

**RISK MANAGEMENT PRACTICES
IN THE MAIN INDUSTRIES
OF GERMAN
SMALL TO MEDIUM-SIZED ENTERPRISES
AN EMPIRICAL INVESTIGATION**

Volume II

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A Studies on Business Planning and Risk Management Practices in Large Companies

Appendix A presents the research design of selected empirical studies on the current state of business planning and risk management in large companies. All these studies are essential for the literature review in Chapter 2.

Author	Hoitsch et al. (2006)
Country	Germany
Topic	Current practice of risk controlling by large incorporated firms
Year of survey	2003
Industry	Various
Size	More than 500 employees and € 50m annual turnover
Research method	Postal questionnaire
Enterprises surveyed	111
Response rate	23.9%
Author	Ernst & Young (2005)
Country	Germany
Topic	Best practice survey risk management
Year of survey	2005
Industry	Various
Size	500 largest companies in Germany surveyed
Research method	Postal questionnaire
Enterprises surveyed	105
Response rate	21%
Author	Besner and Hobbs (2004)
Country	Canada
Topic	Empirical investigation of project management practice
Year of survey	2003
Industry	Various
Size	Various
Research method	Web-based questionnaire
Practitioners surveyed	753
Response rate	N/A
Author	Federation of European Risk Management Associations et al. (2004)
Country	UK, France and Germany
Topic	Assessment of European risk management practices
Year of survey	2004
Industry	Various
Size	499 - 10,000 employees
Research method	Questionnaire
Enterprises surveyed	269
Response rate	N/A
Author	KPMG und Deutsches Aktieninstitut (2003)
Country	Germany
Topic	Current state and development of risk management in companies
Year of survey	2002
Industry	Various
Size	Turnover: more than € 125m.
Research method	Postal questionnaire
Enterprises surveyed	188
Response rate	17%

Author	Reichmann and Diederichs (2003)
Country	Germany
Topic	Risk management and risk controlling practices
Year of survey	2001 - 2002
Industry	Various
Size	Public limited companies from the German stock market indexes: DAX 30, MDAX, SMAX, NEMAX 50
Research method	Postal questionnaire
Enterprises surveyed	55
Response rate	22%
Author	Link and Orbán (2002)
Country	Germany
Topic	Current practice of business planning in large companies
Year of survey	2001
Industry	Various
Size	Top 450 companies by annual turnover
Research method	Postal questionnaire
Enterprises surveyed	98
Response rate	21%
Author	Turpin (2002)
Country	Belgium, Germany, France, UK, Italy, Spain
Topic	Risk management practices in SMEs
Year of survey	06/2001 - 12/2001
Industry	Various
Size	Turnover: € 50m up to € 500m; employees: 50 to 500
Research method	In-depth telephone interviews
Enterprises surveyed	600
Response rate	N/A
Author	White and Fortune (2002)
Country	UK
Topic	Current practice in project management
Year of survey	2001
Industry	Various
Size	0 - 1000 employees; thereof 66% with 1000 employees and more
Research method	Postal questionnaire
Enterprises surveyed	236
Response rate	24%
Author	Helliard et al. (2001)
Country	UK
Topic	Attitudes of UK managers to risk and uncertainty
Year of surveys	1997 - 1999
Industry	Various
Size	Small, medium and large organizations
Research method	Research interviews and postal questionnaires
Enterprises surveyed	26 interviews and 210 replied questionnaires
Response rate	26% and 16%
Author	Institut der Niedersächsischen Wirtschaft and PwC Deutsche Revision (2000)
Country	Germany
Topic	Development of risk management in public limited companies
Year of survey	10/1999 - 04/2000
Industry	Various
Size	Turnover: DM 2bn up to DM 12bn
Research method	Questionnaire
Enterprises surveyed	85
Response rate	N/A

Author	Fischer (1999)
Country	Germany
Topic	Current state and development of the internal audit in the top 600 companies in the light of new legal regulation such as German Control and Transparency Act (KonTraG)
Year of survey	1999
Industry	Various
Size	Turnover: up to DM 12bn
Research method	Postal questionnaire
Enterprises surveyed	113
Response rate	19%
Author	Akintyoe and MacLeod (1997)
Country	UK
Topic	Risk analysis and management in construction
Year of survey	1994
Industry	Construction industry
Size	Turnover: £ 10m up to £ 100m
Research method	Postal questionnaire
Enterprises surveyed	43
Response rate	43%

B Studies on Business Planning and Risk Management Practices in Small to Medium-sized Companies

This appendix presents in the same manner as Appendix A the research design of the few studies on business planning and risk management which deal with SMEs.

Author	Schachner et al. (2006)
Country	Austria and Southern Germany
Topic	Performance management by owner-manager vs. other manager
Year of survey	2003
Industry	Various
Size	50 to 500 employees: micro and small businesses were excluded
Research method	Postal questionnaire
Enterprises surveyed	210
Response rate	14%
Author	Berens et al. (2005); Flacke and Siemes (2005); Dahms and Siemes (2005)
Country	Germany: North Rhine-Westphalia
Topic	Joint university research project regarding management accounting in SMEs
Year of survey	2004
Industry	Various
Size	10 to 249 employees: micro businesses were excluded
Research method	Postal questionnaire
Enterprises surveyed	213
Response rate	15%
Author	Consultation & Research Centre of the Institute of Chartered Accountants in England and Wales (2005)
Country	UK
Topic	Discovery research of SMEs risk management practice
Year of survey	2005
Industry	Various
Size	10 to 501 or more employees; Micro businesses were excluded
Research method	Online questionnaire to ICAEW members currently working in business
Enterprises surveyed	364
Response rate	8.2%
Author	O'Hara et al. (2005)
Country	UK
Topic	Good practice in assessing workplace risks
Year of survey	2004
Industry	Various
Size	10 to 249 employees: micro businesses were excluded
Research method	Semi-structured interviews
Enterprises surveyed	24
Response rate	N/A
Author	Wildemann (2005)
Country	Germany
Topic	Rating preparation in SMEs and operational risks
Year of survey	2004
Industry	Various
Size	10 to 249 employees: micro businesses were excluded
Research method	Questionnaire
Enterprises surveyed	49
Response rate	N/A

Author Country Topic Year of survey Industry Size Research method Enterprises surveyed Response rate	Ossadnik et al. (2004) North Germany Business planning and performance measurement instruments 2002 - 2003 Various Up to 500 employees Postal questionnaire 169 11.7%
Author Country Topic Year of survey Industry Size Research method Enterprises surveyed Response rate	Clink (2001) Scotland Risk management practices 1999 Various 10 to 249 employees: micro businesses were excluded Postal questionnaire 94 17%
Author Country Topic Year of survey Industry Size Research method Enterprises surveyed Response rate	Kessler (2000) Switzerland and Germany Handling and Management of operational risks 1999 Various 1 to 499 employees Postal questionnaire 22 14.7%

C Questionnaire Covering Letter

Appendix C contains the covering letter which had been sent out for both questionnaire waves in 2002 and 2004.

Questionnaire

" Best Practices in Risk Management "

In co-operation with Hochschule Merseburg University of Applied Sciences, Merseburg, we are carrying out a comparative inquiry concerning risk control practices in medium-sized companies in Germany. It is hoped that the study will benefit small and medium-sized businesses in Europe by developing new models for risk management.

We kindly ask you to take part in this project by answering our questionnaire. The questions deal with various aspects of risk management in your business. Please note that there are neither right nor wrong answers to our questions; your answers should honestly inform us about your practices and your opinions. Answering the questions will take you about 20 minutes.

The questionnaire has the following parts:

Part I deals with basic facts about your business and about your use of long-term and short-term planning instruments.

Part II asks about your risk management procedures.

Part III asks whether techniques of performance measurement are used in your business.

Finally, **Part IV** addresses special questions to businesses with a project-based organizational structure.

All answers will be treated in strict confidence. If you are interested in the results of our inquiry please fill in your address so that we can inform you. Please do not hesitate to contact us if you have an questions.

Thank you in advance for your co-operation.

Kind regards

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D Questionnaire Layout

Appendix D contains the questionnaire layout of the present empirical investigation. Its first three parts on demographic data and business planning, risk management and performance measurement address companies of any kind. In contrast to that, the fourth part is only concerning firms which are mainly project-oriented.

Part 1: Basic Facts About Your Business

In this part of our questionnaire we ask for some basic information about your business and about your planning process.

1.1 In which sector does your business mainly operate? (Multiple selection allowed)

- Mining and extractive industry
- Building industry
- Chemical industry
- Engineering
- Household goods
- Food and beverages
- Commerce
- Transport and logistics
- Information technology
- Media
- Software
- Service. Please specify: _____
- Other sector. Please specify: _____

1.2 Which is your legal form of organization?

- Sole trader or unincorporated owner-managed business
Public:
 - AG (Public limited company)
 - KGaA (Limited partnership on shares)
 - GmbH (Private limited company)
- Incorporated society
- Other legal form. Please specify: _____

1.3 Is your business part of a group?

- Yes
If "Yes": Is the parent company from abroad?
 - Yes
 - No
- No

1.4 Are your financial statements audited?

- Yes, since it is required by law
- Yes, although it is not required by law
- No

1.5 What was your turnover of the last financial year?

_____ million € turnover

1.6 How many employees did your business have at the end of the last financial year?
 _____ employees. This includes _____ full-time employees

1.7 a) Which budgeting system do you use for your long-term business planning?
 (Multiple selection allowed)

- Budgeted profit statement
- Cash budget
- Budgeted balance sheet
- Integrated system of budgeted profit statement, cash budget and budgeted balance sheet (master budget)
- Other planning. Please specify: _____

b) How many years into the future do your long-term business plans extend?

- 1 year
- 2 to 3 years
- 4 to 5 years
- _____ years

1.8 Which budgeting system do you use for your short-term business planning?
 (Multiple selection allowed)

- Sub-annual profit planning
- Sub-annual liquidity planning
- Other planning. Please specify: _____

1.9 a) Have you already established any monitoring system dealing with risky developments of your business?

- Yes
- No, but we are planning it
- No, and we don't plan it

b) Is there a legal requirement for you to establish such a monitoring system?

- Yes
- No

Part 2: Organization of Risk Management in Your Business

By risk management we mean any kind of considerations which enable businesses to detect critical developments and to take countermeasures early enough. Such considerations may be made by specialists of a separate department, or they may only informally take place in the mind of some member of management. If, in this very broad sense, risk management is carried out in your business please fill in this part of the questionnaire.

2.1 a) Who is responsible for your risk management?
 (Multiple selection allowed)

- Board of Directors
- Internal audit
- Designated risk manager
- Chief financial officer
- Head of accounting department
- Controlling department
- Staff of business units
- Other. Please specify: _____

b) Who supervises and reviews your risk management system?
(Multiple selection allowed)

- Board of Directors
- Internal audit
- Controlling department
- Self-control of business units
- Other. Please specify: _____

2.2 How are the practices of your risk management disseminated?
(Multiple selection allowed)

- Risk management manual
- General procedural manual
- Controlling manual
- Other. Please specify: _____

2.3 In which risk categories do you evaluate risks?
(Multiple selection allowed)

- Strategic risks (e.g. business environment, label, product image)
 - Market risks (e.g. market dynamics, new competitors)
 - Legal risks (e.g. contract liability, product warranties)
 - Financial risks (e.g. bad debts, interest rate, currency,)
 - Risks related to other group companies
- Especially:
- Risks from associations with companies abroad
 - Risks related to corporate governance (e.g. organizational structure, reward systems)
 - Risks related to business processes (e.g. production, employees, quality)
 - Other risk categories. Please specify: _____

2.4 How are your risks identified and evaluated?
(Multiple selection allowed)

- By management alone
- By management together with departments
- By internal audit
- By controlling department
- By workshops with business units
- By designated employees of business units
- Inquiries by questionnaires or check lists
- Other way. Please specify: _____

2.5 a) How often are risks identified and evaluated?

- Every year
- Every 6 months
- Every 3 months
- Other period. Please specify: _____

b) What time horizon is considered when risks are reviewed?

- 1 year
- 2 years
- 3 years
- 5 years
- _____ years
- Open

2.6 a) How is the board of directors informed about risks?

- By separate risk reporting
- It is part of general reporting
- Other way. Please specify: _____

b) Is the supervisory board informed about risk?

- Yes
- No
- No supervisory board existing

2.7 Is risk management linked to business planning?

- Yes, there is a direct integration of risk figures into the business planning system
- Yes, but there is no direct representation of risk figures within the business planning system
- No, there is no connection with the business planning system

2.8 Which kind of software do you use for your risk management?

(Multiple selection allowed)

- Standard office software (e.g. Microsoft Office)
- Standard business administration software (e.g. SAP)
- Special risk management software (e.g. @RISK, Crystal Ball, Risk Metrics)
- In-house software
- Other software. Please specify: _____

2.9 Which amount of investments for your risk management do you plan?

- No investments planned
- Less than 25 thousand €
- From 25 thousand € up to 50 thousand €
- More than 50 thousand €

Part 3: Use of Instruments of Performance Measurement in Your Business

Classical Performance Measurement systems uses ratios related to the past (such as the profit-turnover ratio, derived from the annual financial statements). On the contrary, so-called Value-Based Management (which, for example, applies the Balanced Scorecard or Shareholder Value) uses yardsticks of performance related to the future (and, moreover, does not only take into account financial perspectives). Risk management can use elements of both Performance Measurement concepts. However, we emphasize that this part of our questionnaire is also addressed to those businesses where risk management is not carried out.

3.1 Do you use the Balanced Scorecard for performance measurement?

- Yes
 - If “Yes”: Do you use the Balanced Scorecard for risk management?
 - Yes
 - No
- No, but we are planning it
- No, and we don't plan it

3.2 Do you use shareholder value for setting business targets or evaluating performance? Yes

If “Yes”: Do you use shareholder value in risk management?

 Yes No No, but we are planning it No, and we don’t plan it**3.3 Do you use a knowledge management system?** Yes

If “Yes”: Do you use the knowledge management system in risk management?

 Yes No No, but we are planning it No, and we don’t plan it**3.4 Do you use other instruments of Performance Measurement?** Yes. Which? _____

If “Yes”: Do you use these instruments in risk management?

 Yes No No, but we are planning it No, and we don’t plan it**Part 4: Only For Businesses With Project-Based Structures**

This part of the questionnaire applies to you only if your business carries out individual projects and is not mainly involved in production in bulk. (For example, project-based structures are found in plant engineering and construction, the building industry, the shipbuilding industry or the software development.)

4.1 Is your business structure mainly project-oriented? Yes, exclusively project-orientated No, project-type organization and also production in bulk or serial production**4.2 Are there separate business plans for single projects?** Yes, for every project Yes, but only for some projects No**4.3 Are the business plans of your single projects integrated into the business planning of your entire business?** Yes, for each project Yes, but only for some projects No**4.4 Are there risk evaluations for single projects?** Yes, for each project Yes, but only for some projects No

Hint: If you answered 4. with “No” please stop here.

4.5 Which risks do you consider for single projects?
(Multiple selection allowed)

- Legal risks
- Design and construction risks
- Operational risks
- Financial risks
- Personnel risks
- Quality risks
- Environmental risks
- Other risks. Please specify: _____

4.6 Where is information about risks for individual projects recorded?
(Multiple selection allowed)

- In contract documents
- In project cost calculations
- By project controlling
- In a project database
- Other way. Please specify: _____

4.7 Are your single project risk evaluations integrated into the business planning of your entire business?

- Yes, for each project
- Yes, but only for some projects
- No

4.8 Do you consider good/normal/bad assumptions (“scenarios”) for your single project figures to determine the effects of project risks on the development of your entire business?

- Yes, for each project
- Yes, but only for some projects
- No

**Many
thanks
for
your
co-operation!**

Coupon for the results of the inquiry

Please fill in your address and return the questionnaire and this coupon to us separately.

Hochschule Merseburg
Fachbereich Wirtschaftswissenschaften
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E Questionnaire Glossary

This appendix presents the glossary which had been enclosed with the questionnaire of Appendix D.

Key word	Explanation
Balanced Scorecard	Instrument for performance measurement with the help of “balanced” ratios. Usual performance measurement systems concentrate on mere financial and profit ratios, while the Balanced Scorecard also takes into account non-financial elements. In its classical form the Balanced Scorecard contains four perspectives of control: Finances Customers Internal Business Processes Knowledge and Innovation The ratios for the four perspectives should be linked through cause-effect-chains and should guide managers in using personnel and physical resources to realise the future potentials for success.
business planning	<i>Here:</i> Planning of the business figures profit and liquidity.
early warning	<i>Here:</i> The earlier the weak signals can be localised and qualified, the sooner strategic measures can be taken as well as chances and risks can be recognized.
economic project planning	Monitoring of timescale and investment expenses of a project. Furthermore supervising of project costs and project progress.
integrated business planning system	System for business planning which takes into account the interdependencies between the underlying balance sheet, profit and financial planning systems.
Knowledge Management system	<i>Here:</i> Systematic collection of important data about a company, usually in the form of a database. The aim of such a system is to enable any employee at any time having access to all data relevant for business control (i.e. research and development, quality management).
long-term planning	A broader plan setting out the objectives of a business over a stated period, often three or five years. Gives meaning to the short-term (or “operational”) planning and motivation to the people working with it.
monitoring system	<i>Here:</i> Early warning system warning the company of risky developments which could endanger its existence, thus enabling it to take counter-measures in time.
production in bulk	Production of an unlimited quantity of (standardized) products/services with the same properties, repeating permanently the same processes.
project controlling	Planning, managing and controlling of output, costs and dead-lines of a project.
project-type production	Development/production of (individual) products/services, being specific for the respective customer.
risk	<i>Here:</i> Probable cause for the occurrence of a negative company development with corresponding negative financial consequences. Each risk must be identified, estimated and evaluated to be able to follow its development.
risk categories	Classification of the company’s risks with respect to various external or internal areas.
risk figure	Quantity describing a risk and its amount.

Key word	Explanation
risk management	Risk management is concerned with identification and evaluation of risks, with the definition of the risks to be run and their limitation with the help of hedging methods. Starting point is a risk policy which has to be elaborated by top management and then is to be realized on all management levels. To do so, it is necessary to know all the risks a company can encounter, to evaluate them and to monitor their development. This task is often delegated to the controlling department.
risk manager	Employee whose activity centres on introducing and performing an early warning system for company risks.
scenario	Scenario technique is a method to generate alternative business plans, asking “what ... if” questions. In a simulation model certain entries are given different sets of values (i.e. “worst case” or “best case” scenario) to determine their effect on the target values and thus on possible developments of the company.
Shareholder Value	An approach to business planning that places the maximization of the value of a shareholder’s equity above other business objectives.
short-term (or operational) planning	Is a detailed planning showing, for example how cash resources will be acquired and used over some specified time period.
special software (for risk management)	<i>Here:</i> Computer programs developed by consulting companies, auditing companies or software companies for identifying, analyzing, evaluating and documenting of company risks.
Value-based Management	Asks the question: “How much worth is the company for its owners?” – and this by regarding from a future point of view instead from current accounting figures. Answers are given by approaches such as shareholder value or Balanced Scorecard.

F Questionnaire Results Versus Company Size

This appendix contains the questionnaire results for the 314 usable responses. They are grouped into the topics of demographic data and business planning, risk management, performance measurement and project risk management. For each question the result is crosstabulated versus the basic size variables annual turnover and number of employees. The respective size classes have been introduced in Chapter 1.3. The “Rank” column refers to the ranking defined by the “Total” column. Questionnaire results that are incorporated in the construction of scoring variables have an additional column “Score” with the scoring value being used for the encoding.

An asterisk indicates if a question allows multiple selection. In this case the numbers may add up to more than the respective values in the “Total” row.

Some selected respondents’ entries are reported that specified the “Other” option of a question.

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* Multiple selection allowed

1. Basic Data and Business Planning**Q 1.1 Industrial sector**

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Construction	7	67	17	0	1	92	2
Engineering	2	60	36	2	7	107	1
Information technology	1	20	15	1	5	42	3
Auditing/consulting/training	7	14	10	0	1	32	5
Trade/service/logistics	5	18	7	4	7	41	4
Total	22	179	85	7	21	314	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Construction	2	17	73	0	92	2
Engineering	1	7	92	7	107	1
Information technology	3	8	29	2	42	3
Auditing/consulting/training	7	7	18	0	32	5
Trade/service/logistics	3	8	25	5	41	4
Total	16	47	237	14	314	

Question allowed multiple selection. Original data unambiguously grouped into five main sectors.

Q 1.2 Legal form

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Sole trader/unincorporated owner-managed	10	32	11	1	7	61	2
Public: AG (Public limited company)	0	12	11	1	4	28	3
KGaA (Limited partnership on shares)	0	0	2	1	0	3	5
GmbH (Private limited company)	9	133	61	4	5	212	1
Incorporated society	1	0	0	0	1	2	6
Other legal form	2	2	0	0	4	8	4
Total	22	179	85	7	21	314	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Sole trader/unincorporated owner-managed	9	14	37	1	61	2
Public: AG (Public limited company)	1	2	21	4	28	3
KGaA (Limited partnership on shares)	0	0	1	2	3	5
GmbH (Private limited company)	5	26	175	6	212	1
Incorporated society	1	1	0	0	2	6
Other legal form	0	4	3	1	8	4
Total	16	47	237	14	314	

Q 1.2 Legal form (unincorporated/incorporated)

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Unincorporated firm	10	32	11	1	7	61	1
Incorporated firm	12	147	74	6	14	253	2
Total	22	179	85	7	21	314	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Unincorporated firm	9	14	37	1	61	1
Incorporated firm	7	33	200	13	253	2
Total	16	47	237	14	314	

Q 1.3 Part of a group

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Part of a group	5	57	45	3	7	117	2
Parent group from abroad	2	20	22	3	3	50	
Parent group not from abroad	3	37	23	0	4	67	
Not part of a group	17	120	40	4	13	194	1
Total	22	177	85	7	20	311	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Part of a group	3	16	90	8	117	2
Parent group from abroad	1	7	36	6	50	
Parent group not from abroad	2	9	54	2	67	
Not part of a group	13	30	145	6	194	1
Total	16	46	235	14	311	

Q 1.4 Audited

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Audited, since required by law	3	99	73	6	11	192	1
Audited, although not required by law	2	30	8	0	3	43	3
Not audited	16	47	3	0	7	73	2
Total	21	176	84	6	21	308	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Audited, since required by law	1	14	164	13	192	1
Audited, although not required by law	2	13	27	1	43	3
Not audited	12	20	41	0	73	2
Total	15	47	232	14	308	

Q 1.4 Audited (yes/no)

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Yes	5	129	81	6	14	235	1
No	16	47	3	0	7	73	2
Total	21	176	84	6	21	308	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Yes	3	27	191	14	235	1
No	12	20	41	0	73	2
Total	15	47	232	14	308	

Q 1.5 Annual turnover

	Size by turnover (Q 1.5)					Total
	Micro	Small	Medium	Large	No stmt.	
N	22	179	85	7	21	314
Minimum	0.01	2.15	10.32	60.00	–	0.01
Maximum	2.00	10.00	50.00	170.00	–	170.00
Mean	0.93	6.50	19.33	94.57	–	11.91
Standard deviation	0.656	2.236	9.164	37.300	–	16.208

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Micro (up to 2 million Euros)	10	11	1	0	22	3
Small (more than 2 to 10 million Euros)	0	31	147	1	179	1
Medium (more than 10 to 50 million Euros)	0	3	76	6	85	2
Large (more than 50 million Euros)	0	0	3	4	7	5
No statement	6	2	10	3	21	4
Total	16	47	237	14	314	

Original data grouped into four turnover classes. Additionally "No statement".

Q 1.6 Number of employees

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Micro (up to 9 employees)	10	0	0	0	6	16	3
Small (10 to 49 employees)	11	31	3	0	2	47	2
Medium (50 to 249 employees)	1	147	76	3	10	237	1
Large (250 to 499 employees)	0	1	6	4	3	14	4
Total	22	179	85	7	21	314	

	Size by employees (Q 1.6)				Total
	Micro	Small	Medium	Large	
N	16	47	237	14	314
Minimum	1	10	50	250	1
Maximum	8	49	240	450	450
Mean	3.00	31.21	95.52	340.43	92.10
Standard deviation	2.098	12.908	41.847	75.020	72.859

Original data grouped into four employee classes.

Q 1.7a Long-term planning: Components*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Budgeted profit statement	7	78	51	3	8	147	1	1
Cash budget	8	57	26	2	7	100	2	1
Budgeted balance sheet	0	28	10	1	3	42	4	1
Master budget	5	55	21	1	6	88	3	5
Other planning	1	9	5	1	1	17	6	1
No statement	6	16	8	2	3	35	5	0
Total	22	178	85	7	21	313		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Budgeted profit statement	4	17	118	8	147	1	1
Cash budget	7	10	79	4	100	2	1
Budgeted balance sheet	1	1	39	1	42	4	1
Master budget	2	14	68	4	88	3	5
Other planning	1	0	16	0	17	6	1
No statement	3	11	20	1	35	5	0
Total	16	46	237	14	313		

* Multiple selection allowed

Other long-term planning systems specified (selected): capital budgeting, human resources planning, technology planning and management, Continuous Improvement/Kaizen.

Q 1.7b Long-term planning: Time horizon

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
1 year	8	37	14	0	5	64	2	1
2 to 3 years	6	89	43	2	6	146	1	2
4 years or more	1	31	20	3	7	62	3	3
No statement	2	1	1	0	0	4	4	0
Total	17	158	78	5	18	276		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
1 year	6	13	43	2	64	2	1
2 to 3 years	5	17	122	2	146	1	2
4 years or more	1	4	48	9	62	3	3
No statement	1	1	2	0	4	4	0
Total	13	35	215	13	276		

Q 1.8 Short-term planning: Components*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Budgeted profit statement	13	136	75	4	14	242	1	1
Cash budget	10	129	62	2	16	219	2	1
Other planning	2	12	6	0	2	22	3	1
No statement	4	7	3	3	1	18	4	0
Total	22	175	85	7	21	310		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Budgeted profit statement	6	31	193	12	242	1	1
Cash budget	10	32	166	11	219	2	1
Other planning	0	3	16	3	22	3	1
No statement	3	3	10	2	18	4	0
Total	16	46	234	14	310		

* Multiple selection allowed

Other sub-annual planning systems specified (selected): capital budgeting, human resources planning, production planning and scheduling, planning on orders received, cost planning/expense budgeting, project management and project controlling.

Q 1.9a Early warning system established

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Monitoring system established	10	113	58	3	12	196	1
Monitoring system planned	3	41	23	3	4	74	2
Monitoring system not planned	8	20	4	1	5	38	3
Total	21	174	85	7	21	308	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Monitoring system established	4	27	154	11	196	1
Monitoring system planned	4	8	59	3	74	2
Monitoring system not planned	8	10	20	0	38	3
Total	16	45	233	14	308	

Q 1.9b Early warning system required

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Monitoring system legally required	1	19	20	2	4	46	2
Monitoring system not legally required	19	153	62	4	15	253	1
Total	20	172	82	6	19	299	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Monitoring system legally required	1	3	36	6	46	2
Monitoring system not legally required	14	43	189	7	253	1
Total	15	46	225	13	299	

2. General Risk Management**Q 2.1a Responsible for risk management implementation***

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Board of directors	21	162	73	6	15	277	1	1
Internal audit	0	5	2	0	1	8	8	2
Designated risk manager	0	1	7	0	3	11	7	2
Chief financial officer	3	51	31	2	2	89	3	1
Head of accounting function	0	28	13	2	2	45	4	1
Controlling function	2	46	36	4	12	100	2	1
Staff of business units	1	18	13	2	4	38	5	1
Other	1	5	4	0	3	13	6	1
No statement	0	0	0	0	0	0	9	0
Total	21	169	82	7	20	299		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Board of directors	14	42	209	12	277	1	1
Internal audit	0	2	5	1	8	8	2
Designated risk manager	0	1	7	3	11	7	2
Chief financial officer	1	19	67	2	89	3	1
Head of accounting function	1	6	36	2	45	4	1
Controlling function	2	11	78	9	100	2	1
Staff of business units	1	6	28	3	38	5	1
Other	0	2	10	1	13	6	1
No statement	0	0	0	0	0	9	0
Total	15	43	227	14	299		

* Multiple selection allowed

Other specified (selected): chartered accountant, tax consultant, management consultant, quality assurance representative.

Q 2.1b Responsible for risk management reviewing*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Board of directors	21	151	71	2	15	260	1	1
Internal audit	1	6	1	0	2	10	5	2
Controlling function	5	62	36	4	12	119	2	1
Self-control of business units	0	19	9	2	2	32	3	1
Other	0	12	10	1	1	24	4	1
No statement	0	3	0	0	0	3	6	0
Total	21	169	82	6	20	298		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Board of directors	14	38	197	11	260	1	1
Internal audit	1	2	7	0	10	5	2
Controlling function	1	18	94	6	119	2	1
Self-control of business units	1	3	24	4	32	3	1
Other	0	2	21	1	24	4	1
No statement	0	1	2	0	3	6	0
Total	15	43	227	13	298		

* Multiple selection allowed

Other specified: see Q 2.1a.

Q 2.2 Risk management documentation*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Risk management manual	3	16	13	0	9	41	5	4
General procedural manual	7	52	21	1	8	89	1	1
Controlling manual	2	25	12	1	4	44	4	1
Other	5	34	20	1	6	66	3	1
No statement	5	50	19	3	1	78	2	0
Total	21	169	81	6	20	297		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Risk management manual	3	4	30	4	41	5	4
General procedural manual	4	16	62	7	89	1	1
Controlling manual	2	6	34	2	44	4	1
Other	3	9	49	5	66	3	1
No statement	4	11	62	1	78	2	0
Total	15	43	226	13	297		

* Multiple selection allowed

Other specified (selected): quality manual, quality management system, minutes of top management meetings.

Q 2.3 Risk categories*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Strategic risks	14	101	52	2	11	180	2	1
Market risks	13	118	61	1	12	205	1	1
Legal risks	8	46	36	1	10	101	5	1
Financial risks	7	65	32	3	13	120	4	1
Group company risks	1	12	12	1	2	28	7	1
Risks from group companies abroad	1	4	5	1	1	12		
Corporate governance risks	6	56	25	2	5	94	6	1
Business process risks	6	98	54	1	9	168	3	1
Other risks	1	4	1	0	0	6	8	1
No statement	0	4	0	1	0	5	9	0
Total	21	173	81	6	20	301		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Strategic risks	12	25	136	7	180	2	1
Market risks	7	31	158	9	205	1	1
Legal risks	8	16	71	6	101	5	1
Financial risks	6	18	87	9	120	4	1
Group company risks	0	3	24	1	28	7	1
Risks from group companies abroad	0	2	9	1	12		
Corporate governance risks	4	15	70	5	94	6	1
Business process risks	5	20	134	9	168	3	1
Other risks	0	2	4	0	6	8	1
No statement	0	1	4	0	5	9	0
Total	15	44	229	13	301		

* Multiple selection allowed

Q 2.4 Risk assessment: Responsibility and methods*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
By management alone	14	78	21	1	4	118	2	1
By management together with functions	7	82	52	1	7	149	1	1
By internal audit	1	5	2	0	1	9	7	1
By controlling function	1	65	37	5	10	118	2	1
By workshops with business units	0	17	9	0	2	28	6	1
By designated employees of business units	2	40	22	2	10	76	4	1
Inquiries by questionnaires or check lists	1	16	12	0	4	33	5	1
Other way	1	2	2	0	1	6	8	1
No statement	0	1	0	0	0	1	9	0
Total	21	173	81	6	20	301		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
By management alone	10	23	82	3	118	2	1
By management together with functions	4	21	117	7	149	1	1
By internal audit	1	1	6	1	9	7	1
By controlling function	1	13	96	8	118	2	1
By workshops with business units	0	4	22	2	28	6	1
By designated employees of business units	1	12	56	7	76	4	1
Inquiries by questionnaires or check lists	1	7	22	3	33	5	1
Other way	0	0	5	1	6	8	1
No statement	0	0	1	0	1	9	0
Total	15	44	229	13	301		

* Multiple selection allowed

Q 2.5a Risk assessment: Frequency

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Every year	6	27	14	2	4	53	2	1
Every 6 months	4	32	11	0	3	50	3	2
Every 3 months	4	75	33	1	9	122	1	3
Every month	3	16	8	1	1	29	5	4
Other period	4	19	14	1	3	41	4	0
Total	21	169	80	5	20	295		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Every year	2	8	38	5	53	2	1
Every 6 months	4	9	37	0	50	3	2
Every 3 months	3	15	100	4	122	1	3
Every month	0	6	22	1	29	5	4
Other period	6	5	27	3	41	4	0
Total	15	43	224	13	295		

“Every month” additionally introduced, since many respondents specified this frequency. Other periods specified, apart from monthly (selected): weekly, current, as required.

Q 2.5b Risk assessment: Time horizon

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
1 year	12	81	32	4	5	134	1	1
2 years	3	49	19	0	4	75	2	2
3 years	2	13	9	0	4	28	4	3
5 years	2	6	3	0	1	12	5	4
Open	2	21	16	0	6	45	3	0
Total	21	170	79	4	20	294		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
1 year	8	18	102	6	134	1	1
2 years	1	11	60	3	75	2	2
3 years	1	5	21	1	28	4	3
5 years	1	1	10	0	12	5	4
Open	4	8	30	3	45	3	0
Total	15	43	223	13	294		

Q 2.6a Risk reporting: Informing board of directors

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Separate risk reporting	1	12	13	1	5	32	2	3
Risk reporting part of general reporting	16	128	56	5	11	216	1	1
Other reporting	2	11	3	0	3	19	4	1
No statement	2	20	9	0	1	32	2	0
Total	21	171	81	6	20	299		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Separate risk reporting	2	3	24	3	32	2	3
Risk reporting part of general reporting	9	32	166	9	216	1	1
Other reporting	3	3	12	1	19	4	1
No statement	1	5	26	0	32	2	0
Total	15	43	228	13	299		

Other reporting specified (selected): ad hoc reporting, early warning report from accounting and finance department, board meetings.

Q 2.6b Risk reporting: Supervisory board informed

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Supervisory board informed about risk	3	37	22	1	10	73	2
Supervisory board not informed about risk	0	5	0	0	0	5	3
No supervisory board existing	16	118	54	5	9	202	1
Total	19	160	76	6	19	280	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Supervisory board informed about risk	2	10	53	8	73	2
Supervisory board not informed about risk	0	1	4	0	5	3
No supervisory board existing	13	29	156	4	202	1
Total	15	40	213	12	280	

Q 2.7 Link of risk management to business planning

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Direct integration of risk figures	10	60	21	0	7	98	2	2
No direct integration of risk figures	6	59	38	1	9	113	1	1
No link to the business planning system	4	44	21	2	4	75	3	0
Total	20	163	80	3	20	286		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Direct integration of risk figures	5	19	71	3	98	2	2
No direct integration of risk figures	5	13	91	4	113	1	1
No link to the business planning system	5	8	57	5	75	3	0
Total	15	40	219	12	286		

Q 2.8 Risk management software*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Standard office software	15	108	57	2	13	195	1	1
Standard business management software	4	68	30	1	4	107	2	1
Special risk management software	0	4	2	0	2	8	5	2
In-house software	4	50	15	3	4	76	3	1
Other software	0	0	2	0	2	4	6	1
No statement	2	11	6	1	1	21	4	0
Total	21	172	81	6	20	300		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Standard office software	11	33	142	9	195	1	1
Standard business management software	2	15	89	1	107	2	1
Special risk management software	0	1	7	0	8	5	2
In-house software	2	11	59	4	76	3	1
Other software	0	0	2	2	4	6	1
No statement	1	3	17	0	21	4	0
Total	15	44	228	13	300		

* Multiple selection allowed

Other software specified (selected): management information and planning software package "Corporate Planner".

Q 2.9 Risk management expenditure

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
No investments planned	16	90	41	2	10	159	1	0
Less than 25 thousand Euro	5	55	20	2	6	88	2	1
From 25 up to 50 thousand Euro	0	11	7	0	2	20	3	2
More than 50 thousand Euro	0	6	7	1	1	15	4	3
Total	21	162	75	5	19	282		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
No investments planned	12	27	117	3	159	1	0
Less than 25 thousand Euro	3	13	67	5	88	2	1
From 25 up to 50 thousand Euro	0	2	17	1	20	3	2
More than 50 thousand Euro	0	0	13	2	15	4	3
Total	15	42	214	11	282		

3. Balanced Scorecard and Similar Instruments**Q 3.1 Use of Balanced Scorecard**

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Used	3	18	16	0	4	41	3	
Used for risk management	2	11	8	0	2	23		4
Not used for risk management	1	7	8	0	2	18		2
Planned to use	2	24	17	2	4	49	2	1
Not planned to use	15	121	47	4	11	198	1	0
Total	20	163	80	6	19	288		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Used	3	3	31	4	41	3	
Used for risk management	2	2	17	2	23		4
Not used for risk management	1	1	14	2	18		2
Planned to use	1	4	41	3	49	2	1
Not planned to use	12	34	146	6	198	1	0
Total	16	41	218	13	288		

Q 3.2 Use of shareholder value

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Used	1	28	17	1	3	50	2	
Used for risk management	0	12	6	0	1	19		4
Not used for risk management	1	16	11	1	2	31		2
Planned to use	3	11	15	1	2	32	3	1
Not planned to use	16	125	49	4	14	208	1	0
Total	20	164	81	6	19	290		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Used	1	5	37	7	50	2	
Used for risk management	0	2	14	3	19		4
Not used for risk management	1	3	23	4	31		2
Planned to use	0	4	26	2	32	3	1
Not planned to use	15	32	157	4	208	1	0
Total	16	41	220	13	290		

Q 3.3 Use of knowledge management

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Used	4	29	17	0	5	55	2	
Used for risk management	3	18	7	0	3	31		4
Not used for risk management	1	11	10	0	2	24		2
Planned to use	2	28	13	2	1	46	3	1
Not planned to use	13	105	48	3	12	181	1	0
Total	19	162	78	5	18	282		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Used	4	9	41	1	55	2	
Used for risk management	1	7	22	1	31		4
Not used for risk management	3	2	19	0	24		2
Planned to use	1	6	38	1	46	3	1
Not planned to use	10	24	137	10	181	1	0
Total	15	39	216	12	282		

Q 3.4 Use of other instruments of performance measurement

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Used	0	10	4	0	1	15	3
Used for risk management	0	2	2	0	1	5	
Not used for risk management	0	8	2	0	0	10	
Planned to use	4	31	10	1	1	47	2
Not planned to use	16	112	59	4	16	207	1
Total	20	153	73	5	18	269	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Used	0	3	9	3	15	3
Used for risk management	0	1	2	2	5	
Not used for risk management	0	2	7	1	10	
Planned to use	1	10	35	1	47	2
Not planned to use	14	27	158	8	207	1
Total	15	40	202	12	269	

Other instruments specified (selected): benchmarking, European Foundation for Quality Management/Quality Management system, stock option programme, business intelligence software applications, ratio systems/pyramid.

4. Project Risk Management

Note: Part 4 applies only to those respondents who at least partially are involved in project-type activities.

Q 4.1 Project-oriented business

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
Exclusively project-oriented	14	100	44	0	8	166	1
Not exclusively project-oriented	2	55	30	4	7	98	2
Total	16	155	74	4	15	264	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
Exclusively project-oriented	10	30	124	2	166	1
Not exclusively project-oriented	2	12	79	5	98	2
Total	12	42	203	7	264	

Q 4.2 Separate project business plans

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
For every project	8	84	33	2	8	135	1	2
Only for some projects	7	64	33	2	6	112	2	1
For no project	1	6	8	0	1	16	3	0
Total	16	154	74	4	15	263		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
For every project	5	22	105	3	135	1	2
Only for some projects	7	15	86	4	112	2	1
For no project	0	5	11	0	16	3	0
Total	12	42	202	7	263		

Q 4.3 Consolidation of project plannings

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
For every project	10	79	33	2	7	131	1	2
Only for some projects	3	67	34	2	7	113	2	1
For no project	2	6	6	0	1	15	3	0
Total	15	152	73	4	15	259		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
For every project	6	23	99	3	131	1	2
Only for some projects	5	14	90	4	113	2	1
For no project	1	4	10	0	15	3	0
Total	12	41	199	7	259		

Q 4.4 Risk consideration for single projects

	Size by turnover (Q 1.5)					Total	Rank
	Micro	Small	Medium	Large	No stmt.		
For every project	7	52	21	1	7	88	2
Only for some projects	8	90	47	1	5	151	1
For no project	1	10	5	2	3	21	3
Total	16	152	73	4	15	260	

	Size by employees (Q 1.6)				Total	Rank
	Micro	Small	Medium	Large		
For every project	6	20	60	2	88	2
Only for some projects	5	17	125	4	151	1
For no project	1	5	14	1	21	3
Total	12	42	199	7	260	

Note: 4.5 to 4.8 apply only to those 188 respondents who, according to 4.4, carry out risk evaluations for at least some projects (188 = 65 + 123).

Q 4.5 Risk categories for projects*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
Legal risks	7	60	38	1	6	112	5	1
Design and construction risks	11	83	51	1	6	152	3	1
Operational risks	11	109	55	0	8	183	1	1
Financial risks	12	104	44	2	8	170	2	1
Personnel risks	3	51	16	0	4	74	6	1
Quality risks	7	80	39	0	6	132	4	1
Environmental risks	2	17	14	0	2	35	7	1
Other risks	0	1	0	0	0	1	8	1
No statement	0	0	0	0	0	0	9	0
Total	15	142	68	2	12	239		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
Legal risks	6	19	84	3	112	5	1
Design and construction risks	6	24	121	1	152	3	1
Operational risks	8	29	142	4	183	1	1
Financial risks	7	28	131	4	170	2	1
Personnel risks	4	13	57	0	74	6	1
Quality risks	5	24	99	4	132	4	1
Environmental risks	0	8	26	1	35	7	1
Other risks	0	0	1	0	1	8	1
No statement	0	0	0	0	0	9	0
Total	11	37	185	6	239		

* Multiple selection allowed

Q 4.6 Project risk documentation*

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
In contract documents	8	87	33	0	5	133	1	1
In project cost calculations	8	82	37	1	5	133	1	2
By project controlling	6	61	30	2	5	104	3	2
In a project database	5	28	13	0	2	48	4	2
Other way	1	7	8	0	3	19	5	1
No statement	0	1	2	0	0	3	6	0
Total	15	142	68	2	12	239		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
In contract documents	5	19	106	3	133	1	1
In project cost calculations	5	20	106	2	133	1	2
By project controlling	2	18	80	4	104	3	2
In a project database	3	13	31	1	48	4	2
Other way	3	2	14	0	19	5	1
No statement	0	1	2	0	3	6	0
Total	11	37	185	6	239		

* Multiple selection allowed

Other specified (selected): failure mode and effects analysis (FMEA), quality management, project report/project documentation.

Q 4.7 Project risk integration into business planning

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
For every project	8	45	18	1	3	75	2	2
Only for some projects	5	85	45	0	8	143	1	1
For no project	2	12	5	1	1	21	3	0
Total	15	142	68	2	12	239		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
For every project	5	16	53	1	75	2	2
Only for some projects	5	14	119	5	143	1	1
For no project	1	7	13	0	21	3	0
Total	11	37	185	6	239		

Q 4.8 Project risk scenarios

	Size by turnover (Q 1.5)					Total	Rank	Score
	Micro	Small	Medium	Large	No stmt.			
For every project	2	10	3	0	0	15	3	2
Only for some projects	7	91	48	0	12	158	1	1
For no project	6	35	15	1	0	57	2	0
Total	15	136	66	1	12	230		

	Size by employees (Q 1.6)				Total	Rank	Score
	Micro	Small	Medium	Large			
For every project	2	2	11	0	15	3	2
Only for some projects	6	24	124	4	158	1	1
For no project	3	11	42	1	57	2	0
Total	11	37	177	5	230		

G Questionnaire Results Versus Demographic Variables: Chi-Square Test

For each question Appendix G assembles the outcomes of the chi-square test whether the respective questionnaire result is significantly dependent on the demographic variables of Table 4.1 of Chapter 4.

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* Multiple selection allowed

1. Basic Data and Business Planning

Q 1.1 Industrial sector

Chi-square test	N	χ^2	df	p	Sign.
Industrial sector vs.					
Size by turnover (Q 1.5)	314	57.553	16	0.000	< 0.01
Size by employees (Q 1.6)	314	48.255	12	0.000	< 0.01
Industrial Sector (Q 1.1)					
Legal form (unincorp./incorp.) (Q 1.2)	314	7.966	4	0.093	< 0.1
Part of a group (Q 1.3)	311	2.480	4	0.648	-
Audited (Yes/No) (Q 1.4)	308	9.259	4	0.055	< 0.1
Early warning system established (Q 1.9a)	308	5.761	8	0.674	-

Q 1.2 Legal form (unincorporated/incorporated)

Chi-square test	N	χ^2	df	p	Sign.
Legal form (unincorp./incorp.) vs.					
Size by turnover (Q 1.5)	314	14.793	4	0.005	< 0.01
Size by employees (Q 1.6)	314	20.637	3	0.000	< 0.01
Industrial Sector (Q 1.1)	314	7.966	4	0.093	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)					
Part of a group (Q 1.3)	311	5.988	1	0.014	< 0.05
Audited (Yes/No) (Q 1.4)	308	10.057	1	0.002	< 0.01
Early warning system established (Q 1.9a)	308	2.499	2	0.287	-

Q 1.3 Part of a group

Chi-square test	N	χ^2	df	p	Sign.
Part of a group vs.					
Size by turnover (Q 1.5)	311	12.935	4	0.012	< 0.05
Size by employees (Q 1.6)	311	4.905	3	0.179	-
Industrial Sector (Q 1.1)	311	2.480	4	0.648	-
Legal form (unincorp./incorp.) (Q 1.2)	311	5.988	1	0.014	< 0.05
Part of a group (Q 1.3)					
Audited (Yes/No) (Q 1.4)	305	12.329	1	0.000	< 0.01
Early warning system established (Q 1.9a)	305	1.369	2	0.504	-

Q 1.4 Audited (Yes/No)

Chi-square test	N	χ^2	df	p	Sign.
Audited (Yes/No) vs.					
Size by turnover (Q 1.5)	308	54.635	4	0.000	< 0.01
Size by employees (Q 1.6)	308	44.539	3	0.000	< 0.01
Industrial Sector (Q 1.1)	308	9.259	4	0.055	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	308	10.057	1	0.002	< 0.01
Part of a group (Q 1.3)	305	12.329	1	0.000	< 0.01
Audited (Yes/No) (Q 1.4)					
Early warning system established (Q 1.9a)	303	23.564	2	0.000	< 0.01

Q 1.5 Size by turnover

Chi-square test	N	χ^2	df	p	Sign.
Industrial sector vs.					
Size by turnover (Q 1.5)					
Size by employees (Q 1.6)	314	211.987	12	0.000	< 0.01
Industrial Sector (Q 1.1)	314	57.553	16	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	314	14.793	4	0.005	< 0.01
Part of a group (Q 1.3)	311	12.935	4	0.012	< 0.05
Audited (Yes/No) (Q 1.4)	308	54.635	4	0.000	< 0.01
Early warning system established (Q 1.9a)	308	21.877	8	0.005	< 0.01

Q 1.6 Size by employees

Chi-square test	N	χ^2	df	p	Sign.
Industrial sector vs.					
Size by turnover (Q 1.5)	314	211.987	12	0.000	< 0.01
Size by employees (Q 1.6)					
Industrial Sector (Q 1.1)	314	48.255	12	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	314	20.637	3	0.000	< 0.01
Part of a group (Q 1.3)	311	4.905	3	0.179	-
Audited (Yes/No) (Q 1.4)	308	44.539	3	0.000	< 0.01
Early warning system established (Q 1.9a)	308	31.846	6	0.000	< 0.01

Q 1.7a Long-term planning: Components*

Chi-square test	N	χ^2	df	p	Sign.
Budgeted profit statement vs.					
Size by turnover (Q 1.5)	313	9.242	4	0.055	< 0.1
Size by employees (Q 1.6)	313	6.290	3	0.098	< 0.1
Industrial Sector (Q 1.1)	313	1.091	4	0.896	-
Legal form (unincorp./incorp.) (Q 1.2)	313	0.222	1	0.637	-
Part of a group (Q 1.3)	310	0.067	1	0.796	-
Audited (Yes/No) (Q 1.4)	307	0.004	1	0.951	-
Early warning system established (Q 1.9a)	307	1.367	2	0.505	-
Cash budget vs.					
Size by turnover (Q 1.5)	313	0.325	4	0.988	-
Size by employees (Q 1.6)	313	3.513	3	0.319	-
Industrial Sector (Q 1.1)	313	1.681	4	0.794	-
Legal form (unincorp./incorp.) (Q 1.2)	313	0.591	1	0.442	-
Part of a group (Q 1.3)	310	2.071	1	0.150	-
Audited (Yes/No) (Q 1.4)	307	0.086	1	0.769	-
Early warning system established (Q 1.9a)	307	0.328	2	0.849	-
Budgeted balance sheet vs.					
Size by turnover (Q 1.5)	313	4.447	4	0.349	-
Size by employees (Q 1.6)	313	8.070	3	0.045	< 0.05
Industrial Sector (Q 1.1)	313	4.177	4	0.383	-
Legal form (unincorp./incorp.) (Q 1.2)	313	0.577	1	0.447	-
Part of a group (Q 1.3)	310	0.003	1	0.959	-
Audited (Yes/No) (Q 1.4)	307	0.409	1	0.522	-
Early warning system established (Q 1.9a)	307	1.389	2	0.499	-
Master budget vs.					
Size by turnover (Q 1.5)	313	2.152	4	0.708	-
Size by employees (Q 1.6)	313	2.093	3	0.553	-
Industrial Sector (Q 1.1)	313	2.394	4	0.664	-
Legal form (unincorp./incorp.) (Q 1.2)	313	1.000	1	0.317	-
Part of a group (Q 1.3)	310	3.111	1	0.078	< 0.1
Audited (Yes/No) (Q 1.4)	307	3.664	1	0.056	< 0.1
Early warning system established (Q 1.9a)	307	7.746	2	0.021	< 0.05
Other planning vs.					
Size by turnover (Q 1.5)	313	1.203	4	0.878	-
Size by employees (Q 1.6)	313	4.270	3	0.234	-
Industrial Sector (Q 1.1)	313	4.211	4	0.378	-
Legal form (unincorp./incorp.) (Q 1.2)	313	0.684	1	0.408	-
Part of a group (Q 1.3)	310	0.090	1	0.764	-
Audited (Yes/No) (Q 1.4)	307	0.105	1	0.746	-
Early warning system established (Q 1.9a)	307	2.676	2	0.262	-

* Multiple selection allowed

Q 1.7b Long-term planning: Time horizon

Chi-square test	N	χ^2	df	p	Sign.
Long-term planning: Time horizon vs.					
Size by turnover (Q 1.5)	276	31.162	12	0.002	< 0.01
Size by employees (Q 1.6)	276	32.258	9	0.000	< 0.01
Industrial Sector (Q 1.1)	276	25.684	12	0.012	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	276	4.047	3	0.256	-
Part of a group (Q 1.3)	275	4.912	3	0.178	-
Audited (Yes/No) (Q 1.4)	272	22.032	3	0.000	< 0.01
Early warning system established (Q 1.9a)	274	22.096	6	0.001	< 0.01

Q 1.8 Short-term planning: Components*

Chi-square test	N	χ^2	df	p	Sign.
Budgeted profit statement vs.					
Size by turnover (Q 1.5)	310	13.155	4	0.011	< 0.05
Size by employees (Q 1.6)	310	21.576	3	0.000	< 0.01
Industrial Sector (Q 1.1)	310	1.620	4	0.805	-
Legal form (unincorp./incorp.) (Q 1.2)	310	0.973	1	0.324	-
Part of a group (Q 1.3)	307	4.187	1	0.041	< 0.05
Audited (Yes/No) (Q 1.4)	305	10.053	1	0.002	< 0.01
Early warning system established (Q 1.9a)	308	22.978	2	0.000	< 0.01
Cash budget vs.					
Size by turnover (Q 1.5)	310	14.030	4	0.007	< 0.01
Size by employees (Q 1.6)	310	0.972	3	0.808	-
Industrial Sector (Q 1.1)	310	3.758	4	0.440	-
Legal form (unincorp./incorp.) (Q 1.2)	310	0.259	1	0.611	-
Part of a group (Q 1.3)	307	0.113	1	0.737	-
Audited (Yes/No) (Q 1.4)	305	0.024	1	0.878	-
Early warning system established (Q 1.9a)	308	5.760	2	0.056	< 0.1
Other planning vs.					
Size by turnover (Q 1.5)	310	0.870	4	0.929	-
Size by employees (Q 1.6)	310	5.631	3	0.131	-
Industrial Sector (Q 1.1)	310	4.182	4	0.382	-
Legal form (unincorp./incorp.) (Q 1.2)	310	0.496	1	0.481	-
Part of a group (Q 1.3)	307	0.542	1	0.462	-
Audited (Yes/No) (Q 1.4)	305	0.004	1	0.949	-
Early warning system established (Q 1.9a)	308	0.592	2	0.744	-

* Multiple selection allowed

Q 1.9a Early warning system established

Chi-square test	N	χ^2	df	p	Sign.
Early warning system established vs.					
Size by turnover (Q 1.5)	308	21.877	8	0.005	< 0.01
Size by employees (Q 1.6)	308	31.846	6	0.000	< 0.01
Industrial Sector (Q 1.1)	308	5.761	8	0.674	-
Legal form (unincorp./incorp.) (Q 1.2)	308	2.499	2	0.287	-
Part of a group (Q 1.3)	305	1.369	2	0.504	-
Audited (Yes/No) (Q 1.4)	303	23.564	2	0.000	< 0.01
Early warning system established (Q 1.9a)					

Q 1.9b Early warning system required

Chi-square test	N	χ^2	df	p	Sign.
Early warning system required vs.					
Size by turnover (Q 1.5)	299	11.206	4	0.024	< 0.05
Size by employees (Q 1.6)	299	13.171	3	0.004	< 0.01
Industrial Sector (Q 1.1)	299	16.871	4	0.002	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	299	10.315	1	0.001	< 0.01
Part of a group (Q 1.3)	296	0.336	1	0.562	-
Audited (Yes/No) (Q 1.4)	296	4.716	1	0.030	< 0.05
Early warning system established (Q 1.9a)	297	9.418	2	0.009	< 0.01

2. General Risk Management

Q 2.1a Responsible for risk management implementation*

Chi-square test	N	χ^2	df	p	Sign.
Board of directors vs.					
Size by turnover (Q 1.5)	299	15.431	4	0.004	< 0.01
Size by employees (Q 1.6)	299	2.703	3	0.440	-
Industrial Sector (Q 1.1)	299	4.387	4	0.356	-
Legal form (unincorp./incorp.) (Q 1.2)	299	0.036	1	0.849	-
Part of a group (Q 1.3)	296	0.854	1	0.355	-
Audited (Yes/No) (Q 1.4)	295	0.013	1	0.909	-
Early warning system established (Q 1.9a)	297	2.840	2	0.242	-
Internal audit vs.					
Size by turnover (Q 1.5)	299	1.254	4	0.869	-
Size by employees (Q 1.6)	299	2.325	3	0.508	-
Industrial Sector (Q 1.1)	299	9.258	4	0.055	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	299	0.271	1	0.602	-
Part of a group (Q 1.3)	296	2.061	1	0.151	-
Audited (Yes/No) (Q 1.4)	295	2.558	1	0.110	-
Early warning system established (Q 1.9a)	297	4.300	2	0.116	-
Designated risk manager vs.					
Size by turnover (Q 1.5)	299	18.309	4	0.001	< 0.01
Size by employees (Q 1.6)	299	13.469	3	0.004	< 0.01
Industrial Sector (Q 1.1)	299	9.027	4	0.060	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	299	0.017	1	0.895	-
Part of a group (Q 1.3)	296	3.138	1	0.076	< 0.1
Audited (Yes/No) (Q 1.4)	295	3.555	1	0.059	< 0.1
Early warning system established (Q 1.9a)	297	3.374	2	0.185	-
Chief financial officer vs.					
Size by turnover (Q 1.5)	299	8.698	4	0.069	< 0.1
Size by employees (Q 1.6)	299	9.717	3	0.021	< 0.05
Industrial Sector (Q 1.1)	299	7.128	4	0.129	-
Legal form (unincorp./incorp.) (Q 1.2)	299	1.194	1	0.275	-
Part of a group (Q 1.3)	296	1.718	1	0.190	-
Audited (Yes/No) (Q 1.4)	295	0.865	1	0.352	-
Early warning system established (Q 1.9a)	297	8.748	2	0.013	< 0.05
Head of accounting department vs.					
Size by turnover (Q 1.5)	299	5.466	4	0.243	-
Size by employees (Q 1.6)	299	0.988	3	0.804	-
Industrial Sector (Q 1.1)	299	8.820	4	0.066	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	299	0.207	1	0.649	-
Part of a group (Q 1.3)	296	0.075	1	0.784	-
Audited (Yes/No) (Q 1.4)	295	6.122	1	0.013	< 0.05
Early warning system established (Q 1.9a)	297	3.519	2	0.172	-
Controlling department vs.					
Size by turnover (Q 1.5)	299	20.472	4	0.000	< 0.01
Size by employees (Q 1.6)	299	9.988	3	0.019	< 0.05
Industrial Sector (Q 1.1)	299	20.568	4	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	299	0.708	1	0.400	-
Part of a group (Q 1.3)	296	0.313	1	0.576	-
Audited (Yes/No) (Q 1.4)	295	7.231	1	0.007	< 0.01
Early warning system established (Q 1.9a)	297	12.141	2	0.002	< 0.01
Staff of business units vs.					
Size by turnover (Q 1.5)	299	5.118	4	0.275	-
Size by employees (Q 1.6)	299	1.542	3	0.673	-
Industrial Sector (Q 1.1)	299	7.063	4	0.133	-
Legal form (unincorp./incorp.) (Q 1.2)	299	0.427	1	0.513	-
Part of a group (Q 1.3)	296	0.100	1	0.752	-
Audited (Yes/No) (Q 1.4)	295	1.319	1	0.251	-
Early warning system established (Q 1.9a)	297	7.148	2	0.028	< 0.05
Other vs.					
Size by turnover (Q 1.5)	299	6.623	4	0.157	-
Size by employees (Q 1.6)	299	0.956	3	0.812	-
Industrial Sector (Q 1.1)	299	5.391	4	0.249	-
Legal form (unincorp./incorp.) (Q 1.2)	299	1.244	1	0.265	-
Part of a group (Q 1.3)	296	0.367	1	0.545	-
Audited (Yes/No) (Q 1.4)	295	0.523	1	0.469	-
Early warning system established (Q 1.9a)	297	4.731	2	0.094	< 0.1

* Multiple selection allowed

Q 2.1b Responsible for risk management reviewing*

Chi-square test	N	χ^2	df	p	Sign.
Board of directors vs.					
Size by turnover (Q 1.5)	298	22.145	4	0.000	< 0.01
Size by employees (Q 1.6)	298	0.673	3	0.880	-
Industrial Sector (Q 1.1)	298	4.318	4	0.365	-
Legal form (unincorp./incorp.) (Q 1.2)	298	0.414	1	0.520	-
Part of a group (Q 1.3)	295	0.764	1	0.382	-
Audited (Yes/No) (Q 1.4)	294	3.942	1	0.047	< 0.05
Early warning system established (Q 1.9a)	296	1.946	2	0.378	-
Internal audit vs.					
Size by turnover (Q 1.5)	298	4.232	4	0.375	-
Size by employees (Q 1.6)	298	1.233	3	0.745	-
Industrial Sector (Q 1.1)	298	12.905	4	0.012	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	298	2.659	1	0.103	-
Part of a group (Q 1.3)	295	0.013	1	0.911	-
Audited (Yes/No) (Q 1.4)	294	1.088	1	0.297	-
Early warning system established (Q 1.9a)	296	3.251	2	0.197	-
Controlling department vs.					
Size by turnover (Q 1.5)	298	8.703	4	0.069	< 0.1
Size by employees (Q 1.6)	298	7.403	3	0.060	< 0.1
Industrial Sector (Q 1.1)	298	9.823	4	0.044	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	298	1.117	1	0.291	-
Part of a group (Q 1.3)	295	0.194	1	0.660	-
Audited (Yes/No) (Q 1.4)	294	8.851	1	0.003	< 0.01
Early warning system established (Q 1.9a)	296	11.915	2	0.003	< 0.01
Self-control of business units vs.					
Size by turnover (Q 1.5)	298	5.783	4	0.216	-
Size by employees (Q 1.6)	298	6.343	3	0.096	< 0.1
Industrial Sector (Q 1.1)	298	7.682	4	0.104	-
Legal form (unincorp./incorp.) (Q 1.2)	298	0.611	1	0.434	-
Part of a group (Q 1.3)	295	0.689	1	0.406	-
Audited (Yes/No) (Q 1.4)	294	2.272	1	0.132	-
Early warning system established (Q 1.9a)	296	1.142	2	0.565	-
Other vs.					
Size by turnover (Q 1.5)	298	4.799	4	0.309	-
Size by employees (Q 1.6)	298	2.428	3	0.488	-
Industrial Sector (Q 1.1)	298	1.260	4	0.868	-
Legal form (unincorp./incorp.) (Q 1.2)	298	0.018	1	0.894	-
Part of a group (Q 1.3)	295	0.627	1	0.429	-
Audited (Yes/No) (Q 1.4)	294	5.558	1	0.018	< 0.05
Early warning system established (Q 1.9a)	296	5.433	2	0.066	< 0.1

* Multiple selection allowed

Q 2.2 Risk management documentation*

Chi-square test	N	χ^2	df	p	Sign.
Risk management manual vs.					
Size by turnover (Q 1.5)	297	20.337	4	0.000	< 0.01
Size by employees (Q 1.6)	297	4.414	3	0.220	-
Industrial Sector (Q 1.1)	297	6.063	4	0.195	-
Legal form (unincorp./incorp.) (Q 1.2)	297	0.182	1	0.669	-
Part of a group (Q 1.3)	294	4.893	1	0.027	< 0.05
Audited (Yes/No) (Q 1.4)	293	4.916	1	0.027	< 0.05
Early warning system established (Q 1.9a)	295	2.748	2	0.253	-
General procedural manual vs.					
Size by turnover (Q 1.5)	297	2.261	4	0.688	-
Size by employees (Q 1.6)	297	5.376	3	0.146	-
Industrial Sector (Q 1.1)	297	2.268	4	0.687	-
Legal form (unincorp./incorp.) (Q 1.2)	297	0.195	1	0.659	-
Part of a group (Q 1.3)	294	0.438	1	0.508	-
Audited (Yes/No) (Q 1.4)	293	0.094	1	0.760	-
Early warning system established (Q 1.9a)	295	4.786	2	0.091	< 0.1
Controlling manual vs.					
Size by turnover (Q 1.5)	297	0.908	4	0.923	-
Size by employees (Q 1.6)	297	0.064	3	0.996	-
Industrial Sector (Q 1.1)	297	1.419	4	0.841	-
Legal form (unincorp./incorp.) (Q 1.2)	297	3.298	1	0.069	< 0.1
Part of a group (Q 1.3)	294	5.182	1	0.023	< 0.05
Audited (Yes/No) (Q 1.4)	293	0.079	1	0.778	-
Early warning system established (Q 1.9a)	295	3.013	2	0.222	-
Other vs.					
Size by turnover (Q 1.5)	297	1.556	4	0.817	-
Size by employees (Q 1.6)	297	2.106	3	0.551	-
Industrial Sector (Q 1.1)	297	2.016	4	0.733	-
Legal form (unincorp./incorp.) (Q 1.2)	297	0.442	1	0.506	-
Part of a group (Q 1.3)	294	1.233	1	0.267	-
Audited (Yes/No) (Q 1.4)	293	0.336	1	0.562	-
Early warning system established (Q 1.9a)	295	3.477	2	0.176	-

* Multiple selection allowed

Q 2.3 Risk categories*

Chi-square test	N	χ^2	df	p	Sign.
Strategic risks vs.					
Size by turnover (Q 1.5)	301	3.148	4	0.533	-
Size by employees (Q 1.6)	301	2.917	3	0.405	-
Industrial Sector (Q 1.1)	301	4.744	4	0.315	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.144	1	0.704	-
Part of a group (Q 1.3)	298	0.177	1	0.674	-
Audited (Yes/No) (Q 1.4)	296	0.085	1	0.771	-
Early warning system established (Q 1.9a)	295	4.042	2	0.133	-
Market risks vs.					
Size by turnover (Q 1.5)	301	10.221	4	0.037	< 0.05
Size by employees (Q 1.6)	301	3.377	3	0.337	-
Industrial Sector (Q 1.1)	301	17.350	4	0.002	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	301	0.003	1	0.955	-
Part of a group (Q 1.3)	298	1.215	1	0.270	-
Audited (Yes/No) (Q 1.4)	296	2.464	1	0.116	-
Early warning system established (Q 1.9a)	295	10.335	2	0.006	< 0.01
Legal risks vs.					
Size by turnover (Q 1.5)	301	11.460	4	0.022	< 0.05
Size by employees (Q 1.6)	301	4.381	3	0.223	-
Industrial Sector (Q 1.1)	301	3.085	4	0.544	-
Legal form (unincorp./incorp.) (Q 1.2)	301	2.559	1	0.110	-
Part of a group (Q 1.3)	298	3.529	1	0.060	< 0.1
Audited (Yes/No) (Q 1.4)	296	1.373	1	0.241	-
Early warning system established (Q 1.9a)	295	0.436	2	0.804	-

Q 2.3 Risk categories* (continued)

Chi-square test	N	χ^2	df	p	Sign.
Financial risks vs.					
Size by turnover (Q 1.5)	301	6.285	4	0.179	-
Size by employees (Q 1.6)	301	5.032	3	0.169	-
Industrial Sector (Q 1.1)	301	2.342	4	0.673	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.024	1	0.877	-
Part of a group (Q 1.3)	298	0.001	1	0.980	-
Audited (Yes/No) (Q 1.4)	296	0.365	1	0.546	-
Early warning system established (Q 1.9a)	295	2.674	2	0.263	-
Group company risks vs.					
Size by turnover (Q 1.5)	301	4.975	4	0.290	-
Size by employees (Q 1.6)	301	2.277	3	0.517	-
Industrial Sector (Q 1.1)	301	1.831	4	0.767	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.554	1	0.457	-
Part of a group (Q 1.3)	298	2.031	1	0.154	-
Audited (Yes/No) (Q 1.4)	296	0.544	1	0.461	-
Early warning system established (Q 1.9a)	295	1.197	2	0.550	-
Risks from group companies abroad vs.					
Size by turnover (Q 1.5)	28	3.160	4	0.531	-
Size by employees (Q 1.6)	28	2.309	2	0.315	-
Industrial Sector (Q 1.1)	28	3.525	4	0.474	-
Legal form (unincorp./incorp.) (Q 1.2)	28	0.097	1	0.755	-
Part of a group (Q 1.3)	28	0.000	1	1.000	-
Audited (Yes/No) (Q 1.4)	27	0.049	1	0.825	-
Early warning system established (Q 1.9a)	28	0.732	2	0.693	-
Corporate governance risks vs.					
Size by turnover (Q 1.5)	301	0.553	4	0.968	-
Size by employees (Q 1.6)	301	0.676	3	0.879	-
Industrial Sector (Q 1.1)	301	12.487	4	0.014	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	301	0.577	1	0.447	-
Part of a group (Q 1.3)	298	1.445	1	0.229	-
Audited (Yes/No) (Q 1.4)	296	0.386	1	0.534	-
Early warning system established (Q 1.9a)	295	0.293	2	0.864	-
Business process risks vs.					
Size by turnover (Q 1.5)	301	14.913	4	0.005	< 0.01
Size by employees (Q 1.6)	301	6.615	3	0.085	< 0.1
Industrial Sector (Q 1.1)	301	28.203	4	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	301	0.318	1	0.573	-
Part of a group (Q 1.3)	298	0.043	1	0.836	-
Audited (Yes/No) (Q 1.4)	296	0.339	1	0.560	-
Early warning system established (Q 1.9a)	295	4.929	2	0.085	< 0.1
Other risks vs.					
Size by turnover (Q 1.5)	301	1.681	4	0.794	-
Size by employees (Q 1.6)	301	2.108	3	0.550	-
Industrial Sector (Q 1.1)	301	3.096	4	0.542	-
Legal form (unincorp./incorp.) (Q 1.2)	301	1.493	1	0.222	-
Part of a group (Q 1.3)	298	0.402	1	0.526	-
Audited (Yes/No) (Q 1.4)	296	0.270	1	0.603	-
Early warning system established (Q 1.9a)	295	1.744	2	0.418	-

* Multiple selection allowed

Q 2.4 Risk assessment: Responsibility and methods*

Chi-square test	N	χ^2	df	p	Sign.
By management alone vs.					
Size by turnover (Q 1.5)	301	19.522	4	0.001	< 0.01
Size by employees (Q 1.6)	301	10.426	3	0.015	< 0.05
Industrial Sector (Q 1.1)	301	6.840	4	0.145	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.401	1	0.527	-
Part of a group (Q 1.3)	298	8.093	1	0.004	< 0.01
Audited (Yes/No) (Q 1.4)	296	18.543	1	0.000	< 0.01
Early warning system established (Q 1.9a)	295	7.435	2	0.024	< 0.05
By management together with departments vs.					
Size by turnover (Q 1.5)	301	13.771	4	0.008	< 0.01
Size by employees (Q 1.6)	301	3.514	3	0.319	-
Industrial Sector (Q 1.1)	301	6.013	4	0.198	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.271	1	0.602	-
Part of a group (Q 1.3)	298	0.057	1	0.811	-
Audited (Yes/No) (Q 1.4)	296	10.148	1	0.001	< 0.01
Early warning system established (Q 1.9a)	295	4.344	2	0.114	-
By internal audit vs.					
Size by turnover (Q 1.5)	301	0.773	4	0.942	-
Size by employees (Q 1.6)	301	1.876	3	0.599	-
Industrial Sector (Q 1.1)	301	14.044	4	0.007	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	301	1.110	1	0.292	-
Part of a group (Q 1.3)	298	0.186	1	0.666	-
Audited (Yes/No) (Q 1.4)	296	0.625	1	0.429	-
Early warning system established (Q 1.9a)	295	0.262	2	0.877	-
By controlling department vs.					
Size by turnover (Q 1.5)	301	17.950	4	0.001	< 0.01
Size by employees (Q 1.6)	301	11.815	3	0.008	< 0.01
Industrial Sector (Q 1.1)	301	10.980	4	0.027	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	301	0.113	1	0.737	-
Part of a group (Q 1.3)	298	0.109	1	0.741	-
Audited (Yes/No) (Q 1.4)	296	7.684	1	0.006	< 0.01
Early warning system established (Q 1.9a)	295	8.400	2	0.015	< 0.05
By workshops with business units vs.					
Size by turnover (Q 1.5)	301	3.151	4	0.533	-
Size by employees (Q 1.6)	301	2.136	3	0.545	-
Industrial Sector (Q 1.1)	301	4.947	4	0.293	-
Legal form (unincorp./incorp.) (Q 1.2)	301	1.547	1	0.214	-
Part of a group (Q 1.3)	298	2.031	1	0.154	-
Audited (Yes/No) (Q 1.4)	296	7.236	1	0.007	< 0.01
Early warning system established (Q 1.9a)	295	2.448	2	0.294	-
By designated employees of business units vs.					
Size by turnover (Q 1.5)	301	10.022	4	0.040	< 0.05
Size by employees (Q 1.6)	301	8.549	3	0.036	< 0.05
Industrial Sector (Q 1.1)	301	5.572	4	0.233	-
Legal form (unincorp./incorp.) (Q 1.2)	301	1.880	1	0.170	-
Part of a group (Q 1.3)	298	2.934	1	0.087	< 0.1
Audited (Yes/No) (Q 1.4)	296	1.566	1	0.211	-
Early warning system established (Q 1.9a)	295	10.600	2	0.005	< 0.01
Inquiries by questionnaires or check lists vs.					
Size by turnover (Q 1.5)	301	4.991	4	0.288	-
Size by employees (Q 1.6)	301	3.772	3	0.287	-
Industrial Sector (Q 1.1)	301	11.492	4	0.022	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	301	0.507	1	0.477	-
Part of a group (Q 1.3)	298	10.737	1	0.001	< 0.01
Audited (Yes/No) (Q 1.4)	296	2.725	1	0.099	< 0.1
Early warning system established (Q 1.9a)	295	4.226	2	0.121	-
Other way vs.					
Size by turnover (Q 1.5)	301	2.586	4	0.629	-
Size by employees (Q 1.6)	301	3.404	3	0.333	-
Industrial Sector (Q 1.1)	301	3.682	4	0.451	-
Legal form (unincorp./incorp.) (Q 1.2)	301	0.033	1	0.855	-
Part of a group (Q 1.3)	298	2.208	1	0.137	-
Audited (Yes/No) (Q 1.4)	296	1.968	1	0.161	-
Early warning system established (Q 1.9a)	295	1.082	2	0.582	-

* Multiple selection allowed

Q 2.5a Risk assessment: Frequency

Chi-square test	N	χ^2	df	p	Sign.
Risk assessment: Frequency vs.					
Size by turnover (Q 1.5)	295	12.039	16	0.741	-
Size by employees (Q 1.6)	295	20.974	12	0.051	< 0.1
Industrial Sector (Q 1.1)	295	9.372	16	0.897	-
Legal form (unincorp./incorp.) (Q 1.2)	295	5.208	4	0.267	-
Part of a group (Q 1.3)	292	4.303	4	0.367	-
Audited (Yes/No) (Q 1.4)	291	3.399	4	0.493	-
Early warning system established (Q 1.9a)	289	41.111	8	0.000	< 0.01

Q 2.5b Risk assessment: Time horizon

Chi-square test	N	χ^2	df	p	Sign.
Risk assessment: Time horizon vs.					
Size by turnover (Q 1.5)	294	20.371	16	0.204	-
Size by employees (Q 1.6)	294	6.769	12	0.872	-
Industrial Sector (Q 1.1)	294	23.908	16	0.092	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	294	4.921	4	0.295	-
Part of a group (Q 1.3)	291	1.335	4	0.855	-
Audited (Yes/No) (Q 1.4)	290	6.026	4	0.197	-
Early warning system established (Q 1.9a)	288	6.106	8	0.635	-

Q 2.6a Risk reporting: Informing board of directors

Chi-square test	N	χ^2	df	p	Sign.
Risk reporting: Informing Board of Dirs. vs.					
Size by turnover (Q 1.5)	299	15.696	12	0.206	-
Size by employees (Q 1.6)	299	9.531	9	0.390	-
Industrial Sector (Q 1.1)	299	20.002	12	0.067	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	299	0.283	3	0.963	-
Part of a group (Q 1.3)	297	0.954	3	0.812	-
Audited (Yes/No) (Q 1.4)	294	7.702	3	0.053	< 0.1
Early warning system established (Q 1.9a)	293	16.712	6	0.010	< 0.05

Q 2.6b Risk reporting: Supervisory board informed

Chi-square test	N	χ^2	df	p	Sign.
Risk reporting: Supervis. board informed vs.					
Size by turnover (Q 1.5)	280	12.813	8	0.118	-
Size by employees (Q 1.6)	280	12.239	6	0.057	< 0.1
Industrial Sector (Q 1.1)	280	26.302	8	0.001	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	280	19.444	2	0.000	< 0.01
Part of a group (Q 1.3)	278	5.441	2	0.066	< 0.1
Audited (Yes/No) (Q 1.4)	276	12.379	2	0.002	< 0.01
Early warning system established (Q 1.9a)	274	8.609	4	0.072	< 0.1

Q 2.7 Link of risk management to business planning

Chi-square test	N	χ^2	df	p	Sign.
Link of r.m. to business planning vs.					
Size by turnover (Q 1.5)	286	9.168	8	0.328	-
Size by employees (Q 1.6)	286	5.531	6	0.478	-
Industrial Sector (Q 1.1)	286	6.173	8	0.628	-
Legal form (unincorp./incorp.) (Q 1.2)	286	1.177	2	0.555	-
Part of a group (Q 1.3)	284	1.781	2	0.410	-
Audited (Yes/No) (Q 1.4)	282	0.505	2	0.777	-
Early warning system established (Q 1.9a)	280	18.214	4	0.001	< 0.01

Q 2.8 Risk management software*

Chi-square test	N	χ^2	df	p	Sign.
Standard office software vs.					
Size by turnover (Q 1.5)	300	4.422	4	0.352	-
Size by employees (Q 1.6)	300	3.235	3	0.357	-
Industrial Sector (Q 1.1)	300	7.995	4	0.092	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	300	0.169	1	0.681	-
Part of a group (Q 1.3)	298	0.600	1	0.439	-
Audited (Yes/No) (Q 1.4)	295	0.120	1	0.730	-
Early warning system established (Q 1.9a)	294	1.859	2	0.395	-
Standard business administration software vs.					
Size by turnover (Q 1.5)	300	6.799	4	0.147	-
Size by employees (Q 1.6)	300	8.869	3	0.031	< 0.05
Industrial Sector (Q 1.1)	300	4.966	4	0.291	-
Legal form (unincorp./incorp.) (Q 1.2)	300	4.562	1	0.033	< 0.05
Part of a group (Q 1.3)	298	0.198	1	0.656	-
Audited (Yes/No) (Q 1.4)	295	0.994	1	0.319	-
Early warning system established (Q 1.9a)	294	6.555	2	0.038	< 0.05
Special risk management software vs.					
Size by turnover (Q 1.5)	300	4.973	4	0.290	-
Size by employees (Q 1.6)	300	0.936	3	0.817	-
Industrial Sector (Q 1.1)	300	1.494	4	0.828	-
Legal form (unincorp./incorp.) (Q 1.2)	300	0.267	1	0.605	-
Part of a group (Q 1.3)	298	0.555	1	0.456	-
Audited (Yes/No) (Q 1.4)	295	0.602	1	0.438	-
Early warning system established (Q 1.9a)	294	1.111	2	0.574	-
In-house software vs.					
Size by turnover (Q 1.5)	300	5.928	4	0.205	-
Size by employees (Q 1.6)	300	1.383	3	0.709	-
Industrial Sector (Q 1.1)	300	1.813	4	0.770	-
Legal form (unincorp./incorp.) (Q 1.2)	300	0.124	1	0.725	-
Part of a group (Q 1.3)	298	4.308	1	0.038	< 0.05
Audited (Yes/No) (Q 1.4)	295	1.269	1	0.260	-
Early warning system established (Q 1.9a)	294	12.894	2	0.002	< 0.01
Other software vs.					
Size by turnover (Q 1.5)	300	14.902	4	0.005	< 0.01
Size by employees (Q 1.6)	300	20.668	3	0.000	< 0.01
Industrial Sector (Q 1.1)	300	6.711	4	0.152	-
Legal form (unincorp./incorp.) (Q 1.2)	300	0.992	1	0.319	-
Part of a group (Q 1.3)	298	2.420	1	0.120	-
Audited (Yes/No) (Q 1.4)	295	1.285	1	0.257	-
Early warning system established (Q 1.9a)	294	0.548	2	0.760	-

* Multiple selection allowed

Q 2.9 Risk management expenditure

Chi-square test	N	χ^2	df	p	Sign.
Risk management expenditure vs.					
Size by turnover (Q 1.5)	282	12.107	12	0.437	-
Size by employees (Q 1.6)	282	13.384	9	0.146	-
Industrial Sector (Q 1.1)	282	11.575	12	0.480	-
Legal form (unincorp./incorp.) (Q 1.2)	282	3.446	3	0.328	-
Part of a group (Q 1.3)	280	0.594	3	0.898	-
Audited (Yes/No) (Q 1.4)	279	2.924	3	0.404	-
Early warning system established (Q 1.9a)	281	13.435	6	0.037	< 0.05

3. Balanced Scorecard and Similar Instruments

Q 3.1 Use of Balanced Scorecard

Chi-square test	N	χ^2	df	p	Sign.
Use of BSC vs.					
Size by turnover (Q 1.5)	288	9.882	8	0.273	-
Size by employees (Q 1.6)	288	9.511	6	0.147	-
Industrial Sector (Q 1.1)	288	22.632	8	0.004	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	288	1.544	2	0.462	-
Part of a group (Q 1.3)	286	0.825	2	0.662	-
Audited (Yes/No) (Q 1.4)	283	1.018	2	0.601	-
Early warning system established (Q 1.9a)	287	4.643	4	0.326	-
Use of BSC for risk management vs.					
Size by turnover (Q 1.5)	41	0.622	3	0.891	-
Size by employees (Q 1.6)	41	0.352	3	0.950	-
Industrial Sector (Q 1.1)	41	7.757	4	0.101	-
Legal form (unincorp./incorp.) (Q 1.2)	41	0.082	1	0.775	-
Part of a group (Q 1.3)	40	0.628	1	0.428	-
Audited (Yes/No) (Q 1.4)	39	1.414	1	0.234	-
Early warning system established (Q 1.9a)	41	3.350	2	0.187	-

Q 3.2 Use of shareholder value

Chi-square test	N	χ^2	df	p	Sign.
Use of SIIV vs.					
Size by turnover (Q 1.5)	290	11.890	8	0.156	-
Size by employees (Q 1.6)	290	18.379	6	0.005	< 0.01
Industrial Sector (Q 1.1)	290	14.247	8	0.076	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	290	2.965	2	0.227	-
Part of a group (Q 1.3)	288	8.424	2	0.015	< 0.05
Audited (Yes/No) (Q 1.4)	285	1.878	2	0.391	-
Early warning system established (Q 1.9a)	289	15.769	4	0.003	< 0.01
Use of SIIV for risk management vs.					
Size by turnover (Q 1.5)	50	1.587	4	0.811	-
Size by employees (Q 1.6)	50	0.692	3	0.875	-
Industrial Sector (Q 1.1)	50	4.357	4	0.360	-
Legal form (unincorp./incorp.) (Q 1.2)	50	0.101	1	0.750	-
Part of a group (Q 1.3)	49	0.077	1	0.782	-
Audited (Yes/No) (Q 1.4)	49	0.007	1	0.935	-
Early warning system established (Q 1.9a)	50	2.057	2	0.358	-

Q 3.3 Use of knowledge management

Chi-square test	N	χ^2	df	p	Sign.
Use of KM vs.					
Size by turnover (Q 1.5)	282	5.719	8	0.679	-
Size by employees (Q 1.6)	282	3.771	6	0.708	-
Industrial Sector (Q 1.1)	282	14.100	8	0.079	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	282	4.170	2	0.124	-
Part of a group (Q 1.3)	280	0.356	2	0.837	-
Audited (Yes/No) (Q 1.4)	277	1.592	2	0.451	-
Early warning system established (Q 1.9a)	281	18.918	4	0.001	< 0.01
Use of KM for risk management vs.					
Size by turnover (Q 1.5)	55	2.570	3	0.463	-
Size by employees (Q 1.6)	55	4.174	3	0.243	-
Industrial Sector (Q 1.1)	55	4.854	4	0.303	-
Legal form (unincorp./incorp.) (Q 1.2)	55	0.077	1	0.781	-
Part of a group (Q 1.3)	54	0.065	1	0.799	-
Audited (Yes/No) (Q 1.4)	55	0.253	1	0.615	-
Early warning system established (Q 1.9a)	55	10.380	2	0.006	< 0.01

Q 3.4 Use of other instruments of performance measurement

Chi-square test	N	χ^2	df	p	Sign.
Use of other instruments vs.					
Size by turnover (Q 1.5)	269	5.264	8	0.729	-
Size by employees (Q 1.6)	269	13.746	6	0.033	< 0.05
Industrial Sector (Q 1.1)	269	12.938	8	0.114	-
Legal form (unincorp./incorp.) (Q 1.2)	269	2.012	2	0.366	-
Part of a group (Q 1.3)	267	3.696	2	0.158	-
Audited (Yes/No) (Q 1.4)	264	1.179	2	0.555	-
Early warning system established (Q 1.9a)	268	8.260	4	0.083	< 0.1
Use of other instruments for risk man. vs.					
Size by turnover (Q 1.5)	15	3.300	2	0.192	-
Size by employees (Q 1.6)	15	2.000	2	0.368	-
Industrial Sector (Q 1.1)	15	0.696	3	0.874	-
Legal form (unincorp./incorp.) (Q 1.2)	15	0.536	1	0.464	-
Part of a group (Q 1.3)	15	1.875	1	0.171	-
Audited (Yes/No) (Q 1.4)	15	0.600	1	0.439	-
Early warning system established (Q 1.9a)	15	0.825	2	0.662	-

4. Project Risk Management**Q 4.1 Project-oriented business**

Chi-square test	N	χ^2	df	p	Sign.
Project-oriented business vs.					
Size by turnover (Q 1.5)	264	12.065	4	0.017	< 0.05
Size by employees (Q 1.6)	264	7.276	3	0.064	< 0.1
Industrial Sector (Q 1.1)	264	21.725	4	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	264	1.900	1	0.168	-
Part of a group (Q 1.3)	263	3.603	1	0.058	< 0.1
Audited (Yes/No) (Q 1.4)	260	2.202	1	0.138	-
Early warning system established (Q 1.9a)	258	2.532	2	0.282	-

Q 4.2 Separate project business plans

Chi-square test	N	χ^2	df	p	Sign.
Separate project business plans vs.					
Size by turnover (Q 1.5)	263	5.353	8	0.719	-
Size by employees (Q 1.6)	263	5.485	6	0.483	-
Industrial Sector (Q 1.1)	263	9.206	8	0.325	-
Legal form (unincorp./incorp.) (Q 1.2)	263	0.338	2	0.845	-
Part of a group (Q 1.3)	262	1.328	2	0.515	-
Audited (Yes/No) (Q 1.4)	259	1.126	2	0.569	-
Early warning system established (Q 1.9a)	257	22.552	4	0.000	< 0.01

Q 4.3 Consolidation of project plannings

Chi-square test	N	χ^2	df	p	Sign.
Consolidation of project plannings vs.					
Size by turnover (Q 1.5)	259	6.789	8	0.560	-
Size by employees (Q 1.6)	259	3.476	6	0.747	-
Industrial Sector (Q 1.1)	259	15.629	8	0.048	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	259	7.272	2	0.026	< 0.05
Part of a group (Q 1.3)	258	0.709	2	0.702	-
Audited (Yes/No) (Q 1.4)	255	0.195	2	0.907	-
Early warning system established (Q 1.9a)	253	14.861	4	0.005	< 0.01

Q 4.4 Risk consideration for single projects

Chi-square test	N	χ^2	df	p	Sign.
Risk consideration for single projects vs.					
Size by turnover (Q 1.5)	260	16.864	8	0.032	< 0.05
Size by employees (Q 1.6)	260	9.071	6	0.170	-
Industrial Sector (Q 1.1)	260	2.469	8	0.963	-
Legal form (unincorp./incorp.) (Q 1.2)	260	1.506	2	0.471	-
Part of a group (Q 1.3)	259	0.084	2	0.959	-
Audited (Yes/No) (Q 1.4)	256	1.561	2	0.458	-
Early warning system established (Q 1.9a)	254	24.486	4	0.000	< 0.01

Q 4.5 Risk categories for projects*

Chi-square test	N	χ^2	df	p	Sign.
Legal risks vs.					
Size by turnover (Q 1.5)	239	3.489	4	0.480	-
Size by employees (Q 1.6)	239	0.742	3	0.863	-
Industrial Sector (Q 1.1)	239	1.866	4	0.760	-
Legal form (unincorp./incorp.) (Q 1.2)	239	0.951	1	0.329	-
Part of a group (Q 1.3)	238	0.763	1	0.382	-
Audited (Yes/No) (Q 1.4)	236	0.827	1	0.363	-
Early warning system established (Q 1.9a)	233	4.454	2	0.108	-
Design and construction risks vs.					
Size by turnover (Q 1.5)	239	7.176	4	0.127	-
Size by employees (Q 1.6)	239	6.384	3	0.094	< 0.1
Industrial Sector (Q 1.1)	239	29.158	4	0.000	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	239	0.374	1	0.541	-
Part of a group (Q 1.3)	238	0.040	1	0.842	-
Audited (Yes/No) (Q 1.4)	236	1.650	1	0.199	-
Early warning system established (Q 1.9a)	233	0.748	2	0.688	-
Operational risks vs.					
Size by turnover (Q 1.5)	239	7.987	4	0.092	< 0.1
Size by employees (Q 1.6)	239	0.490	3	0.921	-
Industrial Sector (Q 1.1)	239	8.455	4	0.076	< 0.1
Legal form (unincorp./incorp.) (Q 1.2)	239	0.314	1	0.575	-
Part of a group (Q 1.3)	238	0.413	1	0.521	-
Audited (Yes/No) (Q 1.4)	236	0.007	1	0.934	-
Early warning system established (Q 1.9a)	233	0.687	2	0.709	-
Financial risks vs.					
Size by turnover (Q 1.5)	239	3.177	4	0.529	-
Size by employees (Q 1.6)	239	0.740	3	0.864	-
Industrial Sector (Q 1.1)	239	7.350	4	0.118	-
Legal form (unincorp./incorp.) (Q 1.2)	239	0.576	1	0.448	-
Part of a group (Q 1.3)	238	1.691	1	0.193	-
Audited (Yes/No) (Q 1.4)	236	0.570	1	0.450	-
Early warning system established (Q 1.9a)	233	3.058	2	0.217	-
Personnel risks vs.					
Size by turnover (Q 1.5)	239	5.159	4	0.271	-
Size by employees (Q 1.6)	239	3.144	3	0.370	-
Industrial Sector (Q 1.1)	239	13.181	4	0.010	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	239	0.082	1	0.774	-
Part of a group (Q 1.3)	238	0.527	1	0.468	-
Audited (Yes/No) (Q 1.4)	236	1.820	1	0.177	-
Early warning system established (Q 1.9a)	233	6.597	2	0.037	< 0.05
Quality risks vs.					
Size by turnover (Q 1.5)	239	3.239	4	0.519	-
Size by employees (Q 1.6)	239	2.352	3	0.503	-
Industrial Sector (Q 1.1)	239	11.447	4	0.022	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	239	1.609	1	0.205	-
Part of a group (Q 1.3)	238	0.202	1	0.653	-
Audited (Yes/No) (Q 1.4)	236	0.481	1	0.488	-
Early warning system established (Q 1.9a)	233	8.244	2	0.016	< 0.05
Environmental risks vs.					
Size by turnover (Q 1.5)	239	3.136	4	0.535	-
Size by employees (Q 1.6)	239	3.399	3	0.334	-
Industrial Sector (Q 1.1)	239	12.250	4	0.016	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	239	0.683	1	0.408	-
Part of a group (Q 1.3)	238	0.148	1	0.700	-
Audited (Yes/No) (Q 1.4)	236	1.486	1	0.223	-
Early warning system established (Q 1.9a)	233	0.112	2	0.945	-
Other risks vs.					
Size by turnover (Q 1.5)	239	0.686	4	0.953	-
Size by employees (Q 1.6)	239	0.293	3	0.961	-
Industrial Sector (Q 1.1)	239	9.905	4	0.042	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	239	0.259	1	0.611	-
Part of a group (Q 1.3)	238	1.512	1	0.219	-
Audited (Yes/No) (Q 1.4)	236	0.342	1	0.558	-
Early warning system established (Q 1.9a)	233	3.174	2	0.205	-

* Multiple selection allowed

Q 4.6 Project risk documentation*

Chi-square test	N	χ^2	df	p	Sign.
In contract documents vs.					
Size by turnover (Q 1.5)	239	6.705	4	0.152	-
Size by employees (Q 1.6)	239	1.021	3	0.796	-
Industrial Sector (Q 1.1)	239	17.543	4	0.002	< 0.01
Legal form (unincorp./incorp.) (Q 1.2)	239	0.167	1	0.683	-
Part of a group (Q 1.3)	238	0.122	1	0.727	-
Audited (Yes/No) (Q 1.4)	236	0.000	1	0.988	-
Early warning system established (Q 1.9a)	233	2.624	2	0.269	-
In project cost calculations vs.					
Size by turnover (Q 1.5)	239	1.304	4	0.861	-
Size by employees (Q 1.6)	239	1.916	3	0.590	-
Industrial Sector (Q 1.1)	239	1.713	4	0.788	-
Legal form (unincorp./incorp.) (Q 1.2)	239	2.886	1	0.089	< 0.1
Part of a group (Q 1.3)	238	0.310	1	0.578	-
Audited (Yes/No) (Q 1.4)	236	0.044	1	0.834	-
Early warning system established (Q 1.9a)	233	3.636	2	0.162	-
By project controlling vs.					
Size by turnover (Q 1.5)	239	2.716	4	0.606	-
Size by employees (Q 1.6)	239	4.583	3	0.205	-
Industrial Sector (Q 1.1)	239	3.495	4	0.479	-
Legal form (unincorp./incorp.) (Q 1.2)	239	1.153	1	0.283	-
Part of a group (Q 1.3)	238	2.164	1	0.141	-
Audited (Yes/No) (Q 1.4)	236	0.540	1	0.462	-
Early warning system established (Q 1.9a)	233	1.458	2	0.482	-
In a project database vs.					
Size by turnover (Q 1.5)	239	2.282	4	0.684	-
Size by employees (Q 1.6)	239	6.896	3	0.075	< 0.1
Industrial Sector (Q 1.1)	239	10.352	4	0.035	< 0.05
Legal form (unincorp./incorp.) (Q 1.2)	239	0.215	1	0.643	-
Part of a group (Q 1.3)	238	0.878	1	0.349	-
Audited (Yes/No) (Q 1.4)	236	2.437	1	0.118	-
Early warning system established (Q 1.9a)	233	2.970	2	0.227	-
Other way vs.					
Size by turnover (Q 1.5)	239	8.096	4	0.088	< 0.1
Size by employees (Q 1.6)	239	6.495	3	0.090	< 0.1
Industrial Sector (Q 1.1)	239	3.047	4	0.550	-
Legal form (unincorp./incorp.) (Q 1.2)	239	3.381	1	0.066	< 0.1
Part of a group (Q 1.3)	238	1.392	1	0.238	-
Audited (Yes/No) (Q 1.4)	236	0.643	1	0.423	-
Early warning system established (Q 1.9a)	233	3.975	2	0.137	-

* Multiple selection allowed

Q 4.7 Project risk integration into business planning

Chi-square test	N	χ^2	df	p	Sign.
Project risk integration into bus. planning vs.					
Size by turnover (Q 1.5)	239	11.114	8	0.195	-
Size by employees (Q 1.6)	239	13.260	6	0.039	< 0.05
Industrial Sector (Q 1.1)	239	5.404	8	0.714	-
Legal form (unincorp./incorp.) (Q 1.2)	239	4.925	2	0.085	< 0.1
Part of a group (Q 1.3)	238	1.821	2	0.402	-
Audited (Yes/No) (Q 1.4)	236	0.410	2	0.815	-
Early warning system established (Q 1.9a)	233	7.461	4	0.113	-

Q 4.8 Project risk scenarios

Chi-square test	N	χ^2	df	p	Sign.
Project risk scenarios vs.					
Size by turnover (Q 1.5)	230	12.953	8	0.113	-
Size by employees (Q 1.6)	230	3.774	6	0.707	-
Industrial Sector (Q 1.1)	230	6.391	8	0.604	-
Legal form (unincorp./incorp.) (Q 1.2)	230	1.758	2	0.415	-
Part of a group (Q 1.3)	229	1.456	2	0.483	-
Audited (Yes/No) (Q 1.4)	227	1.141	2	0.565	-
Early warning system established (Q 1.9a)	224	4.702	4	0.319	-

H Questionnaire Results Versus Data Waves: Chi-Square Test

For each question Appendix H assembles the outcomes of the chi-square test whether the respective questionnaire result is significantly dependent on the data waves of 2002 and 2004 (see Table 4.1 of Chapter 4).

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* Multiple selection allowed

1. Basic Data and Business Planning**Q 1.1 Industrial sector**

Chi-square test	N	χ^2	df	p	Sign.
	314	8.988	4	0.061	< 0.1

Q 1.2 Legal form (unincorporated/incorporated)

Chi-square test	N	χ^2	df	p	Sign.
	314	6.737	1	0.009	< 0.01

Q 1.3 Part of a group

Chi-square test	N	χ^2	df	p	Sign.
	311	0.097	1	0.755	-

Q 1.4 Audited (Yes/No)

Chi-square test	N	χ^2	df	p	Sign.
	308	0.472	1	0.492	-

Q 1.5 Size by turnover

Chi-square test	N	χ^2	df	p	Sign.
	314	11.599	4	0.021	< 0.05

Q 1.6 Size by employees

Chi-square test	N	χ^2	df	p	Sign.
	314	12.846	3	0.005	< 0.01

Q 1.7a Long-term planning: Components*

Chi-square test	N	χ^2	df	p	Sign.
Budgeted profit statement	313	2.893	1	0.089	< 0.1
Cash budget	313	0.028	1	0.868	-
Budgeted balance sheet	313	0.029	1	0.865	-
Master budget	313	0.000	1	0.998	-
Other planning	313	2.344	1	0.126	-

* Multiple selection allowed

Q 1.7b Long-term planning: Time horizon

Chi-square test	N	χ^2	df	p	Sign.
	276	1.128	3	0.770	-

Q 1.8 Short-term planning: Components*

Chi-square test	N	χ^2	df	p	Sign.
Budgeted profit statement	310	10.789	1	0.001	< 0.01
Cash budget	310	0.891	1	0.345	-
Other planning	310	6.283	1	0.012	< 0.05

* Multiple selection allowed

Q 1.9a Early warning system established

Chi-square test	N	χ^2	df	p	Sign.
	308	4.206	2	0.122	-

Q 1.9b Early warning system required

Chi-square test	N	χ^2	df	p	Sign.
	299	4.587	1	0.032	< 0.05

2. General Risk Management

Q 2.1a Responsible for risk management implementation*

Chi-square test	N	χ^2	df	p	Sign.
Board of directors	299	0.119	1	0.730	-
Internal audit	299	1.334	1	0.248	-
Designated risk manager	299	0.057	1	0.811	-
Chief financial officer	299	1.355	1	0.244	-
Head of accounting department	299	0.998	1	0.318	-
Controlling department	299	0.852	1	0.356	-
Staff of business units	299	1.639	1	0.200	-
Other	299	3.628	1	0.057	< 0.1

* Multiple selection allowed

Q 2.1b Responsible for risk management reviewing*

Chi-square test	N	χ^2	df	p	Sign.
Board of directors	298	0.700	1	0.403	-
Internal audit	298	0.008	1	0.928	-
Controlling department	298	2.232	1	0.135	-
Self-control of business units	298	0.654	1	0.419	-
Other	298	0.313	1	0.576	-

* Multiple selection allowed

Q 2.2 Risk management documentation*

Chi-square test	N	χ^2	df	p	Sign.
Risk management manual	297	0.356	1	0.551	-
General procedural manual	297	1.898	1	0.168	-
Controlling manual	297	0.107	1	0.743	-
Other	297	9.087	1	0.003	< 0.01

* Multiple selection allowed

Q 2.3 Risk categories*

Chi-square test	N	χ^2	df	p	Sign.
Strategic risks	301	0.364	1	0.546	-
Market risks	301	3.625	1	0.057	< 0.1
Legal risks	301	0.004	1	0.953	-
Financial risks	301	0.913	1	0.339	-
Group company risks	301	0.142	1	0.706	-
Risks from group companies abroad	28	3.429	1	0.064	< 0.1
Corporate governance risks	301	0.038	1	0.844	-
Business process risks	301	0.950	1	0.330	-
Other risks	301	0.607	1	0.436	-

* Multiple selection allowed

Q 2.4 Risk assessment: Responsibility and methods*

Chi-square test	N	χ^2	df	p	Sign.
By management alone	301	0.008	1	0.929	-
By management together with departments	301	0.588	1	0.443	-
By internal audit	301	0.511	1	0.475	-
By controlling department	301	0.008	1	0.929	-
By workshops with business units	301	0.013	1	0.909	-
By designated employees of business units	301	0.195	1	0.659	-
Inquiries by questionnaires or check lists	301	0.132	1	0.716	-
Other way	301	0.607	1	0.436	-

* Multiple selection allowed

Q 2.5a Risk assessment: Frequency

Chi-square test	N	χ^2	df	p	Sign.
	295	10.474	4	0.033	< 0.05

Q 2.5b Risk assessment: Time horizon

Chi-square test	N	χ^2	df	p	Sign.
	294	1.781	4	0.776	-

Q 2.6a Risk reporting: Informing board of directors

Chi-square test	N	χ^2	df	p	Sign.
	299	3.546	3	0.315	-

Q 2.6b Risk reporting: Supervisory board informed

Chi-square test	N	χ^2	df	p	Sign.
	280	9.730	2	0.008	< 0.01

Q 2.7 Link of risk management to business planning

Chi-square test	N	χ^2	df	p	Sign.
	286	4.016	2	0.134	-

Q 2.8 Risk management software*

Chi-square test	N	χ^2	df	p	Sign.
Standard office software	300	0.973	1	0.324	-
Standard business administration software	300	4.483	1	0.034	< 0.05
Special risk management software	300	0.334	1	0.563	-
In-house software	300	0.180	1	0.672	-
Other software	300	1.056	1	0.304	-

* Multiple selection allowed

Q 2.9 Risk management expenditure

Chi-square test	N	χ^2	df	p	Sign.
	282	10.554	3	0.014	< 0.05

3. Balanced Scorecard and Similar Instruments**Q 3.1 Use of Balanced Scorecard**

Chi-square test	N	χ^2	df	p	Sign.
Use of BSC	288	5.844	2	0.054	< 0.1
Use of BSC for risk management	41	0.579	1	0.447	-

Q 3.2 Use of shareholder value

Chi-square test	N	χ^2	df	p	Sign.
Use of SHIV	290	4.511	2	0.105	-
Use of SHIV for risk management	50	0.417	1	0.519	-

Q 3.3 Use of knowledge management

Chi-square test	N	χ^2	df	p	Sign.
Use of KM	282	0.377	2	0.828	-
Use of KM for risk management	55	0.665	1	0.415	-

Q 3.4 Use of other instruments of performance measurement

Chi-square test	N	χ^2	df	p	Sign.
Use of other instruments	269	4.345	2	0.114	-
Use of other instruments for risk man.	15	0.536	1	0.464	-

4. Project Risk Management

Q 4.1 Project-oriented business

Chi-square test	N	χ^2	df	p	Sign.
	264	3.330	1	0.068	< 0.1

Q 4.2 Separate project business plans

Chi-square test	N	χ^2	df	p	Sign.
	263	0.392	2	0.822	-

Q 4.3 Consolidation of project plannings

Chi-square test	N	χ^2	df	p	Sign.
	259	4.639	2	0.098	< 0.1

Q 4.4 Risk consideration for single projects

Chi-square test	N	χ^2	df	p	Sign.
	260	2.969	2	0.227	-

Q 4.5 Risk categories for projects*

Chi-square test	N	χ^2	df	p	Sign.
Legal risks	239	0.225	1	0.635	-
Design and construction risks	239	0.065	1	0.800	-
Operational risks	239	0.224	1	0.636	-
Financial risks	239	0.970	1	0.325	-
Personnel risks	239	0.007	1	0.931	-
Quality risks	239	0.630	1	0.427	-
Environmental risks	239	0.649	1	0.420	-
Other risks	239	4.213	1	0.040	< 0.05

* Multiple selection allowed

Q 4.6 Project risk documentation*

Chi-square test	N	χ^2	df	p	Sign.
In contract documents	239	1.412	1	0.235	-
In project cost calculations	239	4.749	1	0.029	< 0.05
By project controlling	239	0.113	1	0.737	-
In a project database	239	3.803	1	0.051	< 0.1
Other way	239	2.597	1	0.107	-

* Multiple selection allowed

Q 4.7 Project risk integration into business planning

Chi-square test	N	χ^2	df	p	Sign.
	239	4.852	2	0.088	< 0.1

Q 4.8 Project risk scenarios

Chi-square test	N	χ^2	df	p	Sign.
	230	0.448	2	0.799	-

I Researcher’s Interview Schedule

Appendix I contains the researcher’s detailed interview schedule which was the base for all interviews.

INTRODUCTION

1. General introduction to researcher, affiliation, etc.
2. Technical introduction

This study focuses on the way companies deal with risk management aspects. More specifically, questions will probe:

- the ways you have integrated the risk management process in your business model and
- your satisfaction with the current state of the risk management

The interview contains a mixture of basic data questions (which you have received in advance) and open-ended questions designed to ensure that I gain a full understanding of the risk management practice in your company.

Would you have any objections to the interview being tape-recorded? This would enable me to listen carefully and gain the greatest benefit from the interview. It also ensures that the accuracy of the data collected is preserved. As explained in my letter, confidentiality is assured to all participants. No data will be associated with any individual or organization. Ultimately, my research interest is in underlying patterns across different organizations, and not in particular cases.

BACKGROUND

Q 1 Some facts about your business:

- (a) How would you characterize the external business environment for your company?(customer prospects, competitors, legal regulation/legislation).
- (b) How would you characterize the internal business environment? (technology for products/services, research and development activity).
- (c) Do you have a shortage of skilled-labour? If so, please gives details.
- (d) Does your firm hold accreditation to any certification standards, such as ISO 2000 etc.? If so, please tell which ones.
- (e) In what way has the annual turnover of your firm changed in the past three years? (decreased, static, increased).

Q 2 Do you feel that your lending bank has changed the business contacts due to Basel II?

Probe for details:

- (a) How does this become evident? Are greater demands made on the general reporting or on more timely and detailed management reports?
- (b) Has your lending bank already enquired about the existence of a risk management and about early warning mechanisms?
- (c) Has your lending bank already carried out a rating for your enterprise? If so, What were the main/essential results? (New Rating Guidelines, Basel II rules).

PART I – ORGANIZATION OF RISK MANAGEMENT

Q 3 What is the current state of risk management in your enterprise?

If respondent indicates negative responses:

What are the reasons that you have not implemented a risk management?

If responses are positive then probe for details:

- (a) Who is responsible for implementing and developing your risk management (management, designated employees)?
- (b) How formal is the implementation and development of your risk management fixed (verbal/written instructions, general documentation, special manual)? (Responsibilities and Duties).
- (c) Is there any formal risk management training for those employees who deal with risk management?

Q 4 What are your experiences when dealing with risks in your enterprise?

Probe:

Has your firm encountered any event or major loss in the past three years that might have endangered your firm’s survival? If so, please describe.

How have you dealt with it?

Did your firm subsequently take any action to reduce the likelihood or severity of a loss should a similar event occur again? If so, please tell me what action was taken.

Q 5 Techniques for dealing with risk (risk management strategies): How are these structured?

Q 6 Do you have a disaster and/or contingency planning?

Probe for details:

- (a) Are there replacement regulations for the management?
- (b) How will the sudden unavailability of the owner/managing director through illness, injury, death or other reasons be handled?
- (c) Do you have a succession planning for the owner/managing director of the business?
- (d) Has your lending bank already enquired about these issues?

PART II – RISK MANAGEMENT PROCESS

- Q 7** In which risk categories do you evaluate risks (e.g. strategic risks, market risks, risks related to business processes, personnel, research and development)?
- Q 8** Who is responsible for identifying and evaluating risks?
Probe for details:
(a) Which instruments do you use for identifying and evaluating risks?
(b) Do you deal with non-financial risks? If so, please give me details.
- Q 9** Are essential risks associated with early warning measures?
- Q 10** Do you summarize the risks being considered to form a risk universe (risk portfolio/risk profile)?
Probe for details:
If so, how is this risk universe structured? Please describe briefly. Would you show me such a risk universe?
- Q 11** Is your risk management process supported by software?
Probe for details:
(a) If so, which software do you use?
(b) What are your experiences with this software?
- Q 12** Where do you see the greatest problems/the need for action concerning the risk management in your enterprise?

PART III – BUSINESS PLANNING

- Q 13** How is your business planning structured?
Probe for details:
(a) Planning practices and intensity.
(b) Planning horizon.
(c) Does your business planning allow simple “playful variation” of planning figures to estimate the effect on the development of profit/loss and liquidity?
(d) Is there a link of your business planning to the risk management? If so, how is this link structured?
(e) How do you realize the effects of risks on the figures of profit/loss and liquidity (use of simulation techniques)?

PART IV – USE OF BALANCED SCORECARD AND SIMILAR INSTRUMENTS

Q 14 Is the concept of Balanced Scorecard known to you, at least to some extent?

If so:

Is the Balanced Scorecard already used, or do you plan to use it in the nearer future?

(a) How is your Balanced Scorecard structured? How do you work with it?

(b) Is the Balanced Scorecard also used for the purpose of risk management?

If so, how is the identification and evaluation of risks carried out in detail?

Q 15 Which other strategic instruments do you use for performance measurement?

If there are difficulties of understanding, examples will be given (e.g. portfolio analysis, product life cycle, SWOT-Analysis, benchmarking, TQM, market and competitor analysis, customer value analysis, customer satisfaction).

PART V – PROJECT RISK MANAGEMENT

This part only applies to enterprises with **project-activity**.

Q 16 Does your business deal with single projects?

If so:

(a) How is the managing of single projects carried out (planning techniques)?

(b) How is the managing of all projects as a whole carried out?

If not, end here.

Q 17 Do you consider risks for single projects?

If so:

(a) During which phases of the project life-cycle?

(b) Which risk categories do you consider for your single projects?

(c) Are all your projects subject to an overall risk measurement or only a part of them?

(d) If only a part of the projects is subject to risk management considerations, please give details by which rules the respective projects are selected and dealt with.

If not: Why? Please explain.

Q 18 Which techniques do you use to identify and evaluate project risks?

Probe for details:

- (a) How do you consider the identified risks in single projects?
- (b) How do you bring together the overall risk position of projects/overall amount of risk exposure on a project?
- (c) Where do you see the largest problems/difficulties with respect to project risk management in your business? Where is need for action to improve your project risk management?

DEMOGRAPHIC INFORMATION REGARDING RESPONDENT

MANAGEMENT TITLE

EDUCATIONAL BACKGROUND

WORK EXPERIENCE

J Interviewee's Guideline

This appendix presents short information on the course of the interview. It was sent to the interviewee a week before the interview took place. In addition to that, the number of employees, the annual turnover, the industry sector and other basic data such as being part of a group or being audited were determined.

Interview guideline

Many thanks, that you agreed to participate in an interview on the issue of risk management. To give you in advance an idea of which topics I wish to discuss with you in detail, I send you the following interview guideline.

Organization of risk management

- Who is responsible for implementing and improving of your risk management (e.g., board of directors, designated employees)?
- How formal is the proceeding of risk management?
- If you do not carry out special risk management: What are the reasons?

Methods of risk management

- Who is responsible for identifying and evaluating risks?
- Which methods do you employ for identifying and evaluating risks?
- Is your risk management supported by software?

Business planning and risk management

- How is your business planning built up (e.g., profit planning, financial planning, balance sheet planning; planning in separate or integrated form)?
- Is there a link between business planning and risk management? How is this link established?

Balanced Scorecard and risk management

- Is, to some extent, the concept of Balanced Scorecard known to you?

If the concept is known:

- Do you already use the Balanced Scorecard? How?
- Do you use the Balanced Scorecard for risk management purposes? How?

Single projects and risk management

- Does your enterprise deal with projects?

If your enterprise is project-oriented:

- By which planning techniques are projects managed?
- Do you consider risks for single projects? Which methods do you employ for identifying and evaluating project risks?

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K Demographic Data of Interviewed Companies

Appendix K offers a summary of the demographic data of the 38 companies which had been interviewed. The issues numbers refer to Appendix L.

In-ter-view no.	Month of inter-view	Industrial sector	Legal form	Position of inter-viewee	Com-pany age (years)	Part of a group	Annual turn-over (m€)	No. of employ-ees	Average no. of projects	Average project duration	ISO-audit	Owner-/other manager	Ques-tion-naire respon-dent
	I 1.1	I 1.4	I 1.7	I 1.2	I 1.6	I 1.8*	I 1.9	I 1.10	I 1.12	I 1.13	I 1.11	I 1.5	I 1.14
1	04.2005	Other	GmbH	MD	11	No	≤ 2	7	150	1 day - 12 months	No	Owner	No
2	04.2005	Trade/...	GmbH	MD	100	No	≤ 2	21	No stmt.	2-6 weeks	No	Owner	No
3	05.2005	Other	GmbH	MD	49	No	≤ 10	96	-	-	Yes	Owner	No
4	05.2005	IT	GmbH	MD	15	No	≤ 2	8	30-40	4 weeks	No	Owner	No
5	06.2005	Other	GmbH	MD, MA, M	10	No	≤ 50	114	-	-	Yes	Owner	Yes
6	06.2005	Other	OIG	MD, QM	58	Yes	≤ 50	200	20	3-24 months	Yes	Other	No
7	06.2005	Construction	GmbH	MD	11	No	≤ 10	20	100	1-18 months	Yes	Owner	Yes
8	06.2005	Trade/...	KG	MD	173	No	≤ 50	170	-	-	No	Owner	No
9	06.2005	Construction	GmbH	MD	15	No	≤ 50	120	15	4-18 months	No	Owner	No
10	06.2005	Other	AG	CFO	13	Yes	> 50	640	20	6-24 months	Yes	Other	Yes
11	07.2005	Engineering	GmbH	MD	58	No	≤ 50	59	100-150	3-36 months	Yes	Other	Yes
12	07.2005	Construction	EU	MD	100	No	≤ 2	8	-	-	No	Owner	No
13	07.2005	IT	AG	MA	15	No	≤ 10	75	25	1-36 months	Yes	Other	No
14	07.2005	Engineering	GmbH	MD, CFO, MA	2	No	≤ 50	200	10	6-36 months	Yes	Owner	No
15	07.2005	Other	KG	CFO	14	No	≤ 50	290	-	-	Yes	Other	No
16	07.2005	Other	GmbH	CFO, MA	15	Yes	≤ 50	64	40	2 days - 18 months	Yes	Other	Yes
17	07.2005	IT	GbR	MD	6	No	≤ 2	1	3	3-6 months	No	Owner	Yes
18	07.2005	Other	GmbH	MD	13	Yes	> 50	400	3	3-4 years	Yes	Other	Yes
19	07.2005	Auditing/...	GmbH	MD, MA	19	No	≤ 2	12	600	2 weeks - 5 years	Yes	Owner	Yes
20	07.2005	Engineering	GmbH	MD, MA	15	No	≤ 50	245	-	-	Yes	Other	No
21	07.2005	Other	GmbH	CFO, MA, HR	59	Yes	≤ 50	365	-	-	Yes	Other	No
22	07.2005	Trade/...	GbR	MD	3	No	≤ 2	3	-	-	No	Owner	No
23	07.2005	Other	GmbH	CFO, MD	84	No	> 50	450	20	3-7 years	Yes	Other	No
24	07.2005	Engineering	GmbH	MD	8	No	≤ 10	45	15	4-5 months	No	Owner	No
25	07.2005	Other	KGaA	CFO	60	No	> 50	600	12	9-24 months	Yes	Owner	Yes
26	08.2005	Other	GmbH	MD	5	No	≤ 2	25	80-120	1 day - 12 months	No	Owner	No
27	08.2005	IT	GmbH	MD	3	No	≤ 2	4	10	2 days - 8 months	No	Owner	No
28	08.2005	Trade/...	EU	MD	40	No	≤ 2	4	-	-	No	Owner	No
29	08.2005	Other	GmbH	CFO, MD	11	No	≤ 50	260	7	1-3 months	Yes	Other	Yes
30	08.2005	Other	GmbH	MD, MA	15	Yes	≤ 50	335	40	6-36 months	Yes	Other	Yes
31	08.2005	Engineering	GmbH	MA	13	Yes	≤ 50	300	80	4-14 months	Yes	Other	No
32	09.2005	Auditing/...	GmbH	MD	15	No	≤ 2	18	-	-	No	Owner	No
33	10.2005	Other	EU	MD	4	No	≤ 2	1	15	1 week-1.5 years	No	Owner	No
34	10.2005	Construction	EU	MD	4	No	≤ 2	1	3	1-48 months	No	Owner	No
35	10.2005	Other	AG	A, CA	50	No	≤ 50	400	5	3-36 months	Yes	Other	No
36	11.2005	Engineering	OIG	MD	14	No	≤ 10	49	20	1-18 months	Yes	Owner	No
37	11.2005	Auditing/...	GbR	MD	57	No	≤ 10	25	-	-	Yes	Owner	No
38	01.2006	Other	GmbH	MD	12	No	≤ 50	343	-	-	Yes	Owner	No

* More than 25% owned by a single holding company

A	Accountant
CA	Chartered accountant
CFO	Chief financial officer
HR	Human resource manager
M	Marketing
MA	Management accountant
MD	Managing director
QM	Quality management representative

L Quantitative Interview Issues Versus Company Size

As in the case of the questionnaire (cf. Appendix F), this appendix presents for the quantitative interview data a crosstabulation versus the basic size variables annual turnover and number of employees. The respective size classes have been introduced in Chapter 1.3. The “Rank” column refers to the ranking defined by the “Total” column. Those issues that have been incorporated in the construction of scoring variables have an additional column “Score” which shows the respective scoring value being used for the encoding.

There is a remark if a question allowed multiple selection. In this case the numbers may add up to more than the respective total.

Some selected respondents’ entries are reported that specified the “Other” option of an interview issue.

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* Multiple selection allowed

1. Characteristics of Interviewees

I 1.1 Month of interview

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
04.2005	2	0	0	0	2	5
05.2005	1	1	0	0	2	5
06.2005	0	1	5	0	6	2
07.2005	4	2	6	3	15	1
08.2005	3	0	3	0	6	2
09.2005	1	0	0	0	1	8
10.2005	2	0	1	0	3	4
11.2005	0	2	0	0	2	5
12.2005	0	0	0	0	0	10
01.2006	0	0	1	0	1	8
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
04.2005	1	1	0	0	0	2	5
05.2005	1	0	1	0	0	2	5
06.2005	0	1	4	0	1	6	2
07.2005	3	2	5	4	1	15	1
08.2005	2	1	0	3	0	6	2
09.2005	0	1	0	0	0	1	8
10.2005	2	0	0	1	0	3	4
11.2005	0	2	0	0	0	2	5
12.2005	0	0	0	0	0	0	10
01.2006	0	0	0	1	0	1	8
Total	9	8	10	9	2	38	

I 1.2 Position of interviewee

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Managing director	11	6	8	1	26	1
Deputy of managing director	2	0	1	0	3	3
Head of controlling/accounting/finance	0	0	7	2	9	2
Certified chartered accountant	0	0	0	0	0	4
Other position	0	0	0	0	0	4
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Managing director	8	7	9	2	0	26	1
Deputy of managing director	1	1	0	1	0	3	3
Head of controlling/accounting/finance	0	0	1	6	2	9	2
Certified chartered accountant	0	0	0	0	0	0	4
Other position	0	0	0	0	0	0	4
Total	9	8	10	9	2	38	

I 1.3 Education of interviewee

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Doctorate	1	2	2	0	5	3
Joint degree in business management / engineering	2	0	2	1	5	3
Degree in business management or business economics	2	1	7	2	12	1
Engineer	5	3	4	0	12	1
Craftsman, technician, accountant	3	0	1	0	4	5
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Doctorate	1	1	3	0	0	5	3
Joint degree in business management / engineering	2	0	1	2	0	5	3
Degree in business management or business economics	0	2	3	5	2	12	1
Engineer	5	3	2	2	0	12	1
Craftsman, technician, accountant	1	2	1	0	0	4	5
Total	9	8	10	9	2	38	

I 1.4 Industrial sector

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Construction	2	1	1	0	4	3
Engineering	0	2	4	0	6	2
Information technology	3	1	0	0	4	3
Auditing/consulting/training	2	1	0	0	3	6
Trade/service/logistics	3	0	1	0	4	3
Other sector	3	1	10	3	17	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Construction	2	1	1	0	0	4	3
Engineering	0	2	3	1	0	6	2
Information technology	3	0	1	0	0	4	3
Auditing/consulting/training	0	3	0	0	0	3	6
Trade/service/logistics	2	1	1	0	0	4	3
Other sector	2	1	4	8	2	17	1
Total	9	8	10	9	2	38	

I 1.5 Owner manager/other manager

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Owner manager	13	5	5	1	24	1
Other manager	0	1	11	2	14	2
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Owner manager	9	8	5	1	1	24	1
Other manager	0	0	5	8	1	14	2
Total	9	8	10	9	2	38	

I 1.6 Company age

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
0 to 4 years	4	0	1	0	5	3
5 to 9 years	2	1	0	0	3	4
10 to 19 years	4	3	10	1	18	1
20 and more years	3	2	5	2	12	2
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
0 to 4 years	4	0	1	0	0	5	3
5 to 9 years	1	2	0	0	0	3	4
10 to 19 years	2	4	5	6	1	18	1
20 and more years	2	2	4	3	1	12	2
Total	9	8	10	9	2	38	

I 1.7 Legal form

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Sole trader/unincorporated owner-managed	6	2	3	0	11	2
Public: AG (Public limited company)	0	1	2	0	3	3
KGaA (Limited partnership on shares)	0	0	0	1	1	4
GmbH (Private limited company)	7	3	11	2	23	1
Incorporated society	0	0	0	0	0	5
Other legal form	0	0	0	0	0	5
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Sole trader/unincorporated owner-managed	6	2	2	1	0	11	2
Public: AG (Public limited company)	0	0	1	1	1	3	3
KGaA (Limited partnership on shares)	0	0	0	0	1	1	4
GmbH (Private limited company)	3	6	7	7	0	23	1
Incorporated society	0	0	0	0	0	0	5
Other legal form	0	0	0	0	0	0	5
Total	9	8	10	9	2	38	

I 1.7 Legal form (unincorporated/incorporated)

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Unincorporated firm	6	2	3	0	11	2
Incorporated firm	7	4	13	3	27	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Unincorporated firm	6	2	2	1	0	11	2
Incorporated firm	3	6	8	8	2	27	1
Total	9	8	10	9	2	38	

I 1.8 Part of a group

Note: More than 25% owned by a single holding company

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Yes	0	0	6	1	7	2
No	13	6	10	2	31	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Yes	0	0	2	4	1	7	2
No	9	8	8	5	1	31	1
Total	9	8	10	9	2	38	

I 1.9 Annual turnover

	Size by turnover (I 1.9)				Total
	Micro	Small	Medium	Large	
N	13	6	16	3	38

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Micro (up to 2 million Euros)	9	4	0	0	0	13	2
Small (more than 2 to 10 million Euros)	0	4	2	0	0	6	3
Medium (more than 10 to 50 million Euros)	0	0	8	7	1	16	1
Large (more than 50 million Euros)	0	0	0	2	1	3	4
Total	9	8	10	9	2	38	

I 1.10 Number of employees

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Micro (up to 9 employees)	9	0	0	0	9	2
Small (10 to 49 employees)	4	4	0	0	8	3
Medium (50 to 249 employees)	0	2	8	0	10	1
Large (250 to 499 employees)	0	0	7	2	9	2
Very large (500 and more employees)	0	0	1	1	2	4
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total
	Micro	Small	Medium	Large	Very large	
N	9	8	10	9	2	38
Minimum	1	12	59	260	600	1
Maximum	8	49	245	450	640	640
Mean	4.11	26.88	134.30	349.22	620.00	157.32
Standard deviation	2.934	13.131	65.298	60.924	28.284	178.765

I 1.11 ISO-audit

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Yes	1	5	14	3	23	1
No	12	1	2	0	15	2
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Yes	0	4	8	9	2	23	1
No	9	4	2	0	0	15	2
Total	9	8	10	9	2	38	

I 1.12 Average number of projects

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
0 to 9 projects	2	0	2	1	5	3
10 to 19 projects	2	1	2	1	6	2
20 to 100 projects	1	2	5	1	9	1
100 and more projects	3	1	1	0	5	3
No statement	1	0	0	0	1	5
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
0 to 9 projects	2	0	0	3	0	5	3
10 to 19 projects	2	1	2	0	1	6	2
20 to 100 projects	1	1	3	3	1	9	1
100 and more projects	1	3	1	0	0	5	3
No statement	0	1	0	0	0	1	5
Total	6	6	6	6	2	26	

I 1.13 Average project duration

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
0 to 5 months	4	1	1	1	7	3
6 to 11 months	3	2	3	0	8	1
12 to 23 months	0	1	6	1	8	1
24 and more months	2	0	0	1	3	4
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
0 to 5 months	3	2	0	2	0	7	3
6 to 11 months	2	3	2	1	0	8	1
12 to 23 months	0	0	4	2	2	8	1
24 and more months	1	1	0	1	0	3	4
Total	6	6	6	6	2	26	

I 1.14 Questionnaire participant

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Yes	2	1	6	2	11	2
No	11	5	10	1	27	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Yes	1	2	3	3	2	11	2
No	8	6	7	6	0	27	1
Total	9	8	10	9	2	38	

2. Uncertainty in the Business Environment**I 2.1 External environment**

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Relationship to customers (I 2.1.1)						
Getting better	1	0	0	1	2	3
Static	6	1	8	1	16	2
Getting worse	6	5	8	1	20	1
Total	13	6	16	3	38	
Relationship to competitors (I 2.1.2)						
Getting better	0	0	0	0	0	3
Static	6	4	7	2	19	1
Getting worse	7	2	9	1	19	1
Total	13	6	16	3	38	
Governmental regulations (I 2.1.3)						
Getting better	0	0	0	0	0	3
Static	9	5	13	1	28	1
Getting worse	4	1	3	2	10	2
Total	13	6	16	3	38	
Relationship to bank/Basel II (I 2.1.4)						
Getting better	0	0	0	1	1	3
Static	6	3	13	2	24	1
Getting worse	7	3	3	0	13	2
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Relationship to customers (I 2.1.1)							
Getting better	1	0	0	1	0	2	3
Static	4	3	4	5	0	16	2
Getting worse	4	5	6	3	2	20	1
Total	9	8	10	9	2	38	
Relationship to competitors (I 2.1.2)							
Getting better	0	0	0	0	0	0	3
Static	5	4	5	5	0	19	1
Getting worse	4	4	5	4	2	19	1
Total	9	8	10	9	2	38	
Governmental regulations (I 2.1.3)							
Getting better	0	0	0	0	0	0	3
Static	6	6	9	5	2	28	1
Getting worse	3	2	1	4	0	10	2
Total	9	8	10	9	2	38	
Relationship to bank/Basel II (I 2.1.4)							
Getting better	0	0	0	0	1	1	3
Static	6	3	7	7	1	24	1
Getting worse	3	5	3	2	0	13	2
Total	9	8	10	9	2	38	

I 2.2 Internal environment

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
State of technology (I 2.2.1)						
Is mature	9	5	14	1	29	1
Can be improved	4	0	2	1	7	2
Just introduced	0	1	0	1	2	3
Total	13	6	16	3	38	
State of product (I 2.2.2)						
Is mature	9	2	13	1	25	1
Can be improved	2	3	2	1	8	2
Just introduced	2	1	1	1	5	3
Total	13	6	16	3	38	
Shortage of personnel (I 2.2.3)						
No shortage	8	3	12	0	23	1
Shortage	5	3	4	3	15	2
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Technology (I 2.2.1)							
Is mature	7	6	9	6	1	29	1
Can be improved	2	2	0	2	1	7	2
Just introduced	0	0	1	1	0	2	3
Total	9	8	10	9	2	38	
Product innovation (I 2.2.2)							
Is mature	7	4	8	5	1	25	1
Can be improved	1	3	1	3	0	8	2
Just introduced	1	1	1	1	1	5	3
Total	9	8	10	9	2	38	
Shortage of personnel (I 2.2.3)							
No shortage	5	4	7	7	0	23	1
Shortage	4	4	3	2	2	15	2
Total	9	8	10	9	2	38	

I 2.3 Turnover growth

Note: During the last three years

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Strongly increasing	0	2	2	0	4	4
Slightly increasing	1	0	2	0	3	5
Static	6	1	8	3	18	1
Slightly decreasing	3	2	2	0	7	2
Strongly decreasing	3	1	2	0	6	3
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Strongly increasing	0	1	2	1	0	4	4
Slightly increasing	1	0	0	2	0	3	5
Static	4	3	6	3	2	18	1
Slightly decreasing	3	1	2	1	0	7	2
Strongly decreasing	1	3	0	2	0	6	3
Total	9	8	10	9	2	38	

I 2.4 External support

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Certified chartered accountant	0	2	16	3	21	1
Tax advisor	10	3	0	0	13	2
Management consultant	1	0	0	0	1	4
No external support	2	1	0	0	3	3
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Certified chartered accountant	0	1	9	9	2	21	1
Tax advisor	7	5	1	0	0	13	2
Management consultant	0	1	0	0	0	1	4
No external support	2	1	0	0	0	3	3
Total	9	8	10	9	2	38	

3. Business Planning**I 3.1 Components of long-term business planning***

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Budgeted profit statement	11	5	12	1	29	1	1
Cash budget	5	4	12	1	22	2	1
Budgeted balance sheet	2	0	5	1	8	3	1
Master budget	1	1	4	2	8	3	5
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Budgeted profit statement	8	6	9	6	0	29	1	1
Cash budget	4	3	9	6	0	22	2	1
Budgeted balance sheet	1	1	2	4	0	8	3	1
Master budget	0	2	1	3	2	8	3	5
Total	9	8	10	9	2	38		

* Multiple selection allowed

I 3.2 Time horizon of long-term business planning

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
1 year	9	3	4	0	16	1	1
2 to 3 years	2	2	8	0	12	2	2
4 years and more	1	1	4	3	9	3	3
No statement	1	0	0	0	1	4	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
1 year	7	4	4	1	0	16	1	1
2 to 3 years	1	3	4	3	1	12	2	2
4 years and more	0	1	2	5	1	9	3	3
No statement	1	0	0	0	0	1	4	0
Total	9	8	10	9	2	38		

I 3.3 Components of short-term business planning*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Budgeted profit statement	9	5	16	3	33	1	1
Cash budget	6	3	14	3	26	2	1
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Budgeted profit statement	6	6	10	9	2	33	1	1
Cash budget	3	5	8	8	2	26	2	1
Total	9	8	10	9	2	38		

* Multiple selection allowed

I 3.4 Sophistication of planning systems*

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Forecasting methods	1	4	9	3	17	2
What-if analysis	0	2	3	2	7	3
Scenario analysis	3	2	11	3	19	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Forecasting methods	0	3	4	8	2	17	2
What-if analysis	0	1	2	2	2	7	3
Scenario analysis	3	2	5	7	2	19	1
Total	9	8	10	9	2	38	

* Multiple selection allowed

4. Balanced Scorecard and Similar Instruments

I 4.1 Use of Balanced Scorecard

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Heard of	6	5	13	2	26		
Used	0	2	1	1	4	2	
Used for risk management	0	0	0	1	1		4
Not used for risk management	0	2	1	0	3		2
Planned to use	1	0	3	0	4	2	1
Not planned to use	12	4	12	2	30	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Heard of	3	7	6	8	2	26		
Used	0	2	0	1	1	4	2	
Used for risk management	0	0	0	0	1	1		4
Not used for risk management	0	2	0	1	0	3		2
Planned to use	0	1	2	1	0	4	2	1
Not planned to use	9	5	8	7	1	30	1	0
Total	9	8	10	9	2	38		

I 4.2 Use of similar instruments of performance measurement

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Value-based management techniques	0	2	7	3	12	2
Ordinary business management techniques	13	4	9	0	26	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Value-based management techniques	0	1	4	5	2	12	2
Ordinary business management techniques	9	7	6	4	0	26	1
Total	9	8	10	9	2	38	

5. Risk Management Process

I 5.1 Risk categories*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Risk categories							
Strategic risks	3	6	10	2	21	4	
Market risks	7	2	13	3	25	2	
Legal risks	3	2	5	1	11	5	
Financial risks	10	5	9	1	25	2	
Group company risks	0	0	0	0	0	7	
Corporate governance risks	2	0	1	0	3	6	
Business process risks	9	5	12	2	28	1	
Total	13	6	16	3	38		
Number of single risks being assessed							
Strategic risks:	0	10	0	6	1	17	0
	1	3	4	10	2	19	1
	2	0	2	0	0	2	2
Market risks:	0	6	4	3	0	13	0
	1	7	1	6	3	17	1
	2	0	1	4	0	5	2
	3	0	0	3	0	3	3
Legal risks:	0	10	4	11	2	27	0
	1	3	2	5	1	11	1
Financial risks:	0	3	1	7	2	13	0
	1	5	3	7	1	16	1
	2	5	2	2	0	9	2
Group company risks:	0	0	0	0	0	0	0
Corporate governance risks:	0	11	6	15	3	35	0
	1	2	0	1	0	3	1
Business process risks:	0	4	1	4	1	10	0
	1	5	2	4	1	12	1
	2	4	2	4	0	10	2
	3	0	0	3	0	3	3
	4	0	1	1	1	3	4
Total	13	6	16	3	38		

* Multiple selection allowed

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Risk categories								
Strategic risks	2	5	5	8	1	21	4	
Market risks	6	2	7	8	2	25	2	
Legal risks	2	2	3	2	2	11	5	
Financial risks	7	6	6	4	2	25	2	
Group company risks	0	0	0	0	0	0	7	
Corporate governance risks	1	1	0	1	0	3	6	
Business process risks	7	6	7	7	1	28	1	
Total	9	8	10	9	2	38		
Number of single risks being assessed								
Strategic risks:	0	7	3	5	1	1	17	0
	1	2	3	5	8	1	19	1
	2	0	2	0	0	0	2	2
Market risks:	0	3	6	3	1	0	13	0
	1	6	2	3	5	1	17	1
	2	0	0	3	1	1	5	2
	3	0	0	1	2	0	3	3
Legal risks:	0	7	6	7	7	0	27	0
	1	2	2	3	2	2	11	1
Financial risks:	0	2	2	4	5	0	13	0
	1	4	3	4	3	2	16	1
	2	3	3	2	1	0	9	2
Group company risks:	0	0	0	0	0	0	0	0
Corporate governance risks:	0	8	7	10	8	2	35	0
	1	1	1	0	1	0	3	1
Business process risks:	0	2	2	3	2	1	10	0
	1	5	2	1	4	0	12	1
	2	2	3	3	2	0	10	2
	3	0	0	2	0	1	3	3
	4	0	1	1	1	0	3	4
Total	9	8	10	9	2	38		

* Multiple selection allowed

15.2 Risk management techniques

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Statistical techniques	0	0	2	1	3	3
Non-statistical formal techniques	1	3	8	2	14	2
No formal techniques	12	3	6	0	21	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Statistical techniques	0	0	0	2	1	3	3
Non-statistical formal techniques	0	2	8	3	1	14	2
No formal techniques	9	6	2	4	0	21	1
Total	9	8	10	9	2	38	

I 5.3 Identification of qualitative risks

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Yes, comprehensively/more formalized	2	4	2	2	10	3
Yes, partially/less formalized	2	1	7	1	11	2
No, not at all	9	1	7	0	17	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Yes, comprehensively/more formalized	1	3	2	3	1	10	3
Yes, partially/less formalized	2	1	4	3	1	11	2
No, not at all	6	4	4	3	0	17	1
Total	9	8	10	9	2	38	

I 5.4 Use of risk indicators

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Yes	3	1	8	3	15	2
No	10	5	8	0	23	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Yes	1	3	3	6	2	15	2
No	8	5	7	3	0	23	1
Total	9	8	10	9	2	38	

I 5.5 Risk mapping

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Used	0	0	0	1	1	3	2
Planned to use	0	3	6	1	10	2	1
Not used	13	3	10	1	27	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Used	0	0	0	1	0	1	3	2
Planned to use	0	3	1	5	1	10	2	1
Not used	9	5	9	3	1	27	1	0
Total	9	8	10	9	2	38		

I 5.6 Link of business planning to the risk management

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Direct integration of risk figures	0	0	2	1	3	3	2
No direct integration of risk figures	1	3	4	2	10	2	1
No link to the business planning system	12	3	10	0	25	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Direct integration of risk figures	0	0	0	3	0	3	3	2
No direct integration of risk figures	1	2	4	2	1	10	2	1
No link to the business planning system	8	6	6	4	1	25	1	0
Total	9	8	10	9	2	38		

6. Risk Management Organization

I 6.1 Current state of risk management

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Comprehensively formalized system	0	0	2	1	3	3
Partially formalized system	0	1	2	2	5	2
No formalized system	13	5	12	0	30	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Comprehensively formalized system	0	0	0	2	1	3	3
Partially formalized system	0	0	2	2	1	5	2
No formalized system	9	8	8	5	0	30	1
Total	9	8	10	9	2	38	

I 6.2 Risk management responsibility*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Board of directors	13	6	16	3	38	1	1
Chief financial officer	1	0	3	1	5	4	1
Head of accounting function	13	6	16	3	38	1	1
Controlling function	1	1	9	1	12	3	1
Other responsibility	0	0	1	1	2	5	1
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Board of directors	9	8	10	9	2	38	1	1
Chief financial officer	0	1	0	4	0	5	4	1
Head of accounting function	9	8	10	9	2	38	1	1
Controlling function	0	2	3	5	2	12	3	1
Other responsibility	0	0	1	0	1	2	5	1
Total	9	8	10	9	2	38		

* Multiple selection allowed

Other responsibility specified: quality management representative, internal audit function.

I 6.3 Responsibility for risk assessment*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
By management alone	11	4	10	1	26	1	1
By management together with functions	1	2	6	1	10	3	1
By controlling function	1	0	11	3	15	2	1
By workshops with business units	0	0	0	1	1	7	1
By designated employees of business units	0	0	7	3	10	3	1
Inquiries by questionnaires or check lists	1	1	1	0	3	6	1
Other way	0	2	3	1	6	5	1
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
By management alone	9	5	4	7	1	26	1	1
By management together with functions	0	2	6	1	1	10	3	1
By controlling function	0	1	3	9	2	15	2	1
By workshops with business units	0	0	0	1	0	1	7	1
By designated employees of business units	0	0	1	7	2	10	3	1
Inquiries by questionnaires or check lists	0	2	1	0	0	3	6	1
Other way	0	2	3	0	1	6	5	1
Total	9	8	10	9	2	38		

* Multiple selection allowed

Other way specified: quality management representative, internal audit function.

I 6.4 Documentation of risk management

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Risk management manual	0	0	2	1	3	3	4
Controlling manual	0	1	0	0	1	4	1
Quality management manual	0	2	4	1	7	2	1
Other way	0	0	1	0	1	4	1
No documentation	13	3	9	1	26	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Risk management manual	0	0	0	2	1	3	3	4
Controlling manual	0	0	1	0	0	1	4	1
Quality management manual	0	2	3	1	1	7	2	1
Other way	0	0	1	0	0	1	4	1
No documentation	9	6	5	6	0	26	1	0
Total	9	8	10	9	2	38		

Other way specified: organizational guidelines of the company, in minutes of top management meetings.

I 6.5 Risk management software

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Risk management software used	1	2	6	0	9	2	1
No risk management software used	12	4	10	3	29	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Risk management software used	1	1	2	4	1	9	2	1
No risk management software used	8	7	8	5	1	29	1	0
Total	9	8	10	9	2	38		

I 6.6 Formal risk management training

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Formal training	0	1	2	0	3	2
No formal training	13	5	14	3	35	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Formal training	0	1	1	1	0	3	2
No formal training	9	7	9	8	2	35	1
Total	9	8	10	9	2	38	

I 6.7 Risk management strategy*

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Risk avoidance	0	1	0	0	1	4
Risk insurance	3	3	6	3	15	2
Risk transfer	0	1	5	0	6	3
Risk taking	13	5	16	3	37	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Risk avoidance	0	1	0	0	0	1	4
Risk insurance	1	5	1	6	2	15	2
Risk transfer	0	1	2	2	1	6	3
Risk taking	9	7	10	9	2	37	1
Total	9	8	10	9	2	38	

* Multiple selection allowed

I 6.8 Contingency, Replacement and Succession

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Contingency							
Comprehensive regulations	1	1	3	2	7	3	2
Partial regulations	4	4	9	1	18	1	1
No regulations	8	1	4	0	13	2	0
Total	13	6	16	3	38		
Replacement							
Comprehensive regulations	0	2	5	3	10	2	2
Partial regulations	9	4	9	0	22	1	1
No regulations	4	0	2	0	6	3	0
Total	13	6	16	3	38		
Succession							
Comprehensive regulations	0	2	0	0	2	3	2
Partial regulations	1	1	3	0	5	2	1
No regulations	12	3	13	3	31	1	0
Total	13	6	16	3	38		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Contingency								
Comprehensive regulations	0	1	2	3	1	7	3	2
Partial regulations	2	5	4	6	1	18	1	1
No regulations	7	2	4	0	0	13	2	0
Total	9	8	10	9	2	38		
Replacement								
Comprehensive regulations	0	1	2	5	2	10	2	2
Partial regulations	6	6	6	4	0	22	1	1
No regulations	3	1	2	0	0	6	3	0
Total	9	8	10	9	2	38		
Succession								
Comprehensive regulations	0	1	1	0	0	2	3	2
Partial regulations	1	0	3	1	0	5	2	1
No regulations	8	7	6	8	2	31	1	0
Total	9	8	10	9	2	38		

I 6.9 Major loss

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Major loss	8	2	5	0	15	2
No major loss	5	4	11	3	23	1
Total	13	6	16	3	38	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Major loss	5	4	2	3	1	15	2
No major loss	4	4	8	6	1	23	1
Total	9	8	10	9	2	38	

7. Project Risk Management

I 7.1 Project management techniques

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Sophisticated project management techniques	2	2	5	2	11	1	2
Formal business management techniques	5	1	4	1	11	1	1
No formal techniques	2	1	1	0	4	3	0
Total	9	4	10	3	26		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Sophisticated project management techniques	2	1	3	3	2	11	1	2
Formal business management techniques	2	4	3	2	0	11	1	1
No formal techniques	2	1	0	1	0	4	3	0
Total	6	6	6	6	2	26		

I 7.2 Consolidation of single project plannings

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Yes	1	1	1	2	5	2	1
No	8	3	9	1	21	1	0
Total	9	4	10	3	26		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Yes	0	1	2	1	1	5	2	1
No	6	5	4	5	1	21	1	0
Total	6	6	6	6	2	26		

I 7.3 Project risk management consideration

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
For every project	9	4	10	1	24	1
Only for some projects	0	0	0	1	1	2
For no project	0	0	0	1	1	2
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
For every project	6	6	6	5	1	24	1
Only for some projects	0	0	0	0	1	1	2
For no project	0	0	0	1	0	1	2
Total	6	6	6	6	2	26	

I 7.4 Risk consideration in the project life cycle*

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Proposal phase	9	3	6	2	20	1
Planning phase	1	1	7	3	12	2
Execution phase	1	0	1	2	4	4
Termination phase	1	1	2	2	6	3
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Proposal phase	6	5	4	4	1	20	1
Planning phase	0	2	3	5	2	12	2
Execution phase	0	1	1	1	1	4	4
Termination phase	0	1	2	2	1	6	3
Total	6	6	6	6	2	26	

* Multiple selection allowed

I 7.5 Risk categories for projects*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Legal risks	0	0	4	0	4	6	1
Design and construction risks	3	4	8	2	17	2	1
Operational risks	6	4	8	1	19	1	1
Financial risks	8	1	2	1	12	3	1
Personnel risks	1	0	0	1	2	7	1
Quality risks	0	2	4	0	6	4	1
Other risks	1	0	3	2	6	4	1
Total	9	4	10	3	26		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Legal risks	0	0	2	2	0	4	6	1
Design and construction risks	2	4	5	4	2	17	2	1
Operational risks	3	6	5	4	1	19	1	1
Financial risks	6	3	2	0	1	12	3	1
Personnel risks	1	0	0	1	0	2	7	1
Quality risks	0	1	3	1	1	6	4	1
Other risks	1	0	1	3	1	6	4	1
Total	6	6	6	6	2	26		

* Multiple selection allowed

Other risks specified: replacement and succession, illness/longer absence of the managing director, supply chain networks with other small firms.

I 7.6 Techniques of project risk assessment

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Statistical techniques	0	1	5	2	8	2
Nonstatistical techniques	2	3	5	0	10	1
No formal techniques	7	0	0	1	8	2
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Statistical techniques	0	1	0	5	2	8	2
Nonstatistical techniques	1	3	6	0	0	10	1
No formal techniques	5	2	0	1	0	8	2
Total	6	6	6	6	2	26	

I 7.7 Project risk management strategy*

	Size by turnover (I 1.9)				Total	Rank
	Micro	Small	Medium	Large		
Risk avoidance	9	4	10	3	26	1
Risk insurance	1	0	1	2	4	3
Risk transfer	0	0	2	1	3	4
Risk taking	9	4	9	2	24	2
Total	9	4	10	3	26	

	Size by employees (I 1.10)					Total	Rank
	Micro	Small	Medium	Large	Very large		
Risk avoidance	6	6	6	6	2	26	1
Risk insurance	0	1	1	1	1	4	3
Risk transfer	0	0	2	0	1	3	4
Risk taking	6	6	6	5	1	24	2
Total	6	6	6	6	2	26	

* Multiple selection allowed

I 7.8 Project risk documentation*

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
In contract documents	1	2	1	1	5	3	1
In project cost calculations	2	1	0	0	3	4	2
By project controlling	0	0	2	0	2	5	2
In a project database	3	0	3	2	8	1	2
Other way	2	0	5	0	7	2	1
Total	9	4	10	3	26		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
In contract documents	1	1	2	1	0	5	3	1
In project cost calculations	1	2	0	0	0	3	4	2
By project controlling	0	0	2	0	0	2	5	2
In a project database	1	2	2	1	2	8	1	2
Other way	2	0	1	4	0	7	2	1
Total	6	6	6	6	2	26		

* Multiple selection allowed

Other way specified: at kick-off meeting of project, short notice of project risks at project group meetings during the project.

I 7.9 Consolidation of single project risk evaluations

	Size by turnover (I 1.9)				Total	Rank	Score
	Micro	Small	Medium	Large			
Yes	0	0	0	1	1	2	1
No	9	4	10	2	25	1	0
Total	9	4	10	3	26		

	Size by employees (I 1.10)					Total	Rank	Score
	Micro	Small	Medium	Large	Very large			
Yes	0	0	0	0	1	1	2	1
No	6	6	6	6	1	25	1	0
Total	6	6	6	6	2	26		