

Assessing the state of Strategic Management at various South African Organisations

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ABSTRACT

Strategic management is an essential concept used within organisations or by organisation owners in the determination of opportunities, possibilities, sustainable goals and objectives. Organisations and businesses need strategy and, in turn, strategic management. Organisations require an understanding of successful strategies, identification of gaps and competitors, growth opportunities and industry trends. These aspects are all covered in the successful formulation, implementation and evaluation of strategic management tools and processes. Organisations require a plan in the rapidly changing global business environment. Many opportunities and possibilities exist within the business environment. It is the onus of the organisation to notice and take advantage of these opportunities and possibilities and to manage the various resources at their disposal.

The purpose of the study, and the primary objective was to assess the strategic management processes of various South African organisations and the influence of the various steps within a strategic management process on South African organisations was determined. The research was exploratory and focused on South African organisations as a whole. The secondary objectives of the study were to: examine the organisational processes used by the organisation during the implementation of the strategic plans; evaluate the level of participation in strategy development; to determine which level of management is involved in the strategic planning process; determine the reasoning behind why organisations use strategic planning; and to examine the decision management takes when implementing strategies.

Keywords: Strategic management, strategy, strategy formulation, strategy implementation, strategy evaluation

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The Author
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LIST OF ABBREVIATIONS

CEO – Chief Executive Officer

IT – Information Technology

KPI – Key Performance Indicator

MD – Managing Director

NGO – Non-governmental Organisations

NWCOCI – North-West Chamber of Commerce and Industry

NWU – North-West University

PEST – Political, Economic, Socio-cultural and Technological

PESTEL – Political, Economic, Social, Technological, Environmental and Legal

ROI – Return on Investment

SD – Standard Deviation

SGPS – Strategic Global Positioning System

SWOT – Strengths, Weaknesses, Opportunities and Threats

TQM – Total Quality Management

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1 CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Strategic management in any organisation is essential to ensure that the organisation achieves its goals and objectives. An organisation that does not implement the proper strategy can cause a significant impact on the goals and objectives of the organisation, by intents not being achieved, or purposes completed poorly. The performance of an organisation directly influences the strategy used and how well they formulate, evaluate, and plan decisions made across functional levels to help achieve objectives. The main focus of strategy is an organisational response to the environment and its changes (Woods & West, 2016:348). The focus is on using the resources at the organisation's disposal to compete within the existing organisational environment (Huang, 2017:187).

Strategic management is the process where organisational functions and resources align to implement formulated strategies within the environment to achieve the long-term goals of the organisation. This alignment allows the organisation to gain a competitive advantage by adding value to stakeholders (Lazenby, 2018).

Strategy has to be flexible and dynamic, able to respond to changes in the organisation (Naidoo, 2009). Strategies can be described or defined as being either red ocean strategies or blue ocean strategies, according to Professors W. Chan Kim and Renee Mauborgne (Thompson *et al.*, 2017). Red ocean strategies are those strategies that involve all current operating environments and the blue ocean strategies show what new opportunities there are in the market. Organisations can either have a blue ocean or a red ocean strategy.

Strategic plans are how the policies are implemented and formulated. Strategic management is the management of the projects. Strategic planning helps organisations to determine their goals and objectives; once done, they develop plans to achieve these goals and objectives. Strategic planning helps organisations use the resources they have to the full capacity needed to reach their specific purposes. Strategies help organisations go through continuous evaluation of their Strengths, Weaknesses, Opportunities and Threats (SWOT), which in turn, help with the organisation's effectiveness and efficiency (Thompson *et al.*, 2017). According to Lazenby (2018), the different tasks related to strategic management include:

- Determination of the vision, mission and long-term objectives of an organisation;
- Analysis of environmental aspects to identify key resources and abilities;
- Analysis of the external environment for identifying an organisation's challenges and opportunities; and
- Continuous evaluation and control of strategic decisions.

1.2 Problem statement and core research question

The problem examined in this study, amongst others, is that organisations do not adhere to proper strategic management processes. There is a lack of understanding and direction in the implementation of strategic management. The state of strategic management processes and protocols in various South African organisations is examined: looking at strategy as a whole and the strategic goals of different organisations, the methods needed to implement new procedures, the cost implications involved with the implementation of strategies, as well as the sustainability of these strategies. There seems to be a silo effect within organisations, and this creates gaps in the assessment of strategic management protocols. What is the status of an organisations' habits regarding strategic management processes?

1.3 Research questions

1.4 Primary research question

The primary question of the study is to investigate the strategic management processes of various South African organisations and determine whether or not they are implementing strategic management processes correctly or even at all.

1.4.1 Secondary research questions

As part of this study, the following secondary research questions were identified:

- i. Does the organisation use organisational processes during the implementation of the strategic plans?
- ii. What is the level of participation in strategy development?
- iii. Which level of management is involved in the strategic planning process?
- iv. Why do organisations use strategic planning?

- v. What is the decision management takes when implementing strategies?

1.5 Objectives of the study

1.5.1 Primary objective

The primary objective of the study is to investigate the state of strategic management processes of various South African organisations.

1.5.2 Secondary objectives

To achieve the primary objective, the following secondary objectives were investigated:

- Examine the organisational processes used by the organisation during the implementation of the strategic plans;
- Evaluate the level of participation in strategy development;
- Determine which level of management is involved in the strategic planning process;
- Determine the reasoning behind why organisations use strategic planning; and
- Examine the decision management takes when implementing strategies.

1.6 Scope of the study

1.6.1 Delimitations and assumptions

1.6.1.1 Delimitations

Delimitations are characteristics which limit and define the boundaries of a study. Delimitations include the choice of objectives, the research questions, the variables of interest, theoretical perspectives and the population sample targeted (PhDStudent, 2019; Simon, 2011). The choice of the problem at hand is the first delimitation. In this case, it is the assessment of the state of strategic management in different South African organisations and the decisions taken when implementing different strategies. Delimitations will give a good explanation of the participants in the study, the geographic

region involved in the research and the profession or organisations involved (Simon, 2011). In the delimitations, there will be a focus on the sample, which is internal and external stakeholders of different South African organisations. The geographic area is different areas in and surrounding the North-West and Gauteng provinces, and the Vaal District, however, there is not a specific geographic area. Furthermore, the study is voluntary; therefore, participants can choose not to respond (PhDStudent, 2019; Simon, 2011).

1.6.1.2 Assumptions

Assumptions are, to a certain extent, out of one's control. Research is difficult when there are no assumptions, as the problem will not exist without an underlying assumption (PhDStudent, 2019). Each hypothesis needs to be justified; otherwise, the study will not continue (Simon, 2011). The premise of the research is that organisations have a strategy in place.

1.7 Research methodology

Quantitative data was collected using a survey in the form of a paper questionnaire which was given to internal and external stakeholders from the chosen South African organisations to complete. Quantitative data makes sense of how participants react to a particular event that has happened or is to happen. It is used to understand people's perceptions, attitudes, understanding, knowledge, values, feelings and experiences to receive an estimated response about the event (Maree, 2016; Fallon, 2016).

External and internal stakeholders in various South African organisations were involved in this study. The use of a highly structured, numerical, closed questionnaire allowed for more detail when analysing data (Cheung, 2014; Cohen, Manion and Morrison, 2011). These well-structured questionnaires allowed for comparisons across the sampling group. A word-based survey was regarded as unsuitable for the large sampling group and the limited data collection period. Making use of a highly structured, closed questionnaire took time, as it refined the final census and allowed space for a full range of responses. The questionnaire made use of patterns and observed comparisons for data analysis. The closed surveys contained dichotomous questions, multiple-choice questions, as well as rating scales which were straight forward (Cheung, 2014).

Data were analysed using statistical computer-based programmes such as SPSS, SAS and STATISTICA. Dichotomous items required the individual to respond to a yes/no question, thus eliminating ambiguous responses (Cohen, Manion and Morrison, 2011). Furthermore, coding is simplified since there are only two responses. For more detail, some multiple-choice questions were added with a single answer mode. The multiple-choice items brought in multiple elements of a variable (Cohen, Manion and Morrison, 2011). The final form of subjects included in the questionnaires were questions using rating scales. These types of responses assisted in varying the range of interventions needed for comparable data, bringing in sensitivity and variation while simultaneously gathering the numbers. Likert Rating scales were used. These provided a range of responses to a given answer or statement (Cohen, Manion and Morrison, 2011).

1.7.1 Literature review

Strategy and strategic management are concepts that have grown over the years and are gaining momentum due to the results achieved. In South Africa, strategic management is growing in businesses. Business success is determined by how quickly an organisation can respond to changes within the environment and, therefore, strategies are put in place to handle and anticipate such changes (FMLink, 2019).

1.7.1.1 What is strategy?

The word strategy and what it entails was derived from peoples need to defeat their enemies (Horwath, 2019). The first people to discuss strategy were the Chinese in the time of 400 – 200 B.C. The term strategy derived from the Greek ‘strategos’ means ‘general’. The Greeks, however, never used the word. In modern-day, the Greek word for ‘strategy’ is ‘strategike episteme’ or ‘General’s Knowledge’ (‘ A famous Latin work on military strategies with a Greek title of ‘Strategemata’, which described a compilation of ‘stratagems’ which translated to the meaning of ‘tricks of war’. The modern definition for the term strategy has two meanings. The history of strategy shows it as an art of science and planning with the marshalling of resources for the most efficient and effective use. The other definition describes the strategy as a plan to help achieve a specific future result (Bosire, 2017).

1.7.1.2 Strategy in business

With that in mind, we can further go on to discuss what strategy and strategy management is and how they form an integral part of business. Strategy in business is critical decisions that when made, meet specific objectives (Lazenby, 2018; Thompson *et al.*, 2017). The policy of a business or organisation is a plan that the organisation will follow to achieve its mission and numerous targets. There are 5 Ps in strategy (Mintzberg & Quinn, 2005; Mulder, 2018; Lazenby, 2018; Thompson *et al.*, 2017)

- Plan: A plan discusses how the business plans on achieving their goals and purpose.
- Pattern: What are the actions the business will take over time?
- Position: Where is the business positioned in the market with particular services and products?
- Ploy: How will the business be better than its competitors?
- Perspective: What is the vision of the business? Where do they see themselves, and what do they want to become?

1.7.1.3 Strategic management

Strategic management is required in every organisation and has many benefits. A strategy in an organisation with strategic management needs to be universal. Meaning it needs to be able to agree with political, technological, economic and psychological factors. It needs to show the right path no matter the direction taken. It is a guideline for the desired ending. Strategies must ensure organisations keep up with the ever-changing environment. With the correct approach, organisations can control uncertainties, threats and constraints, to a certain extent, and identify ways in which to survive challenges. Strategies help organisations identify opportunities and minimize risks. A good strategy can reduce the competitive disadvantage, and instead, put organisations in a competitive advantage. A strong strategy helps organisations gain a clear sense of their vision, and they can provide a better focus on the organisation's goals and objectives (Lazenby, 2018; Thompson *et al.*, 2017).

Strategies assist organisations in achieving objectives and create a clear course on navigating the market (Taylor, 2019). A clear vision and direction for an organisation

help employees become more motivated, and they have more guidance on what to do and when to do it (Taylor, 2019). Clear vision and direction give employees confidence in their various tasks, and they perform them to the best of their ability. Furthermore, a good strategy may help in strengthening decisions made in the organisation (iEduNote, 2017). Strategies help to create efficient and effective ways of implementing different tasks to achieve results. They allow employees of all levels to understand the expectations required of them: their purpose, objectives and standards of performance. Once a good strategy is in place, it can assist the organisation in understanding the external and internal environments in which it operates.

1.7.1.4 Levels of strategy

Typically, an organisation has levels of strategy, as indicated in Figure 1-1 (Cascade Strategy, 2019; Thompson *et al.*, 2017).

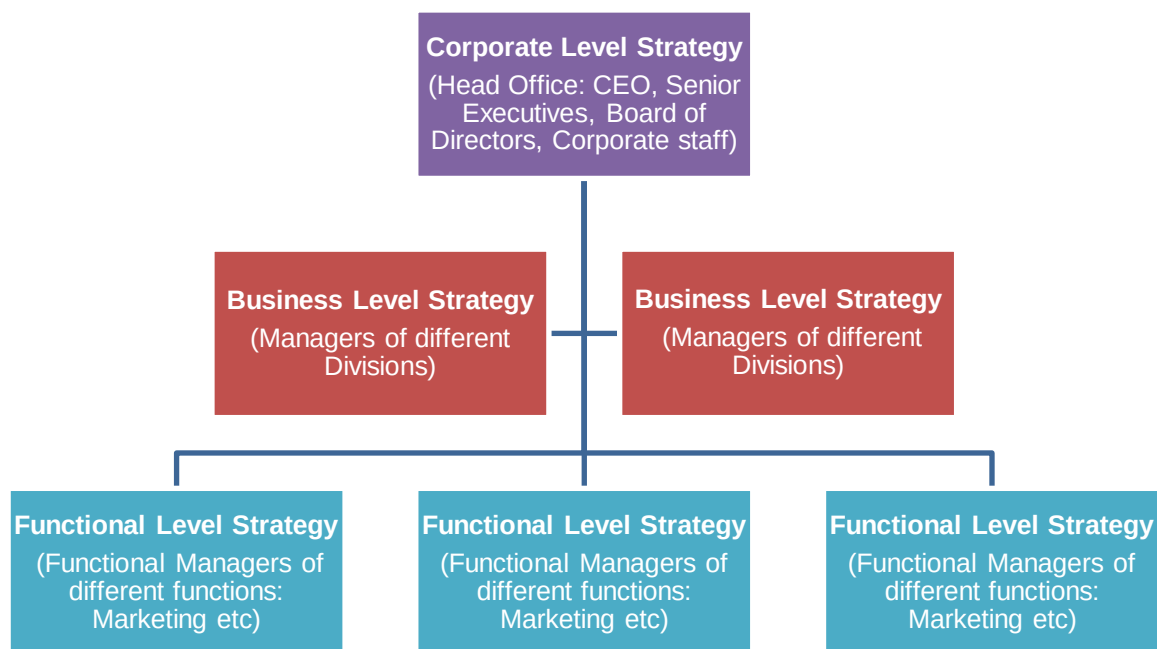


Figure 1-1: Levels of strategy

1.7.1.5 Corporate level strategies

Due to growth in globalized businesses and companies, growth in strategic thinking has become necessary to remain competitive in targeted markets. Organisations become

strategically competitive, and maintain an advantage in global markets, by implementing a value-creating strategy which other organisations in the same market are unable to achieve or recreate due to a lack of funds to initiate such a competitive procedure. Corporate level strategies determine the direction of an organisation with regards to growth in the market, stability and sustainability. They also determine retrenchments in an organisation (Thompson *et al.*, 2017; Cascade Strategy, 2019).

1.7.1.6 Business unit level strategies

Business strategy follows corporate strategy and is involved with achieving the goals and objectives for specific business units within the organisation (Amin, 2016). This strategy level, however, is only useful in organisations that have many business units within the organisation. Businesses that typically use this level sell products and services, and often have products and services in different industries. Each business unit has objectives and goals that are unique to that business and that business strategy (Cascade Strategy, 2019; Thompson *et al.*, 2017). Business level strategies are developed by the heads and middle managers of that specific business unit. Managers involved in the process, provide increased support, and improved the rate, as they are proud to be involved, and take responsibility where it is expected of them.

1.7.1.7 Functional level strategies/Operational level strategies

These strategy levels appear at the operating stage of an organisation. Decisions made at this level are often tactical. There are various functions on this level that impact the other levels to a large extent. Tasks at this level can include things such as marketing, manufacturing, finance, and other functions. Each function has a particular plan and particular objectives (Amin, 2016). The strategy involved in this area works on a day-to-day basis that helps keep the organisation moving in the right direction. It is one of the most important of all the strategy levels since, without the functions operating at this level, the organisation can lose competitive advantage (Cascade Strategy, 2019; Thompson *et al.*, 2017).

1.7.2 Empirical investigation

1.7.2.1 Research design-quantitative study

Quantitative studies allow researchers to quantify the problem by looking for predictable results within a larger population or target group. Quantitative research results help organisations who wish to measure extent and gain statistical data on the specific research they are conducting (Sisinternational, 2018). Quantitative research creates a cause and effect relationship between the problems being addressed and the factors influenced. Data collection in quantitative research allows the researcher to prepare and gather information from the targeted audience. The most common form of quantitative data collection is in the form of a survey or questionnaire that is distributed to the target population (Sisinternational, 2018).

1.7.2.2 Research approach

The survey type questionnaire allowed perspective on the characteristics, attitudes or behaviours of the sample group. Detailed survey type questionnaires obtained information from the sample group. The research contained little to almost no non-empirical data. Empirical data was the main focus of the study.

1.7.2.3 Population sampling

The sampling size was large for quantitative analysis as various organisations were targeted to get the perspective from the various South African organisations. The various forms of sampling are briefly described.

1.7.2.3.1 Probability sampling

Probability sampling is also known as a random sample because according to research methods in education, it draws randomly from a wider population. Thus, this was useful with generalisations as it worked with a broader community. There are different types of probability sampling, namely; simple random samples, cluster samples, stage samples and multi-phase samples. All of them have a certain amount of randomness built into them, so have a significant degree of generalizability (Cohen, Manion and Morrison, 2011). The probability sampling used in the research was the simple random sampling. Probability sampling, however, causes the sample to have subjects that have

characteristics similar to the population as a whole; some old, young, tall, short, fit, unfit, rich, poor and the list goes on (Maree, 2016).

1.7.2.3.2 Simple random sampling

In simple random sampling, the members all have an equal chance of being selected, unaffected by another individual; each selection is entirely independent. The range of individuals is entirely random. Screening is simple, with examples like drawing names from a hat or even selecting from a table of names until a certain amount of people needed to complete the questions has reached satisfaction (Maree, 2016; Cohen, Manion and Morrison, 2011).

1.7.2.3.3 Non-probability sampling

Non-probability sampling refers to when a researcher targets a specific group knowing very well that it does not represent the larger group as a whole. Much like probability sampling, there are different types of non-probability sampling: convenience sampling, quota sampling, dimensional sampling, purposive sampling, and snowball sampling. The sampling types used were purposive and convenience sampling.

1.7.2.3.4 Purposive sampling

In purposive sampling, researchers hand-pick a targeted group sample based on their judgment, as well as their typical nature (Cohen, Manion and Morrison, 2011). This study targeted groups of individuals from organisations within South Africa.

1.7.2.3.5 Convenience sampling

This form of sampling is a specific type of non-probability sampling. This method involves the collection of data from population members who are conveniently available to participate in the study. All people can participate in the study; it is not a focused group.

Convenience sampling was used in this study as the sampling protocol was reliant on the availability of population members who were available and willing to participate.

1.7.3 Data collection

The research was in the form of quantitative questionnaires and data was collected through various platforms such as workshops, training events in collaboration with the Provincial Chamber of Business (NWCOCI) and interpreted.

1.7.3.1 Quantitative techniques - measuring instrument

The questionnaire was based on a previously piloted study that had been previously completed. It was disseminated through the structures of the North-West Chamber of Commerce and Industry (NWCOCI) and was entirely voluntary. Once the surveys reached completion, the responses were sent to the North-West University (NWU) statistical consultancy services to analyse the response data.

1.7.3.2 Data analysis

Data analysis was conducted through collaboration with the NWU statistical consultancy services. The study was exploratory in nature. Data used in the study were surveys collected from various platforms such as workshops and training events in collaboration with the NWCOCI. Participation in the surveys was completely voluntary.

1.7.3.2.1 Reliability

The data for this study was regarded as reliable and was collected while working with the various consenting groups. Reliability of data is based on how consistently the measuring instrument used produces the same results. There are three main types of reliability (Fallon, 2016):

- Inter-item reliability - makes use of multiple-choice questions;
- Test-retest reliability - whereby participants are asked to fill in the same questionnaire twice; and
- Inter-rater reliability - which includes behavioural testing.

The questionnaire used for this study made use of multiple-choice questions (See Appendix A), which thus fell under inter-item reliability.

1.7.3.2.2 Validity

According to Morling (2015), the quality of the data and the reliability need checking when using research instruments. The research needs to be reliable, valid and of good quality.

1.7.3.2.3 Research ethics

Ethics is of significant importance when conducting research. Research has a specific code of ethics that involves a set of strict guidelines (Resnik, 2015). Some departments have higher levels of ethics than others, and the different professions all have an overall system of conduct that they follow when it comes to research (Resnik, 2015; Kumar, 2011).

Many different jobs have adapted codes specifically for research purposes. What is ethics? Ethics is known as a theory, or a system, of moral values and standards. The impact of this study was to benefit organisations with seeing how their strategic management processes influenced business. Ethical values and morals were applied to this research (Resnik, 2015). Issues were anonymous, confidential, voluntary, and individuals could withdraw at any time from the process.

1.7.3.2.4 Right to privacy and confidentiality

All data were collected with the consent of the participating individuals and groups. Data was stored on a private server, with access restricted to the researcher.

1.7.3.2.5 Use of data source

Data was used solely for exploratory academic research purposes.

1.7.4 Contribution of the study

The purpose of the research was to determine the strategic objectives of different organisations, the processes involved in developing sound strategies, and if South African organisations have the right strategies in place.

Many organisations have a cascading-down effect, with a lack of communication across structures, when it comes to the implementation of strategy. In the challenges and

reality of today's contemporary organisational environment, the environment is so complex that organisations aspiring to success need to engage and 'buy-in' on the organisation's winning strategic plan.

Stakeholders and all strategic role players need to know how to implement a winning strategy. If they have a strategy in place, they also need to be able to identify whether or not it is a sound strategy. The significance of the study is that many organisations do not have a winning strategy or any strategy in place at all. Hence the need to assess the current state of strategic management processes in the South African environment.

1.8 Layout of study

According to Kobus Maree, (2016) and the suggestions made in 'The first steps in research' textbook, the proposed layout for this research (Figure 1-2) is as follows:

- Chapter 1: Nature and scope of the study
- Chapter 2: Literature review
- Chapter 3: Empirical investigation
- Chapter 4: Conclusion and recommendations

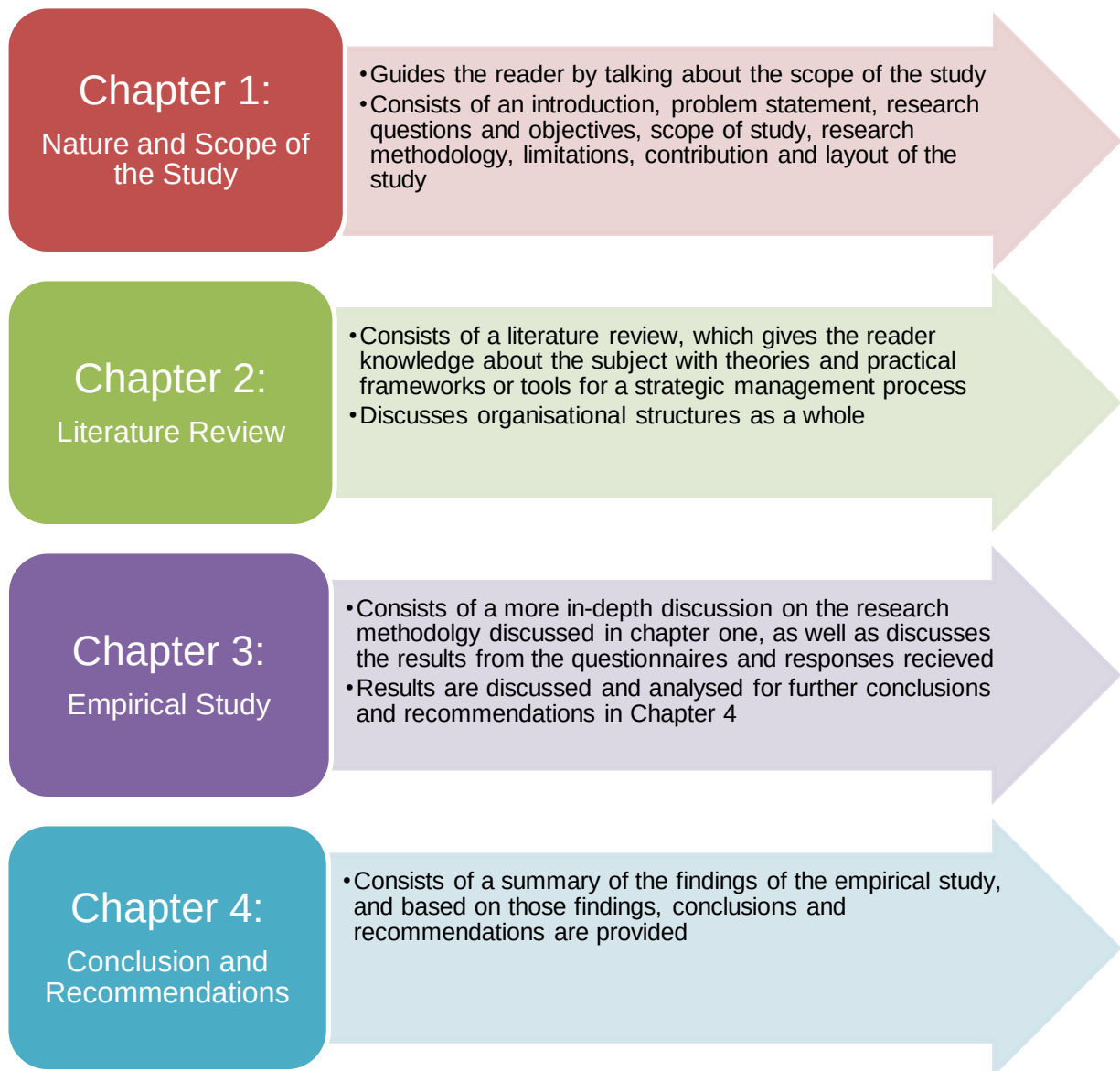


Figure 1-2: Layout of the study

1.9 Chapter summary

The chapter introduced the research topic, which is the investigation of strategic management processes of various South African organisations. The chapter included what was to be done in the study, as well as the problem statement, research questions and objectives of the study. The scope of the study was mentioned, including the details of the research methodologies. The limitations and contribution were also discussed, and the layout of the study was made clear. Chapter 2, which follows, contains the literature review discussing in detail strategy, strategic management and the steps involved in the strategic management process within organisations.

2 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Chapter two forms the literature review. In this chapter, the history of strategy and strategic management is discussed. The strategic management process is explained along with the process and steps in creating a good strategy for an organisation. Research is done on the various tools and processes the organisations can use with the implementation of strategic management within their organisation. The reason for this chapter is for the researcher to gain knowledge of the topic in order to understand every aspect for better interpretation of the data in Chapter three.

Strategy is defined as the plan organisational leaders put in place to fulfil their future goals and determine how they will get there; the main point of focus being how the organisation responds to the environment and its changes (Woods & West, 2016:348). A strategy places focus on how the organisation intends to compete with the resources it has available in the existing and anticipated future environments (Huang, 2017:187). A successful strategy acts as a road map that guides the organisation through the use of its existing resources to achieve a goal-orientated destination (Woods & West, 2016:348). The strategic road map also acts as a Strategic Global Positioning System (SGPS) (Lazenby, 2018:26). The SGPS shows what the organisation will strive for in the future. Lazenby (2018:27) describes a strategic plan as a means to an end, and a strategic intent is the focus on the end result.

Strategy has been defined many times. However, the most recurring definition of strategy is defined as 'the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organisation to achieve its objectives' (Lazenby, 2018:2, cited in David, 2011).

A good strategy and good strategy implementation are determined as a core responsibility of management. A good strategy and good strategy implementation can be good signs of a good manager (Thompson *et al.*, 2017:19). Strategic management is the implementation and process of an organisation's strategy (Thompson *et al.*, 2017:20). The strategic vision, objectives, strategic management, strategy and execution thereof are all related to each other and connected. Good leadership

determines whether or not an organisation has a good strategy, business model, and execution of the strategy (Thompson *et al.*, 2017:453).

Within strategic management, there are different tasks that are identified (Lazenby, 2018:2):

- Long-term direction is determined through the formulation of a strategic vision, mission, and values;
- Resources and abilities are identified through an internal environmental analysis;
- Opportunities and challenges of the organisation are identified through analysis of the external environment;
- Strategies are identified and implemented through the integration of resources; and
- There must be control and evaluation of strategic choices.

Strategy has a purpose, and that purpose's intention is to outperform rivals and create a competitive advantage. The competitive advantage is created by having something that competitors do not have (Lazenby, 2018:3). Lazenby (2018:4) suggests that there are key questions in building a strategy:

- Are the strategic decisions sustainable for long-term?
- Does the strategy aid in competitive advantage?
- Does it align with its environment?
- Are there processes in place to help with the development and deliverance of the strategy?
- Does it add value?

There are also levels of strategy as mentioned and discussed in Chapter 1 (Lazenby, 2018:5):

- Corporate strategy;
- Business strategy; and
- Functional strategy.

The strategies in the varying levels need to align so that the organisation can achieve the strategic goals that are set out and the ultimate purpose of the organisation

(Lazenby, 2018:5). In strategic management and strategic formulation for any organisation there is a process that needs to be followed.

2.2 A historical overview

Figure 2-1 provides a brief description of the development of the strategic management process.

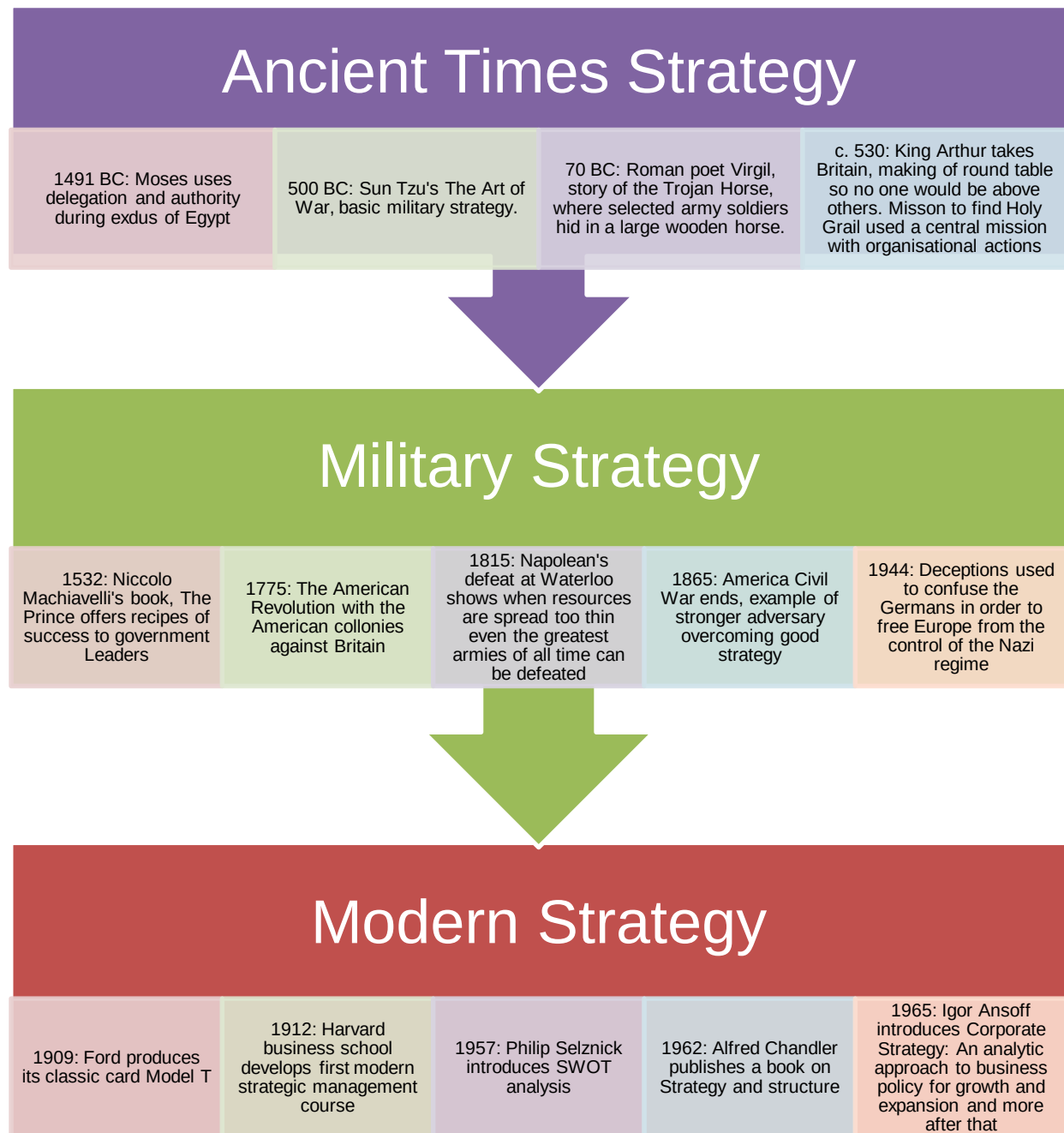


Figure 2-1: Historical overview (Own compilation; Opentextbc.ca, 2019)

2.3 The importance of strategy within contemporary organisations

Planning and designing of a strategy is essential to any organisation as it reduces risk and helps use the resources of a business effectively and for a certain purpose. Organisations normally have goals in mind, and these goals then give the organisation direction. Specific organisational resources need to be aligned in such a way as to achieve these goals (Bhattacharyya, 2016). Goals also need to align with the internal and external environments. The fast-changing environment brings out the need for organisations to constantly stay ahead and look for different ways to overcome their competitors, and that is why strategy has become so important. Strategic management ensures that firms analyse their approaches and their internal and external environments in order to reach their aims. It helps organisations prepare for future circumstances, opportunities, threats and market trends. Management must ensure that goals are set and that objectives are distributed so that resources can be used efficiently (Bhattacharyya, 2016).

2.4 Strategy and the strategic management process

Corporate strategy can be defined as a strategy for the entire organisation and guides the organisation through its growth process, its evolving and development path, over time (Koch, 2011:4). Organisations are social groupings that collaborate internally in order to create and satisfy its customers. The strategic management process asks the important question of 'what you are' as an organisation and decides and implements 'what you intend to be, and how you are going to get there' (Huang, 2017:187). Competitive strategy is about a set of appropriate resources, know-how and competitive capabilities in order to succeed (Thompson *et al.*, 2017:184).

The strategic management process is a journey where the leaders of an organisation declare the impossible possible. In order to achieve this, leaders must first reinvent themselves, then the organisation, and then the industry. In guiding the strategic process, management needs to assess the current structures as listed by Stanford (2015:53):

- Is management giving sufficient attention to the sources of competitive advantage in each market?

- Do the current structures assist the corporate centre to add value to the organisation?
- Do they reflect the strengths, motivations and weaknesses of the people?
- Are units that need distinct cultures being protected?
- Is co-ordination provided for unit-to-unit links that are likely to be problematic?
- Are there appropriate levels and units of management in place?
- Do the systems support effective controls and facilitate the development of new strategies?
- Are the current structures providing the flexibility required to adapt to change?
- Do they reflect the complexity of markets and industry relationships, while being sufficiently straightforward for stakeholders to work with?

2.4.1 The strategic management process

The strategic management process consists of four different phases: strategic direction (environmental scanning), strategy formulation, strategy implementation, and strategy evaluation (Lazenby, 2018:8). This study has focused on a strategic management framework consisting of the latter three phases (or dimensions):

- Strategy formulation;
- Strategy implementation; and
- Strategy evaluation.

The three dimensions are broken down further as indicated in Figure 2-2. The first dimension is strategy formulation, where strategists look at the vision, mission, values and long-term objectives of the organisation. It is at this stage that the SWOT analysis is discussed to find the strengths, weaknesses, opportunities and threats of an organisation. Following strategy formulation, is strategy implementation. This dimension includes ongoing strategies already in place within an organisation; however, generally involves the implementation of new strategies within an organisation (Leslie, 2008:16). Thompson *et al.* (2017: 34) suggests that the development and implementation of a strategy requires the following managerial actions:

- Strategic direction and strategy formulation, determined by developing a strategic vision, mission and core values;

- A diagnosis, whereby decisions are based on achieving objectives;
- Optimal strategy delivery and execution; and
- Diagnosis of developments and corrective adjustments, as a result of changing conditions, new ideas and opportunities.

The final dimension in the strategic management process is strategy evaluation. This stage is used to ensure the stated goals and objectives are achieved. Strategy evaluation involves reviewing of the internal and external factors involved in the strategy formulation phase, as well as measuring performance levels, and taking corrective actions where needed (Leslie, 2008:16).



Figure 2-2: The dimensions of the strategy management process: a framework (adapted from Alashloo, Castka and Sharp (2005:133), and Lazenby (2018:9))

2.4.1.1 Strategy formulation

2.4.1.1.1 Vision, mission and values of the organisation

2.4.1.1.1.1 Vision

A vision is described as a mental image or dream of where you want to be in the future. A leader has the responsibility to see where the organisation can go, or what it can become, and not where it is at present (Hawthorne and Thompson, 2019).

The organisation's future direction is determined by the strategic vision (Miller, 2014). Strategic vision gives an outline of management's objectives for the organisation and gives a mental image, or view, of where they plan to take the organisation in the future (Hawthorne and Thompson, 2019). An organisation's vision must be explicit and unique, avoiding general statements that can be applied to other organisations (Thompson *et al.*, 2017:35). Communication is key in any long-term strategic vision. Management chooses the long-term vision. Once it is decided, it must be communicated to all employees in order to gain their support with the strategic direction in which the organisation is headed. When any drastic changes are made to the strategic vision or direction, management should have consultation sessions with all employees to make sure they understand the reason behind the change, and to get their further support so that they do not resist the change (Thompson *et al.*, 2017:36). According to Thompson *et al.* (2017:36), a strategic vision should be in writing, and executives should explain the vision and its underlying principles to employees to show inspiration and a vested interest in making the vision a reality.

2.4.1.1.1.2 Mission

The mission statement of an organisation describes the current status of the organisation's business and purpose (Hawthorne and Thompson, 2019). It describes the product/service offering of the organisation and the customer groups/markets that need to be satisfied, as well as shows the identity of the organisation (Thompson *et al.*, 2017:38). A good mission statement takes time, the development of which is the full responsibility of the CEO, and a wide spectrum of managers, to create a sense of direction, and an emotional bond between the participants (Lazenby, 2018:39). Formulating a good mission statement requires commitment by top management. The

mission statement must be inspirational, and it must reflect the competitive advantage of the organisation (Lazenby, 2018:38). A mission statement is meant to provide managers with clear unity and direction that goes beyond their personal preferences and beliefs. This creates a sense of shared experiences and solutions amongst all the levels of management.

2.4.1.1.1.3 Values

Thompson *et al.* (2017:39) describes values as philosophies, traits and behavioural norms that management expects the employees to display while they conduct business daily. and pursue the strategic vision and mission. In value driven organisations, management are meant to live the values, and the employees are meant to exhibit the same values. In some organisations. values are deep-rooted and therefore, the mission and vision are developed in order to match those values and contribute to the organisation's success. Once a vision or strategy is changed, management will explain how and why core values are still applicable. In determining values for a new organisation, managers must consider what values should characterise the organisation, and a draft value statement must be circulated amongst managers and employees for inputs and changes (Taylor, 2019). Thus, in summary, the vision statement of an organisation indicates the strategic direction. The mission statement shows what is needed during the journey, and the values explain how things are done on a daily basis (Lazenby, 2018:38).

2.4.1.1.2 Strategic management analysis: tools and techniques

Pirart (2014), defines strategic analysis as the process of conducting research within the business environment in which an organisation operates, as well as within the organisation itself, to aid in a formulation strategy. Strategic analysis definitions often differ; however, common attributes include:

- Identifying and evaluating data that may be essential in strategy formulation; and
- Defining and analysing the external and internal environments.

There is a large range of methods that can be used in strategic management analysis. Analytical methods include (Pirart, 2014):

- SWOT analysis;
- Political, economic, socio-cultural, and technological (PEST) analysis;
- Porter's five forces analysis; and
- Value chain analysis.

2.4.1.1.2.1 SWOT analysis

According to Hellriegel *et al.* (2016:223), a SWOT analysis is an assessment of the strengths and weaknesses of an organisation, as well as an assessment of the opportunities and threats. It is an important tool in the process of making strategic decisions. It forms the basis for crafting a strategy that capitalises on resource strengths, overcomes resource weaknesses, and aims to capture market opportunities and defend against threats (Thompson *et al.*, 2017:120).

Thompson *et al.* (2017:120) states that the organisation's overall situation must be evaluated by doing a SWOT analysis: by scrutinising the resources and capabilities in relation to the degree to which an organisation can take advantage of opportunities and defend against external threats. In order to determine an organisation's strength, management must conduct an analysis on the quality of the organisation's resources and capabilities to access the quality thereof objectively. To appraise an organisation's strengths, management must determine employee competence levels in performing the key tasks of the business, such as sales, marketing, customer service and supply chain management. It must identify which activities are performed well and which activities perform better than those of rivals.

A competence is an activity that an organisation performs with great expertise. A core competence is performing with great expertise and is central to an organisation's strategy and competitive success. A distinctive competence is an activity that an organisation performs better than its rivals and is a competitively superior internal strength that can push the organisation to greater market success and profitability. Some competencies aid in market survival, however, most rivals have competencies in place, and this can result in an organisational disadvantage. Management need to revise and replace competencies to align with the changing environment and competitive surroundings (Thompson *et al.*, 2017:121).

Internal weaknesses are a competition deficiency that positions the organisation at a competitive disadvantage level and are internal shortcomings that create competitive liabilities (Gurel and Tat, 2017).

According to Thompson *et al.* (2017:123) identifying opportunities, can inform an organisations strategy. Managers can only mould strategy to the organisation's situation by identifying opportunities and assessing the growth, profitability, and advantages it holds for the organisation. A fast-changing market can present good opportunities, but it is difficult for managers to recognise emerging gaps before other organisations. Organisations that seize these opportunities have monitored market changes and prepared themselves to take advantage of changing market conditions by ensuring they have competitively valuable resources in the form of talented personnel, technological knowledge and strategic partnerships. However, managers must caution against perceiving every industry opportunity as an organisational opportunity. The opportunity must connect with the organisation's competitive assets, offer growth and cost-effectiveness, as well as potential for competitive advantage (Thompson *et al.*, 2017:124).

Factors in the external environment can be a threat to profitability, competitiveness, and market position. It can be a result of improved technologies, better products, new regulations impacting the organisation more than its rivals, demographic shifts, and political fluctuations. Management must identify threats to the organisation's sustainability, and must assess strategic action, to minimise the impact. Management must draw conclusions from a SWOT analysis, and these conclusions must be translated into strategic actions and strategy improvement to match the strategy to internal strengths and opportunities, correct weaknesses, and defend against external threats (Gurel and Tat, 2017).

Strengths and competitive assets are strategically relevant because they are the foundation for strategy. Identifying the strengths and weakness are equally important as weakness also need to be addressed in order to be resolved. Internal weakness embodies vulnerabilities that require rectification. Organisational strategy aims at capturing the most attractive opportunities and defends against threats (Thompson *et al.*, 2017:147).

To summarise a SWOT analysis is the evaluation of an organisations Strengths, Weaknesses, Opportunities and Threats. This helps the organisation determine where they are situated within the market and how they could improve their competitive advantage using their SWOT.

2.4.1.1.2.2 PEST analysis

A PEST analysis is an analysis, or scan, of the external environment in which an organisation operates (Post, 2018). This tool helps an organisation understand the political, economic, socio-cultural and technological environment within which the organisation operates. The extension of this tool adds environmental and legal factors and is known as PESTEL. An organisation will often use a PEST/PESTEL analysis in order to determine if a product or service has the potential to be profitable.

The PEST tool can be used to evaluate market growth or decline, as well as the position, potential and direction of the organisation (Post, 2018). The tool includes consideration of:

- Political factors: government regulations and policies, environmental regulations, and trade restrictions including political stability;
- Economic factors: cost of capital and purchasing power of the specific organisation. These factors involve economic growth, interest and inflation;
- Social factors: impact of the good or service on the customer's needs. Factors include population, growth rate, age and demographics; and
- Technological factors: barriers to entry, buyer decisions and innovative concepts that allow for investment and technological change.

2.4.1.1.2.3 Porter's five forces

Porter's five forces is based on the competitive position of the organisation. This analysis tests the competitive strength and the position of the organisation. This theory is based on five forces which determine the competitive nature and attractiveness of the market. The Porter's analysis helps an organisation determine or identify where their power lies within a business situation (Chappelow, 2019). Porter's analysis helps in understanding where the organisation's power lies in order to identify the strengths so that the weaknesses can be improved. The five forces include (Chappelow, 2019):

- Supplier power;
- Buyer power;
- Competitive rivalry;
- Threat of substitution; and
- Threat of new entry.

2.4.1.1.2.4 Value chain analysis

According to Thompson *et al.* (2017:148), management must analyse strategic issues and problems that threaten organisational success. Management must do an industry analysis and a value chain analysis to identify areas that threaten the organisations sustainability and address it accordingly. Front burner management action must be developed by deciding on a strategy and corrective actions to address challenges. To make a strategic decision, it is essential to know how the activities within and organisation can create value for customers. There are many ways to do this; however, one way is through a value chain analysis (Harrison, 2019).

The value chain analysis is built on the principle that an organisation, with their products and services, is there to create value for their customers (Harrison, 2019). There are three main steps in undergoing a value chain analysis:

- Organisations operations are split into primary and support activities;
- Each activity is allocated a cost; and
- Activities pertaining to customer satisfaction and market success are identified.

2.4.1.1.3 Long-term objectives

Thompson *et al.* (2017:41) points out that objectives are an organisations performance targets, and by setting objectives the vision and mission is converted into specific performance targets. Objectives must be specific, measurable, achievable, realistic, and timeous. Measurable objectives are used by management to:

- Focus and align organisational efforts;
- Track performance and progress; and
- Motivate and inspire employees to higher levels of effort (Thompson *et al.*, 2017:41).

Management must ensure that objectives are achievable and that they can stretch an organisation's performance. Two kinds of objectives are set: financial objectives, to manage financial performance, and strategic objectives, relating to market standing and competitiveness (Ingram and Siedel, 2019).

Financial performance is not a good indicator of an organisation's prospects, while strategic objectives indicate the sustainability of the organisation's performance. Objectives, like customer satisfaction, competitive strength, and increases in market position, indicate future financial performance. To improve profitability, strategic outcomes must be followed by an organisation to strengthen market position and growing competitive advantage over rivals (Thompson *et al.*, 2017:42).

The balanced scorecards balances financial objectives with strategic objectives. Employees must know how their jobs link to overall objectives so they can contribute productively to achieve these goals. Managers must use the setting of measurable objectives as a tool to stretch organisational performance (Lim, 2019). Employees must be challenged to deliver 'stretched' targets as this motivates superior performance (Thompson *et al.*, 2017:42).

Long-term targets force management to plan current objectives so the organisation can perform better in the future. Long-term performance serves the needs of all stakeholders and is a barrier for management that puts emphasis on short-term outcomes (Businessrealities.eiu.com, 2019; Thompson *et al.*, 2017:44).

Top management must set performance targets for the organisation (de Morree, 2018), but the objectives must be broken down into performance targets for business units. It is a top-down process, linked with communication loops, through the organisation. Performance targets must support, and not conflict, the achievement of the organisation-wide strategic and financial objectives so that the organisation can move along its chosen strategic path (de Morree, 2018; Thompson *et al.*, 2017:44).

2.4.1.1.4 Generating strategies for pending issues

The strategic management planning process is concerned with three basic questions, as described by Hellriegel *et al.* (2016:220):

- 1.) Where are we now as an organisation?
- 2.) Where do we want to be, or what kind of business do we want to be, in the foreseeing future?
- 3.) How are we going to get from where we are now to where we want to be or need to be?

It is the task of management to take the organisation's strategy into action. This is done through the business model, which shows, in detail, the competitive tactics and initiatives of the organisation (Orgrean, 2016:89). Operational and managerial processes allow successful organisations to deliver value in a way that they will be able to successfully repeat and increase the business (Orgrean, 2016:90). Strategy and strategic management are responsible for the success of some organisations, while others fail. Management need to continuously search for the best answers enabling them to lead the organisation to competitive advantage and strategic competitiveness. Strategic leaders are ultimately responsible for creating vision and value across all organisational levels (Slavik, 2015:1160). A successful strategic management process should lead to an increased level of innovation and competitiveness (Soloducho-Pelc, 2015:84). Successful strategy implementation is therefore dependent on the mobilisation of all employees, because without communication, appropriate feedback, discipline, engagement and sacrifice, establishing a winning strategy is not possible (Cristiana & Anca, 2010:1577-1578). Ongoing dialogue and participation by employees is absolutely necessary to achieve the objectives of effective strategic implementation (Cristiana & Anca, 2010:1579).

The implementation of a strategic plan by management throughout all levels of the organisation is explained by Thompson *et al.* (2017:48) as a formula consisting of:

$$\text{A Strategic Vision} + \text{Objectives} + \text{Strategy} = \text{A Strategic Plan.}$$

Thompson *et al.* (2017:49) defines the implementation and management of a strategy as 'an operations-orientated, make-things-happen activity'. One can use the diagram (Figure 2-2) in Section 2.4.1 to explain the process of strategic implementation through all levels of the organisation (Thompson *et al.*, 2017:49). A strategy normally entails a vision, mission, objectives, outputs and outcome (Barac, 2015:17). The final strategy, together with the vision and mission, needs to be communicated and implemented by

the management or executive team. All stakeholders, together with the tactical and operational teams, are needed to successfully execute the winning strategy and reach the final outcome or results through the set objectives and goals. As Thompson *et al.* (2017:19) explains a good strategy, together with a good execution plan, equals good management.

As discussed in Section 2.4.1, diagnosis, direction, decisions, and delivery are key elements required in the strategy implementation process (Thompson *et al.*, 2017:20). Diagnosis refers to understanding the situation. The diagnosis phase considers the strengths, weaknesses, opportunities and threats, identifies and understands the problem, and thinks of an appropriate plan of action to address the problem. Thompson *et al.* (2017:20) says that for a strategy to be successful the element of direction must be part of the process. The vision and mission together with goals and objectives form part of the direction. It is the path or road map we will take to achieve our final results. Making the right decision is a vital part of the strategic process. It is about choosing the correct option or approach. A successful strategy needs to be implemented, executed and eventually have outcomes or results (Thompson *et al.*, 2017:21). Delivery needs to be against a set of goals and objectives that will lead through various inputs and outputs by all stakeholders to the necessary results.

Thompson *et al.* (2017:20) describes two additional dimensions of the strategic management process regarded as critical: dynamism and disorder. Dynamism refers to all incorporated strategic inflection points. It is the interaction of different forces and a continuous change of activities. The more unstable and unpredictable the environment, the higher the dynamism, compared to a more stable and predictable environment (Thompson *et al.*, 2017:23).

2.4.1.1.5 Strategy formulation and strategic planning: relationship

Strategy formulation is the process of deciding on creating new strategies, whereas strategic planning is the process involved in deciding how these new strategies will be implemented (Francis, 2012). In the strategy formulation process, an organisation focuses on creating the main strategies in achieving the goals that have been laid out. The strategic planning process takes the strategies created, along with the goals

developed, and develops various programs to carry out the various strategies and help in achieving the goals developed (Francis, 2012).

2.4.1.1.6 Strategic planning

A strategic plan lays out an organisation's policy priorities, their programs, and project plans, which is approved by its executives within the scope of the organisation's available resources (Lazenby, 2018:259). A strategic plan normally has a shelf life' of about five years, and may be changed over the five years; however, should not disrupt policies or service delivery (Vo, 2018). A strategic plan is strategy and planning combined into one plan. A strategic plan focuses on issues of strategic importance and focuses on strategic outcomes-orientated goals that link to the fulfilment of institution mandates (Lazenby, 2018:259). Issues such as operation, finances, supply chain, human resources, and information systems, are some of the strategic priorities required to be addressed regularly in order to improve performance.

2.4.1.2 Strategy implementation

Strategy implementation is where the selected strategies are turned into actions to achieve the stipulated goals. It is the translation of the strategic plan into an action or many actions (Cleverism, 2017). In the strategy implementation stage, management aligns the strategic leaderships, organisational structures, resources, and policies, with the strategies that were formulated. The strategic implementation phase is considered to be one of the hardest sections of the entire strategic management process and is key for overall success (Lazenby, 2018:288). Middle managers are important, as it is their responsibility to share the decisions made by top-level management with the lower-level managers and staff on constant improvement and how the strategy-critical activities are performed on a daily basis (Cleverism, 2017; Lazenby, 2018:288). Middle managers are required to push implementation into the different functional areas and operating units. Top-level managers, as well as middle level, need to remain committed to the plan and process in order for it to be a complete success (Lazenby, 2018:288).

2.4.1.2.1 Policy support

Policies are meant for guidance in the strategy implementation process. They are created to help guide managers in their behaviour in how they pursue the achievement

of strategies and objectives (Barnat, 2014). According to Lazenby (2018:329), policy is guidelines, methods, procedures, rules, forms and administrative practices established to support and encourage work towards the stated goals (Drogbari, 2019). Policies help employees understand what is expected of them in the implementation stage. Policies need to support the chosen strategies and objectives. When a strategy changes, the policies are also meant to change as the policies help in the implementation (Lazenby, 2018:330). There are two types of policy groups in the organisational structure:

- Authorisation policy: Work as guidance for employees on what activities an employee can perform within the structure of the strategy, as well as the activities an employee may not perform within the framework (Lazenby, 2018:330); and
- Obligation policy: Work as guidance for employees on what activities to perform, or not perform, in the case of the various objectives of the organisation. Employees have specific tasks that work together within the whole framework for the achievement of objectives (Lazenby, 2018:330).

According to Lazenby (2018:330) and Barnat (2014), policies within the strategic implementation process are essential:

- They build relationships between the manager and the employee;
- They help ensure that the specific essential strategy-based actions and behaviours take place; and
- They ensure that when strategies are changed, policies will change along with them; otherwise they may act as a strategic barrier for change.

2.4.1.2.2 Organisational leadership

Leadership entails being able to influence people's opinions and attitudes in order to achieve specific goals. Each leader has their own style, which influences their effectiveness in performing in specific areas or with particular strategies (Tdktech, 2019). An organisational leader needs to be visionary and have a worldview for self and others (Tdktech, 2019). Certain styles of leadership fit better in certain organisational cultures. An organisation often requires managers to cope with constant change; therefore, these managers need to have the specific skills to cope (Lazenby, 2018:350).

2.4.1.2.3 Matching culture to strategy

Organisational culture is the beliefs of an organisation relating to business and conduct, and employees are generally required to behave accordingly. When there is a strong culture, management can predict the activities and reactions of employees in certain situations (Thomas and Katzenbach, 2016). If there is strategic change within an organisation those activities that are different to the organisational culture may fail if they are not given attention in matching the strategy with the culture (Lazenby, 2018:318-324).

Three key principles in managing a strategy-culture relationship involve (Thomas and Katzenbach, 2016):

- Linking key changes to the basic organisation mission;
- Existing personnel instead of new personnel should fill positions of strategy implementation to ensure that the organisation's cultural compatibility is preserved with major changes; and
- Attention to changes least compatible with the current culture to avoid disrupting the norms.

2.4.1.2.4 Motivation systems/strategy and reward

To increase the likelihood that the new organisational strategies will be implemented successfully, highly motivated employees should be placed in positions relating to strategy implementation. One of the most effective tools used for motivation is an organisational reward system (Wu, 2014). The organisational reward system includes two types (Wu, 2014):

- Intrinsic rewards: Recognition, responsibility status, attention, and advancement; and
- Extrinsic rewards: Adequate pay, allowances, and insurance.

2.4.1.2.5 Strategy implementation issues

Successful strategy implementation requires short-term objective creation for the whole organisation. These short-term objectives are used to make smaller targets for each unit within the organisation to achieve long-term objectives. Financial resources must also

be allocated, and strategies must be developed for each unit or functional area (e.g. marketing, finance and production).

2.4.1.2.5.1 Functional strategies

Functional strategies are created for each area of expertise within the organisation. These strategies are more specific in nature, they have a time deadline, and various participants from varying areas (Gleeson, 2019 and Business Jargons, 2019).

2.4.1.2.5.2 Marketing strategies

Marketing has one basic role, that is, to have the right product or service, in the right amount, in the right place, and at the right time. Marketing strategies use the four Ps of the marketing mix for their activities. The four Ps stand for, Place, Product, Promotion and Price (Acutt, 2019). The 4P's help determine exactly what the customer and the market needs. Activities are based on the basic needs and wants of the customer and how to design strategies within the marketing strategy to meet those needs (Business Jargons, 2019). Marketing strategies are concerned with:

- Matching products with customer's needs or wants;
- Informing the customers that the product or service exists;
- Having the products where they should be at the right time and place; and
- Giving that product or service a price for the exchange.

2.4.1.2.5.3 Finance strategies

A financial strategy focuses on determining the characteristics and funds needed for the conduct of certain business operations. The financial strategy determines where resources are allocated, and that they are used and allocated in the most efficient way possible (Chand, 2012). Financial strategies also involve informing managers on the feasibility of certain strategic activities (Business Jargons, 2019).

2.4.1.2.5.4 Production strategies

These strategies are concerned with the selection and design of the organisation's products and services, as well as updating the systems involved. Production strategies

include the use of operating systems, which are necessary to transform the input of products (Business Jargons, 2019; Chand, 2012).

2.4.1.2.5.5 Human resource strategies

Human resource (HR) management includes all human resources needed by the organisation to achieve its objectives. There are many tasks for HR such as recruitment, hiring of new employees, and training of employees (Business Jargons, 2019). Organisations need certain talents to be successful, HR helps with acquisition of this talent within cost, as well as motivating why the specific talent is needed.

2.4.1.2.5.6 Research and development strategies

Innovation and research are necessary in any organisation for their survival and sustainability (Business Jargons, 2019).

2.4.1.3 Strategy evaluation and control

The last phase of the strategic management process is control and evaluation. According to Lazenby (2018:10), evaluation and control should be a continuous and an ongoing process in evaluating and reviewing the implementation of a strategy. This phase should not be neglected. It includes tools such as Total quality management (TQM), and a 'balanced scorecards' to evaluate and control the strategic management process (Lazenby, 2018:10).

As mentioned in Section 2.4.1.1.3, a "balanced scorecards" balances financial objectives with strategic objectives. This improves the managers role in successfully implementing and controlling the strategic management process (Lazenby, 2018:10).

2.4.1.3.1 Strategic control

Strategic control tracks a strategy while it is being implemented and detects if there are problems or changes needed (Anon, 2019). Managers need strategic control to determine if the organisation is moving in the right direction or if the standards that were laid out are being met (Lazenby, 2018:384). Four basic components are needed for strategic control (Lazenby, 2018:384):

- Identifying what needs to be achieved;

- Actual results;
- Comparison between actual results and expected results; and
- Determining which actions need to be taken in order to achieve the expected results.

Types of strategic control include:

- **Premise control:** A strategy has certain assumptions or planning premises. Premise control checks if the assumptions or planning premises of the strategy are still valid. Ever-changing environmental factors and industry heavily influence planning premises. Premise control requires that actions taken by management in the implementation strategy are monitored to see what effect there is on these actions (Lazenby, 2018:386);
- **Strategic surveillance:** Detection of environmental changes that may have an impact on the organisation's strategy (Anon, 2019);
- **Special alert control:** A warning signal when there is a crisis or unexpected event on the way that will affect the organisation or the organisation's strategy implementation (Lazenby, 2018:386); and
- **Implementation control:** Implementation control is ongoing. It takes place over time as it is designed for the assessment of the overall strategy. It reviews the process of implementation and shows where there is a deviation away from the goals and expectations of the strategy (Anon, 2019). The control evaluates the budgets, schedules and programs of various activities. This control system creates standards of performance, determines actual performance measurements, identifies when there has been a deviation from the standards and creates and corrects actions where necessary (Lazenby, 2018:388).

2.4.1.3.1.1 The balanced scorecards

An organisation has different strategic control systems for measurement of key points. One of these is the balanced scorecards. Kaplan and Norton's balanced scorecards is a very widely used framework for assessing achievement of financial and non-financial objectives in business. The aim of the scorecard is to align all business activities to the overall vision and strategy of the business, to improve internal and external communications (Lim, 2019), and to measure and monitor the overall business

performance against the strategic goals (Lazenby, 2018: 389; Kaplan and Norton's balanced scorecards, 2016). The balanced scorecards is a top-down approach that starts with the vision and mission of the business and identifies, from four different perspectives, the key performance indicators, as well as shows the importance of the non-financial measures.

The four perspectives to 'balance' the overall financial perspective are indicated in Figure 2-3 and are described as follows (Lazenby, 2018: 390; Kaplan and Norton's balanced scorecards, 2016):

- Financial perspective: Focuses on financial performance as measured by the financial accounts. Financial perspective shows the key financial indicators, such as return on investment (ROI) and key ratios, such as profitability ratio;
- Customers: Focuses on customer satisfaction (Lim, 2019). Key performance indicators (KPIs) measure customer service, such as the extent/level to which customers return products. This KPI suggests dissatisfied customers or poor product delivery. Service can also be measured by ratings, so customers can give a service rating. This may also be considered a good performance indicator;
- Internal processes: Focuses on the efficiency and effectivity of the business. The key performance indicators are the speed to which new products can get to markets, the lead time, as well as unit costs; and
- Organisational capacity: Focusses on the business's knowledge and capability to innovate. KPIs include the ability to retain employees and measure the flow of new ideas, and how strongly organisational capacity is moving within the business.

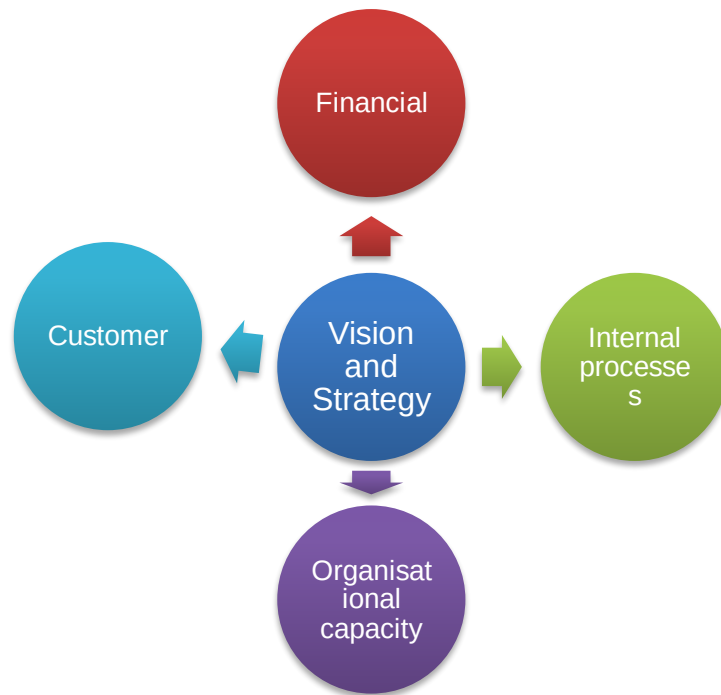


Figure 2-3: The four perspectives (Adapted from Lazenby, 2018:389; Kaplan and Norton's balanced scorecards, 2016).

Advantages of balanced scorecards:

- Provides a much broader view of business performance relevant to the mission and vision, than only just looking at the financial data;
- It involves everyone in the business and not just the financial stakeholders of the business; and
- It is highly flexible.

It is important to note, however, that the balanced scorecards also has its disadvantages (Jackson, 2019):

- The framework may be overwhelming;
- Examples cannot be copied;
- Strong leading is needed;
- It is difficult to get everyone to agree; and
- It may appear not to be flexible.

Despite the disadvantages, balanced scorecards remains a popular tool (Jackson, 2019).

2.4.1.3.2 Continuous improvement for sustaining a competitive advantage

Continuous improvement is a must in all organisations (Novkov, 2019). Competition advances daily, and therefore, organisations need to maintain a good competitive environment (Novkov, 2019). In order to maintain a good competitive advantage, organisations need to have certain practices in place within the organisation (Lazenby, 2018:392). The practices or approaches to continuous improvement and maintaining competitive advantage are a few of the following:

- Benchmarking: Understanding and evaluating an organisation's current position along with best practices to identify areas where performance can be improved (Lazenby, 2018:395; Benchmarking, 2018). There are five types of benchmarking: performance, process, functional, internal, and external benchmarking (Lazenby, 2018:395);
- TQM: Long-term success is determined by how well an organisation can approach long-term success through customer satisfaction. TQM has a number of principles: customer-focused (level of quality determined by customer), (Barone, 2019), total employee involvement (employee commitment), process-centred (steps where inputs are taken from suppliers and transformed into outputs for customers), and integrated system (Lazenby, 2018; American Society, 2019);
- Six sigma: Six sigma is an important continuous improvement approach. It strives for absolute perfection in every aspect of the organisation. Perfection in processes must take place from production phase all through to transaction phase. Six sigma is an approach that is very hard and analytical for the sake of continuous improvement and quality management (Rastogi, 2018);
- ISO 9001: The quality control system standard (also known as the ISO 9001) was developed in the 1980s. If organisations are ISO certified, it means that customers are almost certain of good quality products and services. ISO 9001 emphasises customer satisfaction through the implementation of better processes. A standard is met when an organisation meets the requirements of customers, and satisfaction is enhanced when the system is applied effectively (Lazenby, 2018:398).

The strategic control process is essential in the management process as it aids organisations in identifying if their strategies produce the results intended or if corrective action is required.

2.5 Chapter summary

The strategic management process, strategy, and strategic planning process was broken down into the steps of the strategic management process and further broken down into the various steps to help with the understanding and importance of the entire process. In practice, organisations should follow these steps if they wish to have successful strategy goals.

Any good strategy must serve a purpose, as well as create a competitive advantage that is sustainable. A successful strategy aids in the efficiency and performance of an organisation. A good strategy enhances performance within an organisation, makes use of resources efficiently and effectively, as well as enhances the organisation's capabilities (Lazenby, 2018:280).

Strategic implementation is paramount within the process. Strategic implementation can serve as a competitive advantage to an organisation, especially in environments where there is rapid change. When there is strategic change in an organisation, strategic implementation will take place; however, the organisation needs to implement strategies with constant communication to various parties involved, as people in organisations are not always willing to accept the change (Cleverism, 2017; Lazenby, 2018:304). Organisations often have deeply rooted beliefs and organisational cultures in place, and this is many times the cause for unwillingness in accepting change. Organisations can implement change efficiently and effectively with the right kind of management and leadership capabilities. Strategy implementation helps organisations manage the change to aid in the implementation of a new strategy.

Strategic evaluation and control evaluate the implementation of the new strategy to see where there are gaps or to see if the strategy is producing the intended results (Lazenby, 2018:398).

In the next chapter, Chapter 3, the literature is used as guidance as part of the data analysis. The questionnaire was developed in such a way that each part of the strategic

management process is analysed within South African organisations. Each sub-section in the questionnaire refers to a step in the process. Strategic formulation is part of section B; strategic implementation, section C; and strategic evaluation, section D. The questionnaire was structured in such a way to assess the various steps in the process in-depth and see where there needs to be improvement.

3 CHAPTER 3: EMPIRICAL INVESTIGATION

3.1 Introduction

The objective of this study was to assess the strategic management processes of various South African organisations. In Chapters 1 and 2, an introduction and literature review were conducted relevant to strategic management and the strategic management process involved within organisations. The purpose of this chapter is to describe the research methods and results of this study.

3.2 Research methodology

The study was based on a quantitative research approach. According to Bhatia (2018), quantitative researchers' main interest is in understanding what meaning people have created, and why or how people make sense of the world they are in and the experiences they have.

3.2.1 Research design

All research needs a design or structure before the collection of data or data analysis can take place. A research design is not a work plan. A work plan falls within research design; however, that is not where it stops. The main function of research design is to make sure that any data or evidence gathered aids the researcher in answering the initial question set out in the most unambiguous way possible.

In this study, a research questionnaire with four sections on a 10-point Likert scale was created and sent out to the target population. A permission letter was issued by the NWCOCI to conduct research on their various subsidiary organisations - i.e. the many affiliated Chambers of Commerce. Furthermore, consent was obtained from participants in other organisations. Once the data was collected, it was sent to the NWU statistical consulting services for capturing, and it was determined whether the data was valid or reliable. The results were then interpreted, and a conclusion drawn.

3.2.1.1 Target population

3.2.1.1.1 Sampling

The target population consisted of 584 employees from various organisations within South Africa. For the purpose of this study, convenience sampling and purposiveness sampling (described in Chapter 1, Section 1.7.2) were used (Maree, 2016).

Probability sampling, also known as a random sample, draws randomly from a wider population and was thus useful with generalisations. Types of probability sampling include simple random samples, cluster samples, stage samples, and multi-phase samples, all of which have a certain amount of randomness built into them, resulting in a significant degree of generalisability (Cohen, Manion and Morrison, 2011). The probability sampling used in this research study was the simple random sampling.

In simple random sampling, the members all have an equal chance of being selected, unaffected by another individual. Each selection is entirely independent. The range of individuals is entirely random. Screening is simple, with examples like drawing names from a hat or even selecting from a table of names until a certain amount of people needed to complete the questions has reached satisfaction. Probability sampling, however, causes the sample to have subjects that have characteristics similar to the population as a whole: some old, young, tall, short, fit, unfit, rich, poor and the list goes on (Cohen, Manion and Morrison, 2011).

Convenience sampling is a specific type of non-probability sampling. This method involves the collection of data from population members who are conveniently available to participate in the study. The first available population type is used for the study. All people can participate in the study; it is not a focused group.

Purposive sampling, researchers handpick a targeted group sample based on their judgment as well as their typical nature (Cohen, Manion and Morrison, 2011). The study targets a particular group of individuals. These individuals come from various organisations within South Africa.

Various economic sectors were involved as part of the targeted population:

- Sector 1: Agriculture;

- Sector 2: Mining and quarrying;
- Sector 3: Manufacturing;
- Sector 4: Electricity, gas, and water;
- Sector 5: Health;
- Sector 6: Wholesale, retail trade and catering, and accommodation services;
- Sector 7: Transport, storage, and communication;
- Sector 8: Financing, insurance, real estate, and business services;
- Sector 9: Community, social and personal service/Non-governmental organisations (NGOs);
- Sector 10: Private and legal services/Information technology (IT) services;
- Sector 11: Public services/Government; and
- Sector 12: Higher education.

The target population consisted of NWCOCI, as well as various organisations across South Africa, as the participation from the NWCOCI was not enough to conduct the study effectively.

3.2.1.2 Measuring instrument

A questionnaire consisting of 10-point Likert scale questions, as well as some open-ended questions, were utilised in the study. See Appendix A for an example of the questionnaire. The questionnaire was structured in such a way that findings could be categorised, compared, and the relationships between certain questions identified. The data analysis was done in collaboration with the NWU statistical consulting services.

Participation and permission were requested from each participant and was completely voluntary. The questionnaire was used to gather data that was divided into the sections described below.

3.2.1.2.1 Section A: Demographic profile

Section A of the questionnaire dealt with personal information covering gender, age, managerial level, years worked, business unit, job title, and if participants worked in South Africa. This section's aim was to gather the general demographic information of the participants in the target population to determine which levels of management are

involved in the strategic management process and if age or gender is connected to managerial levels.

3.2.1.2.2 Section B: Strategy formulation

Section B included 10-point Likert scale questions relating to the vision, mission, values, strategic tools, objectives, and selection of strategies or generating thereof, and comprised of 23 items, including one open-ended question, for participants to state what other strategic management tool they use besides a SWOT analysis within their organisations.

3.2.1.2.3 Section C: Strategy implementation

Section C followed on from the 10-point Likert scale in Section B, with questions related to policy support, financial capacity, motivation and ownership, organisational structure, openness to change, and human resources. This section consisted of 14 items.

3.2.1.2.4 Section D: Strategy evaluation

Section D also consisted of 10-point Likert scale questions to capture data related to the assessment of strategic initiatives, the measurement of performance of strategic initiatives and identifying where corrective actions are needed in the various strategic initiatives. The questions probed into the impact of change within an organisation, how management evaluates strategy, their communication of various results to employees, as well the frequency with which they review the strategic initiatives in place.

The questionnaire structure was designed to mirror the strategic management process assessed in various organisations.

3.2.1.3 Ethical considerations

Research ethics involves a human factor, or participants, which bring in legal, social and political issues (Walton, 2018). It contains three aspects that must be taken into consideration:

- Protection for participants;
- Research must serve the interests of groups, individuals, or society in its entirety;
- and

- Management of risks, protection and confidentiality, and informed consent.

The ethical considerations of this study included:

- Informed consent from the participation of the individuals taking part in the study;
- Participants were informed of the completely voluntary nature of the responses; and
- All responses and participants remained completely confidential; this information would only be made available to participating organisations upon request.

3.2.1.4 Data collection

The questionnaire was distributed to various South African organisations in various sectors which was then divided into public and private sectors. The NWCOCI assisted with this. The purpose of the questionnaire was to assess the state of strategic management within various South African organisations.

3.2.1.5 Response rate to the questionnaire

Respondents were approached when meetings, workshops and training sessions were held at various venues throughout provinces such as North-West, Gauteng, Free-State and Limpopo.

3.2.1.6 Data analysis

The data was collected and sent to the NWU Statistical Consulting Services, on the NWU Potchefstroom Campus, for capturing and statistical analysis of data. Types of data analysis conducted:

- Frequency analysis
- Descriptive analysis
- Cross-tabulation
- Anova's were

All types were conducted and discussed in detail below.

3.2.1.7 Limitations of the study

Questionnaires were initially sent only to the NWCOCI. However, participation in the research and questionnaire was completely voluntary. Even with consent from higher management for participation within the organisation, it was completely up to the various individuals/employees within each organisation to partake in the questionnaire. The result was that participation from the initial organisation was too low to generate enough data for the study. Therefore, other organisations were included. Caution must also be taken in generalising from the findings of the research study.

3.3 Research findings

3.3.1 Data reliability and validity

A Cronbach alpha, which is a measure of internal consistency (Regents, 2019), was not completed for this study as it was not applicable since the rating scale Lickert descriptions differed. However, as mentioned in chapter 1, the data was regarded as reliable and was collected upon working with the various groups with their consent on an existing questionnaire.

3.3.2 Section A: Frequencies - Demographic information

The results in this section of the sequenced items were captured and analysed in the form of descriptive statistics. Inferential statistics were used to generate numerical calculations, graphs, or tables relating to the population sample. The details of the results were displayed for each relevant question in the section using bar charts, pie charts, Pareto charts, as well as tables showing the frequencies and distribution. Following this, results were discussed and analysed. In the tables presented, the main percentage investigated was the valid percent rate, unless otherwise stipulated, as with some questions respondents did not respond, thus counting as missing. Only respondents that had responded could be used (Flom, 2017).

3.3.2.1 Frequency analysis: Work sectors

A description of the sample is provided in Table 3-1 and Figure 3-1. This information provides an indication of the sample used, as well as the size of the sample. The twelve sectors described have been combined into two main groups:

- Government sector; and
- Private sector.

While a large portion of this study is comprised of data obtained from the private sector, it is important to note that the study focuses on diverse organisations, and the strategic management processes of these organisations, as a whole in South Africa, and not just on the public or private sectors.

Table 3-1: Work sectors frequency analysis

Sector:	Frequency	Percent %
Sector 1: Agriculture	63	10.8
Sector 2: Mining and quarrying	22	3.8
Sector 3: Manufacturing	134	22.9
Sector 4: Electricity, gas, and water	26	4.4
Sector 5: Health	18	3.1
Sector 6: Wholesale, retail trade and catering and accommodation services	49	8.4
Sector 7: Transport, storage, and communication	9	1.5
Sector 8: Financing, insurance, real estate and business services	38	6.5
Sector 9: Community,	17	2.9

social, and personal service/NGOs		
Sector 10: Private and legal services/IT services	65	11.1
Sector 11: Public services/Government	71	12.1
Sector 12: Higher education	73	12.5
Total Respondents	585	100

(Source: own compilation)

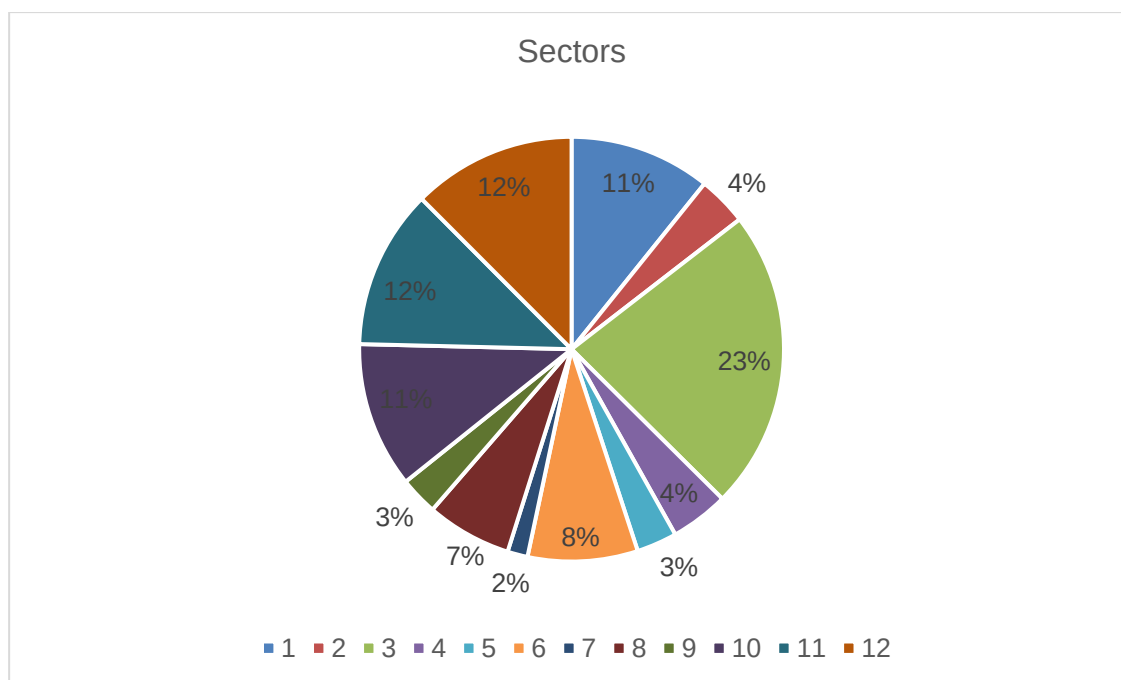


Figure 3-1: Work sectors frequency analysis

The manufacturing industry provided the most responses; however, most of the other industries had strong representation as well. The size of the sample, as well as the variety of the respondents and industries, provide a better representation of South African organisations as a whole.

3.3.2.2 Frequency analysis: Gender

Table 3-2 and Figure 3-2 provide a description and graphical representation of the genders of the participants. Males accounted for 64.6% (374) and females 35.4% (205) of the 579 respondents. Six respondents omitted answers to the gender question, which were therefore not included. Female representation is less than male, although the number of women in management positions was seen to be rising. According to an article in 2018's International Business Report, a survey conducted within the private sector in South Africa found that over four years, woman managers increased by 3% (Vallie, 2018). It was noted, though, that even with the rise to 3% this increase was not regarded as transformational for businesses, as a larger number would need to be reached to be considered transformational. The article also mentioned that South Africa still struggles with the idea of a woman doing 'a man's job' (Vallie, 2018). This idea is supported by statistics, with less woman than men in management. Despite the difference being minimal, it is still one to be noted.

Table 3-2: Gender frequency analysis

Gender category	Frequency	Valid percent
1-Male	374	64,6
2-Female	205	35,4
Total	579	100,0

(Source: own compilation)

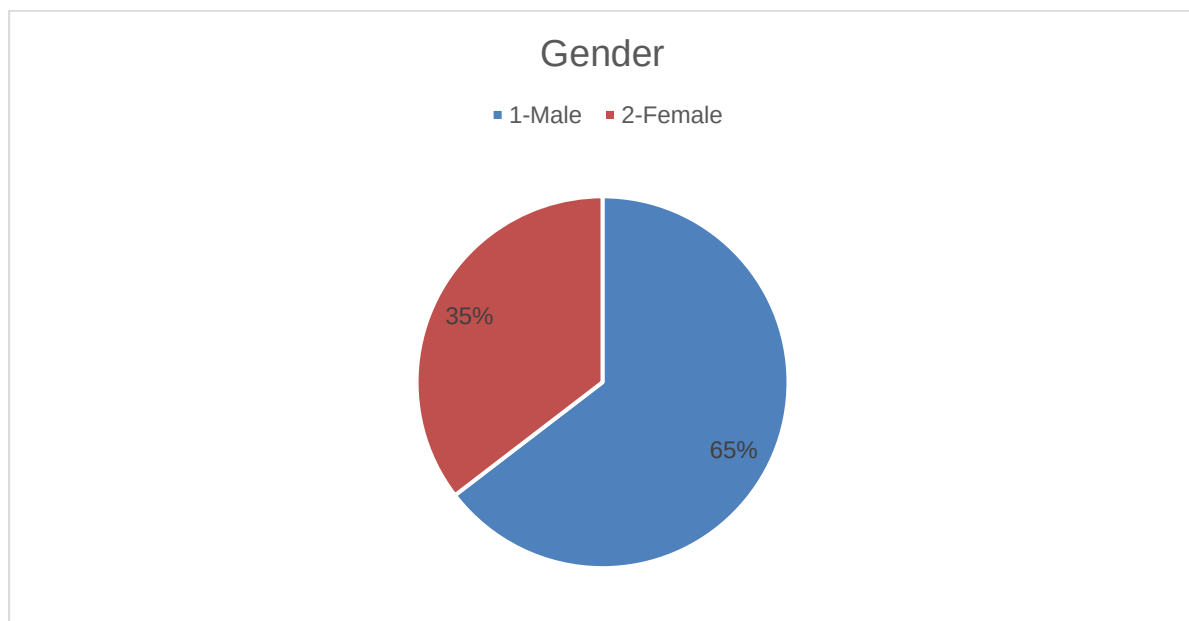


Figure 3-2: Gender frequency analysis

3.3.2.3 Frequency analysis: Age

Age of the participants was broken down into seven groups. Only six groups are represented in the data as no respondents selected the first group: ages 16-20 years. Thus, the age groups accounted for 21-25 (3.3%), 26-35 (30.3%), 36-45 (35.7%), 46-55 (22.1%), 56-60 (6.2%) and 60+ (2.6%). Age diversity was regarded as a good balance for the determination of any association between age and management in Section 3.4.1. Five respondents omitted answers to the age categories. The age frequency analysis was used to identify generational classifications: Millennials (ages 18-34), Generation X (ages 35-50), Baby Boomers (ages 51-69), and the Silent Generation (ages 70-87). There was large representation from the Generation X group, followed closely by Millennials, and moving slightly into the Baby Boomer generation.

Table 3-3: Age frequency analysis

Age category	Frequency	Valid percent
1-Age 16-24	0	0
2-Age 21-25	19	3,3

3-Age 26-35	175	30,2
4-Age 36-45	207	35,7
5-Age 46-55	128	22,1
6-Age 56-60	36	6,2
7-Age 60+	15	2,6
Total	580	100,0

(Source: own compilation)

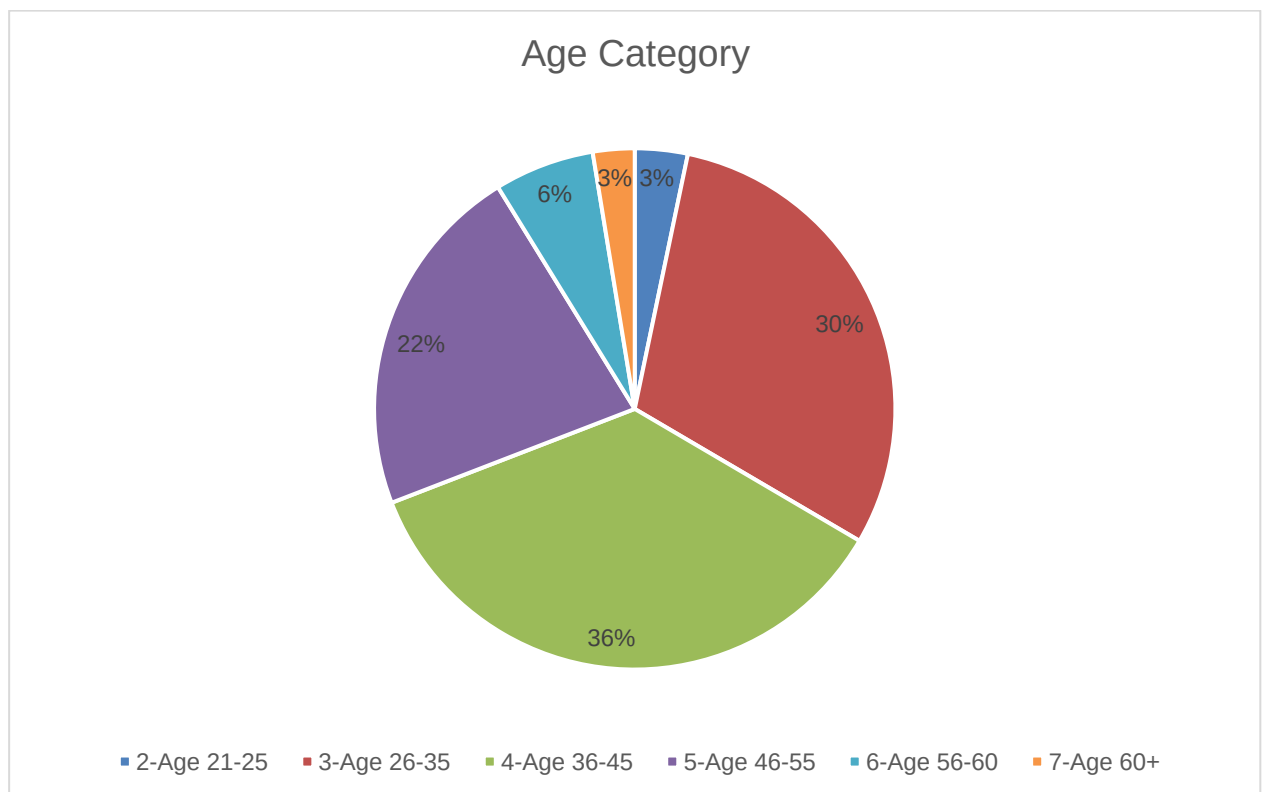


Figure 3-3: Age frequency analysis

3.3.2.4 Frequency analysis: Respondents in management

The results show that 76,8% (441) of the respondents are in management positions, and 23,2% (133) are not. Eleven respondents omitted answers to this question.

Table 3-4: Management frequency analysis

In management	Frequency	Valid percent
1-Yes	441	76,8
2-No	133	23,2
Total	574	100,0

(Source: own compilation)

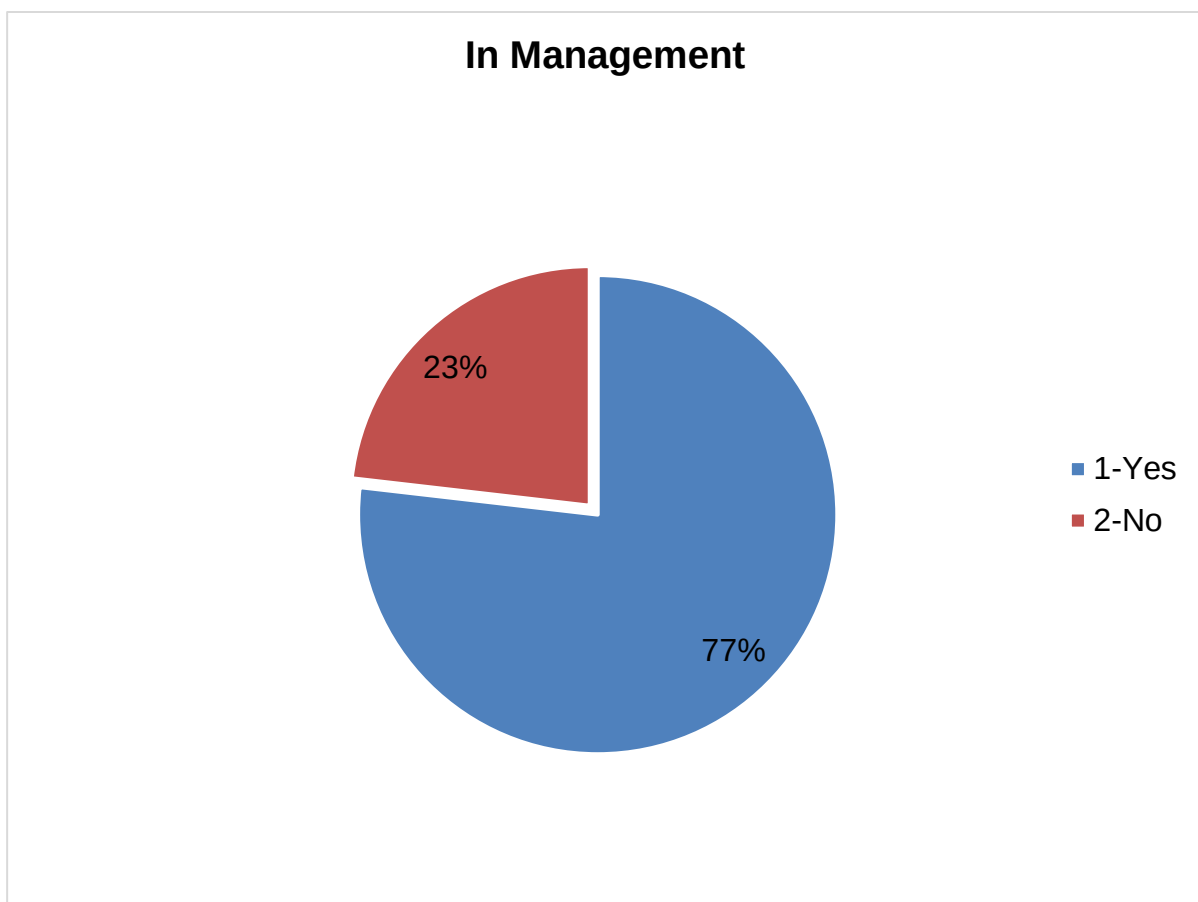


Figure 3-4: Management frequency analysis

3.3.2.5 Frequency analysis: Level of management

The level of management determines how involved the respondents are regarding the strategic management process. As described in the literature review in Chapter 2, there are different processes involved in the strategic management process and depending

on the level of management; respondents were involved in certain processes. In the sample group supervisors were 19.4% (106), middle management 36.5% (199), senior management 20.6% (112), directors 9.9% (54), and other was 13.6% (74). Forty responses were omitted for this question. A large percentage of the group comprised of management on one of the levels and, therefore, should have been part of the strategic management process in a large way.

Table 3-5: Levels of management frequency analysis

Management level	Frequency	Valid percent
1-Supervisor	106	19,4
2-Middle management	199	36,5
3-Senior management	112	20,6
4- Director	54	9,9
5-Other	74	13,6
Total	545	100,0

(Source: own compilation)

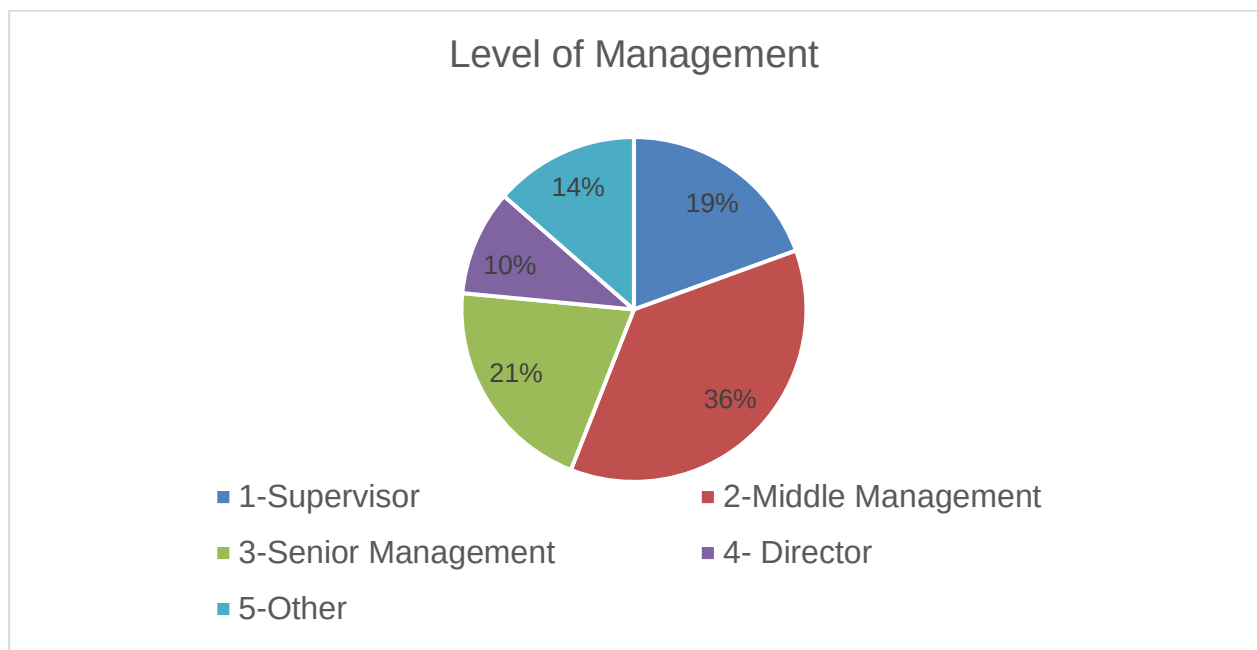


Figure 3-5: Levels of management frequency analysis

3.3.2.6 Frequency analysis: Experience

Number of years worked in various organisations was broken down into five categories, 0-3 years 19.8% (115), 4-10 years 36.3% (211), 11-15 years 20.3% (118), 16-20 years 10.1% (59) and 20+ years 13.6% (79). The largest group was the 4-10 years category, with the number of years an individual has at an organisation, directly connected to the level of experience of the individual. Calculating 11 years to 20+ years shows that 44% of the respondents had more than 10 years' experience validating their contribution from an 'experience' point of view.

Table 3-6: Level of experience

	Frequency	Valid percent
1: 0-3 years	115	19,8
2: 4-10 years	211	36,3
3: 11-15 years	118	20,3

4: 16-20 years	59	10,1
5: 20+ years	79	13,6
Total	582	100,0

(Source: own compilation)

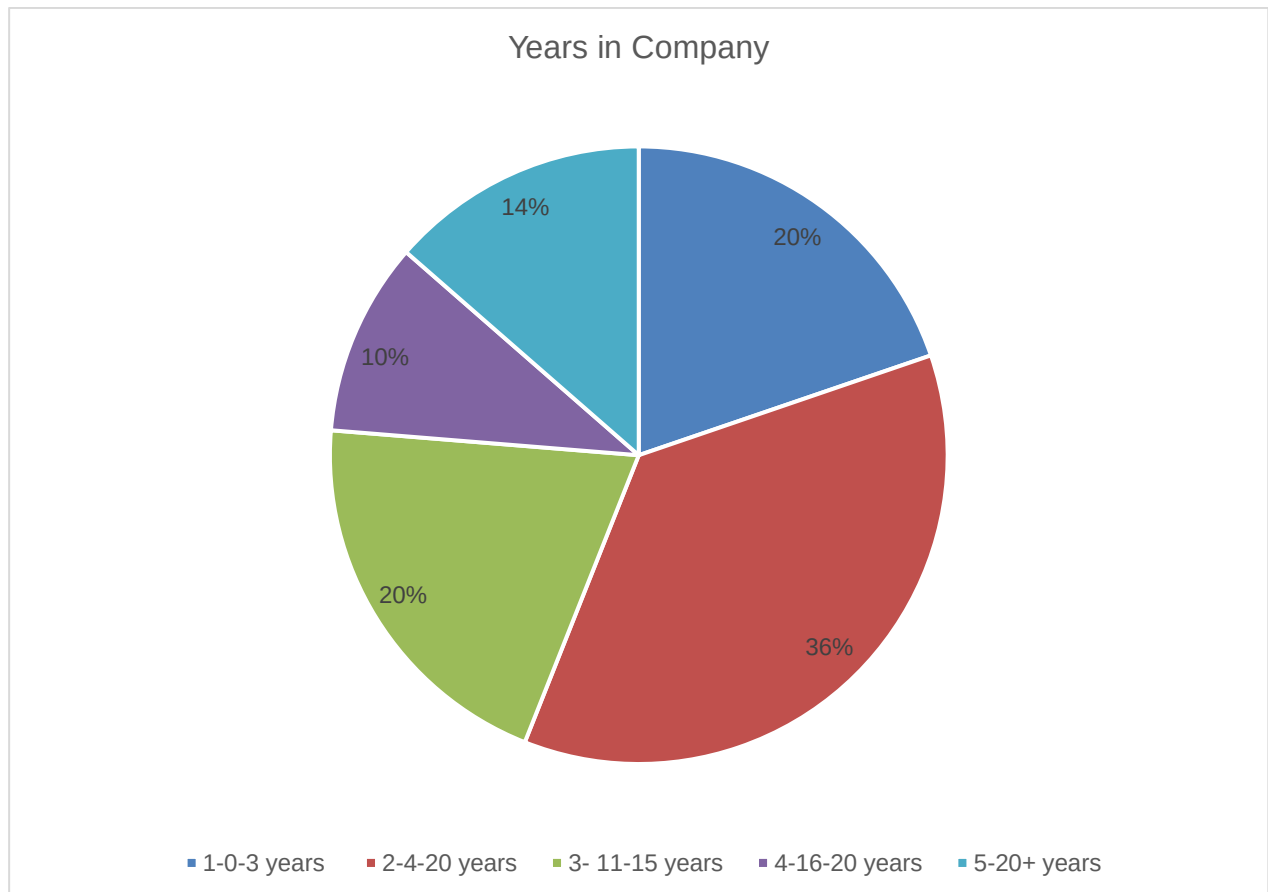


Figure 3-6: Level of experience

3.3.2.7 Section B: Strategy formulation

The results in this section all have to do with strategy formulation within an organisation. Strategy formulation is the stage where strategists look at the vision, mission, values and long-term objectives. It is also in this stage that the SWOT analysis is discussed. A good strategy enhances performance within an organisation, makes use of resources efficiently and effectively, as well as enhances the organisation's capabilities as a whole (Lazenby, 2018:280).

Strategy formulation questions asked respondents about the vision statement, mission statement, values, tools used (SWOT), long-term objectives, and the generation and selection of strategies.

3.3.2.8 Frequency analysis: Relevance of vision statements

The aim of this question was to determine how relevant the vision statement was perceived to be for an organisation by the respondents. The 10-point Likert scale was used for the respondent to rate relevance. At scale one, 0.9% of respondents indicated the vision statement as not being relevant at all, while 68.6% of respondents responded that the vision statement in an organisation is 'very relevant'. This result showed that employees understand the relevance and importance of a vision statement; however, more communication is needed for all employees.

Table 3-7: Vision statement frequency analysis

Is the vision statement relevant to the organisation's activities and mandate?	Frequency	Valid percent
1- Not relevant at all	3	0,9
3	1	0,3
4	2	0,6
5	5	1,5
6	10	2,9
7	7	2,1
8	24	7,0
9	55	16,1
10-Very relevant	234	68,6
Total	341	100,0

(Source: own compilation)

3.3.2.9 Frequency analysis: Compatibility of mission statement

Was the current mission of the organisation compatible with the activities being carried out by the organisation? This question comprised of a 10-point Likert scale. 67.6% of the respondents agreed that the mission was compatible with the organisation's overall activities; however, it is concerning that a third of the respondents were not.

Table 3-8: Mission statement frequency analysis

Do you feel that your current mission statement is compatible with the activities being carried out by the organisation?	Frequency	Valid percent
1-No	8	2,1
2	1	0,3
3	4	1,0
4	5	1,3
5	13	3,4
6	8	2,1
7	13	3,4
8	31	8,1
9	41	10,7
10-Yes	259	67,6
Total	383	100,0

(Source: own compilation)

3.3.2.10 Frequency analysis: Mission development participation

This question related to the mission statement development and respondents had to answer if they were involved in the process of development. These results showed that employees were not involved in the development of the mission statement in comparison to directors/senior management, although responses varied. Some 21% of respondents indicated that they were 'not involved at all', whereas the board of directors and senior management obtained a 61.3% involvement rating.

Table 3-9: Mission development participation frequency analysis

How would you rate participation in developing the mission statement by the following people? (10 very involved; 1 not very involved at all)				
	Employees		Board of directors/senior management)	
Scale	Frequency	Valid percent	Frequency	Valid percent
1-Not very involved at all	79	21,0	7	1,9
2	9	2,4	4	1,1
3	28	7,4	2	0,5
4	25	6,6	3	0,8
5	38	10,1	4	1,1
6	24	6,4	5	1,3
7	48	12,7	17	4,5
8	39	10,3	28	7,4
9	23	6,1	76	20,2

10- Very involved	64	17,0	231	61,3
Total	377	100,0	377	100,0

(Source: own compilation)

3.3.2.11 Frequency analysis: Understanding of organisations value statements

The aim of this question was to determine the understanding of the organisation's value statements. An organisation needs to maintain good values and these values need to be communicated and shown, or practiced, by all employed in the (Lazenby, 2018:366). Responses from employees varied considerably; however, 24,8% of employees responded that they understood the values. The board of directors/senior management responses also varied, however, they had a high response rate for the understanding of the values at 56,3%. Boards of directors have a higher understanding as they are part of the strategic formulation process more than the employees.

Table 3-10: Understanding of value statements frequency analysis (employees)

How would you rate the understanding of the organisation's value statements (or values if formal statements have not been developed) by the following people?				
	Employees		(Board of directors/senior management)	
Scale	Frequency	Valid percent	Frequency	Valid percent
1-No understanding	22	6,6	4	1,3
2	6	1,8	2	0,6
3	19	5,7	3	0,9
4	13	3,9	4	1,3
5	33	9,9	10	3,1

6	30	9,0	5	1,6
7	40	11,9	14	4,4
8	52	15,5	39	12,2
9	37	11,0	59	18,4
10-High understanding	83	24,8	180	56,3
Total	335	100,0	320	100,0

(Source: own compilation)

3.3.2.12 Frequency analysis: Competencies in conducting a SWOT analysis

Respondents were asked to rate the competencies of their organisations to conduct a SWOT analysis. Responses were mainly in the higher ratings from 7 and up. According to the majority of the respondents, 51,9% rated their organisations to be 'very competent' in conducting a SWOT analysis. Scale rating 1-3 was considered not competent, and scale 8-10 was considered very competent. The competencies in conducting a SWOT analysis were found to be 'very competent' in organisations in South African industries with most of the responses at the 8-10 rating scale (Table 3-11). The response rate in this question was low; however, with only 243 responses of the 585 respondents. This could indicate a lack of involvement or insight in performing an actual SWOT analysis.

Table 3-11: Competencies in SWOT analysis

How would you rate the competencies of your organisation to conduct a SWOT analysis?	Frequency	Valid percent
1-Not competent	2	0,8
2	0	0

3	1	0,4
5	9	3,7
6	9	3,7
7	20	8,2
8	28	11,5
9	48	19,8
10-Very competent	126	51,9
Total	243	100,0

(Source: own compilation)

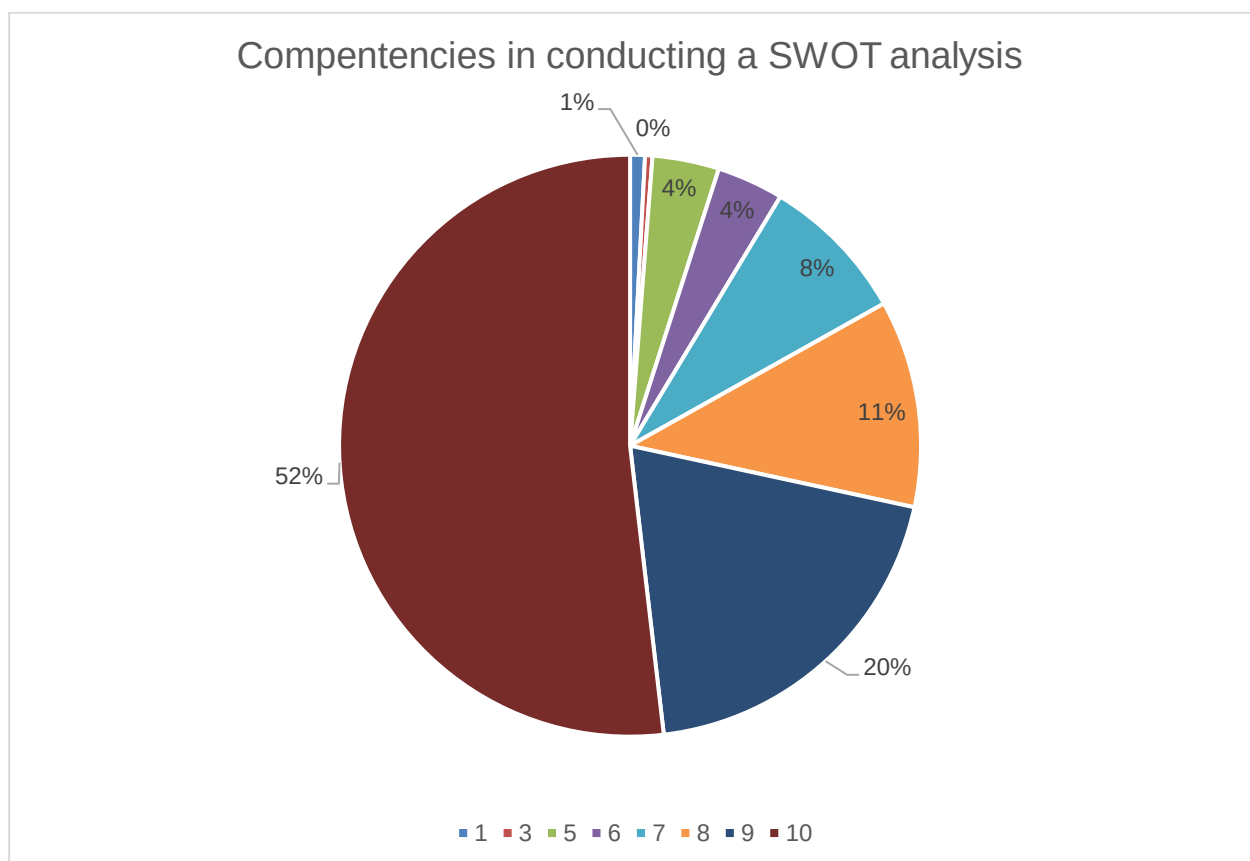


Figure 3-7: Competencies in SWOT analysis

3.3.2.13 Frequency analysis: Importance of the SWOT analysis process in effective operations of the organisation

SWOT analysis is one of the most important tools in any strategic management process. In this question, respondents were asked to rate the importance of a SWOT analysis in effective operations within their organisations. 53,9% of respondents rated the importance a 10 on the Likert scale showing a high rating of importance. There was, however, once again, a low response to this question. Thus, although the percentage of respondents that answered the question rated the importance of the SWOT as very high, the low response rate potentially indicates respondents not being involved or participating in the concurrent process. This indicates a lack of knowledge across all individuals in an organisation about SWOT, what it is, and what it entails.

Table 3-12: Importance of the SWOT analysis process

How would you rate the importance of the SWOT analysis process in the effective operation of your organisation?	Frequency	Percent	Valid percent
1-None	1	0,2	0,4
3	3	0,5	1,2
4	2	0,3	0,8
5	6	1,0	2,5
6	6	1,0	2,5
7	10	1,7	4,1
8	34	5,8	14,0
9	50	8,5	20,6
10-Very high	131	22,4	53,9

Total	243	41,5	100,0
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(Source: own compilation)

3.3.2.14 Frequency analysis: Is a SWOT employed when dealing with significant issues outside of strategic planning

The question for respondents was 'Is a SWOT analysis employed when dealing with significant issues outside of strategic planning?' Responses were varied, with a low response rate to the question in relation to the number of respondents. This was likely an indication that many respondents were uncertain of the answer; however, 39.1% of respondents rated the question a 10 on the Likert scale for 'regularly'.

Table 3-13: SWOT to deal with issues

Is a SWOT analysis employed when dealing with significant issues outside of strategic planning? (Score 10 for regularly; 1 for never)	Frequency	Percent	Valid percent
1-Never	9	1,5	3,7
2	0	0	0
3	5	0,9	2,1
4	3	0,5	1,2
5	19	3,2	7,8
6	16	2,7	6,6
7	30	5,1	12,3
8	30	5,1	12,3
9	36	6,2	14,8

10-Regularly	95	16,2	39,1
Total	243	41,5	100,0

(Source: own compilation)

3.3.2.15 Frequency analysis: Open-ended question regarding other tools used by the organisation

Any other tool other than the SWOT used by your organisation? (name) Customer feedback surveys.

Other tools mentioned:

- Integrated development plan (IDP);
- Fishbone;
- Environmental scanning;
- PESTEL;
- Benchmarking;
- VRIO;
- ASCOPE;
- TQM;
- Kopan;
- Scrum;
- TOWS Matrix;
- Porter;
- Six sigma; and
- Steeple.

3.3.2.16 Frequency analysis: Long-term objectives

Table 3-14 and Table 3-15 present the results of Questions 18 and 19 of Section B concerning the long-term objectives. Question 18 comprised of a 10-point Likert scale to determine if the organisation had established long-term objectives. 54,3% of respondents responded that their organisations had established long-term objectives. A

low 3,4% responded that there were no long-term objectives. Question 19 addressed the importance of the long-term objectives of the organisation from the respondents' perspectives. Long-term objectives are an important factor in any strategic plan and are great for the sustainability of an organisation going forward. In Question 19, 86,7% of respondents responded that it was very important for their organisations to establish long-term objectives.

Table 3-14: Established long-term objectives

Has your organisation established long-term objectives?	Frequency	Percent	Valid percent
1-No	19	3,2	3,4
2	4	0,7	0,7
3	4	0,7	0,7
4	12	2,1	2,1
5	20	3,4	3,5
6	18	3,1	3,2
7	33	5,6	5,8
8	64	10,9	11,3
9	85	14,5	15,0
10-Yes	308	52,6	54,3
Total	567	96,9	100,0

(Source: own compilation)

Table 3-15: Importance of long-term objectives

How important is it to	Frequency	Percent	Valid percent
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establish long-term objectives for your organisation? (10 very important; 1 not important at all)			
1-Not important at all	0	0	0
2	0	0	0
3	0	0	0
4	0	0	0
5	0	0	0
6	2	0,3	0,6
7	1	0,2	0,3
8	15	2,6	4,9
9	23	3,9	7,5
10-Very important	267	45,6	86,7
Total	308	52,6	100,0

(Source: own compilation)

3.3.2.17 Frequency analysis: Generating and selecting strategies to deal with issues

Generating strategies to help deal with the issues of the organisation is a very good practice. Strategy is not only important for reaching goals and objectives, but strategy can also be a great way of solving certain issues. Question 20 of Section B addressed the importance of generating strategies to deal with issues within an organisation. Respondents were required to respond on how effective their organisation was at generating strategies. Responses were diverse, with a low percentage of 25,6%

obtained for rating 10 on the Likert scale. Question 21 asked respondents to rate the importance of generating successful strategies. A 52,8% response indicated that most of the respondents believed it was important. Respondents were then asked if the organisation selected strategies that addressed issues confronting the organisation. Once again, answers were diverse; however, 35,9% of respondents indicated that their organisations did select such strategies.

Table 3-16: Generating strategies

Rate your organisation's success with the practice of generating strategies to deal with issues. (10 very good; 1 very bad)	Frequency	Percent	Valid percent	Bad or good
1-Very bad	24	4,1	4,2	Bad=7.7%
2	5	0,9	0,9	
3	15	2,6	2,6	
4	19	3,2	3,4	Average
5	39	6,7	6,9	
6	61	10,4	10,8	
7	57	9,7	10,1	
8	106	18,1	18,7	Good=61.2%
9	96	16,4	16,9	
10-Very good	145	24,8	25,6	
	567	96,9	100,0	

(Source: own compilation)

Table 3-17: Generating strategies

How important is it to generate strategies to deal with issues for your organisation? (10 very important, 1 not important at all)	Frequency	Percent	Valid percent	Important or not
1-Not important at all	4	0,7	0,7	Not important=1.1%
2	0	0	0	
3	2	0,3	0,4	
4	13	2,2	2,3	Average
5	14	2,4	2,5	
6	23	3,9	4,1	
7	28	4,8	4,9	
8	72	12,3	12,7	Very Important=85.1%
9	111	19,0	19,6	
10-Very important	299	51,1	52,8	
Total	566	96,8	100,0	

(Source: own compilation)

Table 3-18: Generating strategies

Does your organisation select strategies to address issues that confront the organisation? (10 if YES; 1 if NO)	Frequency	Percent	Valid percent
1-No	21	3,6	3,7
2	8	1,4	1,4
3	17	2,9	3,0
4	13	2,2	2,3
5	31	5,3	5,5
6	48	8,2	8,5
7	53	9,1	9,4
8	81	13,8	14,3
9	90	15,4	15,9
10-Yes	203	34,7	35,9
Total	565	96,6	100,0

(Source: own compilation)

3.3.3 Section C: Strategic implementation

Section C contains responses to questions regarding strategic implementation. The important aspects being the organisation's policies, financial capacity, motivation and ownership, organisational structure, whether or not employees are open to change, as well as human resources capability within the organisation.

3.3.3.1 Frequency analysis: Organisational policies

Table 3-19 provides the results of responses to the question of the relevance of the organisation's policies in relation to current organisational activities. 55,7% of respondents responded that policies were 'very relevant' to the organisation's activities.

Table 3-19: Relevance of policies

Rate the relevance of your organisation's policies to current organisation activities. (10 very relevant; 1 not relevant at all)	Frequency	Percent	Valid percent	Relevant or not
1-Not relevant at all	5	0,9	1,4	Not relevant=2.5%
2	0	0	0	
3	4	0,7	1,1	
4	2	0,3	0,5	Average
5	5	0,9	1,4	
6	7	1,2	1,9	
7	23	3,9	6,3	
8	50	8,5	13,6	Very relevant=87.5%
9	67	11,5	18,2	
10-Very relevant	205	35,0	55,7	
Total	368	62,9	100,0	

(Source: own compilation)

3.3.3.2 Frequency analysis: Financial capacity in implementing strategies

Financial capacity helps organisations create and streamline financial systems that aid them in creating long-term financial capacity to achieve their goals and objectives. Financial capacity must aid in strategy implementation. The right systems should be in place to make sure that budgets for the implementation of certain strategies are maintained. Implementing strategies without financial backing is a call for disaster, as strategic implementation includes required resources, and different staff might need to be employed to aid in the implementation (Lazenby 2018:315). In Question 5 of Section C, respondents were asked to rate the organisation's financial capacity to implement strategies. 30,4% reported to have good financial capacity for the implementation of strategies; however, various responses indicated that not all organisations had the financial capacity to implement the strategies created. Question 6 of Section C analysed the commitment of the various groups within an organisation to provide financial capacity to support the implementation of strategic initiatives. Only 16.1% of employees were committed to supporting their organisation with their financial resources. The ratings were uniformly distributed over the scale options of 1-10, indicating that employees did not place much commitment to the financial capacity of the strategic implementation process. The board of directors and senior management were observed to place more commitment in their support with financial capital within the strategic implementation process. The board of directors rated 29.8% at very committed, and senior management rated 27.0% at very committed.

Table 3-20: Financial capacity to implement strategies

Rate your organisation's financial capacity to implement strategies.	Frequency	Percent	Valid percent
1-Very bad	31	5,3	5,5
2	5	0,9	0,9
3	13	2,2	2,3
4	25	4,3	4,5

5	40	6,8	7,1
6	36	6,2	6,4
7	55	9,4	9,8
8	89	15,2	15,9
9	96	16,4	17,1
10-Very good	170	29,1	30,4
Total	560	95,7	100,0

(Source: own compilation)

Table 3-21: Commitment to providing financial resources

Rate the commitment to providing financial resources to support the implementation of strategic initiatives (10 very committed; 1 not committed at all):						
	Employees		Board of directors		Senior management	
Scale	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
1-Not committed at all	45	7,9	16	2,8	15	3,2
2	19	3,3	2	0,4	4	0,9
3	17	3,0	12	2,1	5	1,1
4	26	4,5	15	2,7	14	3,0
5	80	14,0	31	5,5	24	5,2
6	68	11,9	37	6,6	33	7,1

7	71	12,4	51	9,1	47	10,2
8	103	18,0	108	19,2	96	20,7
9	52	9,1	123	21,8	100	21,6
10-Very committed	92	16,1	168	29,8	125	27,0
Total	573	100,0	563	100,0	463	100,0

(Source: own compilation)

3.3.3.3 Frequency analysis: Ownership and motivation within organisations

Ownership is a useful tool in motivating employees and improving organisation performance. The question analysed in Table 3-22 was meant to rate the 'ownership' of certain groups of people to implement strategic initiative. Groups were employees, the board of directors, executive director/CEOs/managing directors (MDs), and senior management. The results indicated that amongst employees the rate of 'ownership' was low (Table 3-22), with the highest percentage (16,1%) observed at rating 5 on the Likert scale. In spite of this observation, 15,6% of employees rated 'ownership' at 8 on the Likert scale, indicating some diversity in the results obtained. Amongst the board of directors, ratings were higher, with 29.9% at a very good rate of ownership. Amongst the executive directors/CEOs/MDs, the rating was even higher with the rate of ownership of at 42% for very good. Finally, amongst senior management, 32.7% rated at very good for 'ownership'. Thus, it became apparent that as the level of the employee rose to senior management, so did the rating for 'ownership' within the organisation improve.

Table 3-22: Ownership and motivation

Rate the 'ownership' of the following people to implement strategic initiative (10 very good; 1 very bad):				
	Employees	Board of directors	Executive director/CEO/MD	Senior management

Scale	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
1- Very bad	39	6,9	12	2,1	12	2,1	9	
2	21	3,7	6	1,1	2	0,4	3	
3	38	6,7	13	2,3	10	1,8	8	
4	44	7,7	17	3,0	15	2,7	14	
5	94	16,5	26	4,6	20	3,5	17	
6	69	12,1	40	7,1	34	6,0	35	
7	71	12,5	53	9,4	34	6,0	42	
8	91	16,0	96	17,0	77	13,7	93	
9	48	8,4	126	22,3	123	21,8	92	
10- Very good	54	9,5	175	31,0	237	42,0	152	
Total	569	100,0	564	100,0	564	100,0	465	

(Source: own compilation)

3.3.3.4 Frequency analysis: Organisational structures

There is no, 'one size fits all' organisational structure for each organisation. Each organisational structure is uniquely developed for the organisation and goes hand in hand with the mission and vision of the organisation. The organisational structure is built in such a way to achieve the objectives and goals set out by the mission and vision.

Table 3-23 and Table 3-24 indicate the respondent's ratings on how appropriate the existing structure of the organisation was to support the implementation of strategic initiatives, and the effectiveness of the current governance model in place. 23,0% of the respondents rated the current structure of the organisation as being appropriate. 21,7% of the respondents responded that their current model was effective. However, the responses to both questions had widespread ratings.

Table 3-23: Organisational structures

Rate how appropriate the current structure of your organisation is to support the implementation of strategic initiatives (10 very appropriate; 1 not appropriate at all).	Frequency	Percent	Valid percent	Appropriate or not
1-Not appropriate at all	19	3,2	3,3	Not appropriate=7.5%
2	5	0,9	0,9	
3	19	3,2	3,3	
4	28	4,8	4,9	Average
5	35	6,0	6,1	
6	55	9,4	9,6	
7	63	10,8	11,0	
8	98	16,8	17,1	Very appropriate=60.9%
9	119	20,3	20,8	
10-Very appropriate	132	22,6	23,0	
Total	573	97,9	100,0	

(Source: own compilation)

Table 3-24: Effectiveness of governance model

Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives (10 very effective; 1 not effective at all).	Frequency	Percent	Valid percent	Effective or not
1-Not effective at all	17	2,9	3,0	Not effective=8.2%
2	11	1,9	1,9	
3	19	3,2	3,3	
4	26	4,4	4,6	Average
5	44	7,5	7,7	
6	51	8,7	8,9	
7	69	11,8	12,1	
8	107	18,3	18,7	Very affective=58.4%
9	103	17,6	18,0	
10-Very effective	124	21,2	21,7	
Total	571	97,6	100,0	

(Source: own compilation)

3.3.3.5 Frequency analysis: Openness to change

An organisation's change depends on the employee's willingness to accept the change. An employee can have many reactions to change, which is to be expected, as it involves leaving a comfort zone to move into the unknown (Lazenby, 2018:292-293). Table 3-25 presents the responses of the respondents as to whether or not an organisation is open to change and the rate of their willingness to accept and implement the change. Ratings were varied with 19,0% of responses at rating 8 on the Likert scale.

Only 17,8% responded that the organisation was very ready. The willingness to accept and implement change also varied amongst the groups. Employees displayed a low 9,1% willingness to accept and implement change, with the percentages increasing in relation to the level of management. Boards of directors had 23,0% openness to change, executive directors 29,7%, and senior management 23,0% openness.

Table 3-25: Openness to change

Rate your organisation's readiness for organisational change (10 very prepared; 1 not prepared at all).	Frequency	Percent	Valid percent	Prepared or not
1-Not prepared at all	28	4,8	4,9	Not prepared=12.5%
2	14	2,4	2,5	
3	29	5,0	5,1	
4	33	5,6	5,8	Average
5	58	9,9	10,2	
6	53	9,1	9,3	
7	66	11,3	11,6	
8	108	18,5	19,0	Very prepared=50.7%
9	79	13,5	13,9	
10-Very prepared	101	17,3	17,8	
Total	569	97,3	100,0	

(Source: own compilation)

Table 3-26: Openness to change

Rate the willingness to accept and implement change (10 very open; 1 not open at all):								
	Employees		Board of directors		Executive Director		Senior management	
Scale	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
1	30	5,2	15	2,7	15	2,7	14	3,0
2	20	3,5	9	1,6	11	1,9	5	1,1
3	48	8,4	19	3,4	13	2,3	22	4,8
4	58	10,1	13	2,3	17	3,0	14	3,0
5	73	12,7	29	5,1	27	4,8	23	5,0
6	82	14,3	45	8,0	33	5,8	35	7,6
7	81	14,1	77	13,7	53	9,4	64	13,9
8	78	13,6	101	17,9	95	16,8	93	20,2
9	52	9,1	126	22,3	133	23,5	85	18,4
10	52	9,1	130	23,0	168	29,7	106	23,0
Total	574	100,0	564	100,0	565	100,0	461	100,0

(Source: own compilation)

3.3.3.6 Frequency analysis: Competencies of organisation's staff to plan, manage and implement strategic initiatives

This question's responses were based on the competencies of the organisation's staff to plan, manage and implement strategic initiatives. High percentages of respondents rated scores in the higher scales 6-10 on the Likert scale, 8 being the highest with of

19,3% respondents indicating good or very good competencies to implement strategic initiatives (Table 3-27).

Table 3-27: Competency in implementing strategic initiatives

Rate the competencies of your organisation's staff to plan, manage and implement strategic initiatives (10 very good; 1 very bad).	Frequency	Percent	Valid percent	Very good or very bad
1-Very bad	25	4,3	4,4	Very bad=7.2%
2	4	0,7	0,7	
3	12	2,1	2,1	
4	25	4,3	4,4	Average
5	48	8,2	8,4	
6	55	9,4	9,7	
7	94	16,1	16,5	
8	110	18,8	19,3	Very good=53.8%
9	96	16,4	16,9	
10-Very good	100	17,1	17,6	
Total	569	97,3	100,0	

(Source: own compilation)

3.3.4 Section D: Strategic evaluation and control

This stage of the questionnaire was based on the last stage in the strategic management process: evaluation and control. This stage determined how effective the strategies developed were in achieving the organisational objectives and implementing corrections where needed.

3.3.4.1 Frequency analysis: Assessment

Assessment forms part of evaluation and control. The results of the question responses in Table 3-28 determined the rate of the organisation's performance in communicating assessment results amongst different levels within the organisation. Employees gave a low 16% at level 8 on the Likert rating scale for communication on assessment. Boards of directors gave 21,9% at level 10 of the rating scale; auditors, public, or others gave 25,1% at level 10 of the rating scale; and finally, senior management gave 22% at level 8 of the rating scale. Thus, it was evident that the communication ratings improved with the level of management; top managers rated the communication good; however, with employees communication was low.

Table 3-28: Communication of assessment results

Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad):								
	Employees		Board of Directors		Auditors/Public/Others		Senior management	
Scale	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
1- Very bad	47	8,2	20	3,6	21	3,8	15	3,3
2	20	3,5	9	1,6	3	0,5	8	1,7

3	31	5,4	7	1,2	17	3,1	8	1,7
4	54	9,5	23	4,1	27	4,8	22	4,8
5	68	11,9	47	8,4	48	8,6	35	7,6
6	65	11,4	45	8,0	39	7,0	29	6,3
7	66	11,6	67	11,9	67	12,0	50	10,9
8	91	16,0	118	21,0	111	19,9	101	22,0
9	61	10,7	103	18,3	84	15,1	92	20,0
10- Very good	67	11,8	123	21,9	140	25,1	100	21,7
Total	570	100,0	562	100,0	557	100,0	460	100,0

(Source: own compilation)

3.3.4.2 Frequency analysis: Performance

The next question's responses relate to overall performance. Respondents were asked to rate of the organisation's evaluation practices relating to strategic initiatives. 52,5% of respondents scored this aspect at a level 10 on the Likert scale, which was a good indication that evaluation practices were very good within organisations.

Table 3-29: Organisations ongoing evaluation practices

Rate your organisation's ongoing evaluation practices as it relates to strategic initiatives (10 for doing a great job regularly; 1 if no evaluation occurs).	Frequency	Percent	Valid percent	Evaluation good or bad
1-No evaluation occurs	8	1,4	3,9	No

2	2	0,3	1,0	evaluation=5.9%
3	2	0,3	1,0	
4	2	0,3	1,0	
5	5	0,9	2,5	Average
6	3	0,5	1,5	
7	12	2,1	5,9	
8	26	4,4	12,7	Regular evaluation=83.3%
9	37	6,3	18,1	
10-Doing a great job on a regular basis	107	18,3	52,5	
Total	204	34,9	100,0	

(Source: own compilation)

3.3.4.3 Frequency analysis: Corrective actions

A response rate of 19,3% for the organisation's overall success in identifying corrective action when strategic initiatives are failing or could be improved was observed at level 10 of the Likert rating scale. Although this was not regarded as bad, there remained a significant scope for improvement.

Table 3-30: Success with corrective action

Rate your organisation's success at identifying corrective action when strategic initiatives are failing or could be improved (10 success; 1 failure).	Frequency	Percent	Valid percent
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1-Failure	19	3,2	3,3
2	11	1,9	1,9
3	27	4,6	4,7
4	29	5,0	5,1
5	42	7,2	7,4
6	60	10,3	10,5
7	69	11,8	12,1
8	91	15,6	15,9
9	113	19,3	19,8
10-Success	110	18,8	19,3
Total	571	97,6	100,0

(Source: own compilation)

3.3.4.4 Frequency analysis: Assessing impact of change

The purpose of this question was to determine the level of participation from the various levels of employee/manager within strategy evaluation of strategic initiatives. 34,3% of employees indicated being very involved in the evaluation of processes. 36,4% of executive committees indicated they were very involved; 38,4% of executive directors/CEO/MD indicated they were very involved; while only 18,1% of management staff indicated being very involved.

Table 3-31: Assessing impact of change

Rate the level of participation in strategy evaluation (10 if very involved; 1 if not involved at all):				
	Employees	Executive	Executive	Management staff

			committee		director/CEO/MD			
Scale	Frequen cy	Valid perce nt	Frequen cy	Valid perce nt	Frequen cy	Valid perce nt	Frequen cy	Valid perce nt
1-Not involve d	21	3,7	14	2,5	13	2,3	18	3,2
2	6	1,1	5	0,9	5	0,9	10	1,8
3	14	2,5	8	1,4	8	1,4	15	2,7
4	24	4,3	14	2,5	12	2,1	22	3,9
5	25	4,4	29	5,2	20	3,6	56	9,9
6	24	4,3	23	4,1	25	4,5	61	10,8
7	54	9,6	56	10,0	47	8,4	83	14,7
8	89	15,8	87	15,5	94	16,8	97	17,2
9	113	20,1	121	21,6	121	21,6	100	17,7
10- Very involve d	193	34,3	204	36,4	215	38,4	102	18,1
Total	563	100,0	561	100,0	560	100,0	564	100,0

(Source: own compilation)

3.3.4.5 Frequency analysis: Relevance and suitability of the strategic management model

When moving beyond evaluation, organisations need to look at the relevance and suitability of the strategic management model to the organisation. The levels of management/employees to the commitment of strategic management as the model of choice (Clark, 2019) is important 23,2% of respondents rated the models used by their organisations as relevant and suitable at level 10 of the Likert scale. Commitment to strategic management as the model of choice was also analysed. 31,3% of boards of directors rated the commitment to the model as high at a rating scale level 10 on the Likert scale. 31,1% of executive committee members, 32,1% of executive directors/CEOs/MDs, and 21,1% of management staff rated their commitment to their respective strategic management models of choice as high.

Table 3-32: Strategic management model relevance and suitability

Rate the relevance and suitability of the strategic management model to your organisation (10 if very good; 1 if very bad).	Frequency	Percent	Valid percent
1-Very bad	14	2,4	2,7
2	5	0,9	1,0
3	9	1,5	1,8
4	13	2,2	2,5
5	37	6,3	7,2
6	51	8,7	9,9
7	69	11,8	13,5
8	97	16,6	18,9
9	99	16,9	19,3

10-Very good	119	20,3	23,2
Total	513	87,7	100,0

(Source: own compilation)

Table 3-33: Strategic management model commitment

Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad):								
	Board of directors		Executive committee		Executive director/CEO/MD		Management staff	
Scale	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
1-Very bad	15	2,7	15	2,7	14	2,5	19	3,4
2	6	1,1	6	1,1	7	1,3	9	1,6
3	15	2,7	16	2,9	17	3,1	21	3,7
4	11	2,0	13	2,3	12	2,2	16	2,8
5	34	6,1	29	5,2	20	3,6	35	6,2
6	39	7,0	35	6,3	32	5,7	69	12,3
7	52	9,3	55	9,9	58	10,4	64	11,4
8	102	18,2	103	18,5	80	14,4	110	19,5
9	110	19,7	111	20,0	138	24,8	101	17,9
10-Very	175	31,3	173	31,1	179	32,1	119	21,1

good								
Total	559	100,0	556	100,0	557	100,0	563	100,0

(Source: own compilation)

3.3.5 Descriptive analysis: discussion

3.3.5.1 Strategy formulation: Descriptive analysis

This section focusses on the results of the first sub-section from the questionnaire, with 11 items that are discussed.

According to the descriptive Table 3-34, it was determined that organisations consider the vision statement of the strategic formulation stage of the process as very relevant with an average of 9,31 (SD=1,436).

Participation in the development of the mission statement for employees was low, with an average of 5,60 (SD=3,213). This served to indicate that employees were less involved than the board of directors, who were very involved and averaged 9,07 (SD=1,805). The understanding of the values of the organisation by employees and the board of directors/senior management was very similar. Employees scored an average rating of 7,01 (SD=2,721), and the board of directors/senior management scored an average rating of 8,92 (SD=1,806).

Organisations achieved an average rating of 8,89 (SD=1,601) for competencies in conducting a SWOT analysis. The importance of a SWOT analysis was rated at an average of 9.00 (SD=1,554). Organisations achieved a high average of 8,03 when using SWOT to deal with significant issues.

Establishing long-term objectives was considered very important, with an average score of 9,79 (SD=0,600). An organisation's practice in generating strategies was averaged at 7,54 (SD=2,394) and, finally, generating strategies to aid in dealing with issues in an organisation was obtained an average of 8,89 (SD=1,662).

Overall, the average for organisations using and having knowledge about strategic formulation within organisations was determined to be 8,36 (SD=1,917).

Using the overall scale of 1-3 Not relevant, 4-7 Neutral, and 8-10 Relevant; strategic formulation in South African organisations was seen as very relevant and important. An average was also determined for the different groups within an organisation. Of these groups senior management rated strategic formulation as the most relevant; however, ratings for the remaining groups were still observed to exceed averages of 8 and above:

- Supervisors: 8,22 (SD=2,0039);
- Middle management; 8,28 (SD=1,9305);
- Senior management: 8,62 (SD=1,7316);
- Directors: 8,47 (SD=1,7816); and
- Other: 8,06 (SD=2,1792).

Table 3-34: Descriptive analysis of strategic formulation

	Overall Mean	Overall Std. Dev.	Supervisors		Middle-management		Senior management		Director		Other general staff	
			Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Is the vision statement relevant to the organisation's activities and mandate? (10 for very relevant; 1 for not relevant at all)	9,31	1,436	9,14	1,446	9,30	1,511	9,64	0,853	9,56	0,824	8,55	2,451
How would you rate participation in developing the mission statement by the following people? (10 very involved; 1 not very involved at all) (Employees)	5,60	3,213	5,65	3,307	5,22	3,406	5,91	3,020	6,17	2,985	5,45	3,029
How would you rate participation in developing the mission statement by the following people? (10 very involved; 1 not very involved at all) (Board of directors)	9,07	1,805	8,76	2,207	8,89	2,043	9,42	1,267	9,36	1,268	8,84	1,849
How would you rate the understanding of the organisation's value statements (or values if formal statements have not been developed) by the following people? Employees	7,01	2,721	7,02	2,620	6,45	2,947	7,84	2,337	6,79	2,610	6,77	2,738
How would you rate the understanding of the organisation's value statements	8,92	1,806	9,12	1,583	8,81	1,616	8,86	2,192	9,21	1,707	8,73	2,255

(or values if formal statements have not been developed) by the following people? Board of directors/senior management												
How would you rate the competencies of your organisation to conduct a SWOT analysis?	8,89	1,601	8,64	1,727	8,97	1,510	8,98	1,689	8,62	1,416	8,85	2,134
How would you rate the importance of the SWOT analysis process in the effective operation of your organisation?	9,00	1,544	8,89	1,498	9,18	1,575	8,93	1,650	8,54	1,581	9,00	1,686
Is a SWOT analysis employed when dealing with significant issues outside of strategic planning? (Score 10 for regularly; 1 for never)	8,03	2,313	7,74	2,310	8,06	2,467	8,21	1,961	7,81	2,298	7,65	3,083
How important is it to establish long-term objectives for your organisation? (10 very important; 1 not important at all)	9,79	0,600	9,67	0,721	9,92	0,312	9,72	0,740	9,56	0,934	9,92	0,272
Rate your organisation's success with the practice of generating strategies to deal with issues. (10 very good; 1 very bad)	7,54	2,394	7,23	2,509	7,38	2,405	8,07	2,191	8,35	2,097	6,73	2,420
How important is it to generate strategies to deal with issues for your	8,89	1,662	8,60	2,115	8,95	1,444	9,25	1,148	9,29	1,291	8,25	2,054

organisation? (10 very important, 1 not important at all)												
Averages total	8,36	1,9177	8,22	2,0039	8,28	1,9305	8,62	1,7316	8,47	1,7283	8,06	2,1792

(Source: own compilation)

3.3.5.2 Strategy implementation: Descriptive analysis

In Table 3-37, policy support was considered 'very relevant' by respondents, with an average of 8,98 (SD=1,654). Financial capacity within organisations was also considered 'very relevant', with an average of 7,60 (SD=2,562). Commitment to supporting implementation with financial resources increased with the level of employee. Employees scored an average of 6,55 (SD=2,649), boards of directors scored an average of 7,99 (SD=2,179), and senior management scored an average of 7,90 (SD=2,191).

The level of motivation and 'ownership' within an organisation was considered average for all groups; however, the higher the management the higher the average. Employees scored 6,07 (SD=2,535), boards of directors scored an average of 8,02 (SD=2,179), and executives scored an average of 8,41 (SD=2,098).

Organisational structure was rated appropriate, at an average of 7,54 (SD=2,349), with the effectiveness of the model used at an average of 7,41 (SD=2,366) indicating 'very effective'. Organisation's readiness for change showed a requirement for improvement, with an average score of 6,91 (SD=2,563) for responses on readiness to change.

Rates for willingness to change also increased with the level of management. Employees were found to have less willingness to change, with an average of 6,07 (SD=2,471). Boards of directors scored an average of 7,69 (SD=2,251), executive directors scored an average of 7,94 (SD=2,290), and senior management achieved a 7,57 (SD=2,319) average. An average of 7,28 (SD=2,304) was obtained in relation to the competencies of organisation's staff to manage and implement strategies.

Overall, an average rating for organisations using and having knowledge about strategic implementation within organisations was determined to be 7,49 (SD=2,31).

Thus, use of the overall scale of 1-3 Not relevant, 4-7 Neutral, and 8-10 Relevant, indicated that strategic implementation in South African organisations was perceived as less relevant and important than that of strategic formulation, which in turn, highlights a gap and lack of knowledge of strategic implementation within the strategic management process. As discussed in Section 2.4.1.2, strategic implementation is considered the most important step in the strategic management process. It is, thus, concerning that

implementation received a lower rating average than formulation. A rating average was also determined for the different groups within an organisation: Directors rated strategic implementation as the most relevant out of the groups; however, the remaining groups rated less than the directors, all keeping within the neutral scale of 7:

- Supervisors: 7,35 (SD= 2,4241);
- Middle management: 7,30 (SD=2,3741);
- Senior management: 7,81(SD=2,1225);
- Director: 8,05 (SD=1,9760) and
- Other: 7,12 (SD=2,3837).

Table 3-35: Descriptive analysis of strategic implementation

	Overall Mean	Overall Std. Dev.	Supervisor		Middle-management		Senior Management		Director		Other	
			Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Rate the relevance of your organisation's policies to current organisation activities. (10 very relevant; 1 not relevant at all)	8,98	1,654	8,75	1,968	8,97	1,747	9,29	1,111	9,33	0,920	8,76	1,866
Rate your organisation's financial capacity to implement strategies. (10 very good; 1 very bad)	7,60	2,562	7,68	2,438	7,48	2,732	7,89	2,328	8,08	1,978	6,73	2,883
Rate the commitment to providing financial resources to support the implementation of strategic initiatives. (10 very committed; 1 not committed at all): Employees	6,55	2,649	6,36	2,750	6,38	2,627	6,88	2,689	6,81	2,635	6,26	2,450
Rate the commitment to providing financial resources to support the implementation of strategic initiatives (10 very committed; 1 not committed at all): Board of directors	7,99	2,179	7,81	2,414	7,88	2,268	8,33	1,910	8,23	2,129	7,53	2,167
Rate the commitment to providing financial resources to support the implementation of strategic initiatives (10 very committed; 1 not committed at all): Other	7,90	2,191	7,61	2,478	7,71	2,399	8,27	1,733	8,46	1,690	7,55	2,189

not committed at all): Senior management												
Rate the 'ownership' of the following people to implement strategic initiative (10 very good; 1 very bad): Employees	6,07	2,535	5,92	2,739	5,60	2,476	6,59	2,491	6,58	2,484	6,10	2,479
Rate the "Ownership" of the following people to implement strategic initiative (10 very good; 1 very bad): Board of directors	8,02	2,179	7,69	2,210	7,86	2,324	8,33	2,074	8,62	1,806	7,70	2,215
Rate the 'ownership' of the following people to implement strategic initiative (10 very good; 1 very bad): Executive director/CEO/MD	8,41	2,098	8,18	1,950	8,22	2,266	8,59	2,183	9,14	1,536	8,21	2,095
Rate how appropriate the current structure of your organisation is to support the implementation of strategic initiatives (10 very appropriate; 1 not appropriate at all).	7,54	2,349	7,41	2,566	7,25	2,344	7,99	2,070	8,25	1,814	7,03	2,614
Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives (10 very effective models; 1 not effective at all).	7,41	2,366	7,10	2,570	7,24	2,291	7,92	2,178	7,94	2,127	6,86	2,540
Rate your organisation's readiness for organisational change (10 very prepared; 1 not prepared at all).	6,91	2,563	6,93	2,697	6,76	2,584	7,26	2,301	7,61	1,991	6,23	2,846

Rate the willingness to accept and implement change (10 very open; 1 not open at all): Employees	6,07	2,471	6,24	2,737	5,63	2,450	6,16	2,306	6,85	2,313	5,99	2,486
Rate the willingness to accept and implement change (10 very open; 1 not open at all): Board of directors	7,69	2,251	7,56	2,339	7,56	2,369	8,00	1,981	8,31	1,853	7,32	2,266
Rate the willingness to accept and implement change (10 very open; 1 not open at all): Executive director	7,94	2,290	7,80	2,346	7,81	2,365	8,15	2,239	8,58	2,154	7,63	2,225
Rate the willingness to accept and implement change (10 very open; 1 not open at all): Senior management	7,57	2,319	7,35	2,301	7,41	2,508	7,90	2,098	8,49	1,762	7,11	2,437
Rate the competencies of your organisation's staff to plan, manage and implement strategic initiatives (10 very good; 1 very bad).	7,28	2,304	7,21	2,284	7,16	2,237	7,49	2,268	7,58	2,425	6,96	2,382
Averages total	7,49	2,31	7,35	2,4241	7,30	2,3741	7,81	2,1225	8,05	1,9760	7,12	2,3837

(Source: own compilation)

3.3.5.3 Strategy evaluation and control: Descriptive analysis

In Table 3-38, communication of the assessment results for evaluation and control increased with the level of management. Employees rated a low average of 6,20 (SD=2,680), boards of directors scored an average of 7,52 (SD=2,306), auditors/public scored an average of 7,49 (SD=2,380); and senior management scored an average of 7,56 (SD=2,315).

Organisations achieved high average ratings for ongoing evaluation of strategic initiatives 8,65 (SD=2,213). Their corrective action was also considered good with an average rating of 7,24 (SD=2,435).

The rate of participation in the evaluation of strategies was very involved for all groups within the organisation. Ratings were very similar: employees averaged 7,95 (SD=2,400), executive committees averaged 8,21 (SD=2,160), executive directors were 8,33 (SD=2,096); and management staff was 7,26 (SD=2,308). The strategic management model was considered 'very good' in suitability for the organisations with the average being 7,67 (SD=2,176).

Commitment of the strategic management model within the organisation was considered very good in all groups: boards of directors averaging 7,94 (SD=2,250), executive committees averaging 7,95 (SD=2,253), executive directors averaging 8,07 (SD=2,233), and finally, management staff averaging 7,42 (SD= 2,342).

Overall, an average for organisations using and having knowledge about strategic evaluation and control within organisations was determined at 7,69 (SD=2,3031).

Thus, use of the overall scale of 1-3 Not relevant, 4-7 Neutral, and 8-10 Relevant, indicated that strategic evaluation and control in South African organisations was regarded as less relevant and important than strategic formulation, and indicated a gap and lack of knowledge about evaluation and control within the strategic management process. Strategic evaluation and control were considered an ongoing process throughout the organisation. As discussed in detail in Chapter 2, strategic evaluation and control aids organisations in identifying if the strategy they are implementing actually improves efficiency and processes within the organisation, as well as aids in overall success. An average was also determined for the different groups within an

organisation. Senior management rated strategic evaluation and control the most relevant out of the groups; however, the remaining group ratings were observed at a neutral scale of 7:

- Supervisors: 7,56 (SD=2,3287);
- Middle management: 7,58 (SD=2,3813);
- Senior management: 8,11 (SD=1,9481);
- Director: 7,92 (SD=2,3862); and
- Other: 7,35 (SD=2,3621).

Table 3-36: Descriptive analysis of strategic evaluation and control

	Overall Mean	Overall Std. Dev.	Supervisor		Middle-management		Senior management		Director		Other	
			Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad): Employees	6,20	2,680	6,03	2,911	7,32	2,397	6,58	2,354	6,53	2,501	6,19	2,459
Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad): Board of directors	7,52	2,306	7,37	2,394	7,33	2,433	7,54	2,281	7,85	2,315	7,43	2,232
Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad): Auditors/public/others	7,49	2,380	7,64	2,313	8,34	2,683	7,68	2,244	7,38	2,816	7,14	2,475
Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad): Senior management	7,56	2,315	7,35	2,501	7,07	2,381	7,83	2,078	8,07	2,041	7,16	2,329
Rate your organisation's ongoing evaluation practices as it relates to strategic initiatives. (10 for doing a great	8,65	2,213	8,78	2,205	7,66	2,497	9,17	1,342	9,50	0,786	7,71	2,694

job regularly; 1 if no evaluation occurs)												
Rate your organisation's success at identifying corrective action when strategic initiatives are failing or could be improved. (10 if very good; 1 if very bad)	7,24	2,435	7,12	2,475	8,03	2,224	7,64	2,239	7,40	2,713	7,10	2,603
Rate the level of participation in strategy evaluation. (10 if very involved; 1 if not involved at all): Board of directors	7,95	2,400	7,72	2,502	8,24	2,104	8,33	2,064	8,40	2,265	7,71	2,579
Rate the level of participation in strategy evaluation. (10 if very involved; 1 if not involved at all): Executive committee	8,21	2,160	7,98	2,137	6,88	2,374	8,61	1,787	8,43	2,430	7,96	2,304
Rate the level of participation in strategy evaluation. (10 if very involved; 1 if not involved at all): Executive director/CEO/MD	8,33	2,096	8,02	2,137	7,49	2,218	8,70	1,665	8,63	2,335	8,00	2,363
Rate the level of participation in strategy evaluation. (10 if very involved; 1 if not involved at all): Management staff	7,26	2,308	7,10	2,354	7,77	2,420	7,97	1,922	7,77	2,272	7,01	2,282
Rate the relevance and suitability of the strategic management model to your organisation. (10 if very good; 1 if very bad)	7,67	2,176	7,49	2,084	7,84	2,366	8,27	1,789	7,76	2,560	6,97	2,300

Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad): Board of directors	7,94	2,250	7,85	2,191	7,90	2,356	8,45	1,830	7,77	2,629	7,59	2,172
Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad): Executive committee	7,95	2,253	7,83	2,144	7,19	2,437	8,36	1,874	7,89	2,771	7,51	2,255
Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad): Executive director/CEO/MD	8,07	2,233	8,01	2,169	7,32	2,397	8,48	1,856	8,09	2,733	7,69	2,154
Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad): Management Staff	7,42	2,342	7,23	2,414	7,33	2,433	8,09	1,896	7,40	2,626	7,10	2,231
Averages total	7,69	2,3031	7,56	2,3287	7,58	2,3813	8,11	1,9481	7,92	2,3862	7,35	2,3621

(Source: own compilation)

The results indicated in Table 3-34, Table 3-35 and Table 3-36 and the averages of strategic management are summarised as followed:

- Strategic Formulation: 8,36 (SD=1,9177);
- Strategic Implementation: 7,49 (SD=2,31); and
- Strategic Evaluation and Control: 7,69 (SD=2,3031).

These averages clearly highlight the gaps in the strategic management process within the South African organisations investigated. Strategic formulation within South African organisations is acceptable; however, strategic implementation and strategic evaluation need to be improved for complete strategy success within organisations.

3.4 Cross-tabulation

3.4.1 C1-Cross tabulation

Cross-tabulation, tables of groups of variables, assist in understanding the correlation between the variables. It is used within the statistical process to find common patterns or trends within the data (Aprameya, 2016). Cross-tabulation is used in quantitative research to analyse relationships between variables and is used to compare the relationship between two or more variables (Devault, 2019). The data or variables are then captured in a table, and a sample is used in gaining necessary information about that variable.

A cross-tabulation was completed to highlight the associations between two categorical variables. The p-values were reported for completeness; however, were not interpreted since a convenience sample was used instead of a random sample. A p-value shows the level of marginal significance (Beers, 2019) with $p < 0.05$ indicates a statistically significant association.

Indicates the effect sizes:

- 0.1 practical non-significant association (small effect);
- 0.3 practical visible significant association (medium effect); and
- 0.5 practical significant association (large effect).

3.4.1.1 Cross-tabulation between gender and management position

A cross-tabulation was conducted between gender and manager positions to identify if it had an association within the various organisations: 82,3% male respondents were in management, and 17,7% were not. 66,7% of the respondents were female in management, and 33,3% were not. Thus, an obvious gap was identified concerning the number of female managers and male managers within South African organisations.

Table 3-37: Crosstab between gender and management

Crosstab					
			Management		Total
			Yes	No	
Gender	1: Male	Count	306	66	372
		% within q1n1	82,3%	17,7%	100,0%
	2: Female	Count	134	67	201
		% within q1n1	66,7%	33,3%	100,0%
Total		Count	440	133	573
		% within q1n1	76,8%	23,2%	100,0%

(Source: own compilation)

A small to medium association exists ($\phi=0,176$, $p\text{-value}=0,0001$) between gender and management.

The second cross-tabulation tested for association between ages and management of respondents who responded that they were in management. $\phi=0,325$ ($p<0,001$) indicates a medium association between ages and management.

Table 3.38 indicates that the ages where managers were most dominant was between 36 and 55 years of age. 84,7% respondents from the age group 36-45 were found to be managers within their organisations. These ages normally have experience within an

organisation or working in a specific industry. Experience in managing roles is a must in any organisation, and therefore, fewer managers were observed in younger ages.

Table 3-38: Crosstab between age and management

Crosstab						
			Management		Total	
			Yes	No		
Ages	<= 35	Count	109	81	190	
		% within q1n2_grouped	57,4%	42,6%	100,0%	
	36 - 45	Count	172	31	203	
		% within q1n2_grouped	84,7%	15,3%	100,0%	
	46 - 55	Count	113	15	128	
		% within q1n2_grouped	88,3%	11,7%	100,0%	
	55+	Count	45	6	51	
		% within q1n2_grouped	88,2%	11,8%	100,0%	
	Total		Count	439	133	572
			% within q1n2_grouped	76,7%	23,3%	100,0%

(Source: own compilation)

3.4.1.2 T-tests

T-tests give the difference between two groups. A t-test refers to a type of inferential statistic used to determine whether or not there is a significant difference between two groups (Kenton, 2019). The t-test helps the researcher test an assumption about the specific target population. The t-test compares the averages from two groups of data that are not normally expected to have the same mean or standard deviation (Kenton, 2019). T-tests test a hypothesis between the two groups.

Table 3-39: T-test between groups

Group Statistics						
Management		N	Mean	Std. Deviation	p-value	Effect size
Rate the "Ownership" of the following people to implement strategic initiative (10 very good; 1 very bad): Employees	Yes	432	6,05	2,513	0,567	0,06
	No	128	6,20	2,501		
Board of directors	Yes	428	8,04	2,188	0,660	0,04
	No	127	7,94	2,109		
Executive director/CEO/MD	Yes	428	8,43	2,132	0,657	0,04
	No	127	8,34	1,932		
Senior management	Yes	356	8,22	2,043	0,076	0,20
	No	104	7,81	2,091		
Rate the willingness to accept and implement change (10 very open; 1 not open at all):	Yes	436	6,04	2,473	0,538	0,06
	No	129	6,19	2,397		

Employees						
Board of directors	Yes	428	7,76	2,212	0,290	0,11
	No	127	7,52	2,271		
Executive director	Yes	429	8,03	2,265	0,204	0,12
	No	127	7,75	2,171		
Senior management	Yes	352	7,68	2,286	0,066	0,21
	No	104	7,20	2,354		
Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad): Employees	Yes	434	6,17	2,696	0,402	0,08
	No	127	6,39	2,495		
Board of directors	Yes	429	7,51	2,320	0,457	0,07
	No	124	7,67	2,063		
Auditors/public/others	Yes	427	7,54	2,397	0,794	0,02
	No	121	7,48	2,145		
Senior management	Yes	354	7,57	2,354	0,933	0,01
	No	101	7,59	2,122		
Rate the level of participation in strategy evaluation. (10 if very involved; 1 if not involved at all) by the:	Yes	429	7,91	2,410	0,584	0,05
	No	125	8,04	2,333		

Board of directors						
Executive committee	Yes	426	8,21	2,129	0,786	0,03
	No	126	8,15	2,213		
Executive director/CEO/MD	Yes	424	8,32	2,074	0,940	0,01
	No	127	8,31	2,110		
Management staff	Yes	429	7,34	2,285	0,332	0,10
	No	127	7,12	2,228		
Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad) by the: Board of directors	Yes	424	7,95	2,273	0,837	0,02
	No	127	7,91	2,121		
Executive committee	Yes	423	7,98	2,273	0,607	0,05
	No	126	7,87	2,140		
Executive director/CEO/MD	Yes	424	8,10	2,250	0,678	0,04
	No	126	8,01	2,130		
Management staff	Yes	430	7,47	2,339	0,816	0,02
	No	126	7,41	2,188		

(Source: own compilation)

The largest effect size (0,21) was seen by senior management in rating the willingness to accept and implement change. Due to this being the largest effect size, it indicates that there was a small difference between the opinions of management versus non-management.

3.4.1.3 C3 Anova

The Anova is used for comparing three or more groups or sets of numbers. Anova is used when a researcher wants to know whether a collection of groups all have the same consistent means or whether one or more of them are different from the others (Singh, 2018). Various tests are then conducted which calculate the F ratio and shows how much variability exists between the groups. A p-value is then calculated from the values and significance is determined (Singh, 2018).

Table 3-40: T-test between groups

Descriptive									
		N	Mea n	Std. Dev.	p- value	p- welch	Effect Sizes		
							<= 35 with	36 - 45 with	3 with
q4n8 a	<= 35	182	7,94	2,477	0,599	0,647			
	36 - 45	202	7,94	2,346			0,00		
	46 - 55	124	8,10	2,272			0,06	0,07	
	55+	51	7,55	2,678			0,15	0,14	0,20
	Total	559	7,94	2,403					
q4n8 b	<= 35	184	8,17	2,135	0,740	0,741			
	36 - 45	200	8,16	2,197			0,01		
	46 -	123	8,37	2,155			0,09	0,10	

	55								
	55+	50	8,00	2,176			0,08	0,07	0,17
	Total	557	8,19	2,162					
q4n8 c	<= 35	185	8,36	2,036	0,694	0,715			
	36 - 45	199	8,24	2,082			0,06		
	46 - 55	123	8,48	2,109			0,06	0,12	
	55+	50	8,14	2,382			0,09	0,04	0,14
	Total	557	8,32	2,098					
q4n8 d	<= 35	188	7,25	2,293	0,846	0,829			
	36 - 45	198	7,23	2,338			0,01		
	46 - 55	127	7,27	2,297			0,01	0,02	
	55+	49	7,55	2,180			0,13	0,14	0,12
	Total	562	7,27	2,296					

*p-values were reported for completeness but were not interpreted since a convenience sample instead of a random sample was used (Source: own compilation).

The largest effect size equals 0,20, which indicates a small effect, or practically non-significant, difference in terms of age groups.

3.5 Chapter summary

Analysis of the overall data indicates that all the data collected from the research questionnaire aids in answering the research questions stipulated in Chapter 1. The overall objectives from Chapter 1 can be answered and discussed in Chapter 4 with the information gathered in Chapter 3.

The primary objective was to investigate the strategic management processes of various South African organisations. The first secondary objective was to examine the processes used by organisations during the implementation of the Strategic plans. This was followed by the evaluation of the level of management involved in the strategic planning process and the level of participation from different parties within the organisation (employees, board of directors, managers, executive directors).

The objectives relating to the strategic management process were broken down in Chapter 2 and data was discussed in Chapter 3. The findings of Chapter 3 were then linked to the information gathered in Chapter 2.

The overall research design was regarded as suitable for the research purposes, and the data collected and captured was regarded as a good sample due to the size and diversity of the organisations involved. The information obtained may provide some clarity for organisations on the proper processes relating to a strategic management process. Further to this, the information may assist in identifying if organisations communicate the strategies effectively to all staff levels instead of having a top-down strategy, The data collected will be further expanded on in Chapter 4 of this study. The following aspects will be considered:

- Reasoning behind why organisations use strategic planning;
- Cost implications of implementing strategic procedures in organisations;
- Decisions management takes when implementing strategies;
- Processes in strategy creation; and
- Whether or not the right process are followed in regards to the development of strategy creation in various organisations.

4 CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction

Chapter 4 concludes and discusses the findings of the literature review and the empirical study covered in the previous chapters. The research objectives have been critically assessed and evaluated. Practical recommendations and a brief action plan have been discussed for those using strategic management within their organisations. The strategic management process is a process that could really help organisations achieve the goals they have set out. The successful implementation of strategic management can help processes conducted and resources used be more efficient and used effectively. The successful implementation can even cut costs for organisations once processes are made more efficient.

4.2 Main findings of the study

4.2.1 Literature review

A thorough understanding of the literature was required to draft the questionnaire used in the study for the data collection presented in Chapter 3. The literature review assessed the strategic management process and its application within organisations. This allowed for the identification of aspects of the strategic management process within the South African organisations targeted in this study. The steps and processes within strategic management include:

- Strategy formulation;
 - Vision, mission, values, SWOT;
- Strategy implementation;
 - Policy support, financial capacity, motivation, organisational structure, HR;
and
- Strategy Evaluation;
 - Assessment, impact of change, corrective action.

Strategic management is a topic that has been widely discussed over the years. South African organisations know what it is; however, gaps in the implementation and understanding of the process have been identified. It was observed that South African

organisations do not effectively communicate the strategy and the strategic management processes across the various levels of the organisations studied. Organisations consisted of 585 participants from the NWCOCI provincial platform for many Chambers of Commerce.

4.2.2 Empirical investigation

4.2.2.1 Demographic information

Respondents were representative of a diverse spectrum of roles within organisations, genders, ages, experience levels, and industries. The large data source and diverse nature of the group ensured a relevant and suitable dataset depicting the actual workforce. The largest percentage (77%) of participants was from management, which was further broken down into levels of management: middle-management (36,5%), senior management (20,6%), supervisors (19,4%) and directors (9,9%). Respondents were from various organisational sectors but were generally acknowledged into either the public sector (12.1%) or the private sector (87.9%).

In terms of gender, 64.6% were male and 35,4% female. A further analysis indicated that 82,3% of male respondents were in management, with a smaller percentage (66,7%) of female respondents. This data showed that the demographics of females and males within management roles had still not reached a balance. A gradual, but increasing, trend of women in management was observed. In South African organisations, the workforce is constantly changing, and organisations with women in power are being favoured, or scored higher, in relation to organisations without women in power.

Respondents were largely between 36-45 years old, the majority of which were also in management positions. Experience was thus directly linked to management and employees lacking experience were less likely to be put into management positions.

4.2.2.2 Strategy formulation

Strategy formulation achieved the highest average rating for relevance and importance in an organisation according to the data analysed in Chapter 3. Organisations regarded the vision, mission and values of an organisation 'very relevant', however, a disconnect

was observed over the various management levels within organisations, with communication and the relevance of the vision, mission and values rated lower by the average employee, and higher by management. SWOT analysis was considered 'very relevant' and essential within organisations; however, a major gap was identified in the lack of responses for specific questions relating to the SWOT analysis. This could indicate a serious gap in understanding and knowledge on what a SWOT is, and what it entails. Once again, higher management identified with more relevance and understanding than lower level employees. Long-term objectives were seen by organisations as 'very relevant' and important. Within strategy generation, a gap was identified in the practice of generating strategies to solve issues within organisations; however, the actual generation of these strategies received a high rating.

Overall strategy formulation is a highly relevant and important exercise in any organisation. The results indicate that South African organisations appear to have adequately applied the strategic formulation step of the strategic management process; however, some improvements may be realised in terms of strategy communication and education of the SWOT analysis, and the relevance of the vision mission and values, across all levels within the organisation.

4.2.2.3 Strategy implementation

The implementation stage of the strategic management process is very important and relevant to all organisations; however, this is where organisations normally start to fail in the process. Gaps in strategy implementation can be detrimental to the success of any strategy.

Policy support was considered 'very relevant' and important. Financial capacity was considered 'relevant', however, gaps in commitment and supporting the implementation of the strategy financially were identified. Without a budget for strategy implementation, the whole process will fail. Strategy implementation is costly, and therefore all stakeholders need to be on board. Motivation and 'ownership' were considered 'very relevant' amongst managers, while employees rated 'ownership' as 'not relevant', thus highlighting a gap in lower level employees. Organisational structure appropriateness was found to require focus, as it was not at the standard required for strategy implementation. Organisations were observed to struggle with change and their

readiness for change to take place within the organisation; however, this related to the communication process and the openness of management with employees. A major gap was identified in the communication of various strategic processes and objectives, potentially resulting in the lack of openness for change, as change makes people uneasy. The more uneasy employees are within a position, the less their willingness for change within the organisation.

The average rating for the relevance of strategic implementation was lower than that observed for strategic formulation and this should be addressed.

4.2.2.4 Strategy evaluation and control

Strategy evaluation and control is the final step of the strategic management process. It may be regarded as very important and relevant; however, this step does not appear to receive the support and attention it requires within organisations. Feedback is essential in any organisational process to determine proper and effective implementation of a strategy within the organisation. Communication of various assessment results was low. This should not have been the case, as communication is key in any strategic goal. Evaluation was observed in place in many of the organisations; however, communication of the results was low. Employees need to know the results of the strategy evaluation in support of various motivational factors.

Overall, the average for relevance for strategic evaluation was rated as low within organisations. This could be the tipping point between a successful strategy and an unsuccessful one. Strategy is an ongoing process; it cannot stagnate, it should change and develop, and constantly go through the evaluation and feedback process to assess gaps and implement solutions where necessary.

4.3 Conceptual framework

Figure 4-1 provides a visual framework of the summary of results.

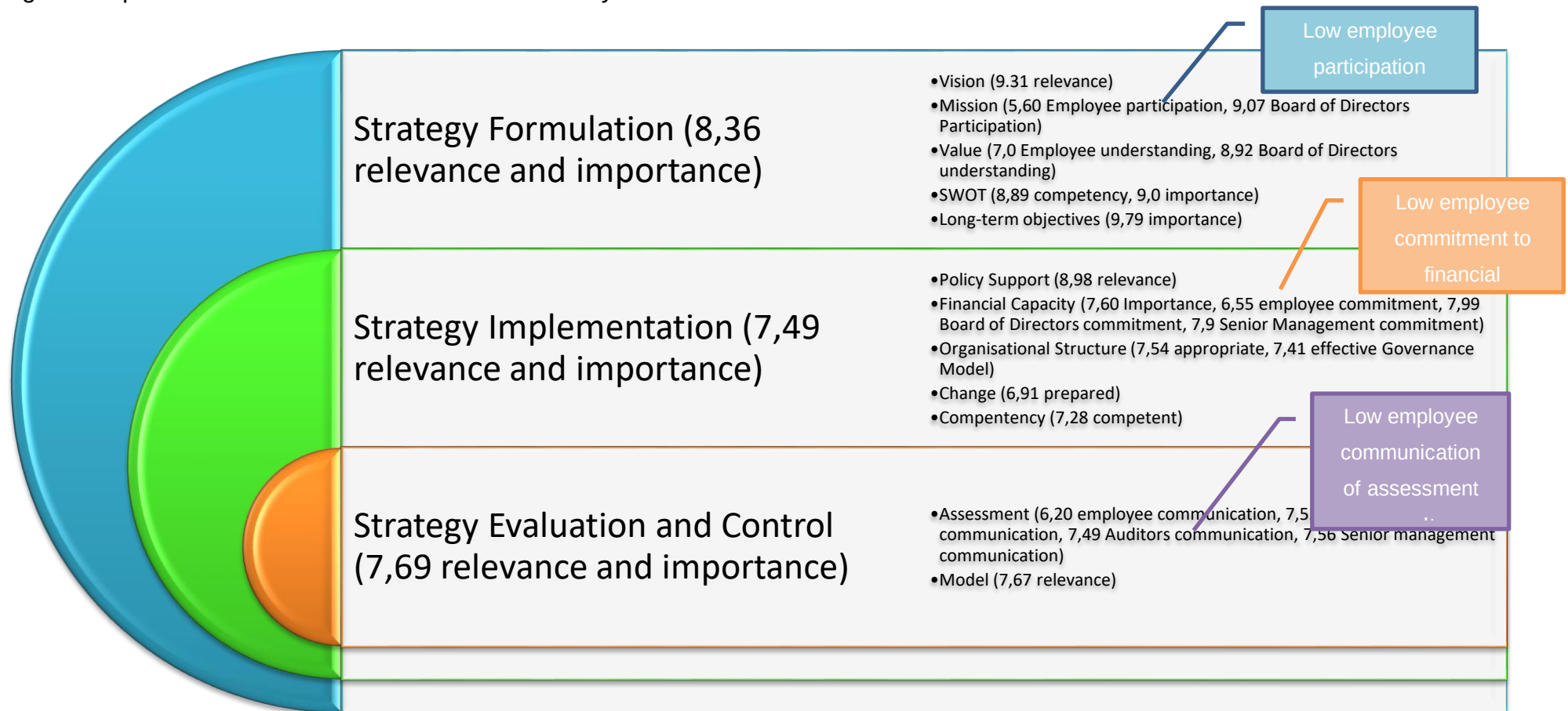


Figure 4-1: The conceptual framework of strategic management in South African organisations

4.4 Contribution of the study

The purpose of this research was to identify the strategic objectives of different organisations, the processes involved in developing a good strategy, and if South African organisations had the right strategies in place.

Many organisations have a cascading-down effect, with a lack of communication across structures when it comes to the implementation of strategy. In the challenges and reality of today's contemporary organisational environment, business is so complex that organisations wishing to be successful need to engage and 'buy-in' on their winning strategic plan.

Stakeholders, and all strategic role players need to know how to implement a winning strategy, or if they are already in a strategic management process and if the strategy is a good one. The significance of this study is that many organisations do not actually have a winning strategy or any strategy in place at all. Hence the need to assess the current state of strategic management processes in the South African environment. It should be noted that this study was exploratory in nature and for academic research purposes only.

4.5 Evaluation of the study objectives

4.5.1 Primary objective

The primary objective of the study was to investigate the strategic management processes of various South African organisations.

The primary objective was met through the compilation of the literature review and the data analysis presented in the empirical study. The empirical study (Chapter 3) assessed the different processes involved in strategic management across diverse South African organisations. Results were discussed in detail. It was observed that strategic management processes need improvement within organisations, with problems in the implementation and evaluation thereof. The formulation of strategies was perceived as adequate; however, gaps were identified relating to communication. A top-down approach was used by management, which was found to create more gaps in the process being implemented.

4.5.2 Secondary objectives

The following secondary objectives were investigated:

- 1.Examine the organisational processes used by the organisation during the implementation of the strategic plans;
- 2.Evaluate the level of participation in strategy development;
- 3.Determine which level of management is involved in the strategic planning process;
- 4.Determine the reasoning behind why organisations use strategic planning; and
- 5.Examine the decision management takes when implementing strategies.

An assessment of the secondary objectives revealed that each was comprehensively addressed as follows:

- Secondary objective '1': Achieved with items 3.3, 3.5, 3.6, 3.8, 3.11, 3.12, 3.13, and 3.16 of the questionnaire, as well as discussed in detail in the empirical study. Gaps have been identified relating to communication within this stage of the strategic management process;
- Secondary objective '2': Achieved with items 2.7 and 2.10 of the questionnaire, as well as discussed in detail in the empirical study. Higher participation was observed from boards of directors (management) than from employees;
- Secondary objective '3': Achieved with items 1.4, 2.7, 2.18, 3.4, 3.6, 3.8, and 4.1 and discussed in detail in the empirical study;
- Secondary objective '4': Achieved in the literature review; and
- Secondary objective '5': Achieved in literature review, as well as with items 2.20 and 2.21 in the questionnaire relating to the generation of strategies.

4.6 Recommendations and managerial implications

Recommendations and managerial implications are highlighted based on the findings and observations of the study:

- A serious communication gap exists between employees and management. Management must communicate more effectively to all parties within the organisation, especially to employees, as the requirement for implementation of

the various strategies lies with them. Once strategies have been formulated, a manager or a team should be appointed specifically for the role of implementation of strategy, as well as any communication involved throughout the process. Breaching the communication gap is likely to solve many other related issues such as willingness for change: if there is strong communication, employees might feel more at ease and open to change;

- All individuals within an organisation should be familiar with all aspects of the strategy. Emphasis should be placed on the ongoing nature of the strategic management process;
- The team employed should focused only on the strategy, and the development, implementation, and evaluation thereof. This team should have an open-door policy for suggestions and recommendations for all individuals involved in any part of the process;
- Effective planning and leadership from management should breach the gaps of willingness for change. Managers need appropriate training related to the different strategic management processes, and all individuals within the organisation should understand each process before it is implemented;
- The strategic management process requires a budget, as developing or assessing various strategies can be costly.

4.7 Recommendations for further research

A research topic can always be further explored and researched. There are always new ways of doing things and room for improvement. Some of the ways that research relating to strategic management can be furthered include:

- Focused study on specific organisations rather than broad to obtain more detail within an organisation specific area;
- Implementing strategic management processes with digital design or graphic design areas; and
- Enhancing strategic implementation and evaluation processes.

4.8 Conclusion

The final chapter concluded the results observed in Chapter 3, as well as the literature review presented in Chapter 2. Chapter 4 also supported the empirical research and

drew on the information provided in Chapter 2 for emphasis. Conclusions were made regarding strategic formulation, implementation, as well as evaluation, and recommendations were made based on those results. The primary and secondary objectives were then critically reviewed to ensure these were achieved in the study. Suggestions were made for future research.

The data collected and analysed emphasised what had been assumed from the beginning, in that within a South African context, strategy has failed to follow through when it comes to implementation and evaluation. This was evident in the rating averages discussed for each sub-section. The research highlighted that strategic management within South African organisations still requires much attention and learning. The formulation stage of the strategic management process appears adequate in most organisations; however, communication is lacking, and the implementation and evaluation stages suffer the consequences.

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ANNEXURE A: DATA COLLECTION TOOL

Strategic Management Questionnaire

Section 1:

1.1 Indicate your gender:

a) Male	B) Female
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1.2 Your age category?

a) 16-20	b) 21-25	c) 26-35	d) 36-45	e) 46-55	f) 55-60	g) 60+
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1.3 Are you in Management?

a) Yes	b) No
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1.4 Level of Management?

a) Supervisor	b) Middle Management	c) Senior Management	d) Director	e) Other
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If you choose "other", specify briefly. _____

In which economic sector is the selected company (*banking industry/manufacturing etc)? _____

1.5 How many years have you worked for this specific company?

a) 0-3	b) 4-10	c) 11-15	d) 16-20	e) 20 years+
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1.6 Your experiences in different business units (BU's) of the same company?

a) Only 1 BU	b) 2 different BU's	c) 3 different BU's	d) More than 3 BU's
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1.7 My current job title is: _____

1.8 My current business unit (dept) is: _____

1.9 Are you working in South Africa? Yes____ No____

1.10 How many employees in total working for the company/organisation?

Less than 5	Between 5-100	Between 101-200	Between 201-500	More than 500
-------------	---------------	-----------------	-----------------	---------------

1.11 Is the parent of the Company or Organisation in South Africa?

Yes____ No_____

Section 2:

(Rank in order of importance as indicated)

2.1 Has your organisation articulated a vision for the organisation?

(10 is YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.2 When was it last updated?

(10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.3 Is the vision statement relevant to the organisation's activities and mandate? (10 for very relevant; 1 for not relevant at all)

1 2 3 4 5 6 7 8 9 10

2.4 Has your organisation developed a mission statement?

(10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.5 When was it last updated?

(10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.6 Do you feel that your current mission statement is compatible with the activities being carried out by the organisation? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.7 How would you rate participation in developing the mission statement by the following people? (10 very involved; 1 not very involved at all)

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/Senior Management 1 2 3 4 5 6 7 8 9 10

2.8 Has your organisation defined a set of value statements?

(10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.9 When were they last updated or discussed formally?

(10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.10 How would you rate the understanding of the organisation's value statements (or values if formal statements have not been developed) by the following people?

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/Senior Management 1 2 3 4 5 6 7 8 9 10

2.11 Has your organisation conducted a SWOT analysis?

(10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.12 How would you rate the competencies of your organisation to conduct a SWOT analysis?

1 2 3 4 5 6 7 8 9 10

2.13 How would you rate the priority that your organisation places on the SWOT analysis process?

1 2 3 4 5 6 7 8 9 10

2.14 How would you rate the importance of the SWOT analysis process in the effective operation of your organisation?

1 2 3 4 5 6 7 8 9 10

2.15 Is a SWOT analysis employed when dealing with significant issues outside of strategic planning? (Score 10 for regularly; 1 for never)

1 2 3 4 5 6 7 8 9 10

2.16 Any other tool other than the SWOT used by your organisation? (name)
Customer feedback surveys.

2.17 How would you rate the understanding of issues (10 very good, 1 very bad) that influence the organisation by the following people?

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/Senior Management 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Relative to the decision-making process, how would you rate your organisation's attention to issues that influence the organisation?

1 2 3 4 5 6 7 8 9 10

2.18 Has your organisation established long-term objectives?

(10 if YES, 1 if NO) 1 2 3 4 5 6 7 8 9 10

2.19 How important is it to establish long-term objectives for your organisation? (10 very important; 1 not important at all)

1 2 3 4 5 6 7 8 9 10

2.20 Rate your organisation's success with the practice of generating strategies to deal with issues. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

2.21 How important is it to generate strategies to deal with issues for your organisation? (10 very important, 1 not important at all)

1 2 3 4 5 6 7 8 9 10

2.22 Does your organisation select strategies to address issues that confront the organisation? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.23 Rate the importance of selecting strategic solutions to address issues that confront your organisation. (10 very important; 1 not important at all)

1 2 3 4 5 6 7 8 9 10

Section 3

3.1 Does your organisation maintain a policy manual?

(10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

3.2 Are organisation policies updated regularly?

(10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

3.3 Rate the relevance of your organisation's policies to current organisation activities. (10 very relevant; 1 not relevant at all)

1 2 3 4 5 6 7 8 9 10

3.4 Rate the understanding and support of normal policy development and implementation. (10 very good; 1 very bad) by the:

(a) Employees

1 2 3 4 5 6 7 8 9 10

- | | | |
|-----|---------------------------|----------------------|
| (b) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Executive Director/CEO/MD | 1 2 3 4 5 6 7 8 9 10 |
| (d) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

3.5 Rate your organisation's financial capacity to implement strategies.

(10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.6 Rate the commitment to providing financial resources to support the implementation of strategic initiatives. (10 very committed; 1 not committed at all (10 very committed; 1 not committed at all) by the:

- | | | |
|-----|--------------------|----------------------|
| (a) | Employees | 1 2 3 4 5 6 7 8 9 10 |
| (b) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

3.7 Rate the motivation to maintain and support the implementation of strategic initiatives (10 very good; 1 very bad) by the:

- | | | |
|-----|----------------------|----------------------|
| (a) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (b) | Staff (Subordinates) | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

3.8 Rate the "Ownership" of the following people to implement strategic initiative (10 very good; 1 very bad):

- | | | |
|-----|---------------------------|----------------------|
| (a) | Employees | 1 2 3 4 5 6 7 8 9 10 |
| (b) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Executive Director/CEO/MD | 1 2 3 4 5 6 7 8 9 10 |
| (d) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

3.9 Rate your board's (Senior Management) commitment to and support of the implementation of strategic initiatives (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.10 Rate the performance of your board or senior management as it relates to the delivery of support to strategic initiatives (as opposed to "talking the talk"). (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.11 Rate how appropriate the current structure of your organisation is to support the implementation of strategic initiatives.

(10 very appropriate; 1 not appropriate at all)

1 2 3 4 5 6 7 8 9 10

3.12 Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives.

(10 very effective models; 1 not effective at all)

1 2 3 4 5 6 7 8 9 10

3.13 Rate your organisation's readiness for organisational change.

(10 very prepared; 1 not prepared at all)

1 2 3 4 5 6 7 8 9 10

3.14 Rate the willingness to accept and implement change (10 very open; 1 not open at all) by the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Executive Director 1 2 3 4 5 6 7 8 9 10

(d) Senior management 1 2 3 4 5 6 7 8 9 10

3.15 Rate the human resource capability to manage and implement a change process or a new strategic direction. (10 very good; 1 very bad) by the:

- | | | |
|-----|--------------------|----------------------|
| (a) | Employees | 1 2 3 4 5 6 7 8 9 10 |
| (b) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

3.16 Rate the competencies of your organisation's staff to plan, manage and implement strategic initiatives. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

Section 4:

4.1 Rate your organisation's current practices as they relate to the ongoing assessment of strategic initiatives. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

4.2 Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad) to the:

- | | | |
|-----|------------------------|----------------------|
| (a) | Employees | 1 2 3 4 5 6 7 8 9 10 |
| (b) | Board of Directors | 1 2 3 4 5 6 7 8 9 10 |
| (c) | Auditors/Public/Others | 1 2 3 4 5 6 7 8 9 10 |
| (d) | Senior management | 1 2 3 4 5 6 7 8 9 10 |

4.3 Has your organisation developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives?

(10 for defined key performance indicators; 1 no indicators defined)

1 2 3 4 5 6 7 8 9 10

4.4 Rate your organisation's ongoing evaluation practices as it relates to strategic initiatives.

(10 for doing a great job regularly; 1 if no evaluation occurs)

1 2 3 4 5 6 7 8 9 10

4.5 Rate your organisation's success at identifying corrective action when strategic initiatives are failing or could be improved.

(10 if very good; 1 if very bad)

1 2 3 4 5 6 7 8 9 10

4.6 Rate your organisation's response time after they have acknowledged that a strategic initiative is failing.

(10 if very fast; 1 if not responsive at all)

1 2 3 4 5 6 7 8 9 10

4.7 Rate your organisation's effectiveness at evaluating the impact of changes after initial strategy formulation. (10 if very effective; 1 if not effective at all)

1 2 3 4 5 6 7 8 9 10

4.8 Rate the level of participation in strategy evaluation.

(10 if very involved; 1 if not involved at all) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.9 Rate the attention paid to abandoning, adjusting or developing new strategies after evaluation of the initial strategies (10 if very attentive; 1 if not attentive at all) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.10 Rate the relevance and suitability of the strategic management model to your organisation. (10 if very good; 1 if very bad)

1 2 3 4 5 6 7 8 9 10

4.11 Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.12 Any other issues you would like to address within the context of this survey? (formulate and answer)

ANNEXURE B: INFORMED CONSENT



"Together we can change our society"

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03 May 2019

To whom it may concern

This communique serves to give permission to Me. R Bremner, a MBA Student of the North West University Business School, to use our affiliated Chambers of Commerce to gather information for regarding her script for the degree.

Her study is about strategical management in respect of diverse organizations.

We would appreciate your help in this regard.

Kind Regards

ANDRÉ COERTZEN

CEO

ANNEXURE C: ETHICS INFORMED CONSENT

Ethics informed consent

MB-STUDY: Assessing the state of Strategic Management at various South African Organisations

FIELD OF STUDY: Strategy, Management, Strategic Management

NORTH WEST

RESEARCHER: Roxanne Bremner

SOUTH-AFRICA

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Dear Volunteer

This **Informed Consent Statement** serves to confirm the following information as it relates to the MBA mini-dissertation on Assessing the state of Strategic Management at various South African Organisations.

1. The main purpose of this study is to obtain information from staff employed and operating in various SA industries in an attempt to determine the status of strategic management processes related to the research topic.
2. The procedure to be followed is a quantitative research design in the form survey questions.
3. This completion of a questionnaire takes place voluntarily and at any time you can withdraw..
4. The confidentiality of the questionnaire data is guaranteed — fictitious names can be utilised when utilising the data obtained from the questionnaires.
5. Communication is necessary for any confidential information that prohibits the researcher from publishing it in the final dissertation.

6. A summarised copy of the final dissertation will be made available to the organisation's involved only upon request.
7. The data gathered from the questionnaires will only be for research purposes as this is an academic study.

I, _____ (name and surname), hereby declare that I have read and understand the contents of the Informed Consent Statement, and give my full consent to progress with the interview on _____ (date) and use the information communicated by myself for this MBA research project.

ANNEXURE D: RECRUITMENT MATERIAL

ANNEXURE E: CONFIRMATION LETTER OF LANGUAGE EDITING



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8 December 2019

To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The MBA dissertation **Assessing the state of strategic management at various South African organisations** by **R Bremner (21249679)** was edited for language, typography and technical precision after post-examination corrections were made by the author. The referencing and sources were checked as per the Harvard Referencing Style and the North-West University referencing guidelines.

Final, last minute corrections remain the responsibility of the author.

Signed: Kieren Jayne Bremner