APPENDICES ONE

Interview Guides

Appendix- 1.1: Senior Management Interview Guide: Stage I

I. The Interviewee
   1. Position in the Organisation
   2. Years of Service
   3. How long have you worked in the current position?
   4. About the organisation
   5. Nature of Business
   6. Business Model/Financial Model
   7. External Stakeholders of the Business

II. Strategic goals, Strategic Change Process
   8. Strategic goal/s of the organisation
   9. Need for the strategic change
   10. Perspectives on strategic change process.
   11. Overview of the change process from the beginning.
   12. Your participation in the change process?
   13. Strategic goal/s of the organisation.
   14. Strategic initiatives to realise the strategic goal/s.
   15. How did the strategic initiative/s contribute to the realisation of the strategic goal/s?
   16. What are the major organisational initiatives that contributed to the strategic initiative/s or realising the strategic goal/s?
   17. What are the reasons for deciding upon these organisational initiatives?
   18. Key people who have directed and implemented the change process.
   19. Describe the implementation of strategic change process.

III. Strategic goal/s, Strategic Initiative/s and Activities
   20. Details about the development of strategic goal/s
   21. What is/are the most important strategic initiative/s that contribute/s to the strategic goal/s at this point in time?’
   22. What are all the reasons for deciding upon this/these strategic initiative/s?
   23. Details about the development and implementation of the those strategic initiative/s
   24. Describe the day to day managerial activities that contribute to the realisation of the strategic initiative/s.
   25. What are the ways the senior management is supporting the realisation of these strategic initiatives?’
Appendix- 1.2: Senior Management Interview Guide: Stage II

I. The Interviewee
   1. Position in the Organisation
   2. Years of Service
   3. How long have you worked in the current position?

II Strategic Change Process
   4. Strategic goal/s of the organisation.
   5. Need for the strategic change
   6. Perspectives on strategic change process.
   7. Details/overview about the change process from the beginning*
   8. Your participation in the change process?
   9. Strategic initiatives to realise the strategic goal/s.
  10. How did the strategic initiative/s contribute to the realisation of the strategic goal/s?
  11. What are the major organisational initiatives that contributed to strategic initiative/s or realising the strategic goal/s?
  12. What are the reasons for deciding upon these organisational initiatives?
  13. Describe the implementation of strategic change process

III Strategic goal/s, Strategic Initiative/s and Activities
   14. Details about the development of strategic goal
   15. What is/are the most important strategic initiative/s that contribute/s to the strategic goal/s at this point in time?
   16. What are all the reasons for deciding upon this/these strategic initiative/s?
   17. Details about the development and implementation of specific strategic initiative/s.
   18. What are all the reasons for deciding upon this/these activities?
   19. Describe the day to day managerial activities that contribute to the realisation of the strategic initiative/s.
   20. What are all the ways the senior management is supporting the realisation of these action plans?

*In B1 the details of change process were asked only to the ACE members who were part of the internal change management team.
Appendix- 1.3: Regional Managers and Team Members/ Process Owners and team members

I. The Interviewee
   1. Position in the Organisation
   2. Years of Service
   3. How long have you worked in the current position?

II Strategic Change Process
   4. Strategic goal/s of the organisation.
   5. Need for the strategic change
   6. Overview of the change process from the beginning
   7. How did you participate in the change process?
   8. What are the major organisational initiatives that contributed to realising the strategic goal?
   9. What are all the reasons for deciding upon these organisational initiatives?
  10. How did these contribute to the realisation of the strategic goal?
  11. Describe the implementation process of these initiatives.

III Strategic goal/s, Strategic initiative/s and Activities
   12. Details about the development of strategic goal.
   13. What is/are the most important strategic initiative/s that contribute/s to the strategic goal at this point in time?’
   14. What are all the reasons for deciding upon this/these strategic initiative/s?
   15. Details about the development and implementation of those strategic initiative/s
   16. Describe in detail about your day to day activities and how these contribute to the strategic initiatives (the faster commissioning of retail outlets than before / reduction in the response time of online processes, reduction in the processing time of batch processes and reduction in the turnaround time of product development process).
   Activity Units   (a) Individual
   (b) Intra team
   (c) Inter team
   (d) Managerial
   17. What are the ways the top management is supporting the realisation of these action plans?

NB: Team members of B1 and B2 were asked to describe about the day today activities of Regional Managers and Process Owners that contribute to the capability development in these organisations.
APPENDIX TWO

Organisation Chart focusing the Marketing Division and the Retail Strategic Business Unit (SBU) of B1

Source: B1 Documents and discussion with the senior management
APPENDIX THREE

Organisational Structure of the B1 Region

Senior Manager (E Level)

Manager (D Level)

Officers (A, B, C Level)

Regional Head

Engineering

Finance

Sales

MIS

Engineering

Finance

Source: Discussion with the Regional Managers and team Members of B1
APPENDIX FOUR

Screen shot of B1’s Chairman’s blog post, 2009

Time to be No.1: A call to colleagues in Retail SBU.
By …………………… (Chairman’s Name).

Retail SBU has been performing extremely well in the last few years and have been gaining market share both in MS and HSD. Our retail outlets across the country are looking good as our Retail Engineers have done a wonderful job in executing the Retail Identity program. Our top 2000 outlets have been automated and dealers find it very useful.

The network planning tool has mapped the key states and now we have the capability to get the best location for retail outlet in these states. There is no shortage of products or Dispensing units or Tanks. Budgets are made available for the asking in spite of tight cash flow.

So why are we not No.1 in Retail?
The answer is very simple. We have never really aspired for it. Our outlook has been short sighted and we have never looked beyond our nearest competitor. We are quite happy with minor victories. Or rather happy winning the battle and not war.
This year we have to set our sights for being No.1 in Retail.

And how are we going to do it?
Retail trade in India is still largely depended on good logistics. If you ensure product availability in the tank of the ROs 24 hrs a day, you would grow without much problem. Especially when our Outlets are the best looking in the country. This means that these regions and zones that have supply points with uninterrupted supply, independent of OMC’s, are the main candidates for reaching the No.1 position even by the end of current year.

A strategy to reach the pole position, as the advertising jargon goes, can be debated in this column. We would be happy to hear from Sales Officers and Regional Managers. They are closer to ground realities than I am. Tell us what help you need to be No.1.

Source: Organisation B1

Note: Dots of ellipsis indicate removal of the content by the researcher from the original blog post.
APPENDIX FIVE

Organisation Structure – B2

Source: Discussion with the Senior Management and Process Owners of B2