce26 'Own Analysis'
/ce27 'Discuss Suppliers'
/ce28 'Discuss Customers'
/ce29 'Reading Strategic Material'
/ce30 'Visits Trade'
/ce31 'Meeting Friends'
/ce32 'Reading Newspapers'
/ce33 'Demand Environment'
/ce34 'Competition Environment'
/ce35 'Technological Environment'
/ce36 'Material Environment'
/ce37 'Manpower Environment'
/ce38 'Funds Environment'
/ce39 'Regulatory Environment'
/ce40 'CEO Adhoc Planning'
/ce41 'CEO Regular Meeting'
/ce42 'Written Plans'
/ce43 'Systematic Planning'
/ce44 'SWOT Planning'
/ce45 'Help On Strategy'
/ce46 'Help Opportunities'
/ce47 'Help Threats'
/ce48 'Help Weaknesses'
```

Datalist File For Chief Executive Officer Data (2)

/ce49 'Help Strengths'
/ce50 'Help Quan Goal'
/ce51 'Help Qual Goal'
/ce52 'Cope Demand'
/ce53 'Cope Competition'
/ce54 'Cope Technology'
/ce55 'Cope Material'
/ce56 'Cope Manpower'
/ce57 'Cope Funds'
/ce58 'Cope Regulations'
/ce59 'Age of CEO'
/ce60 'CEO Nationality'
/ce61 'CEO Country of Education'
/ce62 'CEO Language of Teaching'.
value labels ce1 to ce15 0 'Not the Case' 1 'Is the Case'
/ce16 to ce17 1 'Significantly Above' 2 'Above' 3 'As Is' 4 'Below'
5 'Significantly Below'
/ce18 to ce20 1 'Less than 10%' 2 '10% to 25%' 3 '26% to 50%' 4 '51% to 75%'
5 'More than 75%'
/ce21 to ce58 1 'None' 2 'A Little' 3 'Some' 4 'Large' 5 'Very Large'
/ce60 1 'Singaporean' 2 'Malaysian' 3 'Thai' 4 'Filipino' 5 'Indonesian'
6 'British' 7 'Australian' 8 'American' 9 'Japanese' 10 'Indian'
11 'Hong Kong Citizen' 12 'Danish' 13 'French' 14 'Dutch'
/ce61 1 'Singapore' 2 'Malaysia' 3 'Thailand' 4 'Philippines'
5 'Indonesia' 6 'United Kingdom' 7 'Australia' 8 'United States'
9 'Japan' 10 'India' 11 'Hong Kong' 12 'Denmark' 13 'France'
14 'Netherlands'
/ce62 1 'English' 2 'Chinese' 3 'Thai' 4 'Japanese' 5 'Danish' 6 'French'.

Datalist File For Senior Manager's Data

```
data list file='a:sm.sdf'/code 1-5 sm1 to sm70 6-75 sm71 76-77 sm72 78-79
sm73 80-81 sm74 82-83 sm75 84-85 sm76 86-87.
variable labels sm1 'Strategy Attention'
/sm2 'Strategy Training'
/sm3 'Strategy Consulting'
/sm4 'Strategy Performance'
/sm5 'Board Involvement'
/sm6 'CEO Involvement'
/sm7 'Executives Involvement'
/sm8 'Mapping Market'
/sm9 'Mapping Personnel'
/sm10 'Mapping Finance'
/sm11 'Mapping Operational'
/sm12 'Mapping Product'
/sm13 'Focus Targets'
/sm14 'Focus Coordination'
/sm15 'Focus Monitoring'
/sm16 'Focus Gap'
/sm17 'Focus Strength-Weak'
/sm18 'Focus Re-allocation'
/sm19 'Focus Opportunity'
/sm20 'Focus Threat'
/sm21 'Focus Contingency'
/sm22 'Focus Project'
/sm23 'SM Adhoc Planning'
/sm24 'SM Regular Meeting'
/sm25 'Manager Planning'
/sm26 'Operations Planning Unit'
/sm27 'Corporate Planning Unit'
/sm28 'Scan Domestic Competitors'
/sm29 'Scan Foreign Competitors'
/sm30 'Scan Market Trends'
/sm31 'Scan Suppliers'
/sm32 'Scan Socio-Cultural'
/sm33 'Scan Political Trends'
/sm34 'Scan Technological'
/sm35 'Scan Regulatory'
/sm36 'Scan Labour Market'
/sm37 'Scan Financial'
/sm38 'Forecast Interest'
/sm39 'Forecast Wage'
/sm40 'Forecast Fx Exchange'
/sm41 'Forecast Industry Growth'
/sm42 'Forecast World Growth'
/sm43 'Forecast Political Changes'
/sm44 'Forecast Inflation'
/sm45 'Technique Finance'
/sm46 'Technique Market Research'
/sm47 'Technique Project Management'
/sm48 'Technique Planning Concepts'
```

Datalist File For Senior Manager's Data (2)

/sm49 'Technique Economics'
/sm50 'Technique Computer'
/sm51 'Technique Creative Thinking'
/sm52 'Technique Statistical'
/sm53 'Feature Exchange'
/sm54 'Feature Innovation'
/sm55 'Feature Recording'
/sm56 'Feature Forms'
/sm57 'Feature Revisions'
/sm58 'Feature Phases'
/sm59 'Feature Top-down'
/sm60 'Feature Cler/Prod Staff'
/sm61 'Feature Bargaining'
/sm62 'Norm Range'
/sm63 'Norm Price'
/sm64 'Norm Quality'
/sm65 'Norm Strategic Planning'
/sm66 'Norm Corporate Identity'
/sm67 'Norm New Technology'
/sm68 'Norm Diversification'
/sm69 'Norm Innovativeness'
/sm70 'Time-Horizon'
/sm71 'SM Age'
/sm72 'SM Nationality'
/sm73 'SM Qualification'
/sm74 'SM Designation'
/sm75 'SM Prior Appointment'
/sm76 'SM Length of Service'.
value labels sm1 to sm61 1 'None' 2 'A Little' 3 'Some' 4 'Large'
5 'Very Large'
/sm62 to sm69 1 'Very Much Less Than Average' 2 'Below Average'
3 'Average' 4 'Above Average' 5 'Very Much More Than Average'
/sm70 1 'Less than 6 months' 2 '6 to less than 1 year'
3 '1 to less than 2 years' 4 '2 to less than 3 years' 5 '3 years or more'
/sm72 1 'Singaporean' 2 'Malaysian' 3 'Thai' 4 'Filipino' 5 'Indonesian'
6 'British' 7 'Australian' 8 'American' 9 'Japanese' 10 'Indian'
11 'Hong Kong Citizen' 12 'Danish' 13 'French' 14 'Dutch'
/sm73 1 'Bachelor Degree (Business-Related)' 2 'Bachelor Degree (Science,Engr)'
3 'Bachelor Degree (Estate Man)' 4 'Bachelor Degree (Arts)'
5 'Bachelor Degree (Unspecified)' 11 'Master Degree (Business-Related)'
12 'Master Degree (Non-Business)' 13 'Master Degree (Science)'
20 'School Dropout' 21 'PhD' 22 'A-Level' 23 'Danish HSC' 24 'O-Level'
32 'Diploma (Science)' 31 'Diploma (Business)'
/sm74 to sm75 1 'General Management' 2 'Marketing' 3 'Accounting & Finance'
4 'Personnel' 5 'Administration' 6 'Planning/Corporate Development'
7 'Ecnomics/Business Intelligence' 8 'Manager Unspecified'
9 'Information System' 10 'Project Management' 11 'Operations'
12 'Production' 13 'Property' 14 'Design' 15 'Executive Officer'.

Datalist File For Corporate Planner Data

data list file='b:cp.sdf'/code 1-5 cp1 to cp90 6-95 cp91 96-97 cp92 98-99
cp93 100-101 cp94 102-103 cp95 104-105 cp96 106-107.
variable labels cp1 'Setting Financial Objectives'
/cp2 'Coordination Of Planning'
/cp3 'Locating Resources'
/cp4 'Project Selection Criteria'
/cp5 'Search For Opportunities'
/cp6 'Evaluation Of Alternatives'
/cp7 'Forecasting Results'
/cp8 'Gap Analysis'
/cp9 'Strategies To Close Gap'
/cp10 'Project Studies'
/cp11 'Information Gathering'
/cp12 'Staffing Level'
/cp13 'Financial Resources Adequacy'
/cp14 'Tapping Managers' Experiences'
/cp15 'Support by Managers'
/cp16 'Regarded As Facilitators'
/cp17 'Planning Parameters'
/cp18 'Tapping Planning Resources'
/cp19 'Monitor Return On Assets'
/cp20 'Monitor Return On Sales'
/cp21 'Monitor Return On Equity'
/cp22 'Monitor Debt to Equity'
/cp23 'Monitor Sales Growth'
/cp24 'Monitor Productivity'
/cp25 'Monitor Capacity Utilisation'
/cp26 'Monitor Market Share'
/cp27 'Input Of Strategy'
/cp28 'Input Of Accountancy'
/cp29 'Input Of Marketing'
/cp30 'Input Of Economics'
/cp31 'Input Of Political Science'
/cp32 'Input Of Sociology'
/cp33 'Input Of Statistics'
/cp34 'Input Of Psychology'
/cp35 'Input Of Engineering'
/cp36 'Written Sales Plan'
/cp37 'Written Personnel Plan'
/cp38 'Written Financial Plan'
/cp39 'Written Operational Plan'
/cp40 'Written R & D Plan'
/cp41 'Benefit Guide'
/cp42 'Benefit Team'
/cp43 'Benefit Gap Awareness'
/cp44 'Benefit Shared Values'
/cp45 'Benefit Reactivity'
/cp46 'Benefit Proactivity'
/cp47 'Benefit Direction'

Datalist File For Corporate Planner Data (2)

/cp48 'Benefit External Awareness'
/cp49 'Problem Unpredictability'
/cp50 'Problem Paperwork'
/cp51 'Problem Revision'
/cp52 'Problem Entrepreneurship'
/cp53 'Problem Tools Impractical'
/cp54 'Problem Data Availability'
/cp55 'Problem Rivalry'
/cp56 'Past Financial Resources'
/cp57 'Past Manpower Resources'
/cp58 'Past Quantitative'
/cp59 'Past Qualitative'
/cp60 'Past Plan-Horizon'
/cp61 'Past Paperwork'
/cp62 'Past Modeling'
/cp63 'Past Sub-Unit Plan'
/cp64 'Past Resistance'
/cp65 'Past Plan-Time'
/cp66 'Past Consultants'
/cp67 'Past Integration'
/cp68 'Past Link Decisions'
/cp69 'Future Consultant'
/cp70 'Future Training'
/cp71 'Future Coordination'
/cp72 'Future Monitoring'
/cp73 'Future Info-gathering'
/cp74 'Future Adviser'
/cp75 'Future Forecast'
/cp76 'Future Manager Roles'
/cp77 'Future Resources'
/cp78 'Future Tools'
/cp79 'Future Committee'
/cp80 'Future Directors'
/cp81 'Future Computers'
/cp82 'Future Quantitative'
/cp83 'Future Qualitative'
/cp84 'Future Problem-Identification'
/cp85 'Future Problem-Solving'
/cp86 'Time-Horizon'
/cp87 'Review'
/cp88 'When Set-up'
/cp89 'Influence'
/cp90 'Time First Plan'
/cp91 'CP Age'
/cp92 'CP Nationality'
/cp93 'CP Qualification'
/cp94 'CP Designation'
/cp95 'CP Prior Appointment'
/cp96 'CP Length Of Service'.
value labels cp1 to cp55 1 'None' 2 'A Little' 3 'Some' 4 'Large'

5 'Very Large'
 / cp56 to cp68 1 'Very Much Less Than' 2 'Less than' 3 'No Change'
 4 'More Than' 5 'Very Much More Than'
 /cp69 to cp85 1 'Decrease Significantly' 2 'Decrease to Some Extent'
 3 'No Change' 4 'Increase to Some Extent' 5 'Increase Significantly'
 /cp86 1 '1 year or Less' 2 '2 years' 3 '3 years' 4 '4 years' 5 '5 years'
 /cp87 1 'Monthly' 2 'Quarterly' 3 'Half-Yearly' 4 'Yearly' 5 'Others'
 /cp88 1 'Before 1976' 2 '1976-1978' 3 '1979-1981' 4 '1982-1984'
 5 '1985 and after'
 /cp89 1 'Head Office' 2 'Board of Directors' 3 'CEO' 4 'Consultant'
 5 'Others'
 /cp90 1 '3 months or less' 2 '3 to less than 6 months'
 3 '6 to less than 9 months' 4 '9 to less than 12 months'
 5 '12 months or more'
 /cp92 1 'Singaporean' 2 'Malaysian' 3 'Thai' 4 'Filipino' 5 'Indonesian'
 6 'British' 7 'Australian' 8 'American' 9 'Japanese' 10 'Indian'
 11 'Hong Kong Citizen' 12 'Danish' 13 'French' 14 'Dutch'
 /cp93 1 'Bachelor Degree (Business-Related)' 2 'Bachelor Degree (Science,Engr)'
 3 'Bachelor Degree (Estate Man)' 4 'Bachelor Degree (Arts)'
 5 'Bachelor Degree (Unspecified)' 11 'Master Degree (Business-Related)'
 12 'Master Degree (Non-Business)' 13 'Master Degree (Science)'
 20 'School Dropout' 21 'PhD' 22 'A-Level' 23 'Danish HSC' 24 'O-Level'
 32 'Diploma (Science)' 31 'Diploma (Business)'
 /cp94 to cp95 1 'General Management' 2 'Marketing' 3 'Accounting & Finance'
 4 'Personnel' 5 'Administration' 6 'Planning/Corporate Development'
 7 'Economics/Business Intelligence' 8 'Manager Unspecified'
 9 'Information System' 10 'Project Management' 11 'Operations'
 12 'Production' 13 'Property' 14 'Design' 15 'Executive Officer'.

Datalist File for ASEAN Quoted Companies Financial Data

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data list file='a:aseanco2.sdf'/code 1-5 coname 6-13 (A) response 14
ceo 15 sm 16 cp 17 country 18-22 (A) isic 23-26 isic2 27-30 isic3 31-34
isic4 35-38 isic5 39-42 noisics 43 sales83 44-52 sales85 53-61
salchg83 62-66 (1) salchg85 67-71 (1) profit85 72-80 profit84 81-89
profit83 90-98 profit82 99-107 prsale85 108-113 (1) prsale84 114-119 (1)
prsale83 120-125 (1) prsale82 126-131 (1) roa83 132-137 (1)
roa85 138-143 (1) roe83 144-149 (1) roe85 150-155 (1)
employ83 156-161 employ85 162-167 salemp83 168-173
salemp85 174-179 assets83 180-188 assets85 189-197 equity83 198-206
equity85 207-215 equast83 216-222 (1) equast85 223-229 (1)
noshld83 230-235 noshld85 230-235 yearestb 242-245 yearlist 246-249.
variable labels code 'Company Code'
/coname 'Company Name'
/response 'Response'
/ceo 'Chief Executive'
/sm 'Senior Manager'
/cp 'Corporate Planner'
/country 'Country'
/isic 'Industrial Classification'
/isic2 'ISIC 2nd Code'
/isic3 'ISIC 3rd Code'
/isic4 'ISIC 4th Code'
/isic5 'ISIC 5th Code'
/noisics 'Diversification'
/sales83 '83 Sales '
/sales85 '85 Sales'
/salchg83 '83 % Sales Change'
/salchg85 '85 % Sales Change'
/profit85 '85 Profit'
/profit84 '84 Profit'
/profit83 '83 Profit'
/profit82 '82 Profit'
/prsale85 '85 Profit/Sales'
/prsale84 '84 Profit/Sales'
/prsale83 '83 Profit/Sales'
/prsale82 '82 Profit/Sales'
/roa83 '83 Profit/Assets'
/roa85 '85 Profit/Assets'
/roe83 '83 Profit/Equity'
/roe85 '85 Profit/Equity'
/employ83 '83 Employees'
/employ85 '85 Employees'
/salemp83 '83 Sales/Employed'
/salemp85 '85 Sales/Employed'
/assets83 '83 Assets'
/assets85 '85 Assets'
/equity83 '83 Equity'
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/equast83 '83 Equity/Assets'
/equast85 '85 Equity/Assets'
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Datalist File for ASEAN Quoted Companies Financial Data (2)

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/noshld85 '85 Shareholders'  
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/ceo 1 'Return' 0 'No Return'  
/sm 1 'Return' 0 'No Return'  
/cp 1 'Return' 0 'No Return'  
/isic 7 'Insurance' 8 'Banks' 9 'Investment' 11 'Agriculture' 12 'Forestry'  
21 'Coal Mining' 22 'Crude Petroleum' 23 'Metal Ore Mining' 29 'Other Mining'  
31 'Manufacture Food' 32 'Manufacture Textiles' 33 'Manufacture Wood'  
34 'Manufacture Paper' 35 'Manufacture Chemicals' 36 'Manufacture Minerals'  
37 'Manufacture Metals' 38 'Manufacture Machinery' 39 'Other Manufacture'  
50 'Construction' 61 'Wholesale Trade' 62 'Retail Trade' 63 'Hotels'  
71 'Transport' 72 'Construction' 81 'Financial Institutions'  
83 'Real Estate' 93 'Social Services' 94 'Recreation Services'  
/isic2 7 'Insurance' 8 'Banks' 9 'Investment' 11 'Agriculture' 12 'Forestry'  
21 'Coal Mining' 22 'Crude Petroleum' 23 'Metal Ore Mining' 29 'Other Mining'  
31 'Manufacture Food' 32 'Manufacture Textiles' 33 'Manufacture Wood'  
34 'Manufacture Paper' 35 'Manufacture Chemicals' 36 'Manufacture Minerals'  
37 'Manufacture Metals' 38 'Manufacture Machinery' 39 'Other Manufacture'  
50 'Construction' 61 'Wholesale Trade' 62 'Retail Trade' 63 'Hotels'  
71 'Transport' 72 'Construction' 81 'Financial Institutions'  
83 'Real Estate' 93 'Social Services' 94 'Recreation Services'  
/isic3 7 'Insurance' 8 'Banks' 9 'Investment' 11 'Agriculture' 12 'Forestry'  
21 'Coal Mining' 22 'Crude Petroleum' 23 'Metal Ore Mining' 29 'Other Mining'  
31 'Manufacture Food' 32 'Manufacture Textiles' 33 'Manufacture Wood'  
34 'Manufacture Paper' 35 'Manufacture Chemicals' 36 'Manufacture Minerals'  
37 'Manufacture Metals' 38 'Manufacture Machinery' 39 'Other Manufacture'  
50 'Construction' 61 'Wholesale Trade' 62 'Retail Trade' 63 'Hotels'  
71 'Transport' 72 'Construction' 81 'Financial Institutions'  
83 'Real Estate' 93 'Social Services' 94 'Recreation Services'  
/isic4 7 'Insurance' 8 'Banks' 9 'Investment' 11 'Agriculture' 12 'Forestry'  
21 'Coal Mining' 22 'Crude Petroleum' 23 'Metal Ore Mining' 29 'Other Mining'  
31 'Manufacture Food' 32 'Manufacture Textiles' 33 'Manufacture Wood'  
34 'Manufacture Paper' 35 'Manufacture Chemicals' 36 'Manufacture Minerals'  
37 'Manufacture Metals' 38 'Manufacture Machinery' 39 'Other Manufacture'  
50 'Construction' 61 'Wholesale Trade' 62 'Retail Trade' 63 'Hotels'  
71 'Transport' 72 'Construction' 81 'Financial Institutions'  
83 'Real Estate' 93 'Social Services' 94 'Recreation Services'  
/isic5 7 'Insurance' 8 'Banks' 9 'Investment' 11 'Agriculture' 12 'Forestry'  
21 'Coal Mining' 22 'Crude Petroleum' 23 'Metal Ore Mining' 29 'Other Mining'  
31 'Manufacture Food' 32 'Manufacture Textiles' 33 'Manufacture Wood'  
34 'Manufacture Paper' 35 'Manufacture Chemicals' 36 'Manufacture Minerals'  
37 'Manufacture Metals' 38 'Manufacture Machinery' 39 'Other Manufacture'  
50 'Construction' 61 'Wholesale Trade' 62 'Retail Trade' 63 'Hotels'  
71 'Transport' 72 'Construction' 81 'Financial Institutions'  
83 'Real Estate' 93 'Social Services' 94 'Recreation Services'.
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Data List File for ASEAN Banks Financial Data

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data list file='a:aseabank.sdf'/code 1-5 coname 6-13 (A) response 14
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assets83 28-37 assets85 38-47 astchg83 48-52 (1) astchg85 53-57 (1)
astchglo 58-62 (1) loans83 63-72 loans85 73-82 depost83 83-92
depost85 93-102 equity83 103-111 equity85 112-120
equast83 121-125 (1) equast85 126-130 (1) noshld83 131-136 noshld85 137-142
postpr83 143-152 postpr85 153-162 roa83 163-167 (1)
roa85 168-172 (1) employ83 173-178 employ85 179-184
yearestb 185-188 yearlist 189-192.
variable labels code 'Company Code'
/coname 'Company Name'
/response 'Response'
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/sm 'Senior Manager'
/cp 'Corporate Planner'
/country 'Country'
/isic 'Industrial Classification'
/noisics 'Diversification'
/assets83 '83 Assets'
/assets85 '85 Assets'
/astchg83 '83 % Assets Change'
/astchg85 '85 % Assets Change'
/astchglo '83 % Local Change'
/loans83 '83 Total Loans'
/loans85 '85 Total Loans'
/depost83 '83 Deposits'
/depost85 '85 Deposits'
/equity83 '83 Equity'
/equity85 '85 Equity'
/equast83 '83 Equity/Assets'
/equast85 '85 Equity/Assets'
/noshld83 '83 Shareholders'
/noshld85 '85 Shareholders'
/postpr83 '83 Postax-Profits'
/postpr85 '85 Postax-Profits'
/roa83 '83 Profits/Assets'
/roa85 '85 Profits/Assets'
/employ83 '83 Employees'
/employ85 '85 Employees'
/yearestb 'Established Year'
/yearlist 'Listed Year'.
value labels response 1 'Responded' 0 'No Response'
/ceo 1 'Return' 0 'No Return'
/sm 1 'Return' 0 'No Return'
/cp 1 'Return' 0 'No Return'
/isic 8 'Banks'.
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Data List File for ASEAN Insurance Companies Financial Data

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data list file='a:aseainsu.sdf'/code 1-5 coname 6-13 (A) response 14
ceo 15 sm 16 cp 17 country 18-22 (A) isic 23-26 noisics 27
assets83 28-37 assets85 38-47 astchg83 48-52 (1) astchg85 53-57 (1)
astchglo 58-62 (1) equity83 63-71 equity85 72-80 equast83 81-85 (1)
equast85 86-90 (1) noshld83 91-96 noshld85 97-102 grprem83 103-112
grprem85 113-122 pretpr83 123-130 pretpr85 131-138
employ83 139-144 employ85 145-150
yearestb 151-154 yearlist 155-158.
variable labels code 'Company Code'
/coname 'Company Name'
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Data List File for ASEAN Investment Companies Financial Data

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APPENDIX (X)

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BIBLIOGRAPHY

FOR

CHAPTER 2

ARTICLES

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CHAPTER 4

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FOR

CHAPTER 5

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