

ANNEXURE A: STRUCTURED INTERVIEW QUESTIONS / ITEMS FOR DISCUSSION

Company: _____

Person

Interviewed: _____ Date: _____

Introduction:

- ◆ The time taken to participate in this interview is much appreciated and will contribute significantly to the findings of this research
- ◆ This research is to partially fulfil the requirements towards an MSc (Project Management) at the University of Pretoria.
- ◆ The treatise is titled: **Selected Risks and Opportunities Associated with Globalisation of South African Construction Companies into Southern Africa**
- ◆ The questions are classified into five categories:
 - Globalisation (why globalise?)
 - Globalisation into Southern Africa (Which countries are you globalising into and to what extent?)
 - Risks (the risks that you have encountered when globalising into Southern Africa and a rating for each of the countries)
 - Opportunities (the opportunities they you managed to exploit when globalising into Southern Africa and a rating for each of the countries)
 - Advice (any word of advice or rule of thumb you could offer for globalising)

Note : All information will be treated as strictly confidential as to the company it was obtained from.

Globalisation:

1. Why do you venture aboard?

- Strategic considerations
 - To maintain growth and expansion (aggressive)
 - To protect shareholders (defensive)

2. Is international contracting more profitable than contracting domestically?
(How much more / less as a rough percentage?)

Globalisation into Southern Africa:

3. Which of the following SADC countries has your company contracted in?

- Angola
- Botswana
- Lesotho
- Malawi
- Mozambique
- Namibia
- Swaziland
- Zambia
- Zimbabwe

4. What were the values of the contracts for construction in a particular SADC country for the last 3 years? Who in your company could perhaps give me these details?

2000 : R _____ % of Total Turnover _____
2001 : R _____ % of Total Turnover _____

2002 : R _____ % of Total Turnover _____

Risks:

5. What are the general risks that you encounter when globalising into the SADC region:

(Measure of seriousness? Rating 1 to 5 relative to domestic or each other?)

- ◆ Political _____

- ◆ Legal _____

- ◆ Cultural _____

- ◆ Foreign Exchange _____

- ◆ Import duties, custom duties, custom clearance and port congestion

◆ Equipment and spares availability _____

◆ Labour availability and expertise _____

◆ Competitors _____

◆ Fraud & Corruption _____

◆ Other (state) _____

◆ Other (state) _____

6. What specific risks would you relate to specific SADC countries? (just ones higher than “normal or domestic”

◆ Angola _____

◆ Botswana _____

◆ Lesotho _____

◆ Malawi _____

◆ Mozambique _____

◆ Namibia _____

◆ Swaziland _____

◆ Zambia _____

◆ Zimbabwe _____

7. With regard to (total?) risks how would you rate the countries that you have contracted in: 1 being the least risky and 5 being the most risky.

- Angola
- Botswana
- Lesotho
- Malawi
- Mozambique
- Namibia
- Swaziland
- Zambia
- Zimbabwe

Opportunities:

8. What are the general opportunities that you encounter when globalising into the SADC region: (Measure of attractiveness? Rating 1 to 5 relative to domestic or each other?)

◆ Foreign Aid

◆ Labour

◆ Joint Ventures / Associations

◆ Information technology _____

◆ Management Capability _____

◆ Other (state)

◆ Other (state)

◆ Other (state)

- ◆ Other (state)

9. What specific opportunities would you relate to specific SADC countries?
(just ones higher than “normal or domestic”)

- ◆ Angola

- ◆ Botswana

- ◆ Lesotho

- ◆ Malawi

- ◆ Mozambique

- ◆ Namibia

- ◆ Swaziland

- ◆ Zambia

◆ Zimbabwe _____

10. With regard to (total?) opportunities, how would you rate the countries that you have contracted in: 1 being most favourable and 5 being least favourable.

- Angola
- Botswana
- Lesotho
- Malawi
- Mozambique
- Namibia
- Swaziland
- Zambia
- Zimbabwe

Advice:

11. Any word of advice or rules of thumb for contractors globalising into the SADC region?

Conclusion:

- ◆ Thank you for your time. It is much appreciated. The interview has been very fruitful and has revealed valuable information contributing significantly to this research

Would you like a copy of the findings of this research?

If yes : Your e-mail :

Fax no : _____