

Appendices

Appendix I: Overview of Interviews

Company A	P1	Interview with the Managing Director of Company A's German subsidiary
	P2	Interview with the Director Business Development Sales of Company A's German subsidiary
	P3	Follow-up interview with the Director Business Development Sales of Company A's German subsidiary
Company B	P4	Interview with the Executive Board member responsible for Operations and Engineering at Company B
	P5	Interview with a Project Director at Company B
	P6	Interview with the Managing Director of Company B's Indian subsidiary
Company C	P7	Interview with the Head of Corporate Center at Company C
	P8	Interview with the Head of Project Management Division at Company C
	P9	Interview with the Director Global EPC Business at Company C
	P10	Interview with the Vice Chairman of the Board and Managing Director of Company C's Asian subsidiary
Company D	P11	Interview with a Project Manager at Company D
	P12	Interview with the Managing Director of one of Company D's German subsidiaries
	P13	Interview with the Spokesman of the Board of Directors and the Director of Controlling at Company D

Appendix II: Interview Guideline

0 Opening

Dissertation project: "Competition and Cooperation between Foreign Subsidiaries"
(possibly take into account national subsidiaries)

Goal is to *describe* and *explain* intersubsidiary relationships; suggested link between a company's strategic orientation and the relationship between its subsidiaries

Empirical investigation / case studies in the plant engineering industry; begin with headquarters, then interview subsidiary managers

Personal background / objectives

Confidentiality / anonymity of data and results; use for academic purposes only

Duration of interview / permission to record

1 General Information

(To be filled in ex ante)

Name of company: _____

Division (if applicable): _____

Name of interviewee: _____

Title of interviewee: _____

HQ or subsidiary: _____

Location of interview: _____

Date of interview: _____

Duration of interview (ex post): _____

Comments: _____

Q Which recent developments or particularities would you like to highlight with respect to your company / division / position?

[Note: Direct the questions towards specific issues based on company information and prior knowledge: implications from a recent merger or acquisition, internal restructuring, change of interviewee's role within the company, etc.]

2 Intersubsidiary Relationships

N Notes / guidelines:

- Please describe the situation *as is*. References to an aspired state are appreciated but should be stated explicitly
- If not already specified *ex ante*: To facilitate our discussion, please try to think of a *typical large-scale project* in your organization [subsidiary managers: consider referring to the same project as headquarters; otherwise please provide an explanation for your preference]; do not hesitate to point out (and if possible explain) deviations in other projects
- Please relate your answers to the *project acquisition and execution* process. Technology / R&D and operations / service are not investigated as part of this research

[Note: show and explain overview of process steps here; possibly introduce template]

2.1 Project Characteristics

N Notes / guidelines:

- Please provide information on the chosen project if you have not yet done so

[Note: ask interviewee to provide project information ahead of interview for preparatory purposes; otherwise ask for written information to be provided during / after the interview]

Q Please provide some information on the reference project you have chosen and which you consider as typical or exemplary for your organization [only once per project].

- a) Description / type of project
- b) Client (if possible)
- c) Location

- d) Project size (capacity / contract value)
- e) Scope of services and supplies
- f) Project development or tender
- g) Award date
- h) Start-up date (actual or planned)
- i) Project highlights (if applicable)

2.2 Intersubsidiary Competition and Cooperation

N Notes / explanation:

- Subsidiaries can compete for *customers* and *charters*. Competition for resources is *not* in the focus of this research
- Subsidiaries can cooperate through *knowledge sharing* and a *split or work*. Cooperation through resource sharing is *not* in the focus of this research
- Depending on their origin, intersubsidiary competition and cooperation can be either *headquarters-led* or *subsidiary-led*

[Note: explain contents / objects of competition and cooperation here (see below); show classification scheme for visualization]



Competition for (external) customers

= competition for winning and pursuing large-scale projects in the market place (via project development or tender participation)

Example: Two subsidiaries interested in developing a project or participating in a tender approach the same customer.

Competition for (internal) charters

= competition for actively participating in and assuming responsibility for certain businesses (product and market arenas) within the organization

Example: Two subsidiaries interested in serving the same customer or participating in a tender try to convince headquarters (or each other) of their distinct abilities and qualification.

Cooperation through knowledge sharing

= cooperation by exchanging (market-, customer-, technology- or process-related) information or know-how

Example: Two subsidiaries share information on customer preferences or know-how on basic engineering.

Cooperation through a split of work

= cooperation by carrying out distinct functions or dividing up work packages

Example: Two subsidiaries contribute to different phases of a project, e.g., design and engineering – and realize / experience their interdependence.

Q Let us go through the project acquisition and execution process step-by-step. For each activity / decision, could you please answer the following questions?

- a) Which units, i.e. headquarters / subsidiaries, are involved? (as leading or participating unit)
- b) Which information and feedback flows occur between these units? (primary or optional flows)
- c) How do subsidiaries compete and / or cooperate? (see notes / explanation above)
- d) Is the depicted intersubsidiary competition / cooperation headquarters- or subsidiary-led? [should be coherent with information flows]

- e) What are the rules or procedures for managing the depicted intersubsidiary competition / cooperation?
- f) Is the depicted intersubsidiary competition / cooperation of temporary or permanent nature?

2.3 Dynamic Aspect

- Q Which important changes in the relationships between your company's (foreign) subsidiaries have taken (or are taking) place over time? What have been / could be the reasons for this development?

3 Strategic Orientation

N Notes / guidelines:

- Please describe the situation *as is*. References to an aspired state are appreciated but should be stated explicitly
- Please try to assign your *company* (in case of divisions your *division*) to one of the four archetypes. In case of an intermediate position please provide additional information
- Please highlight any *substantial* product-related, functional or task-related differences. E.g., does strategic orientation vary for different types of plants, between project marketing and technology / R&D, between project acquisition and execution, or between engineering and procurement?

[Note: explain characteristics of B/G's four archetypes based on the overview and highlight differences in a neutral manner]

With respect to the illustrations of structural configuration:

- Headquarters are depicted at the center of each model, subsidiaries at the periphery
- Dotted and solid lines represent weak and strong interunit ties, respectively
- The color of the boxes illustrates the units' relative importance in strategic and operational decision making (ranging from black = strong position over grey to white = weak position)

3.1 Company Type

Q Let us take a look at Bartlett and Ghoshal's typology of multinational companies. Which of the four archetypes most closely resembles your company / division?

- a) Multinational
- b) Global
- c) International
- d) Transnational

3.2 Dynamic Aspect

Q Which important changes in your company's strategic orientation have taken (or are taking) place over time? What have been / could be the reasons for this development?

4 Influencing Factors

N Notes / guidelines:

- Please reflect on what influences the type of relationship (competition, cooperation, coopeition or independence) between the (foreign) subsidiaries in *your* company / division
- Try to consider why *your* company / division may differ from others in the industry

4.1 Strategic Orientation

- Q** In how far do you think your company's strategic orientation (summarized as local responsiveness, global efficiency, worldwide learning or a combination of all) influences the type of relationship that prevails between its (foreign) subsidiaries?

[Note: do not to lead interviewee in a certain direction; examples for backup only]

Examples:

- Is subsidiary-led competition driven by national independence?
- Is headquarters-led competition driven by the quest for global efficiency?
- Are headquarters- and subsidiary-led cooperation driven by the desire to leverage knowledge?

4.2 Other Factors

- Q** In your opinion, which (other) factors account for / contribute to the intersubsidiary relationship depicted earlier?

[Note: do not lead interviewee in a certain direction; examples for backup only]

Examples:

- Historical development / events (e.g., tradition)
- Firm characteristics (e.g., governance, organization structure)
- International strategy (e.g., growth strategy, target markets)
- Management characteristics (e.g., philosophy, expertise, personal preferences)
- Subsidiary characteristics (e.g., competencies, initiatives, similarity, age)
- Project characteristics (e.g., size, scope, technology)
- Market characteristics (e.g., customer devt. / demands, competitive pressures)
- Industry characteristics (e.g., maturity)
- Business environment (e.g., uncertainty)
- [Reward system (e.g., management incentives) -> means of implementation]

5 Closing

Thank you for your time and support

Any (additional) comments / questions?

References for follow-up interviews in (other) subsidiaries?

Next steps / option to clarify open issues

Share results once dissertation completed

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